



# COUNCIL AGENDA & REPORTS

for the meeting

Tuesday, 27 June 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
<b>1. Acknowledgement of Country</b>	
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.’	
<b>2. Acknowledgement of Colonel William Light</b>	
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.’	
<b>3. Prayer</b>	
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’	
<b>4. Memorial Silence</b>	
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.	
<b>5. Apologies and Leave of Absence</b>	
On Leave -	
Councillor Couros	
<b>6. Confirmation of Minutes - 13 June 2023</b>	
That the Minutes of the meeting of the Council held on 13 June 2023, be taken as read and be confirmed as an accurate record of proceedings.	
View public 13 June 2023 Minutes <a href="#">here</a> .	

<b>7.</b>	<b>Deputations</b>	
	Granted at time of Agenda Publication – 23 June 2023	
<b>7.1</b>	Deputation - Heather Croall - Adelaide Fringe 2023 Results	
<b>8.</b>	<b>Petitions</b>	
<b>8.1</b>	Petition - Park 27b Lighting Infrastructure	4 - 6
<b>9.</b>	<b>Reports from Committees and Kadaltilla / Park Lands Authority</b>	
<b>9.1</b>	Audit and Risk Committee Report - 14 June 2023	7 - 8
<b>9.2</b>	Recommendation of the CEO Performance Review Panel - 14 June 2023	9 - 10
<b>9.3</b>	Recommendations of the City Finance and Governance Committee - 20 June 2023	11 - 15
<b>9.4</b>	Recommendations of the Infrastructure and Public Works Committee - 20 June 2023	16 - 19
<b>10.</b>	<b>Reports for Council (Chief Executive Officer's Reports)</b>	
<b>10.1</b>	Adoption of the 2023/24 Business Plan and Budget	20 - 170
<b>10.2</b>	Council Rate Rebates 2023 - 24	171 - 176
<b>11.</b>	<b>Lord Mayor's Reports</b>	
<b>12.</b>	<b>Councillors' Reports</b>	
<b>12.1</b>	Reports from Council Members	177 - 179
<b>13.</b>	<b>Questions on Notice</b>	
<b>13.1</b>	Councillor Abrahamzadeh - QoN - Planning & Development Fund	180
<b>14.</b>	<b>Questions without Notice</b>	
<b>15.</b>	<b>Motions on Notice</b>	
	Nil	
<b>16.</b>	<b>Motions without Notice</b>	
<b>17.</b>	<b>Exclusion of the Public</b>	181 - 183
	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 sections 18 & 19 of this Agenda.	
<b>18.</b>	<b>Confidential Reports from Committees and Kadaltilla / Park Lands Authority</b>	
<b>18.1</b>	Confidential Recommendations of the City Finance and Governance Committee - 20 June 2023	184 - 187
<b>19.</b>	<b>Confidential Reports for Council (Chief Executive Officer's Reports)</b>	
<b>19.1</b>	Commercial Opportunity To be distributed separately	
<b>20.</b>	<b>Closure</b>	

## Petition - Park 27b Lighting Infrastructure

Tuesday, 27 June 2023  
Council

Strategic Alignment - Enabling Priorities

**Program Contact:**

Alana Martin,  
Manager Governance

Public

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

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## EXECUTIVE SUMMARY

This report presents a petition for Council to receive. The petition asks Council to:

include funding in the 2023/24 Budget for new Lighting Infrastructure at Park 27b.

There are 210 signatories to the petition.

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## RECOMMENDATION

### THAT COUNCIL

1. Receives the petition containing 210 signatures, distributed as a separate document to Item 8.1 on the Agenda for the meeting of the Council held on 27 June 2023.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> Presentation of petitions align with the Strategic Plan objective that community consultation underpins everything we do.
Policy	Not as result of this report
Not as result of this report	Not as result of this report
Resource	Not as result of this report
Risk / Legal / Legislative	Petition presented for receipt in accordance with City of Adelaide Standing Orders and the <i>Local Government (Procedures at Meetings) Regulations 2013 (SA)</i> .
Opportunities	Not as result of this report
22/23 Budget Allocation	Not as result of this report
Proposed 23/24 Budget Allocation	Not as result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as result of this report
22/23 Budget Reconsideration (if applicable)	Not as result of this report
Ongoing Costs (eg maintenance cost)	Not as result of this report
Other Funding Sources	Not as result of this report

## DISCUSSION

1. A petition containing 210 signatures was received on 11 June 2023 that asks Council to do the following:
    - 1.1. include funding in the 2023/24 Budget for new Lighting Infrastructure at Park 27b.
  2. Subregulation (1) (c) states that the petition must:  
include the name and address of each person who signed or endorsed the petition;
  3. There are six names that have been deemed to be invalid because they have no signature and therefore do not meet the requirements of the Regulations and Standing Orders.
  4. The Chief Executive Officer must ensure the petition is placed on the agenda for the next ordinary meeting of Council. The original petition will be distributed to all Council Members separately.
  5. Members of the public may seek a copy of the original petition upon written request to the Chief Executive Officer.
  5. The petition has been considered pursuant to regulation 10 of *the Local Government (Procedures at Meetings) Regulations 2013 (SA) (the Regulations)*, and with the requirements of the City of Adelaide's Standing Orders.
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## ATTACHMENTS

Petition distributed separately to Lord Mayor and Councillors

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- END OF REPORT -

## Audit and Risk Committee Report - 14 June 2023

Tuesday, 27 June 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 14 June 2023 (see [Agenda for Audit and Risk Committee on Wednesday, 14th June, 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.

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### RECOMMENDATION

#### THAT COUNCIL

1. Notes that the Audit and Risk Committee met on 14 June 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.

# DISCUSSION

1. The Audit and Risk Committee met on 14 June 2023 and considered the following items:
  - 1.1. Item 5.1 – Strategic Internal Audit Plan 23/24
    - 1.1.1. Advice included in the Strategic Internal Audit Plan 23/24 report presented to the City Finance and Governance Committee on 20 June 2023 ([Link 1](#)).
  - 1.2. Item 5.2 – Interim Report on the 2023 External Audit
  - 1.3. Item 8.1 – Other Business – Presentation – Draft 2023-24 Annual Business Plan and Budget

## Resolutions of the Committee

2. Item 5.1 – Strategic Internal Audit Plan 23/24  
THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL  
That Council
  1. Approves the City of Adelaide one-year Internal Audit Plan, contained in Attachment A to Item 5.1 on the Agenda for the meeting of the Audit and Risk Committee held on 14 June 2023, with the inclusion of an audit review by the external provider to review the decisions of Council to approve the Strategic Property Action Plan and the subsequent activities undertaken to deliver these actions.
3. Item 5.2 – Interim Report on the 2023 External Audit  
THAT THE AUDIT AND RISK COMMITTEE
  1. Notes the report and the Interim Report on the 2023 External Audit as per Attachment A to Item 5.2 on the Agenda for the meeting of the Audit and Risk Committee held on 14 June 2023.
4. Item 8.1 – Other Business – Presentation – Draft 2023-24 Annual Business Plan and Budget  
THAT THE AUDIT AND RISK COMMITTEE
  1. Notes the Draft 2023-24 Annual Business Plan and Budget presentation.
  2. Notes the high level feedback from the community consultation.

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# DATA AND SUPPORTING INFORMATION

**Link 1** - Audit and Risk Committee Agenda

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# ATTACHMENTS

Nil

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- END OF REPORT -



## Recommendation of the CEO Performance Review Panel - 14 June 2023

Strategic Alignment - Enabling Priorities

Public

Tuesday, 27 June 2023

Council

**Program Contact:**

Alana Martin, Manager  
Governance

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

### EXECUTIVE SUMMARY

The CEO Performance Review Panel considered the following items at its meeting held on 14 June 2023 and resolved to present to Council a recommendation for Council determination:

- Item 3.1 – 2023/24 CEO Performance KPI's
- Other Business – 360 Degree Survey for 2022/23 CEO Performance Review

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### RECOMMENDATION

1. **Recommendation 1** – Item 3.1 – 2023/24 CEO Performance KPI's

THAT COUNCIL

1. Approves that the Chief Executive Officers performance for 1 July 23 – 30 June 24 will be:
  - 1.1 Assessed against the achievement of KPIs aligned to the Key Result Areas outlined in the CEO Position Description and contained in Attachment A as amended and attached to the minutes to Item 3.1 of the CEO Performance Review Panel held on 14 June 2023.
  - 1.2 Informed by a 360-degree survey to be conducted by Hender Consulting.

# DISCUSSION

1. The CEO Performance Review Panel met on Wednesday 14 June 2023. The Agenda with reports can be viewed [here](#).
2. The following matters were the subject of deliberation:
  - 2.1. Item 3.1 – 2023/24 CEO Performance KPI's

## THAT THE CEO PERFORMANCE REVIEW PANEL

1. Approves the proposed KPIs for assessment of the Chief Executive Officers performance for 1 July 2023-30 June 2024 as contained in Attachment A to Item 3.1 as amended and attached in the minutes of the CEO Performance Review Panel held on 14 June 2023.
2. Agrees that Lord Mayor meet with the CEO to discuss and agree on the amendments to the proposed KPIs prior to the CEO Review Performance Panel's recommendation to Council.
3. Delegates authority to the Lord Mayor to finalise any editorial amendments arising from the discussion between the Lord Mayor and CEO.

## THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

### That Council

1. Approves that the Chief Executive Officers performance for 1 July 23 – 30 June 24 will be:
  - 1.1 Assessed against the achievement of KPIs aligned to the Key Result Areas outlined in the CEO Position Description and contained in Attachment A as amended and attached to the minutes to Item 3.1 of the CEO Performance Review Panel held on 14 June 2023.
  - 1.2 Informed by a 360-degree survey to be conducted by Hender Consulting.
- 2.2. Other Business – 360 Degree Survey for 2022/2023 CEO Performance Review

## THAT THE CEO PERFORMANCE REVIEW PANEL

1. Approves the 360 degree survey for the CEO Performance Review for 2022/23 includes all current council members, Executive, Associate Directors and Corporate Managers, and the Executive Manager Office of the CEO.

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# DATA AND SUPPORTING INFORMATION

**Link 1** – CEO Performance Review Panel Agenda

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# ATTACHMENTS

Nil

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- END OF REPORT -

## Recommendations of the City Finance and Governance Committee – 20 June 2023

Strategic Alignment - Enabling Priorities

Public

**Approving Officer:**  
Michael Sedgman, Chief  
Operating Officer

### EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Items at its meeting held on 20 June 2023 and resolved to present to Council the following recommendations for Council determination:

- Item 5.1 – Draft 2023/24 Business Plan & Budget Consultation Close-out
- Item 5.2 – Adelaide Aquatic Centre Redevelopment Project Agreement and Principles
- Item 5.3 – Events and Festivals Sponsorship Funding Recommendations for 2023/24
- Item 5.4 – Strategic Internal Audit Plan 23/24

Since the meeting of the City Finance and Governance Committee on 20 June 2023, Kadaltilla/Adelaide Parklands Authority have met and provided advice on **Recommendation 2** – Item 5.2 - Adelaide Aquatic Centre Redevelopment Project Agreement and Principles. This advice is included in the report for Council's consideration.

### RECOMMENDATION

1. **Recommendation 1** – Item 5.1 – Draft 2023/24 Business Plan & Budget Consultation Close-out

THAT COUNCIL:

1. Notes the consultation outcomes on the 2023/24 Draft Business Plan and Budget, as set out in the updated Attachment A to Item 5.1 as tabled and attached to the minutes for the meeting of the City Finance and Governance Committee held on 20 June 2023 and that the outcomes will inform the 2023/24 Annual Business Plan and Budget that will be presented to Council for adoption on 27 June 2023.
2. Receives the submissions and from the community on the 2023/24 Draft Business Plan and Budget, as set out in the updated Attachment B to Item 5.1 as tabled and attached to the minutes for the meeting of the City Finance and Governance Committee held on 20 June 2023.

2. **Recommendation 2** – Item 5.2 - Adelaide Aquatic Centre Redevelopment Project Agreement and Principles

THAT COUNCIL:

1. Receives the information on the Adelaide Aquatic Centre Redevelopment, noting the revised State Government project timeline, revised facility site, overview and guiding principles of the proposed Project Agreement between the Minister for Infrastructure and Transport and The Corporation of the City of Adelaide, impacts of the Redevelopment on Denise Norton Park / Pardipardinnyilla (Park 2) Lessee Blackfriars Priory School and on workforce planning at the existing facility, as per Attachment A to Item 5.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 June 2023.
2. Authorises the Lord Mayor, CEO or delegate to negotiate and execute the final Project Agreement for the New Adelaide Aquatic Centre between the Minister for Infrastructure and Transport and The Corporation of the City of Adelaide on behalf of the Council, subject to:
  - 2.1. negotiation of a long-term lease that does not exceed 42 years and meets the Lease and Licence Policy requirements of Council.
  - 2.2. a commitment to make good on any areas impacted outside of the Redevelopment site that were required or damaged during construction.

- 2.3. the design of the Return to Park Land Zone is undertaken in consultation with the Council and in accordance with the Planning, Development and Infrastructure Act 2016 (PDI Act) and any statutory instruments issued under the PDI Act or otherwise relevant;
- 2.4. the demolition of the Original Centre and the Return to Park Land Works of the Return to Park Land Zone are undertaken by DIT, noting 2.3 would be required to be part of the Development Application for the Adelaide Aquatic Centre Redevelopment.
- 2.5. a commitment to funding that only extends to the demolition of the existing venue and the provision of a new playing field.
- 2.6. agreement on a licence for the purpose of commencing construction that is in line with Council policy.
- 2.7. the Redevelopment site being confirmed at 70 metres from Barton Terrace West.

3. **Recommendation 3** – Item 5.3 - Events and Festivals Sponsorship Funding Recommendations for 2023/24

THAT COUNCIL

1. Notes the Events and Festivals Sponsorship funding recommendations for 2023/24 are subject to the adoption of the City of Adelaide Business Plan and Budget.
2. Approves the following funding recommendations:
  - 2.1. UniSport Australia Ltd – 2023 Australian Masters Games: \$50,000;
  - 2.2. South Australian Contemporary Music Company Ltd – 2023 Good Music Month: \$30,000;
  - 2.3. South Australian Motor Sport Board – 2023 Bridgestone World Solar Challenge: \$35,000;
  - 2.4. St John Ambulance South Australia Inc – 2023 Carols by Candlelight: \$50,000; and
  - 2.5. Team AVCon Inc – 2023 Adelaide’s Anime and Video Game Festival: \$10,000 subject to funds being used in an appropriate manner excluding capital expenditure and travel expenses.
3. Authorises the Chief Executive Officer to assess any significant change to the proposed activity for any event / festival and make variations to the funding commitments and / or conditions in the recommendations above or honour the commitments made if the proposed change is deemed to continue to meet Events and Festivals Sponsorship Program objectives.

4. **Recommendation 4** – Item 5.4 - Strategic Internal Audit Plan 23/24

THAT COUNCIL:

1. Approves the City of Adelaide one-year Internal Audit Plan, contained in Attachment A to Item 5.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 June 2023, noting the recommendation of the Audit and Risk Committee that KPMG conduct a review of the Strategic Property Action Plan, in addition to those KPMG will undertake in the delivery of the Strategic Internal Audit Plan 2023/24.

# DISCUSSION

1. The City Finance and Governance Committee met on Tuesday 20 June 2023. The Agenda with public reports for the meeting can be viewed [here](#).
2. The following matters were the subject of deliberation:

- 2.1. Item 5.1 – Draft 2023/24 Business Plan & Budget Consultation Close-out

THAT THE FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the consultation outcomes on the 2023/24 Draft Business Plan and Budget, as set out in the updated Attachment A to Item 5.1 as tabled and attached to the minutes for the meeting of the City Finance and Governance Committee held on 20 June 2023 and that the outcomes will inform the 2023/24 Annual Business Plan and Budget that will be presented to Council for adoption on 27 June 2023.
  2. Receives the submissions and from the community on the 2023/24 Draft Business Plan and Budget, as set out in the updated Attachment B to Item 5.1 as tabled and attached to the minutes for the meeting of the City Finance and Governance Committee held on 20 June 2023.
- 2.2. Item 5.2 - Adelaide Aquatic Centre Redevelopment Project Agreement and Principles

THAT THE FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Receives the information on the Adelaide Aquatic Centre Redevelopment, noting the revised State Government project timeline, revised facility site, overview and guiding principles of the proposed Project Agreement between the Minister for Infrastructure and Transport and The Corporation of the City of Adelaide, impacts of the Redevelopment on Denise Norton Park / Pardipardinyilla (Park 2) Lessee Blackfriars Priory School and on workforce planning at the existing facility, as per Attachment A to Item 5.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 June 2023.
2. Authorises the Lord Mayor, CEO or delegate to negotiate and execute the final Project Agreement for the New Adelaide Aquatic Centre between the Minister for Infrastructure and Transport and The Corporation of the City of Adelaide on behalf of the Council, subject to:
  - 2.1. negotiation of a long-term lease that does not exceed 42 years and meets the Lease and Licence Policy requirements of Council.
  - 2.2. a commitment to make good on any areas impacted outside of the Redevelopment site that were required or damaged during construction.
  - 2.3. the design of the Return to Park Land Zone is undertaken in consultation with the Council and in accordance with the Planning, Development and Infrastructure Act 2016 (PDI Act) and any statutory instruments issued under the PDI Act or otherwise relevant;
  - 2.4. the demolition of the Original Centre and the Return to Park Land Works of the Return to Park Land Zone are undertaken by DIT, noting 2.4 and 2.5 would be required to be part of the Development Application for the Adelaide Aquatic Centre Redevelopment.
  - 2.5. a commitment to funding that only extends to the demolition of the existing venue and the provision of a new playing field.
  - 2.6. agreement on a licence for the purpose of commencing construction that is in line with Council policy.
  - 2.7. the Redevelopment site being confirmed at 70 metres from Barton Terrace West.

Please note Part 2.4 of the recommendation above to Council has been revised to refer to the correct paragraph.

- 2.3. Item 5.3 - Events and Festivals Sponsorship Funding Recommendations for 2023/24

THAT THE FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the Events and Festivals Sponsorship funding recommendations for 2023/24 are subject to the adoption of the City of Adelaide Business Plan and Budget.

2. Approves the following funding recommendations:
  - 2.1. UniSport Australia Ltd – 2023 Australian Masters Games: \$50,000;
  - 2.2. South Australian Contemporary Music Company Ltd – 2023 Good Music Month: \$30,000;
  - 2.3. South Australian Motor Sport Board – 2023 Bridgestone World Solar Challenge: \$35,000;
  - 2.4. St John Ambulance South Australia Inc – 2023 Carols by Candlelight: \$50,000; and
  - 2.5. Team AVCon Inc – 2023 Adelaide’s Anime and Video Game Festival: \$10,000 subject to funds being used in an appropriate manner excluding capital expenditure and travel expenses.
3. Authorises the Chief Executive Officer to assess any significant change to the proposed activity for any event / festival and make variations to the funding commitments and / or conditions in the recommendations above or honour the commitments made if the proposed change is deemed to continue to meet Events and Festivals Sponsorship Program objectives.

2.4. Item 5.4 - Strategic Internal Audit Plan 23/24

THAT THE FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Approves the City of Adelaide one-year Internal Audit Plan, contained in Attachment A to Item 5.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 June 2023, noting the recommendation of the Audit and Risk Committee that KPMG conduct a review of the Strategic Property Action Plan, in addition to those KPMG will undertake in the delivery of the Strategic Internal Audit Plan 2023/24.

3. The Committee also participated in a workshop on the Code of Practice for Meeting Procedures.

Update From Kadaltilla/Adelaide Park Lands Authority

4. Since this meeting, Kadaltilla/Adelaide Parklands Authority have met and provided advice on Recommendation 2 – Item 5.2 - Adelaide Aquatic Centre Redevelopment Project Agreement and Principles. This advice is below. The additions to the City Finance and Governance Committee recommendation are in red.

THAT THE KADALTILLA / ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That the Kadaltilla / Adelaide Park Lands Authority:

1. Receives the information on the Adelaide Aquatic Centre Redevelopment, presented by the Department for Infrastructure and Transport (DIT).
2. Endorses the following principles relating to the values of the Park Lands and their management and protection including any built form, and the granting or operation of leases and licences to be negotiated and executed by the Lord Mayor, CEO or delegate in the Final Project Agreement for the New Adelaide Aquatic Centre between the Minister for Infrastructure and Transport and The Corporation of the City of Adelaide on behalf of the Council,
  - 2.1. negotiation of a long-term lease that does not exceed 42 years and meets the Lease and Licence Policy requirements of Council.
  - 2.2. a commitment for the State Government to make good on any areas impacted outside of the Redevelopment site that were required or damaged during construction.
  - 2.3. the design of the Return to Park Lands Zone is undertaken in consultation with the Council and in accordance with the Planning, Development and Infrastructure Act 2016 (PDI Act) and any statutory instruments issued under the PDI Act or otherwise relevant **and in accordance with the Adelaide Park Lands Management Strategy and the Adelaide Park Lands Building Design Guidelines.**
  - 2.4. the demolition of the Original Centre and the Return to Park Lands Works of the Return to Park Lands Zone are undertaken by DIT, noting 2.4 and 2.5 would be required to be part of the Development Application for the Adelaide Aquatic Centre Redevelopment.
  - 2.5. agreement on a licence for the purpose of commencing construction that is in line with Council policy.
- 3 **Recommends consideration of a reduction in the size of all hard stand areas and the number of carparks.**

- 4 Expresses concern about the potential loss of up to 15 significant and /or regulated trees and recommends all measures be taken to reduce the loss through the design phase and building process.
5. Request a commitment from DIT to a net increase in the tree canopy in the area of the proposed lease.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – City Finance and Governance Committee Agenda

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Recommendations of the Infrastructure and Public Works Committee – 20 June 2023

Tuesday, 27 June 2023  
Council

Strategic Alignment - Enabling Priorities

Public

**Approving Officer:**  
Tom McCready, Director City Services

### EXECUTIVE SUMMARY

The Infrastructure and Public Works Committee considered the following Items at its meeting held on 20 June 2023 and resolved to present to Council the following recommendation for Council determination:

- Item 4.1 – Hamilton Place - Change of Traffic Conditions
- Item 4.2 – Grant of Easement for public lighting at 211-217 Pirie Street
- Item 4.3 - Tom's Court – proposal to commence a road process

### RECOMMENDATION

#### 1. Recommendation 1 – Item 4.1 - Hamilton Place - Change of Traffic Conditions

##### THAT COUNCIL:

1. Notes the results of the traffic assessment, including public consultation, surveys, turn path analysis and on-site observations for the proposed closure to westbound traffic in Hamilton Place, Adelaide.
2. Approves retaining the existing two-way traffic conditions in Hamilton Place in line with community feedback.
3. Notes that as part of the Greener City Streets Program, Administration will be planting five new trees and one Water Sensitive Urban Design Greening area at the eastern end of Hamilton Place in late 2023.

#### 2. Recommendation 2 – Item 4.2 - Grant of Easement for public lighting at 211-217 Pirie Street

##### THAT COUNCIL

1. Approves pursuant to section 190 of the Local Government Act 1999 (SA) and section 96 of the Real Property Act 1886 (SA), accepting a Grant of Easement (for the purposes of installation and maintenance of public lighting infrastructure) over portions of the land located as 211-217 Pirie Street, including:
  - 1.1. (Indicatively) the land that is coloured green in Attachment A to Item 4.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 20 June 2023
  - 1.2. Portions of the building located on the land.
2. Authorises the Chief Executive Officer to negotiate the terms of the Grant of Easement, including its extent.
3. Authorises the Chief Executive Officer and the Lord Mayor to execute and affix the Common Seal of the Council to the Grant of Easement and any other documents to give effect to Council's resolution.



**3. Recommendation 3 – Item 4.3 - Tom’s Court – proposal to commence a road process**

THAT COUNCIL

1. Approves commencing a road process pursuant to section 5 of the Roads (Opening & Closing) Act 1991 (SA) to close and transfer the portion of the unnamed public road lettered ‘A’ on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 (the dimensions of which are yet to be determined) to an adjoining owner.
2. Approves, subject to Council commencing a road process to close and transfer the portion of the unnamed public road lettered ‘A’ on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 to an adjoining owner, extending the permit granted to Karidis Corporation Limited to occupy the portion of the unnamed public road lettered ‘A’ on Attachment A until such time as a further report on the matter is presented to Council for consideration.
3. Notes should Council not wish to commence a road process to close and transfer the portion of the unnamed public road lettered ‘A’ on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 to an adjoining owner the Karidis Corporation Limited would be notified and the permit granted to Karidis Corporation Limited to occupy the portion of the unnamed public road lettered ‘A’ on Attachment A would not be extended and the Karidis Corporation Limited would be asked to remove any improvements that it has erected on the road.

# DISCUSSION

1. The Infrastructure and Public Works Committee met on Tuesday 20 June 2023. The Agenda with reports for the meeting can be viewed [here](#).

2. The following matters were the subject of deliberation:

2.1. Item 4.1 - Hamilton Place - Change of Traffic Conditions

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Notes the results of the traffic assessment, including public consultation, surveys, turn path analysis and on-site observations for the proposed closure to westbound traffic in Hamilton Place, Adelaide.
2. Approves retaining the existing two-way traffic conditions in Hamilton Place in line with community feedback.
3. Notes that as part of the Greener City Streets Program, Administration will be planting five new trees and one Water Sensitive Urban Design Greening area at the eastern end of Hamilton Place in late 2023.

2.2. Item 4.2 - Grant of Easement for public lighting at 211-217 Pirie Street

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves pursuant to section 190 of the Local Government Act 1999 (SA) and section 96 of the Real Property Act 1886 (SA), accepting a Grant of Easement (for the purposes of installation and maintenance of public lighting infrastructure) over portions of the land located as 211-217 Pirie Street, including:
  - 1.1. (Indicatively) the land that is coloured green in Attachment A to Item 4.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 20 June 2023
  - 1.2. Portions of the building located on the land.
2. Authorises the Chief Executive Officer to negotiate the terms of the Grant of Easement, including its extent.
3. Authorises the Chief Executive Officer and the Lord Mayor to execute and affix the Common Seal of the Council to the Grant of Easement and any other documents to give effect to Council's resolution.

2.3. Item 4.3 - Tom's Court – proposal to commence a road process

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves commencing a road process pursuant to section 5 of the Roads (Opening & Closing) Act 1991 (SA) to close and transfer the portion of the unnamed public road lettered 'A' on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 (the dimensions of which are yet to be determined) to an adjoining owner.
2. Approves, subject to Council commencing a road process to close and transfer the portion of the unnamed public road lettered 'A' on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 to an adjoining owner, extending the permit granted to Karidis Corporation Limited to occupy the portion of the unnamed public road lettered 'A' on Attachment A until such time as a further report on the matter is presented to Council for consideration.
3. Notes should Council not wish to commence a road process to close and transfer the portion of the unnamed public road lettered 'A' on Attachment A to Item 4.3 on the Agenda for the Infrastructure and Public Works Committee held on 20 June 2023 to an adjoining owner the Karidis Corporation Limited would be notified and the permit granted to Karidis Corporation Limited to occupy the portion of the unnamed public road lettered 'A' on Attachment A would not be extended and the Karidis Corporation Limited would be asked to remove any improvements that it has erected on the road.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Infrastructure and Public Works Committee Public Agenda

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Adoption of the 2023/24 Business Plan and Budget inclusive of Valuations and Rates

Tuesday, 27 June 2023

Council

Strategic Alignment - Enabling Priorities

Public

**Program Contact:**

Anthony Spartalis, Manager  
Finance & Procurement

Bree Goodchild, Manager  
Strategy, Insights and  
Performance

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

## EXECUTIVE SUMMARY

This report seeks Council adoption of the 2023/24 Business Plan and Budget (BP&B) in accordance with the provision of the Local Government Act 1999 (SA), inclusive of the adoption of Valuations and declaration of Rates.

### 2023/24 Business Plan and Budget

The 2023/24 BP&B has been developed within the context of the City of Adelaide being South Australia's Capital City Council, a city in nationally heritage-listed Park Lands, that welcomes over 300,000 visitors daily, supports 12,265 local businesses and is home to over 26,000 residents. Having demonstrated its credentials as a safe and liveable city and supported its community throughout the global pandemic, the City of Adelaide is now positioning itself to invest in its future and deliver greater public value for ratepayers and the community.

The key focus of Council in developing the 2023/24 BP&B is post COVID19 budget repair to deliver over \$268 million in expenditure to support city growth, investment, vibrancy and city-wide improvements, while protecting our Park Lands and greening our city. The \$100.3 million capital program ensures Council can deliver well maintained streets, parks and other vital assets for the community.

Highlights include:

- Over \$100m investment in Capital Works including over \$50m, up from \$28.7m in 2022/23, for our asset renewal program of City Streets, Parks and Community Assets which includes \$15.1m for roads, pathways, kerb and water table assets.
- Over \$43m expenditure on Public Realm including Waste, Cleansing, Horticulture, Park Lands, Playground maintenance and more.
- Approximately \$6m in Strategic Projects with a focus on delivering City Activation initiatives, Park Lands greening, Homelessness support, the roll-out of City Wi-Fi, delivering a City Plan and an integrated transport strategy.

Council's budget delivers a surplus budget position of \$1.9 million, made possible through reviewing ongoing operating activities to identify \$4.8 million in permanent savings in the 2022/23 Budget. Funding for sponsorships, contributions and donations will decrease by \$4m in the coming financial year as Council focuses on responsible financial management without impact to services.

This 2023/24 BP&B reflects that Council has recognised the need to repair its budget position so it can make necessary investments in public infrastructure and deliver the services our community deserves now and in the future. Council has adopted financial principles and reviewed recent approaches to Council's core revenue bases which include valuations, rates, fees and charges. Total borrowings are projected to be \$29.8 million at the end of the financial year, however Council's financially sustainable decisions provide a structured pathway to repaying the debt required to deliver the new and upgraded capital program.

### 2023/24 Valuations

The adoption of valuations occurs every year for rating purposes in accordance with Section 167 of the *Local Government Act 1999 (SA)* (the Act). For the 2023/24 rating year, valuations have been prepared using an independent external provider in conjunction with the in-house City of Adelaide Rates and Valuation team, for all properties including new developments, additions and alterations. The valuations have been prepared based on

Council – Agenda - Tuesday, 27 June 2023

## Annual Value.

In accordance with the requirements of the Act, Council has identified and obtained valuations for all land in the Council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of properties which are not rateable and are exempt from council rates.

The total valuation of the land within the area of the Corporation of the City of Adelaide based on annual value has been determined to be \$1,307,349,049, and the total annual value of rateable land is \$1,035,013,747. The total annual value for land exempt from council rates in accordance with the *Local Government Act 1999 (SA)* is \$272,335,302.

## 2023/24 Rates

The general principles of rating are contained within Section 150 of the Act which must be taken into account when making and adopting policies and determinations concerning rates. Consideration must also be given to issues of consistency and equity across Council areas in the imposition of rates on the residential and business sectors, and the wider community, as required in accordance with Section 153 (2) of the Act.

The declaration of rates and application of any rebates reflects Council's position in accordance with its adopted Rating Policy. A key discretionary rebate adopted by Council, pursuant to Section 166 (1) (l) of the Act, is the 10% rate capping rebate which ensures that ratepayers pay no more than 10% than the previous year's rates for a property, under certain circumstances.

Section 156 (1) (a) of the Act allows the Council to impose differential rates varying according to land use. Council approval of the proposed rating structure is required to collect general rates revenue to fund its Business Plan and Budget objectives for 2023/24. Rate revenue for the 2023/24 financial year is estimated to be \$134.9 million, inclusive of levies and net of rebates but exclusive of budgeted fines and interest.

The Rundle Mall differential separate rate funds activities and initiatives to promote Rundle Mall as a destination for shopping and to enhance the vibrancy of the precinct. The separate rate is declared pursuant to Section 154 of the Act.

The Adelaide Economic Development Agency, a subsidiary of Council, has full responsibility for Rundle Mall management, operations, marketing and business development. The Rundle Mall differential separate rate in the dollar will remain unchanged from 2022/23 and will raise approximately \$3.9 million to fund the Rundle Mall Program actions within the proposed AEDA 2023/24 Business Plan.

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## RECOMMENDATION

### THAT COUNCIL:

1. Adopts for rating purposes for 2023/24, the valuations of land within the Council's area based on Annual Value, pursuant to Section 167 (2) of the *Local Government Act 1999 (SA)* (**the Act**). The Annual Value comprised within the Assessment Record amount to a total of \$1,307,349,049 of which \$1,035,013,747 represents the total value of the rateable land within the area of the Corporation of the City of Adelaide.
2. Having considered and taken into account the general principles of rating outlined in Section 150 of the Act, and in accordance with Section 153 (2) of the Act issues of consistency and equity across Council areas in the imposition of rates on various sectors of the business and wider community, the Council pursuant to sections 152(1)(a), 153(1)(b) and 156(1)(a) of the Act and Regulation 14 of *the Local Government (General) Regulations 2013*, declares the following differential general rates for the year ending 30 June 2024, to apply to all rateable land within the Council area
  - a. 0.1149 in the dollar of the \$306,803,030 value for all rateable land with a Category 1 (residential land) use within the City of Adelaide for the financial year ending 30 June 2024.
  - b. 0.2298 in the dollar of the \$2,313,030 value for all rateable land with a Category 8 (vacant land) use within the City of Adelaide for the financial year ending 30 June 2024.
  - c. 0.1408 in the dollar of the \$725,897,687 value for all rateable land use with category 2 (commercial shop), category 3 (commercial office), category 4 (commercial other), category 5 (industry light) and category 6 (industry other), category 7 (primary production), and category 9 (other) land uses within the City of Adelaide for the financial year ending 30 June 2024.
3. Grants pursuant to Section 166 (1)(l)(i) of the Act, a 'Discretionary Rate Rebate' in 2023/24 to land with a vacant land use of 100% of the difference between the amount payable and what would be payable if the land was of a non-residential land use subject to the following conditions applying as at the date of this resolution:

- a. that land has not been vacant for 5 years or more; and
  - b. the land has been owned by the same owner for less than 5 years.
4. Declares pursuant to Section 69 of the Landscape South Australia Act 2019 and Section 154 of the Act, a separate rate of 0.00180 in the dollar on the \$1,035,013,747 value of all land within the City of Adelaide, which falls within the Green Adelaide Region, so as to reimburse the Council for the amount contributed or to be contributed by the Council to the Green Adelaide Board .
  5. Declares pursuant to Sections 154 (1), (2)(a) and (7) of the Act, a separate rate of 0.03262 in the dollar (to be known as the Rundle Mall separate rate) for the period 1 July 2023 to 30 June 2024, on the annual value of all rateable land within the Rundle Mall Precinct , (except land within the Rundle Mall Precinct which has a residential land use) being the area bounded by the:
    - a. Southern alignment of North Terrace between Pulteney and King William Streets.
    - b. Eastern alignment of King William Street between North Terrace and Grenfell Street.
    - c. Northern alignment of Grenfell Street between King William and Pulteney Streets.
    - d. Western alignment of Pulteney Street between Grenfell Street and North Terrace.
  6. Notes that the Rundle Mall differential separate rate will generate approximately \$3.9m in 2023/24.
  7. Determines pursuant to Section 153 (3) of the Act, that it will not apply a maximum increase on general rates on rateable land that constitutes the principal place of residence of a principal ratepayer, given the rate relief to be provided under Section 166 through a 'Special Discretionary Rate Rebate' in accordance with Council's Rating Policy.
  8. Approves pursuant to the provisions of Section 181 of the Act, all rates and charges which have been imposed for the financial year ending 30 June 2024 will fall due in four equal instalments on the following days or if these days fall on a weekend or public holiday on the next business day: 1 September 2023; 1 December 2023; 1 March 2024; 3 June 2024.
  9. Approves the Rating Policy as provided in Attachment A to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023, and notes it is consistent with the general principles of rating as outlined in Section 150 of the Act.
  10. In accordance with Section 123 of the Act and Regulation 6 of the *Local Government (Financial Management) Regulations 2011 (the Financial Management Regulations)*, having considered in accordance with Section 123(6) of the Act:
    - a. all submissions made to the Council during the public consultation period; and
    - b. any new or revised information in the possession of the Council that is relevant to the material contained in the Draft Business Plan and Budget,

noting that there are no significant changes to the 2023/24 Business Plan and Budget following internal review and public consultation of the Draft document throughout May and June 2023, adopts the 2023/24 Business Plan set out in Attachment B to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023.
  11. In accordance with Section 123 of the Act and Regulation 7 of the *Financial Management Regulations*, adopts the 2023/24 Budget set out in Attachment B to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023 which the Council determines to be consistent with the Council's Business Plan.
  12. Approves the 2023/24 Budget delivering a surplus of \$1.9 million from our core operating budget.
  13. Approves the 2023/24 Budget projected borrowings of \$29.8 million at the end of 2023/24.
  14. Approves the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023.
  15. Approves the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Central Market Authority provided as Attachment D to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023.
  16. Approves the 2023/24 Business Plan & Budget for Council's Subsidiary Kadaltilla / Park Lands Authority provided as Attachment E to Item 10.1 on the Agenda for the meeting of the Council held 27 June 2023.
  17. Authorises the Chief Executive Officer to make any necessary changes to the 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.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities The deliverables and objectives set out in the BP&B 2023/24 are indicative of Council’s Strategies, Plans and resolutions.
Policy	The BP&B 2023/24 has been prepared in accordance with the principles adopted by Council in March 2023, as part of the Draft BP&B build. The approved public consultation was undertaken in accordance with Council’s Public Consultation Policy. Rates and Valuations have been prepared in accordance with Council’s Rating Policy.
Consultation	A public consultation process on the Draft BP&B 2023/24 commenced at 9.00am on Friday 26 May 2023 and concluded on midnight Sunday 18 June 2023. Council’s Finance and Governance Committee received a report containing the results of the consultation at its meeting on 20 June 2023.
Resource	The BP&B 2023/24 identifies how Council’s resources will be allocated in meeting the 2023/24 deliverables and objectives of the Strategic Plan and other related plans and strategies.
Risk / Legal / Legislative	Council’s 2023/24 BP&B is developed in accordance with section 123 of the <i>Local Government Act 1999 (SA)</i> (the Act), and sections 6 and 7 of the <i>Local Government (Financial Management) Regulations 2011</i> (the Regulations). Sections 151 (3) and 167 (1)-(8) of the <i>Local Government Act 1999 (SA)</i> (the Act) detail the legislative requirements in relation to Council adopting a valuation. The raising of rates is in-line with Sections 150 and 153 (2) of the Act. Sections 167 (6) and 170 of the Act requires Council to publish the appropriate notices in the Government Gazette and local Newspapers, within 21 days of the adoption of valuations and declaration of rates for 2023/24.
Opportunities	The Business Plan and Budget process is a key way in which Council shares information and seeks the views and feedback of the community to inform its decision making, supporting transparent and accountable governance.
22/23 Budget Allocation	Not as a result of this report
Proposed 23/24 Budget Allocation	The 2023/24 BPB provides the budget for the 2023/24 financial year.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
22/23 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

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# DISCUSSION

## Background

1. The *Local Government Act 1999 (SA)* (the Act) requires that the BP&B must be drafted by Council, consulted on with the community and adopted annually by Council after 31 May for the ensuing financial year, and, except in a case involving extraordinary administrative difficulty, before 15 August for the financial year.
2. The Draft 2023/24 BP&B has been developed within the context of the City of Adelaide being South Australia's Capital City Council, a city in nationally heritage-listed Park Lands, that welcomes over 300,000 visitors daily, supports 12,265 local businesses and that is home to over 26,000 residents.
3. Having demonstrated its credentials as a safe and liveable city and supported its community throughout the global pandemic, the City of Adelaide is now positioning itself to invest in its future and deliver greater public value for ratepayers and the community.
4. The 2023/24 Draft BP&B is the first BP&B developed by the current term of Council. This presents an opportunity to look differently to the future and set foundations for the long term – not only in the preparation of a new Strategic Plan and City Plan, but to review our Long Term Financial Plan, Asset Management Plans and community expectations for the services we deliver.
5. Once adopted, the Administration will commence delivery and implementation of the BP&B and will report our achievements to Council on a quarterly basis. This is an important transparency and accountability measure to ensure the community and Council have assurance on the outcomes for the community and that services continue to be delivered to expected standards.

## Developing the 2023/24 BP&B

6. Council Members have given thorough and robust consideration to the Draft 2023/24 BP&B through a series of engagements, including training sessions, workshops and reports.
7. A consistent theme and feedback from Council Members has been the need to invest in improved city streets and public infrastructure, and to deliver well-planned places for community benefit, to encourage activity and growth.
8. To achieve these objectives and outcomes, Council Members have acknowledged that financially sustainable decision-making is required, and that Council's current financial position is in need of budget repair now that it operates in a post-COVID recovery context.
9. As a result, the Draft 2023/24 BP&B is built on agreed financial principles and prioritises the delivery of our services and infrastructure upgrades accordingly. The endorsed financial principles which underpin the draft 2023/24 Draft BP&P are summarised below.
  - 9.1. Transparency in decision making
  - 9.2. Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
  - 9.3. Fees and charges based on nature and intent, not change the rating system and maintain an operating surplus
  - 9.4. 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
  - 9.5. Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
  - 9.6. 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
  - 9.7. 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
  - 9.8. Capital renewal expenditure will be based on asset management plans
  - 9.9. 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



- 9.10. Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects.

### **Priorities for 2023/24**

10. Council's objective has been to develop a 2023/24 BP&B that delivers:
  - 10.1. Improved city streets and public infrastructure by investing in essential services including maintenance of the public realm.
  - 10.2. Well-planned and well-designed streets and places, with policies that encourage activity and growth, while preserving our Park Lands, heritage and environment.
  - 10.3. Financially sustainable decision-making and strategic partnerships which enable future investment, jobs and growth in the City.
11. The 2023/24 BP&B provides the following priorities:
  - 11.1. 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.
  - 11.2. Community: Government partnerships to deliver opportunities for affordable housing and to create accessible and safe streets.
  - 11.3. Culture and Activation: Enhancing the City's cultural and creative fabric, activating main streets and neighbourhoods and conserving and celebrating our shared history.
  - 11.4. Economy: The City is the State hub for economic activity through increased investment for residential, visitor, business and employment growth to provide economic benefit to the City.
  - 11.5. 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.
  - 11.6. Infrastructure: Improve city streets and public infrastructure by investing in core services and maintenance of the public realm.

### **Repairing Council's Budget Position**

12. In order to deliver on its objectives, to invest in the required public infrastructure and delivery of services that our community needs, both now and into the future, Council recognises the need to repair its budget position and make financially sustainable decisions regarding rates and fees.
13. Council has held the rate in the dollar over the last 9 years and has held city-wide property valuations at 2019 levels – two key determinants impacting its rate revenue.
14. Notwithstanding growth, these decisions have seen rate revenue decline in real terms.
15. In addition, certain fees and charges have been waived or held, some to provide relief during the COVID pandemic and recovery and others pre-dating the global pandemic.
16. The intent of these decisions was to provide targeted support to the community and stakeholders during a particular time period.
17. It is recognised that these decisions were only ever designed to be temporary, and it is not a financially sustainable model in the long term. It is only through appropriate levels of co-investment that the City can deliver the public infrastructure and services for all its users.
18. Accordingly, through the draft BP&B process, 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.
19. In addition, Council has reviewed its approach to fees and charges and in this budget reinstates fees temporarily waived during COVID, while increasing other fees consistent with increased costs to deliver services and meet inflation.
20. It should be noted that these fees were due to be reinstated at 30 June 2023 and that recent benchmarking shows the fee rates remain lower or competitive than other capital city and metropolitan councils.
21. Outdoor Dining and Park Land Events fees and charges will come into effect as of the 1 July 2023, however to provide support to City Businesses and Park Lands users, will not be charged until 1 October 2023.

### **Council's Budget Position**

22. Consistent with these principles of responsible financial management, the 2023/24 Draft BP&B delivers an operating surplus position of \$1.92 million from our core operating budget, enabling a structured pathway to repaying debt, with total projected borrowings of \$29.8 million at the end of the financial year.
23. A proposed capital program of \$100.3 million is outlined within the plan, inclusive of a \$50.4 million asset renewal program, up from \$28.7 million this financial year, to deliver on many of the priorities set by Council. The three-year view of asset renewal and maintenance shown demonstrates the ongoing commitment to this work beyond the coming year.
24. Borrowings are projected to cap at \$29.8 million for 2023/24 as a result of the capital program delivery. This remains within prudential limits being the suite of ratios Council uses to attest prudential borrowings being:
  - 24.1. Net Financial Liabilities below 80% (2023/24 budget -0.9%)
  - 24.2. Asset Test ratio below 50% (2023/24 budget 10.0%)
  - 24.3. Interest Expense ratio below 10% (2023/24 budget 0.4%)
  - 24.4. Leverage Test ratio below 1.5 years (2023/24 budget 0.2 years)

### **Opportunities and Risks**

25. The 2023/24 Draft BP&B presents a compelling investment program to deliver for our city and community. Appropriate consideration has been given to a range of risks to delivery. Although not an exhaustive list, such risks include:
    - 25.1. Challenging procurement market
    - 25.2. Challenging recruitment market
    - 25.3. Challenging materials and contractor availability
    - 25.4. Capacity of existing resources to address an infrastructure focus
  26. It is also important to note the 2023/24 Draft BP&B does not list every item Council will focus on in the coming year. To ensure effective delivery and community value, Council will continue to focus on:
    - 26.1. Building strategic relationships and partnerships to improve access to funding opportunities that support community outcomes.
    - 26.2. Investing in community engagement to build trusting relationships.
    - 26.3. Continuous improvement and efficiencies in the planning and delivery of services, programs and assets and improve our procurement lifecycle.
    - 26.4. Service reviews to identify service changes based on community need and meeting Council's strategic intent.
    - 26.5. Pursuing revenue opportunities and grants which reduce the reliance on rates.
    - 26.6. Attracting businesses, workers and visitors to the city through economic opportunities, arts, culture and events.
    - 26.7. Encouraging investment and development through partnerships.
  27. It should be noted that a contribution is being sought from Council for the demolition and remediation of the existing Adelaide Aquatic Centre.
    - 27.1. Timeframes relating to the redevelopment by the State Government indicate demolition being required from August 2024 - therefore no funding is required in the 23/24 financial year.
    - 27.2. 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.
    - 27.3. Capital investment for the demolition and reinvestment for a playing field in the return to Park Lands zone would be across the 2024/25 and 2025/26 financial years. Council will determine the scope for these works to be delivered by DIT.
  28. On Saturday 10 June 2023, the South Australian Premier, announced the plans to construct a new Aquatic Centre, which will result in the demolition of the current centre. As the current Aquatic Centre is a Council asset, the costs associated with demolition will be Council's. The majority of these costs are expected to occur in 2024/25 and 2025/26 financial years.
  29. Following the execution of the Project Agreement, the long term financial plan will be updated to reflect funding contributions by Council and the consequent adjustments to operational and capital income and
- Council – Agenda - Tuesday, 27 June 2023

expenditure related to the current Aquatic Centre operations. Over the long term, it is expected that the contributions will be balanced by the operational savings of Council no longer operating the Aquatic Centre.

### **Subsidiary Budgets**

30. Council operates four subsidiaries as a part of its operations. They are included in the business plan and budget as follows:
  - 30.1.1. Adelaide Economic Development Agency (AEDA) has prepared a break-even budget to deliver a range of programs designed to stimulate the city's economic growth, noting that all Rundle Mall income within the budget will be utilised specifically to support and promote the Rundle Mall Precinct.
  - 30.1.2. At the meeting of the City Finance and Governance Committee on 21 March 2023, feedback was sought from Council Members on planned actions that the Adelaide Central Market Authority (ACMA) and Adelaide Economic Development Agency (AEDA) had included in their respective 2023/24 Business Plans and Budgets.
  - 30.1.3. Both subsidiary presentations also included a high level 2023/24 budget, focussed on Income and Expenditure summaries. Since that time there has been some refinement of the 2023/24 AEDA budget by Administration based on the potential end of 2022/23 financial year position as at the end of March 2023 as reported to the Audit and Risk Committee on 10 May 2023 and City Finance and Governance Committee on 16 May 2023. The changes to the AEDA budgets are explained below.
31. Adelaide Economic Development Agency (AEDA) has prepared a break-even budget to deliver a range of programs designed to stimulate the city's economic growth, noting that all Rundle Mall income within the budget will be utilised specifically to support and promote the Rundle Mall Precinct. Contribution from the City of Adelaide is \$8.1 million. Further detail on the activities and detailed budget can be found in AEDA's 2023/24 Business Plan and Budget (Attachment C).
32. Adelaide Central Market Authority (ACMA) has prepared a budgeted with an overall operating deficit of \$0.4 million. Further detail on the activities and detailed budget can be found in ACMA's 2023/24 Business Plan and Budget (Attachment D).
33. Brown Hill Keswick Creek with minor operational and capital budgets under Park Lands Service. Further detail on the activities and detailed budget can be found in Brown Hill Keswick Creek 2023/24 Business Plan and Budget.
34. Kadaltilla / Adelaide Park Lands Authority has prepared a break-even budget with service delivery budgets under Park Lands Service. Further detail on the activities and detailed budget can be found in Kadaltilla's 2023/24 Business Plan and Budget (Attachment E).

### **Public Consultation**

35. At its meeting on 23 May 2023, Council approved the Draft 2023/24 BP&B for the purpose of public consultation, which commenced 26 May 2023 and concluded midnight 18 June 2023.
36. The public consultation activities undertaken exceeded statutory requirements and offered a range of engagement methods for our community to consider Council's 2023/24 Draft BP&B and provide meaningful feedback.
37. At the close of consultation, Council received:
  - 37.1. 57 Formal written submissions plus a petition (and 2 additional late submissions)
  - 37.2. 353 Survey responses
  - 37.3. 3 representations to Council at its public meeting on 13 June 2023
  - 37.4. Over 28 attendees at the in-person opportunities provided (forum, drop-in, customer centre)
38. Key themes of the submissions and responses related to:
  - 38.1. Parklands Funding and Infrastructure
  - 38.2. Parklands Events Fees and Charges
  - 38.3. Community Sports Improvement to Infrastructure
  - 38.4. Parking

- 38.5. Rates, Fees and Charges
- 38.6. BPB Process Improvements and General City Feedback
- 38.7. Outdoor Dining
- 38.8. Event Infrastructure
- 38.9. EV Charging Stations
- 38.10. Increase funding for Businesses
- 38.11. Safety /Antisocial Behaviour
- 38.12. Transport
- 38.13. Underground powerlines
- 39. Significant feedback received from the consultation undertaken through submissions and survey responses was in relation to redevelopments in Golden Wattle Park / Mirnu Wirra (Park 21W) or in Bonython Park / Tulya Wardli (Park 27) and fees for events in the Parklands.
- 40. Further detail is available within the report considered by the City Finance and Governance Committee on 20 June 2023.

### **Valuations**

- 41. Council adoption of valuations is required to enable the declaration of rates for 2023/24 in accordance with Section 167 of the Act.
- 42. Rates revenue provides a significant source of the funding required for Council to achieve its business plan objectives for 2023/24.
- 43. Adoption of the valuation is prescribed by sections within Chapter 10 of the Act. The following provisions of the Act apply:
  - 43.1. Section 151 (3) - Council may declare rates on the basis of the annual value or site value of land if –
    - 43.1.1. the Council declared rates in respect of that land on that basis for the previous financial year.
  - 43.2. Section 167 (1) - Council must not declare a rate for a particular financial year without first adopting the valuations that are to apply to land within its area for rating purposes for that year.
  - 43.3. Section 167 (3) (a) (ii) in relation to the adoption of valuations under subsection (2)(b)—the valuations may be up to five years old.
  - 43.4. Section 167 (6) - Notice of the adoption of valuations must be published in the Gazette within 21 days after the date of the adoption.
- 44. Note that valuations have been held for several years. As a result, the increase in valuations in recent years has been limited to new developments, additions and alterations.
- 45. For the 2023/24 rating year, valuations have been prepared for all properties including new developments, additions and alterations by Westlink Consulting, in conjunction with the City of Adelaide Valuers. The last full valuation cycle was completed in 2019 for the 2019/20 rating year by Westlink Consulting. The valuations for 2023/24 have been prepared based on 'Annual Value' methodology.
- 46. The total of the valuation for 2023/24 is the valuation applying to the land within the area of the Corporation of the City of Adelaide.
- 47. The total valuation is \$1,307,349,049, and the total annual value of rateable land is \$1,035,013,747. The total annual value for land exempt from council rates is \$272,335,302.

### **Rates**

- 48. The general principles of rating are contained within Section 150 of the Act. A Council should, when making and adopting policies and determinations concerning rates under this Act, consider the following principles:
  - 48.1. Section 150(a) rates constitute a system of taxation for local government purposes (generally based on the value of land).
  - 48.2. Rating policies should make reasonable provision with respect to strategies to provide relief from rates (where appropriate), and any such strategies should avoid narrow or unreasonably restrictive criteria and should not require ratepayers to meet onerous application requirements.
  - 48.3. The Council should, in making any decision, consider the financial effects of the decision on future generations.

49. Consideration has been given to issues of consistency and equity across Council areas in the imposition of rates on various residential and business sectors, and the wider community, as required in accordance with Section 153 (2) of the Act.
50. Council approval of the Rating Policy, incorporating the rating structure, is required to collect \$134.9 m (inclusive of levies and net of rebates but exclusive of budgeted fines and interest) in general rates revenue to fund its Business Plan and Budget objectives for 2023/24.
51. Council approved the current Rating Policy as part of the 2022/23 Business Plan and Budget process. The Policy outlines the approach to Council's rating system under the requirements of the Act. This policy has had no changes and was included in the consultation process to provide context for the 2023/24 Business Plan and Budget.
52. Section 156 (1) (a) of the Act allows Council to impose differential rates according to the use of the land as prescribed in Regulation 14 (1) of the *Local Government (General) Regulations 2013 (SA)*. The categories of land use for the purposes of imposing differential general rates are as follows:
  - 52.1. Residential
  - 52.2. Commercial – Shop
  - 52.3. Commercial – Office
  - 52.4. Commercial – Other
  - 52.5. Industrial – Light
  - 52.6. Industrial – Other
  - 52.7. Primary Production
  - 52.8. Vacant Land
  - 52.9. Other
53. It is proposed that Council's rate revenue is generated through differential general rates in the dollar for residential, non-residential and vacant land property, namely:
  - 53.1. 0.1149 for residential
  - 53.2. 0.2298 for vacant land
  - 53.3. 0.1408 for non-residential
54. Note the rates in the dollar referred to in section 18 above are the same as last year and have been held for the last 9 years (except for the vacant land rate which was increased in 2021/22).

#### **Rates – Separate Rates: Landscape Levy and Rundle Mall Levy**

55. From 1 July 2020, the *Landscape South Australia Act 2019* replaced the *Natural Resources Management Act 2004*. The previous Natural Resource Management Levy was replaced with a Landscape Levy commencing from the 2020/21 financial year. The Adelaide and Mount Lofty Ranges Natural Resources Management Board (NRM Board) will be replaced with the Green Adelaide Board (Board).
56. The amount to be collected from ratepayers on behalf of the Green Adelaide Board in the 2023/24 financial year has decreased by 15% on the 2022/23 financial year to approximately \$1.8m.
57. The *Landscape South Australia Act 2019* imposes the duty on councils to charge a levy as though it were a separate rate under Chapter 10 of the Act, on rateable land in the defined area of the Board. Such a rate must be fixed and calculated to raise the same amount as the Council's share to be contributed to the Board (considering any rebates/remissions in Division 5, Chapter 10). As such, it is proposed to set a separate rate of 0.00180 to recover this amount on behalf of the Board.
58. Council approval of the proposed Rundle Mall differential separate rate of 0.03262 is required to ensure the marketing and management of the Rundle Mall Precinct can continue during 2023/24, including actions and initiatives to promote Rundle Mall as a destination for shopping and to enhance the vibrancy of the precinct.
59. The Rundle Mall Precinct refers to an area bordered by King William Street, North Terrace, Pulteney Street and Grenfell Street, and is delineated in the map at Link 1 view [here](#).
60. The Rundle Mall differential separate rate is contributed by non-residential ratepayers within the defined Rundle Mall Precinct.
61. The Rundle Mall differential separate rate is declared pursuant to Section 154 (1) and (7) of the Act.

62. The Adelaide Economic Development Agency (AEDA), a Council subsidiary, has full responsibility for Rundle Mall management, operations, marketing and business development. Council's Administration provides corporate support, including cleaning, insurance, finance, audit and governance services, with the direct cost of these services reimbursed by AEDA.
63. The Rundle Mall differential separate rate is collected by Council on behalf of AEDA.
64. AEDA have advised its budget for 2023/24 assumes separate rate revenue of \$3.9m. AEDA's draft budget was approved by the AEDA board and includes a separate rate review of \$3.9m pending finalisation of the valuations for the 2023/24. Any variation will be brought to Council in the first budget review for 2023/24.

#### **Rates – Exemptions**

65. Council's practice is to identify and value all land in the Council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of properties that shall be exempt from council rates. The City of Adelaide has the highest proportion of 'rate-exempt' properties of any Council in South Australia. In 2023/24 approximately \$38.4 of rates revenue will be foregone in respect of 'rate exempt' properties.
66. Unalienated Crown land and land used or held by the Crown or an instrumentality of the Crown is exempt from council rates if it is used for a public purpose (including an educational purpose), except any land held or occupied by the Crown under lease or licence, or where the property is used for domestic purposes.
67. University land is exempt from council rates when the University has been established by statute, excepting any residential or domestic land use.
68. The *Recreation Grounds Rates and Taxes Exemption Act 1981* specifies that recreation grounds shall be exempt from council rates where the land is occupied under a lease, licence or permit granted by the Council and is used by the occupier for the purposes of sport and recreation.
69. Council land is exempt from council rates where it is occupied or held by the Council, except where any such land is held from the Council under a lease or licence.
70. The *Fire and Emergency Services Act 2005* specifies that land occupied or held by an emergency services organisation will be exempt from council rates.
71. There are several Acts of Parliament which specifically exempt certain properties from paying council rates.
72. Council is mindful that wherever properties are exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the community. The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

#### **Rates – Rebates and Payments**

73. In adopting the Rating Policy and under Sections 159 through to 166 of the Act, Council provides for rebates on council rates as either mandatory rebates or discretionary rebates. Mandatory rebates amount to either 75% or 100% of council rates in accordance with legislation.
74. Discretionary rebates are considered on a case-by-case basis and may only be granted where an applicant meets at least one of the prescribed eligibility criteria set out at Section 166 of the Act. The Rating Policy specifies where certain organisations, eligible for a 75% mandatory rebate, may also be granted a 25% discretionary rebate.
75. At the 8 June 2021 Council meeting, approval was given to introduce an increased rate for long-term Vacant Land properties of 100% of the current residential rate. The definition of long-term is any Vacant Land property held in the same ownership of 5 years or more. For Vacant Land properties that do not fit the long-term definition, a Discretionary Rebate under Section 166 is required to reduce the increased rate back to the current non-residential rate.
76. The current approved Rating Policy also includes a Special Discretionary Rebate. The value of the discretionary rate rebate granted to an individual ratepayer will vary, to ensure the increase in council general rates payable for 2023/24 (excluding all other rebates and remissions) is no greater than 10% against 2022/23.
77. Properties with a rating valuation increase because of a new property development, change in use, or significant enhancement will not be eligible for the special discretionary rate rebate.
78. Where a rating valuation is challenged by the ratepayer and subsequently adjusted downwards by the City of Adelaide Valuers, the amount of the special discretionary rate rebate granted in respect to the relevant property (where applicable) will be adjusted downwards accordingly.

79. Section 181 of the Act enables all rates and charges which have been imposed for the financial year ending 30 June 2024 to fall due in four equal or approximately equal instalments on the following days or if these days fall on a weekend or public holiday on the next business day: 1 September 2023; 1 December 2023; 1 March 2024; 1 June 2024.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Rundle Mall Precinct Map

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## ATTACHMENTS

**Attachment A** – Rating Policy

**Attachment B** – 2023/24 Business Plan & Budget

**Attachment C** – 2023/24 AEDA Business Plan & Budget

**Attachment D** – 2023/24 ACMA Business Plan & Budget

**Attachment E** - 2023/24 Kadaltilla / Park Lands Authority Business Plan & Budget

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- END OF REPORT -

# RATING POLICY

27 June 2023

legislative

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## PURPOSE

The purpose of this policy is to outline Council's approach towards rating its community in line with the requirements of the *Local Government Act 1999* (SA) (the Act).

Section 123 of the Act requires Council to have a rating policy that must be prepared and adopted as part of the Business Plan and Budget each financial year in conjunction with the declaration of rates.

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## STATEMENT

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices.

This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

At all times, the rating policy should be fair and equitable, recognising that all ratepayers have access to core goods and services and should contribute toward the costs.

### Principles of Taxation

Rates are not fees for services. They constitute a system of taxation on the community for Local Government purposes. This policy represents the Council's commitment to balancing the five main principles of taxation with the need to raise revenue for the purpose of providing the goods and services the community requires.

*Benefits received* – ratepayers who receive more benefits (services provided, or resources consumed) should pay a higher share of tax,

*Capacity to Pay* – a ratepayer who has less capacity to pay should pay less, and ratepayers of similar means should pay similar amounts,

*Administrative simplicity* – minimal costs are involved in applying and collecting the tax and the tax is difficult to avoid,

*Economic efficiency* – whether or not the tax distorts economic behaviour,

*Policy consistency* – the tax should be internally consistent, and based on transparent, predictable rules that are easily understood and accepted by ratepayers,

In applying these principles, any decision with respect to rating should consider the financial effects of the decisions made today on the future generations of tomorrow.

Council operating deficits imply that today's ratepayers are paying less than the cost of the services they are consuming, and this is inequitable to the ratepayers of the future.

### Valuation Methodology

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



Under S151 of the Act, Council may adopt one of three valuation methodologies to value the properties in its area:

- Capital value: the value of land, buildings, and other improvements
- Site value: the value of land and any improvements, but excluding the value of any buildings
- Annual assessed value: the value of the rental potential of the property.

The Council has adopted the use of annual assessed value as the basis for valuing land. The main reasons for choosing annual assessed value are:

- The majority of residential and non-residential properties in the City are leased (ie are not owner occupied), therefore it is a suitable valuation measure considering the ability to pay according to the income earning potential of the property
- Annual assessed value is based on the predominant non-residential land use for the city, annual value has been used for many years and is understood by the majority of ratepayers
- The availability of a significant amount of annual market rental information makes the annual value method more efficient to administer
- This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

As per Section 167 of the Act, Council employs its own property valuers to undertake an annual valuation program to ensure that rating valuations are equitable. This is achieved by ensuring that the valuations are assessed on the basis of the most recent market evidence and are consistent across the Council area.

### Exemptions

The City of Adelaide's practice is to identify and value all land in the council area. Once identified each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of property which shall be exempt from council rates.

The City of Adelaide has the highest proportion of rate-exempt property of any Council in South Australia.

Properties can be identified as exempt from council rates in certain circumstances:

- Crown Land – public properties used or held by the Crown for a public purpose
- University Land – properties occupied by a University
- Recreation Grounds – properties satisfying the criteria set out in the *Recreation Grounds Rates and Taxes Exemption Act 1981*
- Council Land – public properties occupied or held by the Council
- Emergency Services – properties satisfying the criteria set out in the *Fire and Emergency Services Act 2005*

- Another Act – properties specifically exempted from council rates by virtue of another Act (either Commonwealth or State).

Council is mindful that wherever properties become exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the community.

The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

It is Council's practice to adopt valuations for all exempt properties. Where exempt properties become rateable part of the way through the financial year, rates will be calculated and recovered.

### Components of Rates

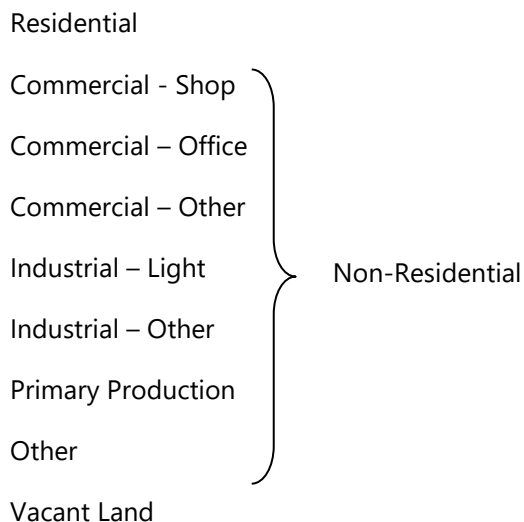
#### Differential Rating

The largest component of rates levied is calculated by reference to the value of property. Property values reflect, among other things, the relative availability of and access to Council services.

The Act allows Council to 'differentiate' rates based on the use of the land, locality of the land, the use and locality of the land or on some other basis determined by Council. The Council has determined that differential rates will be applied to all rateable properties based on their predominant land use.

In formulating the rating structure, Council should consider issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community.

Definitions of the use of the land are prescribed by regulation and are categorised as:



Council's current rating structure has been formulated so that there is effectively one rate in the dollar for all property falling within the defined land use classes residential, non-residential, and vacant land.

#### Separate Rates

Under Section 154 of the Act, a Council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available supporting, maintaining or improving an activity that is, or is intended to be, of particular

benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.

Council has determined that the use and level of the separate rate provisions of the Act will be limited to the use of a separate rate for:

- Recovery of the funding requirements of the Green Adelaide Board
- Marketing and managing the Rundle Mall Levy Area.

### Regional Landscape Levy Separate Rate

On 1 July 2020, the *Landscape South Australia Act 2019* came into effect replacing the former *Natural Resources Management Act 2004*. Natural Resource Management (NRM) levies have been replaced with regional landscape levies.

In the Adelaide region, the landscape levy will fund the work of the Green Adelaide Board (previously the Hills and Fleurieu Board) in leading the city towards a greener, more sustainable and climate resilient future through urban greening, water management and biodiverse urban habitat projects.

The regional landscape levy is paid by all ratepayers and is collected on behalf of the Green Adelaide Board by the Department of Environment and Water who will invoice Council quarterly for the respective share of the levy.

All Council contributions will be set out in the Green Adelaide Landscape Board business plans, with the Board having responsibility for notifying councils of their respective share each year.

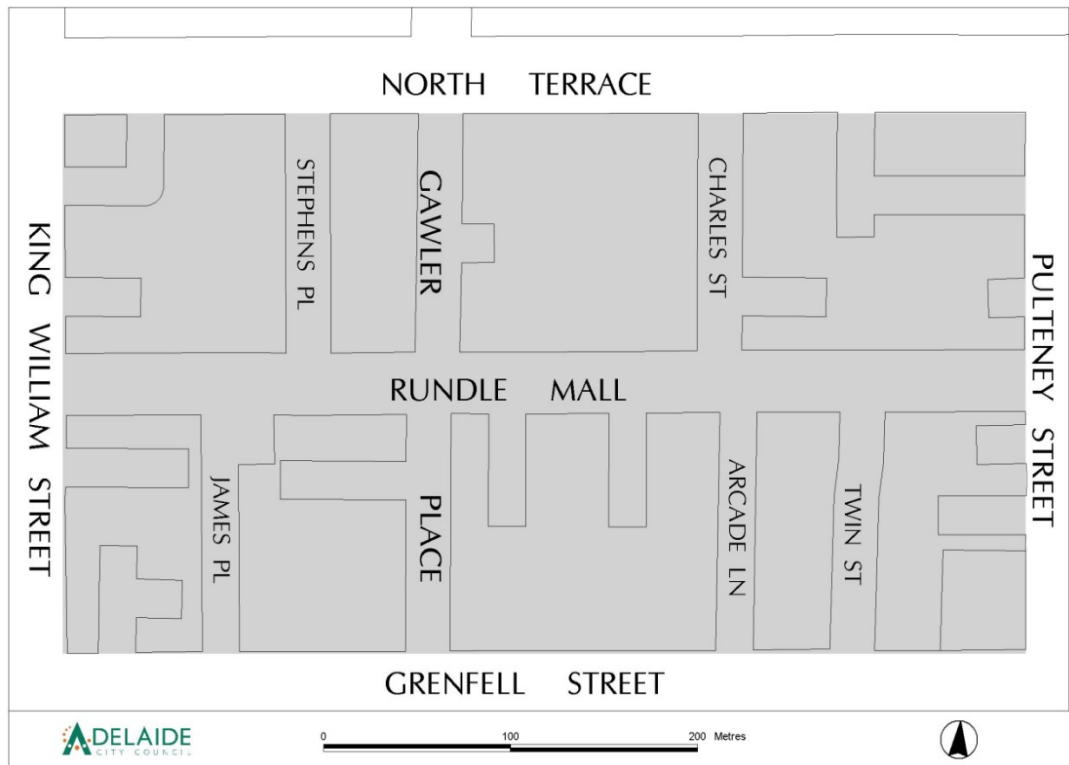
The contribution is recovered from ratepayers through a separate rate known as the regional landscape levy. The levy applies to all rateable land in the Council area and is fixed and calculated to raise exactly the same amount as the Council's share to be contributed.

### Rundle Mall Differential Separate Rate

The Rundle Mall Differential Separate Rate is contributed by non-residential ratepayers within the defined Rundle Mall 'Levy Area' and is crucial to the success of the precinct and its increasing appeal to customers, visitors, tourists, shoppers, workers, city residents and students.

Customers and visitors demand high standards of activity and presentation in today's competitive marketplace. Organised activity and programs attract customers and directly benefit all staff and businesses located in the Rundle Mall 'Levy Area'. The long-term delivery of marketing and management for the Rundle Mall 'Levy Area' requires sustainable funding and staff resources to attract more visitors and to satisfy their needs.

The map below identifies the Rundle Mall Levy Area.



### Rate Rebates

The Act provides for ratepayers to apply for a mandatory and/or discretionary rebate on council rates as follows:

#### Mandatory Rebates (Section 159 to 165)

A rebate of rates will be granted to ratepayers who satisfy the eligibility criteria for a mandatory rebate under Sections 159 to Section 165 of the Act.

A 100% rebate must be applied to land used for:

- Health services
- Religious purposes
- Public cemeteries
- The Royal Zoological Society.

A 75% rebate must be applied to land used for:

- Community services
- Educational purposes.

Where a “community services organisation” is eligible for the mandatory rebate, and Council has declared a distinct residential rate, then the residential rate must be applied to the land to which the rebate applies in accordance with Section 161(2) of the Act.

Where applications do not meet the eligibility criteria for a mandatory rebate, an applicant may apply for a rebate of rates under the discretionary rebate criteria.

### Discretionary Rebates (Section 166)

An application for a discretionary rebate is reviewed on a case-by-case basis in accordance with Council's *Discretionary Rate Rebate Policy*.

Applications for a rebate must be made in writing, explaining the need for financial assistance and include sufficient information and documentary evidence to support the request.

All assessment criteria will be applied fairly and equitably to each application on merit. All applications for a rebate are reviewed by a senior member of finance before being processed.

### Review of Rebates

Under Section 159(7) of the Act, if the grounds on which a rebate has been granted cease to exist, the person or body must inform Council and the entitlement to the rebate will cease.

However, internally, a review of all mandatory and discretionary rebates will be performed on a regular basis (at least biennially) to ensure that rebates continue to remain valid. This may require the relevant person or body to lodge another application form with relevant information and supporting evidence to confirm the continuation of eligibility.

### Special Discretionary Rebate (Section 166(1)(l))

Council has determined that a rebate will be applied to all properties to cap any increase in the general rates payable at 10% subject to specific criteria.

The rebate will not apply where the increase in rates payable is the result of an increase in valuation that recognises a capital improvement on the property (regardless of when the development was undertaken) or where there has been a change in land use, ownership or licence to occupy during the previous financial year.

A capital improvement includes any addition, alteration, or new development on the property.

Application of this rebate recognises that in some instances, property owners have no control over increases in property valuations. Where a valuation increase is as a result of market forces, the rates levied as a result of that valuation increase should be capped at a level that minimises the impact to a reasonable level.

As per the Act, a rebate may be granted for a period exceeding one year, but not exceeding three years. After three years the rebate will be removed and the rates payable will reset to levels that would ordinarily apply in the absence of the rebate.

Council applies the rebate automatically to all properties that are eligible.

### Rate Concessions – Pensioners and Self-Funded Retirees

Council previously provided pensioner and self-funded retirees with additional rate concessions of \$100 and \$50 respectively.

However, the State Government provides a "Cost of Living Concession" payment. This payment may be used for any purpose, including offsetting Council rates. To check eligibility, you can visit the ConcessionsSA website [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions) or phone 1800 307 758.

Should you be eligible for a State Government funded concession this will be paid directly to you by the Department of Human Services and is not provided via your rates notice.

### Postponement of Rates

Under certain circumstances, ratepayers will be able to postpone the payment of their rates. The postponed amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property. The debt may be paid at an earlier time at the ratepayer's discretion.

### Seniors Postponements

In accordance with Section 182A of the Act eligible Seniors Card holders can apply to postpone any part or all of their annual council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property.

Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a Seniors Card may apply for a postponement on the property they own if it is their principal place of residence and if no other person, other than their spouse has an interest as owner of the property and there is sufficient equity available.

All applications for postponement of rates must be in writing on the prescribed application form and provide supporting documentation to be considered.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

### Discretionary Postponements

Where an application from a ratepayer demonstrates that payment of rates in accordance with this policy would cause hardship, the Council may postpone the payment of rates in whole or in part for such a period as Council thinks fit.

Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change.

The amount postponed can be up to 100% of the rates payable and applications will be assessed on a case by case basis and must satisfy the application criteria. Discretionary postponements are only intended to provide temporary, flexible support to those experiencing hardship.

### Financial Hardship

Applications for remission of rates based on financial hardship will be considered by Council on merit and on a case by case basis. An applicant who satisfies the eligibility criteria for hardship does not automatically become eligible for a remission of rates. If appropriate, and wherever possible, consideration will be given to flexible payment options such as weekly, fortnightly, or monthly contributions.

Ratepayers who are experiencing financial difficulties and are unable to make their rate payment by the last date are encouraged to contact Council's accounts receivable team at the earliest opportunity to discuss a revised instalment payment plan.

All discussions relating to payment difficulties are treated in the strictest confidence.

### Objections

Ratepayers who wish to dispute the valuation or land use of their property may lodge an objection within sixty days after the date of service of the Notice of Valuation (Valuation and Rate Notice). The objection must be made to the council in writing setting out a full and detailed statement of the grounds on which the objection is based.

The Council may accept an objection lodged outside of the 60-day timeframe in limited circumstances. The following will be considered by the Council Valuers in deciding to accept a late objection:

- The likelihood that the objection will result in a material difference
- Time elapsed since the end of the 60-day timeframe
- If the objection lodged constitutes a valid reason for objection, is not frivolous or vexatious.

Upon receipt of an objection, the Council's valuer may inspect the property and reconsider the valuation and/or land use. The ratepayer will then be notified of the valuer's determination. Should the ratepayer be dissatisfied with this decision they may request Council to refer the valuation to the Valuer-General for further review by an independent valuer.

If an objector, or the council, is dissatisfied with the valuation after the further review, the objector or the council may, in accordance with the appropriate rules of court, appeal against the valuation to the Land and Valuation Court.

It is important to note that the lodgement of an objection to the valuation does not change the last date for payment of quarterly instalments of council rates.

### Vacant Land

A differential vacant land rate on all vacant land holdings will be declared to:

- Provide a disincentive to withholding land from development
- Discourage land banking
- Recognise the cost of surrounding infrastructure and services.

The differential rate on vacant land will be 100% higher than the declared residential rate (ie: double).

The discretionary rebate powers available to Council under Section 166 of the Act will provide a rebate (rate relief) to the principal ratepayers of vacant land that is not within the definition of "long term".

The effect of the rebate will be to reduce the differential rate to the applicable non-residential rate.

In looking to define long-term vacant land consideration has been given to our understanding of development time frames. These can reasonably take up to five (5) years to progress through planning, pre-sales, and construction phases.

For the purposes of this policy, the definition of long term will be five (5) years or more for land held by the current owner.

Note: there are a number of small parcels of vacant land on separate titles that form part of a rear garden, a side gate entrance or other small piece of adjacent land that may not be able

to be developed in their own right. Where it is clear the land cannot be developed the rebate entitlements under Section 166 of the Act will be applied.

#### Payment of Rates

Rates are payable by quarterly instalments due on 1 September, 1 December, 1 March, and 1 June of each year.

The total outstanding balance may be paid in full at any time.

#### Payment Methods

Council has determined that rates may be paid by the following methods (as detailed on the back of the rate notice):

Non-electronic payment options:

- Australia Post outlets or by phone
- In person at Council offices, 25 Pirie Street, Adelaide
- By mail to City of Adelaide, GPO Box 2252, Adelaide, 5001

Pay on-line:

- Australian Post BillPay
- BPay/BPay View
- Credit cards (Mastercard & Visa) through Council's online payments system
- Debit Card
- Electronic Funds Transfer (EFT) (non-residential on request only)

Other

- Direct Debit – monthly, quarterly, and annual deductions

#### Late payment of rates

Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) and Section 181(17) of the Act.

If an instalment of rates is not paid on or before the date on which it falls due:

- the instalment will be regarded as being in arrears
- a fine of 2% of the amount of the instalment is payable
- on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

Council may take legal action to recover any overdue amounts, fines, and interest.

If an amount payable by way of rates in respect of land has been in arrears for three or more years, Council may sell the land in accordance with Section 184 of the Act.

#### Contacting Council's Rates Administration

If you believe that Council has failed to properly apply this policy, you should contact the Council's Rates Administrator to discuss the matter.

For further information, queries, or to lodge an application for rate postponement, remission, etc. please contact the Council's Rates Administrator on:



## RATING POLICY

Phone: 8203 7203

E-mail: [Rates@cityofadelaide.com.au](mailto:Rates@cityofadelaide.com.au)

Post: GPO BOX 2252 ADELAIDE SA 5001

In person at: 25 Pirie Street, Adelaide, SA

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### OTHER USEFUL DOCUMENTS

#### Related documents

- Discretionary Rate Rebate Policy
- Separate Rate Policy

#### Relevant legislation

*Local Government Act 1999*

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### GLOSSARY

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

**AAV** – annual assessed value, the value of the rental potential of the property.

**Act** – refers to the *Local Government Act 1999* (SA).

**CADR** – cash advance debenture rate for that financial year.

**Council** - refers to the elected Council body.

**Differential rate** – is a rate that may be applied to a category of land that is different to the rate applied to other land categories.

**Exemption** – to free from an obligation or liability to which others are subject to.

**General Rate** – rate that applies to rateable land.

**Prescribed percentage (P)** – is calculated as  $P = \frac{\text{CADR} + 3\%}{12}$

**Rebate** – an amount paid by way of reduction, return or refund on what has already been paid or contributed.

**Remission** – the cancellation of a debt, charge, or penalty.

**Separate Rate** – an amount levied on ratepayers in addition to general rates used to fund specific activities.

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

This Policy document will be reviewed every year unless legislative or operational change occurs beforehand. The next review is required in February 2022.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2022/94292	Council	June 2022	No Changes
ACC2021/90051	Council	June 2021	Introduce an increased rate for long-term vacant land and remove the Pensioner and Self-funded Retiree rebate
ACC2020/193025	Council	August 2020	No Changes
ACC2019/136963	Council	June 2019	No Changes
ACC2015/116842	Council	June 2018	No Changes
ACC2015/116842	Council	June 2017	No Changes

**Contact:**

For further information contact the Finance and Procurement Program

City of Adelaide  
 25 Pirie ST, Adelaide, SA  
 GPO Box 2252 ADELAIDE SA 5001  
 +61 8 8203 7203  
[city@cityofadelaide.com.au](mailto:city@cityofadelaide.com.au)

# 2023/24 Business Plan & Budget

Investing in streets, parks  
and the community



CITY OF  
ADELAIDE

# Post-COVID-19 budget repair and upgrades to City infrastructure are the focus of \$268 million in expenditure to support future sustainability and City pride

City Wide key highlights include:

- Expanding and improving Adelaide free Wi-Fi
- Increasing greenery in City Streets and Parks
- Protecting the City's heritage through grants and conservation plans
- Delivering Reconciliation initiatives and cultural mapping of the Park Lands
- Delivering events such as New Years Eve and ANZAC Day and activations across the East and West End, Gouger Street and North Adelaide
- Improvements to on-street parking technology
- Revitalisation and improvements to Main Streets
- Funding to continue to expand Public Art across the City
- Launching a new trainee and apprenticeship program
- Working with our community to improve engagement and consultation



# COMMUNITY INVESTMENT INCLUDES

**\$100.3m**

ON CAPITAL WORKS INCLUDING

**\$50m**

PUBLIC INFRASTRUCTURE RENEWALS

**\$12m+**

CLIMATE CHANGE INITIATIVES AND PARK LANDS GREENING AND BIODIVERSITY

**\$8m+**

project construction and improvements on City streets including Currie, Field, Hutt, Melbourne, Pitt, Sturt, Ward and West Pallant Streets and James Place, Kingston Terrace, North Terrace and Whitmore Square

**\$6m+**

project construction and improvements to the Park Lands including Victoria Park / Pakapakanthi, Bonython Park / Tulya Wardli, Rymill Park / Murlawirrapurka and Mary Lee Park

**\$43m +**

STREETS AND PARKS MAINTENANCE

**\$7m +**

CLEANING CITY STREETS AND PARKS

**\$15m +**

COMMUNITY CENTRES AND PROGRAMS, LIBRARIES AND EVENTS

**\$5.9m**

CUSTOMER EXPERIENCE AND MARKETING SERVICES

**\$2m+**

CITY SAFETY AND NOISE MANAGEMENT

**\$1.6m +**

HERITAGE EVENTS, PROMOTION, GRANTS AND MANAGEMENT

# Our City

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.



**15.6** sqkm  
total land area

**12,265**  
local businesses

**760** ha  
Park Lands

**80%**  
office  
occupancy

including 29  
Parks and 6  
Squares

**\$4.5** B

total local  
spend

(May 2022 to April 2023)

**14,660**

total private  
dwellings

**\$21.9** B

City of Adelaide  
Gross Regional  
Product

17.6% of Gross  
State Product

**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; Spendmapp by Geografia

# Our Community

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.

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.

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.

# 26,120

total  
residents

## 47%

aged between 18 -34

## 20%

aged 60 and over

## 45%

born overseas

## 36%

speak a language  
other than English

## 41%

live alone

## 26%

study at Tafe or  
University

## 50%

renting

**Sources:**

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







# Kaurana Acknowledgement

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

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

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

# Lord Mayor introduction



The City of Adelaide is starting to feel like its old self again.

After the pandemic brought our CBD to a virtual standstill for

several years, you can sense the energy returning to our city streets.

Workers are returning to their offices, bars and restaurants are bustling, and our world-class events are sold out.

For three years, our Council helped residents, businesses, and ratepayers navigate the COVID-19 pandemic.

Outdoor dining and park land event fees were waived, rates remained frozen for 10 years, and property valuations frozen for five years.

Now, our Council is entering a new era: post COVID-19 budget repair.

After seeking feedback from our ratepayers over last month, the Council has formally adopted its Business Plan and Budget for 2023/24.

The same cost of living pressures affecting our ratepayers have also been impacting Council's

budget, with the cost of infrastructure works, such as street upgrades, increasing considerably.

We must get back to responsible resourcing and budgeting.

The budget outlines our plan for a conservative catch-up of our charges, and charts us on a new course of cautious revenue raising, overall, by roughly 5%.

This new direction includes the planned reinstatement of waived outdoor dining and park lands event fees.

Restoring these fees and charges will allow us to repair and revamp our public realm.

As Lord Mayor, I want our city to operate with ambition, audacity, and vision.

However, this cannot happen until we sort out the basics, such as work on our footpaths, roads, and parks.

Ratepayers expect it from us, and this budget will help deliver on that.

A handwritten signature in blue ink, which appears to read "Jane Lomax-Smith". The signature is fluid and cursive.

Dr Jane Lomax-Smith AM

Lord Mayor City of Adelaide

# Contents

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](https://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 2023/24 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. The city is continuing to grow and move forward from the post-COVID-19 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 delivering post-COVID-19 budget repair, upgrades to city infrastructure and engendering pride in our City. This year marks a transition to a new agenda with the preparation of a new Strategic Plan and City Plan, reshaping our Long Term Financial Plan, Asset Management Plans and seeking and meeting community expectations for the services we deliver.

Council recognises our current financial position, and the need to make financially sustainable decisions throughout the Business Plan and Budget process, so revenue can be redirected to urgent upgrades of our basic city infrastructure, including footpaths and other crucial assets and continuing to deliver valued outcomes for the community. This includes rethinking Council's core revenue bases post-COVID-19 with a general 5% increase on fees and charges, a transitional return of Park Lands events and outdoor dining charges and a 10% cap on rates.

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, affordable housing, climate resilience and city-wide improvements, while remaining committed to protecting our Park Lands and greening our city.

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

- **Priorities** – our annual objectives that we will prioritise for the next year
- **Planning Summary** – an overview of our approach and considerations
- **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.



## 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

## 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

## Culture and Activation

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

- 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

## Economy

The City is the State hub for economic activity through increased investment for residential, visitor, business and employment growth to provide economic benefit to the City.

- 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

## 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

**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 \$268m 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, identifying new revenue sources and grant opportunities, managing 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-19 and some to provide relief during COVID-19 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 an increase in property valuation.

In addition, Council has reviewed its approach to fees and charges, reinstating fees previously waived before and during COVID-19 via a transitional approach to provide support, while increasing other fees consistent with the increased cost to deliver services and meet inflation.

<b>OPERATING POSITION (\$'000s)</b>			
	2022/23 Q3 Budget	2023/24 Budget	Movement
<b>Income</b>			
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)
<b>Total Income</b>	<b>213,446</b>	<b>225,481</b>	<b>12,035</b>
<b>Expenses</b>			
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)
<b>Total Expenses</b>	<b>213,359</b>	<b>223,561</b>	<b>10,202</b>
<b>Operating Surplus / (Deficit)</b>	<b>87</b>	<b>1,920</b>	<b>1,833</b>
<b>CAPITAL PROGRAM</b>			
	2022/23 Q3 Budget	2023/24 Budget	Movement
Renewal/Replacement of Assets	45,201	50,416	5,215
New and Upgraded Assets	26,441	49,918	23,477
<b>Total Capital</b>	<b>71,642</b>	<b>100,334</b>	<b>28,692</b>

See 'Detailed Financial Overview' in Attachment B for further commentary.

## Financial principles

To guide the development of a plan and budget that delivers on priorities and ensure financial sustainability for current and future generations, the below principles were applied 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 reflect cost of services provided
- Maintain the rating system
- 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 property valuation movements and growth from new developments
- 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
- 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, 28.7 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 and 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.

2023/24 Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Office of the Director, City Shaping	3.0	-	(652)	(652)
<b>Total</b>	<b>3.0</b>	<b>-</b>	<b>(652)</b>	<b>(652)</b>

## Key Focus areas for this Portfolio:

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

## Programs:

- 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

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
- Commonwealth 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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Office of the A/D City Culture	2.0	-	(385)	<b>(385)</b>
Adelaide Town Hall	5.0	2,863	(2,921)	<b>(58)</b>
Aquatic Centre	26.3	6,593	(7,443)	<b>(850)</b>
City Experience	15.1	782	(4,003)	<b>(3,221)</b>
City Lifestyle	10.8	1,245	(4,661)	<b>(3,416)</b>
Creative City	11.5	82	(2,902)	<b>(2,820)</b>
Libraries	23.5	526	(5,046)	<b>(4,520)</b>
<b>Total</b>	<b>94.2</b>	<b>12,091</b>	<b>(27,361)</b>	<b>(15,270)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
Aboriginal Protocol Grant	<b>51</b>
Adelaide's New Year's Eve	<b>473</b>
Annual Delivery of Kurna Initiatives	<b>51</b>
ANZAC Day Service - March & Related Activities	<b>59</b>
Arts and Cultural Grants	<b>371</b>
Business Activation and Support	<b>103</b>
Christmas Festival Action Plan	<b>587</b>
City Activation – Adelaide West Precinct	<b>50</b>

*continued on next page*

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
City Activation – East End Unleashed	140
City Activation – Gouger Street Precinct	50
City Activation – Hutt Street Precinct	77
City Activation – North Adelaide Precinct	103
City Activation – Precinct Support	114
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
<b>Total</b>	<b>3,469</b>

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
<b>Total</b>	<b>475</b>

Capital Projects (\$'000)	Expenditure
Major Projects	-
New and Significant Upgrades	1,019
Renewals	-
<b>Total</b>	<b>1,019</b>



# Park Lands, Policy and Sustainability

*includes Kadaltilla / Park Lands Authority*

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
A/D, Park Lands Planning & Policy	2.0	-	(356)	<b>(356)</b>
City Planning and Heritage	14.2	43	(3,660)	<b>(3,617)</b>
Low Carbon & Circular Economy	10.0	-	(2,292)	<b>(2,292)</b>
Park Lands, Policy & Sustainability	10.5	-	(1,639)	<b>(1,639)</b>
<i>Kadaltilla / Park Lands Authority (subsidiary)</i>	<i>1.0</i>	<i>253</i>	<i>(253)</i>	<i>-</i>
<b>Total</b>	<b>37.7</b>	<b>296</b>	<b>(8,200)</b>	<b>(7,904)</b>

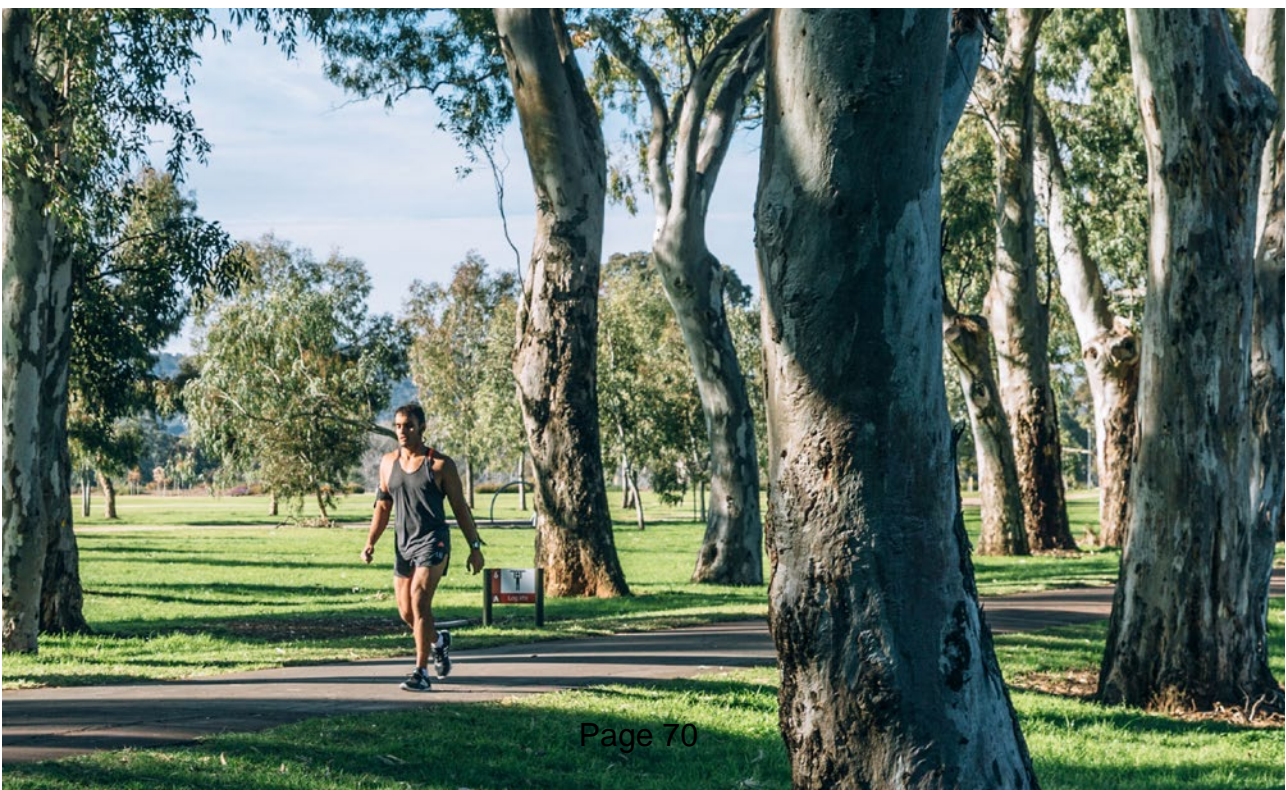
Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
Carbon Neutral Adelaide	<b>232</b>
City of Adelaide Prize	<b>30</b>
Climate Change Action Initiatives (CCAIF)	<b>783</b>
Economic Policy	<b>41</b>
Heritage Incentive Scheme	<b>1,162</b>
Heritage Promotion Program	<b>212</b>
History Festival	<b>32</b>
Homeless and Vulnerable People project	<b>157</b>
NAIDOC Week Celebrations	<b>51</b>
<i>continued on next page</i>	

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
Noise Management Program Incentive Scheme	39
Safer City Program	275
<b>New Operating Activities for 2023/24</b>	
City Plan	76
<b>Total</b>	<b>3,092</b>

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
<b>Total</b>	<b>915</b>

Capital Projects (\$'000)	Expenditure
Major Project - Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	50
New and Significant Upgrades	493
Renewals	-
<b>Total</b>	<b>543</b>



# Regulatory Services

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
A/D, Regulatory Services	5.0	-	(843)	<b>(843)</b>
City Development	21.0	3,340	(2,588)	<b>752</b>
City Safety	18.0	458	(1,641)	<b>(1,183)</b>
On-Street Parking Compliance	36.0	11,256	(4,799)	<b>6,457</b>
<b>Total</b>	<b>80.0</b>	<b>15,054</b>	<b>(9,871)</b>	<b>5,183</b>

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

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 and Customer Analytics Reform	<b>100</b>
Private Laneways Fee-for-Service Trial	<b>50</b>
<b>Total</b>	<b>150</b>

Capital Projects (\$'000)	Expenditure
Major Projects	-
New and Significant Upgrade – On-Street Parking Compliance	<b>80</b>
Renewals	-
<b>Total</b>	<b>80</b>

# 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.

2023/24 Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Office of the Director, City Services	3.0	-	(677)	(677)
<b>Total</b>	<b>3.0</b>	<b>-</b>	<b>(677)</b>	<b>(677)</b>

#### Key Focus areas for this Portfolio:

- 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:

- City Operations
- Infrastructure
- Strategic Property and Commercial



# City Operations

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

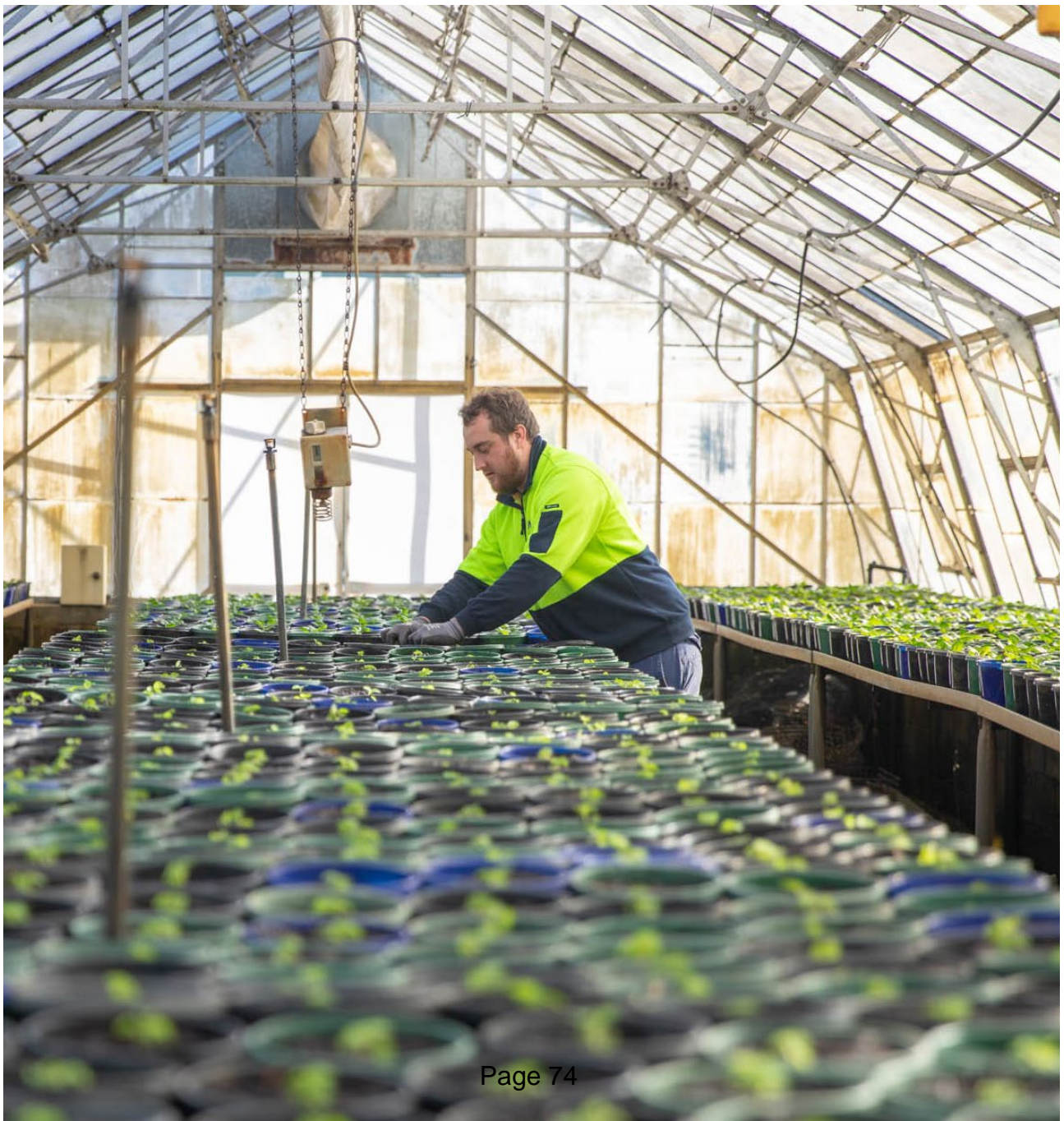
2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
A/D City Operations	13.8	-	(2,365)	<b>(2,365)</b>
Manager, City Maintenance	1.0	-	(184)	<b>(184)</b>
Manager, City Presentation	1.0	-	(199)	<b>(199)</b>
Cleansing	49.0	7	(7,053)	<b>(7,046)</b>
Facilities	4.0	-	(4,614)	<b>(4,614)</b>
Horticulture	83.2	2,334	(13,663)	<b>(11,329)</b>
Infrastructure Maintenance	33.0	-	(5,546)	<b>(5,546)</b>
Trades	26.0	107	(5,164)	<b>(5,057)</b>
Waste	1.0	29	(3,603)	<b>(3,574)</b>
Workshops	30.7	6	(734)	<b>(718)</b>
<b>Total</b>	<b>242.8</b>	<b>2,483</b>	<b>(43,115)</b>	<b>(40,632)</b>

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

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	-
<b>Total</b>	<b>-</b>

Capital Projects (\$'000)	Expenditure
Major Projects	-
New and Significant Upgrades	-
Renewals	2,700
<b>Total</b>	<b>2,700</b>



# Infrastructure

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
A/D Infrastructure	1.9	-	(632)	<b>(632)</b>
Infrastructure Planning and Delivery	45.4	-	(43,378)	<b>(43,378)</b>
Technical Services	23.0	-	(614)	<b>(614)</b>
<b>Total</b>	<b>70.3</b>	<b>-</b>	<b>(44,624)</b>	<b>(44,624)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
Free City Connector	<b>1,162</b>
<b>Total</b>	<b>1,162</b>

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
<b>Total</b>	<b>2,273</b>

Capital Projects (\$'000)	Expenditure
Major Projects	17,378
New and Significant Upgrades	8,999
Renewals	45,807
<b>Total</b>	<b>72,184</b>



# Strategic Property and Commercial

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
A/D Strategic Property & Commercial	1.8	-	(473)	(473)
Commercial	4.0	221	(915)	(694)
Parking	17.8	42,377	(13,388)	28,989
North Adelaide Golf Course	12.0	3,443	(3,579)	(136)
Strategic Property Development	4.0	-	(765)	(765)
Strategic Property Management	4.2	6,280	(12,821)	(6,541)
<b>Total</b>	<b>43.8</b>	<b>52,321</b>	<b>(30,841)</b>	<b>20,380</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
TPG 10 GIG Service	113
<b>Total</b>	<b>113</b>

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
<b>Total</b>	<b>490</b>

Capital Projects (\$'000)	Expenditure
Major Project – Central Market Arcade Redevelopment	15,000
New and Significant Upgrades	1,732
Renewals	116
<b>Total</b>	<b>16,848</b>

# 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.

2023/24 Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Office of the Chief Operating Officer	5.0	-	(1,148)	(1,148)
<b>Total</b>	<b>5.0</b>	<b>-</b>	<b>(1,148)</b>	<b>(1,148)</b>

## Key Focus areas for this Portfolio:

- 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:

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

# Customer and Marketing

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

2023/24 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)
<b>Total</b>	<b>37.3</b>	<b>1</b>	<b>(5,916)</b>	<b>(5,915)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
<b>New Operating Activities for 2023/24</b>	
Videographer	114
<b>Total</b>	<b>114</b>

# Finance and Procurement

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Manager, Finance & Procurement	1.0		(265)	<b>(265)</b>
Financial Planning & Reporting	13.0		(1,916)	<b>(1,916)</b>
Procurement & Contract Management	7.8		(975)	<b>(975)</b>
Rates & Receivables	9.0	134	(1,217)	<b>(1,083)</b>
<b>Total</b>	<b>30.8</b>	<b>134</b>	<b>(4,373)</b>	<b>(4,239)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
N/A	-
<b>Total</b>	<b>-</b>



# Governance

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Manager, Governance & Risk	1.0	-	(209)	<b>(209)</b>
Corporate Governance	4.2	-	(1,965)	<b>(1,965)</b>
Council Governance	4.3	-	(573)	<b>(573)</b>
Legal Governance	1.0	-	(987)	<b>(987)</b>
<b>Total</b>	<b>10.5</b>	<b>-</b>	<b>(3,735)</b>	<b>(3,735)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
N/A	-
<b>Total</b>	<b>-</b>

# Information Management

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Manager, Information Management	10.0	7	(1,379)	(1,372)
Project Delivery	7.0	-	(2,553)	(2,553)
Service Desk	8.0	-	(1,111)	(1,111)
Technology, Infrastructure and Platforms	6.0	23	(8,565)	(8,542)
<b>Total</b>	<b>31.0</b>	<b>30</b>	<b>(13,609)</b>	<b>(13,579)</b>

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

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
<b>Total</b>	<b>160</b>

Capital Projects (\$'000)	Expenditure
Major Projects	-
New and Significant Upgrade - City Operations Android Tablet Procurement	132
Renewals	1,793
<b>Total</b>	<b>1,925</b>

# People

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

2023/24 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)
<b>Total</b>	<b>23.0</b>	<b>-</b>	<b>(3,945)</b>	<b>(3,945)</b>

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

# Strategy, Insights and Performance

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Manager, Strategy, Insights & Performance	1.0	-	(187)	<b>(187)</b>
Project Management Office	4.0	-	-	-
Strategy & Insights	8.0	-	(1,287)	<b>(1,287)</b>
<b>Total</b>	<b>13.0</b>	-	<b>(1,474)</b>	<b>(1,474)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
N/A	-
<b>Total</b>	-

# Offices and Subsidiaries

- Office of the CEO
- Office of the Lord Mayor
- Adelaide Central Market Authority
- Adelaide Economic Development Agency



# Office of the CEO

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:

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Office of the Chief Executive	4.0	-	(1,470)	<b>(1,470)</b>
<b>Total</b>	<b>4.0</b>	<b>-</b>	<b>(1,470)</b>	<b>(1,470)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
N/A	-
<b>Total</b>	<b>-</b>

# Office of the Lord Mayor

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

## Supported functions:

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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Civic Events, Partnerships, and Other Events		-	(587)	<b>(587)</b>
Councillor Support	0.7	-	(471)	<b>(471)</b>
Lord Mayor's Office Administration	5.3	-	(997)	<b>(997)</b>
<b>Total</b>	<b>6.0</b>	<b>-</b>	<b>(2,055)</b>	<b>(2,055)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
International Relations (Sister Cities)	<b>100</b>
<b>Total</b>	<b>100</b>

# Adelaide Central Market Authority

**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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
ACMA Operations	7.7	4,820	(5,073)	<b>(253)</b>
Marketing and Events	-	501	(501)	-
Online Market Platform	-	94	(236)	<b>(142)</b>
<b>Total</b>	<b>7.7</b>	<b>5,415</b>	<b>(5,810)</b>	<b>(395)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
N/A	-
<b>Total</b>	<b>-</b>







# Adelaide Economic Development Agency

**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

2023/24 Operating Budget (\$'000)	FTE	Income	Expenditure	Total (net)
Managing Director, AEDA	3.0	-	(748)	<b>(748)</b>
Business and Investment	6.0	-	(2,329)	<b>(2,329)</b>
Marketing	7.0	-	(1,847)	<b>(1,847)</b>
Rundle Mall Management	9.6	4,250	(4,250)	-
Visitor Economy	6.0	19	(3,191)	<b>(3,172)</b>
<b>Total</b>	<b>31.6</b>	<b>4,269</b>	<b>(12,365)</b>	<b>(8,096)</b>

Operating Activities (\$'000 - embedded in the operating budget)	Expenditure
Adelaide Fashion Week	<b>300</b>
Business Growth - Business Support	<b>179</b>
Digital Marketing	<b>57</b>
Event and Festival Sponsorship	<b>1,810</b>
General Marketing	<b>340</b>
Main streets Development Grants	<b>179</b>
Strategic Partnerships	<b>1,073</b>
Visitor Growth – Tourism Projects	<b>174</b>
WellFest Adelaide	<b>400</b>
<b>Total</b>	<b>4,512</b>

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	<b>300</b>
Promoting the City during Adelaide 500	<b>75</b>
Strategic Events Fund	<b>600</b>
Welcome to Adelaide	<b>120</b>
<b>Total</b>	<b>1,095</b>

Capital Projects (\$'000)	Expenditure
Major Project – Experience Adelaide (City Deal)	<b>3,959</b>
New and Significant Upgrade – Rundle Mall Sound System	<b>960</b>
Renewals	-
<b>Total</b>	<b>4,919</b>

# 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 (through Council’s Long Term Financial Plan) 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 Budget
Major Projects	\$19.19m*	<b>\$36.39m</b>
New and Significant Upgrades	\$7.25m*	<b>\$13.53m</b>
Renewals	\$45.20m	<b>\$50.41m</b>
<b>Total Capital Works investment for 2023/24</b>	<b>\$71.64m</b>	<b>\$100.33m</b>

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





# Major Projects

These Projects are defined as complex projects identified through Council strategies and plans.

Projects commencing (new) for 2023/24:	2023/24 Budget
Experience Adelaide (City Deal)	\$3.96m
Gouger Street Revitalisation (Concept Design)	\$0.50m
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	\$0.05m
<b>Total</b>	<b>\$4.51m</b>

Continuing projects from 2022/23:	2022/23 Q3 Budget	2023/24 Budget
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
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
<b>Total</b>	<b>\$4.79m</b>	<b>\$31.88m</b>

<b>Grand Total for all Major Projects</b>	<b>\$4.79m</b>	<b>\$36.39m</b>
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\* 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 Budget
Adelaide Central Market Authority (ACMA) - New Parents Room	\$0.02m
Adelaide Central Market Authority (ACMA) - New Security Gates	\$0.08m
Adelaide Central Market - New Trolley Bays and Trolleys	\$0.13m
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
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
<b>Total</b>	<b>\$3.81m</b>

<b>Continuing projects from 2022/23:</b>	<b>2022/23 Q3 Budget</b>	<b>2023/24 Budget</b>
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
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
<b>Total</b>	<b>\$2.91m</b>	<b>\$9.72m</b>
<b>Grand Total for all New and Significant Upgrades</b>	<b>\$2.91m</b>	<b>\$13.53m</b>



# 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.*

Projects commencing (new) for 2023/24:	2022/23 Q3 Budget	2023/24 Budget	2024/25 Forecast	2025/26 Forecast
Asset Renewal Delivery Resource	\$5.59m	\$5.5m	\$5.5m	\$5.5m
Bridges	\$0.31m	\$0.53m	\$0.41m	\$1.77m
Buildings	\$7.08m	\$10.44m	\$10.43m	\$9.98m
Commercial Plant & Fleet	\$1.30m	\$0.12m	\$0.19m	\$0.07m
Information Management	\$1.87m	\$1.79m	\$1.50m	\$1.58m
Kerb and Water Table	-	\$2.77m	\$2.72m	\$1.97m
Lighting & Electrical	\$5.46m	\$4.21m	\$3.01m	\$2.60m
Park Lands & Open Space	\$2.80m	\$0.69m	\$3.01m	\$2.01m
Pathways	-	\$6.85m	\$4.08m	\$6.13m
Plant & Fleet	\$3.49m	\$2.70m	\$2.86m	\$2.76m
Roads	-	\$5.52m	\$5.73m	\$5.87m
Traffic Signals	\$2.30m	\$2.38m	\$3.10m	\$2.23m
Urban Elements	\$1.64m	\$4.16m	\$2.85m	\$3.04m
Water Infrastructure	\$2.27m	\$2.75m	\$2.06m	\$0.71m
Transportation*	\$11.09m	NA	NA	NA
<b>Total Renewals</b>	<b>\$45.20m</b>	<b>\$50.41m</b>	<b>\$47.45m</b>	<b>\$46.22m</b>

*\*Transportation made up of Road, Pathways, Kerb and Water Table in 2022/23*

A detailed list of each renewal projects can be found online at [cityofadelaide.com.au/budget](http://cityofadelaide.com.au/budget)

# ATTACHMENT A

## Delivering Our Plan

- Statement of Changes
- Legal Context
- Strategic Framework
- Measures and Performance
- Partnerships and Advocacy



# Statement of Changes

**There are no significant changes to the 2023/24 Business Plan and Budget following internal review and public consultation of the Draft document throughout May and June 2023.**

**The below provides a summary of those minor changes that have occurred:**

- Updated Lord Mayor introduction
- Minor change to the language and sentence structure in Priorities, Legal Context, Measures and Performance and Partnerships and Advocacy
- Corrected breakdown of City Culture Program and Information Management Program FTE (no change to total or budget)
- Additional financial data (grants) provided under Partnerships and Advocacy
- Added a definition of Investment Income under Detailed Financial Overview
- Draft removed throughout document, to reflect the final status
- Minor layout and grammar adjustments

# 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 Programs
- Deliverables which respond to the challenges and opportunities of the current environment and show how we will manage these

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.

# Measures and Performance

The 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 the activities that Council intends to undertake, and is provided under each Program Plan and are reported on Quarterly. Quarterly updates also outline 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.

# 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 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:** Supports the delivery of sector-wide policies and best practice, improved community services, and greater Council efficiencies and sharing of resources.

**Strategic Partnerships:** Provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

Government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, 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.

<b>External Funding 2023/24 (\$'000s)</b>	<b>Operating</b>	<b>Capital</b>	<b>Total</b>
<b>Federal Government Funding</b>			
City Deals		\$3,959	\$3,959
Commonwealth Home Support Program (CHSP)	\$259		\$259
Financial Assistance - Roads to Recovery		\$255	\$255
Local Government Financial Assistance Grant	\$931		\$931
Local Roads and Community Investment Grant (LCRI Phase 3)		\$199	\$199
Supplementary Local Roads		\$127	\$127
<b>State Government Funding</b>			
Bullrush Park / Warnpangga (Park 10) Public Lighting Upgrade		\$187	\$187
Park Lands Related Activity	\$1,866		\$1,866
Cycling Infrastructure		\$1,000	\$1,000
Library - Materials Grant	\$275		\$275
Library - Operating Grant	\$214		\$214
Hutt Street Entry Statement		\$3,000	\$3,000
Melbourne Street Improvements		\$1,000	\$1,000
Mary Lee Park (Park 27B) Community Sports Building Redevelopment		\$2,000	\$2,000
Rymill Park Lake Upgrade		\$2,431	\$2,431
Greening Sturt Street West		\$200	\$200
School Immunisation Program	\$127		\$127
Shared Arts & Cultural Grants	\$50		\$50
Vulnerable and Homeless People Project	\$43		\$43
	<b>\$3,765</b>	<b>\$14,358</b>	<b>\$18,123</b>

# ATTACHMENT B

## Delivering Our Budget

- Financial Framework
- Rates
- Borrowings
- Fees and Charges
- Detailed Financial Overview
- 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	\$19.9m	(NEW) CAPITAL	New income generating assets	\$15.0m
Capital Grants and Proceeds	\$5.9m		New Community assets	\$34.9m
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 and upgraded assets as well as renewal/replacement of existing city assets. Renewal costs are funded through cashflows generated from operations and new and 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](https://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 one third 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 (adopted)	2023/24 (estimated)	Change
General Rates (existing properties)	\$124,776,516	\$136,039,916	
General Rates (new properties)	\$882,600	\$1,941,822	
<b>General Rates (GROSS)</b>	<b>\$125,659,116</b>	<b>\$137,981,738</b>	
Less: Mandatory Rebates	(\$5,493,548)	(\$5,954,977)	
<b>Total</b>	<b>\$120,165,568</b>	<b>\$132,026,761</b>	<b>9.1%</b>

### Other Rates (including service charges)

General Rates Revenue (net of rebates)	2022/23 (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	
	<b>\$126,182,531</b>	<b>\$137,720,483</b>	<b>9.1%</b>
Less: Mandatory Rebates	(\$1,300,793)	(2,870,699)	
<b>Expected Total Rates Revenue*</b>	<b>\$122,784,756</b>	<b>\$133,076,043</b>	<b>8.4%</b>

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

### Summary of rateable properties

	2022/23 (adopted)	2023/24 (estimated)	Change
Number of rateable properties	26,861	26,921	0.2%
Average per rateable property	\$4,649	\$5,024	8.1%

# Borrowings

Borrowing is undertaken in accordance with our Treasury Policy. 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

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-19 via a transitional approach from 1 October 2023, 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.

# Detailed Financial Overview

## Income

\$'000s	2022-2023 Q3 Budget	2023/24 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)
<b>Total Income</b>	<b>213,446</b>	<b>225,481</b>	<b>12,035</b>

### Rates Revenue - \$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 noted by Council, 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 Adelaide 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 the following pages.

## **Investment Income - \$0.2m**

Investment income is income derived from an asset, such as interest on bank accounts and Investments Properties.

## **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	2023/24 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)
<b>Total Expenses</b>	<b>213,359</b>	<b>223,561</b>	<b>10,202</b>

## 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 28.7 FTE from 746.1 to 774.8, 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 Expenses - \$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-19 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, Amortisation and Impairment - \$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 \$19.9m 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 \$29.8m 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.

# Indicators and Statements

	Target	2022/23 Q3 budget	2023/24
<b>OPERATING SURPLUS RATIO</b>			
This ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	0.0%	<b>0.9%</b>
<b>NET FINANCIAL LIABILITIES</b>			
This ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	(3.8%)	<b>(0.9%)</b>
<b>ASSET SUSTAINABILITY RATIO</b>			
This ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	88%	<b>90%</b>
<b>ASSET TEST RATIO</b>			
The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	3%	<b>10%</b>
<b>INTEREST EXPENSE RATIO</b>			
Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Maximum 10%	0.4%	<b>0.4%</b>
<b>LEVERAGE TEST RATIO</b>			
The ratio expresses the total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.1	<b>0.2</b>
<b>CASH FLOW FROM OPERATIONS RATIO</b>			
The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/ Replacement of assets	Greater than 100%	105%	<b>101%</b>
<b>BORROWINGS</b>			
The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Within Prudential Limits	6%	<b>19%</b>
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%	<b>46%</b>

## Statement of Comprehensive Income

\$'000s	2022/23 Q3 Budget	2023/24 Budget
<i>Income</i>		
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
<b>Total Income</b>	<b>213,446</b>	<b>225,481</b>
<i>Expenses</i>		
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
<b>Total Expenses</b>	<b>213,359</b>	<b>223,561</b>
<b>Operating Surplus / (Deficit)</b>	<b>87</b>	<b>1,920</b>
Asset Disposal & Fair Value Adjustments	475	1,125
Amounts Received Specifically for New or Upgraded Assets	10,047	14,075
<b>Net Surplus / (Deficit)</b>	<b>10,609</b>	<b>17,120</b>
<b>Total Comprehensive Income</b>	<b>10,609</b>	<b>17,120</b>

## Statement of Financial Position

\$'000s	2022/23 Q3 Budget	2023/24 Budget
<b>ASSETS</b>		
<i>Current Assets</i>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	16,210	35,560
Inventories	541	541
<b>Total Current Assets</b>	<b>17,551</b>	<b>36,901</b>
<i>Non-Current Assets</i>		
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	1,941,788
Other Non-Current Assets	129	129
Non-Current Receivable	43,943	26,027
<b>Total Non-Current Assets</b>	<b>1,972,492</b>	<b>1,973,286</b>
<b>TOTAL ASSETS</b>	<b>1,990,042</b>	<b>2,010,077</b>
<b>LIABILITIES</b>		
<i>Current Liabilities</i>		
Trade and Other Payables	27,212	14,317
Provisions	14,149	14,574
Other Current Liabilities	4,877	5,066
<b>Total Current Liabilities</b>	<b>46,238</b>	<b>33,956</b>
<i>Non-Current Liabilities</i>		
Trade and Other Payables	293	293
Borrowings	9,899	29,784
Provisions	1,721	1,773
Other Non-Current Liabilities	40,803	36,064
<b>Total Non-Current Liabilities</b>	<b>52,716</b>	<b>67,913</b>
<b>TOTAL LIABILITIES</b>	<b>98,954</b>	<b>101,870</b>
<b>Net Assets</b>	<b>1,891,088</b>	<b>1,908,208</b>
<b>EQUITY</b>		
Accumulated Surplus	796,283	801,303
Asset Revaluation Reserves	1,066,521	1,066,521
Future Reserve Fund	28,284	40,384
<b>Total Council Equity</b>	<b>1,891,088</b>	<b>1,908,208</b>

## Statement of Changes in Equity

\$'000s	2022/23 Q3 Budget	2023/24 Budget
<b>Balance at the end of previous reporting period</b>	<b>1,880,479</b>	<b>1,891,088</b>
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
<b>Balance at the end of period</b>		<b>1,813,985</b>

## Statement of Cash flows

\$'000s	2022/23 Q3 Budget	2023/24 Budget
<b>Cash Flows from Operating Activities</b>		
<i>Receipts</i>		
Operating Receipts	213,010	227,007
<i>Payments</i>		
Operating Payments to Suppliers and Employees	(158,605)	(174,731)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>54,405</b>	<b>52,276</b>
<b>Cash Flows from Investing Activities</b>		
<i>Receipts</i>		
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
<i>Payments</i>		
Expenditure on Renewal/Replacement of Assets	(45,201)	(50,416)
Expenditure on New/Upgraded Assets	(26,245)	(49,598)
Capital Contributed to Equity Accounted Council Businesses	(196)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(52,237)</b>	<b>(67,284)</b>
<b>Cash Flows from Financing Activities</b>		
<i>Receipts</i>		
Proceeds from Borrowings	1,899	19,885
<i>Payments</i>		
Repayment from Borrowings	-	-
Repayment of Lease Liabilities	(4,771)	(4,877)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(2,872)</b>	<b>15,008</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(703)</b>	<b>(0)</b>
plus: Cash and Cash Equivalents at beginning of period	1,503	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>



## Uniform Presentation of Finances

<b>\$'000s</b>	<b>2022/23 Q3 Budget</b>	<b>2023/24 Budget</b>
Income	213,446	225,481
<i>less Expenses</i>	(213,359)	(223,561)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>87</b>	<b>1,920</b>
<i>Net Outlays on Existing Assets</i>		
Capital Expenditure on Renewal and Replacement of Existing Assets	(45,201)	(50,416)
<i>add back</i> Depreciation, Amortisation and Impairment	54,864	56,040
<i>add back</i> Proceeds from Sale of Replaced Assets	971	630
<b>Net Outlays on Existing Assets</b>	<b>10,634</b>	<b>5,624</b>
<i>Net Outlays on New and Upgraded Assets</i>		
Capital Expenditure on New and Upgraded Assets	(26,441)	(49,918)
<i>add back</i> Amounts received specifically for New and Upgraded Assets	11,749	5,295
<i>add back</i> Proceeds from Sale of Surplus Assets	6,685	27,100
<b>Net Outlays on New and Upgraded Assets</b>	<b>(8,007)</b>	<b>(17,523)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>2,714</b>	<b>(9,979)</b>

25 Pirie Street Adelaide  
South Australia 5000  
[cityofadelaide.com.au](http://cityofadelaide.com.au)



# AEDA Business Plan & Budget

FY 2023/24



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- Rundle Mall

- Brand & Marketing

AEDA Budget Summary



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

Image: Kuma Kaaru Dance Group, Creative City Still, Adelaide, 2019

# Adelaide Economic Development Agency

The Adelaide Economic Development Agency (AEDA) is a subsidiary of the City of Adelaide, established in January 2021 to accelerate economic growth in the city.

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

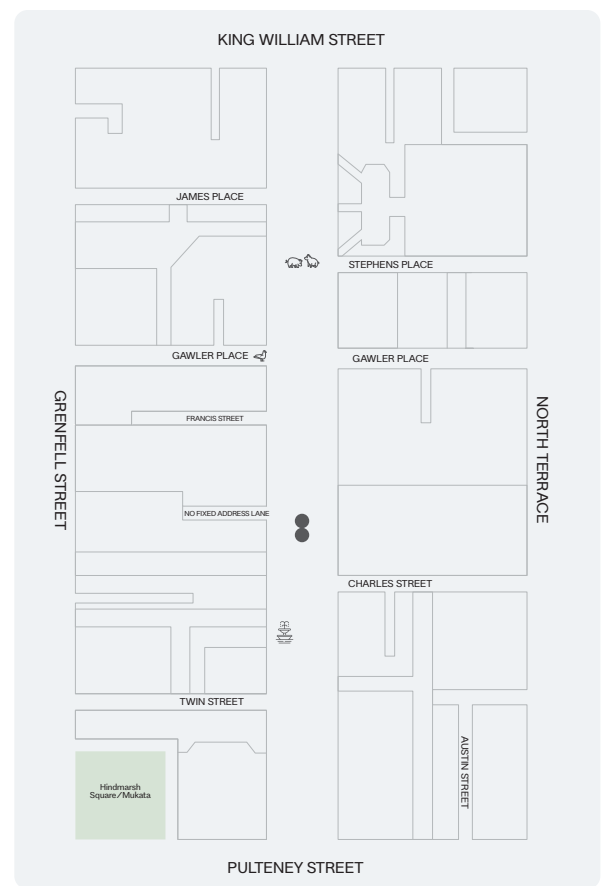
AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate declared by Council on rateable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of the marketing plan, actions and operation of the Rundle Mall Precinct and not the broader city.

This Business Plan and Budget is prepared in accordance with Section 6.2 of the AEDA Charter, which requires AEDA to produce an annual business plan and budget consistent with the Charter and submit to Council for approval.

Noting that AEDA commenced operations in January 2021, both the AEDA Board and Council have requested reviews to examine AEDA's performance against its Charter and ensure the most appropriate governance and delivery model is in place to deliver Council's functions that seek to support and accelerate economic activity in the City of Adelaide. The outcomes of the review may have implications on the nature of the activities to be delivered through the Business Plan.



AEDA supports the economic growth in the city (postcodes 5000 and 5006)



Rundle Mall levy area

# AEDA Teams

## AEDA Board

AEDA was established as a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*, and in all things acts through the Board. The Board has responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the *Local Government Act 1999* and the AEDA Charter.

The Board is skills-based including expertise across hospitality, property development, place making, business development, investment, events and tourism. The Board consists of a Chair, one Elected Member (the Lord Mayor) and up to 7 Board Members (including one representative from the Advisory Committee).

## AEDA Team

AEDA is supported by an agile team, resourced to achieve the strategic outcomes of the organisation.

Led by a Managing Director, the team is made up of experienced and passionate professionals in retail, events, property, investment, business support, tourism, brand and marketing.



Top row, L-R: Nikki Govan (Chair), Steve Maras (Deputy Chair), Tammy Barton, Oliver Brown, Jaimee Charlton.  
Bottom row, L-R: Craig Holden, Tim Last, Dr Jane Lomax-Smith AM (Lord Mayor), Manuel Ortigosa.

# City Trends & Insights

The city continues to elevate its position as the centre of South Australia's economy with its share of Gross State Product rising from 17.41% to 17.61% in 2021-22. Adelaide's economy has performed relatively well in comparison to other major cities throughout Australia in recent times but the challenge remains to sustain that.

To inform the preparation of this Annual Business Plan and Budget, an online survey was provided to the business community. The survey findings are summarised as:

- The Annual Business Plan & Budget 2023/24 consultation showed respondents supported AEDA's core functions through high levels of agreement across the Agency's focus areas.
- There was strong support for the approaches set out within Business, Investment & Residential Growth; Visitor Growth; Rundle Mall and; Brand & Marketing areas. The survey tested both existing and potential programs within each focus area. All but one concept had more support than objection.
- The strongest initiative was 'Reviewing approaches that support economic activity in our precincts and mainstreets' and the least supported was 'Creating a direct booking system for city based accommodation'.
- Smaller sized businesses showed stronger agreement for supporting businesses to start and grow, providing opportunities to participate in marketing campaigns as well as delivering grant programs. Larger sized organisations wanted to see more effort put into strategic public realm works and a year around calendar of events/activations.
- Respondents were blinkered towards supporting focus areas and providing ideas that would have benefit their sector. For example, accommodation and food services showed greater support for AEDA delivering marketing campaigns that promote the city as a destination. Arts and recreation showed greater support for AEDA delivering grants programs. Education and training showed greater support for AEDA being guided by research and insights. Retail trade showed greater support for AEDA delivering a website/platform to encompass all aspects of the city visitor experience and encouraging people to spend more time and money in the city before/after events and festivals.
- Ideas varied from bespoke events and concepts being delivered in other cities through to offering parking incentives and better connecting different areas of the city. There is an appetite for drawing in luxury brands, utilising our laneways and hosting large international tech conferences.
- In terms of how AEDA can better partner with other organisations, only a third of respondents provided suggestions and others used this as an opportunity to express positive reflections on the current working relationship. Some suggestions included AEDA partnering on research projects that have a mutual benefit to the Agency and university, keeping businesses informed with what is happening in the city through zoom events, joint marketing campaigns and further event collaboration.
- A mix of challenges and opportunities were identified by stakeholders. Challenges ranged from the current economic conditions and the potential impact on consumer spending, people working from home and improving the parking and public transport offering. Opportunities were broadly suggested, with a common theme around making the city more vibrant and promoting events, activations and the tourism offering. Some of these items fall within AEDA's remit while others are the responsibility of the City of Adelaide.

Moving forward there will be headwinds from a weakening economic outlook and geopolitical factors that impact on global trade and supply chains. The cost of living and doing business is rising faster than wages. This, combined with rising interest payments for borrowers, is expected to have a negative impact on consumer and business confidence and activity throughout the year.

AEDA will continue to monitor the city's activity levels and provide information on matters such as expenditure behaviour, industry sector conditions, the construction pipeline and visitor economy.

Trends such as flexible working arrangements have now been generally accepted as the new normal. Therefore, the focus on short-term return to work stimulus measures undertaken in AEDA's first two years will shift to longer-term strategies such as growing the size of the workforce, improving the city's positioning and boosting visitor numbers. An important part of this is lifting the city's brand and reputation locally and nationally.

# City Trends & Insights

AEDA, as a subsidiary of the City of Adelaide, will continue to work with the community, stakeholders and partners to ensure our city is an attractive destination for entrepreneurs, expanding companies, students, domestic and intentional migrants as well as tourists and investors from around the world.

## Business

**Opportunity: Growing number of businesses and employees**

**Challenge: Tight labour market and workforce skills mismatch**

Approximately 17% of the State's jobs are in the city, with 2021 data revealing over 145,000 South Australians call the city their main place of work. Recent estimates by the National Institute of Economic Industry Research suggest this has risen to 157,104.

In 2022, over 600 new businesses were established in the city. Firms continue to relocate into the city, in part driven by the availability of good office space and the attractiveness of the city as a place to work. Initiatives delivered by AEDA such as the Welcome to Adelaide program will seek to build on this momentum.

Our traditional city-based industries are growing. Health Care and Social Assistance recently overtook Public Administration and Safety to become the highest employment sector. This was followed by Professional, Scientific and Technical Services.

Sectors in Creative Industries are emerging and growing such as Visual Effects and Gaming, as well as technology businesses such as those in FinTech, BioTech, Cybersecurity and Artificial Intelligence. Traditional sectors are also strong with demand for office space still robust from sectors such as Defence and Government. The AUKUS agreement is expected to have a positive impact in the medium term.

Both the public and private sectors are finding it difficult to find labour, as unemployment levels are at an all-time low and labour availability is an issue across most sectors. Despite this, over the past two years, Adelaide led the other major capital cities in terms of monthly payroll jobs growth and office staffing levels. AEDA will continue to work with the State Government and other organisations to position Adelaide as a preferred place to work and live. Marketing initiatives will increasingly focus on Adelaide's positioning along with generating more immediate visitation.

With cost of living pressures, tightening of monetary policy sectors, such as retail and hospitality, dependent on disposable income will be under greater pressure.

Commercial vacancies are on the rise with a significant increase in new stock recently coming online. There will continue to be upward pressure on vacancy rates as new developments such as 60 King William, Festival Plaza and Wyatt Street become active. Pressure is expected to be strongest in the secondary office market. This provides significant opportunity for AEDA to boost investment attraction initiatives.





# City Trends & Insights

## Population

**Opportunity: Maintaining strong population growth into the long-term**

**Challenge: Availability of residential accommodation for city seekers**

Over 25,000 people call the city their home. The city's population grew by 13% over the past five years to become one of the faster growing capital cities at a local government level. Although the city's population has grown by over 50% over the past two decades, our long-term growth rate is significantly lower than the other major capital cities. It is critical to increase supply and AEDA will work with institutional investors, purpose-built student accommodation providers and property owners to identify opportunities.

The number of international students, who account for more than a quarter of the city's population, has recovered strongly. South Australian international student enrolments and commencements grew faster than the national average, with high growth in newer markets such as Latin America. 2023/24 should be a strong period for international students, with education providers continuing the momentum into new markets and Chinese students being directed to return to face-to-face learning. Projections suggest that student numbers will surpass 2019 levels in the coming years, which will mean demand for purpose-built student accommodation in the city will continue to grow.

The desire to live in the City of Adelaide is reflected in both house prices and rental vacancy rates. The annual change in price growth has been higher than many other cities and rental vacancy rates are at a 10 year low. This indicates the need to ensure sufficient supply of well designed, appropriate housing to meet future demand across all user groups.

## Construction

**Opportunity: Volume of city office space for the private and public sector**

**Challenge: A future pipeline of construction work post-2025**

South Australia has been leading the nation in terms of residential, commercial and engineering work. The city has been at the centre of much of this activity and the crane count demonstrates this.

There is a healthy pipeline of construction projects, with a number of major developments underway or in the planning stages. These projects include residential developments, commercial offices, hotel buildings, infrastructure upgrades, and public works; with a balance of private and public sector investment. Along and near North Terrace are active sites at the Australian Bragg Centre (SAHMRI 2) and Festival Tower (Festival Plaza), both estimated to be completed in 2023-24.

King William Street is also hosting significant levels of building activity, with the development of the Marriott Adelaide GPO Hotel as well as 60 King William. These developments provide an opportunity to look at lifting the economic performance of this area. Elsewhere Vibe and TRYP hotels have brought further short-term accommodation options for visitors. AEDA will continue to invest in attracting visitors, tourism product and supporting Business Events Adelaide to boost business event and convention travel.

The City of Adelaide is shaping the skyline with developments at Market Square and 88 O'Connell Street in North Adelaide, providing residential opportunities, commercial space, retail options and hospitality vibrancy.

A challenge will be maintaining this level of construction activity into the second part of the decade and collaborating with the sector to ensure there is adequate demand to drive future supply.

With more high-grade office floor space entering the market, commercial vacancies will likely rise into 2023. Even with strong pre-commitments for new builds, we understand that city vacancies remain higher than the greater Adelaide fringe area, which presents an opportunity to further attract growing businesses into the city.

# City Trends & Insights

## Consumer Behaviour

**Opportunity:** Spreading events attendees throughout the city and entwining them with spaces such Rundle Mall and mainstreet precincts

**Challenge:** Ensuring a full calendar of city activation that works to stimulate mid-week activity

Major festivals and events continue to play an important role in inviting and enticing people to visit the city. Whether it is sporting matches at Adelaide Oval, music festivals, business conferences, or major events and festivals such as Fringe and Illuminate, there is a direct relationship between events and expenditure.

Events and festivals are often centralised to one area and therefore the majority of attendees will only visit that particular location. Activations, wayfinding and advertising can improve connectivity between events and locations such as Rundle Mall, mainstreets and North Adelaide to improve circulation and visitor exposure to the broader city offering.

Friday continues to be a peak day for activity in the city, with late night shopping and after-work socialising in hospitality venues resulting in a spike in consumer spending. This activity dissipates by Monday and then gradually picks up as the week progresses. There is further opportunity to use events, activations and promotions to stimulate mid-week activity.

Despite the continuance of flexible working trends and increase in suburban shopping, Rundle Mall has defied macro-economic expectations demonstrated by strong retail expenditure during 2022. Specialised luxury goods, department stores, and clothing are the most popular retail categories, with high spending recorded over the Black Friday and Christmas period.

It is vital the city continues to host a variety of events and festivals across the year to attract different demographics to visit the city. The research undertaken by McGregor Tan for the City of Adelaide demonstrates that a quality events and festivals calendar is key to enticing people to visit and stay in the city. AEDA will continue to support event organisers through its sponsorship programs.



# Vision, Mission & Purpose

## Vision

To make Adelaide the most liveable city in the world

## Mission

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

## Purpose

### Attract

Get more people, businesses, visitors, students and residents into the city

### Stay

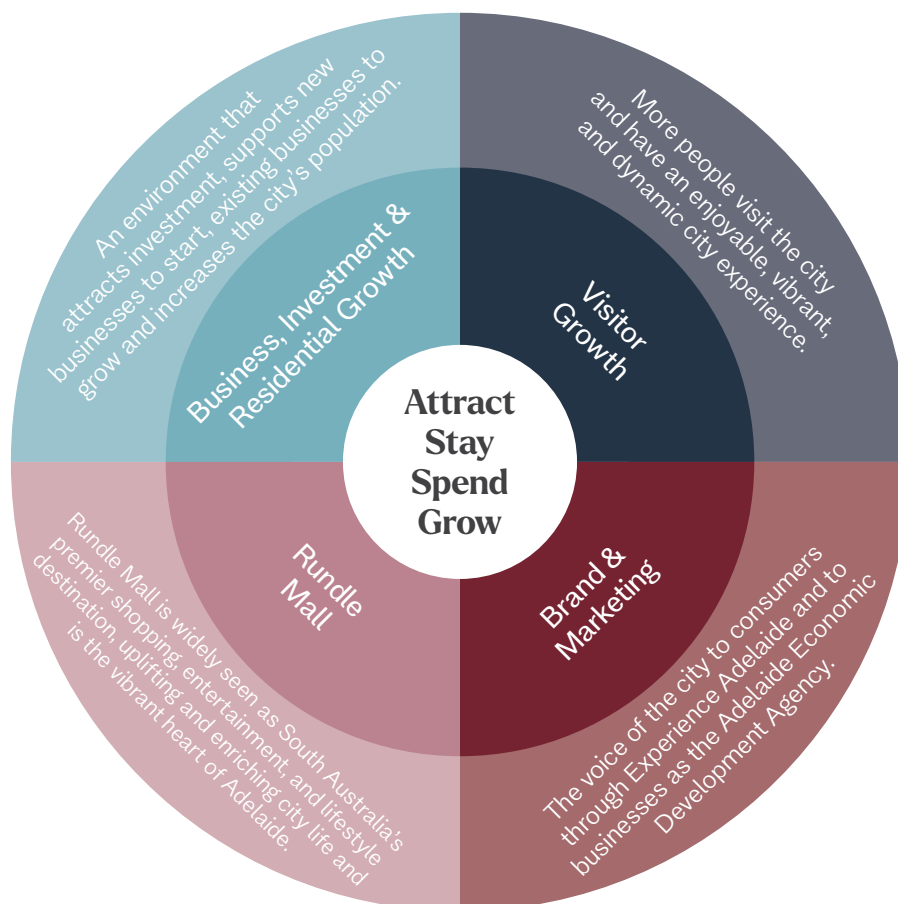
Provide a positive experience so people stay longer, move around the city and return more often

### Spend

Stimulate economic growth by providing more reasons to spend in the city

### Grow

Support new and existing businesses and industries to grow and create jobs



# Strategies & Actions

## KEY RESULT AREA 1

### Business, Investment & Residential Growth

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

#### Outcomes

- More people are working and living in the city including students
- New workers better integrate into the life of the city
- Existing businesses grow and new firms, including retailers, choose the city
- The city's innovation assets drive greater economic benefit for the city
- Enhanced partnerships with the state government, private investors and industry groups to stimulate residential and commercial development

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Increase investment and the number of workers in the city by:               <ul style="list-style-type: none"> <li>- Collaborating with state government on initiatives to attract inbound investment initiatives for sectors including space, defence, health, hi-tech (VFX, Gaming, FinTech, AI, Climate-Tech)</li> <li>- Directly targeting firms in industries that are large occupiers of commercial office space that can either expand or relocate into the city (business/professional/financial services)</li> <li>- Working with city-based firms to support their growth</li> <li>- Proactively seeking new investment opportunities including purpose-built student accommodation, new events and retail brands</li> <li>- Investigating development of an interstate and overseas presence to be closer to where investors are and investment decisions are made</li> </ul> </li> <li>• Work with institutional investors and developers to identify opportunities to increase the residential product mix in the city</li> <li>• Identify and progress opportunities to improve the economic performance of King William Street, mainstreets and precincts</li> <li>• Provide high quality, current information and data through research, thought leadership and online platforms</li> <li>• Engage with the business community through activities such as AEDA Business Summit and Data4Lunch</li> <li>• Build on existing arrangements with organisations funded through the Strategic Partnerships Program to increase the number of students; increase, and capitalise on business events; support a culture of entrepreneurship; activate vacant shopfronts and commercial spaces; and enhance Adelaide's festival sector</li> <li>• Support the efforts of businesses to attract workers and engage new employees into the life of the city</li> <li>• Progress partnership opportunities with entities including Lot Fourteen and Biomed City, the higher education sector and other organisations to enhance the city's capital city and central business district role</li> <li>• Redesign the approach to supporting the growth and establishment of small businesses in the city</li> <li>• Management of the Strategic Partnerships Program</li> </ul>	<ul style="list-style-type: none"> <li>• 50 inward investment proposals/local expansions supported, with at least 10,000sqm of office space committed to</li> <li>• 1,000 Welcome to Adelaide employee introduction packs distributed</li> <li>• 30+ vacant shopfronts/premises activated</li> <li>• Deliver AEDA Business Summit</li> <li>• Deliver 3 industry briefing events</li> <li>• Enrolled international student numbers 5+% above 2019 levels (44,318 students across all segments)</li> <li>• 2+% increase in the number of city workers above 2020/21 levels (148,369)</li> <li>• 2+% increase in the number of city businesses above 2020/21 levels (12,018)</li> <li>• 2 campaigns/projects/market interventions to support emerging industries in the city</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 2

### Visitor Growth

More people visit the city and have an enjoyable, vibrant and dynamic city experience.

#### Outcomes

- Adelaide is a world class events city hosting a diverse range of festivals and events, including business events, spread across the city over the year
- More events, activations and experiences that bring people into the city
- Strengthened partnerships with the private and public sectors to increase awareness of the city, leading to increased bookings from regional, national and international visitors
- People are more easily able to find information about what to do in the city before they arrive and during their visit

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Complete and open an innovative, technology-driven Visitor Experience Centre and city-wide digital visitor experience to replace the existing visitor information service</li> <li>• Operate the Visitor Information Centre in accordance with the accredited information centre requirements</li> <li>• Minimise disruption to the customer experience during transition from the current Visitor Information Centre to the new centre</li> <li>• Develop product knowledge of volunteers and staff to ensure excellent customer service and accurate information at the centre</li> <li>• Broaden the city's calendar of events and work with the state government to maximise the benefits for the city of major state-led events</li> <li>• Continue partnership with the South Australian Tourism Commission to market, promote and provide services to increase the number of visitors to the city</li> <li>• Deliver and administer the Events and Festivals Sponsorship Program</li> <li>• Support and build capability of city tourism businesses to develop new commissionable products and experiences</li> <li>• Leverage consumer and business events to drive promotion and sales for city businesses</li> <li>• Redesign and implement a Strategic Events Fund (pending Council's budget decisions)</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the new Experience Adelaide Visitor Centre</li> <li>• Maintain accreditation of the Visitor Information Centre</li> <li>• 8 training sessions with VIC volunteers and staff</li> <li>• 2 destination marketing campaigns or initiatives with the state government to increase the number of people visiting the city</li> <li>• 20 new bookable city tourism products/ experiences</li> <li>• City hotel occupancy above 70%</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 3

### Rundle Mall

Rundle Mall is widely seen as South Australia's premier shopping, entertainment, and lifestyle destination, uplifting and enriching city life and is the vibrant heart of Adelaide.

#### Outcomes

- Rundle Mall is attractive to prospective premium retail brands and hospitality businesses
- A vibrant destination that leverages exclusive city-wide events and festivals, and trials new and innovative retail concepts
- An uplifted visitor experience with the introduction of new capital investment into Rundle Mall and its laneways
- Rundle Mall is an unrivalled shopping and lifestyle experience that delivers bold activations and installations

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Commence implementation of key recommendations from the Rundle Mall place vision project, focusing on key strategic opportunities that include:               <ul style="list-style-type: none"> <li>- New Rundle Mall sound system (pending Council's budget decisions)</li> <li>- Entertainment precinct development</li> <li>- Laneway vibrancy and activation projects</li> </ul> </li> <li>• Seek out new retail brands in key national markets, underpinned by development of business-to-business attraction plan</li> <li>• Work with retailers and property owners to identify and inform them of emerging strategic opportunities</li> <li>• Target retail brand activations and on-Mall experiences that complement the Rundle Mall vision</li> <li>• Support Renew Adelaide to activate vacancies with retail and creative concepts that improve the tenancy mix in Rundle Mall centres, arcades, and laneways, with an emphasis on underutilised level 1 tenancies</li> <li>• Deliver marketing activity that enhances the brand position of Rundle Mall and attracts more shoppers and stimulates spend, including:               <ul style="list-style-type: none"> <li>- Retail marketing highlighting precinct range, brands and products</li> <li>- Maintain engagement in digital channels</li> <li>- Progression of business-to-business strategy</li> <li>- Events &amp; activations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 3 recommendations from Rundle Mall place vision workshop implemented</li> <li>• 5 major brands committed to Rundle Mall</li> <li>• Stakeholders agree that the volume and quality of communication and data/ insights to stakeholders has improved over the previous 12 months</li> <li>• Rundle Mall average strip vacancy rates below 8%</li> <li>• Average vacancy rates below 20% for arcades, centres and laneways in the Rundle Mall precinct</li> <li>• 3 significant campaigns that are aligned with exclusive city events and festivals</li> <li>• Uplift in foot traffic across 3 major events/ festivals</li> <li>• Uplift in market share across 3 major events/ festivals</li> <li>• MAT market share remains above 5%</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# Strategies & Actions

## KEY RESULT AREA 4

### Brand & Marketing

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

#### Outcomes

- Unified key messaging and branding of the city to an intrastate, interstate and international audience
- More workers, residents, and visitors in the city
- Increased spend in the city
- AEDA is considered a valuable partner for businesses and other organisations with a mutual interest in enhancing the city's economy

2023/24 Planned Actions	Measurement
<ul style="list-style-type: none"> <li>• Deliver and execute an AEDA marketing strategy that will assist in achieving the actions and outcomes of each key result area</li> <li>• Provide opportunities for businesses to participate in, or leverage marketing investment (including state government led projects)</li> <li>• Raise awareness of AEDA's purpose and how organisations can interact and benefit from programs in the city business community</li> <li>• Develop Experience Adelaide to be a known destination digitally or physically (once the new visitor centre is built) to plan and navigate a memorable visitor experience in the city</li> <li>• Partner with state government on joint marketing initiatives designed to increase the city's profile as a place to invest, work, live and visit</li> <li>• Collaborate with government departments and agencies to develop a consistent approach to capital city and state promotion (across tourism, trade and investment, Department of Premier and Cabinet)</li> <li>• Enhance and grow AEDA's communication channels, platforms and tools to communicate directly with consumers and businesses about what's happening in the city and opportunities</li> <li>• Deliver activations and events such as ADL Fashion Week to increase awareness, and support the growth, of targeted industry sectors (pending Council's budget decisions)</li> <li>• Work with eligible city retail businesses to establish e-commerce capability and provide business development support through marketing campaigns and initiatives promoting byADL.com.au (digital marketplace)</li> <li>• Deliver campaigns that promote the city as a destination to invest, live, and visit</li> </ul>	<ul style="list-style-type: none"> <li>• Generate \$2 million in advertising space rate with reference to City of Adelaide/ AEDA</li> <li>• Support 200 city businesses to establish or extend their e-commerce capability on byADL.com.au</li> <li>• Total city expenditure above \$4.45b</li> </ul>

Note: planned activities are subject to change depending on AEDA's operating environment. For additional detail and/or current status of work plans for individual areas, please contact AEDA.

# AEDA Budget Summary

AEDA Income Summary	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
AEDA Contribution from City of Adelaide – Operating Budget	\$8,782,482	\$8,096,334
Strategic Project Funding	\$2,175,000	\$1,095,000
Rundle Mall Levy	\$3,900,416	\$3,890,416
Rundle Mall Supplementary Revenue		\$360,000
Visitor Experience Centre	\$18,775	\$18,775
<b>Total Income</b>	<b>\$14,876,673</b>	<b>\$13,460,525</b>

AEDA Expenditure Summary	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
Business, Investment & Residential Growth	\$3,634,291	\$2,697,950
Visitor Growth	\$4,585,445	\$4,040,833
Brand and Marketing	\$2,756,521	\$2,471,326
Rundle Mall Marketing and Activations Expenditure*	\$2,110,841	\$2,449,025
Rundle Mall Admin   Operations*	\$1,789,575	\$1,801,391
<b>Total Expenditure</b>	<b>\$14,876,673</b>	<b>\$13,460,525</b>

\* Further information below

Strategic Projects	AEDA BR3 2022/23 Budget	AEDA 2023/24 Budget
Destination Adelaide Promotion	\$300,000	\$300,000
Welcome Adelaide	\$150,000	\$120,000
Sponsorship to expand city events	\$813,000	\$0
Sponsorship for new major events	\$662,000	\$0
Strategic Events Fund	\$0	\$600,000
Promoting the City During Adelaide 500	\$0	\$75,000
Interstate & Intrastate Visitor Campaign	\$250,000	\$0
<b>Total Strategic Projects</b>	<b>\$2,175,000</b>	<b>\$1,095,000</b>

Reignite Initiatives	AEDA BR3 2022/23 Budget	Projects Not Continuing
Reignite – Digital Marketplace	\$218,360	\$0
Reignite – Small Business Promotion Campaign	\$141,703	\$0
Reignite – Marketing for new and existing Programs	\$178,801	\$0
Reignite – Shopfront Improvement Scheme	\$884,903	\$0
Reignite – Tenancy Support	\$166,000	\$0
<b>Total Reignite Initiatives</b>	<b>\$1,589,767</b>	<b>\$0</b>

Continued over page



# AEDA Budget Summary

Rundle Mall Finance Summary	2022/23 Budget	2023/24 Budget
Rundle Mall Levy Income	-\$3,900,416	-\$3,890,416
Rundle Mall Supplementary Revenue		-\$360,000
Admin   Operations Expenditure	\$1,831,016	\$1,801,391
Marketing   Activations	\$1,986,202	\$2,449,025

Rundle Mall Admin   Operations Expenditure	2022/23 Budget	2023/24 Budget
Security Retainer	\$270,566	\$298,648
Employee Costs	\$1,183,323	\$1,231,298
Business & Investment Support	\$267,213	\$181,089
Utilities, Storage Rent, Licences, Insurance	\$109,914	\$90,356
<b>Total Admin   Operations Expenditure</b>	<b>\$1,831,016</b>	<b>\$1,801,391</b>

Rundle Mall Marketing   Activations Expenditure	2022/23 Budget	2023/24 Budget
Major Events & Activations (eg Christmas, Lunar New Year)	\$1,496,660	\$1,659,350
Marketing Services	\$283,200	\$326,115
Rundle Mall Assets Branding	\$74,310	\$133,120
Research & Insights	\$81,350	\$44,640
Placemaking & Vibrancy Opportunities	\$0	\$266,600
Digital Retail Calendar Support	\$50,682	\$0
Other Expenditure		\$19,200
<b>Total Marketing   Activations Expenditure</b>	<b>\$1,986,202</b>	<b>\$2,449,025</b>



# Appendix

## Rundle Mall Events, Activations & Promotions Calendar

Months	Activity – Events, Activations & Promotions
July 2023	<ul style="list-style-type: none"> <li>• Placemaking - refresh of plant pots, benches and lighting</li> <li>• CBD worker campaign</li> <li>• World day activations and pop ups</li> <li>• School holidays activations</li> <li>• NAIDOC week</li> <li>• Illuminate Adelaide activation</li> <li>• Umbrella Music Festival</li> <li>• Markets</li> </ul>
August 2023	<ul style="list-style-type: none"> <li>• SALA</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
September 2023	<ul style="list-style-type: none"> <li>• Spring Launch Campaign in the Mall</li> <li>• Fashion Festival Pre-Promotion – advertising and digital campaign</li> <li>• Father's Day Activations and retailer support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• Markets</li> </ul>
October 2023	<ul style="list-style-type: none"> <li>• ADL Fashion Week</li> <li>• October long weekend trading hours</li> <li>• Fashion Campaign and activations</li> <li>• Wellness and wellbeing activations</li> <li>• World day activations and pop ups</li> <li>• School holidays</li> <li>• Retailer Support Campaign</li> </ul>
November & December 2023	<ul style="list-style-type: none"> <li>• Christmas decorations</li> <li>• Black Friday weekend activations and campaign</li> <li>• Rundle Mall Christmas Carts</li> <li>• Choirs and music performances</li> <li>• Activations to support extended trading hours and add vibrancy to the Mall</li> <li>• Boxing Day event and activations to launch sales in the city</li> <li>• School holidays</li> <li>• Retailer Support Campaign</li> <li>• Markets</li> </ul>
January 2024	<ul style="list-style-type: none"> <li>• Retailer support for January sales</li> <li>• World food day activations and pop ups</li> <li>• School holidays</li> <li>• Australia Day activations and support for trading hours</li> <li>• Retailer Support Campaign</li> </ul>

# Appendix

## Rundle Mall Events, Activations & Promotions Calendar

Months	Activity – Events, Activations & Promotions
February 2024	<ul style="list-style-type: none"> <li>• Valentine's Day Digital Campaigns and retailer support</li> <li>• Lunar New Year activations and retailer support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• MallFest to support Fringe &amp; Adelaide Festival</li> <li>• University support for O Week</li> </ul>
March 2024	<ul style="list-style-type: none"> <li>• Festival activity continued</li> <li>• Long weekend trading hours support</li> <li>• World food day activations and pop ups</li> <li>• Retailer Support Campaign</li> <li>• Easter Friday 29 March to Monday 1 April</li> </ul>
April 2024	<ul style="list-style-type: none"> <li>• ANZAC Day trading hours support</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
May 2024	<ul style="list-style-type: none"> <li>• Mother's Day – digital campaign</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>
June 2024	<ul style="list-style-type: none"> <li>• Support retailer activity for mid-year sales</li> <li>• June long weekend</li> <li>• World day activations and pop ups</li> <li>• Retailer Support Campaign</li> </ul>



# Adelaide Central Market Authority

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Draft Business Plan and Budget  
2023/24



Attachment D



Adelaide Central  
Market Authority

# ACMA OVERVIEW

## STRATEGIC PLAN

The draft 2023-2028 Adelaide Central Market Authority Strategic Plan has been developed and is to be reviewed and adopted by Council. The draft Business Plan 2023/24 outlines the actions to deliver the new strategy.

## BUSINESS PLAN

This Business Plan 2023/24 outlines proposed actions within strategic pillars and measures which has been endorsed by the ACMA Board.

## BUDGET

All actions have been budgeted for (unless noted).

### OUR PURPOSE

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

### OUR PLAN

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

### OUR AMBITION

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



# Strategic Pillars

## OUR CUSTOMERS

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

- 1.1 Know our customer**
- 1.2 Engage our customer**
- 1.3 Deliver extraordinary customer experience**

## OUR TRADERS

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

- 2.1 Support Trader success**
- 2.2 Maintain & Grow Trader advocacy**

## OUR BUSINESS

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

- 3.1 Ensure our Market is financially self sufficient**
- 3.2 Deliver Retail & Leasing Strategy**
- 3.3 Deliver Marketing Strategy**
- 3.4 Ensure the Market remains safe & secure environment**
- 3.5 Treat Traders as business partners**
- 3.6 Deliver brilliant basics**
- 3.7 Focus on people and capability**

## OUR COMMUNITY

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

- 4.1 Connect with our community**
- 4.2 Contribute to the wider Market precinct**

## OUR MARKET

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

- 5.1 Ensure quality outcomes for our Market**
- 5.2 Review technology systems to inform decision making**





# Adelaide Central Market Authority

Draft Business Plan 2023/24

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Adelaide Central  
Market Authority

# ACMA Objects & Purposes

The objects and purposes as outlined in the ACMA Charter are:

- Oversee the management and operation of the Market
- Be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders
- Be responsible for the Market being recognised locally and internationally as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide
- Contribute to the development of the wider market district
- Be financially self sufficient in terms of its operations



# Our Customers

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

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## OBJECTIVE

### KNOW OUR CUSTOMER

Update quantitative understanding of customer perception, barriers, pain points and delights

Evolve Customer Journey analysis to understand why customers haven't visited recently, bring more people to the Market and keep them coming back

Align trading hours to customer preferences

## MEASURES

Deliver trend and insights reports and action as needed

Trader group facilitation of trader lead change of core trading hours

### ENGAGE OUR CUSTOMER

Market Vibrancy: elevate events and activations

Deliver Bastille Day, Seafood & Sounds, Sauce Day, school holiday programs, live music, producer in residence

Collaborate with AEDA/SATC to connect major events

Event calendar, traffic, PIR occupancy, mutually beneficial relationships

### DELIVER EXTRAORDINARY CUSTOMER EXPERIENCES

Unique experiences: create enjoyable & unique shopping experiences

Online Market

Deliver lighting project in busy customer zone (subject to capital)

Online customer survey, investigate corporate orders, customer brochure



# Our Traders

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

## OBJECTIVE

### SUPPORT TRADER SUCCESS

### MAINTAIN AND GROW TRADER ADVOCACY

## INITIATIVE/ACTION

Support traders with retail visual merchandiser to identify key areas of improvement

Develop new Trader induction program

Engage trader group to establish trader reward program for improved customer experience

Provide opportunities and resources for trader training

## MEASURES

Consultant recommendations actioned

Deliver program

Trader feedback and sentiment

Level of engagement with traders

Trader use of digital channels



# Our Business

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

OBJECTIVE	ENSURE OUR MARKET IS FINANCIALLY SELF SUFFICIENT	DELIVER RETAIL & LEASING STRATEGY	DELIVER MARKETING STRATEGY
INITIATIVE/ACTION	Identify cost efficiencies  Maintain strong leasing occupancy  Update independent retail valuations and leasing framework	Curate retail mix  Develop new fit out guidelines including Market Expansion	Deliver annual marketing plan & calendar of events  Clear customer communication upon reduction of car park bays for redevelopment and open for business messaging  Leverage city events to increase Market profile and develop targeted tourism product
MEASURES	Lease occupancy %  Lease revenue  Deliver leasing valuation and framework project	Lease renewal profile  Develop and implement Design Guidelines  Customer insights and satisfaction	Event visitation  Customer feedback and insights  Deliver self guided tour



# Our Business

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

**OBJECTIVE**

**ENSURE MARKET REMAINS SAFE & SECURE ENVIRONMENT**

**TREAT TRADERS AS BUSINESS PARTNERS**

**DELIVER BRILLIANT BASICS**

**FOCUS ON PEOPLE AND CAPABILITY**

**INITIATIVE/ACTION**

Manage security contract

Establish new trader group format

Manage cleaning and waste contracts

Health and wellbeing program

Review trader communication channels

Training opportunities

**MEASURES**

Number of incidents  
Regular SAPOL meetings

Level of trader engagement  
Open rate of Trader newsletter  
Trader feedback

Ongoing cleaning inspections completed  
Contractor compliance  
Customer feedback

Deliver employee program  
Staff retention and culture survey



# Our Community

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

## OBJECTIVE

### CONNECT WITH OUR COMMUNITY

Deliver Reconciliation Action Plan actions by highlighting Indigenous culture throughout the year including Reconciliation Week and NAIDOC week activations

Deliver Sustainability Strategy actions including water bottle refill station and removal of point-of-sale plastic produce bag ahead of legislation

### CONTRIBUTE TO THE WIDER MARKET PRECINCT

Develop inaugural annual plan for precinct connection and collaboration

Engage with CoA for precinct events/road closures

Improve street presence & work with CoA to create street signage in approaching streets

## INITIATIVE/ACTION

## MEASURES

Deliver Market initiatives from City of Adelaide Reconciliation Action Plan (RAP)

Deliver Sustainability Strategy actions

Attendance at precinct meetings

Stakeholder feedback

Increased street presence and visibility



# Our Market

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

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## OBJECTIVE

### ENSURE QUALITY OUTCOMES FOR OUR MARKET

### MARKET EXPANSION - CONSTRUCTION PHASE

### REVIEW TECHNOLOGY SYSTEMS TO INFORM DECISION MAKING

## INITIATIVE/ACTION

Investigate market shopper trolley

Review amenities based on stakeholder feedback

Collaborate with UPark to ensure parking bays are maximised for shopper use

Deliver EOI brochure for Market Expansion

Maintain Market vibrancy and business as usual trading for customers and traders throughout construction

Review people counters

Investigate tenancy coordination, CRM and POS solutions

## MEASURES

Deliver trolley project (subject to capital)

Customer insights & trader feedback

Car park occupancy rates

Advocate for traders and customers throughout all project phases

Implement communications strategy including stakeholder and community relations

Monitor customer experience survey results

One Market approach for planning purposes

Deliver project

Collaborate with CoA for IM solutions and implementation





# Adelaide Central Market Authority

Draft Budget 2023/24

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Adelaide Central  
Market Authority

# BUDGET

The ACMA Budget has been prepared to ensure efficient delivery of actions outlined in the Draft ACMA Business Plan and received ACMA Board approval on 23 February 2023 for submission to Council as a draft budget for consultation purposes.

ACMA is in a transitional phase from a Charter model with net revenue from Central Market UPark and infrastructure to the One Market approach which will result in expanded retail footprint and efficiencies of scale for operations.

## Budget Assumptions

- ACMA Management Team 6.7 FTE
- Budget built from zero-base and includes provision for One Market resourcing
- No significant changes to trading conditions for Covid
- No significant change to electricity recovery rate or cost of purchase with CoA contract



# Finance Summary – Operational Budget 2023/24

	2022-23	2023-24
	Q3 Review	Budget
	\$'000	\$'000
<i>Income</i>		
User Charges	4,311	4,861
Other Revenue	66	53
<b>Total Income</b>	<b>4,377</b>	<b>4,914</b>
<i>Expenditure</i>		
Employee Costs	1,192	1,288
Materials, Contracts & Other Expenses	3,600	3,980
Depreciation, Amortisation & Impairment	-	39
Finance Costs	2	3
<b>Total Expenditure</b>	<b>4,794</b>	<b>5,310</b>
<b>Operating Surplus / (Deficit)</b>	<b>(417)</b>	<b>(395)</b>



**Thank you**





KADALTILLA / ADELAIDE PARK LANDS AUTHORITY  
Business Plan & Budget  
2023 – 2024



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**The Adelaide Park Lands are the largest inner urban park system in Australia.**

Nationally Heritage listed for their unique design – they are the city’s lungs, backyard, playground, meeting space and more. There are there for everyone to enjoy, enhancing physical and mental well-being, and they secure Adelaide’s place as one of the planet’s most liveable cities.



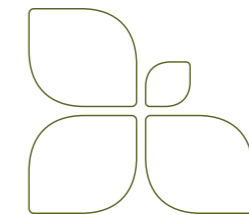
## Acknowledgement to Country

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

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

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

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



## Introduction

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

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

Kadaltilla is established pursuant to section 5 of the *Adelaide Park Lands Act 2005* (SA) and operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999* (SA). Kadaltilla acts in accordance with its Charter and as set out in the *Adelaide Park Lands Act 2005* (SA).

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

## Business Plan & Budget Overview

Kadaltilla is required to prepare an annual business plan consistent with the Adelaide Park Lands Management Strategy and the Strategic Plan and Charter of Kadaltilla. Kadaltilla must consult with and receive approval from the City of Adelaide for its annual business plan and budget.

The annual business plan and budget must:

- Identify the performance targets of Kadaltilla;
- Set the performance measures that are to be used to monitor and assess performance and achievement of targets;
- Specify the financial and other resource and internal processes required to achieve the performance targets.

## Kadaltilla Board

### About Us

Kadaltilla operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999*.

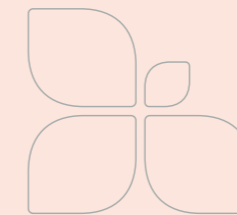
Kadaltilla and its Board are the same entity.

The Board is responsible for managing the business of Kadaltilla and acting in accordance with the Charter and all relevant legislation.

The Board is skills based including expertise across biodiversity/environment, recreation/open space, cultural heritage, landscape design/park management, tourism/events, indigenous culture/reconciliation, financial and local government.

The Board comprises a Presiding Member (the Lord Mayor), and four other members appointed by Council and five members appointed by the Minister.

The Board receives administrative support from Council.



**Jane Lomax-Smith AM**  
Lord Mayor  
Presiding Member



**Kirsteen Mackay**  
Deputy Presiding  
Member



**Councillor Keiran Snape**



**Ashley Halliday**



**Stephanie Johnston**



**Ben Willmore**



**Les Wanganeen**



**Allison Bretones**



**Rob Brookman AM**



**Craig Wilkins**



## Functions of Kadaltilla

Kadaltilla is established to undertake the following functions, set out in section 9 of the *Adelaide Park Lands Act 2005* and its Charter:

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

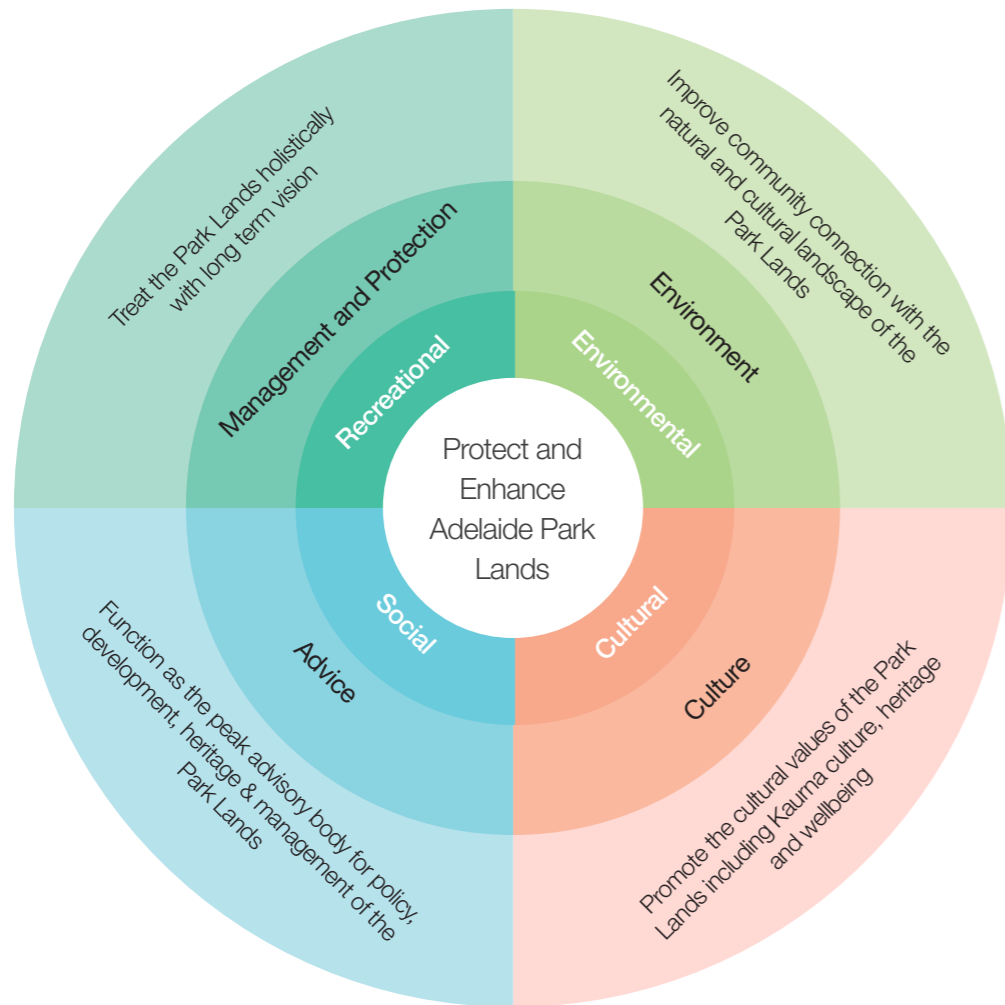


# Executive Summary

## ADELAIDE PARK LANDS MANAGEMENT STRATEGY (APLMS) 2015 – 2025

### Vision

Inspiring growing numbers of residents, workers and visitors, the Park Lands will continue to provide a myriad of recreational and sporting opportunities and events for everyone to enjoy, enhancing physical and mental well-being and cementing Adelaide’s place as one of the planet’s most liveable cities. There will be a balanced approach to a diverse range of environmental, cultural, recreational, and social values, activities and developments. All resources will be protected and enhanced.



### Outcomes

#### Dynamic, Active & Tranquil Places

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

The Park Lands:

- Are the place to meet and enjoy diverse experiences.
- Host diverse events, from small to large, in more places more often.
- Are Adelaide’s hub for sport and recreation.

#### Connected Places & Spaces

A network of connected and legible places and spaces enabling safe movement via paths and trails linking the City to the suburbs, hills and coast.

The Park Lands:

- Are a network of connected parks.
- Connect the City, inner suburbs, hills and coast.
- Invite exploration and are safe and easy to access and move around in, day and night.

#### Welcoming & Attractive Places

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

The Park Lands:

- Offer diverse experiences.
- Are easily identifiable.

#### Sustainable & Enduring Places

Places that thrive in the face of a changing climate.

The Park Lands:

- Create biodiversity.
- Are water sensitive, with healthy watercourses.
- Are resilient.
- Contribute to carbon neutrality.

#### Memorable & Distinctive Places

Places celebrating Adelaide’s unique cultural heritage.

The Park Lands:

- Are valued as a National Heritage site worthy of World Heritage listing.
- Are a place of Kaurna Cultural significance.
- Inspire visitors.



### STRATEGIC PRIORITIES & PERFORMANCE

The Authority has adopted a Strategic Plan 2020 – 2025 with the following purpose and guiding principles:

#### Purpose

To conserve and enhance the environmental, cultural, recreational and social importance of the Adelaide Park Lands.

#### Guiding Principles

- Preserve and strengthen the integrity of the Adelaide Park Lands.
- Promote the values of the Park Lands – as Adelaide’s defining feature, and an internationally unique asset.
- Contribute to the delivery of the City of Adelaide’s Strategic Plan and vision and the State Government’s 30-year plan for Greater Adelaide.

The activities for 2023 – 2024 align with the performance targets and measures set out in Kadaltilla’s strategic plan (as per reference number in the following tables).



## Culture

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

APLMS Outcome	Ref.	Performance Targets 2020-2025	Performance Measures 2020-2025	Activities 2023-2024	Resources 2023-2023
Memorable & Distinctive Places	1.1	Make Kurna culture intrinsic to everything we do	Each matter that comes before the Board considers Kurna culture	Kadaltilla and Council staff will ensure that each matter that comes before Kadaltilla considers Kurna culture  Strengthen Kadaltilla's engagement with KYAC and the Kurna community	Within Council service delivery plan allocations
Memorable & Distinctive Places	1.2	Assist with Kurna cultural mapping	Kurna Cultural mapping used to inform Kadaltilla considerations	Cultural mapping ongoing by Council staff	Within Council service delivery plan allocations
Memorable & Distinctive Places	1.3	Advocate for the featuring of the Adelaide Park Lands in Designed for Life, SA Tourism Commission and other promotional campaigns	Increased promotion of Park Lands in all tourism campaigns (City of Adelaide, SA Tourism Commission etc)	The Park Lands are marketed using available means including website, social media, brochures and financial support for the (biennial) Adelaide Park Lands Art Prize	\$15,000
Dynamic, Active & Tranquil Places	1.4	Host an annual community forum	1 public forum held per year (in accordance with the requirements of the Authority's Charter)	Notice of annual community forum made public at least 21 days prior  Forum documents and reports publicly available  Forum conducted in a place accessible to the public to discuss business of a general nature aimed at reviewing the progress and direction of Kadaltilla	\$2,000
Forum documents and reports publicly available	1.5	Support the development of World Heritage listing nomination	World Heritage listing supported	Continue to progress opportunities for World Heritage Listing with Adelaide and Mount Lofty Ranges Councils	Within Council service delivery plan allocations





## Environment

*Improve community connection with the natural and cultural landscape of the Park Lands*

APLMS Outcome	Ref.	Performance Targets 2020 – 2025	Performance Measures 2020 – 2025	Activities 2023 – 2024	Resources 2023 – 2024
Welcoming & Attractive Places	2.1	Define protect and enhance landscape values and design qualities	Conduct a landscape review to inform the next Adelaide Park Lands Management Strategy	Landscape review to be undertaken and advice provided by Kadaltilla regarding how to define, protect and enhance landscape values and design qualities	Within Council service delivery plan allocations
Sustainable & Enduring Places	2.2	Provide advice in relation to tree canopy cover, biodiversity and environmental sustainability and improvements	Develop a better understanding of environmental values and trends	Standing report item to Kadaltilla for data and insights	Within Council service delivery plan allocations
Sustainable & Enduring Places	2.3	Regularly review River Torrens water quality, amenity and activation	Kadaltilla members are well informed through regular updates	Formal and informal opportunities to provide advice and be informed on Park Lands (such as meetings, workshops, and Kadaltilla portal)	Within Council service delivery plan allocations
Dynamic, Active & Tranquil Places	2.4	Increase the accessibility of information	Regular online Park Lands updates (inclusive of events, trends, gardens and botanical features and items dealt with at Kadaltilla)	Update City of Adelaide website for Park Lands content	Within Council service delivery plan allocations

## Management and Protection

*Treat the Park Lands holistically with a long term vision*

APLMS Outcome	Ref.	Performance Targets 2020 – 2025	Performance Measures 2020 – 2025	Activities 2023 – 2024	Resources 2023 – 2024
Charter	3.1	Review and improve the Adelaide Park Lands Management Strategy which includes prioritisation of projects	An updated Adelaide Park Lands Management Strategy in an easy to use format with a series of (measurable and achievable) prioritised projects	Release of revised Adelaide Park Lands Management Strategy following the comprehensive mid-point review	Within Council service delivery plan allocations
Memorable & Distinctive Places	3.2	Review of provisions to influence the Planning and Design Code including National Heritage overlay	Adelaide Park Lands Management Strategy informs Planning and Design Code and related policy for the Park Lands	Opportunities for further exploration to be identified as part of the Adelaide Park Lands Management Strategy review	Within Council service delivery plan allocations
Charter	3.3	Review the City of Adelaide Community Land Management Plans and State Government Management Plans	Advice sought and provided for the preparation by the State Government of management plans for areas of Park Lands controlled by State Government	Monitor review program for City of Adelaide Community Land Management Plans	Within Council service delivery plan allocations
Memorable & Distinctive Places	3.4	Advocate for State Heritage Listing	State Heritage Listing achieved	Continue to monitor progress and pursue opportunities for State Heritage listing	Within Council service delivery plan allocations





## Advice

Function as the peak advisory body for policy, development, heritage and management of the Park Lands

APLMS Outcome	Ref.	Performance Targets 2020 – 2025	Performance Measures 2020 – 2025	Activities 2023 – 2024	Resources 2023 – 2024
Charter	4.1	Provide advice on plans, projects and policies for the Adelaide Park Lands	Advice of Authority is endorsed and adopted  At least 10 ordinary meetings of the Authority held per year	Identify items requiring consideration by Kadaltilla  Forward agenda maintained by Adelaide Park Lands Authority Advisor  Convene and support Kadaltilla meetings, workshops and field trips  Members remunerated in accordance with the provisions of Kadaltilla's Charter and Council's specific determination on fees	\$56,456 sitting fees for Kadaltilla
Dynamic, Active & Tranquil Places	4.2	Engage with City of Adelaide and State Government including input into the Riverbank Masterplan (Karrawirra)	Senior State Government Officers / consultants engage with Authority on Riverbank Masterplan (Karrawirra)	Monitor progress and release of the River Masterplan (Karrawirra)  Advice provided to Council and State Government in a timely manner	Within Council service delivery plan allocations
Dynamic, Active & Tranquil Places	4.3	Review leasing and licensing and event management policies together with other relevant Park Lands use policies	Kadaltilla initiates a policy review where deemed necessary	Reporting of lease, license, and events on Park Lands, as required	Within Council service delivery plan allocations
Charter	4.4	Strengthen Kadaltilla's engagement with City of Adelaide, State Government and adjoining Councils	Meetings with adjoining Council to discuss Adelaide Park Lands Management Strategy and other current Park Lands usage related policy	Administrative support from Council staff to assist with arranging meetings with adjoining Council staff and State Government	Within Council service delivery plan allocations

## Governance

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

APLMS Outcome	Ref.	Performance Targets 2020 – 2025	Performance Measures 2020 – 2025	Activities 2023 – 2024	Resources 2023 – 2024
Charter	5.1	Maximise utilisation of skills, known and enthusiasm of Kadaltilla through effective meetings that foster dialogue and the development of shared thinking	Appointments to Kadaltilla are based on skills and expertise set out in Part 2, Division 2, Section 6 of the <i>Adelaide Park Lands Act 2005 (SA)</i>	Formal and informal opportunities to provide advice and expertise on Park Lands (such as meetings, workshops and Kadaltilla portal)	Within Council service delivery plan allocations
Charter	5.2	Develop a high level of knowledge and understanding of the Park Lands amongst Members through regular site visits and briefings	Undertake at least one Park Lands field trip per year to facilitate greater understanding of Park Lands projects, facilities and landscapes	Field trip(s) to be scheduled as part of the Forward agenda	\$2,000
Charter	5.3	Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant	Number of submissions	Quarterly external scan of issues relating to the Park Lands	Within Council service delivery plan allocations
Charter	5.4	Monitor developments subsequent to Kadaltilla advice	Assessment of outcome for alignment with Kadaltilla advice	Quarterly external scan of developments subject to Kadaltilla advice	Within Council service delivery plan allocations
Charter	5.5	Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based Board that advises on Park Lands management and protection	Receive at least two State presentations on Park Lands planning and management related matters per year	Advice provided to Council and / or the State Government on strategic matters relating to the Adelaide Park Lands  Advice provided to the Minister responsible for the <i>Adelaide Park Lands Act 2005 (SA)</i>	Within Council service delivery plan allocations
Charter	5.6	General purpose accounts are operational	Council's accounting procedures met	General purpose accounts are maintained by Council staff	Within Council service delivery plan allocations
Charter	5.7	Annual Business Plan and Budget is in place for Kadaltilla	Business Plan and Budget prepared in accordance with legislative and Charter requirements	Prepared by Council staff as part of Council internal processes Subject to consultation with, and approval from, Council	\$7,878

APLMS Outcome	Ref.	Performance Targets 2020 – 2025	Performance Measures 2020 – 2025	Activities 2023 – 2024	Resources 2023 – 2024
Charter	5.8	Kadaltilla makes appropriate use of available finances provided by Council	Quarterly finance reports adopted and presented to Council  Council's external auditor and Audit Committee is satisfied the requirements are met  Kadaltilla financial management is in accordance with legislative and Charter requirements	Financial updates provided as required Council's external auditor and Audit Committee performs the necessary tasks	Within Council service delivery plan allocations
Charter	5.9	The Adelaide Park Fund is operational	Monies are received and expended according to the provisions of Kadaltilla's Charter	The Adelaide Park Lands Fund is operational and administered by Council staff and maintained by Kadaltilla  Investigation of other funding models	Within Council service delivery plan allocations
Charter	5.10	Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the APLMS, Strategic Plan, and Business Plan and Budget	Kadaltilla's Annual Report is prepared in accordance with legislative and Charter requirements Submitted to Council by 30 September in each Financial Year	Prepared by Council staff as part of internal administrative processes Subject to consultation with, and approval from, Council Incorporated in City of Adelaide's Annual Report  Copy provided to Minister responsible for the <i>Adelaide Park Lands Act 2005</i>	\$5,000
Charter	5.11	Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme	The Local Government Mutual Liability Scheme insures Kadaltilla	Insurance for Kadaltilla is maintained by Council staff	\$21,602



# Kadaltilla Budget Summary

Income Summary	2023/24 Draft Budget	2022/23 Budget	2021/22 Actual
Contribution from City of Adelaide	\$253,360	\$217,734	\$83,451
<b>Total Income</b>	<b>\$253,360</b>	<b>\$217,734</b>	<b>\$83,451</b>

Expenditure Summary	2023/24 Draft Budget	2022/23 Budget	2021/22 Actual
Salary & Oncosts APLA Advisor	\$143,424	\$119,283	\$0
Kadaltilla / Park Lands Authority (sitting fees)	\$56,456	\$46,000	\$46,000
Brand and Marketing	\$4,000	\$4,000	\$4,000
Insurance, Audit and Legal	\$21,602	\$20,573	\$20,573
External Advice	\$5,000	\$5,000	\$5,000
Adelaide Park Lands Art Prize Sponsorship	\$15,000	\$15,000	\$0
Kadaltilla Operations	\$7,878	\$7,878	\$7,878
<b>Total Expenditure</b>	<b>\$253,360</b>	<b>\$217,734</b>	<b>\$83,451</b>

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## Council Rate Rebates 2023-24

Tuesday, 27 June 2023

Council

Strategic Alignment - Enabling Priorities

**Program Contact:**

Anthony Spartalis, Manager  
Finance & Procurement

Public

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

### EXECUTIVE SUMMARY

This report is for Council to note the mandatory rate rebates that will be applied in accordance with Sections 161 to 165 of the Local Government Act 1999 (the Act), and to approve the discretionary rebates to be applied in accordance with Section 166 of the Act for 2023-24.

The Local Government Act 1999 (the Act) requires Council to grant mandatory rebates, pursuant to Section 161 – 165 of the Act. The Act also enables Council to grant discretionary rebates, pursuant to Section 166 of the Act, and in accordance with Council’s Rebate Policy, to ensure there is consistency across the community by applying rebates in a fair and equitable manner. In accordance with Section 159 (4) Council has the discretion to increase a mandatory rebate to 100 per cent where the rebate in accordance with the Act is less than 100%.

At the City of Adelaide, the administration has delegation to approve mandatory and discretionary rebates, and this has resulted in the current list of rebate recipients provided in this report. Applications for rate rebates (mandatory and discretionary) are submitted and are assessed against eligibility criteria as outlined in the Act. For discretionary rate rebates, the level of the rate rebate determined considers various weighted criteria.

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### RECOMMENDATION

THAT COUNCIL

1. Notes the mandatory rebates detailed in Item 10.2 on the Agenda for the meeting of Council held on 27 June 2023, to be applied for 2023-24.
2. Notes the discretionary rebates detailed Item 10.2 on the Agenda for the meeting of Council held on 27 June 2023, to be applied for 2023-24

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> The deliverables and objectives set out in the BP&B 2023/24 are indicative of Council's Strategies, Plans and resolutions.
Policy	Rebates are applied in accordance with Council's following policies and guidelines: <ul style="list-style-type: none"> <li>• Rating Policy (Link 1 view <a href="#">here</a>)</li> <li>• Rate Rebate Policy (Link 2 view <a href="#">here</a>)</li> </ul>
Consultation	A public consultation process on the Draft BP&B 2023/24, which included the currently approved Rating Policy, commenced at 9.00am on Friday 26 May 2023 and concluded on midnight Sunday 18 June 2023. Council's Finance and Governance Committee received a report containing the results of the consultation at its meeting on 20 June 2023.
Resource	Administered in-house through the Rates and Receivable Team
Risk / Legal / Legislative	Application of rebates is governed by s160 to s166 of the Act. <b>Reputation/community expectation:</b> Failure to apply or inconsistently apply rebates could lead to a financial, legal and reputational risk to Council. Rebates are applied in accordance with Local Government Act and Council's Rate Rebate Policy. Mandatory rate rebate applications are assessed for eligibility and compliance with Sections 161 to 165 of the Local Government Act 1999.
Opportunities	Rebates are one mechanism that Council has as its disposal to provide support and provide equitable outcomes in regards to the way it rates the community, particularly in instances where the ratepayer provides valuable community and related services.
22/23 Budget Allocation	Not as a result of this report
Proposed 23/24 Budget Allocation	This report summarises the amount of rebates incorporated into the 2023/24 Budget (refer below).
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
22/23 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. The Rate Rebate Policy assists in determining community eligibility for rate rebates in accordance with the requirements of the *Local Government Act 1999* (the Act).
2. The Act requires:
  - 2.1. Council to grant a mandatory rebate upon the applicant satisfying the requirements under Sections 159 to Section 165 of the Act.
  - 2.2. Applications for discretionary rebates lodged under Section 166 of the Act will be considered under Council's Rate Rebate Policy.
3. Council's Rate Rebate Policy, included at Link 2 view [here](#), in accordance with the Act, governs the applications of rate rebates.
4. Under the rebate provisions of Sections 159 to 166 of the Act, there are three key categories of rebates available:
  - 4.1. mandatory 100% rebates
  - 4.2. mandatory 75% rebates (with a discretionary option to increase rebates up to 100%)
  - 4.3. discretionary rebates.
5. Under each of the above listed categories, the Act specifies the criteria under which a rebate can be granted.
6. This report deals with those sections of the Act relating to mandatory rebates and seeks consideration of proposed discretionary rebates.

### Mandatory Rebates

7. In accordance with the Act, 100% mandatory rebates apply to properties subject to the following specific land uses:
  - 7.1. Health Services – Section 160
  - 7.2. Religious Purposes – Section 162
  - 7.3. Royal Zoological Society of SA – Section 164.
8. A 75% mandatory rebate applies to rates on the following land uses:
  - 8.1. Community Services – Section 161, subject to specific criteria being met with an additional 25% rebate at Council's discretion
  - 8.2. Educational Purposes – Section 165, subject to specific criteria being met with an additional 25% rebate at Council's discretion.
9. On an annual basis, Council applies the land use code assigned to each property as proposed by the Valuer General. The land use code is used as a general guide to assess eligibility.
10. Council also requires the property owners/tenants to complete a rebate application form to assess eligibility for a rebate.
11. The following tables provide an analysis of mandatory rebates (excluding the Landscape Levy component) to be provided during the 2023–24 financial year by rate rebate category and will be finalised following declaration of the rates, scheduled for 27 June 2023.

Mandatory Rate Rebates	Number of Properties	Value of Rebates
100% Health Services Rebate	10	\$1,497,563
100% Religious Purposes Rebate	91	\$1,146,288
100% Zoological Society Rebate	2	\$441,408
75% Community Services Rebate	777	\$1,555,474
75% Education Purposes Rebate	132	\$1,250,266
<b>Total</b>	<b>1,012</b>	<b>\$5,891,000</b>

12. The following provides details of the proposed mandatory rebates for 2023–24. Details of individual assessments receiving a rebate have been scheduled under the appropriate sections as described with the *Local Government Act 1999* for clarity.

#### Mandatory Rebates 100%: Health Services S160

13. Section 160 of the Local Government Act 1999 provides that the rates on land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australian Health commission Act 1976 will be rebated at 100%.
14. Link 3 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Mandatory Rebates 75%: Community Services as per S161

15. Section 161 of the Local Government Act 1999 provides that the rates on land being predominately used for service delivery or administration (or both) by a community service organisation will be rebated at 75%.
16. Link 4 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Mandatory Rebates 100%: Religious Purposes S162

17. Section 162 of the Local Government Act 1999 provides that the rates on land containing a church or other building used for public worship (and any grounds), or land used solely for religious purposes, will be rebated at 100%.
18. Link 5 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Mandatory Rebates 75%: Educational Purposes S165

19. Section 165 of the Local Government Act 1999 provides that the rates on land
  - 19.1. Occupied by a government school under a lease or licence and being used for educational purposes; or
  - 19.2. Occupied by a non-government school registered under Part 5 of the Education Act 1972 and being used for education purposes,will be rebated at 75% (or, at the discretion of the council, at a higher rate).
20. Link 6 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Mandatory Rebates 100%: Zoological Society S164

21. Section 162 of the Local Government Act 1999 provides that the rates on land containing a church or other building used for public worship (and any grounds), or land used solely for religious purposes, will be rebated at 100%.
22. Link 7 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### **Discretionary Rebates**

23. Section 166 of the Act allows Council to grant rebates for a range of purposes and activities, and the obligation on Council is to apply equity to similar applications and to consider any social, political or environmental implications of granting or denying rebates. Each application is to be assessed in accordance with Section 166 of the Act and Council's Rebate Policy.
24. Under the Act, a provision for those ratepayers provided a rebate in 2022–23 can be automatically issued with the same rebate for 2023-24.
25. The following ratepayer groups, pursuant to meeting the criteria specified under Section 166 of the Act, continue to receive a discretionary rebate.

26. The following tables provide an analysis of discretionary rebates (excluding the Landscape Levy component) to be provided during the 2023–24 financial year by rate rebate category and will be finalised following declaration of the rates, scheduled for 27 June 2023.

Discretionary Rate Rebates	Number of Properties	Value of Rebates
100% Discretionary Rebate	1	\$3,238
75% Discretionary Rebate	28	\$116,990
25% Discretionary Rebate	17	\$265,904
5 Year Rate Free	152	\$372,332
Vacant Land	13	\$59,559
10% Cap	13,119	\$2,026,835
<b>Total</b>	<b>13,330</b>	<b>\$2,844,858</b>

#### Discretionary Rebates 100%

27. Link 8 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Discretionary Rebates 75%

28. Link 9 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Discretionary Rebates 25%

29. Link 10 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Discretionary Rebates 100%: 5-Year Rate Free (apartment purchase off-the-plan)

30. To support growth in the City, this discretionary rebate was introduced and applies to owner/occupier purchasers of a residential off-the-plan apartment who have signed a contract between 1<sup>st</sup> July 2017 and June 30 2019.
31. Link 11 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Discretionary Rebates: Vacant Land

32. To discourage land banking and promote development, if a vacant land parcel has been owned for less than 5 years or has been vacant land for less than 5 years, Council applies a rate rebate that reduces the amount payable back to a non-residential rate.
33. 5 years was adopted to reflect the usual timeframes associated with development of property.
34. Link 12 (view [here](#)) lists those ratepayers that have been identified as eligible for a mandatory rebate of rates under this section.

#### Discretionary Rebates 10%: Rate Capping

35. To protect ratepayers against rapid changes in valuation, Council applies a 10% rate capping discretionary rebate where rates have increased by greater than 10% from the prior year.
36. This excludes where the valuation increase resulted from an improvement to the property or new development.
37. Valuing all properties for the first time since 2019 has given rise to larger valuation increases resulting in more than 13,000 recipients of this rate rebate. As such, no attachment or link is provided.

#### **New Applications**

38. At the City of Adelaide, the administration has delegation to approve mandatory and discretionary rebates. This is to be reviewed at an appropriate time.
39. This has resulted in the current list of rebate recipients referred to in the above sections.

40. Applications for rate rebates (mandatory and discretionary) must be submitted for assessment.

#### Mandatory Rate Rebates

41. Applications for mandatory rate rebates are assessed against eligibility criteria as outlined in the Act.

42. Applicants can lodge an objection under s270 if they are unsuccessful in being granted a rate rebate.

#### Discretionary Rate Rebates

43. Applications for discretionary rate rebates are assessed against eligibility criteria as outlined in the Act.

44. The level of the rate rebate to be applied is determined according to the rate rebate guideline with reference to an assessment tool which considers various weighted criteria.

45. Applicants can lodge an objection under s270 if they are unsuccessful in being granted a rate rebate.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Rating Policy

**Link 2** - Rate Rebate Policy

**Link 3** – Mandatory Rebates: 100% for Health Services (s160)

**Link 4** – Mandatory Rebates: 75% for Community Services (s161)

**Link 5** – Mandatory Rebates: 100% for Religious Purposes (s162)

**Link 6** – Mandatory Rebates: 75% for Educational Purposes (s165)

**Link 7** – Mandatory Rebates: 100% for Royal Zoological Society (s164)

**Link 8** – Discretionary Rebates: 100% (s166)

**Link 9** – Discretionary Rebates: 75% (s166)

**Link 10** – Discretionary Rebates: 25% (s166)

**Link 11** – Discretionary Rebates: 100%: 5-Year Rate Free (apartment purchase off-the-plan) (s166)

**Link 12** – Discretionary Rebates: Vacant Land (S166 (l) (i))

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## ATTACHMENTS

Nil

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- END OF REPORT -



## Reports from Council Members

Tuesday, 27 June 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.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor (Attachment A to Item 12.1 on the Agenda for the meeting of the Council held on 27 June 2023.
2. Notes the summary of Council Members' meeting attendance (Attachment B to Item 12.1 on the Agenda for the meeting of the Council held on 27 June 2023
3. Notes that reports for Council Members tabled at the meeting of the Council held on 27 June 2023 be included in the Minutes of the meeting.

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## ATTACHMENTS

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

**Attachment B** - Summary of Council member meeting attendance

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- END OF REPORT -

FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 16 May 2023 - 20 June 2023			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Henry Davis	17/05/23	Dambusters Raid Commemoration	Torrens Parade Grounds
Councillor Phillip Martin (Deputy Lord Mayor)	19/05/23	SA Paediatrics and Newbornds 1 year Anniversary Celebration	Pullman Hotel, Adelaide
Councillor Phillip Martin (Deputy Lord Mayor)	26/05/23	Adelaide Cabaret Fringe Opening Night	The Piccadilly, North Adelaide
Councillor Phillip Martin (Deputy Lord Mayor)	01/06/23	Recognising the former Linsell Lodge - Salvation Army	Former Linsell Lodge, 426 Morphett St Adelaide
Councillor Henry Davis	02/06/23	Aboriginal Veterans' Commemorative Service	Torrens Parade Grounds
Councillor Phillip Martin (Deputy Lord Mayor)	02/06/23	Adelaide Festival Centre's 50th Anniversary Celebration	Adelaide Festival Centre
Councillor David Elliott	03/06/23	RAAF Annual Bomber Command Commemorative Service	Torrens Parade Grounds
Councillor David Elliott	05/06/23	Bridgestone World Solar Challenge - 2023 Teams Announcement	Lot 14, North Tce Adelaide
Councillor Phillip Martin (Deputy Lord Mayor)	09/06/23	Adelaide Cabaret Festival 2023 Opening Night	Adelaide Festival Centre
Councillor Phillip Martin (Deputy Lord Mayor)	16/06/23	AIB South Australian Professional Excellence Awards	National Wine Centre
Councillor Mark Siebentritt	17/06/23	SA Indian Medical Association Annual Charity Gala	Adelaide Convention Centre
Councillor Phillip Martin (Deputy Lord Mayor)	20/06/23	Property Council Australia SA Budget Lunch with Treasurer & VIP Pre-drinks	SkyCity Ballroom, SkyCity, North Tce Adelaide
COUNCIL MEMBER MEETINGS ATTENDED: 16 May 2023 - 20 June 2023			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Carmel Noon	18/05/23	Adelaide Central Market Authority Board Meeting	Attended as representative
Councillor Phillip Martin (Deputy Lord Mayor)	25/05/23	Adelaide Airport Consultative Committee	Attended as representative
Councillor Janet Giles	14/06/23 - 16/06/23	ALGA National General Assembly & Australian Council of Local Government - Canberra	Attended as representative

## Council Member Meeting Attendance

	City Finance and Governance Committee 16 May 2023	Infrastructure and Public Works Committee 16 May 2023	Adelaide Central Market Authority Board Meeting 18 May 2023	City Finance and Governance Committee - Special 18 May 2023	City Finance and Governance Committee - Special 23 May 2023	Council 23 May 2023	Kadaltilla / Park Lands Authority 25 May 2023	Council Assessment Panel 29 May 2023
Lord Mayor Dr Jane Lomax-Smith	✓	✓		✓	✓	✓	✓	
Councillor Phillip Martin (Deputy Lord Mayor)	✓	✓		✓	✓	✓		
Councillor Arman Abrahamzadeh	✓					✓		
Councillor Mary Couros	✓	✓		✓		✓		
Councillor Henry Davis	✓			✓	✓	✓		
Councillor David Elliott	✓	✓		✓	✓	✓		
Councillor Janet Giles	✓	✓		✓	✓	✓		
Councillor Simon Hou	✓	✓		✓	✓	✓		
Councillor Jing Li	✓	✓		✓				
Councillor Carmel Noon	✓	✓	✓	✓	✓	✓		
Councillor Mark Siebentritt	✓	✓		✓	✓	✓		
Councillor Keiran Snape	✓	✓		✓	✓	✓	✓	✓
Total number	12	10	1	11	9	11	2	1

	Adelaide Economic Development Agency Board Meeting 30 May 2023	CEO Performance Review Panel 5 June 2023	City Community Services and Culture Committee 6 June 2023	City Planning, Development and Business Affairs Committee 6 June 2023	Council 13 June 2023	Audit and Risk Committee 14 June 2023	CEO Performance Review Panel 14 June 2023	Total meetings held	Total meetings attended
Lord Mayor Dr Jane Lomax-Smith	✓	✓	✓	✓	✓	✓	✓	13	13
Councillor Phillip Martin (Deputy Lord Mayor)		✓	✓	✓	✓		✓	10	10
Councillor Arman Abrahamzadeh					✓		✓	10	4
Councillor Mary Couros			✓	✓				8	6
Councillor Henry Davis			✓	✓	✓			8	7
Councillor David Elliott			✓	✓				8	7
Councillor Janet Giles			✓	✓	✓			8	8
Councillor Simon Hou			✓		✓			8	7
Councillor Jing Li			✓	✓	✓			9	6
Councillor Carmel Noon			✓	✓	✓			9	9
Councillor Mark Siebentritt			✓	✓	✓			8	8
Councillor Keiran Snape			✓	✓	✓			10	10
Total number	1	2	11	10	10	1	3		

Key:

	Apology
	Leave
	Not a Member
	Proxy Member

## Planning & Development Fund

Tuesday, 27 June 2023  
Council

**Council Member**  
Councillor Abrahamzadeh

Public

**Contact Officer:**  
Ilia Houridis, Director City  
Shaping

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## QUESTION ON NOTICE

**Councillor Abrahamzadeh will ask the following Question on Notice:**

'Can Administration provide a breakdown (either by calendar or financial year) of the following, in relation to the Planning & Development Fund:

- Financial contributions made to the Planning & Development Fund, as a result of projects built within the City of Adelaide; and
- Value of grants from the Planning & Development Fund provided to the City of Adelaide?

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

## Exclusion of the Public

Tuesday, 27 June 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 Committee Report seeking consideration in confidence

- 18.1** Confidential Recommendations of the City Finance and Governance Committee – 20 June 2023 [section 90(3) (a) & (j) of the Act]

For the following CEO's Report seeking consideration in confidence

- 19.1** Commercial Opportunity [section 90(3) (d) of the Act]

The Order to Exclude for Items 18.1 & 19.1:

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.

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## ORDER TO EXCLUDE FOR ITEM 18.1

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (a) & (j) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 27 June 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 18.1 [Confidential Recommendations of the City Finance and Governance Committee - 20 June 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 contains confidential information that must be considered in confidence in order to protect the personal affairs of the nominee.

Public discussion and disclosure of information in this report prior to a resolution being determined by Council may potentially implicate the nominee's reputation in the business community.

The disclosure of information in this report would breach 'Cabinet in confidence' information presented to the Capital City Committee (the CCC) established under the *City of Adelaide Act 1998* which has provided for a State/Capital City inter-governmental forum (the CCC) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

#### Public Interest

The 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 would divulge information provided on a confidential basis and could undermine the CCC operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 27 June 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 18.1 [Confidential Recommendations of the City Finance and Governance Committee – 20 June 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) (a) & (j) of the Act.

## ORDER TO EXCLUDE FOR ITEM 19.1

#### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (d) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 27 June 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 19.1 [Commercial Opportunity] 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 contains commercial information of a confidential nature the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information.

The receipt, consideration, and discussion of the information open to the public would, on balance, be contrary to the public interest.

#### Public Interest

The Council 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 may result in release of information prior to the finalisation of 'commercial in confidence' negotiations and may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and community in this matter.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 27 June 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 19.1 [Commercial Opportunity] 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) (d) of the Act.
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## 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 18.1 – Confidential Recommendations of the City Finance and Governance Committee – 20 June 2023
    - 6.1.1 Is subject to an Existing Confidentiality Order dated 20/6/2023.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (a) & (j) of the Act
      - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
      - (j) information provided in confidence with a request for consideration in confidence.
  - 6.2 Information contained in Item 19.1 – Commercial Opportunity
    - 6.1.1 Is not subject to an Existing Confidentiality Order.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (d) of the Act
      - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
        - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
        - (ii) would, on balance, be contrary to the public interest

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## ATTACHMENTS

Nil

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- END OF REPORT -

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