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CITY OF ADELAIDE

AUDIT AND RISK COMMITTEE

Agenda and Reports

for the meeting on

Friday, 16 October 2026

at 9.00 am

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

Membership	The Lord Mayor (ex-officio) 1 Council Member 4 External Independent Members 2 Proxy Council Members
Quorum	3
Presiding Member	Mark Davies
Committee Members	The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (ex-officio)
	Councillor Janet Giles
	Russell D'Costa
	John Jovicevic
	Sam Mill

Agenda

Item **Pages**

1. Acknowledgement of Country

At the opening of the Audit and Risk Committee meeting, the Presiding Member will state:

'The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today.

We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things.

We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.'

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes

That the Minutes of the meeting of the Audit and Risk Committee held on 23 September 2026, be taken as read and be confirmed as an accurate record of proceedings.

View public 23 September 2026 Minutes here.

4. Declaration of Conflict of Interest

5. Presiding Member Reports

Nil

6. Reports

6.1	Internal Audit Scopes	4 - 16
6.2	Internal Audit Report - New Commercial Revenue Process Review	17 - 51
6.3	City of Adelaide Draft 2025/26 Annual Report	52 - 303
6.4	Plant and Fleet Asset Management Plan	304 - 353

7. **Emerging Key Risks**
8. **Independent Member Discussion**
9. **Other Business**
10. **Closure**

Internal Audit Scopes

Friday, 16 October 2026
Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:
Kathryn Goldy, Acting Associate Director Governance & Strategy

Public

Approving Officer:
Rebecca Hayes, Acting Chief Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the Audit and Risk Committee (ARC) with the following internal audit scopes for noting and feedback:

- Strategic Asset Management Review
- Annual Business Plan & Budget Review

These internal audits are in accordance with the 2027-2029 Internal Audit Plan.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Strategic Asset Management Review Internal Audit scope as contained in Attachment A to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026 and provides the following feedback:

   1.1. _____

   1.2. _____

2. Notes the Annual Business Plan & Budget Review Internal Audit scope as contained in Attachment B to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026 and provides the following feedback:

   2.1. _____

   2.2. _____

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 functions legally, effectively and efficiently.
Policy	Not as a result of this report.
Consultation	The internal audit scopes were presented to the Strategic Risk and Internal Audit Group at its meeting on 8 October 2026.
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, ensuring functions and services align Council processes to best practice standards.
26/27 Budget Allocation	$35,000 is budgeted for the Strategic Asset Management Review Internal Audit. $30,000 is budgeted for the Annual Business Plan & Budget Review Internal Audit.
Proposed 27/28 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.
26/27 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. At the Strategic Risk and Internal Audit (SRIA) group on 11 June 2026, the proposed 2027-2029 Internal Audit Plan (the Plan) was presented for consideration. SRIA has previously acknowledged that the Plan is a rolling plan which includes the ability to adjust audit prioritise in response to emerging risks and organisational needs.
2. The Plan builds on the outcomes of a BDO-facilitated Internal Audit Planning Workshop with the Executive and has been developed with regard to Council's strategic risks and priorities under the Strategic Plan 2024-2028. A draft four-year plan was previously considered by SRIA on 13 November 2025.
3. At its Special Meeting held on 27 November 2025, the Audit and Risk Committee (ARC) noted the Internal Audit Plan, acknowledging SRIA's approval of the Plan and its rolling nature.
4. The 2027-2029 Plan adopts a blended delivery model, utilising Council resources, the internal audit partner, and specialist providers where required. This approach enables the delivery of appropriate assurance while achieving value for money through the effective use of internal and external expertise.
5. Each Audit has been identified as a risk mitigation to the Council's Strategic Risks.
6. These Audits are essential to ensure that the Council is complying with legislation, regulations and policies that govern our operations. The audits will look at the following key areas:
    6.1. Legal and Regulatory Compliance;
    6.2. Risk Mitigation;
    6.3. Reputation Protection;
    6.4. Operational Efficiency;
    6.5. Transparency and Accountability; and
    6.6. Support future decision making.

Strategic Asset Management Review

7. The Strategic Asset Management Review Internal Audit is to be performed in partnership with BDO, in accordance with the Plan. The scope can be found at **Attachment A**.
8. The objective of this Audit is to assess the maturity and effectiveness of the Council's Asset Management Framework and its alignment with the Strategic Plan, Long-Term Financial Plan (LTFP), and Strategic Asset Management Plans (AMPs).
9. SRIA considered the audit scope with BDO at is meeting on 8 October 2026. The scope was endorsed by SRIA.
10. The scope and approach of this audit will be to:
    10.1. Assess the adequacy of the Council's AMPs including strategies and programs for asset creation, operation, maintenance, refurbishment, replacement, disposal, and performance monitoring to support organisational needs
    10.2. Review the Council's approach to life cycle planning and forecasting of future operational and capital expenditure requirements
    10.3. Evaluate the appropriateness of maintenance policies and whether defined service standards support asset availability, functionality, and sustainability in line with strategic and financial objectives.
11. This Audit will be undertaken by BDO in consultation with Administration. Based on preliminary discussions the following stakeholders have been identified:
    11.1. Associate Director Governance & Strategy
    11.2. Associate Director Finance & Procurement
    11.3. Associate Director Infrastructure
    11.4. Associate Director Park lands, Policy & Sustainability
    11.5. Manager Strategy, Planning & Engagement
    11.6. Coordinator Strategic Planning

12. Other relevant stakeholders will be consulted during the audit.

Annual Business Plan & Budget Review

13. The Annual Business Plan & Budget Review Internal Audit is to be performed in partnership with BDO, in accordance with the Plan. The scope can be found at **Attachment B**.
14. The objective of this Audit is to assess the effectiveness and efficiency of the City of Adelaide's (CoA) business planning and budget development processes. The review will focus on the governance, coordination, and integration of business planning activities across the organisation and Chamber.
15. SRIA considered the audit scope with BDO at is meeting on 8 October 2026. The scope was endorsed by SRIA.
16. The scope and approach of this audit will include:
    16.1. Governance and accountability – Roles, decision rights and delegations, committee pathways, escalation and oversight
    16.2. Planning integration – Alignment between strategic planning, annual business planning, the LTFP, asset management planning, workforce considerations and budget development
    16.3. Budget development – Assumptions, business-unit submissions, prioritisation, financial review, consolidation and approval
    16.4. Legislative and policy alignment – Relevant requirements of the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011*, and applicable internal policies and procedures
    16.5. Engagement and transparency – Internal stakeholder engagement, elected-member engagement, public consultation inputs where applicable, and documentation of decisions
    16.6. Monitoring, forecasting and adjustment – Budget reporting, reforecasting, adjustment approvals, variance analysis and feedback into subsequent planning cycles.
17. This Audit will be undertaken by BDO in consultation with Administration. Based on preliminary discussions the following stakeholders have been identified:
    17.1. Chief Operating Officer
    17.2. Associate Director Governance & Strategy
    17.3. Associate Director Finance & Procurement
    17.4. Associate Director People
    17.5. Manager Strategy, Planning & Engagement
    17.6. Coordinator Corporate Planning
18. Other relevant stakeholders will be consulted during the audit.

Next Steps

19. ARC is asked to review the attached scopes and provide feedback where required.
20. Any feedback provided by ARC will be assessed and incorporated into the scopes where appropriate.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – Strategic Asset Management Review Internal Audit Scope

Attachment B – Annual Business Plan & Budget Review Internal Audit Scope

- END OF REPORT -

PROJECT BRIEF

Project Title:	City of Adelaide - Strategic Asset Management Review
Project Contact:	**Rebecca Hayes, Associate Director, Governance & Strategy**
Project Objective:	The objective of this audit is to assess the maturity and effectiveness of the Council's Asset Management Framework and its alignment with the Strategic Plan, Long-Term Financial Plan (LTFP), and Strategic Asset Management Plans (AMPs).
Background:	The CoA has developed strategic AMPs for the following significant asset classes covering a 10-year period (2024/25 to 2033/34): • Buildings • Public Lighting and Electrical Infrastructure • Park Lands and Open Space • Transport • Urban Elements • Water Infrastructure. These AMPs were developed in parallel to the Strategic Plan (2024-2028), LTFP (2025/26 to 2034/35) and City Plan (note: CoA does not have a specific Community Plan). We are aware that the AMPs are the responsibility of different stakeholders across Council and asset management processes differ across the asset classes. We note that the previous Chamber authorised the service standards which have been adopted in the AMPs. In addition, we will consider the relevant risks and controls identified in the Strategic Risk Assessment in our approach.
Scope & Approach:	The scope of the Asset Management Review will: • Assess the adequacy of the Council's AMPs including strategies and programs for asset creation, operation, maintenance, refurbishment, replacement, disposal, and performance monitoring to support organisational needs • Review the Council's approach to life cycle planning and forecasting of future operational and capital expenditure requirements • Evaluate the appropriateness of maintenance policies and whether defined service standards support asset availability, functionality, and sustainability in line with strategic and financial objectives. We will focus our review on the domains outlined in the BDO Asset Management Maturity Assessment Table (refer Appendix 1), which aligns with ISO 55000/55001 (Asset Management), as follows: 1. Leadership & Strategic Alignment 2. Planning & Risk Management 3. Lifecycle Delivery & Operations 4. Asset Information & Data Management 5. Decision-Making & Financial Sustainability 6. Performance Monitoring, Improvement & Assurance 7. Stakeholder Engagement & Community Value 8. Asset Condition Monitoring & Data Utilisation 9. Integration with Project Planning & Management.

PROJECT BRIEF

We are cognisant that the asset management maturity differs across the asset classes.

The review will have a strategic focus and will not consider the operational/ financial reporting aspects of asset management (e.g. maintenance processes, asset depreciation etc).

We note that this review will interface with the Annual Business Planning and Budget Process Review which will be delivered concurrently.

This project will be undertaken in consultation with Administration. The following stakeholders have been identified based on preliminary discussions:

- Associate Director Governance & Strategy
- Associate Director Finance & Procurement
- Associate Director Infrastructure
- Associate Director Park Lands, Policy & Sustainability
- Manager Strategy, Planning & Engagement
- Coordinator, Strategic Planning

Other relevant stakeholders will be consulted during the audit.

Our approach includes the following phases:

Phase 0: Project Kick Off and Planning

Project Kick Off and Planning will focus on establishing the foundation for an effective engagement, including consultation, confirmation of timelines and deliverables, identification of any issues and scope exclusions, outlining our information requests and commencing access to relevant documentation.

An initial kick off meeting will confirm roles and responsibilities, introduce CoA representatives and the BDO team and confirm contact details of nominated engagement personnel.

Phase 1: Process Discovery

- Obtain and review CoA's suite of asset management documentation including: AMPs, LTFP, Strategic Plan, City Plan, asset management policies/procedures, capitalisation policy, asset condition data, reporting and any other relevant documents
- Conduct interviews with nominated CoA representatives to gain an understanding of the key processes and systems for each of the nine (9) asset management domain areas.
- Identify the key risk areas within the asset management processes.
- Document CoA's current asset management processes/controls (at a high-level) for each of the 9 asset management domain areas.

Phase 2: Assessment of Process Adequacy

- Consider the alignment of the AMPs against:
  - Legislative requirements (including community consultation requirements)
  - Relevant CoA policies/procedures (e.g. asset management policy, capitalisation policy)

PROJECT BRIEF

- Strategic Plan
- City Plan
- LTFP.

- For each of the 9 asset management domain areas, conduct an assessment of the design of asset management processes/controls against the criteria outlined in the BDO Asset Management Maturity Assessment Table
- Conduct “walkthroughs” and/or “testing” of key asset management processes/controls within each of the 9 asset management domain areas to assess operating effectiveness
- Based on the results of the asset management maturity assessment, identify areas requiring improvement from a control and/or process improvement perspective.

Phase 3: Process Improvement

- Hold preliminary discussions with CoA representatives to confirm accuracy of audit findings
- Work with CoA’s representatives to develop tailored solutions to address any identified control gaps and/or process improvement opportunities.

Phase 4: Report Results

- Prepare a summary of findings providing CoA with recommendations for enhancing processes, policies and procedures
- Hold closing meetings with CoA representatives regarding audit outcomes
- Prepare draft report and provide to CoA representatives for management comments
- Finalise report.

Timeframe:	Project delivery by end of November 2026.
Project Resources:	The estimated total cost to complete this project is $35,000 (GST exclusive). Out of pocket costs (including travel and accommodation, if required) will be billed at cost, kept to a minimum and agreed with you prior to them being incurred.
Prepared by:	BDO
Agreed by:	 **Peter Horsman - Partner BDO** 08/ 10 /2026 **Rebecca Hayes - Associate Director, Governance & Strategy** / /

PROJECT BRIEF

Appendix 1 – BDO Asset Management Maturity Model

Domains	Ratings and Criteria				
	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership & Strategic Alignment	No asset management policy/strategy, leadership disengaged.	Draft policy, limited support from leaders, weak alignment with Council Plan.	Policy and strategy approved, aligned with Council & Community Plans.	Policy and strategy approved, aligned with Council & Community Plans.	Leaders champion AM, embedding resilience, sustainability, and long-term stewardship.
Planning & Risk Management	Reactive risk handling, no structured risk register.	Basic risk register covering compliance/WHS only.	Risks documented across asset classes, integrated into corporate risk framework.	Proactive risk assessment, scenario planning embedded in AM.	Predictive modelling, resilience, and climate adaptation built into AM strategy.
Lifecycle Delivery & Operations	Reactive maintenance dominates, no structured lifecycle view.	Basic maintenance and renewal programs, short-term focus.	Documented lifecycle plans linked to Long-Term Financial Plan (LTFP).	Optimised lifecycle planning balancing maintenance, renewal, disposal.	Predictive maintenance, smart technologies, circular economy approaches applied.
Asset Information & Data Management	Incomplete/fragmented asset register.	Asset register exists but inconsistent across classes.	Reliable, standardised AM system integrated with GIS and financials.	Data-driven decision-making; systems integrated across council functions.	Real-time data, IoT/digital twins, advanced analytics driving optimisation.
Decision-Making & Financial Sustainability	Short-term, politically or budget-driven decisions.	Some long-term planning, weak funding alignment.	Decisions guided by AM Plans and LTFP, trade-offs considered.	Investment prioritisation balances service outcomes, risk, and sustainability.	Optimised, evidence-based investment ensuring intergenerational equity.
Performance Monitoring, Improvement & Assurance	No KPIs, no monitoring of asset performance.	Basic compliance reporting only.	Service-level KPIs defined, AM performance monitored and reported.	Benchmarking and performance outcomes drive improvement programs.	Continuous improvement embedded, independent assurance, sector leadership.
Stakeholder Engagement & Community Value	Minimal consultation, decisions internally focused.	Ad hoc consultation, not systematic.	Community engagement embedded in AM planning (e.g., annual asset plans).	Co-design with stakeholders; outcomes	Transparent reporting, strong trust, AM decisions

PROJECT BRIEF

Domains	Ratings and Criteria				
	Level 1	Level 2	Level 3	Level 4	Level 5
				measured in value-for-money terms.	demonstrably maximise community value.
Asset Condition Monitoring & Data Utilisation	No structured monitoring; decisions reactive to failures.	Basic inspections or breakdown data collected but inconsistent.	Condition assessments scheduled; useful life and renewal forecasts integrated into AM Plans.	Data integrated across systems; deterioration and failure trends tracked and analysed.	Real-time monitoring, predictive analytics, and scenario modelling drive proactive decision-making.
Integration with Project Planning & Management	Capital projects developed in isolation from AM planning.	Some reference to AM data in projects, but inconsistent.	AM Plans inform project prioritisation, with partial integration into capital works programs.	Full alignment between AM lifecycle planning and project delivery; governance ensures integration.	Seamless integration: AM Plans, capital projects, and service outcomes aligned through program governance, delivering long-term community value.

PROJECT BRIEF

Project Title:	City of Adelaide - Annual Business Planning and Budget Process Review
Project Contact:	**Rebecca Hayes, Associate Director, Governance & Strategy**
Project Objective:	The objective of this project is to assess the effectiveness and efficiency of the City of Adelaide's (CoA) business planning and budget development processes. The review will focus on the governance, coordination, and integration of business planning activities across the organisation and Chamber.
Background:	The CoA Business Plan and Budget (BP&B) cycle follows the approval of the Long Term Financial Plan (LTFP) by Council. The annual BP&B cycle commences in October, with engagement with Council members from January and is approved in June. Community consultation on the BP&B (as required under legislation) forms part of the development process.
Scope & Approach:	The scope of the Annual Business Planning and Budget Process Review will consider: • **Governance and accountability** Roles, decision rights and delegations, committee pathways, escalation and oversight. • **Planning integration** Alignment between strategic planning, annual business planning, the LTFP, asset management planning, workforce considerations and budget development. • **Budget development** Assumptions, business-unit submissions, prioritisation, financial review, consolidation and approval. • **Legislative and policy alignment** Relevant requirements of the Local Government Act 1999, Local Government (Financial Management) Regulations 2011, and applicable internal policies and procedures. • **Engagement and transparency** Internal stakeholder engagement, elected-member engagement, public consultation inputs where applicable, and documentation of decisions. • **Monitoring, forecasting and adjustment** Budget reporting, reforecasting, adjustment approvals, variance analysis and feedback into subsequent planning cycles. The review will not assess the appropriateness of rates, fees, charges or other budget assumptions. The review will focus on the governance, documentation and management of relevant assumptions within the business planning and budget process. Further specific focus areas will be agreed between BDO and CoA. We note that this review will interface with the Strategic Asset Management Review which will be delivered concurrently. In addition, we will consider the relevant risks and controls identified in the Strategic Risk Assessment in our approach. This project will be undertaken in consultation with Administration. The following stakeholders have been identified based on preliminary discussions:

PROJECT BRIEF

Project Title:	City of Adelaide - Annual Business Planning and Budget Process Review

- Chief Operating Officer
- Associate Director Governance & Strategy
- Associate Director Finance & Procurement
- Associate Director Infrastructure
- Associate Director People
- Associate Director, Strategic Property & Commercial
- Manager Strategy, Planning & Engagement
- Coordinator, Corporate Planning

Other relevant stakeholders will be consulted during the internal audit.

Our approach includes the following phases:

Phase 0: Project Kick-off and Planning

Project kick-off and planning will focus on establishing the foundation for an effective engagement, including consultation, confirmation of timelines and deliverables, identification of issues and scope exclusions, outlining our information requests, and commencing access to relevant documentation.

An initial kick-off meeting will confirm roles and responsibilities, introduce CoA representatives and the BDO team, and confirm the contact details of nominated engagement personnel.

Phase 1: Process Discovery

The Process Discovery phase will include the following two (2) stages:

1a - Document Collation and Process Interviews

- Obtain CoA's suite of business planning and budget related policy and procedure documentation, templates and associated tools.
- Obtain briefings and reports to management and Chamber relating to the budget development.
- Obtain relevant documents including, Annual Business Plan and Budget (BP&B), LTFP, Asset Management Plan, management and Chamber report examples.
- Identify key stakeholders and conduct interviews with nominated CoA representatives to gain an understanding of the key processes relating to the business planning and budget processes.

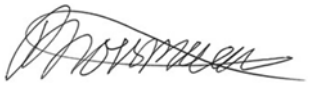
1b - Process and Documentation Review

- Gain an understanding of CoA's suite of business planning and budget related documentation obtained in Phase 1a.
- Document, at a high level, the current-state process map, identifying key activities, responsibilities, decision points, approvals, systems, information flows and controls.

Phase 2: Assessment of Process Adequacy

The Process Adequacy phase includes the following steps:

PROJECT BRIEF

Project Title:	City of Adelaide - Annual Business Planning and Budget Process Review	
	• Verify consistency of budget planning and processes with legislative requirements, internal policies and procedures, and good practice principles. • Conduct a control gap analysis and assessment of the design effectiveness and operating effectiveness of the budget establishment, monitoring and management processes and controls, including consideration of: - clarity of roles and accountabilities - adequacy and consistency of documented procedures - timeliness and sequencing - completeness and traceability of budget assumptions - evidence of review and approval - integration with strategic and asset planning - transparency of material changes and decisions - quality of management and Chamber reporting - adequacy of performance monitoring and forecasting controls. • Identify areas requiring improvement from a control, organisation and/or process improvement perspective. **Phase 3: Process Improvement** • Hold preliminary discussions with CoA representatives to confirm accuracy of review findings. • Work with CoA's representatives to develop tailored solutions to address any identified control gaps and/or process improvement opportunities. **Phase 4: Report Results** • Prepare a summary of findings providing CoA with recommendations for enhancing the business plan and budget process. • Hold closing meetings with CoA representatives regarding audit outcomes. • Prepare draft report and provide to CoA representatives for management comments. • Finalise report.	
Timeframe:	Project delivery by end of November 2026.	
Project Resources:	The estimated total cost to complete this project is $30,000 (GST exclusive). Out of pocket costs (including travel and accommodation, if required) will be billed at cost, kept to a minimum and agreed with you prior to them being incurred.	
Prepared by:	BDO	
Agreed by:	 **Peter Horsman - Partner BDO** 08 / 10 /2026	**Rebecca Hayes - Associate Director, Governance & Strategy** / /2026

PROJECT BRIEF

Internal Audit Report - New Commercial Revenue Process Review

Friday, 16 October 2026
Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:
Kathryn Goldy, Acting Associate Director Governance & Strategy

Public

Approving Officer:
Rebecca Hayes, Acting Chief Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to provide the Audit and Risk Committee with the New Commercial Revenue Process Review Internal Audit Report. The Internal Audit was performed by BDO, in accordance with the Internal Audit Plan 2025 – 2026 (the Plan). This report requests that the Audit and Risk Committee note the report and endorse the administration responses.

The Terms of Reference of the Audit and Risk Committee includes responsibility for receiving full reports, monitoring and reviewing the Plan and Internal Audit Projects.

The objective of this project was to assess the design and operating effectiveness of Council's processes and governance structures to identify, evaluate and deliver new commercial revenue opportunities.

The City of Adelaide has established a strategic objective to increase the proportion of revenue generated from non-rates sources. The City of Adelaide already derives a comparatively strong level of non-rates revenue relative to many councils across Australia (see Appendix 4). Benchmarking undertaken identified that many of the revenue streams utilised by leading councils are already present within the Council's operating environment, with the key differences to other councils typically being the maturity of the processes used to identify, prioritise, assess and progress opportunities over time.

The review identified several positive foundations that support the pursuit of new commercial revenue opportunities. These include Council's strategic objective to grow non-rates revenue, established governance processes, Future Fund governance arrangements and the development of a formal framework for unsolicited proposals, however, the review also identified that Council's approach to commercial revenue growth remains largely opportunistic and decentralised.

Overall, BDO assessed Council's Commercial Revenue Management maturity at 2.3 (Developing) out of 5. To ensure recommendations are practical and proportionate to Council's operating context, the target state for this engagement has been assumed to be Level 4 (Mature) across all dimensions.

The review comprised five dimensions covering the end-to-end commercial revenue lifecycle. As a result of the maturity assessments, eight recommendations have been made. One is rated as long term, six are rated as medium term recommendations and one is rated as short term.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the New Commercial Revenue Process Review Internal Audit report as contained in Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.

2. Endorses the responses of the Administration to the New Commercial Process Review Internal Audit Report as contained in Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.

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 BDO internal audit report has been presented to the Strategic Risk and Internal Audit Group for their consideration on 8 October 2026.
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 which enables Council to receive assurance that internal controls and risk management approaches are effective, that it is performing its function legally, and effectively, and to advise how it can improve performance.
Opportunities	Internal audit focuses on compliance, risk management and improvement opportunities. Audits suggest a range of improvement opportunities related to the area being received, enhancing functions and services and aligning Council processes to best practice standards.
26/27 Budget Allocation	This internal audit had a budget allocation of $32,500, with some costs incurred and accounted for in the 25/26 financial year.
Proposed 27/28 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
26/27 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 Internal Audit Plan 2025 – 2026 (the Plan) for the City of Adelaide (CoA) was developed in response to Council's key strategic risks and priorities.

2. The New Commercial Revenue Process Review Internal Audit Report (Attachment A) was performed by BDO, in accordance with the Plan to consider the practices in place relating to new revenue streams.

3. The audit best aligns with the identified Strategic Risk:

   3.1. Financial Sustainability: If appropriate financial resources and systems are not in place, it may impact our ability to deliver services, maintain our assets and meet strategic objectives.

Discussion

4. The objective of this project was to assess the design and operating effectiveness of CoA's processes and governance structures to identify, evaluate and deliver new commercial revenue opportunities.

5. As part of the review, the maturity of CoA's approach to identifying, assessing, governing and delivering new commercial revenue opportunities was assessed using a Commercial Revenue Management Maturity Assessment Model tailored to reflect Council's operating environment, governance arrangements, legislative obligations and strategic objectives of increasing non-rates-based revenue. The table below provides a comparison of Council Revenue Sources across other key councils in Australia. This table can also be found at Appendix 4 in Attachment A:

Council Revenue Comparison - % of total revenue by source
2024-25 Actuals

	City of Adelaide	Brisbane City		City of Perth	City of Sydney	City of Melbourne	City of Gold Coast	Sunshine Coast	Cairns Regional
		excl. Transport							
Rates, Levies and Annual Charges	59%	47%	56%	46%	46%	58%	74%	54%	53%
Statutory Charges	7%	12%	14%	43%	8%	8%	9%	10%	5%
User Charges, Commercial Items	29%				24%	15%			
Grants, Subsidies, Donations & Contributions	3%	15%	18%	2%	14%	10%	13%	26%	37%
Financial and Investment Income	0%	7%	8%	6%	4%	3%	2%	8%	1%
Other	1%	19%	4%	3%	4%	5%	1%	2%	3%
Statutory, User Charges relative to Rates and Charges	61%	25%		94%	68%	39%	13%	19%	9%

6. CoA demonstrates an average maturity rating at 2.3 out of 5. Council's strongest areas are its governance and assessment arrangements, where a number of documented controls, review mechanisms and governance frameworks are already in place.

7. The greatest opportunities for improvement relate to strengthening strategic direction, establishing a more structured approach to opportunity identification and pipeline management, introducing greater consistency in opportunity assessment, and improving implementation monitoring and benefits realisation.

8. The findings of the internal audit include the following recommendations:

Assessment	Current State of Maturity (out of 5)	Term	Recommendation	Target Date
1. Strategic Direction & Revenue Priorisation	2.0	Medium	1.1 Develop a commercial revenue strategy that defines priority revenue streams, revenue growth objectives and strategic decision-making principles. Undertake a high-level assessment of Council's assets, services and capabilities to identify and prioritise future opportunities.	30 June 2027
2. Opportunity Identification & Pipeline Management	1.5	Short	2.1 Improve the visibility and accessibility of unsolicited proposals, including clearer website guidance and promotion of the process.	30 September 2027
		Medium	2.2 Establish a central opportunity pipeline to capture, prioritise and monitor commercial revenue opportunities across the organisation.	30 September 2027
3. Opportunity Assessment & Business Case Development	3.0	Medium	3.1 Develop a consistent commercial revenue assessment framework incorporating common business case requirements, evaluation criteria and assessment templates.	31 December 2027
		Medium	3.2 Consider establishing mechanisms to provide greater commercial, financial and business case development support for commercial revenue opportunities, including access to specialist expertise and a central coordination function to assist business areas in progressing opportunities.	Improvement Opportunity
		Long	3.3 Consider enhancing the role and long-term sustainability of the Future Fund by clarifying its application to opportunity development activities and exploring reinvestment mechanisms to support future commercial revenue opportunities.	Improvement Opportunity
4. Governance & Decision-Making	3.0	Medium	4.1 Consider establishing a clearer ownership and coordination of commercial revenue opportunities, including central visibility and oversight of opportunities across the opportunity lifecycle.	Improvement Opportunity
5. Implementation & Monitoring	2.0	Medium	5.1 Establish a consistent approach to implementation oversight, monitoring, benefits realisation and lessons learned for commercial revenue opportunities.	30 June 2028

9. Administration has considered the findings and provided actions and time frames to address these findings (outlined in the current state assessment and recommendations section of the BDO's New Commercial Revenue Process Review Internal Audit Report, **Attachment A**).

10. At its meeting on 8 October 2026, the Strategic Risk & Internal Audit (SRIA) Group endorsed the responses contained in Attachment A and provided feedback highlighting the importance of recognising the work undertaken by ADEA to identify and deliver commercial revenue opportunities across the City.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – New Commercial Revenue Process Review Internal Audit

- END OF REPORT -

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City of Adelaide

New Commercial Revenue - Process Review

September 2026

IDEAS | PEOPLE | TRUST

Contents

01 Executive Summary 1

02 Current State Assessment and Recommendations 8

03 Appendices 18

Executive Summary

Executive Summary

Background

The City of Adelaide's (CoA) existing commercial revenue streams are mainly driven by commercial leases (incl. Adelaide Central Market) and parking. Other commercial revenue sources include activities such as venue hire, events, advertising and sponsorship. Commercial revenues provide a significant contribution towards funding CoA's operations generating circa $78 million in annual income and accounting for almost 30% of CoA's total income.

COA's Strategic Plan 2024-28 includes a Key Action towards achieving the desired outcome of Financial Sustainability to '*improve service efficiency by identifying new revenue streams and creating new opportunities for income*' with an associated 'Indicator of Success/Measures/Targets' to '*grow the share of non-rates based revenue*'.

Growing non-rates revenue is desirable as it allows CoA to reduce the burden falling on ratepayers for the cost of delivering its services, thereby assisting with affordability for businesses and residents of the city. However, CoA is constrained in its ability to act as a profit-maximising commercial enterprise due to regulatory constraints. Its commercial activities must remain within statutory powers, connected to a local government purpose, consistent with public-benefit obligations, financially prudent, and subject to transparency, consultation and accountability requirements. These constraints do not prevent CoA from generating substantial non-rates revenue, but they limit its ability to pursue purely commercial opportunities in the same manner as a private corporation.

Objective

The objective of this project was to assess the design and operating effectiveness of CoA's processes and governance structures to identify, evaluate and deliver new commercial revenue opportunities.

Scope and Approach

The intended scope of this review was to consider the adequacy of COA's organisational approach and processes to:

- Identify potential new revenue streams
- Efficiently, effectively and consistently evaluate the financial feasibility and strategic alignment of potential opportunities including: Capital investment requirements, Revenue potential, Operating costs, Sensitivity and risk analysis, and Community impacts.
- Assess legislative and policy implications
- Manage conflicts of interest
- Ensure appropriate governance and approvals
- Monitor and report on the delivery of outcomes versus what was planned

The scope did not include the processes associated with determining/varying the fees and charges of existing commercial revenue streams nor statutory charges. The scope also did not include an assessment of the processes associated with assessing new commercial lease opportunities as this is an existing operational activity.

Our approach to conducting this project involved consulting with CoA staff members, seeking case studies of potential new opportunities having been assessed, and reviewing relevant documentation, policies and procedures. Appendix 2 provides the detailed scope and approach undertaken to perform this review.

Executive Summary (cont.)

Methodology and Maturity-Based Assessment Approach

As part of this review, BDO assessed the maturity of CoA's approach to identifying, assessing, governing and delivering new commercial revenue opportunities using a Commercial Revenue Management Maturity Assessment Model tailored to reflect Council's operating environment, governance arrangements, legislative obligations and strategic objective of increasing non-rates based revenue. The maturity assessment framework was developed specifically for a local government context and recognises the governance, approval and competitive neutrality considerations applicable to councils when pursuing commercial revenue opportunities. The model comprised five dimensions covering the end-to-end commercial revenue lifecycle:

- Strategic Direction & Revenue Prioritisation
- Opportunity Identification & Pipeline Management
- Opportunity Assessment & Business Case Development
- Governance & Decision-Making
- Implementation & Monitoring

The maturity assessment model applied, including detailed criteria for each dimension and definitions of maturity levels, is provided in Appendix 1.

How to read this report

This review has been conducted as a maturity-based assessment, consistent with guidance issued by the Institute of Internal Auditors (IIA). The IIA encourages the use of maturity models in assurance engagements to provide insight into capability, sustainability and pathways for improvement, rather than focusing solely on control weaknesses or historical non-compliance. This approach recognises that organisations may operate effectively while still having opportunities to enhance governance, consistency, oversight and long-term capability.

For the purposes of this report:

- CoA's current state maturity has been assessed against the defined criteria for each dimension.
- Observations have been documented where gaps exist between the current state and a higher, more mature operating state.
- Recommendations are forward-looking and focus on practical actions to support progression in maturity, rather than remediation of isolated deficiencies.

To ensure recommendations are practical and proportionate to CoA's operating context, the target state for this engagement has been assumed to be Level 4 (Mature) across all dimensions.

This reflects a level of maturity where Council has established a structured and repeatable framework for identifying, evaluating and progressing commercial revenue opportunities; strategic priorities are clearly defined; governance and decision-making arrangements are consistently applied; opportunities are supported by robust business cases and assessment processes; and implementation outcomes are actively monitored and used to inform future decision-making. The target state also recognises that CoA operates within a local government environment where commercial opportunities must be balanced against community outcomes, legislative requirements, governance obligations and public accountability.

The overall engagement rating presented in this report is aligned to the average maturity assessment across all dimensions. This approach reflects the fact that the effectiveness of CoA's commercial revenue framework is best assessed holistically rather than on the basis of individual observations in isolation.

Accordingly, the report should be read as:

- An assessment of current capability and maturity.
- A clear articulation of where maturity can be strengthened.
- A practical roadmap to support continuous improvement over time.

Overall assessment

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The rating, provided in the table, reflects our overall assessment of CoA's Commercial Revenue Process' maturity that was assessed by this review. Appendix 1 outlines the differing rating levels and their respective definitions.

Overall maturity and effectiveness

CoA has established a strategic objective to increase the proportion of revenue generated from non-rates sources and already derives a comparatively strong level of non-rates revenue relative to many councils across Australia (see Appendix 4). Benchmarking undertaken as part of this review identified that CoA already benefits from a number of revenue streams commonly observed in commercially active councils, including car parking operations, commercial property activities, the Adelaide Central Market, and events. Benchmarking also suggests that many of the revenue streams utilised by leading councils are already present within CoA's operating environment, with the key differences to other councils typically being the maturity of the processes used to identify, prioritise, assess and progress opportunities over time.

This review identified a number of positive foundations that support the pursuit of new commercial revenue opportunities. These include Council's strategic objective to grow non-rates revenue, established governance processes, Future Fund governance arrangements and the development of a formal framework for unsolicited proposals. The Future Fund provides Council with an established mechanism for reinvesting proceeds from asset sales into opportunities intended to generate future income streams. Stakeholders also demonstrated an awareness of the legislative, governance and public accountability considerations that must be balanced when considering commercial revenue opportunities within a local government environment.

Notwithstanding these strengths, the review identified that Council's approach to commercial revenue growth remains largely opportunistic and decentralised. While opportunities may emerge through existing operations, stakeholder initiatives and unsolicited proposals, there is limited evidence of a coordinated framework to proactively identify, assess, prioritise and monitor opportunities across the organisation. Benchmarking undertaken as part of this review indicates that leading councils typically complement strong governance controls with clearer strategic direction, structured opportunity pipelines, consistent assessment methodologies and greater organisational capability to develop opportunities from concept through to implementation.

The review also identified opportunities to further strengthen the role of the Future Fund in supporting commercial revenue growth. While the Fund establishes a mechanism for funding strategic investments, stakeholder consultations identified differing interpretations regarding its potential use to support feasibility assessments, business case development and the initial establishment of new revenue-generating activities. In addition, the Fund is primarily replenished through the disposal of under-performing assets, which may limit its long-term sustainability if asset sales do not continue.

It is also important to recognise that the review identified little evidence of new commercial revenue opportunities progressing through the full lifecycle from identification to implementation. Accordingly, aspects of this assessment are based on the documented processes and governance arrangements established by Council, together with stakeholder descriptions of how opportunities would be expected to progress in practice. The limited number of recent examples also reflects a broader observation from stakeholder consultations that relatively few significant new commercial revenue opportunities have been progressed in recent years.

Overall, we assessed CoA's Commercial Revenue Management maturity at 2.3 out of 5. Council's strongest areas are its governance and assessment arrangements, where a number of documented controls, review mechanisms and governance frameworks are already in place. The greatest opportunities for improvement relate to strengthening strategic direction, establishing a more structured approach to opportunity identification and pipeline management, introducing greater consistency in opportunity assessment, and improving implementation monitoring and benefits realisation. Collectively, these improvements would support a more proactive and coordinated approach to commercial revenue growth while retaining the governance disciplines and public accountability obligations expected of a large metropolitan council.

Maturity Rating (out of 5)	
Dimension	**Rating**
1. Strategic Direction & Revenue Prioritisation	2.0
2. Opportunity Identification & Pipeline Management	1.5
3. Opportunity Assessment & Business Case Development	3.0
4. Governance & Decision-Making	3.0
5. Implementation & Monitoring	2.0
Overall	**2.3**

Disclaimer

BDO limited the procedures performed during this internal audit project to inquiries of relevant personnel, inspection of evidence and observation of, and enquiry about, the operation of the control procedures for a small number of transactions or events. Our procedures are not designed to provide assurance as defined by the Australian Auditing Standards (AUASB Standards) and an audit opinion was not expressed in this report. An internal audit project does not provide all of the evidence that would be required in an audit.

The matters raised in this report are only those that come to our attention during the course of performing our procedures and may not necessarily be a comprehensive statement of all the weaknesses that may exist or improvements that might be made.

We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, comply with laws and regulations and avoid fraud. Accordingly, management should not rely on our report to identify all weaknesses that may exist in the systems and procedures reviewed, or potential instances of fraud that may exist.

Our report was prepared solely for the internal use of CoA. No responsibility to any third party shall be accepted, as our report has not been prepared, and is not intended, for any other purpose. The responsibility for determining the adequacy or otherwise of the procedures performed by BDO is that of CoA management and the procedures performed are solely to assist you in assessing the processes reviewed by BDO.

CoA should assess management actions for their full commercial impact before they are implemented.



Summary of Observations and Recommendations / OFIs

The table below provides a high-level overview of each maturity assessment by dimension, and recommendations, the responsible officer and their position, and the date by which the recommendation will be implemented. A detailed summary of each recommendation and its respective findings is provided in this report under section Current State Assessment and Recommendations. The Maturity rating is based on the Maturity level criteria outlined in Appendix 1.

Assessment Dimension	Current State Maturity	Maturity Rating Rationale	BDO Recommendations and Opportunities for Improvement	Management Action Plan	Action Owner	Target Date
1. Strategic Direction & Revenue Prioritisation	**2.0 - Developing**	CoA has established a strategic objective to increase non-rates revenue and already generates a comparatively strong level of non-rates revenue relative to many councils. Revenue diversification is recognised within strategic planning documents and stakeholder consultations identified a number of potential revenue opportunities. However, Council has not established a dedicated commercial revenue strategy, defined priority revenue streams, quantified growth targets, capital investment and risk appetite, or a structured roadmap for achieving its revenue growth objectives. As a result, strategic direction exists, but opportunities continue to be progressed largely on a case-by-case basis rather than through a coordinated commercial revenue strategy.	**1.1 (Medium-term Recommendation)** - Develop a commercial revenue strategy that defines priority revenue streams, revenue growth objectives and strategic decision-making principles. Undertake a high-level assessment of Council's assets, services and capabilities to identify and prioritise future opportunities.	Undertake a high-level review and develop a proposed strategic and/or policy response to guide Council's approach to commercial revenue.	Associate Director Strategic Property & Commercial	30 Jun 2027
2. Opportunity Identification & Pipeline Management	**1.5 - Foundational / Developing**	Commercial revenue opportunities are identified through a combination of operational activities, internally generated initiatives and unsolicited proposals. Council has established a process for receiving unsolicited proposals; however, opportunity identification remains largely opportunistic and decentralised. The review identified limited evidence of structured opportunity generation, active promotion of unsolicited proposals, organisation-wide prioritisation or a consolidated opportunity pipeline. Consequently, Council has limited visibility of opportunities being considered and limited ability to coordinate opportunity development across the organisation.	**2.1 (Short-term Recommendation) -** Improve the visibility and accessibility of unsolicited proposals, including clearer website guidance and promotion of the process.	Review the existing unsolicited proposals framework, including relevant criteria, thresholds and governance pathways.	Associate Director Strategic Property & Commercial	30 Sep 2027
			2.2 (Medium-term Recommendation) - Establish a central opportunity pipeline to capture, prioritise and monitor commercial revenue opportunities across the organisation.	Review existing project and portfolio management arrangements to determine how commercial revenue opportunities can be identified, captured and monitored through existing systems.	Associate Director Strategic Property & Commercial	30 Sep 2027

Summary of Observations and Recommendations / OFIs (Cont.)

Assessment Dimension	Current State Maturity	Maturity Rating Rationale	BDO Recommendations and Opportunities for Improvement	Management Action Plan	Action Owner	Target Date
3. Opportunity Assessment & Business Case Development	**3.0 - Established**	Council has established several documented mechanisms that support assessment of commercial revenue opportunities, including Future Fund governance arrangements, the Unsolicited Proposals framework and assessment processes used for commercial property and leasing opportunities. Stakeholders also described established business case and assessment activities for significant opportunities. However, assessment approaches vary depending on the opportunity type and the review did not identify a single framework, common assessment criteria or standardised business case methodology applicable across all commercial revenue opportunities. As a result, assessment capability is established but not yet applied consistently across the organisation.	**3.1 (Medium-term Recommendation) -** Develop a consistent commercial revenue assessment framework incorporating common business case requirements, evaluation criteria and assessment templates.	Review existing business case, project management and assessment processes and develop a proposed commercial revenue assessment approach.	Associate Director Strategic Property & Commercial	31 Dec 2027
			3.2 (Medium-term OFI) - Consider establishing mechanisms to provide greater commercial, financial and business case development support for commercial revenue opportunities, including access to specialist expertise and a central coordination function to assist business areas in progressing opportunities.	**N/A - Opportunity for Improvement**		
			3.3 (Long-term OFI) - Consider enhancing the role and long-term sustainability of the Future Fund (or alternative mechanism) by clarifying its application to opportunity development activities and exploring reinvestment mechanisms to support future commercial revenue opportunities.	**N/A - Opportunity for Improvement**		

Summary of Observations and Recommendations / OFIs (Cont.)

Assessment Dimension	Current State Maturity	Maturity Rating Rationale	BDO Recommendations and Opportunities for Improvement	Management Action Plan	Action Owner	Target Date
4. Governance & Decision-Making	**3.0 - Established**	Council has established documented governance frameworks, approval processes and decision-making pathways relevant to commercial revenue opportunities, including arrangements for unsolicited proposals, property transactions and Future Fund investments. Governance responsibilities and approval requirements are generally understood by stakeholders. However, governance arrangements operate through separate frameworks depending on the opportunity type, and responsibility for coordinating opportunities remains largely decentralised. While governance controls are established, opportunities for greater coordination, visibility and portfolio-level oversight remain.	**4.1 (Medium-term OFI) -** Consider establishing clearer ownership and coordination of commercial revenue opportunities, including central visibility and oversight of opportunities across the opportunity lifecycle.	**N/A - Opportunity for Improvement**		
5. Implementation & Monitoring	**2.0 - Developing**	Stakeholders described a range of operational, project management and governance processes that may support the implementation and monitoring of commercial revenue opportunities, and Council has established reporting arrangements for operational and strategic activities. However, only a limited number of examples of commercial revenue opportunities progressing through implementation were identified during the review. As a result, limited evidence was available to demonstrate consistent implementation practices, consolidated monitoring of opportunity performance, or formal benefits realisation and lessons learned processes specific to commercial revenue opportunities.	**5.1 (Long-term Recommendation) -** Establish a consistent approach to implementation oversight, monitoring, benefits realisation and lessons learned for commercial revenue opportunities.	Review existing project, budget and performance reporting processes and develop a proposed approach for monitoring benefit realization.	Associate Director Strategic Property & Commercial	30 Jun 2028

Current State Assessment and Recommendations

Maturity Assessment
Current: 2.0 – Developing
Target: 4 - Mature

Dimension 1: Strategic Direction & Revenue Prioritisation

Current State Assessment and Observations

The Strategic Direction & Revenue Prioritisation dimension considers the extent to which Council has established a clear strategic direction for growing commercial revenue streams, including defined priorities, targets, decision-making parameters and organisational alignment regarding the types of opportunities that should be pursued. It also considers whether revenue diversification activities are proactively planned and prioritised, rather than identified and progressed on an ad hoc basis.

Based on the documentation reviewed and stakeholder consultations undertaken as part of this review, we assessed this dimension at 2.0 – Developing. Council's strategic documents recognise the importance of financial sustainability and revenue diversification and include an objective to grow the proportion of revenue generated from non-rates sources. However, the review identified limited evidence of a dedicated commercial revenue strategy, defined priority opportunity areas, measurable revenue growth targets or an overarching roadmap for achieving this objective.

Specifically, we have noted the following observations:

1. Council has established a strategic objective to increase non-rates revenue

Council's Strategic Plan 2024-2028 includes a key action under the Financial Sustainability outcome to improve service efficiency by identifying new revenue streams and creating new opportunities for income with an associated measure of success to grow the share of non-rates based revenue. Revenue diversification is therefore recognised within Council's strategic planning framework and forms part of Council's broader financial sustainability objectives.

2. The strategic objective has not been supported by quantified targets or a dedicated revenue growth strategy

While the Strategic Plan establishes an objective to grow non-rates revenue, the review did not identify a quantified target for the proportion of revenue to be generated from non-rates sources, a timeframe for achieving growth, capital investment and risk appetite, or specific measures against which progress can be assessed. Similarly, the review did not identify a dedicated commercial revenue strategy or documented roadmap outlining how Council intends to achieve the stated objective.

The documentation reviewed did not identify defined commercial revenue growth priorities, target opportunity categories or guidance regarding the balance between commercial returns, community outcomes and financial sustainability objectives. Stakeholders consulted as part of the review expressed differing views regarding the types of opportunities Council should actively pursue and the extent to which Council should seek to expand its commercial activities.

3. Priority revenue streams and areas of strategic focus have not been formally defined nor assessed

As a large metropolitan council, CoA has developed a broad range of physical assets, operational capabilities, specialist expertise and information assets that may provide opportunities for additional revenue generation. Existing activities already generating non-rates revenue include commercial property leasing, parking operations, advertising and sponsorship arrangements, venue hire and events.

The review identified several areas which may present opportunities for additional/expanded scope and commercial revenue generation. These include commercial property activities, parking operations, venue utilisation, provision of services to other councils, and the potential commercialisation of data, intellectual property and specialist capabilities. These opportunities were identified through benchmarking against other councils and stakeholder discussions rather than a documented strategic assessment of priority revenue streams.

The review did not identify evidence of a formal process to assess and prioritise target revenue streams based on factors such as strategic alignment, revenue potential, implementation complexity, resource requirements or risk. Similarly, no documented prioritisation framework was identified to guide Council's investment of resources towards particular opportunity categories.

Maturity Assessment
Current: 2.0 – Developing
Target: 4 - Mature

Dimension 1: Strategic Direction & Revenue Prioritisation (cont.)

Current State Assessment and Observations

4. Benchmarking indicates Council's current non-rates revenue position is broadly consistent with comparable councils

Benchmarking information reviewed as part of the engagement indicated that CoA already generates a comparatively high proportion of revenue from non-rates sources relative to many comparable councils (see Appendix 4). The benchmarking exercise did not identify significant potential commercial revenue streams being actively utilised by peer councils that are not already present within CoA's operating environment. Data and information assets were identified as one area that may warrant further consideration. The benchmarking information reviewed primarily highlighted different approaches to identifying, assessing and progressing opportunities rather than materially different categories of commercial revenue activities.

Implication

Council has established a strategic objective to grow the proportion of revenue generated from non-rates sources, with revenue diversification embedded within the Strategic Plan's Financial Sustainability outcome. Council also generates a comparatively strong proportion of non-rates revenue relative to many comparable councils and has an existing base of commercial activities, assets and capabilities that may support future revenue growth opportunities.

However, the absence of a dedicated commercial revenue strategy, defined priority revenue streams, quantified targets, capital investment and risk appetite, and a documented roadmap limits Council's ability to align organisational effort toward common revenue growth objectives. Without clear strategic direction regarding the types of opportunities Council wishes to pursue and the outcomes it is seeking to achieve, decisions regarding commercial revenue opportunities may be made on a case-by-case basis and resources may not be directed towards the opportunities most closely aligned to Council's strategic priorities. Progressing to a Mature level would involve establishing clearer strategic guidance, measurable objectives and prioritisation criteria to support more consistent and informed decision-making regarding future commercial revenue opportunities.

Recommendations	Priority	Management Action Plan	Action Owner	Target Date
1.1 Establish a Commercial Revenue Strategy and Priority Opportunity Framework: Develop a concise commercial revenue strategy that supports Council's objective of increasing non-rates revenue and provides greater clarity regarding the types of opportunities Council intends to pursue. The strategy should define priority revenue streams, establish measurable objectives, articulate key decision-making principles and identify the assets, services and capabilities to be targeted for further assessment. As part of this process, Council should undertake a high-level assessment of its existing assets, services and capabilities to identify and prioritise opportunities with the greatest strategic and commercial potential. The strategy should be proportionate to Council's operating environment and integrated with existing strategic planning and financial sustainability initiatives.	Medium-term	**1.1** Undertake a high-level review and develop a proposed strategic and/or policy response to guide Council's approach to commercial revenue.	Associate Director Strategic Property & Commercial	30 Jun 2027

Maturity Assessment

Current: 1.5 – Foundational / Developing

Target: 4 - Mature

Dimension 2: Opportunity Identification & Pipeline Management

Current State Assessment and Observations

The Opportunity Identification & Pipeline Management dimension considers the extent to which Council has established mechanisms to identify, capture and prioritise potential commercial revenue opportunities from both internal and external sources. This includes the processes used to generate new ideas, encourage unsolicited proposals, maintain visibility of opportunities under consideration, and prioritise opportunities for further investigation and development.

Based on the documentation reviewed and stakeholder consultations undertaken as part of this review, we assessed this dimension at 1.5 – Developing. While Council has established documented processes for receiving unsolicited proposals and opportunities can emerge from a range of internal and external sources, the review identified limited evidence of a structured process for generating opportunities from within Council, actively promoting Council's interest in receiving unsolicited proposals, maintaining visibility of opportunities across the organisation, or managing opportunities through a consolidated opportunity pipeline.

Specifically, we have noted the following observations:

1. Opportunity identification is largely decentralised and occurs on an ad hoc basis

The review identified three primary sources of potential commercial revenue opportunities: expansion or development of Council's existing assets, services, capabilities and expertise; opportunities identified internally by Council staff and business units; and opportunities received from external parties through unsolicited proposals. Stakeholders advised that opportunities are typically identified and progressed within individual business areas as part of their existing responsibilities, rather than through a coordinated organisation-wide process. The review did not identify an established framework or regular management process aimed at promoting, generating or capturing new commercial revenue opportunities across Council.

2. Council has prepared a draft documented process for receiving unsolicited proposals, but they are not actively promoted

Council has prepared a draft Unsolicited Proposals Policy and supporting Guidelines that establishes a robust framework for receiving, assessing and approving proposals submitted by external parties. The documentation reviewed outlines the circumstances in which unsolicited proposals may be considered and provides guidance for potential proponents seeking to submit opportunities to Council. However, our review identified that Council receives very few unsolicited proposals. Documentation reviewed indicated that two unsolicited proposals were received in 2023 and that no proposals meeting the unsolicited proposal criteria have been received since that time. It was noted during our review that Council's openness to unsolicited proposals is not actively promoted and information relating to unsolicited proposals is not easily accessible from Council's website homepage.

3. Opportunities are not managed through a consolidated opportunity pipeline

The review did not identify a centralised register, database or reporting mechanism used to record and track commercial revenue opportunities across the organisation. Stakeholders advised that opportunities are generally managed within the responsible business area and visibility of opportunities under consideration is dependent on existing management reporting processes and stakeholder awareness. Similarly, the review did not identify evidence of a consolidated pipeline that records opportunities progressing through various stages of identification, assessment, approval and implementation.

The review also identified that no single repository exists for tracking unsolicited proposals received by Council. Stakeholders advised that proposals not meeting the unsolicited proposal criteria may be referred directly to operating departments for consideration, however the review did not identify a mechanism for consolidating or tracking these opportunities across the organisation.

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Dimension 2: Opportunity Identification & Pipeline Management (cont.)

Maturity Assessment
Current: 1.5 - Foundational / Developing
Target: 4 - Mature

Current State Assessment and Observations

4. There is limited evidence of a formal process to prioritise opportunities across the organisation

The review did not identify a documented framework for comparing and prioritising opportunities on a consistent basis. While opportunities may be considered individually once developed into business cases or formal proposals, there is limited evidence of an organisation-wide process for ranking opportunities based on factors such as strategic alignment, expected benefits, investment requirements, delivery complexity or resource availability.

In addition, the documented Unsolicited Proposals Guidelines establish a distinction between unsolicited proposals and minor proposals (valued below $100K) which are referred to operating departments for consideration. The review noted a lack of clarity regarding how the threshold should be applied (annual revenue, investment required etc.?). The review did not identify a documented process for consolidating or prioritising these opportunities alongside other commercial revenue initiatives being considered across Council.

Implication

Council has multiple channels through which commercial revenue opportunities can emerge, including existing operational activities, internally generated initiatives and unsolicited proposals from external parties. Council also has developed governance arrangements to receive and assess unsolicited proposals once they are submitted.

However, the absence of a structured process to promote, capture and manage opportunities across the organisation limits Council's visibility of potential commercial revenue opportunities and reduces its ability to consistently progress the most strategically valuable initiatives. Without a consolidated opportunity pipeline and prioritisation framework, opportunities may be dependent on the initiative of individual business areas, and Council may have limited ability to compare opportunities, allocate resources effectively or monitor the progression of opportunities through the commercial revenue lifecycle. Progressing to a Mature level would involve establishing a more coordinated and transparent approach to opportunity identification, pipeline management and opportunity prioritisation, supported by greater visibility of opportunities across the organisation.

Recommendations	Priority	Management Action Plan	Action Owner	Target Date
2.1 **Enhance the visibility and management of unsolicited proposals:** Review the current approach to promoting and receiving unsolicited proposals. This should include providing clearer access to unsolicited proposal information through Council's website, actively promoting Council's willingness to consider suitable proposals, and clarifying the definition and treatment of minor proposals to support consistent application of the framework.	Short-term	**2.1** Review the existing unsolicited proposals framework, including relevant criteria, thresholds and governance pathways.	Associate Director Strategic Property & Commercial	30 Sep 2027
2.2 **Establish a Commercial Revenue Opportunity Pipeline Framework:** Develop a structured process to identify, capture and prioritise commercial revenue opportunities from both internal and external sources. The framework should include a central opportunity register, visibility of opportunities being considered across the organisation, and consistent criteria for prioritising opportunities based on strategic alignment, potential benefits, implementation complexity and resource requirements. The framework should support regular management review of opportunities and provide greater transparency regarding opportunities progressing through the commercial revenue lifecycle.	Medium-term	**2.2** Review existing project and portfolio management arrangements to determine how commercial revenue opportunities can be identified, captured and monitored through existing systems.	Associate Director Strategic Property & Commercial	30 Sep 2027

Dimension 3: Opportunity Assessment & Business Case Development

Maturity Assessment
Current: 3 - Established
Target: 4 - Mature

Current State Assessment and Observations

The Opportunity Assessment & Business Case Development dimension considers the extent to which Council has established consistent processes, frameworks and supporting resources to assess commercial revenue opportunities. This includes the development of business cases, feasibility assessments, evaluation criteria, access to specialist expertise and the application of consistent assessment methodologies to support investment and decision-making.

Based on the documentation reviewed and stakeholder consultations undertaken as part of this review, we assessed this dimension at 3.0 – Established. The review identified three documented mechanisms that support the assessment of certain categories of commercial revenue opportunities including: Future Fund Policy, assessment processes documented within the draft Unsolicited Proposals Policy and Guidelines, and processes used to assess commercial property and leasing opportunities. However, the review identified limited evidence of a consistent assessment framework that applies common evaluation criteria and assessment requirements across all commercial revenue opportunities.

Specifically, we have noted the following observations:

1. Assessment approaches vary depending on the type of opportunity being considered

Commercial revenue opportunity assessment approaches vary depending on the type/source of opportunity being considered, with different governance requirements, supporting documentation and approval pathways applying across opportunity types. However, while these arrangements provide mechanisms for assessing specific opportunities, the review did not identify a single assessment framework or common methodology intended to support the assessment of commercial revenue opportunities across the organisation. Stakeholders also described a range of activities that may be undertaken when progressing significant opportunities, including business case development, financial analysis and engagement of specialist subject matter experts where required. However, only a limited number of relevant examples of projects progressing through the respective frameworks were identified during the review.

Several stakeholders identified the staged assessment and approval gateways within the draft Unsolicited Proposals Policy and Guidelines as a positive feature of the framework. In particular, the gateway-based approach is intended to enable opportunities that do not satisfy key requirements to be identified and discontinued at an early stage, reducing the need to invest significant time and resources in developing proposals that are unlikely to proceed.

2. Development of opportunities is primarily undertaken within existing business areas

Stakeholder consultations indicated that responsibility for developing and assessing opportunities generally resides within the originating business area, with support from Finance, Legal, and other specialist functions engaged as required. Stakeholders noted that business case development and assessment activities are typically undertaken in addition to existing operational responsibilities. The review did not identify a centralised mechanism for coordinating or supporting the development of new commercial revenue opportunities. Several stakeholders expressed concerns about having the specialist commercial and financial skills, experience and capacity required to progress opportunities from initial concept through to a developed business case.

3. There is opportunity to improve the role and application of the Future Fund

The review identified the Future Fund as a positive mechanism that supports Council's objective of growing non-rates revenue by providing a dedicated source of funding for strategic investments intended to generate future income streams. While the Future Fund Policy outlines principles and objectives for the use of the fund, stakeholders demonstrated varying interpretations regarding the range of opportunities that may be supported and whether the fund's use is limited to asset investments or if it could be utilised to support feasibility assessments, business case development or initial establishment costs associated with new revenue opportunities.

The Future Fund is primarily replenished through the disposal of under-performing assets, which may limit its long-term sustainability if asset sales do not continue. Consideration could be given to having alternative mechanisms to support this purpose or having additional reinvestment mechanisms to support the Fund's long-term sustainability and capacity to fund future opportunities, for example a proportion of future returns generated through Fund-supported initiatives or interest saved by the Fund, could be reinvested into the Fund or alternative mechanism.

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Dimension 3: Opportunity Assessment & Business Case Development (cont.)

Maturity Assessment
Current: 3 - Established
Target: 4 - Mature

Current State Assessment and Observations

4. Assessment criteria and commercial decision-making parameters are not consistently defined

The review did not identify documented guidance establishing common assessment criteria, minimum investment thresholds, expected commercial returns, opportunity prioritisation criteria or other decision-making parameters intended to be applied consistently across commercial revenue opportunities. Similarly, no standard business case template or assessment methodology was identified to support consistent comparison of opportunities across different business areas and opportunity types.

Implication

Council has established a number of documented processes that can support the assessment of commercial revenue opportunities, including Future Fund Policy, assessment processes described within the draft Unsolicited Proposals Policy and Guidelines, and processes used to assess commercial properties and leasing opportunities. Stakeholders also described a range of assessment activities that would be expected to occur when progressing significant opportunities, including business case development, financial analysis and engagement of specialist expertise where required.

However, the review identified limited evidence of a consistent approach to assessing commercial revenue opportunities across the organisation. Assessment processes, supporting documentation and decision-making criteria vary depending on the opportunity type, originating business area and governance pathway through which opportunities are progressed. The review also identified differing stakeholder understandings regarding available support mechanisms and the potential use of the Future Fund to support opportunity development. Progressing to a Mature level would involve establishing a more consistent and transparent approach to opportunity assessment and business case development, supported by common assessment criteria, clearer guidance regarding available support mechanisms and funding pathways, and more consistent assessment requirements across opportunity types.

Recommendations	Priority	Management Action Plan	Action Owner	Target Date
3.1 **Develop a Consistent Commercial Revenue Assessment Framework:** Building on **Recommendation 1.1,** establish a standardised framework for assessing commercial revenue opportunities, including common business case requirements, evaluation criteria, including target returns. The framework should support consistent consideration of strategic alignment, financial viability, risks and implementation requirements, while clarifying available support mechanisms and pathways for progressing opportunities from initial concept through to business case development. Existing assessment processes could be leveraged where appropriate.	Medium-term	**3.1** Review existing business case, project management and assessment processes and develop a proposed commercial revenue assessment approach.	Associate Director Strategic Property & Commercial	31 Dec 2027

Opportunities for Improvement	Priority
3.2 **Progressing to a mature level -** As Council's commercial revenue framework continues to mature, consideration could be given to establishing clearer mechanisms to support the development of commercial revenue opportunities. This could include access to specialist commercial, financial, legal and property expertise, development of standard business case resources, and establishing a central point of coordination to assist business areas in progressing opportunities from initial concept through to assessment and business case development.	Medium-term
3.3 **Progressing to a mature level -** The Future Fund provides a strong foundation for supporting strategic income-generating investments. As Council's commercial revenue framework matures, consideration could be given to further enhancing the role of the Fund (or alternative mechanism) in supporting opportunity development and strengthening its long-term sustainability. This could include clarifying the circumstances in which the Fund (or alternative mechanism) may support activities such as feasibility assessments and business case development and exploring mechanisms for reinvestments towards future commercial revenue opportunities.	Long-term

Dimension 4: Governance & Decision-Making

Maturity Assessment
Current: 3 - Established
Target: 4 - Mature

Current State Assessment and Observations

The Governance & Decision-Making dimension considers the extent to which Council has established clear governance arrangements, roles, responsibilities, approval pathways and oversight mechanisms to support the assessment and progression of commercial revenue opportunities. This includes governance ownership, decision-making accountabilities, escalation pathways and the application of governance controls throughout the opportunity lifecycle.

Based on the documentation reviewed and stakeholder consultations undertaken as part of this review, we assessed this dimension at 3.0 – Established. Council has established a range of governance arrangements, policies and approval processes relevant to the consideration of commercial revenue opportunities. The documentation reviewed identified governance frameworks supporting unsolicited proposals, commercial property transactions, Future Fund investments and significant strategic initiatives. However, governance arrangements are primarily organised around specific opportunity types and business functions, rather than being integrated through a single governance framework for commercial revenue opportunities.

Specifically, we have noted the following observations:

1. Governance arrangements vary depending on the type of opportunity being considered

The review identified a number of documented governance mechanisms that support the identification, assessment and approval of commercial revenue opportunities. These include the draft Unsolicited Proposals Policy and Guidelines, Acquisition and Disposal of Land & Assets Policy, Future Fund governance arrangements and established Council reporting and approval processes. These governance arrangements are largely structured around specific opportunity types. For example, unsolicited proposals, Future Fund investments, property-related opportunities and strategic projects are each subject to different governance requirements, supporting documentation and approval pathways. The review did not identify a single governance framework intended to provide a consolidated approach to the governance of commercial revenue opportunities across the organisation. The documented frameworks reviewed establish governance responsibilities, decision-making authorities and approval requirements for the opportunity types to which they apply. Stakeholders also described a range of governance activities that may be undertaken when progressing significant opportunities, including executive review, Council reporting and engagement of specialist subject matter experts where appropriate.

2. Governance responsibilities are generally understood for significant opportunities

Stakeholders consulted during the review demonstrated a generally consistent understanding of the governance requirements and approval processes applicable to opportunities within their respective areas of responsibility. Stakeholders also described the involvement of Executive Leadership Team, Council, and other governance mechanisms depending on the nature and significance of the opportunity being considered.

However, the review identified a limited number of examples of new commercial revenue opportunities progressing through the full lifecycle, limiting the extent to which the practical operation of governance arrangements could be assessed.

3. Accountability for progressing commercial revenue opportunities is largely decentralised

Stakeholders advised that responsibility for identifying, assessing and progressing opportunities generally resides within the originating business area, with support from Finance, Governance, Legal, and other specialist functions engaged as required. The review did not identify a dedicated function or governance mechanism with responsibility for coordinating or maintaining oversight of commercial revenue opportunities across the organisation. Similarly, the review did not identify a formal governance forum/committee responsible for maintaining visibility of the broader portfolio of commercial revenue opportunities or monitoring opportunities as they progress through the opportunity lifecycle.

Dimension 4: Governance & Decision-Making (cont.)

Maturity Assessment
Current: 3 - Established
Target: 4 - Mature

Implication

Council has established a range of documented governance arrangements relevant to the assessment and approval of commercial revenue opportunities, including the draft Unsolicited Proposals Policy and Guidelines, Acquisition and Disposal of Land & Assets Policy, Future Fund governance arrangements and existing Council approval processes. Stakeholders consulted during the review also demonstrated a generally consistent understanding of the governance pathways and approval requirements that would apply to significant opportunities within their respective areas of responsibility.

However, the review identified that governance arrangements are largely organised around specific opportunity types and business functions, rather than operating through a coordinated governance model for commercial revenue opportunities. Governance responsibilities, approval pathways and oversight arrangements therefore vary depending on how opportunities originate and the mechanism through which they are progressed. In addition, responsibility for coordinating opportunities across the broader commercial revenue portfolio remains largely decentralised. Progressing to a Mature level would involve greater coordination, visibility and consistency across the governance lifecycle, while continuing to leverage the governance controls and approval frameworks that are already established within Council.

Stakeholder consultations also identified potential benefits in introducing more structured mechanisms to support governance oversight and prioritisation of opportunities as they progress through the commercial revenue lifecycle.

Opportunity for Improvement	Priority
4.1 Progressing to a mature level - As Council's commercial revenue framework continues to mature, consideration could be given to establishing clearer governance ownership and coordination of commercial revenue opportunities across the organisation. This could include introducing a dedicated forum/committee for reviewing and prioritising opportunities, formalising responsibility for maintaining visibility of opportunities as they progress through identification, assessment, approval and implementation, and improving oversight of the broader portfolio of commercial revenue opportunities.	Medium-term

Dimension 5: Implementation & Monitoring

Maturity Assessment
Current: 2 – Developing
Target: 4 - Mature

Current State Assessment and Observations

The Implementation & Monitoring dimension considers the extent to which Council has established processes to support the implementation of approved commercial revenue opportunities and monitor the achievement of intended outcomes. This includes implementation planning, accountability for delivery, monitoring of performance against approved objectives, and the use of reporting and lessons learned to inform future decision-making.

Based on the documentation reviewed and stakeholder consultations undertaken as part of this review, we assessed this dimension at 2.0 – Developing. Our review identified a range of operational, project management and governance processes that may support the implementation and monitoring of commercial revenue opportunities. The review also identified existing financial, operational and project reporting mechanisms relevant to ongoing commercial activities and strategic initiatives. However, the review identified only a limited number of examples of commercial revenue opportunities progressing through implementation and monitoring. Therefore, limited evidence was available to demonstrate a consistent approach to implementing, monitoring and reporting on new commercial revenue opportunities.

Specifically, we have noted the following observations:

1. Implementation and monitoring arrangements are primarily embedded within existing operational and project governance processes

The review identified a range of financial, operational and project reporting processes used across Council which may support the implementation and monitoring of commercial revenue opportunities. Stakeholders advised that commercial revenue opportunities would typically transition into implementation through existing business unit, project management and governance arrangements, with implementation responsibilities and oversight mechanisms determined by the nature and scale of the initiative. Property-related initiatives, strategic projects, Future Fund investments and operational commercial activities may therefore progress through different implementation and oversight arrangements.

However, only a limited number of examples of opportunities progressing through implementation were identified during the review, limiting the extent to which implementation and monitoring practices could be assessed in practice. Based on the evidence available, the review did not identify a consistent framework for implementation oversight, monitoring or reporting of commercial revenue opportunities across the organisation, nor consolidated reporting on the performance of opportunities across the broader commercial revenue portfolio.

2. Benefits realisation and lessons learned processes have not been formally established

The review did not identify a documented process for evaluating whether implemented opportunities achieved their original objectives, delivered forecast financial outcomes or generated anticipated strategic benefits. Similarly, the review did not identify a structured process for capturing lessons learned from completed opportunities and applying these insights to future opportunity identification, assessment and implementation activities. Stakeholders indicated that outcomes may be considered through existing operational, financial and governance processes where relevant; however, evidence of a consistent benefits realisation approach specific to commercial revenue opportunities was not identified during the review.

Dimension 5: Implementation & Monitoring (Cont.)

Maturity Assessment
Current: 2 – Developing
Target: 4 - Mature

Implication

Stakeholders described a range of existing operational, project management and governance processes that may support the implementation and monitoring of commercial revenue opportunities. The review also identified existing financial, operational and project reporting mechanisms that could be leveraged to monitor the performance of individual initiatives and commercial activities.

However, the review identified limited evidence of a consistent approach to implementing, monitoring and evaluating commercial revenue opportunities across the organisation. Implementation approaches, reporting arrangements and performance measures vary depending on the nature of the opportunity and the responsible business area. The review also did not identify a structured process for monitoring delivery against approved business case assumptions, evaluating whether opportunities achieved their intended outcomes, or applying lessons learned to future opportunities. Progressing to a Mature level would involve establishing a more consistent approach to implementation oversight, monitoring and benefits realisation, supported by greater visibility of outcomes across the commercial revenue opportunity lifecycle.

Recommendations	Priority	Management Action Plan	Action Owner	Target Date
5.1 Establish a Commercial Revenue Implementation, Monitoring and Benefits Realisation Framework: Develop a consistent approach for implementing and monitoring commercial revenue opportunities following approval. This should include defining expected outcomes and success measures during business case development, monitoring delivery against approved objectives, business case assumptions and decision parameters, and periodically assessing whether opportunities have achieved their intended financial, strategic and operational outcomes. Consideration should also be given to establishing a consistent approach for capturing lessons learned and incorporating these into future opportunity identification, assessment and implementation activities.	Long-term	**5.1** Review existing project, budget and performance reporting processes and develop a proposed approach for monitoring benefit realization.	Associate Director Strategic Property & Commercial	30 Jun 2028

Appendices

DRAFT

Appendix 1: Maturity Assessment Matrix - CoA New Commercial Revenue

Dimension	Level 1 - Foundational	Level 2 - Developing	Level 3 - Established	Level 4 - Mature	Level 5 - Optimised
Strategic Direction & Revenue Prioritisation	Revenue diversification is recognised as a priority, however there is no clear articulation of priority revenue streams, desired outcomes or how opportunities should be pursued. Decisions are largely reactive and opportunity-driven.	Council has identified some revenue growth priorities or focus areas, however these are not consistently communicated, embedded in planning processes or reviewed. There is limited alignment between strategic objectives and opportunity development activities.	Council has documented priorities for non-rates revenue growth and regularly considers opportunities aligned to these priorities. Strategic direction is understood by key stakeholders, however targets and performance expectations are limited.	Revenue priorities are supported by measurable objectives, planning activities and regular review of emerging opportunities. Investment effort is increasingly directed towards agreed priorities rather than ad hoc opportunities.	Revenue priorities are routinely informed by performance results, market trends, strategic asset reviews and external benchmarking. Strategic priorities are actively reviewed and adjusted to maximise long-term outcomes.
Opportunity Identification & Pipeline Management	Opportunities are identified on an ad hoc basis through business units, elected members or external approaches. There is no central visibility of opportunities and limited ability to compare or prioritise them.	Mechanisms exist to capture opportunities, however visibility across Council remains limited and information is not consistently recorded or monitored. Prioritisation occurs largely on a case-by-case basis.	Opportunities from internal and external sources are recorded and tracked using a consistent process. Council has visibility of active opportunities, although pipeline reporting and prioritisation remain relatively basic.	Council maintains an active opportunity pipeline and periodically reviews opportunities against strategic priorities, resource requirements and expected benefits. Pipeline reporting supports decision-making and prioritisation.	Opportunity identification is embedded into planning, asset management, service review and stakeholder engagement processes. The pipeline is regularly refreshed through market scanning, benchmarking and strategic reviews.
Opportunity Assessment & Business Case Development	Assessment approaches vary significantly between opportunities and are largely determined by the responsible business area. Financial, strategic, legal and delivery considerations are assessed inconsistently and business cases are not standardised.	Basic assessment criteria exist for some opportunity types, however application is inconsistent. Opportunities may proceed without a complete understanding of risks, costs, benefits or implementation requirements.	Council has defined evaluation criteria and business case requirements for significant opportunities. Financial, strategic and risk considerations are typically assessed, however the depth of analysis and supporting expertise can vary.	Opportunities are assessed using consistent consideration of strategic fit, financial outcomes, risks, community impacts, legislative requirements and delivery feasibility. Appropriate legal, commercial, financial and procurement expertise is engaged where required.	Assessment methodologies are periodically reviewed and refined based on lessons learned and outcomes achieved. Decision-makers are supported by robust analysis, specialist advice and high-quality business cases.
Governance & Decision-Making	Governance arrangements are largely opportunity-specific and approval pathways can be unclear. Roles, responsibilities and decision-making requirements are not consistently understood.	Roles, responsibilities and approval pathways are documented for some opportunity types, however application varies and governance requirements may differ between business areas.	Governance responsibilities and decision points are clearly defined and consistently applied across major opportunities. Accountability is established and decision-making is supported by documented processes.	Decision-making is supported by standard assessment information, clear escalation pathways and governance requirements that are proportionate to the scale and risk of the opportunity. Governance is consistently applied across opportunity types.	Governance arrangements enable efficient decision-making while maintaining transparency, accountability and appropriate oversight. Governance effectiveness is periodically reviewed and improved based on experience and emerging risks.
Implementation & Monitoring	Opportunities are implemented through individual business unit approaches, with limited coordination or oversight. Responsibility for implementation is often informal and there is limited visibility of whether approved opportunities are delivered as intended. Monitoring is focused on individual initiatives and occurs inconsistently, with outcomes not routinely reviewed.	Some opportunities are supported by implementation plans and reviewed following delivery. However, implementation approaches vary between business areas, resource requirements may not be consistently considered during planning and there is limited oversight of delivery against approved objectives. Monitoring requirements vary and reporting focuses primarily on delivery activities rather than outcomes achieved.	Delivery responsibilities are generally defined and significant opportunities are typically implemented in accordance with approved business cases, funding arrangements and decision parameters. Council regularly tracks implementation progress and outcomes against approved objectives, although reporting remains largely initiative-specific.	Opportunities are delivered using consistent implementation and oversight practices. Progress, costs, risks and expected benefits are actively managed against approved objectives and decision parameters. Reporting provides visibility of the broader opportunity portfolio, delivery status, realised benefits and emerging risks.	Opportunities are consistently delivered in accordance with approved objectives, funding, timelines and expected benefits. Benefits realisation, lessons learned and performance trends are routinely monitored and used to improve future opportunity identification, assessment, implementation and decision-making. Continuous improvement is embedded across opportunity delivery practices.

Appendix 2 – Detailed Scope and Approach

CoA had a strategic objective to grow the share of its non-rates based revenue. The scope of this review considered the adequacy of CoA's organisational approach and processes to:

- Identify potential new revenue streams.
- Efficiently, effectively and consistently evaluate the financial feasibility and strategic alignment of potential opportunities, including:
    - Capital investment requirements
    - Revenue potential
    - Operating costs
    - Sensitivity and risk analysis
    - Community impacts
- Assess legislative and policy implications.
- Manage conflicts of interest.
- Ensure appropriate governance and approvals.
- Monitor and report on the delivery of outcomes versus what was planned.

The scope did not include the processes associated with determining or varying the fees and charges of existing revenue streams (e.g. parking and existing commercial leases).

Further specific focus areas were agreed between BDO and CoA.

Our approach included the following phases:

Phase 0: Project Kick-off and Planning

Project kick-off and planning focused on establishing the foundation for an effective engagement, including consultation, confirmation of timelines and deliverables, identification of issues and scope exclusions, outlining information requests, and obtaining access to relevant documentation.

An initial kick-off meeting was held to confirm roles and responsibilities, introduce CoA representatives and the BDO team, and confirm the contact details of nominated engagement personnel.

Phase 1: Process Discovery

The Process Discovery phase included the following two (2) stages:

1a – Document Collation and Process Interviews

- Obtained CoA's suite of commercial revenue-related process and policy documentation, templates and assessment tools.
- Identified the main types of revenue streams, key process steps and controls in place in relation to new revenue streams, and the personnel involved.
- Identified key stakeholders.
- Conducted interviews with nominated CoA representatives to gain an understanding of the key processes relating to identifying and evaluating new commercial revenue streams (including their return on investment).
- Obtained case study examples of previously considered or implemented new commercial revenue projects to identify lessons learned.
- Obtained an understanding of CoA's strategy and intended use of the Future Fund.

Appendix 2 – Detailed Approach (Cont.)

1b – Process and Documentation Review

- Reviewed CoA's suite of commercial revenue-related documentation obtained in Phase 1a.
- Documented, at a high level, the key commercial revenue processes, including the types of revenue streams, key process steps and controls in place, and the personnel involved.

Phase 2: Assessment of Process Adequacy

The Process Adequacy phase included the following steps:

- Conducted walkthroughs of a small number of previously considered commercial revenue opportunities to assess the evaluation and approval steps undertaken.
- Identified areas requiring improvement from a control, organisational and/or process improvement perspective.
- Undertook high-level desktop research into how other Australian state capital city councils approach commercial revenue opportunities, where practical.

Phase 3: Process Improvement

- Held preliminary discussions with CoA representatives to confirm the accuracy of findings.
- Worked with CoA representatives to develop tailored solutions to address identified control gaps and process improvement opportunities.

Phase 4: Report Results

- Prepared a summary of findings providing CoA with recommendations to enhance its commercial revenue management framework.
- Held closing meetings with CoA representatives regarding the review outcomes.
- Prepared a draft report and provided it to CoA representatives for management comments.
- Finalised the report.

Appendix 3 – Recommendation Priority Guidance

Recommendations have been prioritised based on the level of effort required, dependencies, and the extent to which they support progression toward higher maturity.

Priority	Timeframe	Criteria
Short-term	< 6 months	Actions that can be implemented relatively quickly using existing resources and processes. Typically focused on establishing foundational controls, improving documentation, or formalising practices that are already partially in place. These actions are expected to deliver immediate improvements in consistency, governance and control effectiveness.
Medium-term	6–12 months	Actions that require moderate effort, coordination across teams, or refinement of existing processes and systems. These initiatives often build on short-term improvements and support more consistent and structured application of asset management practices across the organisation.
Long-term	12-24+ months	Actions that involve more significant change, including system enhancements, development of new frameworks, or integration of data and processes across the asset lifecycle. These initiatives are typically dependent on the completion of earlier actions and are critical to achieving a more mature, data-informed and integrated asset management capability.

Appendix 4 – Comparison of Council Revenue Sources

Council Revenue Comparison - % of total revenue by source
2024-25 Actuals

	City of Adelaide	Brisbane City excl. Transport		City of Perth	City of Sydney	City of Melbourne	City of Gold Coast	Sunshine Coast	Cairns Regional
Rates, Levies and Annual Charges	59%	47%	56%	46%	46%	58%	74%	54%	53%
Statutory Charges	7%	12%	14%	43%	8%	8%	9%	10%	5%
User Charges, Commercial Items	29%				24%	15%			
Grants, Subsidies, Donations & Contributions	3%	15%	18%	2%	14%	10%	13%	26%	37%
Financial and Investment Income	0%	7%	8%	6%	4%	3%	2%	8%	1%
Other	1%	19%	4%	3%	4%	5%	1%	2%	3%
Statutory, User Charges relative to Rates and Charges	61%	25%		94%	68%	39%	13%	19%	9%

The above table summarises the % share of total council revenues from different sources. Please note that comparisons are impacted by significantly differing levels of grants and contributions (incl. for example, developer contributed assets and capital funding), differing cash/debt levels and the level of granularity provided in the financial statements.

To reduce the impact of these differences and to improve comparability, we have added an indicator which shows the amount of revenue generated from Statutory Charges, User Charges and Commercial items (e.g. property rental) as a % of Rates, Levies and Annual Charges.

Typical Split of LGA Council Revenues

Rates & Charges	50%
Own-Source Income	23%
Grants and Contributions	27%

Source: www.ascentral.com.au/aus-lga-income-sources-fy2024

Appendix 5 – Documents Assessed and Stakeholders Consulted

Documents Assessed

- City of Adelaide Strategic Plan 2024-2028
- City of Adelaide, Annual Report 2024-25
- City of Adelaide, Economic Development Strategy 2024-2028
- City of Adelaide 2026/27 Business Plan & Budget
- Procurement SA, Unsolicited Proposals Schedule 01/06/2023
- Draft Unsolicited Proposals Policy
- Draft Unsolicited Proposals Guidelines
- Future Fund Reserve Policy, July 2025
- Future Fund Governance Framework, BRM Advisory Report, February 2023
- Acquisition & Disposal of Land & Assets Policy, March 2025
- Acquisition & Disposal of Land & Assets Operating Guideline, March 2025
- Prudential Report, City East Project, BRM Advisory, 30/10/2025
- City of Adelaide Property Strategy, 2024
- Legal Advice letter from Norman Waterhouse re: acquisition of real property and commercial businesses outside council area as an investment 9/06/2023
- Flags and Banners Policy, 27/02/2024
- Treasury Policy, 22/07/2025
- 2024 LG Professionals Australasian Management Challenge, Executive Meeting Report (Park Lands Power Rangers Methane Capture Idea), 18/03/2024
- Adelaide Economic Development Agency Charter, 30/11/2023
- Brisbane City Council, Annual Report 2024-25

Appendix 5 – Documents Assessed and Stakeholders Consulted (cont.)

Stakeholders Consulted
• Anthony Spartalis, Chief Operating Officer • Annette Pianezzola – Risk & Audit Advisor, Corporate Governance & Risk • Tom McCready – Director, City Infrastructure • Mike Philippou - Associate Director, Strategic Property & Commercial • Shaun Coulls – Manager, Commercial & Property Leasing • Jennifer Kalionis – Associate Director, City Culture • Ilia Houridis – Director, City Shaping • Noni Williams – Associate Director, City Operations • Greg Ratsch – General Manager, Adelaide Economic Development Agency • Andrew White – Executive Manager, Rundle Mall • Mitch Woods – Associate Director, Finance and Procurement • Nicole Van Berkel – Manager, Financial Planning & Reporting

City of Adelaide Draft 2025/26 Annual Report

Friday, 16 October 2026
Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:
Kathryn Goldy, Acting Associate Director Governance & Strategy

Public

Approving Officer:
Rebecca Hayes, Acting Chief Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the City of Adelaide's 2025/26 Draft Annual Report (the Annual Report), which outlines its performance, achievements and planned outcomes against the City of Adelaide Strategic Plan 2024-2028 and 2025/26 Business Plan and Budget. It also includes financial reporting and statements, legislatively required reporting on Council and Corporation practices, and annual reports for its subsidiaries.

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.

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 2025/26 Draft Annual Report as contained in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.
2. Notes the Adelaide Central Market Authority 2025/26 Draft Annual Report as contained in Attachment B to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.
3. Notes the Adelaide Economic Development Agency 2025/26 Draft Annual Report as contained in Attachment C to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.
4. Notes the Kadaltilla / Adelaide Park Lands Authority 2025/26 Draft Annual Report as contained in Attachment D to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.
5. Notes the Brown Hill and Keswick Creeks Stormwater Board 2025/26 Draft Annual Report as contained in Attachment E to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.
6. Notes that the Chief Executive Officer or delegate can make minor or technical amendments to the City of Adelaide Draft 2025/26 Annual Report as contained in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 16 October 2026.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation The Annual Report is the City of Adelaide's report to the community and stakeholders on its performance and achievements against its Strategic Plan 2024-2028 and the 2025/26 Business Plan and Budget. It also includes financial reporting and statements, legislatively required reporting on Council and Corporation practices, and annual reports for its subsidiaries.
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	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 *Local Government Act 1999* (SA). 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 2026, and the SA Local Government Grants Commission by 31 December 2026. There are no expected risks associated with the completion of the legislative process.
Opportunities	The production and promotion of the Annual Report will further enable Council to transparently share its achievements.
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 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
26/27 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 2025/26 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 2025/26 Business Plan and Budget** within adopted parameters, with a final end of year operating position of $9.205 million, and a Capital Works program of $89.163 million – consisting of an Asset Renewal program of $64.078 million, and a New and Upgrade program of $25.085 million. Additionally, all ten Annual Priorities identified in the 2025/26 Business Plan and Budget were completed.

   5.2. **Strengthened housing growth and affordability** by progressing the City East Housing Project, which will deliver approximately 1,000 dwellings, including affordable apartments, in the east of the city; completing an assessment of vacant and underutilised properties; continuing the Adaptive Reuse City Housing Initiative (ARCHI), with 12 active funding agreements supporting 17 dwellings and a strong pipeline of projects indicating up to a further 522 dwellings and 667 beds (well in excess of target). ARCHI has also progressed research that underpins planning reforms that will support further city-based housing development.

   5.3. **Invested in major city infrastructure and revitalisation**, including completion of 88 O'Connell; progress on the Market Square hotel and residential tower; commencement of Melbourne Street wombat crossings; continued Mainstreet Revitalisation projects across Hindley Street, Gouger Street, Hutt Street, Melbourne Street and O'Connell Street; and opening UPark Bowden as UPark's first location outside the CBD.

   5.4. **Advanced environmental sustainability and biodiversity** through continued delivery of the Integrated Climate Strategy 2030, planting 205 street trees across Adelaide and North Adelaide, progressing public electric vehicle charging infrastructure, creating and converting underutilised areas to green space, and completing management and monitoring plans for seven Key Biodiversity Areas in the Adelaide Park Lands.

   5.5. **Supported Adelaide's economy and investment attraction** by promoting Adelaide nationally and internationally as a place to learn, work, invest and visit; supporting entrepreneurship and business growth through Adelaide Economic Development Agency (AEDA) and strategic partnerships; expanding access to economic data and insights; and launching the Rundle Mall 50th Anniversary program, celebrating the Mall's enduring social, cultural and economic role.

   5.6. **Strengthened community connection, culture and accessibility** through a year-round program of multicultural festivals, exhibitions, public art and cultural partnerships; strengthened international cultural relationships through a Memorandum of Understanding with the City of Athens; supported Adelaide's UNESCO City of Music status; and relocated the City Library alongside the State Library of South Australia.

   5.7. **Celebrated major achievements and industry recognition**, including awards for the Rymill Park Lake Redevelopment, UPark, ARCHI, workplace safety and Exercise "London's Burning"; environmental recognition for the Biodiversity Team; and Adelaide Central Market being ranked Australia's number one food market and third in the world.

6. The Annual Report (**Attachment A**), along with board approved subsidiary draft annual reports for the 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 27 October 2026 for adoption.
7. The 2025/26 Audit and Risk Committee Presiding Member's Annual Report is also a requirement for inclusion in the City of Adelaide Annual Report, under Section 126 of the Act. This was received by the Audit and Risk Committee on 14 August 2026 [Link 1].
8. Audited financial statements for the City of Adelaide and each of the subsidiaries, and that of the Brown Hill Keswick Creeks Stormwater Board, were presented to the Audit and Risk Committee at its meeting on 23 September 2026 [Link 2]. Council will receive these financial statements at its meeting on 13 October 2026. The audited financial statements will be included in the 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 2025/26 Annual Report which must be provided before 30 November 2026.
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 2026. A copy will be provided to the South Australian Local Government Grants Commission by 31 December 2026.
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 – 2025/26 Audit and Risk Committee Presiding Member's Annual Report
Link 2 – 2025/26 Financial Statements

ATTACHMENTS

Attachment A – City of Adelaide 2025/26 Draft Annual Report
Attachment B – Adelaide Central Market Authority 2025/26 Draft Annual Report
Attachment C – Adelaide Economic Development Agency 2025/26 Draft Annual Report
Attachment D – Kadaltilla / Adelaide Park Lands Authority 2025/26 Draft Annual Report
Attachment E – Brown Hill and Keswick Creeks Stormwater Board 2025/26 Draft Annual Report

- END OF REPORT -

2025- 2026
ANNUAL REPORT

CITY OF ADELAIDE

Acknowledgement of Country

City of Adelaide tampinthi, ngadlu Kaurna yartangka panpapanpalyarrinthi (inparrinthi). Kaurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinthi.

Yalaka Kaurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinthi, puru warri-apinthi, puru tangka martulayinthi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinthi.

The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

Contents

Acknowledgement of Country 2
Lord Mayor's Message 4
Council Members 5
CEO Message 6
City of Adelaide Profile 7
What We Delivered 8
Administration 12
- Leadership 12
- Employees 13
- Administration Travel 15
- Administration Gifts and Hospitality Register 17
- Administration Credit Card Transactions 17
- Legal Expenditure 17
- Member Behaviour 17

Governance 18
- Memberships and Meetings 18
- Structure 20

Policies and Procedures 24
- Procurement 24
- Contract Management 24
- National Competition Policy 24
- Significant Business Activities 25
- Risk Management 25
- Enterprise Risk Management 25
- Internal Control Framework 25
- Codes & Policies 26
- Local Nuisance and Litter Control Act and Regulations 26
- Freedom of Information Applications 26
- Section 270 Internal Reviews of Council Actions 26

Attachment A 27
- Registers 27

Attachment B 54
- Financial 54
- External Funding 55

Audited Financial Statements and Auditor Independence 56

Lord Mayor's Message



When there's something strange in your neighbourhood, who ya gonna call? Local government.

In the City of Adelaide, our Council is the one with boots on the ground and shovels ready, doing the work you see day in, day out.

In 2025/26, we completed more than 78,000 service requests, delivered almost $90 million in capital works projects, and collected more than 5,000 tonnes of rubbish.

On top of that, we planted 205 new street trees, upgraded more than 21,000 square metres of footpaths, and fixed 300 potholes.

Glamorous, maybe not. Fundamental, it always is. A city of 30,000 residents and more than 330,000 daily visitors needs to run like clockwork if it is to succeed culturally, socially, environmentally and economically.

Following a decade of freezing rates and fees, budget repair has been our focus during the whole Council term. Our fiscal discipline resulted in the Essential Services Commission of South Australia (ESCOSA) declaring that our "range of sound practices" meant the Council was now on a sounder footing+.

That stronger financial position has given us greater capacity to invest in the city and continue to lay the groundwork for future growth. But we still require ongoing fiscal discipline and focus.

This year we celebrated the opening of another transformational project, 88 O'Connell, and the topping out of Market Square in the city's south-west.

The City Library started a new chapter, relocating to the State Library of South Australia in a move that boosted visitation and is anticipated to attract an additional 220,000 visitors a year.

The logistical feat required hard-working librarians and support staff to move 37,000 items, including books, DVDs and multimedia equipment, from Rundle Place to North Terrace.

As custodians of 7.6 million square metres of Park Lands, we continued maintaining 29 parks and six squares – a network that boasts 10.5 million individual visitations annually.

Work also began on a long-awaited upgrade of the Adelaide Community Sports and Recreation Association (ACSARA) clubrooms at Golden Wattle Park/Mirnu Wirra (Park 21 West), as part of our commitment to reinvesting revenue to improve Park Lands sporting clubs.

In recognition of the national housing crisis we face, Council announced the landmark City East urban renewal project in Adelaide's East End.

The $900 million precinct will bring approximately 1,000 new dwellings to the precinct.

This project is an important piece of the puzzle if we are going to achieve a population of 50,000 within ten years.

And, in a nod to Adelaide's musical heritage, legendary pub rock band The Angels were immortalised with the naming of their own city laneway, becoming the fifth South Australian act to receive the honour.

The Angels helped shape the sound of the city and the state, and now their legacy has a permanent place just off one of Adelaide's busiest streets.

But behind every project, every pothole, every park maintained and planted tree are people.

Like all local governments, we have residents and businesses, but as a capital city we are also the prism through which South Australia sees itself.

We are the entry point for visitation and home to 175,000 workers, 11,000 students, and more than 25,000 university students.

We sit at the centre of the state's GDP ($28.2Bn) with 13,000 businesses and future growth through higher education, research, and institutes from universities to museums and government head offices.

Council staff are the quiet, unsung achievers behind the scenes who keep this show on the road every day of the year.

They answer your calls, empty your bins, maintain the gardens you enjoy, process your planning applications, look after libraries, deliver the events you love, and balance the books so we can pay for it all.

They work early mornings and late nights, in offices and depots, in libraries and parks, on roads and footpaths. They are often the first people residents and visitors turn to when something goes wrong and are often the people who quietly make sure things go right.

I want to thank every member of the City of Adelaide team for their professionalism, commitment and care throughout 2025/26.

Whether they are working on a major city-shaping project or picking up a piece of rubbish from a footpath, their work matters. Collectively, our staff turn Council decisions, plans and budgets into a city that works.

I want to thank them for everything they do for Adelaide, and for the pride taken in keeping our city welcoming, liveable, vibrant and moving forward.

Dr Jane Lomax-Smith AM
Lord Mayor

Council Members



Dr Jane Lomax-Smith AM

Lord Mayor



Arman Abrahimzadeh OAM

Area Councillor



Janet Giles

Area Councillor



Phillip Martin

Deputy Lord Mayor (13/5/25 - 23/9/2025)

North Ward Councillor



Mary Couros

North Ward Councillor



Carmel Noon

Deputy Lord Mayor (From 1/1/2026)

Central Ward Councillor (From 1/9/2025)



Patrick Maher

Central Ward Councillor (From 1/9/2025)



Alfredo Cabada

Central Ward Councillor (From 1/9/2025)



Eleanor Freeman

Central Ward Councillor (From 1/9/2025)



Keiran Snape

Deputy Lord Mayor (24/9/2025 – 31/12/2025)

South Ward Councillor



Henry Davis

South Ward Councillor



Dr Mark Siebentritt

South Ward Councillor

CEO Message



2025/26 was the second full year of delivering on the City of Adelaide Strategic Plan 2024–2028. Guided by the vision to be '**Our Adelaide. Bold. Aspirational. Innovative.'** we continue to deliver initiatives that create connected communities, build a resilient environment, grow a responsive economy, shape interesting places and provide customer-centric services.

The 2025/26 Business Plan and Budget continued to translate our Strategic Plan into action through ten Annual Priorities under the themes of *Our Community, Our Environment, Our Economy, Our Places and Our Corporation.* At the end of the financial year, all ten Annual Priorities were completed.

Throughout the year we continued to support **Our Community** by progressing major housing initiatives, including the City East Housing Project, advancing adaptive reuse opportunities and advocating for increased housing supply. We also celebrated Adelaide's diverse community through multicultural festivals, exhibitions and cultural partnerships, while relocating the City Library to its new home alongside the State Library of South Australia.

We strengthened **Our Environment** by continuing delivery of the Integrated Climate Strategy 2030, planting 205 street trees across Adelaide and North Adelaide, progressing public electric vehicle charging infrastructure and completing management and monitoring plans for seven Key Biodiversity Areas in the Adelaide Park Lands.

We supported **Our Economy** through investment attraction, business support and promotion of Adelaide as a destination to learn, work, invest and visit. Through the Adelaide Economic Development Agency, we strengthened economic insights, expanded business engagement and progressed national and international investment campaigns. The Rundle Mall 50th Anniversary program was launched, to celebrate the Mall's history and its enduring role as a social, cultural and economic hub.

Our commitment to **Our Places** saw continued investment in transport infrastructure, streetscape improvements, main street revitalisation and adaptive reuse. Major milestones included the completion of 88 O'Connell, progress on Market Square, commencement of Melbourne Street wombat crossings and continued delivery of safer cycling and pedestrian infrastructure across the city.

We continued to strengthen **Our Corporation** by improving organisational governance and workforce capability. This included progressing key corporate policies and engagement frameworks, implementing the Leadership Capability Model to support leadership development across the organisation, successfully negotiating a new Salaried Enterprise Agreement, and investing in initiatives to attract, develop and retain a skilled workforce

Across the organisation, we delivered an $89.163 million Capital Works Program that continued to improve our city's infrastructure and public spaces. Highlights included:

- Completion of the **88 O'Connell** project after 36 years of inactivity.
- **Market Square hotel and residential tower** reaching its highest point with removal of the final tower crane.
- Relocation of the **City Library** to North Terrace.
- Continued delivery of **Mainstreet Revitalisation projects** across Melbourne Street, Hindley Street, Gouger Street, O'Connell Street and Hutt Street.
- Planting of **205 street trees** across Adelaide and North Adelaide.
- Opening of **UPark Bowden** as UPark's first location outside the CBD.

Our ongoing financial planning and management throughout the year resulted in an operating surplus of $9.205 million that is $0.664m favourable to the budget of $8.541 million, demonstrating our commitment to delivering the Business Plan and Budget within the parameters adopted by Council and our Long-Term Financial Plan.

Our work continued to receive industry recognition throughout the year, including awards for risk management, planning excellence, parking operations, workplace safety and environmental initiatives, together with national recognition for Adelaide Central Market as Australia's number one food market and third in the world.

All these achievements would not have been possible without the dedication and hard work of our over 850 staff and over 200 volunteers, who ensure that our community and the 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 30,000 residents and over 330,000 daily visitors. Our residents are culturally 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 12,900 businesses contributing 19% of the state's economic value. Financial and insurance services; professional, scientific and technical services; health care and social assistance; public administration and safety; and education and training, are the industries contributing the most to the city economy.

Our city is not large in area, only 15.6km^2, and almost half of our size is made up of the Adelaide Park Lands and the six city squares.



15.6km^2 total land area



8km^2 of developed land & public realm (excl. Park Lands)



7.6km^2 Adelaide Park Lands incl. 29 parks & 6 squares



33.9% Tree canopy across the city



30,173 residents



47% aged between 18 to 34



20% aged 60 and over



45% born overseas



36% speak a language other than English



26% study at TAFE or university



129kms of roads & 292kms of footpaths



Over 27,700 rateable properties



14,660 total private dwellings



50% renting



35% owner occupier



$259.3 million council operating income



12,975 local businesses



174,945 local jobs



$28.2 Billion GRP 18.8% of GSP

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) 2026. Compiled and presented in economy.id by .id (informed decisions); Spendmapp by Geografia; City of Adelaide data

What We Delivered

The 2025/26 financial year saw the second full year of delivery against the Strategic Plan 2024–2028. Council has also continued to deliver on our legislated suite of Strategic Management Plans, articulated in the City of Adelaide Strategic Plan 2024–2028 and summarised below:

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

Our Annual Focus – Business Plan and Budget

The 2025/26 Business Plan and Budget continued delivery of the City of Adelaide Strategic Plan 2024–2028, balancing investment in community services, city growth, environmental sustainability and infrastructure while maintaining long-term financial sustainability.

Our expenditure of $281.598 million across operating and capital budgets supported community and civic services, economic development, environmental initiatives and the maintenance and renewal of infrastructure throughout Adelaide and the Adelaide Park Lands.

To demonstrate progress, quarterly reports were provided to Council and the community throughout the year, outlining delivery against the Business Plan, Budget and Annual Priorities. Detailed financial statements are included in this Annual Report.

The 2025/26 Business Plan and Budget identified ten Annual Priorities aligned to the Strategic Plan, and at the end of the financial year, all ten Annual Priorities were completed.

Annual highlights against our 2025/26 priorities

Our Community:

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

- Progressed the City East Housing Project, which will deliver approximately 1,000 new dwellings including affordable apartments, in the east of the city.
- Continued work with the South Australian Housing Trust to progress funding opportunities to support affordable and social housing outcomes.
- Completed an assessment of vacant and underutilised properties across the city to inform future housing growth, adaptive reuse opportunities and planning reform.
- Continued advocacy to all levels of government through submissions to the Australian Government Productivity Commission Inquiry into Housing Supply Regulation, the Select Committee of the Legislative Council on Short Stay Accommodation, and the State Government's Apartment Fast Track Fund, while engaging on planning reforms and Local Area Plans to support increased housing supply.

Celebrate and elevate our community culture and the profiles of multicultural communities, creating welcoming programs and services.

- Delivered a year-round program of cultural activities celebrating Adelaide's diverse communities, including exhibitions, multicultural festivals, public art installations and community events.
- Strengthened international cultural relationships through a Memorandum of Understanding with the City of Athens and supported Adelaide's UNESCO City of Music status through exhibitions and performances at Adelaide Town Hall.
- Supported multicultural community events including Lunar New Year, MELA Adelaide, PolArt, Indian Mela, Tamil Festival and Harmony Week celebrations.
- Supported local artists through Arts and Culture Grants, exhibitions and community performances while continuing to activate community spaces across the city.

Our Environment:

Make public electric vehicle (EV) charging available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions.

- Progressing public EV charging infrastructure across the city, with staged implementation underway through the selected provider.
- Delivered eight public EV charging bays as part of the Adelaide Aquatic Centre redevelopment while progressing future charging locations across four implementation tranches.

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

- Secured State Government Open Space Contribution funding to reinstate the community playing field at Victoria Park / Pakapakanthi (Park 16) following construction of the Pakapakanthi wetlands.
- Progressed new recreational opportunities in the Adelaide Park Lands, with Kadaltilla / Adelaide Park Lands Authority supporting the removal of hard stand at Bonython Park / Tulya Wardli (Park 27) to enable the future establishment of beach volleyball facilities, subject to State Government funding.
- Partnered with Prince Alfred College to relocate a mature Dragon Tree (Dracaena draco) to Victoria Park / Pakapakanthi (Park 16), preserving the iconic tree species in the park following the loss of the historic specimen planted in the early 1900s.
- Completed the Key Biodiversity Area (KBA) Management and Monitoring Plans for all seven KBAs in the Adelaide Park Lands and installed QR-coded site markers to increase community awareness and understanding of these environmentally significant areas.

Our Economy:

Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business.

- Supported Adelaide's reputation as a destination to learn, work and do business through funding for Study Adelaide, support for Business Events Adelaide to attract major education conferences, and continued engagement with purpose-built student accommodation providers.
- Strengthened Adelaide's innovation ecosystem by supporting entrepreneurship through the ThincSeed Pre Accelerator and Accelerator Programs, strategic funding for AUScelerate (formerly MTPConnect), Renew Adelaide and ThincLab, and the launch of five new ventures with Renew Adelaide.
- Promoted Adelaide nationally and internationally through initiatives including the Global Agent Famil Program, Destination Adelaide, SouthStart Investor Forum, participation in the Australian Tourism Exchange, Business Events Adelaide buyer familiarisations, and commencement of a national and international investment campaign, including development of a 'Bring Your Business to Adelaide' initiative.

Provide services and information that contribute towards a high productivity economy.

- Through the Adelaide Economic Development Agency (AEDA), continued to provide information and support to the business community, responding to business information requests and delivering services that strengthened business capability across the city.
- Delivered 'Data for Lunch' events to help businesses and stakeholders better understand, access and use Council's business and economic data, while continuing to promote Adelaide through the ASEAN Conference and brand development activities.
- Expanded access to business information and economic insights through AEDA's digital channels, including the Data and Insights webpage, Experience Adelaide, Business News and Rundle Mall newsletters, providing businesses, residents and visitors with information on city experiences, retailers, events and economic opportunities.

Our Places:

Work with partners to increase active and diverse transport measures to ensure drivers, cyclists and pedestrians can safely and easily move within the city with a goal to minimise road incidents and decrease fatalities.

- Council adopted the Integrated Transport Strategy, establishing a 10-year roadmap to improve movement, safety and accessibility across the city for all road users.
- Continued investment in safer transport infrastructure through upgrades to roads, footpaths and intersections, including the Vincent Street and Vincent Place streetscape improvements and South Terrace and Hutt Street intersection improvements.
- Progressed key active transport projects, with construction commencing on Melbourne Street wombat crossings, designs completed for new bicycle and pedestrian actuated crossings on Glen Osmond Road and Sir Donald Bradman Drive, and the Peacock Road separated cycleway contracted and ready for construction.
- Identified priority school zone safety improvements and undertook significant engagement with schools and local communities ahead of works commencing in 2026/27.

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

- Successfully negotiated a new Salaried Enterprise Agreement, introducing changes to employment

- Continued delivery of the Adaptive Reuse City Housing Initiative (ARCHI) and Heritage Incentive Scheme, supporting residential adaptive reuse projects and the restoration of heritage-listed properties across the city.
- ARCHI supported 12 active funding agreements, allocating $152,094 towards the delivery of 17 dwellings (29 beds), while the Heritage Incentive Scheme allocated $68,000 across nine heritage restoration projects and was fully subscribed for 2025/26.
- Continued to position Adelaide as a leader in adaptive reuse through the ARCHI Seismic Upgrades Implications Project, industry roundtables, presentations at national planning and urban development forums.

Our Corporation

Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive.

- Progressed the review and development of key corporate plans and policies, including the Privacy Policy, Emergency Management Plan, Community Engagement Charter and Policy, and Behavioural Management Policy, ensuring they remain current and aligned with organisational and legislative requirements.
- Continued to strengthen the organisation's policy governance framework by refining the policy review process to improve consistency and ensure timely updates across the organisation.
- Progressed updates to the Community Engagement Policy in response to the State Government's Engagement Charter under the *Local Government Act 1999*, including development of a practical Engagement Toolkit to support consistent community engagement practices across the organisation.

Attract and retain people with skills and behaviours which align with our organisational objectives and values.

- Refreshed the City's Employee Value Proposition and introduced the Leadership Capability Model, providing a clear and consistent framework for the leadership behaviours, capabilities and skills expected across the organisation.
- Continued implementation of the Leadership Capability Model through integration with performance and development conversations and the delivery of refreshed recruitment training for hiring managers.
- Invested in attracting future talent through commencement of the 2026 Graduate Program and participation in the Study Adelaide Graduate Careers Expo and The Big Meet careers expo.
- terms and conditions to support the attraction and retention of employees.

Recognition of our work in 2025/26

During 2025/26, our work was recognised through the following awards and industry acknowledgements:

- **Rymill Park Lake Redevelopment** won the Excellence in Integrated Design category at the Stormwater South Australia Excellence Awards – August 2025.
- **UPark** won Parking Organisation of the Year and Outstanding Customer Experience at the Australian Parking Industry Awards – October 2025.
- **Adaptive Reuse City Housing Initiative** (ARCHI) won the Planning Research Award and the Minister's Award at the Planning Institute of Australia (SA) Awards for Planning Excellence. City Plan Digital Explorer, Performance on Waste and Resource Recovery, Adelaide Park Lands Management Strategy, and Planning Champion received commendations – November 2025.
- The **People Safety and Wellbeing Team** won the Outstanding WHS Innovation or Pioneer Award at the Self Insurers SA Awards – November 2025.
- The **Adaptive Reuse City Housing Initiative** (ARCHI) was shortlisted in the Research and Advocacy category at the 2026 Australian Urban Design Awards – March 2026.
- **Adelaide Central Market** was ranked Australia's number one food market in Australia and third in the world in an international study based on nearly 400,000 customer reviews – April 2026.
- **Exercise "London's Burning"** won the Local Government Mutual Liability Scheme Risk Management Award – May 2026.
- **Emerging Leader** of the Year and **Excellence in Infrastructure Delivery (Projects under $2 million)** categories finalists at the Local Government Professionals Australia Awards – May 2026.
- **Adaptive Reuse City Housing Initiative** (ARCHI) received a Commendation at the 2026 Planning Institute of Australia National Awards for Planning Excellence - May 2026.
- The **Biodiversity Team** received a commendation in the Environment and Sustainability Initiative (SA/NT) category at the Parks and Leisure National Awards of Excellence – June 2026.

Our 2026/27 Business Plan and Budget

Towards the conclusion of 2025/26, following a series of workshops, reports and community consultation, Council adopted the 2026/27 Business Plan and Budget, which will deliver on the third year of the Strategic Plan 2024-2028, and other key Council strategies and subsidiary plans.

Highlights include:

- **Investing over $42.5m into capital new and upgrade projects** – including a dedicated fund to ensure the right investment is provided to the future of our Community Sports and Park Lands facilities, delivering the revitalisation of our main streets and continuing greening through the city.
- **Undertaking over $68.8m in asset renewal** – maintaining and improving the $2 billion plus owned Council assets such as our roads, buildings, footpaths, and the many hectares of Park Lands.
- **Co-delivering an investment in city living** – working to progress the Flinders Street Housing Project to deliver on our target of 50,000 residents.
- **Delivering $11.3m of projects towards our strategic commitments** – with funding to deliver on our strategies, including the Integrated Transport Strategy, Integrated Climate Strategy, Disability Access and Inclusion Plan, Stretch Reconciliation Action Plan, Homelessness Strategy, Property Strategy, Economic Development Strategy, and our Strategic Plan.
- **Strengthening community connection with Council** – delivering best practices for awareness and participation in the upcoming Local Government Election and the implementation of our new Community Engagement Charter and Policy.
- **Opening the expanded Adelaide Central Market** – strengthening the Market's diversity, vibrancy and strong sense of place through a once in a generation expansion, including an additional 50 tenants, as part of Council's partnership with ICD Property to deliver the $600m Market Square project, which also incorporates new residences, commercial offices and hotel.
- **Building our organisation's digital future** – creating a high performing and customer centric organisation by investing $2.7m in our Information Management Roadmap, spatial mapping, AI and cybersecurity enhancements.
- **Funding 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 through 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 2025/26, across the entire Strategic Plan, of the Indicators of Success/ Measures/ Targets:

- 51 were achieved
- 36 were on track for delivery
- Seven were at risk (off track), requiring further attention to deliver
- Eight had no update, as there is no data currently available to assess.

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

cityofadelaide.com.au/strategicplan

cityofadelaide.com.au/budget

Administration

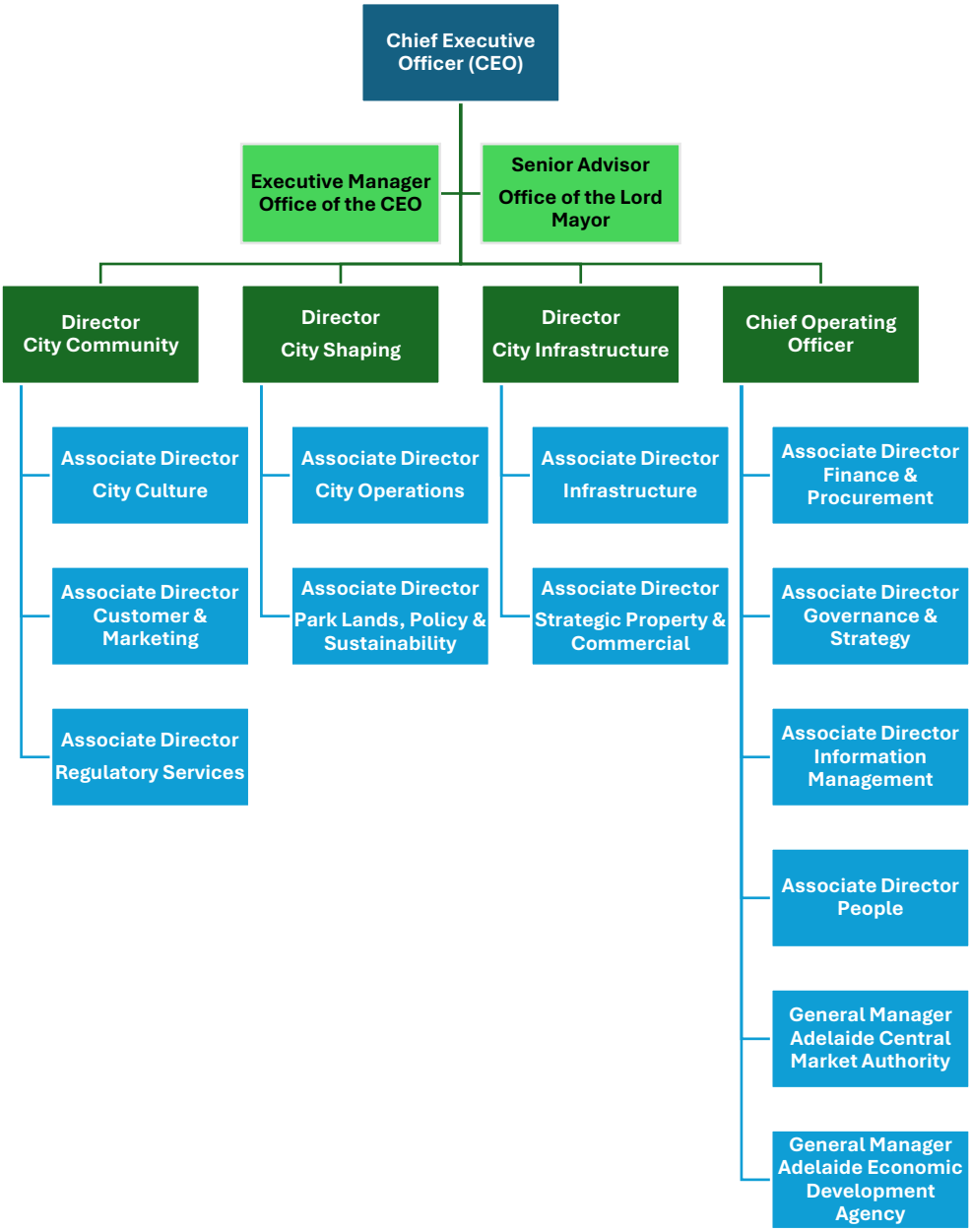
At the City of Adelaide, unique, knowledgeable and passionate people work together to deliver extraordinary experiences across the city and are integral to the successful delivery of services. They also work to create a welcoming, inclusive, and safe environment that celebrates difference. City of Adelaide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

Leadership

As at 30 June 2026, the Executive team consisted of five Senior Executive 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 2026 remuneration packages, comprising of salary and superannuation, for the members of Executive ranged from $320,250 to $441,848 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	2025/2026		2024/2025	
	Number	Percentage	Number	Percentage
Female Employees	7	39%	8	44%
Male Employees	11	61%	10	56%
TOTAL	18	100%	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 2026.

	As at 30 June 2026		Headcount			2025/26 Cost (million)	As at 30 June 2025		Headcount		2024/25 Cost (million)
	FTE	Head count	Female	Male	Non-binary		FTE	Head count	Female	Male	
Employees (Permanent)	630.5	671	306	365	0	$70.224	641.5	685	311	374	$63.839
Temporary employees (fixed term)	59.3	64	41	22	1	$6.040	41.3	45	24	21	$6.918
Common Law Contract	39.3	40	16	24	0	$8.248	39.8	40	14	26	$6.910
Casual Employees	n/a	93	49	42	2	$1.845	n/a	103	48	55	$2.395
Trainees/Apprentices*	n/a	26	n/a	n/a	n/a	$1.615	n/a	29	n/a	n/a	$1.655
Labour hire*	n/a	43	n/a	n/a	n/a	$6.749	n/a	38	n/a	n/a	$6.101
TOTAL	**729.1**	**937**	**412**	**453**	**3**	**$94.721**	**722.6**	**940**	**397**	**476**	**$87.818**

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

During 2025/26 there was an average employee turnover of 13.7% (inclusive of casual staff). Of the 120 total leavers, 99 were voluntary and 21 were involuntary. Involuntary turnover includes end of contract, end of temporary contract, terminations, and redundancies.

The following tables provide the City of Adelaide's workforce diversity demographics as at 30 June 2026. This data captures permanent and fixed-term employees and includes casual employees.

Gender	2025/26		2024/25	
	Number*	Percentage	Number*	Percentage
Female employees	412	47.5%	397	45%
Male employees	453	52.2%	476	55%
Non-binary employees	3	0.3%		
TOTAL	**868**	**100%**	**873**	**100%**

*includes casuals

Age	2025/26			2024/25	
	Female	Male	Non-binary	Female	Male
65+	22	31	0	22	30
55-64	58	89	0	50	98
45-54	121	111	0	124	110
35-44	117	128	0	112	121
25-34	84	75	3	75	92
Under 25	10	19	0	14	25
TOTAL	**412**	**453**	**3**	**397**	**476**

Years of Service	2025/26			2024/25	
	Female	Male	Non-binary	Female	Male
Over 20 years	47	80	0	47	87
10-20 years	77	65	0	80	68
5-10 years	57	75	0	55	61
2-5 years	115	146	1	131	161
1-2 years	47	54	1	49	55
Less than 12 months	69	33	1	35	44
TOTAL	**412**	**453**	**3**	**397**	**476**

Workforce	2025/26			2024/25	
	Female	Male	Non-binary	Female	Male
Indoor	393 (56.1%)	305 (43.5%	3 (0.4%)	379 (54%)	322 (46%)
Outdoor	19 (11.4%)	148 (88.6%)	0 (0.0%)	18 (10%)	154 (90%)
TOTAL	**412**	**453**	**3**	**397**	**476**

Aboriginal and Torres Strait Islander Employment

As at 30 June 2026, 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 works 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.

*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 City of Adelaide (CoA) at a meeting or networking event		
30/07/2025	Attendance x 1 Local Government Chief Officers Group Forum - Tweed Heads	$ 1,585.99
29/08/2025	Attendance x 1 IPWEA International Public Works Conference 2025 - Sydney	$ 4,593.71
4/09/2025	Attendance x 2 Council of Capital City Lord Mayors AGM - Sydney	$ 2,041.74
18/09/2025	Attendance x 2 Mainstreets Australia Awards - Melbourne	$ 1,436.28
19/09/2025	Attendance x 2 New York Climate Week - New York	$ 21,305.12
22/10/2025	Attendance x 1 Australia-New Zealand Counter Terrorism Committee Forum - Melbourne	$ 1,291.86
5/11/2025	Attendance x 1 Capital City senior advisers and parliamentary advisers meeting - Canberra	$ 1,387.09
25/11/2025	Attendance x 1 Capital City senior advisers and parliamentary advisers meeting - Sydney	$ 2,011.53
4/03/2026	Attendance x 3 Capital City Committee Lord Mayors meeting - Canberra	$ 6,092.22
24/03/2026	Attendance x 1 2026 National Urban Design Awards - Canberra	$ 1,719.14
20/05/2026	Attendance x 1 2026 PIA National Awards for Planning Excellence - Canberra	$ 1,866.13
Attending a Conference – travel required to attend a conference as part of an approved learning and development plan		
15/10/2025	Attendance x 3 Parking Australia Industry Awards and Expo	$ 5,934.78
28/10/2025	Attendance x 1 National Economic Development Australia Conference - Newcastle	$ 2,816.40
10/11/2025	Attendance x 1 REMIX summit - Perth	$ 1,644.56
13/11/2025	Attendance x 1 Living Sectors Summit - Sydney	$ 2,798.15
17/03/2026	Attendance x 1 RTO Forum and Destination Australia Conference 2026- Melbourne	$ 1,801.62
18/03/2026	Attendance x 1 Local Government Chief Officers Group (LGCOG) Conference - Hobart	$ 1,937.36
20/04/2026	Attendance x 1 GROW ANZ 2026 - Sydney	$ 811.95
2/05/2026	Attendance x 2 Carbon Neutral Cities Alliance (CNCA) 2026 Annual Meeting - Rio de Janeiro, Brazil (cost covered by CNCA)	$ 226.00
Project and Research Related – travel required for CoA projects and/or research for upcoming work		
30/10/2025	Attendance x 2 Local Leaders Forum and COP30 - Rio de Janeiro, Brazil	$ 20,822.21
4/11/2025	Attendance x 2 International Urban and Regional Cooperation (IURC) Smart City Expo World Congress - Barcelona, Spain	$ 7,796.00
20/01/2026	Attendance x 2 Melbourne-based retail partners, agencies and potential brand partners - Melbourne	$ 2,718.23
25/02/2026	Attendance x 1 Self organised professional development - visit and engagement with City of Sydney	$ 2,231.22
17/03/2026	Attendance x 4 Core Visitor Experience Centre team to review digital production elements in situ - Melbourne	$ 2,473.06
13/05/2026	Attendance x 2 2026 Local Government Chief Officers Group (LGCOG) Executive Assistant Alliance Forum - Tweed Heads	$ 3,278.58

Date	Purpose	Total (excl GST)
Speaker at a conference – travel required to present at a forum or event		
27/08/2025	Attendance x 1 International Urban and Regional Cooperation – Australia - Melbourne (cost covered by IURC)	$ 283.92
28/10/2025	Attendance x 1 National Economic Development Conference - Newcastle	$ 3,714.69
30/10/2025	Attendance x 1 Local Leaders Forum and COP30 - Rio de Janeiro, Brazil (cost covered by C40)	$ 3,749.70
10/02/2026	Attendance x 1 2026 Australasian Centre for Housing Research Conference - Brisbane	$ 2,177.47
24/02/2026	Attendance x 1 Salesforce Inaugural Local Government Executive Roundtable - Sydney	$ 629.35
16/03/2026	Attendance x 1 ICLEI Climate Neutral and Smart Cities Community of Practice (ComP) workshops, Smart City Summit & EXPO and 3rd CityCOP - Kaohsiung, Taiwan (cost covered by ICLEI)	$ 211.36
11/05/2026	Attendance x 1 Australian Library and Information Association National Conference - Parramatta	$ 2,506.62
Other		
4/02/2026	Attendance x 1 2026 Homelessness Leadership Academy - Perth	$ 3,851.64
26/03/2026	Attendance x 1 Information System upgrade - Sydney	$ 841.10
Total		**$ 120,586.78**

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	$3,636.00
Service Recognition Certificates	$531.00
Catering (staff induction and connection event)	$2,966.18
TOTAL	**$7,133.18**

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 2025 to 30 June 2026 on credit cards by its employees amounts to $854,155.30 inclusive of GST.

Purchase types where a credit card was used for payment includes promotional activities, City of Adelaide events, advertising, refreshments, licence renewals, stationery, fleet management and maintenance, web hosting services, travel 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 2025 to 30 June 2026 was $1.744 million, compared to $1.449 million in the previous financial year. This is included as a line item in the City of Adelaide Financial Statements.

Expenditure on legal costs across the organisation during 2025/26 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.

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	1
Total costs incurred by the council in relation to dealing with complaints alleging contravention of Chapter 5 Part 4 Division 2	$77,998.88
Referrals of complaints to the Behavioural Standards Panel during the relevant financial year (Chapter 5 Part 4 Division 2)	1
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	$31,434.15
Referrals of such complaints to the Behavioural Standards Panel during the relevant financial year (section 75G)	4

Disclosure of Elected Member Behaviour Costs

To support transparency and accountability, Council has disclosed the total expenditure associated with elected member behaviour matters for the 2024/25 and 2025/26 financial years. This exceeds the minimum legislative reporting requirement and provides a more comprehensive view of costs incurred in managing conduct-related matters, including costs associated with all behavioural complaints received during the reporting period, not only those that resulted in a referral or findings of a contravention.

2024/25	2025/26
$86,759.91	$154,815.79

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 2026, the total representation quota for the City of Adelaide was 1:2,503 and the total number of electors was 30,042 on the combined Council and State Roll.

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

Council	Number of Electors	Representation Quota
Adelaide	30,042	1:2,503
Charles Sturt	92,189	1: 5,422
Marion	69,637	1: 5,356
Port Adelaide Enfield	92,413	1: 5,134
Salisbury	99,472	1: 6,631

Council Membership

Presiding Member
Lord Mayor, Dr Jane Lomax-Smith AM

Deputy Lord Mayor
Councillor Phillip Martin appointed from 14 May 2025 to 9 September 2025, re-elected to 23 September 2025

Councillor Keiran Snape appointed 24 September 2025 to 31 December 2025

Councillor Carmel Noon appointed from 1 January 2026

Area Councillors
Arman Abrahimzadeh OAM, Janet Giles

North Ward Councillors
Phillip Martin, Mary Couros

Central Ward Councillors
Carmel Noon, Patrick Maher, Eleanor Freeman, Alfredo Cabada

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

On 11 April 2025, the Court of Disputed Returns, in *Alexander Hyde v Electoral Commissioner of South Australia & Jing Li (No 3) [2025]*, determined that the Central Ward result from the November 2022 City of Adelaide general election had been affected by 'illegal practices'. Consequently, the election of the Central Ward Councillors was declared void. A supplementary election was subsequently conducted by the Electoral Commission of South Australia, with results announced on 1 September 2025, resulting in Councillors Noon, Freeman, Maher and Cabada being elected to Council.

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 nine times, the Council Assessment Panel (CAP) met seven times, the Reconciliation Committee, and the CEO Performance Review Panel met quarterly and the Conduct Committee met twice. No meetings of the Chief Executive Officer Selection Panel were required.

Public Involvement at Meetings

Members of the public are welcome to attend meetings of Council and Committees. Meetings of Council, Council's core committees (City Finance and Governance, Infrastructure and Public Works, City Community Services and Culture and City Planning, Development and Business Affairs), Reconciliation Committee and the Audit and Risk Committee are live streamed to the CoA website.

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, governance, 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
- Conduct 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 Kaurna 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.

Conduct Committee

The Conduct Committee is formed pursuant to Section 41 of the Act and its primary objective is to undertake the assessment of complaints (if required) as outlined in the Complaint Operating Guideline – Chief Executive Officer. The Conduct Committee operated in accordance with the provisions of the Act and Parts 1, 2 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA) and comprised of the Lord Mayor, the Deputy Lord Mayor, a Qualified Independent Person 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

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 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 ensures responsibility for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders, and 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 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; four other members appointed by the City of Adelaide; and five members appointed by the Minister for Planning, 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.

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 is 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 2025/26. No complaints were received with regard to competitive neutrality.

Significant Business Activities

The North Adelaide Golf Course was vested to the Government of SA in accordance with the *North Adelaide Public Golf Course Act 2025*; the handover date being 27 April 2026. Subsequently the City of Adelaide (Council) and the Government of SA entered into an MoU (Operating Agreement) contracting Council to operate a hybrid 13-hole north course and the existing Par3 Course until the construction of the new championship course is complete, forecast for February 2028.

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.
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 27 April 2026 | 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 is contracted to BDO until 30 June 2028. 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 Galpins. 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* are:

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

Local Nuisance and Litter Control Act and Regulations

During 2025/26 Council investigated 340 reports of local nuisance and 830 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 22(1) – (that a person must not dispose of litter on any land or into any waters). 23 Local Nuisance Exemptions were issued under Section 19 of the Act. No Nuisance Abatement Notices and Litter Abatement Notice were 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	29
Applications brought forward from previous year	3
Access granted in full	3
Access granted in part	14
Access refused (includes records which do not exist)	8
Transferred	-
Closed/withdrawn	2
Undetermined as at 30 June 2026	4
Internal review – decision confirmed	-
Internal review – decision varied	-

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 2025/26, 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
15/09/2025 – Expiation Notice on Hindley Street carpark	Not Accepted
13/11/2025 – Multiple Expiation Notices issued for one vehicle	Withdrawn by applicant
25/03/2026 – Request for review of a change of use from dwelling to tourist accommodation	Not Accepted

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 30 outlines the additional remuneration amounts for the membership/attendance for committee meetings. Panel meetings and Subsidiary board positions are included in the figures below.

Council Member	Allowance received for 2025-2026
Lord Mayor Dr Jane Lomax-Smith AM	$224,648.72
Councillor Philip Martin (Deputy Lord Mayor from 14 May 2025 to 23 September 2025)	$49,213.58
Councillor Keiran Snape (Deputy Lord Mayor from 24 September 2025 to 31 December 2025)	$41,351.34
Councillor Carmel Noon (Deputy Lord Mayor from 1 January 2026)	$36,775.15
Councillor Arman Abrahimzadeh OAM	$34,036.00
Councillor Alfredo Cabada	$26,609.84
Councillor Mary Couros	$31,836.00
Councillor Henry Davis	$31,836.00
Councillor Eleanor Freeman	$28,583.87
Councillor Janet Giles	$31,836.00
Councillor Patrick Maher	$32,761.39
Councillor Dr Mark Siebentritt	$39,794.93
TOTAL	**$609,282.82**

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), set 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
Carmel Noon	LGA Deputy Mayor's Forum 2026
Dr Jane Lomax-Smith	LGA Mayor's Forum 2025
Carmel Noon, Eleanor Freeman, Patrick Maher, Alfredo Cabada	Mandatory Behaviour Mandatory Civic and Legal Mandatory Financial Management
Mary Couros	Integrity provisions with a particular focus on conflicts of interest. *As recommended by the Ombudsman*
Philip Martin	Commonwealth Club – Current Expansion Project at the Australian War Memorial, Matthew Anderson PSM
Eleanor Freeman, Carmel Noon	Commonwealth Club – Ukraine and Me, Diane Howarth

Members Register of Gifts and Hospitality

In accordance with Regulation 35(2) of the *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 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	$12,849.12
TOTAL	**$12,849.12**

Remuneration Amounts Per Council Committee or Subsidiary

Committee/Subsidiary	Role	Allowance
City Community Services and Culture Committee	Chair, Councillor Snape	$653.27 per month, from 1 July 2025 to 11 November 2025 $668.96 per month, in addition to the Council Allowance, from 12 November 2025
City Finance and Governance Committee	Chair, Councillor Siebentritt	$653.27 per month, from 1 July 2025 to 11 November 2025 $668.96 per month, in addition to the Council Allowance, from 12 November 2025
City Planning, Development and Business Affairs Committee	Chair, Councillor Martin to 23 September 2025, Councillor Noon from 24 September 2025	$653.27 per month, from 1 July 2025 to 11 November 2025 $668.96 per month, in addition to the Council Allowance, from 12 November 2025
Infrastructure and Public Works Committee	Chair, Councillor Martin to 23 September 2025, Councillor Maher from 24 September 2025	$653.27 per month, from 1 July 2025 to 11 November 2025 $668.96 per month, in addition to the Council Allowance, from 12 November 2025
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	$92.58 per hour + $277.74 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 attendance 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 2025 to 30 June 2026 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
September 2025	Dr Jane Lomax-Smith, Lord Mayor	Climate Week NYC 2025 – New York City, USA	$9,305.86
September 2025	Dr Jane Lomax-Smith, Lord Mayor	Capital City Council of Lord Mayors meeting – Sydney	$902.02
November 2025	Dr Jane Lomax-Smith, Lord Mayor	COP30 Local Leaders Forum, including the C40 World Mayors Summit – Rio de Janeiro, Brazil	$5,060.50
November 2025	Dr Jane Lomax-Smith, Lord Mayor	Capital City Council of Lord Mayors Meeting – Sydney	$1,274.30
March 2026	Dr Jane Lomax-Smith, Lord Mayor	Capital City Council of Lord Mayors Meeting – Canberra	$1,623.09
June 2026	Councillor Carmel Noon	National General Assembly of Local Government Conference – Canberra	$2,111.73
TOTAL			**$20,277.50**

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 2025/26, 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
- Community Land Management Plan for the Adelaide Oval Precinct
- Key Biodiversity Area Management Plan

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:

- Gouger Street Main Street Revitalisation
- Hutt Street Main Street Revitalisation
- O'Connell Street Main Street Revitalisation
- Park Lands Community Buildings Policy
- Street tree planting
- Aquatic Centre Community Tree Planting - Denise Norton Park / Pardipardinyilla (Park 2)

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 or 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 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 2025/26:

Meeting	Section 90(2) Order to Exclude	Section 91(7) Confidentiality Order	Section 13 (2) PDI Regs
Council	59	65	-
City Finance and Governance Committee	8	9	-
City Community Services and Culture Committee	4	4	-
City Planning, Development and Business Affairs Committee	8	8	-
Infrastructure and Public Works Committee	10	10	-
Audit and Risk Committee	13	13	-
CEO Performance Review Panel	3	6	-
Conduct Committee	4	4	-
Chief Executive Officer Selection Panel	-	-	-
Reconciliation Committee	-	-	-
Kadaltilla / Adelaide Park Lands Authority	3	3	-
Council Assessment Panel	-	-	-
TOTAL	**112**	**122**	**-**

Availability of Items held in Confidence 2025/26	Number
Items Retained in Confidence	83
Items Revoked in Full	12
Items Revoked in Part/Retained in Part	27
TOTAL	**122**

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)	31
(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	10
(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	3
(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	2
(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	4
(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	4
(m) Information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the *Planning, Development and Infrastructure Act 2016* before the draft instrument or amendment is released for public consultation under that Act;	4
(n) Information relevant to the review of a determination of a Council under the *Freedom of Information Act 1991*	-
(o) Information relating to a proposed award recipient before the presentation of the award	2
(b) & (d) Combination of provisions above	40
(b), (d) & (h) Combination of provisions above	4
(d) & (j) Combination of provisions above	2
(g) & (j) Combination of provisions above	1
(h) & (i) Combination of provisions above	1
(h) & (j) Combination of provisions above	1
(i) & (k) Combination of provisions above	1
TOTAL	**122**

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 2026.

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
08/07/2025	Council	Appointment of Member to the Brown Hill and Keswick Creeks Stormwater Board – Item 22.1 Section 90(3) (a)	*	Revoked
15/07/2025	City Finance and Governance Committee	Delegation to Award Contracts – Physical Security Services; and Glen Osmond, Hutt Roads and Tuthangga (Park 17) Improvements – Item 10.1 Section 90(3) (b) (d)	*	Retained
15/07/2025	City Finance and Governance Committee	Library Lease Update – Item 10.2 Section 90(3) (d)	*	Retained
15/07/2025	Infrastructure and Public Works Committee	Statues Commemorating South Australian Aboriginal Leaders Proposal – Item 10.1 Section 90(3) (j)	*	Retained
22/07/2025	Council	Confidential Recommendations of the Reconvened City Finance and Governance Committee – 17 July 2025 - Recommendation 1 - Item 10.1 - Delegation to Award Contracts - Physical Security Services; and Glen Osmond, Hutt Roads and Tuthangga (Park 17) Improvements – Item 21 Section 90(3) (b) (d)	*	Retained
22/07/2025	Council	Confidential Recommendations of the Reconvened City Finance and Governance Committee – 17 July 2025 - Recommendation 2 – Item 10.2 – Library Lease Update – Item 21 Section 90(3) (d)	*	Retained
22/07/2025	Council	Confidential Recommendation of the Reconvened Infrastructure and Public Works Committee – 17 July 2025 - Recommendation 1 - Statues Commemorating South Australian Aboriginal Leaders Proposal – Item 22 Section 90(3) (j)	*	Retained
22/07/2025	Council	Council Assessment Panel – Independent Members – Item 23.1 Section 90(3) (a)	*	Retained
22/07/2025	Council	North Adelaide Public Golf Course Act 2025 – Item 23.2 Section 90(3) (b) (d)	*	Revoked in part/ Retain in part
05/08/2025	City Planning, Development and Business Affairs Committee	West Franklin Stage 2 Update – Item 11.1 Section 90(3) (h) (i)	*	Revoked in part/ Retain in part
05/08/2025	City Planning, Development and Business Affairs Committee	Performance on Waste and Resource Recovery (PWRR) Tool – Item 10.1 Section 90(3) (b)	*	Retained
05/08/2025	City Planning, Development and Business Affairs Committee	20th Century Local Heritage – Investigations Report – Item 11.2 Section 90(3) (m)	*	Retained
12/08/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 5 August 2025 - Recommendation 1 – Item 11.1 – West Franklin Stage 2 Update – Item 21.1 Section 90(3) (h) (i)	*	Revoked in part/ Retained in part

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
12/08/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 5 August 2025 - Recommendation 2 – Item 11.2 – 20th Century Local Heritage – Investigations Report – Item 21.2 Section 90(3) (m)	*	Retained
15/08/2025	Audit and Risk Committee	Paid Parking Review – Item 12.1 Section 90(3) (b)	*	Revoked in part/ Retained in part
15/08/2025	Audit and Risk Committee	Provision of External Audit Services - Procurement Plan – Item 12.2 Section 90(3) (k)	*	Retained
15/08/2025	Audit and Risk Committee	Confidential - Penetration Testing Internal Audit – Item 12.3 Section 90(3) (e)	*	Revoked in part/ Retained in part
26/08/2025	Council	Appointment of Independent Audit and Risk Committee Members – Item 22.1 Section 90(3) (a)	*	Revoked
26/08/2025	Council	Novation of Contracts – Item 22.2 Section 90(3) (d)	*	Retained
26/08/2025	Council	Debt write-off – Item 22.3 Section 90(3) (b) (d)	*	Retained
01/09/2025	CEO Performance Review Panel	2024/25 CEO Performance KPIs – Item 4.1 Section 90(3) (a)	*	Retained
01/09/2025	CEO Performance Review Panel	2024/25 CEO Performance 360 Review - Order 1 – Item 6.1 Section 90(3) (a)	*	Retained
01/09/2025	CEO Performance Review Panel	2024/25 CEO Performance 360 Review - Order 2 – Item 6.1 Section 90(3) (a)	*	Retained
01/09/2025	CEO Performance Review Panel	2024/25 CEO Performance Remuneration Review - Order 1 – Item 6.2 Section 90(3) (a)	*	Retained
01/09/2025	CEO Performance Review Panel	2024/25 CEO Performance Remuneration Review - Order 2 – Item 6.2 Section 90(3) (a)	*	Retained
02/09/2025	City Planning, Development and Business Affairs Committee	Market Square and Central Market Expansion – Item 10.1 Section 90(3) (b) (d)	*	Retained
09/09/2025	Council	Confidential Recommendations of the CEO Performance Review Panel - 1 September 2025 - Recommendation 1 – Item 6.1 – 2024/25 CEO Performance 360 Review – Item 24 Section 90(3) (a)	*	Retained
09/09/2025	Council	Confidential Recommendations of the CEO Performance Review Panel - 1 September 2025 - Recommendation 2 – Item 6.2 – 2024/25 CEO Performance Remuneration Review – Item 24 Section 90(3) (a)	*	Retained

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
09/09/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 2 September 2025 - Recommendation 1 – Item 10.1 – Market Square and Central Market Expansion – Item 25 Section 90(3) (b) (d)	*	Retained
09/09/2025	Council	Capital City Committee Update – Item 26.1 Section 90(3) (j)	*	Revoked in part/ Retained in part
16/09/2025	Infrastructure and Public Works Committee	Outdoor Dining and Main Street Program – Item 10.1 Section 90(3) (b) (d)	*	Retained
16/09/2025	Infrastructure and Public Works Committee	Adaptive Reuse City Housing Initiative Major Project Funding Request – Item 11.1 Section 90(3) (b) (d)	*	Retained
18/09/2025	Kadaltilla / Adelaide Park Lands Authority	Results of Park Lands Commercial Expressions of Interest – Victoria Park/Pakapakanthi (Park 16) – Item 9.1 Section 90(3) (b) (d)	*	Retained
23/09/2025	Council	Confidential Recommendation of the Infrastructure and Public Works Committee – 16 September 2025 - Recommendation 1 - Adaptive Reuse City Housing Initiative Major Project Funding Request – Item 22 Section 90(3) (b) (d)	*	Retained
23/09/2025	Council	Confidential Advice of the Kadaltilla / Adelaide Park Lands Authority -18 September 2025 – Item 23 Section 90(3) (b) & (d)	*	Retained
23/09/2025	Council	Appointment of Members to the Brown Hill and Keswick Creeks Stormwater Audit and Risk Committee – Item 23 Section 90(3) (a)	*	Revoked
23/09/2025	Council	City Library - Licence & Collaboration Agreement – Item 24.2 Section 13(2) (d)	*	Retained
24/09/2025	Audit and Risk Committee	Confidential Meeting with External Auditors – Item 7.1 section 90(3) (b)	*	Revoked in part/ Retained in part
07/10/2025	City Planning, Development and Business Affairs Committee	Lease Rundle Street – Item 10.1 Section 90(3) (b) (d)	*	Retained
14/10/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 7 October 2025 - Recommendation 1 - Item 10.1 – Lease Rundle Street – Item 23 Section 90(3) (b) (d)	*	Retained
14/10/2025	Council	Confidential Complaint 3 – Item 24.3 Section 90(3) (a)	*	Retained
21/10/2025	Infrastructure and Public Works Committee	Electric Vehicle Charging Infrastructure Design – Item 10.1 Section 90(3) (d)	*	Retained
21/10/2025	Infrastructure and Public Works Committee	Commercial Expressions of Interest – Victoria Park / Pakapakanthi (Park 16) – Item 11.1	*	Retained

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
		Section 90(3) (b) (d)		
21/10/2025	Infrastructure and Public Works Committee	Expressions of Interest - E-scooter Business Operating Permits – Item 11.2 Section 90(3) (b) (d)	*	Retained
21/10/2025	City Finance and Governance Committee	Delegation to Award Contract (Adelaide Central Market Mechanical and Fire Service Renewal and Upgrade) – Item 10.1 Section 90(3) (b) (d)	*	Retained
28/10/2025	Council	Confidential Recommendations of the Infrastructure and Public Works Committee - 21 October 2025 - Recommendation 1 - Item 11.1 – Commercial Expressions of Interest – Victoria Park / Pakapakanthi (Park 16) – Item 22 Section 90(3) (b) (d)	*	Retained
28/10/2025	Council	Confidential Recommendations of the Infrastructure and Public Works Committee - 21 October 2025 - Recommendation 2 - Item 11.2 – Expressions of Interest - E-scooter Business Operating Permits – Item 22 Section 90(3) (b) (d)	*	Retained
28/10/2025	Council	Confidential Recommendation of the City Finance and Governance Committee - 21 October 2025 - Recommendation 1 - Item 10.1 – Delegation to Award Contract (ACMA - Mechanical and Fire Service Renewal and Upgrade) – Item 23 Section 90(3) (b) (d)	*	Retained
28/10/2025	Council	Councillor Noon – QwN – Luxury Brands – Item 24.5 Section 90(3) (b) (d)	*	Retained
28/10/2025	Council	Confidential Complaint – Item 24.1 Section 90(3) (a)	*	Retained
28/10/2025	Council	Confidential Second Complaint – Item 24.2 Section 90(3) (a)	*	Retained
28/10/2025	Council	Confidential Fourth Complaint – Item 24.3 Section 90(3) (a)	*	Retained
28/10/2025	Council	Establishment of Conduct Committee – Item 24.4 Section 90(3) (a)	*	Revoked in part/ Retained in part
30/10/2025	Kadaltilla / Adelaide Park Lands Authority	Adelaide TreeClimb Exemption to EOI and Lease Discussions – Item 10.1 Section 90(3) (b) (d)	*	Revoked in part/ Retained in part
04/11/2025	City Planning, Development and Business Affairs Committee	City East Housing Project – Item 10.1 Section 90(3) (b) (d) (h)	*	Revoked in part/ Retained in part
11/11/2025	Council	Confidential Advice of the Kadaltilla / Adelaide Park Lands Authority – 30 October 2025 – Item 22 Section 90(3) (b) (d)	*	Retained
11/11/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 4 November 2025 – Recommendation 1 – Item 10.1 – City East Housing Project – Item 23	*	Revoked in part/ Retained in part

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
		Section 90(3) (b) (d) (h)		
11/11/2025	Council	Adelaide Central Market Authority Appointment of Board Chairperson – Item 24.1 Section 90(3) (a)	*	Revoked
14/11/2025	Audit and Risk Committee	Shortlist of External Audit Proponents – Item 11.2 Section 90(3) (k)	*	Retained
14/11/2025	Audit and Risk Committee	Activity of Strategic Risk and Internal Audit Group – Item 11.1 Section 90(3) (i)	*	Revoked in part/ Retained in part
25/11/2025	Infrastructure and Public Works Committee	Kerbside Waste Collection and Disposal Services – Item 6.1 Section 90(3) (b)	*	Retained
25/11/2025	Council	Confidential Audit and Risk Committee Report 14 November 2025 – Item 22 Section 90(3) (i) (k)	*	Revoked in part/ Retained in part
25/11/2025	Council	Nomination of Council Appointed Members to Kadaltilla – Item 23.1 Section 90(3) (a)	*	Revoked
25/11/2025	Council	Adelaide TreeClimb Exemption to EOI – Item 23.2 Section 90(3) (b) (d)	*	Revoked in part/ Retained in part
27/11/2025	Audit and Risk Committee	Confidential Meeting with Internal Auditors – Item 6.1 Section 90(3) (b)	*	Revoked in part/ Retained in part
27/11/2025	Audit and Risk Committee	Confidential – Appointment of External Auditor – Item 6.3 Section 90(3) (k)	*	Revoked in part/ Retained in part
27/11/2025	Audit and Risk Committee	City East Housing Project Prudential Report – Item 6.2 Section 90(3) (b) (d) (h)	*	Retained
01/12/2025	CEO Performance Review Panel	2025/26 Q1 CEO KPI Progress Report – Item 5.1 Section 90(3) (a)	*	Retained
02/12/2025	City Community Services and Culture Committee	Citizen of the Year Awards – Item 7,1 Section 90(3) (o)	*	Revoked
09/12/2025	Council	Confidential Recommendations of the Special Audit and Risk Committee 27 November 2025 – Recommendation 1 – Advice of the Audit and Risk Committee 27 November 2025 – Item 26 Section 90(3) (b) (d) (h)	*	Retained
09/12/2025	Council	Confidential Recommendations of the Special Audit and Risk Committee 27 November 2025 – Recommendation 2 – Item 6.3 – Confidential – Appointment of External Auditor – Item 26 Section 90(3) (k)	*	Revoked in part/ Retained in part
09/12/2025	Council	Confidential Recommendation of the Special City Community Services and Culture Committee – 2 December 2025 – Recommendation 1 – Item 7.1 - Citizen of the Year Awards – Item 27 Section 90(3) (o)	*	Revoked
09/12/2025	Council	Capital City Committee Annual Report and Update – Item 28.1	*	Revoked in part/ Retained in part

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
		Section 90(3) (g)		
09/12/2025	Council	Delegation to Award Contract (Golden Wattle Park/Mirnu Wirra (Park 21 West) – New Community Sports Building) – Item 28.2 Section 90(3) (b) (d)	*	Retained
09/12/2025	Council	Adelaide Economic Development Agency Appointment of Board Member – Item 28.3 Section 90(3) (a)	*	Revoked
09/12/2025	Council	Appointment of Independent Council Assessment Panel Members – Item 28.4 Section 90(3) (a)	*	Revoked
27/01/2026	City Finance and Governance Committee	Precinct review – Precinct Group feedback and recommendation – Item 6.1 Section 90(3) (a)	*	Revoked in part/ Retained in part
27/01/2026	Council	Recommendation of the Special City Finance and Governance Committee – 27 January 2026 – Item 19 Section 90(3) (a)	*	Revoked in part/ Retained in part
27/01/2026	Council	Council Member Complaint – Item 20.1 Section 90(3) (a)	*	Revoked in part/ Retained in part
03/02/2026	City Community Services and Culture Committee	Park Lands Community Buildings – Priority Needs Analysis – Item 10.1 Section 90(3) (b)	*	Retained
03/02/2026	City Community Services and Culture Committee	Park Lands Community Buildings – Priority Needs Analysis – Item 11.1 Section 90(3) (b)	*	Retained
03/02/2026	City Community Services and Culture Committee	City of Music Laneway Naming – Item 11.2 Section 90(3) (b)	*	Revoked
03/02/2026	City Planning, Development and Business Affairs Committee	20th Century Local Heritage Places Code Amendment – Item 10.1 Section 90(3) (m)	*	Retained
06/02/2026	Audit and Risk Committee	Activity of Strategic Risk and Internal Audit Group – Item 11.1 Section 90(3) (i)	*	Revoked in part/ Retained in part
10/02/2026	Council	Confidential Recommendations of the City Community Services and Culture Committee – 3 February 2026 – Recommendation 1 – Item 11.1 – Park Lands Community Buildings – Priority Needs Analysis – Item 20 Section 90(3) (b)	*	Retained
10/02/2026	Council	Confidential Recommendations of the City Community Services and Culture Committee – 3 February 2026 – Recommendation 2 – Item 11.2 – City of Music Laneway Naming – Item 20 Section 90(3) (a)	*	Retained
10/02/2026	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 3 February 2026 – Recommendation 1 – Item 10.1 – 20th Century Local Heritage Places Code Amendment – Proposal to Initiate – Item 21	*	Retained

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
		Section 90(3) (m)		
17/02/2026	City Finance and Governance Committee	Delegation to Award Contract (Christmas Tree Lighting and Structure Renewal; and Flagstone Pavers) – Item 10.1 Section 90(3) (b) (d)	*	Retained
24/02/2026	Council	Adjourned Business – Confidential Recommendations of the City Community Services and Culture Committee – 3 February 2026 – Item 22 Section 90(3) (b)	*	Retained
24/02/2026	Council	Confidential Audit and Risk Committee Report – 6 February 2026 – Item 23 Section 90(3) (i)	*	Revoked in part/ Retained in part
24/02/2026	Council	Confidential Recommendation of the City Finance and Governance Committee – 17 February 2026 – Recommendation 1 – Item 10.1 – Delegation to Award Contracts (Christmas Tree Lighting and Structure Renewal; and Flagstone Pavers) – Item 24 Section 90(3) (b) (d)	*	Retained
26/02/2026	Conduct Committee	Confidential Third Complaint – Item 7.1 Section 90(3) (a)	*	Retained
26/02/2026	Conduct Committee	Confidential Complaint – Item 7.2 Section 90(3) (a)	*	Retained
26/02/2026	Kadaltilla / Adelaide Park Lands Authority	Bonython Park / Tulya Wardli (Park 27) Kiosk Expression of Interest Outcomes – Item 10.1 Section 90(3) (b) (d)	*	Retained
10/03/2026	Council	Confidential Advice of the Kadaltilla / Adelaide Park Lands Authority – 26 February 2026 – Item 25 Section 90(3) (b) (d)	*	Retained
17/03/2026	City Finance and Governance Committee	Delegation to Award Contract (Salesforce Implementation Partner) – Item 10.1 Section 90(3) (b) (d)	*	Retained
17/03/2026	Infrastructure and Public Works Committee	Bonython Park Kiosk Expressions of Interest Outcomes – Item 10.1 Section 90(3) (b) (d)	*	Retained
24/03/2026	Council	Confidential Question on Notice Reply – Item 20 Section 90(3) (b) (d)	*	Retained
24/03/2026	Council	Confidential Recommendation of the Infrastructure and Public Works Committee – 17 March 2026 – Recommendation 1 – Item 10.1 – Bonython Park Kiosk Expressions of Interest Outcomes – Item 21 Section 90(3) (b) (d)	*	Retained
07/04/2026	Council	North Adelaide Public Golf Course – Item 5.1 Section 90(3) (j)	*	Retained
14/04/2026	Council	North Adelaide Public Golf Course – Item 22.1 Section 90(3) (j)	*	Retained
17/04/2026	Audit and Risk Committee	Activity of Strategic Risk and Internal Audit Group – Item 12.1 Section 90(3) (i)	*	Revoked in part/ Retained in part

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
21/04/2026	City Finance and Governance Committee	Main Streets Delivery Options – Item 10.1 Section 90(3) (d) & (j)	*	Retained
21/04/2026	City Finance and Governance Committee	Delegation to Award Contract (Salesforce Implementation Partner) – Item 10.2 – Decision 1 Section 90(3) (b) (d)	*	Retained
21/04/2026	City Finance and Governance Committee	Delegation to Award Contract (Salesforce Implementation Partner) – Item 10.2 – Decision 2 Section 90(3) (b) (d)	*	Retained
21/04/2026	Infrastructure and Public Works Committee	On Street Electric Vehicle (EV) Charging Network – Item 10.1 Section 90(3) (b) (d)	*	Retained
28/04/2026	Council	Confidential Recommendations of the Audit and Risk Committee – 17 April 2026 – Item 23 Section 90(3) (i)	*	Revoked in part/ Retained in part
28/04/2026	Council	Confidential Recommendations for the City Finance and Governance Committee – 12 April 2026 – Recommendation 1 – Item 10.1 – Main Streets Delivery Options – Item 24 Section 90(3) (d) (j)	*	Retained
28/04/2026	Council	Confidential Recommendations for the City Finance and Governance Committee – 12 April 2026 – Recommendation 2 – Item 10.2 – Delegation to Award Contract (Salesforce Implementation Partner) – Decision 1 – Item 24 Section 90(3) (b) (d)	*	Retained
28/04/2026	Council	Confidential Recommendations for the City Finance and Governance Committee – 12 April 2026 – Recommendation 2 – Item 10.2 – Delegation to Award Contract (Salesforce Implementation Partner) – Decision 2 – Item 24 Section 90(3) (b) (d)	*	Retained
28/04/2026	Council	Confidential Recommendation of the Infrastructure and Public Works Committee – 21 April 2026 – Recommendation 1 – Item 10.1 – On Street EV Charging Network – Item 25 Section 90(3) (b) (d)	*	Retained
30/04/2026	Conduct Committee	Confidential Complaint – Conduct at Council – Item 7.1 Section 90(3) (a)	*	Retained
30/04/2026	Conduct Committee	Confidential Complaint – Conduct during Proceedings – Item 7.2 Section 90(3) (a)	*	Retained
05/05/2026	City Planning, Development and Business Affairs Committee	Property Strategy Update – Item 10.1 Section 90(3) (b) (d)	*	Retained
12/05/2026	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 5 May 2026 – Item 22 Section 90(3) (b) (d)	*	Retained
09/06/2026	Council	Adelaide Economic Development Agency Appointment of Board Member/Chairperson – Item 24.1	*	Revoked

*Same as order to exclude

Provisions utilised from 1 July 2025 to 30 June 2026				
Date	**Meeting**	**Order to Exclude**	**Confidentiality**	**Availability**
		Section 90(3) (a)		
09/06/2026	Council	Extension of Appointment – AEDA Board Members – Item 24.2 Section 90(3) (a)	*	Revoked
09/06/2026	Council	Councillor Couros – QwN – Capital City Committee – Item 24.3 Section 90(3) (g) (j)	*	Retained
12/06/2026	Audit and Risk Committee	Confidential Interim Report on the 2025/26 External Audit – Item 11.1 Section 90(3) (e)	*	Revoked in part/ Retained in part
12/06/2026	Audit and Risk Committee	Internal Audit Report – Payment Card Industry (PCI) Compliance Review and Penetration Testing Internal Audit – Item 11.2 Section 90(3) (e)	*	Revoked in part/ Retained in part
16/06/2026	Infrastructure and Public Works Committee	Review of Charter of the Brown Hill Keswick Creeks Stormwater Board – Item 10.1 Section 90(3) (h)	*	Retained
23/06/2026	Council	Confidential Recommendation of the Infrastructure and Public Works Committee – 16 June 2026 – Item 23 Section 90(3) (h)	*	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	27/03/2012	Appointment of Board Members for the Adelaide Central Market Authority [s90(3) (a)]
2	08/05/2012	Waste Management Service Obligations [s90(3) (h)]
3	22/05/2012	Community Services, Events & Facilities Committee Meeting Recommendation - Waste Management Service Obligations [s90(3) (h)]
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	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	09/07/2013	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	Leasing Arrangements – 235 Hutt Street, Adelaide – Hutt Street Library [s90(3) (b) & (d)]
8	15/04/2014	Capital City Committee [s90(3) (j)]
9	22/04/2014	Lease Agreement for a Stall in the Adelaide Central Market [s90(3) (b) & (d)]
10	20/05/2014	Capital City Committee Update [s90(3) (j)]
Operative Confidentiality Orders 2014/2015		
1	22/07/2014	Confidential Report – Capital City Committee Update [s90(3) (j)]
2	05/08/2014	Balfours Update [s90(3) (b) & (d)]
3	12/08/2014	City Planning and Development Committee Recommendation - Balfours Update [s90(3) (b) & (d)]
4	19/08/2014	Lease Agreement for 110 Pirie Street, Adelaide [s90(3) (b) & (d)]
5	26/08/2014	Capital City Committee Update [s90(3) (j)]
6	23/09/2014	Confidential Report tabled by the Lord Mayor – Capital City Committee Update [s90(3) (j)]
7	21/10/2014	Out of Session Information Papers to Note – Education Adelaide - Lease Proposal [s90(3) (d)]
8	10/02/2015	Capital City Committee [s90(3) (j)]
9	07/04/2015	Out of Session Information Paper to Note - DAP - Appointment of Independent Members for the Next Term [s90(3) (a)]
10	28/04/2015	Commercial Property Investigation [s90(3) (d)]
11	09/06/2015	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)]

Previous orders still in operation		
	Date	**Subject matter and basis**
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	01/09/2015	Lease Agreement for Hungry Jacks [s90(3) (b) & (d)]
5	07/09/2015	IPS Committee recommendation - Lease Agreement for Hungry Jacks [s90(3) (b) & (d)]
6	15/09/2015	Capital City Committee Update [s90(3) (j)]
7	03/11/2015	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	10/05/2016	Capital City Committee Update [s90(3) (g)]
12	17/05/2016	Confidential Workshop Adelaide Town Hall Business Operations [s90(3) (b) & (d)]
13	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)]
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)]

Previous orders still in operation		
	Date	**Subject matter and basis**
5	22/08/2017	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
6	22/08/2017	Advice of the Adelaide City Council Audit Committee - 18 August 2017 [s90(3) (i)]
7	19/09/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
8	05/10/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
9	10/10/2017	Audit Committee Report - 5 October 2017 [s90(3) (d) & (i)]
10	10/10/2017	Capital City Committee Update [s90(3) (g)]
11	25/10/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
12	01/11/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
13	28/11/2017	Strategic Property Investigation [s90(3) (b) & (d)]
14	28/11/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
15	28/11/2017	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
16	05/12/2017	Ten Gigabit Adelaide Project [s90(3) (d)]
17	20/02/2018	Central Market Arcade Redevelopment Retail Study [s90(3) (b) & (d)]
18	23/02/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
19	27/02/2018	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
20	27/02/2018	Audit Committee Report – 23/2/2018 [s90(3) (i)]
21	13/03/2018	Central Market Arcade Redevelopment Retail Study [s90(3) (b) & (d)]
22	13/03/2018	Strategic Property Matter [s90(3) (d)]
23	20/03/2018	Strategic Review of UPark – Part 1 [s90(3) (b) & (d)]
24	27/03/2018	Delegation of Authority – Award of Contract – Market to Riverbank Stage 2 [s90(3) (b)]
25	27/03/2018	Strategic Property Matter [s90(3) (d)]
26	03/04/2018	Strategic Procurement Matter [s90(3) (b)]
27	20/04/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
28	24/04/2018	Adelaide City Council Audit Committee - 20/4/2018 [s90(3) (d) & (i)]
29	24/04/2018	Strategic Procurement Matter [s90(3) (b)]
30	24/04/2018	Lease Rundle Street [s90(3) (d)]
31	01/05/2018	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
32	22/05/2018	Quarterly Confidential Council Decision Update [s90(3) (g)]
33	16/06/2018	Strategic Property Matter [s90(3) (b) & (d)]
34	26/06/2018	Strategic Procurement Matter [s90(3) (b)]
Operative Confidentiality Orders 2018/2019		
1	19/07/2018	Strategic Property Matter [s90(3) (b) & (d)]
2	24/07/2018	Strategic Property Investigation [s90(3) (b) & (d)]
3	07/08/2018	CEO Update - Central Market Arcade Redevelopment [s90(3) (b) & (d)]
4	14/08/2018	Adelaide City Council Audit Committee – 27 July 2018 [s90(3) (b) & (i)]
5	21/08/2018	Strategic Procurement Matter [s90(3) (b)]
6	21/08/2018	Strategic Property Matter [s90(3) (d)]
7	28/08/2018	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
8	04/09/2018	Strategic Property Matter [s90(3) (b) & (d)]
9	04/09/2018	CEO Update - Telstra Smart Phone Booths [s90(3) (d) & (h)]
10	11/09/2018	Strategic Property Matter [s90(3) (b) & (h)]
11	11/09/2018	CEO Performance Report [s90(3) (a)]

Previous orders still in operation		
	Date	**Subject matter and basis**
12	09/10/2018	Capital City Committee Update [s90(3) (g)]
13	26/10/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
14	27/11/2018	Audit Committee - Special Meeting 26/10/2018 [s90(3) (b), (e) & (i)]
15	11/12/2018	UPark Refurbishment and Façade Remediation Gawler Place - Prudential and Award of Contract Report [s90(3) (b), (d) & (h)]
16	21/01/2019	Various Locations throughout Adelaide and North Adelaide [s90(3) (h)]
17	04/02/2019	Strategic Property Development [s90(3) (b) & (d)]
18	19/02/2019	Strategic Property Development [s90(3) (b) & (d)]
19	19/02/2019	Strategic Property Matter [s90(3) (d)]
20	22/02/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
21	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)]
22	05/03/2019	Strategic Property Matter [s90(3) (b) & (d)]
23	19/03/2019	Capital City Committee Update [s90(3) (g)]
24	16/04/2019	Adelaide Town Hall [s90(3) (b) & (d)]
25	03/05/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
26	07/05/2019	City of Music Laneway Naming [s90(3) (a) & (b)]
27	14/05/2019	Recommendation of The Committee in Confidence – 7/5/2019 [s90(3) (a) & (b)]
28	14/05/2019	Recommendation/Advice of the Audit Committee – 3/5/2019 [s90(3) (i)]
29	04/06/2019	Strategic Property Matter [s90(3) (b) & (d)]
30	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	Recommendation of The Committee in Confidence – 23/7/2019 [s90(3) (j)]
6	06/08/2019	Strategic Property Investigations [s90(3) (b) & (d)]
7	06/08/2019	Property Matter [s90(3) (b)]
8	13/08/2019	Property Matter [s90(3) (b)]
9	20/08/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
10	20/08/2019	Capital City Committee Update [s90(3) (g)]
11	27/08/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
12	03/09/2019	Strategic Property Matter [s90(3) (b) & (d)]
13	24/09/2019	Appointment of Independent Council Assessment Panel Members [s90(3) (a)]
14	24/09/2019	CEO Performance Review [s90(3) (a)]
15	01/10/2019	Strategic Property Matter [s90(3) (b) & (d)]
16	08/10/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
17	15/10/2019	Expression of Interest - Activating Eighty-Eight O'Connell [s90(3) (d)]
18	22/10/2019	Advice of the Audit Committee in Confidence – 22/10/2019 [s90(3) (i) & (k)]
19	22/10/2019	Expression of Interest - Activating Eighty-Eight O'Connell [s90(3) (d)]
20	22/10/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
21	07/11/2019	Eighty-Eight O'Connell [s90(3) (b) & (d)]

Previous orders still in operation		
	Date	**Subject matter and basis**
22	18/11/2019	Eighty-Eight O'Connell [s90(3) (b) & (d)]
23	19/11/2019	Audit Committee Appointment of Independent Members [s90(3) (a)]
24	19/11/2019	Access Indenture Topham Mall 2019 [s90(3) (d)]
25	26/11/2019	Moonta Street Funding [s90(3) (a)]
26	28/11/2019	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
27	28/11/2019	Recommendation of The Committee in Confidence – Special - 28/11/2019, Recommendation 1 - Central Market Arcade Redevelopment [s90(3) (b) & (d)]
28	10/12/2019	Confidential Recommendation of The Committee – Recommendation 1 - Moonta Street Funding [s90(3) (j)]
29	28/01/2020	E-Scooter Mobility Services Update – Legal Advice [s90(3) (h)]
30	04/02/2020	2019-20 Planning and Development Fund Projects [s90(3) (b)]
31	07/02/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
32	11/02/2020	Audit Committee Report – 7/2/2020 [s90(3) (b) & (i)]
33	11/02/2020	Capital City Committee Update [s90(3) (g) & (j)]
34	11/02/2020	2019-20 Planning and Development Fund Projects [s90(3) (b)]
35	03/03/2020	Strategic Leasing Matter [s90(3) (d)]
36	05/03/2020	Jolley's Boathouse – Lease & Capital Works Project [s90(3) (d)]
37	10/03/2020	Corporate Complaint Preliminary Assessment [s90(3) (h)
38	10/03/2020	Strategic Leasing Matter [s90(3) (d)]
39	17/03/2020	Workshop – Telecommunications Smarthub [s90(3) (h)]
40	27/03/2020	CEO Update - Financial Impact COVID-19 [s90(3) (b)]
41	07/04/2020	Strategic Property Review [s90(3) (b) & (d)]
42	07/04/2020	Telstra SmartHub Telephones [s90(3) (h)]
43	14/04/2020	Strategic Property Review [s90(3) (b) & (d)]
44	14/04/2020	Advice/Recommendation of the Audit Committee – 27/3/2020 [s90(3) (b)]
45	14/04/2020	Telstra SmartHub Telephones [s90(3) (h)]
46	01/05/2020	Strategic Property Review [s90(3) (i)]
47	01/05/2020	Update on Activities of the Strategic Risk & Internal Audit Group [s90(3) (i)]
48	12/05/2020	Advice/Recommendation of the Audit Committee – 17/4/2020 & 1/5/2020 [s90(3) (b)]
49	02/06/2020	Strategic Property Matter [s90(3) (b) & (d)]
50	09/06/2020	Strategic Property Matter [s90(3) (b) & (d)]
51	09/06/2020	Capital City Committee Update [s90(3) (g)]
52	16/06/2020	CEO Update - Litigation Update [s90(3) (h) & (i)]
53	19/06/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
54	19/06/2020	Litigation Update [s90(3) (i)]
Operative Confidentiality Orders 2020/2021		
1	07/07/2020	Whitmore Square Apartments [s90(3) (b) & (d)]
2	07/07/2020	Review of E-Scooter Permit Decisions [s90(3) (h)]
3	09/07/2020	Presiding Members Report – Contract Matter [s90(3) (a)]
4	14/07/2020	City Connector Deed of Agreement [s90(3) (d)]
5	14/07/2020	Review of E-Scooter Permit Decisions [s90(3) (h)]
6	14/07/2020	Advice/Recommendation of the Audit Committee – 19/6/2020 [s90(3) (i)]

Previous orders still in operation		
	Date	**Subject matter and basis**
7	04/08/2020	E -Scooter Mobility Services [s90(3) (d)]
8	07/08/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
9	07/08/2020	Provision of External Audit Services [s90(3) (k)]
10	11/08/2020	Advice/Recommendations of the Audit Committee in Confidence - 7/8/2020 [s90(3) (b), (d), (i) & (k)]
11	11/08/2020	E -Scooter Mobility Services [s90(3) (d) & (h)]
12	11/08/2020	Capital City Committee Update [s90(3) (g) & (j)]
13	11/08/2020	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [s90(3) (a)]
14	25/08/2020	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
15	06/10/2020	Renewal of Recycled Water Service - Award of Contract [s90(3) (d)]
16	09/10/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
17	13/10/2020	Audit Committee Report – 9 October 2020 [s90(3) (b) & (i)]
18	13/10/2020	Renewal of Recycled Water Service [s90(3) (d)]
19	13/10/2020	Initiating the Representation Review [s90(3) (k)]
20	03/11/2020	Central Market Arcade Redevelopment Project Update [s90(3) (d)]
21	03/11/2020	Coring Works [s90(3) (i)]
22	06/11/2020	Appointment of External Auditor [s90(3) (k)]
23	10/11/2020	Assignment of Lease [s90(3) (b) & (d)]
24	10/11/2020	Capital City Committee update [s90(3) (j)]
25	10/11/2020	Advice/Recommendation/s of the Audit Committee in Confidence – 6/11/2020 [s90(3) (k)]
26	24/11/2020	Appointment of External Auditor [s90(3) (k)]
27	08/12/2020	Activating Eighty-Eight O'Connell [s90(3) (d)]
28	08/12/2020	Strategic Property Action Plan [s90(3) (d)]
29	15/12/2020	Strategic Property Action Plan [s90(3) (b) & (d)]
30	15/12/2020	Activating Eighty-Eight O'Connell [s90(3) (d)]
31	15/12/2020	Audit Committee Report – 24 November 2020 [s90(3) (k)]
32	28/01/2021	Contract Award Report – Supply of Sweepers [s90(3) (d)]
33	05/02/2021	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
34	09/02/2021	Advice/Recommendations of the Audit Committee in Confidence – 5 February 2021 [s90(3) (i)]
35	09/02/2021	Capital City Committee Update [s90(3) (j)]
36	30/04/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
37	04/05/2021	City Connector Deed of Agreement [s90(3) (d)]
38	11/05/2021	Audit Committee Report in Confidence – 30 April 2021 [s90(3) (e) & (i)]
39	11/05/2021	City Connector Deed of Agreement [s90(3) (d)]
40	01/06/2021	Cycling Infrastructure Opportunities [s90(3) (g)]
41	01/06/2021	Gawler Place Upark – Priority Works [s90(3) (i)]
42	08/06/2021	Cycling Infrastructure Opportunities [s90(3) (g)]
43	08/06/2021	Gawler Place Upark – Priority Works [s90(3) (i)]
44	29/06/2021	Central Market Arcade Redevelopment/ Market Square [s90(3) (b), (d) & (h)]
Operative Confidentiality Orders 2021/2022		
1	06/07/2021	Whitmore Square Tenancy [s90(3) (b) & (d)]
2	06/07/2021	Gawler UPark Priority Works [s90(3) (i)]
3	13/07/2021	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [s90(3) (a)]

Previous orders still in operation		
	Date	**Subject matter and basis**
4	13/07/2021	Gawler UPark Priority Works [s90(3) (i)]
5	30/07/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
6	03/08/2021	Open Space and Places for People Grants Submission [s90(3) (b)]
7	10/08/2021	Cultural Investigation [s90(3) (a), (g) & (h)]
8	10/08/2021	Audit Committee Report – 30 July 2021 [s90(3) (b) & (i)]
9	10/08/2021	Open Space and Places for People Grants Submission [s90(3) (b)]
10	11/08/2021	Cultural Investigation [s90(3) (a), (g) & (h)]
11	26/08/2021	Riverbank Precinct Code Amendment [s90(3) (j)]
12	07/09/2021	Strategic Property Review and Investigations (Status Update) [s90(3) (b) & (d)]
13	14/09/2021	Strategic Property Review and Investigations (Status Update) [s90(3) (b) & (d)]
14	05/10/2021	Contract Award - Adelaide Free Wi-Fi [s90(3) (d)]
15	12/10/2021	Contract Award - Adelaide Free Wi-Fi [s90(3) (d)]
16	19/10/2021	Park Lands License Request [s90(3) (j)]
17	29/10/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
18	02/11/2021	Residential Housing Strategic Review [s90(3) (b) & (d)]
19	02/11/2021	Telecommunications SmartHub [s90(3) (b) & (h)]
20	09/11/2021	Residential Housing Strategic Review [s90(3) (b) & (d)]
21	09/11/2021	Telecommunications SmartHub [s90(3) (b) & (h)]
22	09/11/2021	Appointment of Board Members to Adelaide Central Market Authority [s90(3) (a)]
23	09/11/2021	Audit and Risk Committee in Confidence – 29 October 2021 [s90(3) (b)]
24	14/12/2021	Strategic Property Matter [s90(3) (b) & (d)]
25	14/12/2021	Appointment of Council Assessment Panel Members [s90(3) (a)]
26	27/01/2022	Bus Station Site – Development Options [s90(3) (b) & (d)]
27	27/01/2022	Gawler Place Upark Façade [s90(3) (i)]
28	04/02/2022	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
29	08/02/2022	Confidential Report of the Audit and Risk Committee – 4 February 2022 [s90(3) (i)]
30	01/03/2022	Upark Leasing Matter [s90(3) (b), (d) & (i)]
31	01/03/2022	Assignment of Lease [s90(3) (b) & (d)]
32	08/03/2022	Upark Leasing Matter [s90(3) (b), (d) & (i)]
33	08/03/2022	Assignment of Lease [s90(3) (b) & (d)]
34	10/05/2022	West Franklin Stage 2 - Update [s90(3) (h)]
35	14/06/2022	West Franklin Stage 2 - Update [s90(3) (h)]
36	17/06/2022	Major Project - Accounting Treatment [s90(3) (b) & (d)]
37	17/06/2022	Activity of Strategic Risk & Internal Audit Group [s90(3) (i)]
Operative Confidentiality Orders 2022/2023		
1	05/07/2022	Rymill Park Kiosk - Enhancement and Lease Proposal [s90(3) (b) & (d)]
2	05/07/2022	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	Advertising Contract within City of Adelaide [s90(3) (b) & (d)]
6	12/07/2022	Councillor Martin - MoN - Development at 62 to 100 O'Connell Street [s90(3) (b) & (d)]
7	02/08/2022	Award of Contract (August) [s90(3) (b) & (d)]

Previous orders still in operation		
	Date	**Subject matter and basis**
8	02/08/2022	Expression of Interest Process [s90(3) (b) & (d)]
9	09/08/2022	Award of Contract (August) [s90(3) (b) & (d)]
10	09/08/2022	Expression of Interest Process [s90(3) (b) & (d)]
11	09/08/2022	Confidential Audit and Risk Committee Report - 4 August 2022 [s90(3) (b) & (j)]
12	27/09/2022	CEO Strategic Priorities and Organisational Scorecard update [s90(3) (a)]
13	30/09/2022	Confidential Meeting with External Auditors [s90(3) (b)]
14	28/10/2022	Activity of Strategic Risk & Internal Audit Group [s90(3) (i)]
15	13/12/2022	Confidential Audit and Risk Committee Report – 28 October 2022
16	03/02/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
17	07/02/2023	Unnamed public road off Tom's Court [s90(3) (h)]
18	14/02/2023	Unnamed public road off Tom's Court [s90(3) (h)]
19	14/02/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
20	07/03/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
21	07/03/2023	Market Square and Central Market Expansion [s90(3) (b) & (d)]
22	14/03/2023	Market Square and Central Market Expansion [s90(3) (b) & (d)]
23	04/04/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
24	04/04/2023	Commercial Offer - Telecommunications Smart Hub [s90(3) (h)]
25	11/04/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
26	11/04/2023	Commercial Offer - Telecommunications Smart Hub [s90(3) (h)]
27	26/04/2023	Confirmation of Confidential Minute 32 - Item 18.1 - Council Meeting - 11 April 2023 [s90(3) (b) & (d)]
28	10/05/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
29	23/05/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
30	05/06/2023	2021/2022 CEO Performance Review Evaluation - Decision 1 [s90(3) (a)]
31	05/06/2023	2021/2022 CEO Performance Review Evaluation - Decision 2 [s90(3) (a)]
32	06/06/2023	Strategic Property Matter [s90(3) (b) & (d)]
33	13/06/2023	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 6 June 2023 [s90(3) (b) & (d)]
34	13/06/2023	Confidential Recommendation of the CEO Performance Review Panel - 5 June 2023 [s90(3) (a)]
35	27/06/2023	Commercial Opportunity [s90(3) (d)]
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	18/07/2023	Capital City Committee Update [s90(3) (j) & (g)]
5	25/07/2023	Confidential Recommendation of the City Finance and Governance Committee – 18 July 2023 – Recommendation 1 – Item 6.1 - 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	26/09/2023	CEO Performance Review [s90(3) (a)]
19	03/10/2023	Hilton Leasing Matter [s90(3) (b) (d)]
20	31/10/2023	Lord Mayor Report [s90(3) (a) (g) & (h)]
21	07/11/2023	Hilton Leasing Matter [s90(3) (b) & (d)]
22	10/11/2023	Voters Roll Review [s90(3) (h)]
23	10/11/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
24	14/11/2023	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 7 November 2023 [s90(3) (b) & (d)]
25	16/11/2023	Lord Mayor Report [s90(3) (a), (g) & (h)]
26	21/11/2023	Delegation to Award Contract [s90(3) (b) & (d)]
27	21/11/2023	Charles Street Update [s90(3) (d)]
28	28/11/2023	Audit and Risk Committee - 10 November 2023 [s90(3) (h) & (i)]
29	28/11/2023	Delegation to Award Contract [s90(3) (b) & (d)]
30	12/12/2023	Hilton Leasing Matter [s90(3) (b) & (d)]
31	12/12/2023	Capital City Committee Update [s90(3) (g) & (j)]
32	12/12/2023	Confidential Lord Mayor Update [s90(3) (a), (g) & (h)]
33	06/02/2024	Assignment of Lease [s90(3) (d)]
34	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)]
35	16/02/2024	Strategic Risk and Internal Audit Update [s90(3) (i)]
36	20/02/2024	Visitor Experience Centre [s90(3) (b)]
37	22/02/2024	Draft Adelaide Park Lands Management Strategy (APLMS) [s90(3) (j)]
38	22/02/2024	Carriageway Park / Tuthangga (Park 17) Earthen Levee Stormwater Management [s90(3) (i)]
39	27/02/2024	Confidential Audit and Risk Committee Report - 16 February 2024 [s90(3) (i)]
40	27/02/2024	Recommendation 1 - Item 10.1 - Visitor Experience Centre [s90(3) (b)]
41	05/03/2024	Library Leases [s90(3) (b)]
42	12/03/2024	Library Leases [s90(3) (b)]
43	19/03/2024	Visitor Experience Centre [s90(3) (b)]
44	19/03/2024	Adelaide City Connector Deed of Agreement [s90(3) (d)]
45	21/03/2024	Draft APLMS [s90(3) (j)]
46	26/03/2024	Recommendation 1 - Adelaide City Connector Bus Deed of Agreement [s90(3) (d)]
47	26/03/2024	Recommendation 1 – Item 6.1 - Draft Adelaide Park Lands Management Strategy (APLMS) [s90(3) (j)]
48	28/03/2024	Adelaide Aquatic Centre Redevelopment - Return to Park Lands Proposed Design [s90(3) (b)]
49	16/04/2024	Adelaide Visitor Experience Centre [s90(3) (b)]
50	23/04/2024	Adelaide Visitor Experience Centre [s90(3) (b)]
51	21/05/2024	External Presentation - Aquatic Centre Return to Park Lands Zone [s90(3) (b)]

Previous orders still in operation		
	Date	**Subject matter and basis**
52	28/05/2024	Confidential Audit and Risk Committee Report - 15 May 2024 [s90(3) (e) & (i)]
53	28/05/2024	Councillor Martin - QoN - Court of Disputed Return Costs [s90(3) (d)]
54	04/06/2024	Place of Courage [s90(3) (d)]
55	11/06/2024	Place of Courage [s90(3) (d)]
56	11/06/2024	Appointment of Members to the Brown Hill and Keswick Creeks Stormwater Board [s90(3) (a)]
57	14/06/2024	Strategic Property Review Internal Audit [s90(3) (b) & (d)]
58	19/06/2024	Appointment of the Chief Executive Officer [s90(3) (a)]
59	25/06/2024	Recommendations of the Chief Executive Officer Selection Panel – 19 June 2024 [s90(3) (a)]
Operative Confidentiality Orders 2024/2025		
1	16/07/2024	Capital City Committee Update [s90(3) (j)]
2	23/07/2024	Confidential Recommendation of the City Finance and Governance Committee – 16 July 2024 [s90(3) (j) & (g)]
3	27/08/2024	Delegation to Award Contract [s90(3) (b) & (d)]
4	27/08/2024	Recommendation 1 – Item 10.1 - Delegation to Award Contract [s90(3) (b) & (d)]
5	24/09/2024	Confidential Recommendation of the City Finance and Governance Committee – 17 September 2024 [s90(3) (g) & (i)]
6	27/09/2024	Confidential Meeting with External Auditors [s90(3) (b)]
7	15/10/2024	Delegation to Award Contract - Electric Vehicle (EV) Charging Station Network [s90(3) (b) (d)]
8	15/10/2024	Delegation to Award Contract [s90(3) (b) & (d)]
9	22/10/2024	Delegation to Award Contract - Electric Vehicle (EV) Charging Station Network [s90(3) (b) & (d)]
10	22/10/2024	Delegation to Award Contract [s90(3) (b) & (d)]
11	22/10/2024	Leasing Matter Rundle Street [s90(3) (b) & (d)]
12	05/11/2024	City of Adelaide Property Strategy [s90(3) (b) & (d)]
13	08/11/2024	Strategic Risk & Internal Audit Update [s90(3) (i)]
14	12/11/2024	City of Adelaide Property Strategy [s90(3) (b) & (d)]
15	26/11/2024	Confidential Audit and Risk Committee Report - 8 November 2024 [s90(3) (i)]
16	10/12/2024	Leasing Matter [s90(3) (i)]
17	28/01/2025	Capital City Committee Annual Report and Update [s90(3) (g)]
18	28/01/2025	Delegation to Award Contract [s90(3) (b) & (d)]
19	25/02/2025	Update from Lord Mayor - Verbal [s90(3) (j)]
20	04/03/2025	Confidential Workshop: New Historic Areas in City Living Zone [s90(3) (m)]
21	05/03/2025	Statues Commemorating South Australian Aboriginal Leaders Proposal [s90(3) (j)]
22	11/03/2025	Capital City Committee Update [s90(3) (j)]
23	18/03/2025	Confidential Workshop - Library Services [s90(3) (b) & (d)]
24	27/03/2025	Statues Commemorating South Australian Aboriginal Leaders Proposal [s90(3) (j)]
25	01/04/2025	New Historic Areas (City Living Zone) Code Amendment Proposal to Initiate [s90(3) (m)]
26	08/04/2025	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 1 April 2025 [s90(3) (m)]
27	11/04/2025	Strategic Risk and Internal Audit Update [s90(3) (i)]
28	15/04/2025	Assignment of Lease and Sublease [s90(3) (b) & (d)]
29	22/04/2025	Confidential Audit and Risk Committee Report - 11 April 2025 [s90(3) (i)]
30	22/04/2025	Confidential Recommendation of the Infrastructure and Public Works Committee – 15 April 2025 - Recommendation 1 - Assignment of Lease and Sublease [s90(3) (b) & (d)]

Previous orders still in operation		
	Date	**Subject matter and basis**
31	06/05/2025	Strategic Property Matter - Rundle Street Upark [s90(3) (b) & (d)]
32	20/05/2025	Library Lease Update [s90(3) (d)]
33	20/05/2025	Delegation to Award Contract (Traffic Signals Maintenance) [s90(3) (b) & (d)]
34	27/05/2025	Confidential Recommendation of the City Finance and Governance Committee - 20 May 2025 - Recommendation 1 - Item 10.1 - Delegation to Award Contract [s90(3) b) & (d)]
35	02/06/2025	2024/25 Q3 KPI Progress Report [s90(3) (a)]
36	03/06/2025	20th Century Local Heritage Listing Code Amendment [s90(3) (m)]
37	03/06/2025	Leasing Matter – Sydney Place [s90(3) (b) & (d)]
38	10/06/2025	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 3 June 2025 - Recommendation 1 - Leasing Matter [s90(3) (b) & (d)]
39	10/06/2025	Capital City Committee Update [s90(3) (j)]
40	13/06/2025	Confidential - Payment Card Industry (PCI) Compliance Review [s90(3) (e)]
41	13/06/2025	Confidential - Appointment of Internal Auditor [s90(3) (k)]
42	17/06/2025	Delegation to Award Contract (Legal Services Panel) [s90(3) (b) & (d)]
43	24/06/2025	Confidential Recommendation of the Reconvened City Finance and Governance Committee – 10 June 2025 - Recommendation 1 - Precinct Review [s90(3) (a)]
44	24/06/2025	Confidential Recommendation of the Reconvened City Finance and Governance Committee – 24 June 2025 - Delegation to Award Contract [s90(3) (b) & (d)]
45	20/05/2025	Precinct Review [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 and Keswick Creeks Stormwater Board

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		
City Deals - Adelaide Visitor Experience Centre	-	200
Flood Mapping (Preparing Local Communities - Local Stream)*	372	-
Local Roads and Community Investment Program	-	135
NHMP First Nations Heritage*	68	-
Special Local Roads Program - Roads to Recovery	-	1,000
State Government Funding		
Adaptive Re-use Housing Initiative	178	-
ARCHI Incentives Scheme*	125	-
Community and Neighbourhood Development Program	78	-
Donation for Life-Sized Barry Humphries Sculpture	-	100
Future Sports Leaders Program*	15	-
James Place Upgrade*	-	500
Library Community Cohesion Programs	9	-
Library Materials Grant	-	277
Library Operating Grant	221	-
Local Government Financial Assistance Grants	1,043	516
LGA South Australia Workers Compensation Scheme Application	30	-
Park Lands Activity Grant	2,010	-
Rundle Mall 50th Anniversary Celebration*	250	-
School Immunisation Program	109	-
School Safety Grant*	-	30
State Bicycle Fund*	-	298
Supplementary Local Road Funding	-	131
Trader Sustainability Program (ACMA)	12	-
Urban River Torrens Recovery Program	28	-
Vulnerable and Homeless	46	-
Other Funding Sources		
Golden Wattle Park New Community Centre*	-	893
Other Sponsorship	20	-
LGA South Australia Mutual Liability Scheme - Prize Money	9	-
TOTAL	**4,623**	**4,080**

*Funding received but project to be completed in future years

Audited Financial Statements and Auditor Independence

PROVIDED TO COUNCIL SEPARATELY AND TO BE INSERTED ONCE ADOPTED.



Adelaide Central Market Authority **2025/26 Annual Report**

CITY OF ADELAIDE

ACKNOWLEDGEMENT OF COUNTRY

Adelaide Central Market Authority acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

Adelaide Central Market Authority tampinthi, ngadlu Kaurna yartangka panpapanpalyarrinthi (inparrinthi). Kaurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinthi. Yalaka Kaurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinthi, puru warri-apinthi, puru tangka martulayinthi.Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinthi.



CONTENTS

2 Acknowledgement of Country

3 Contents

4 Message from the Chair

5 About Adelaide Central Market Authority

6 ACMA Board

6 Trader Representatives

7 ACMA Management Team

8 Summary of Financial Results

9 ACMA Highlights

10 Strategic Pillars

10 Our Customers

11 Events and Acitivations

14 Our Traders

17 Our Business

19 Our Community

20 Our Market

21 Market Expansion Project



MESSAGE FROM THE CHAIR

It is with great pride that I present the Adelaide Central Market Authority's 2025/2026 Annual Report.

Over the past year, the Market has continued to evolve and thrive - staying true to our purpose as a world-leading food and produce Market with a deep and enduring connection to our community.

This year brought recognition that reflects what so many already know. The Adelaide Central Market was ranked the third-best Market in the world and the best in Australia. Our Friday nights at the Market were voted the number one food experience in the country, and we remain Adelaide's number one tourist attraction. These are not just accolades - they are a reflection of the daily commitment of every Trader, every staff member, and every person who plays a role in making this Market what it is.

Across the year, the Market maintained strong occupancy (98%), healthy financial results, and consistent visitation - a meaningful achievement given cost of living pressures and the significant demands of the Market Expansion construction. Our Traders and team navigated this with minimal disruption to Trade and tremendous resolve.

To our Traders - thank you. You are the heart and soul of the Adelaide Central Market and our business partners. Your passion, expertise and commitment to your customers shape the vibrant spirit, rich traditions and welcoming atmosphere that define this place and position it strongly for the future.

Our Strategic Plan remains our roadmap and we have delivered strongly against our Business Plan commitments. Our marketing program generated impressive media value, the Market Made campaign celebrated over a thousand unique products only available here, and a rich calendar of events continued to draw customers through our doors - all while maintaining high operational standards throughout the year.

Major progress has been made on Market Expansion operational readiness, including tenancy coordination, place activation planning, and fit out preparation. Many new Traders have begun their journey with us - a sure sign of the confidence and excitement surrounding what lies ahead. To our staff, led by General Manager Fabienne Reilly - your dedication and professionalism through a demanding year has been exceptional.

The Board has remained focused on strategic oversight, risk management, and the long-term sustainability of the Market. I am grateful for the contribution of Deputy Chair Nicole Haack, Christine Locher, Steve Marafiote, George Roussos, Hamish Brown and Councillor Phillip Martin - their collective expertise and commitment to this institution is unwavering.

I also extend my sincere thanks to the Lord Mayor and all City of Adelaide Councillors for their ongoing support and collaboration, which remains fundamental to everything we achieve.

The once-in-a-generation Market Expansion and Market Square development will open its doors in the coming financial year. I am genuinely excited about the opportunities ahead - to build more of what we love and to welcome a new generation of Market shoppers. Thank you to everyone who has contributed to a remarkable 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.

The Board comprises up to seven members, including the Chairperson, appointed by the Council, with one position held by a City of Adelaide Councillor. The 2025/26 period was the thirteenth full year of operation for the Adelaide Central Market Authority, 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

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 comprises seven members who collectively bring extensive expertise across retail, the food supply chain, property development, centre management and leasing, marketing, stakeholder engagement, corporate governance, finance, strategic planning, people leadership and a deep understanding of the Adelaide Central Market.

Led by ACMA Chair Theo Maras AM, the Board provides strategic direction, oversight and guidance to the Management team, led by General Manager Fabienne Reilly. Through its leadership, advocacy and governance, the Board plays a pivotal role in supporting the continued success of the Market, its Traders and the delivery of key strategic initiatives.



THEO MARAS AM
Chair



NICOLE HAACK
Deputy Chair



CHRISTINE LOCHER
Governance Committee Chair



GEORGE ROUSSOS
Development and Property Committee Chair



PHILLIP MARTIN
Councillor



STEVE MARAFIOTE



HAMISH BROWN

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 2025/26 Trader representatives were:

- Ivan Oulianoff, House of Health Collective (TRC Chair)
- Simon Bugeja, Lucia's Fine Foods (Deputy TRC Chair)
- Paul Bulley, PhotoCo Camera House
- Amanda Prance, Fair Seafood
- Niamat Nasery, Aubergine's & McMahon's
- Laura Santinon, Love Jamu
- Frank Mitolo, The Coffee Bean
- Mark Gleeson, SiSea (2025)
- Chester Frank, House of Health Collective (2025)
- Barbara Knoll, Barossa Fine Foods (2025).



ACMA MANAGEMENT TEAM



FABIENNE REILLY
General Manager



BERNADETTE LEE
Manager, Commercial Property & Leasing



BRIONY O'TOOLE
Marketing & Communications Manager



JOHNNY CARBONE
Operations Manager



KATE HARDY
Marketing & Communications Manager*



TIERA LIPPIELLO
Executive Assistant



MEGAN CALVERT
Senior Property Officer



SOPHIE SHEN
Leasing Coordinator



BEN STEGGALL
Project Advisor



ALISHA PEETERS
Marketing Executive*



REBECCA HOOK
Marketing Executive



TIMOTHEA MOYLAN
Events & Activations Executive



ANTARA SWEENEY
Marketing & Content Coordinator

Our Management team is supported by a dedicated casual customer service team, based in the Market information stall, who are often the first friendly faces visitors meet. We're also grateful to our valued third-party partners - Wilson Security and SKG Services - whose teams work tirelessly across the Market floor everyday to keep our Traders and customers safe, welcome and well cared for.

*Parental Leave

SUMMARY OF FINANCIAL RESULTS 2025/26

$'000	Actual	Adopted Budget	Variance
Existing Market Operations			
Income	5,674	5,645	29
Expenditure	5,612	5,682	70
Net Operating Surplus /(Deficit)	62	(37)	99
Market Expansion			
Income	-	-	-
Expenditure	1,414	1,539	125
Total Market Expansion	(1,414)	(1,539)	125
Net Operating Surplus / (Deficit)	(1,352)	(1,576)	224



ACMA HIGHLIGHTS



7.9M
annual visitation



157
years old



#1
Ranked #1 food Market in Australia
(AllClear Travel Insurance)



#3
Ranked #3 food Market in the world
(AllClear Travel Insurance)



#1
Tourist Attraction in Adelaide
(Tripadvisor)



99%
of waste diverted from landfill



17,438
kgs of quality food rescued from waste



166,000
combined followers on Facebook and Instagram



$2.6M
in media coverage



17
local artisan Producer in Residence supported



100%
of actions set out in the 2025/26 Business Plan completed or on track



1000+
products made on-site or available exclusively at the Market



6,915
students, from 147 schools learning in the Market



643
maintenance jobs



98%
Trader occupancy

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 2025/26 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

881.5K
website views

83.6K followers on Facebook (+3.2%) + **2.3M** people reached on Facebook

82.7K followers on Instagram (+4.7%) + **3.2M** people reached on Instagram

2.8K
followers on LinkedIn (+16%)

19.1K
subscribers to Market Lovers eDM (+5%)



ADELAIDE CENTRAL MARKET ACTIVATIONS

The event calendar is complemented by regular and ongoing activations to enhance the customer experience.

Activation	#
Total Community Kitchen activations, including ad-hoc programming, eg: • Seasonal produce launches (Strawberry, Citrus, Apple & Pear, Mushroom) • Community organisation engagement • Country Women's Association scone pop-up • Radio Broadcasts	34
Free Friday night live music (partnership with Music SA)	49
Free Kids' Activities (excluding school holidays)	69
Customer giveaways and gift-with-purchase incentives	5

ADELAIDE CENTRAL MARKET EVENT CALENDAR

The Adelaide Central Market delivers an annual events program designed to reflect and celebrate the diverse needs and interests of our community, with a focus on multiculturalism, community connection, families and children, arts and culture, and seasonal celebrations.



			Multiculturalism	Community Connection	Families & Children	Arts & Culture	Seasonal Celebration
Bastille Day	2-day program celebrating French food and culture.	July	✓	✓	✓	✓	✓
Big Market Adventures for Little Foodies	2-week school holiday program (Autumn, Winter & Spring holidays).	April, July & October	✓	✓	✓	✓	✓
Winter Weekends*	Fire pits, live music & roving entertainment.	August		✓	✓	✓	✓
Seafood + Sounds	2-day program celebrating South Australia's world-class seafood.	September	✓	✓	✓	✓	✓
Christmas	Live music, cooking demonstrations and roving performances.	November & December		✓	✓	✓	✓
Lunar New Year	Music, dance & art sessions celebrating the Lunar New Year.	February	✓	✓	✓	✓	
Sauce Day	2-day program celebrating Italian culture including hands-on sauce making sessions, live music and cooking demonstrations.	March	✓	✓	✓	✓	✓
Easter	Kids Easter Trail, kids art session & live music.	April		✓	✓	✓	✓
Tasting Australia Associated Event program	2-day program showcasing the Market's world-class food and produce.	May	✓	✓	✓	✓	✓
National Reconciliation Week event program 'On Country at the Market'*	A curated series of free activations showcasing First Nations art, music and culinary traditions.	May	✓	✓	✓	✓	✓
Make Music Day*	Live music celebrating the global music initiative Fête de la Musique.	June	✓	✓	✓	✓	

*(in collaboration with City of Adelaide)

Highlights

Bastille Day

The two-day program celebrating Bastille Day remained popular including live music, French themed pop-ups, roving entertainment and cooking demonstrations, with a growing number of participating Traders.

Seafood + Sounds

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

Christmas

The two-month celebration launched in time for the Christmas Pageant, with Market theming including two in-Market Christmas trees, decorations and signage. The campaign included proactive PR, school and community choirs, free kids craft workshops, live music, community partnerships and a Trader hero advertising campaign. There were 200,000 visitors in the final 6 days before Christmas, with Traders indicating a consistent Trade in comparison to 2024.

Easter

The Easter celebrations, focused on in Market activations including an Easter trail, free kids Easter craft, live, music, Haigh's Easter bilby visit. The retail campaign included proactive PR and targeted advertising campaign.

Sauce Day

The two-day program celebrated Italian culture and seasonal produce with hands-on sauce making classes, an extensive range of Mediterranean specials in the Market, as well as pop-up tastings, free kid's activities, live music and roving entertainment.

School Holidays

3,583 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 17 small, local, artisan businesses a chance to trial their products with Market customers, with 65% being new to the program. 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.

Market Stall

More than 54,000 visitors received assistance from our Customer Experience team at the Market Stall during the year. Operating every Market day, the team delivered friendly, reliable and helpful information, supporting customers and city visitors with enquiries ranging from directions and bus routes to tourism information, merchandise and gift card sales.



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

- 1.1K pieces of social media content to over 166K followers
- 37 Market Lovers e-newsletters to 19.1K subscribers
- 88 Market Talk e-newsletters to Traders
- Bi-monthly Trader Representation Committee meetings
- 3 all-Trader meetings
- Media training provided for 4 Traders
- Free 3-hour parking at UPark Andrew and UPark Grote on Saturdays with 5,661 validations.

ACMA created opportunities for Traders to leverage PR and digital content, encouraging storytelling and profiling, whilst leveraging the Adelaide Central Market brand. ACMA supported several Trader-led after-hours events, creating unique customer experiences while delivering commercial benefits for Market businesses.

Trader engagement was maintained through regular face-to-face discussions and three all-Trader briefing sessions throughout the year. The elected Trader Representation Committee (TRC) continued to provide a valued forum for proactive dialogue between Traders, the ACMA Management team and Board members - with the Board increasing its annual meetings with the TRC to two, ensuring direct access and visibility at a time of significant transition. The primary communication channel remains the Market Talk newsletter, delivered regularly throughout the year to share resources, industry news and Market updates with all Traders.



Highlights

- Market Made Campaign launch
- Supported Trader initiatives including:
  - Photo Co. Adelaide Camera Expo
  - Adelaide Wine Festival and Coonawarra Uncorked by The Olive Tree
  - Journey Beyond weekly events, by Smelly Cheese Co. and SiSea
  - Cheese After Dark series by Smelly Cheese Co.
  - Fair Seafood cooking demonstration series
  - Fair Seafood After Dark Dinner series.
- 'Faces of the Market' marketing campaign
- Professional photography used to profile Traders
- Creation of dry storage bays for additional storage in Federal Hall basement
- 6 big cleans for Market including all Trader facades
- Traders had the opportunity to receive free training by sustainability experts, 2xE, as part of a grant from Green Industries South Australia.

Market Made

A key initiative this year was the launch of Market Made: a proactive retail-focussed campaign to promote more than 1,000 exclusive products only available from Market Traders. In-Market signage, product packaging and a metro advertising campaign supported a digital directory showcasing all participating products, giving our Traders a powerful platform to tell their story and drive customer conversion.

Trader Advocacy

ACMA continued to advocate actively for Traders throughout the year - from managing the impacts of major events and potential road closures on daily trade, to ensuring Trader interests were represented at every phase of the Market Square development. As asset renewal and infrastructure decisions were made, Trader operations, access and amenity remained central considerations, ensuring the Market remains fit for business now and into the future.

Customer Experience Tracking

The Customer Experience tracking project provided valuable data and insights into customer perceptions and experiences, and these are shared with Traders annually.

SA Seafood Campaign

In response to the South Australia's algal bloom crisis, Premier of South Australia, Peter Malinauskas MP, launched the Brand South Australia Buy SA Seafood campaign at the Market with a long lunch for 30 invited guests with South Australian seafood from our Traders. ACMA supported its seafood Traders throughout this period through ongoing communication and a sustained promotional push, helping to maintain visibility and consumer confidence at a time when it mattered most.

Adelaide Central Market Online

Adelaide Central Market Online home delivery service continued into its fifth year of operation, which began in response to the COVID-19 crisis to provide customers the opportunity to shop over 2,300 Market products from 43 Traders in one single transaction. ACMA manage the home delivery platform and associated logistics, including the collation, packing and collection, with a click & collect service is available on Fridays.

The program is largely subsidised by ACMA, providing participating Traders with an additional revenue stream while responding to the demand from customers who value the convenience of shopping the Market from home.



TRADER HIGHLIGHTS



Fair Seafood

Amanda & the team at Fair Seafood were awarded the prestigious Snail of Approval by Slow Food South Australia, recognising their commitment to sustainable, traceable seafood practices and education.



SiSea

Mark & the team at SiSea were awarded SA Seafood Restaurant of the Year for 2026 and were also named a finalist in the 2026 Restaurant and Catering Hostplus Awards for Excellence.



Cumbia Bar & Kitchen

Salvatore & the team at Cumbia were named a finalist in the 2026 Restaurant and Catering Hostplus Awards for Excellence.



House of Health Collective

The House of Health team were awarded 'Best Health Food Business' at the 2026 Australian Small Business Champion Awards.



Coco's Fruit & Veg

Kim & Maggie gave their stall a refresh, with a nod to historical Stalls with their raised floor produce stands.



Barossa Fine Foods, Charlesworth Nuts & Fleurieu Milk

All three Traders were announced as finalists in the 2025 SA Premier's Food and Beverage Industry awards

New Product Award Finalist - Barossa Fine Foods for their Delicatessen Smallgoods Range.

Consumer Choice Finalist - Charlesworth Nuts and Fleurieu Milk Company.



Sensory House

Rose & Michael opened Sensory House, a new venture for Full Circle Spirits.



Central Market Flowers

Peter, Lizzie & family celebrated 40 years at the Market.

OUR BUSINESS

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

Highlights

- 98% occupancy during 2025/26
- 12 existing leases renewed
- 3 completed renovations for Michael's Fruit & Veg (Stall 53-54), Coco's Fruit & Veg (Stall 20-21) and SA Central Fresh (Stall 52)
- Sensory House (Stall 55) started their Market journey
- Redevelopment of Stall 34-36
- 7 staff recruitments with a 25% growth in headcount
- 2 new agencies awarded tenders:
  - SAUCE. The Creative Agency for Creative Services
  - CALLIE PR for PR & Media.

Tourism / State & City Major Event Collaboration

- Collaboration with South Australian Tourism Commission (SATC) for Tour Down Under, Tasting Australia, Gather Round, Adelaide Fringe
- Partnership with Illuminate Adelaide.

Operations

ACMA continued 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 363 maintenance jobs completed, and 292 incidents attended by the Market security contractor.
Further operations are detailed in 'Our Market'.

Australia's Best Food Market Campaign

On 20 April, Time Out Australia published results from a recent study by AllClear Travel Insurance announcing the Adelaide Central Market as the 3rd highest ranked food Market in the world based on over 400k google reviews. As well as earning record coverage across 52 media outlets, including The Advertiser print article and national coverage on The Today Show, ACMA delivered a marketing campaign in June and July to celebrate the ranking.

People and Capability

During 2025/26, ACMA strengthened its workforce through targeted recruitment and parental leave backfills, while progressively increasing resourcing to meet the future operational requirements of the Market Expansion. The Management team undertook change management training to build capability, foster organisational resilience, and support the successful delivery of business transformation initiatives.

Governance

As the governing body of the Authority, the ACMA Board provides strategic leadership and oversight to support the ongoing success of the Adelaide Central Market. Meeting every six weeks and supported by the Development and Property Committee and Governance Committee, the Board oversees financial performance, risk management, business planning and strategic oversight. An independent review was undertaken to consider Board effectiveness, governance maturity, strategic oversight, risk governance and stakeholder engagement. The conclusion was that the ACMA Board is operating from a position of governance strength and maturity, supported by a capable and committed Board, and constructive relationship between Boad, Management, Council and Traders.

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, Guide Dogs
- Community Engagement Plan 2025/26 delivered
- National Reconciliation Week events delivered
- Delivery of Lunar New Year celebrations and collaboration with Chinatown
- 17,703kg of good quality surplus food rescued and 35,406 meals delivered to South Australians in need
- 6915 students from 147 schools visited the Market on excursion.

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

Since its inception in 2012, the partnership between OzHarvest and ACMA have together rescued 190,802kg, delivering 496,787 meals to South Australian in need.

In the final days to Christmas the Tree of Goodness returned for its twelfth year raising $6,323.30 across four days, equating to over 12,000 meals to support South Australians experiencing homelessness.

Guide Dogs SA/NT

ACMA proudly support Guide Dogs with fundraising opportunities, with 6 x pop-ups within the Market, raising $2,407.

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 6 x pop-ups within the Market, raising $2,407.

School Excursions

This year, 6,915 students from 147 schools visited the Adelaide Central Market on excursion - an experience that brings the Market to life as a living classroom. To maximise the educational value of each visit, ACMA provided a free teachers' resource kit, Brain Food, aligning with the Australian Curriculum to assist teachers with planning their excursion. With themes ranging from entrepreneurship, budgeting, geography, sustainability, art, culture, food and health. The kit helps students connect what they discover at the Market to their broader learning and helps build a genuine connection with food.

National Reconciliation Week

From 27 May to 3 June, the Market celebrated National Reconciliation Week with a program of activities showcasing Aboriginal culture and cuisine. Highlights included native ingredient cooking demonstrations, live music performances, an alcohol-free pop-up bar, a gift-with-purchase promotion featuring artwork by Aboriginal artist Colleen Raven Strangways, and a family storytelling session delivered in partnership with Kakadu Kitchen, Adelaide City Libraries and the City of Adelaide.

The program was delivered in support of the City of Adelaide's Reconciliation Action Plan, reflecting the Market's ongoing commitment to reconciliation and to creating a space that is welcoming and meaningful for all.

Community Kitchen

The Community Kitchen continued to serve as a vibrant forum for cooking, creativity and cultural exchange - celebrating the diverse multicultural community the Market is renowned for.

In 2025/2026 the Community Kitchen was used 34 times with over 27 cooking demonstrations for Market customers, Sauce Day and Tasting Australia program. Participation was positive with the demonstrations well attended.

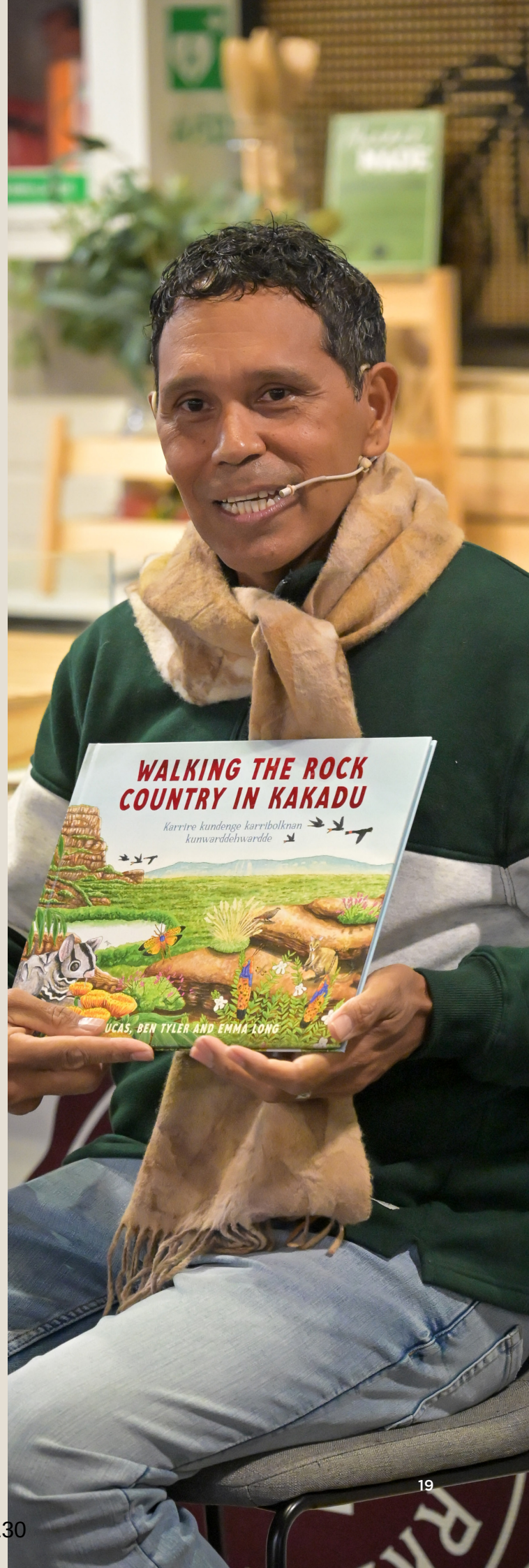
Market Precinct

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 with Market Plaza.

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 successfully secured a Green Industries South Australia LEAP Grant for $100K in FY 24/25 for development of a Traders Sustainability Program, due for completion by June 2027. In FY25/26, 32 new and existing Traders completed the short “Sustainability at the Market” online course. All Traders have been offered a free 1:1 sustainability consulting session via 2XE.



OUR MARKET

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

Market Improvements

- Sprinkler upgrades to Level 1 and Level 2 UPark and booster replacements
- Bondek repair project on level 2 UPark
- Basement remediation repairs with new dry storage capacity for Traders
- Western roadway fire compartmentation completed
- Annual ducting clean for all cooking Traders and form 3 compliance
- Installation of fans to common areas improving customer comfort.



MARKET EXPANSION PROJECT

Highlights

- National Leasing Campaign and Meetings with EOI applicants (plus existing Traders)
- First 20 Traders announced
- Appointment of Retail Design Manager and Tenancy Coordinator.
- Procurement and planning for Market Hall furniture, play equipment, PA system and customer facilities.
- Interactive digital map and website refresh procured for opening
- Wayfinding detailed design, signage and people-counting systems advanced
- Arts & Culture program progress with 5 artists selected
- One Market communication plan, with launch and activation planning progressed
- Facade Signage investigation and design commenced
- Ongoing stakeholder engagement and construction readiness coordination.

ACMA continued to work closely with the City of Adelaide and Market Square stakeholders to achieve the vision for the Market Expansion - a thriving mixed-use destination that complements and strengthens the Adelaide Central Market's vital role as a hub of food and culture in the city. This year was marked by considerable progress across both leasing and operational preparedness.



Leasing

Leasing has been a significant priority this year, with the national leasing campaign generating strong Market interest. ACMA received 358 expressions of interest, made 1,350 direct approaches to prospective tenants, and managed 602 responses - largely through internal resources. The Development and Property Committee worked closely with the Management team to thoughtfully consider all proposals and curate the expansion's future retail mix in line with the leasing strategy - ensuring the right Traders, in the right locations, delivering the right experience for customers. The first 20 Traders were announced publicly, marking a milestone moment in bringing the Market Expansion to life.

Operational Preparedness

Operational preparedness advanced at pace this year, with a focus on achieving cohesion between the existing Market and the new expansion, creating solutions that will support successful Trade and deliver unforgettable customer experiences. In a unique regulatory milestone, an exemption from the Retail Leases (Commercial) Act was granted, enabling trading hours to be refined to better meet customer expectations when the Market Expansion opens.

A sense of Place - One Market, endless stories.

As part of the Market Expansion Operational Preparedness, ACMA commissioned placemaking experts, Village Well to deliver a Place Activation Strategy for the whole Market. The Place Activation Strategy provides a roadmap for the next chapter, guiding how the energy, heart and soul of the existing Market can be carried into the new space, connecting both precincts and giving genuine life to the Market Expansion from day one. Village Well engaged directly with Traders and stakeholders to understand what makes the Market's sense of place and community so distinctive, using those insights to shape a strategy that is grounded in what people love about this place.

Adelaide Central Market Authority **2025/26 Annual Report**

AEDA Annual Report

FY 2025/2026





Adelaide Economic Development Agency

CITY OF ADELAIDE

Cover Image: **Adelaide Riverbank**

Acknowledgment of Country

Adelaide Economic Development Agency tampinthi, ngadlu Kaurna yartangka panpapanpalyarrinthi (inparrinthi). Kaurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinthi. Yalaka Kaurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinthi, puru warri-apinthi, puru tangka martulayinthi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinthi.

The Adelaide Economic Development Agency acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things.
We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.



AFL Gather Round

Credit: South Australian Tourism Commission

Contents

1. About AEDA	Adelaide Economic Development Agency	3
	Chair's Foreword	4
	The Board	5
	The Advisory Committee	6
	Annual Report Summary	7
2. AEDA Achievements	Business, Investment & Residential Growth	8
	Visitor Growth	12
	Brand & Marketing	16
	Rundle Mall	20
	Corporate Governance	24
	Financial Summary	25
Appendix 1	2024/25 to 2028/29 Strategic Plan KPIs	26
Appendix 2	2025/26 Business Plan & Budget KPIs	30
Appendix 3	2025/26 Sponsorship Recipients	34
Appendix 4	Rundle Mall Activations Calendar	38



Illuminate Adelaide
Credit: Samuel Graves; Horizons

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's Strategic Plan.*

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,
- Attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions,
- Activate, promote, and market Rundle Mall,
- Promote and develop main street precincts as commercial hubs of economic, cultural and social significance.

Chair's Foreword

As I enter my second year as Board Chair, I am proud to present the 2025/2026 Annual Report. It reflects AEDA's continued focus on strengthening Adelaide's business community, fostering economic growth, and creating a dynamic, investable, innovative, resilient, vibrant and welcoming city.

Across our five focus areas—business, investment and residential growth; visitor growth; Rundle Mall and precincts; brand and marketing; and governance and operations, AEDA continued to work with the City of Adelaide, state government agencies, businesses, precincts, property owners, industry partners and other stakeholders to stimulate economic activity in Adelaide.

Through our Strategic Partnerships Program, we worked with organisations to assist scale up businesses to become investment ready, supported the life sciences sector, attracted business events, brought international education agents to the city and filled vacant spaces in our city. Renew Adelaide's initiatives contributed to new jobs, while ThincLab's ThincSeed pre-accelerator and accelerator programs, supported emerging businesses to secure a combined $1.5 million investment. AUScelerate (formerly MTP Connect) strengthened South Australia's life sciences ecosystem through industry development, international engagement and clinical trial support. Business Events Adelaide won $607.5 million of events stretching out to 2032. During the year, 144 business events valued at almost $420 million were held in South Australia.

AEDA also launched Adelaide: The City for Serious Innovation, which directly targeted organisations to consider investing in Adelaide. The campaign projects Adelaide's compelling proposition based on Adelaide's distinctive innovation environment.

A significant undertaking was the Adelaide Place Brand project. As Adelaide grows in confidence, ambition and international relevance, it is increasingly important to communicate a clear, compelling and consistent story about our city and its distinctive strengths. The place brand creates a shared identity that businesses, institutions, industry and the community can use to consistently describe Adelaide's reputation, support investment and talent attraction, and align initiatives such as Experience Adelaide.

Events, festivals and tourism remained central to Adelaide's economic vitality. Through our Events & Festivals Sponsorship Program, AEDA supported a year-round program of initiatives encouraging people to visit, stay longer and spend more time in the city. During the year, AEDA supported 28 events and festivals, which collectively brought 7.1 million attendees to the city.

Rundle Mall remains the cornerstone of Adelaide's retail, commercial and social life, with annual visitation above 52 million. Major activations and partnerships created new reasons for people to visit and stay. This year, Rundle Mall celebrates its 50th anniversary, marking five decades as part of Adelaide's history and identity. AFL Gather Round attracted approximately 685,000 people to Rundle Mall from Thursday to Sunday; an estimated uplift of 61,000 visits above a typical week. Rundle Mall City Sessions delivered more than 70 performance opportunities for local artists. These and other initiatives support our ambition for Rundle Mall to be a vibrant cultural hub and successful retail precinct.

Work on the Visitor Experience Centre has progressed and is aiming for completion in the 2026/27 financial year.

We recognise the challenges facing city businesses, including cost-of-living pressures, changing work patterns, competition from suburban retail centres and online retailers, and higher-education sector changes. These reinforce the need for AEDA to remain responsive, evidence-led, and focused on practical action.

On behalf of the Board, I thank the City of Adelaide Councillors and Administration, Advisory Committee, partners, stakeholders, and businesses that contribute to Adelaide's energy, character and economic vitality. I also thank General Manager, Greg Ratsch, the Executive team and staff for their professionalism, commitment and passion throughout the year.

As we look ahead, AEDA will continue to champion Adelaide as a city where businesses can grow and prosper, visitors can be inspired and people can connect with opportunity.



Steve Maras
(Chair)

The Board

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

During the year, the following Board changes occurred

- Steve Maras was re-appointed as the Board Chair until 30 June 2028, following the expiration of his term on 30 June 2026.
- Dr Michelle Perugini was appointed to the Board on 9 December 2025 to fill a casual vacancy until 30 June 2027.
- James Black was re-appointed to the Board as the Advisory Committee Representative for a one-year term, commencing 12 March 2026.
- Jim Kouts and Jaimee-Lee Charlton were granted an extension to their appointments from 30 June 2026 until 31 August 2026.

2025/2026 AEDA Board Meeting Attendance

Board Members	No. of meetings eligible to attend	No. of meetings attended
Denise von Wald	9	9
Emma Kardachi	9	9
Jaimee-Lee Charlton	9	9
James Black	9	9
Dr Jane Lomax-Smith AM (Lord Mayor)	9	9
Jim Kouts	9	9
Dr Michelle Perugini	5	5
Steve Maras (Chair)	9	9
Tim Last	9	6



Jim Kouts
(Deputy Chair)



Denise von Wald



Emma Kardachi



Jaimee-Lee Charlton



James Black
(Advisory Committee Representative)



Dr Jane Lomax-Smith AM
(Lord Mayor)



Dr Michelle Perugini



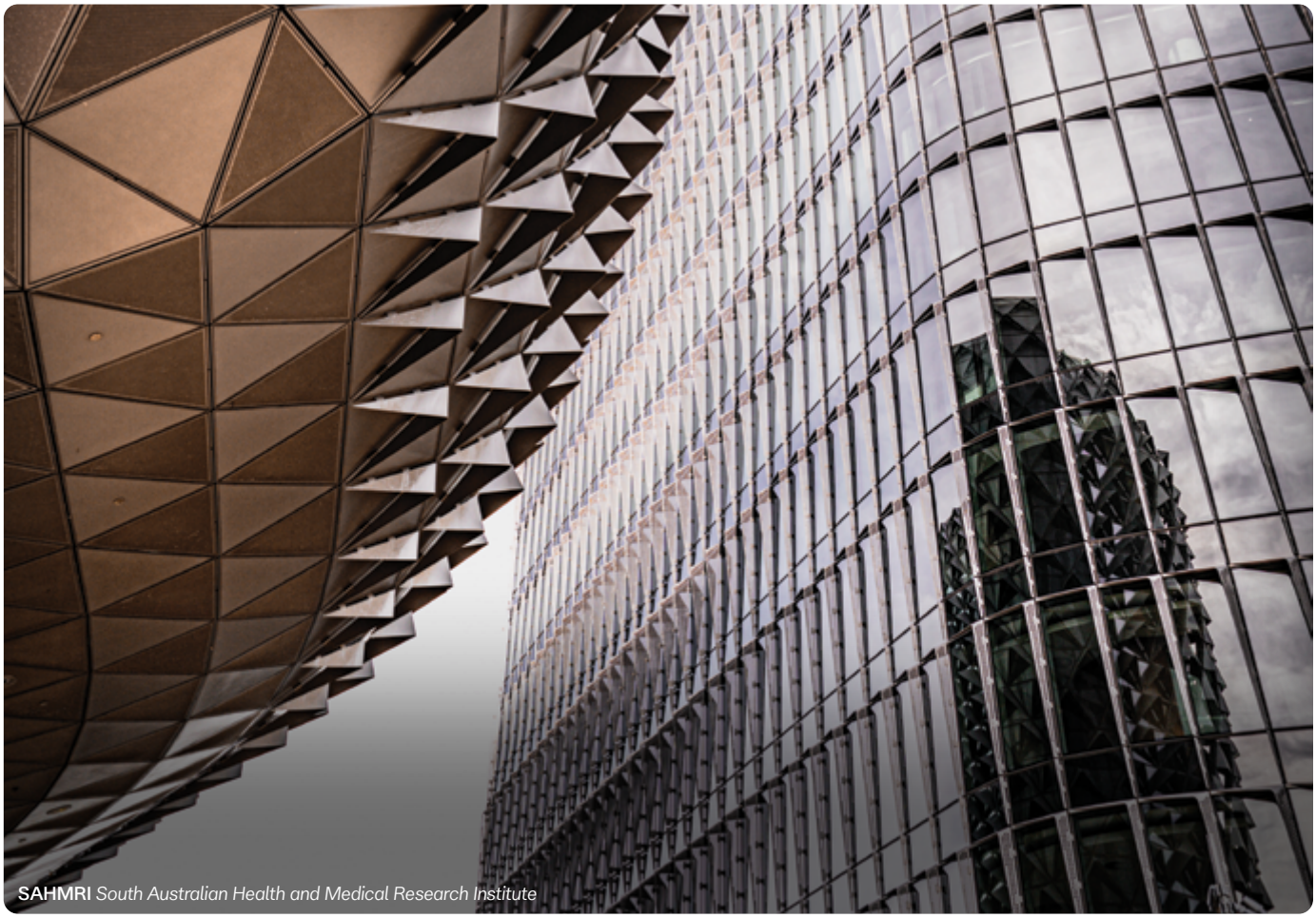
Tim Last

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 the 2025/26 financial year were:

- Jasmin Ilic (Chair)
- Alfredo Cabada (until December 2025)
- Angela Maglieri
- James Black (re-appointed November 2025)
- Lauren Giorgio (until November 2025)
- Mirella Romano
- Nikki Hamdorf (Precinct Group Representative, re-appointed November 2025)
- Paula Mifsud (appointed November 2025)



SAHMRI *South Australian Health and Medical Research Institute*

Annual Report Summary

Throughout the 2025/2026 financial year, AEDA delivered initiatives in line with its core function of driving economic activity in Adelaide and North Adelaide. In delivering this core function, AEDA supported investment across many parts of the city's economy, assisting 75 investment leads representing a potential 2,403 jobs. Seventeen businesses were supported to relocate or establish through the Welcome to Adelaide program, bringing 1,176 jobs with them. To promote Adelaide's credentials to the eastern seaboard The Adelaide: The City for Serious Innovation campaign was launched.

In the visitor economy, AEDA administered $2.09 million in event and festival sponsorship that supported events that drew more than 7.1 million attendees and generated an estimated $596 million in economic impact. The Agency led Adelaide's presence at the Australian Tourism Exchange, which returned to the city for the first time in eight years, meeting more than 90 international buyers. It facilitated stakeholder engagement for the Destination Management Plan for Greater Adelaide, with implementation to begin in 2026/27, and progressed the Visitor Experience Centre through design and into construction documentation ahead of a 2026/27 opening, while its visitor services team assisted more than 31,000 people.

At Rundle Mall, AEDA launched Only Rundle Mall, a new brand and marketing platform for the Precinct, and kicked off its year-long 50th anniversary celebrations alongside a full calendar of major events including Colours of Asia and Gather Round. Its 425 commercial activations generated $524,844 in income, well ahead of budget.

Across its own marketing channels, AEDA delivered 126,747 leads to city businesses at no cost to them, up 34 per cent, while cutting the cost of each lead by 23 per cent, and resolved a consistent place brand for the city for the first time, now underpinning campaigns from investment attraction to ADL Fashion Week.

Alongside this direct delivery, AEDA's strategic partners extended the city's reach further still, from Renew Adelaide's record rate of businesses graduating into commercial leases to Business Events Adelaide securing $607.5 million in future events for the city.

These activities and initiatives were delivered in line with AEDA's *Business Plan and Budget FY 2025/26*, which was built around four focus areas: Business, Investment & Residential Growth, Visitor Growth, Brand and Marketing and Rundle Mall.

AEDA's *Business Plan and Budget FY 2025/26* outlines initiatives and actions for each strategic focus areas. Delivery against these initiatives and actions is outlined in the following pages and delivery against measures is provided in Appendix 2.

Business, Investment & Residential Growth

Adelaide's investment pipeline stayed active in 2025/26, supported by AEDA's targeted support for businesses and investors. Seventy-five investment leads were supported, representing a potential 2,403 jobs for the city, while the Welcome to Adelaide program helped 17 businesses relocate or establish, bringing 1,176 jobs with them.

AEDA's strategic partners continued to deliver excellent results: Renew Adelaide achieved a record 80 per cent graduation rate as businesses moved into commercial leases; Business Events Adelaide secured $607.5 million in future business events for Adelaide; and ThincLab's accelerator cohort has already raised $1.57 million in capital. There was sustained demand for AEDA's data and insights and a full calendar of industry events as well as strong engagement on opportunities to increase residential investment in Adelaide.

City Indicators

- Job numbers in the city marginally decreased by 0.5 per cent to 174,945.
- International student enrolments in South Australia decreased by 9 per cent to 40,152.
- The number of city businesses increased by 2 per cent to 12,975.
- Resident numbers in the city increased by 3 per cent to 30,173.



Adelaide CBD

Investment Support and Attraction

There was a strong level of investment activity during the year, with 75 leads supported, representing a potential 2,403 jobs. Seventeen businesses received support through AEDA's Welcome to Adelaide program, which assists companies considering a city location with site selection and data and insights, and helps their teams transition successfully into the city. The program supported the relocation or creation of 1,176 jobs.

AEDA also launched the Adelaide: The City for Serious Innovation investment attraction campaign, targeting decision-makers across innovation-driven industries. Initially directed interstate, the campaign positions Adelaide as Australia's city for serious innovation, highlighting the city's competitive advantages in artificial intelligence and big data, defence and space, health and medical technologies, and cyber security. It is designed to build awareness and generate qualified business leads by showcasing Adelaide's innovation ecosystem, research strengths, industry collaboration and sovereign capability advantages.

Supporting residential property development

AEDA engaged with residential property developers, government agencies, community housing providers, financiers and peak industry bodies to investigate and facilitate the delivery of more housing outcomes in the city. This work encompassed the full spectrum of Living Sectors from traditional residential, to build-to-rent, purpose-built student accommodation (PBSA), social, affordable and other residential housing delivery models. AEDA undertook market analysis and discussions to understand the market drivers for emerging and innovative models of co-living developments that can respond to growing demand from young professionals and key workers attracted to Adelaide, particularly in the defence and technology sectors.

The agency also contributed to City of Adelaide's Housing Policy implementation and the ARCHI (adaptive reuse) initiative to promote opportunities for adaptive reuse of underutilised and/or vacant sites from shop top through to the pivoting of vacant floorspace in commercial buildings.

Data & Insights

Demand for AEDA's data and insights continued to rise, with 277 requests received. Use of the data webpages also increased, with 17,286 users, 25,356 page views and a 14.8 per cent increase in average time spent on the economic dashboards. Nine interactive dashboards were maintained with the latest data on the AEDA website, alongside quarterly and bi-annual reports.

Four industry briefings, attended by more than 450 people in total, were held over the year:

- Data4Lunch, 6 August 2025, "What's hot and what's not — how Adelaide stacks up", delivered in partnership with the Committee for Adelaide.
- Data4Lunch, 12 November 2025, "Reimagining City Jobs: how talent and industry are shaping the Adelaide economy", delivered with the South Australian Department of State Development and Study Adelaide.
- The AEDA Visitor Economy Forum, 18 November 2025, updating the tourism sector on industry performance and AEDA's visitor economy activities.
- The Property Council/CBRE Office Market Report breakfast, 5 February 2026, where AEDA presented the latest city data to industry stakeholders.

The data and insights team also presented to City of Adelaide staff, the East End Precinct Group AGM, the Adelaide Central Market Trader Meeting, the West End AGM and The Innovation Factory's fifth birthday celebration, and ran focus groups on city attendance behaviours, working from home trends and Rundle Mall.

Industry Outreach

AEDA undertook a number of initiatives and partnerships to promote the city to businesses, investors and workers.

- The Australia-ASEAN Business Forum, held on 26 to 27 August 2025, drew approximately 500 delegates from 12 countries; AEDA partnered with StudyAdelaide on an exhibition booth to engage government officials, chambers of commerce, investment firms and business representatives from ASEAN and Australia.
- AEDA partnered with Renew Adelaide for a Talking Shop session during South Australian Small Business Week, which sold out within a day.
- The Western Jobs Expo on 25 March 2026 attracted 2,300 attendees and 140 exhibitors, with AEDA promoting city hospitality and hotel jobs alongside 15 city businesses.
- AEDA sponsored the South Australian Games Expo, held 6 to 7 February 2026, which drew a record 3,700 attendees, and SouthStart, held 17 to 19 March 2026, which expanded to a three day program including Precinct Day powered by AEDA, featuring an Investment Summit, Startup Showcase and CBD activations.

Strategic Partnerships Program

AEDA funds a portfolio of strategic partners each year, each addressing a different lever of city growth, from business startup and entrepreneur support through to business events, international education and the life sciences sector. Together they extend AEDA's reach and expertise well beyond what the Agency could deliver alone, enabling it to back proven operators to convert funding into jobs, investment and activity across the city.

- Renew Adelaide supported 21 businesses to activate vacant and underutilised space in the city, with 17 graduating to commercial leases, a record 80 per cent graduation rate, creating 147 jobs across 2,642 square metres of activated space.
- Business Events Adelaide won 199 business events for Adelaide which will generate $607.5 million in economic activity, 340,000 hotel room nights, 106,000 delegates and 6,947 jobs. 144 events were hosted during the year with an economic impact of almost $420 million, including AIMEX 2025, Hort Connections 2026 and the IUPESM World Congress.
- Study Adelaide ran two Global Agent Familiarisation programs, bringing 137 education agents from 15 countries to experience Adelaide as a study destination, representing organisations that collectively send more than 13,000 students to Australia each year.
- AUScelerate's (formerly MTPConnect) City of Adelaide based team supported a delegation including 11 city-based businesses to the world leading BIO26 International Convention held in Boston, US, and generated 75 business leads for clinical trials in Adelaide during the convention. The organisation also hosted an InvestHK delegation at the Adelaide Town Hall that showcased 9 city-based businesses, held a SouthStart masterclass for 55 founders in the health and medical sector that included 15 city-based businesses; launched the Adelaide Life Sciences Gateway brand, website and international marketing campaign and supported Avance Clinical's headquarters relocation into the Adelaide CBD (120 staff).
- ThincLab's ThincSeed CBD program supported nine startups through a 13-week accelerator, with participants raising $1.57 million in capital since taking part, and selected a further 21 ventures into its second Pre-Accelerator.
- Festival City Adelaide convened around 250 industry professionals to address innovation and audience engagement in the festivals sector, and continued developing digital planning tools for events organisers.

Collectively, these partnerships delivered jobs, investment and capability well beyond AEDA's direct funding contribution, from startups graduating into commercial premises to hundreds of millions of dollars in future business events secured for the city.

The portfolio approach lets AEDA back specialists in each sector rather than duplicating their expertise in-house, and the year's results show that model paying off across business growth, tourism, education and innovation alike.

Precinct Groups

AEDA maintained support for precinct groups through the Mainstreet Development Program while the City of Adelaide reviewed its broader approach to precinct activation and engagement. Initiatives delivered by precinct groups included City South's Vino & Vibes event, the Ebenezer Night Markets in the East End, and the Adelaide Rally Event across Gouger Street and North Adelaide.



ThincSeed Pitch Night



The Australia-ASEAN Business Forum

Visitor Growth

Our aim is that 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.

Adelaide's visitor economy runs on reasons to come and reasons to stay longer. In 2025/26 AEDA invested $2.09 million in sponsorship across 28 events and festivals, which together drew more than 7.1 million attendees into the city, with events funded through the Events and Festivals Sponsorship Program alone generating an estimated $596 million in gross economic impact.

The agency concentrated on three things in the visitor domain: Supporting development of Greater Adelaide's first state-recognised plan for long-term visitor economy growth, building the visitor services infrastructure that will change how visitors encounter the city, and connecting Adelaide operators with the international agents who sell the city overseas. Australia's largest tourism trade event, the Australian Tourism Exchange (ATE) returned to Adelaide for the first time in eight years, and AEDA used it as the focal point for the year's trade, product and industry work.

Investment in demand generating activities such as festivals and business events supports the pipeline of hotel developments and helps to build the case for further airline connections into Adelaide. The Adelaide Airport, located just six kilometres from the CBD, achieved a record of 9.1 million passengers in the financial year led by strong international growth from new airlines and new destinations.

City Indicators

- City hotel occupancy increased by 4 percentage points to 76.4 per cent.
- Hotel room demand rose by 5 per cent to 2.1 million.
- Business event delegates rose by 15 per cent to 67,586.
- Direct tourism jobs increased by 3 per cent to 7,616.



Adelaide Marriott Hotel

Credit: South Australian Tourism Commission

Events & Festivals Sponsorship Program

AEDA's Events and Festivals Sponsorship Program provided $1.935 million in funding to 20 events and festivals, which collectively attracted more than 6.9 million attendees, contributed an estimated 1 million visitor bed nights and generated more than $596 million in gross economic impact.* The Commercial Events and Festivals Sponsorship Program provided a further $155,000 to 8 events and festivals, attracting more than 216,000 attendees and generating an estimated $11 million in attendee expenditure.*

Advocacy and Industry Coordination

AEDA is recognised by the South Australian Tourism Commission as the tourism organisation representing Greater Adelaide in the absence of a formal metropolitan governance structure. AEDA's General Manager sits on the SATC Regional Chairs' Group, and AEDA's Tourism Industry Development Advisor serves as Greater Adelaide's Regional Tourism Manager, advocating for the City's priorities in state and metropolitan forums where funding, product and marketing priorities are decided.

AEDA led the engagement process for the SATC-funded Destination Management Plan for Greater Adelaide. The plan recognises the Adelaide CBD and Greater Adelaide as a visitor destination in its own right, as well as a gateway to regional experiences. It gives the region a shared, state-recognised framework for long-term visitor economy growth, and a common platform for coordinating investment, product development and marketing across council boundaries, so that Greater Adelaide competes as a single destination rather than a collection of separate local efforts. Development of the plan was informed by workshops, consultation and industry interviews through the year. It is expected that the plan will be finalised in early 2026-27.

AEDA's Visitor Economy Forum, held in November, brought together more than 80 operators and industry representatives to share insights on tourism trends, SATC initiatives, the Destination Management Plan and AEDA's marketing plans for the year ahead.

Australian Tourism Exchange 2026 (ATE26)

Australia's largest tourism trade event returned to Adelaide from 10 to 14 May 2026 for the first time since 2018, bringing more than 2,700 delegates, including 730 international buyers, to the city. The visitor economy team met with more than 90 international buyers, wholesalers and travel agents — the people who decide which Adelaide experiences make it into holiday packages sold overseas — and used those meetings to put the city's newest experiences directly in front of them.

AEDA also created a distinctly Adelaide welcome experience in the Adelaide Convention Centre forecourt for the event, featuring a branded fresh produce cart showcasing local growers, with nearly 1,000 locally sourced products and city gift cards handed out across four mornings, complemented by a Rundle Mall retail offer map featuring ten participating businesses.


ATE26 Stall



ATE26 Stall



ATE26 Stall

*Figures are based on data supplied by events and festivals through each program's acquittal process.

At the time of reporting, not all acquittals had been received, and final figures may vary.

Building the City's Experiences

Adelaide's visitor economy has real depth in festivals and events, but comparatively less in permanent, year-round attractions. AEDA works on two fronts at once: adding experiences visitors can book today, and pursuing a small number of large attractions capable of changing Adelaide's standing as a destination.

On the first, AEDA supported operators to bring five new experiences to market during the year, including the National Wine Centre's Cultural Connections Tour, Radelaide Tours' Hidden Bar Tour and Lucia's Build Your Own Hamper and Aperol Spritz packages at Adelaide Central Market. Several of these were showcased to international buyers at ATE26, giving them early exposure to overseas markets and a head start on future bookings.

On the second, AEDA held discussions with nine nationally and internationally recognised attraction operators, generating strong market interest, including one operator undertaking site visits of CBD locations and exploring a partnership with a local operator. The work has produced a shortlist of operators and projects with genuine interest in establishing a presence in Adelaide, which AEDA is now working to pair with potential investment partners, supported by a tourism attraction investment prospectus that sets out Adelaide's value proposition to global operators.

Attractions of this scale carry a much longer lead time than the rest of the pipeline, and depend on local industry collaboration, investor commitment and a suitable venue arriving together. AEDA's role is to keep all three in play long enough for a deal to become possible.

Visitor Servicing

AEDA's visitor services helped 31,088 people in person during 2025/26 through the Visitor Information Centre, City Guides, Adelaide Greeters, the Mobile Visitor Information Service and Adelaide Town Hall Tours, supported by 70 volunteers and staff. During the cruise season, 28 ships docked at Outer Harbor carrying 43,335 passengers, and AEDA volunteers were also on hand at Adelaide Railway Station to provide tailored itineraries and advice to visitors arriving by train without pre-booked excursions. A dedicated Rundle Mall Exclusive Offers Map, highlighting city coffee spots, local souvenirs and South Australian gifts, helped drive local foot traffic. The team works on the principle that information is worth most where visitors already are.

To deliver genuine first-hand knowledge, staff and volunteers are connected directly with city operators through regular familiarisations and briefings, including with the Museum of Discovery, the South Australian Museum and Immersive Light and Art this year. AEDA also conducted a knowledge exchange with neighbouring councils, cross-hosting Port Adelaide Enfield and Adelaide Hills to share expertise and encourage visitors to explore further and extend their stay in the region.

On the ground, staff and volunteers assisted with welcoming, wayfinding and dispersal at major city events, including the Santos Tour Down Under, the BP Grand Final, the Beach Volleyball World Championships and AFL Gather Round.

Strengthening its partnership with Business Events Adelaide, the team delivered a refreshed suite of visitor assets for pre-trip planning, city activation and delegate welcoming, including tailored activations for Adelaide's largest Chinese incentive group and direct engagement with 1,500 delegates at a business events Wellness Market in Victoria Square / Tarntanyangga.

The New Visitor Experience Centre

The new Visitor Experience Centre advanced through concept design, detailed design and construction documentation during 2025/26. Positioned as a destination in its own right, the state-of-the-art space, co-located in the historic Institute Building on North Terrace, will integrate interactive digital platforms and smart technology to immerse visitors in Adelaide's offerings before they explore, actively shaping itineraries, extending length of stay and boosting city spend. Lease terms were finalised with the State Library of South Australia, with construction starting in the first half of 2026-27.



Visitor Information Centre
Adelaide



National Wine Centre's Cellar High Tea Experience
Credit: Andrew Beveridge



Flamboyance Tours 'The Adelaide Wine Walk'
Credit: Andrew Beveridge

Brand & Marketing

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

AEDA's marketing exists to turn attention into trade for city businesses, and 2025/26 saw that connection strengthen and become more efficient at the same time. Experience Adelaide delivered 126,747 leads to city and North Adelaide operators, up 34 per cent, every one of them passed on at no cost to the business receiving it, while the cost of generating each lead fell 23 per cent over the year.

The Agency also resolved a consistent place brand architecture, giving destination marketing, investment attraction and precinct activity one coherent identity to draw on. This was used to underpin two very different campaigns, Adelaide: The City for Serious Innovation and ADL Fashion Week, with a single consistent story. This was a year in which AEDA's marketing worked harder for city businesses, while laying a brand foundation that will support every campaign that follows.

City Indicators

- City Spend increased 2.66 per cent to reach $4.3 billion.
- Average daily visitors dropped 10.3 per cent to 332,703.
- Adelaide brand health metric increased .05 percentage points to 6.39.



AFL Gather Round

Credit: South Australian Tourism Commission

Experience Adelaide

Experience Adelaide is the city's shopfront to visitors, and its job is to connect people to businesses. The website recorded 1.72 million page views across 954,377 visits during the year, delivering 126,747 leads to city and North Adelaide operators at no cost to them. There was a significant uplift in interstate traffic with the Melbourne audience growing 34 per cent and Sydney 21 per cent. The Experience Adelaide social following grew to 46,153 with engagement up 13 per cent, supported by paid social advertising across the year.

The weekly Experience Adelaide newsletter reaches approximately 130,000 subscribers. A move to a new email platform, combined with a deliberate clean-out of inactive subscribers, prioritised quality over volume: open rates eased as inactive subscribers came off the list, while the rate at which readers clicked through to a city business finished the year at more than twice the industry average.

Delivering those leads also became cheaper. Against the portion of AEDA's marketing budget attributable to generating them, the cost per lead fell from $3.08 to $2.37 over the year, a 23 per cent improvement and at the lower end of the $1.90 to $8.15 typical of paid search in travel and hospitality. Destination marketing activities profiled 213 unique businesses, venues and event operators across campaigns and promotional content during the year, up from 115 in 2024/25.

Reaching the business audience

AEDA's own channels do a different job: putting city economic data and investment intelligence in front of the people making location and capital decisions. Views of the Agency's interactive economic dashboards rose 176 per cent to 19,740 during the year, while total paid media spend fell 21 per cent and the number of people completing an enquiry or download doubled, following a mid-year rebuild of the Agency's search advertising. LinkedIn following grew 22 per cent to 8,861, with a paid LinkedIn program launched in March 2026.

The City Business email newsletter continued to strengthen its digital engagement and reach. Subscriber numbers grew 1.74 per cent to just under 8,500, despite a deliberate audience list cleanse, with an open rate of 38.6 per cent and a click-through rate of 2.69 per cent. The AEDA website also recorded growth, with users up 4.65 per cent to over 72,000 and sessions up to more than 104,800, while overall page views remained stable at around 150,000, reflecting consistent demand for content.

A single brand for the city

Work progressed during the year on a consistent place brand for Adelaide, giving the city one identity that links destination marketing, investment attraction and precinct activity, and sits coherently alongside the State brand. An agency was appointed early in the year, and the first two phases of work, the place brand strategic principles and the brand architecture, were completed and endorsed on 8 April 2026 by the AEDA Board.

Experience Adelaide is confirmed as the consumer-facing destination brand and Invest Adelaide as the business and investment brand, both sitting under the AEDA masterbrand, replacing a fragmented set of marks and giving city businesses and precincts a clear framework to align their own local marketing to.

The impact of this work was evident before the brand itself was formally completed. Its strategic principles were used to build the messaging architecture for AEDA's Adelaide: The City for Serious Innovation investment attraction campaign and provided the strategic foundation for the ADL Fashion Week campaign, demonstrating consistent storytelling across two campaigns targeting very different audiences, from global investment decision-makers to fashion industry professionals and consumers.

Development of the visual and verbal identity is underway, with the brand to be completed and rolled out during 2026/27.

ADL Fashion Week

The fourth ADL Fashion Week ran across five days from 8 to 12 October 2025, comprising 40 events including five runway events hosted by ADL Fashion Week. The Associated Events program grew, with 83.5 per cent of available tickets sold, built on a closer working relationship with the fashion industry through the South Australian Fashion Industry Association and directly with individual brands. Independent event organisers were able to buy into the citywide campaign through marketing support packages at different levels of investment, giving smaller events a reach they could not have achieved alone.

Attendees rated the event highly, returning a net promoter score of 59 against a 50-point benchmark, with about half attending for the first time, demonstrating the event's ability to reach new audiences. The flow-on benefit to city businesses was substantial: 68 per cent of participants ate at a city venue before or after the event they attended, and 45 per cent shopped in the city on the same visit. The event generated 75 media items, including national syndication.

Winter City Deals

Against a backdrop of ongoing cost-of-living pressures, AEDA identified an opportunity to showcase value-led city experiences through Winter City Deals. With the South Australian Tourism Commission's Celebrate the Simple Pleasures platform already driving a dedicated winter push to lift travel and spending through the state's quietest months, AEDA launched Winter City Deals on 1 June 2026 to convert that state investment into offers inside the city, rather than run a competing campaign.

The model was deliberately built to put businesses in control. Operators published their own offers through the Australian Tourism Data Warehouse, and AEDA promoted them across the Experience Adelaide website, business listings, email and paid advertising at no cost to the business. Twenty-seven city offers were listed by participating businesses in the campaign's first month, with the creative platform built in-house. The campaign runs through winter and into the 2026/27 financial year, with results to be reported in full next year.

Leveraging the city's event calendar

Adelaide's event calendar draws people into the city; AEDA's job is to make sure the benefit spreads beyond the venue and the day. The Experience Adelaide gift card became the year's principal tool for doing that, used across three very different moments to turn concentrated attention into spending across the wider city.

Over the Black Friday weekend, $40,000 in $100 Experience Adelaide gift cards were offered to shoppers, redeemable across the city and North Adelaide rather than within a single precinct, helping spread visitor spending more widely. At ATE26, 150 gift cards were issued to visiting international buyers alongside a Rundle Mall retail offer map featuring ten businesses.

The same logic runs at smaller scale through the year. The Five Days of Christmas competition, delivered with Rundle Mall across five city businesses, Hummus Hustle, New Balance, VAN BRUSSEL, Hains & Co and Dymocks Adelaide, reached 14,695 people through unpaid social media and added new subscribers to the Experience Adelaide and Rundle Mall databases, with campaign emails opening at 45.7 per cent. Activity at this scale does not move the annual numbers on its own, but cumulatively it keeps a city audience engaged between the major moments and gives individual businesses a turn in front of it.



ADL Fashion Week, *Sunset Reset Runway*



ADL Fashion Week, *Acler Runway*



ADL Fashion Week, *SA Style Wrap Party*

Rundle Mall

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

The start of Rundle Mall's 50th anniversary year has provided AEDA with a platform to continue repositioning the Precinct. The launch of Only Rundle Mall gave the Precinct a refreshed brand platform, while a calendar of major activations, from ADL Fashion Week to Gather Round to the expanded Colours of Asia festival, delivered strong visitor numbers and spend, holding firm even against difficult weather on some of the biggest trading days.

Commercial performance told a similar story: 425 activations; $524,844 in income, well ahead of budget; the commitment of brands including New Balance and UNIQLO's expanded footprint reflected retailer confidence in the Precinct. Together, this was a year in which AEDA's investment in brand, events and activation translated into good visitation and a stronger commercial position for Rundle Mall.



Only Rundle Mall, *Campaign*

Brand Campaign

AEDA launched Only Rundle Mall, a new brand positioning and integrated marketing campaign designed to strengthen Rundle Mall's position as South Australia's premier shopping, dining and entertainment destination.

Informed by extensive research and stakeholder engagement, the brand celebrates the people, places and experiences that make Rundle Mall distinctive, bringing the Shop, Explore and Experience strategy to life. A new Rundle Mall website was also launched, bringing the new brand positioning to life through a contemporary, destination-focused digital platform. Delivered across digital, social, outdoor and city-wide advertising, the campaign established a consistent platform to support visitation, tourism and business growth, and provides a strong foundation for future marketing initiatives.

Events

AEDA delivered a range of major events during 2025/26. ADL Fashion Week brought three days of fashion-inspired activations to the Precinct, including the Rundle Mall Social Club, the Rundle Mall Ice-Creamery with C9 and the lululemon run club, recording more than 475,000 visitors, up 4 per cent on 2024, with Precinct spend up 5 per cent year-on-year.

For Black Friday, AEDA secured extended midnight trading and provided shopper incentives. Despite significant rainfall affecting Friday trading, strong weekend visitation kept city-wide expenditure in line with the previous year, and Saturday foot traffic rose 19 per cent on 2024.

A new Rundle Mall Christmas Strategy, aligned with the Rundle Mall Vision and Only Rundle Mall brand, underpinned the Christmas program. In partnership with the City of Adelaide, the Where Christmas Is Made campaign created a cohesive festive experience across the city, with new decorations including the Jingle Junction installation at Gawler Place, complemented by Christmas markets, live entertainment and family activities to encourage longer visits through the trading period.

AEDA officially launched Rundle Mall's year-long 50th anniversary celebration on Monday 12 January with a special marching band performance, joined by Premier Peter Malinauskas, who announced a $250,000 State Government contribution to the celebrations, and Lord Mayor Dr Jane Lomax-Smith. Anniversary activations were integrated into major events including the Tour Down Under, Festival Season and Gather Round to build momentum toward September's celebrations. Festival Season featured aerial performances, busking, fire shows and family circus activities. Intercept surveys confirmed the value of this experience-led programming, with 72 per cent of visitors staying longer, 97 per cent making or intending to make a purchase, and 96 per cent likely to return for future activations.

Colours of Asia expanded to a four-day festival in 2026, introducing Thursday night programming for the first time and attracting approximately 770,000 visitors. Thursday trading delivered a 20 per cent increase in spend and a 31 per cent increase in foot traffic on the previous year, while evening visitation between 6pm and midnight rose 67 per cent, underlining the value of extended activation hours.

Rundle Mall delivered its largest Gather Round program to date, with 18 activations across the Precinct, extended trading and the Rundle Mall Fan Hub, recording approximately 685,000 visits despite challenging weather. A gold Sherrin football marking the 50th anniversary generated strong national media exposure and reinforced the Precinct's profile throughout the event.

The Rundle Mall City Sessions live music program continued to animate the Precinct throughout the year, with more than 70 performances from 94 artists across a diverse range of styles. Delivered with the City of Adelaide and Adelaide UNESCO City of Music, the program supported local artists while encouraging longer visitor dwell times.



Gather Round, *Rundle Mall*



Black Friday, *Rundle Mall*

Partnership & Activations

Rundle Mall delivered 425 activations during the year, generating $524,844 in income and exceeding budget. The program continues to evolve beyond traditional retail activations, attracting leading brands, major events and community organisations that reinforce Rundle Mall's position as Adelaide's meeting place.

Existing concessions Flower Depo and Jonny's Popcorn performed strongly, while UNIQLO, Summer Skin, New Balance, adidas, al.ive body, The Body Shop, DoorDash, Adelaide University, Flinders University, Red Bull, Vili's, Coles and the Shane Warne Legacy Health Checks all engaged directly with the Precinct's visitors.

Major partnerships with Volleyball Australia, SANFL, BP, Adelaide International, the South Australian Tourism Commission for LIV Golf, Cricket Australia and Golf Australia further demonstrated Rundle Mall's growing reputation as a platform for large-scale public activations. The partnership with Gathered Market also expanded, with 11 market days delivered, including three Friday markets to support late-night trade.

Appendix 4 to this report provides details of the Rundle Mall Marketing, Events and Activations calendar for 2025/26.

Brand Attraction

Rundle Mall continued to strengthen its position as a destination for leading brands, with a strong pipeline of new openings and retailer investment throughout the year. New brands including New Balance, Simon Curwood Jewellers, Hunter & Barrel and Tru Ninja broadened the Mall's offer across retail, dining and entertainment, while established retailers UNIQLO and JD Sports expanded their footprints. This continued investment reflects the confidence of brands in Rundle Mall and contributes to a more diverse and contemporary customer experience.

James Place Upgrade

AEDA continues to work alongside the City of Adelaide on the upgrade of James Place as part of the Rundle Mall laneway strategy. The project has progressed into detailed design, with construction commencement by the end of 2026.



TRU Ninja, *Rundle Mall*



New Balance, *Rundle Mall*


Hunter & Barrel, *Rundle Mall*



Christmas in Rundle Mall

Corporate Governance

Strategic Plan

In 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 development of the *City of Adelaide Economic Development Strategy* was one of KPMG and Deloitte's recommendations following reviews of AEDA. Accordingly, the 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—as well as deals with matters relating to governance and operations.

AEDA's progress on delivering against the Strategic Plan metrics can be found in Appendix 1.

Board Review

Section 4.15 of the Charter requires the Board to undertake an annual review of its performance. The Board undertook its review at its meeting on 11 March 2026 and noted the following observations and findings:

- **Board reporting:** The Board noted that the quality of Board papers and report information had improved over the past two years, with members valuing the introduction of key achievement reports and dashboard analysis. Opportunities were identified to further streamline reports where appropriate.
- **Purpose and alignment:** The Board confirmed that it was clear on its purpose and role, while noting opportunities to strengthen alignment with the City of Adelaide and demonstrate in greater detail how AEDA's activities are delivered against both Strategic Plans and the Economic Development Strategy.
- **Board representation:** The Board considered its composition and mix of skill sets to be appropriate, noting that this supported robust debate and discussion and there is a strong consensus on Board decisions.
- **Committees:** The Board determined that no additional committees were required at this time.
- **Board culture and leadership:** The Board considered its discussions to be respectful and constructive and has created an environment that encourages different perspectives to be shared.
- **Risk profile and management:** The Board noted the importance of continuing to consider its risk profile and identified a potential mitigation strategy through engaging the City of Adelaide Media Relations team where appropriate.
- **Relationship with AEDA management:** The Board considered its relationship with the General Manager and Executive Management team to be strong and noted the high quality of work undertaken by the team.
- **Role and performance of the Chair:** The Board expressed strong support for the Chair's effective leadership, noting his strong relationships with key stakeholders, understanding of the City, and knowledge of the economic levers that drive growth.
- **Stakeholder engagement:** Board members noted their desire to seek opportunities that further support and promote AEDA's work to key stakeholders, including ratepayers.

The Board determined that there were no specific actions requiring immediate attention.

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.

Financial Summary

AEDA Income Summary	Original 2025/26 Budget ($'000)	2025/26 BQ3 ($'000)	2025/26 Actual ($'000)
AEDA contribution from CoA	8,607	8,618	8,360
Strategic project funding CoA	525	500	358
Other grants, subsidies and contributions	-	250	5
Rundle Mall Levy	4,138	4,138	4,166
User charges	380	380	528
Reimbursements	-	-	41
Visitor Experience Centre	10	10	7
Other income	-	-	26
Total income	**13,660**	**13,896**	**13,491**

AEDA Expenditure Summary	2025/26 Budget ($'000)	2025/26 BQ3 ($'000)	2025/26 Actual ($'000)
Business, investment and residential growth	2,970	2,973	2,807
Visitor growth	3,321	3,324	3,269
Brand and marketing	2,326	2,331	2,362
Rundle Mall marketing and events	2,605	2,605	2,516
Rundle Mall operations	1,913	1,913	1,934
Strategic Projects	525	750	358
Total expenditure	**13,660**	**13,896**	**13,246**

Appendix 1: 2024/25 to 2028/29 Strategic Plan KPIs

Activate Rundle Mall & Precincts

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

City Brand & Marketing

Increase the brand health metric for Adelaide as a destination to visit to 7.5/10	Commissioned research	6.34
Deliver marketing and promotional strategies to share Adelaide's unique attributes and emerging opportunities	Binary indicator	n/a
An increase in the number of new businesses and investment in the City	Number of businesses	12,560
	Value of investment (value of building approvals)	$848 million
Improvement to AEDA brand sentiment	Commissioned research	Not funded in budget - unable to measure

Investment & Business Growth

Increase city contribution to Gross State Product (GSP)	NIEIR (accessed via Economy.id)	18.59%
Grow the proportion of workers in emerging industry sectors	EDS does not contain a definition of emerging sectors	Data set does not exist
An increase in the number of new businesses and investment in the city	Number of businesses	12,560
	Value of investment (value of building approvals)	$848 million
Scaling up of microbusinesses to small and medium enterprises	Data set does not exist	Data set does not exist
Growth by upscaling micro, small and medium enterprises into larger businesses	Data set does not exist	Data set does not exist
Deliver economic data and insights to the business community	Binary indicator Y/N	Yes
A city that leads in innovation and research	Composite data set does not exist	Data set does not exist

Year 2 (latest as of 30 Jun 2026)	Benchmark Note
$4.33 billion	2023 calendar year
$332.3 million	n/a
64 (Q2 2026)	Mid-2024
116.6 million	2023 calendar year
6.39	Verian commissioned research in 2024
Yes	n/a
12,975	2023 calendar year
$2.73 billion	FY 2022/23
18.76%	FY 2022/23
12,975	2023 calendar year
$2.73 billion	FY 2022/23
Yes	

Appendix 1: 2024/25 to 2028/29 Strategic Plan KPIs (Cont.)

Growing the Visitor Economy

Strategic Plan Measures	Indicator/Note	Benchmark (Oct 2024)
Increase in tourism nights 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
An enhanced year-round events calendar, with experiences found throughout the city	Australian Tourism Data Warehouse listings (ATDW)	1,212
Grow as Australia's Festival Capital	Percentage of interstate respondents who associate Festivals with Adelaide when compared to other capital cities (YTD average)	26%
Grow the number and scale of business events hosted each year	Business Events Adelaide— number of business events	163
	Business Events Adelaide— number of attendees	60,000
Grow the number of 4- and 5-star and boutique hotel beds	CoStar—Hotel inventory by class	3,242
Increase the number of airport arrivals and demand for city accommodation	Adelaide Airport (AAL)—Total traffic volumes	8,272,940
	STR—Hotel rooms booked	1,817,760
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

AEDA Governance & Operations

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

Year 2 (latest as of 30 Jun 2026)	Benchmark Note
Complete comparable data not currently available. The latest available data is only available for international visitor nights, which is 5.69 million in 2024/25, up 14.4% from 2023/24. Domestic visitor-nights data is not published due to methodological changes.	Tourism Research Australia (accessed via Economy.id) International Visitor Nights + Domestic Overnight Visitor Nights.
1,512	2023 calendar year
34%	Average for 2023 calendar year
144 (FY 2025/26)	FY 2023/24
67,586 (FY 2025/26)	FY 2023/24
3,248 (as of June 2026)	2024 calendar year
9,154,558 (FY 2025/26)	2023 calendar year
2,138,220 (FY 2025/26)	2023 calendar year
Yes	
Yes	

Completed	n/a
Underway	
38%	Culture Amp August 2024
100%	
Yes	
Yes	

Appendix 2: 2025/26 Business Plan & Budget KPIs

AEDA performance against the 2025/26 Business Plan & Budget

Activating Rundle Mall & Precincts

Key Performance Indicator	Status
Total expenditure in Rundle Mall grows by at least three percent per annum	Achieved
Engage with at least eight new brands to promote Rundle Mall as a premium location to grow their businesses	Achieved
Rundle Mall visitation remains above 52 million*	Achieved
Three new major brand partnerships	Achieved
Concession income exceeds budget	Achieved
ADL Fashion Week delivered	Completed

City Brand & Marketing

Brand identity created	Underway
At least two cooperative campaigns delivered	Achieved
Increase Experience Adelaide newsletter metrics to 36%+ open rate and 1.9% click through rate	Partially Achieved
Provide at least three industry briefing events	Completed

Investment & Business Growth

Work with at least 75 inbound/expanding companies to identify an additional 2,000 new city-based jobs	Achieved
Work with the development sector to facilitate/support an additional three residential developments in the city	Achieved
Provide/support at least eight programs to support emerging industries and the scaling up of businesses	Achieved
Increase the number of users of the data and insights component of the AEDA website	Achieved

*YTD Q4 figures indicative as issues affecting one of the foot traffic sensors are currently being resolved.

Annual Measure	Actual	Difference
3%	3.2%	+0.2%
8	8	-
52 million – 12 months cumulative	52.8 million	+0.8 million
3	16	+13
Financial Year Budget	$524,844	+$140,844
Y/N	Delivered October 2025	n/a
Y/N	Project commenced	n/a
2	2	-
36% 1.9%	27.3% open rate 4% click through	-8.7% points +2.1 % points
3	3	-
75	75	-
3	19	+16
8	12	+4
7,000	17,286	+10,286

Appendix 2: 2025/26 Business Plan & Budget KPIs (Cont.)

AEDA performance against the 2025/26 Business Plan & Budget

Growing the Visitor Economy

Key Performance Indicator	Status
At least 20 events and Festivals supported through sponsorship	Achieved
Maintain value of business event delegates	Achieved
Work with existing firms and new entrants to develop at least 10 bookable experiences	Not achieved
Visitor Experience Centre opened	Underway
At least 45,000 people provided with information through AEDA's visitor information services	Not achieved
Greater Adelaide Destination Management Plan (DMP) completed	Underway

Governance and Operations

Opportunities and issues identified in the Board's annual governance review are addressed	N/A
An approach to funding that supports multi-year planning is applied	Ongoing



Nature Festival
Credit: Saige Prime

Annual Measure	Actual	Difference
20	28	+8
Cumulative total	$418.5m YTD	+$78.5m YTD
10	5	-5
Y/N	N	n/a
45,000	31,088	-13,912
Y/N	N	n/a

Y/N	No specific actions identified in the Board's evaluation on 11 March 2026	n/a
Y/N	Ongoing as part of Council's Budget process and LTFP	n/a



City Lights Rundle Street
Credit: Frankie the Creative

Appendix 3: 2025/26 Sponsorship Recipients

Events and Festivals Sponsorship Program

Event	Date(s)	Funding
2025 Illuminate Adelaide	2 – 20 July 2025	$175,000
2025 SALA Festival	1 – 31 August 2025	$50,000
2025 Bridgestone World Solar Challenge	24 – 31 August 2025	$35,000
2025 Adelaide Guitar Festival	10 September – 12 October 2025	$30,000
2025 Nature Festival of South Australia	26 September – 12 October 2025	$60,000
2025 Adelaide Film Festival	15 – 26 October 2025	$60,000
2025 OzAsia Festival	23 October – 9 November 2025	$75,000
2025 Feast Festival	1 – 23 November 2025	$80,000
2025 National Pharmacies Christmas Pageant	8 November 2025	$75,000
2025 Adelaide FIVB Beach Volleyball World Championships	14 – 23 November 2025	$100,000
2025 bp Adelaide Grand Final	27 – 30 November 2025	$30,000
2025 Carols by Candlelight	13 December 2025	$75,000
2026 Adelaide International (Tennis)	12 – 17 January 2026	$50,000
2026 Santos Tour Down Under	16 – 25 January 2026	$175,000
2026 Adelaide Fringe	20 February – 22 March 2026	$290,000
2026 Adelaide Festival	27 February – 15 March 2026	$350,000
2026 WOMADelaide	6 – 9 March 2026	$65,000
2026 Adelaide Equestrian Festival	16 – 19 April 2026	$80,000
2026 Tasting Australia	8 – 17 May 2026	$40,000
2026 Adelaide Cabaret Festival	4 – 20 June 2026	$40,000

Commercial Events and Festivals Sponsorship Program 2025

Event	Date(s)	Funding
Gathered Market in the Mall	31 August – 7 December 2025	$16,000
CheeseFest	18 – 19 October 2025	$20,000
Lucky Dumpling Market	23 October – 9 November 2025	$45,000
Hongdae in Adl	1 November 2025	$14,000
Poppin Out (previously Mary's in the Park)	1 November 2025	$10,000
Our Sound	22 November 2025	$16,000
Hyde and Seek Festival (previously Rhino Room Street Fest)	29 November 2025	$20,000
Adelaide Polo Classic	12 December 2025	$14,000



Adelaide FIVB Beach Volleyball World Championships

Strategic Partnership Program

Partner	2025/26 Funding
Business Events Adelaide	$310,000
Festival City ADL	$110,000
Renew Adelaide	$300,000
Study Adelaide	$119,000
AUScelerate (formerly MTPConnect)	$130,000
University of Adelaide/ThincLab	$165,000

Mainstreet Development Program 2025/26

Partner
Adelaide West End Association
City South Association
East End Coordination Group
Gouger Street Traders Association
Grote Business Precinct Association
Hutt Street Traders Association
North Adelaide Precinct Association



Adelaide Fringe

Appendix 4: Rundle Mall Activations

Month	Activity	
July 2025	• 2KW Black Ruby Rooftop Floor Decal Advertising • NAIDOC Week • Bickford's No Added Sugar Cordial Launch	• Shmochi by Shibui Pop Up • Adelaide Uni Open Day • Australian Dental Foundation
August 2025	• Retailer Support Campaign • Shmochi by Shibui Pop Up • Buy SA for SA (Explosive Promotions) • FiveAA Mornings Live Broadcast (Buy SA Week)	• Beach Volleyball World Championships – 100 Days to Go • National Bowel Cancer Screening Roadshow • Cancer Council Daffodil Day • Gathered Market (31 August)
September 2025	• City Sessions – Guitar Festival (5 Sept) • Rundle Mall Plaza Power Up AVcon Event • ABC Radio Adelaide Drive Live Broadcast with Adelaide Guitar Festival • Women's Legal Service Soup Drive • Adelaide Convention Centre Christmas Cabaret Floor Decal Advertising • Australian Red Cross Emergency Redi Week • SANFL Grand Final Player Presentation	• City of Adelaide Concert Band Performance (21 Sept) • Gathered Market (26 Sept) • FruChoc Appreciation Day • Spring Launch Campaign in the Mall • Father's Day retailer support • Retailer Support Campaign
October 2025	• ADL Fashion Week • Fashion Campaign and activations • Rundle Mall Shopping Weekend – Rundle Mall Social Club • Rundle Mall Shopping Weekend – Rundle Mall Ice-Creamery with C9 Chocolate & Gelato • Zamel's Spin & Win (RMSW) x 2 days • Swatch MoonSwatch Tour (RMSW) x 3 days • Summer Skin Glow Cabana (RMSW) x 3 days • The Richmond Hotel Pop Up (RMSW) x 5 days • Alexandra Lingerie (RMSW) x 2 days • David Jones Roaming (RMSW) x 3 days • Red Bull X Travis Boak Book Launch	• See Differently White Cane Day • Restart a Heart Day • Uniqlo Store Re-Opening Event and Roaming • City of Adelaide Concert Band Performance (19 Oct) • Rebel Sport X Ned Brockman Run Event • Gathered Market (26 Oct) • The Cupcake Lady • October long weekend trading hours support • Retailer Support Campaign

Month	Activity
November & December 2025	• Christmas Decorations • Black Friday X Rundle Mall Refuel Station • Choirs and music performances • Activations to support extended trading hours and add vibrancy to the Mall in the lead up to Christmas – Letter to Santa, Face painting, roaming entertainment, Spinning Wheels, Santa Paws, Cookie decorating • The Body Shop New Store Opening Event • LiveLighter Campaign (Preventive Health SA) • National Pharmacies Christmas Pop Up Shop (Christmas Cabin) • Remembrance Day Bugle Player • Gathered Market (16 November) • Alabaster & Ink Bauble Personalisation (Christmas Cabin) • bp Adelaide Grand Final Display & Media Call • Floss Adelaide (Christmas Cabin) • Milligram Pop Up Shop (Christmas Cabin) • World AIDS Day (SAMESH) • The Lions Club of The City of Adelaide (Christmas Cabin) • Gathered Market (6 - 7 December) • Cirque Alice Live Performance • The Salvation Army Christmas Gift Wrapping (Christmas Cabin) • Flinders University Leisure Learning • OmMade Meet the Maker Pop Up Shop (Christmas Cabin) • City Library Christmas Craft and Storytime • Rundle Mall City Sessions (15 December, 16 December, 19 December, 22 December, 23 December) • Kytons Bakery Christmas Pop Up • The Christmas Test Acrobats & Jugglers • Defence Recruitment • Tuba Christmas Performance • Al.ive Body Pop Up Shop (Christmas Cabin) • Suzuki Music SA Christmas Performance x 2 • Boxing Day • Retailer Support Campaign



A.live Body Pop Up Shop, *Rundle Mall*

Appendix 4: Rundle Mall Activations (Cont.)

Month	Activity	
January 2026	• Adelaide International • Defence Recruitment • Santos Tour Down Under, Rundle Mall 50th branded car	• Retailer support of January sales • Australia Day support for trading hours • Retailer support Campaign
February 2026	• Lunar New Year activations • Valentine's Day digital campaigns and retailer support • Retailer support campaign • "Magic Happens Here" Festival Season activation — Fire breathers, curated aerial artists, music, kids circus school • The Body Shop Dewberry Range Launch • Gathered Market (8 February) • Cricket Australia Countdown Clock	• SATC LIV Golf Live Site • adidas Originals Palm Springs Playoff • Sweethearts for HeartKids • Nova 919 X End Food Waste • The Great Unwaste Toastie Challenge • Langhorne Creek Pop Up Caravan Bar • Soonta Lunar New Year • Golden North Giant Twins Day Roaming • Peter Shearer Sidewalk Sale
March 2026	• Long weekend trading hours support • Retailer support campaign — always on influencer campaign • "Magic Happens Here" Festival Season activation — Fire breathers, curated aerial artists, music, kids circus school • City of Adelaide Concert Band Performance (1 March)	• Golf Australia 2026 Women's Australian Open Putting Activation • Swatch Rolling Planets Tour • Colours of Asia • SANFL Season Launch • Gathered Market (27 March) • Sheffield Shield Presentation
April 2026	• ANZAC Day trading hours support • Retailer support campaign — always on influencer campaign • Easter Friday 3 April to Monday 6 April • Kytons Bakery Easter Pop Up • AFL Gather Round • City of Adelaide U Park Gather Round Activation • AFL Store Merch Van Gather Round Activation • Coles Footy Flips Gather Round Activation • Shane Warne Legacy Health Checks Gather Round Activation • FUIC Gather Round Activation	• Vili's Family Bakery Gather Round Activation • Chemist Warehouse X Liquid IV Gather Round Activation • MG Gather Round Activation • New Balance Market Stall • History Festival 2026 Program Launch • City Sessions 50 Years of Music (18 April, 25 April) • City of Adelaide Concert Band Performance (19 April) • RSL Anzac Day Appeal • ASO 90th Birthday Performance (24 April) • Gathered Market in the Mall (26 April) • See Differently International Guide Dog Day

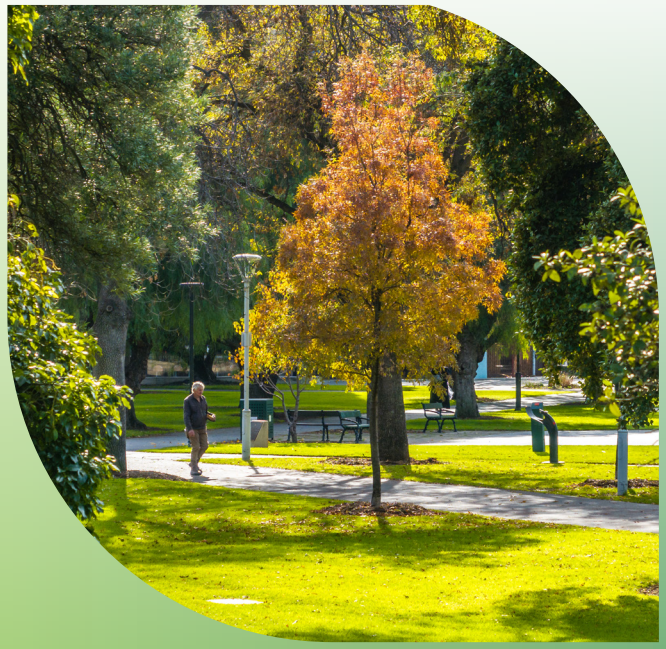
Month	Activity	
May 2026	• Mother's Day campaign • Retailer support campaign – always on influencer campaign • Emergency Services Blood Drive Launch Media Call • International Line Dancing Day • City Sessions 50 Years of Music (2 May, 9 May, 16 May)	• Australian Dental Foundation • The Flower Nook Mother's Day Pop Up • New Balance Run Club Event • Uniting Communities Law Week • Gathered Market (29 May)
June 2026	• Retailer support campaign • Rundle Mall EOFY Spin to Win • Lululemon Run Club Event • Adelaide Cabaret Festival X Nova 919 • UNIQLO Heattech Pop Up Museum • Multicultural Youth – Tea with a Refugee	• Rundle Mall City Sessions - Make Music Day (20 June) & Quartet Series (21 June) • Gathered Market (21 June) • Helga's Bread Sampling • National Bowel Cancer Screening Program – The Loo Post • Nova 919 X Homestart Finance Outdoor Broadcast
Frequent Concessions	• Flower Depo • Jonny's Popcorn • Lamala Kitchen • Blondie's Bakehouse • Wildflour Creations	• The Cannoli Box • C9 Chocolate & Gelato • Crushes • 1001 Snow Cones • Tres Amigos



City Sessions 50 Years of Music, *Rundle Mall*

Kadaltilla
Adelaide Park Lands Authority

2025/26
Annual Report











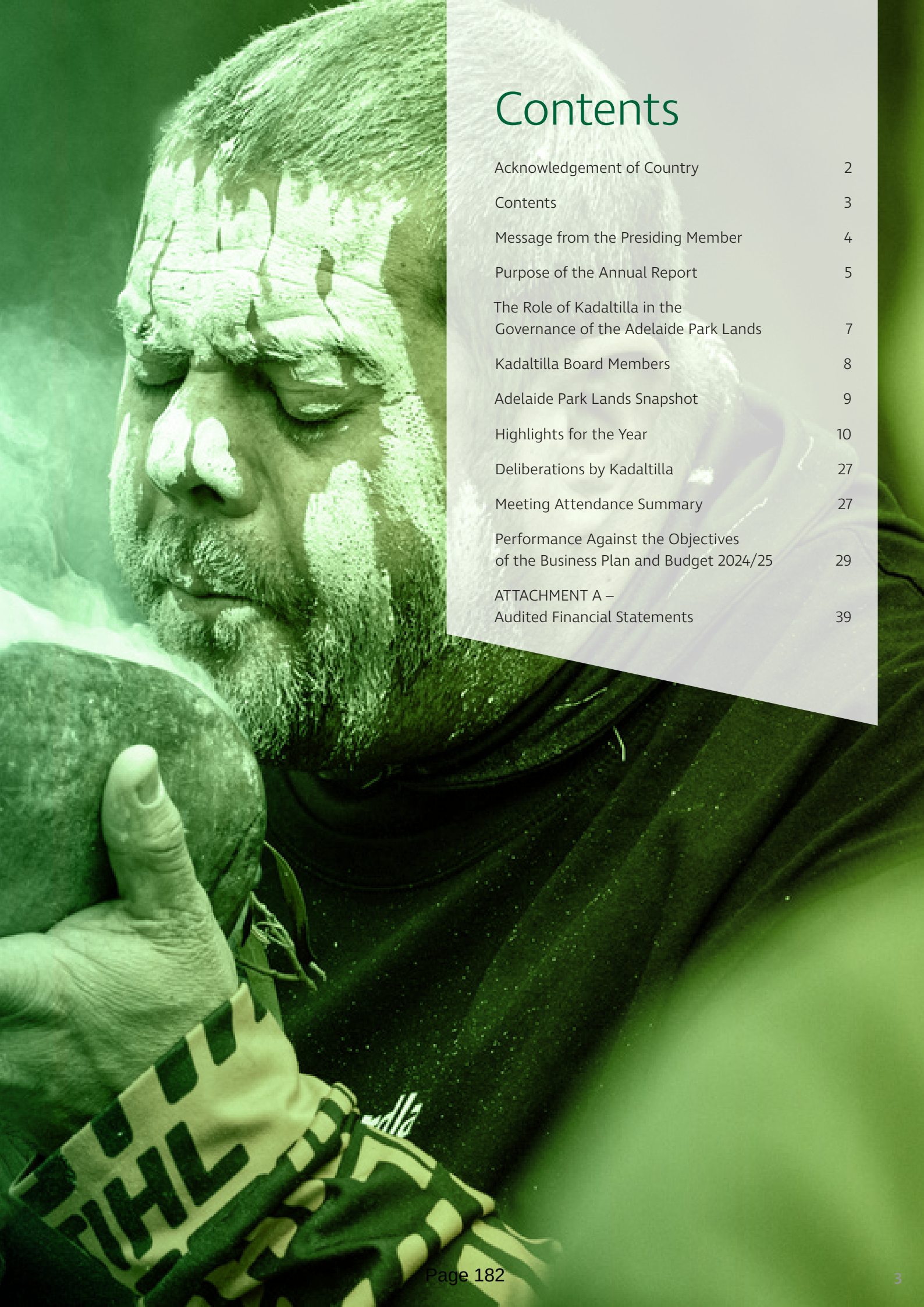
Acknowledgement of Country

Kadaltilla acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

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 Kaurna word meaning Green place/Green lands/Parklands.



Contents

Acknowledgement of Country	2
Contents	3
Message from the Presiding Member	4
Purpose of the Annual Report	5
The Role of Kadaltilla in the Governance of the Adelaide Park Lands	7
Kadaltilla Board Members	8
Adelaide Park Lands Snapshot	9
Highlights for the Year	10
Deliberations by Kadaltilla	27
Meeting Attendance Summary	27
Performance Against the Objectives of the Business Plan and Budget 2024/25	29
ATTACHMENT A – Audited Financial Statements	39

Message from the Presiding Member



The Adelaide Park Lands is widely regarded as one of the world's earliest intentionally designed democratic public spaces.

Building on our more than 170 years of stewardship, the Kadaltilla/Adelaide Park Lands Authority has continued that legacy over the past 20 years, caring for this landscape for the benefit of the millions of people who enjoy it, accounting for more than 41 million visits each year.

This successful collaboration between the City of Adelaide and the State Government has ensured a high level of care and management across a 932-hectare network of parks, gardens and sporting fields.

A major milestone this year was the launch of the Adelaide Park Lands Management Strategy - Towards 2036, following its presentation to both Houses of Parliament.

The strategy reflects our collective vision for one of Adelaide's most precious assets. More than 3,000 people took the time to share their ideas about how it should be shaped for future generations.

In 2025/26, Kadaltilla launched its Partnering Opportunities document, a sponsorship prospectus inviting organisations to become long-term custodians by supporting projects such as extending our 19.5-kilometre shared-use Adelaide Park Lands trail and delivering the Bonython Park/Tulya Wardli (Park 27) Master Plan.

We also unveiled a strategic project tracker, an interactive tool that allows users to access up-to-date information on capital works across the Adelaide Park Lands.

One of the projects featured is the new community building at Golden Wattle Park / Mirnu Wirra (Park 21W). This is the first upgrade under the Council's commitment to invest $25 million over a decade in renewing community buildings throughout the Adelaide Park Lands.

This year, Kadaltilla's Board Members have considered proposals that will shape the Adelaide Park Lands for decades to come, from biodiversity initiatives and cultural burning to sporting field leases and the continued pursuit of World Heritage recognition.

Tours of the Adelaide Botanic Garden, Rymill Park/Murlawirrapurka, Victoria Park/Pakapakanthi and King Rodney Park/Ityamai-itpina allowed the Board to see firsthand how proposed changes would affect the Adelaide Park Lands and hear directly from subject matter experts.

The Kadaltilla Board received 30 reports and 11 presentations, reviewed 25 lease agreements and made one submission. Behind each of these figures is careful consideration of how we balance the evolving needs of our capital city with environmental protection and recreation.

As Adelaide approaches its bicentenary in 2036 and works towards a residential population of 50,000 people, the wellbeing of the Adelaide Park Lands will be more important than ever if we are to continue being one of the world's most liveable cities.

For almost two centuries, the City of Adelaide has served as the principal custodian of the Adelaide Park Lands, caring for this remarkable landscape through changing generations. That enduring responsibility remains as important today as it was at the city's founding, requiring thoughtful management to ensure the Adelaide Park Lands continue to thrive for future generations.

I thank my fellow Board Members, City of Adelaide employees, State Government partners, the Kaurna community, and everyone who contributes their expertise and passion to protecting Colonel William Light's masterwork of urban design.



Dr Jane Lomax-Smith AM
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 2025-2026 and incorporates the audited financial statements of Kadaltilla for the year ended 30 June 2026 (Attachment A). This document relates to the financial year from 1 July 2025 through 30 June 2026.

Kadaltilla is responsible for the preparation of the Adelaide Park Lands Management Strategy which was agreed by the City of Adelaide and the Minister for Planning and tabled in both Houses of Parliament in August 2025.

The Adelaide Park Lands Management Strategy (APLMS) — 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.

The Adelaide Park Lands Management Strategy – Towards 2036 contains 49 strategies and 26 strategic priorities to be delivered over the next 11 years. This report provides a summary of activities for the 2025/26 financial year aligned with the APLMS – Towards 2036.

Through its clear vision, contemporary priorities, and focus on partnerships, the APLMS – Towards 2036 ensures the Adelaide Park Lands continue to deliver cultural, environmental, and recreational benefits aligned with community expectations and strategic goals.



Places and Spaces

Places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing; offer diverse landscapes and natural beauty and provide a range of sport, recreational, sensory and stimulating experiences.



Connections and Networks

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.



Natural Systems, Cultural Landscapes and Climate Resilience

Places that thrive in the face of a changing climate and celebrate Adelaide's unique natural and cultural heritage.



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 70% of the Adelaide Park Lands. The State Government manages the remaining 30% 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 advisory body to the City of Adelaide and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.



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 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 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 for Planning (one of whom will be the Deputy Presiding Member).

Current Appointments

In addition to the Lord Mayor, Dr Jane Lomax-Smith as Presiding Member, the City of Adelaide appointees (expiring 31 December 2028) are:

- Councillor Keiran Snape (with Councillor Eleanor Freeman as Deputy Member)
- Mr Daniel Bennett
- Ms Sally Underdown
- Mr Tim Agius (with Mr Allan Sumner as Deputy Member).

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 (with Ms Sarah Russo as Deputy Member).

Change in Membership

- Ms Justyna Jochym's appointment to Kadaltilla concluded on 28 October 2025
- Ms Mitzi Nam's appointment to Kadaltilla concluded on 31 December 2025
- Mr Dennis Rigney's appointment to Kadaltilla concluded on 31 December 2025
- Ms Allison Bretones's appointment to Kadaltilla concluded on 31 December 2025
- Councillor Henry Davis's appointment to Kadaltilla concluded on 31 December 2025
- Ms Sally Underdown's appointment to Kadaltilla commenced on 5 February 2026
- Mr Daniel Bennett's appointment to Kadaltilla commenced on 5 February 2026
- Councillor Eleanor Freeman's appointment to Kadaltilla commenced on 5 February 2026
- Mr Tim Agius's appointment to Kadaltilla commenced on 26 February 2026
- Mr Allan Sumner's appointment to Kadaltilla commenced on 26 February 2026.



Dr Jane Lomax-Smith AM
Presiding Member



Elinor Walker
Deputy Presiding Member



Sally Underdown



Daniel Bennett



Ashley Halliday



Tim Agius



Warwick Keates



Stephanie Johnston

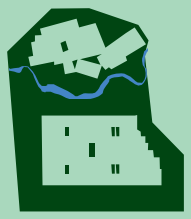


Kirsty Bevan

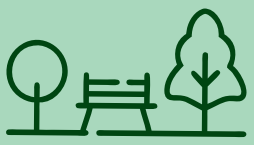


Keiran Snape
Councillor

Adelaide Park Lands Snapshot



932 hectares



9 individual Parks &
6 City Squares



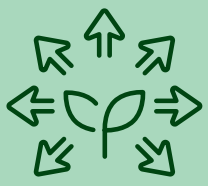
19.5km Adelaide Park Lands Trail



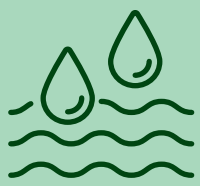
33.9% of the Adelaide Park Lands are covered by tree canopy



7 Key Biodiversity Areas



12% of the Adelaide Park Lands are classified as Key Biodiversity Areas



4 major aquatic habitats
(river, lake, creek, wetland)



28 formal gardens



13 playgrounds



102 Sporting facilities

- 36 general sports fields
- 35 cricket pitches
- 4 basketball facilities
- 5 netball facilities
- 22 tennis facilities



2 skate parks



25,000+ rose bushes pruned annually



Over **15,600m3** of green organics recycled annually

Highlights for the Year

Adelaide Park Lands Management Strategy – Towards 2036

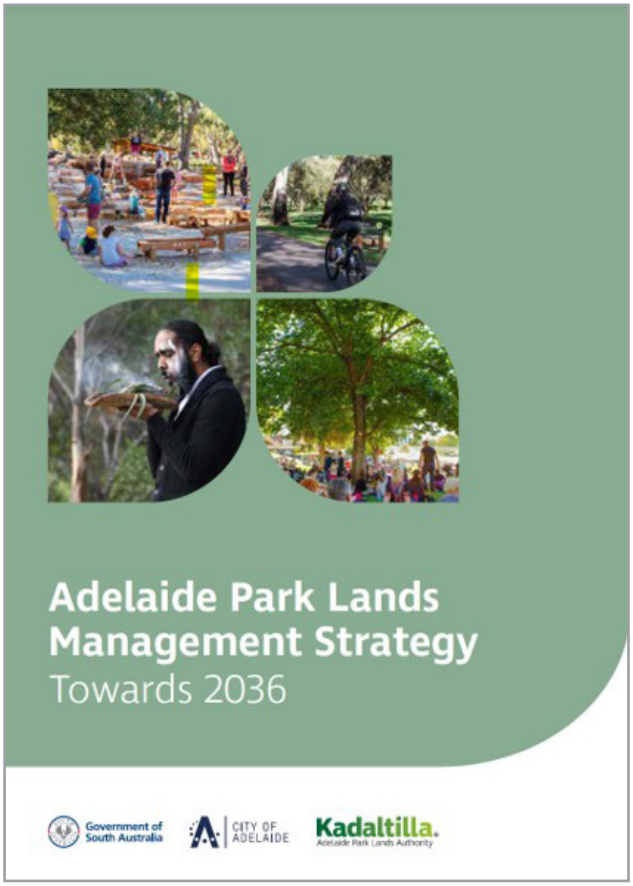
In 2025-2026, Kadaltilla continued to follow the high-level aspirations for the future of the Adelaide Park Lands as outlined in the Adelaide Park Lands Management Strategy 2015-2025. The vision of the APLMS is to achieve a balanced approach to a diverse range of environmental, cultural, recreational 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.

In accordance with section 18(9) of the *Adelaide Park Lands Act 2005* (SA), the APLMS – Towards 2036 was laid before both Houses of Parliament on 21 August 2025, at which point it came into effect.

The APLMS – Towards 2036 received a Commendation Award at the South Australian Planning Institute of Australia Awards for Planning Excellence in the Strategic Planning category, held on 14 November 2025.




2025
SOUTH AUSTRALIA

AWARDS FOR PLANNING EXCELLENCE

COMMENDATION

CATEGORY
Strategic Planning Project

PROJECT
Adelaide Park Lands Management Strategy - Towards 2036

AWARDED TO
City of Adelaide

PIA SA PRESIDENT
Cate Hart RPIA (Life Fellow)

AWARDS CONVENOR
Kym Pryde RPIA (Fellow)

14 November 2025

Planning Institute Australia

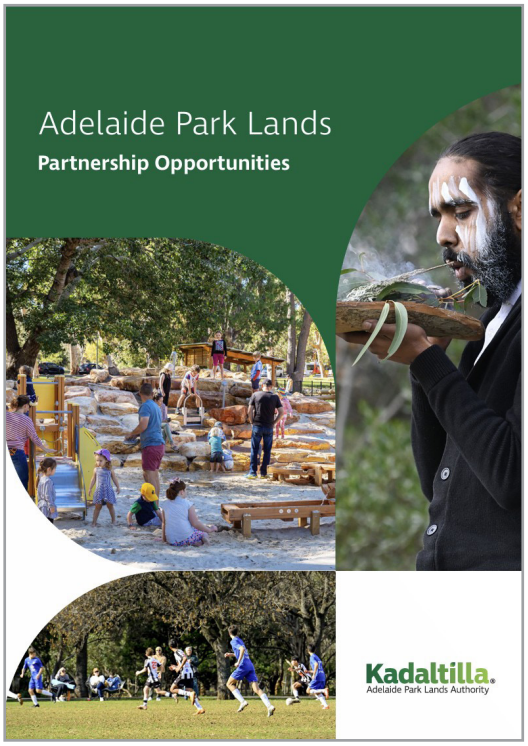
Adelaide Park Lands Partnering Opportunities

In November 2025, Kadaltilla launched the Adelaide Park Lands Partnering Opportunities document, alongside an accompanying digital strategic project tracking tool.

The Partnering Opportunities document has been prepared by Kadaltilla to support the implementation of the APLMS – Towards 2036 by identifying priority projects and initiatives.

The Partnership Opportunities provides a strategic framework to guide collaboration between City of Adelaide, State Government, adjoining Councils, industry, community organisations and philanthropic partners to enhance, protect and sustain the Adelaide Park Lands for future generations.

The document is intended to support advocacy, attract investment and coordinate delivery of shared priorities, with progress monitored through an accompanying digital project tracking tool, offering a live version of the document that will be kept updated as priority projects progress.



The following key highlights for the year deliver on the three overarching goals of the APLMS – Towards 2036.

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

Kadaltilla received **30** reports and **11** presentations throughout the year

Kadaltilla reviewed **25** lease agreements

Kadaltilla undertook **3** tours

Kadaltilla made **1** submission

Goal 1 – Places and Spaces

Places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing; offer diverse landscapes and natural beauty; and provide a range of sport, recreational, sensory and stimulating experiences.

Key Highlights in 2025/26:

- Endorsed the detailed design of the Golden Wattle Park / Mirnu Wirra (Park 21W) Community Building redevelopment.
- Endorsed the final concept design for a Community Building in Mary Lee Park (Park 27B), incorporating an integrated Adelaide Park Lands trail rest stop and swale revegetation.
- Supported 25 Park Lands Community Lease Agreements across the Adelaide Park Lands, including in Victoria Park / Pakapakanthi (Park 16), Bullrush Park / Warnpangga (Park 10), Mary Lee Park / Tulya Wardli (Park 27B), King Rodney Park / Itayamai-itpina (Park 15) and Carriageway Park / Tuthangga (Park 17).
- Received a presentation from the City of Adelaide on the *North Adelaide Public Golf Course Act 2025* (SA)
- Endorsed the revised Community Land Management Plan for the Adelaide Oval Precinct part of Tarntanya Wama (Park 26) for public consultation (subject to Council decision)
- Received a presentation from the Chief Executive Officer of Volleyball SA and supported the Site Plan Concept Report for the proposed beach volleyball facility in Bonython Park / Tulya Wardli (Park 27)
- Received a presentation from Adelaide University on the cricket net relocation in Red Gum Park / Karrawirra (Park 12)
- Received an update from the City of Adelaide on the implementation of the Victoria Park / Pakapakanthi (Park 16) Master Plan priority projects
- Supported the Draft Adelaide Park Lands Leasing and Licensing Policy.

Following the passage of the *North Adelaide Public Golf Course Act 2025* on 3 July 2025, care and control of the North Adelaide Public Golf Course in Possum Park / Pirltawardli (Park 1) and John E Brown Park (Park 27A) transferred to the State Government of South Australia. Most of this land is currently undergoing redevelopment into a new 18-hole championship course, executive course, driving range and practice facilities.



Project Highlights

Adelaide Aquatic Centre and Return to Park Lands

The opening of the new Aquatic Centre in Denise Norton Park / Pardipardinyilla (Park 2) on 27 January 2026 marked the finalisation of a two-year redevelopment undertaken by the State Government. The new centre operates as an all-electric, net zero emissions facility powered by 100% certified renewable energy. On 20 June 2026, the Aquatic Centre won the City of Adelaide Prize for Design Excellence at the SA Architecture Awards.

The project included returning more than 1,000 square metres of land to open public space, supporting the APLMS's priority of protecting and enhancing open space across the Adelaide Park Lands. Demolition and backfilling of the former building footprint allowed the northern portion of the site to be reinstated as open green space and a new community oval, with native landscaping and public access maximised throughout.

The City of Adelaide delivered complementary works including additional tree planting at the interface between the Aquatic Centre facility and Barton Terrace West, strengthening a green buffer and increasing tree canopy cover, in line with the APLMS and Kadaltilla Strategic Plan's shared focus on biodiversity enhancement and climate resilience.

Enhanced cycling and pedestrian paths, along with additional rest stops, have been connected into the surrounding park layout, improving links across the broader trail network and providing valuable recreation opportunities for park users, reflecting the APLMS and Kadaltilla Strategic Plan's commitment to improving connectivity and amenity for the community.




15
6
7
NELSON
TEAMWEAR

Community Building redevelopment – Golden Wattle Park / Mirnu Wirra (Park 21W)

A new community building is being delivered on Goodwood Road at Golden Wattle Park / Mirnu Wirra (Park 21W), built by the City of Adelaide in collaboration with the Adelaide Community Sports and Recreation Association (ACSARA). It is the first upgrade delivered under the City of Adelaide's annual community building investment program.

The Adelaide Community Sports and Recreation Association (ACSARA) has been based in Golden Wattle Park / Mirnu Wirra (Park 21 West) for over 40 years, since 1983. The Club supports multiple local sporting codes including cricket, football, soccer, ultimate frisbee, netball and school sports teams that use Golden Wattle Park / Mirnu Wirra (Park 21W).

The existing 1960s-era structure will be replaced with a modern facility featuring six unisex change rooms, a kitchen, common area, sheltered outdoor space, public toilets, kiosk, umpire facilities and first aid rooms.



The redevelopment of the community building reflects a balanced approach, meeting the needs of a growing club while respecting the environmental and cultural values of the Adelaide Park Lands. The result is a sport and recreation hub that also serves as a welcoming, inclusive destination for the wider community. A new rest stop along the Adelaide Park Lands Trail is integrated into the building's surrounds, designed as part of the landscape rather than an addition to it. Its design incorporates a cultural overlay recognising the site's Aboriginal history and connection to Kaurna Country.

The project also delivers environmental outcomes, with revegetation of the swale and remediation of the existing site contributing to restored biodiversity value and a strengthened broader Adelaide Park Lands network.





Community Building redevelopment – Mary Lee Park (Park 27B)

Park 27B is a key open space within the western Adelaide Park Lands, supporting organised sport and informal recreation. The West Adelaide Soccer Club (WASC) has been based at the site for over 49 years, running a junior program of 302 registered players across 28 teams, for boys and girls aged four to seventeen.



Goal 2 – Connections and Networks

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.



Key Highlights in 2025/26:

- Received a report and presentation from the City of Adelaide on the Adelaide Park Lands Rest Stop Design Guidelines
- Endorsed the final concept design for the Community Building redevelopment in Mary Lee Park (Park 27B), incorporating an integrated Adelaide Park Lands trail rest stop.

Project Highlights



Adelaide Park Lands Trail – Rest Stop Design Guidelines

Kadaltilla received a report and presentation on the Rest Stop Guidelines for the Adelaide Park Lands Trail which is a priority project in the APLMS – Towards 2036. The Guidelines provide a consistent and practical framework for the planning, siting, and design of rest stops along the Adelaide Park Lands Trail. This includes a Rest Stop Hierarchy which provides concepts for the development of 'hubs of activity' within the Adelaide Park Lands that align with the APLMS's desire to develop hubs containing a combination of open space elements that complement surrounding uses and landscape character.



The Guidelines align with the APLMS – Towards 2036 and the City of Adelaide's Disability Access, and support improvements to accessibility, inclusion, amenity, and the overall experience of the Adelaide Park Lands for all users. The Guidelines build on planning completed to improve wayfinding strategies for the Adelaide Park Lands Trail.

Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience

Places that thrive in the face of a changing climate and celebrate Adelaide's unique natural and cultural heritage.

Key Highlights in 2025/26:

- Received a workshop from the City of Adelaide on the 2025 Biodiversity Survey results
- Endorsed an update of the Adelaide Park Lands Key Biodiversity Area Management Plan for the seven Key Biodiversity Areas, including the new Key Biodiversity Area in G.S. Kingston / Wirrarninthi (Park 23).
- Attended a Cultural Burn in Victoria Park / Pakapakanthi (Park 16)
- Continued to progress the Tentative List submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes, including engagement with Traditional Owners under the principles of Free, Prior and Informed Consent.
- Requested that Council considers reinstatement of the World Heritage bid budget for 2026/2027 and noted progress by the City of Adelaide towards the draft Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes
- Received a presentation on the design for the Botanic Creek Rehabilitation project
- Received an external presentation from the South Australian Motor Sport Board on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event and authorised the Presiding Member to write to the Minister for Planning and the Chief Executive Officer of the South Australian Motor Sport Board with their feedback
- Received a presentation from the Adelaide Equestrian Festival regarding a proposed water jump feature in Victoria Park / Pakapakanthi (Park 16), which was subsequently endorsed by Council
- Completed the installation of Key Biodiversity Area site markers across all seven Key Biodiversity Areas.
- Received a presentation from the City of Adelaide on the broad program of work and activities being undertaken across the City of Adelaide in response to potential drought conditions in the Adelaide Park Lands
- Carried out a Cultural Burn in Victoria Park / Pakapakanthi (Park 16) in partnership with the Kaurna Group of the Firesticks Alliance and the Kaurna community, demonstrating the application of cultural land management practices.
- Undertook a Tree and Landscape Site Tour in Victoria Park / Pakapakanthi (Park 16), King Rodney Park / Ityamai-itpina (Park 15), and Rymill Park / Murlawirrapurka (Park 14)
- Finalised a submission to Green Adelaide on its Draft Regional Landscape Plan 2026-2031
- Received a presentation from the Director of the Botanic Gardens and State Herbarium of South Australia on the Adelaide Botanic Gardens masterplan.





Project Highlights

Key Biodiversity Area Management Plans (Review and Update)

Kadaltilla received a report on the updated Key Biodiversity Area Management Plan (the Plan). The Plan is an operational management plan developed by the City of Adelaide, guided by the *Adelaide Park Lands Act 2005* (SA), Adelaide Park Lands Community Land Management Plan (2023), and the Adelaide Park Lands Management Strategy – Towards 2036.

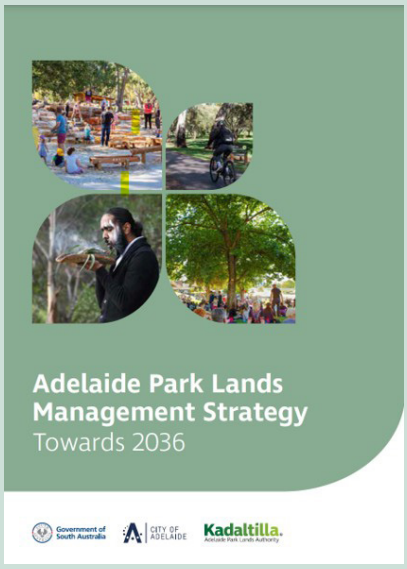
The updated Key Biodiversity Area Management Plan presents the following opportunities:

- Embedding Kaurna cultural land management, including cultural burning, into the management of all seven Key Biodiversity Areas.
- A newly designated seventh Key Biodiversity Area at G S Kingston Park / Wirrarninthi (Park 23), identified as a high-biodiversity value site through the 2024 Adelaide Park Lands comprehensive biodiversity survey.
- 56 new KBA Markers have been installed across the seven KBAs consisting of timber posts with QR codes. The QR code links to information about the Key Biodiversity Area on the City of Adelaide website (pictured below).
- Alignment with the *Biodiversity Act 2025* (SA) and Australia's Strategy for Nature 2024-2030, positioning Adelaide as a leader in urban biodiversity management.
- Improved monitoring and evaluation framework to track progress against biodiversity targets over the 2026-2031 period.





The following activity of Kadaltilla under its Business Plan and Budget is also provided.



Adelaide Park Lands Management Strategy – Towards 2036 was laid before both Houses of Parliament on 21 August 2025



Received a workshop from the City of Adelaide and promoted the Adelaide Park Lands Partnering Opportunities document through Kadaltilla's social media platforms



Appointed Council-nominated representatives to the Board



Held the 2025 Kadaltilla Annual Community Forum on 14 September 2025 at Super Cycle Sunday in Light Square/Wauwi



Held a pop-up Community Forum on 18 September at the Adelaide Botanic Gardens



Convened a Kadaltilla Board meeting at a State Government location (Adelaide Botanic Gardens)



Attended a Cultural Burn in Victoria Park / Pakapakanthi (Park 16)



Undertook a site tour of the Adelaide Botanic Gardens with the Director of the Botanic Gardens and State Herbarium of South Australia



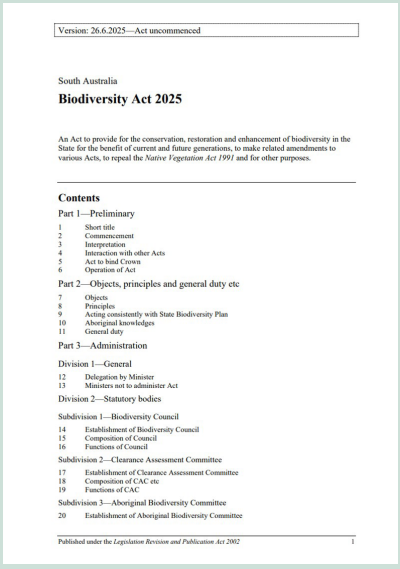
Undertook a Tree and Landscape Site Tour in Victoria Park / Pakapakanthi (Park 16), King Rodney Park / Ityamai-itpina (Park 15), and Rymill Park / Murlawirrapurka (Park 14)



Received an external presentation from the South Australian Motor Sport Board on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event and authorised the Presiding Member to write to the Minister for Planning and the Chief Executive Officer of the South Australian Motor Sport Board with their feedback



Received a presentation from the Adelaide Equestrian Festival regarding a proposed water jump feature in Victoria Park / Pakapakanthi (Park 16), which was subsequently endorsed by Council



Version: 26.6.2025—Act uncommenced

South Australia

Biodiversity Act 2025

An Act to provide for the conservation, restoration and enhancement of biodiversity in the State for the benefit of current and future generations, to make related amendments to various Acts, to repeal the *Native Vegetation Act 1991* and for other purposes.

Contents

Part 1—Preliminary

1 Short title
2 Commencement
3 Interpretation
4 Interaction with other Acts
5 Act to bind Crown
6 Operation of Act

Part 2—Objects, principles and general duty etc

7 Objects
8 Principles
9 Acting consistently with State Biodiversity Plan
10 Aboriginal knowledges
11 General duty

Part 3—Administration

Division 1—General

12 Delegation by Minister
13 Ministers not to administer Act

Division 2—Statutory bodies

Subdivision 1—Biodiversity Council

14 Establishment of Biodiversity Council
15 Composition of Council
16 Functions of Council

Subdivision 2—Clearance Assessment Committee

17 Establishment of Clearance Assessment Committee
18 Composition of CAC etc
19 Functions of CAC

Subdivision 3—Aboriginal Biodiversity Committee

20 Establishment of Aboriginal Biodiversity Committee

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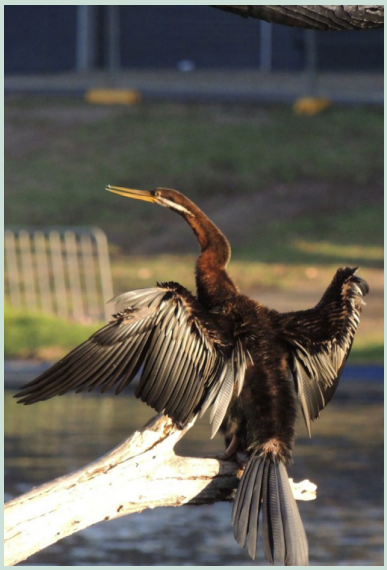
Received a workshop from the Department for Environment and Water on the *Biodiversity Act 2025* (SA)



Received a presentation from the City of Adelaide on the *North Adelaide Public Golf Course Act 2025* (SA)



Received a presentation from the City of Adelaide on the broad program of work and activities being undertaken across the City of Adelaide in response to potential drought conditions in the Adelaide Park Lands



Received a workshop from the City of Adelaide on the 2025 Biodiversity Survey results



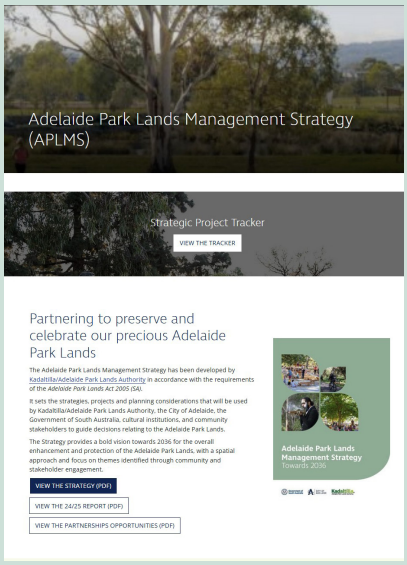
Received a presentation from Adelaide University on the cricket net relocation in Red Gum Park / Karrawirra (Park 12)



Received a presentation from the Chief Executive Officer of Volleyball SA and supported the Site Plan Concept Report for the proposed beach volleyball facility in Bonython Park / Tulya Wardli (Park 27)



Received a report and presentation from the City of Adelaide on the Adelaide Park Lands Rest Stop Design Guidelines



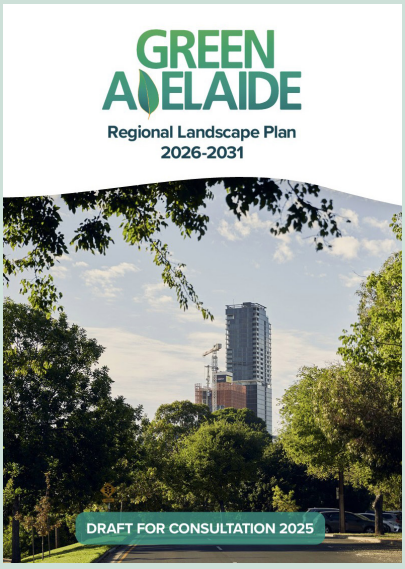
Launched a new Adelaide Park Lands Management Strategy - Towards 2036 website



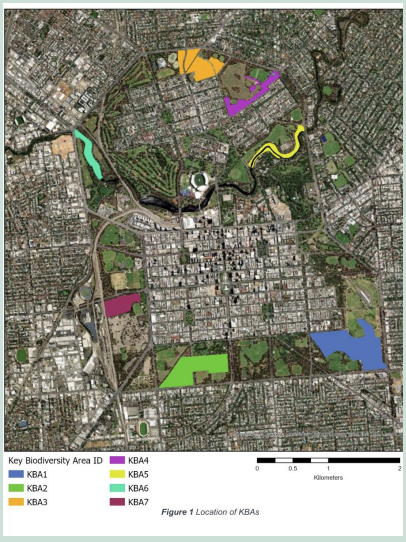
Received an update from the City of Adelaide on the implementation of the Victoria Park / Pakapakanthi (Park 16) Master Plan priority projectsa



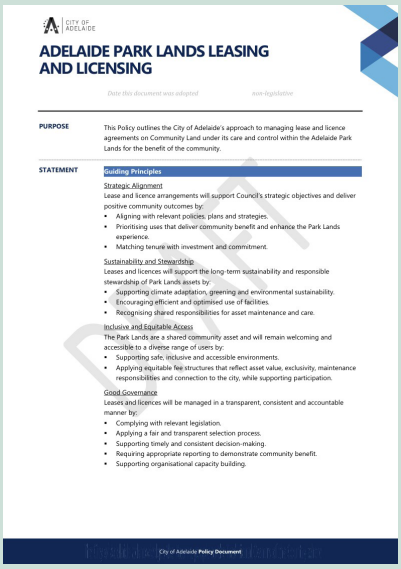
Requested that Council considers reinstatement of the World Heritage bid budget for 2026/2027 and noted progress by the City of Adelaide towards the draft Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes



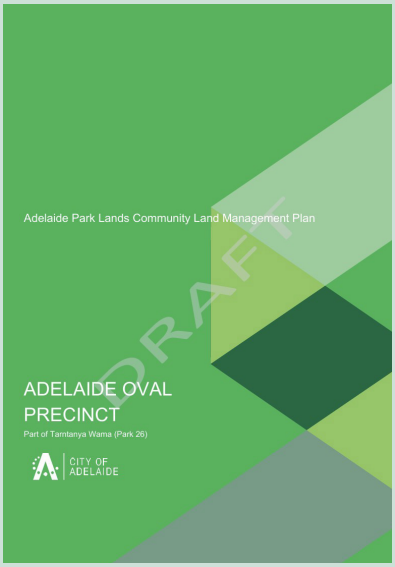
Finalised a submission to Green Adelaide on its Draft Regional Landscape Plan 2026-2031



Supported the draft Key Biodiversity Area Management Plan



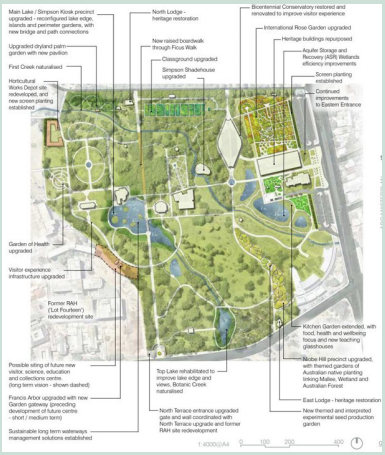
Supported the Draft Adelaide Park Lands Leasing and Licensing Policy



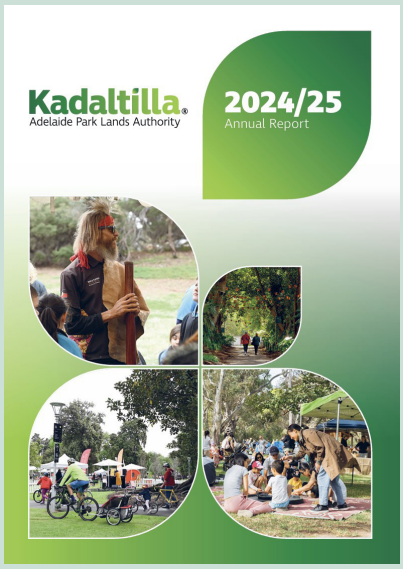
Endorsed the revised Community Land Management Plan for the Adelaide Oval Precinct part of Tarntanya Wama (Park 26) for public consultation (subject to Council decision)



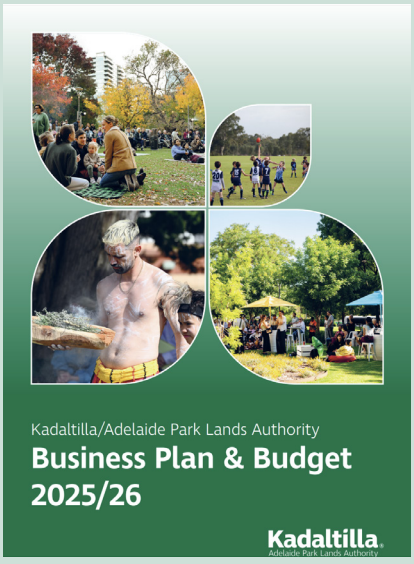
Supported 25 Park Lands Community Lease Agreements across the Adelaide Park Lands



Received a presentation from the Director of the Botanic Gardens and State Herbarium of South Australia on the Adelaide Botanic Gardens masterplan



Finalised Kadaltilla's Annual Report 2024/2025, including a review against the Kadaltilla Strategic Plan 2023-2028



Implementation of Kadaltilla's endorsed Annual Business Plan and Budget 2025/26



Approved the draft 2026/27 Kadaltilla / Adelaide Park Lands Authority Annual Business Plan and Budget



Finalised Kadaltilla's Social Media Strategy and launched an Instagram account, in addition to the existing Facebook and Linkedin accounts



Commenced a social media Follower Growth Campaign and increased followers by approximately 428% on Instagram, 80% on Facebook and 40% on LinkedIn



Unveiled a new display stand at the City of Adelaide Customer Centre, offering residents, visitors, and staff a space for customers, staff, and the broader community a space to learn more about Kadaltilla and its role



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 that underpin their National Heritage Listing. .

Meeting Attendance Summary

Kadaltilla held ten meetings between 1 July 2025 and 30 June 2026, 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	6
Ms Kirsty Bevan	10	9
Mr Warwick Keates	10	7
Councillor Keiran Snape	10	6
Ms Stephanie Johnston	10	5
Mr Ashley Halliday	10	5
Ms Allison Bretones	5	5
Ms Sally Underdown	5	5
Mr Daniel Bennett	5	5
Ms Sarah Russo (Deputy for Ms Stephanie Johnston)	5	5
Ms Mitzi Nam	5	4
Mr Tim Agius	5	4
Ms Justyna Jochym	3	0
Councillor Eleanor Freeman (Deputy for Councillor Keiran Snape)	2	2
Mr Dennis Rigney (Deputy for Ms Mitzi Nam)	0	0
Councillor Henry Davis (Deputy for Councillor Keiran Snape)	0	0
Mr Allan Sumner (Deputy for Mr Tim Agius)	0	0



Performance against the objectives of the Business Plan and Budget 2025/26

Cultural Value

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

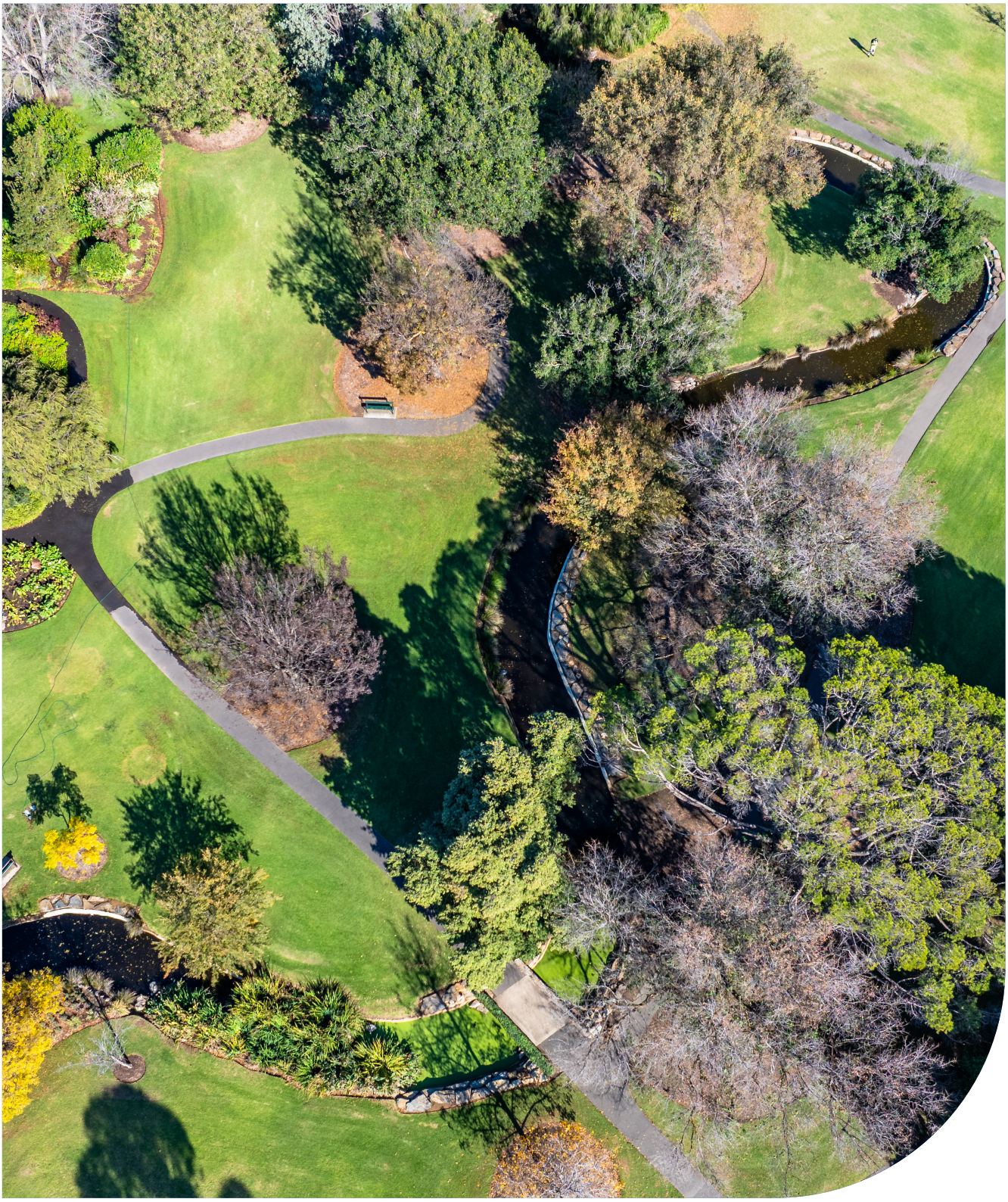
Performance	Performance Measures	Achievements
1.1 Seek Kaurna cultural authority in everything we do	Each matter that comes before Kadaltilla considers Kaurna culture	Kaurna cultural considerations were embedded across all relevant reporting, ensuring cultural authority was clearly and appropriately acknowledged throughout, including recognising engagement with Aboriginal and Torres Strait Islander Peoples under the principles of Free, Prior and Informed Consent for the Tentative List submission for the World Heritage bid for Adelaide and its Rural Settlement Landscapes.
		Board members attended a Cultural Burn in Victoria Park / Pakapakanthi (Park 16) conducted by the City of Adelaide in partnership with the Kaurna Fire Team (Firesticks Alliance Indigenous Corp.).
		Kadaltilla's social media channels were used to raise awareness and educate the community about the cultural and environmental benefits of cultural burning.
		'Storytime Sunday' was promoted on Kadaltilla's social media to share the history and significance of Kaurna naming in the Adelaide Park Lands.
1.2 Assist with Kaurna cultural mapping	Kaurna Cultural mapping completed and used to inform Kadaltilla considerations by 2024	Promoted the Kaurna Voices Cultural Mapping Tool, developed by the City of Adelaide with project partners, across 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.
		Reviewed landscape values and design quality across a broad range of Park Lands projects and processes.
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 Adelaide Botanic Gardens and promoted the City of Adelaide's biodiversity initiatives through Kadaltilla's social media platforms
		Discussed the introduction of the *Biodiversity Act 2025* (SA) and implications for the Adelaide Park Lands.
		Received a workshop from the Department for Environment and Water on the implications of the new *Biodiversity Act 2025* (SA) for the Adelaide Park Lands.
		Promoted the City of Adelaide's 2025 Biodiversity Survey results on social media.
		Design quality was reviewed through a report and presentation on the Adelaide Park Lands Trail Rest Stops Design Guidelines, which provide a consistent and practical framework for the planning, siting, retrofit and design of rest stops along the Adelaide Park Lands Trail.
2.3 Consider climate resilience in everything we do	Deliver a climate impact assessment of the Adelaide Park Lands	Advanced climate resilience through the draft Kadaltilla Business Plan and Budget 2026/27, with the City of Adelaide to deliver a dedicated project on climate impacts in 2026/27.
2.4 Research the impact of climate change on the Park Lands	Environmental values and trends presented to Kadaltilla	Received a workshop from the City of Adelaide on the results of the 2025 biodiversity monitoring, evaluation and reporting program (2025 Biodiversity Survey), which focused on aquatic fauna found along Karrawirra Pari / River Torrens.
2.5 Increase the accessibility of evidence-based information	Customers are well-informed through regular online Adelaide Park Lands updates	Finalised a Social Media Strategy to ensure a structured, goal-oriented approach to online engagement to keep the community well-informed.
		Launched a Kadaltilla Instagram page on 19 September 2025.
		Continued to deliver regular social media content in line with the Social Media Strategy, maintaining consistent engagement across Kadaltilla's three digital platforms.
		Delivered regular social media content in line with Kadaltilla's Social Media Strategy, maintaining consistent engagement across Kadaltilla's three digital platforms. A Follower Growth Campaign was also launched, driving substantial increases in followership — approximately 428% on Instagram, 80% on Facebook and 40% on LinkedIn.

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 presented an outline of the broad program of work and activities being undertaken in response to potential drought conditions in the Adelaide Park Lands, including infrastructure, asset management, security of and alternative water sources, systems of water irrigation, and tree species selection for resilience





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 21 August 2025, the Adelaide Park Lands Management Strategy – Towards 2036 was laid before both Houses of Parliament.
		Workshopped the new digital strategic project tracking tool, which will be regularly updated to reflect progress on priority projects, in line with the digital Adelaide Park Lands Management Strategy (APLMS).
		Promoted the digital Adelaide Park Lands Management Strategy (APLMS) Strategic Project Tracker across Kadaltilla's social media platforms.
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	Received a workshop from the City of Adelaide on the Adelaide Park Lands Partnering Opportunities document.
		Received printed copies of the Adelaide Park Lands Partnering Opportunities document and supporting handouts to assist Board Members with external funding discussions.
		Promoted the Adelaide Park Lands Partnering Opportunities document through Kadaltilla's social media platforms
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	Received a presentation from the Director of the Botanic Gardens and State Herbarium of South Australia on the Adelaide Botanic Gardens masterplan on 18 September 2025.
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.
		Sent a letter to the Hon Lucy Hood MP, then South Australian Minister for Climate, Environment and Water, fulfilling the undertaking made on 18 September 2025 to proactively engage on the Tentative List submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes.
3.5 Assess the landscape value of the Adelaide Park Lands including economic, environmental and cultural significance	Board Members are well informed	Undertook site tours to ensure Board Members are well informed about the Adelaide Park Lands.

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	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	Engaged with the City of Adelaide and the State Government on various State Government initiatives in the Adelaide Park Lands.
		Key State Government engagements with Kadaltilla included: • Presentation from the Director of the Botanic Gardens and State Herbarium of South Australia • Received a workshop from the Department for Environment and Water on the Biodiversity Act 2025 (SA) • Finalised a submission to Green Adelaide on its Draft Regional Landscape Plan 2026-2031 • Presentation from the South Australian Motor Sport Board on the 2026 bp Adelaide Grand Final and Associated Motor Sport Event • Requested a briefing from the State Government regarding its MotoGP proposal and potential impacts on the Adelaide Park Lands.
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	Workshopped the City of Adelaide's Park Lands Leasing and Licensing Policy.
		Discussed the confidential results of Park Lands Commercial Expressions of Interest for Victoria Park / Pakapakanthi (Park 16). .
		Supported the Lease Agreements for the West Adelaide Soccer Club in Mary Lee Park / Tulya Wardli (Park 27B), and Blackfriars Priory School in Denise Norton Park / Pardipardinyilla (Park 2).
		Discussed (in confidence) an exemption from the Expressions of Interest process for Adelaide TreeClimb for the lease at Blue Gum Park / Kurangga (Park 20).
		Commercial Park Lands Lease Agreements at The Bookmakers and Endorsed the Victoria Park Kiosk within Victoria Park / Pakapakanthi (Park 16).
		Supported the relocation of the existing cricket nets within Red Gum Park / Karrawirra (Park 12).

Performance	Performance Measures	Achievements
		The concept design for a new water jump feature in Victoria Park / Pakapakanthi, for use annually by the Adelaide Equestrian Festival, was supported.
		Discussed the Bonython Park / Tulya Wardli (Park 27) Kiosk Expression of Interest Outcomes (in confidence).
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.
		Council and State Government representatives regularly participated in Kadaltilla activities, including the Annual Community Forum, Adelaide Park Lands Site Tours, and Board Meetings.
4.5 Increase the profile of the Kadaltilla Board	The public is aware and informed of business of Kadaltilla	Finalised Kadaltilla's Social Media Strategy and launched an Instagram account.
		Informed the community about the Board's activities and initiatives, providing insights into ongoing projects, strategic priorities, and opportunities for community engagement through Kadaltilla's social media platforms.



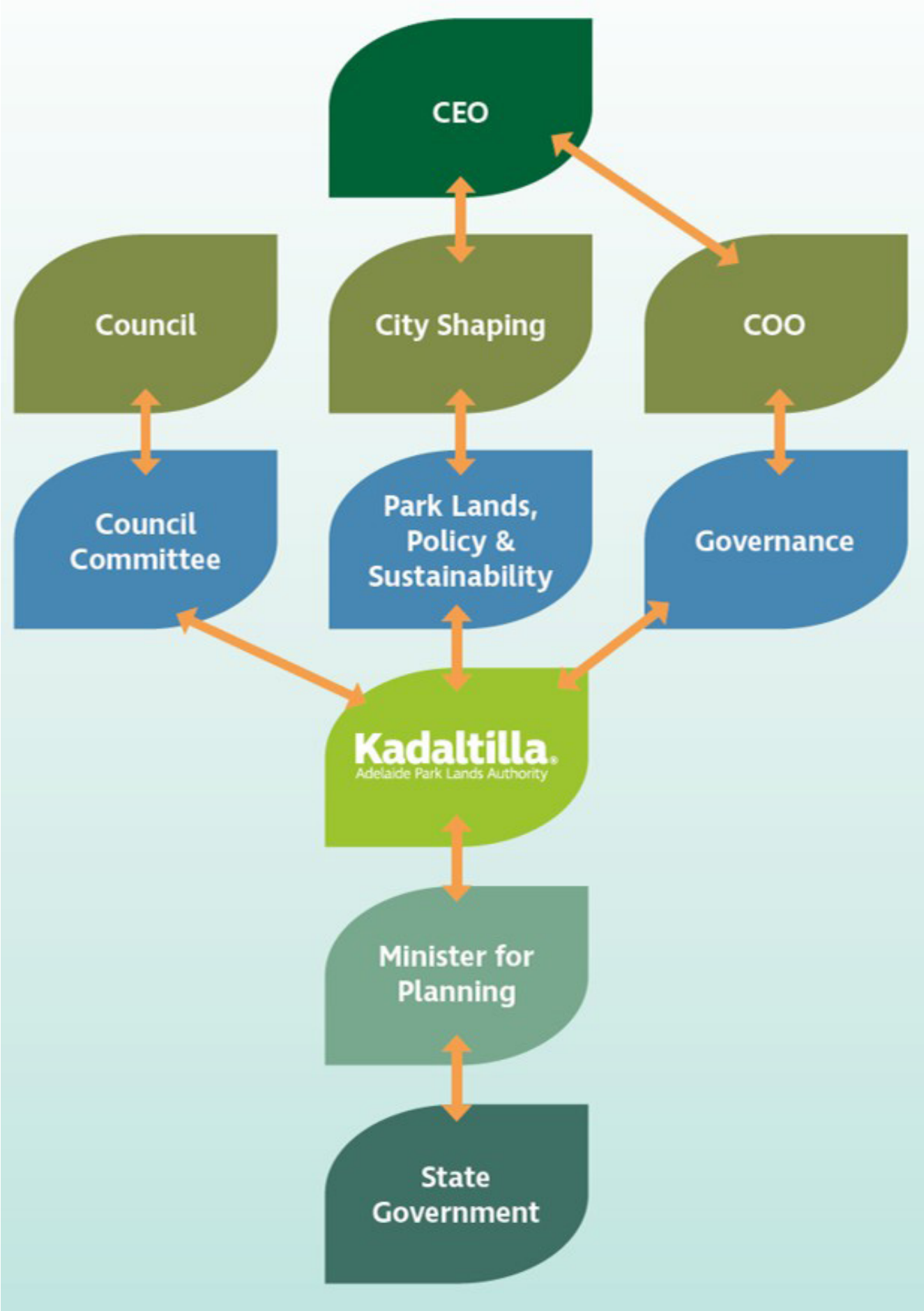
Governance

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 *Adelaide Park Lands Act 2005 (SA)*	Ten members are appointed to the Board in accordance with the *Adelaide Park Lands Act 2005 (SA)*
		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 September 2025 and April 2026. Sites visited include Victoria Park/ Pakapakanthi (Park 16), King Rodney Park/ Ityamai-itpina (Park 15), Rymill Park/Murlawirrapurka (Park 14) and a guided site tour of Adelaide Botanic Gardens with the Director of the Botanic Gardens and State Herbarium of South Australia.
		On 2 October 2025, Board Members attended a Cultural Burn in Victoria Park / Pakapakanthi (Park 16) undertaken by the City of Adelaide with the support of the Kaurna Fire Team (Firesticks Alliance Indigenous Corp.)
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 30 reports and 11 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 Committee reports (Committees are comprised of all Council Members).

Performance Targets	Performance Measures	Achievements
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 three 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 and Kadaltilla makes appropriate use of available finances provided by Council.
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 2026/27 Business Plan and Budget on 26 February 2026, 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 the City of Adelaide'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 $1,648.
		Monies can be 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 2024/25 was submitted to the City Finance and Governance Committee on 21 October 2025 and Council on 28 October 2025.
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.

Governance Structure



ATTACHMENT A –
Audited Financial Statements



Kadaltilla

Adelaide Park Lands Authority

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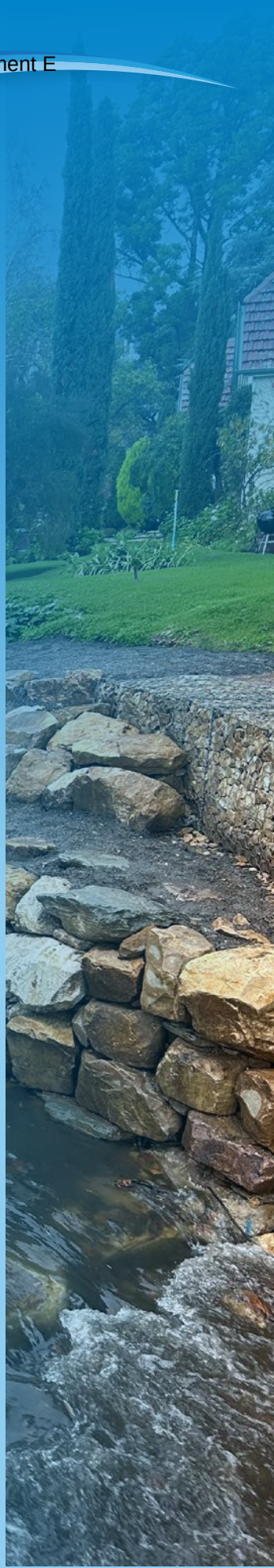
Brown Hill Keswick Creek
STORMWATER PROJECT

Annual Report

Brown Hill and Keswick Creeks Stormwater Board

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

25
26



CITY OF ADELAIDE
City of Burnside
CITY OF MITCHAM
THE CITY of Unley
City of West Torrens
Between the City and the Sea

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

The Brown Hill and Keswick Creeks Stormwater Board 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 tampinthi.

Kaurna 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 Kaurna Yerta Aboriginal Corporation (KYAC).

Willawilla - Brown Hill Creek



Contents

1.	Chairperson's Report	1
2.	Project Director's Report	2
3.	Strategy	3
4.	Establishment	5
5.	The Project	7
6.	Project Map	9
7.	Governance	11
8.	Key Stakeholders	13
9.	Project Partners	15
10.	Delivering with Local Industry	16
11.	Landowner Engagement	17
12.	Awards	19
13.	Capital Funding	21
14.	Delivery of Capital Works	24
15.	Financial Snapshot	46
16.	Audited Financial Statements	47

1. Chairperson's Report

2025/26 has been a significant year for the Brown Hill and Keswick Creeks Stormwater Board, as we continue to translate long-term planning and investment into critical infrastructure that will deliver lasting benefits for our communities.



More than $75 million of stormwater infrastructure has now been delivered across the catchment, with Stage 1 complete, Stage 2 approximately 50% complete, and works progressing to address key flooding hotspots through Stage 4. These achievements reflect the sustained commitment of the Board, our five Constituent Councils and the Stormwater Management Authority to delivering a coordinated, whole-of-catchment approach to flood mitigation.

Funding advocacy has remained an important focus. The Commonwealth has committed $21.6 million to the Project through three funding programs, complementing the $70 million committed by the Constituent Councils and the $70 million contribution from the South Australian Government. Securing further Commonwealth investment remains critical to progressing the Project, and the Board continues to advocate for the shortfall.

The Board has also maintained a strong focus on governance, accountability and risk management. Our Audit and Risk Committee and Owners Executive Committee provide important oversight and ensure that the Project continues to benefit from the expertise and perspectives of our governance partners.

Looking ahead, our focus remains on maintaining delivery momentum, progressing the next stages of the Stormwater Management Plan and continuing to build the partnerships and funding support required to address flood risk across the catchment.

I thank my fellow Board members, our Constituent Councils, the Stormwater Management Authority, Commonwealth Government, Project Director and project delivery team for their continued commitment to this important project.

Judith Choate

2. Project Director's Report



With more than $75m of infrastructure now delivered, the Project is firmly in its delivery phase, with construction progressing alongside the design and development of the next tranche of works.

A particular source of pride has been the Project's approach to landowner and community engagement. Over many years, we have developed an industry-leading approach that recognises the importance of working collaboratively with landowners and communities to achieve outcomes that are both practical and sustainable. This approach has delivered considerable success, with all recent projects progressing through agreement with affected landowners and without the need to rely on statutory powers. The trust and relationships built through this engagement are an important part of the Project's ability to deliver complex infrastructure across a highly developed urban catchment.

Safety continues to be a fundamental priority. More than 150,000 site hours have now been delivered with zero notifiable incidents and zero lost-time injuries. The Project's focus on safety has also been formally recognised through award of the 2026 LGA Mutual Risk Management Major Award for our Best Practice Operating Procedure for Safety Fencing and Barriers.

The Project continues to provide opportunities for local industry, with tier 2 and tier 3 construction contractors and a broad range of specialist professional service providers contributing to its delivery. The expertise and commitment of these organisations has been instrumental in achieving high-quality outcomes across a complex delivery network.

I acknowledge the support of the Board, Audit and Risk Committee, Owners Executive Committee, Constituent Councils and Stormwater Management Authority, as well as our consultants, contractors, landowners and the wider community. Most importantly, I thank our project team for their professionalism, commitment and continued focus on delivering this important infrastructure for the community.

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

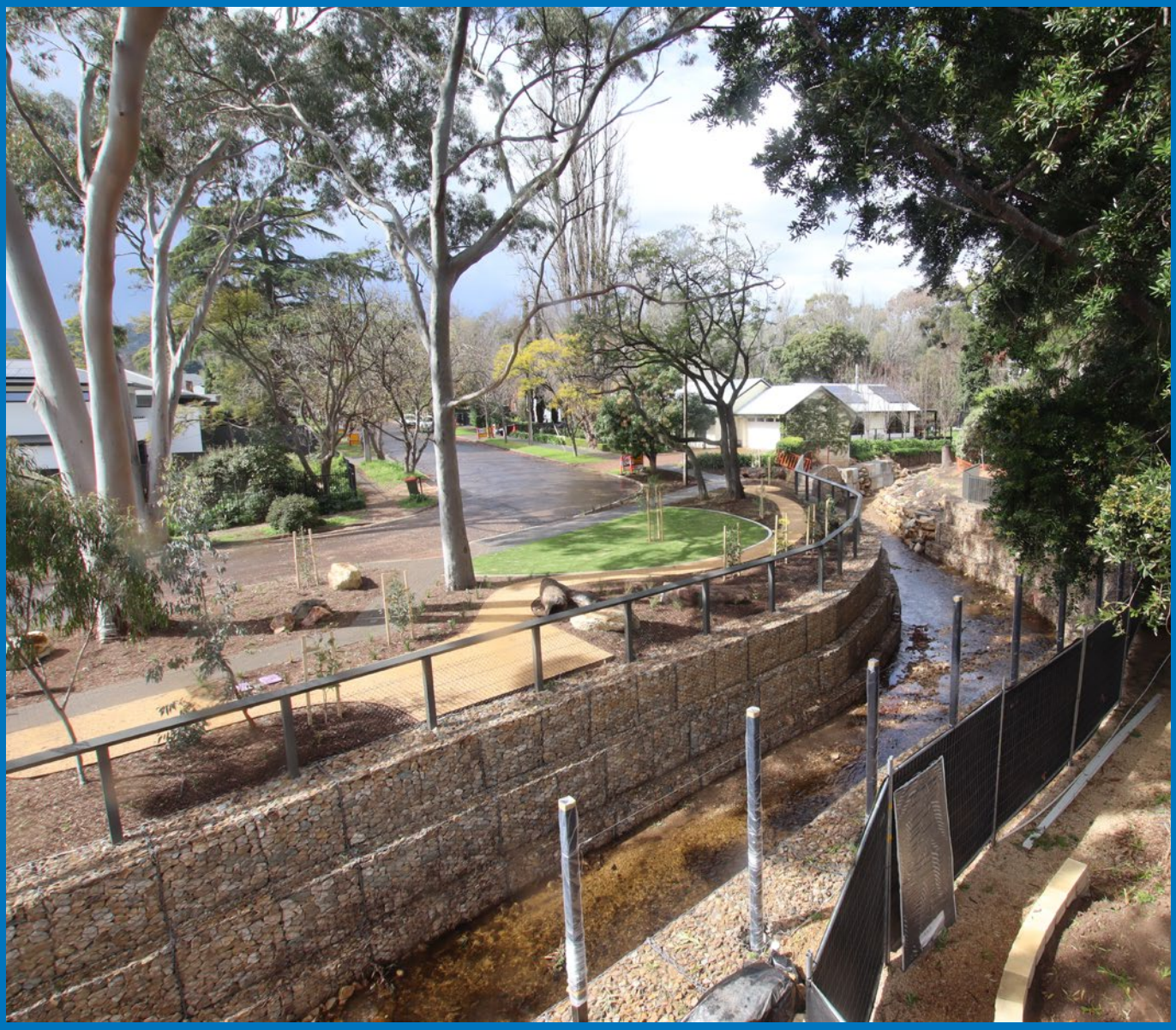
The Brown Hill Keswick Creek Stormwater Project is the culmination of more than a decade of investigation, planning and collaboration between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. Together, the Constituent Councils developed a comprehensive Stormwater Management Plan to address significant flood risk and improve the protection of properties, infrastructure and communities across the catchment.

From its inception in 2007 until February 2018, the Project was progressed as a joint initiative of the five Constituent Councils. During this period, the Stormwater Management Plan was developed, approved by the Stormwater Management Authority (SMA) and formally adopted through gazettal in February 2017. As a condition of the SMA's approval and funding commitment, a regional subsidiary was required to be established within 12 months to oversee implementation of the Plan and delivery of the associated works.

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.

The Board operates under a Charter prepared by the five Constituent Councils and approved by the Minister for Local Government. The inaugural Board was appointed in August 2018 and is responsible for the administration and affairs of the regional subsidiary, including overseeing the delivery of the Project on behalf of the Constituent Councils.





Betty Long Gardens

5. The Project

The Brown Hill Keswick Creek Stormwater Project is South Australia's most significant urban flood mitigation initiative, delivering critical infrastructure to protect communities. Encompassing a catchment of 68.7km², the project mitigates significant flood risk arising from four major watercourses in metropolitan Adelaide; Brown Hill, Keswick, Glen Osmond and Park Lands Creeks. The catchment is home to more than 200,000 residents and is largely contained within the Constituent Council local government areas.

The Brown Hill Keswick Creek Catchment Stormwater Management Plan outlines a whole-of-catchment flood mitigation strategy that comprises 4 key stages:

Stage 1 - Flood Detention — COMPLETE

Detention storages in the upper catchment that will reduce downstream flow rates.

Stage 2 - Lower Brown Hill Creek Upgrades — IN PROGRESS

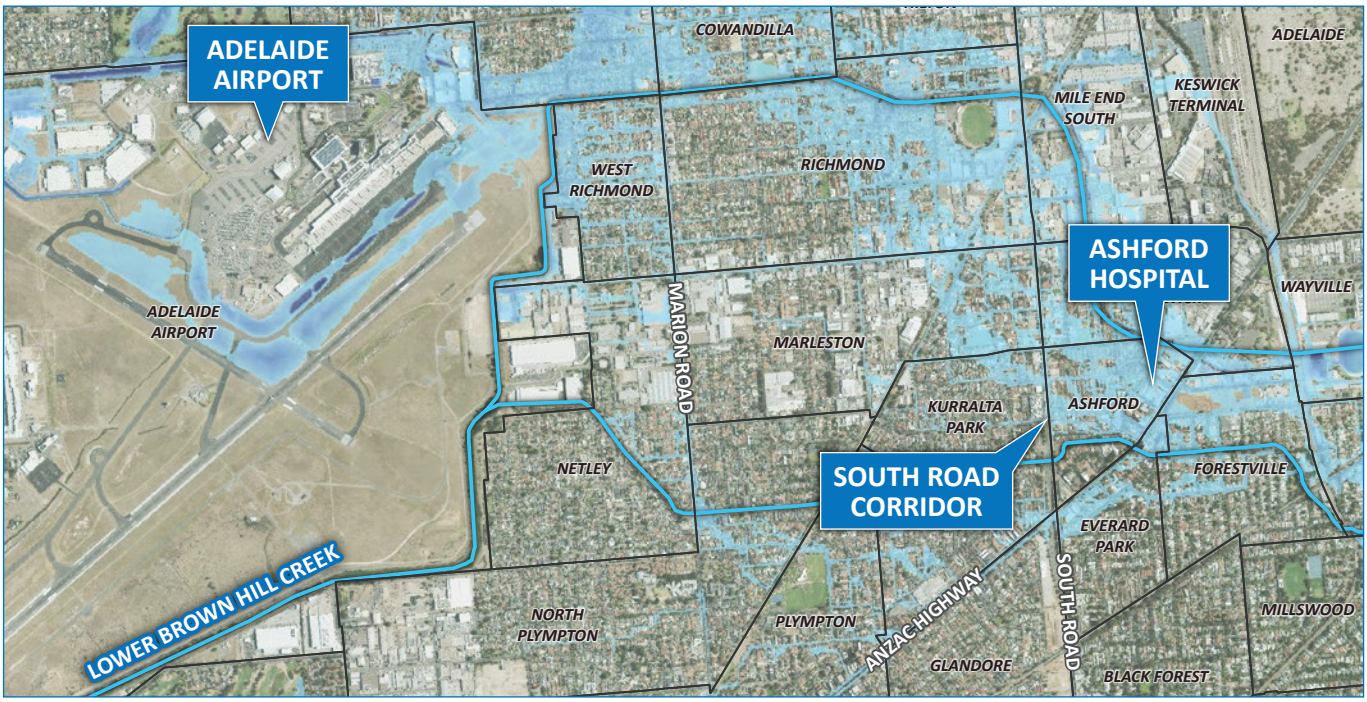
Upgrading the flow capacity of Lower Brown Hill Creek so that it can receive the diverted flows from Keswick Creek.

Stage 3 - Flow Diversion — NOT YET COMMENCED

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

Stage 4 - Upper Brown Hill Creek Upgrades — IN PROGRESS

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



The areas of metropolitan Adelaide that are within the Brown Hill Keswick Creek catchment face significant flood risks, which are exacerbated by ageing and inadequate infrastructure. Without appropriate mitigation, communities remain vulnerable to severe flooding, which is projected to result in economic damage of more than $400 million in a 1% Annual Exceedance Probability (AEP) or 1-in-100-year event.

Climate change is increasing the frequency and intensity of storm events, with floods in 2005, 2016, 2023 and most recently in 2026 resulting in the displacement of residents across the catchment. A significant flood in the catchment would affect almost 4,000 properties and result in significant impact to the Adelaide Airport, Ashford Hospital, major arterial roads and freight corridors.

- A significant flood event would close Ashford hospital for 6 months, lead to lost revenue in excess of $60m and impact on SA's overall hospital capacity.
- A significant flood would impede SA Ambulance Service operations, limiting access to hospitals and aged care facilities, delaying response to emergency calls, and affecting operations at the Richmond Road headquarters and Adelaide service, both within the flood impact zone.





- The project will protect critical transport infrastructure, including:

Major arterial and local roads, including Anzac Highway, Marion Road, Richmond Road, Sir Donald Bradman Drive, and Goodwood Road along with the Federal-funded North-South Corridor

Australian Rail Track Corporation's freight rail network which provides a critical link between the eastern and western seaboards

Adelaide Airport- 9.15 million passengers for the 12-month rolling period to 30 June 2026. The Airport Master Plan anticipated traffic will double to 19.8 million annual passengers by 2039.

New infrastructure will significantly increase the flow capacity of the creek network, providing greater protection from flooding, enhancing climate resilience, and unlocking opportunities for urban renewal and development.

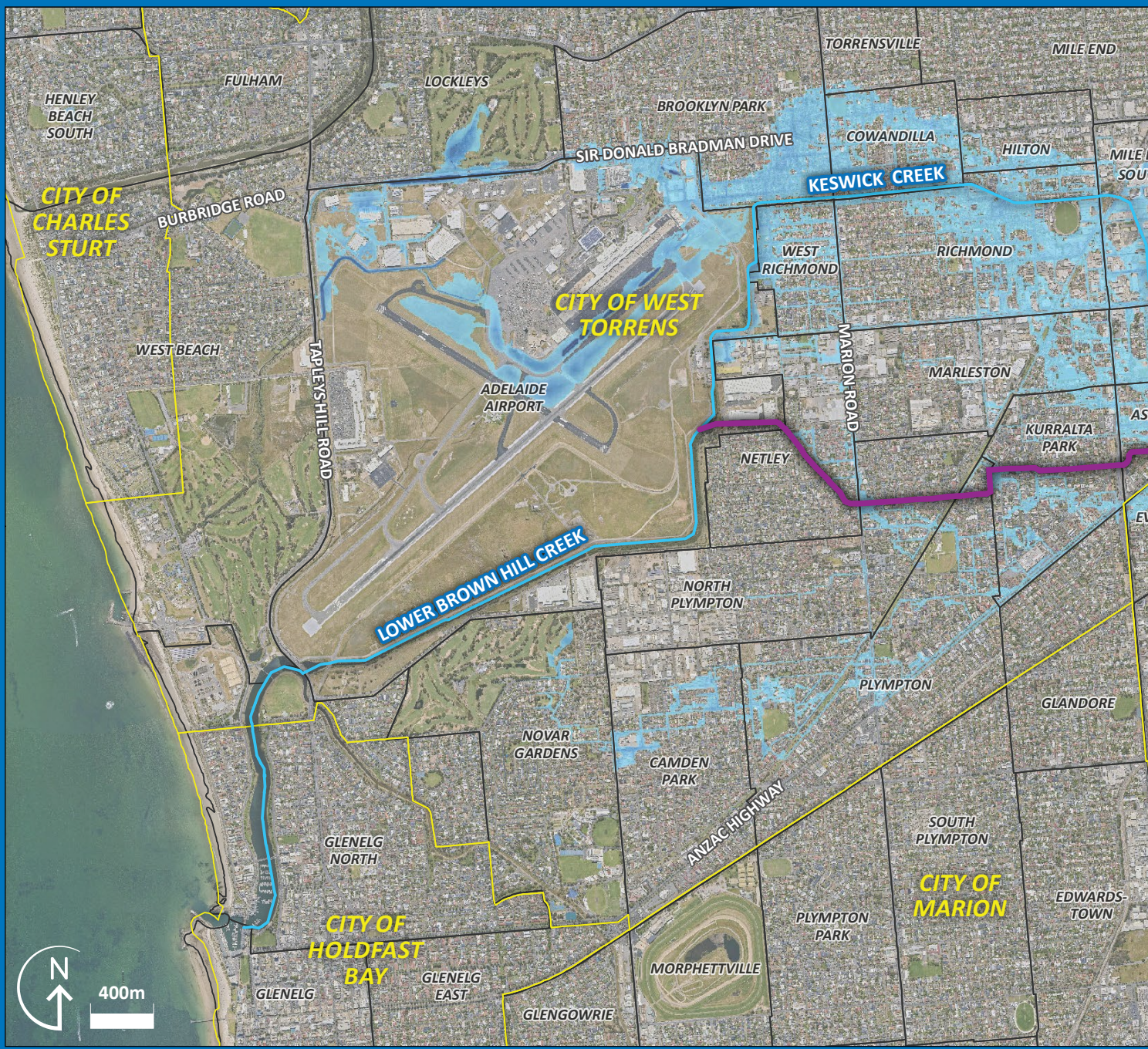
6. Project Map

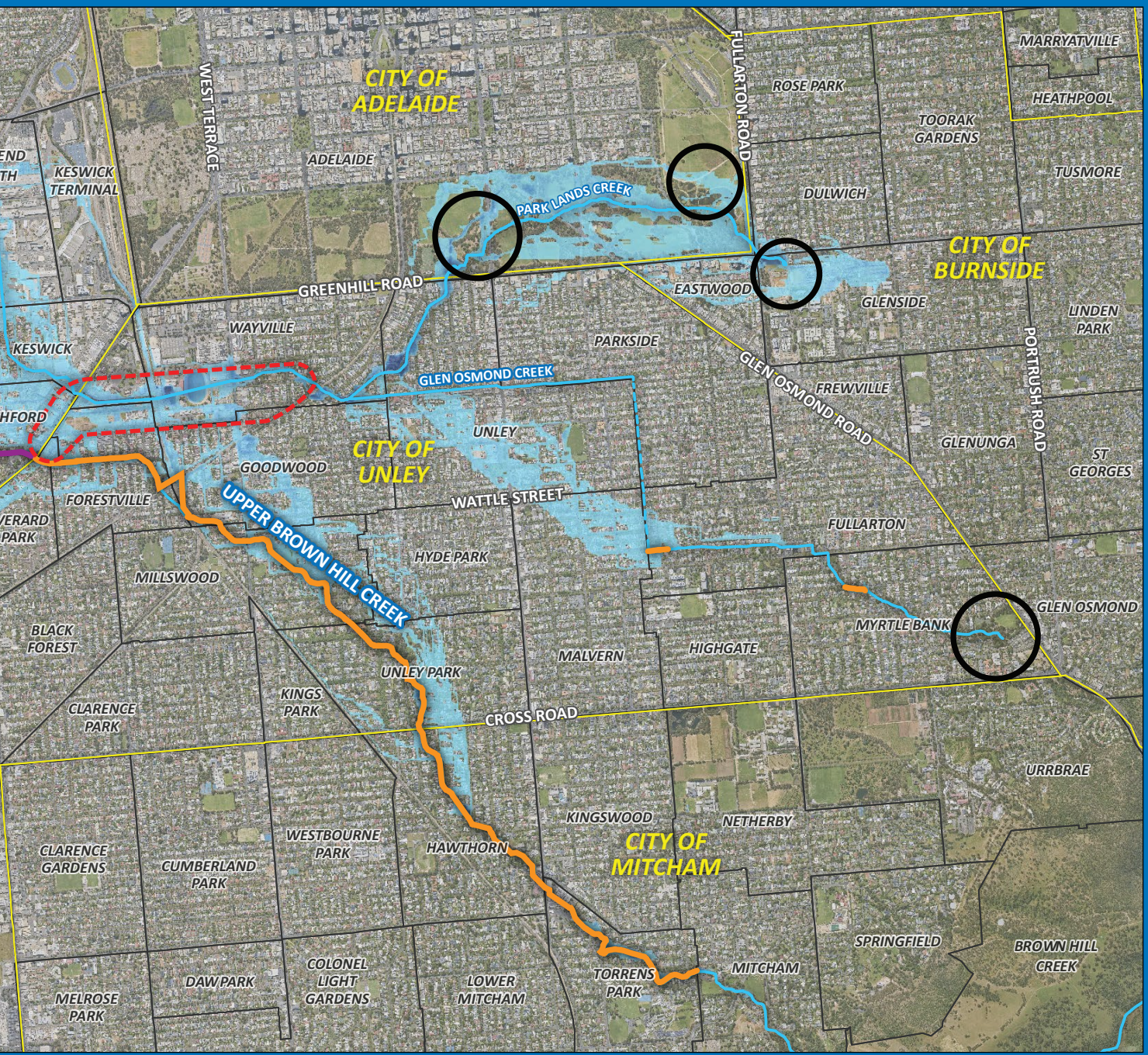
Stage 1 – Flood Detention

Stage 2 – Lower Brown Hill Creek Upgrades

Stage 3 – Keswick Creek Flow Diversions

Stage 4- Upper Brown Hill and Glen Osmond Creek Upgrades




CITY OF ADELAIDE
CITY OF BURNSIDE
CITY OF UNLEY
CITY OF MITCHAM
WEST TERRACE
FULLARTON ROAD
MARRYATVILLE
HEATHPOOL
ROSE PARK
TOORAK GARDENS
TUSMORE
DULWICH
ADELAIDE
KESWICK TERMINAL
PARK LANDS CREEK
GREENHILL ROAD
EASTWOOD
GLENSIDE
LINDEN PARK
WAYVILLE
PARKSIDE
KESWICK
GLEN OSMOND CREEK
GLEN OSMOND ROAD
FREWVILLE
PORTRUSH ROAD
GLENUNGA
ST GEORGES
UNLEY
GOODWOOD
FORESTVILLE
WATTLE STREET
UPPER BROWN HILL CREEK
FULLARTON
HYDE PARK
MILLSWOOD
GLEN OSMOND
MYRTLE BANK
BLACK FOREST
MALVERN
HIGHGATE
UNLEY PARK
KINGS PARK
CLARENCE PARK
CROSS ROAD
URRBRAE
KINGSWOOD
NETHERBY
WESTBOURNE PARK
HAWTHORN
CLARENCE GARDENS
CUMBERLAND PARK
SPRINGFIELD
BROWN HILL CREEK
COLONEL LIGHT GARDENS
DAW PARK
LOWER MITCHAM
TORRENS PARK
MITCHAM
MELROSE PARK

7. Governance

The Brown Hill Keswick Creek Stormwater Project is governed and administered by an independent Board in accordance with the *Local Government Act 1999* and the Board's Charter. The Board has established a robust governance framework to support effective decision-making, accountability, risk management and oversight of the Project, underpinned by comprehensive reporting, policies and procedures.

The Board comprises five independent members appointed following recommendations from a Nominations Committee comprising representatives of each of the five Constituent Councils. Board members are selected based on their skills, experience and capacity to contribute to the effective governance and delivery of the Project. Appointments are structured on a rolling basis, with no more than two positions expiring in any one year, supporting continuity of knowledge and experience while allowing for regular renewal of Board membership.

The Board is supported by an Owners Executive Committee, which provides a formal forum for engagement with the five Constituent Councils. The Owners Executive Committee comprises one representative from each Constituent Council and provides an important link for consideration of matters relating to the strategic direction, performance and broader interests of the Project. Meetings between the Board and the Owners Executive Committee are scheduled quarterly, with four meetings held during the 2025/26 financial year.

The Board's Audit and Risk Committee (ARC) provides independent oversight and advice on financial management, risk, internal controls, audit and governance matters. The Board recently reviewed the composition of the ARC and recommended to the Owners Executive Committee that, subject to the availability of suitably qualified candidates, the Committee comprise two Board members and three independent members. The recommendation was endorsed by the Owners Executive Committee, with the appointment process for the new Committee subsequently progressed.

The Board also appoints a Project Director, who is responsible for implementing the Board's decisions and overseeing the day-to-day operational and capital works requirements of the Project. The Project Director is supported by specialist technical and professional advisers as required, ensuring the Board has access to the expertise necessary to discharge its responsibilities effectively.

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

Owners Executive Committee

City of Adelaide	**Tom McCready**	Director, City Services
City of Burnside	**Barry Cant**	Director Environment and Place
City of Mitcham	**Daniel Baker**	General Manager Engineering & Horticulture
City of Unley	**Peter Tsokas**	Chief Executive
City of West Torrens	**Michelle Kennedy**	General Manager Natural and Built Environments

Independent Members of Audit and Risk Committee



David Linder-Patton
Appointed
February 2023



Pep Piscioneri
Appointed
October 2025



Roberto Bria
Appointed
October 2025

Project Director



Peta Mantzarapis
Appointed
January 2019

Board Member Meeting Attendance 2025/26

Date	Judith Choate	Geoff Vogt	Rachel Barratt	Rob Gregory	Howard Lacy
29 Jul 2025	✓	✓	✓	✓	✓
23 Sep 2025	✓	—	✓	✓	✓
21 Oct 2025	✓	—	✓	✓	✓
11 Nov 2025	✓	✓	✓	—	✓
5 Feb 2026	—	✓	✓	✓	✓
17 Feb 2026	✓	✓	✓	✓	✓
10 Mar 2026	✓	✓	✓	✓	✓
28 Apr 2026	✓	—	✓	✓	✓
9 Jun 2026	✓	✓	✓	✓	✓

Audit and Risk Committee Meeting Attendance 2025/26

Date	Judith Choate	Geoff Vogt	Rachel Barratt	Howard Lacy	David Linder-Patton	Pep Piscioneri	Roberto Bria
17 Sep 2025	✓	—	✓	✓	✓		
28 Oct 2025	✓	✓			✓	✓	✓
17 Feb 2026	✓	✓			✓	✓	✓
26 May 2026	✓	✓			✓	✓	✓

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



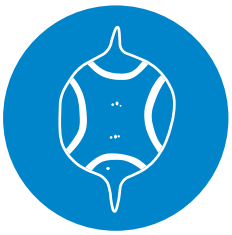
Green Adelaide



Federal and State Members



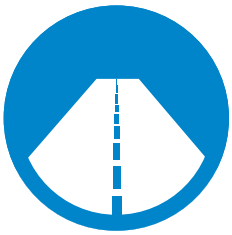
Adelaide Park Lands Authority



Kaurna Community



Residents



Commonwealth and State Government Departments



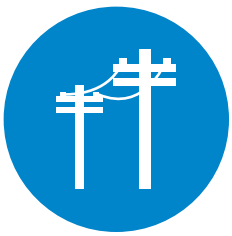
Community Groups



Suppliers



Consultants



Service Utility Providers



Betty Long Gardens

9. Project Partners

Constituent Councils

The Brown Hill Keswick Creek Stormwater Project is the result of many years of collaboration and commitment from our five Constituent Councils – the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.

The Project benefits from support and expertise across all levels of Council, including CEO and delegate representation on the Owners Executive Committee, technical expertise and design input, finance and budget liaison, planning and environmental input, and engagement with asset managers to ensure operational requirements are appropriately considered.

The Board works closely with each Constituent Council throughout project delivery, maintaining strong relationships and open communication to ensure a coordinated approach, achieve successful project outcomes and identify opportunities to maximise the long-term utility and value of Board and Council assets.

Stormwater Management Authority

Building on the collaborative approach established by the five Constituent Councils, the Stormwater Management Authority (SMA) plays a role in supporting the delivery of the Project. In addition to the important role the SMA played in the review and approval of the Plan, the Board's Project Director maintains regular engagement with the SMA General Manager to support a well-informed, coordinated and consistent approach to project delivery.

Through the SMA, the State Government has committed to providing up to $70 million in matched capital funding for the Project over a 20-year period. This funding represents a critical contribution to the Project's long-term delivery and, together with the commitment of the Constituent Councils, provides an important foundation for delivering the infrastructure required to improve flood resilience across the catchment.

CITY OF ADELAIDE

City of Burnside

CITY OF MITCHAM

THE CITY of Unley

City of West Torrens
Between the City and the Sea

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 strong relationships established with local suppliers, consultants and organisations. The Board places a strong emphasis on collaboration, bringing together experienced professionals and industry leaders to deliver high-quality outcomes for the project and the community.

The Board is committed to creating opportunities that build capacity within the local market, generating broader benefits for the local economy. The packaging and scheduling of construction works have been deliberately structured to maximise opportunities for local tier 2 and tier 3 contractors to participate in project delivery, building experience and capability.

The project draws on the knowledge and expertise of a diverse range of professional and specialist service providers across industries such as project management, landscape architecture, surveying, engineering, legal, environmental, ecological, cultural heritage, civil construction, geotechnical, property and arboricultural services.

Through these partnerships, the project is not only delivering critical stormwater infrastructure, but also supporting local industry, strengthening capability and contributing to economic activity across metropolitan Adelaide.



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 **150,000 total site hours** have been spent delivering our works, with **zero notifiable incidents** and **zero lost time injuries reported.**



11. Landowner Engagement

The creek network within the catchment is largely contained within privately owned land, traversing backyards, passing beneath dwellings and forming an integral part of the urban landscape. Effective engagement with property owners is therefore fundamental to the successful delivery of the project.

The Board is committed to keeping property owners informed about planned flood mitigation works and their potential impact on private property. Recognising that every property and landowner has different circumstances and priorities, the Board takes an open, respectful and flexible approach to engagement and negotiation. This approach allows project solutions to be tailored to individual properties, including adapting channel treatments to achieve the required flow capacity while responding to site-specific conditions and opportunities.

To support this approach, the Board has developed a suite of documents to provide clarity for property owners, establish consistent processes and make engagement as straightforward as possible.



Delivery Framework for Channel Upgrades

The Delivery Framework sets out six stages involved in delivering a channel upgrade, from initial concept design through to construction. It identifies the activities, deliverables, property owner consultation, decision gateways and indicative duration for each stage. The framework provides property owners with a clear understanding of how a project will progress and the opportunities available to contribute throughout the process.



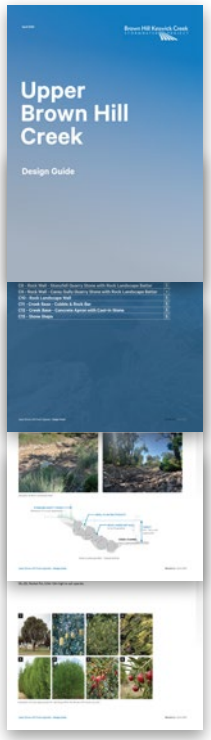
Landowner Information Guide

The Landowner Information Guide explains the Board's approach to delivering stormwater infrastructure upgrades on private property. It outlines why access to private land may be required, the Board's statutory powers and responsibilities, and the rights and protections available to property owners. It also explains how the Board works with landowners to minimise impacts, address property-specific matters and achieve practical outcomes wherever possible.



Access and Tenure Flowchart

The Board requires access to private property to design, construct and maintain stormwater infrastructure. The Access and Tenure Flowchart explains the statutory powers available to the Board to undertake temporary works and outlines the three mechanisms available to secure access for the construction and ongoing management of permanent infrastructure.



Design Guide

The Design Guide provides property owners with a reference manual for the range of reinstatement treatments available within their properties. It establishes a design palette that reflects the character and qualities of Upper Brown Hill Creek and supports the project's objective of delivering infrastructure that is aesthetically considered, resilient, sustainable, practical to construct and easy to maintain. The guide distinguishes between the Board's standard reinstatement options and opportunities for property owners to contribute financially towards value-add outcomes.

Template Licence Agreement

The Board has established a template licence agreement for property owners whose land incorporates a section of the creek. The licence provides the Board with the necessary permission to access and use the land to deliver creek upgrade works and establishes the terms and conditions governing that access and use. A schedule to the licence provides flexibility to incorporate property-specific terms and conditions agreed with individual landowners.

Respectful and constructive engagement extends throughout the project lifecycle and is particularly important once works commence on site. The Board places a strong emphasis on engaging construction contractors who understand the unique challenges of working on and around private property and who demonstrate a genuine commitment to working respectfully with affected landowners. The value of this approach was reflected in a recent gesture from a property owner to members of the Camco site team, accompanied by a card expressing appreciation for the professionalism, consideration and care demonstrated throughout six months of works at their property:

Dear Neil,

Thank you very much for all your amazing work you and Phil have done at our place over the last 6 months.

In addition to your professionalism and impressive skills was the consideration and thoughtfulness you have given to us. You have always been prepared to stop and chat to explain what you are doing which has been very reassuring,

The works under our house and rebuilding the creek banks could have been a really difficult experience but you and Phil have made it a positive memory for us.

Thank you very much.

Kind Regards,

[Impacted property owners]

12. Awards



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

Most recently, the Board was one of two winners awarded the Risk Management Major Award at the LGA Mutual Awards. These awards recognise exceptional commitment and innovation in workplace health and safety and risk management across the South Australian Local Government sector. The Board was recognized for its Best Practice Operating Procedure (BPOP) for safety fencing and barriers, developed to protect the community from risk of serious injury and drowning.

The BPOP provides a framework for the Board to:

1. Assess safety risks (both inherent and residual risks arising from works); and
2. Identify adequate fencing and safety barriers required to mitigate these risks.

The Board has been recognised for its practical and consistent approach to managing safety risks in stormwater works, helping improve safety outcomes for property owners, partner Councils, and the broader community.

The Brown Hill Keswick Creek Stormwater Project was also recently recognised as an Award Legacy Story by Local Government Professionals as part of their 25 Years of Leadership Excellence celebrations.

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

Local Government Professionals

2026 Awards Legacy Story
25 years of Leadership Excellence

Local Government Association Mutual Awards

Risk Management Major Award 2026
Best Practice Operating Procedure (BPOP) for safety fencing and barriers

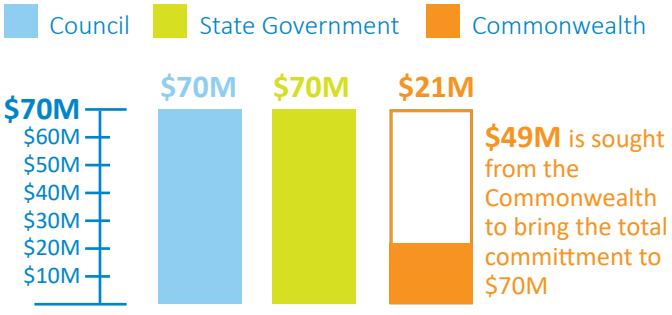
13. Capital Funding

The Brown Hill Keswick Creek Stormwater project represents a genuine partnership between local, state and federal governments to deliver one of Australia's most significant urban flood mitigation programs.

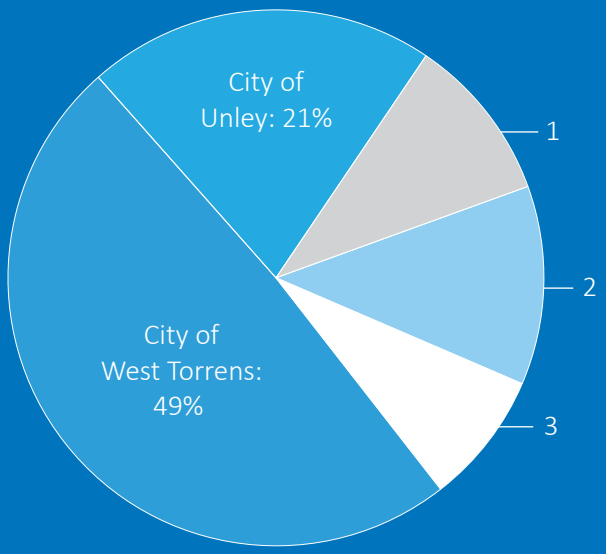
The Brown Hill Keswick Creek Catchment Stormwater Management Plan 2016 proposed a tripartite funding arrangement, whereby the project would be funded equally by Local, State and Federal Government. The five Constituent Councils have committed $70m toward delivery of the project, and $70m in matching funds have been committed by the South Australian Government's Stormwater Management Authority. To date, the Commonwealth Government has committed $21.59m through three grant programs:

- $10 million via the Preparing Australian Communities Program (2022)
- $6.66 million via the Disaster Ready Fund – Round One (2023/24) and Round Two (2024/25)
- $4.93 million via the Urban Rivers and Catchments Program – Round 1 (2023/24)

Current Funding Commitments



Council Capital Contributions



1. City of Mitcham: 10%
2. City of Burnside: 12%
3. City of Adelaide: 8%

A significant funding shortfall remains and the BHKC Stormwater Board is seeking a $49 million contribution from the Federal Government to bring the total Commonwealth commitment to $70 million, in line with the commitments made by Local and State Government. A pre-budget submission was lodged in January 2026 and an application for funding was recently made under Round 4 of the Disaster Ready fund.



Betty Long Gardens



Lower Brown Hill Creek Upgrades

14. Delivery of Capital Works

The Board has continued to make significant progress in delivering one of metropolitan Adelaide's most complex and ambitious stormwater infrastructure programs. Working collaboratively across five Constituent Councils, the Board has successfully delivered major components of the Project while navigating the technical, environmental, community and stakeholder challenges inherent in delivering significant infrastructure within established urban areas.

The scale of achievements to date reflects the Board's strong focus on project delivery, sound governance and effective collaboration, with substantial investment now translated into critical infrastructure that is improving flood resilience across the catchment. With major works completed and further projects well advanced, the Board remains focused on maintaining this momentum and delivering the remaining works necessary to realise the full benefits of the Project for the community.



Lower Brown Hill Creek Upgrades - culvert installation

$75m+

of critical stormwater infrastructure delivered

STAGE 1
100% COMPLETE

STAGE 2
50% COMPLETE

STAGE 4

Key flooding hotspots now being addressed

$21.6m

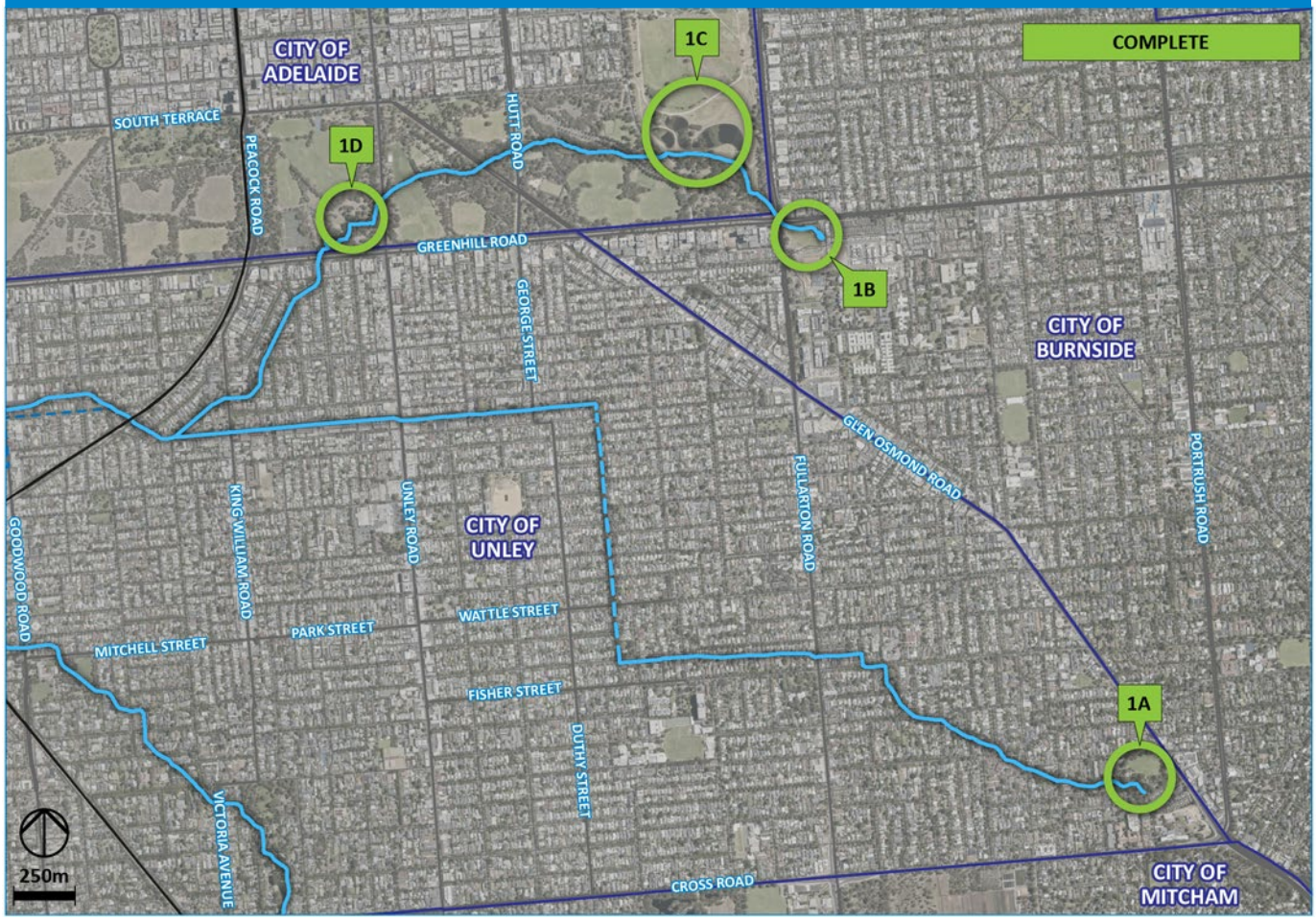
in Commonwealth funding secured

1 Stage 1 - Flood Detention

COMPLETE

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

Stage 1 Capital Works



1A Ridge Park Flood Control Dam

1B Glenside Detention Basin

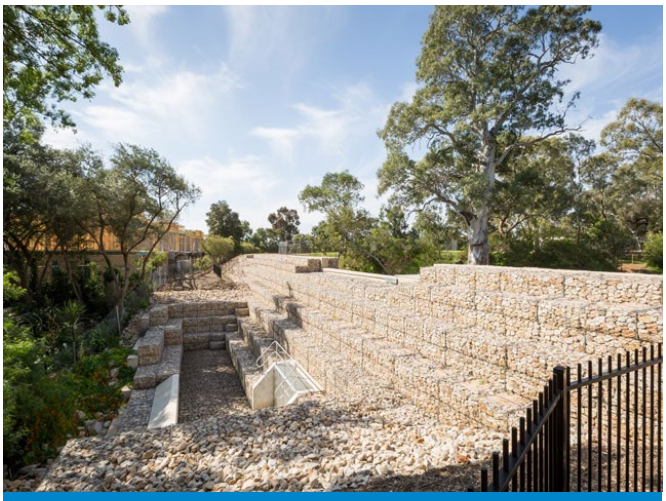
1C Pakapakanthi Wetland in Victoria Park (Park 16)

1D Kurangga Creek Works in Blue Gum Park (Park 20)

1A 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.



Ridge Park - Flood Control Dam



Glenside concrete swale

1B 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.

1C Pakapakanthi Wetland in Victoria Park (Park 16)

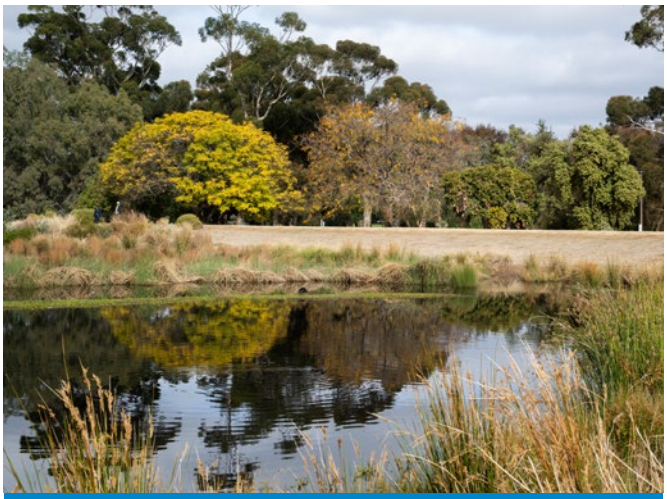
The Pakapakanthi Wetland is located at the southern end of Victoria Park, adjacent Park Lands Creek. Flows from approximately 600 hectares of urban land and 100 hectares of hills face land travel down Park Lands Creek, through the Glenside site and beneath the Fullarton and Greenhill Roads intersection 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.



Pakapakanthi Wetland



Pakapakanthi Wetland

Government of South Australia
Green Adelaide

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

1D Kurangga Creek Works in Blue Gum Park (Park 20)

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

A low-level mound of up to 1 metre in height was constructed to the south and west of the existing playing fields and stretches for a total distance of approximately 600 metres. The works also included realignment of existing creek lines in the southern section of the park, enabling backfilling to support tree health and protect significant Red Gum trees against erosion. 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 works integrate with existing users of this space, including TreeClimb.

The Park 20 project works were completed in September 2022.



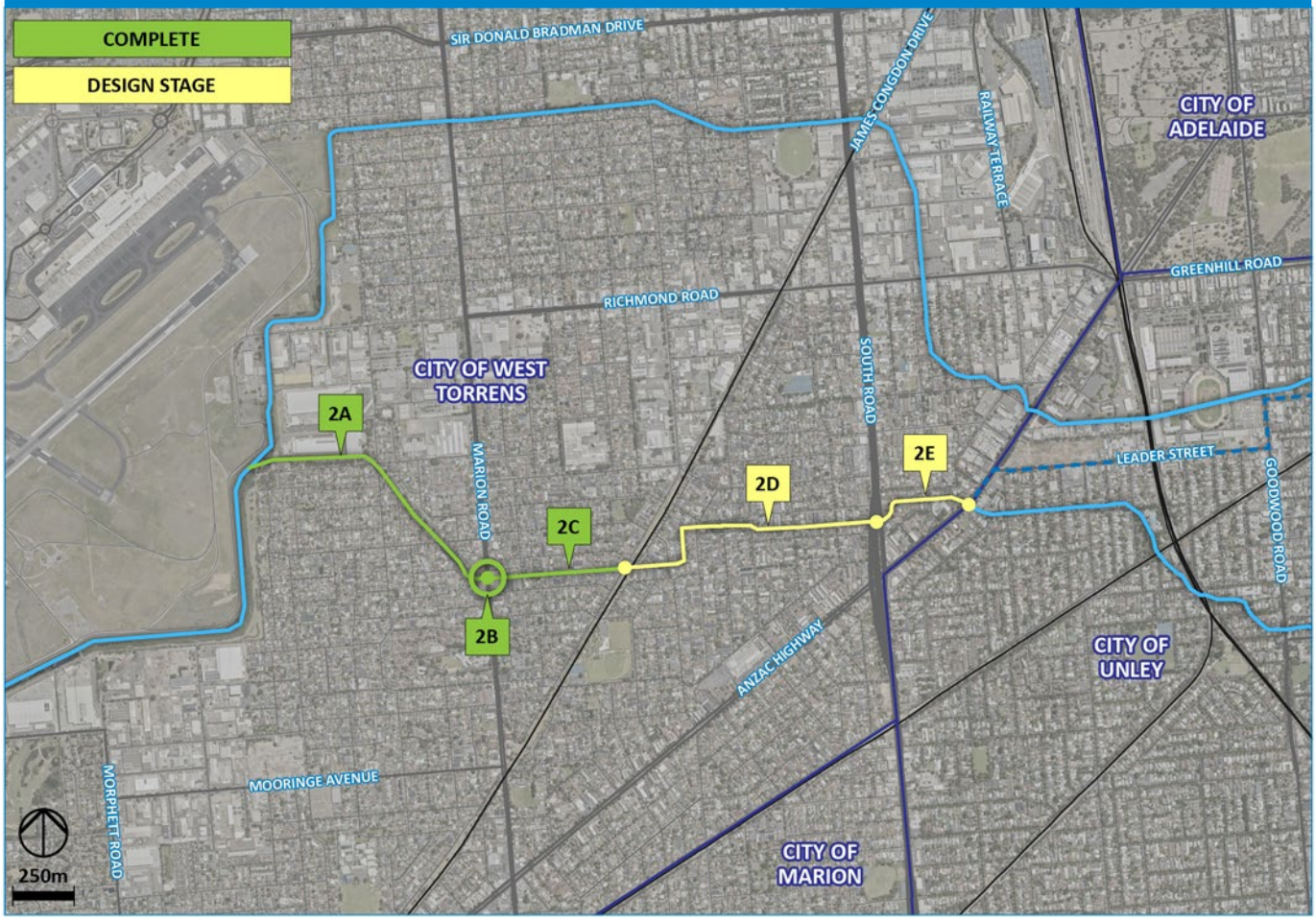
Kurangga Creek Works

2 Stage 2 - Lower Brown Hill Creek Upgrades

IN PROGRESS

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 complete and Packages 4 and 5 being designed.

Stage 2 Capital Works



LBHC WORK PACKAGES

2A Package 1 Airport to Marion Road

2B Package 2 Marion Road Crossing

2C Package 3 Marion Road to Birdwood Terrace

2D Package 4 Birdwood Terrace to South Road

2E Package 5 South Road to Anzac Highway

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 packages 1-3 was completed in 2026 and design of packages 4 and 5 is progressing.

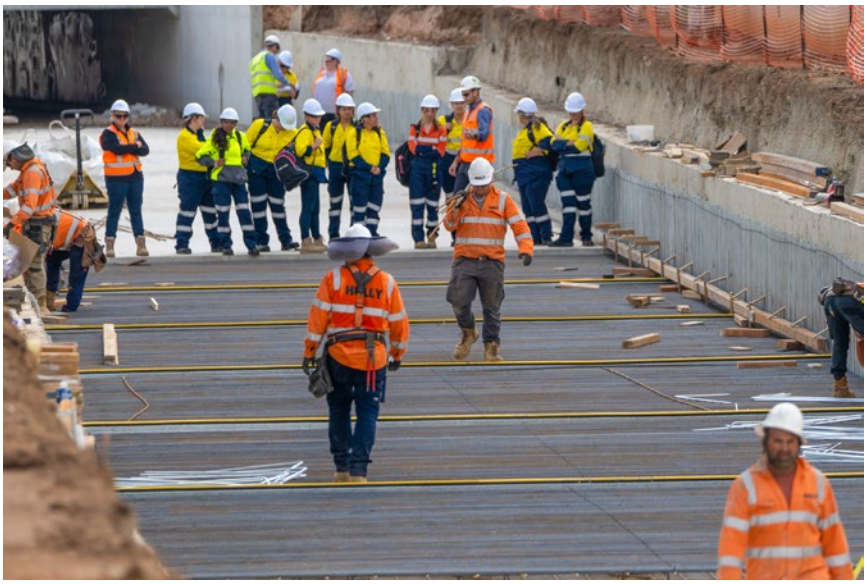


Channel construction

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








Beltrame Civil





Daly Street Bridge

Although construction of packages 4 and 5 of the Lower Brown Hill Creek upgrades has 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.

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.



Bridge Upgrade - Before



Bridge Upgrade - After

3

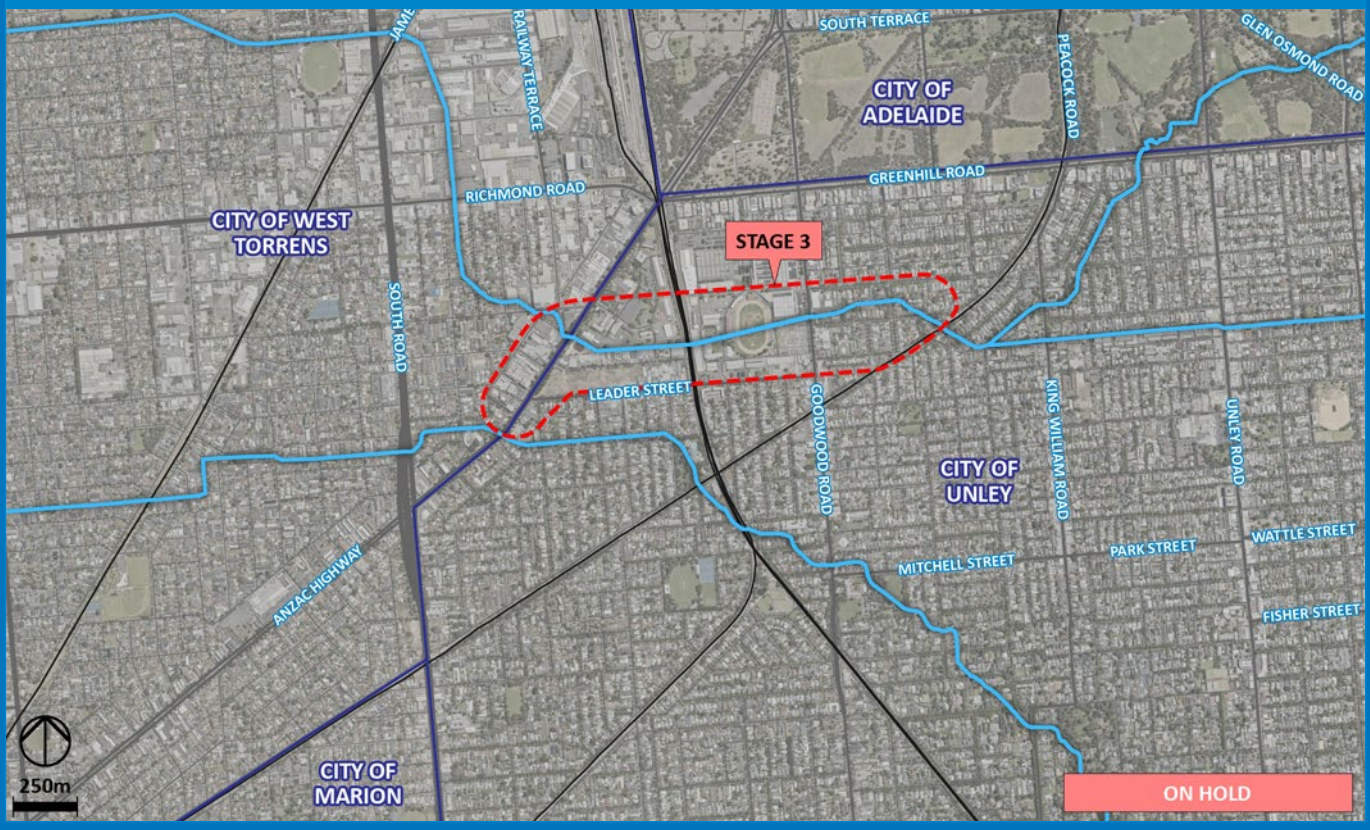
Stage 3 - Keswick Creek Flow Diversions

ON HOLD

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.

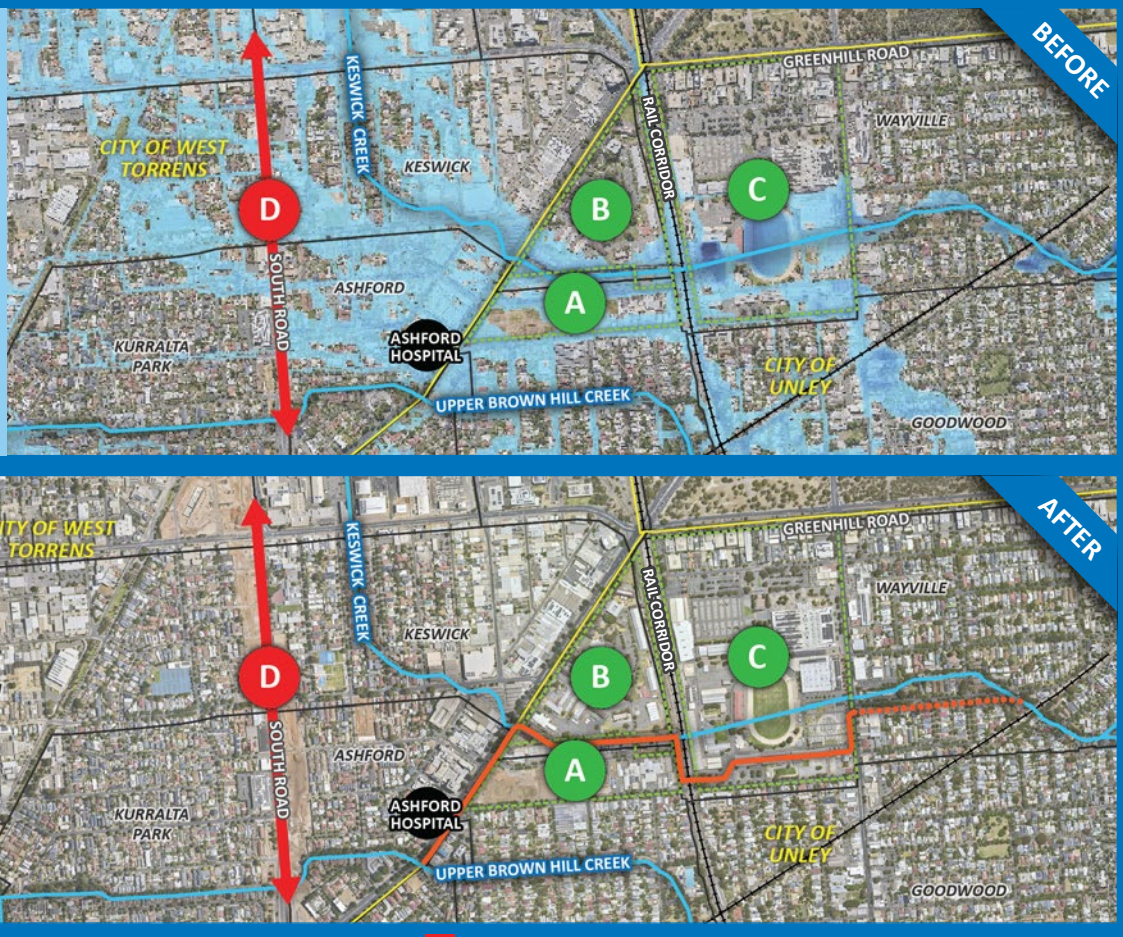
Stage 3 Capital Works



The catchment has undergone significant urbanisation, and this trend will continue in the future as State and Local Governments strive to meet the housing needs of Adelaide's growing population. The impervious areas associated with urban development are a key driver to the production of stormwater runoff and, together with increases in rainfall intensity due to climate change, will continue to increase the probability of major flooding in the catchment.

The South Australian Government's recently announced Inner-South Neighbourhood Masterplan encompasses some of the catchment's most flood affected suburbs. In addition, the design of the Torrens to Darlington Project, including the measures required to protect the lowered and tunnelled sections of motorway from floodwater ingress, will fundamentally alter historical floodplain behaviour within the catchment.

Without the completion of the Flow Diversion, a substantial portion of the masterplan area will remain undevelopable due to existing and ongoing flood risk.



Inner-South Neighbourhood Masterplan Precinct

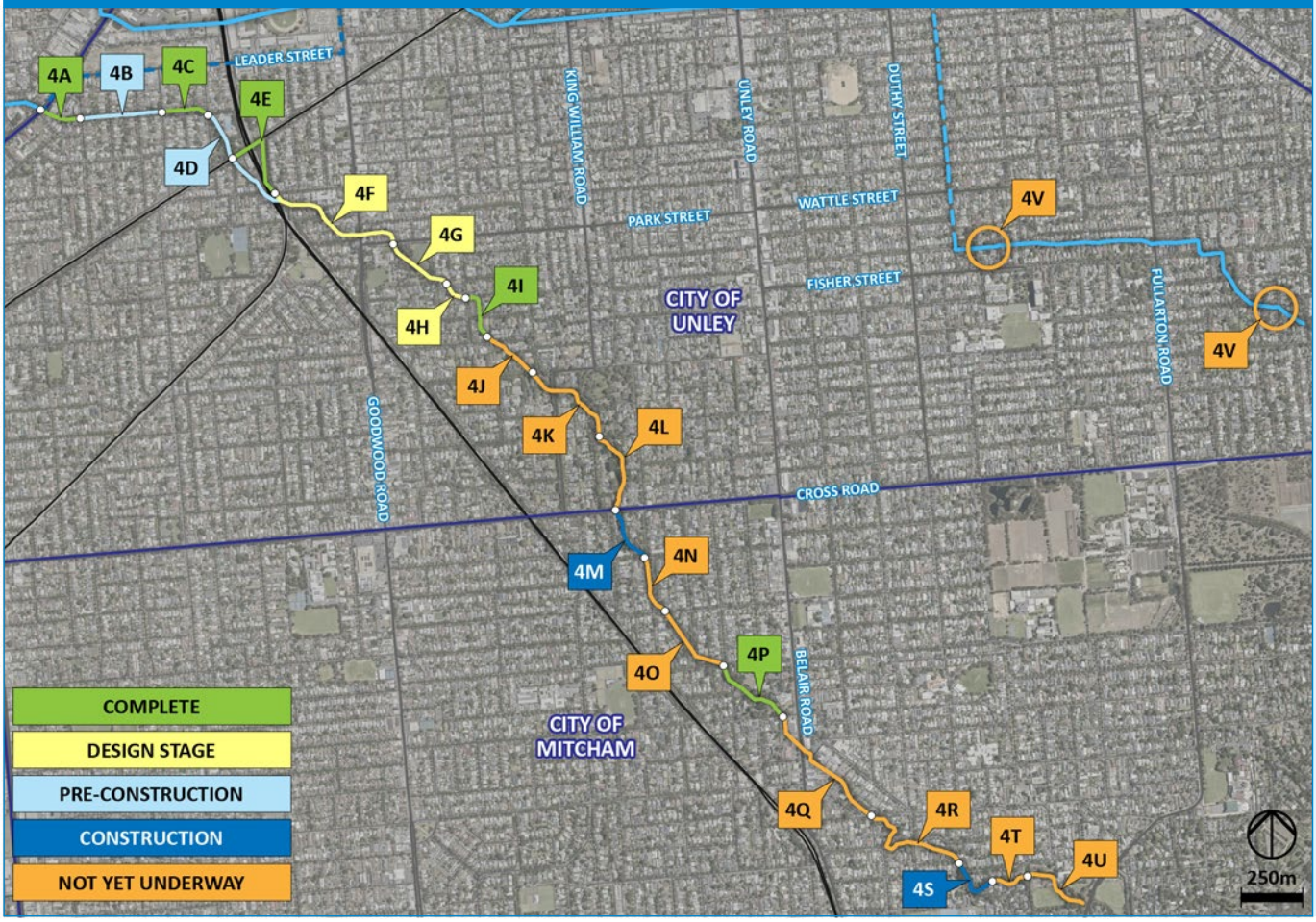
A Old Le-Cornu site
B Keswick Barracks
C Adelaide Showgrounds
D T2D North-South Corridor
Keswick Creek Flow Diversion

4 Stage 4 - Upper Brown Hill and Glen Osmond Creek Upgrades

IN PROGRESS

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.

Stage 4 Capital Works

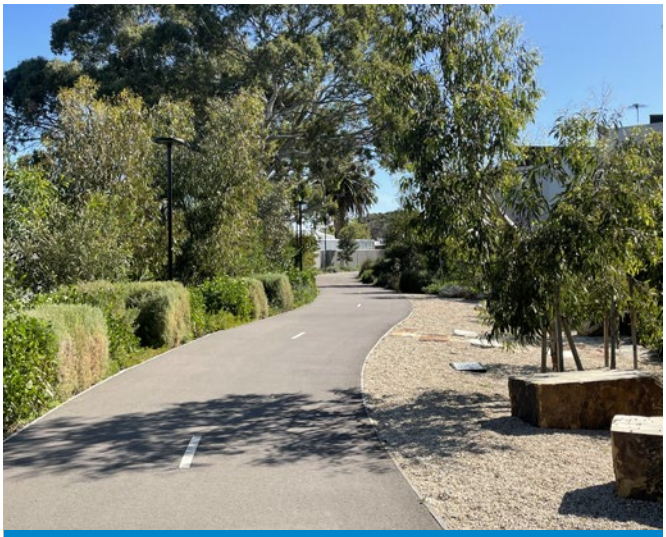


- **4A** Everard Park- Anzac Hwy to Third Ave
- **4B** Forestville – Third Ave to Leah St (Wilberforce Walk)
- **4C** Forestville- Leah St to Ethel St
- **4D** Forestville Reserve
- **4E** DPTI Diversion Culvert
- **4F** Millswood – Victoria St to Mitchell St
- **4G** Orphanage Park
- **4H** Millswood – Percy St to Regent St
- **4I** Millswood – Regent St to Malcolm St
- **4J** Millswood/Unley Park- Malcolm St to Northgate St
- **4K** Unley Park – Northgate St to Heywood Ave
- **4L** Unley Park – Heywood Ave to Cross Rd
- **4M** Hawthorn – Cross Rd to Hampton St
- **4N** Godden Reserve
- **4O** Hawthorn – Devonshire St to George St
- **4P** Hawthorn Reserve / Soldiers Memorial Gardens
- **4Q** Hawthorn/Torrens Park – Angas Rd to Ayr Ave
- **4R** Torrens Park – Ayr Ave to Balkissoch Rd
- **4S** Torrens Park – Betty Long Gardens
- **4T** Torrens Park – Inverloch Ave to Muggs Hill Rd
- **4U** Mitcham – Muggs Hill Rd to Brown Hill Creek Recreation Park
- **4V** Glen Osmond Creek Upgrades

4A Everard Park - Anzac Hwy to Third Ave

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

4B Forestville – Third Ave to Leah St (Wilberforce Walk)

The Wilberforce Walk project is in the pre-construction phase with works to commence on-site in the latter part of 2026 and continue into 2027. Brown Hill Creek runs alongside Wilberforce Walk, an established shared use path network recently upgraded by City of Unley, and in its current form the channel and road crossings are of insufficient capacity to accommodate major flows.

The condition of the existing watercourse has been significantly altered from its natural condition, with a concrete low flow channel and steep banks that are prone to erosion. Where Brown Hill Creek passes beneath Second Avenue there are currently no footpaths, resulting in pedestrian safety concerns.

The delivery approach seeks to achieve the required flow capacity while ensuring protection of the Significant Red Gum and maximizing opportunities for planting new large native trees to enhance the tree canopy along Wilberforce Walk. The new culvert crossings at First Avenue and Second Avenue will include the relocation of some existing utility services and new footpaths on both sides of the roads.

The Wilberforce Walk project is being delivered with the support of funding from the Australian Government's Disaster Ready Fund.

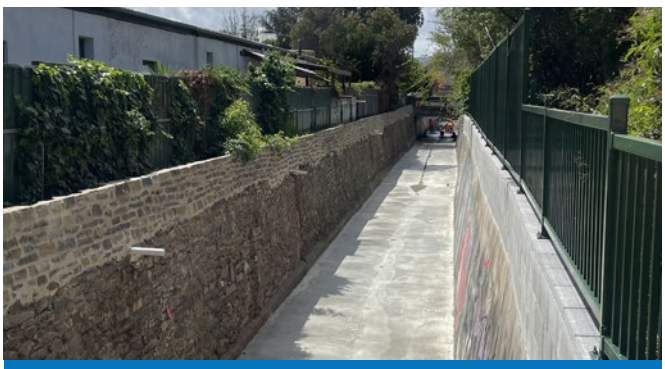


Wilberforce Walk - Stacked rock wall option

4C Forestville – Leah St to Ethel St

These upgrades involved 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.



Leah St to Ethel St - Raised channel walls

4D Forestville Reserve

The Forestville Reserve project is in the pre-construction phase, with works to commence on-site in the latter part of 2026 and continue into 2027.

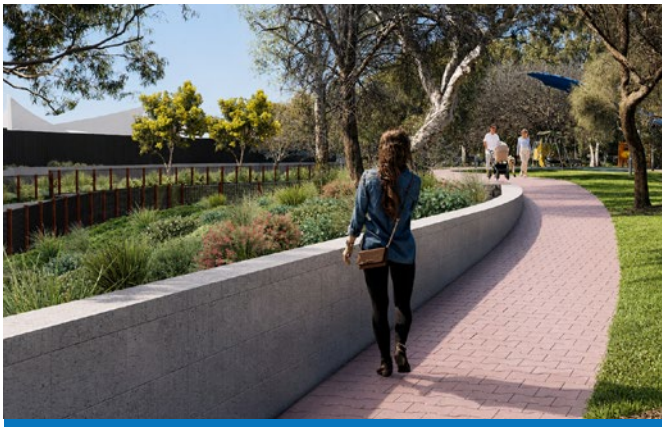
The condition of the existing Brown Hill Creek watercourse through Forestville Reserve has been significantly altered from its natural condition. The concrete low flow channel and steep banks require restoration efforts to improve ecological health and biodiversity.

The delivery approach seeks to achieve channel naturalisation and biodiversity outcomes with a focus on protection of significant trees, improved water quality and habitat for native species, and opportunities for increased amenity and community interaction.

For the southern section of channel, new gabion walls will be constructed for the channel banks – the gabion baskets can be installed with limited disturbance to the existing channel banks and will be filled with sandstone quartzite stones to prevent erosion. On the western side, these new gabion walls will be constructed in a terraced configuration to maximise the opportunity for new plantings.

For the northern section of channel, concrete block walls will be used to achieve vertical banks – this design approach minimises the earth-disturbing activities in the root zones of regulated and significant trees that will be protected and retained.

The existing concrete base will be removed and replaced with cobble stones to promote groundwater replenishment.



Downstream end, looking south



Upstream end, looking north

The Forestville Reserve project is being delivered with the support of funding from the Australian Government's Urban Rivers and Catchments Program.

4E 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.



Diversion Culvert

4F Millswood – Victoria St to Mitchell St

Design works are underway for the upgrade of the section of Brown Hill Creek between Victoria Street and Mitchell Street, Millswood. This section of creek is predominantly in private ownership, located over back fences in close proximity to yard improvements and some houses. The design team has recently commenced engagement with impacted property owners and this will continue in the coming months.

4G Orphanage Park

The Orphanage Park project is in the investigation and design stage, with works to commence on-site in the latter part of 2027.

The condition of the existing Brown Hill Creek watercourse through Orphanage Park is significantly degraded and the historical land use has led to disturbance and loss of native vegetation. Sedimentation and bank erosion are currently impacting riparian vegetation, and ecological assessment identified a predominance of invasive weeds.

The delivery approach seeks to achieve channel naturalisation and biodiversity outcomes with a focus on protection of significant trees, improved water quality and habitat for native species, and opportunities for increased amenity and community interaction.

This approach is cognisant of the existing features of the reserve by:

- Retaining and protecting existing significant, regulated and native trees in preference to weed and exotic species in the watercourse corridor.
- Retaining and protecting the existing heritage stone channel base.
- Improving the existing pedestrian and cycle access at the culvert crossing in the reserve.
- Retaining the existing culvert crossing at Mitchell Street.

The Orphanage Park project is being delivered with the support of funding from the Australian Government's Urban Rivers and Catchments Program.



Orphanage Park - Existing Crossing



Orphanage Park - Existing Channel

4H Millswood – Percy St to Regent St

Design works are underway for the upgrade of the section of Brown Hill Creek between Percy Street and Regent Street, Millswood. This section of creek is predominantly in private ownership, located within rear yards and forming a key feature in residential properties. The design team has recently commenced engagement with impacted property owners and this will continue in the coming months.

4I Millswood – Regent St to Malcolm St

This project was completed in 2025, with final landscape reinstatement completed in 2026.

The project involved 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 engaged closely with property owners over the course of design development and during construction.

Delivering in a heavily constrained environment, the works were 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.



Channel works beneath dwelling

> *"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

4M Hawthorn – Cross Rd to Hampton St

Construction commenced on this project in January 2026 and is due for completion in the first half of 2027.

The section of Brown Hill Creek that runs through private properties between Cross Road and Hampton Street in Hawthorn is a known flooding hotspot – multiple properties at this location have been inundated by high flow events in 2005, 2016 , 2023 and 2026 and remain vulnerable to flooding. The condition of the existing watercourse varies. For some properties, the watercourse bisects their backyard and represents an asset of high intrinsic value that is fully integrated with landscaping. For other properties, the watercourse is less maintained and delineated from useable yard areas by fences or walls.

The delivery approach seeks to achieve the required flow capacity while integrating the channel wall selections of adjoining property owners and otherwise minimising the land that is impacted by the works.

The new channel walls will include a range of treatments from the Board's Design Guide, including vertical concrete block walls, stacked rock walls and rock landscape walls. New safety fences will be installed along the channel walls through private property and the existing cobble base of Brown Hill Creek will be retained and replenished with new stones.

The new culvert crossing at Hampton Street will include the relocation of some existing utility services and new footpaths on both sides of the road.

The Cross Road to Hampton Street project at Hawthorn is being delivered with the support of funding from the Australian Government's Disaster Ready Fund.

4P 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.



Hawthorn Reserve natural Creek

4T Betty Long Gardens

Construction commenced on this project in the latter months of 2025 and the civil works are predominantly complete, with landscape reinstatement remaining.

The condition of the existing Brown Hill Creek watercourse through Betty Long Gardens and adjacent private property had been significantly impacted by high flow events in 2005, 2016, 2023 and 2026 which caused erosion of the creek bed and undermining of the channel banks.

The delivery approach sought to achieve channel naturalisation and biodiversity outcomes with a focus on protection of the significant Kauri trees located along the top of the western bank, improved water quality and habitat for native species, and opportunities for increased amenity and community interaction.

New gabion walls have been constructed for the channel banks, allowing for installation with limited disturbance and filled with sandstone quartzite stones to prevent erosion. The baskets are durable and flexible and will tolerate future ground movements. The existing cobble base has been retained and replenished with new stones.



Gabion Construction

The Betty Long Gardens project is being delivered with the support of funding from the Australian Government's Urban Rivers and Catchments Program.



Betty Long Gardens

15. Financial Snapshot

Operational expenditure of the Board is funded equally by the Constituent Councils.

2025/26 Operating Funding		
City of Adelaide	20%	$172,000
City of Burnside	20%	$172,000
City of Mitcham	20%	$172,000
City of Unley	20%	$172,000
City of West Torrens	20%	$172,000
Total		**$860,000**

The Board's capital activities are funded by the five Constituent Councils and the Stormwater Management Authority, with supplementary funding provided under various Commonwealth Government grant programs.

2025/26 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
Constituent Council Total		$4,000,000
Stormwater Management Authority		$4,000,000
Commonwealth Grant Funding		$5,165,939[1]
Total		**$13,165,939**

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

16. Audited Financial Statements

Brown Hill & Keswick Creeks Stormwater Board
Certification of financial statements
As at 30 June 2026

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 2026 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
Judith Choate (Sep 16, 2026 13:02:05 GMT+9.5)

Board Member

16/09/2026

Geoff Vogt
Geoff Vogt (Sep 16, 2026 13:44:13 GMT+9.5)

Board Member

16/09/2026

Brown Hill & Keswick Creeks Stormwater Board
Statement of comprehensive income
For the year ended 30 June 2026

	Note	2026 $	2025 Restated $
Income			
Operating contributions	4	860,000	810,000
Investment income and other income	5	476,991	564,438
		1,336,991	1,374,438
Total income		1,336,991	1,374,438
Expenses			
Employee costs	6	(425,168)	(413,353)
Materials, contracts & other expenses	7	(586,048)	(517,108)
Depreciation	9	(419,361)	(275,515)
Finance costs	8	(303)	(211)
Total expenses		(1,430,880)	(1,206,187)
Operating surplus/(deficit)		(93,889)	168,251
Capital Funding (excludes constituent councils)	10	6,109,985	11,439,760
Asset disposal	11	(9,175,547)	(1,471,777)
Net surplus/(deficit) for the year		(3,159,451)	10,136,234
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Gain on the revaluation of infrastructure and land improvements	19	1,599,052	-
Other comprehensive income for the year		1,599,052	-
Total comprehensive income for the year		(1,560,399)	10,136,234

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 2026

	Note	2026 $	2025 Restated $
Assets			
Current assets			
Cash and cash equivalents	12	15,504,593	9,778,606
Trade and other receivables	13	146,892	1,873,846
Total current assets		15,651,485	11,652,452
Non-current assets			
Infrastructure, property, plant and equipment	14	60,365,684	59,485,490
Intangibles	15	266,183	-
Total non-current assets		60,631,867	59,485,490
Total assets		76,283,352	71,137,942
Liabilities			
Current liabilities			
Trade and other payables	16	8,825,825	6,125,363
Provisions	17	60,316	39,424
Total current liabilities		8,886,141	6,164,787
Non-current liabilities			
Provisions	17	200	15,745
Total non-current liabilities		200	15,745
Total liabilities		8,886,341	6,180,532
Net assets		67,397,011	64,957,410
Equity			
Capital contributions of constituent councils	18	32,319,907	28,319,907
Asset revaluation reserve	19	2,169,442	570,390
Capital funding and grants	20	44,478,126	38,368,141
Accumulated surplus/(deficit)		(11,570,464)	(2,301,028)
Total equity		67,397,011	64,957,410

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 2026

	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	-	-	-	10,136,234	10,136,234
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	10,136,234	10,136,234
Capital contribution of Councils	4,000,000	-	-	-	4,000,000
Transfer to capital funding / grants	-	11,439,760	-	(11,439,760)	-
Balance at 30 June 2025	28,319,907	38,368,141	570,390	(2,301,028)	64,957,410

	Capital Contributions of Council $	Capital Funding and Grants $	Asset Revaluation Reserve $	Accumulated Surplus / (Deficit) $	Total equity $
Balance at 1 July 2025	28,319,907	38,368,141	570,390	(2,301,028)	64,957,410
Net deficit for the year	-	-	-	(3,159,451)	(3,159,451)
Other comprehensive income for the year	-	-	1,599,052	-	1,599,052
Total comprehensive income for the year	-	-	1,599,052	(3,159,451)	(1,560,399)
Capital contribution of Councils	4,000,000	-	-	-	4,000,000
Transfer to capital funding / grants	-	6,109,985	-	(6,109,985)	-
Balance at 30 June 2026	32,319,907	44,478,126	2,169,442	(11,570,464)	67,397,011

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 2026

	Note	2026 $	2025 Restated $
Cash flows from operating activities			
Operating receipts from constituent councils		2,845,884	891,000
Payments to employees		(419,821)	(401,770)
Payments to suppliers		(1,200,470)	(2,577,727)
Interest received		476,991	585,188
Bank fees paid		(303)	(211)
Net cash from/(used in) operating activities	30	1,702,281	(1,503,520)
Cash flows from investing activities			
Payments for New / Upgraded assets		(8,987,698)	(14,403,471)
Payments for intangibles	15	(154,535)	-
Capital funding (excludes constituent councils)	10	9,165,939	8,358,766
Net cash from/(used in) investing activities		23,706	(6,044,705)
Cash flows from financing activities			
Contributions from Constituent Councils	18	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		5,725,987	(3,548,225)
Cash and cash equivalents at the beginning of the financial year		9,778,606	13,326,831
Cash and cash equivalents at the end of the financial year	12	15,504,593	9,778,606

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 2026

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 Mitcham, City of Unley and City of West Torrens.

The Board was established by Gazette notice on 27 February 2018 to implement the Stormwater Management Plan (the Plan) prepared by the Constituent Councils and approved by the Stormwater Management Authority.

The Board is responsible for construction, operation and maintenance of stormwater infrastructure delivered under the Plan, along with the implementation of other measures identified in the Plan.

Responsibility for the maintenance and upkeep of existing assets, non-stormwater assets and enhancement assets rests with the relevant property owner, whether a Constituent Council or a private landowner, regardless of who funded the delivery of those assets. Examples of these assets may include footbridges and boardwalks, landscaping, stone cladding, safety fencing, road bridges, service utility infrastructure, and reinstatement works, along with any other ‘value-add’ assets that are delivered by the Board as part of the project.

In some instances, private property owners may also assume responsibility for stormwater infrastructure delivered by the Board where the infrastructure has been constructed under licence without the registration of an Easement or Land Management Agreement. In circumstances where ongoing care, control and management of assets delivered by the Board will rest with the property owner, those assets are transferred to the property owner following completion of construction or upon expiry of the defects liability period.

The Board's Infrastructure Asset and Depreciation Register records the responsibility for ongoing care and control of completed assets.

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 15 September 2026 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.

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 approved by the Board and constituent councils.

Grant revenue
Government grants relating to expenditure are recognised as income over the periods necessary to match the grants with the related costs they are intended to compensate.

Where a grant arrangement contains enforceable and sufficiently specific performance obligations in accordance with AASB 15 and AASB 1058, grant revenue is initially recognised as a contract liability under 'Trade and Other Payables' in the statement of financial position. Revenue is recognised in the statement of comprehensive income as the Board satisfies its performance obligations.

Where these criteria are not met, grant income is recognised in the statement of comprehensive income when the Board obtains control of the grant, it is probable that the associated economic benefits will flow to the Board, and the amount of the 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. Entitlement arises upon the issue of a tax invoice by the Board in accordance with the payment schedule adopted in the Annual Budget.

(c) Income tax
The activities of the Board are exempt from taxation under the Income Tax Assessment Act.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

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 one of the following measurement categories:

- 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 the statement of profit or loss. Gain or loss on derecognition is recognised in the statement of profit or loss.

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 uncollectible 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

Assets are initially recognised at cost. Assets acquired at no cost or for nominal consideration are initially recognised at their fair value at the date of acquisition.

The cost of an asset includes all costs directly attributable to its acquisition or construction. This includes design, engineering, approvals, materials, project management and other directly attributable costs, together with appropriate allocations of variable and fixed overheads incurred during construction.

Expenditure on the acquisition or construction of non-current assets is capitalised as incurred. Depreciation commences when an asset is complete and available for its intended use.

The Board recognises stormwater infrastructure assets over which it has control in accordance with its Charter and the applicable contractual and tenure arrangements. These assets may be located on land owned by Constituent Councils or private property owners. Where infrastructure is constructed on private land, the applicable tenure arrangements determine the ownership and ongoing care and control of the assets following construction. The location of an asset does not, of itself, determine control. The Board assesses control having regard to its statutory functions, contractual rights and obligations, and the applicable tenure arrangements.

Assets with an estimated useful life exceeding one year are capitalised only where the acquisition or construction cost exceeds the capitalisation thresholds established by the Board's Capitalisation Policy. In determining, and periodically reviewing, these thresholds, consideration is given to the nature of the asset, its estimated useful life and materiality.

The current capitalisation thresholds are:

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, less accumulated depreciation and impairment losses. Fair value is determined following periodic valuations undertaken at intervals not exceeding five years by appropriately qualified personnel and is measured using the current replacement cost approach.

In determining fair value, regard is given to the asset's highest and best use, having regard to any legal, physical or other relevant restrictions affecting its use.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 1. Material accounting policy information (continued)

The most recent valuation of stormwater infrastructure assets was undertaken as at 30 June 2026 by Peta Mantzarapis, the Board's Project Director and a Certified Practising Valuer, together with Brett Shuttleworth of Integrated PM, an experienced civil engineer specialising in stormwater infrastructure.

Further information on the determination of fair value is provided in Note 22.

Computer and office equipment are subsequently measured at cost less accumulated depreciation and impairment losses.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the asset's 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 September 2025. Any revisions are accounted for prospectively as a change in estimate.

Intangible assets
Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Preliminary expenses
Costs in relation to preliminary expenses are capitalised as an asset and amortised on a straight-line basis over the period of their expected benefit.

(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.

Note 1. Material accounting policy information (continued)

(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 unused 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 is 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 statement of profit or loss.

(i) Economic dependence
The 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 believes that the member councils and other bodies will continue to support the Board.

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 22.

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 for 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 22.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 3. Restatement of comparatives

Correction of error
During the reporting period, the Board identified that certain reimbursements relating to stormwater assets being constructed that will remain under the Board's care, control and responsibility had been incorrectly presented in the prior year. The misstatement was identified in the financial analysis undertaken upon completion of the projects known as Lower Brown Hill Creek packages 1, 2 and 3. Accordingly, the comparative information has been restated to reclassify these amounts to their appropriate line item in the financial statements. This restatement affects the Board's net result, total assets and equity.

Statement of comprehensive income
When there is a restatement of comparatives, it is mandatory to provide a statement of comprehensive income for the affected period, being the year ended 30 June 2025.

	Reported 2025	Restatement	Restated 2025
Capital Funding (excludes constituent councils)	9,792,269	1,647,491	11,439,760
Net surplus for the year	8,488,743	1,647,491	10,136,234

Statement of financial position at the beginning of the earliest comparative period
Where comparative information has been restated, a statement of financial position is presented as at the end of the current reporting period and the end of the preceding comparative period. An additional statement of financial position as at the beginning of the preceding comparative period is required only where the restatement has a material effect on the information presented in that opening statement of financial position. In the current year, the restatement does not have a material effect on the opening statement of financial position as at 1 July 2024. Accordingly, a third statement of financial position has not been presented.

	Reported 30 June 2025	Restatement	Restated 30 June 2025
Infrastructure, property, plant and equipment	57,837,999	1,647,491	59,485,490
Capital funding and grants	36,720,650	1,647,491	38,368,141
Net assets	63,309,919	1,647,491	64,957,410

Note 4. Operating contributions

	2026 $	2025 $
City of Mitcham	172,000	162,000
City of Burnside	172,000	162,000
City of West Torrens	172,000	162,000
The Corporation of the City of Adelaide	172,000	162,000
The Corporation of the City of Unley	172,000	162,000
	860,000	810,000

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.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 5. Investment income and other income

	2026 $	2025 $
Bank Interest	466,991	564,438
Other Income	10,000	-
	476,991	564,438

Other income includes $10,000 in prize money received under the LGA Mutual Awards.

Note 6. Employee costs

	2026 $	2025 $
Salaries and wages - board	97,049	91,000
Salaries and wages - employee	275,027	265,726
Superannuation contributions	44,649	41,024
Workers compensation	3,096	4,020
Employee entitlement costs	5,347	11,583
Total Employee costs	425,168	413,353

Note 7. Materials, contracts & other expenses

	2026 $	2025 $
Contractor & consultant services	123,084	94,245
Meeting room hire and teleconference	2,351	1,529
Financial services	44,843	45,580
Insurance - mutual liability scheme	56,702	54,002
IT services	7,265	6,039
Legal services	11,685	10,278
Office expenses, printing and postage	2,304	2,613
PR, website and graphic design	17,486	18,716
Professional development	6,867	6,000
Asset operating costs & maintenance	303,229	270,809
Prescribed expenses - audit remuneration	6,000	5,900
Sundry	4,232	1,397
Total Materials, contracts & other expenses	586,048	517,108

Note 8. Finance costs

	2026 $	2025 $
Bank fees	252	211
Interest expenses	51	-
Total finance costs	303	211

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 9. Depreciation

	2026 $	2025 $
Infrastructure	418,773	275,320
Office equipment	588	195
	419,361	275,515

Note 10. Capital Funding (excludes constituent councils)

Capital contributions of constituent councils are set out in Note 18. Other capital funding has been provided by the Stormwater Management Authority, various Federal grant programs and in the form of Board controlled capital works funded by the City of West Torrens.

	2026 $	2025 $
Stormwater Management Authority	2,302,182	5,332,497
Federal Funding	3,807,803	4,459,772
Gifted Infrastructure - City of West Torrens	-	1,647,491
	6,109,985	11,439,760

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 2024	2,857,975	3,068,005	5,925,980
Capital 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	1,525,478	2,966,999	4,492,477
Capital funding received	4,000,000	5,165,939	9,165,939
Revenue recognised	(2,302,182)	(3,807,803)	(6,109,985)
Income in advance 30 June 2026 (note 16)	3,223,296	4,325,135	7,548,431

Although the capital funding received from the Stormwater Management Authority in FY26 remained consistent with previous years ($4m received in FY24, FY25 and FY26), the amount recognised as revenue in FY26 decreased. This decrease was the result of 1) decreased capital expenditure (due to LBHC Packages 1-3 being completed) and 2) increased Federal funding supplementing the council contributions and Stormwater Management Authority funding.

Note 10. Capital Funding (excludes constituent councils) (continued)

The Authority has been awarded the following Commonwealth Government grants, recorded as Federal funding:

Grant	Value	Year Awarded	To be paid	Projects
Preparing Australian Communities Program	$10m	FY22	FY23 - FY26	LBHC Packages 1-3
Disaster Ready Fund R1	$3.7m	FY24	FY25 - FY27	UBHC 1b Wilberforce
Disaster Ready Fund R1	$2.387m	FY24	FY25 - FY27	UBHC 5 Cross to Hampton
Urban Rivers & Catchments	$4.93m	FY24	FY24 - FY27	Forestville Reserve, Orphanage Park and Betty Long Gardens
Disaster Ready Fund R2	$150k	FY25	FY25 - FY27	Flood Model
Disaster Ready Fund R2	$424k	FY25	FY25 - FY28	UBHC 2 Victoria to Mitchell

The Preparing Australian Communities Program grant agreement was fully paid in FY26 and has now been acquitted.

Note 11. Asset disposal

	2026 $	2025 $
Carrying amount of assets transferred to councils and private property owners	9,175,547	1,468,874
Carrying amount of capital works written off	-	2,903
	9,175,547	1,471,777

Note 12. Cash and cash equivalents

	2026 $	2025 $
Current assets		
Cash at bank and in hand	15,504,593	9,778,606

As at 30 June 2026, cash held includes an amount of $4,760,585 (2025: $5,850,283) which is restricted for the purpose of approved capital development projects (refer to Note 26 'Commitments').

Note 13. Trade and other receivables

	2026 $	2025 $
Current assets		
Trade receivables	61,548	1,212,220
GST receivable	27,115	609,399
Accrued interest receivable	41,294	35,506
Prepayments	16,935	16,721
	146,892	1,873,846

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.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 14. Infrastructure, property, plant and equipment

	2026 $	2025 Restated $
Non-current assets		
Infrastructure - at independent valuation and at cost	56,418,032	39,377,153
Infrastructure - accumulated depreciation	(1,180,662)	(761,889)
	55,237,370	38,615,264
Computer equipment - at cost	4,213	4,213
Less: Accumulated depreciation	(3,237)	(2,649)
	976	1,564
Capital works-in-progress	5,127,338	20,868,662
	60,365,684	59,485,490

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 $	Office Equipment $	Total $
Balance at 1 July 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	-	-
Adjustment	886,600	760,891	-	1,647,491
Write off of assets	(2,903)	-	-	(2,903)
Disposals	(293,790)	(1,175,083)	-	(1,468,873)
Depreciation expense	-	(275,321)	(195)	(275,516)
Balance at 30 June 2025	20,868,662	38,615,264	1,564	59,485,490
Additions	8,987,200	499	-	8,987,699
Transfers in/(out)	(24,728,524)	24,616,876	-	(111,648)
Revaluation increments	-	1,599,052	-	1,599,052
Disposals	-	(9,175,548)	-	(9,175,548)
Depreciation expense	-	(418,773)	(588)	(419,361)
Balance at 30 June 2026	5,127,338	55,237,370	976	60,365,684

The adjustment relates to reimbursement income received from City of West Torrens for upgrade of assets that will remain under the Board's care, control and responsibility. The $886,600 reimbursement for Capital Works in Progress relates to channel stiffening and covered culvert upgrades for LBHC Package 3 and the $760,891 reimbursement for Infrastructure relates to channel stiffening for LBHC Package 1.

Asset valuations
A valuation assessment and review of the Infrastructure Asset and Depreciation Register has been undertaken as at 30 June 2026 by:

- Peta Mantzarapis, the Board's Project Director. Peta is a qualified Certified Practising Valuer with 20+ years of experience in the valuation of assets and the preparation of asset valuations and depreciation registers for financial reporting purposes; and
- Brett Shuttleworth of Integrated PM, who also acts as the Board's technical advisor. Brett is an engineer with 20+ years of experience in the planning, design, construction and lifecycle management of stormwater infrastructure assets.

Note 14. Infrastructure, property, plant and equipment (continued)

This combined expertise provides both valuation and engineering input to ensure that the asset descriptions, componentisation, useful lives, replacement costs and depreciation assumptions appropriately reflect the nature and condition of the Board's infrastructure assets.

The 30 June 2026 revaluation has been undertaken having regard to:

- the replacement cost of the infrastructure assets;
- the condition and remaining useful life of each asset;
- current construction methodologies and unit rates where applicable;
- the functional characteristics of each asset; and
- the Board's adopted useful lives contained within the Asset Capitalisation Policy.

Useful lives and depreciation have been applied using the straight-line depreciation method prescribed by the Policy, with infrastructure assets allocated to the relevant asset classes and useful life ranges.

The Infrastructure Asset and Depreciation Register has been prepared in accordance with the Board's Asset Capitalisation Policy and AASB 116 and provides an appropriate basis for recognition, measurement and depreciation of the Board's infrastructure assets for the purposes of the 2025/26 financial statements.

	2026 $	2025 $
Capital works-in-progress		
Lower Brown Hill Creek - Package 1	-	4,291,934
Lower Brown Hill Creek - Package 2	-	4,486,011
Lower Brown Hill Creek - Package 3	-	6,390,122
Lower Brown Hill Creek - Package 4	85,944	-
Lower Brown Hill Creek - Package 5	74,387	-
Upper Brown Hill Creek Area 1b Wilberforce	244,065	61,194
Upper Brown Hill Creek Area 1d Forestville Reserve	115,888	46,693
Upper Brown Hill Creek Area 2 Victoria to Mitchell	31,401	-
Upper Brown Hill Creek Area 2 Orphanage Park	168,733	67,560
Upper Brown Hill Creek Area 3 Percy to Regent	37,991	-
Upper Brown Hill Creek Area 3a Millswood	-	4,223,464
Upper Brown Hill Creek Area 5 Cross to Hampton	1,850,695	116,417
Upper Brown Hill Creek Area 6 Betty Long Gardens	1,466,458	110,648
Flow Diversions	139,738	50,933
Flood Model	-	111,648
Reference Design	912,038	912,038
	5,127,338	20,868,662

Note 15. Intangibles

	2026 $	2025 $
Non-current assets		
Intangible assets in progress - Flood Model	266,183	-

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 15. Intangibles (continued)

Reconciliations
Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	Intangible assets in progress $	Total $
Balance at 1 July 2024	-	-
Balance at 30 June 2025	-	-
Transfers in	111,648	111,648
Additions	154,535	154,535
Balance at 30 June 2026	266,183	266,183

Note 16. Trade and other payables

	2026 $	2025 $
Current liabilities		
Trade payables	1,262,368	1,604,896
Accrued expenses	6,000	5,900
Credit card	(329)	(595)
PAYG payable	6,605	12,515
Superannuation payable	2,750	10,170
Payments received in advance (capital grants)	7,548,431	4,492,477
	8,825,825	6,125,363

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.

Note 17. Provisions

	2026 $	2025 $
Current liabilities		
Provision for annual leave	21,314	39,424
Long service leave	39,002	-
	60,316	39,424
Non-current liabilities		
Provision for long service leave	200	15,745
	60,516	55,169

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 18. Capital contributions of constituent councils

	2026 $	2025 $
City of Mitcham	3,231,991	2,831,991
City of Burnside	3,878,389	3,398,389
City of West Torrens	15,836,754	13,876,754
Corporation of the City of Adelaide	2,585,593	2,265,593
Corporation of the City of Unley	6,787,180	5,947,180
Total Contributions by Owners	32,319,907	28,319,907

	2026 $	2025 $
City of Mitcham Movement Table		
Opening balance	2,831,991	2,431,991
Contributions	400,000	400,000
	3,231,991	2,831,991

	2026 $	2025 $
City of Burnside Movement Table		
Opening balance	3,398,389	2,918,389
Contributions	480,000	480,000
	3,878,389	3,398,389

	2026 $	2025 $
City of West Torrens Movement Table		
Opening balance	13,876,754	11,916,754
Contributions	1,960,000	1,960,000
	15,836,754	13,876,754

	2026 $	2025 $
Corporation of the City of Adelaide Movement Table		
Opening balance	2,265,593	1,945,593
Contributions	320,000	320,000
	2,585,593	2,265,593

	2026 $	2025 $
Corporation of City of Unley Movement Table		
Opening balance	5,947,180	5,107,180
Contributions	840,000	840,000
	6,787,180	5,947,180

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 18. Capital contributions of constituent councils (continued)

Capital contributions of constituent councils are payments received for investing in infrastructure. The proportionate funding contributions of the constituent councils are presented in the Board's Charter. The annual contributions are determined through the Long Term Financial Plan and Annual Budget, which are approved by both the Board and constituent councils.

Summary of capital contributions of constituent councils during the year:

	2026 $	2025 $
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
	4,000,000	4,000,000

Note 19. Asset revaluation reserve

	2026 $	2025 $
Infrastructure and land improvement		
Opening balance 1 July	570,390	570,390
Net increment/(decrement)	1,599,052	-
Closing balance 30 June	2,169,442	570,390

Note 20. Capital funding and grants

	2026 $	2025 $
Opening balance	38,368,141	26,928,381
Transfer from accumulated surplus	6,109,985	11,439,760
	44,478,126	38,368,141

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 21. 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

Note 21. Financial instruments (continued)

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 was 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:

	2026 $	2025 $
Financial assets		
Held at amortised cost		
Cash and cash equivalents (due less than 1 year) (refer Note 12)	15,545,887	9,814,112
Trade and other receivables (due less than 1 year) (refer Note 13)	105,598	1,838,340
Total financial assets	15,651,485	11,652,452

	2026 $	2025 $
Financial liabilities		
Held at amortised cost		
Trade payables (refer Note 16)	1,262,368	1,632,886

Remaining contractual maturities
The table below reflects the undiscounted contractual maturity analysis for financial liabilities:

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 21. Financial instruments (continued)

2026	Weighted average interest rate %	1 year or less $	Between 1 and 2 years $	Between 2 and 5 years $	Over 5 years $	Remaining contractual maturities $
Non-derivatives						
Non-interest bearing						
Trade payables	-	1,262,368	-	-	-	1,262,368
Total non-derivatives		1,262,368	-	-	-	1,262,368

The timing of expected outflows is not expected to be materially different from contracted cashflows.

Note 22. Fair value measurement

Fair value is 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. Fair value is determined on the assumption that the transaction occurs in the principal market for the asset or liability or, in the absence of a principal market, in the most advantageous market.

In measuring fair value, the Board uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

For non-financial assets, fair value reflects the asset's highest and best use, having regard to its physical characteristics and any legal or other restrictions on its use.

Assets and liabilities measured at fair value are classified according to the following hierarchy, based on the lowest level input that is significant to the measurement:

- Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities.
- 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.

The classification of assets and liabilities within the fair value hierarchy is reviewed at each reporting date.

Fair value measurements are undertaken by suitably qualified internal personnel or independent external specialists with relevant expertise, depending on the nature and significance of the valuation. Valuation methodologies, significant assumptions and key inputs are reviewed at each reporting date to ensure that fair values remain appropriate.

Fair value hierarchy

The Board's stormwater infrastructure assets are measured at fair value and are classified as Level 3 assets within the fair value hierarchy.

There is no active market for these specialised infrastructure assets. Accordingly, fair value is determined using the current replacement cost approach, which reflects the cost of replacing the existing asset with a modern equivalent asset that provides equivalent service potential.

The current replacement cost methodology comprises:

- estimating the current cost of constructing a modern equivalent asset using current construction rates, material costs, labour costs and other directly attributable costs; and
- deducting accumulated depreciation based on the asset's current replacement cost, estimated residual value and remaining useful life.

The principal assumptions adopted in determining current replacement cost include:

Note 22. Fair value measurement (continued)

- current construction costs for comparable infrastructure;
- estimated quantities of materials and labour;
- engineering design standards applicable to a modern equivalent asset;
- residual values; and
- estimated remaining useful lives.

As the valuation relies on significant unobservable inputs and professional judgement, changes in these assumptions may have a material effect on the reported fair values. Accordingly, all stormwater infrastructure assets are classified as Level 3 assets.

Note 23. 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:

	2026 $	2025 $
Short-term employee benefits	325,500	311,726
Post-employment benefits	39,060	35,849
	364,560	347,575

Note 24. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by the auditor of the Board:

	2026 $	2025 $
Audit remuneration	6,000	5,900

Note 25. 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 2026 (30 June 2025 : None).

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2026

Note 26. Commitments

	2026 $	2025 $
Contracted commitments		
Lower Brown Hill Creek Packages 1-3	-	5,483,127
Lower Brown Hill Creek Packages 4-5	268,749	-
Upper Brown Hill Creek Commonwealth Funded (marked with * below)	-	178,048
Upper Brown Hill Creek Area 1b Wilberforce*	96,562	-
Upper Brown Hill Creek Area 1d Forestville Reserve*	28,386	-
Upper Brown Hill Creek Area 2 Victoria to Mitchell*	401,273	-
Upper Brown Hill Creek Area 2 Orphanage Park*	64,427	-
Upper Brown Hill Creek Area 3 Percy to Regent	71,972	-
Upper Brown Hill Creek Area 3 Millswood	-	38,798
Upper Brown Hill Creek Area 5 Cross to Hampton*	3,056,035	-
Upper Brown Hill Creek Area 6 Betty Long Gardens*	642,129	-
Flood Model	56,052	137,810
Operating	75,000	12,500
Total contracted commitments	4,760,585	5,850,283

All contracted commitments noted above are expected to be paid within the next twelve months.

Note 27. Related parties

Key management personnel
Disclosures relating to key management personnel are set out in note 23.

There were no transactions with related parties during the current or 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 2026 (2025: Nil).

Note 28. 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 29. Events after the reporting period

No matter or circumstance has arisen since 30 June 2026 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 2026

Note 30. Reconciliation of net surplus/(deficit) to net cash from/(used in) operating activities

	2026 $	2025 Restated $
Net surplus/(deficit) for the year	(3,159,451)	10,136,234
Adjustments for:		
Depreciation and amortisation	419,361	275,515
Capital funding / grants	(6,109,985)	(11,439,760)
Net loss on disposal of non-current assets	9,175,547	1,471,777
Change in operating assets and liabilities:		
Decrease/(increase) in trade and other receivables	1,727,167	(1,102,109)
Decrease in accrued revenue	-	20,750
Increase in prepayments	(213)	(2,229)
Increase in employee benefits	5,347	11,583
(Decrease)/ increase in trade and other payables (excluding income in advance relating to capital grants)	(355,492)	(875,281)
Net cash from/(used in) operating activities	1,702,281	(1,503,520)

Brown Hill & Keswick Creeks Stormwater Board
Certification of auditor independence
As at 30 June 2026

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 2026, 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 2026 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2026.

Judith Choate
Judith Choate (Sep 16, 2026 13:02:05 GMT+9.5)

Judith Choate
Board Member

16/09/2026

Geoff Vogt
Geoff Vogt (Sep 16, 2026 13:44:13 GMT+9.5)

Geoff Vogt
Board Member

16/09/2026

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2026

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 2026, 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 01/ 09 /2026

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2026

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 2026, 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 21 / 08 /2026

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2026

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 2026, 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.

Matt Pears
CEO, City of Mitcham



Date 21/8/2026

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2026

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 2026, 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 .....

Date 21 / 8 /2026

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2026

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 2026, 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 .....

Date 21 / 08 /2026

DeanNewbery

Chartered
Accountants

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North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
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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 and Keswick Creeks Stormwater Board for the year ended 30 June 2026, 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 2026* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2026.*

Samantha Creten

Director

DEAN NEWBERY

31 August 2026

DeanNewbery

Chartered Accountants

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Dean Newbery
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Independent Auditor's Report

To the members of the Brown Hill Keswick Creek Stormwater Board

Opinion

We have audited the accompanying financial report of the Brown Hill Keswick Creek Stormwater Board (the Authority), which comprises the statement of financial position as at 30 June 2026, 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 2026, 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

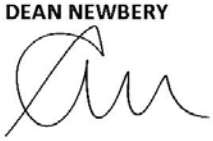
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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

17 September 2026

Brown Hill Keswick Creek
STORMWATER PROJECT

P 1800 934 325

E info@bhkcstormwater.com.au

PO Box 124 Unley SA 5061

www.bhkcstormwater.com.au

Plant and Fleet Asset Management Plan

Friday, 16 October 2026
Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:
Noni Williams, Associate Director City Operations

Public

Approving Officer:
Ilia Houridis, Director City Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide the updated Plant and Fleet Asset Management Plan (Plant and Fleet AMP), supporting the Plant and Fleet Strategy to the Audit and Risk Committee.

The development of this Plant and Fleet AMP represents a significant milestone in the maturity of plant and fleet asset management at City of Adelaide. It establishes a baseline position from which future improvements can be measured and supports a structured approach to continuous improvement.

The Plant and Fleet AMP supports improved lifecycle management for optimal asset life, reduction of the risk of breakdowns and corrective maintenance, and will enable a fit-for-purpose plant and fleet portfolio that supports reliable service delivery to the community.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE ADVISES COUNCIL

THAT THE AUDIT AND RISK COMMITTEE

1. Receives the Plant and Fleet Asset Management Plan as contained in Attachment A to Item 6.4 on the Agenda for the Audit and Risk Committee held on 16 October 2026 in support of the Plant and Fleet Strategy and provides the following advice:

   1.1. _____

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Financial sustainability is critical to achieving our vision and Council will carefully manage its revenue, costs, debts and assets.
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	A Plant and Fleet Asset Management Plan is not legislatively required, unlike other Asset Management Plans. The progress of a Plant and Fleet Asset Management Plan represents strong organisational practice ensuring that a significant class of asset is appropriately considered from an operational and budget perspective, including across the Long Term Financial Plan.
Opportunities	Not as a result of this report
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 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
26/27 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. The purpose of this report is to present the Plant and Fleet Asset Management Plan (Plant and Fleet AMP) as contained in Attachment A for the Audit and Risk Committee to receive and provide feedback.

2. Asset management baseline

   2.1. The Plant and Fleet Asset Management Plan (Plant and Fleet AMP) establishes a renewed asset information baseline aligned with the Plant and Fleet Strategy.

   2.2. The Plant and Fleet AMP reflects the best available asset, operational and financial information at time of preparation, with informed assumptions where data limitations were identified.

   2.3. The Plant and Fleet AMP is not a legislative requirement, unlike City of Adelaide's Infrastructure Asset Management Plans; however, its development establishes a structured baseline for improving plant and fleet asset lifecycle management maturity.

   2.4. The Plant and Fleet AMP expands the asset scope and includes Minor Plant and Equipment previously managed through operating expenditure, providing a more complete view of the plant and fleet asset portfolio and future replacement requirements.

3. Lifecycle and risk management

   3.1. The Plant and Fleet AMP supports progressive alignment of replacement timing with asset condition, lifecycle requirements, operational utilisation and service delivery needs.

   3.2. Improved lifecycle planning will support asset de-risking, including reducing reliance on ageing assets and the associated risk of unplanned breakdowns, corrective maintenance and service disruption.

   3.3. Integrated Climate Strategy targets have been considered in the Plant and Fleet AMP, providing a basis for future transition opportunities. Transition costs are not included in the current Plant and Fleet AMP baseline and will be considered as part of future replacement planning, subject to operational requirements, market availability and broader charging infrastructure discussions.

4. Continuous Improvement

   4.1. The Long Term Financial Plan forecasts within the Plant and Fleet AMP represent a baseline on the current asset register, replacement assumptions and lifecycle modelling available at time of development. These forecasts will evolve as asset intelligence improves.

   4.2. Lifecycle processes will support the application of fleet right-sizing principles, ensuring the plant and fleet portfolio remains appropriate to operational and service delivery needs.

   4.3. Ongoing refinement of asset data, lifecycle modelling and right-sizing activities will inform future funding requirements, asset renewal priorities and service delivery capability.

   4.4. The Plant and Fleet AMP provides a foundation for positive trajectory of continuous improvement in plant and fleet governance, processes and data maturity with asset management best practice and improved decision making over time.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – Plant and Fleet Asset Management Plan

- END OF REPORT -



PLANT AND FLEET ASSET MANAGEMENT PLAN

City of Adelaide | AMP V4

Document Control	**Asset Management Plan** – Asset Register Method

Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
V1.11	May 2021	Update	IPWEA		
V1.12	August 2023	Update to asset valuation terminology	IPWEA		
V1.13	June 2024	Update Appendix D.4 – Renewal Plan	IPWEA		
V1.14	September 2024	Update and align to ISO 550XX:2024	IPWEA		
V1.15	January 2025	Minor restructure and messaging improvement	IPWEA		
V1.16	February 2025	Revised messaging to align with LTFP	IPWEA		
V2	August 2026	Aligned with endorsed funding options as per Executive meeting 29 June 2026	Aleta Gunn		

The structure and content of this template is aligned to the International Infrastructure Management Manual and the ISO 550xx and 31000 series of standards. In some instances, the asset owner may choose to reformat/restructure content or only use the Executive Summary. IPWEA takes no responsibility for the end product.

This Asset Management Plan should be prepared considering the AM Strategy and AM Policy and used to inform the Long-Term Financial Plan.

DISCLAIMER: This template has been prepared for educational purposes as part of the Professional Certificate in Asset Management Planning course. The data and conclusions have not been reviewed for accuracy nor endorsed or adopted by the asset owner.

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The Institute of Public Works Engineering Australasia

Contents

1.0 EXECUTIVE SUMMARY 5

1.1 The Purpose of the Plan 5

1.2 Our Plant and Fleet Assets 5

1.3 Levels of Service 5

1.4 Current and Future Demands 6

1.5 Lifecycle Management 6

1.6 Risk Management 8

1.7 Financial Summary 8

1.8 Monitoring and Improvement Program 8

2.0 INTRODUCTION 10

2.1 Background 10

2.2 Goals and Objectives of Asset Ownership 10

2.3 Key Stakeholders & Organisational Responsibilities 13

3.0 LEVELS OF SERVICE 15

3.1 Strategic Planning 15

3.2 Legislative Requirements 18

3.3 Technical Levels of Service 18

4.0 FUTURE DEMAND 22

4.1 Demand Drivers 22

4.2 Demand Forecasts 22

4.3 Demand Impact and Demand Management Plan 22

4.4 Asset Programs to meet Demand 23

5.0 LIFECYCLE MANAGEMENT PLAN 24

5.1 Background Data 25

5.2 Operations and Maintenance Plan 26

5.3 Renewal Plan 27

5.4 Summary of asset forecast costs 29

6.0 RISK MANAGEMENT PLANNING 31

6.1 Critical Assets 31

6.2 Risk Assessment 31

7.0 FINANCIAL SUMMARY 38

7.1 Financial Sustainability and Projections 38

7.2 Valuation Forecasts 39

8.0 ASSUMPTIONS AND IMPROVEMENT PLANNING 40

8.1 Data and Information Sources 40

DRAFT

8.2 Key Assumptions 40
8.3 Forecast Reliability and Confidence 40
8.4 Improvement Plan 42
8.5 Monitoring and Review Procedures 42
8.6 Performance Measures 43

9.0 REFERENCES **44**

Appendix A Renewal Forecast Summary 45
Appendix C Maintenance Forecast 46

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1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than $2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

To meet the requirements of an Asset Management Plan (AMP), it will include information and expenditure about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each asset class under our care and control over a period of at least 10 years.

The fundamental purpose of this Plant and Fleet AMP is to outline Council's high level asset management priorities for the operation, maintenance and renewal of our assets over the 10 years. Additionally, it aims to improve the long-term strategic management of our Plant and Fleet assets, to cater for required levels of service for both now and the future.

Council's Plant and Fleet assets include Light and Heavy Fleet, Major and Minor Plant and Equipment, which was valued at $21.3 million as at 1 July 2025.

1.2 Our Plant and Fleet Assets

The City of Adelaide's Plant and Fleet assets have a replacement value estimated at $23.3 million at 30 June 2026 and provides vital support to delivering services for the community. These assets include light and heavy fleet, major and minor plant and miscellaneous assets. As follows:

- 116 Light Fleet Assets
- 54 Heavy Fleet Assets
- 127 Major Plant Assets
- 837 Minor Plant Assets
- 69 Small Tools and Miscellaneous Assets which includes attachments, leveling equipment and non-mobile workshops plant and equipment.

Review and refinement of asset class definitions and hierarchy is identified as both an action within the City of Adelaide Fleet Strategy 2026-2028 and within the Improvement Plan in Section 8.4.

1.3 Levels of Service

Levels of service define the standards and performance targets that infrastructure assets are expected to meet to ensure they provide reliable, safe, and efficient services to the community. Council's Plant and Fleet Assets are used primarily by internal operations to support the delivery of community services. For these assets the Level of Service is primarily a Technical Service Level, which is an operational or technical measure of performance. These include measures to the allocation of resources to best achieve the desired customer outcomes and to demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets and cover:

- **Acquisition** – the activities to provide a higher level of service (e.g. larger size Plant) or a new service that did not exist previously or experiencing growth demand (e.g. a new Park to mow) Upgrade/new Council assets are aligned to Strategic Plan objectives and are initiated through the Business Plan and Budget process on an annual basis, where assets are subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation and internal hire rates.

- **Operation** – the regular activities to provide services (e.g. Plant and Fleet to support cleansing, mowing grass, etc.). Council’s outdoor teams are equipped with plant and fleet assets that allow their teams to achieve desired results and adhere to Safe Work SA's Code of Practice for Fleet. The required training for operators, risk assessments including daily inspections and the reporting of defects to workshop staff and compliance

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. regular servicing of Plant and Fleet). Council maintenance works are delivered based on service schedules with consideration of available budget and keeping detailed records of reasons for failures.

- **Renewal** – the replacement of an asset that continues the service capability to which it had originally provided. Council's current performance has been below Council's target of 90-110% awaiting the updating and approval of this Plant and Fleet Asset Management Plan.

- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete. Council assets are recommended for disposal in line with Asset Disposal Policy, with financial requirements identified and incorporated through the Business Plan and Budget.

1.4 Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next 10 years. This will result in our Plant and Fleet assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

Key demand drivers and future challenges will include:

- City Growth and Changing Demographic
- Environmental Sustainability & Carbon Neutrality
- Emerging Technology
- Service Level changes
- Legislation and Regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternate options, which facilitate service provision without the need to invest in new or upgraded assets.

Demand management will include:

- Delivery of the outcomes within the Fleet Strategy
- Delivering priority upgrade/new assets to support the delivery of the Strategic Plan and Integrated Climate Strategy
- Advancements in technology and environmentally conscious alternative Fleet Assets will be monitored and assessed to assist with the decision making for acquisitions.
- Service level changes as an outcome of the operational review and any impacts incorporated into the Asset Management plan
- Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices.

1.5 Lifecycle Management

How we plan to manage and operate the assets at the agreed levels of service throughout their lifecycle is contingent on the 10-year LTFP.

Furthermore, when City of Adelaide commits to the upgrade of existing and acquisition of new assets, future operations, maintenance and renewal costs including depreciation will increase.

1.5.1 What does it Cost?

The lifecycle costs necessary to provide the services covered by this AMP include operations, maintenance, renewal and upgrade of existing assets, and the acquisition of new assets to meet demand. Disposal of assets is also considered.

When lifecycle costs are prepared for a minimum 10-year planning period, they can be used to inform the 10-year LTFP. The first 10-year lifecycle forecast is estimated to cost $61.099 million or $6.101 million on average per year.

Depreciation is excluded from these cost estimates.

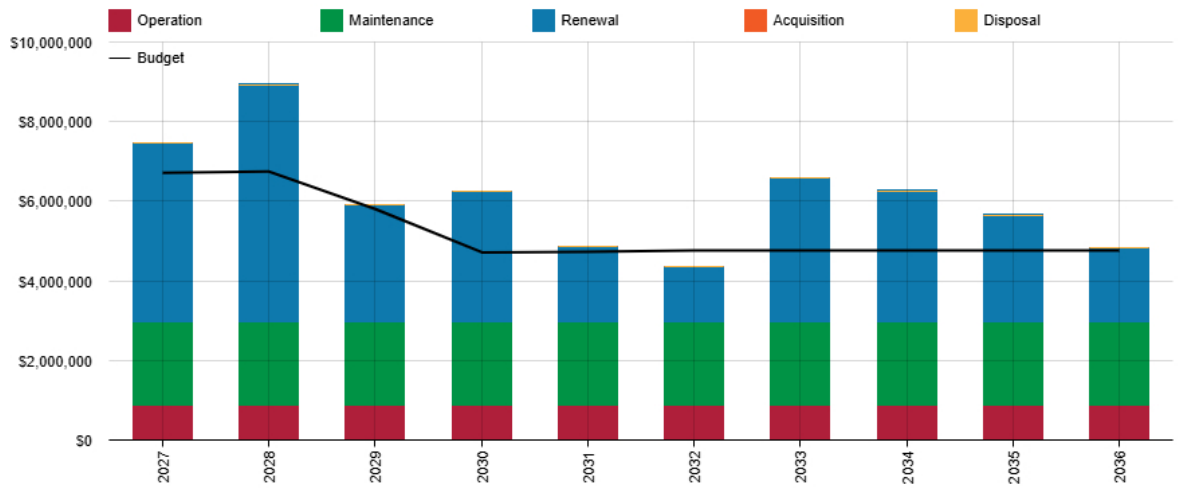
1.5.2 What we will do

The funding made available in the first 10 years' of the LTFP is $52.552 million or $5.255 million on average per year which is approximately 86% of the cost to undertake the lifecycle activities and an Asset Renewal Funding Ratio of approximately 72.8%.

The 10-year LTFP results in a shortfall of $858,000 on average per year of the forecast lifecycle costs required to provide services. This is shown in the figure below.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AMP emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The LTFP, on average, for the first 10-years is not sufficient to provide services. This is shown in the figure below.



Forecast Lifecycle Costs and Current Unindexed LTFP

Amounts are shown in real values (i.e., current values, net of inflation).

1.5.3 What we cannot do

We currently do not allocate enough budget to sustain services over and above these planned lifecycle costs, at the proposed standard including the provision of new assets. Works and services that cannot be provided under present funding levels are:

- Replacement / renewal of fleet assets at the optimal level to maximize operational and financial efficiency.
- Full transition and upgrade of our fleet portfolio to Electric Vehicles in line with the Integrated Climate Strategies Objectives (where there are associated increased vehicle costs, supporting new/upgrade funding will be required)

1.6 Risk Management

The main risk consequences are:

- Increased safety risks associated with assets deteriorating beyond recommended life

- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal costs as assets are not funded at the optimal point in time
- Increased financial risks associated with the outcomes of the Fleet Strategy
- Increased reputational risk due to the failure to deliver on environmental actions and objectives
- Increased service risk due to the absence of a single integrated asset data source for asset management
- Increased service risk due to less reliability and more frequent breakdowns
- Increased service risk due to disruption to operations

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and scheduled maintenance activities
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our service levels to establish an acceptable balance between cost, level of service and risk
- Reviewing the priority to deliver key actions from the Fleet Strategy and Improvement Plan

1.7 Financial Summary

Providing financially sustainable and affordable services from infrastructure requires the careful management of service levels, costs and risks.

The current 10-year LTFP is $52.552 million or $5.255 million on average per year when compared to the required renewal budget this represents a funding shortfall of $858,000 per year across the 10 year period.

The current 10-year LTFP does not provide affordable and sustainable services for the foreseeable future. This indicates that 86% of the forecast costs needed to provide the services documented in this AMP are accommodated in the LTFP, and represents an Asset Renewal Funding Ratio of approximately 72.8%.

1.8 Monitoring and Improvement Program

In compiling this AMP, it was necessary to make some assumptions that provide an understanding of the level of confidence in the data behind the forecasts.

Key assumptions made in this AMP are:

- The City of Adelaide Fleet Strategy 2026 - 2028 is implemented in its entirety and forecast for EV transition is possible from a technology perspective.
- Fit for purpose Electric HCV options are available, aligning to the Fleet Strategy replacement timelines.
- Electric Passenger and LCV options are fit for purpose and available at a net replacement cost to the vehicle being replaced.
- Assets requiring renewal are identified from either the asset register or an alternative method;
- Renewal forecasts have been escalated into FY 2027 dollars, consider condition and functionality and are based on costs associated with like for like or modern equivalent replacement and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets;
- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff and provider recommendations for optimal replacement cycle and resale;
- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued;

- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Annual Business Plan and Budget considerations and incorporated into Long-Term Financial Plan separately;
- Operations and maintenance forecasts do not currently account for the future acquisition of new assets (to be considered through the annual business plan and budget and incorporated into future revisions of this Asset Management Plan)
- The Asset Register was used to forecast the renewal lifecycle costs for this AMP.
- This AMP is based on a reliable level of confident information.

The next steps resulting from this AMP to improve asset management practices are:

	Improvement Plan Actions
1	Execution of the City of Adelaide Fleet Strategy Action Plan, including the future planning needs for Electric Vehicle transition and related feasibility studies.
2	Upskilling of workshops to be able to maintain Electric Assets
3	Including asset condition, criticality, capacity and function for all assets to be used in future AMPs
4	Review this AMP every 12 months to ensure that any changes resulting in the execution of the City of Adelaide Fleet Strategy Action Plan are captured.
5	Continue to review our technical standards and their application across the Plant and Fleet assets with respect to climate resilience, performance and whole-of-life cost requirements. This review will also refine asset criticality definitions and assessments.
6	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and user expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.
7	Review and standardise asset hierarchies for Plant and Fleet asset classes.
8	Further develop processes to ensure asset data is updated following the completion of scheduled maintenance work and emergency asset replacement resulting from vandalism or accidents.

This AMP will be reviewed and updated during the annual business plan and budget process to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The effectiveness of this AMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this AMP are incorporated into the long-term financial plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (90 – 110%).
- Achieving Technical Level of Service objectives
- Reviewing changes to user service request numbers and user satisfactory surveys
- Progressing with the implementation of Improvement Actions identified in Table 8.4
- Reviewing and update of the Plan at minimum every four years

2.0 INTRODUCTION

2.1 Background

First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make Adelaide unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world. Despite our small footprint, the City of Adelaide is home to over 26,000 residents, 12,000 businesses and accommodates over 300,000 visitors daily, contributing close to 18% of the State's economic value.

The City of Adelaide's Plant and Fleet assets are currently valued at approximately $21.3 million and are used to deliver and support services around the City and Park Lands.

With projected City and metropolitan growth, a changing climate, and advancements in technology, it is anticipated that higher demand will be placed on our existing assets and there will be increasing requirements for new and upgraded infrastructure.

With Council's strategic objectives to create a City that is welcoming, inclusive, and accessible to all, it is critical to ensure that our plant and fleet assets continue to be appropriately managed, ensuring we provide appropriate services and benefits for both current and future generations.

The Plant and Fleet assets covered by this AMP are categorised as Heavy Fleet, Light Fleet, Major Plant, Minor Plant and Equipment, and Miscellaneous items. These assets include trucks, mowers, trailers, utilities, light vehicles, earthmoving equipment, mobile/fixed plant, minor plant and equipment. For a detailed summary of the assets covered in this AMP refer to Table in Section 5.

This Plant and Fleet AMP communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AMP is to be considered in conjunction with the following key Corporate planning documents:

- City of Adelaide Strategic Plan (2024-2028)
- Integrated Climate Strategy
- City of Adelaide Fleet Strategy 2026 – 2028
- Asset Management Policy

As existing planning documents are updated and new planning documents are approved by Council, Asset Management Plans will be reviewed and updated as required.

2.2 Goals and Objectives of Asset Ownership

The principles of asset management as per the International Standards for asset management are:

- **Value**: asset management focuses on the value assets provide to the organisation over time.
- **Alignment**: asset management aligns financial, technical and operational decisions with the organisational objectives, promoting vertical and horizontal coordination.
- **Leadership**: leadership and sustained commitment at all levels are crucial for successful asset management.[1]

Our goal for managing infrastructure assets is to deliver the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers.

The key objectives of infrastructure asset management as defined by the International Infrastructure Management Manual are:

- Defining levels of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,

[1] ISO 55000:2024 Asset Management – Vocabulary, overview, and principles

- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which accommodates the required expenditure and how it will be funded.[2]

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management, • Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

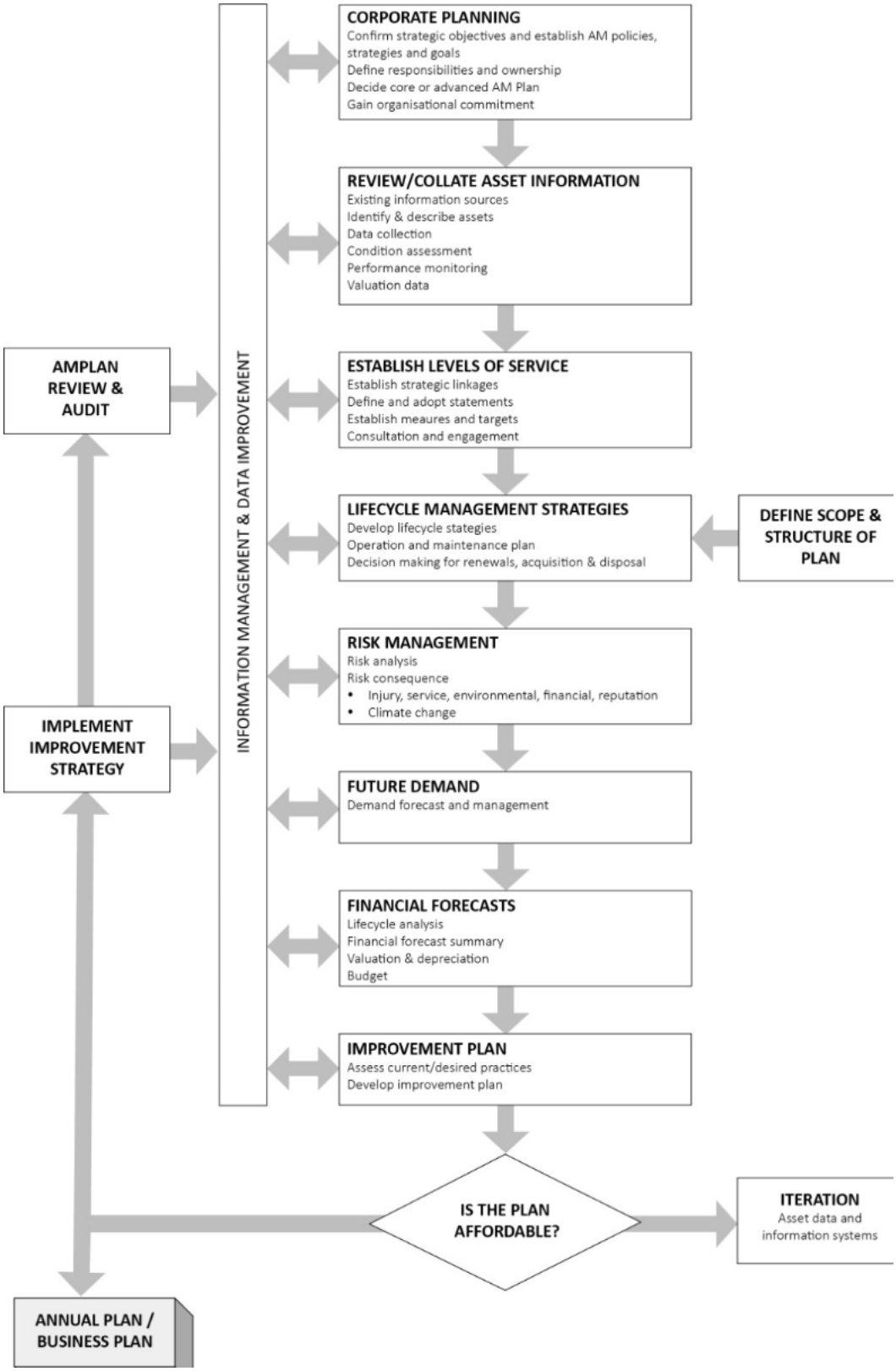
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[2] IPWEA International Infrastructure Management Manual (IIMM), Sec 1.2.1

A road map for preparing an Asset Management Plan is shown below:

Figure 2.2: Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



2.3 Key Stakeholders & Organisational Responsibilities

Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.3.

Table 2.3: Key Stakeholders in the Asset Management Plan

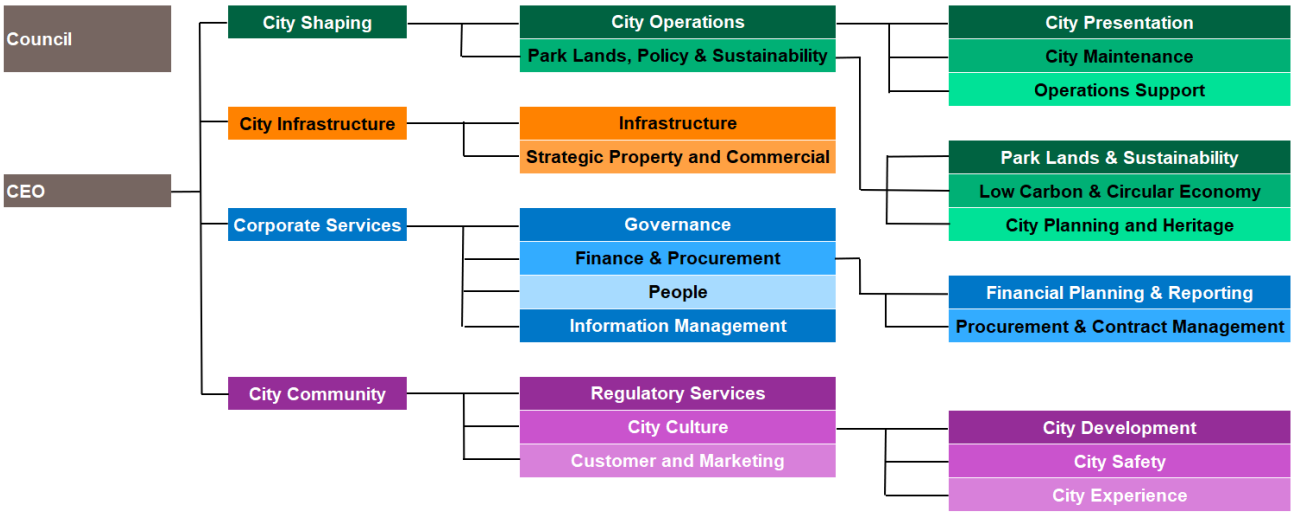
Key Stakeholders	Connection to Asset Management Plan
Residents, Ratepayers & Businesses **Workers, Visitors, Tourists and Students**	• Provide feedback on current and desired levels of service, which is considered in the development of Asset Management Plans.
Lord Mayor & Elected Members	• Represent and advocate for the needs of the community and set high level direction through the development of asset management principles in the Strategic Plan. • Approve the Asset Management Plan and Long-Term Financial Plan, to ensure the organisation maintains financial sustainability over the short, medium, and long terms, with consideration of community needs/expectations and corporate risk management requirements.
Chief Executive Officer & Executive Leadership Team	• Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, the Business Plan and Budget process and the Long-Term Financial Plan. • Responsible for ensuring the financial projections in the adopted Asset Management Plans are reflected in the Long-Term Financial Planning and include sustainable maintenance, operations, renewal, and upgrade costs of current and future assets.
Associate Director | Operations	• Responsible for providing leadership and direction for Council's Plant and Fleet Asset Management Plan and Delivery.
City Operations Operations Support	• Responsible for the lifecycle management of Council's Plant and Fleet Assets and the development of Asset Management Plans, ensuring alignment with the Strategic Management Framework and principles and objectives outlined in the Strategic Plan and other relevant corporate planning documents.
City Operations Trades, Workshop and Facilities Services	• Provide knowledge and data to form the AMP • Assistance with Lifecycle replacement schedules • Responsible for coordination of asset maintenance, both preventative and reactive • Ensure service sustainable.
Low Carbon & Circular Economy	• Responsible for facilitating the identification of opportunities to improve circular economy outcomes within infrastructure standards and specifications.
Strategy & Insights	• Responsible for the Strategic Management Framework, including the development of the Strategic Plan in consultation with the Executive Leadership Team, Elected Members, and key strategic stakeholders.
Financial Planning & Reporting	• Responsible for the development and currency of the Asset Accounting Policy, Fixed Asset Guideline, as well as the preparation of asset sustainability and financial reports, which incorporate depreciation and asset revaluations in compliance with Australian accounting standards.

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Procurement & Contract Management	• Responsible for ensuring appropriate procedures are in place to enable efficient and effective procurement and contract management that demonstrates value for money and ensure public money is appropriately spent in accordance with the *Local Government Act 1999* (SA).

Our organisational structure for service delivery associated with infrastructure assets is shown in Figure 2.3.

Figure 2.3: Organisational Structure



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3.0 LEVELS OF SERVICE

Levels of service define the standards and performance targets that infrastructure assets are expected to meet to ensure they provide reliable, safe, and efficient services to the community. Council's Plant and Fleet Assets are used primarily by internal operations to support the delivery of community services. For these assets the Level of Service is primarily a Technical Service Level, which is an operational or technical measure of performance. These include measures to the allocation of resources to best achieve the desired customer outcomes and to demonstrate effective performance.

3.1 Strategic Planning

Under the *Local Government Act 1999* (SA), we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below in Table 3.1.1:

Table 3.1.1: Strategic Management Documents

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

Through the City of Adelaide Strategic Plan 2024-2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

Our Community: Vibrant, connected and inclusive

Our Environment: Resilient, protected and sustainable

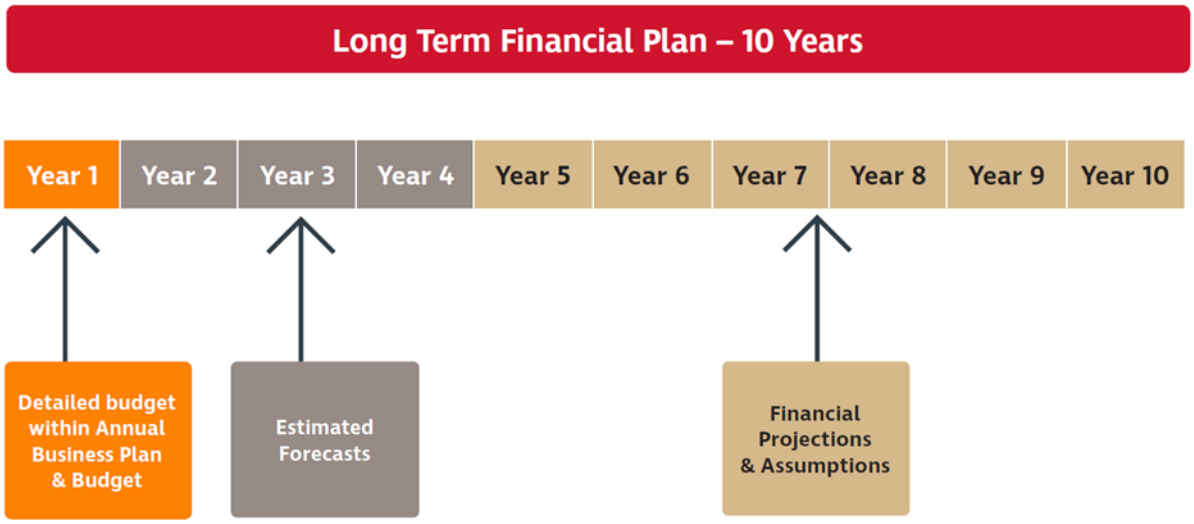
Our Economy: Growing, innovative and responsive

Our Places: Interesting, purposeful and safe

Our Corporation: High performing, customer-centric and bold

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

Figure 3.1.2: Long-Term Financial Plan



Our vision is:

An Optimised, Intelligent, and Resilient Plant and Fleet Program.

Our mission is:

To Protect our Plant and Fleet Assets, and Deliver Service Excellence to our Communities.

Strategic goals have been set by the City of Adelaide within the broader City of Adelaide Fleet Strategy 2026 - 2028. The relevant organisational goals and objectives and how these are addressed in this AMP are summarised in Table 3.1.3, also incorporating Fleet Strategy-specific goals and phases:

Table 3.1.3: Goals and how these are addressed in this Plan

Aspirations	Objectives	Outcomes	Asset Management Alignment
Our Environment *Resilient, protected and sustainable*	Be climate conscious and resilient Prioritise sustainability in our decisions for the future	Lead as a Low Carbon Emissions City A sustainable city where climate resilience is embedded in all that we do	• Increase the use of recycled or sustainable materials • Implement sustainable, renewable and green systems, infrastructure, practices and materials in our Plant and Fleet assets. • Adapt to climate change and enhancing our climate resilience through upgrading our existing assets and purchasing new assets • Ensure all asset investment considers and embeds appropriate climate resilience measures

Our Economy *Growing, innovative and responsive*	Continue to grow our economy in alignment with the Community Support existing businesses to be agile and responsive to change Create strong skilled workforces	Council is driving development opportunities for our community via diverse commercial activities	• Explore partnership opportunities with State Government and other third-parties
Our Places *Interesting, purposeful and safe*	Manage assets to meet the needs of our community	Community assets are adaptable and responsibly maintained	• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for users and the community. •
Our Corporation *High performing, customer-centric and bold*	Effective Leadership and Governance Exceptional Customer Experience Financial Sustainability People Engagement Strategy, Value and Efficiency Technology and Information	Effective Leadership and Governance Financial Sustainability People Engagement Strategy, Value and Efficiency Technology and Information	• Implement the three (3) phases of the Fleet Strategy ***Phase 1 – Strengthen Foundations*** • Strengthen the core infrastructure and processes that will underpin the entire strategy. The focus is on ensuring that the city's operational systems, data management, and governance are robust and ready to handle the significant changes ahead. ***Phase 2 - Build Resilience*** • Deliver a more intelligent and high-performing fleet through strategic optimisation. The core focus will be on improving fleet composition, enhancing utilisation rates, and minimising the total cost of ownership. ***Phase 3 – Sustainable Future*** • Build a sustainable future by prioritising the expansion of its fleet capabilities and the futureproofing of its enterprise operations. This principle guides a proactive approach to researching, piloting, and integrating emerging technologies and sustainable solutions. • Ongoing review of asset management strategies and technical standards to optimise whole-of-life costs • Continue to undertake regular inspections and revaluation of all our Plant and Fleet assets within the nominated 4-year cycles, including regular review of asset useful lives.

3.2 Legislative Requirements

There are many legislative requirements relating to the management of assets including Australian Legislation, State Legislation and State Regulations. Legislative requirements relevant to the Plant and Fleet AMP are outlined in Table 3.3.

Table 3.2: Legislative Requirements

Legislation	*Requirement*
Australian Accounting Standards	Prescribes requirements for recognition and depreciation of property, plant and equipment assets.
Australian Design Rules	Requirement for all new vehicles sold in Australia to meet standards relating to anti-theft, safety and emissions.
City of Adelaide Act 1998	An Act to establish mechanisms to enhance the role of the city of Adelaide as the capital city of South Australia; to make special provision in relation to the local governance of the city of Adelaide; and for other purposes
Commonwealth Disability Discrimination Act, 1992	An Act to provide protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes. Specifically the supporting legislation that requires monitoring and control of emissions from diesel vehicles.
Local Government Act 1999	An Act to set out the role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by asset management plans for sustainable service delivery
Road Vehicle Standards Act 2018	Requirement to register and assign identification to each vehicle imported to or manufactured in Australia
National Environment Protection (Diesel Vehicle Emissions) Measure	Supporting legislation to the National Environment Protection Council Act 1994 that requires monitoring and control of emissions from diesel vehicles.
Road Traffic Act, 1974	An Act to prescribe the duties of road users; to provide for nationally consistent road rules; to provide for vehicle standards, mass, and loading requirements; to provide for the installation, use, and maintenance of traffic control devices; to provide for the closing of roads for traffic management and other purposes
Road Traffic Amendment Act, 2000	Requirement for the owner of the vehicle to be liable for drivers' compliance with the regulations
State Records Act 1997	An Act to ensure Local Government's record and store all relevant information as set out by the State Government of South Australia
Work Health and Safety Act, 2012 ***Work Health and Safety Regulations, 2012***	The responsibility of the Council to provide safe work practices and work site.

3.3 Technical Levels of Service

To deliver the customer values and impact the achieved User Levels of Service, there are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. larger size Plant) or a new service that did not exist previously or experiencing growth demand (e.g. a new Park to mow)

- **Operation** – the regular activities to provide services (e.g. Plant and Fleet to support cleansing, mowing grass, etc.

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. regular servicing of Plant and Fleet)

- **Renewal** – the replacement of an asset that continues the service capability to which it had originally provided

- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete

Plant and Fleet staff plan, implement and control technical service levels to support the service outcomes.[1]

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and organisational priorities will change over time

[1] IPWEA, 2015, IIMM, p 2|28.

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Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Acquisition (upgrade/new)	Upgrade / New	To upgrade and further develop the Plant and Fleet assets to ensure it safe, fit-for-purpose and meets the needs of the user	Delivery of key upgrade/new assets Specifications for Fleet, Plant and equipment assets meet operator requirements.	Upgrade/new assets aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where assets are subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation and internal hire rates	Upgrade/new assets aligned to Strategic Plan objectives are informed by Fleet Strategy with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
			Budget	As adopted annually in BP&B	To be developed
Operation	Usage	Provide assets that contribute towards meeting services safely, efficiently and effectively. Provide sufficient and appropriate assets to undertake council works to meet Levels of Service.	High utilisation of assets and desired results achieved. Low running costs. Hire rates cover operational cost of assets. Compliance with emission noise levels	Council's outdoor teams are equipped with plant and fleet assets that allow their teams to achieve desired results. Safe Work SA's Code of Practice for Fleet is followed. Training Database is maintained, including checks for Heavy Vehicle and High Risk Licencing. Training provided to operators as part of the asset commissioning process, and on an as-required basis. Daily pre-start inspections by drivers/operators with defects reported to workshop staff and compliance Fleet, Plant and equipment assets are risk assessed to ensure they are used safely. Operational costs within budget. Effective hire rates.	To be reviewed with planned updates to operations and maintenance standards and implementation of the Fleet Strategy.
			Budget	As adopted annually through operating budget review	To be reviewed with planned updates to operations and maintenance

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
					standards and implementation of the Fleet Strategy.
Maintenance	Maintenance Activities in line with manufacturer's requirements	To ensure maintenance is compliant with industry standards and manufacturers specification.	Completion of planned maintenance	Maintenance works are delivered based on service schedules with consideration of available budget and keeping detailed records of reasons for failures	To be reviewed with planned updates to operations and maintenance standards
			Budget	As adopted annually through operating budget review	To be reviewed with planned updates to operations and maintenance standards
Renewal	Renewal of Assets	To ensure assets are renewed, in accordance with optimum replacement timing principles based on whole of life costs	Asset renewal funding ratio	Current performance has been below Council's target of 90-110% awaiting the updating and approval of this Plant and Fleet Asset Management Plan.	100% (assuming budget is adopted)
			Budget	As adopted annually through BP&B	As adopted annually in BP&B in line with the P&F AMP.
Disposal	Disposal of Assets	To ensure assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Assets are recommended for disposal in line with Asset Disposal Policy, with financial requirements identified and incorporated through the Business Plan and Budget.	Assets are recommended for disposal in line with Asset Disposal Policy, with financial requirements identified and incorporated through the Business Plan and Budget
			Budget	As adopted annually in BP&B	As adopted annually in BP&B

Note: * Current activities related to planned budget.
** Expected performance related to forecast lifecycle costs.

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4.0 FUTURE DEMAND

4.1 Demand Drivers

A demand driver refers to the factors or trends that influence the need for infrastructure services and capacity. More specifically, the drivers affecting demand on assets include population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, and environmental impacts.

Demand drivers help predict future infrastructure needs and guide planning and investment decisions.

4.2 Demand Forecasts

The current position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

The impact on service delivery will be managed through a combination of managing and upgrading existing assets and the provision of new assets to meet demand. Demand management practices can also include non-asset solutions with a focus on providing the required service without the need for the organisation to invest in new or upgraded infrastructure. Management actions could include reducing the demand for the service or educating users around alternative options. It is important to ensure that these strategies consider the associated risks and consequences.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
City Growth and Changing Demographic	2021 Statistics Residents - 25,551 Businesses – 11,519 Daily Visitors – 321,500	2041 Forecast: 46,000 residents 2036 Target: 50,000 residents Anticipated ongoing business growth in line with residential city growth and South Australian State growth projections Anticipated daily visitor growth in line with South Australian State growth projections	City growth will place increasing demands on Plant and Fleet assets to support services, with growing volumes of pedestrians, motorists, cyclists, and public transport users. Changing expectations from a culturally and demographically diverse customer base may result in our Plant and Fleet assets being subject to new demands.	Delivery of prioritised upgrade/new assets to enhance and/or increase Plant and Fleet assets to support city growth and align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives including funding. Delivery of the outcomes within the Fleet Strategy.
Environmental Sustainability & Carbon Neutrality	City of Adelaide's 2020-2024 Strategic Plan has an objective to become one of the world's first carbon neutral cities by 2025. Additionally, a Climate Action Plan (2022-2025) has been developed to ensure we continue to drive down our carbon footprint and mitigate	Within the City of Adelaide Fleet Strategy, a roadmap towards a Sustainable Future has been planned, with an Action Plan in place.	The acquisition of vehicles, plant and equipment which produce fewer greenhouse gas emissions (e.g., electric vehicles and plant, use of battery units instead of petrol in minor equipment) than traditional assets will potentially come at a higher purchase price.	Advancements in environmentally conscious alternative Fleet Assets will be monitored and assessed to assist with the decision making for acquisitions. This Asset Management Plan will ensure asset renewals will consider and align and/or consider where practical these key upgrade/new initiatives including funding.

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
	climate impacts for our residents and visitors. Council is beginning to consider alternative environmentally friendly vehicle selections.			
Emerging Technology	Council has an emerging level of awareness of technological changes. Council's fleet of vehicles, plant and equipment generally suits the expectations of the drivers/ operators of the assets.	Within the City of Adelaide Fleet Strategy 2026 – 2028, lies key strategies to introduce a connected and centralised Fleet Management System, to digitise and centralise asset and fleet management. As technological advancements are made, this will have the potential to make some roles easier and/or more productive.	The implementation of this technology will come at an additional cost, however efficiencies in fleet utilisation will likely negate this. The change in expectation from drivers/ operators may lead to increases in demand for upgrades and increases in the purchasing of vehicles, plant, and equipment. The improved technology will also have the potential to provide improved productivity and safety in operation.	Following the implementation of the City of Adelaide Fleet Strategy 2026 – 2028 Action Plan there will be a mature understanding of asset and fleet requirements. The acquisition of new vehicle, plant and equipment will need to be assessed to determine whether the improved capacity and safety is greater than the increase in the whole of life cycle cost from the existing assets available.
Service Level changes	Current review on Operational Service Standards, and aligning assets to new Service Standard Requirements	The review will align service requirements with asset numbers.	Following the review, there may be an impact to fleet requirements, though this impact is not yet known.	Following the review, this AMP will be reviewed and any impact incorporated into future plans.
Legislation & Regulation	Legislation exists which outlines requirements for how Council's must manage Fleet and Plant assets.	There is potential for future changes to legislation will influence how Council's infrastructure is managed.	New legislation may impose or require changes to asset management planning principles and activities. They may include requirements that have a financial and/or service level impact that must be met.	Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices. Any material impacts would be considered as part of the Annual Business Plan and Budget process and included in the next revision of the Asset Management Plan.

4.4 Asset Programs to meet Demand

Any new assets required to meet demand will commit City of Adelaide to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

All upgrade/new projects responding to demand will involve developing business cases, cost estimates and facilitating decision making to integrate upgrade/new project initiatives with operational asset management planning and the LTFP. This process will be facilitated with Council and the Community through the Annual Business Plan & Budget Process

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the City of Adelaide plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, Plant and Fleet related activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

Capital

- **Acquisition** – the activities to provide a higher level of service (e.g., new major plant such as a sweeper to deliver additional services or growth.
- **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., replace trucks or minor equipment)).

Operating

- **Operations** - fixed and variable cost elements required for Total Cost of Ownership calculations (e.g. fuel, registration, insurance) not including repairs and maintenance costs associated with Workshops. In the context of this AMP, these are 'Fleet Management' costs.
- **Maintenance** – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g. scheduled servicing). In the context of this AMP, these are 'Workshop' costs.
- **Disposal** – the sale, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 5.0.



Figure 5.0: Asset Lifecycle Activities

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5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AMP are shown in Table 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Dimension	Replacement Value ($'000s)
Heavy Fleet	54 Assets	$9,487
Light Fleet	116 Assets	$4,585
Major Plant	127 Assets	$6,619
Minor Plant	837 Assets	$1,518
Small Tools	39 Assets	$260
Miscellaneous	30 Assets	$874
TOTAL	**1203 Assets**	**$23,343**

The replacement value of these assets is forecast at 30 June 2026. The LTFP will then escalate these costs to the forecast replacement cost at the forecast renewal year.

Note, there are assets within the 10-year LTFP horizon which will require renewing twice, these are represented as second-generations replacement assets, and have not been reflected in the table above.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies.

At the time of this AMP creation, there was limited knowledge around Asset capacity, performance and criticality. This has been identified as an Area of Improvement for future AMPs.

5.1.3 Asset condition

At the time of this AMP creation, there was limited knowledge around Asset Condition. This has been identified as an Area of Improvement for future AMPs.

The age profile of the assets included in this AMP are shown in Figure 5.1.1.

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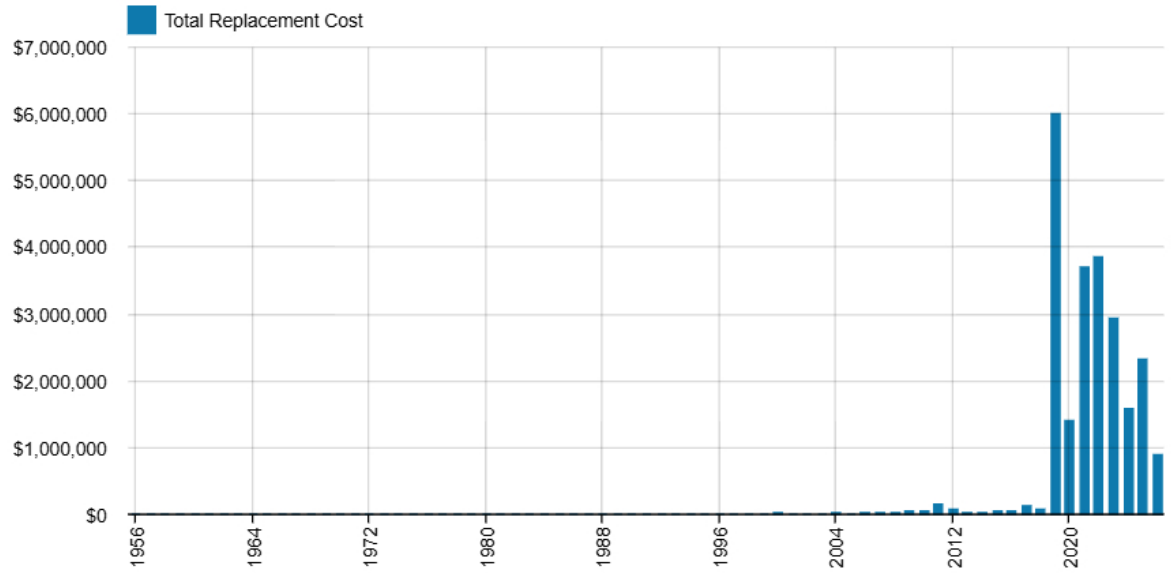


Figure 5.1.1: Asset Age Profile

Amounts are shown in real values (i.e., current values, net of inflation).

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Maintenance in the context of this AMP has been excluded to focus on renewal.

5.2.1 Workshop Upskilling

With the introduction of Electric Vehicles, provision must be made within the workshop to upskill workshop team members to be able to safely and effectively service electric assets.

This initiative has been included in the Improvement Plan.

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

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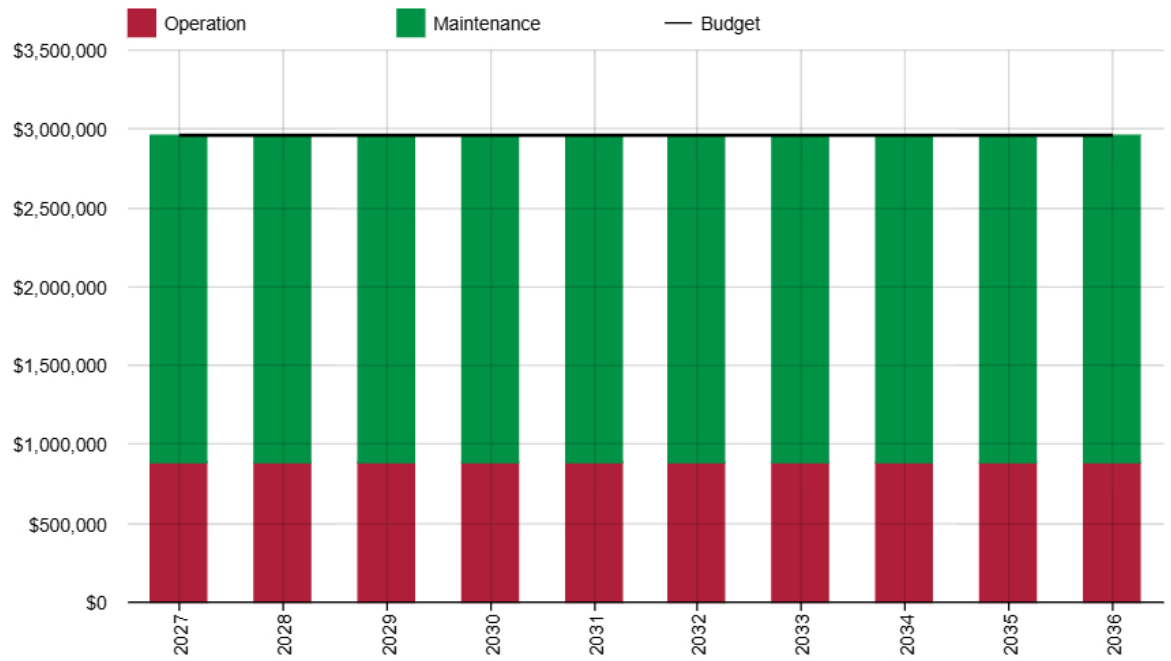


Figure 5.2: Operations and Maintenance Summary

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal for City of Adelaide Plant and Fleet AMP adopts the below approach in the Lifecycle Model.

Asset Register data is used to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).Asset useful lives were last reviewed on **7th November 2025.**

It is important to note, that the below Assets have had their lifecycle extended past the preferred cycle to align them with the City of Adelaide Fleet Strategy 2026 – 2028, as they are Heavy Fleet Assets that will be decided upon following the EV Infrastructure Feasibility Assessment. The lifecycle extension for these particular assets is unrelated to the approval of this AMP and refers to the Fleet Strategy action of awaiting market availability for EV options in this asset class. This is also identified as both an action within the City of Adelaide Fleet Strategy 2026-2028 and within the Improvement Plan in Section 8.4.

Asset ID	Subcategory	Asset Name	Description	Current Useful Life	Acquisition Cost	Renewal Cost
PC2147	Heavy Fleet	Truck - Crane	PC2147 Isuzu 4 Ton Truck Npr400 Tipper	9	104663	136567
PC2154	Heavy Fleet	Truck	PC2154 Isuzu FRR 600 Crew cab Premium Auto Tipper	9	134872	175984
PC2150	Heavy Fleet	Truck	PC2150 Isuzu NNR 900 Tipper	9	145034	189244
PC2153	Heavy Fleet	Truck	PC2153 Isuzu FVZ 1400 Auto Tandem Tipper 15T	9	174051	227106
PC1921	Heavy Fleet	Truck	PC1921 Isuzu FTR 1000 Tipper With Roll On/Off Hook Lift	8	199140	252765
PC1813	Heavy Fleet	Truck	PC1813 Isuzu 2 Tonne Truck-Single Cab With Tieman Tailgate Lifter	9	62778	81914
PC1816	Heavy Fleet	Truck	PC1816 Isuzu 5 Tonne Truck FRR 500 Single Cab	9	81344	106139
PC1835	Heavy Fleet	Truck	PC1835 Isuzu FTR 900 Tipper	9	130408	170160
PC2370	Heavy Fleet	Truck - Compactor	PC2370 Bucher Compactor Garbage Rear Loader	9	228515	298173
PC2321	Heavy Fleet	Truck - EWP	PC2321 Isuzu FFR 110-260 MWB Auto With A GMI LLF 12-250 EWP (12M)	9	263148	343362
PC2310	Heavy Fleet	Truck	PC2310 Hino Hybrid Truck Water Truck (Small Size)	9	81315	106101
PC2286	Heavy Fleet	Truck	PC2286 Isuzu NNR 45-150 Truck-Single Cab MWB With Aluminium Tray	9	62389	81407
PC2376	Heavy Fleet	Truck	PC2376 Isuzu Nqr-87-190 Amt MWB Water Truck	9	117446	153247
PC2375	Heavy Fleet	Truck	PC2375 Isuzu Nqr-87-190 Amt MWB Water Truck	9	117446	153247
PC2365	Heavy Fleet	Truck - Crane	PC2365 Isuzu NPR 75-190 LWB Tipper With Ferrari 350 Am Crane	9	120740	157544
PC2364	Heavy Fleet	Truck - Crane	PC2364 Isuzu FVY 240-300 Auto With Nee Tilt Slider And Ferrari 7153C Crane	9	308675	402767

5.3.1 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.3.2. A detailed summary of the forecast renewal costs is shown in Appendix A.

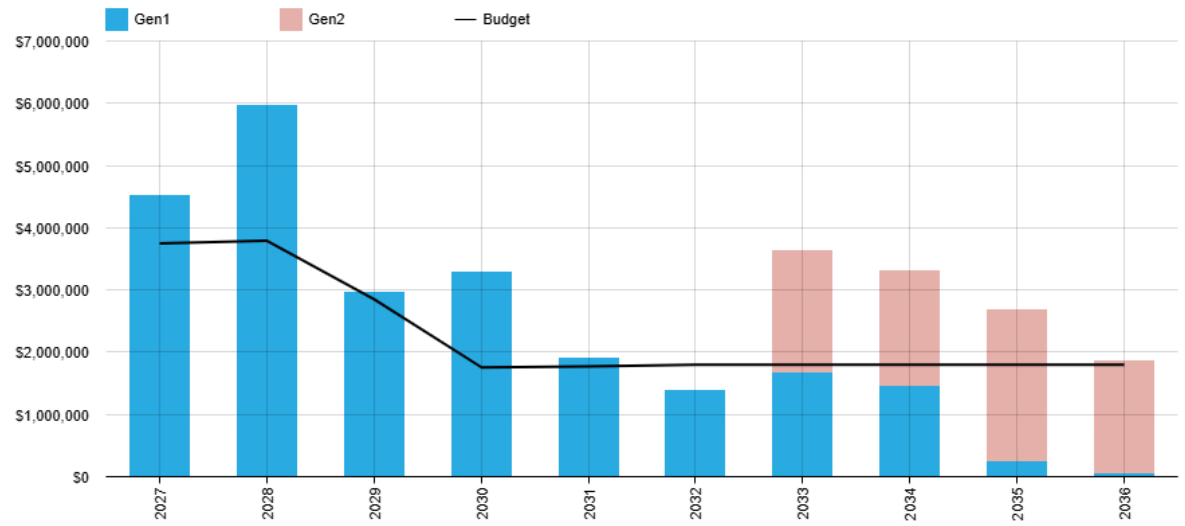


Figure 5.3.2: Forecast Renewal Costs

Amounts are shown in real values (i.e., current values, net of inflation).

Replacement costs were calculated through CPI escalations applied to original purchase value of assets. Asset useful life parameters have been determined through IPWEA industry benchmark and optimal replacement asset lifecycle.[3]

5.4 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.6. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

[3]IPWEA Plant and Vehicle Management Manual – Fourth Edition, s 3.5

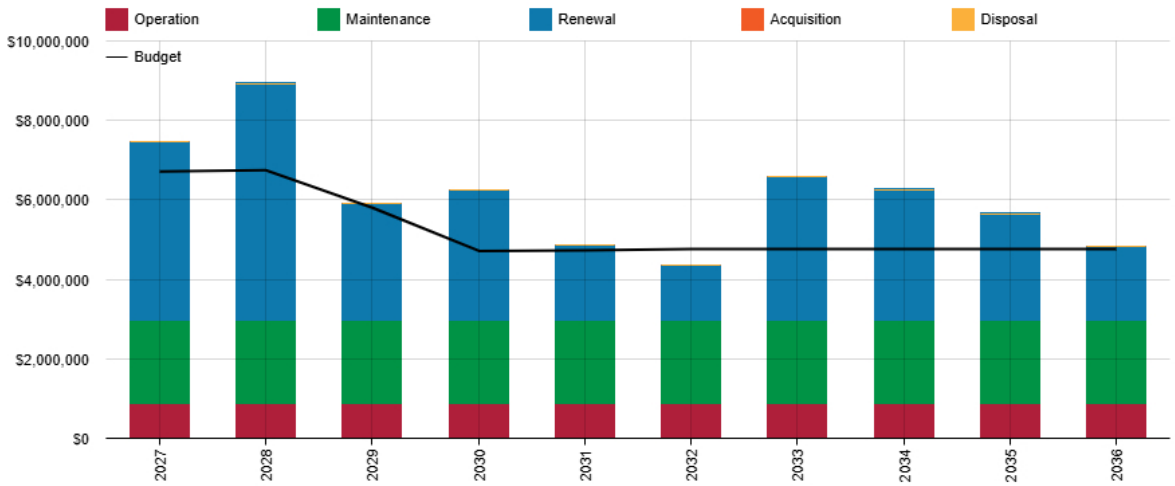


Figure 5.6: Lifecycle Summary

Amounts are shown in real values (i.e., current values, net of inflation).

- **Budget requirement has been set based on asset requirement in that given year. 2027 has a slightly elevated requirement due to the expiry of the previous AMP and a hold on replacement assets being ordered.**
- **2028 is also elevated aligning to the delay in HCV replacement as stated in the City of Adelaide Fleet Strategy 2026 – 2028.**

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6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[4].

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Major Plant associated with Waste	Mechanical failure or unexpected damage.	Public health and safety risks association with higher levels of road litter due to reduced capacity.
Major Plant associated with Street Sweeping	Mechanical failure or unexpected damage	Public safety risks association with higher levels of road litter due to reduced capacity.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

Further assessments will be undertaken as part of the Fleet Strategy implementation. This has been identified and noted within the Improvement Plan in section 8.4.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

[4] ISO 31000:2009, p 2

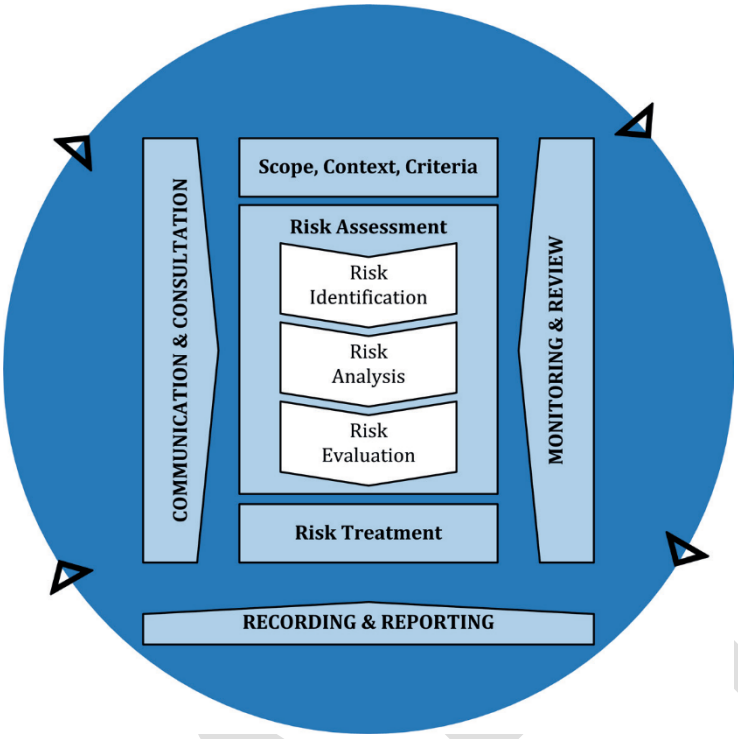


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

This Risk Assessment was conducted during the development of the City of Adelaide Fleet Strategy 2026 – 2028. A detailed Action Plan has been developed to address the risks identified below.

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Risk	Existing Controls	Consequence	Likelihood Rating	Consequence Rating	Risk Rating	Mitigation Focus
Absence of a "Single Source of Truth" for Fleet Data	Data residing in disparate systems (Assetic, Excel, Outlook, other programs) leading to inaccurate reporting, difficulty in consolidating costs, and unreliable information for decision-making.	Poor financial control, inability to conduct accurate TCO analysis, suboptimal asset replacement decisions, lack of performance insights, manual effort overheads.	Likely (4)	Major (4)	16	Implementation of a dedicated Fleet Management Information System (FMIS) or upgrading existing systems to integrate and centralise all fleet-related data.
Lack of Overall Fleet Performance Management	Without centralised data and clear performance indicators, the Council cannot effectively measure key metrics like cost per kilometre/hour, utilisation rates, accident frequency, or environmental impact.	Inability to identify areas for improvement, difficulty in demonstrating value for money, uninformed strategic decisions, missed opportunities for optimisation.	Likely (4)	Major (4)	16	Define key performance indicators (KPIs) for the fleet, implement systems to capture and report on these KPIs regularly, establish performance review processes.
Overall Organisational Decentralisation Model for Fleet	Fleet management responsibilities are spread across various departments or individuals without central oversight or clear lines of authority, leading to inconsistent practices, inefficiencies, and a lack of accountability for overall fleet performance. This encompasses the previously identified issues of fragmented roles and data silos.	Suboptimal fleet performance, difficulty in achieving economies of scale, missed cost-saving opportunities, inconsistent WHS practices, inability to implement strategic fleet initiatives.	Almost Certain (5)	Major (4)	20	Implement a centralised fleet management model with clear roles, responsibilities, and a single point of accountability. Develop a comprehensive fleet strategy that cascades from the Council's overall strategic plan.
Lack of Centralised Fleet Management Accountability: Fleet Team	Fragmentation, miscommunication, and working in silos due to the Fleet Coordinator and Leading Hand (and potentially other roles) not reporting to a unified authority. This prevents holistic strategic planning and operational oversight.	Inefficient resource allocation, higher operational costs, inconsistent service delivery, inability to implement unified strategies.	Almost Certain (5)	Major (4)	20	Lack of Centralised Fleet Management Accountability: Fleet Team

Risk	Existing Controls	Consequence	Likelihood Rating	Consequence Rating	Risk Rating	Mitigation Focus
Driver Safety due to Decentralisation	The decentralised fleet management model leads to inconsistent application of safety policies, varied training standards across departments, lack of consolidated incident data analysis, and fragmented oversight of driver behaviour, directly compromising overall driver and public safety.	Increased incidence of preventable accidents, higher WHS claims, inconsistent safety culture, difficulty in identifying systemic safety issues, potential for regulatory breaches.	Possible (3)	Moderate (3)	9	Centralise WHS oversight for fleet; implement unified safety policies and training programs across all departments; centralise incident reporting and analysis; use telematics for consistent driver behaviour monitoring and feedback, managed by a central fleet safety function.
Asset Under-utilisation / Over-utilisation	Lack of systematic vehicle utilisation management leading to an under-utilised fleet, unnecessary capital expenditure on redundant assets, or conversely, over-reliance/over-utilisation of specific assets leading to accelerated wear.	Potential increased capital, increased depreciation costs, higher maintenance costs (for over-utilised assets), inefficient service delivery.	Almost Certain (5)	Major (4)	20	Implementation and management of telematics/GPS tracking for real-time utilisation data, regular utilisation reviews, establishment of pool vehicle systems, and "right-sizing" the fleet based on empirical data.
Inaccurate Total Cost of Ownership (TCO) Calculation	Inability to accurately capture and consolidate all lifecycle costs (acquisition, fuel, maintenance, insurance, depreciation, FBT, disposal) due to fragmented systems.	Uninformed replacement decisions, inaccurate budgeting, over/under-expenditure, missed opportunities for cost savings.	Almost Certain (5)	Major (4)	20	Integrated FMIS, consistent cost coding, regular TCO reporting.
Inadequate Policy Coverage & Enforcement	Policy gaps, unclear vehicle use and eligibility for commuter use) leading to inconsistent application, potential misuse, and difficulty in ensuring compliance.	Increased costs (fuel, FBT), reputational damage, inequitable allocation of resources, legal/HR issues.	Almost Certain (5)	Major (4)	20	Policy review and update to include clear guidelines for all use cases, defined consequence management, and robust communication/training.

Grey Fleet Management	Employees using their privately owned vehicles for Council business without adequate oversight or policy, leading to unknown risks regarding vehicle roadworthiness, insurance coverage (for business use), driver competency, and WHS duty of care. This is often called the "invisible fleet" and carries significant employer responsibility under WHS law.	Council legal liability in case of an accident involving an employee's private vehicle on Council business, uninsured losses, reputational damage, safety risks to employees and public.	Almost Certain (5)	Major (4)	20	Develop and implement a comprehensive Grey Fleet Policy covering vehicle age/condition standards, insurance requirements (including business use), driver licensing checks, and incident reporting for private vehicles used for Council business. Consider alternative mobility options.
High Personal / Unauthorised Use	Lack of controls and monitoring over vehicle use, potentially leading to high personal use without proper authorisation or reimbursement.	Increased fuel costs, accelerated wear and tear, higher FBT liability, reputational issues, inequitable staff benefits.	Likely (4)	Major (4)	16	Clear policies on personal use (including commuter use), implementation of robust booking systems (not Outlook), telematics for monitoring, and regular audits.
Fuel Management & Fraud	Inaccurate fuel consumption tracking, potential for fuel theft or misuse if systems are not integrated and reconciled.	Increased operational costs, financial loss.	Likely (4)	Moderate (3)	12	Integration of fuel card data with telematics, automated reporting, and regular reconciliation/audits.
Inadequate Driver/Operator Competency & Behaviour Management	Lack of comprehensive training, ongoing assessment, and monitoring of driver/operator behaviour (speeding, harsh braking, distracted driving, improper plant operation)	Potential of accident rates, injuries/fatalities, damage to assets/property, higher insurance premiums, legal liability.	Possible (3)	Moderate (3)	9	Comprehensive training programs (defensive driving, specific plant ops), use of telematics for driver behaviour monitoring and feedback, incident analysis.

Risk	Existing Controls	Consequence	Likelihood Rating	Consequence Rating	Risk Rating	Mitigation Focus
Not achieving the City of Adelaide Carbon Neutral Goal by 2030	The City of Adelaide has a stated ambition to be carbon neutral by 2030 (or a significant reduction by 2030, with net zero later). Without a clear, funded, implemented fleet decarbonisation strategy (e.g., transition to Electric Vehicles/Zero Emission Vehicles), the fleet's emissions will significantly impede the Council's ability to meet its strategic environmental goals. This includes issues like insufficient charging infrastructure, limited availability of suitable EV models for heavy plant, and high upfront costs.	Failure to meet Council-wide strategic targets, reputational damage (especially for a capital city aiming for leadership in sustainability), potential for financial penalties or public scrutiny, missed opportunities for long-term operational savings associated with EVs.	Likely (4)	Moderate (3)	12	Develop a detailed Fleet Decarbonisation Roadmap with clear milestones and funding; prioritise procurement of Zero Emission Vehicles (ZEVs) where fit-for-purpose models exist; invest in charging/fuelling infrastructure; explore alternative low-carbon fuels for heavy plant; conduct robust TCO analysis factoring in environmental benefits and potential future carbon costs.
Prioritising meeting the Carbon Neutral goal by 2030	The current market offers limited full EV options for specialized fleet vehicles and heavy plant, making a complete EV transition cost-prohibitive and operationally unfeasible in the short-to-medium term. A focus on meeting the carbon neutral goal by 2030, without first addressing foundational challenges like centralised data, performance management, and appropriate policy frameworks, will lead to significant unfunded costs, operational disruption, and sub-optimal outcomes.	Significant unfunded capital expenditure and operational costs; inability to achieve the carbon neutral goal due to practical limitations; procurement of unsuitable vehicles leading to operational inefficiencies and safety concerns; reputational damage from failing to meet public commitments despite high investment; diversion of resources from more impactful foundational fleet improvements; increased maintenance costs for prematurely deployed or unsuitable EV assets.	Likely (4)	Major (4)	16	Develop a pragmatic, phased Fleet Decarbonisation Roadmap that acknowledges current market limitations for certain vehicle types. Integrate this roadmap with the implementation of a centralised FMIS, TCO analysis, and overall fleet strategy to ensure cost-effectiveness and operational viability. Prioritise decarbonisation where EV options are mature and cost-effective (e.g., light vehicles) while exploring alternative low-carbon solutions and future-proofing infrastructure.

Risk	Existing Controls	Consequence	Likelihood Rating	Consequence Rating	Risk Rating	Mitigation Focus
Lack of Vehicle Inspections and Condition Monitoring	Infrequent or inadequate formal inspections of vehicle and plant condition beyond routine maintenance checks, leading to unidentified defects, accelerated wear, and potential safety hazards.	Increased risk of breakdowns, higher repair costs, compromised safety for operators and public, non-compliance with duty of care.	Possible (3)	Moderate (3)	9	Implement a robust internal vehicle and plant inspection program (e.g., daily pre-start checks, regular documented safety/condition audits), integrate condition data into maintenance planning and replacement decisions.
Renewal, maintenance, and operational budgets are not adopted as recommended in Asset Management Plan.	Lack of current Asset Management Plan, best practice renewal principles not able to be followed with capital budget constraints, budgets managed across multiple work areas with fragmented collaboration	Increased asset risk, reduced levels of service and increased whole of life costs	Possible (3)	Major (4)	12	Reduce levels of service, to better align asset management activities with financial constraints. This will result in renewal and maintenance activities being prioritised, with respect to available budgets.
CoA do not have the financial capacity to undertake all recommended upgrades in conjunction with asset renewal	Operational criticality as it pertains to each asset is informally assessed through operator and work area engagement, maintenance reporting and replacement recommendations through Workshops. This assessment is triaged alongside budget availability to determine immediate replacement focus areas.	Asset functionality will be deficient and strategic objectives not met. Current practice of replacement assessment triaging is not strategically sustainable.	Likely (4)	Major (4)	16	Upgrade opportunities associated with significant renewal are discussed with Council on an annual basis through the Business Plan and Budget Process. Prior to allocating resources to detailed design and construction activities, concept design options are developed with cost estimates and presented to CoA's Senior Leadership Team, to confirm project priority in conjunction with the recommended scope and timing of works.

7.0 FINANCIAL SUMMARY

This section contains the financial and valuation forecasts resulting from the information presented in the previous sections of this plan. Forecasts will be improved as the discussion on sustainable levels of service, risk and cost matures in line with the financial strategy.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AMP for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (planned renewal budget for the next 10 years / forecast renewal outlays for the next 10 years identified as warranted in the AMP), and
- Lifecycle Funding Ratio (planned lifecycle budget for the next 10 years / forecast lifecycle outlays for the next 10 years identified as warranted in the AMP).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[5] 72.8%

The Asset Renewal Funding Ratio illustrates that over the next 10 years we expect to have 72.8% of the funds required for the optimal renewal of assets.

The forecast renewal works along with the planned renewal budget, and the cumulative shortfall where one exists, is illustrated in Appendix A.

Lifecycle Funding Ratio – 10-year financial planning period

This AMP identifies the forecast renewal costs required to provide the levels of service to the community over a 10-year period. This provides input into 10-year LTFP aimed at providing the required services in a sustainable manner.

Per the AMP, the current 10-year projection is $6.101 million on average per year, when comparing to the required renewal budget this represents a funding shortfall of $858,000 on average per year, across the 10-year period for the renewal and replacement of assets.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.2 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026-27	-	881,540	2,078,893	4,506,198	-
2027-28	-	881,540	2,078,893	5,968,588	-
2028-29	-	881,540	2,078,893	2,953,546	-
2029-30	-	881,540	2,078,893	3,273,851	-
2030-31	-	881,540	2,078,893	1,907,907	-
2031-32	-	881,540	2,078,893	1,392,127	-
2032-33	-	881,540	2,078,893	3,631,794	-
2033-34	-	881,540	2,078,893	3,519,750	-
2034-35	-	881,540	2,078,893	2,470,605	-

[5] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

DRAFT

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2035-36	-	881,540	2,078,893	1,870,841	-

7.2 Valuation Forecasts

The best available estimate of the value of assets included in this AMP are shown below. The assets are valued at fair value at cost to replace service capacity estimated at 30 June 2026.

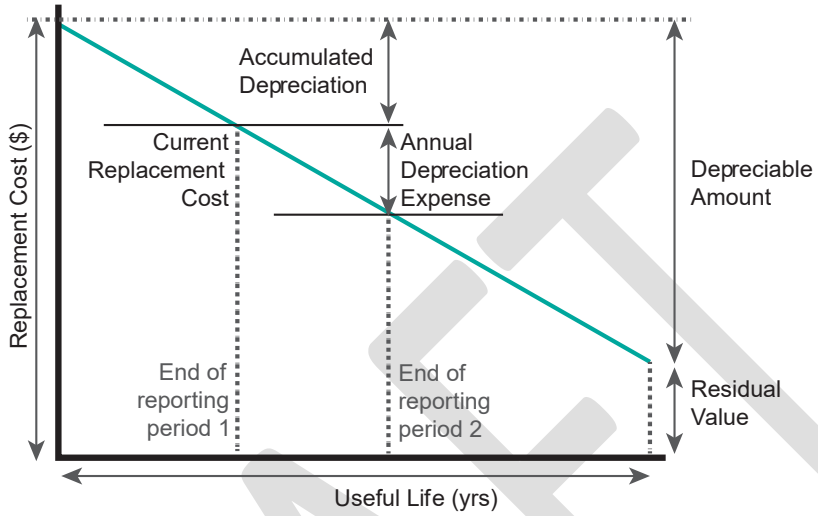


Figure 7.2.1: Valuation Terminology

- Replacement Cost (Gross) $24,041,258
- Depreciable Amount $24,041,258
- Current Replacement Cost[6] $7,307,726
- Annual Depreciation Expense $3,086,169

Asset values are forecast to remain neutral; this is due to the efficiencies expected within the execution of the Fleet Strategy 2026 – 2028.

Acquiring new assets will add to existing operations, maintenance, future renewal, and depreciation expenses.

[6] Also reported as Written Down Value, Carrying or Net Book Value.

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8.0 ASSUMPTIONS AND IMPROVEMENT PLANNING

8.1 Data and Information Sources

8.1.1 Accounting and financial data sources

This AMP utilises accounting and financial data sourced from Assetic and TechOne.

8.1.2 Asset management data sources

This AMP also utilises asset management data sourced from Assetic and TechOne.

8.2 Key Assumptions

In compiling this AMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AMP and should provide readers with an understanding of the level of confidence in the data behind the forecasts.

Key assumptions made in this AMP are:

- The execution of the City of Adelaide Fleet Strategy 2026 – 2028;
- Assets requiring renewal are identified from either the asset register or an alternative method;
- Renewal forecasts are based on costs associated with like for like or modern equivalent replacement and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets;
- Renewal forecasts have been escalated into FY2027 dollars (based on historic and forecast inflation);
- Renewal forecasts consider asset condition and asset functionality;
- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff and provider recommendations for optimal replacement cycle and resale;
- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued;
- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Annual Business Plan and Budget considerations and incorporated into Long-Term Financial Plan separately;
- Operations and maintenance forecasts do not currently account for the future acquisition of new assets (to be considered through the annual business plan and budget and incorporated into future revisions of this Asset Management Plan)
- The Long-Term Financial Plan will appropriately escalate financial outlays communicated within this Asset Management Plan;
- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal;
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge. When doing so, the forecast remaining useful life in the asset register should be adjusted where necessary.

The Asset Register was used to forecast the renewal lifecycle costs for this AMP.

8.3 Forecast Reliability and Confidence

The forecast demands, costs, planned budgets, and valuation projections in this AMP are based on the best available data. For effective asset management and financial planning and reporting, it is critical that the information is reliable and up to date. Data confidence is classified on an A to E level scale in accordance with the guidance provided in the International Infrastructure Management Manual. [7]

Table 8.3.1: Data Confidence Grading System

[7] IPWEA, IIMM, Table 4.2.7.2

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown in Table 8.3.2.

Table 8.3.2: Data Confidence Assessment for Data used in AMP

Data	Confidence Assessment	Comment
Demand drivers	**High**	Consulted directly with City of Adelaide Stakeholder team
Growth projections	**N/A**	**N/A**
Acquisition forecast	**N/A**	**N/A**
Operation forecast	**Medium**	Budget numbers for FY24/25 used
Maintenance forecast	**Low**	Budget numbers for FY24/25 used
Renewal forecast - Asset values	**High**	Assets captured in central system
- Asset useful lives	**High**	Assets captured in central system and consulted with Maintenance Team
- Condition modelling	**Very Low**	No data available
Disposal forecast	**N/A**	**N/A**

8.4 Improvement Plan

It is important that we recognise gaps in the planning process that require improvement to ensure effective asset management and informed decision making. The improvement plan generated from this AMP is shown in Table 8.4.

Table 8.4: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Execution of the City of Adelaide Fleet Strategy Action Plan, including the future planning needs for Electric Vehicle transition and related feasibility studies.	Asset and Fleet Team	Within existing resource allocation, with support from external consultants. Additional funding and resourcing to be considered for each strategic action, to identify appropriate allocation	2026-27 2027-28 2028-29
2	Upskilling of workshops to be able to maintain Electric Assets	Workshop Team	Within existing resource allocations	2026-27
3	Including asset condition, criticality, capacity and function for all assets to be used in future AMPs	Asset and Fleet Team	Within existing resource allocations	2026-27
4	Review this AMP every 12 months to ensure that any changes resulting in the execution of the City of Adelaide Fleet Strategy Action Plan are captured.	Asset and Fleet Team	Within existing resource allocations	2026-27
5	Continue to review our technical standards and their application across the Plant and Fleet assets with respect to climate resilience, performance and whole-of-life cost requirements. This review will also refine asset criticality definitions and assessments.	Asset and Fleet Team	Within existing resource allocations	2026-27 2027-28 2028-29
6	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and user expectations. Include changes into future revisions of this AMP and LTFP.	Workshop Team	Within existing resource allocation	2026-27
7	Review and standardise asset hierarchies for Plant and Fleet asset classes.	Asset and Fleet Team	Within existing resource allocations	2026-27
8	Further develop processes to ensure asset data is updated following the completion of scheduled maintenance work and emergency asset replacement resulting from vandalism or accidents.	Workshop Team	Within existing resource allocation	2026-27

8.5 Monitoring and Review Procedures

This AMP will be reviewed and updated during the annual business plan and budget process to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within two years of a general Council election, pursuant to section 122 of the *Local Government Act 1999* (SA).

8.6 Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this AMP are incorporated into the long-term financial plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (90 – 110%).
- Achieving Technical Level of Service objectives
- Reviewing changes to user service request numbers and user satisfactory surveys
- Progressing with the implementation of Improvement Actions identified in Table 8.4
- Reviewing and update of the Plan at minimum every four years

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9.0 REFERENCES

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ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles

ISO, 2018, ISO 31000:2018 Risk management – Guidelines

'Strategic Plan 20XX – 20XX',

'Annual Plan and Budget'.

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Appendix A Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2026-27	$4,506,198	$3,750,000
2027-28	$5,968,588	$3,790,000
2028-29	$2,953,546	$2,852,000
2029-30	$3,273,851	$1,755,000
2030-31	$1,907,907	$1,773,000
2031-32	$1,392,127	$1,800,000
2032-33	$3,631,794	$1,800,000
2033-34	$3,519,750	$1,800,000
2034-35	$2,470,605	$1,800,000
2035-36	$1,870,841	$1,800,000

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Appendix B Operation Forecast

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026-27	$881,540	0	$881,540
2027-28	$881,540	0	$881,540
2028-29	$881,540	0	$881,540
2029-30	$881,540	0	$881,540
2030-31	$881,540	0	$881,540
2031-32	$881,540	0	$881,540
2032-33	$881,540	0	$881,540
2033-34	$881,540	0	$881,540
2034-35	$881,540	0	$881,540
2035-36	$881,540	0	$881,540

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Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026-27	$2,078,893	0	$2,078,893
2027-28	$2,078,893	0	$2,078,893
2028-29	$2,078,893	0	$2,078,893
2029-30	$2,078,893	0	$2,078,893
2030-31	$2,078,893	0	$2,078,893
2031-32	$2,078,893	0	$2,078,893
2032-33	$2,078,893	0	$2,078,893
2033-34	$2,078,893	0	$2,078,893
2034-35	$2,078,893	0	$2,078,893
2035-36	$2,078,893	0	$2,078,893

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