



COUNCIL AGENDA & REPORTS

for the meeting

Tuesday, 23 May 2023

at 5.30 pm

in the Council Chamber, Adelaide Town Hall

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

Agenda

Item	Pages
1. Acknowledgement of Country	
The Lord Mayor will state:	
‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognize and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.	
And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
2. Acknowledgement of Colonel William Light	
The Lord Mayor will state:	
‘The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia’s planning heritage.’	
3. Prayer	
The Lord Mayor will introduce the prayer:	
A moment of contemplation of the gravity and implications of our decision making. I invite members to read the prayer as printed or reflect in a manner appropriate to their beliefs on these issues.	
‘Almighty God, we ask your blessing upon the works of the City of Adelaide; direct and prosper its deliberations to the advancement of your glory and the true welfare of the people of this City. Amen’	
4. Memorial Silence	
The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.	
5. Apologies and Leave of Absence	
Apologies -	
Councillor Li	
6. Confirmation of Minutes - 9 May 2023	
That the Minutes of the meeting of the Council held on 9 May 2023, be taken as read and be confirmed as an accurate record of proceedings.	
View public 9 May 2023 Minutes here .	

7.	Deputations	
	Granted at time of Agenda Publication – 19 May 2023	
	Nil	
8.	Petitions	
	Nil	
9.	Reports from Committees and Kadaltilla / Park Lands Authority	
9.1	Audit and Risk Committee Report - 10 May 2023	4 - 6
9.2	Recommendations of the Infrastructure and Public Works Committee - 16 May 2023	7 - 8
9.3	Recommendations of the City Finance and Governance Committee - 16 May 2023	9 - 14
9.4	Recommendation of the City Finance Governance Committee - 18 May 2023	15 - 133
10.	Lord Mayor's Reports	
11.	Councillors' Reports	
11.1	Reports from Council Members	134 - 136
12.	Questions on Notice	
	Nil	
13.	Questions without Notice	
14.	Motions on Notice	
14.1	Councillor Snape - MoN - Library of Things	137 - 138
14.2	Councillor Noon - MoN - Review of the Community Impact & Strategic Partnership Grants Program Guidelines	139 - 140
15.	Motions without Notice	
16.	Exclusion of the Public	141 - 143
	In accordance with sections 90(2),(3) and (7) of the <i>Local Government Act 1999 (SA)</i> Council will consider whether to discuss in confidence the reports contained within section 17 of this Agenda.	
17.	Confidential Reports from Committees and Kadaltilla / Park Lands Authority	
17.1	Confidential Audit and Risk Committee Report - 10 May 2023 [S90(3) (i)]	144 - 146
18.	Closure	

Audit and Risk Committee Report - 10 May 2023

Tuesday, 23 May 2023
Council

Strategic Alignment - Enabling Priorities

Program Contact:
Alana Martin, Manager
Governance

Public

Approving Officer:
Michael Sedgman - Chief
Operating Officer

EXECUTIVE SUMMARY

The Audit and Risk Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference in order to facilitate informed decision making in relation to discharging its legislative responsibilities and duties.

The Audit and Risk Committee is required to report to Council after every meeting. This report presents the outcomes of the Audit and Risk Committee following their meeting on 10 May 2023 (see [Agenda for Audit and Risk Committee on Wednesday, 10th May, 2023, 8.30 am - City of Adelaide](#)).

When consideration of matters results in a recommendation to Council, this will be incorporated into the report as an item comes to Council (via Committee) for decision.

RECOMMENDATION

THAT COUNCIL

1. Notes that the Audit and Risk Committee met on 10 May 2023.
 2. Notes that advice provided by the Audit and Risk Committee will be incorporated into the report as an item comes to Council (via Committee) for decision.
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DISCUSSION

1. The Audit and Risk Committee met on 10 May 2023 and considered the following items.
 - 1.1. Climate Change and Risk Adaptation Action Plan
 - 1.2. Internal Audit Progress Report
 - 1.3. Q3 Business Update-
 - 1.3.1. Advice included in the Q3 Business Update report presented City Finance and Governance Committee 16 May 2023 ([Link One](#))
 - 1.4. Strategic Risk and Internal Audit Update
 - 1.4.1. Confidential report to be presented to Council at its meeting 23 May 2023

Resolutions of the Committee

2. Climate Change Risk Adaptation Action Plan
THAT THE AUDIT AND RISK COMMITTEE
 1. Notes the report.
 2. Recommends bringing forward the mid point review of the Climate Change Risk Adaptation Action Plan and requests an update to the October Audit and Risk Committee meeting.
3. Internal Audit Progress Report
THAT THE AUDIT AND RISK COMMITTEE
 1. Notes the progress of the Internal Audit Plan as outlined in Item 5.2 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023.
 2. Notes the progress of the completion of Internal Audit Actions as outlined in Item 5.2 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023.
4. Q3 Business Update
THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL
 1. Approves the changes for the 2022/23 Business Plan and Budget as identified in this report and reflected in the Quarter 3 update presented in Attachment A to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023.
 2. Approves the Uniform Presentation of Finances as presented in Attachment A to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023 and the revised Annual Financial Summary as identified in this report, which include:
 - 2.1. Total estimated operating income of \$213.446 million (\$213.446 million in Q2)
 - 2.2. Total estimated operating expenditure (including depreciation) of \$213.359 million (\$213.359 million in Q2)
 - 2.3. An operating surplus of \$87,000 (\$87,000 in Q2)
 - 2.4. Council borrowings (debt) projected to \$9.9 million (\$37.9 million in Q2).
 3. Approves the proposed changes to Operating Position of:
 - 3.1. New offsets across both expenditure and revenue totalling \$1.988 million towards the \$4.83 million savings target set by Council
 4. Approves the revised Capital Budget for 2022/23 of:
 - 4.1. Major Projects expenditure of \$17.1 million (previously \$30.5 million in Q2)
 - 4.2. New and Upgrades expenditure of \$6.5 million (previously \$11.3 million in Q2)
 - 4.3. Renewals expenditure of \$38.2 million (previously \$42.6 million in Q2)
 - 4.4. Capital Program Management expenditure of \$9.8 million (no change from the \$9.8 million in Q2)

- 4.5. Grant funding to support capital expenditure on new/upgraded assets of \$11.7 million (previously \$11.5 million in Q2).
 5. Notes the Adelaide Central Market Authority Quarter 3 report 2022/23 (Attachment B to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023).
 6. Notes the Adelaide Economic Development Agency Quarter 3 report 2022/23 (Attachment C to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023).
 7. Notes the Kadaltilla / Park Lands Authority Quarter 3 report 2022/23 (Attachment D to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023).
 8. Notes the Brown Hill Keswick Creek Quarter 3 report 2022/23 (Attachment E to Item 5.3 on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023).
 9. Notes that at the end of this Quarter 92% of Projects were capitalised within 10 Weeks, exceeding the 70% target set by the Audit and Risk Committee at its meeting of 5 February 2021.
5. Strategic Risk and Internal Audit Update

Considered in confidence pursuant to Section 90(3) (i) of the *Local Government Act 1999 (SA)*

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the report, which will be provided to the next meeting of the Council as part of the confidential report of the Audit and Risk Committee meeting.
2. In accordance with Section 91 (7) & (9) of the *Local Government Act 1999 (SA)* and on the grounds that Item 10.1 listed on the Agenda for the meeting of the Audit and Risk Committee held on 10 May 2023 was received, discussed and considered in confidence pursuant to Section 90 (3)(i) of the *Local Government Act 1999 (SA)* this meeting of the Audit and Risk Committee, do order that:
 - 2.1. The resolution become public information and included in the Minutes of the meeting.
 - 2.2. The report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2029.
 - 2.3. The confidentiality of this matter be reviewed in December 2024.
 - 2.4. The Chief Executive Officer be delegated authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

- END OF REPORT -

Recommendations of the Infrastructure and Public Works Committee – 16 May 2023

Tuesday, 23 May 2023
Council

Strategic Alignment - Enabling Priorities

Public

Approving Officer:
Mike Philippou, Acting Director
City Services

EXECUTIVE SUMMARY

The Infrastructure and Public Works Committee considered the following Item at its meeting held on 16 May 2023 and resolved to present to Council the following recommendation for Council determination:

- Item 5.1 – Private road adjacent to 11 Eliza Street
- Item 5.2 - E-scooter Trial Extension and State Government Review

RECOMMENDATION

1. **Recommendation 1** – Private road adjacent to 11 Eliza Street

THAT COUNCIL:

1. Approves commencing a two-stage process to transfer the Road to the adjoining land-owners.
2. Authorises the Chief Executive Officer to negotiate the terms of a Deed (or deeds) with the owners of land adjoining the private road shown hatched on Attachment A to Item 5.1 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 May 2023, the terms of which will require Council to undertake a two-stage process to transfer the road to the adjoining land-owners, the two-stage process being to:
 - a. declare the private road to be a public road pursuant to section 210 of the Local Government Act 1999 (SA).
 - b. close and transfer the (by then) public road to adjoining owners pursuant to the Roads (Opening & Closing) Act 1991 (SA).
3. Authorises the Chief Executive Officer and Lord Mayor to execute and affix the Common Seal to deeds and any other documents to give effect to Council's resolution.

2. **Recommendation 2** – E-scooter Trial Extension and State Government Review

THAT COUNCIL:

1. Authorises the Lord Mayor to write to the Minister for Infrastructure and Transport, requesting an extension to the e-scooter trial for a further 10 months until 30 April 2024 whilst the State Government review is undertaken.
2. Authorises the Lord Mayor to write to the Minister for Police, Emergency Services and Correctional Services as part of the State Government's consultation process on personal mobility devices, when clear direction and advice has been provided by Council.
3. Notes that the Administration will continue to review and amend the permit conditions as necessary to improve safety and efficiency of the e-scooter operations.

DISCUSSION

1. The Infrastructure and Public Works Committee met on Tuesday 16 May 2023. The Agenda with reports for the meeting can be viewed [here](#).
2. The following matter was the subject of deliberation:

- 2.1. Private road adjacent to 11 Eliza Street

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Approves commencing a two-stage process to transfer the Road to the adjoining land-owners.
2. Authorises the Chief Executive Officer to negotiate the terms of a Deed (or deeds) with the owners of land adjoining the private road shown hatched on Attachment A to Item 5.1 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 May 2023, the terms of which will require Council to undertake a two-stage process to transfer the road to the adjoining land-owners, the two-stage process being to:
 - a. declare the private road to be a public road pursuant to section 210 of the Local Government Act 1999 (SA).
 - b. close and transfer the (by then) public road to adjoining owners pursuant to the Roads (Opening & Closing) Act 1991 (SA).
3. Authorises the Chief Executive Officer and Lord Mayor to execute and affix the Common Seal to deeds and any other documents to give effect to Council's resolution.

- 2.2. E-scooter Trial Extension and State Government Review

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Authorises the Lord Mayor to write to the Minister for Infrastructure and Transport, requesting an extension to the e-scooter trial for a further 10 months until 30 April 2024 whilst the State Government review is undertaken.
 2. Authorises the Lord Mayor to write to the Minister for Police, Emergency Services and Correctional Services as part of the State Government's consultation process on personal mobility devices, when clear direction and advice has been provided by Council.
 3. Notes that the Administration will continue to review and amend the permit conditions as necessary to improve safety and efficiency of the e-scooter operations.
3. The Infrastructure and Public Works Committee were also provided with a presentation on City Operations – Services Standards
 4. Item 4.2 – North Adelaide Golf Course, was withdrawn from consideration.

DATA AND SUPPORTING INFORMATION

Link 1 – Infrastructure and Public Works Committee Public Agenda

ATTACHMENTS

Nil

- END OF REPORT -

Recommendations of the City Finance and Governance Committee

Tuesday, 23 May 2023
Council

Strategic Alignment - Enabling Priorities

Public

Approving Officer:
Michael Sedgman, Chief
Operating Officer

EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Item at its meeting held on 16 May 2023 and resolved to present to Council the following recommendations for Council determination:

- Item 4.1 – 2023/24 Business Plan and Budget - Review of Fees and Charges
- Item 4.2 – Q3 Business Update
- Item 4.3 – Award of Contract
- Item 4.4 - Council Member Behavioural Support Policy
- Item 4.5 – Employee Behavioural Standards
- Item 4.6 - Sister City Proposal with Athens, Greece

RECOMMENDATION

1. Recommendation 1 – 2023/24 Business Plan and Budget - Review of Fees and Charges

That Council:

1. Adopts the schedule of Fees and Charges set by Council for the 2023/24 Business Plan and Budget as included in Attachment A to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
2. Resolves to provide a transitional approach to the fees being reinstated following waives in recent years, so that they commence being charged from 1 October 2023, instead of 1 July 2023. This applies specifically to the activities of outdoor dining, events held in park lands, and parklets.
3. Notes the schedule of Fees and Charges set under delegation by Council for the 2023/24 Business Plan and Budget as included in Attachment B to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
4. Adopts the schedule of Fees and Charges set by Council for Adelaide Economic Development Agency for the 2023/24 Business Plan and Budget as included in Attachment C to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
5. Notes the schedule of General Fees and Charges set by Statute included in Attachment D to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023. These fees will be updated once gazetted by State Government in June 2023.
6. Notes the schedule of Commercial Business Fees and Charges set under delegation by Council for the 2023/24 Business Plan and Budget as included in Attachment E to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
7. Notes the base level increase of 5% being applied to most fees and charges, which is in consideration of current levels of inflation and the most recent forecast for 2023/24 CPI from Deloitte Economics being 4.1%, and a reflection of recent years in which Council's fees and charges have not increased.

2. Recommendation 2 - Q3 Business Update

That Council:

1. Approves the changes for the 2022/23 Business Plan and Budget as identified in this report and reflected in the Quarter 3 update presented in Attachment A to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
2. Approves the Uniform Presentation of Finances as presented in Attachment A to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023 and the revised Annual Financial Summary as identified in this report, which include:
 - 2.1. Total estimated operating income of \$213.446 million (\$213.446 million in Q2)
 - 2.2. Total estimated operating expenditure (including depreciation) of \$213.359 million (\$213.359 million in Q2)
 - 2.3. An operating surplus of \$87,000 (\$87,000 in Q2)
 - 2.4. Council borrowings (debt) projected to \$9.9 million (\$37.9 million in Q2).
3. Approves the proposed changes to Operating Position of:
 - 3.1. New offsets across both expenditure and revenue totalling \$1.988 million towards the \$4.83 million savings target set by Council.
4. Approves the revised Capital Budget for 2022/23 of:
 - 4.1. Major Projects expenditure of \$17.1 million (previously \$30.5 million in Q2)
 - 4.2. New and Upgrades expenditure of \$6.5 million (previously \$11.3 million in Q2)
 - 4.3. Renewals expenditure of \$38.2 million (previously \$42.6 million in Q2)
 - 4.4. Capital Program Management expenditure of \$9.8 million (no change from the \$9.8 million in Q2)
 - 4.5. Grant funding to support capital expenditure on new/upgraded assets of \$11.7 million (previously \$11.5 million in Q2).
5. Approves an allocation of \$20,000 to the Adelaide Crows Foundation for a strategic partnership with the City of Adelaide to enable the delivery of the Kumankga Cup, a cultural festival using AFL to create safe spaces for middle school students to learn about reconciliation and Kaurna culture and history, culminating in all 300 City of Adelaide students and 50 Tjindu Foundation/SEDA indigenous students participating in the AFL Sir Doug Nicholls round at Adelaide Oval, Saturday 20 May.
6. Notes the Adelaide Central Market Authority Quarter 3 report 2022/23 (Attachment B to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
7. Notes the Adelaide Economic Development Agency Quarter 3 report 2022/23 (Attachment C to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
8. Notes the Kadaltilla / Park Lands Authority Quarter 3 report 2022/23 (Attachment D to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
9. Notes the Brown Hill Keswick Creek Quarter 3 report 2022/23 (Attachment E to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
10. Notes that at the end of this Quarter 92% of Projects were capitalised within 10 Weeks, exceeding the 70% target set by the Audit and Risk Committee at its meeting of 5 February 2021.

3. Recommendation 3 – Award of Contract

That Council:

1. Approves the award of contracts to the preferred tenderers as identified by the evaluation panels for the following goods and services:
 - 1.1 Project 1: Adelaide Town Hall Façade Conservation
 - 1.2 Project 2: Rymill Park Lake Renewal and Surrounds.
2. Authorises the Chief Executive Officer or delegate to execute the relevant contract(s) including the approval of any variation (financial and non-financial) to the contract based on the procurement process conducted.

4. Recommendation 4 – Council Member Behavioural Support Policy

That Council:

1. Notes the requirements of 75F of the Local Government Act 1999, for the Council to consider if it will adopt a Council Member Behavioural Support Policy.
2. Having met the requirement of section 75F of the Local Government Act 1999, supports adopting a Council Member Behavioural Support Policy

5. Recommendation 5 – Employee Behavioural Standards

That Council:

1. Supports the adoption of employee behavioural standards.
2. Delegates, pursuant to the power contained in Section 44 (1) of the Local Government Act 1999 (SA), to the Chief Executive Officer, the powers, and functions under Section 120A of the Local Government Act 1999 (SA) – Employee Behavioural Standards.

6. Recommendation 6 – Sister City Proposal with Athens, Greece

That Council:

1. Notes the keen interest expressed by the South Australian business community and members of the South Australian Parliament, Attachments A, B and C to Item 4.6 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023, in developing a Sister City relationship with Athens, Greece.
2. Authorises the Administration to enter discussions with Athens, Greece to determine the nature and themes of a proposed Memorandum of Understanding.
3. Notes that before a relationship can be entered into, intent to do so must be registered with the Foreign Arrangements Scheme and approval given.

DISCUSSION

1. The City Finance and Governance Committee met on Tuesday 16 May 2023. The Agenda with reports for the meeting can be viewed [here](#).
2. The following matters were the subject of deliberation:

- 2.1. 2023/24 Business Plan and Budget - Review of Fees and Charges

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Adopts the schedule of Fees and Charges set by Council for the 2023/24 Business Plan and Budget as included in Attachment A to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
 2. Resolves to provide a transitional approach to the fees being reinstated following waives in recent years, so that they commence being charged from 1 October 2023, instead of 1 July 2023. This applies specifically to the activities of outdoor dining, events held in park lands, and parklets.
 3. Notes the schedule of Fees and Charges set under delegation by Council for the 2023/24 Business Plan and Budget as included in Attachment B to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
 4. Adopts the schedule of Fees and Charges set by Council for Adelaide Economic Development Agency for the 2023/24 Business Plan and Budget as included in Attachment C to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
 5. Notes the schedule of General Fees and Charges set by Statute included in Attachment D to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023. These fees will be updated once gazetted by State Government in June 2023.
 6. Notes the schedule of Commercial Business Fees and Charges set under delegation by Council for the 2023/24 Business Plan and Budget as included in Attachment E to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
 7. Notes the base level increase of 5% being applied to most fees and charges, which is in consideration of current levels of inflation and the most recent forecast for 2023/24 CPI from Deloitte Economics being 4.1%, and a reflection of recent years in which Council's fees and charges have not increased.
- 2.2. Q3 Business Update

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Approves the changes for the 2022/23 Business Plan and Budget as identified in this report and reflected in the Quarter 3 update presented in Attachment A to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023.
2. Approves the Uniform Presentation of Finances as presented in Attachment A to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023 and the revised Annual Financial Summary as identified in this report, which include:
 - 2.1. Total estimated operating income of \$213.446 million (\$213.446 million in Q2)
 - 2.2. Total estimated operating expenditure (including depreciation) of \$213.359 million (\$213.359 million in Q2)
 - 2.3. An operating surplus of \$87,000 (\$87,000 in Q2)
 - 2.4. Council borrowings (debt) projected to \$9.9 million (\$37.9 million in Q2).
3. Approves the proposed changes to Operating Position of:
 - 3.1. New offsets across both expenditure and revenue totalling \$1.988 million towards the \$4.83 million savings target set by Council.
4. Approves the revised Capital Budget for 2022/23 of:
 - 4.1. Major Projects expenditure of \$17.1 million (previously \$30.5 million in Q2)

- 4.2. New and Upgrades expenditure of \$6.5 million (previously \$11.3 million in Q2)
- 4.3. Renewals expenditure of \$38.2 million (previously \$42.6 million in Q2)
- 4.4. Capital Program Management expenditure of \$9.8 million (no change from the \$9.8 million in Q2)
- 4.5. Grant funding to support capital expenditure on new/upgraded assets of \$11.7 million (previously \$11.5 million in Q2).
5. Approves an allocation of \$20,000 to the Adelaide Crows Foundation for a strategic partnership with the City of Adelaide to enable the delivery of the Kumankga Cup, a cultural festival using AFL to create safe spaces for middle school students to learn about reconciliation and Kaurna culture and history, culminating in all 300 City of Adelaide students and 50 Tjindu Foundation/SEDA indigenous students participating in the AFL Sir Doug Nicholls round at Adelaide Oval, Saturday 20 May.
6. Notes the Adelaide Central Market Authority Quarter 3 report 2022/23 (Attachment B to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
7. Notes the Adelaide Economic Development Agency Quarter 3 report 2022/23 (Attachment C to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
8. Notes the Kadaltilla / Park Lands Authority Quarter 3 report 2022/23 (Attachment D to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
9. Notes the Brown Hill Keswick Creek Quarter 3 report 2022/23 (Attachment E to Item 4.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023).
10. Notes that at the end of this Quarter 92% of Projects were capitalised within 10 Weeks, exceeding the 70% target set by the Audit and Risk Committee at its meeting of 5 February 2021.

2.3. Award of Contract

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Approves the award of contracts to the preferred tenderers as identified by the evaluation panels for the following goods and services:
 - 1.1 Project 1: Adelaide Town Hall Façade Conservation
 - 1.2 Project 2: Rymill Park Lake Renewal and Surrounds.
2. Authorises the Chief Executive Officer or delegate to execute the relevant contract(s) including the approval of any variation (financial and non-financial) to the contract based on the procurement process conducted.

2.4. Council Member Behavioural Support Policy

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Notes the requirements of 75F of the Local Government Act 1999, for the Council to consider if it will adopt a Council Member Behavioural Support Policy.
2. Having met the requirement of section 75F of the Local Government Act 1999, supports adopting a Council Member Behavioural Support Policy

2.5. Employee Behavioural Standards

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Supports the adoption of employee behavioural standards.
2. Delegates, pursuant to the power contained in Section 44 (1) of the Local Government Act 1999 (SA), to the Chief Executive Officer, the powers, and functions under Section 120A of the Local Government Act 1999 (SA) – Employee Behavioural Standards.

2.6. Sister City Proposal with Athens, Greece

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Notes the keen interest expressed by the South Australian business community and members of the South Australian Parliament, Attachments A, B and C to Item 4.6 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 May 2023, in developing a Sister City relationship with Athens, Greece.
2. Authorises the Administration to enter discussions with Athens, Greece to determine the nature and themes of a proposed Memorandum of Understanding.
3. Notes that before a relationship can be entered into, intent to do so must be registered with the Foreign Arrangements Scheme and approval given.

DATA AND SUPPORTING INFORMATION

Link 1 – City Finance and Governance Committee Agenda

ATTACHMENTS

Nil

- END OF REPORT -

Recommendations of the City Finance and Governance Committee – 18 May 2023

Strategic Alignment - Enabling Priorities

Public

Approving Officer:
Michael Sedgman, Chief
Operating Officer

EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Item at its Special meeting held on 18 May 2023 and resolved to present to Council the following recommendation for Council determination:

- Item 3.1 – Adoption of Draft Business Plan & Budget for Consultation

RECOMMENDATION

That Council:

1. Approves the 2023/24 Draft Business Plan and Budget document set out in Attachment A to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023 for the purpose of public consultation commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023, subject to the following changes:
 - The complete removal of the Park 21 West Plan (page 69)
 - Also from page 69, the complete removal of the King William Street South Revitalisation budget, the removal of the Gouger Street Revitalisation project except for the current allocation of \$500,000 for design and the removal of the Hindley Street Revitalisation except for the 2.4 million dollars allocated for design and other actions and a sum of 12.6 million dollars for future years (ie for construction).
 - In place of the King William Street South and Gouger Street Revitalisation would be a forward commitment for 15 million dollars, including design, for each of three Precincts not named (but to be determined by Council in the coming months) to be funded over the next three budgets, with an allocation for each for design in the preceding year and for development in the following year.
 - In respect of the AEDA budget, note that in the 22/23 budget, “reignite” programs funded last year totalling 1.6 million dollars have not been sought by the Agency, along with 813,000 dollars for the expansion of city events and 662,000 for sponsorship of new events.
 - Reduction in the budget for promotion of the City during the Adelaide 500 to \$75,000.
 - Invites AEDA to submit to Council for consideration the objectives and the details of its proposal for a new allocation of 600,000 dollars for a proposed strategic events fund.
 - \$100k be allocated to the concept plan and detailed design for Vincent Street
 - \$30k be allocated to Hamilton Place for concept plan and detailed design.
2. Notes the Operating service and expenditure changes from 2022/23 provided in Attachment B, to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023.
3. Notes the 2023/24 Budget delivers a surplus of \$1.92 million from our core operating budget.
4. Notes the 2023/24 Budget projects borrowings of \$29.7 million at the end of 2023/24.

5. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 6. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Central Market Authority provided as Attachment D to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 7. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Kadaltilla / Park Lands Authority provided as Attachment E to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 8. Authorises the Chief Executive Officer to make any necessary changes to the draft 2023/24 Business Plan & Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
-

DISCUSSION

1. The City Finance and Governance Committee met on Thursday 18 May 2023. The Agenda with a report for the Special meeting can be viewed [here](#). Following the special meeting, amendments were made to the Draft 2023/24 Business Plan and Budget, in **Attachment A** and to the Draft 2023/24 Operating Service and Expenditure Changes in **Attachment B**, which can be found at the end of this report.

2. The following matter was the subject of deliberation:

2.1. Adoption of Draft Business Plan & Budget for Consultation

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Approves the 2023/24 Draft Business Plan and Budget document set out in Attachment A to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023 for the purpose of public consultation commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023, subject to the following changes:
 - The complete removal of the Park 21 West Plan (page 69)
 - Also from page 69, the complete removal of the King William Street South Revitalisation budget, the removal of the Gouger Street Revitalisation project except for the current allocation of \$500, 000 for design and the removal of the Hindley Street Revitalisation except for the 2.4 million dollars allocated for design and other actions and a sum of 12.6 million dollars for future years (ie for construction).
 - In place of the King William Street South and Gouger Street Revitalisation would be a forward commitment for 15 million dollars, including design, for each of three Precincts not named (but to be determined by Council in the coming months) to be funded over the next three budgets, with an allocation for each for design in the preceding year and for development in the following year.
 - In respect of the AEDA budget, note that in the 22/23 budget, “reignite” programs funded last year totalling 1.6 million dollars have not been sought by the Agency, along with 813, 000 dollars for the expansion of city events and 662, 000 for sponsorship of new events.
 - Reduction in the budget for promotion of the City during the Adelaide 500 to \$75, 000.
 - Invites AEDA to submit to Council for consideration the objectives and the details of its proposal for a new allocation of 600, 000 dollars for a proposed strategic events fund.
 - \$100k be allocated to the concept plan and detailed design for Vincent Street
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2. Notes the Operating service and expenditure changes from 2022/23 provided in Attachment B, to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023.
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4. Notes the 2023/24 Budget projects borrowings of \$29.7 million at the end of 2023/24.
5. Notes the 2023/24 Business Plan & Budget for Council’s Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
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7. Notes the 2023/24 Business Plan & Budget for Council’s Subsidiary Kadaltilla / Park Lands Authority provided as Attachment E to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.

8. Authorises the Chief Executive Officer to make any necessary changes to the draft 2023/24 Business Plan & Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

DATA AND SUPPORTING INFORMATION

Link 1 – City Finance and Governance Committee Agenda

ATTACHMENTS

Attachment A – Draft 2023/24 Draft Business Plan and Budget

Attachment B - Draft 2023/24 Operating Service and Expenditure Changes

- END OF REPORT -



DRAFT
2023/24
**Business Plan
& Budget**

Investing back into streets,
parks and the community



CITY OF
ADELAIDE

Council is delivering \$268 million in expenditure to support growth, investment, protection of our Park Lands and greening of our city.

\$100.2m

investment in
Capital Works,
including...

\$50m

PUBLIC INFRASTRUCTURE
RENEWALS

**MAJOR PROJECT
INVESTMENT
INCLUDES:**

\$15.0m

Central Market Arcade
Redevelopment

\$12.4m

Roads and Footpath renewals

\$3.96m

EXPERIENCE ADELAIDE
(VISITOR CENTRE)

\$2.43m

Hindley Street Revitalisation
(Detailed Design)

City Wide key highlights include:

- Expanding and improving Adelaide free Wi-Fi
- Increased Park Lands Greening
- Conservation Management Plans for Heritage Assets
- Celebrate Kaurana heritage voice
- Cultural Mapping of the Adelaide Park Lands
- City Activation initiatives including East End unleashed
- Improved on-street parking technology
- Welcome to Adelaide and Destination Adelaide promotion
- Footpath, lighting and stormwater improvements in various locations
- Main street revitalisation and improvements
- Maintenance of and installation of new, Public Art
- Introduction of a graduate program and trainees and apprenticeship program
- New and different ways to engage our community

more than

\$43m

invested into waste management, cleansing, horticulture and Park Lands

\$5.6m

into a range of Strategic Projects to deliver Council's Strategic Plan

more than

\$15m

invested into Libraries, Community Centres, Events and Activations and other City Culture activities

Our City

Total land area

15.6_{sqkm}

City of Adelaide Gross Regional Product

\$21.9 billion

(17.6% of Gross State Product)

Local businesses

12,265

Total private dwellings

14,660

Total local spend

\$4.5 billion

(May 2022 to Apr 2023)

Office occupancy

80%

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 us 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 12,000 businesses and contributes close to 18% of the State's economic value. Financial and insurance services; professional, scientific and technical services; and public administration and safety form the city's three largest industries in terms of economic contribution.

The city continues to show signs of recovery following the pandemic. Total local spend reached \$4.5 billion in the 12 months to April 2023, a 10% increase compared to the same period last year. Office occupancy rates reached 80% in February 2023, one of the highest across all capital cities. This recovery sets a solid foundation for the city as we continue to navigate uncertainty around within the national and global economy.

Sources:

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

Capital Cities Council of Lord Mayors April 2023 Pulse Report

National Institute of Economic and Industry Research (NIEIR) 2023. Compiled and presented in economy.id by .id (informed decisions).

Property Council Office Occupancy Report February 2023, [Office Occupancy - February 2023 \(archive.org\)](#)

Spendmapp by Geografia

Our Community

Total residents

26,120

The City of Adelaide's great liveability is created not just through our layout and world-class infrastructure, but also through the breadth of our heritage, festivals, residents, businesses, students and visitors.

47% of residents are aged between 18 and 34

Adelaide's heritage buildings provide continuity with the past and are an essential part of the distinctive character and charm of the City. Adelaide's program of festivals and major events draws thousands of visitors to the City, enhances the City's image worldwide and contributes greatly to the quality of life enjoyed by local people.

20% of residents are aged 60 and over

45% residents were born overseas

Our community is vibrant and dynamic and consists of over 26,000 residents and over 300,000 visitors to the city daily. Our resident base is diverse with 45% of our residents born overseas and 36% speaking a language other than English. Adelaide is also home to the young and young-at-heart. Nearly half of our residents are aged 18 to 34 and one in five have chosen to spend their golden years living in the city.

36% speak a language other than English

41% of residents live alone

26% of residents were studying at TAFE or university

50% of city households were renting privately

City of Adelaide collaborates and engages with our community to leverage our collective strengths and create meaningful change. Our community has provided their say on various topics such as the Park Lands, infrastructure upgrades, main streets and events. Here are some excerpts of what we heard.

"I think more cultural events should be organised which will attract tourists and lead to growth"

"I don't mind increasing density of housing everywhere — but needs to be actively developing climate resilient, affordable and mixed income communities"

"Focus on the environment and specifically ways to reduce climate change"

"Maintain and create more walking and cycling spaces and more greenery."

"I love the parks and their ability to cater for the changing needs of the City of Adelaide"

Sources:

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

Kurna Acknowledgement

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

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

Contents Page

This Business Plan and Budget sets out the Council’s priorities, services, programs, projects and budget for 2023/24. Council has outlined the annual deliverables the community can expect to see under each Program of the Organisation, alongside a Capital Renewal Works schedule for the next 3 years. Attachments to this document provide planning, financial, strategic and legal context, including our proposed reporting, financial statements and our subsidiary Business Plan and Budgets.

Further information is available online at cityofadelaide.com.au/budget

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Subsidiaries

Available online as separate documents

Frequently used terms within this document:

Capital Projects: Support the delivery of Council's Strategic Plan and its Strategic Asset Management Plan. The delivery of these is prioritised / reviewed annually to deliver on relevant financial and asset indicators.

FTE: Full Time Equivalent (1.0) employee

Operating Projects: Deliver on Council decisions, partnerships and/or strategic projects that are ongoing in nature.

Program: A description of the structure of the organisation, consisting of a group of people responsible for specific policies, strategies, plans, functions and services. Multiple programs make up a Portfolio. Each Portfolio is led by a Director, who is a member of the Executive, and reports to the CEO.

Service: Local government services that meet community need, expectation and legislated requirements.

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

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

About this Plan

The 2023/34 Business Plan and Budget is the key annual operational and financial planning document for the City of Adelaide. It describes the priorities, programs, services and projects that we plan to deliver, our sources of revenue, financial levers, long term sustainability and how we propose to allocate our budget.

Over the past three years, the City of Adelaide has continued to demonstrate its credentials as a safe and liveable city. As highlighted in the 'Our City' section, the city is continuing to grow and move forward from the post-COVID recovery period. Council's financial responsiveness to the early impacts of the pandemic has delivered ongoing support and investment in local businesses and our community. This first Business Plan and Budget of the newly elected Council continues this good work and focuses on the future and pride in our City. Council is committed to the preparation of a new Strategic Plan and City Plan, reviewing our Long Term Financial Plan, Asset Management Plans and seeking and meeting community expectations for the services we deliver.

Council recognises the current financial position we are operating in, and the need to make financially sustainable decisions throughout the Business Plan and Budget process, while continuing to deliver valued outcomes for the community. This includes rethinking Council's core revenue bases. Our approach to setting rates, fees and charges will be critical in ensuring we are able to deliver for our community now, and in the future.

Prioritising levels of service for our infrastructure will ensure we can deliver well maintained community assets. In addition, maximising funding opportunities through effective advocacy and partnerships will support greater public value for ratepayers and our community. We will work with partners to support city growth, investment, vibrancy and city-wide improvements, while remaining committed to protecting our Park Lands and greening our city.

The City of Adelaide is at an important and exciting point in time, and the 2023/24 Business Plan and Budget enables us to continue delivering on the 2020-2024 Strategic Plan and becoming the most liveable city.

Our 2023/24 Business Plan and Budget is presented throughout the following pages:

- **Priorities** – some of the major initiatives we're delivering this year
- **Planning Summary** – an overview of our programs and projects
- **Budget Summary** – an overview of our budget position and financial principles
- **Program and Project delivery** – a detailed view of our deliverables, strategic projects and budgets presented across our organisational structure
- **Capital Works** – a detailed view of our Major Projects, New and Significant Upgrades and renewal program

Priorities

As the Capital City Council for all South Australians, we play a key role in ensuring people have pride in our City.

Council will continue to welcome visitors back to our City, create a vibrant, culturally diverse community, drive economic growth for our businesses, protect and celebrate our Park Lands, improve our Public Realm infrastructure for all to enjoy and show leadership through partnerships, advocacy and by being financially sustainable.

Our Council, our community and our partners want us to:

- Improve our city streets and public infrastructure through investing in core services and maintenance of the public realm.
- Deliver well-planned and well-designed streets and places that we can be proud of, with policies that encourage activity and growth while preserving our Park Lands, heritage and environment.
- Focus on financially sustainable decision-making and strategic partnerships which enable future investment, jobs and growth in the City.

Council will achieve this in 2023/24 by prioritising the following objectives:

Infrastructure

Improve city streets and public infrastructure by investing in core services and maintenance of the public realm.

- Maintain, develop and enhance main streets, streetscapes and parks
- Deliver on Council's Capital Works schedule

Community

Government partnerships to deliver opportunities for affordable housing and to create accessible and safe streets.

- Advocate for affordable housing and housing support for vulnerable people
- Deliver improvements to City-wide transport and people movement

Economy

Residential, visitor, business and employment growth to provide economic benefit to the City, increased investment and the City's role as a State hub for economic activity.

- Develop a City Plan that provides guidance on City growth
- Pursue opportunities and partnerships that support an increased City workforce

Environment

Protect and enhance the Park Lands and plan to manage the challenges of climate change for the benefit of our community and all South Australians.

- Leadership in delivering Climate Change actions
- Protect and enhance the Park Lands through increased tree plantings and managed use

Culture and Activation

Enhancing the City's cultural and creative fabric, activating main streets and neighbourhoods and conserving and celebrating our shared history.

- Promote and celebrate Adelaide's heritage
- Work with key partners to provide 'year round' events and activations that attract people to visit the City and that celebrate our diverse community

Capital City Leadership

Ensure our finances are sustainable for current and future generations and work with our partners on shared opportunities to the benefit of the City.

- Leverage Government and private partnerships through advocacy, and co-investment to support our priorities, plans and projects
- Financially sustainable decision-making and strategic partnerships which enable future investment, jobs and growth in the City

The activities that Council intends to undertake to achieve these objectives can be found within the program plans provided in this document.

How we Plan

Our approach to planning for 2023/24 started with Council Member training and onboarding following the November 2022 Local Government Elections and continued over several months, giving consideration to:

- Council's Strategic Plan 2020-2024, Long Term Financial Plan, Strategic Asset Management Plan, Asset Management Plans and Associated Strategies and Plans
- Council Member priorities and community insights from their campaign trails
- Understanding what we are hearing from the community from ongoing engagements, which are summarised through our quarterly reports
- Understanding our operational environment and key challenges and opportunities
- Planning principles of financial sustainability, innovation and insights, strategic, and simple and accessible
- Asset management, integrated and forward asset planning
- Financial sustainability and core budget management principles

We continue to review and refine programs, services and projects for the community. New service and project initiatives for 2023/24 have also been incorporated into programs with a focus on addressing Council's Priorities.

Our Planning Commitments as an organisation to support this Business Plan and Budget are:

- Building strategic relationships and partnerships to improve access to funding opportunities that support community outcomes
- Investing in community engagement to build trusting relationships
- Continuous improvement and efficiencies in the planning and delivery of services, programs and assets
- Service reviews to identify service changes based on community need and meeting Council's strategic intent
- Pursuing revenue opportunities and grants which reduce the reliance on rates and improve our procurement lifecycle
- Attracting businesses, workers and visitors to the city through economic opportunities, arts, culture and events
- Encouraging investment and development through partnerships
- Providing an overview of our services through our Organisational Programs

Our planning approach and commitments alongside the identified Financial Principles ensure that we are able to Plan, Budget and Report on the 2023/24 Business Plan and Budget in alignment with Council decisions, community expectations and operational challenges and opportunities.

How we Budget

Our budgeted expenditure for 2023/24 of \$267.7m across operating and capital budgets focuses on the strategic projects, services and activities that support the city's infrastructure, community, economy, culture and environment.

We will:

- Continue to focus on responsible financial management without impact to services, ensuring we maintain our range of quality services and facilities to deliver good outcomes for our community.
- Be innovative with the resources we have
- Be deliberate about improving service efficiency, to identify new revenue sources and grant opportunities, to manage risks and to create new opportunities for income

Operating grant funding from year to year can significantly impact our operating position and is one of the material differences compared to 2022/23, where we received an increased level of grants. This resulted from a significant volume of one-off grant funding that is not expected to reoccur in 2023/24. In 2023/24 we will be increasing our advocacy efforts to seek to address this imbalance and maintain consistent grant funding levels from year to year.

In recent times Council has maintained the rate in the dollar and held city-wide property valuations at 2019 levels, the two key determinants impacting rate revenue. This has seen rate revenue decline in real terms, dependent on new rateable properties and single revaluations for growth. In addition, certain fees and charges have been waived or held, some from before COVID and some to provide relief during COVID and recovery from there. These temporary decisions made with the intent of providing community support for the context at the time, have also resulted in a decline in fee revenue in real terms.

Council, like any other organisation or household, has experienced a significant increase in costs in recent years. Council and our stakeholders have recognised the benefits from past approaches to rating and fees. However, in order to deliver on its objectives, Council recognises the need to repair its budget position and the need to make financially sustainable decisions regarding rates and fees which will enable Council to invest in the required public infrastructure and deliver the services our community deserves now and into the future.

Accordingly, Council sought to value properties across the city to current values, whilst holding the rate in the dollar the same as in previous years. Any increase in rates payable is therefore directly attributable to any increase in property valuation.

In addition, Council has reviewed its approach to fees and charges, reinstating fees previously waived during COVID via a transitional approach to provide support, while increasing other fees consistent with the increased cost to deliver services and meet inflation.

Operating Position	2022/23 Q3	2023/24	
\$'000s	Budget	Budget	Movement
Income			
Rates Revenues	124,619	135,395	10,776
Fees and Charges	76,715	84,685	7,970
Grants, Subsidies and Contributions	9,787	4,449	(5,338)
Other Income	2,324	953	(1,371)
Total Income	213,446	225,481	12,035
Expenses			
Employee Costs	74,240	81,586	7,346
Materials, Contracts and Other Expenses	73,016	78,973	5,957
Sponsorships, Contributions and Donations	10,317	6,128	(4,189)
Depreciation, Amortisation and Impairment	54,864	56,040	1,176
Finance Costs	922	835	(87)
Total Expenses	213,359	223,561	10,202
Operating Surplus / (Deficit)	87	1,920	1,833

Capital Program	2022/23 Q3	2023/24	
\$'000s	Budget	Budget	Movement
Renewal/Replacement of Assets	45,201	50,416	5,215
New and Upgraded Assets	26,441	49,788	23,347
Total Capital	71,642	100,204	28,562

* For details of movements between financial years please refer to commentary in Detailed Financial Overview in Attachment B

Financial Principles

To guide the development of a budget and plan that delivers on priorities and ensure financial sustainability for current and future generations, the below principles were adopted by Council:

- Transparency in decision making
- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges based on nature and intent, not change the rating system and maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Capital renewal expenditure will be based on asset management plans
- Consider the disposal, purchase and /or repurposing of property assets to unlock the potential and future prosperity of the City, without incurring a financial loss
- Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects

Key assumptions:

- Rate income increases in line with assumed property valuation movements (7.5%) and growth from new developments (assumed at 1%)
- Fees and Charges have generally increased by 5%, with variations for certain activities
- Some fees that have been waived or frozen in recent years are being reinstated through a transitional approach, which is discussed in further detail later in this document
- Grants, Subsidies and Contributions is income received from external organisations - our budget matches committed funding expected to be received and has reduced due to a higher level of once-off grants in 2022/23
- Other Income has reduced with all previous budget offset targets removed
- Employee costs have increased due to the combined application of Enterprise Agreements, level changes required under the Enterprise Agreement and a 0.5% increase in Superannuation Guarantee Charge. In addition, 27.7 FTE have been added through the introduction of additional services and the expansion of some existing services
- Materials, Contracts and Other Expenses have been generally indexed by 2.5%. Expenses have increased above indexation due to the expansion of services delivered to our community including maintenance, greening, trainee and apprentice programs, and improvements to the free wi-fi network
- Sponsorships, Contributions and Donations are paid to community groups and organisations. The funding allocation for 2023/24 is decreasing by \$4.0m, consistent with delivering a strategic view to partnerships
- Renewal/Replacement of Assets funding represents a 90% Asset Renewal Funding Ratio and has been prioritised based on the condition and lifecycle of assets
- New/Upgraded Assets are strategically planned, assessed, prioritised and considered in the context of new infrastructure requirements or impact to current assets

Project and Program Delivery

The City of Adelaide will deliver the 2023/24 Business Plan and Budget through our Organisational Structure, including our Portfolios, Offices and Subsidiaries.

Each Portfolio has key focus areas which will support our priorities for the year and provide key measures of performance for our organisation to report back to the community on throughout the year.

A detailed view of our supported functions, strategic projects and budgets across these Programs, Offices and Subsidiaries is provided on the following pages as Program Plans.

City Shaping

Portfolio

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

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Office of the Director, City Shaping	3.0	-	(651,952)	(651,952)
Total	3.0	-	(651,952)	(651,952)

Key Focus areas for 2023/24

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

Programs / Teams

- City Culture
- Park Lands, Policy and Sustainability *includes Kadaltilla / Park Lands Authority subsidiary*
- Regulatory Services

Aquatic Centre Opportunity – delivered within City Culture

It should be noted that Council expects to be required to make a contribution for the demolition and remediation of the Aquatic Centre. Timeframes and funding are not confirmed, however should works occur in the 2023/24 year, Council recognises that it will need to make a provision for the demolition of the existing facility. Future savings derived from no longer operating the Centre or providing for its renewal and maintenance has been determined as sufficient to service and fund the repayment of any borrowings required.

City Culture

City Shaping Portfolio

The City Culture Program creates brilliant experiences for all who choose to live in and enjoy our City. By activating and curating places and spaces, and providing opportunities for creativity, recreation, and wellbeing, we connect, support and inspire our diverse community, and draw more people to Adelaide to live, study, work and play.

Supported functions:

- Adelaide Aquatic Centre
- Adelaide Town Hall
- BMX and Skate Parks
- Community Centres
- Community Home Support Program
- Community Wellbeing
- Culture and Creativity
- Events and Activations
- Library Operations
- Library Programs
- Monuments and Public Art
- Place Coordination
- Social Planning
- Sports and Recreation Facilities and Initiatives

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Office of the A/D City Culture	2.0	-	(385)	(385)
City Experience	10.1	782	(4,003)	(3,221)
City Lifestyle	15.3	1,245	(4,661)	(3,416)
Aquatic Centre	26.3	6,593	(7,443)	(850)
Creative City	11.0	82	(2,902)	(2,820)
Libraries	23.5	526	(5,046)	(4,520)
Adelaide Town Hall	6.0	2,863	(2,921)	(58)
Total	94.2	12,091	(27,361)	(15,270)

Operating Activities \$'000 – embedded in the operating budget (net)	Net
Aboriginal Protocol Grant	51
Adelaide's New Year's Eve	473
Annual Delivery of Kaurna Initiatives	51
ANZAC Day Service - March & Related Activities	59
Arts and Cultural Grants	371

Operating Activities \$'000 – embedded in the operating budget (net)	Net
Business Activation and Support	103
Christmas Festival Action Plan	587
City Activation – East End Unleashed	140
City Activation – Gouger Street Precinct	50
City Activation – Adelaide West Precinct	50
City Activation – Hutt Street Precinct	77
City Activation – Precinct Support	114
City Activation – North Adelaide Precinct	103
Community Capacity Development	40
Community Impact Grants	816
Cultural Entrepreneurs Incubator Program	41
Fashion Industry Support	35
Live Music Industry and Venues Support	56
UNESCO Adelaide City of Music Ltd Partnership	52
Winter Weekends	200
Total	3,469

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
City Activation	400
Cultural Mapping of the Adelaide Park Lands	75
Total	475

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	1,019
Renewals	-
Total	1,019

Park Lands, Policy and Sustainability

includes Kadaltilla / Park Lands Authority

City Shaping Portfolio

The Park Lands, Policy and Sustainability Program establishes clear and integrated policies and plans to shape a well designed, planned and developed City, to protect and enhance our unique Park Lands, and support a welcoming and resilient community that demonstrates environmental leadership.

Supported functions:

- Carbon Neutral Council and Community
- Community Safety Strategy
- Economic Policy
- Heritage Management
- Heritage Promotion and Events
- Lakes and Waterways
- Park Lands and Open Space
- Park Lands Planning
- Planning Policy
- Reconciliation
- Social Planning
- Sustainable and Climate Resilient City
- Tree Management
- Waste Policy and Education

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
A/D, Park Lands Planning & Policy	2.0	-	(356)	(356)
City Planning and Heritage	14.2	43	(3,660)	(3,617)
Low Carbon & Circular Economy	10.0	-	(2,292)	(2,292)
Park Lands, Policy & Sustainability	10.5	-	(1,639)	(1,639)
Kadaltilla / Park Lands Authority <i>(Budget for associated subsidiary)</i>	1.0	253	(253)	-
Total	37.7	296	(8,200)	(7,904)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Carbon Neutral Adelaide	232
Climate Change Action Initiatives (CCAIF)	783
City of Adelaide Prize	30
Economic Policy	41
Heritage Incentive Scheme	1,162
Heritage Promotion Program	212
History Festival	32

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Homeless and Vulnerable People project	157
NAIDOC Week Celebrations	51
Noise Management Program Incentive Scheme	39
Safer City Program	275
New Operating Activities for 2023/24	
City Plan	76
Total	\$3,092

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
Delivering the City Plan	390
Local Heritage Assessments - 20th Century Buildings	70
Master Plan of Light Square	75
Park Lands Biodiversity Survey	150
Park Lands Greening	30
Social Planning Homelessness and Adelaide Zero Project Resourcing	200
Total	915

Capital Projects \$'000	Expenditure
Major Projects	50
New and Significant Upgrade	493
Renewals	-
Total	543

Regulatory Services

City Shaping Portfolio

The Regulatory Services Program facilitates safer places for all to enjoy, provides easy access for those who visit and move around our City, and makes the experience of doing business with the City of Adelaide a pleasure.

Supported functions:

- Building Assessment
- Building Compliance
- Environmental Health
- On-Street Parking Compliance
- Permits
- Planning Assessment

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
A/D, Regulatory Services	5.0	-	(843)	(843)
City Safety	18.0	458	(1,641)	(1,183)
On-Street Parking Compliance	36.0	11,256	(4,799)	6,457
City Development	21.0	3,340	(2,588)	752
Total	80.0	15,054	(9,871)	5,183

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
New Operating Activities for 2023/24	
Essential Safety Provisions (ESP) Management	129
Total	129

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
On-Street Parking Compliance Technology & Customer Analytics Reform	100
Private Laneways Fee-for-Service Trial	50
Total	150

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	80
Renewals	-
Total	80

City Services

Portfolio

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

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Office of the Director, City Services	3.0	-	(677,325)	(677,325)
Total	3.0	-	(677,325)	(677,325)

Key Focus areas for 2023/24

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

Programs / Teams

- City Operations
- Infrastructure
- Strategic Property and Commercial

City Operations

City Services Portfolio

The City Operations Program ensures our City's assets, including streets, parks and other public spaces, are attractive, clean, well presented and maintained, so we all have a city to enjoy and to be proud of.

Supported functions:

- Green Waste Recycling and Mulch
- Kerbside Waste Collections and Recycling
- Monuments, Fountains and Public Art
- *Park Lands and Open Space Management*: Furniture and Fittings; Public Conveniences; Public Lighting; Roads and Footpaths; Stormwater; Tree Management
- Playground and Play Spaces
- Public Litter Bins
- *Streets and Footpaths*: Furniture and Fittings; Lighting; Public Conveniences; Signage and Line Marking; Stormwater; Streetscapes and Verges; Tree Management

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
A/D City Operations	13.8	-	(2,365)	(2,365)
Manager, City Presentation	1.0	-	(199)	(199)
Horticulture	83.2	2,334	(13,663)	(11,329)
Waste	1.0	29	(3,603)	(3,574)
Cleansing	49.0	7	(7,053)	(7,046)
Manager, City Maintenance	1.0	-	(184)	(184)
Infrastructure Maintenance	33.0	-	(5,546)	(5,546)
Trades	26.0	107	(5,164)	(5,057)
Facilities	4.0	-	(4,614)	(4,614)
Workshops	30.7	6	(734)	(718)
Total	242.8	2,483	(43,115)	(40,632)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Safer City Program	120
New Operating Activities for 2023/24	
City Operations Inspectors	217
Trainees and Apprentices	650
Park Lands Greening	820
Total	1,807

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	2,700
Total	2,700

Infrastructure

City Services Portfolio

The Infrastructure Program provides effective whole of life planning and management of our diverse community infrastructure assets and seeks partnerships with government bodies to deliver on Council's strategic plans, stimulating the local economy and supporting existing community needs and future growth.

Supported functions:

- Adelaide Aquatic Centre
- Asset Management
- Infrastructure Delivery Plans
- Park Lands and Open Space Management
- Road and Footpath Management
- Sustainable and Climate Resilient City
- Traffic and Transport Management

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
A/D Infrastructure	1.9	-	(632)	(632)
Infrastructure Delivery	16.8	-	-	-
Infrastructure Planning	28.6	-	(43,378)	(43,378)
Technical Services	23.0	-	(614)	(614)
Total	70.3	-	(44,624)	(44,624)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Free City Connector	1,162
Total	1,162

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
Asset Condition Audit	358
Climate Change Risk Adaptation Actions Year 2	200
Conservation Management Plans for Heritage Assets	200
Frome Road Masterplan	75
Lighting and Electrical Data Collection	300
Moonta Street Roof Installation Feasibility Study	50
North Terrace West Masterplan	100
SA Power Networks (SAPN) Luminaire Upgrades	100
Smart Lighting Platform Technical Specification	40
Stormwater Network Cleaning	500
Transport Strategy	200
West Pallant Street Improvements (Construction)	150
Total	2,273

Capital Projects \$'000	Expenditure
Major Projects	17,378
New and Significant Upgrade	8,986
Renewals	45,807
Total	72,171

Strategic Property and Commercial

City Services Portfolio

The Strategic Property and Commercial Program leverages the development and management of Council's property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate City precincts, building a prosperous City.

Supported functions:

- Commercial Leasing
- North Adelaide Golf Course
- Off Street Parking (UPark) Commercial Management
- On-Street Parking
- Property Development
- Property Management

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
A/D Strategic Property & Commercial	1.8	-	(473)	(473)
Strategic Property Development	4.0	-	(765)	(765)
Strategic Property Management	4.2	6,280	(12,821)	(6,541)
Commercial	4.0	221	(915)	(694)
North Adelaide Golf Course	12.0	3,443	(3,579)	(136)
Parking	17.8	42,377	(13,388)	28,989
Total	43.8	52,321	(30,841)	20,380

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
TPG 10 GIG Service	113
Total	113

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
88 O'Connell Project Delivery	30
Central Market Arcade Redevelopment	280
Future Fund Governance Framework Establishment	30
Strategic Property Action Plan Implementation	150
Total	490

Capital Projects \$'000	Expenditure
Major Projects	15,000
New and Significant Upgrade	1,732
Renewals	116
Total	16,848

Corporate Services

Portfolio

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

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Office of the Chief Operating Officer	5.0	-	(1,147,563)	(1,147,563)
Total	5.0	-	(1,147,563)	(1,147,563)

Key Focus areas for 2023/24

- Revised Strategic Management Framework and New Strategic Plan
- New and different ways to engage our community
- Adelaide free Wi-Fi expansion and improvements
- City of Adelaide Graduate Program

Programs / Teams

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

Customer and Marketing

Corporate Portfolio

The Customer and Marketing Team supports extraordinary customer experiences, celebrates our City through the delivery of creative and digital services, and enhances our reputation by promoting our achievements and initiatives.

Supported functions:

- Content Development
- Customer Advocacy
- Customer Service
- Digital Experience
- Graphic Design
- Media and Public Relations
- Social Media
- Website Management

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, Customer & Marketing	1		(213)	(213)
Customer Experience	24.3	1	(3,465)	(3,464)
Marketing & Communications	12.0		(2,238)	(2,238)
Total	37.3	1	(5,916)	(5,915)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
New Operating Activities for 2023/24	
Videographer	114
Total	114

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Finance and Procurement

Corporate Portfolio

The Finance and Procurement Team ensures that public resources are effectively managed to enable the delivery of Council's priorities and strategic plans, funding a long-term financially sustainable approach to delivery of services and infrastructure, and creating significant public value through its sustainable procurement practices.

Supported functions:

- Contract Management
- Financial Planning, Analysis and Reporting
- Ratings and Receivables

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, Finance & Procurement	1.0		(265)	(265)
Financial Planning & Reporting	13.0		(1,916)	(1,916)
Procurement & Contract Management	7.8		(975)	(975)
Rates & Receivables	9.0	134	(1,217)	(1,083)
Total	30.8	134	(4,373)	(4,239)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
Total	-

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Governance

Corporate Portfolio

The Governance Team focuses their expertise and efforts on ensuring that the organisation balances rigour, excellence, accountability, innovation and transparency in delivering results for Council and our City, maximising opportunities through responsible risk management.

Supported functions:

- Compliance and Freedom of Information
- Council Governance
- Emergency Management
- Corporate Governance
- Enterprise Risk

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, Governance & Risk	1.0	-	(209)	(209)
Corporate Governance	4.2	-	(1,965)	(1,965)
Council Governance	4.3	-	(573)	(573)
Legal Governance	1.0	-	(987)	(987)
Total	10.5	-	(3,735)	(3,735)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
Total	-

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Information Management

Corporate Portfolio

The Information Management Team delivers integrated technology solutions that improve access to information, streamline processes, safeguards our information and systems, and encourage collaboration across the organisation, to enable the delivery of customer focused services to our community

Supported functions:

- Archives and Civic Collection
- Corporate Records Management
- Information Management Project Delivery
- Server and Cloud Administration
- Service Desk

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, Information Management	31.0	7	(1,379)	(1,372)
Project Delivery			(2,553)	(2,553)
Service Desk			(1,111)	(1,111)
Technology, Infrastructure and Platforms		23	(8,565)	(8,542)
Total	31.0	30	(13,609)	(13,579)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Business Systems Roadmap	1,600
New Operating Activities for 2023/24	
Mobile Work Order Management System (ATEN worx Online)	145
Adelaide Free Wi-Fi	400
Total	2,145

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
Cyber Security Enhancement	160
Total	160

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	132
Renewals	1,793
Total	1,925

People

Corporate Portfolio

The People Team strengthens our organisation's capability to lead and deliver essential services for our community, corporate services for our organisation, and brilliant experiences in our City, by co-creating an environment where our people thrive, live our values, reach their potential, and learn and grow.

Supported functions:

- Human Resource Management
- Internal Communications and Connection
- Organisational Development
- Payroll
- Safety and Wellbeing

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, People	8.6	-	(773)	(773)
People Experience	4.4	-	(1,279)	(1,279)
People Safety and Wellbeing	4.0	-	(700)	(700)
People Services	6.0	-	(1,192)	(1,192)
Total	23.0	-	(3,945)	(3,945)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
New Operating Activities for 2023/24	
Aboriginal Employment Advisor	121
Graduate Employment Program	203
Total	324

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Strategy, Insights and Performance

Corporate Portfolio

The Strategy and Insights Team develops clear strategies, and undertakes research, engagement practices and evidence-based business planning, to enable our organisation to effectively implement Council's strategic plans, to respond to community needs, and to anticipate and adapt to a changing environment.

Supported functions:

- Business Planning
- Community Engagement
- Organisational Performance
- Project Delivery and Performance
- Research and Insights
- Strategic Planning

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Manager, Strategy, Insights & Performance	1.0	-	(187)	(187)
Strategy & Insights	8.0	-	(1,287)	(1,287)
Project Management Office	4.0	-	-	-
Total	13.0	-	(1,474)	(1,474)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
Total	-

Further to the operating budget and activities for this Program, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Offices and Subsidiaries

-
- | | |
|---------|--|
| Offices | <ul style="list-style-type: none">▪ Office of the CEO▪ Office of the Lord Mayor |
|---------|--|

-
- | | |
|----------------------|--|
| Council Subsidiaries | <ul style="list-style-type: none">▪ Adelaide Central Market Authority▪ Adelaide Economic Development Agency |
|----------------------|--|
-

Office of the CEO

Executive

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

Supported functions:

- Communication and Public Relations
- Executive Support and Administration
- Partnerships and Intergovernmental Relations
- Grants and Advocacy
- Capital City oversight

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Office of the Chief Executive	4.0	-	(1,470)	(1,470)
Total	4.0	-	(1,470)	(1,470)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
Total	-

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Office of the Lord Mayor

Executive

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

Supported functions:

- Communication and Public Relations
- Lord Mayor and Council Administration
- Partnerships and Intergovernmental Relations
- Civic Protocols and Events

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Councillor Support	0.7	-	(471)	(471)
Civic Events, Partnerships, and Other Events		-	(587)	(587)
Lord Mayor's Office Administration	5.3	-	(997)	(997)
Total	6.0	-	(2,055)	(2,055)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
International Relations (Sister Cities)	100
Total	100

Further to the operating budget and activities for this Program the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Adelaide Central Market Authority

Subsidiary

Oversees the management and operation of the Adelaide Central Market as a commercially sustainable, diverse, iconic, and unique fresh produce market.

Supported functions:

- Commercial Leasing
- Contribute to wider Market District
- Customer Service & Visitor Information
- Events & Activations
- Management of Board
- Market Operations
- Marketing, Social Media, Website Management
- Media and Public Relations
- Online Home Delivery/Click and Collect Operations

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
ACMA Operations	7.7	4,820	(5,073)	(253)
Marketing and Events	0.0	501	(501)	-
Online Market Platform	0.0	94	(236)	(142)
Total	7.7	5,415	(5,810)	(395)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
N/A	-
Total	-

Further to the operating budget and activities for this subsidiary, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
N/A	-
Total	-

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
Total	-

Adelaide Economic Development Agency

Subsidiary

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

Supported functions:

- Business Support and Investment
- Economic Data and Insights
- Event and Festival Sponsorship
- Marketing the City
- Precinct Group Funding
- Residential Growth
- Rundle Mall Management, Events and Marketing
- Strategic Partnerships Program
- Visitor Attraction
- Visitor Information Services

Operating Budget \$'000	FTE	Income	Expenditure	Total (net)
Managing Director, AEDA	3.0	-	(748)	(748)
Rundle Mall Management	9.6	4,250	(4,250)	-
Visitor Economy	6.0	19	(3,191)	(3,172)
Business and Investment	6.0	-	(2,329)	(2,329)
Marketing	7.0	-	(1,847)	(1,847)
Total	31.6	4,269	(12,365)	(8,096)

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Adelaide Fashion Week	300
Business Growth - Business Support	179
Digital Marketing	57
Event and Festival Sponsorship	1,810
General Marketing	340

Operating Activities \$'000 – embedded in the operating budget (net)	Expenditure
Main streets Development Grants	179
Strategic Partnerships	1,073
Visitor Growth – Tourism Projects	174
WellFest Adelaide	400
Total	4,512

Further to the operating budget and activities for this subsidiary, the below Projects have been identified in 2023/24:

Strategic Projects \$'000	Expenditure
Destination Adelaide Promotion	300
Promoting the City during Adelaide 500	75
Strategic Events Fund	600
Welcome to Adelaide	120
Total	1,095

Capital Projects \$'000	Expenditure
Major Projects	3,959
New and Significant Upgrade	960
Renewals	-
Total	4,919

Capital Works

To ensure we provide assets, facilities and programs that meet the needs and expectations of our community, we undertake ongoing planning, delivery and monitoring of our existing assets. We regularly seek external funding, partnership and grant opportunities to further enhance or bring forward planned works.

To ensure existing assets are maintained, renewed and upgraded, and that we identify appropriate opportunities for new assets, Capital Projects are assessed and prioritised with asset sustainability and the organisation's capacity to deliver in mind. Whilst capital projects can be funded by borrowings, we consider the asset depreciation, cost of the life of the asset (via Council's LTFP) and responsible borrowing capacity.

Council categorises our Capital Projects expenditure to provide a better understanding of what is being delivered as:

Major Projects, New and Significant Upgrades:

Strategically planned, assessed, prioritised and considered in context of new assets or impact to current assets.

Renewals:

Renewals and maintenance works which are aligned to Asset Management Plans and current assets.

	2022/23 (Q3 Budget)	2023/24
Major Projects	\$19.19m*	\$36.39m
New and Significant Upgrades	\$7.25m*	\$13.40m
Renewals	\$45.20m	\$50.41m
Total Capital Works investment for 2023/24	\$71.64m	\$100.2m

** Includes projects that are continuing in 2023/24 as detailed on the following pages*

Major Projects

These Projects are defined as complex projects that are valued over \$4m.

Projects commencing (new) for 2023/24:

	2023/24
Experience Adelaide (City Deal)	\$3.96m
Gouger Street Revitalisation (Concept Design)	\$0.50m
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	\$0.05m
Total	\$4.51m

Continuing projects from 2022/23:

	2022/23 Q3 Budget	2023/24
Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design)	\$0.06m	\$0.18m
Central Market Arcade Redevelopment *	\$1.00m	\$15.00m
City of Adelaide Bikeways: North-South	\$0.54m	\$1.63m
Flinders Street Improvements (Detailed Design)	\$0.06m	\$0.11m
Hindley Street Revitalisation (Detailed Design)	\$0.00m	\$2.43m
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)	\$0.07m	\$0.11m
Hutt Street Entry Statement (Construction)	\$0.07m	\$2.93m
Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Improvements (Concept Design)	\$0.03m	\$0.04m
Mary Lee Park (Park 27B) Community Sports Building Redevelopment (Construction)	\$0.14m	\$1.90m
Melbourne Street Improvements (Constructions)	\$0.15m	\$0.85m
Moonta Street Public Realm	\$0.43m	\$0.04m
Market to Riverbank - Pitt Street (Construction)	\$0.39m	\$1.92m

* these projects include both carry forward funding and new funding for 2023/24

<i>table continues from previous page</i>	2022/23 Q3 Budget	2023/24
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction) * ^	\$1.31m	\$3.57m
Street Lighting LED Renewals * ^ (in conjunction with City Safe CCTV Network project)	\$0.42m	\$0.52m
Sturt Street (West) Greening	\$0.00m	\$0.47m
Wakefield Street Improvements (Detailed Design) *	\$0.12m	\$0.17m
Total	\$4.79m	\$31.88m
Grand Total for all Major Projects	\$4.79m	\$36.39m

* these projects include both carry forward funding and new funding for 2023/24

^ these projects exclude 23/24 renewal funding of \$0.5m and \$1.4m respectively

New and Significant Upgrades

These upgrades are defined as installation of new infrastructure and upgrades to existing infrastructure, identified through Council strategies and plans.

Projects commencing (new) for 2023/24:

	2023/24
Adelaide Central Market Authority (ACMA) - New Parents Room	\$0.02m
Adelaide Central Market Authority (ACMA) - New Security Gates	\$0.08m
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)	\$0.07m
Brown Hill Keswick Creek - Stormwater Project (Financial Contribution)	\$0.32m
Christmas 2024	\$0.20m
City Operations Android Tablet Procurement	\$0.13m
Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction)	\$0.04m
Gunson Street Improvements (Detailed Design)	\$0.05m
Hamilton Place Improvements (Concept & Detailed Design)	\$0.03m
James Place Upgrade	\$0.21m
Jeffcott Street and Ward Street Intersection Traffic Signal Safety Upgrade (Construction)	\$0.11m
Kingston Terrace Bus Stop Upgrades (Construction)	\$0.15m
Minor Traffic Signal Safety Upgrades (Construction)	\$0.05m
Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction)	\$0.15m
New Access Ramps for Accessible Car Parks (Construction)	\$0.05m
New Street and Park Lands Furniture (Construction)	\$0.05m
New Street and Parklands Bicycle Racks (Construction)	\$0.03m
On-Street Parking Compliance Resourcing	\$0.08m

<i>table continues from previous page</i>	2023/24
Public Art	\$0.50m
Rundle Mall Sound System	\$0.96m
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)	\$0.30m
Town Clerk's Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design)	\$0.02m
Vincent Street and Vincent Place Improvements (Concept Detailed Design)	\$0.10m
Total	\$3.68m

Continuing projects from 2022/23:

	2022/23 Q3 Budget	2023/24
Adelaide Central Market - Cool Room	\$0.16m	\$0.20m
Botanic Catchment Water Course Rehabilitation	\$0.10m	\$0.08m
Bullrush Park / Warnpangga (Park 10) Public Lighting Upgrade	\$0.03m	\$0.19m
Christmas Festival Capital Budget	\$0.02m	\$0.18m
City Activation (Festoon Lighting)	\$0.04m	\$0.06m
City Dirt BMX Facility Master Plan - Blue Gum Park/Kurangga (Park 20)	\$0.03m	\$0.03m
City Wide Waste and Recycling	\$0.21m	\$0.11m
Climate Change Action Initiative Fund (CCAIF)	\$0.14m	\$0.38m
Field Street Improvements	\$0.05m	\$1.60m
Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)	-	\$0.55m
Greener City Streets Program	\$0.51m	\$0.49m
Hutt Road / Park Lands Trail Signalised Crossing	\$0.04m	\$0.30m
Kingston Terrace Streetscape and Stormwater Improvements	\$0.02m	\$0.04m
North Terrace / Station Road Footpath Improvements	-	\$0.30m

<i>table continues from previous page</i>	2022/23 Q3 Budget	2023/24
Place of Courage / Spirit of Woman (Park 27)	\$0.01m	\$0.10m
Public Art	\$0.02m	\$0.05m
Replacement of UPark Car Park Management System (CPMS)	\$0.13m	\$0.23m
Royal Avenue Improvements (Detailed Design)	\$0.05m	\$0.04m
Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply	\$0.10m	\$1.00m
Skate Park CCTV and Greening	\$0.28m	\$0.04m
Southwest Community Centre	-	\$1.50m
Stafford Street Public Lighting Upgrade	\$0.03m	\$0.20m
Stephens Street and Stephens Place Improvements	\$0.00m	\$0.16m
Torrens Retaining Structure	\$0.94m	\$1.82m
Ward Street Improvements	\$0.01m	\$0.03m
West Pallant Street Improvements	\$0.01m	\$0.04m
Whitmore Square Stage 2 Masterplan Implementation Upgrades	-	\$0.04m
Total	\$2.91m	\$9.72m
Grand Total for all New and Significant Upgrades	\$2.91m	\$13.40m

Renewals

The below table represents asset renewals for 2023/24 by Council's Asset Management Plan categories:

Future years are forecast only and subject to change.

	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
Asset Renewal Delivery Resource	\$5.5m	\$5.5m	\$5.5m
Bridges	\$0.53m	\$0.41m	\$1.77m
Buildings	\$10.44m	\$10.43m	\$9.98m
Commercial Plant & Fleet	\$0.12m	\$0.19m	\$0.07m
Information Management	\$1.79m	\$1.50m	\$1.58m
Kerb and Water Table	\$2.77m	\$2.72m	\$1.97m
Lighting & Electrical	\$4.21m	\$3.01m	\$2.60m
Park Lands & Open Space	\$0.69m	\$3.01m	\$2.01m
Pathways	\$6.85m	\$4.08m	\$6.13m
Plant & Fleet	\$2.70m	\$2.86m	\$2.76m
Roads	\$5.52m	\$5.73m	\$5.87m
Traffic Signals	\$2.38m	\$3.10m	\$2.23m
Urban Elements	\$4.16m	\$2.85m	\$3.04m
Water Infrastructure	\$2.75m	\$2.06m	\$0.71m
Total Renewals	\$50.41m	\$47.45m	\$46.22m

A detailed list of each renewal projects can be found online cityofadelaide.com.au/budget

Attachment A

Delivering Our Plan

1. Legal Context
2. Strategic Framework
3. Partnerships and Advocacy
4. Measures and Performance

Legal Context

Under the *Local Government Act 1999*, Council must develop and adopt 'strategic management plans' which identify Council's objectives, how Council intends to achieve its objectives, how these fit with the objectives of other levels of government, performance measures and estimates of revenue and expenses.

This annual plan provides a commitment to the community on services and projects. We will deliver on our strategic plan, within our budget and resources to achieve:

- The vision and goals of the Council and community
- Responsible management of public funds to support community outcomes
- Council's commitment to the community and legislatively required priorities
- Deliverables for the year, showing how these align to our Services, Strategic Plan, Asset Management Plans and other endorsed Strategies and Action Plans
- Deliverables which respond to the challenges and opportunities of the current environment and show how we will manage these

Regular reporting on our strategies and plans ensures Council is accountable for its delivery on its commitments and provides transparency on how resources are used.

Our Council and its Committees are responsible for making decisions that set the strategy for our city and community and monitoring the performance of the organisation

Strategic Framework

The City of Adelaide is also guided by key strategic documents which comprise our legally required suite of 'strategic management plans'.

Our Strategic Plan and related strategies and plans provide direction on the services and programs that deliver outcomes to our community.

The **2020 – 2024 Strategic Plan** provides four community outcomes as long term objectives that support how we will deliver on our vision supported by enabling priorities:

- Thriving Communities
- Strong Economies
- Dynamic City Culture
- Environmental Leadership

The **Long Term Financial Plan** articulates the sustainable principles and measures that guide Council's financial decision making over a ten year period and the **Strategic Asset Management Plan** supports the development of Council's Asset Management Plans, which drive asset renewal, maintenance and improvements.

The *Local Government Act 1999* requires to review the suite of 'strategic management plans' within two years of a Local Government Election. Having held an election in November 2022, this work is currently underway. The long term objectives within the strategic management plans are available on the City of Adelaide website.



2023 City of Adelaide Strategic Management Framework

As a result of the reviews currently underway, Council expects our Strategic Framework and suite of plans to change.

Partnerships and Advocacy

Council will continue to build strong partnerships to advocate for the benefit of the City and leverage these to seek co-investment, grants and contributions.

Capital City Committee: The Capital City Committee is the main forum for the City of Adelaide and State Government of South Australia to progress the strategic development of our city.

Council of Capital City Lord Mayors (CCCLM): The Lord Mayor works with other leaders on the CCCLM to represent the special roles and interests of each Australian Capital City in relation with other spheres of government.

Local Government Collaboration: These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, and greater Council efficiencies and sharing of resources.

Strategic Partnerships: While government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, strategic partnerships provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

As the Capital City Council for South Australia, Council is continuously seeking to work with the Federal and State Governments to support a range of key projects, partnerships and infrastructure that will deliver the best outcomes for our community and stimulate the City's economy. The Adelaide City Deal, a joint funding initiative with the City of Adelaide and the Federal and State Governments, continues to be a focus in 2023/24 with deliverables associated with Lot 14, CCTV, City Wi-Fi and Visitor Growth.

Measures and Performance

The current City of Adelaide 2020 -2024 Strategic Plan includes a range of actions to articulate what we are doing to deliver on our vision for the City and measures to know 'what success looks like'. These were built based on conversations with Council, our community and consideration of external influences and other Government Strategies and Plans.

At the end of each financial year the City of Adelaide prepares an Annual Report which provides an update on the progress of Council's Strategic Plan and the extent to which the City of Adelaide achieved these actions and measures.

The Business Plan and Budget is developed as an annual view of objectives, expressed through Council's Priorities, Strategic Plan and Long Term Financial Plan. The activities that Council intends to undertake is provided under each Program Plan, and these will be measured to assess the performance of the Council against its objectives. The assessment of performance and progress including the Services, Projects, Commercial Businesses and Budget of Council are provided through Quarterly Updates. It also outlines how events in the past quarter have shaped our financial forecast going forward and any changes in scope and budget to deliverables. Careful consideration is given to key financial indicators and ratios, and cash flow estimates to guide decision making that supports Council's financial sustainability through these updates. This reporting supports Council to respond to emerging challenges while continuing to support and deliver for our community. Quarterly reviews provide an opportunity for Council to re-prioritise services, projects and budgets as required.

Council also monitors community feedback as well as key city, community and service indicators and measures to provide support in understanding indicators of achievement and identify risks and opportunities. These keep us on track and support transparency and accountability by ensuring our progress is communicated and shared in a consistent manner.

Attachment B

Delivering Our Budget

1. Financial Framework
2. Rates
3. Borrowings
4. Fees and Charges
5. Detailed Financial Overview
6. Financial Indicators and Statements

Financial Framework

Funding Pathway			Expenditure	
Rates	\$135.4m	OPERATIONS	Services	\$172.5m
Fees and Charges	\$84.7m		Strategic Projects	\$5.6m
Grants and Subsidies	\$4.4m		Renewal or replacement of existing assets	\$50.4m
Other	\$1.0m			
Borrowings	\$19.8m	(NEW) CAPITAL	New income generating assets	\$15.0m
Capital Grants and Proceeds	\$5.9m		New Community assets	\$34.8m
Proceeds to build the Future Fund	\$27.1m			

Building the Budget

To guide the development of the 2023/24 Budget, Council adopted a set of key financial principles (see page 5) which have been applied to a robust budget process. The 2022/23 Budget was set to achieve a break-even operating result, seeking to retain the base service provision and base budget position to ensure that costs were controlled, and revenue maximised to achieve long term financial sustainability. The 2023/24 Budget continues this approach.

The budget process began by maintaining the 2022/23 Operating Budget throughout the year, updating the Base Budget to incorporate permanent changes to inform the following year's budget. The various parts of the organisation then built upon the Base Budget, from the ground up, to develop the budget required to deliver the same services at the same levels for the 2023/24 year. This effectively sets the required 2023/24 Base Budget, consistent with the approach for the 2022/23 Budget.

Identified service changes, strategic projects and operating initiatives, based on delivering the priorities of Council and supported by business cases, were developed and presented to Council for endorsement and inclusion in the Budget. At the same time, revenue assumptions, particularly for Rates and Fees and Charges, were developed independently and applied to the revenue components within the Budget.

Council has also committed to a capital program to deliver \$20m of new and upgraded infrastructure. To do so, Council may have to utilise borrowings (for budgeting purposes, assumed at 100% of new and upgraded capital projects). To service the interest and repayments associated with these borrowings, an operating surplus of \$1.745m is required. Costs and revenues were re-assessed and adjusted to ensure that the surplus can be achieved. Council is budgeting to generate an operating surplus of \$1.920m in the 2023/24 financial year.

Operating Budget

Council's operating budget provides for ongoing service delivery to the community across our community and corporate services and strategic projects to deliver on specific objectives. These costs are traditionally funded via Rates Revenues or other Fees and Charges. Grants and subsidies assist with this ongoing service delivery.

Capital Budget

Council's capital budget provides for project-based delivery of new/upgraded assets as well as renewal/replacement of existing city assets. Renewal costs are funded via cashflows generated from operations and new/upgraded costs are funded from operational cashflows and borrowings.

Borrowings are mainly utilised for major infrastructure projects and major city shaping projects such as the development of Market Square (Central Market Arcade), or commercially focused projects with a financial return on investment.

Implications for Future Years

In developing the Business Plan and Budget, borrowings have been considered in relation to the budget principles and the maximum borrowing indicators as defined by our prudential limits specified in our Treasury Policy. All borrowing terms and conditions will be in accordance with the Treasury Policy and where possible, known costs for projects and other known variables have been included in the Business Plan and Budget in alignment with Council decisions.

Borrowings at the end of 2022/23 will be impacted by the timing of cash inflows and cash outflows, and timing of when projects are delivered. The projected year-end position, monitored through the quarterly review forecast process, flows through to form the 2023/24 opening balance for borrowings. Any impact affecting the year-end balance of borrowings and the cumulative funding position will be considered to ensure that borrowings remain within our current Prudential Borrowing Limits.

Rates

To 2022/23, Council has held the Rate in the Dollar for the past nine years for all ratepayers in the city. In addition, the valuations used for rating purposes were also held, since 2019, due to the impacts of COVID-19 on the market. **To ensure property valuations reflect current market conditions, a review of valuations has been performed for the 2023/24 financial year.**

Rating Structure

Our Rating Structure is developed in accordance with the requirements of the *Local Government Act 1999*. Key considerations include:

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the Rating Policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles
- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999*. Differentiation factors previously endorsed by Council are 'Residential', 'Non-Residential' and 'Vacant Land' land uses
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2023/24, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue
- To protect ratepayers from large movements in property valuations a 10% cap on annual increases in general rates payable specific to individual ratepayers will be applied, subject to specific criteria.

The differential rates are allocated varied Rates in the Dollar by the following categories: Residential, Non-Residential and Vacant Land. Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

The Rating Policy by which Council raises rates and information on our rate in the dollar, is available at cityofadelaide.com.au/rates

Statement on Expected Rate Revenue

The 2022 Local Government reforms resulted in financial regulation changes requiring councils in South Australia to consistently show a statement on expected rate revenue. For the City of Adelaide, this information is provided below.

It should be noted that approximately 80% of the City of Adelaide's rateable properties are non-residential (i.e., commercial), which results in a skewed average rateable amount, when compared to suburban and regional Local Governments.

Expected Rates Revenue				
General Rates Revenue	2022/23 (as adopted)	2023/24 (estimated)		Change
General Rates (existing properties)	\$124,776,516	\$135,083,549		
General Rates (new properties)	\$882,600	\$1,512,671		
General Rates (GROSS)	\$125,659,116	\$136,537,164		
Less: Mandatory Rebates	(\$5,493,548)	(\$5,883,212)		
	\$120,165,568	\$130,653,952		8.5%
Other Rates (inc. service charges)				
General Rates Revenue	2022/23 (as adopted)	2023/24 (estimated)		Change
Regional Landscape Levy	\$2,096,982	\$1,773,741		
Separate and Special Rates (Rundle Mall Management Levy)	\$3,919,981	\$3,919,981		
	\$126,182,531	\$136,347,674		7.4%
Less: Discretionary Rebates	(\$1,300,793)	(1,300,793)		
Expected Total Rates Revenue*	\$124,881,738	\$135,046,881		8.3%

*Please note: Total expected rates revenue excludes the regional landscape levy

Summary of rateable properties				
	2022/23 (as adopted)	2023/24 (estimated)		Change
Number of rateable properties	26,861	27,130		1.0%
Average per rateable property	\$4,649	\$4,907		5.5%

Borrowings

Borrowing is undertaken in accordance with our Treasury Policy (available at cityofadelaide.com.au). This Policy guides our decision making in relation to funding our operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool and as such, links closely to our overall strategic management plans in the terms of:

- Strategic planning for the future of the City of Adelaide, covering short, medium and long term spending and investment issues
- Current and estimated future revenues and the ability to increase revenue through rating, user charges, additional grant funds or business activities
- Intergenerational equity considerations in terms of the ratepayers who benefit from the related expenditure
- Current and future funding needs for both operating and capital expenditures
- Potential movements in interest rates
- Any other strategic imperative that is linked to revenue and expenditure capacities

Fees and Charges

City of Adelaide's fees and charges are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that the fees:

- Reflect (or move progressively toward) the cost of the services provided
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Financial Principles and related parameters

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers' expectations and relevant legislation.

As such Statutory Fees will be updated in line with the State Government Gazette and included in the Fees and Charges Schedule available online and for public inspection at Council's Customer Centre, 25 Pirie Street, from July 2023.

Section 188 of the *Local Government Act 1999* provides the legal context for fees and charges:

- Fees and charges are determined by resolution of Council either as a direct resolution, by by-law or via delegation
- A council is unable to fix or vary fees or charges prescribed under other Acts
- In respect of fees for the use of facilities, services or works requests, a council need not fix fees or charges by reference to the cost to the council
- Council is required to keep the list of fees and charges on public display and provide updates where fees and charges are varied during the year.

In recent years, Council has waived or held the rate on several fees and charges. The intent of these decisions was to provide targeted support to the community and stakeholders during a particular period, most notably throughout the COVID-19 pandemic.

These decisions provided valuable support, however, were always temporary and not a financially sustainable model in the long term.

Council, like any other organisation or household, has experienced a significant increase in costs in recent years and needs to respond accordingly.

Council recognises the need to repair its budget position in 2023/24 if it is to invest in the required public infrastructure and delivery of services that our community needs, both now and into the future.

As such, Council has reviewed its approach to fees and charges, reinstating fees previously waived during COVID via a transitional approach to provide support, while increasing other fees consistent with increased costs to deliver services and meet inflation.

While previously waived fees are being reinstated, the proposed fee rates remain lower or competitive than other capital city and Adelaide metropolitan councils.

As a base position, Council is increasing fees by 5% in 2023/24 to meet rising costs, inflation and in reflection of previous years where no increases were made.

For the two activities for which fees are being reinstated following waiving in recent years (outdoor dining and events held in Park Lands), the 2023/24 fee rate has been increased by CPI for each year since the fee was waived.

A complete list of Council's fees and charges is available online.

Detailed Financial Overview

Income			
\$'000s	2022-2023 Q3 Budget	2023-2024 Budget	Variance
Rates Revenues	124,619	135,395	10,775
Statutory Charges	11,896	14,683	2,787
User Charges	64,819	70,002	5,183
Grants, Subsidies and Contributions	9,787	4,449	(5,338)
Investment Income	150	150	-
Reimbursements	338	338	-
Other Income	1,836	465	(1,371)
Total Income	213,446	225,481	12,035

Rates income - \$135.4m

In 2023/24 Council has revalued properties with an average increase of 7.5%, resulting in additional rates income of \$9.4m. Council also anticipates 1% growth in revenue from new developments and additions. This is expected to result in a further \$1.4m of revenue. Council will continue to hold its rate in the dollar for the tenth consecutive year for General Rates.

For the Rundle Mall Separate Levy, the rate in the dollar will be reduced to offset increases in property valuations to maintain the same level of income and associated expenditure. The expected revenue for 2023/24 will, on average, remain unchanged.

Statutory charges - \$14.7m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an

activity, including Development Act fees, parking fines and dog registration fees. Most fees are set by State Government legislation and administered by Council. Council is notified of the fee amounts in late June of each year and these will be adopted by Council in June 2023, once gazetted.

In 2023/24 Council intends to increase its on-street parking compliance presence, and as a result has increased expected expiation income by \$2.0m. The fees associated with permits for Outdoor Dining and Parklets are being reintroduced, with an expected income of \$0.6m.

User charges - \$70.0m

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council-owned property. With some fees being waived or frozen in recent years, for 2023/24 some fees have been reinstated, such as Event Fees, and other fees have in general increased by 5%.

Council also receives income from commercial aspects of the business through the operation of the Aquatic Centre, UParks and Town Hall. The commercial revenue budgets have been based on historical performance overlaid with current market conditions and projections of activity.

Grants, subsidies and contributions - \$4.4m

Grants, subsidies and contributions are income received from Federal and State governments. Operating grants, subsidies and contribution income has decreased due to a higher level of once-off grants received in 2022/23. Over \$3m was received for the undertaking of a project to ensure Resilient Flood Planning, as well as for Adelaide Free Wi-Fi.

In addition to these operating grants, the City is also expecting to receive capital grants and subsidies to fund the construction or purchase of new or upgraded assets. These are capital in nature and presented in a separate section of the Financial Statements shown on page 73.

Reimbursement - \$0.3m

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government. Reimbursements have remained consistent with the 2022/23 budgeted amount of \$0.3m.

Other income - \$0.5m

Other income is comprised of income from private works, and other miscellaneous receipts, and varies from year to year.

Expenses			
'000s	2022-2023 Q3 Budget	2023-2024 Budget	Variance
Employee Costs	74,240	81,586	7,345
Materials, Contracts & Other Expenses	73,016	78,973	5,957
Sponsorships, Contributions and Donations	10,317	6,128	(4,189)
Depreciation, Amortisation & Impairment	54,864	56,040	1,177
Finance Costs	922	835	(87)
Total Expenses	213,359	223,561	10,202

Employee costs - \$81.6m

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour. Employee costs are budgeted to increase by \$7.4m, from \$74.2m to \$81.6m.

As a result of the expansion of services delivered to our community, an additional 27.7 FTE from 746.1 to 773.8, have been included in the 2023/24 budget.

Employee costs for 2023/24 also include the combined application of increases aligned with Enterprise Agreements, level changes required under the Enterprise Agreement and 0.5% increase in Superannuation Guarantee Charge.

Materials, contracts and other - \$79.0m

Materials cover many different expenses of Council including utility payments for water and electricity, library books, and consumable materials.

Contracts covers costs such as contractors, waste collection, equipment hire, software license fees and consultants.

Other Expenses include audit and legal fees, communication expenses, insurance and registration, levies paid to other organisations, elected member allowances, advertising, fringe benefits tax, training and travel expenses.

Materials, contracts and other expenses are budgeted to increase by \$6.0m from \$73.0m. This is due to the expansion of services delivered to our community including maintenance, greening, trainee and apprentice programs, and improvements to the free wi-fi system. In addition, the existing expenditure base is generally indexed by 2.5% (well below CPI) with additional increases for expenditure imposed on Council such as Waste Management, Gas, Security Services and Operating Leases.

Sponsorships, Contributions and Donations \$6.1m

Sponsorships, Contributions and Donations are paid to community groups and organisations. Council continued to focus efforts on supporting the city in the recovery from covid in 2022/23 such as sponsoring events, and improvement grants. As Council considers a strategic view to partnerships, our funding allocation for 2023/24 has decreased by \$4.2m.

Depreciation - \$56.0m

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned. Depreciation is increasing by \$1.1m from the 2022/23 budgeted depreciation of \$54.9m to \$56.0m in 2023/24. This is a result of indexation and the completion of key projects.

Finance costs - \$0.8m

Finance costs include interest payable on borrowings and finance leases and other banking charges. Council is budgeting for a decrease of \$0.1m from the budget of \$0.9m in 2022/23 to \$0.8m in 2023/24 largely due to the impact of finance leases.

Note – Borrowings associated with the construction of new assets are capitalised against the assets during the construction phase.

Financial Statements

Cash flow statement

Proceeds from borrowings shows \$19.8m to be provided in 2023/24. This is a result of the delivery of new and upgraded capital program in 2023/24.

Balance sheet

Total Assets are projected to rise to \$2,010m in 2023/24. This is an increase of \$20.0m, largely the result of the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to increase to \$29.7m as at June 2024. This level of borrowings is within Council's Prudential Borrowing limits. Please see the financial indicator section for more information.

The Future Reserve Fund is a result of Strategic Property Sales. This fund is to be utilised to purchase or construct income generating assets. The Future Fund is projected to increase to \$40.4m in 2023/24.

Uniform Presentation of Finances

Operating surplus / (deficit)

The operating surplus or deficit indicates the extent to which income is sufficient, or insufficient, to fund the cost of services. A surplus indicates Council is raising enough operating income to cover its operating expenses whereas a deficit indicates it is not.

Net outlays on existing assets

This is expenditure that returns the service potential of existing assets back towards their original level. Consistent negative outlays on existing assets indicate that, overall, existing assets may be deteriorating as expenditure on their renewal or replacement is less than the rate of depreciation.

Net outlays on new and upgraded assets

Outlays on new and upgraded assets indicate the net cost to Council of acquiring or creating new assets. Outlays on new or upgraded assets will increase depreciation and maintenance expenses in future periods.

Net lending / (borrowing) for financial year

Net Lending, if a positive result, indicates that Council will reduce its level of borrowings over the period. Net Borrowings, if a negative result, means Council is required to borrow additional funds increasing the level of net borrowings over the period.

Financial Indicators and Statements

Ratio's	Target	2022/23 Quarter 3 budget	2023/24
OPERATING SURPLUS RATIO			
This ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	0.0%	0.9%
NET FINANCIAL LIABILITIES			
This ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	(3.8%)	(0.9%)
ASSET SUSTAINABILITY RATIO			
This ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management	90%-110%	88%	90%
ASSET TEST RATIO			
The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	3%	10%
INTEREST EXPENSE RATIO			
Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Maximum 10%	0.4%	0.4%
LEVERAGE TEST RATIO			
The ratio expresses the total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.1	0.2

Ratio's	Target	2022/23 Quarter 3 budget	2023/24
CASH FLOW FROM OPERATIONS RATIO			
The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/ Replacement of assets.	Greater than 100%	105%	101%
BORROWINGS			
The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Within Prudential Limits	6%	19%
The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Within Prudential Limits	25%	46%

Statement of Comprehensive Income

\$'000s	2022/23 Q3 Budget	2023/24 Budget
Income		
Rates Revenues	124,619	135,395
Statutory Charges	11,896	14,683
User Charges	64,819	70,002
Grants, Subsidies and Contributions	9,787	4,449
Investment Income	150	150
Reimbursements	338	338
Other Income	1,836	465
Total Income	213,446	225,481
Expenses		
Employee Costs	74,240	81,586
Materials, Contracts and Other Expenses	83,333	85,100
Depreciation, Amortisation and Impairment	54,864	56,040
Finance Costs	922	835
Total Expenses	213,359	223,561
Operating Surplus / (Deficit)	87	1,920
Asset Disposal & Fair Value Adjustments	475	1,125
Amounts Received Specifically for New or Upgraded Assets	10,047	14,075
Net Surplus / (Deficit)	10,609	17,120
Total Other Comprehensive Income	10,609	17,120

Statement of Financial Position

\$'000s	2022/23 Q3 Budget	2023/24 Budget
ASSETS		
Current Assets		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	16,210	35,560
Inventories	541	541
Total Current Assets	17,551	36,901
Non-Current Assets		
Financial Assets	419	377
Equity Accounted Investments in Council Businesses	1,608	1,928
Investment Property	2,899	2,928
Infrastructure, Property, Plant and Equipment	1,923,494	1,941,658
Other Non-Current Assets	129	129
Non-Current Receivable	43,943	26,027
Total Non-Current Assets	1,972,492	1,973,046
TOTAL ASSETS	1,990,042	2,009,947
LIABILITIES		
Current Liabilities		
Trade and Other Payables	27,212	14,317
Provisions	14,149	14,574
Other Current Liabilities	4,877	5,066
Total Current Liabilities	46,238	33,956
Non-Current Liabilities		
Trade and Other Payables	293	293
Borrowings	9,899	29,654
Provisions	1,721	1,773
Other Non-Current Liabilities	40,803	36,064
Total Non-Current Liabilities	52,716	67,783
TOTAL LIABILITIES	98,954	101,740
Net Assets	1,891,088	1,908,208
EQUITY		
Accumulated Surplus	796,283	801,303
Asset Revaluation Reserves	1,066,521	1,066,521
Future Reserve Fund	28,284	40,384
Total Council Equity	1,891,088	1,908,208

Statement of Changes in Equity

\$'000s	2022/23 Q3 Budget	2023/24 Budget
Balance at the end of previous reporting period	1,880,479	1,891,088
a. Net Surplus / (Deficit) for Year	10,609	17,120
b. Other Comprehensive Income	-	-
Total Comprehensive Income	10,609	17,120
Balance at the end of period	1,891,088	1,908,208

Statement of Cash flows

\$'000s	2022/23 Q3 Budget	2023/24 Budget
Cash Flows from Operating Activities		
<u>Receipts</u>		
Operating Receipts	213,010	227,007
<u>Payments</u>		
Operating Payments to Suppliers and Employees	(158,605)	(174,731)
Net Cash provided by (or used in) Operating Activities	54,405	52,276
Cash Flows from Investing Activities		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	11,749	5,295
Proceeds from Surplus Assets	6,685	27,125
Sale of Replaced Assets	971	630
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(45,201)	(50,416)
Expenditure on New/Upgraded Assets	(26,245)	(49,468)
Capital Contributed to Equity Accounted Council Businesses	(196)	(320)
Net Cash provided by (or used in) Investing Activities	(52,237)	(67,154)
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings	1,899	19,755
<u>Payments</u>		
Repayment from Borrowings	-	-
Repayment of Lease Liabilities	(4,771)	(4,877)
Net Cash provided by (or used in) Financing Activities	(2,872)	14,878
Net Increase (Decrease) in Cash Held	(703)	(0)
plus: Cash and Cash Equivalents at beginning of period	1,503	800
Cash & Cash Equivalents at end of period	800	800

Uniform Presentation of Finances

\$'000s	2022/23 Q3 Budget	2023/24 Budget
Income	213,446	225,481
less Expenses	(213,359)	(223,561)
Operating Surplus / (Deficit) before Capital Amounts	87	1,920
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(45,201)	(50,416)
add back Depreciation, Amortisation and Impairment	54,864	56,040
add back Proceeds from Sale of Replaced Assets	971	630
Net Outlays on Existing Assets	10,634	5,624
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(26,441)	(49,788)
add back Amounts received specifically for New and Upgraded Assets	11,749	5,295
add back Proceeds from Sale of Surplus Assets	6,685	27,100
Net Outlays on New and Upgraded Assets	(8,007)	(17,393)
Net Lending / (Borrowing) for Financial Year	2,714	(9,849)

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Online Attachment

The following renewals schedule is provided in the Draft 2023/24 Business Plan and Budget and will be provided online only.

Renewals

The below table represents asset renewals for 2023/24 by Council's Asset Management Plan categories:

Future years are forecasted only and subject change.

	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
Asset Renewal Delivery Resource	\$5.5m	\$5.5m	\$5.5m
Bridges	\$0.53m	\$0.41m	\$1.77m
Buildings	\$10.44m	\$10.43m	\$9.98m
Commercial Plant & Fleet	\$0.12m	\$0.19m	\$0.07m
Information Management	\$1.79m	\$1.50m	\$1.58m
Kerb and Water Table	\$2.77m	\$2.72m	\$1.97m
Lighting & Electrical	\$4.21m	\$3.01m	\$2.60m
Park Lands & Open Space	\$0.69m	\$3.01m	\$2.01m
Pathways	\$6.85m	\$4.08m	\$6.13m
Plant & Fleet	\$2.70m	\$2.86m	\$2.76m
Roads	\$5.52m	\$5.73m	\$5.87m
Traffic Signals	\$2.38m	\$3.10m	\$2.23m
Urban Elements	\$4.16m	\$2.85m	\$3.04m
Water Infrastructure	\$2.75m	\$2.06m	\$0.71m
Total Renewals	\$50.41m	\$47.45m	\$46.22m

Detailed list follows.

All figures are **budget** for 2023/24 and **forecast** for all future years.

Asset Renewal Delivery Resource	23/24	24/25	25/26
Asset Renewal Delivery Resource	☆	☆	☆
Asset Renewal Delivery Resource Total	\$5.50m	\$5.50m	\$5.50m

Bridges	23/24	24/25	25/26
Bridges Design Program	☆	☆	☆
G S Kingston Park / Wirrarninhi (Park 23) - Footbridge Renewal			☆
King Rodney Park / Ityamai-itpina (Park 15) - Footbridge Renewal		☆	
Rundle Park / Kadlitpina (Park 13) - Footbridge Renewal		☆	
Rymill Park / Murlawirrapurka (Park 14) - Rymill Lake Footbridge Renewal	☆		
The Olive Groves / Kuntingga (Park 7) - Footbridge Renewal			☆
Victoria Park / Pakapakanthi (Park 16) - Footbridge Renewal			☆
Bridges Total	\$0.53m	\$0.41m	\$1.77m

Buildings	23/24	24/25	25/26
Buildings Design Program	☆	☆	☆
Adelaide Central Bus Station - Solar Panel Renewal			☆
Adelaide Central Market - Basement Structural Elements Remediation		☆	
Adelaide Central Market - BMS Controller and System Renewal		☆	
Adelaide Central Market - Carpark Sprinkler System Improvements on Level 1	☆		
Adelaide Central Market - Carpark Sprinkler System Improvements on Level 2		☆	
Adelaide Central Market - Coffee Bean Switchboard Renewal			☆
Adelaide Central Market - Fire Hose Reel Compliance Works	☆		
Adelaide Central Market - Glass Canopy Renewal	☆		
Adelaide Central Market - Grote Street and Gouger Street Entrance Lighting Renewal	☆		
Adelaide Central Market - Installation of Automatic Exhaust System	☆		
Adelaide Central Market - Level 1 Carpark Bondek Remediation	☆		
Adelaide Central Market - Lighting Control Renewal		☆	
Adelaide Central Market - Marino Meat and Food Store Switchboard Renewal			☆
Adelaide Central Market - Market Floor Tenant Stalls Renewal	☆	☆	☆
Adelaide Central Market - Meter Renewal		☆	
Adelaide Central Market - Public Amenities Hot Water Reticulation System	☆		
Adelaide Central Market - Renewal of Air Conditioning Riser Ductwork			☆

Buildings	23/24	24/25	25/26
Adelaide Central Market - Renewal of Market Floor Air Conditioning Ductwork, Diffusers and Fire Dampers			☆
Adelaide Central Market - Roofing Renewal		☆	
Adelaide Central Market - SAPN Transformer Enclosure Renewal	☆		
Adelaide Central Market - Solar Panel Renewal		☆	
Adelaide Central Market - Structural Rehabilitation of Car Park	☆		
Adelaide Central Market - Telecommunication and Communication System Renewal	☆		
Adelaide Central Market - VESDA Units Renewal	☆		
Adelaide Town Hall - Albert Tower Rehabilitation		☆	
Adelaide Town Hall - AV System Renewal	☆		
Adelaide Town Hall - Dressing Room Carpet Renewal	☆		
Adelaide Town Hall - Eagle Chambers Ground Floor Carpet Renewal		☆	
Adelaide Town Hall - Eagle Chambers Improvements			☆
Adelaide Town Hall - Façade Conservation	☆		
Adelaide Town Hall - General Electrical Renewals		☆	
Adelaide Town Hall - Goods Lift Renewal	☆		
Adelaide Town Hall - Main Switch Board Renewal			☆
Adelaide Town Hall - Minor Lighting Renewals	☆		
Adelaide Town Hall - Organ Refurbishment			☆
Adelaide Town Hall - Renewal of Staging Decks	☆		
Adelaide Town Hall - Roof and Ceiling Access Improvements	☆		
Adelaide Town Hall - Stage Screen Renewal	☆		
Adelaide Town Hall - Toilet Renewal	☆		
Aquatic Centre - Commercial Asset Minor Renewals	☆	☆	
Bonython Park / Tulya Wardli (Park 27) - Public Toilet Renewal			☆
Carriageway Park / Tuthangga (Park 17) - Public Toilet Renewal			☆
Colonel Light Centre - Air Handling Unit Renewal		☆	
Colonel Light Centre - Lighting Renewals		☆	
Colonel Light Centre - Vertical Transport System Renewal			☆
Eagle Chambers - Heritage Fitout Renewals			☆
Ergo Apartments - Minor Renewals	☆	☆	
Frome UPark - Lighting and Ventilation Improvements	☆		
G S Kingston Park / Wirrarninithi (Park 23) - Public Toilet Renewal (Site 1)			☆
G S Kingston Park / Wirrarninithi (Park 23) - Public Toilet Safety Improvements (Site 2)		☆	
Gawler UPark - Façade Coating Treatment	☆		
London Road Depot - Height Safety Improvements	☆		
London Road Depot - Mechanical Exhaust Improvements to Welders Area	☆		
Multiple Buildings - CCTV and BMS Network Renewal	☆	☆	☆

Buildings	23/24	24/25	25/26
Multiple Buildings - Park Lands Sports Club Sustainability Improvements	☆		
North Adelaide Golf Links - Fire Safety Improvements	☆		
North Adelaide Golf Links - Horticulture Shed and Washdown Bay Improvements	☆		
North Adelaide Golf Links - Renewal Planning	☆		
Par 3 Golf Course Kiosk - Fitout Renewal	☆		
Red Gum Park / Karrawirra (Park 12) - Public Toilet Renewal			☆
Rundle UPark - Façade Renewal			☆
Rundle UPark - Grease Arrestor Renewal		☆	
Rundle UPark - Roof and Basement Rehabilitation			☆
Sydney Place Apartments - Minor Renewals	☆		
Topham Mall - Air Conditioning Renewal			☆
Topham Mall - Back of House / Staff Toilets Renewal	☆		
Topham Mall - Floor and Ceiling Renewals			☆
Topham Mall - Structural Rehabilitation Works			☆
Whitmore Square / Iparrityi - Public Toilet Renewal			☆
Wyatt UPark - Façade Renewal		☆	
Wyatt UPark - Golden Wattle Air Conditioning Renewal	☆		
Buildings Total	\$10.44m	10.43m	9.98m

Commercial Plant & Fleet	23/24	24/25	25/26
Commercial Plant & Fleet Replacement Program	☆	☆	☆
Commercial Plant & Fleet Total	\$0.12m	\$0.19m	\$0.07m

Information Management	23/24	24/25	25/26
Civic Collection Conservation Program	☆	☆	
Information and Communication Technology Replacement Program	☆	☆	☆
Information Management Total	\$1.79m	\$1.50m	\$1.58m

Kerb and Water Table	23/24	24/25	25/26
Kerb and Water Table Design Program	☆	☆	☆
Albert Lane - Albert Street to Dead End - Kerb and Water Table Renewal		☆	
Barnard Street - Hill Street to Wellington Square - Tree Surround Renewal		☆	
Blenheim Lane - Blenheim Street to Marlborough Street - Kerb and Water Table Renewal	☆		

Kerb and Water Table	23/24	24/25	25/26
Cardiff Street - Childers Street to Dead End- Kerb and Water Table Renewal	☆		
Field Street - Gouger Street to Wright Street - Kerb and Water Table Renewal	☆		
Flinders Street - Frome Street to Hutt Street - Kerb and Water Table Renewal			☆
Flinders Street - Pulteney Street to Frome Street - Kerb and Water Table Renewal		☆	
Franklin Street - King William Street to Post Office Lane - Kerb and Water Table Renewal	☆		
Gray Street - Waymouth Street to Franklin Street - Kerb and Water Table Renewal			☆
Gunson Street - Wakefield Street to Angas Street - Kerb and Water Table Renewal		☆	
Hutt Road - Glen Osmond Road to Greenhill Road - Kerb and Water Table Renewal		☆	
Jeffcott Street - Wellington Square to Montefiore Hill - Kerb and Water Table Renewal	☆		
Jerningham Street - Kingston Terrace to Melbourne Street - Tree Surround Renewal		☆	
Mills Terrace - Childers Street to Barton Terrace West - Tree Surround Renewal			☆
Morphett Street - Gouger Street to Whitmore Square - Kerb and Water Table Renewal	☆		
Morphett Street - Waymouth Street to Franklin Street- Kerb and Water Table Renewal	☆		
O'Halloran Street - Gilbert Street to South Terrace - Kerb and Water Table Renewal			☆
Pirie Street - Gawler Place to Pulteney Street - Kerb and Water Table Renewal			☆
Royal Avenue - Gilles Street to Dead End - Kerb and Water Table Renewal		☆	
Sturt Street - King William Street to Whitmore Square - Kerb and Water Table Renewal			☆
Vincent Street - Gilbert Street to South Terrace- Kerb and Water Table Renewal			☆
Wakefield Street - Pulteney Street to Hutt Street - Kerb and Water Table Renewal		☆	
Wakefield Street - Pulteney Street to Hutt Street - Tree Surround Renewal		☆	
Wakefield Street - Victoria Square to Pulteney Street - Kerb and Water Table Renewal		☆	
War Memorial Drive - Accessible Car Park Adjacent Archery Range - Kerb and Water Table Renewal	☆		
Kerb and Water Table Total	\$2.77m	\$2.72m	\$1.97m

Lighting & Electrical	23/24	24/25	25/26
Lighting & Electrical Design	☆	☆	☆
Barton Terrace West - Jeffcott Road and Prospect Road - Street Lighting Renewal			☆
Bentham Street - Waymouth Street to Grote Street - Wall Mounted LED Renewal	☆		
Beviss Street - Gover Street to Tynte Street - LED Renewal	☆		
Blue Gum Park / Kurangga (Park 20) - Himeji Gardens - Electrical Switchboard Renewal (MMSB71)		☆	
Blue Gum Park / Kurangga (Park 20) - Unley Road - Tree Uplight Renewal	☆		
Bonython Park / Tulya Wardli (Park 27) - Adjacent Torrens Footbridges - LED Renewal	☆		
Bonython Park / Tulya Wardli (Park 27) - South Bank - Montefiore Road to Torrens Boat Shed - Street Lighting Renewal		☆	
Bonython Park / Tulya Wardli (Park 27) - South Bank - Montefiore Road to Torrens Weir - LED Renewal		☆	
Bonython Park / Tulya Wardli (Park 27) - Tunnels Under Lightning Rail Bridge - LED Renewal		☆	
Bragg Park / Ngmapa Yarta (Park 5) - Main North Road Entrance - Tree Uplight Renewal	☆		
Bud Lighting Renewal Program	☆	☆	☆
Cambridge Street - Tynte Street to Archer Street - LED Renewal	☆		
Carriageway Park / Tuthangga (Park 17) - Beaumont Road North to Beaumont Road South - LED Renewal		☆	
Carrington Street - Pulteney Street to Hutt Street - Conduit and Switchboard Renewal	☆		
Catherine Helen Spence Street - Halifax Street to Gilles Street - LED Renewal	☆		
CCTV Renewal Program	☆	☆	☆
Childers Street - Hill Street to Jeffcott Street - LED Renewal		☆	
Coglin Street - Gouger Street to Wright Street - LED Renewal	☆		
Compton Street - Gouger Street to Wright Street - LED Renewal	☆		
Corryton Street - Carrington Street to Halifax Street - LED Renewal	☆		
East Terrace - Flinders Street to Wakefield Street - LED Renewal	☆		
East Terrace - Bartels Road to Flinders Street East - LED Renewal	☆		
Elder Park / Tarntanya Wama (Park 26) - King William Road to Montefiore Road - Street Lighting Renewal			☆
Elder Park / Tarntanya Wama (Park 26) - North Bank - Montefiore Road to King William Road - Street Lighting Renewal		☆	
Electrical Switchboard Renewal Program		☆	
Figtree Court - Buxton Street to Dead End - LED Renewal	☆		
Flinders Street - Hutt Street to East Terrace - LED Renewal	☆		
Flinders Street - King William Street to Wyatt Street - LED Renewal		☆	
Frome Park / Nellie Raminymmerin Park - LED Renewal	☆		

Lighting & Electrical	23/24	24/25	25/26
Frome Road - North Terrace to War Memorial Drive - LED Renewal		☆	
George Street - O'Connell Street to Dead End - Street Lighting Renewal	☆		
Gibbon Lane - Barnard Street to Strangeways Terrace - LED Renewal	☆		
Glen Osmond Road Program - Hutt Road to Greenhill Road - Street Lighting Renewal		☆	
Glen Osmond Road Program - South Terrace to Hutt Road - Street Lighting Renewal	☆		
Gouger Street - Morphett Street to King William Street - LED Renewal	☆		
Gray Street - Hindley Street to North Terrace - LED Renewal	☆		
Grote Street - Victoria Square to Moonta - Conduit and Switchboard Renewal	☆		
Harriet Street - Halifax Street to Gilles Street - LED Renewal	☆		
Hill Street - Ward Street to Childers Street - LED Renewal		☆	
Hindmarsh Square / Mukata - Electrical Switchboard Renewal (SB53)		☆	
Howard Florey Street - Halifax Street to Gilles Street - LED Renewal	☆		
Hume Street - Cardwell Street to Hutt Street - Street Lighting Renewal		☆	
Hyde Street - Flinders Street to Grenfell Street - LED Renewal	☆		
Jeffcott Street - Archer Street to Pennington Terrace - LED Renewal	☆		
Jeffcott Street - Pennington Terrace to Archer Street - Conduit and Switchboard Renewal	☆		
Kermode Street - King William Street to Sir Edwin Smith Avenue - LED Renewal		☆	
LED Renewal Program			☆
Mansfield Street - Tynte Street to Gover Street - Street Lighting Renewal		☆	
Melbourne Street - Frome Road to Jerningham Street - Street Lighting Renewal		☆	
Melbourne Street - Jerningham Street to Mann Terrace - Street Lighting Renewal			☆
North Terrace - King William Road to Kintore Avenue - LED Renewal		☆	
North Terrace - Kintore Avenue to Frome Road - LED Renewal		☆	
Pelzer Park / Pityailla (Park 19) - Greenhill Road to South Terrace - LED Renewal	☆		
Pilgrim Lane - Flinders Street to Pirie Street - LED Renewal	☆		
Pulteney Street - Pirie Street to Flinders Street - LED Renewal	☆		
Ralston Street - Barton Terrace East to Gover Street - LED Renewal	☆		
Red Gum Park / Karrawirra (Park 12) - North Bank, East of University Footbridge - Conduit and Switchboard Renewal	☆		
Rundle Street - Pulteney Street to East Terrace - LED Renewal	☆		
Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB15)			☆
Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB18)			☆

Lighting & Electrical	23/24	24/25	25/26
Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB20)		☆	
Spencer Street - Gray Street to Prospect Place - LED Renewal	☆		
Stanley Street - Jerningham Street to Mann Terrace - LED Renewal	☆		
Stanley Street - Lefevre Terrace to Jerningham Street - LED Renewal	☆		
Symonds Place - Halifax Street to Gilles Street - LED Renewal	☆		
Tucker Street - Hutt Street to Flinders Street - LED Renewal	☆		
Unley Road - Greenhill Road to South Terrace - LED Renewal		☆	
Veale Gardens / Walyu Yarta (Park 21) - Electrical Switchboard Renewal (MMSB73)	☆		
Victoria Square / Tarntanyangga - North West Quadrant - LED Renewal	☆		
Victoria Street - Hindley Street to North Terrace - LED Renewal	☆		
Waymouth Street - West Terrace to Light Square - LED Renewal	☆		
Wellington Square / Iparrityi - Street Lighting Renewal	☆		
Wellington Square / Kudnartu - Electrical Switchboard Renewal (SB173)			☆
Wellington Square / Kudnartu - Tynte Street Intersection - LED Renewal		☆	
Whitmore Square / Iparrityi - Electrical Switchboard Renewal - (SB174)	☆		
Whitmore Square / Iparrityi - Electrical Switchboard Renewal (SB44)	☆		
Wylde Road - West Terrace to Dead End - LED Renewal		☆	
Lighting & Electrical Total	\$4.21m	\$3.01m	\$2.60m

Park Lands & Open Space	23/24	24/25	25/26
Park Lands & Open Space Design Program	☆	☆	☆
Bulrush Park / Warnpangga (Park 10) - Adjacent Frome Road - Irrigation Renewal			☆
Gladys Elphick Park / Narnungga (Park 25) - Adjacent West Terrace - Irrigation Renewal			☆
Hurtle Square / Tangkaira - Western Side - Irrigation Renewal	☆		
Peppermint Park / Wita Wirra (Park 18) - Adjacent Himeji Garden - Irrigation Renewal		☆	
Possum Park / Pirltawardli (Park 1) - Golf Links South Course - Irrigation Renewal		☆	☆
Possum Park / Pirltawardli (Park 1) - North Adelaide Golf Course - Southern Greens Renewal	☆		
Pump Renewal Program		☆	☆
Red Gum Park / Karrawirra (Park 12) - Pennington East - Irrigation Renewal	☆		
Residential Streetscape Irrigation Renewal Program		☆	☆
Rymill Park / Murlawirrapurka (Park 14) - Irrigation Renewal		☆	
Sportsfield Renewal Program		☆	☆
Street Tree Renewal Program	☆	☆	☆

Park Lands & Open Space	23/24	24/25	25/26
Tarntanya Wama (Park 26) - Lights Vision - Irrigation Renewal			☆
Victoria Park / Pakapakanthi (Park 16) - East Terrace Frontage - Irrigation Renewal		☆	
Victoria Park / Pakapakanthi (Park 16) - Wakefield Frontage - Irrigation Renewal		☆	
Victoria Square / Tarntanyangga - Southern End - Irrigation Renewal	☆		
Wakefield Street - Pulteney Street to Hutt Street - Irrigation Renewal		☆	
Water Feature Refurbishment Program			☆
West Terrace - Grote Street to Sturt Street - Median Irrigation Renewal	☆		
Park Lands & Open Space Total	\$0.69m	\$3.01m	\$2.01m

Pathways	23/24	24/25	25/26
Pathways Design Program	☆	☆	☆
Access Ramp Renewal Program	☆	☆	☆
Bartels Road - North Side - Hutt Street to Park Lands Trail Crossing - Footpath Renewal	☆		
Blue Gum Park / Kurangga (Park 20) - Various Locations - Footpath Renewal		☆	
Bonython Park / Tulya Wardli (Park 27) - Lightning Footbridge to Park Terrace - Footpath Renewal	☆		
Bonython Park / Tulya Wardli (Park 27) - Victoria Bridge to Golf Course Car Park - Footpath Renewal		☆	
Bonython Park / Tulya Wardli (Park 27) - West of Victoria Bridge - Footpath Renewal		☆	
Brougham Gardens / Tantutitingga (Park 29) - Sir Edwin Smith Avenue to Stanley Street - Footpath Renewal	☆	☆	
Bulrush Park / Warnpangga (Park 10) - Mackinnon Parade to Frome Road - Footpath Renewal	☆		
Bulrush Park / Warnpangga (Park 10) - North Bank East of Albert Bridge - Footpath Renewal	☆		
Bundey's Paddock / Tidlangga (Park 9) - Adjacent Playground - Footpath Renewal	☆		
Denise Norton Park / Pardipardinyilla (Park 2) - Various Locations - Footpath Renewal			☆
Field Street - Gouger Street to Wright Street - Footpath Renewal	☆		
Flinders Street - Frome Street to Hutt Street - Footpath Renewal		☆	
Flinders Street - Pulteney Street to Frome Street - Footpath Renewal			☆
Footpath Refurbishment Program	☆	☆	☆
Footpath Renewal - O'Connell Street to Jeffcott Street - Footpath Renewal			☆
Franklin Street - King William Street to Post Office Place - Footpath Renewal	☆		
Gray Street - Waymouth to Franklin Street - Footpath Renewal			☆
Gunson Street - Wakefield Street to Angas Street - Footpath Renewal		☆	

Pathways	23/24	24/25	25/26
Josie Agius Park / Wikaparntu Wirra (Park 22) - Access Path - Footpath Renewal	☆		
King Rodney Park / Ityamai-itpina (Park 15) - Adjacent Dequetteville Terrace - Footpath Renewal		☆	
King Rodney Park / Ityamai-itpina (Park 15) - East Terrace to Park Lands Access Road - Footpath Renewal	☆		
King William Street - North Terrace to Victoria Square - Footpath Rehabilitation	☆		
Lefevre Park / Nantu Wama (Park 6) - Various Locations - Footpath Renewal	☆		
Marlborough Street - Grote Street to Gouger Street - Footpath Renewal	☆		
Mellor Street - Waymouth Street to Dead End - Footpath Renewal	☆		
Mistletoe Park / Tainmuntilla (Park 11) - Various Locations - Footpath Renewal		☆	
Morphett Street - Gouger Street to Whitmore Square - Footpath Renewal	☆		
Morphett Street - Waymouth Street to Franklin Street - Footpath Renewal	☆		
O'Halloran Street - Gilbert Street to South Terrace - Footpath Renewal			☆
Peppermint Park / Wita Wirra (Park 18) - Various Locations - Footpath Renewal	☆		
Pirie Street - Gawler Place to Pulteney Street - Footpath Renewal			☆
Possum Park / Pirltawardli (Park 1) - Golf Course - Various Locations - Footpath Renewal		☆	
Red Gum Park / Karrawirra (Park 12) - Pennington Gardens - Footpath Renewal	☆		
Red Gum Park / Karrawirra (Park 12) - South Bank - Footpath Renewal	☆		
Red Gum Park / Karrawirra (Park 12) - Town Clerk's Walk - Footpath Renewal		☆	
Red Gum Park / Karrawirra (Park 12) - University Footbridge to Frome Road - Footpath Renewal	☆		
Royal Avenue - Gilles Street to Dead End - Footpath Renewal		☆	
Rymill Park / Murlawirrapurka (Park 14) - Various Locations - Footpath Renewal	☆		
Strangways Terrace - Hill Street Intersection - Footpath Renewal		☆	
Sturt Street - King William Street to Whitmore Square - Footpath Renewal			☆
Tarntanya Wama - Light's Vision - Footpath Renewal	☆		
Tarntanya Wama (Park 26) - Adelaide Bridge to Oval Footbridge - North Side - Footpath Renewal		☆	
Victoria Drive - Frome Road to Second Driveway Crossover - Footpath Renewal		☆	
Victoria Square / Tarntanyangga - Gouger Street to Grote Street - Footpath Renewal			☆
Vincent Street - South Terrace to Gilles Street - Footpath Renewal			☆
Wakefield Street - Cypress Street to Frome Street - Footpath Renewal		☆	
Wakefield Street - Roper Street Gawler Place - Footpath Renewal		☆	

Pathways	23/24	24/25	25/26
Ward Court - Ward Street to Dead End - Footpath Renewal	☆		
Wellington Square / Kudnartu - Interl Pathways - Footpath Renewal	☆		
West Terrace - Various Locations on Eastern Side - Footpath Renewal	☆		
Whitmore Square / Iparrityi - Various Locations - Footpath Renewal			☆
Pathways Total	\$6.85m	\$4.08m	\$6.13m

Plant & Fleet	23/24	24/25	25/26
Plant and Fleet Replacement Program	☆	☆	☆
Plant & Fleet Total	\$2.70m	\$2.86m	\$2.76m

Roads	23/24	24/25	25/26
Roads Design Program	☆	☆	☆
Albert Lane - Albert Street to Dead End - Pavement Rehabilitation		☆	
Barnard Street - Hill Street to Wellington Square - Road Resurfacing		☆	
Barton Terrace East - O'Connell Street to Lefevre Terrace - Road Resurfacing		☆	
Beaumont Road South - Greenhill Road to Dead End - Pavement Rehabilitation		☆	
Blenheim Lane - Blenheim Street to Marlborough Street - Pavement Rehabilitation	☆		
Bloor Court - Currie Street to Dead End - Road Resurfacing	☆		
Bonython Park / Tulya Wardli (Park 27) - Access Roads - Pavement Rehabilitation			☆
Cannon Street - Waymouth Street to Franklin Street - Road Resurfacing	☆		
Cardiff Street - Childers Street to Dead End - Road Resurfacing	☆		
Carrington Street - King William Street to Pulteney Street - Road Resurfacing	☆		
Cavan Place - Little Sturt Street to Dead End	☆		
Chancery Lane - Wakefield Street to Angas Street - Road Resurfacing	☆		
Charles Street - North Terrace to Rundle Mall - Road Resurfacing	☆		
Considine, Evans and Hocking Place - Whitmore Square to Gilbert Street - Road Resurfacing	☆		
Corryton Street - Carrington Street to Halifax Street - Road Resurfacing		☆	
Denise Norton Park / Pardipardinyilla (Park 2) - Aquatic Centre Access Road from Fitzroy Terrace - Road Resurfacing			☆
Downer Place - South Terrace to Dead End - Road Resurfacing		☆	
Field Street - Gouger Street to Wright Street - Pavement Rehabilitation	☆		
First Street & Second Street - Percy Court to Dead End - Road Resurfacing	☆		
Flinders Street - Frome Street to Hutt Street - Pavement Rehabilitation			☆

Roads	23/24	24/25	25/26
Flinders Street - Pulteney Street to Frome Street - Pavement Rehabilitation		☆	
Gawler Place - Flinders Street to Wakefield Street - Road Resurfacing			☆
Grace Place - Collins Street to Dead End - Road Resurfacing	☆		
Gray Court & Petronella Lane - Wright Street to Sturt Street - Road Resurfacing	☆		
Gray Street - Waymouth Street to Franklin Street - Pavement Rehabilitation			☆
Gunson Street - Wakefield Street to Angas Street - Pavement Rehabilitation		☆	
Heavy Patching Program	☆	☆	
Hindley Street - Liverpool Street to West Terrace - Road Resurfacing	☆		
Hutt Road - South Terrace to Greenhill Road - Pavement Rehabilitation		☆	
Hutt Road - South Terrace to Park Lands Trail Crossing - Road Resurfacing	☆		
James Street - Angas Street to Dead End - Road Resurfacing		☆	
Jeffcott Street - Barton Terrace West to Wellington Square - Pavement Rehabilitation			☆
Jeffcott Street Car Parking Bays - Wellington Square to Montefiore Road - Road Resurfacing	☆		
Jerningham Street - Kingston Terrace to Melbourne Street - Road Resurfacing		☆	
King Rodney Park / Ityamai-itpina (Park 15) - Access Road from Wakefield Road - Road Resurfacing	☆		
Kingston Terrace - Kingston Terrace to Dead End - Road Resurfacing		☆	
Light Square / Wauwi - Hindley Street to Currie Street - Western Carriageway - Pavement Rehabilitation	☆		
Lois Lane - Tynte Street to Dead End - Road Resurfacing			☆
Mann Terrace - Stanley Street Intersection - Pavement Rehabilitation			☆
Marlborough & Churchill Streets - Grote Street to Gouger Street - Road Resurfacing	☆		
Mellor Street - Waymouth Street to Dead End - Road Resurfacing	☆		
Mills Terrace - Childers Street to Barton Terrace - Road Resurfacing			☆
Moore Street - Angas Street to Carrington Street - Road Resurfacing	☆		
Morphett Street - Gouger Street to Whitmore Square - Pavement Rehabilitation	☆		
Morphett Street - Waymouth Street to Franklin Street - Pavement Rehabilitation	☆		
Morphett Street - Whitmore Square to South Terrace - Road Resurfacing	☆		
O'Halloran Street - Gilbert Street to South Terrace - Pavement Rehabilitation			☆
Pirie Street - Gawler Place to Pulteney Street - Road Resurfacing			☆
Pitt Street - Grote Street to Franklin Street - Pavement Rehabilitation	☆		
Playhouse Lane - Currie Street to Light Square - Road Resurfacing		☆	
Possum Park / Pirltawardli (Park 1) - Golf Course Car Park Reconstruction		☆	
Priory Lane - Molesworth Street to Dead End - Road Resurfacing			☆

Roads	23/24	24/25	25/26
Red Gum Park / Karrawirra (Park 12) - University Oval Access Road - Pavement Rehabilitation		☆	
Roper Street - Flinders Street to Wakefield Street - Road Resurfacing	☆		
Royal Avenue - Gilles Street to Dead End - Road Resurfacing		☆	
Rymill Park / Murlawirrapurka (Park 14) - Bowls Club Car Park - Road Resurfacing	☆		
Sappers Lane - Frome Street to Dead End - Road Resurfacing			☆
Shannon Place - Waymouth Street to Franklin Street - Road Resurfacing	☆		
Stafford Lane - O'Halloran Street to Dead End - Road Resurfacing			☆
Stafford Street - O'Halloran Street to Dead End - Road Resurfacing			☆
Stamford Court - Wright Street to Dead End - Road Resurfacing	☆		
Sturt Street - Whitmore Square to King William Street - Pavement Rehabilitation			☆
Tatham Street - Waymouth Street to Franklin Street - Road Resurfacing	☆		
Tenant Court - Morphett Street to Dead End - Road Resurfacing	☆		
Tynte Street Post Office Car Park - Road Resurfacing	☆		
Vincent Street & Vincent Place - Gilles Street to South Terrace - Pavement Rehabilitation			☆
Wakefield Street - Pulteney Street to Hutt Street - Pavement Rehabilitation		☆	
Wakefield Street - Victoria Square to Pulteney Street - Pavement Rehabilitation		☆	
War Memorial Drive - Montefiore Road to King William Road - Road Resurfacing	☆		
War Memorial Drive - Park Terrace to Barton Road - Road Resurfacing			☆
Ward Court - Ward Street to Dead End - Road Resurfacing	☆		
Ward Street - Jeffcott Street to O'Connell Street - Pavement Rehabilitation			☆
Ward Street - Strangways Terrace to Hill Street - Road Resurfacing		☆	
Waymouth Street - Morphett Street to Ranelagh Street - Road Resurfacing	☆		
Worsnop Avenue - Frome Street to Dead End - Road Resurfacing			☆
Roads Total	\$5.52m	\$5.73m	\$5.87m

Traffic Signals	23/24	24/25	25/26
Traffic Signals Design Program	☆	☆	☆
Angas Street / Pulteney Street Intersection - Controller Replacement		☆	
Anzac Highway Pedestrian Crossing - Controller Replacement	☆		
Anzac Highway Pedestrian Crossing - Lantern Replacement			☆
Buxton Street Pedestrian Crossing - Lantern Replacement			☆
Cables and Conduits Renewal Program			☆
Carrington Street / Pulteney Street Intersection - Controller Replacement		☆	
Controller Renewal Program			☆

Traffic Signals	23/24	24/25	25/26
Currie Street / Light Square East Intersection - Controller Replacement	☆		
Currie Street / Light Square West Intersection - Controller Replacement	☆		
East Terrace School Crossing - Cables and Conduits Replacement	☆		
East Terrace School Crossing - Lantern Replacement		☆	
Flinders Street / Wyatt Street Intersection - Lantern Replacement	☆		
Franklin Street Pedestrian Crossing - Controller Replacement		☆	
Franklin Street Pedestrian Crossing - Lantern Replacement		☆	
Frome Road / Medical School Intersection - Lantern Replacement	☆		
Frome Road Pedestrian Crossing - Controller Replacement		☆	
Frome Street / Angas Street Intersection - Cables and Conduits Replacement	☆		
Frome Street / Flinders Street Intersection - Cables and Conduits Replacement		☆	
Frome Street / Grenfell Street Intersection - Cables and Conduits Replacement		☆	
Frome Street / Melbourne Street Intersection - Lantern Replacement			☆
Frome Street / Pirie Street Intersection - Cables and Conduits Replacement		☆	
Frome Street / Pirie Street Intersection - Lantern Replacement			☆
Frome Street / Victoria Avenue Intersection - Cables and Conduits Replacement			☆
Frome Street / Victoria Avenue Intersection - Controller Replacement			☆
Gilles Street Pedestrian Crossing East - Lantern Replacement	☆		
Grenfell Street / Adelaide Arcade Intersection - Cables and Conduits Replacement		☆	
Grote Street / Moonta Street Pedestrian Crossing - Lantern Replacement		☆	
Grote Street / Pitt Street Intersection - Lantern Replacement		☆	
Grote Street / Victoria Square Intersection - Lantern Replacement			☆
Grote Street / West Terrace Intersection - Controller Replacement			☆
Hill Street Pedestrian Crossing - Controller Replacement	☆		
Hutt Street / Angas Street Intersection - Controller Replacement			☆
Hutt Street / Angas Street Intersection - Lantern Replacement		☆	
Jeffcott Street / Montefiore Road Intersection - Controller Replacement			☆
King William Street / Angas Street Intersection - Controller Replacement		☆	
King William Street / Carrington Street Intersection - Controller Replacement		☆	
King William Street / Currie Street Intersection - Lantern Replacement		☆	
King William Street / Halifax Street Intersection - Controller Replacement		☆	
King William Street / Hindley Street Intersection - Lantern Replacement			☆
King William Street / South Terrace Intersection - Cables and Conduits Replacement	☆		

Traffic Signals	23/24	24/25	25/26
King William Street / War Memorial Drive Intersection - Lantern Replacement			☆
Kintore Avenue Pedestrian Crossing - Controller Replacement	☆		
Lantern Renewal Program			☆
Morphett Street / Gilbert Street Intersection - Lantern Replacement		☆	
North Terrace / Botanic Road Intersection - Controller Replacement			☆
North Terrace / City West Campus Pedestrian Crossing - Controller Replacement	☆		
North Terrace / City West Campus Pedestrian Crossing - Lantern Replacement		☆	
North Terrace / Gawler Place Intersection - Lantern Replacement		☆	
North Terrace / Station Road Intersection - Lantern Replacement			☆
North Terrace / Victoria Street Intersection - Lantern Replacement		☆	
O'Connell Street / Childers Street Intersection - Controller Replacement	☆		
O'Connell Street / Ward Street Intersection - Controller Replacement			☆
Pirie Street / Flinders Street Intersection - Controller Replacement		☆	
Pirie Street / Hutt Street Intersection - Controller Replacement			☆
Pirie Street / Hutt Street Intersection - Lantern Replacement			☆
Pirie Street / Pulteney Street Intersection - Controller Replacement		☆	
Port Road / Gaol Road Intersection - Lantern Replacement			☆
Pulteney Street / Angas Street Intersection - Cables and Conduits Replacement	☆		
Pulteney Street / Carrington Street Intersection - Cables and Conduits Replacement	☆		
Pulteney Street / Gilles Street Intersection - Cables and Conduits Replacement	☆		
Pulteney Street / Gilles Street Intersection - Controller Replacement		☆	
Pulteney Street / Halifax Street Intersection - Controller Replacement		☆	
Pulteney Street / Wakefield Street Intersection - Cables and Conduits Replacement		☆	
Pulteney Street / Wakefield Street Intersection - Controller Replacement		☆	
Rundle Street / Frome Street Intersection - Controller Replacement			☆
South Terrace / Morphett Street Intersection - Controller Replacement		☆	
South Terrace Pedestrian Crossing - Controller Replacement		☆	
South Terrace Pedestrian Crossing - Lantern Replacement		☆	
Sturt Street / West Terrace Intersection - Controller Replacement			☆
Tynte Street Pedestrian Crossing - Controller Replacement	☆		
Tynte Street Pedestrian Crossing - Lantern Replacement		☆	
Victoria Drive Pedestrian Crossing - Lantern Replacement	☆		
Wakefield Street / Frome Street Intersection - Lantern Program		☆	
War Memorial Drive Pedestrian Crossing East - Controller Replacement	☆		

Traffic Signals	23/24	24/25	25/26
War Memorial Drive Pedestrian Crossing East - Lantern Replacement	☆		
War Memorial Drive Pedestrian Crossing West - Controller Replacement	☆		
War Memorial Drive Pedestrian Crossing West - Lantern Replacement	☆		
Waymouth Street / Morphett Street Intersection - Lantern Replacement	☆		
West Terrace / Franklin Street Intersection - Lantern Replacement	☆		
West Terrace / Gouger Street Intersection - Cables and Conduits Replacement	☆		
West Terrace / Sturt Street Intersection - Cables and Conduits Replacement		☆	
Whitmore Square / Sturt (East) Street Intersection - Controller Replacement			☆
Whitmore Square Pedestrian Crossing West - Lantern Replacement			☆
Traffic Signals Total	\$2.38m	\$3.10m	\$2.23m

Urban Elements	23/24	24/25	25/26
Urban Elements Design Program	☆	☆	☆
Adelaide Bridge - Underneath the Arches Mosaic - Public Art Refurbishment	☆		
BBQ Renewal Program	☆	☆	☆
Bike Rack Renewal Program	☆	☆	☆
Bin Renewal Program	☆	☆	☆
Blue Gum Park / Kurangga (Park 20) - 'Brain' Artwork - Public Art Refurbishment			☆
Bollard Renewal Program		☆	☆
Bonython Park / Tulya Wardli (Park 27) - Riverside Rowing Club - Boat Landing Renewal	☆		
Bonython Park / Tulya Wardli (Park 27) - Start of Survey For The Siting of Adelaide Memorial - Public Art Lighting	☆		
Bus Shelter Renewal Program	☆	☆	
Christmas Decoration Renewal Program	☆		
Christmas Tree Lighting Renewal		☆	
Custom Sign Renewal Program	☆	☆	☆
Denise Norton Park / Pardipardinyilla (Park 2) - Bushy Music Playground Renewal			☆
Drinking Fountain Renewal Program	☆	☆	☆
East Terrace - Heritage Hitching Post - Public Art Refurbishment		☆	
Fence & Gate Renewal Program	☆	☆	☆
Flagpole Renewal Program		☆	☆
G S Kingston Park / Wirrarninithi (Park 23) - Lie of the Land - Public Art Lighting Renewal	☆	☆	
Gouger Street - Mosaic Lamp Posts Refurbishment	☆		

Urban Elements	23/24	24/25	25/26
Gouger Street - Public Art Refurbishment		☆	
Hindley Street - Roy 'Mo' Rene - Public Art Lighting	☆		
Leigh Street - Lamp Base - Public Art Refurbishment		☆	
Minor Structures Renewal Program			☆
Mistletoe Park / Tainmuntilla (Park 11) - You Are Here - Public Art Refurbishment		☆	
North Terrace - Robert Burns Statue - Public Art Refurbishment		☆	
North Terrace - South African War Memorial - Public Art Refurbishment	☆		
North Terrace - Venere di Canova - Public Art Refurbishment		☆	
Parking Machine Renewal Program	☆	☆	☆
Planter Box Renewal Program	☆	☆	☆
Playground Equipment Renewal Program	☆	☆	☆
Playground Softfall Renewal Program	☆	☆	☆
Public Art Refurbishment Program			☆
Red Gum Park / Karrawirra (Park 12) - King George V Statue - Public Art Refurbishment	☆		
Red Gum Park / Karrawirra (Park 12) - Naval Memorial - Public Art Refurbishment			☆
Red Gum Park / Karrawirra (Park 12) - The Cross of Sacrifice - Public Art Refurbishment			☆
Red Gum Park / Karrawirra (Park 12) - The G.F. and J.H. Angas Memorial - Public Art Refurbishment			☆
Retaining Wall Renewal Program	☆	☆	☆
Rundle Mall - Automated Bollard Renewal	☆		
Rundle Mall - The Spheres / Malls Balls - Public Art Refurbishment	☆		
Rymill Park / Murlawirrapurka (Park 14) - Picanniny Commemorative Drinking Fountain - Public Art Refurbishment	☆		
Seat Renewal Program	☆	☆	☆
Sportsfield Renewal Program		☆	☆
Structures Renewal Program	☆	☆	
Tarntanya Wama (Park 26) - Dedicated To Jack Reedman - Public Art Refurbishment			☆
Tarntanya Wama (Park 26) - Elder Park - The Limits of My Language - Public Art Refurbishment	☆		
Tarntanya Wama (Park 26) - Pennington West - Sun Dial - Public Art Refurbishment	☆		
Tarntanya Wama (Park 26) - Pinky Flat - Boat Ramp Renewal	☆		
Tarntanya Wama (Park 26) - Reedman Fountain - Public Art Refurbishment	☆		
Veale Park / Walyu Yarta (Park 21) - Days In The Diocese - Public Art Refurbishment	☆		
Veale Park / Walyu Yarta (Park 21) - Mosaic Butterfly Sculpture - Public Art Refurbishment	☆		

Urban Elements	23/24	24/25	25/26
Victoria Square / Tarntanyangga - Charles Cameron Kingston - Public Art Refurbishment		☆	
Victoria Square / Tarntanyangga - Her Majesty Queen Victoria - Public Art Refurbishment		☆	
Victoria Square / Tarntanyangga - Urban Lounge Renewal			☆
Whitmore Square / Iparrityi - The Voyagers - Public Art Refurbishment	☆		
Urban Elements Total	\$4.16m	\$2.85m	\$3.04m

Water Infrastructure	23/24	24/25	25/26
Water Infrastructure Design Program	☆	☆	
Blue Gum Park / Kurangga (Park 20) - West of Unley Road - Open Channel Renewal		☆	
Botanic Catchment Watercourse - Open Channel Renewal		☆	
Gunson Street - Wakefield Street to Angas Street - Stormwater System Renewal		☆	
Jerningham Street - Kingston Terrace to Stanley Street - Stormwater System Renewal		☆	
Morphett Street - Gouger Street to Wright Street - Stormwater System Renewal	☆		
Pelzer Park / Pityarilla (Park 19) - Adjacent Glen Osmond Road - Open Channel Renewal		☆	
Pelzer Park / Pityarilla (Park 19) - East of Unley Road - Open Channel Renewal		☆	
Pirie Street - Gawler Place to Pultney Street - Stormwater System Renewal			☆
Pitt Street - Franklin Street to Grote Street - Stormwater System Renewal	☆		
Rymill Park / Murlawirrapurka (Park 14) - Lake Renewal	☆		
South Terrace - O'Halloran Street Intersection - Stormwater System Renewal	☆		
Stormwater Pit Renewal Program	☆	☆	
Unley Road - South Terrace to Greenhill Road - Stormwater Culvert Renewal	☆		
Whitmore Square / Iparrityi - Stormwater System Renewal			☆
Water Infrastructure Total	\$2.75m	\$2.06m	\$0.71m

Summary of Changes – Services, Strategic Projects and Operating Initiatives

Council has considered what changes are required to provide outcomes to the community in line with its priorities.

Changes have been classified under 3 Categories:

Category 1	Category 2	Category 3
<ul style="list-style-type: none"> ▪ Business Critical Projects (Safety/ Contracted / Legislated) ▪ Asset Renewal ▪ Decisions of Council ▪ External Funding – Committed: Where an agreement to deliver a project has already received committed external funding, which may or may not require Council funding ▪ Projects in Progress: Ongoing Projects with approved funding 	<ul style="list-style-type: none"> ▪ Current Multi Year Projects: These are projects which have received funding in the current year and require approval for future funding ▪ Revenue Opportunity: To enable Council to fund the purchase of future income generating assets and to invest in strategic capital projects (LTFP Principle) (Future Fund) ▪ Decisions of Council that have been referred to the budget process for further consideration. 	<ul style="list-style-type: none"> ▪ External Funding – to Seek: Where a project is identified as being able to be delivered, if funding is found from another source. This can also support Council’s advocacy to government for co-funding ▪ New Projects: Projects which have identified funding for one year only ▪ New Multi Year Projects: Projects which have identified funding for multiple years

Proposed Strategic Projects 2023/24

Category 1	Program	23/24	24/25	25/26	23/24 Revenue
Asset Condition Audit	Infrastructure	\$358,000	\$-	\$-	\$-
Climate Change Risk Adaptation Actions Year 2	Infrastructure	\$200,000	\$-	\$-	\$-
Cyber Security Enhancement	Information Management	\$160,000	\$120,000	\$200,000	\$-
Lighting and Electrical Data Collection	Infrastructure	\$300,000	\$-	\$-	\$-
Moonta Street Roof Installation Feasibility Study	Infrastructure	\$50,000	\$-	\$-	\$-
On-Street Parking Compliance Technology & Customer Analytics Reform	Regulatory Services	\$100,000	\$100,000	\$-	\$-
Stormwater Network Cleaning	Infrastructure	\$500,000	\$-	\$-	\$-
TOTAL (rounded)		\$1.7m	\$0.22m	\$0.2m	\$-

Category 2	Program	23/24	24/25	25/26	23/24 Revenue
88 O'Connell Project Delivery	Strategic Property and Commercial	\$30,000	\$50,000	\$-	\$-
Central Market Arcade Redevelopment	Strategic Property and Commercial	\$280,000	\$-	\$-	\$-
City Activation	City Culture	\$400,000	\$400,000	\$400,000	\$-
Conservation Management Plans for Heritage Assets	Infrastructure	\$200,000	\$-	\$-	\$-
Cultural Mapping of the Adelaide Park Lands	City Culture	\$75,000	\$75,000	\$-	\$-
Delivering the City Plan	Park Lands, Policy and Sustainability	\$390,000	\$130,000	\$-	\$-
Destination Adelaide Promotion	AEDA	\$300,000	\$300,000	\$-	\$-
Local Heritage Assessments - 20th Century Buildings	Park Lands, Policy and Sustainability	\$70,000	\$-	\$-	\$-
Social Planning Homelessness and Adelaide Zero Project Resourcing	Park Lands, Policy and Sustainability	\$200,000	\$95,000	\$95,000	\$-
Strategic Property Action Plan Implementation	Strategic Property and Commercial	\$150,000	\$150,000	\$-	\$-
Welcome to Adelaide	AEDA	\$120,000	\$120,000	\$-	\$-
West Pallant Street Improvements (Construction)	Infrastructure	\$150,000	\$-	\$-	\$-
TOTAL (rounded)		\$2.4m	\$1.3m	\$0.5m	\$-

Category 3	Program	23/24	24/25	25/26	23/24 Revenue
Frome Road Masterplan	Infrastructure	\$75,000			
Future Fund Governance Framework Establishment	Strategic Property and Commercial	\$30,000			
Master Plan of Light Square	Park Lands, Policy and Sustainability	\$75,000			
North Terrace West Masterplan	Infrastructure	\$100,000			
Park Lands Biodiversity Survey	Park Lands, Policy and Sustainability	\$150,000	\$147,000		
Park Lands Greening	Park Lands, Policy and Sustainability	\$30,000			
Private Laneways Fee-for-Service Trial	Regulatory Services	\$50,000			
Promoting the City during Adelaide 500	AEDA	\$75,000			
SA Power Networks (SAPN) Luminaire Upgrades	Infrastructure	\$100,000			
Smart Lighting Platform Technical Specification	Infrastructure	\$40,000	\$100,000	\$100,000	
Strategic Events Fund	AEDA	\$600,000	\$700,000		
Transport Strategy	Infrastructure	\$200,000			
TOTAL (rounded)		\$1.5m	\$0.9m	\$0.1m	

Proposed Service Changes 2023/24

Category 1	Program	23/24	24/25	25/26	23/24 Revenue	23/24 FTE
Road Bridge Maintenance	Infrastructure	\$200,000	\$200,000	\$200,000	\$-	-
Additional resourcing for Adelaide Town Hall (ATH)	City Culture	\$165,000	\$169,638	\$174,727	\$185,000	1.0
Essential Safety Provisions (ESP) Management	Regulatory Services	\$128,909	\$117,326	\$120,846	\$-	1.0
On-Street Parking Compliance Resourcing	Regulatory Services	\$704,950	\$726,098	\$747,880	\$1,860,000	8.0
Mobile Work Order Management System (ATEN worxOnline)	Information Management	\$145,000	\$145,000	\$150,800	\$-	-
On-Street Parking	Strategic Property & Commercial			\$-	\$910,000	-
TOTAL (rounded)		\$1.3m	\$1.4m	\$1.4m	\$2.9m	10.0 FTE

Category 2	Program	23/24	24/25	25/26	23/24 Revenue	23/24 FTE
Winter Weekends	City Culture	\$200,000	\$200,000	\$200,000	\$-	-
Delivering the City Plan	Park Lands, Policy and Sustainability	\$76,395	\$78,687	\$81,048	\$-	0.6
Adelaide Free Wi-Fi	Information Management	\$400,000	\$400,000	\$400,000	\$-	-
TOTAL (rounded)		\$0.7m	\$0.7m	\$0.7m	\$-	0.6 FTE

Category 3	Program	23/24	24/25	25/26	23/24 Revenue	23/24 FTE
City Operations Inspectors	City Operations	\$217,278	\$217,278	\$217,278	\$-	2.00
Trainees and Apprentices (12)	City Operations	\$650,000	\$650,000	\$650,000	\$-	-
Asset Management System Administrator	Infrastructure	\$127,811	\$131,645	\$135,594	\$-	1.00
Asset Management System Support	Infrastructure	\$75,000	\$75,000	\$75,000	\$-	0.00
Contaminated Soil Testing	Infrastructure	\$50,000	\$50,000	\$50,000	\$-	0.00
Development Facilitator (SPOC)	Infrastructure	\$104,402	\$107,534	\$110,760	\$-	1.00
Minor Operational Transport Safety and Efficiency Improvements	Infrastructure	80,000	100,000	100,000	\$-	0.00
Main Streets Support	City Culture	\$214,000	\$220,000	\$225,000	\$-	1.00
Kadaltilla/Park Lands Authority Promotion and Marketing	Park Lands, Policy and Sustainability	\$178,804	\$270,000	\$270,000	\$-	1.5
Park Lands Greening	Park Lands, Policy and Sustainability	\$820,000	\$1,070,000	\$1,490,000	\$-	2.00
Social Planning Homelessness and Adelaide Zero Project Resourcing	Park Lands, Policy and Sustainability	\$114,162	\$117,587	\$121,115	\$-	1.00
Videographer	Customer and Marketing	\$113,909	\$113,909	\$113,909	\$-	1.00
Council and Committee Support	Governance	\$149,808	\$154,071	\$158,483	\$-	1.00
Aboriginal Employment Advisor	People	\$121,058	\$130,000	\$140,000	\$-	0.60
Graduate Employment Program	People	\$203,126.00	\$902,328	\$915,000	\$-	5.00
TOTAL (rounded)		\$3.2m	\$4.3m	\$4.8m	\$-	17.1 FTE

Operating Initiatives 2023/24

Name	Program	22/23	23/24	23/24 Revenue	23/24 FTE
Business Systems Roadmap	Information Management	\$1,600,000	\$1,600,000	\$-	-
Safer City Program	City Operations	\$102,648	\$120,173	\$-	1.0
Free City Connector	Infrastructure	\$1,134,044	\$1,162,395	\$-	-
TPG 10 GIG Service	Strategic Property & Commercial	\$169,950	\$112,699	\$220,875	-
International Relations (Sister Cities)	Office of the Lord Mayor	\$100,000	\$100,000	\$-	-
Wellfest Adelaide *	AEDA	\$-	\$400,000	\$-	-
Adelaide Fashion Week *	AEDA	\$-	\$300,000	\$-	-
Event and Festival Sponsorship	AEDA	\$1,757,096	\$1,809,539	\$-	-
Business Growth - Business Support	AEDA	\$174,800	\$179,350	\$-	-
Mainstreets Development Grants (Precinct groups)	AEDA	\$175,000	\$179,375	\$-	-
Visitor Growth – Tourism Projects	AEDA	\$170,000	\$174,250	\$-	-
Citywide Marketing	AEDA	\$331,000	\$339,275	\$-	-
Residential Growth Promotion	AEDA	\$49,200	\$-	\$-	-
Digital Marketing	AEDA	\$56,000	\$57,400	\$-	-
Strategic Partnerships	AEDA	\$1,046,340	\$1,072,498	\$-	-
AEDA Summit	AEDA	\$22,000	\$-	\$-	-
Arts and Cultural Grants	City Culture	\$401,888	\$371,232	\$50,000	0.2
Cultural Entrepreneurs Incubator Program	City Culture	\$40,000	\$41,000	\$-	-
UNESCO AdI City of Music Ltd P'Ship	City Culture	\$51,000	\$52,275	\$-	-

Name	Program	22/23	23/24	23/24 Revenue	23/24 FTE
Business Activation and Support	City Culture	\$100,000	\$102,500	\$-	-
Adelaide's New Year's Eve	City Culture	\$571,020	\$472,546	\$-	-
ANZAC Day Service - March & Related Activation	City Culture	\$58,000	\$59,450	\$-	-
Australia Day Sponsorship	City Culture	\$182,000	\$-	\$-	-
Christmas Festival Action Plan	City Culture	\$533,431	\$586,705	\$-	-
City Activation – East End Unleashed	City Culture	\$140,000	\$140,000	\$-	-
City Activation – Hutt Street Precinct	City Culture	\$75,000	\$76,875	\$-	-
City Activation – North Adelaide Precinct (Melbourne Street)	City Culture	\$50,000	\$51,250	\$-	-
City Activation – North Adelaide Precinct (O'Connell Street)	City Culture	\$50,000	\$51,250	\$-	-
City Activation – Adelaide West Precinct	City Culture	\$-	\$50,000	\$-	-
City Activation – Gouger Street Precinct	City Culture	\$-	\$50,000	\$-	-
City Activation – Precinct Support	City Culture	\$-	\$114,000	\$-	1.0
Fashion Industry Support	City Culture	\$51,000	\$34,724	\$-	-
Live Music Industry and Venues Support	City Culture	\$55,000	\$56,375	\$-	-
Umbrella Winter Festival	City Culture	\$41,000	\$-	\$-	-
Winter Weekends	City Culture	\$-	\$200,000	\$-	-
Community Capacity Development	City Culture	\$40,000	\$40,487	\$-	-
Community Impact Grants	City Culture	\$900,608	\$815,811	\$-	1.0
Annual Delivery of Kaurua Initiatives	City Culture	\$50,000	\$51,250	\$-	-
Aboriginal Protocol Grant	City Culture	\$50,000	\$51,250	\$-	-
Flower Day	City Culture	\$100,000	\$-	\$-	-

Name	Program	22/23	23/24	23/24 Revenue	23/24 FTE
City of Adelaide Prize	Park Lands, Policy & Sustainability	\$29,500	\$30,238	\$-	-
NAIDOC Week Celebrations	Park Lands, Policy & Sustainability	\$50,000	\$51,250	\$-	-
Heritage Promotion Program	Park Lands, Policy & Sustainability	\$203,627	\$212,010	\$-	-
History Festival	Park Lands, Policy & Sustainability	\$31,000	\$31,775	\$-	-
Safer City Program	Park Lands, Policy & Sustainability	\$289,552	\$275,140	\$-	1.5
CCAIF - Community and Business Support	Park Lands, Policy & Sustainability	\$160,000	\$180,000	\$-	-
CCAIF- Deliver the Sustainability Incentive	Park Lands, Policy & Sustainability	\$220,000	\$225,500	\$-	-
Building Upgrade Finance	Park Lands, Policy & Sustainability	\$136,510	\$-	\$-	-
CCAIF - Certification & Inventories	Park Lands, Policy & Sustainability	\$100,000	\$140,000	\$-	-
CCAIF - Policy & Advocacy	Park Lands, Policy & Sustainability	\$24,666	\$-	\$-	-
CCAIF - Climate Action Plan Implementation	Park Lands, Policy & Sustainability	\$130,000	\$125,000	\$-	-
Carbon Neutral Adelaide - Climate Change Ad	Park Lands, Policy & Sustainability	\$220,983	\$232,213	\$-	2.0
CCAIF - Climate Risk	Park Lands, Policy & Sustainability	\$50,000	\$51,250	\$-	-

Name	Program	22/23	23/24	23/24 Revenue	23/24 FTE
CCAIF - Water Sensitive City	Park Lands, Policy & Sustainability	\$20,000	\$20,500	\$-	-
CCAIF - Climate Ready City & Engagement	Park Lands, Policy & Sustainability	\$10,000	\$10,250	\$-	-
CCAIF - Taking Climate Action Roadmap	Park Lands, Policy & Sustainability	\$30,000	\$30,750	\$-	-
Heritage Incentive Scheme	Park Lands, Policy & Sustainability	\$1,134,000	\$1,162,350	\$-	1.2
Homeless and Vulnerable People project	Park Lands, Policy & Sustainability	\$42,200	\$157,255	\$43,002	1.0
Noise Management Program Incentive Scheme	Park Lands, Policy & Sustainability	\$38,000	\$38,950	\$-	-
Economic Policy	Park Lands, Policy & Sustainability	\$40,000	\$41,000	\$-	-
TOTAL (rounded)		\$13.39m	\$14.09m	\$0.31m	8.9 FTE

Reports from Council Members

Tuesday, 23 May 2023
Council

Strategic Alignment - Enabling Priorities

Program Contact:
Alana Martin, Manager
Governance

Public

Approving Officer:
Michael Sedgman - Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to:

1. Inform Council of Council Member activities and functions that Council Members have attended on behalf of the Lord Mayor.
2. Provide a summary of Council Members' attendance at meetings.

Council Members can also table reports on activities undertaken on Boards and Committees where they are representing Council, and these reports will be included in the Minutes of the meeting.

RECOMMENDATION

THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor (Attachment A to Item 11.1 on the Agenda for the meeting of the Council held on 23 May 2023.
2. Notes the summary of Council Members' meeting attendance (Attachment B to Item 11.1 on the Agenda for the meeting of the Council held on 23 May 2023.
3. Notes that reports for Council Members tabled at the meeting of the Council held on 23 May 2023 be included in the Minutes of the meeting.

ATTACHMENTS

Attachment A – Council Member activities and functions attended on behalf of the Lord Mayor

Attachment B – Summary of Council member meeting attendance

- END OF REPORT -

FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 20 April 2023 - 15 May 2023			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Phillip Martin (Deputy Lord Mayor)	20/04/23	Adelaide Jazz Festival Launch	The Jade, Flinders Street
Councillor Phillip Martin (Deputy Lord Mayor)	20/04/23	South Australia's Industry Climate Change Conference Celebration Dinner	Rose Garden Pavillion, Adelaide Botanic Gardens
Councillor Henry Davis	25/04/23	ANZAC Day Australian Light Horse Remembrance Service 2023	Light Horse Memorial, Rundle Park
Councillor David Elliott	25/04/23	ANZAC Day Service of Remembrance 2023	Cross of Sacrifice, Pennington Gardens North Adelaide
Councillor Phillip Martin (Deputy Lord Mayor)	27/04/23	Hugh Stretton Oration	The Braggs Lecture Theatre, University of Adelaide
Councillor Arman Abrahamzadeh	03/05/23	Spirit of Women - Domestic Violence Vigil	Bonython Park
Councillor Phillip Martin (Deputy Lord Mayor)	03/05/23	Tasting Australia presented by RAA Travel Partner Event	Tasting Australia, Victoria Sqaure
Councillor Phillip Martin (Deputy Lord Mayor)	04/05/23	Herbert Hedger Rededication Memorial Service - MFS	West Terrace Cemetary
Councillor Phillip Martin (Deputy Lord Mayor)	08/05/23	Vaulting Ambitions Program Launch	Prompt Creative Centre, Pirie St
Councillor Phillip Martin (Deputy Lord Mayor)	10/05/23	Adelaide City of Music - Office Opening	Adelaide City of Music Office, Paul Kelly Lane
COUNCIL MEMBER MEETINGS ATTENDED: 20 April 2023 - 15 May 2023			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Carmel Noon	20/04/23	Adelaide Central Market Authority Board Meeting	Attended as representative
Councillor Carmel Noon	27/04/23	Business Events Adelaide Board Meeting	Attended as representative
Councillor Jing Li	03/05/23	Australia Day Council SA Board Meeting	Attended as representative
Councillor Mary Couros	11/05/23	Adelaide Festival Board Meeting	Attended as representative

Council Member Meeting Attendance

	City Finance and Governance Committee 18 April 2023	Infrastructure and Public Works Committee 18 April 2023	CEO Performance Review Panel 24 April 2023	Council 26 April 2023	Kadaltilla / Park Lands Authority 27 April 2023	Council Assessment Panel 1 May 2023	City Community Services and Culture Committee 2 May 2023	City Planning, Development and Business Affairs Committee 2 May 2023	Council 9 May 2023	Audit and Risk Committee 10 May 2023	Total meetings held	Total meetings attended
Lord Mayor Dr Jane Lomax-Smith	✓	✓	✓	✓	✓		✓	✓	✓	✓	9	9
Councillor Phillip Martin (Deputy Lord Mayor)	✓	✓					✓	✓	✓	✓	7	5
Councillor Arman Abrahamzadeh	✓	✓	✓	✓					✓	✓	7	5
Councillor Mary Couros	✓	✓		✓			✓	✓	✓	✓	6	6
Councillor Henry Davis	✓	✓		✓					✓	✓	6	4
Councillor David Elliott	✓	✓		✓			✓	✓	✓	✓	6	6
Councillor Janet Giles	✓	✓		✓			✓	✓	✓	✓	6	6
Councillor Simon Hou				✓			✓	✓	✓	✓	6	4
Councillor Jing Li	✓	✓		✓			✓	✓	✓	✓	7	7
Councillor Carmel Noon	✓	✓		✓		✓	✓	✓	✓	✓	7	7
Councillor Mark Siebentritt	✓	✓		✓			✓	✓	✓	✓	6	6
Councillor Keiran Snape	✓	✓		✓	✓		✓	✓	✓	✓	7	7
Total number	11	11	2	11	2	1	10	10	12	2		

Key:

	Apology
	Leave
	Not a Member
	Proxy Member

MOTION ON NOTICE

Councillor Snape will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

‘That Administration prepare a report on the spatial and operational requirements for a ‘Library of Things’ for residents and ratepayers of the City of Adelaide.’

ADMINISTRATION COMMENT

1. Adelaide Sustainability Centre opened the [ASC Library of Things](#) partnership with Housing Choices SA at The Joinery at 111 Franklin Street in February 2023, following a trial through 2021.
2. A Library of Things is a system where you can borrow items you might not otherwise have access to. Examples at The Joinery include sewing machines, camping gear, and other sustainable living items.
3. By sharing resources, the Adelaide Sustainability Centre aims to support reduction of community consumption and waste, challenge people to rethink the concept of ownership, and enable people access to resources they may not otherwise have had.
4. Their services allow for items to be picked up and returned during borrowing hours – 10am-3pm Tuesday, Wednesday and Thursdays and is operated by volunteers.
5. Administration will prepare a report for the City Community Services and Culture Committee on 5 September 2023 on the spatial and operational requirements for a Library of Things in the City of Adelaide.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable

Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	No cost for this response.
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4.5 hours.

- END OF REPORT -

Review of the Community Impact & Strategic Partnership Grants Program Guidelines

Tuesday, 23 May 2023
Council

Council Member
Councillor Noon

Public

Contact Officer:
Iliia Houridis, Director City Shaping

MOTION ON NOTICE

Councillor Noon will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

‘That a review of the Community Impact & Strategic Partnership Grants Program Guidelines to be conducted, in particular addressing the Assessment Criteria and reporting/communication processes.’

ADMINISTRATION COMMENT

1. A report will be presented to the City Finance and Governance Committee on 20 June 2023 to seek Council’s views on the future direction of all City of Adelaide grants and sponsorships programs.
2. This report will outline options to address and set Assessment Criteria for City of Adelaide grants and sponsorship programs, including the Community Impact Grants and Strategic Partnership Program Guidelines.
3. The report will also include proposed revisions to the reporting of grants and sponsorship program outcomes to Council.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable

Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours

- END OF REPORT -

Exclusion of the Public

Tuesday, 23 May 2023

Council

Program Contact:

Alana Martin, Manager
Governance 8203 7092

2018/04291

Public

Approving Officer:

Clare Mockler, Chief
Executive Officer

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Council meeting for the consideration of information and matters contained in the Agenda.

For the following Chief Executive Officer Reports seeking consideration in confidence

17.1 Confidential Audit and Risk Committee Report – 10 May 2023 [section 90(3) (i) of the Act]

The Order to Exclude for Item 17.1:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

ORDER TO EXCLUDE FOR ITEM 17.1

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (i) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 23 May 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 17.1 [Confidential Audit and Risk Committee Report – 10 May 2023] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential because the report includes information on Council litigation.

The disclosure of information in this report is likely to prejudice the outcome of the Council's actual litigation.

The Audit and Risk Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information relates to actual litigation of the Council.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 23 May 2023 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 17.1 [Confidential Audit and Risk Committee Report – 10 May 2023] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (i) of the Act.
-

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
 - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
 - (b) *cause a loss of confidence in the council or council committee; or*
 - (c) *involve discussion of a matter that is controversial within the council area; or*
 - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 17.1 – Confidential Audit and Risk Committee Report – 10 May 2023
 - 6.1.1 Is subject to an Existing Confidentiality Order dated 10/5/2023.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (i) of the Act
 - (i) Information relating to the 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.

ATTACHMENTS

Nil

- END OF REPORT -

Document is Restricted