



CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the Special meeting

Thursday, 18 May 2023
at 3.00 pm

in the Colonel Light Room, Adelaide Town Hall

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

1. Acknowledgement of Country

At the opening of the City Finance and Governance Committee meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kurna 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 Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

2. Apologies and Leave of Absence

Nil

3. Reports for Recommendation to Council

3.1 Adoption of Draft Business Plan & Budget for Consultation

3 - 179

4. Closure

Adoption of Draft Business Plan & Budget for Consultation

Strategic Alignment - Enabling Priorities

Public

Thursday, 18 May 2023

City Finance and Governance Committee

Program Contact:

Bree Goodchild, Manager Strategy, Insights and Performance and Anthony Spartalis, Manager Finance and Procurement

Approving Officer:

Clare Mockler, Chief Executive Officer

EXECUTIVE SUMMARY

This report seeks Council endorsement on the 2023/24 Draft Business Plan and Budget (BP&B) to take to public consultation in accordance with the provision of the *Local Government Act 1999* (SA).

The 2023/24 Draft 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, 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.

Council's budget delivers \$268m in expenditure to support city growth, investment, vibrancy and city-wide improvements, while protecting our Park Lands and greening our city. The proposed capital program of \$100.7m features a \$50.4m asset renewal program, up from \$38.24m this financial year, to ensure Council can deliver well maintained streets, parks and other vital assets for the community. Highlights include:

- Significant investment in Major Projects (whole of life) including enhancements to King William Street (\$33.75m); Gouger Street (\$32.5m); Hindley Street (\$27.43m); Wakefield Street (\$9.29m); Victoria Park (\$8.3m) and Rymill Park (\$5.57m).
- A record \$100m investment in Capital Works including over \$50m for increased maintenance / renewals of City Streets, Parks and Community Assets which includes \$12.4m for roads and footpaths.
- 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 \$1.745 million, made possible through reviewing ongoing operating activities to identify \$4.8 million in permanent savings in the 2022/23 Budget and an additional \$408,000 in savings for 2023/24. 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 Draft 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 \$28.2 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.

Following endorsement of the 2023/24 Draft BP&B by Council, the community will be engaged throughout the consultation period to ensure they understand Council's objectives and proposed investment and how they may benefit, so they can provide feedback for Council's consideration.

RECOMMENDATION

THAT THE FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Approves the 2023/24 Draft Business Plan and Budget document set out in Attachment A to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023 for the purpose of public consultation commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 2. Approves the proposed increase of the Special Discretionary Rebate from 10% to 15% to cap annual rate increases, to be incorporated into Council's Rating Policy.
 3. Notes the Operating service and expenditure changes from 2022/23 provided in Attachment B, to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023.
 4. Notes the 2023/24 Budget delivers a surplus of \$1.75 million from our core operating budget.
 5. Notes the 2023/24 Budget projects borrowings of \$28.2 million at the end of 2023/24.
 6. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 7. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Adelaide Central Market Authority provided as Attachment D to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 8. Notes the 2023/24 Business Plan & Budget for Council's Subsidiary Kadaltilla / Park Lands Authority provided as Attachment E to Item 3.1 on the Agenda for the meeting of the City Finance and Governance Committee held 18 May 2023, which will be available as a reference document for the public consultation period commencing at 9.00am on Friday 26 May 2023 and concluding at midnight Sunday 18 June 2023.
 9. Authorises the Chief Executive Officer to make any necessary changes to the draft 2023/24 Business Plan & Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
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IMPLICATIONS AND FINANCIALS

| | |
|--|---|
| City of Adelaide 2020-2024 Strategic Plan | Strategic Alignment – Enabling Priorities The deliverables and objectives set out in the Draft BP&B 2023/24 are indicative of Council’s Strategies, Plans and resolutions. |
| Policy | The Draft BP&B 2023/24 has been prepared in accordance with Council’s current Long Term Financial Plan (LTFP) assumptions and endorsed Financial Policies. The approved public consultation will be undertaken in accordance with Council’s Public Communication and Consultation Policy. |
| Consultation | A public consultation process on the Draft BP&B 2023/24 will commence at 9.00am on Friday 26 May 2023 and conclude on midnight Sunday 18 June 2023. |
| Resource | The Draft 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 Draft 2023/24 BP&B is developed in accordance with section 123 of the <i>Local Government Act 1999</i> (SA) (the Act), and sections 6 and 7 of the <i>Local Government (Financial Management) Regulations 2011</i> (the Regulations). |
| Opportunities | Public consultation is a key part of the BP&B providing the community with an opportunity to provide feedback on the draft. Community members can provide feedback on issues that affect them with the commitment of Council to provide pathways for their input. |
| 22/23 Budget Allocation | Not as a result of this report |
| Proposed 23/24 Budget Allocation | The Draft 2023/24 BP&B provides the proposed budget for 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 |

DISCUSSION

Background

1. Council's 2023/24 Draft Business Plan & Budget (BP&B) (**Attachment A**) is guided by Council's Strategic Plan 2020-2024, Long Term Financial Plan, Strategic Asset Management Plans and Asset Management Plans, other adopted strategies and plans, community feedback, interactions with partners and Council decisions.
2. This Draft BP&B has been developed within the context of 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, 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 invest in its future and deliver greater public value for ratepayers and the community.
4. The 2023/24 Draft BP&B is the first Business Plan and Budget 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.

Developing the Draft Business Plan and Budget

5. Council Members have given thorough and robust consideration to the 2023/24 Draft BP&B through a series of engagements, including training sessions, workshops and reports.
6. Throughout this process, 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, and which encourage activity and growth.
7. 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.
8. As a result, the 2023/24 Draft 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 provided below.

8.1 Financial Principles

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

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

Proposed Budget Position

9. Consistent with these principles of responsible financial management, the 2023/24 Draft BP&B delivers an operating surplus position of \$1.745 million from our core operating budget, enabling a structured pathway to repaying debt, with total projected borrowings of \$28.2 million at the end of the financial year.
10. A proposed capital program of \$100.7 million is outlined within the plan, inclusive of a \$50.4 million asset renewal program, up from \$38.24 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.

Priorities for 2023/24

11. Council's objective has been to develop a 2023/24 Draft BP&B that delivers:
 - 11.1. Improved city streets and public infrastructure by investing in essential services including maintenance of the public realm.
 - 11.2. Well-planned and well-designed streets and places, with policies that encourage activity and growth, while preserving our Park Lands, heritage and environment.
 - 11.3. Financially sustainable decision-making and strategic partnerships which enable future investment, jobs and growth in the City.

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. In recent years Council has maintained the rate in the dollar and has held city-wide property valuations at 2019 levels – two key determinants impacting its rate revenue.
14. 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 this 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 this draft 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.

Summary of Changes from 2022/23 to 2023/24

21. Council's surplus budget position of \$1.745 million is made possible through the identification of \$4.8 million in permanent savings realised in the 2022/23 financial year from reviewing ongoing operating. These savings are largely made up of:
 - 21.1. \$2.400 million depreciation
 - 21.2. \$0.950 million employee provisions (including COVID allowance not required)
 - 21.3. \$0.958 million of additional rates (final position for growth and discretionary rebate)
 - 21.4. \$0.786 million for reduction in water based on 21/22 final position
 - 21.5. \$0.530 million interest expense (capitalised to projects)
 - 21.6. \$0.140 million additional advertising income
 - 21.7. (\$0.881) million in additional base budget costs absorbed (including EA increases, increased maintenance, etc).

22. As part of the budget process, each year the council builds the budget from the bottom up (zero-based budgeting) to determine the cost to deliver each service. Where required, a 2.5% increase (noting CPI is much higher) was applied to the various items in the budget. Notwithstanding this approach, some items increased by more than 2.5%, with the more material items being:
 - 22.1. \$0.420 million for Aquatic Centre operations
 - 22.2. \$0.235 million software licence
 - 22.3. \$0.420 million electricity
 - 22.4. \$0.856 million waste services
23. Note that the above cost increases were offset by reductions over a range of different budget lines.
24. The 2023/24 Draft Budget also incorporates additional savings of \$408,000 in net terms, from reviewing ongoing operating activities, listed in **Attachment B**.
25. Council reviewed its approach to Fees and Charges for the 2023/24 budget, which sees projected revenue from fees and charges of \$84.6m compared to \$76.7m in 2022/23, an increase of \$7.9m. The increase primarily resulted in the following changes:
 - 25.1. General increase in fees by 5.0% saw an increase of \$3.685 million, adjusted for changes in volumes related to Activity levels (both positive and negative)
 - 25.2. Reinstatement of the following fees resulted in an increase of \$1.260 million
 - 25.2.1. \$0.700 million from Event Fees
 - 25.2.2. \$0.510 million from Outdoor Dining Fees
 - 25.2.3. \$0.050 million from Parklets Fees.
 - 25.3. The following service changes sees an increase in gross fees of \$2.072 million, noting that some extra costs will be incurred to provide the increase in services:
 - 25.3.1. \$0.910 million from changes to On-Street Parking
 - 25.3.2. \$1.860 million from increased Expiations (net \$1.152 million after costs)
 - 25.3.3. \$0.185 million Town Hall (net \$0.020 million after costs).
26. A 15% Special Discretionary Rebate is proposed (under Section 166(1)(l)) to cap any increase in the general rates payable, subject to specific criteria (was 10% in 2022/23).
27. Each budget cycle brings is a series of changes to operating costs and services, some of which are driven through external environmental changes (e.g. rises in costs/goods), as well as through proactive changes through Council decisions, internal reviews and new opportunities.
28. In addition to ongoing operational and service changes, each year Council reviews its strategic projects and capital delivery programs to ensure the priorities of the year ahead will achieve the most valuable outcomes for our community.
29. A summary of the proposed changes to the Draft 2023/24 BP&B, and commentary regarding the reason for the change, is shown in the tables below.
30. A detailed list of all proposed 24 service changes and strategic projects is provided as **Attachment B**.

| BASE BUDGET | 2022-23 | 2023-24 | | VARIANCE | VARIANCE |
|------------------------------------|-----------------|-----------------|---------------|--------------|--|
| | QR3 BUDGET | BASE BUDGET | BUDGET | | |
| | \$000s | \$000s | \$000s | \$000s | % |
| REVENUE | | | | | |
| Rates | 124,619 | 135,395 | 10,776 | 8.6% | 7.5% increase in valuations & 1% growth |
| Fees and Charges | 76,715 | 79,917 | 3,202 | 4.2% | 5.0% general increase offset by volume changes |
| Grants, Donations and Sponsorships | 9,787 | 4,449 | -5,338 | -54.5% | reduced level of operating grants received due to higher level of one-off grants received in 2022-23 |
| Other Revenue | 2,325 | 953 | -1,372 | -59.0% | |
| Total Operating Revenue | 213,446 | 220,714 | 7,268 | 3.4% | |
| EXPENSES | | | | | |
| Employees | -74,240 | -78,816 | -4,576 | -6.2% | EB agreements + 0.5% super |
| Grants and Contributions | -10,317 | -6,128 | 4,189 | 40.6% | Reduced grants issued by CoA and reduced expenditure associated with grants received |
| Supplies and Services | -73,016 | -76,138 | -3,122 | -4.3% | Zero-based budgeting increases |
| Depreciation | -54,864 | -56,040 | -1,176 | -2.1% | Increase to recognise increased assets and renewal rates |
| Finance Costs | -922 | -835 | 87 | 9.4% | Largely in line with previous year |
| Total Operating Expenses | -213,359 | -217,957 | -4,598 | -2.2% | |
| Operating Surplus/(Deficit) | 87 | 2,757 | 2,670 | | |

| 2023-24 ADDITIONAL BUDGET ITEMS | |
|---|---------------|
| Strategic Projects (in addition to \$5.4m in Base Budget) | -333 |
| New Service Changes | -5,239 |
| Net Change (reduction) to Operating Activities | 102 |
| Servicing New Properties | -310 |
| Increased Revenue (largely from Fees & Charges) | 4,768 |
| Total Changes | -1,012 |
| Operating Surplus/(Deficit) | 1,745 |

Opportunities and Risks

31. The 2023/24 Draft BP&B presents an 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:
 - 31.1. Challenging procurement market
 - 31.2. Challenging recruitment market
 - 31.3. Challenging materials and contractor availability
 - 31.4. Capacity of existing resources to address an infrastructure focus
32. 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:
 - 32.1. Building strategic relationships and partnerships to improve access to funding opportunities that support community outcomes.
 - 32.2. Investing in community engagement to build trusting relationships.
 - 32.3. Continuous improvement and efficiencies in the planning and delivery of services, programs and assets and improve our procurement lifecycle.
 - 32.4. Service reviews to identify service changes based on community need and meeting Council's strategic intent.
 - 32.5. Pursuing revenue opportunities and grants which reduce the reliance on rates.

- 32.6. Attracting businesses, workers and visitors to the city through economic opportunities, arts, culture and events.
- 32.7. Encouraging investment and development through partnerships.
- 33. It should be noted that Council expects to be required to make a contribution for the demolition and remediation of the existing Adelaide Aquatic Centre.
 - 33.1. 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.
 - 33.2. 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.

Operational Budget 2023/24

- 34. The draft budget results in an operating surplus of \$1.745 million for our core operating budget. This operating position is representative of a balanced budget with consideration to operating and capital commitments (with the \$1.745 million required to fund capital investment through borrowings to incorporate the principles of intergenerational equity).
- 35. This is underpinned by the following initiatives:
 - 35.1. Recovering revenue – bringing revenue (including fees and charges) closer to the pre-COVID-19 figures
 - 35.2. Revaluation of properties to current values (not recalculated since 2019).
 - 35.3. Establishing revenue opportunities – creating new revenue sources through new commercial opportunities and expansion of existing revenue streams.
 - 35.4. Implementing procurement efficiencies – leveraging our current contracts and streamlining new contracts following an extensive review of our procurement service and implementation of an internal oversight committee to ensure that procurement activities achieve efficient and sustainable outcomes.
- 36. Council's Recovery Principles continue to be used to ensure our long-term financial sustainability and the ongoing delivery of services and projects for our community. These principles form the basis for a fully developed Finance Strategy for Council whereby the principles of financial management are clear and ensure the achievement of the strategic objectives for the benefit of our community whilst also achieving financial sustainability.
- 37. Income from rates is forecast to increase by 1% due to growth in new developments, noting that the rate in the dollar has been fixed. Council estimates that valuations will increase on average by 7.5% also contributing to an increase in rates income.
- 38. Borrowings are projected to cap at \$28.2 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:
 - 38.1. Net Financial Liabilities below 80% (2023/24 budget -0.9%)
 - 38.2. Asset Test ratio below 50% (2023/24 budget 10.0%)
 - 38.3. Interest Expense ratio below 10% (2023/24 budget 0.4%)
 - 38.4. Leverage Test ratio below 1.5 years (2023/24 budget 0.2 years)

Subsidiaries

- 39. Council operates four subsidiaries as a part of its operations. They are included in the draft business plan and budget as follows:
 - 39.1. 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.
 - 39.2. 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 draft 2023/24 Business Plans and Budgets.

39.3. Both subsidiary presentations also included a high level draft 2023/24 budget, focussed on Income and Expenditure summaries. Since that time there has been some refinement of the draft 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 draft AEDA budgets are explained below.

AEDA

39.4. Since the presentation of the draft budget to Council Members in March 2023, the proposed contribution from CoA for AEDA's base budget, including the funding generated through the Rundle Mall Differential Separate rate has been reviewed resulting in an increase from \$7,460,798 to \$8,096,384. This is as a result of:

- An increase in income under User Charges of \$18,775 from merchandise sales in the Visitor Information Centre offset by expenditure of \$18,775.
- In recognition of the ongoing nature to deliver Adelaide Fashion Week and WellFest Adelaide including a contractual commitment of \$300,000 for WellFest Adelaide in 2023-24 and 2024-25, City of Adelaide administration advised that additional funding of \$700,000 to support delivery of these events should be included within the base contribution from City of Adelaide to AEDA.
- Events and Festivals Sponsorship program budget increase of \$8,516 to reflect a 3% annual increase in accordance with a previous decision of Council instead of the original 2.5% program funding increase.
- Cease specific marketing campaigns to promote city living, saving \$50,430 and removal of \$22,550 funding for the AEDA Business Summit.

39.5. In addition, the projected income from the Rundle Mall Levy has been reduced by \$30,000 to \$3,890,416 to allow for objections. Rundle Mall levy expenditure has been adjusted accordingly.

39.6. At the time Council Members received the presentation on AEDA's draft business plan and budget, City of Adelaide administration had not yet determined which strategic projects would be supported for consideration in the 2023-24 business plan and budget process.

39.7. The strategic projects included in the 2023-24 budget are:

- Welcome to Adelaide: \$120,000 (down from \$150,000 in 2022-23)
- Destination Adelaide Marketing Campaign: \$300,000
- Strategic Events Fund: \$600,000 (down from \$1.475 million in 2022-23)
- Promoting the city during Adelaide 500: \$250,000 (as a result of Council decision)

39.8. In 2022-23 AEDA received \$1.59 million to deliver Reignite projects including Shopfront Improvement Grants, digital marketplace, small business promotion campaign and marketing new and existing programs. Funding for these beyond 30 June 2023 is not sought. It is also proposed to discontinue the Interstate and Intrastate Marketing campaign that had been allocated \$250k.

39.9. Considering base budget and strategic projects, AEDA's total requirement from CoA drops from \$14.876 million to \$13.636 million. Netting out the Rundle Mall Levy and Rundle Mall supplementary revenue, the requirement from CoA decreases from \$10.995 million to \$9.385 million.

39.10. Further detail on the activities and detailed budget can be found in AEDA's draft 2023/24 Business Plan and Budget (**Attachment C**).

39.11. Adelaide Central Market Authority (ACMA) has prepared a budget with an overall operating deficit of \$0.4 million. Further detail on the activities and detailed budget can be found in ACMA's draft 2023/24 Business Plan and Budget (**Attachment D**).

39.12. Brown Hill Keswick Creek with minor operational and capital budgets under Park Lands Service.

39.13. Kadaltilla / Adelaide Park Lands Authority has prepared a break-even budget with service delivery budgets under Park Lands Service.

Consultation

40. In accordance with section 123(3)(b) of the Act, Council will follow the relevant steps in our public consultation policy to facilitate community feedback.

41. The consultation process will seek feedback from the community including our residents, ratepayers, businesses and other key stakeholders.

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42. There are no proposed changes to the Rating Policy; as such no formal consultation is required. There are no major changes to how we rate and charge.
43. Consultation will focus on our proposed priorities and projects including:
 - 43.1. Strategic alignment and Council Priorities, which serve as Councils Annual Objectives
 - 43.2. Capital Projects – with a focus on Major Projects
 - 43.3. Strategic Projects – with a focus on those that align to our priorities.
 - 43.4. Our planned Program and Service delivery
44. Consultation will open at 9am Friday 26 May 2023 and close at midnight Sunday 18 June 2023.
45. Notification of public consultation, and opportunities to submit feedback and survey responses will be provided through the following avenues:
 - 45.1. A Public Notice in the Government Gazette and an advertisement in The Advertiser newspaper.
 - 45.2. Promotional advertisements on all Customer Service points including the digital screens that Council operates, our Libraries and Community Centres
 - 45.3. Council's Customer Service Centre, Libraries, and Community Centres: public notices and promotional advertisements, as well as making the draft document, supporting documents, surveys and consultation packs available to the public.
 - 44.3.1 The community will also have the opportunity to meet with City of Adelaide project staff at any time, every Wednesday at our 25 Pirie Street Customer Centre, to ask questions and submit feedback directly.
 - 45.4. 'Your Say Adelaide' - the community will be encouraged to engage and make written submissions to the budget through City of Adelaide's website linking to detailed information on the 'Your Say Adelaide' platform, yoursay.cityofadelaide.com.au
 - 45.4.1. 'Your Say Adelaide' platform will also include links to the full draft, supporting documents, and Consultation Packs (including the Submission Form and Frequently Asked Questions). There will be no requirement to register to access and respond to the survey.
 - 45.4.2. Quick polls will be available for the community to access, making it easy to respond to simple questions in a quick and timely manner.
 - 45.5. Engaging Social Media campaign via City of Adelaide Twitter feed and Facebook page, to ensure that the community are aware of the channels to submit feedback.
 - 45.6. Email campaign to notify our existing databases: ratepayers, Your Say Adelaide registrants and community newsletter subscribers.
 - 45.7. Ability to return surveys and submit feedback / letters directly through:
 - 45.7.1. Email at strategicplan@cityofadelaide.com.au
 - 45.7.2. In writing, to: 'Community Consultation: Draft 2023/24 BP&B, GPO Box 2252, Adelaide SA 5001'
46. A series of in-person public forums are also being planned for all Council Members to attend, where the public will have the opportunity to hear from, and engage with, the Lord Mayor, Councillors and relevant staff on the draft BP&B.
 - 46.1. Monday 5 June: Targeted (invite) Stakeholder Forum at the Adelaide Town Hall
 - 46.2. Tuesday 13 June: Public (all welcome) Forum at North Adelaide Community Centre
 - 46.3. Thursday 15 June: Public (all welcome) Forum at the Minor Works Building
 - 46.4. Two informal 'drop in' sessions will also be scheduled to complement the forums already booked in
 - 46.5. Staff will be available every Wednesday throughout consultation at the 25 Pirie Street Customer Centre front counter
47. It is proposed that Council receives on the 20 June 2023 copies of the community feedback on the Draft 2023/24 BP&B, as well as making this meeting available for members of the public to ask questions, and make submissions, in relation to the matter for a period of at least 1 hour (in accordance with the provisions of Section 123(4) of the Act.

48. Whilst ideally the Audit and Risk Committee feedback would occur prior to Council adopting the Draft BP&B, due to the timing and cycles of meetings, the feedback from the Audit and Risk Committee will be incorporated into the report to Council in late June 2023 presenting the draft document at the end of the consultation period.

Next Steps

49. Council receives on the 20 June 2023 copies of the community feedback on the Draft 2023/24 BP&B
50. At a Council meeting proposed to be the 27 June 2023, Council will be asked to adopt:
- 50.1. The City of Adelaide 2023/24 BP&B
 - 50.2. Adelaide Economic Development Agency 2023/24 BP&B
 - 50.3. Adelaide Central Market Authority 2023/24 BP&B.
 - 50.4. Rating Policy, Valuations, Declaration of Rates and Rundle Mall Special Rate
 - 50.5. Brown Hill Keswick Creek 2023/24 BP&B
 - 50.6. Kadaltilla 2023/24 BP&B
 - 50.7. Fees and Charges Schedule (Statutory Fees as set by the State Government, subject to these being gazetted)

DATA AND SUPPORTING INFORMATION

[Public Consultation Policy](#)

ATTACHMENTS

Attachment A – Draft 2023/24 Business Plan & Budget

Attachment B – Draft 2023/24 Operating service and expenditure changes

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

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

Attachment E – Draft 2023/24 Kadaltilla / Park Lands Authority Business Plan & Budget

- END OF REPORT -



DRAFT 2023/24 Business Plan & Budget

Investing back into streets,
parks and the community



CITY OF
ADELAIDE

Council is delivering \$100.2m in Capital Works, including \$50.4m in renewals and \$5.7m in Strategic Projects

City Wide key highlights include:

- Expanding and improving Adelaide free Wi-Fi
- Increased Park Lands Greening
- Conservation Management Plans for Heritage Assets
- Improved on-street parking technology
- Welcome to Adelaide and Destination Adelaide promotion
- Footpath, lighting and stormwater improvements in various locations
- Main street revitalisation and improvements
- Maintenance of and installation of new, Public Art
- Introduction of a graduate program and trainees and apprenticeship program
- New and different ways to engage our community

Celebrate Kurna heritage and voice and Cultural Mapping of the Adelaide Park Lands

East End Unleashed and City Activation initiatives, grants and sponsorship and a Strategic Events Fund

over
\$200m

whole of life
investment for
Major Projects

\$33.75m
KING WILLIAM ST

\$32.5m
GOUGER ST

\$31.92m
MARKET SQUARE

\$27.43m
HINDLEY STREET

\$9.29m
WAKEFIELD STREET

\$8.3m
VICTORIA PARK

\$5.57m
RYMILL PARK

\$3.96m
EXPERIENCE
ADELAIDE
(VISITOR CENTRE)

over
\$43m

on Public Realm
including Horticulture,
Waste, Cleansing, Park
Lands, Playground
maintenance and more

\$12.4m
Roads and
Footpath
renewals

Our City

Total land area

15.6_{sqkm}

City of Adelaide Gross Regional Product

\$21.9 billion

(17.6% of Gross State Product)

Local businesses

12,265

Total private dwellings

14,660

Total local spend

\$4.5 billion

(May 2022 to Apr 2023)

Office occupancy

80%

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make us unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world.

Despite our small footprint, the City of Adelaide is home to over 12,000 businesses and contributes close to 18% of the State's economic value. Financial and insurance services; professional, scientific and technical services; and public administration and safety form the city's three largest industries in terms of economic contribution.

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

Sources:

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

Capital Cities Council of Lord Mayors April 2023 Pulse Report

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

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

Spendmapp by Geografia

Our Community

Total residents

26,120

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

47% of residents are aged between 18 and 34

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

20% of residents are aged 60 and over

45% residents were born overseas

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

36% speak a language other than English

41% of residents live alone

26% of residents were studying at TAFE or university

50% of city households were renting privately

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

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

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

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

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

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

Sources:

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

Kurna Acknowledgement

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

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

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

Lord Mayor Introduction

Welcome to the Draft City of Adelaide Business Plan and Budget for 2023/24.

This important document has close ties with the City of Adelaide's 2020-2024 Strategic Plan, and as such, proposes allocating funding to a diverse range of projects that help us realise our vision of Adelaide being the most liveable city in the world.

After three years of COVID-19 relief spending and helping our community navigate the pandemic, it's now time to get back to repairing our budget. Focusing on financial responsibility will ensure our Council has enough money to pay for upgrades to our footpaths, main streets, and other important infrastructure assets.

It was an honour and a privilege to be 'recycled' as the Lord Mayor following the Local Government elections in November 2022. The community also elected six new councillors, and as one of the self-confessed 'newbies', we've spent the last few months getting up to speed with the Council's finances, so we achieve its short and long-term goals.

Our residents and ratepayers are as much part of the budget process as any of us. I encourage you to familiarise yourself with this document during this consultation period and provide us with your valuable feedback.

I thank you in advance for your feedback and hope you're enjoying all of what our great city has to offer.

Dr Jane Lomax-Smith

Lord Mayor

Contents Page

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

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

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Attachments

Delivering Our Plan

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Subsidiaries

Available online as separate documents

Frequently used terms within this document:

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

FTE: Full Time Equivalent (1.0) employee

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

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

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

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

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

About this Plan

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

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

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

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

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

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

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

Priorities

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

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

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

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

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

Infrastructure

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

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

Community

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

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

Economy

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

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

Environment

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

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

Culture and Activation

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

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

Capital City Leadership

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

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

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

How we Plan

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

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

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

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

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

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

How we Budget

Our budgeted expenditure for 2023/24 of \$267.9m across operating and capital budgets focuses on the strategic projects, services and activities that support the city's infrastructure, community, economy, culture and environment.

We will:

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

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

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

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

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

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

| Operating Position \$'000s | 2022/23 Q3 Budget | 2023/24 Budget | Movement |
|---|------------------------------------|---------------------------------|-----------------|
| Income | | | |
| Rates Revenues | 124,619 | 135,395 | 10,776 |
| Fees and Charges | 76,715 | 84,685 | 7,970 |
| Grants, Subsidies and Contributions | 9,787 | 4,449 | (5,338) |
| Other Income | 2,324 | 953 | (1,371) |
| Total Income | 213,446 | 225,481 | 12,035 |
| Expenses | | | |
| Employee Costs | 74,240 | 81,586 | 7,346 |
| Materials, Contracts and Other Expenses | 73,016 | 79,148 | (4,185) |
| Sponsorships, Contributions and Donations | 10,317 | 6,128 | (4,189) |
| Depreciation, Amortisation and Impairment | 54,864 | 56,040 | 1,176 |
| Finance Costs | 922 | 835 | (87) |
| Total Expenses | 213,359 | 223,736 | 10,377 |
| Operating Surplus / (Deficit) | 87 | 1,745 | |

| Capital Program \$'000s | 2022/23 Q3 Budget | 2023/24 Budget | Movement |
|--|------------------------------------|---------------------------------|-----------------|
| Renewal/Replacement of Assets | 45,201 | 50,416 | 5,215 |
| New and Upgraded Assets | 26,441 | 49,808 | 23,367 |
| Total Capital | 71,642 | 100,224 | 28,582 |

* For details of movements between financial years please refer to commentary in Detailed Financial Overview on [Page 93](#).

Financial Principles

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

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

Key assumptions:

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

Project and Program Delivery

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

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

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

City Shaping

Portfolio

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

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

Key Focus areas for 2023/24

1. City activation, initiatives, grants and sponsorship
2. Park Lands greening, management and improvements
3. Developing the City Plan
4. Partnerships that support creative and resilient communities
5. Kaurna heritage and voice and cultural mapping of the Park Lands
6. Heritage promotion and protection

Programs / Teams

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

Aquatic Centre Opportunity – delivered within City Culture

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

City Culture

City Shaping Portfolio

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

Supported functions:

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

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

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

| | |
|---|--------------|
| Business Activation and Support | 103 |
| Christmas Festival Action Plan | 587 |
| City Activation – East End Unleashed | 140 |
| City Activation – Gouger Street Precinct | 50 |
| City Activation – Adelaide West Precinct | 50 |
| City Activation – Hutt Street Precinct | 77 |
| City Activation – Precinct Support | 114 |
| City Activation – North Adelaide Precinct | 103 |
| Community Capacity Development | 40 |
| Community Impact Grants | 816 |
| Cultural Entrepreneurs Incubator Program | 41 |
| Fashion Industry Support | 35 |
| Live Music Industry and Venues Support | 56 |
| UNESCO Adelaide City of Music Ltd Partnership | 52 |
| Winter Weekends | 200 |
| Total | 3,469 |

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

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

| Capital Projects \$'000 | Expenditure |
|--------------------------------|--------------------|
| Major Projects | 150 |
| New and Significant Upgrade | 1,019 |
| Renewals | - |
| Total | 1,169 |

Park Lands, Policy and Sustainability

includes Kadaltilla / Park Lands Authority

City Shaping Portfolio

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

Supported functions:

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

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

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

| | |
|---|----------------|
| Homeless and Vulnerable People project | 157 |
| NAIDOC Week Celebrations | 51 |
| Noise Management Program Incentive Scheme | 39 |
| Safer City Program | 275 |
| New Operating Activities for 2023/24 | |
| City Plan | 76 |
| Total | \$3,092 |

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

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

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

Regulatory Services

City Shaping Portfolio

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

Supported functions:

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

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

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

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

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

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

City Services

Portfolio

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

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

Key Focus areas for 2023/24

7. Capital Works Program, including Major Projects, New and Significant Upgrades and renewals
8. Main street revitalisation and improvements, including Gouger Street, King William Street and Melbourne Street
9. Maintenance of public realm and city presentation

Programs / Teams

- City Operations
- Infrastructure
- Strategic Property and Commercial

City Operations

City Services Portfolio

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

Supported functions:

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

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

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

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

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

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

Infrastructure

City Services Portfolio

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

Supported functions:

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

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

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

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

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

| Capital Projects \$'000 | Expenditure |
|-----------------------------|---------------|
| Major Projects | 17,378 |
| New and Significant Upgrade | 8,856 |
| Renewals | 45,807 |
| Total | 72,041 |

Strategic Property and Commercial

City Services Portfolio

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

Supported functions:

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

| Operating Budget \$'000 | FTE | Income | Expenditure | Total (net) |
|-------------------------------------|-------------|---------------|-----------------|---------------|
| A/D Strategic Property & Commercial | 1.8 | - | (473) | (473) |
| Strategic Property Development | 4.0 | - | (765) | (765) |
| Strategic Property Management | 4.2 | 6,280 | (11,721) | (5,441) |
| Commercial | 4.0 | 221 | (915) | (694) |
| North Adelaide Golf Course | 12.0 | 3,443 | (3,579) | (136) |
| Parking | 17.8 | 42,377 | (13,388) | 28,989 |
| Total | 43.8 | 52,321 | (30,841) | 20,380 |

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

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

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

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

Corporate Services

Portfolio

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

| Operating Budget \$'000 | FTE | Income | Expenditure | Total (net) |
|---------------------------------------|------------|----------|--------------------|--------------------|
| Office of the Director, City Services | 5.0 | - | (1,147,563) | (1,147,563) |
| Total | 5.0 | - | (1,147,563) | (1,147,563) |

Key Focus areas for 2023/24

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

Programs / Teams

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

Customer and Marketing

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

Finance and Procurement

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

Governance

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

Information Management

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

People

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

Strategy, Insights and Performance

Corporate Portfolio

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

Supported functions:

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

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

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

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

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

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

Offices and Subsidiaries

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

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

Office of the CEO

Executive

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

Supported functions:

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

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

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

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

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

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

Office of the Lord Mayor

Executive

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

Supported functions:

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

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

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

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

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

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

Adelaide Central Market Authority

Subsidiary

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

Supported functions:

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

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

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

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

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

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

Adelaide Economic Development Agency

Subsidiary

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

Supported functions:

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

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

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

| | |
|-----------------------------------|--------------|
| Main streets Development Grants | 179 |
| Strategic Partnerships | 1,073 |
| Visitor Growth – Tourism Projects | 174 |
| WellFest Adelaide | 400 |
| Total | 4,512 |

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

| Strategic Projects \$'000 | Expenditure |
|--|--------------------|
| Destination Adelaide Promotion | 300 |
| Promoting the City during Adelaide 500 | 250 |
| Strategic Events Fund | 600 |
| Welcome to Adelaide | 120 |
| Total | 1,270 |

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

Capital Works

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

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

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

Major Projects, New and Significant Upgrades:

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

Renewals:

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

| | Previous Years | 2023/24 | Future Years | Whole of Life |
|------------------------------|----------------|----------|--------------|---------------|
| Major Projects | \$12.49m | \$38.43m | \$152.27m | \$203.18m |
| New and Significant Upgrades | \$2.98m | \$13.27m | \$17.20m | \$33.45m |
| Renewals | N/A | \$50.41m | \$93.67m | N/A |

Note that all future year costs are subject to endorsement through future Business Plan and Budget processes.

Major Projects

The table below represents the whole of life project cost for our 2023/24 Major Projects and those that are continuing in future years.

Projects commencing (new) for 2023/24:

| | Previous Years | 2023/24 | Future Years | Whole of Life |
|---|----------------|----------------|-----------------|-----------------|
| Experience Adelaide (City Deal) | - | \$3.96m | - | \$3.96m |
| Gouger Street Revitalisation (Concept Design) | - | \$0.50m | \$32.00m | \$32.50m |
| King William Street South Revitalisation | - | - | \$33.75m | \$33.75m |
| Veale Park / Walyu Yarta (Park 21) West Master Plan (Detailed Design) | - | \$0.15m | \$4.90m | \$5.05m |
| Victoria Park / Pakapakanthi (Park 16) Master Plan implementation | - | \$0.05m | \$8.25m | \$8.30m |
| Total | - | \$4.66m | \$78.90m | \$83.56m |

Continuing projects from previous years:

| | Previous Years | 2023/24 | Future Years | Whole of Life |
|---|----------------|----------|--------------|---------------|
| Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design) | \$0.08m | \$0.18m | \$5.80m | \$6.06m |
| Central Market Arcade Redevelopment * | \$1.00m | \$15.00m | \$15.92m | \$31.92m |
| City of Adelaide Bikeways: North-South | \$4.38m | \$1.63m | - | \$6.01m |
| Flinders Street Improvements (Detailed Design) | \$0.06m | \$0.11m | \$7.14m | \$7.32m |
| Hindley Street Revitalisation (Detailed Design) | \$0.00m | \$2.43m | \$25.00m | \$27.43m |
| Hutt Street and South Terrace Stormwater Improvements (Detailed Design) | \$0.07m | \$0.11m | \$5.00m | \$5.17m |
| Hutt Street Entry Statement (Construction) | \$0.07m | \$2.93m | - | \$3.00m |

| <i>table continues from previous page</i> | Previous Years | 2023/24 | Future Years | Whole of Life |
|---|-----------------|-----------------|------------------|------------------|
| Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Improvements (Concept Design) | \$0.03m | \$0.04m | \$5.03m | \$5.10m |
| Mary Lee Park (Park 27B) Community Sports Building Redevelopment (Construction) | \$0.14m | \$1.90m | - | \$2.04m |
| Melbourne Street Improvements (Constructions) | \$0.15m | \$0.85m | - | \$1.00m |
| Moonta Street Public Realm | \$3.98m | \$0.04m | - | \$4.02m |
| Market to Riverbank - Pitt Street (Construction) | \$0.52m | \$1.92m | - | \$2.43m |
| Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction) * ^ | \$1.48m | \$4.09m | - | \$5.57m |
| Street Lighting LED Renewals * ^ (in conjunction with City Safe CCTV Network project) | \$0.42m | \$1.89m | \$0.48m | \$2.79m |
| Sturt Street (West) Greening | \$0.00m | \$0.47m | - | \$0.47m |
| Wakefield Street Improvements (Detailed Design) * | \$0.12m | \$0.17m | \$9.00m | \$9.29m |
| Total | \$12.49m | \$33.77m | \$73.37m | \$119.62m |
| Grand Total for all Major Projects | \$12.49m | \$38.43m | \$152.27m | \$203.18m |

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

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

New and Significant Upgrades

The table below represents the whole of life project cost for our 2023/24 New and Significant Upgrades and those that are continuing in future years.

Projects commencing (new) for 2023/24:

| | Previous Years | 2023/24 | Future Years | Whole of Life |
|---|----------------|---------|--------------|---------------|
| Adelaide Central Market Authority (ACMA) - New Parents Room | - | \$0.02m | \$0.16m | \$0.17m |
| Adelaide Central Market Authority (ACMA) - New Security Gates | - | \$0.08m | - | \$0.08m |
| Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction) | - | \$0.07m | \$1.00m | \$1.07m |
| Brown Hill Keswick Creek - Stormwater Project (Financial Contribution) | - | \$0.32m | - | \$0.32m |
| Christmas 2024 | - | \$0.20m | - | \$0.20m |
| City Operations Android Tablet Procurement | - | \$0.13m | - | \$0.13m |
| Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction) | - | \$0.04m | - | \$0.04m |
| Gunson Street Improvements (Detailed Design) | - | \$0.05m | \$1.12m | \$1.16m |
| James Place Upgrade | - | \$0.21m | - | \$0.21m |
| Jeffcott Street and Ward Street Intersection Traffic Signal Safety Upgrade (Construction) | - | \$0.11m | - | \$0.11m |
| Kingston Terrace Bus Stop Upgrades (Construction) | - | \$0.15m | - | \$0.15m |
| Minor Traffic Signal Safety Upgrades (Construction) | - | \$0.05m | - | \$0.05m |
| Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction) | - | \$0.15m | - | \$0.15m |
| New Access Ramps for Accessible Car Parks (Construction) | - | \$0.05m | - | \$0.05m |
| New Street and Park Lands Furniture (Construction) | - | \$0.05m | - | \$0.05m |

| <i>table continues from previous page</i> | Previous Years | 2023/24 | Future Years | Whole of Life |
|--|----------------|----------------|----------------|----------------|
| New Street and Parklands Bicycle Racks (Construction) | - | \$0.03m | - | \$0.03m |
| On-Street Parking Compliance Resourcing | - | \$0.08m | - | \$0.08m |
| Public Art | - | \$0.50m | - | \$0.50m |
| Rundle Mall Sound System | - | \$0.96m | - | \$0.96m |
| Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction) | - | \$0.30m | - | \$0.30m |
| Town Clerk's Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design) | - | \$0.02m | \$0.59m | \$0.61m |
| Total | - | \$3.55m | \$2.86m | \$6.41m |

Continuing projects from previous years:

| | Previous Years | 2023/24 | Future Years | Whole of Life |
|--|----------------|---------|--------------|---------------|
| Adelaide Central Market - Cool Room | \$0.19m | \$0.20m | - | \$0.39m |
| Botanic Catchment Water Course Rehabilitation | \$0.10m | \$0.08m | \$0.98m | \$1.16m |
| Bullrush Park / Warnpangga (Park 10) Public Lighting Upgrade | \$0.03m | \$0.19m | - | \$0.21m |
| Christmas Festival Capital Budget | \$0.02m | \$0.18m | - | \$0.20m |
| City Activation (Festoon Lighting) | \$0.08m | \$0.06m | - | \$0.14m |
| City Dirt BMX Facility Master Plan - Blue Gum Park/Kurangga (Park 20) | - | \$0.03m | \$1.50m | \$1.53m |
| City Wide Waste and Recycling | \$0.20m | \$0.11m | \$0.13m | \$0.44m |
| Climate Change Action Initiative Fund (CCAIF) | \$0.19m | \$0.38m | \$0.13m | \$0.71m |
| Field Street Improvements | - | \$1.60m | - | \$1.60m |
| Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project) | - | \$0.55m | - | \$0.55m |
| Greener City Streets Program | \$0.51m | \$0.49m | - | \$1.00m |
| Hutt Road / Park Lands Trail Signalised Crossing | \$0.04m | \$0.30m | - | \$0.34m |
| Kingston Terrace Streetscape and Stormwater Improvements | - | \$0.04m | \$1.17m | \$1.21m |

| <i>table continues from previous page</i> | Previous Years | 2023/24 | Future Years | Whole of Life |
|---|----------------|-----------------|-----------------|-----------------|
| North Terrace / Station Road Footpath Improvements | \$0.03m | \$0.30m | - | \$0.33m |
| Place of Courage / Spirit of Woman (Park 27) | \$0.01m | \$0.10m | - | \$0.10m |
| Public Art | \$0.02m | \$0.05m | - | \$0.07m |
| Replacement of UPark Car Park Management System (CPMS) | \$0.13m | \$0.23m | - | \$0.36m |
| Royal Avenue Improvements (Detailed Design) | \$0.05m | \$0.04m | \$1.51m | \$1.59m |
| Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply | \$0.10m | \$1.00m | - | \$1.10m |
| Skate Park CCTV and Greening | \$0.30m | \$0.04m | - | \$0.34m |
| Southwest Community Centre | - | \$1.50m | - | \$1.50m |
| Stafford Street Public Lighting Upgrade | \$0.03m | \$0.20m | - | \$0.23m |
| Stephens Street and Stephens Place Improvements | \$0.00m | \$0.16m | \$2.10m | \$2.26m |
| Torrens Retaining Structure | \$0.94m | \$1.82m | - | \$2.75m |
| Ward Street Improvements | \$0.01m | \$0.03m | \$3.27m | \$3.30m |
| West Pallant Street Improvements | \$0.01m | \$0.04m | - | \$0.04m |
| Whitmore Square Stage 2 Masterplan Implementation Upgrades | \$0.02m | \$0.04m | \$3.55m | \$3.61m |
| Total | \$2.98m | \$9.72m | \$14.34m | \$27.05m |
| Grand Total for all New and Significant Upgrades | \$2.98m | \$13.27m | \$17.20m | \$33.45m |

Renewals

The below table represents asset renewals for 2022/23 by Council's Asset Management Plan categories:

Future years are indicative only and subject to change.

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

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

Attachment A

Delivering Our Plan

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

Legal Context

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

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

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

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

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

Strategic Framework

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

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

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

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

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

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



2023 City of Adelaide
Strategic Management Framework
As a result of the reviews currently underway, Council expects our Strategic Framework and suite of plans to change.

Partnerships and Advocacy

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

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

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

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

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

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

Measures and Performance

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

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

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

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

Attachment B

Delivering Our Budget

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

Financial Framework

| Funding Pathway | | | Expenditure | |
|-----------------------------------|----------|---------------|---|---------|
| Rates | \$135.4m | OPERATIONS | Services | \$172.3 |
| Fees and Charges | \$84.7m | | Strategic Projects | \$5.7m |
| Grants and Subsidies | \$4.4m | | Renewal or replacement of existing assets | \$50.4m |
| Other | \$1.0m | | | |
| Borrowings | \$19.8m | (NEW) CAPITAL | New income generating assets | \$15.0m |
| Capital Grants and Proceeds | \$5.9m | | New Community assets | \$34.8m |
| Proceeds to build the Future Fund | \$27.1m | | | |

Building the Budget

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

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

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

developed independently and applied to the revenue components within the Budget.

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

Council is therefore budgeting to generate an operating surplus of \$1.745m in the 2023/24 financial year.

Operating Budget

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

Capital Budget

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

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

Implications for Future Years

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

Borrowings at the end of 2022/23 will be impacted by the timing of cash inflows and cash outflows, and timing of when projects are delivered. The projected year-end

position, monitored through the quarterly review forecast process, flows through to form the 2023/24 opening balance for borrowings. Any impact affecting the year-end balance of borrowings and the cumulative funding position will be considered to ensure that borrowings remain within our current Prudential Borrowing Limits.

Rates

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

Rating Structure

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

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the Rating Policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles
- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999*. Differentiation factors previously endorsed by Council are 'Residential', 'Non-Residential' and 'Vacant Land' land uses
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2023/24, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue
- To protect ratepayers from large movements in property valuations a 15% cap on annual increases in general rates payable specific to individual ratepayers will be applied, subject to specific criteria.

The differential rates are allocated varied Rates in the Dollar by the following categories: Residential, Non-Residential and Vacant Land.

Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

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

Statement on Expected Rate Revenue

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

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

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

| | | | | |
|-------------------------------|---------------|---------------|--|------|
| Expected Total Rates Revenue* | \$124,881,738 | \$135,046,881 | | 8.3% |
|-------------------------------|---------------|---------------|--|------|

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

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

Borrowings

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

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

Fees and Charges

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Detailed Financial Overview

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

Rates income - \$135.4m

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

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

Statutory charges - \$14.7m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including Development Act fees, parking fines and dog registration

fees. Most fees are set by State Government legislation and administered by Council. Council is notified of the fee amounts in late June of each year and these will be adopted by Council in June 2023, once gazetted.

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

User charges - \$70.0m

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

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

Grants, subsidies and contributions - \$4.4m

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

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

Reimbursement - \$0.3m

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

Other income - \$0.5m

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

| Expenses | | | |
|---|---------------------|------------------|---------------|
| \$'000s | 2022-2023 Q3 Budget | 2023-2024 Budget | Variance |
| Employee Costs | 74,240 | 81,586 | 7,345 |
| Materials, Contracts & Other Expenses | 73,016 | 79,148 | 6,132 |
| Sponsorships, Contributions and Donations | 10,317 | 6,128 | (4,189) |
| Depreciation, Amortisation & Impairment | 54,864 | 56,040 | 1,177 |
| Finance Costs | 922 | 835 | (87) |
| Total Expenses | 213,359 | 223,736 | 10,377 |

Employee costs - \$81.6m

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

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

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

Materials, contracts and other - \$79.1m

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 \$6.1m from \$73.0m. This is due to the expansion of services delivered to our community including maintenance, greening, trainee and apprentice programs, and improvements to the free wi-fi system. In addition, the existing expenditure base is generally indexed by 2.5% (well below CPI) with additional increases for expenditure imposed on Council such as Waste Management, Gas, Security Services and Operating Leases.

Sponsorships, Contributions and Donations \$6.1m

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

Depreciation - \$56.0m

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

Finance costs - \$0.8m

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

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

Financial Statements

Cash flow statement

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

Balance sheet

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

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

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

Uniform Presentation of Finances

Operating surplus / (deficit)

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

Net outlays on existing assets

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

Net outlays on new and upgraded assets

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

Net lending / (borrowing) for financial year

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

Financial Indicators and Statements

| Ratio's | Target | 2022/23 Quarter 3 Budget | 2023/24 |
|---|-------------------------|--------------------------------|---------|
| OPERATING SURPLUS RATIO | | | |
| This ratio expresses the Operating Surplus as a percentage of Total Operating Revenue. | 0%-20% | 0.0% | 0.8% |
| NET FINANCIAL LIABILITIES | | | |
| This ratio expresses the Financial Liabilities as a percentage of Operating Income. | Less than 80% | (3.8%) | (0.9%) |
| ASSET SUSTAINABILITY RATIO | | | |
| This ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset | 90%-110% | 88% | 90% |
| ASSET TEST RATIO | | | |
| The ratio expresses Borrowings as a percentage of Saleable Property Assets. | Maximum 50% | 3% | 10% |
| INTEREST EXPENSE RATIO | | | |
| The ratio expresses the number of times General Rates Revenue (less the Landscape Levy) can service the Annual Interest Expense. | Maximum 10% | 0.4% | 0.4% |
| LEVERAGE TEST RATIO | | | |
| The ratio expresses the total Borrowings relative to General Rates Revenue (less the Landscape Levy) | Maximum 1.5 years | 0.1 | 0.2 |
| CASH FLOW FROM OPERATIONS RATIO | | | |
| The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/ Replacement of assets. | Greater than 100% | 105% | 101% |
| BORROWINGS | | | |

| | | | |
|--|--------------------------|-----|-----|
| The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets). | Within Prudential Limits | 6% | 19% |
| The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets). | Within Prudential Limits | 25% | 46% |

| Statement of Comprehensive Income | | |
|--|----------------------|----------------|
| \$'000s | 2022/23 Q3 Budget | 2023/24 Budget |
| Income | | |
| Rates Revenues | 124,619 | 135,395 |
| Statutory Charges | 11,896 | 14,683 |
| User Charges | 64,819 | 70,002 |
| Grants, Subsidies and Contributions | 9,787 | 4,449 |
| Investment Income | 150 | 150 |
| Reimbursements | 338 | 338 |
| Other Income | 1,836 | 465 |
| Total Income | 213,446 | 225,481 |
| Expenses | | |
| Employee Costs | 74,240 | 81,586 |
| Materials, Contracts and Other Expenses | 83,333 | 85,275 |
| Depreciation, Amortisation and Impairment | 54,864 | 56,040 |
| Finance Costs | 922 | 835 |
| Total Expenses | 213,359 | 223,736 |
| Operating Surplus / (Deficit) | 87 | 1,745 |
| Asset Disposal & Fair Value Adjustments | 475 | 1,125 |
| Amounts Received Specifically for New or Upgraded Assets | 10,047 | 14,075 |
| Net Surplus / (Deficit) | 10,609 | 16,945 |
| Total Other Comprehensive Income | 10,609 | 16,945 |

| Statement of Financial Position | | |
|--|-------------------|------------------|
| \$'000s | 2022/23 Q3 Budget | 2023/24 Budget |
| ASSETS | | |
| Current Assets | | |
| Cash and Cash Equivalents | 800 | 800 |
| Trade & Other Receivables | 16,210 | 35,560 |
| Inventories | 541 | 541 |
| Total Current Assets | 17,551 | 36,901 |
| Non-Current Assets | | |
| Financial Assets | 419 | 377 |
| Equity Accounted Investments in Council Businesses | 1,608 | 1,928 |
| Investment Property | 2,899 | 2,928 |
| Infrastructure, Property, Plant and Equipment | 1,923,494 | 1,941,678 |
| Other Non-Current Assets | 129 | 129 |
| Non-Current Receivable | 43,943 | 26,027 |
| Total Non-Current Assets | 1,972,492 | 1,973,066 |
| TOTAL ASSETS | 1,990,042 | 2,009,967 |
| LIABILITIES | | |
| Current Liabilities | | |
| Trade and Other Payables | 27,212 | 14,491 |
| Provisions | 14,149 | 14,574 |
| Other Current Liabilities | 4,877 | 5,066 |
| Total Current Liabilities | 46,238 | 34,131 |
| Non-Current Liabilities | | |
| Trade and Other Payables | 293 | 293 |
| Borrowings | 9,899 | 29,674 |
| Provisions | 1,721 | 1,773 |
| Other Non-Current Liabilities | 40,803 | 36,064 |
| Total Non-Current Liabilities | 52,716 | 67,803 |
| TOTAL LIABILITIES | 98,954 | 101,934 |
| Net Assets | 1,891,088 | 1,908,033 |
| EQUITY | | |
| Accumulated Surplus | 796,283 | 801,128 |
| Asset Revaluation Reserves | 1,066,521 | 1,066,521 |
| Future Reserve Fund | 28,284 | 40,384 |
| Total Council Equity | 1,891,088 | 1,908,033 |

| Statement of Changes in Equity | | |
|---|----------------------|----------------|
| \$'000s | 2022/23 Q3 Budget | 2023/24 Budget |
| Balance at the end of previous reporting period | 1,880,479 | 1,891,088 |
| a. Net Surplus / (Deficit) for Year | 10,609 | 16,945 |
| b. Other Comprehensive Income | - | - |
| Total Comprehensive Income | 10,609 | 16,945 |
| Balance at the end of period | 1,891,088 | 1,908,033 |

| Statement of Cash flows | | |
|---|----------------------|-----------------|
| \$'000s | 2022/23 Q3 Budget | 2023/24 Budget |
| Cash Flows from Operating Activities | | |
| <u>Receipts</u> | | |
| Operating Receipts | 213,010 | 227,007 |
| <u>Payments</u> | | |
| Operating Payments to Suppliers and Employees | (158,605) | (174,731) |
| Net Cash provided by (or used in) Operating Activities | 54,405 | 52,276 |
| Cash Flows from Investing Activities | | |
| <u>Receipts</u> | | |
| Amounts Received Specifically for New/Upgraded Assets | 11,749 | 5,295 |
| Proceeds from Surplus Assets | 6,685 | 27,125 |
| Sale of Replaced Assets | 971 | 630 |
| <u>Payments</u> | | |
| Expenditure on Renewal/Replacement of Assets | (45,201) | (50,416) |
| Expenditure on New/Upgraded Assets | (26,245) | (49,488) |
| Capital Contributed to Equity Accounted Council Businesses | (196) | (320) |
| Net Cash provided by (or used in) Investing Activities | (52,237) | (67,174) |
| Cash Flows from Financing Activities | | |
| <u>Receipts</u> | | |
| Proceeds from Borrowings | 1,899 | 19,775 |
| <u>Payments</u> | | |
| Repayment from Borrowings | - | - |
| Repayment of Lease Liabilities | (4,771) | (4,877) |
| Net Cash provided by (or used in) Financing Activities | (2,872) | 14,898 |
| Net Increase (Decrease) in Cash Held | (703) | (0) |
| plus: Cash and Cash Equivalents at beginning of period | 1,503 | 800 |
| Cash & Cash Equivalents at end of period | 800 | 800 |

| Uniform Presentation of Finances | | |
|--|----------------------|-----------------|
| \$'000s | 2022/23 Q3 Budget | 2023/24 Budget |
| Income | 213,446 | 225,481 |
| less Expenses | (213,359) | (223,736) |
| Operating Surplus / (Deficit) before Capital Amounts | 87 | 1,745 |
| Net Outlays on Existing Assets | | |
| Capital Expenditure on Renewal and Replacement of Existing Assets | (45,201) | (50,416) |
| add back Depreciation, Amortisation and Impairment | 54,864 | 56,040 |
| add back Proceeds from Sale of Replaced Assets | 971 | 630 |
| Net Outlays on Existing Assets | 10,634 | 5,624 |
| Net Outlays on New and Upgraded Assets | | |
| Capital Expenditure on New and Upgraded Assets | (26,441) | (49,808) |
| add back Amounts received specifically for New and Upgraded Assets | 11,749 | 5,295 |
| add back Proceeds from Sale of Surplus Assets | 6,685 | 27,100 |
| Net Outlays on New and Upgraded Assets | (8,007) | (17,413) |
| Net Lending / (Borrowing) for Financial Year | 2,714 | (10,044) |

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Online Attachment

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

Renewals

The below table represents asset renewals for 2022/23 by Council's Asset Management Plan categories:

Future years are indicative only and subject change.

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

Detailed list follows.

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

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

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

| Buildings | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Adelaide Central Market - Structural Rehabilitation of Car Park | ☆ | | |
| Adelaide Central Market - Telecommunication and Communication System Renewal | ☆ | | |
| Adelaide Central Market - VESDA Units Renewal | ☆ | | |
| Adelaide Town Hall - Albert Tower Rehabilitation | | ☆ | |
| Adelaide Town Hall - AV System Renewal | ☆ | | |
| Adelaide Town Hall - Dressing Room Carpet Renewal | ☆ | | |
| Adelaide Town Hall - Eagle Chambers Ground Floor Carpet Renewal | | ☆ | |
| Adelaide Town Hall - Eagle Chambers Improvements | | | ☆ |
| Adelaide Town Hall - Façade Conservation | ☆ | | |
| Adelaide Town Hall - General Electrical Renewals | | ☆ | |
| Adelaide Town Hall - Goods Lift Renewal | ☆ | | |
| Adelaide Town Hall - Main Switch Board Renewal | | | ☆ |
| Adelaide Town Hall - Minor Lighting Renewals | ☆ | | |
| Adelaide Town Hall - Organ Refurbishment | | | ☆ |
| Adelaide Town Hall - Renewal of Staging Decks | ☆ | | |
| Adelaide Town Hall - Roof and Ceiling Access Improvements | ☆ | | |
| Adelaide Town Hall - Stage Screen Renewal | ☆ | | |
| Adelaide Town Hall - Toilet Renewal | ☆ | | |
| Aquatic Centre - Commercial Asset Minor Renewals | ☆ | ☆ | |
| Bonython Park / Tulya Wardli (Park 27) - Public Toilet Renewal | | | ☆ |
| Carriageway Park / Tuthangga (Park 17) - Public Toilet Renewal | | | ☆ |
| Colonel Light Centre - Air Handling Unit Renewal | | ☆ | |
| Colonel Light Centre - Lighting Renewals | | ☆ | |
| Colonel Light Centre - Vertical Transport System Renewal | | | ☆ |
| Eagle Chambers - Heritage Fitout Renewals | | | ☆ |
| Ergo Apartments - Minor Renewals | ☆ | ☆ | |
| Frome UPark - Lighting and Ventilation Improvements | ☆ | | |
| G S Kingston Park / Wirrarninithi (Park 23) - Public Toilet Renewal (Site 1) | | | ☆ |
| G S Kingston Park / Wirrarninithi (Park 23) - Public Toilet Safety Improvements (Site 2) | | ☆ | |
| Gawler UPark - Façade Coating Treatment | ☆ | | |
| London Road Depot - Height Safety Improvements | ☆ | | |
| London Road Depot - Mechanical Exhaust Improvements to Welders Area | ☆ | | |
| Multiple Buildings - CCTV and BMS Network Renewal | ☆ | ☆ | ☆ |
| Multiple Buildings - Park Lands Sports Club Sustainability Improvements | ☆ | | |
| North Adelaide Golf Links - Fire Safety Improvements | ☆ | | |
| North Adelaide Golf Links - Horticulture Shed and Washdown Bay Improvements | ☆ | | |
| North Adelaide Golf Links - Renewal Planning | ☆ | | |
| Par 3 Golf Course Kiosk - Fitout Renewal | ☆ | | |

| Buildings | 23/24 | 24/25 | 25/26 |
|---|-----------------|---------------|--------------|
| Red Gum Park / Karrawirra (Park 12) - Public Toilet Renewal | | | ☆ |
| Rundle UPark - Façade Renewal | | | ☆ |
| Rundle UPark - Grease Arrestor Renewal | | ☆ | |
| Rundle UPark - Roof and Basement Rehabilitation | | | ☆ |
| Sydney Place Apartments - Minor Renewals | ☆ | | |
| Topham Mall - Air Conditioning Renewal | | | ☆ |
| Topham Mall - Back of House / Staff Toilets Renewal | ☆ | | |
| Topham Mall - Floor and Ceiling Renewals | | | ☆ |
| Topham Mall - Structural Rehabilitation Works | | | ☆ |
| Whitmore Square / Iparrityi - Public Toilet Renewal | | | ☆ |
| Wyatt UPark - Façade Renewal | | ☆ | |
| Wyatt UPark - Golden Wattle Air Conditioning Renewal | ☆ | | |
| Buildings Total | \$10.44m | 10.43m | 9.98m |

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

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

| Kerb and Water Table | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Kerb and Water Table Design Program | ☆ | ☆ | ☆ |
| Albert Lane - Albert Street to Dead End - Kerb and Water Table Renewal | | ☆ | |
| Barnard Street - Hill Street to Wellington Square - Tree Surround Renewal | | ☆ | |
| Blenheim Lane - Blenheim Street to Marlborough Street - Kerb and Water Table Renewal | ☆ | | |
| Cardiff Street - Childers Street to Dead End- Kerb and Water Table Renewal | ☆ | | |
| Field Street - Gouger Street to Wright Street - Kerb and Water Table Renewal | ☆ | | |
| Flinders Street - Frome Street to Hutt Street - Kerb and Water Table Renewal | | | ☆ |
| Flinders Street - Pulteney Street to Frome Street - Kerb and Water Table Renewal | | ☆ | |
| Franklin Street - King William Street to Post Office Lane - Kerb and Water Table Renewal | ☆ | | |
| Gray Street - Waymouth Street to Franklin Street - Kerb and Water Table Renewal | | | ☆ |

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

| Lighting & Electrical | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Lighting & Electrical Design | ☆ | ☆ | ☆ |
| Barton Terrace West - Jeffcott Road and Prospect Road - Street Lighting Renewal | | | ☆ |
| Bentham Street - Waymouth Street to Grote Street - Wall Mounted LED Renewal | ☆ | | |
| Beviss Street - Gover Street to Tynte Street - LED Renewal | ☆ | | |
| Blue Gum Park / Kurangga (Park 20) - Himeji Gardens - Electrical Switchboard Renewal (MMSB71) | | ☆ | |
| Blue Gum Park / Kurangga (Park 20) - Unley Road - Tree Uplight Renewal | ☆ | | |
| Bonython Park / Tulya Wardli (Park 27) - Adjacent Torrens Footbridges - LED Renewal | ☆ | | |
| Bonython Park / Tulya Wardli (Park 27) - South Bank - Montefiore Road to Torrens Boat Shed - Street Lighting Renewal | | ☆ | |

| Lighting & Electrical | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Bonython Park / Tulya Wardli (Park 27) - South Bank - Montefiore Road to Torrens Weir - LED Renewal | | ☆ | |
| Bonython Park / Tulya Wardli (Park 27) - Tunnels Under Lightning Rail Bridge - LED Renewal | | ☆ | |
| Bragg Park / Ngmapa Yarta (Park 5) - Main North Road Entrance - Tree Uplight Renewal | ☆ | | |
| Bud Lighting Renewal Program | ☆ | ☆ | ☆ |
| Cambridge Street - Tynte Street to Archer Street - LED Renewal | ☆ | | |
| Carriageway Park / Tuthangga (Park 17) - Beaumont Road North to Beaumont Road South - LED Renewal | | ☆ | |
| Carrington Street - Pulteney Street to Hutt Street - Conduit and Switchboard Renewal | ☆ | | |
| Catherine Helen Spence Street - Halifax Street to Gilles Street - LED Renewal | ☆ | | |
| CCTV Renewal Program | ☆ | ☆ | ☆ |
| Childers Street - Hill Street to Jeffcott Street - LED Renewal | | ☆ | |
| Coglin Street - Gouger Street to Wright Street - LED Renewal | ☆ | | |
| Compton Street - Gouger Street to Wright Street - LED Renewal | ☆ | | |
| Corryton Street - Carrington Street to Halifax Street - LED Renewal | ☆ | | |
| East Terrace - Flinders Street to Wakefield Street - LED Renewal | ☆ | | |
| East Terrace - Bartels Road to Flinders Street East - LED Renewal | ☆ | | |
| Elder Park / Tarntanya Wama (Park 26) - King William Road to Montefiore Road - Street Lighting Renewal | | | ☆ |
| Elder Park / Tarntanya Wama (Park 26) - North Bank - Montefiore Road to King William Road - Street Lighting Renewal | | ☆ | |
| Electrical Switchboard Renewal Program | | ☆ | |
| Figtree Court - Buxton Street to Dead End - LED Renewal | ☆ | | |
| Flinders Street - Hutt Street to East Terrace - LED Renewal | ☆ | | |
| Flinders Street - King William Street to Wyatt Street - LED Renewal | | ☆ | |
| Frome Park / Nellie Raminyemmerin Park - LED Renewal | ☆ | | |
| Frome Road - North Terrace to War Memorial Drive - LED Renewal | | ☆ | |
| George Street - O'Connell Street to Dead End - Street Lighting Renewal | ☆ | | |
| Gibbon Lane - Barnard Street to Strangeways Terrace - LED Renewal | ☆ | | |
| Glen Osmond Road Program - Hutt Road to Greenhill Road - Street Lighting Renewal | | ☆ | |
| Glen Osmond Road Program - South Terrace to Hutt Road - Street Lighting Renewal | ☆ | | |
| Gouger Street - Morphett Street to King William Street - LED Renewal | ☆ | | |
| Gray Street - Hindley Street to North Terrace - LED Renewal | ☆ | | |
| Grote Street - Victoria Square to Moonta - Conduit and Switchboard Renewal | ☆ | | |
| Harriet Street - Halifax Street to Gilles Street - LED Renewal | ☆ | | |
| Hill Street - Ward Street to Childers Street - LED Renewal | | ☆ | |

| Lighting & Electrical | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Hindmarsh Square / Mukata - Electrical Switchboard Renewal (SB53) | | ☆ | |
| Howard Florey Street - Halifax Street to Gilles Street - LED Renewal | ☆ | | |
| Hume Street - Cardwell Street to Hutt Street - Street Lighting Renewal | | ☆ | |
| Hyde Street - Flinders Street to Grenfell Street - LED Renewal | ☆ | | |
| Jeffcott Street - Archer Street to Pennington Terrace - LED Renewal | ☆ | | |
| Jeffcott Street - Pennington Terrace to Archer Street - Conduit and Switchboard Renewal | ☆ | | |
| Kermode Street - King William Street to Sir Edwin Smith Avenue - LED Renewal | | ☆ | |
| LED Renewal Program | | | ☆ |
| Mansfield Street - Tynte Street to Gover Street - Street Lighting Renewal | | ☆ | |
| Melbourne Street - Frome Road to Jerningham Street - Street Lighting Renewal | | ☆ | |
| Melbourne Street - Jerningham Street to Mann Terrace - Street Lighting Renewal | | | ☆ |
| North Terrace - King William Road to Kintore Avenue - LED Renewal | | ☆ | |
| North Terrace - Kintore Avenue to Frome Road - LED Renewal | | ☆ | |
| Pelzer Park / Pityailla (Park 19) - Greenhill Road to South Terrace - LED Renewal | ☆ | | |
| Pilgrim Lane - Flinders Street to Pirie Street - LED Renewal | ☆ | | |
| Pulteney Street - Pirie Street to Flinders Street - LED Renewal | ☆ | | |
| Ralston Street - Barton Terrace East to Gover Street - LED Renewal | ☆ | | |
| Red Gum Park / Karrawirra (Park 12) - North Bank, East of University Footbridge - Conduit and Switchboard Renewal | ☆ | | |
| Rundle Street - Pulteney Street to East Terrace - LED Renewal | ☆ | | |
| Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB15) | | | ☆ |
| Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB18) | | | ☆ |
| Rymill Park / Murlawirrapurka (Park 14) - Electrical Switchboard Renewal (SB20) | | ☆ | |
| Spencer Street - Gray Street to Prospect Place - LED Renewal | ☆ | | |
| Stanley Street - Jerningham Street to Mann Terrace - LED Renewal | ☆ | | |
| Stanley Street - Lefevre Terrace to Jerningham Street - LED Renewal | ☆ | | |
| Symonds Place - Halifax Street to Gilles Street - LED Renewal | ☆ | | |
| Tucker Street - Hutt Street to Flinders Street - LED Renewal | ☆ | | |
| Unley Road - Greenhill Road to South Terrace - LED Renewal | | ☆ | |
| Veale Gardens / Walyu Yarta (Park 21) - Electrical Switchboard Renewal (MMSB73) | ☆ | | |
| Victoria Square / Tarntanyangga - North West Quadrant - LED Renewal | ☆ | | |
| Victoria Street - Hindley Street to North Terrace - LED Renewal | ☆ | | |
| Waymouth Street - West Terrace to Light Square - LED Renewal | ☆ | | |
| Wellington Square / Iparriyti - Street Lighting Renewal | ☆ | | |

| Lighting & Electrical | 23/24 | 24/25 | 25/26 |
|--|----------------|----------------|----------------|
| Wellington Square / Kudnartu - Electrical Switchboard Renewal (SB173) | | | ☆ |
| Wellington Square / Kudnartu - Tynte Street Intersection - LED Renewal | | ☆ | |
| Whitmore Square / Iparrityi - Electrical Switchboard Renewal - (SB174) | ☆ | | |
| Whitmore Square / Iparrityi - Electrical Switchboard Renewal (SB44) | ☆ | | |
| Wylde Road - West Terrace to Dead End - LED Renewal | | ☆ | |
| Lighting & Electrical Total | \$4.21m | \$3.01m | \$2.60m |

| Park Lands & Open Space | 23/24 | 24/25 | 25/26 |
|--|----------------|----------------|----------------|
| Park Lands & Open Space Design Program | ☆ | ☆ | ☆ |
| Bulrush Park / Warnpangga (Park 10) - Adjacent Frome Road - Irrigation Renewal | | | ☆ |
| Gladys Elphick Park / Narnungga (Park 25) - Adjacent West Terrace - Irrigation Renewal | | | ☆ |
| Hurtle Square / Tangkaira - Western Side - Irrigation Renewal | ☆ | | |
| Peppermint Park / Wita Wirra (Park 18) - Adjacent Himeji Garden - Irrigation Renewal | | ☆ | |
| Possum Park / Pirltawardli (Park 1) - Golf Links South Course - Irrigation Renewal | | ☆ | ☆ |
| Possum Park / Pirltawardli (Park 1) - North Adelaide Golf Course - Southern Greens Renewal | ☆ | | |
| Pump Renewal Program | | ☆ | ☆ |
| Red Gum Park / Karrawirra (Park 12) - Pennington East - Irrigation Renewal | ☆ | | |
| Residential Streetscape Irrigation Renewal Program | | ☆ | ☆ |
| Rymill Park / Murlawirrapurka (Park 14) - Irrigation Renewal | | ☆ | |
| Sportsfield Renewal Program | | ☆ | ☆ |
| Street Tree Renewal Program | ☆ | ☆ | ☆ |
| Tarntanya Wama (Park 26) - Lights Vision - Irrigation Renewal | | | ☆ |
| Victoria Park / Pakapakanthi (Park 16) - East Terrace Frontage - Irrigation Renewal | | ☆ | |
| Victoria Park / Pakapakanthi (Park 16) - Wakefield Frontage - Irrigation Renewal | | ☆ | |
| Victoria Square / Tarntanyangga - Southern End - Irrigation Renewal | ☆ | | |
| Wakefield Street - Pulteney Street to Hutt Street - Irrigation Renewal | | ☆ | |
| Water Feature Refurbishment Program | | | ☆ |
| West Terrace - Grote Street to Sturt Street - Median Irrigation Renewal | ☆ | | |
| Park Lands & Open Space Total | \$0.69m | \$3.01m | \$2.01m |

| Pathways | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Pathways Design Program | ☆ | ☆ | ☆ |
| Access Ramp Renewal Program | ☆ | ☆ | ☆ |
| Bartels Road - North Side - Hutt Street to Park Lands Trail Crossing - Footpath Renewal | ☆ | | |

| Pathways | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Blue Gum Park / Kurangga (Park 20) - Various Locations - Footpath Renewal | | ☆ | |
| Bonython Park / Tulya Wardli (Park 27) - Lightning Footbridge to Park Terrace - Footpath Renewal | ☆ | | |
| Bonython Park / Tulya Wardli (Park 27) - Victoria Bridge to Golf Course Car Park - Footpath Renewal | | ☆ | |
| Bonython Park / Tulya Wardli (Park 27) - West of Victoria Bridge - Footpath Renewal | | ☆ | |
| Brougham Gardens / Tantutingga (Park 29) - Sir Edwin Smith Avenue to Stanley Street - Footpath Renewal | ☆ | ☆ | |
| Bulrush Park / Warnpangga (Park 10) - Mackinnon Parade to Frome Road - Footpath Renewal | ☆ | | |
| Bulrush Park / Warnpangga (Park 10) - North Bank East of Albert Bridge - Footpath Renewal | ☆ | | |
| Bunday's Paddock / Tidlangga (Park 9) - Adjacent Playground - Footpath Renewal | ☆ | | |
| Denise Norton Park / Pardipardinyilla (Park 2) - Various Locations - Footpath Renewal | | | ☆ |
| Field Street - Gouger Street to Wright Street - Footpath Renewal | ☆ | | |
| Flinders Street - Frome Street to Hutt Street - Footpath Renewal | | ☆ | |
| Flinders Street - Pulteney Street to Frome Street - Footpath Renewal | | | ☆ |
| Footpath Refurbishment Program | ☆ | ☆ | ☆ |
| Footpath Renewal - O'Connell Street to Jeffcott Street - Footpath Renewal | | | ☆ |
| Franklin Street - King William Street to Post Office Place - Footpath Renewal | ☆ | | |
| Gray Street - Waymouth to Franklin Street - Footpath Renewal | | | ☆ |
| Gunson Street - Wakefield Street to Angas Street - Footpath Renewal | | ☆ | |
| Josie Agius Park / Wikaparntu Wirra (Park 22) - Access Path - Footpath Renewal | ☆ | | |
| King Rodney Park / Ityamai-itpina (Park 15) - Adjacent Dequetteville Terrace - Footpath Renewal | | ☆ | |
| King Rodney Park / Ityamai-itpina (Park 15) - East Terrace to Park Lands Access Road - Footpath Renewal | ☆ | | |
| King William Street - North Terrace to Victoria Square - Footpath Rehabilitation | ☆ | | |
| Lefevre Park / Nantu Wama (Park 6) - Various Locations - Footpath Renewal | ☆ | | |
| Marlborough Street - Grote Street to Gouger Street - Footpath Renewal | ☆ | | |
| Mellor Street - Waymouth Street to Dead End - Footpath Renewal | ☆ | | |
| Mistletoe Park / Tainmuntilla (Park 11) - Various Locations - Footpath Renewal | | ☆ | |
| Morphett Street - Gouger Street to Whitmore Square - Footpath Renewal | ☆ | | |
| Morphett Street - Waymouth Street to Franklin Street - Footpath Renewal | ☆ | | |
| O'Halloran Street - Gilbert Street to South Terrace - Footpath Renewal | | | ☆ |

| Pathways | 23/24 | 24/25 | 25/26 |
|---|----------------|----------------|----------------|
| Peppermint Park / Wita Wirra (Park 18) - Various Locations - Footpath Renewal | ☆ | | |
| Pirie Street - Gawler Place to Pulteney Street - Footpath Renewal | | | ☆ |
| Possum Park / Pirltawardli (Park 1) - Golf Course - Various Locations - Footpath Renewal | | ☆ | |
| Red Gum Park / Karrawirra (Park 12) - Pennington Gardens - Footpath Renewal | ☆ | | |
| Red Gum Park / Karrawirra (Park 12) - South Bank - Footpath Renewal | ☆ | | |
| Red Gum Park / Karrawirra (Park 12) - Town Clerk's Walk - Footpath Renewal | | ☆ | |
| Red Gum Park / Karrawirra (Park 12) - University Footbridge to Frome Road - Footpath Renewal | ☆ | | |
| Royal Avenue - Gilles Street to Dead End - Footpath Renewal | | ☆ | |
| Rymill Park / Murlawirrapurka (Park 14) - Various Locations - Footpath Renewal | ☆ | | |
| Strangways Terrace - Hill Street Intersection - Footpath Renewal | | ☆ | |
| Sturt Street - King William Street to Whitmore Square - Footpath Renewal | | | ☆ |
| Tarntanya Wama - Light's Vision - Footpath Renewal | ☆ | | |
| Tarntanya Wama (Park 26) - Adelaide Bridge to Oval Footbridge - North Side - Footpath Renewal | | ☆ | |
| Victoria Drive - Frome Road to Second Driveway Crossover - Footpath Renewal | | ☆ | |
| Victoria Square / Tarntanyangga - Gouger Street to Grote Street - Footpath Renewal | | | ☆ |
| Vincent Street - South Terrace to Gilles Street - Footpath Renewal | | | ☆ |
| Wakefield Street - Cypress Street to Frome Street - Footpath Renewal | | ☆ | |
| Wakefield Street - Roper Street Gawler Place - Footpath Renewal | | ☆ | |
| Ward Court - Ward Street to Dead End - Footpath Renewal | ☆ | | |
| Wellington Square / Kudnartu - Internal Pathways - Footpath Renewal | ☆ | | |
| West Terrace - Various Locations on Eastern Side - Footpath Renewal | ☆ | | |
| Whitmore Square / Iparityi - Various Locations - Footpath Renewal | | | ☆ |
| Pathways Total | \$6.85m | \$4.08m | \$6.13m |

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

| Roads | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Roads Design Program | ☆ | ☆ | ☆ |
| Albert Lane - Albert Street to Dead End - Pavement Rehabilitation | | ☆ | |
| Barnard Street - Hill Street to Wellington Square - Road Resurfacing | | ☆ | |
| Barton Terrace East - O'Connell Street to Lefevre Terrace - Road Resurfacing | | ☆ | |

| Roads | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Beaumont Road South - Greenhill Road to Dead End - Pavement Rehabilitation | | ☆ | |
| Blenheim Lane - Blenheim Street to Marlborough Street - Pavement Rehabilitation | ☆ | | |
| Bloor Court - Currie Street to Dead End - Road Resurfacing | ☆ | | |
| Bonython Park / Tulya Wardli (Park 27) - Access Roads - Pavement Rehabilitation | | | ☆ |
| Cannon Street - Waymouth Street to Franklin Street - Road Resurfacing | ☆ | | |
| Cardiff Street - Childers Street to Dead End - Road Resurfacing | ☆ | | |
| Carrington Street - King William Street to Pulteney Street - Road Resurfacing | ☆ | | |
| Cavan Place - Little Sturt Street to Dead End | ☆ | | |
| Chancery Lane - Wakefield Street to Angas Street - Road Resurfacing | ☆ | | |
| Charles Street - North Terrace to Rundle Mall - Road Resurfacing | ☆ | | |
| Considine, Evans and Hocking Place - Whitmore Square to Gilbert Street - Road Resurfacing | ☆ | | |
| Corryton Street - Carrington Street to Halifax Street - Road Resurfacing | | ☆ | |
| Denise Norton Park / Pardipardinyilla (Park 2) - Aquatic Centre Access Road from Fitzroy Terrace - Road Resurfacing | | | ☆ |
| Downer Place - South Terrace to Dead End - Road Resurfacing | | ☆ | |
| Field Street - Gouger Street to Wright Street - Pavement Rehabilitation | ☆ | | |
| First Street & Second Street - Percy Court to Dead End - Road Resurfacing | ☆ | | |
| Flinders Street - Frome Street to Hutt Street - Pavement Rehabilitation | | | ☆ |
| Flinders Street - Pulteney Street to Frome Street - Pavement Rehabilitation | | ☆ | |
| Gawler Place - Flinders Street to Wakefield Street - Road Resurfacing | | | ☆ |
| Grace Place - Collins Street to Dead End - Road Resurfacing | ☆ | | |
| Gray Court & Petronella Lane - Wright Street to Sturt Street - Road Resurfacing | ☆ | | |
| Gray Street - Waymouth Street to Franklin Street - Pavement Rehabilitation | | | ☆ |
| Gunson Street - Wakefield Street to Angas Street - Pavement Rehabilitation | | ☆ | |
| Heavy Patching Program | ☆ | ☆ | |
| Hindley Street - Liverpool Street to West Terrace - Road Resurfacing | ☆ | | |
| Hutt Road - South Terrace to Greenhill Road - Pavement Rehabilitation | | ☆ | |
| Hutt Road - South Terrace to Park Lands Trail Crossing - Road Resurfacing | ☆ | | |
| James Street - Angas Street to Dead End - Road Resurfacing | | ☆ | |
| Jeffcott Street - Barton Terrace West to Wellington Square - Pavement Rehabilitation | | | ☆ |
| Jeffcott Street Car Parking Bays - Wellington Square to Montefiore Road - Road Resurfacing | ☆ | | |
| Jerningham Street - Kingston Terrace to Melbourne Street - Road Resurfacing | | ☆ | |
| King Rodney Park / Ityamai-itpina (Park 15) - Access Road from Wakefield Road - Road Resurfacing | ☆ | | |

| Roads | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Kingston Terrace - Kingston Terrace to Dead End - Road Resurfacing | | ☆ | |
| Light Square / Wauwi - Hindley Street to Currie Street - Western Carriageway - Pavement Rehabilitation | ☆ | | |
| Lois Lane - Tynte Street to Dead End - Road Resurfacing | | | ☆ |
| Mann Terrace - Stanley Street Intersection - Pavement Rehabilitation | | | ☆ |
| Marlborough & Churchill Streets - Grote Street to Gouger Street - Road Resurfacing | ☆ | | |
| Mellor Street - Waymouth Street to Dead End - Road Resurfacing | ☆ | | |
| Mills Terrace - Childers Street to Barton Terrace - Road Resurfacing | | | ☆ |
| Moore Street - Angas Street to Carrington Street - Road Resurfacing | ☆ | | |
| Morphett Street - Gouger Street to Whitmore Square - Pavement Rehabilitation | ☆ | | |
| Morphett Street - Waymouth Street to Franklin Street - Pavement Rehabilitation | ☆ | | |
| Morphett Street - Whitmore Square to South Terrace - Road Resurfacing | ☆ | | |
| O'Halloran Street - Gilbert Street to South Terrace - Pavement Rehabilitation | | | ☆ |
| Pirie Street - Gawler Place to Pulteney Street - Road Resurfacing | | | ☆ |
| Pitt Street - Grote Street to Franklin Street - Pavement Rehabilitation | ☆ | | |
| Playhouse Lane - Currie Street to Light Square - Road Resurfacing | | ☆ | |
| Possum Park / Pirltawardli (Park 1) - Golf Course Car Park Reconstruction | | ☆ | |
| Priory Lane - Molesworth Street to Dead End - Road Resurfacing | | | ☆ |
| Red Gum Park / Karrawirra (Park 12) - University Oval Access Road - Pavement Rehabilitation | | ☆ | |
| Roper Street - Flinders Street to Wakefield Street - Road Resurfacing | ☆ | | |
| Royal Avenue - Gilles Street to Dead End - Road Resurfacing | | ☆ | |
| Rymill Park / Murlawirrapurka (Park 14) - Bowls Club Car Park - Road Resurfacing | ☆ | | |
| Sappers Lane - Frome Street to Dead End - Road Resurfacing | | | ☆ |
| Shannon Place - Waymouth Street to Franklin Street - Road Resurfacing | ☆ | | |
| Stafford Lane - O'Halloran Street to Dead End - Road Resurfacing | | | ☆ |
| Stafford Street - O'Halloran Street to Dead End - Road Resurfacing | | | ☆ |
| Stamford Court - Wright Street to Dead End - Road Resurfacing | ☆ | | |
| Sturt Street - Whitmore Square to King William Street - Pavement Rehabilitation | | | ☆ |
| Tatham Street - Waymouth Street to Franklin Street - Road Resurfacing | ☆ | | |
| Tenant Court - Morphett Street to Dead End - Road Resurfacing | ☆ | | |
| Tynte Street Post Office Car Park - Road Resurfacing | ☆ | | |
| Vincent Street & Vincent Place - Gilles Street to South Terrace - Pavement Rehabilitation | | | ☆ |
| Wakefield Street - Pulteney Street to Hutt Street - Pavement Rehabilitation | | ☆ | |
| Wakefield Street - Victoria Square to Pulteney Street - Pavement Rehabilitation | | ☆ | |

| Roads | 23/24 | 24/25 | 25/26 |
|--|----------------|----------------|----------------|
| War Memorial Drive - Montefiore Road to King William Road - Road Resurfacing | ☆ | | |
| War Memorial Drive - Park Terrace to Barton Road - Road Resurfacing | | | ☆ |
| Ward Court - Ward Street to Dead End - Road Resurfacing | ☆ | | |
| Ward Street - Jeffcott Street to O'Connell Street - Pavement Rehabilitation | | | ☆ |
| Ward Street - Strangways Terrace to Hill Street - Road Resurfacing | | ☆ | |
| Waymouth Street - Morphett Street to Ranelagh Street - Road Resurfacing | ☆ | | |
| Worsnop Avenue - Frome Street to Dead End - Road Resurfacing | | | ☆ |
| Roads Total | \$5.52m | \$5.73m | \$5.87m |

| Traffic Signals | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Traffic Signals Design Program | ☆ | ☆ | ☆ |
| Angas Street / Pulteney Street Intersection - Controller Replacement | | ☆ | |
| Anzac Highway Pedestrian Crossing - Controller Replacement | ☆ | | |
| Anzac Highway Pedestrian Crossing - Lantern Replacement | | | ☆ |
| Buxton Street Pedestrian Crossing - Lantern Replacement | | | ☆ |
| Cables and Conduits Renewal Program | | | ☆ |
| Carrington Street / Pulteney Street Intersection - Controller Replacement | | ☆ | |
| Controller Renewal Program | | | ☆ |
| Currie Street / Light Square East Intersection - Controller Replacement | ☆ | | |
| Currie Street / Light Square West Intersection - Controller Replacement | ☆ | | |
| East Terrace School Crossing - Cables and Conduits Replacement | ☆ | | |
| East Terrace School Crossing - Lantern Replacement | | ☆ | |
| Flinders Street / Wyatt Street Intersection - Lantern Replacement | ☆ | | |
| Franklin Street Pedestrian Crossing - Controller Replacement | | ☆ | |
| Franklin Street Pedestrian Crossing - Lantern Replacement | | ☆ | |
| Frome Road / Medical School Intersection - Lantern Replacement | ☆ | | |
| Frome Road Pedestrian Crossing - Controller Replacement | | ☆ | |
| Frome Street / Angas Street Intersection - Cables and Conduits Replacement | ☆ | | |
| Frome Street / Flinders Street Intersection - Cables and Conduits Replacement | | ☆ | |
| Frome Street / Grenfell Street Intersection - Cables and Conduits Replacement | | ☆ | |
| Frome Street / Melbourne Street Intersection - Lantern Replacement | | | ☆ |
| Frome Street / Pirie Street Intersection - Cables and Conduits Replacement | | ☆ | |
| Frome Street / Pirie Street Intersection - Lantern Replacement | | | ☆ |
| Frome Street / Victoria Avenue Intersection - Cables and Conduits Replacement | | | ☆ |
| Frome Street / Victoria Avenue Intersection - Controller Replacement | | | ☆ |
| Gilles Street Pedestrian Crossing East - Lantern Replacement | ☆ | | |

| Traffic Signals | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Grenfell Street / Adelaide Arcade Intersection - Cables and Conduits Replacement | | ☆ | |
| Grote Street / Moonta Street Pedestrian Crossing - Lantern Replacement | | ☆ | |
| Grote Street / Pitt Street Intersection - Lantern Replacement | | ☆ | |
| Grote Street / Victoria Square Intersection - Lantern Replacement | | | ☆ |
| Grote Street / West Terrace Intersection - Controller Replacement | | | ☆ |
| Hill Street Pedestrian Crossing - Controller Replacement | ☆ | | |
| Hutt Street / Angas Street Intersection - Controller Replacement | | | ☆ |
| Hutt Street / Angas Street Intersection - Lantern Replacement | | ☆ | |
| Jeffcott Street / Montefiore Road Intersection - Controller Replacement | | | ☆ |
| King William Street / Angas Street Intersection - Controller Replacement | | ☆ | |
| King William Street / Carrington Street Intersection - Controller Replacement | | ☆ | |
| King William Street / Currie Street Intersection - Lantern Replacement | | ☆ | |
| King William Street / Halifax Street Intersection - Controller Replacement | | ☆ | |
| King William Street / Hindley Street Intersection - Lantern Replacement | | | ☆ |
| King William Street / South Terrace Intersection - Cables and Conduits Replacement | ☆ | | |
| King William Street / War Memorial Drive Intersection - Lantern Replacement | | | ☆ |
| Kintore Avenue Pedestrian Crossing - Controller Replacement | ☆ | | |
| Lantern Renewal Program | | | ☆ |
| Morphett Street / Gilbert Street Intersection - Lantern Replacement | | ☆ | |
| North Terrace / Botanic Road Intersection - Controller Replacement | | | ☆ |
| North Terrace / City West Campus Pedestrian Crossing - Controller Replacement | ☆ | | |
| North Terrace / City West Campus Pedestrian Crossing - Lantern Replacement | | ☆ | |
| North Terrace / Gawler Place Intersection - Lantern Replacement | | ☆ | |
| North Terrace / Station Road Intersection - Lantern Replacement | | | ☆ |
| North Terrace / Victoria Street Intersection - Lantern Replacement | | ☆ | |
| O'Connell Street / Childers Street Intersection - Controller Replacement | ☆ | | |
| O'Connell Street / Ward Street Intersection - Controller Replacement | | | ☆ |
| Pirie Street / Flinders Street Intersection - Controller Replacement | | ☆ | |
| Pirie Street / Hutt Street Intersection - Controller Replacement | | | ☆ |
| Pirie Street / Hutt Street Intersection - Lantern Replacement | | | ☆ |
| Pirie Street / Pulteney Street Intersection - Controller Replacement | | ☆ | |
| Port Road / Gaol Road Intersection - Lantern Replacement | | | ☆ |
| Pulteney Street / Angas Street Intersection - Cables and Conduits Replacement | ☆ | | |
| Pulteney Street / Carrington Street Intersection - Cables and Conduits Replacement | ☆ | | |

| Traffic Signals | 23/24 | 24/25 | 25/26 |
|---|-----------------|----------------|----------------|
| Pulteney Street / Gilles Street Intersection - Cables and Conduits Replacement | ☆ | | |
| Pulteney Street / Gilles Street Intersection - Controller Replacement | | ☆ | |
| Pulteney Street / Halifax Street Intersection - Controller Replacement | | ☆ | |
| Pulteney Street / Wakefield Street Intersection - Cables and Conduits Replacement | | ☆ | |
| Pulteney Street / Wakefield Street Intersection - Controller Replacement | | ☆ | |
| Rundle Street / Frome Street Intersection - Controller Replacement | | | ☆ |
| South Terrace / Morphett Street Intersection - Controller Replacement | | ☆ | |
| South Terrace Pedestrian Crossing - Controller Replacement | | ☆ | |
| South Terrace Pedestrian Crossing - Lantern Replacement | | ☆ | |
| Sturt Street / West Terrace Intersection - Controller Replacement | | | ☆ |
| Tynte Street Pedestrian Crossing - Controller Replacement | ☆ | | |
| Tynte Street Pedestrian Crossing - Lantern Replacement | | ☆ | |
| Victoria Drive Pedestrian Crossing - Lantern Replacement | ☆ | | |
| Wakefield Street / Frome Street Intersection - Lantern Program | | ☆ | |
| War Memorial Drive Pedestrian Crossing East - Controller Replacement | ☆ | | |
| War Memorial Drive Pedestrian Crossing East - Lantern Replacement | ☆ | | |
| War Memorial Drive Pedestrian Crossing West - Controller Replacement | ☆ | | |
| War Memorial Drive Pedestrian Crossing West - Lantern Replacement | ☆ | | |
| Waymouth Street / Morphett Street Intersection - Lantern Replacement | ☆ | | |
| West Terrace / Franklin Street Intersection - Lantern Replacement | ☆ | | |
| West Terrace / Gouger Street Intersection - Cables and Conduits Replacement | ☆ | | |
| West Terrace / Sturt Street Intersection - Cables and Conduits Replacement | | ☆ | |
| Whitmore Square / Sturt (East) Street Intersection - Controller Replacement | | | ☆ |
| Whitmore Square Pedestrian Crossing West - Lantern Replacement | | | ☆ |
| Traffic Signals Total | \$2.38 m | \$3.10m | \$2.23m |

| Urban Elements | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Urban Elements Design Program | ☆ | ☆ | ☆ |
| Adelaide Bridge - Underneath the Arches Mosaic - Public Art Refurbishment | ☆ | | |
| BBQ Renewal Program | ☆ | ☆ | ☆ |
| Bike Rack Renewal Program | ☆ | ☆ | ☆ |
| Bin Renewal Program | ☆ | ☆ | ☆ |
| Blue Gum Park / Kurangga (Park 20) - 'Brain' Artwork - Public Art Refurbishment | | | ☆ |
| Bollard Renewal Program | | ☆ | ☆ |

| Urban Elements | 23/24 | 24/25 | 25/26 |
|--|-------|-------|-------|
| Bonython Park / Tulya Wardli (Park 27) - Riverside Rowing Club - Boat Landing Renewal | ☆ | | |
| Bonython Park / Tulya Wardli (Park 27) - Start of Survey For The Siting of Adelaide Memorial - Public Art Lighting | ☆ | | |
| Bus Shelter Renewal Program | ☆ | ☆ | |
| Christmas Decoration Renewal Program | ☆ | | |
| Christmas Tree Lighting Renewal | | ☆ | |
| Custom Sign Renewal Program | ☆ | ☆ | ☆ |
| Denise Norton Park / Pardipardinyilla (Park 2) - Bushy Music Playground Renewal | | | ☆ |
| Drinking Fountain Renewal Program | ☆ | ☆ | ☆ |
| East Terrace - Heritage Hitching Post - Public Art Refurbishment | | ☆ | |
| Fence & Gate Renewal Program | ☆ | ☆ | ☆ |
| Flagpole Renewal Program | | ☆ | ☆ |
| G S Kingston Park / Wirrarninthi (Park 23) - Lie of the Land - Public Art Lighting Renewal | ☆ | ☆ | |
| Gouger Street - Mosaic Lamp Posts Refurbishment | ☆ | | |
| Gouger Street - Public Art Refurbishment | | ☆ | |
| Hindley Street - Roy 'Mo' Rene - Public Art Lighting | ☆ | | |
| Leigh Street - Lamp Base - Public Art Refurbishment | | ☆ | |
| Minor Structures Renewal Program | | | ☆ |
| Mistletoe Park / Tainmuntilla (Park 11) - You Are Here - Public Art Refurbishment | | ☆ | |
| North Terrace - Robert Burns Statue - Public Art Refurbishment | | ☆ | |
| North Terrace - South African War Memorial - Public Art Refurbishment | ☆ | | |
| North Terrace - Venere di Canova - Public Art Refurbishment | | ☆ | |
| Parking Machine Renewal Program | ☆ | ☆ | ☆ |
| Planter Box Renewal Program | ☆ | ☆ | ☆ |
| Playground Equipment Renewal Program | ☆ | ☆ | ☆ |
| Playground Softfall Renewal Program | ☆ | ☆ | ☆ |
| Public Art Refurbishment Program | | | ☆ |
| Red Gum Park / Karrawirra (Park 12) - King George V Statue - Public Art Refurbishment | ☆ | | |
| Red Gum Park / Karrawirra (Park 12) - Naval Memorial - Public Art Refurbishment | | | ☆ |
| Red Gum Park / Karrawirra (Park 12) - The Cross of Sacrifice - Public Art Refurbishment | | | ☆ |
| Red Gum Park / Karrawirra (Park 12) - The G.F. and J.H. Angas Memorial - Public Art Refurbishment | | | ☆ |
| Retaining Wall Renewal Program | ☆ | ☆ | ☆ |
| Rundle Mall - Automated Bollard Renewal | ☆ | | |
| Rundle Mall - The Spheres / Malls Balls - Public Art Refurbishment | ☆ | | |

| Urban Elements | 23/24 | 24/25 | 25/26 |
|--|----------------|----------------|----------------|
| Rymill Park / Murlawirrapurka (Park 14) - Picanniny Commemorative Drinking Fountain - Public Art Refurbishment | ☆ | | |
| Seat Renewal Program | ☆ | ☆ | ☆ |
| Sportsfield Renewal Program | | ☆ | ☆ |
| Structures Renewal Program | ☆ | ☆ | |
| Tarntanya Wama (Park 26) - Dedicated To Jack Reedman - Public Art Refurbishment | | | ☆ |
| Tarntanya Wama (Park 26) - Elder Park - The Limits of My Language - Public Art Refurbishment | ☆ | | |
| Tarntanya Wama (Park 26) - Pennington West - Sun Dial - Public Art Refurbishment | ☆ | | |
| Tarntanya Wama (Park 26) - Pinky Flat - Boat Ramp Renewal | ☆ | | |
| Tarntanya Wama (Park 26) - Reedman Fountain - Public Art Refurbishment | ☆ | | |
| Veale Park / Walyu Yarta (Park 21) - Days In The Diocese - Public Art Refurbishment | ☆ | | |
| Veale Park / Walyu Yarta (Park 21) - Mosaic Butterfly Sculpture - Public Art Refurbishment | ☆ | | |
| Victoria Square / Tarntanyangga - Charles Cameron Kingston - Public Art Refurbishment | | ☆ | |
| Victoria Square / Tarntanyangga - Her Majesty Queen Victoria - Public Art Refurbishment | | ☆ | |
| Victoria Square / Tarntanyangga - Urban Lounge Renewal | | | ☆ |
| Whitmore Square / Iparityi - The Voyagers - Public Art Refurbishment | ☆ | | |
| Urban Elements Total | \$4.16m | \$2.85m | \$3.04m |

| Water Infrastructure | 23/24 | 24/25 | 25/26 |
|---|-------|-------|-------|
| Water Infrastructure Design Program | ☆ | ☆ | |
| Blue Gum Park / Kurangga (Park 20) - West of Unley Road - Open Channel Renewal | | ☆ | |
| Botanic Catchment Watercourse - Open Channel Renewal | | ☆ | |
| Gunson Street - Wakefield Street to Angas Street - Stormwater System Renewal | | ☆ | |
| Jerningham Street - Kingston Terrace to Stanley Street - Stormwater System Renewal | | ☆ | |
| Morphett Street - Gouger Street to Wright Street - Stormwater System Renewal | ☆ | | |
| Pelzer Park / Pityarilla (Park 19) - Adjacent Glen Osmond Road - Open Channel Renewal | | ☆ | |
| Pelzer Park / Pityarilla (Park 19) - East of Unley Road - Open Channel Renewal | | ☆ | |
| Pirie Street - Gawler Place to Pultney Street - Stormwater System Renewal | | | ☆ |
| Pitt Street - Franklin Street to Grote Street - Stormwater System Renewal | ☆ | | |
| Rymill Park / Murlawirrapurka (Park 14) - Lake Renewal | ☆ | | |

| Water Infrastructure | 23/24 | 24/25 | 25/26 |
|--|----------------|----------------|----------------|
| South Terrace - O'Halloran Street Intersection - Stormwater System Renewal | ☆ | | |
| Stormwater Pit Renewal Program | ☆ | ☆ | |
| Unley Road - South Terrace to Greenhill Road - Stormwater Culvert Renewal | ☆ | | |
| Whitmore Square / Iparrityi - Stormwater System Renewal | | | ☆ |
| Water Infrastructure Total | \$2.75m | \$2.06m | \$0.71m |

Summary of Changes – Services, Strategic Projects and Operating Initiatives

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

Changes have been classified under 3 Categories:

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

Proposed Strategic Projects 2023/24

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

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

| Category 3 | Program | 23/24 | 24/25 | 25/26 | 23/24 Revenue |
|---|---------------------------------------|---------------|---------------|---------------|----------------------|
| Frome Road Masterplan | Infrastructure | \$75,000 | | | |
| Future Fund Governance Framework Establishment | Strategic Property and Commercial | \$30,000 | | | |
| Master Plan of Light Square | Park Lands, Policy and Sustainability | \$75,000 | | | |
| North Terrace West Masterplan | Infrastructure | \$100,000 | | | |
| Park Lands Biodiversity Survey | Park Lands, Policy and Sustainability | \$150,000 | \$147,000 | | |
| Park Lands Greening | Park Lands, Policy and Sustainability | \$30,000 | | | |
| Private Laneways Fee-for-Service Trial | Regulatory Services | \$50,000 | | | |
| Promoting the City during Adelaide 500 | AEDA | \$250,000 | | | |
| SA Power Networks (SAPN) Luminaire Upgrades | Infrastructure | \$100,000 | | | |
| Smart Lighting Platform Technical Specification | Infrastructure | \$40,000 | \$100,000 | \$100,000 | |
| Strategic Events Fund | AEDA | \$600,000 | \$700,000 | | |
| Transport Strategy | Infrastructure | \$200,000 | | | |
| TOTAL (rounded) | | \$1.7m | \$0.9m | \$0.1m | |

Proposed Service Changes 2023/24

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

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

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

Operating Initiatives 2023/24

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

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

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

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

DRAFT

AEDA Business Plan & Budget

FY 2023/24



Contents

Adelaide Economic Development Agency

AEDA Teams

City Trends & Insights

Vision, Mission & Purpose

Strategies and Actions

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- Visitor Growth

- 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

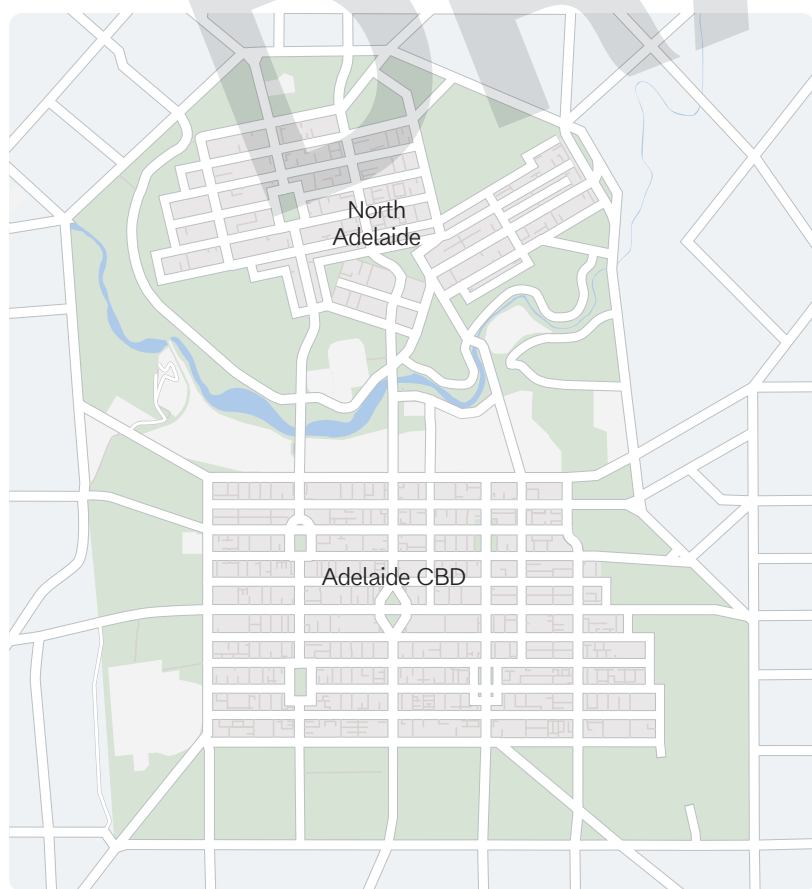
The Adelaide Economic Development Agency (AEDA) is a subsidiary of the City of Adelaide, established in January 2021 to accelerate economic growth in the city.

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.

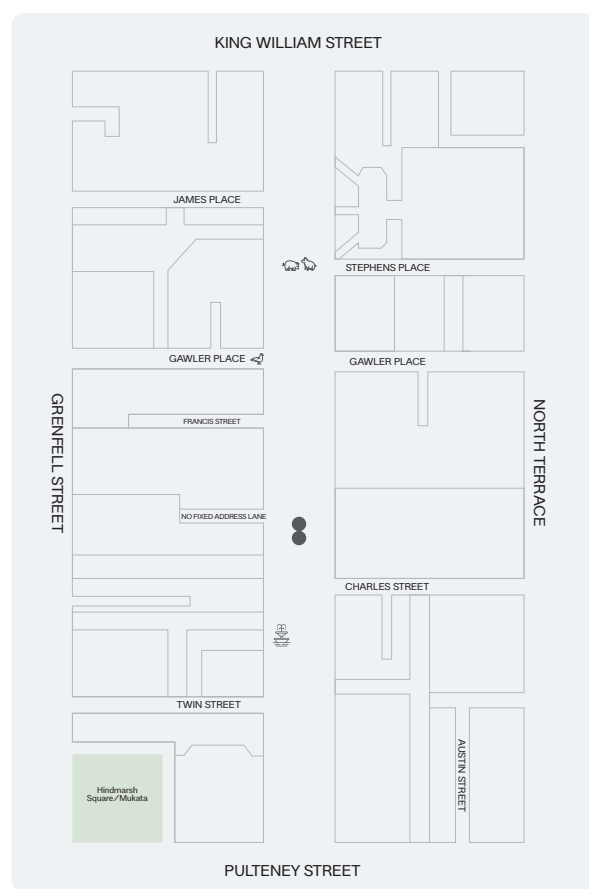
AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate declared by Council on rateable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of 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

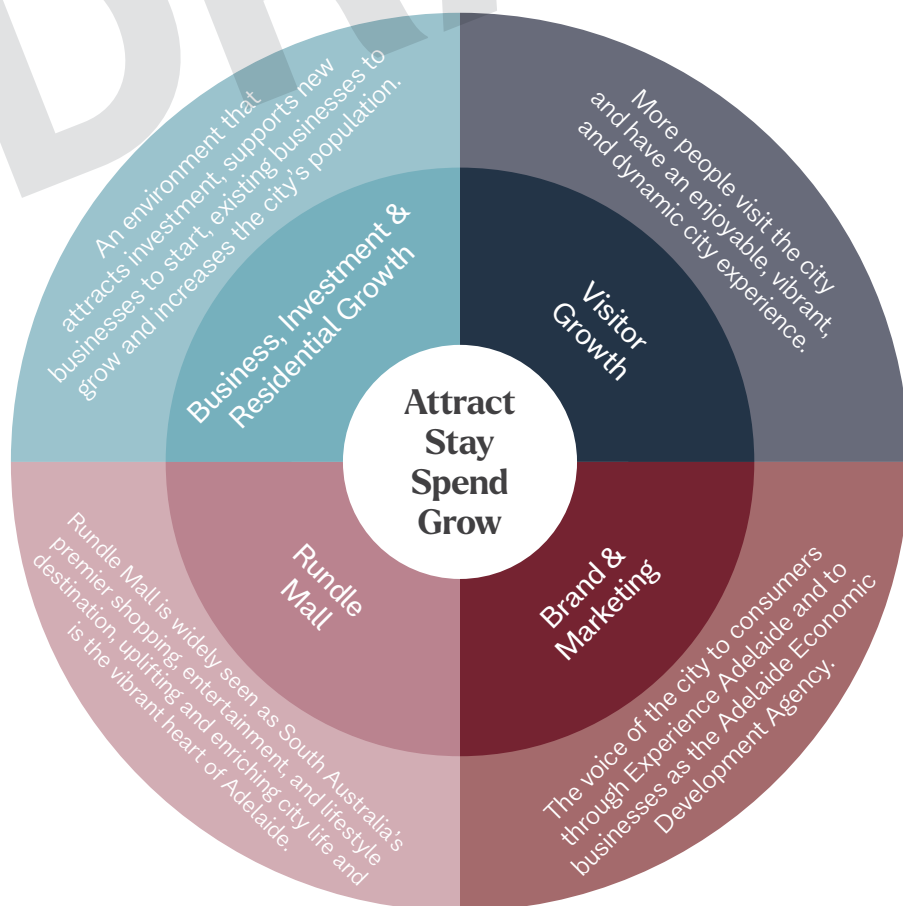
Provide a positive experience so people stay longer, move around the city and return more often

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"> • Increase investment and the number of workers in the city by: <ul style="list-style-type: none"> - 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) - 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) - Working with city-based firms to support their growth - Proactively seeking new investment opportunities including purpose-built student accommodation, new events and retail brands - Investigating development of an interstate and overseas presence to be closer to where investors are and investment decisions are made • Work with institutional investors and developers to identify opportunities to increase the residential product mix in the city • Identify and progress opportunities to improve the economic performance of King William Street, mainstreets and precincts • Provide high quality, current information and data through research, thought leadership and online platforms • Engage with the business community through activities such as AEDA Business Summit and Data4Lunch • 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 • Support the efforts of businesses to attract workers and engage new employees into the life of the city • 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 • Redesign the approach to supporting the growth and establishment of small businesses in the city • Management of the Strategic Partnerships Program | <ul style="list-style-type: none"> • 50 inward investment proposals/local expansions supported, with at least 10,000sqm of office space committed to • 1,000 Welcome to Adelaide employee introduction packs distributed • 30+ vacant shopfronts/premises activated • Deliver AEDA Business Summit • Deliver 3 industry briefing events • Enrolled international student numbers 5+% above 2019 levels (44,318 students across all segments) • 2+% increase in the number of city workers above 2020/21 levels (148,369) • 2+% increase in the number of city businesses above 2020/21 levels (12,018) • 2 campaigns/projects/market interventions to support emerging industries in the city |

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

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"> • 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"> - New Rundle Mall sound system (pending Council's budget decisions) - Entertainment precinct development - Laneway vibrancy and activation projects • Seek out new retail brands in key national markets, underpinned by development of business-to-business attraction plan • Work with retailers and property owners to identify and inform them of emerging strategic opportunities • Target retail brand activations and on-Mall experiences that complement the Rundle Mall vision • 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 • 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"> - Retail marketing highlighting precinct range, brands and products - Maintain engagement in digital channels - Progression of business-to-business strategy - Events & activations | <ul style="list-style-type: none"> • 3 recommendations from Rundle Mall place vision workshop implemented • 5 major brands committed to Rundle Mall • Stakeholders agree that the volume and quality of communication and data/ insights to stakeholders has improved over the previous 12 months • Rundle Mall average strip vacancy rates below 8% • Average vacancy rates below 20% for arcades, centres and laneways in the Rundle Mall precinct • 3 significant campaigns that are aligned with exclusive city events and festivals • Uplift in foot traffic across 3 major events/ festivals • Uplift in market share across 3 major events/ festivals • MAT market share remains above 5% |

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"> • Deliver and execute an AEDA marketing strategy that will assist in achieving the actions and outcomes of each key result area • Provide opportunities for businesses to participate in, or leverage marketing investment (including state government led projects) • Raise awareness of AEDA's purpose and how organisations can interact and benefit from programs in the city business community • 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 • Partner with state government on joint marketing initiatives designed to increase the city's profile as a place to invest, work, live and visit • 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) • 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 • 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) • 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) • Deliver campaigns that promote the city as a destination to invest, live, and visit | <ul style="list-style-type: none"> • Generate \$2 million in advertising space rate with reference to City of Adelaide/ AEDA • Support 200 city businesses to establish or extend their e-commerce capability on byADL.com.au • Total city expenditure above \$4.45b |

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 | \$1,270,000 |
| Rundle Mall Levy | \$3,900,416 | \$3,890,416 |
| Rundle Mall Supplementary Revenue | | \$360,000 |
| Visitor Experience Centre | \$18,775 | \$18,775 |
| Total Income | \$14,876,673 | \$13,635,525 |

| 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 | \$2,646,326 |
| Rundle Mall Marketing and Activations Expenditure* | \$2,110,841 | \$2,449,025 |
| Rundle Mall Admin Operations* | \$1,789,575 | \$1,801,391 |
| Total Expenditure | \$14,876,673 | \$13,635,525 |

* 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 | \$250,000 |
| Interstate & Intrastate Visitor Campaign | \$250,000 | \$0 |
| Total Strategic Projects | \$2,175,000 | \$1,270,000 |

| 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 |
| Total Reignite Initiatives | \$1,589,767 | \$0 |

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 |
| Total Admin Operations Expenditure | \$1,831,016 | \$1,801,391 |

| 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 |
| Total Marketing Activations Expenditure | \$1,986,202 | \$2,449,025 |



Appendix

Rundle Mall Events, Activations & Promotions Calendar

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

Appendix

Rundle Mall Events, Activations & Promotions Calendar

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

DRAFT

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

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



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

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 |
| Total Income | 4,377 | 4,914 |
| | | |
| <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 |
| Total Expenditure | 4,794 | 5,310 |
| | | |
| Operating Surplus / (Deficit) | (417) | (395) |



Thank you





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



Contents

| | |
|---|----------------|
| KADALTILLA / ADELAIDE PARK LANDS AUTHORITY | PAGE 3 |
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| STRATEGIC PRIORITIES & PERFORMANCE | PAGE 10 |
| KADALTILLA BUDGET SUMMARY | PAGE 21 |

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.



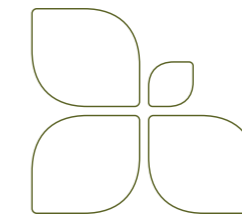
Acknowledgement to Country

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*.

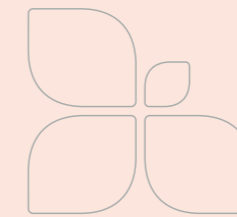
Kadaltilla and its Board are the same entity.

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 |
| Total Income | \$253,360 | \$217,734 | \$83,451 |

| 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 |
| Total Expenditure | \$253,360 | \$217,734 | \$83,451 |

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