



# COUNCIL

## Agenda and Reports

for the meeting on

Tuesday, 26 November 2024

at 5.30 pm

in the Council Chamber, Adelaide Town Hall

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Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**

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

## Agenda

Item	Pages
<b>1. Acknowledgement of Country</b>	
The Lord Mayor will state:	
‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.	
And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
<b>2. Acknowledgement of Colonel William Light</b>	
The Lord Mayor will state:	
‘The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia’s planning heritage.’	
<b>3. Prayer</b>	
The Lord Mayor will state:	
‘We pray for wisdom, courage, empathy, understanding and guidance in the decisions that we make, whilst seeking and respecting the opinions of others.’	
<b>4. Pledge</b>	
The Lord Mayor will state:	
‘May we in this meeting speak honestly, listen attentively, think clearly and decide wisely for the good governance of the City of Adelaide and the wellbeing of those we serve.’	
<b>5. Memorial Silence</b>	
The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.	
<b>6. Apologies and Leave of Absence</b>	
Nil	
<b>7. Confirmation of Minutes - 12/11/2024</b>	
That the Minutes of the meeting of the Council held on 12 November 2024, be taken as read and be confirmed as an accurate record of proceedings.	
View public <a href="#">12 November 2024 Minutes</a> .	
<b>8. Declaration of Conflict of Interest</b>	

<b>9.</b>	<b>Deputations</b>	
	Granted at time of Agenda Publication – 21/11/2024	
	Nil	
<b>10.</b>	<b>Petitions</b>	
	Nil	
	<b>Recommendation/Advice from Committee/s</b>	
<b>11.</b>	<b>Recommendations of the Audit and Risk Committee - 8 November 2024</b>	4 - 8
<b>12.</b>	<b>Recommendations of the City Finance and Governance Committee - 19 November 2024</b>	9 - 181
<b>13.</b>	<b>Recommendations of the Infrastructure and Public Works Committee - 19 November 2024</b>	182 - 220
<b>14.</b>	<b>Reports for Council (Chief Executive Officer's Reports)</b>	
	14.1 Appointment of Council Members to Audit and Risk Committee	221 - 223
	14.2 Appointment of Council Member to Adelaide Central Market Authority	224 - 227
	14.3 Appointments to External Bodies	228 - 230
<b>15.</b>	<b>Lord Mayor's Reports</b>	
<b>16.</b>	<b>Councillors' Reports</b>	
	16.1 Reports from Council Members	231 - 233
<b>17.</b>	<b>Motions on Notice</b>	
	17.1 Councillor Martin - MoN - Redundant Policies and Strategies	234 - 235
<b>18.</b>	<b>Motions without Notice</b>	
<b>19.</b>	<b>Questions on Notice</b>	
	Nil	
<b>20.</b>	<b>Questions without Notice</b>	
<b>21.</b>	<b>Exclusion of the Public</b>	236 - 238
	In accordance with sections 90(2),(3) and (7) of the <i>Local Government Act 1999 (SA)</i> Council will consider whether to discuss in confidence the reports contained within section 22 and 23 of this Agenda.	
	<b>Confidential Recommendation/Advice from Committee/s</b>	
<b>22.</b>	Confidential Audit and Risk Committee Report - 8 November 2024 [s 90(3) (i)]	239 - 240
<b>23.</b>	<b>Confidential Reports for Council (Chief Executive Officer's Reports)</b>	
	23.1 Appointment of Adelaide Economic Development Agency Board Member [S90(3) (a)]	241 - 244
<b>24.</b>	<b>Closure</b>	

## Recommendations of the Audit and Risk Committee

Tuesday, 26 November 2024  
Council

Strategic Alignment - Our Corporation

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**  
Martin Smallridge, Acting Chief  
Operating Officer

### EXECUTIVE SUMMARY

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

The Audit and Risk Committee is required to report to Council after every meeting.

This report presents the outcomes of the Audit and Risk Committee meeting of 8 November 2024 ([Link 1](#)).

The Audit and Risk Committee resolved to present a recommendation on the following matter to Council for Council determination:

Item 6.3 - 2024/25 Business Plan & Budget Quarter 1 Update

### RECOMMENDATION

#### 1. Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update

##### THAT COUNCIL

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 1 Update as provided in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Approves adjustments for the 2024/25 Business Plan and Budget (BP&B) as identified in this report and reflected in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
3. Notes the year-to-date Operating (Financial Performance) for the quarter ending 30 September 2024, which includes:
  - 3.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
  - 3.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period)
  - 3.3. An operating surplus of \$4.907m (\$0.476m lower than the budget of \$5.383m, for the period)
  - 3.4. Total Capital Expenditure of \$17.063m (\$0.266 higher than the budget of \$16.797m, for the period)
  - 3.5. Net cash surplus position of \$27.782m.

4. Approves the budgeted year end Operating Position, which includes:
    - 4.1. Total operating income of \$235.708m (\$0.483m higher than the adopted budget of \$235.225m)
    - 4.2. Total operating expenses (including depreciation) of \$226.341m (\$0.483m higher than the adopted budget of \$225.858)
    - 4.3. An operating surplus of \$9.367m (consistent with the adopted budget of \$0.9367m).
  5. Approves total capital expenditure of \$122.912m for 2024/25 year (\$10.081m higher than the adopted budget of \$112.831m).
  6. Approves total borrowings of \$23.733m projected to 30 June 2025 (\$29.944m lower than the adopted projected borrowings of \$53.677m to 30 June 2025).
  7. Receives the Council Subsidiary Q1 updates as provided as Attachments B, C, D and E to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
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# DISCUSSION

1. The Audit and Risk Committee met on 8 November 2024 and considered the following items:
  - 1.1. Item 6.1 - Contract Management Internal Audit – KPMG
  - 1.2. Item 6.2 - Culture Survey Review – KPMG
  - 1.3. Item 6.3 - 2024/25 Business Plan & Budget Quarter 1 Update
  - 1.4. Item 6.4 - Internal Audit Progress Report
  - 1.5. Item 6.5 - Record Keeping Internal Audit
  - 1.6. Item 6.6 - Audit and Risk Committee Self-Assessment Results
  - 1.7. Item 11.1 - Strategic Risk and Internal Audit Update (considered in confidence pursuant to s 90(3) (i) of the *Local Government Act 1999* (SA)).
2. The public component of the Agenda with reports for the meeting can be viewed at [Link 1](#).
3. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.

## Resolutions of the Committee

4. Item 6.1 - Contract Management Internal Audit – KPMG

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Contract Management Internal Audit report provided as Attachment A to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Endorses the response of the Administration to the Contract Management Internal Audit report as outlined in Attachment A to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
3. Notes that the Project Health Check Internal Audit (Capital Works) will be distributed to the Audit and Risk Committee Members.

Original Recommendation as printed in the Audit and Risk Committee Agenda

### THAT THE AUDIT AND RISK COMMITTEE

1. *Notes the Contract Management Internal Audit report provided as Attachment A to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.*
2. *Endorses the response of the Administration to the Contract Management Internal Audit report as outlined in Attachment A to Item 6.1 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.*

5. Item 6.2 - Culture Survey Review – KPMG

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Culture Survey Review Internal Audit report provided as Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Endorses the response of the Administration to the Culture Survey Review Internal Audit report as outlined in Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
3. Notes that the 2024 Culture Survey has been undertaken and the Audit and Risk Committee seeks further information on the impact of the survey results on the Workforce Management Strategy.
4. Notes that a report against the progress regarding agreed management actions in relation to the Culture Survey Internal Audit and the impact on staff will be brought back to the Audit and Risk Committee.

Original Recommendation as printed in the Audit and Risk Committee Agenda

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Culture Survey Review Internal Audit report provided as Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Endorses the response of the Administration to the Culture Survey Review Internal Audit report as outlined in Attachment A to Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.

6. Item 6.3 - 2024/25 Business Plan & Budget Quarter 1 Update

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 1 Update as provided in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Approves adjustments for the 2024/25 Business Plan and Budget (BP&B) as identified in this report and reflected in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
3. Notes the year-to-date Operating (Financial Performance) for the quarter ending 30 September 2024, which includes:
  - 3.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
  - 3.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period)
  - 3.3. An operating surplus of \$4.907m (\$0.476m lower than the budget of \$5.383m, for the period)
  - 3.4. Total Capital Expenditure of \$17.063m (\$0.266 higher than the budget of \$16.797m, for the period)
  - 3.5. Net cash surplus position of \$27.782m.
4. Approves the budgeted year end Operating Position, which includes:
  - 4.1. Total operating income of \$235.708m (\$0.483m higher than the adopted budget of \$235.225m)
  - 4.2. Total operating expenses (including depreciation) of \$226.341m (\$0.483m higher than the adopted budget of \$225.858)
  - 4.3. An operating surplus of \$9.367m (consistent with the adopted budget of \$0.9367m).
5. Approves total capital expenditure of \$122.912m for 2024/25 year (\$10.081m higher than the adopted budget of \$112.831m).
6. Approves total borrowings of \$23.733m projected to 30 June 2025 (\$29.944m lower than the adopted projected borrowings of \$53.677m to 30 June 2025).
7. Receives the Council Subsidiary Q1 updates as provided as Attachments B, C, D and E to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.

7. Item 6.4 - Internal Audit Progress Report

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the progress of the Internal Audit Plan as outlined in Item 6.4 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Notes the progress of the completion of Internal Audit Actions as outlined in Item 6.4 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.

8. Item 6.5 - Record Keeping Internal Audit

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the internal audit report provided as Attachment A to Item 6.5 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.

2. Endorses the responses of the Administration to the Record Keeping Internal Audit Report as outlined in Attachment A to Item 6.5 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
9. Item 6.6 - Audit and Risk Committee Self-Assessment Results

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the results of the Audit and Risk Committee Self-Assessment 2024 outlined in Attachment A to Item 6.6 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.
2. Notes that the following actions will be considered by the Audit and Risk Committee at a future meeting of the Audit and Risk Committee:
  - 2.1. Briefing on the Future Fund;
  - 2.2. Workshops or briefings to be provided on any other key developments within the City of Adelaide and its subsidiaries such as AEDA and ACMA;
  - 2.3. To receive a presentation from the Strategic Risk and Internal Audit Group; and
  - 2.4. Investigate options for additional information to be included in the minutes of the meeting.

Original Recommendation as printed in the Audit and Risk Committee Agenda

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the results of the Audit and Risk Committee Self-Assessment 2024 outlined in Attachment A to Item 6.6 on the Agenda for the meeting of the Audit and Risk Committee held on 8 November 2024.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Public component of Agenda for the Audit and Risk Committee on 8 November 2024

**Link 2** – [Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update – Attachment A](#)

**Link 3** – [Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update – Attachment B](#)

**Link 4** – [Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update – Attachment C](#)

**Link 5** – [Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update – Attachment D](#)

**Link 6** – [Recommendation 1 – Item 6.3 – 2024/25 Business Plan & Budget Quarter 1 Update – Attachment E](#)

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## ATTACHMENTS

Nil

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- END OF REPORT -



## Recommendations of the City Finance and Governance Committee – 19 November 2024

Tuesday, 26 November 2024  
Council

Strategic Alignment – Our Corporation

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**  
Martin Smallridge, Acting Chief  
Operating Officer

## EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Items at its meeting held on 19 November 2024 and resolved to present to Council the following recommendations for Council determination:

- Item 7.1 – 2024/25 Business Plan & Budget Quarter 1 Update
- Item 7.2 – Adelaide Economic Development Agency Strategic Plan
- Item 7.3 - Event Spread across City of Adelaide and North Adelaide
- Item 7.4 - By-Law Implementation Report
- Item 7.5 - City of Music Laneway Naming – The Angels Lane
- Item 7.6 - Determination of Time and Place of Ordinary Meetings of Council for 2025
- Item 7.7 - 2024 Confidential Orders Review
- Item 7.8 - Council Member Training and Development Policy Review
- Item 7.9 - Council Member Allowances and Benefits Policy Review
- Item 7.10 - Prudential Management Policy

## RECOMMENDATION

### 1. **Recommendation 1** – Item 7.1 - 2024/25 Business Plan & Budget Quarter 1 Update

#### THAT COUNCIL:

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 1 Update as provided in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
2. Approves adjustments for the 2024/25 Business Plan and Budget (BP&B) as identified in this report and reflected in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
3. Notes the year-to-date Operating (Financial Performance) for the quarter ending 30 September 2024, which includes:
  - 3.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
  - 3.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period)
  - 3.3. An operating surplus of \$4.907m (\$0.476m lower than the budget of \$5.383m, for the period)

- 3.4. Total Capital Expenditure of \$17.063m (\$0.266 higher than the budget of \$16.797m, for the period)
- 3.5. Net cash surplus position of \$27.782m.
4. Approves the budgeted year end Operating Position, which includes:
  - 4.1. Total operating income of \$235.708m (\$0.483m higher than the adopted budget of \$235.225m)
  - 4.2. Total operating expenses (including depreciation) of \$226.341m (\$0.483m higher than the adopted budget of \$225.858)
  - 4.3. An operating surplus of \$9.367m (consistent with the adopted budget of \$0.9367m).
5. Approves total capital expenditure of \$122.912m for 2024/25 year (\$10.081m higher than the adopted budget of \$112.831m).
6. Approves total borrowings of \$23.733m projected to 30 June 2025 (\$29.944m lower than the adopted projected borrowings of \$53.677m to 30 June 2025).
7. Receives the Council Subsidiary Quarter 1 updates as provided as Attachments B, C, D and E to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

2. **Recommendation 2** – Item 7.2 - Adelaide Economic Development Agency Strategic Plan

THAT COUNCIL:

1. Notes the 2024/25 - 2028/29 Adelaide Economic Development Agency Strategic Plan as per Attachment A to Item 7.2 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

3. **Recommendation 3** – Item 7.3 - Event Spread across City of Adelaide and North Adelaide

THAT COUNCIL:

1. Notes the findings of the engagement with event organisers and State Government.
2. Notes that weightings in the AEDA Commercial Events Funds have been amended to encourage a spread of event activity across the city.
3. Notes initiatives already being delivered by the City of Adelaide and AEDA which support event spread across the City and North Adelaide.

4. **Recommendation 4** – Item 7.4 - By-Law Implementation Report

THAT COUNCIL:

1. Adopts, in accordance with Section 246(5) of the Local Government Act 1999 (SA) and Section 14C of the Acts Interpretation Act 1915, the expiation fees for alleged offences against Clause 5.1 of Council's Permits and Penalties By-law 2024 and Clause 8.1 of Council's Rundle Mall By-law 2024. These are included at Attachment A to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024 effective on the date the by-laws come into operation.
2. Authorises in exercise of the power contained in Section 44 of the Local Government Act 1999 (SA) and Section 14C of the Acts Interpretation Act 1915, the powers and functions under the following by-laws and specified in the proposed Instruments of Delegation for by-laws contained in the Attachments B – I to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024, to be hereby delegated to the person occupying the office of the Chief Executive Officer, or any person acting in the position of Chief Executive Officer effective on the date on which the by-laws come into operation, subject to the conditions and or limitations specified herein or in the Schedule of Conditions in the proposed Instruments of Delegation for the by-laws:
  - 2.1. Permits and Penalties By-law 2024
  - 2.2. Local Government Land By-law 2024
  - 2.3. Roads By-law 2024

2.4. Waste Management By-law 2024

2.5. Rundle Mall By-law 2024

2.6. Dogs By-law 2024

2.7. Cats By-law 2024

2.8. Lodging House By-law 2024.

3. Authorises the Chief Executive Officer to sub-delegate the powers referred to in paragraph 2 to other employees of the Council:

3.1. As the Chief Executive Officer considers fit; and

3.2. In accordance with the relevant legislation; unless

3.3. Otherwise indicated in this report; or

3.4. Otherwise indicated in the Schedule of Conditions contained in the proposed Instruments of Delegation for the by-laws.

5. **Recommendation 5** – Item 7.5 - City of Music Laneway Naming – The Angels Lane

THAT COUNCIL:

1. Approves, pursuant to section 219 of the Local Government Act 1999 (SA), naming the unnamed private road (Lettered 'A' and 'C' on Filed Plan 16026 which commences at 125 Hindley Street, runs in a southerly direction for approximately 32 metres and then turns and runs in a westerly direction for approximately 120 metres whereupon it meets Morphett Street) 'The Angels Lane'.

2. Approves, pursuant to section 219 of the Local Government Act 1999 (SA), changing the name of the public road currently known as 'The Angels Lane' to 'Gallerie Lane'.

3. Notes that in accordance with statutory requirements, to put Council's decision into effect, the Chief Executive Officer will:

3.1 give 'public notice' of Council's decision; and

3.2 notify the Registrar-General, Surveyor-General and Valuer-General of Council's decision.

6. **Recommendation 6** – Item 7.6 - Determination of Time and Place of Ordinary Meetings of Council for 2025

THAT COUNCIL:

1. Approves that the ordinary council meetings will be held from 5.30pm in the Council Chambers, Town Hall, Adelaide on the second and fourth Tuesday of every month (except in January and December 2025), in accordance with the meeting schedule outlined below:

Tuesday 28 January 2025

Tuesday 11 February 2025

Tuesday 25 February 2025

Tuesday 11 March 2025

Tuesday 25 March 2025

Tuesday 8 April 2025

Tuesday 22 April 2025

Tuesday 13 May 2025

Tuesday 27 May 2025

Tuesday 10 June 2025

Tuesday 24 June 2025

Tuesday 8 July 2025

Tuesday 22 July 2025

Tuesday 12 August 2025

Tuesday 26 August 2025

Tuesday 9 September 2025

Tuesday 23 September 2025

Tuesday 14 October 2025

Tuesday 28 October 2025

Tuesday 11 November 2025

Tuesday 25 November 2025

Tuesday 9 December 2025

2. Delegates authority to the Chief Executive Officer to amend the date and time of ordinary Council meetings should the need arise, with advice provided to Council Members as soon as practical when a need for change is identified and formal notification provided in accordance with the requirements of section 83(1) of the Local Government Act 1999 (SA).

7. **Recommendation 7** – Item 7.7 - 2024 Confidential Orders Review

THAT COUNCIL:

1. Notes that a review of the 504 active confidentiality orders (May 2005 – October 2024) has been undertaken in accordance with Section 91(9) of the Local Government Act 1999 (SA).
2. Notes that 16 active confidentiality orders will be released in part or in full during December 2024.
3. Approves the extension of 50 confidentiality orders as identified in Attachment A to Item 7.7 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

8. **Recommendation 8** – Item 7.8 - Council Member Training and Development Policy Review

THAT COUNCIL:

1. Notes that a Council Member Training and Development Plan will be presented to Council for consideration in February 2025.
2. Notes that a survey will be distributed to Council Members which will inform the content of the Council Member Training and Development Plan.
3. Adopts the revised Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.
4. Authorises the Chief Executive Officer to make any typographical or syntactical updates as required to finalise the Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.

9. **Recommendation 9** – Item 7.9 - Council Member Allowances and Benefits Policy Review

THAT COUNCIL:

1. Adopts the revised Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
2. Authorises the Chief Executive Officer or delegate to make minor editorial amendments to finalise the Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

10. **Recommendation 10** – Item 7.10 - Prudential Management Policy

THAT COUNCIL:

1. Adopts the updated Prudential Management Policy (2024) as per Attachment A to Item 7.10 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

2. Notes that the annual indexed prudential report threshold will be published annually in an E-News to Council Members as well as on the City of Adelaide's Doing business with Council web page.
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## DISCUSSION

1. The City Finance and Governance Committee met at a meeting of the Committee on Tuesday 19 November 2024. The Agenda with public reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matters were the subject of deliberation:

### 3.1. Item 7.1 – 2024/25 Business Plan & Budget Quarter 1 Update

#### THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

#### THAT COUNCIL:

#### THAT COUNCIL:

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 1 Update as provided in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
2. Approves adjustments for the 2024/25 Business Plan and Budget (BP&B) as identified in this report and reflected in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
3. Notes the year-to-date Operating (Financial Performance) for the quarter ending 30 September 2024, which includes:
  - 3.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
  - 3.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period)
  - 3.3. An operating surplus of \$4.907m (\$0.476m lower than the budget of \$5.383m, for the period)
  - 3.4. Total Capital Expenditure of \$17.063m (\$0.266 higher than the budget of \$16.797m, for the period)
  - 3.5. Net cash surplus position of \$27.782m.
4. Approves the budgeted year end Operating Position, which includes:
  - 4.1. Total operating income of \$235.708m (\$0.483m higher than the adopted budget of \$235.225m)
  - 4.2. Total operating expenses (including depreciation) of \$226.341m (\$0.483m higher than the adopted budget of \$225.858)
  - 4.3. An operating surplus of \$9.367m (consistent with the adopted budget of \$0.9367m).
5. Approves total capital expenditure of \$122.912m for 2024/25 year (\$10.081m higher than the adopted budget of \$112.831m).
6. Approves total borrowings of \$23.733m projected to 30 June 2025 (\$29.944m lower than the adopted projected borrowings of \$53.677m to 30 June 2025).
7. Receives the Council Subsidiary Quarter 1 updates as provided as Attachments B, C, D and E to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

For ease, Attachments A - E relating to Recommendation 1, Item 7.1, have been included at the end of this recommendation report.

### 3.2. Item 7.2 – Adelaide Economic Development Agency Strategic Plan

#### THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

#### THAT COUNCIL:

1. Notes the 2024/25 - 2028/29 Adelaide Economic Development Agency Strategic Plan as per Attachment A to Item 7.2 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

For ease, Attachment A relating to Recommendation 2, Item 7.2, has been included at the end of this recommendation report.

3.3. Item 7.3 – Event Spread across City of Adelaide and North Adelaide

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Notes the findings of the engagement with event organisers and State Government.
2. Notes that weightings in the AEDA Commercial Events Funds have been amended to encourage a spread of event activity across the city.
3. Notes initiatives already being delivered by the City of Adelaide and AEDA which support event spread across the City and North Adelaide.

3.4. Item 7.4 – By-Law Implementation Report

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Adopts, in accordance with Section 246(5) of the Local Government Act 1999 (SA) and Section 14C of the Acts Interpretation Act 1915, the expiation fees for alleged offences against Clause 5.1 of Council's Permits and Penalties By-law 2024 and Clause 8.1 of Council's Rundle Mall By-law 2024. These are included at Attachment A to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024 effective on the date the by-laws come into operation.
2. Authorises in exercise of the power contained in Section 44 of the Local Government Act 1999 (SA) and Section 14C of the Acts Interpretation Act 1915, the powers and functions under the following by-laws and specified in the proposed Instruments of Delegation for by-laws contained in the Attachments B – I to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024, to be hereby delegated to the person occupying the office of the Chief Executive Officer, or any person acting in the position of Chief Executive Officer effective on the date on which the by-laws come into operation, subject to the conditions and or limitations specified herein or in the Schedule of Conditions in the proposed Instruments of Delegation for the by-laws:
  - 2.1. Permits and Penalties By-law 2024
  - 2.2. Local Government Land By-law 2024
  - 2.3. Roads By-law 2024
  - 2.4. Waste Management By-law 2024
  - 2.5. Rundle Mall By-law 2024
  - 2.6. Dogs By-law 2024
  - 2.7. Cats By-law 2024
  - 2.8. Lodging House By-law 2024.
3. Authorises the Chief Executive Officer to sub-delegate the powers referred to in paragraph 2 to other employees of the Council:
  - 3.1. As the Chief Executive Officer considers fit; and
  - 3.2. In accordance with the relevant legislation; unless
  - 3.3. Otherwise indicated in this report; or
  - 3.4. Otherwise indicated in the Schedule of Conditions contained in the proposed Instruments of Delegation for the by-laws.

For ease, Attachments A - I relating to Recommendation 4, Item 7.4, have been included at the end of this recommendation report.

3.5. Item 7.5 – City of Music Laneway Naming – The Angels Lane

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Approves, pursuant to section 219 of the Local Government Act 1999 (SA), naming the unnamed private road (Lettered 'A' and 'C' on Filed Plan 16026 which commences at 125 Hindley Street, runs in a southerly direction for approximately 32 metres and then turns and runs in a westerly direction for approximately 120 metres whereupon it meets Morphett Street) 'The Angels Lane'.
2. Approves, pursuant to section 219 of the Local Government Act 1999 (SA), changing the name of the public road currently known as 'The Angels Lane' to 'Gallerie Lane'.
3. Notes that in accordance with statutory requirements, to put Council's decision into effect, the Chief Executive Officer will:
  - 3.1 give 'public notice' of Council's decision; and
  - 3.2 notify the Registrar-General, Surveyor-General and Valuer-General of Council's decision.

3.6. Item 7.6 – Determination of Time and Place of Ordinary Meetings of Council for 2025

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Approves that the ordinary council meetings will be held from 5.30pm in the Council Chambers, Town Hall, Adelaide on the second and fourth Tuesday of every month (except in January and December 2025), in accordance with the meeting schedule outlined below:

Tuesday 28 January 2025

Tuesday 11 February 2025

Tuesday 25 February 2025

Tuesday 11 March 2025

Tuesday 25 March 2025

Tuesday 8 April 2025

Tuesday 22 April 2025

Tuesday 13 May 2025

Tuesday 27 May 2025

Tuesday 10 June 2025

Tuesday 24 June 2025

Tuesday 8 July 2025

Tuesday 22 July 2025

Tuesday 12 August 2025

Tuesday 26 August 2025

Tuesday 9 September 2025

Tuesday 23 September 2025

Tuesday 14 October 2025

Tuesday 28 October 2025

Tuesday 11 November 2025

Tuesday 25 November 2025

Tuesday 9 December 2025



2. Delegates authority to the Chief Executive Officer to amend the date and time of ordinary Council meetings should the need arise, with advice provided to Council Members as soon as practical when a need for change is identified and formal notification provided in accordance with the requirements of section 83(1) of the Local Government Act 1999 (SA).

3.7. Item 7.7 – 2024 Confidentiality Orders Review

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Notes that a review of the 504 active confidentiality orders (May 2005 – October 2024) has been undertaken in accordance with Section 91(9) of the Local Government Act 1999 (SA).
2. Notes that 16 active confidentiality orders will be released in part or in full during December 2024.
3. Approves the extension of 50 confidentiality orders as identified in Attachment A to Item 7.7 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

For ease, Attachment A relating to Recommendation 7, Item 7.7, has been included at the end of this recommendation report.

3.8. Item 7.8 – Council Member Training and Development Policy Review

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Notes that a Council Member Training and Development Plan will be presented to Council for consideration in February 2025.
2. Notes that a survey will be distributed to Council Members which will inform the content of the Council Member Training and Development Plan.
3. Adopts the revised Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.
4. Authorises the Chief Executive Officer to make any typographical or syntactical updates as required to finalise the Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.

For ease, Attachment A relating to Recommendation 8, Item 7.8, has been included at the end of this recommendation report.

3.9. Item 7.9 – Council Member Allowances and Benefits Policy Review

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Adopts the revised Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
2. Authorises the Chief Executive Officer or delegate to make minor editorial amendments to finalise the Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

For ease, Attachment A relating to Recommendation 9, Item 7.9, has been included at the end of this recommendation report.

3.10. Item 7.10 – Prudential Management Policy

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Adopts the updated Prudential Management Policy (2024) as per Attachment A to Item 7.10 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.

2. Notes that the annual indexed prudential report threshold will be published annually in an E-News to Council Members as well as on the City of Adelaide's Doing business with Council web page.

For ease, Attachment A relating to Recommendation 10, Item 7.10, has been included at the end of this recommendation report.

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## DATA AND SUPPORTING INFORMATION

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

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## ATTACHMENTS

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- END OF REPORT -

2024/25

# Business Plan & Budget

Our Adelaide. Bold. Aspirational. Innovative.



July to September 2024  
**Quarter 1 Update**

# Kurna Acknowledgement

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnedi (inbarendi). Kurna meyunna yaitya mattanya Womma Tandanyako. Parnako yailtya, panuko 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.

## Legend




Throughout this document, these icons represent:

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### Status

-  that the project timeline, delivery and budget are on track (based on latest adopted schedule and budget)
-  that the project has risks that are being managed and may exceed estimated time and adopted budget
-  that the project is no longer on track or within adopted budget / delivered outside of schedule and budget

### Budget

-  that there is no change from the most recent adopted budget to the proposed budget
-  that there is an increase from the most recent adopted budget to the proposed budget
-  that there is a decrease from the most recent adopted budget to the proposed budget

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# CEO Message

## Delivering the 2024/25 Business Plan and Budget



The 2024/25 Business Plan and Budget drives delivery on the first year of the City of Adelaide Strategic Plan 2024-2028. This report highlights our progress for Quarter 1 against the objectives of the Business Plan and Budget and the corresponding aspirations of our Strategic Plan.

At the end of Quarter 1, all eight Key Objectives of the 2024/25 Business Plan and Budget were commenced and are on track for delivery by the end of the financial year.

The 2024/25 Capital Program started the year with strong progress being made across both New and Significant Upgrades and Renewals. Eight New and Significant projects reached practical completion, including the Market to Riverbank Link Project, which was completed with the upgrade of Pitt Street. This marks the finalisation of an eight-year partnership with the Government of South Australia to create a link from the Riverbank Precinct through to the iconic Adelaide Central Market.

The Renewal Program has started the year with 19 projects achieving practical completion in the first quarter, including Park 26 Light's Vision footpath renewal, and many projects commencing, including important ICT network and security updates.

At the end of Quarter 1 the Strategic Project program was 42% committed or spent, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. The Social Work in Libraries Evaluation Framework project was scoped and will support the delivery of the Homelessness Strategy – Everyone's Business. Two Strategic Projects were finalised in Quarter 1; SA Power Networks Luminaire Upgrade and Social Planning Homelessness and Adelaide Zero Project Resourcing.

The ongoing financial planning and management over Quarter 1 has seen delivery of an operating result generally in line with the budget. The forecast operating surplus of \$9.367m will ensure that we remain in a strong position to support our priority to deliver the 2024/25 Business Plan and Budget within the parameters adopted by Council, the Long-Term Financial Plan, and associated Asset Management Plans.

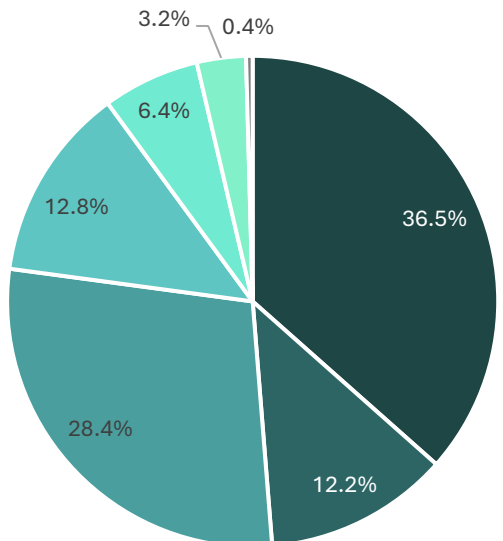
I encourage you to read through and review this progress report to recognise the Quarter 1 achievements towards the delivery of the City of Adelaide's 2024/25 Business Plan and Budget and the priorities of our Strategic Plan 2024-2028.

**Michael Sedgman**  
Chief Executive Officer

# Business Plan and Budget Funding Overview

## Where our funds come from

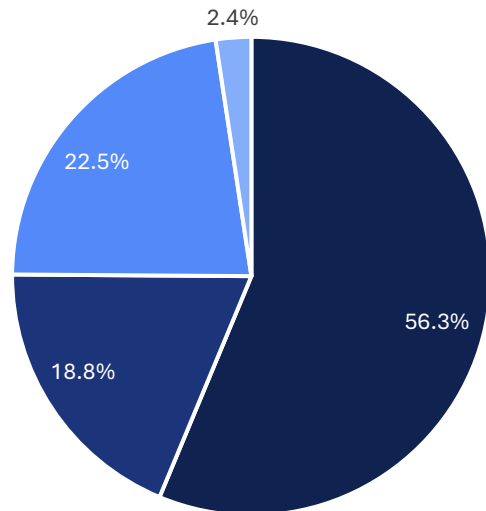
	Budget (\$m)	
Rates - Non Residential	\$ 108.681	36.5%
Rates - Residential	\$ 36.227	12.2%
Fees and charges (Statutory & User Charges)	\$ 84.460	28.4%
Borrowings	\$ 38.118	12.8%
Proceeds from the Sale of Assets	\$ 19.000	6.4%
External Funding	\$ 9.613	3.2%
Other	\$ 1.283	0.4%
<b>TOTAL</b>	<b>\$ 297.382</b>	



- Rates - Non Residential
- Rates - Residential
- Fees and charges (Statutory & User Charges)
- Borrowings
- Proceeds from the Sale of Assets
- External Funding
- Other

## How our funds are spent

	Budget (\$m)	
Service Delivery	\$ 167.348	56.3%
New and Upgraded Assets	\$ 56.022	18.8%
Renewal/Replacement of Assets	\$ 66.887	22.5%
Strategic Projects	\$ 7.125	2.4%
<b>TOTAL</b>	<b>\$ 297.382</b>	



- Service Delivery
- New and Upgraded Assets
- Renewal/Replacement of Assets
- Strategic Projects

# Spotlight on Strategic Plan Key Projects

## Our Community

## Vibrant, connected and inclusive

Progress on **Our Community** Annual Priorities:

**Implement the Housing Strategy, actively seek partnership opportunities with private, public and community developers to increase supply of affordable housing.**

Master planning for the Flinders Street housing project which aspires to deliver 40% affordable housing is well advanced with a base case plan prepared for the purposes of cost planning. Renewal SA has concluded its community consultation for Tapangka (former Franklin St Bus Station site). Outcomes of the consultation are pending. This project seeks to deliver 35% affordable housing.

Launch of ARCHI (Adaptive Reuse City Housing Initiative – Incentive Scheme) and the new ARCHI webpage on 29 July 2024.

The City of Adelaide hosted a Federal Government consultation workshop on the draft National Urban Policy which outlines the Federal Government’s goals and objectives to enable urban areas to be liveable, equitable, productive, sustainable and resilient.

The City of Adelaide’s submission to the consultation on the draft National Urban Policy in July 2024, referenced Council endorsed policies and strategies including advocacy for a national definition of affordability and further reform of the National Construction Code to provide additional paths for retrofitting existing buildings for housing.

**Establish a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.**

The Disability Access and Inclusion Plan 2024-2028 was endorsed by Council in May 2024. Key initiatives to support improved access to rest stops and sensory spaces in the Adelaide Park Lands, businesses, public toilets and Council meetings was approved for investigation in 2024/25.

Council approved the draft Stretch Reconciliation Action Plan 2024-2027 for consultation on 11 June 2024. The City of Adelaide is working to incorporate feedback from Reconciliation Australia before undertaking public consultation.

Council approved the draft City of Adelaide Cultural Policy Discussion Paper on 8 October 2024, for the purpose of public consultation to commence in late October and conclude in late November 2024.



### Flinders Street Master Plan Investigations

**24/25 Budget** \$0.150m **Status** On Track

Master planning investigations for the City of Adelaide’s 218-232 Flinders Street site are progressing. Considerations are being given towards cost planning, feasibility modelling, funding opportunities (particularly for affordable housing) and public benefit to the City of Adelaide.

### Adaptive Reuse City Housing Initiative

**24/25 Budget** \$0.290m **Status** On Track

Launch of ARCHI (Adaptive Reuse City Housing Initiative – Incentive Scheme) on 29 July 2024, with the launch on the new ARCHI webpage occurring on the same day.

Three applications were received in Quarter 1.



### City Activation

**24/25 Budget** \$0.502m **Status** On Track

An Olympic Welcome Home Ceremony was held in Rundle Mall on 15 September 2024 hosted by the Premier and the Lord Mayor. Super Cycle Sunday for World Car Free Day was held on 22 September 2024 in Whitmore Square with approximately 1,500 attendees. Planning and development of activities for Quarter 2 including SWING and Music in the Square is underway.

### Reconciliation Action Plan 24-27 Implementation

**24/25 Budget** \$0.150m **Status** On Track

Adelaide hosted the 50<sup>th</sup> anniversary of NAIDOC Week with a 50<sup>th</sup> anniversary NAIDOC commemorative coin minted and released on 4 July 2024. This year the Lord Mayor’s NAIDOC Award was awarded to Uncle Frank Wangutya Wanganeen during the combined Premier, Lord Mayor and SA NAIDOC Awards held on 8 July 2024 with NAIDOC in the Mall being celebrated on 9 July 2024.



# Our Environment

# Resilient, protected and sustainable

Progress on **Our Environment** Annual Priorities:

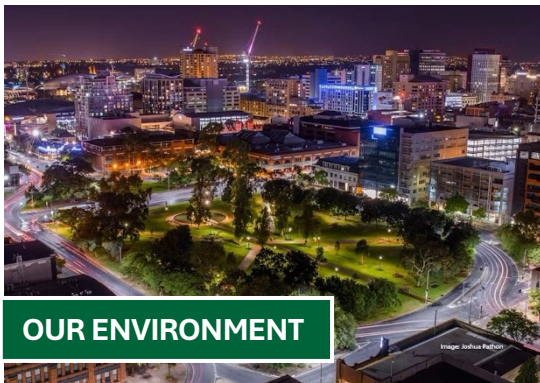
**Deliver the Sustainability Incentive Scheme, supporting our partners and community to implement changes to enable a reduction in community carbon emissions.**

The City of Adelaide reviewed its incentives for sustainability. In 2024/25 the range of incentives available to business and industry include appliance electrification, energy storage, solar PV, resource recovery, active transport and urban greening.

In the first quarter of 2024/25, 24 incentives were approved with an estimated emissions saving of over 563 tonnes of carbon over the lifespan of the products and services provided. The incentives included nine for active travel, eight for smart and green energy incentives, and seven resource recovery incentives.

**Partner with the State Government to undertake a Master Plan for Helen Mayo Park, improving community access.**

The State Government and City of Adelaide are working to finalise funding arrangements to enable master planning for Helen Mayo Park to commence.



### Light Square / Wauwi – Master Plan (detailed design)

**24/25 Budget** \$0.250m      **Status** On Track

Public consultation on two design options commenced on 4 September 2024.

The Kadaltilla Community Forum held on 24 September 2024 at Light Square / Wauwi, with onsite pop-up community engagement sessions held in September and October.



### Victoria Park / Pakapakanthi (Park 16) Master Plan

**24/25 Budget** \$0.250m      **Status** On Track

New signage has been installed in the southern half of Victoria Park / Pakapakanthi, which creates a new interpretive trail that covers environmental, Kurna and historical values of the park.

National Tree Day and Catholic Education SA community planting events in August 2024 saw over 1,500 native plants and 30 trees planted within Victoria Park / Pakapakanthi.



### Public Realm Greening Program

**24/25 Budget** \$1.700m      **Status** At Risk

Investigations are ongoing for greening opportunities within all city streets that have a tree canopy coverage of less than 5%. 30 streets were identified at the end of Quarter 1.



### Feasibility Studies – Waste & Recycling Collection

**24/25 Budget** \$0.100m      **Status** On Track

A contractor has been chosen to deliver the studies. City of Adelaide waste data and contracts are currently under review.

# Our Economy

# Growing, innovative and responsive

Progress on **Our Economy** Annual Priorities:

**Deliver an investment attraction program as per the AEDA Business Plan**

AEDA is currently working with 41 firms on relocation and investment opportunities with the potential additional employment of 1,618 jobs.



**Central Market Arcade Redevelopment**

**24/25 Budget** \$15.918m **Status** On Track

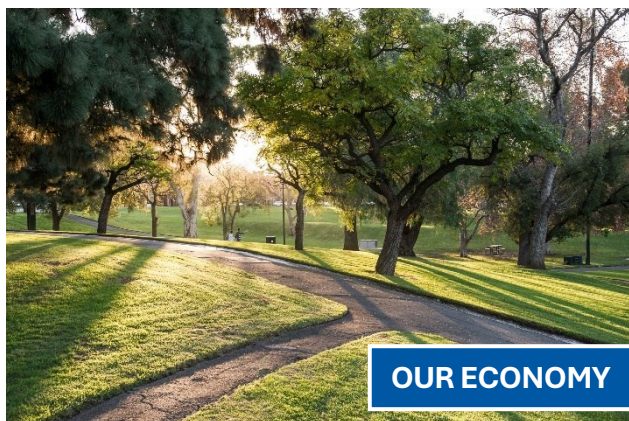
Major progress has continued on-site including the completion of basement excavation and retention works. The project has transitioned from civil works into construction phase, including the establishment of four tower cranes. These developments have facilitated the staged construction of the basement slab, precast panel and suspended slab construction up to ground level on the northern portion of the site.



**88 O'Connell Project Delivery**

**24/25 Budget** \$0.080m **Status** On Track

Following the topping out of the residential towers in July 2024, construction works have commenced on the podium fronting O'Connell Street. In September 2024, documentation was finalised to enable the amalgamation of the 27 titles forming the site to facilitate future community titling. This includes the creation of titles for common areas, apartments and commercial lots.



**Economic Development Strategy Implementation**

**24/25 Budget** \$0.106m **Status** On Track

The Economic Development Strategy was finalised and endorsed by Council on 3 September 2024. Project work relating to valuing the economic contribution of the Adelaide Park Lands is underway.



**Tourism and Business Attraction**

**24/25 Budget** \$0.133m **Status** On Track

Market research is underway to identify new tourism products and experiences that may complement the current offerings in Adelaide.

## Our Places

## Interesting, purposeful and safe

Progress on **Our Places** Annual Priorities:

### Deliver the Adaptive Reuse City Housing Initiative (ARCHI), identifying building stock suitable for adaptive reuse.

The City of Adelaide, with State Government funding support, launched the Adaptive Reuse City Housing Initiative (ARCHI) on 29 July 2024.

ARCHI provides incentives for the retrofit of buildings in the city for housing outcomes.

The eligibility criteria for the Heritage Incentives Scheme, Sustainability Incentives Scheme and Noise Incentive Scheme have been updated for 2024/25 to include funding for adaptive reuse projects.

### Commence construction of the Hindley Street Revitalisation project and progress design for Gouger Street, O’Connell Street and Hutt Street Revitalisation projects.

The Hindley Street Project is progressing to detailed design to 70% completion ahead of a pause to review the concept design. Concept design for Gouger Street has concluded and procurement for design consultant services to progress detailed design is underway. The City of Adelaide is working with the developer of 88 O’Connell Street to progress the delivery of public realm upgrades in line with the construction program for the 88 O’Connell development. Following a workshop with Council, the project team are revisiting the concept design to address comments made around on-street parking numbers for Hutt Street. This review is progressing well and a further update will be brought back to Council in the coming months.



**Main Street Revitalisation – Hindley Street**

**24/25 Budget** \$9.853m **Status** At risk

Design works are well progressed and discussions are underway with the State Government and third-party utilities regarding opportunities and coordination.

A detailed stakeholder plan is under development for the next stage of design and delivery.



**Charles Street – Streetscape Upgrade**

**24/25 Budget** \$5.925m **Status** On Track

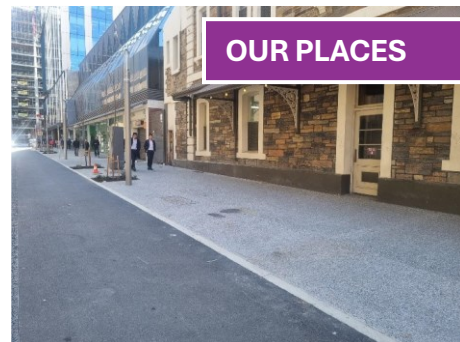
Construction works commenced on 2 September 2024 with Stage 1 (Rundle Mall – Charles Place) completing all slab pours. Stage 2 (Northern end of Charles Street) has commenced with stormwater and underground service works occurring at night to minimise disruptions.



**Main Street Revitalisation – O’Connell Street**

**24/25 Budget** \$1.000m **Status** On Track

Tender documentation is being finalised to procure a detailed design consultant. Initial discussions have been held with the 88 O’Connell development to coordinate the delivery of public realm upgrades within their construction program.



**Market to Riverbank Link Project**

**24/25 Budget** \$0.435m **Status** On Track

Pitt Street works have been completed, with street lighting installed and 11 trees planted. The upgrade included wider footpaths, space for outdoor dining, flush curbs, two-way access and removeable bollards.

This is the final stage of the Market to Riverbank Link Project a joint project with the Government of South Australia. It provides a continuous linkage between the Adelaide Central Market and the Riverbank Precinct.

## Our Corporation

High performing, customer-centric and bold

Progress on **Our Corporation** Annual Priorities:

Deliver the 2024/25 Business Plan & Budget (BP&B) within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

Delivery of the 2024/25 BP&B within the adopted parameters is on track.

At the end of Quarter 1 there is a forecast operating position of \$9.367m, with Asset Renewals of \$56.022m and New and Upgraded Assets of \$66.890m



### Graduate Program

**24/25 Budget** \$0.841m **Status** On Track

Planning for 2025 Graduate intake continued, with advertising of positions available for January 2025 intake commencing on 30 September 2024.



### ESCOSA Review

**24/25 Budget** \$0.040m **Status** On Track

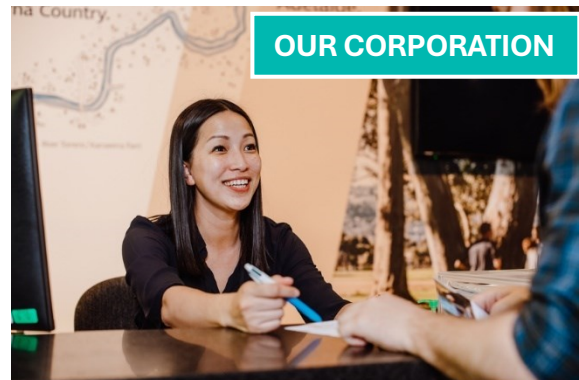
All relevant information was provided to the designated authority (ESCOSA) in accordance with the guidelines by 30 September 2024, in line with legislation.



### On Street Parking Compliance Technology and Customer Analytics Reform

**24/25 Budget** \$0.148m **Status** On Track

Scope of analytics continuing to broaden, with insights and outcomes now being realised in environmental health in addition to on-street parking and community safety.



### Contact Centre Software Replacement

**24/25 Budget** \$0.450m **Status** On Track

Procurement for contact centre software replacement has commenced this quarter, with tender award scheduled for Quarter 2.

# Our Programs and Projects

## Our Organisation

The City of Adelaide will deliver the 2024/25 Business Plan and Budget through our Organisational Structure, including our Portfolios, Offices and Subsidiaries.

<b>City Shaping</b>	<ul style="list-style-type: none"> <li>• Director City Shaping</li> <li>• City Culture</li> <li>• Park Lands, Policy and Sustainability</li> <li>• Regulatory Services</li> </ul>
<b>City Services</b>	<ul style="list-style-type: none"> <li>• Director City Services</li> <li>• City Operations</li> <li>• Infrastructure</li> <li>• Strategic Property and Commercial</li> </ul>
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Customer and Marketing</li> <li>• Finance and Procurement</li> <li>• Governance</li> <li>• Information Management</li> <li>• People</li> <li>• Strategy, Insights and Performance</li> </ul>
<b>Subsidiaries</b>	<ul style="list-style-type: none"> <li>• Adelaide Central Market Authority (ACMA)</li> <li>• Adelaide Economic Development Agency (AEDA)</li> <li>• Kadaltilla / Adelaide Park Lands Authority (Kadaltilla)</li> </ul>
<b>Offices</b>	<ul style="list-style-type: none"> <li>• Office of the Chief Executive Officer</li> <li>• Office of the Lord Mayor</li> </ul>

# Operational Summary

	Adopted Budget		Proposed Q1		
	\$'000	Income	Expenditure	Income	Expenditure
<b>City Shaping</b>					
Director City Shaping			(697)		(697)
City Culture	6,108		(19,202)	6,242	(19,578)
Park Lands, Policy and Sustainability	44		(7,724)	81	(7,451)
Regulatory Services	16,712		(10,377)	16,712	(10,377)
Strategic Projects	389		(2,158)	408	(2,328)
<b>City Services</b>					
Director City Services			(699)		(699)
City Operations	2,720		(44,246)	2,720	(44,154)
Infrastructure			(47,368)	0	(47,568)
Strategic Property and Commercial	56,362		(33,224)	56,555	(32,995)
Strategic Projects			(3,313)	0	(3,469)
<b>Corporate Services (including Subsidiaries)</b>					
Chief Operating Officer			(1,014)	0	(1,014)
Customer and Marketing	2		(6,712)	2	(6,712)
Finance and Procurement	138		(4,600)	138	(4,600)
Governance			(4,301)	0	(4,301)
Information Management	31		(13,994)	31	(13,994)
People			(4,658)	0	(4,658)
Strategy, Insights and Performance			(1,617)	0	(1,617)
Corporate Activities*	142,631		3,156	142,731	3,266
Adelaide Central Market Authority	5,343		(6,081)	5,343	(6,081)
Adelaide Economic Development Agency	4,417		(12,576)	4,417	(12,561)
Kadaltilla / Adelaide Park Lands Authority	328		(328)	328	(328)
Strategic Projects			(1,028)	0	(1,328)
<b>Offices</b>					
Office of the CEO			(1,457)	0	(1,457)
Office of the Lord Mayor			(1,640)	0	(1,640)
<b>Total</b>		<b>235,225</b>	<b>(225,858)</b>	<b>235,708</b>	<b>(226,341)</b>
<b>Operating Surplus/(Deficit)</b>			<b>9,367</b>		<b>9,367</b>

\* Includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead.

# 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.

Programs:

- City Culture
- Park Lands, Policy and Sustainability
- Regulatory Services

Key Focus areas:

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

## Planning & Budget Updates

The State Government has committed to making a \$0.250m contribution to the City of Adelaide's successful Heritage Incentives Scheme which increases funding for conservation of State Heritage Places. This income budget and corresponding expenditure will be reflected at upcoming Quarterly forecasts to align with anticipated planned spend. A further \$0.075m grant is supporting the City of Adelaide to review Historic Area Statements and consider new Historic Areas.

Reductions in the 2024/25 budget for grant funding through Community Impact Grants and Arts and Cultural Grants has led to an assessment of timing for the release of grant funding.

In July 2024, Council approved the reinstatement of Multi-Year Event Licences for Major Events in the Park Lands. The reinstatement of these licences for the first time since 2019, will contribute to the 2024/25 budgeted income of \$0.633m, from Park Lands events.

Annual partnership with Australia Day Council of South Australia Inc for the delivery of Australia Day in the City, is in 2024/25 funded through the City Activation budget (previously funded through City Lifestyle). This reduces the Strategic Project budget line for City Activation from \$0.502m to \$0.320m for delivery of 2024/25 projects aligned with the Strategic Plan aspiration, 'Our Community; with the objective to create fun, lively and interesting experiences'.

Adjustments to planning for the delivery of City Activation has occurred, and there may be further impacts if unplanned activities arise throughout the remainder of the financial year that require a City response or support.

### Operating Budget Changes

Allocation of part of the Botanic Water Course grant funding to Kaurna operating budget \$0.024m  
Increase in Park Lands Property Rental income due to higher than budgeted rental incomes \$0.035m  
Recognition of additional grant funding for food waste – Kerbside performance grant \$0.003m  
Grant funding for organic residential trials \$0.034m along with allocation of associated spend \$0.028m

### Strategic Project Budget Changes

Funding for continuation of Historic Area Statement project \$0.113m  
Grant funding income for community planting activities in Parks 14, 15 & 16 \$0.034m with allocation of expenditure budget \$0.072m

## Portfolio Quarterly Highlights

### City Culture

A number of new programs and activities were developed and delivered at the Minor Works Building Community Centre and across the South West in Quarter 1 2024/2025 as part of the DHS Community Neighbourhood Development Funding. Two social work placement students from Flinders University were recruited and onboarded in July 2024. The qualitative component of the Community Needs Analysis (a requirement of the DHS Community Neighbourhood Development Funding) was launched in the South West in September 2024.

### Park Lands Policy & Sustainability

The City Plan – Adelaide 2036, Economic Development Strategy, and Victoria Park Master Plan were all endorsed by Council in Quarter 1, with the City Plan being awarded an Australian Good Design Gold Accolade for Policy in September 2024.

The Lord Mayor's annual Homelessness Roundtable was held on 19 August 2024. The Roundtable showcased partnerships in action including the City of Adelaide's work to develop a social worker in library program which is a priority of the Council's Homelessness Strategy - Everyone's Business.

The City of Adelaide developed an Integrated Climate Strategy Risk and Reporting Framework for reporting on the Integrated Climate Strategy 2030, which aligns with better practice sustainability reporting practices, including the Australian Sustainability Reporting Standards.

### Regulatory Services

Revised By-Laws were endorsed by Council on 27 August 2024, following public consultation. They are now under review by the Legislative Review Committee for approval ahead of the By-Laws taking effect on 1 January 2025.

Review of outdoor dining in Leigh Street and Peel Street was completed with outcomes communicated to stakeholders.



# City Shaping Portfolio Budget

	\$'000	FTE	Adopted Budget			FTE	Proposed Q1		
			Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			23,253		23,253		23,443		23,443
Employee Costs		193.4		(24,928)	(24,928)	193.4		(25,062)	(25,062)
Materials				(9,625)	(9,625)			(9,805)	(9,805)
Sponsorships				(2,723)	(2,723)			(2,682)	(2,682)
Depreciation				(2,587)	(2,587)			(2,587)	(2,587)
Finance Costs				(295)	(295)			(295)	(295)
<b>TOTAL</b>		<b>193.4</b>	<b>23,253</b>	<b>(40,158)</b>	<b>(16,905)</b>	<b>193.4</b>	<b>23,443</b>	<b>(40,431)</b>	<b>(16,988)</b>
<b>Program Budget</b>									
Office of the Director		3.0		(697)	(697)	3.0		(697)	(697)
City Culture		68.0	6,108	(19,202)	(13,094)	68.0	6,242	(19,578)	(13,336)
Park Lands, Policy & Sustainability		36.6	44	(7,724)	(7,680)	36.6	81	(7,451)	(7,370)
Regulatory Services		82.0	16,712	(10,377)	6,335	82.0	16,712	(10,377)	6,335
Strategic Projects		3.8	389	(2,158)	(1,769)	3.8	408	(2,328)	(1,920)
<b>TOTAL</b>		<b>193.4</b>	<b>23,253</b>	<b>(40,158)</b>	<b>(16,905)</b>	<b>193.4</b>	<b>23,443</b>	<b>(40,431)</b>	<b>(16,988)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	190		(3,162)	237	(7,715)
Renewal					
<b>TOTAL</b>	<b>190</b>		<b>(3,162)</b>	<b>237</b>	<b>(7,715)</b>

## City Culture

	\$'000	FTE	Adopted Budget			FTE	Proposed Q1		
			Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			6,108		6,108		6,242		6,242
Employee Costs		68.0		(8,742)	(8,742)	68.0		(9,115)	(9,115)
Materials				(7,070)	(7,070)			(7,073)	(7,073)
Sponsorships				(508)	(508)			(508)	(508)
Depreciation				(2,587)	(2,587)			(2,587)	(2,587)
Finance Costs				(295)	(295)			(295)	(295)
<b>TOTAL</b>		<b>68.0</b>	<b>6,108</b>	<b>(19,202)</b>	<b>(13,094)</b>	<b>68</b>	<b>6,242</b>	<b>(19,578)</b>	<b>(13,336)</b>
<b>Activity View</b>									
Associate Director (office)		2.0		(377)	(377)	2.0		(377)	(377)
Adelaide Town Hall		5.0	3,130	(3,265)	(135)	5.0	3,130	(3,265)	(135)
Aquatic Centre			130	(373)	(243)		130	(373)	(243)
City Experience		15.1	717	(4,020)	(3,303)	15.1	792	(4,095)	(3,303)
City Lifestyle		10.8	1,556	(3,692)	(2,136)	10.8	1,615	(3,692)	(2,077)
Creative Cities		11.6	33	(2,425)	(2,392)	11.6	33	(2,425)	(2,392)
Libraries		23.5	542	(5,050)	(4,508)	23.5	542	(5,351)	(4,809)
<b>TOTAL</b>		<b>68.00</b>	<b>6,108</b>	<b>(19,202)</b>	<b>(13,094)</b>	<b>68.0</b>	<b>6,242</b>	<b>(19,578)</b>	<b>(13,336)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Aboriginal Protocol Grant			(41)		(41)
Adelaide's New Year's Eve	63		(568)	63	(568)
Annual Delivery of Kaurna Initiatives			(26)	24	(26)
ANZAC Day Service - March & Related Activities			(61)		(61)
Arts and Cultural Grants			(262)		(262)
Christmas Festival Action Plan			(529)		(529)
City Activation - West End Precinct			(52)		(52)
City Activation - East End Unleashed			(145)	40	(294)
City Activation - Gouger Street Precinct			(52)		(52)
City Activation - Hutt Street Precinct			(79)		(79)
City Activation - North Adelaide Precinct			(106)		(106)
City Activation - Precinct Support			(118)		(118)
Community Capacity Development			(3)		(3)
Community Impact Grants			(372)		(372)
Live Music Industry and Venues Support			(58)	35	(93)
UNESCO Adelaide City of Music Ltd Partnership			(54)		(54)
Winter Weekends			(207)		(207)
Social and Affordable Housing					(301)
<b>TOTAL</b>		<b>63</b>	<b>(2,733)</b>	<b>162</b>	<b>(3,218)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
City Activation			(502)		(502)
DHS Community Neighbourhood Development Funding	99		(99)	99	(99)
Botanic Creek Rehabilitation					
Social Work in Libraries				25	(25)
<b>TOTAL</b>		<b>99</b>	<b>(601)</b>	<b>124</b>	<b>(626)</b>

## City Culture continued.

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		190	(862)	200	(1,303)
Renewal					
<b>TOTAL</b>		<b>190</b>	<b>(862)</b>	<b>200</b>	<b>(1,303)</b>

## Park Lands, Policy & Sustainability

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			44		44		81		81
Employee Costs	36.6			(5,373)	(5,373)	36.6		(5,112)	(5,112)
Materials				(846)	(846)			(879)	(879)
Sponsorships				(1,505)	(1,505)			(1,460)	(1,460)
Depreciation					0				0
Finance Costs					0				0
<b>TOTAL</b>	<b>36.6</b>	<b>44</b>	<b>44</b>	<b>(7,724)</b>	<b>(7,680)</b>	<b>36.6</b>	<b>81</b>	<b>(7,451)</b>	<b>(7,370)</b>
<b>Activity View</b>									
Associate Director (office)		3.0		(485)	(485)	3.0		(485)	(485)
City Planning and Heritage		19.2	44	(4,420)	(4,376)	19.2	44	(4,119)	(4,075)
Low Carbon & Circular Economy		7.0		(1,583)	(1,583)	7.0	37	(1,611)	(1,574)
Park Lands & Sustainability		7.4		(1,236)	(1,236)	7.4		(1,236)	(1,236)
<b>TOTAL</b>	<b>36.6</b>	<b>44</b>	<b>44</b>	<b>(7,724)</b>	<b>(7,680)</b>	<b>36.6</b>	<b>81</b>	<b>(7,451)</b>	<b>(7,370)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Carbon Neutral Adelaide (CCAIF)			(240)		(240)
City of Adelaide Prize			(30)		(30)
Climate Change Action Initiatives (CCAIF)			(444)		(444)
Economic Policy			(42)		(42)
Heritage Incentive Scheme			(1,162)		(1,162)
Heritage Promotion Program			(182)		(182)
History Festival			(32)		(32)
Homelessness - Social and Affordable Housing			(458)		(160)
Homeless and Vulnerable People Project		44	(44)	44	(44)
NAIDOC Week Celebrations			(54)		(54)
Noise Management Program Incentive Scheme			(46)		(46)
Safer City Program			(247)		(247)
<b>TOTAL</b>		<b>44</b>	<b>(2,981)</b>	<b>44</b>	<b>(2,683)</b>

## Park Lands, Policy & Sustainability continued.

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adaptive Reuse City Housing Initiative	290		(290)	290	(290)
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)			(240)		(240)
Disability Access and Inclusion Plan 2024-2028 Implementation			(215)		(215)
Economic Development Strategy Implementation			(106)		(106)
Homelessness Strategy Implementation			(50)		(50)
Local Heritage Assessments - 20th Century Buildings			(50)		(50)
National Heritage Management Plan Implementation			(100)		(100)
Reconciliation Action Plan 2024-2027 Implementation			(150)		(150)
Social Planning Homelessness and Adelaide Zero Project resourcing			(208)		(208)
Historic Area Statement - Code Amendment					(112)
Botanic Creek Rehabilitation				34	(72)
<b>TOTAL</b>	<b>290</b>		<b>(1,409)</b>	<b>324</b>	<b>(1,593)</b>

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade			(2,300)	37	(6,412)
<b>TOTAL</b>	<b>0</b>		<b>(2,300)</b>	<b>37</b>	<b>(6,412)</b>

## Regulatory Services

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			16,712		16,712		16,712		16,712
Employee Costs		82.0		(9,651)	(9,651)	82.0		(9,651)	(9,651)
Materials				(726)	(0,726)			(726)	(726)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>	<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>

<b>Activity View</b>									
Associate Director (office)		5.0		(868)	(868)	5.0		(868)	(868)
City Development		21.9	3,630	(2,791)	839	21.9	3,630	(2,791)	839
City Safety		19.1	522	(1,854)	(1,332)	19.1	522	(1,854)	(1,332)
On-Street Parking Compliance		36.0	12,560	(4,864)	7,696	36.0	12,560	(4,864)	7,696
<b>TOTAL</b>		<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>	<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
On-Street Parking Compliance Technology and Customer Analytics Reform			(148)		(148)
<b>TOTAL</b>	<b>0</b>		<b>(148)</b>	<b>0</b>	<b>(148)</b>

# City Services Portfolio

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

Programs:

- City Operations
- Infrastructure
- Strategic Property and Commercial

Key Focus areas:

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

## Planning & Budget Updates

To support the agreed service level of the tree inspection program, recruitment of a Technical Officer has commenced with an impact to the operating budget (\$0.108m). The additional Technical Officer will increase the rate at which programmed and reactive inspections are undertaken which will support the required maintenance of trees within the public realm.

Strategic Projects for Transport and Heritage which started during the 23-24 financial year will complete during 24-25 (\$0.157m).

Strategic Property & Commercial net increase to income \$0.193m which reflects the recognition of a lease extension \$0.166m, income for gaming entitlements \$0.100m and a one-off increase to Off Street Parking \$0.130m offset by Commercial property vacancies not anticipated during the budget process (\$0.202m). There is also a saving in the cost base for Off Street Parking of \$0.229m due to the new banking contract offset by an increase in software maintenance and salary costs.

## Portfolio Quarterly Highlights

### City Operations

The review of the 2012 Cleansing Service Standard is progressing with an update on the findings, opportunities and recommendations to be presented to a future Infrastructure and Public Works Committee meeting.

The Waste Services feasibility study is on track, with the procurement process completed.

To deliver on the Accelerated Greening Program, 750 new trees planted in the Park Lands between April and September 2024. These trees are located within Nantu Wama – Lefevre Park (Park 6), Tidlangga – Bundeys Paddock (Park 9), Karrowirra - Pennington Gardens East (Park 12), Karrowirra – Grundy Gardens (Park 12), Karrowirra – Town Clear’s Walk (Park 12), Tantutitingga – Brougham Gardens West (Park 29), Tampawardli – Ellis Park (Park 24), Pityarilla - Peltzer Park (Park 19) and Wikaparntu Wirra – Josie Agius Park (Park 22).

### Infrastructure

The infrastructure program has had a strong start to the 2024/25 financial year, with the successful delivery of a number of capital projects, including Field Street Streetscape Upgrade project and the Hutt Street Entry Statement project, delivered in collaboration with State Government.

Design works are well progressed for Hindley Street and Gouger Street Main Street projects.

Planning and design for City Street Greening is progressing, with preliminary assessments undertaken on 117 streets. So far 14 street trees have been planted in the first quarter of the financial year.

Integrated Transport Strategy is well progressed, with stage one stakeholder consultation scheduled to commence in late October 2024.

### Strategic Property and Commercial

Market Square has enjoyed major progress on-site including completion of the basement excavation and retention works. This has involved the removal of 83,000 tonnes of soil material from site. The project has transitioned from a civil works phase into a construction phase. Four tower cranes have been installed and the

installation of site amenities completed with some 125 workers on-site per day. These developments have facilitated the staged construction of basement and floor slabs to ground level in the northern portion of the site.

Master planning for the Flinders Street housing project which aspires to deliver 40% affordable housing, is well advanced with a base case plan prepared for the purposes of cost planning.

Renewal SA has concluded its community consultation for Tapangka (former Franklin St Bus Station site).

Outcomes of the consultation are pending. This project seeks to deliver 35% affordable housing.

## City Services Portfolio Budget

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			59,082		59,082		59,275		59,275
Employee Costs		345.1		(36,642)	(36,642)	346.1		(36,900)	(36,900)
Materials				(38,333)	(38,333)			(38,111)	(38,111)
Sponsorships				(162)	(162)			(162)	(162)
Depreciation				(53,207)	(53,207)			(53,206)	(53,206)
Finance Costs				(506)	(506)			(506)	(506)
<b>TOTAL</b>		<b>345.1</b>	<b>59,082</b>	<b>(128,850)</b>	<b>(69,768)</b>	<b>346.1</b>	<b>59,275</b>	<b>(128,885)</b>	<b>(69,610)</b>
<b>Program Budget</b>									
Office of the Director		3.0		(699)	(699)	3.0		(699)	(699)
City Operations		227.9	2,720	(44,246)	(41,526)	227.9	2,720	(44,154)	(41,434)
Infrastructure		69.3		(47,368)	(47,368)	69.3		(47,568)	(47,568)
Strategic Property and Commercial		43.9	56,362	(33,224)	23,138	44.9	56,555	(32,995)	23,560
Strategic Projects		1.0		(3,313)	(3,313)	1.0		(3,469)	(3,469)
<b>TOTAL</b>		<b>345.1</b>	<b>59,082</b>	<b>(128,850)</b>	<b>(69,768)</b>	<b>346.1</b>	<b>59,275</b>	<b>(128,885)</b>	<b>(69,610)</b>
<b>Capital Projects</b>									
New and Upgrade						2,882	(42,929)	4,848	(48,382)
Renewal							(48,766)		(48,227)
<b>TOTAL</b>						<b>2,882</b>	<b>(91,695)</b>	<b>4,848</b>	<b>(96,609)</b>

## City Operations

	\$'000	FTE	Adopted Budget			Proposed Q1				
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating Budget</b>										
Revenue			2,720		2720		2,720		2,720	
Employee Costs		227.9		(24,715)	(24,715)	227.9		(24,780)	(24,780)	
Materials				(17,568)	(17,568)			(17,587)	(17,587)	
Sponsorships									0	
Depreciation				(1,963)	(1,963)			(1,787)	(1,787)	
Finance Costs									0	
<b>TOTAL</b>		<b>227.9</b>	<b>2720</b>	<b>(44,246)</b>	<b>(41,526)</b>	<b>227.9</b>	<b>2,720</b>	<b>(44,154)</b>	<b>(41,434)</b>	
<b>Activity View</b>										
Associate Director (office)		17.8	12	(3,070)	(3,058)	17.8	12	(3,070)	(3,058)	
Manager City Maintenance		1.0		(200)	(200)	1.0		(200)	(200)	
Manager City Presentation		1.0		(190)	(190)	1.0		(190)	(190)	
Cleansing		48.5	7	(7,303)	(7,296)	48.5	7	(7,303)	(7,296)	
Facilities		5.0		(3,169)	(3,169)	5.0		(3,169)	(3,169)	
Horticulture		84.7	2,428	(14,948)	(12,520)	85.7	2,428	(15,056)	(12,628)	
Infrastructure Maintenance		33.0		(6,104)	(6,104)	33.0		(5,904)	(5,904)	
Trades		25.0	253	(5,740)	(5,487)	25.0	253	(5,740)	(5,487)	
Waste		1.5	20	(3,075)	(3,055)	1.5	20	(3,075)	(3,055)	
Workshops		10.4		(447)	(447)	9.4		(447)	(447)	
<b>TOTAL</b>		<b>227.9</b>	<b>2720</b>	<b>(44,246)</b>	<b>(41,526)</b>	<b>227.9</b>	<b>2,720</b>	<b>(44,154)</b>	<b>(41,434)</b>	
<b>Operating Activities</b>										
Safer City Program								(91)	(95)	
Trainees and Apprentices								(1,074)	(1,074)	
<b>TOTAL</b>						<b>0</b>		<b>(1,165)</b>	<b>0</b>	<b>(1,169)</b>
<b>Strategic Projects</b>										
Feasibility Studies - Waste and Recycling Collection								(100)	(100)	
<b>TOTAL</b>						<b>0</b>		<b>(100)</b>	<b>0</b>	<b>(100)</b>
<b>Capital Projects</b>										
New and Upgrade								(108)	(108)	
Renewal								(1,492)	(1,492)	
<b>TOTAL</b>						<b>0</b>		<b>(1,600)</b>	<b>0</b>	<b>(1,600)</b>

## Infrastructure

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue					0				0
Employee Costs		69.3		(3,926)	(3,926)	69.3		(3,926)	(3,926)
Materials				(5,131)	(5,131)			(5,331)	(5,331)
Sponsorships				(162)	(162)			(162)	(162)
Depreciation				(38,149)	(38,149)			(38,149)	(38,149)
Finance Costs									0
<b>TOTAL</b>		<b>69.3</b>	<b>0</b>	<b>(47,368)</b>	<b>(47,368)</b>	<b>69</b>	<b>0</b>	<b>(47,568)</b>	<b>(47,568)</b>
<b>Activity View</b>									
Associate Director (office)		1.9		(674)	(674)	1.9		(673)	(673)
Infrastructure Planning and Delivery		45.6		(46,030)	(46,030)	45.6		(46,231)	(46,231)
Technical Services		21.8		(664)	(664)	21.8		(664)	(664)
<b>TOTAL</b>		<b>69.3</b>	<b>0</b>	<b>(47,368)</b>	<b>(47,368)</b>	<b>69.3</b>	<b>0</b>	<b>(47,568)</b>	<b>(47,568)</b>
<b>Operating Activities</b>									
Free City Connector								(1,301)	(1,301)
<b>TOTAL</b>						<b>0</b>	<b>(1,301)</b>	<b>0</b>	<b>(1,301)</b>
<b>Strategic Projects</b>									
Adelaide Park Lands Strategic Water Resources Study								(50)	(80)
Asset Condition Audit								(595)	(565)
Bridge Maintenance Program								(400)	(400)
Conservation Management Plans - Bridges								(60)	
Resilient Flood Mapping								(1,723)	(1,723)
SA Power Networks (SAPN) Luminaire Upgrades								(15)	(14)
Transport Strategy								(200)	(276)
City Speed Limit Review									(27)
School Safety Review									(12)
Heritage Strategy 2021 - 2036									(41)
<b>TOTAL</b>						<b>0</b>	<b>(2,983)</b>	<b>0</b>	<b>(3,138)</b>
<b>Capital Projects</b>									
New and Upgrade						2,882	(25,118)	4,848	(30,040)
Renewal							(47,076)		(46,525)
<b>TOTAL</b>						<b>2,882</b>	<b>(72,194)</b>	<b>4,848</b>	<b>(76,565)</b>



## Strategic Property and Commercial

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			56,362		56,362		56,555		56,555
Employee Costs		43.9		(7,179)	(7,179)	44.9		(7,372)	(7,372)
Materials				(12,444)	(12,444)			(11,847)	(11,847)
Sponsorships					0				0
Depreciation				(13,095)	(13,095)			(13,270)	(13,270)
Finance Costs				(506)	(506)			(506)	(506)
<b>TOTAL</b>		<b>43.9</b>	<b>56,362</b>	<b>(33,224)</b>	<b>23,138</b>	<b>44.9</b>	<b>56,555</b>	<b>(32,995)</b>	<b>23,560</b>
<b>Activity View</b>									
Associate Director (office)		1.8		(431)	(431)	1.8		(431)	(431)
Commercial		4.0	307	(850)	(543)	4.0	307	(850)	(543)
Parking		17.8	44,490	(14,433)	30,057	17.8	44,620	(14,635)	29,985
North Adelaide Golf Course		12.1	4,950	(5,100)	(150)	13.1	4,950	(5,100)	(150)
Strategic Property Development		4.0		(821)	(821)	4.0		(821)	(821)
Strategic Property Management		4.2	6,615	(11,589)	(4,974)	4.2	6,678	(11,158)	(4,480)
<b>TOTAL</b>		<b>43.9</b>	<b>56,362</b>	<b>(33,224)</b>	<b>23,138</b>	<b>44.9</b>	<b>56,555</b>	<b>(32,995)</b>	<b>23,560</b>
					<b>Adopted Budget</b>	<b>Proposed Q1</b>			
					<b>\$'000</b>	<b>Inc.</b>	<b>Exp.</b>	<b>Inc.</b>	<b>Exp.</b>
<b>Strategic Projects</b>									
218 - 232 Flinders Street Master Plan Investigations							(150)		(150)
88 O'Connell Project Delivery							(80)		(80)
<b>TOTAL</b>						<b>0</b>	<b>(230)</b>	<b>0</b>	<b>(230)</b>
					<b>Adopted Budget</b>	<b>Q1</b>			
					<b>\$'000</b>	<b>Inc.</b>	<b>Exp.</b>	<b>Inc.</b>	<b>Exp.</b>
<b>Capital Projects</b>									
New and Upgrade							(17,703)		(18,234)
Renewal							(198)		
<b>TOTAL</b>						<b>0</b>	<b>(17,901)</b>		<b>(18,234)</b>

# Corporate Services Portfolio (including subsidiaries)

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.

Key Focus areas:

- Revised Strategic Management Framework and new Strategic Plan
- New and different ways to engage our community
- City of Adelaide Graduate program
- Update Long Term Financial Plan
- Development of Program Plans

Programs:

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

Subsidiaries:

- Adelaide Central Market Authority
- Adelaide Economic Development Agency
- Kadaltilla/Adelaide Park Lands Authority

## Planning & Budget Updates

### Planning Changes

To deliver the Commercial Events Fund, AEDA has received a Quarter 1 increase of \$0.300m to the budget. Council has approved an allocation of \$0.500m to deliver the Commercial Events Fund subject to capacity within the budget to be identified through the quarterly budget review process, the remaining \$0.200m will be prioritised in a future quarter once a funding pathway is identified.

### Budget Changes

Additional grant funding received for corporate grant programs including Financial Assistance Grants \$0.100m. Other minor changes include \$0.123m for employee costs associated with employee role reviews and an increase to vacancy management.

## Portfolio Quarterly Highlights

### Customer & Marketing

A whole-of-Council marketing and messaging approach under the City of Adelaide 2024-2028 Strategic Plan was finalised in Quarter 1.

Progress has been made for the replacement of the Customer Centre telephony system.

### Finance & Procurement

Quarter 1 saw the completion of the 2023/24 Audited Financial Statements.

The Draft 2024/25-2033/34 Long Term Financial Plan was endorsed and commenced public consultation.

There were 38 active procurements to the value of \$33.759 million.

### Governance

The revised Code of Practice for Meeting Procedure and Terms of Reference for Council's Core Committees was adopted.

### Information Management

A new data analytics team has been onboarded and work has commenced on the implementation of a revised data analytics platform.

### People

The 2024 Culture Survey closed on 30 August 2024 with 70% participation.

A pilot of a new Workforce Planning Framework commenced with three programs.

### Strategy, Insights & Performance

The City of Adelaide's new community engagement website, Our Adelaide, went live on 1 July 2024 with a refreshed look and platform. This branding aligns with the City of Adelaide 2024-2028 Strategic Plan and demonstrates our authenticity in listening and elevating the voices of our community by taking on a bold new approach. 13 engagements were conducted in Quarter 1 2024/25; the five most active engagements were Christmas in the City, Light Square/Wauwi Masterplan, City Plan - Trees on Streets, and Gouger Street revitalisation saw the highest level of participation during the quarter.

Progress was made on the 2023/24 Annual Report, which will be delivered in Quarter 2.

The Quarter 4 report against the 2023/24 Business Plan and Budget was presented to Council.

Council reviewed multiple avenues for grant revenue and after investigations, eight opportunities across four Government schemes were formally submitted.

### Adelaide Central Market Authority

In Quarter 1 there was focus on sustainability, promoting various initiatives ACMA delivers such as our partnership with Oz Harvest and the recycling of the Market's organic waste to produce compost for the farming industry. 99% of organic waste from the Adelaide Central Market is diverted from landfill.

The Leasing Campaign for the Market Expansion commenced with a strong number of Expressions of Interest received.

### AEDA

Three events were supported through the Events and Festivals Sponsorship Program with a combined anticipated attendance of 1.7 million and estimated gross economic impact of \$67.7 million.

Four events were supported through the Commercial Events Sponsorship Program with a combined anticipated attendance of 12,770 and estimated gross attendee expenditure of \$2.5 million.

### Kadaltilla

Two annual Community Forums were held with over 200 attendees.

Kadaltilla's 2023/24 Annual Report and Kadaltilla's Strategic Plan Annual Review of Progress 2023/24 were endorsed.

# Corporate Services Portfolio Budget

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			152,890		152,890		152,990		152,990
Employee Costs	212.0			(22,842)	(22,842)	212.0		(22,719)	(22,719)
Materials				(26,577)	(26,577)			(26,574)	(26,574)
Sponsorships				(3,264)	(3,264)			(3,564)	(3,564)
Depreciation				(1,063)	(1,063)			(1,064)	(1,064)
Finance Costs				(7)	(7)			(7)	(7)
<b>TOTAL</b>	<b>212.0</b>	<b>152,890</b>	<b>(53,753)</b>	<b>99,137</b>	<b>99,137</b>	<b>212.0</b>	<b>152,990</b>	<b>(53,928)</b>	<b>99,062</b>
<b>Program Budget</b>									
Office of the COO	5.0			(1,014)	(1,014)	5.0		(1,014)	(1,014)
Customer and Marketing	40.0	2		(6,712)	(6,710)	40.0	2	(6,712)	(6,710)
Finance and Procurement	30.8	138		(4,600)	(4,462)	30.8	138	(4,600)	(4,462)
Governance	11.3			(4,301)	(4,301)	11.3		(4,301)	(4,301)
Information Management	35.0	31		(13,994)	(13,963)	35.0	31	(13,994)	(13,963)
People^	28.8			(4,658)	(4,658)	28.8		(4,658)	(4,658)
Strategy, Insights and Performance	13.0			(1,617)	(1,617)	13.0		(1,617)	(1,617)
Corporate Activities	3.0	142,631	3,156		145,787	3.0	142,731	3,266	145,997
ACMA	10.7	5,343		(6,081)	(738)	10.7	5,343	(6,081)	(738)
AEDA	33.1	4,417		(12,576)	(8,159)	33.1	4,417	(12,561)	(8,144)
Kadaltilla	1.3	328		(328)	0	1.3	328	(328)	0
Strategic Projects				(1,028)	(1,028)			(1,328)	(1,328)
<b>TOTAL</b>	<b>212.0</b>	<b>152,890</b>	<b>(53,753)</b>	<b>99,137</b>	<b>99,137</b>	<b>212.0</b>	<b>152,990</b>	<b>(53,928)</b>	<b>99,062</b>

^ Includes 10.0 FTE Graduates allocated in business units across the Administration.

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		3,954	(3,954)	3,954	(4,029)
Renewal			(1,591)		(2,129)
<b>TOTAL</b>		<b>3,954</b>	<b>(5,545)</b>	<b>3,954</b>	<b>(6,158)</b>

## Customer and Marketing

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			2		2		2		2
Employee Costs	40.0			(4,832)	(4,832)	41.0		(4,832)	(4,832)
Materials				(1,880)	(1,880)			(1,880)	(1,880)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>	<b>40.0</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>	<b>(6,710)</b>	<b>41</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>
<b>Activity View</b>									
Manager	1.0			(213)	(213)	1.0		(213)	(213)
Customer Experience	28.0	2		(4,280)	(4,278)	28.0	2	(4,280)	(4,278)
Marketing & Communications	11.0			(2,219)	(2,219)	11.0		(2,219)	(2,219)
<b>TOTAL</b>	<b>40.0</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>	<b>(6,710)</b>	<b>40.0</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>

## Finance and Procurement

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			138		138		138		138
Employee Costs		30.8		(4,223)	(4,223)	30.8		(4,223)	(4,223)
Materials				(377)	(377)			(377)	(377)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>	<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>
<b>Activity View</b>									
Manager		1.0		(286)	(286)	1.0		(286)	(286)
Financial Planning & Reporting		13.0		(1,984)	(1,984)	13.0		(1,984)	(1,984)
Procurement & Contract Management		7.8		(1,063)	(1,063)	7.8		(1,063)	(1,063)
Rates & Receivables		9.0	138	(1,267)	(1,129)	9.0	138	(1,267)	(1,129)
<b>TOTAL</b>		<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>	<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>

## Governance

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue									0
Employee Costs		11.3		(1,624)	(1,624)	11.3		(1,624)	(1,624)
Materials				(2,677)	(2,677)			(2,677)	(2,677)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>11.3</b>	<b>0</b>	<b>(4,301)</b>	<b>(4,301)</b>	<b>11.3</b>	<b>0</b>	<b>(4,301)</b>	<b>(4,301)</b>
<b>Activity View</b>									
Manager		1.0		(215)	(215)	1.0		(215)	(215)
Corporate Governance		5.2		(2,976)	(2,976)	5.2		(2,976)	(2,976)
Council Governance		5.1		(1,110)	(1,110)	5.1		(1,110)	(1,110)
Legal Governance									0
<b>TOTAL</b>		<b>11.3</b>	<b>0</b>	<b>(4,301)</b>	<b>(4,301)</b>	<b>11.3</b>	<b>0</b>	<b>(4,301)</b>	<b>(4,301)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
ESCOSA Review			(40)		(40)
<b>TOTAL</b>			<b>(40)</b>		<b>(40)</b>

## Information Management

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			31		31		31		31
Employee Costs	35.0			(4,657)	(4,657)	35.0		(4,657)	(4,657)
Materials				(8,398)	(8,398)			(8,398)	(8,398)
Sponsorships					0				0
Depreciation				(939)	(939)			(939)	(939)
Finance Costs					0				0
<b>TOTAL</b>	<b>35.0</b>		<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>	<b>35</b>	<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>
<b>Activity View</b>									
Manager	10.0		8	(1420)	(1412)	10.0	8	(1,420)	(1,412)
Project Delivery	11.0			(2603)	(2603)	11.0		(2,603)	(2,603)
Service Desk	8.0			(1,168)	(1,168)	8.0	23	(8,803)	(8,780)
Technology, Infrastructure and Platforms	6.0		23	(8,803)	(8780)	6.0		(1,168)	(1,168)
<b>TOTAL</b>	<b>35.0</b>		<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>	<b>35.0</b>	<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Business Systems Roadmap			(1,600)		(1,600)
<b>TOTAL</b>	<b>0</b>	<b>(1,600)</b>	<b>0</b>	<b>(1,600)</b>	<b>0</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Contact Centre Software Replacement			(450)		(450)
Cyber Security Enhancement			(85)		(85)
<b>TOTAL</b>	<b>0</b>	<b>(535)</b>	<b>0</b>	<b>(535)</b>	<b>0</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade					(25)
Renewal			(3,600)		(2,129)
<b>TOTAL</b>	<b>0</b>	<b>(3,600)</b>	<b>0</b>	<b>(2,154)</b>	<b>0</b>

## People

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue					0,000				0
Employee Costs		28.8		(3,491)	(3,491)	28.8		(3,491)	(3,491)
Materials				(1,167)	(1,167)			(1,167)	(1,167)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>28.8</b>	<b>0</b>	<b>(4,658)</b>	<b>(4,658)</b>	<b>28.8</b>	<b>0</b>	<b>(4,658)</b>	<b>(4,658)</b>
<b>Activity View</b>									
Manager		3.0		(470)	(470)	3.0		(574)	(574)
People Experience		15.8		(2,249)	(2,249)	15.8		(2,249)	(2,249)
People Safety and Wellbeing		4.0		(768)	(768)	4.0		(768)	(768)
People Services		6.0		(1,171)	(1,171)	6.0		(1,067)	(1,067)
<b>TOTAL</b>		<b>28.8</b>	<b>0</b>	<b>(4,658)</b>	<b>(4,658)</b>	<b>28.8</b>	<b>0</b>	<b>(4,658)</b>	<b>(4,658)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Graduate Employment Program			(841)		(841)
<b>TOTAL</b>		<b>0</b>	<b>(841)</b>	<b>0</b>	<b>(841)</b>

## Strategy, Insights and Performance

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue									0
Employee Costs		13.0		(1,478)	(1,478)	13.0		(1,478)	(1,478)
Materials				(139)	(139)			(139)	(139)
Sponsorships									0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>13.0</b>	<b>0</b>	<b>(1,617)</b>	<b>(1,617)</b>	<b>13.0</b>	<b>0</b>	<b>(1,617)</b>	<b>(1,617)</b>
<b>Activity View</b>									
Manager		1.0		(197)	(197)	1.0		(197)	(197)
Project Management Office		5.0		(258)	(258)	5.0		(258)	(258)
Strategy, Planning & Engagement		7.0		(1,162)	(1,162)	7.0		(1,162)	(1,162)
<b>TOTAL</b>		<b>13.0</b>	<b>0</b>	<b>(1,617)</b>	<b>(1,617)</b>	<b>13.0</b>	<b>0</b>	<b>(1,617)</b>	<b>(1,617)</b>

## Adelaide Central Market Authority (ACMA)

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			5,343		5,343		5,343		5,343
Employee Costs		10.7		(1,787)	(1,787)	10.7		(1,787)	(1,787)
Materials				(4,257)	(4,257)			(4,257)	(4,257)
Sponsorships									0
Depreciation				(36)	(36)			(36)	(36)
Finance Costs				(1)	(1)			(1)	(1)
<b>TOTAL</b>		<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>	<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>
<b>Activity View</b>									
ACMA Operations		7.7	5,257	(5,250)	7	7.7	5,257	(5,250)	7
Market Expansion		3.0		(600)	(600)	3.0		(600)	(600)
Online Market Platform			86	(231)	(145)		86	(231)	(145)
<b>TOTAL</b>		<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>	<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adelaide Central Market Expansion Operational Preparedness			(220)		(220)
<b>TOTAL</b>		<b>0</b>	<b>(220)</b>	<b>0</b>	<b>(220)</b>



## Adelaide Economic Development Agency (AEDA)

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			4,417		4,417		4,417		4,417
Employee Costs		33.1		(4,777)	(4,777)	33.1		(4,762)	(4,762)
Materials				(4,456)	(4,456)			(4,456)	(4,456)
Sponsorships				(3,249)	(3,249)			(3,249)	(3,249)
Depreciation				(88)	(88)			(88)	(88)
Finance Costs				(6)	(6)			(6)	(6)
<b>TOTAL</b>		<b>33.1</b>	<b>4,417</b>	<b>(12,576)</b>	<b>(8,159)</b>	<b>33.1</b>	<b>4,417</b>	<b>(12,561)</b>	<b>(8,144)</b>
<b>Activity View</b>									
General Manager AEDA		3.0		(630)	(630)	3.0		(630)	(630)
Business and Investment		7.5		(2,633)	(2,633)	7.5		(2,618)	(2,618)
Marketing		8.0		(1,917)	(1,917)	8.0		(1,917)	(1,917)
Rundle Mall Management		9.6	4,397	(4,439)	(42)	9.6	4,398	(4,439)	(41)
Visitor Economy		5.0	20	(2,957)	(2,937)	5.0	19	(2,957)	(2,938)
<b>TOTAL</b>		<b>33.1</b>	<b>4,417</b>	<b>(12,576)</b>	<b>(8,159)</b>	<b>33.1</b>	<b>4,417</b>	<b>(12,561)</b>	<b>(8,144)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Adelaide Fashion Week			(310)		(310)
Business Growth - Business Support			(172)		(172)
Data and Insights			(213)		(198)
Event and Festival Sponsorship			(1,932)		(1,932)
General Marketing			(408)		(408)
Main streets Development Grants			(184)		(184)
Strategic Partnerships			(1,108)		(1,109)
Visitor Growth - Tourism Projects			(180)		(180)
<b>TOTAL</b>		<b>0</b>	<b>(4,507)</b>	<b>0</b>	<b>(4,493)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Rundle Mall Live Music Program			(100)		(100)
Tourism and Business Attraction			(133)		(133)
Commercial Events and Festivals Sponsorship Program					(300)
<b>TOTAL</b>		<b>0</b>	<b>(233)</b>	<b>0</b>	<b>(533)</b>

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		3,954	(3,954)	3,954	(4,004)
Renewal					
<b>TOTAL</b>		<b>3,954</b>	<b>(3,954)</b>	<b>3,954</b>	<b>(4,004)</b>

## Kadaltilla / Adelaide Park Lands Authority

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue			328		328		328		328
Employee Costs		1.3		(175)	(175)	1.3		(175)	(175)
Materials				(138)	(138)			(138)	(138)
Sponsorships				(15)	(15)			(15)	(15)
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>0</b>	<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>0</b>
<b>Activity View</b>									
Kadaltilla		1.3	328	(328)	0	1.3	328	(328)	0
<b>TOTAL</b>		<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>0</b>	<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>0</b>

# Regional Subsidiary & Offices

## **Brown Hill and Keswick Creek Stormwater Board**

The Regional Subsidiary, known as the Brown Hill and Keswick Creeks Stormwater Board, was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five constituent Councils and subsequently approved by the Minister for Local Government.

Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

## **Office of the Chief Executive Officer (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.

Key Focus Areas:

- Capital City oversight
- Communication and public relations
- Executive support and administration
- Grants and advocacy
- Partnerships and intergovernmental relations

## **Office of the Lord Mayor**

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

Key Focus Areas:

- Civic protocols and events
- Communication and public relations
- Lord Mayor and Council administration
- Partnerships and intergovernmental relations

## Offices

### Office of the Chief Executive & Office of the Lord Mayor

#### Planning & Budget Updates

There have been no proposed changes to the approved budget for the Office of the Chief Executive and the Office of the Lord Mayor during this quarter.

#### Quarterly Highlights

The Lord Mayor and CEO attended the Council of Capital City Lord Mayors Annual General Meeting in Darwin from 17-19 July 2024.

The Lord Mayor travelled to Penang Island 8-11 August 2024 as part of the Sister City 50<sup>th</sup> Anniversary celebrations.

The Lord Mayor's Homelessness Roundtable was held on 19 August in conjunction with the Park Lands, Policy & Sustainability Program.

The Premier and Lord Mayor co-hosted a reception at the Adelaide Oval to welcome home Australian Olympic and Paralympic Athletes, which was followed by a public event in Gawler Place, Rundle Mall on 15 September 2024.

#### Budget

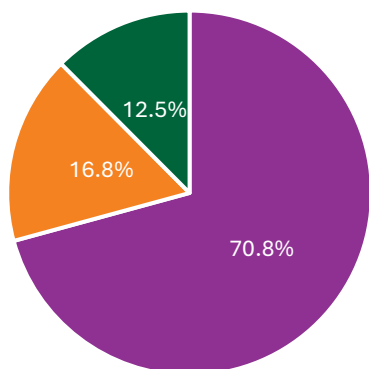
	\$'000	Adopted Budget			FTE	Proposed Q1			
		Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)	
<b>Operating Budget</b>									
Revenue									0
Employee Costs		10.3	(1,808)	(1,808)	10.3		(1,808)	(1,808)	
Materials			(1,289)	(1,289)			(1,289)	(1,289)	
Sponsorships			0	0					0
Depreciation									0
Finance Costs									0
<b>TOTAL</b>		<b>10.3</b>	<b>(3,097)</b>	<b>(3,097)</b>	<b>10</b>	<b>0</b>	<b>(3,097)</b>	<b>(3,097)</b>	
<b>Program Budget</b>									
Office of the Chief Executive		4.0	(1,457)	(1,457)	4.0		(1,457)	(1,457)	
Civic Event, Partnerships, and Other Events			(482)	(482)			(482)	(482)	
Lord Mayor's Office Administration		6.3	(1,158)	(1,158)	6.3		(1,158)	(1,158)	
<b>TOTAL</b>		<b>10.3</b>	<b>0</b>	<b>(3,097)</b>	<b>(3,097)</b>	<b>10.3</b>	<b>0</b>	<b>(3,097)</b>	<b>(3,097)</b>

# Projects

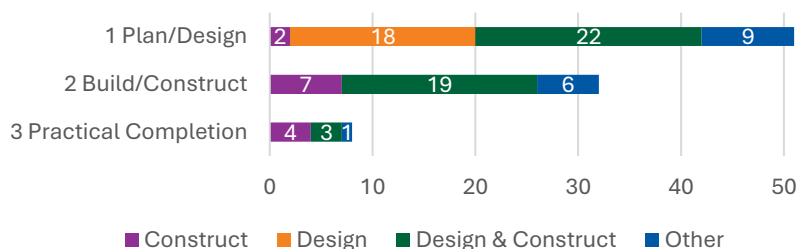
## New and Significant Upgrades

New and Significant Upgrade projects are works of a capital nature that are either introducing new assets or significantly upgrading existing assets, usually by extending the footprint of an asset or increasing the level of service an asset provides.

### Approved Budget



- Remaining Budget \$40.200m
- Spent \$9.534m
- Contracted \$7.075m



### Budget Highlights

The New and Significant Upgrade budget has increased by \$10.081m from the original budget of \$56.809m to a proposed Quarter 1 budget of \$66.890m due to the continuation of 42 projects from 2023-24 of \$9.462m, the receipt of 4 new grants of \$0.595m and accrued grant interest in Quarter 1 of \$0.024m.

### Key Achievements

During the quarter, 8 New and Significant Upgrade projects achieved practical completion, including Pitt Street (final section of the Market to Riverbank link project), Hutt Road/Park Lands Trail signalised crossing, Park 27B Sports building lighting upgrade and Francis Street artwork.

Quarter 1 saw the commencement of delivery of the Charles Street - Streetscape Upgrade Major project.

Several projects have signed contracts for intended works. This includes Rymill Park/Murlawirrapurka (Park 14) Public Lighting Upgrade, Park 11 Shared Use Path and lighting upgrade, and Christmas 2024 King William Street light pole motifs.

A number of New and Significant Upgrade projects are currently in the market with the aim of commencing delivery later this year, including Torrens retaining structure and 218-232 Flinders Street (demolition).

2024/25 New and Significant Upgrade Projects

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
<b>City Shaping Portfolio</b>							
<b>City Culture</b>							
Christmas 2024	●	Jan 25	●	0	188	(188)	Build/ Construct
City Activation (Festoon Lighting)	▲	Feb 25	●	0	49	(49)	Plan/ Design
City of Music Laneways - The Angels Artwork	●	Mar 25	●	45	61	(16)	Plan/ Design
Golden Wattle Park / Mirnu Wirra (Park 21 West) - New Community Sports Building (detailed design)**	●		●	100	100	0	Plan/ Design
Honouring Women in the Chamber - Portrait Commissions	▲	Jun 25	▲	12	15	(3)	Build/ Construct
Iparrityi Commission for Whitmore Square	▲	Jun 25	●	140	140	0	Plan/ Design
Main Street Revitalisation - Melbourne Street (planning) including Public Artwork	●	Jun 26	●	200	200	0	Design Only
Market to Riverbank Link Project^	●	Sep 24	●	0	43	(43)	Build/ Construct
Place of Courage^	◆	Jun 25	●	90	190	(100)	Plan/ Design
Public Art	●		●	0	42	(42)	Plan/ Design
Public Art Action Plan Deliverables	●	Jun 25	●	250	250	0	Plan/ Design
Ruby Hunter & Archie Roach Laneway Artwork	▲	May 25	▲	25	25	0	Plan/ Design
<b>Park Lands, Policy &amp; Sustainability</b>							
Climate Change Action Initiative Fund (CCAIF)	●		●	0	79	(79)	Build/ Construct
Disability Access and Inclusion Plan 2024-2028 Implementation	●		●	100	100	0	Plan/ Design
Greener City Streets Program^	▲	Dec 24	●	0	23	(23)	Build/ Construct
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028**	●		●	0	10	(10)	Plan/ Design
Light Square / Wauwi – Master Plan (detailed design)	●		●	250	250	0	Design Only
Public Realm Greening Program (street tree planting)	▲		●	1,700	5,700	(4,000)	Plan/ Design
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●		●	250	250	0	Plan/ Design
<b>City Services Portfolio</b>							
<b>City Operations</b>							
Plant and Fleet Replacement Program	●		●	108	108	0	Plan/ Design
<b>Infrastructure</b>							
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall	●	Sep 24	●	0	84	(84)	Practical Completion
Bikeways (North-South)^	◆	Oct 02	●	1,250	1,648	(398)	Build/ Construct
Black Spot Funding 23/24 Signage	●	Sep 24	●	0	3	(3)	Practical Completion
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)	●		▲	0	0	0	Plan/ Design
Botanic Catchment Water Course Rehabilitation*^	●		●	340	353	(13)	Plan/ Design
Brown Hill Keswick Creek - Stormwater Project	●		●	320	320	0	Plan/ Design
Charles Street – Streetscape Upgrade Major Project^	●	Apr 25	●	5,925	5,887	38	Build/ Construct
Communication Server Relocation and Associated Services (Central Market)	●		●	300	300	0	Build/ Construct

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
<b>City Services Portfolio</b>							
<b>Infrastructure cont.</b>							
Field Street Improvements (Construction)*	●	Nov 24	●	0	573	(573)	Build/ Construct
Francis Street Public Art	●	Aug 24	●	0	28	(28)	Practical Completion
Frome Street - Footpath Upgrades	▲	Oct 24	●	550	462	88	Build/ Construct
Gawler Upark - Facade Coating Treatment	●	Oct 24	●	0	0	0	Build/ Construct
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) - Improvements (detailed design)*	●		●	20	20	0	Design Only
Glen Osmond Road / Hutt Road Intersection Upgrade	●		▲	22	22	0	Design Only
Greener City Streets Program ^	▲	Dec 24	●	122	197	(75)	Build/ Construct
Hutt Rd and South Tce Intersection Traffic Signal Upgrade Black Spot ^	●		●	0	235	(235)	Build/ Construct
Hutt Road / Park Lands Trail Signalised Crossing (Construction) ^	●	Sep 24	●	0	222	(222)	Practical Completion
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)*	▲	Apr 25	●	115	224	(109)	Build/ Construct
Hutt Street Entry Statement Project ^	●	Sep 24	●	730	1,355	(625)	Build/ Construct
James Place Upgrade*	◆	Aug 25	●	100	100	0	Plan/ Design
Jeffcott Street – Pavement and Stormwater Upgrades (concept design)*	●		●	10	0	10	Design Only
Kingston Terrace Bus Stop Upgrades (Construction)	●	May 25	●	0	157	(157)	Plan/ Design
Light Square Electrical Infrastructure Upgrade	●	Oct 24	●	0	182	(182)	Practical Completion
Main Street Revitalisation - Gouger Street (detailed design)	●	Jan 27	▲	1,250	1,574	(324)	Plan/ Design
Main Street Revitalisation - Hindley Street*	▲	May 27	▲	4,980	5,160	(180)	Plan/ Design
Main Street Revitalisation - Hutt Street (detailed design)	●		●	1,250	1,295	(45)	Design Only
Main Street Revitalisation - Melbourne Street (planning) including Public Artwork	●	Jun 26	●	100	100	0	Design Only
Main Street Revitalisation - Melbourne Street Improvements ^	●	Apr 25	●	612	697	(85)	Build/ Construct
Main Street Revitalisation - O'Connell Street (detailed design)	●	Feb 27	●	1,000	1,024	(24)	Design Only
Market to Riverbank Link Project ^	●	Sep 24	●	0	435	(435)	Build/ Construct
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●	Oct 24	●	0	7	(7)	Build/ Construct
Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade* ^	●	Apr 25	●	149	188	(39)	Build/ Construct
New Access Ramps for Accessible Car Parks (Construction)	●		●	0	10	(10)	Plan/ Design
New Parents Room with store room (Central Market)	●		▲	55	55	0	Design Only
North Adelaide Golf Links - Renewal Planning*	●		●	80	80	0	Plan/ Design
O'Connell St / Archer St Intersection Improvements (Blackspot)**	●		●	0	350	(350)	Plan/ Design
Park 27B Hellas Sports club building and lighting upgrade (grant) ^	▲		●	100	336	(236)	Design Only
Park Land Buildings Upgrades	▲		●	1,763	1,763	0	Plan/ Design
Public Lighting Alterations - 176 Mackinnon Parade, North Adelaide	●	Sep 24	▲	0	23	(23)	Practical Completion
Royal Avenue – Improvements*	●		●	100	0	100	Plan/ Design
Rymill Park / Murlawirrapurka (Park 14) – Master Plan safety and accessibility works* ^	●	Apr 25	●	822	822	0	Build/ Construct
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction) ^	●	May 25	●	0	357	(357)	Build/ Construct

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
<b>City Services Portfolio</b>							
<b>Infrastructure cont.</b>							
Rymill Park/Murlawirrapurka (Park 14) Lake Upgrade (Construction)^	●	Nov 24	●	0	306	(306)	Build/ Construct
School Safety Implementation Project	●		●	250	250	0	Plan/ Design
Torrens retaining structure	●	Jul 25	●	1,600	1,600	0	Build/ Construct
Vincent Street and Vincent Place – Improvements*	▲		●	1,203	1,203	0	Plan/ Design
West Pallant Project Steet Lighting Design*	●		●	0	33	(33)	Plan/ Design
<b>Strategic Property and Commercial</b>							
218-232 Flinders Street	●	Feb 25	●	0	407	(407)	Build/ Construct
Central Market Arcade Options	●	Feb 26	●	285	409	(124)	Build/ Construct
Central Market Arcade Redevelopment	●	Feb 26	●	15,918	15,918	0	Build/ Construct
South West Community Centre	●	Jun 25	●	1,500	1,500	0	Plan/ Design
<b>Corporate Services Portfolio</b>							
<b>Corporate Activities</b>							
Project Delivery Management Costs (Overheads)*	●		●	6,764	6,764	0	Build/ Construct
<b>Adelaide Economic Development Agency</b>							
Experience Adelaide Centre^	●		●	3,954	3,954	0	Plan/ Design
Rundle Mall Sound System	●	Jun 25	●	0	50	(50)	Plan/ Design
<b>Information Management</b>							
Microsoft Teams Enabled Room - Lord Mayor's Office	●	Oct 24	●	0	25	(25)	Build/ Construct
<b>Total New and Upgrade Program</b>				56,809	66,890	(10,081)	

\* in addition to this budget there is a renewal amount which is reflected separately in the Renewal Program Table

\*\* fully grant funded

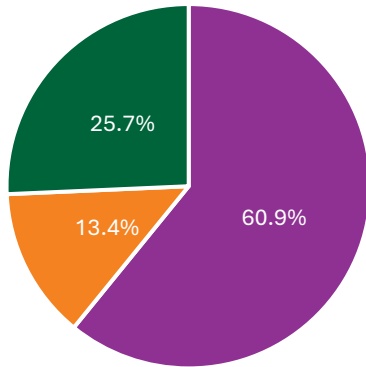
^ partially grant funded



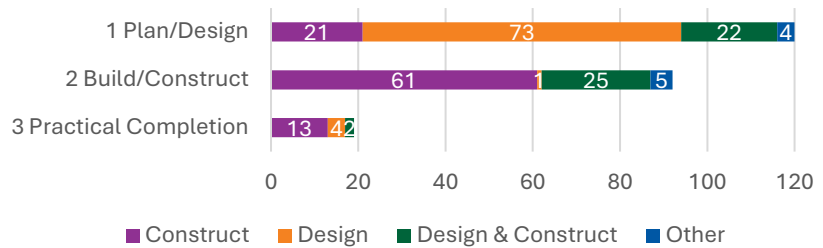
## Renewals

Renewals are works of a capital nature that are replacing an existing asset like for like, or like for modern equivalent.

### Approved Budget



- Remaining Budget \$34.097m
- Spent \$7.529m
- Contracted \$14.395m



### Budget Updates

There is no change to the renewal budget of \$56.022m at Quarter 1. Variations in budget categories are as a result of realigning and reprioritising the budget to the asset category being renewed.

### Key Achievements

During the quarter, 19 renewal projects achieved practical completion, including Park 26/Lights Vision footpath renewal, bud lighting renewal program, Adelaide Central Market – asphalt renewal and various road renewals.

Quarter 1 saw the commencement of delivery of the following projects: ICT Network and Security updates, Golf Course - green renewals, Childers Street lighting renewal and various traffic signal and road renewal projects.

Several projects have signed contracts for the intended works. This includes ICT’s laptop and PC replacements, public lighting and electrical conduit renewal on Glen Osmond Road, Park 20/Kurangga footpath renewal, Adelaide Town Hall service lift renewal and bollard renewals in Rundle Mall.

A number of renewal projects are currently in the market with the aim of commencing delivery later this year, including Hutt Street/South Terrace Stormwater improvements, Unley Road stormwater culvert and Grenfell Street footpath renewal.

### 2024/25 Renewal Budget by Category

\$'000	Adopted Budget	Proposed Q1	Variance	
Bridges	350	350	0	▶
Buildings	11,205	11,325	(120)	▼
ICT Renewals	1,591	1,591	0	▶
Light'g & Electrical	1,708	1,985	(277)	▼
Park Lands Assets	2,128	2,174	(46)	▼
Plant and Fleet	1,689	1,689	0	▶
Traffic Signal	3,606	2,937	669	▲
Transport	19,459	17,370	2,089	▲
Urban Elements	2,891	2,944	(53)	▼
Water Infrastructure	5,729	7,992	(2,263)	▼
Project Management Delivery Costs	5,665	5,665	0	▶
<b>TOTAL</b>	<b>56,022</b>	<b>56,022</b>	<b>0</b>	<b>▶</b>

### 2024/25 Renewal Projects by Category and Project Phase

Category	Total*	Design only	Plan/Design	Build/Construct	On Hold	Complete
Bridges	5	3	2			
Buildings	31	4	10	15		2
ICT Renewals	8		7	1		
Light'g & Electrical	29	19	1	6		3
Park Lands Assets	18	7	3	8		
Plant and Fleet	6		3	2		1
Traffic Signal	9		1	8		
Transport	66	22	14	20		10
Urban Elements	49	15	5	26		3
Water Infrastructure	10	3	1	6		
<b>TOTAL</b>	<b>231</b>	<b>73</b>	<b>47</b>	<b>92</b>	<b>0</b>	<b>19</b>

\*Total Project count: mixed funded projects are only counted once in the total project count.

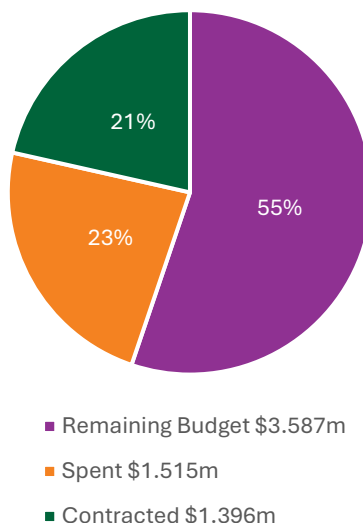
Note:

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plant and Fleet
- Some projects have been broken down into sub-projects, so total appears different

## Strategic Projects

Strategic Projects are generally ‘one off’ or short-lived 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.

### Approved Budget



### Budget Updates

The Strategic Projects budget has increased by \$0.626m from the original approved budget of \$6.499m to a proposed Quarter 1 budget of \$7.125m.

The inclusion of grant funded initiatives (Historic Area Statement – Code Amendment, Botanic Creek Rehabilitation, Adelaide Park Lands Water Resources Study & Social Work in Libraries Evaluation Framework), ongoing previous year projects (Conservation Management Plans for Heritage Assets, Transport Strategy, City Speed Limit Review & School Safety Review) and Council endorsed projects (Commercial Events & Festivals Sponsorship Program) are contributing to this increase.

### Key Achievements

Quarter 1 has seen the number of strategic projects increase with the inclusion of new projects in City Shaping (Social Work in Libraries Evaluation Framework, Historic Area Statement – Code Amendment & Botanic Creek Rehabilitation) and Corporate Services (Commercial Events and Festivals Sponsorship Program).

Successful grant submissions have assisted in easing funding constraints, with a number of projects attracting external funding.

SA Power Networks Luminaire Upgrades and Social Planning Homelessness and Adelaide Zero Project Resourcing have both reached practical completion in Quarter 1.

Overall, the strategic program is 42% committed and spent at Quarter 1, with continued procurement and delivery into Quarter 2.

2024/25 Strategic Projects	Plan	Expenditure (\$'000)		
	Delivered by	Adopted Budget	Proposed Q1	Variance
<b>City Shaping</b>				
<b>City Culture</b>				
DHS Community Neighbourhood Development Funding^	● Jun 2025	99	99	▶
City Activation	● Jun 2025	502	502	▶
<b>Park Lands, Policy &amp; Sustainability</b>				
Social Work in Libraries Evaluation Framework**	● Nov 2024		25	(25) ▲
Social Planning Homelessness and Adelaide Zero Project Resourcing	Complete	208	208	▶
Reconciliation Action Plan 2024-2027 Implementation	● Jun 2025	150	150	▶
National Heritage Management Plan Implementation	● May 2025	100	100	▶
Local Heritage Assessments - 20th Century Buildings	● Jun 2025	50	50	▶
Homelessness Strategy Implementation	● Jun 2025	50	50	▶
Historic Area Statement - Code Amendment	● Jun 2025		112	(112) ▲
Economic Development Strategy Implementation	● Jun 2025	106	106	▶
Disability Access and Inclusion Plan 2024-2028 Implementation	● Jun 2025	215	215	▶
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	● Jun 2025	240	240	▶
Botanic Creek Rehabilitation (Community Planting)^	● Jun 2025		72	(72) ▲
Adaptive Reuse City Housing Initiative^	● Dec 2025	290	250	40 ▼
<b>Regulatory Services</b>				
On-Street Parking Compliance Technology and Customer Analytics Reform	● Jun 2025	148	148	▶
<b>City Services</b>				
<b>City Operations</b>				
Feasibility Studies - Waste and Recycling Collection	● Jun 2025	100	100	▶
<b>Infrastructure</b>				
Transport Strategy	▲ Jun 2025	200	276	(76) ▲
School Safety Review	● Mar 2025		12	(12) ▲
SA Power Networks (SAPN) Luminaire Upgrades	Complete	15	15	▶
Resilient Flood Mapping	▲ May 2025	1,723	1,723	▶
Conservation Management Plans for Heritage Assets	● Jun 2025		41	(41) ▲
City Speed Limit Review	● Aug 2024		27	(27) ▲
Bridge Maintenance Program	▲ Jun 2025	400	400	▶
Asset Condition Audit	● May 2025	595	565	30 ▼
Adelaide Park Lands Strategic Water Resources Study	▲ Jun 2025	50	80	(30) ▲
<b>Strategic Property &amp; Commercial</b>				
88 O'Connell Project Delivery	● Jun 2025	80	80	▶
218 - 232 Flinders Street Masterplan Investigations	● Jun 2025	150	150	▶
<b>Corporate Services</b>				
<b>Governance</b>				
ESCOSA Review	● Feb 2025	40	40	▶
<b>Information Management</b>				
Cyber Security Enhancement	● Jun 2025	85	85	▶
Contact Centre Software Replacement	● Mar 2025	450	450	▶
<b>ACMA</b>				
Adelaide Central Market Expansion Operational Preparedness	● Jun 2025	220	220	▶
<b>AEDA</b>				
Tourism and Business attraction	● May 2025	133	133	▶
Rundle Mall Live Music Program	● Jun 2025	100	100	▶
Commercial Events and Festivals Sponsorship Program	● Jun 2025		300	(300) ▲
<b>TOTAL</b>	<b>34 projects</b>	<b>6,499</b>	<b>7,125</b>	<b>(626)</b>

# Budget

## Summary

### September Year to Date (YTD)

The operating position as at the end of quarter 1 2024/25 is a surplus of \$4.907m, which is (\$0.476m) unfavourable to the Year to Date (YTD) budget of \$5.383m. This is driven by:

- **Income \$0.788m favourable** to budget largely due to higher fees and charges across Commercial Parking income \$0.489m and Nursery Sales \$0.083m, as well as additional corporate grants programs \$0.100m (including Financial Assistance Grants).
- **Expenditure (\$1.264m) unfavourable** and is largely due to resource costs (employee costs net of external temporary labour backfills) which is (\$1.413m) higher than budget. This is due to the alignment of the salary and wages pay runs in July; the Q1 budget will be retimed to align to the revised actual pay cycles which gives rise to a variance of a favourable position of \$0.114m. Other variances include depreciation of (\$0.538m) reflecting the 2023/24 asset revaluations, offset by favourable timing of materials, contract and other expenditure.

The Capital Projects spend of \$17.063m is \$0.266m higher than the YTD budget of \$16.797m. This is a result of the continued effort to deliver the 2024/25 capital program.

Council had net cash surplus of \$27.782m as at 30 September, with \$2.510m in bank accounts and \$25.272m in deposits.

### Quarter 1 2024/25 Projected Operating Position

The proposed Quarter 1 forecast is an operating surplus of \$9.367m which remains consistent as per the adopted budget. The following adjustments are incorporated into Quarter 1:

**Additional Income of \$0.483m** through the recognition of additional commercial parking revenue of \$0.130m, extension of a long term lease of \$0.166m, additional grants received of \$0.215m, the sale of gaming machine entitlements \$0.100m and other minor increases of \$0.074m. Offsetting this is a reduction in property rental income of (\$0.202m) due to higher than budgeted vacancies.

**Additional Expenditure of (\$0.483m)** through an increase in Strategic Project funding of (\$0.626m) including (\$0.300m) for the AEDA commercial events fund and (\$0.269m) of strategic projects continuing into 2024/25, and new projects of (\$0.057m) to be delivered through external grant programs. Other changes include additional commercial parking labour and software licences of (\$0.164m) to deliver the increased revenue, additional minor increases in expenditure of (\$0.085m) offset by a reduction in commercial parking bank fees of \$0.392m due to a combination of a one-off overcharge and a beneficial rate reduction in the new banking contract.

The **Capital Program** is proposed to increase by \$10.081m from \$112.831m to \$122.912m as a result of the continuation of 42 projects from 2023/24 of \$9.462m, the receipt of 4 new grant funded projects \$0.595m and accrued interest of \$0.024m from externally funded projects. Ther renewal program has been reprioritised to be delivered in line with the adopted budget.

Borrowings are forecast to reduce by \$29.944m from \$53.677m to \$23.733m. This is largely due to the cash positive position as at 30 June 2024.

## Budget

### Operating Position (Financial Performance)

\$000's	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
Rates Revenue	36,077	36,152	(75)	144,908	144,908	0
Fees and Charges	21,902	21,525	377	84,292	84,460	168
Grants, Subsidies and Contributions	1,237	908	329	4,842	5,057	215
Other Income	387	230	157	1,183	1,283	100
<b>Total Revenue</b>	<b>59,603</b>	<b>58,815</b>	<b>788</b>	<b>235,225</b>	<b>235,708</b>	<b>483</b>
Employee Costs	19,726	19,625	(101)	86,220	86,489	(269)
Materials, Contracts and Other Expenses	18,200	17,660	(540)	75,824	75,779	45
Sponsorships, Contributions and Donations	1,803	1,726	(77)	6,149	6,408	(259)
Depreciation, Amortisation and Impairment	14,757	14,219	(538)	56,857	56,857	0
Finance Costs	210	202	(8)	808	808	0
<b>Total Expenses</b>	<b>54,696</b>	<b>53,432</b>	<b>(1,264)</b>	<b>225,858</b>	<b>226,341</b>	<b>(483)</b>
<b>Operating Surplus / Deficit</b>	<b>4,907</b>	<b>5,383</b>	<b>(476)</b>	<b>9,367</b>	<b>9,367</b>	<b>0</b>

### Capital Program

	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
New and Upgrades Projects	9,534	8,145	(1,389)	56,809	66,890	(10,081)
Renewal / Replacement of Assets	7,529	8,652	1,123	56,022	56,022	0
<b>Total Revenue</b>	<b>17,063</b>	<b>16,797</b>	<b>(266)</b>	<b>112,831</b>	<b>122,912</b>	<b>(10,081)</b>

## Operating Program – Adjustments

\$000's	Budget	Proposed	Variance
<b>2024/25 Quarter 1 Budgeted Operating Position</b>			
<b>Lease Extension</b>			
Extension of a Long Term Lease	0	166	166
<b>Commercial Parking Income</b>			
Recognise one off favourable variance	44,490	44,620	130
<b>Park Land Property Rental Income</b>			
Higher than budgeted rental incomes	1,077	1,112	35
<b>Property Rental Income</b>			
Unbudgeted vacancies	6,615	6,413	(202)
<b>Roads To Recovery Grant Funding</b>			
Additional grant funding received	255	332	77
<b>Creek Of Cultural Connection - Grant Funding</b>			
Funding for community planting activities in Parks 14, 15 & 16	0	58	58
<b>Creek Of Cultural Connection - Expenditure</b>			
Project for community planting activities in Parks 14, 15 & 16	0	(72)	(72)
<b>SA Council Modernisation Grants - Grant Funding</b>			
Funding for Organic Residential Trials	0	34	34
<b>SA Council Modernisation Grants - Expenditure</b>			
Costs for Organic Residential Trials	0	(28)	(28)
<b>Financial Assistance Grant (General Purpose)</b>			
Additional grant funding received for 24/25	697	717	20
<b>Supplementary Local Roads</b>			
Additional grant funding received for 24/25	126	129	3
<b>Kerbside Performance Grant</b>			
Grant funding received for Food Waste	0	3	3
<b>Financial Assistance Grant (Local Roads)</b>			
Additional grant funding received for 24/25	357	358	1
<b>Gaming Machine Entitlements</b>			
Higher than expected income	0	100	100
<b>Data &amp; Insights Analyst (AEDA)</b>			
Reduction in salary level after Mercer review	(132)	(117)	15
<b>Commercial Parking Labour</b>			
Additional labour required to deliver increased revenue	(2,315)	(2,414)	(99)
<b>Historic Area Statement</b>			
Continuation of strategic project into 24/25	0	(113)	(113)
<b>Transport Strategy</b>			
Continuation of strategic project into 24/25	(200)	(276)	(76)
<b>Parking Software</b>			
Licence cost higher than anticipated	(664)	(729)	(65)
<b>Heritage Strategy 2021-2036</b>			
Continuation of strategic project into 24/25	0	(41)	(41)
<b>City Speed Limit Review</b>			
Continuation of strategic project into 24/25	0	(27)	(27)
<b>School Safety Review</b>			
Continuation of strategic project into 24/25	0	(12)	(12)
<b>SA Power Networks Luminaire Upgrades</b>			
Strategic project completed with savings	(15)	(14)	1
<b>Parking Bank Fees</b>			
One-off overcharge plus beneficial rate from new banking contract	(1,035)	(643)	392
<b>Commercial Events Fund - AEDA</b>			
Re-instatement of fund based on Council Decision 11 June 2024	0	(300)	(300)

# Budget

## Operating Program – Adjustments (continued)

The following changes have a net nil impact on the Operating Program, as income or grant funding received fully offsets incurred expenditure:

\$000's	Budget	Proposed	Variance
<b>Employee Costs</b>			
Additional Aboriculture Technical Officer to manage contractor and scheduling of maintenance, offset by an increas in vacancy management target.	86,220	86,220	(108) 108
<b>East End Unleashed - Income</b>			
Unbudgeted event income offset by set up costs	0	40	40
<b>East End Unleashed - Expenditure</b>			
Unbudgeted event income offset by set up costs and contractor costs budget reallocated from Events	(145)	(294)	(149)
<b>Events - Expenditure</b>			
Contractor costs reallocated to East End Unleashed	(1,392)	(1,283)	109
<b>Live &amp; Local - Grant Funding</b>			
Partnership with LMO	0	35	35
<b>Live &amp; Local - Expenditure</b>			
Partnership with LMO	0	(35)	(35)
<b>Adaptive Re-Use - Grant Funding</b>			
Lower than budgeted grant income as a result of grant revenue recognition in 2023/24	290	250	(40)
<b>Adaptive Re-Use - Expenditure</b>			
Reduction in expenses to offset lower than budgeted grant income	(290)	(250)	40
<b>Social Workers In Libraries - Grant Funding</b>			
Funding received to be fully expended on project	0	25	25
<b>Social Workers In Libraries - Expenditure</b>			
Funding received to be fully expended on project	0	(25)	(25)

## Capital Program – Adjustments

\$000's	Budget	Proposed	Variance
<b>New and Upgrades</b>			
Works of a significant nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.	56,809	66,890	(10,081)
<b>Renewals</b>			
Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.	56,022	56,022	0
<b>Total Adjustment</b>	<b>112,831</b>	<b>122,912</b>	<b>(10,081)</b>



# Budget

## Financial Indicators

	Target	Adopted	Q1
<b>Operating Surplus Ratio</b> The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	4.0%	4.0%
<b>Net Financial Liabilities</b> The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	21%	15%
<b>Asset Sustainability Ratio</b> The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	92.5%	92.5%
<b>Asset Test Ratio</b> The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	17%	8%
<b>Interest Expense Ratio</b> Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	2.0%	2.0%
<b>Leverage Test Ratio</b> The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.4 years	0.2 years
<b>Cash Flow From Operations Ratio</b> The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	103%	110%
<b>Borrowings</b> The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	34%	15%
<b>Borrowings</b> The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	56%	40%

On track	Within range
At risk	May be within range but at risk of going outside of range
Off track	Outside of range

# Budget

## Treasury Reporting

The tables below present the debt and cash investment information as required by Council’s Treasury Policy.

**Table 1** shows the borrowing facilities taken out by Council. Council had nil borrowings as at 30 September 2024:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000	Maturity Date
LGFA CAD 555	\$70m	Variable	5.60%	-	-	15/06/2033

\* Note CAD facilities are flexible and allows Council to convert all or part of it into a fixes rate interest only loan for a maximum of 5 years.

**Table 2** shows cash invested by Council. Council had \$27.782m in cash investments at 30 September 2024:

Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000	Maturity Date
LGFA General		Variable	4.55%	\$25.272m	\$25.073m	-
NAB		Variable	4.35%	\$0.382m	\$0.102m	-
CBA		Variable	4.35%	\$2.128m	\$0.972m	-

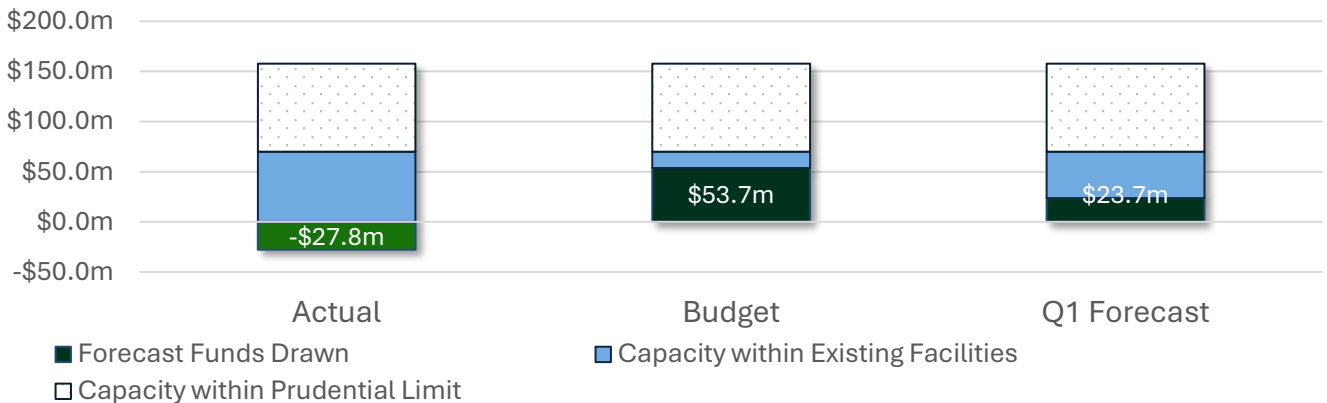
Total borrowings without the Future Fund offset (\$36.629m) would otherwise be \$8.846m.

**Table 3** provides the Prudential Limit Ratios as outlined in Council’s Treasury Policy:

Prudential Limit Ratio**	Comments	Limits	YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy).	Maximum 10%	0.03%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0 years
Asset Test	The percentage of total borrowings to Council’s saleable property assets.	Maximum 50%	0%

Borrowings: showing current facilities against our prudential limit and forecasted position

## Borrowings



# Glossary

## Budget

*24/25 Budget:* is the current adopted budget.

*Financial Indicators:* Measures used to assess Council's financial performance, to guide decision making on major projects, and ensure its continued financial sustainability.

*Reallocation:* Reallocation of funds from one source to another.

*Reclassification:* A change of a project categorisation to reflect the scope, size or funding source of a project (e.g. Renewal to Upgrade).

*Retimed:* Deliberate change of timing of a project into a future year based on an agreed decision.

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

## Capital Works

*New and upgrade:* Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.

*Renewal:* Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

## Project Management Phases

*Commit/Concept:* A project plan is being finalised with scope, and greater understanding of budget timing and stakeholder management.

*Design:* Projects for which only the design phase will be undertaken in the current year, with construction occurring in another financial year.

*Design/Detail Planning:* The planning and design phase of a project, which includes activities such as project planning and technical design.

*Build/Construct (also Deliver):* The build and construction phase of a project, which includes activities such as tendering, and construction/creating an asset.

*Practical Completion:* The practical completion phase of a project where an area/asset is open and created in our asset system. Depreciation commences at this point.

*On Hold:* Project status indicating a decision of Executive or Council is required and cannot proceed until a decision is reached.

## Types of Projects

*Capital Project:* A long-term project to establish, develop, improve or renew a capital project.

*Strategic Project:* Delivers the Strategic Plan and are generally 'once off' that have been prioritised to be delivered in a specific timeframe. Strategic Project budgets are operational in nature (not capital) and are aligned to a relevant service.

# Appendix: Risk and Opportunities

## Risks and Opportunities

The construction of Market Square and decreased capacity in the UPark Central Market, together with local economic conditions and cost of living pressures could have an impact on potential spend in the market.

Access to the Adelaide Central Market may also be affected by compounding pressures in the precinct. This would depend on the timing of projects such as future renovations of Market Plaza entrances, Main Street Revitalisation – Gouger Street project, and road closures for major events, all of which could have an impact on potential spend in the Market.

19 leases within the Adelaide Central Market will expire in FY24/25. There is a potential for this to have a direct impact on revenue. Leasing agreements are progressing well at this stage, ahead of tenancy schedule.

City Operations is currently reviewing the maintenance programs and operating budgets required to support the New and Upgrade projects to ensure all future budgets capture the funding required to maintain these assets within the agreed service standards.

Higher than expected staff turnover and movement in On-Street Parking has led to lower forecast revenue at Quarter 1. Different approaches are being reviewed to compensate for this in remaining quarters.

Development of the Helen Mayo Master plan is a project to be undertaken with State Government. The timing and delivery of the project relates to State Government investment.

Resourcing, both internal and external, remains a challenge for progressing projects through design and construction. Internal resources continue to be supplemented with short term contract staff and external consultants and contractors have high workloads due to a busy time in the industry, with pricing remaining at post-covid levels.

In Quarter 1, Council reviewed multiple avenues for grant revenue and after further investigation, eight opportunities, across four government schemes, were formally submitted. Outcomes of these applications will be known throughout 2024/25.

From applications made towards the end of 2023/24, four grant applications were awarded to the City of Adelaide in Quarter 1 equalling \$2.1 million of funding support from both the State and Federal Government. This external funding will go towards supporting projects such as the James Place and Charles Street upgrades amongst others. Further opportunities are being investigated for submission due in Quarter 2.

## Appendix: Financial Statements

Statement of Comprehensive Income \$'000s	Adopted Budget	Q1
<b>Income</b>		
Rates Revenue	144,908	144,908
Statutory Charges	16,893	16,893
User Charges	67,399	67,567
Grants, Subsidies and Contributions	4,842	5,057
Investment Income	166	166
Reimbursements	150	150
Other Income	866	967
<b>TOTAL INCOME</b>	<b>235,225</b>	<b>235,708</b>
<b>Expenses</b>		
Employee Costs	86,220	86,489
Materials, Contracts and Other Expenses	81,973	82,187
Depreciation, Amortisation and Impairment	56,857	56,857
Finance Costs	808	808
<b>TOTAL EXPENSES</b>	<b>225,858</b>	<b>226,341</b>
<b>Operating Surplus (Deficit)</b>	<b>9,367</b>	<b>9,367</b>
Asset Disposal & Fair Value Adjustments	0	0
Amounts Received Specifically for New or Upgraded Assets	7,026	9,015
<b>Net Surplus / (Deficit)</b>	<b>16,393</b>	<b>18,382</b>
Changes in Revaluation Surplus – I,PP&E	0	0
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>16,393</b>	<b>18,382</b>

**Statement of Financial Position**

<b>\$'000s</b>	<b>Adopted Budget</b>	<b>Q1</b>
<b>ASSETS</b>		
<u>Current Assets</u>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	45,116	19,556
Inventories	741	805
Other Current Assets	0	27,000
<b>Total Current Assets</b>	<b>46,657</b>	<b>48,161</b>
<u>Non-Current Assets</u>		
Financial Assets	679	839
Equity Accounted Investments in Council Businesses	2,258	4,386
Investment Property	2,968	3,165
Infrastructure, Property, Plant and Equipment	1,924,347	2,075,923
Other Non-Current Assets	1,306	0
Non-Current Receivable	0	0
<b>Total Non-Current Assets</b>	<b>1,931,559</b>	<b>2,084,313</b>
<b>TOTAL ASSETS</b>	<b>1,978,216</b>	<b>2,132,474</b>
<b>LIABILITIES</b>		
<u>Current Liabilities</u>		
Trade and Other Payables	19,071	23,829
Provisions	21,596	16,875
Borrowings (Lease Liabilities)	5,142	5,077
<b>Total Current Liabilities</b>	<b>45,808</b>	<b>45,781</b>
<u>Non-Current Liabilities</u>		
Trades and Other Payables	0	16,066
Borrowings	53,677	23,733
Provisions	2,103	2,058
Borrowings (Lease Liabilities)	30,922	34,241
<b>Total Non-Current Liabilities</b>	<b>86,703</b>	<b>76,098</b>
<b>TOTAL LIABILITIES</b>	<b>132,511</b>	<b>121,879</b>
<b>Net Assets</b>	<b>1,845,705</b>	<b>2,010,595</b>
<b>EQUITY</b>		
Accumulated Surplus	807,169	799,387
Asset Revaluation Reserves	1,004,383	1,171,996
Future Reserve Fund	34,154	39,212
<b>TOTAL COUNCIL EQUITY</b>	<b>1,845,705</b>	<b>2,010,595</b>

**Statement of Changes in Equity**

<b>\$'000s</b>	<b>Adopted Budget</b>	<b>Q1</b>
Balance at the end of previous reporting period	1,829,312	1,992,213
a. Net Surplus / (Deficit) for Year	16,393	18,382
b. Other Comprehensive Income	0	0
Total Comprehensive Income	16,393	18,382
<b>Balance at the end of period</b>	<b>1,845,705</b>	<b>2,010,595</b>

**Statement of Cash flows**

<b>\$'000s</b>	<b>Adopted Budget</b>	<b>Q1</b>
<b>Cash Flows from Operating Activities</b>		
<u>Receipts</u>		
Operating Receipts	232,801	254,466
<u>Payments</u>		
Operating Payments to Suppliers and Employees	(170,091)	(175,134)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>62,710</b>	<b>79,332</b>
<b>Cash Flows from Investing Activities</b>		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	6,026	4,556
Proceeds from Surplus Assets	18,500	18,500
Sale of Replaced Assets	500	500
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(56,022)	(56,022)
Expenditure on New/Upgraded Assets	(56,489)	(66,567)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(87,805)</b>	<b>(99,353)</b>
<b>Cash Flows from Financing Activities</b>		
<u>Receipts</u>		
Proceeds from Borrowings	30,084	23,733
<u>Payments</u>		
Repayment from Borrowings	0	0
Repayment of Lease Liabilities	(4,989)	(4,989)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>25,095</b>	<b>18,744</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>0</b>	<b>(1,277)</b>
plus: Cash and Cash Equivalents at beginning of period	800	2,077
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>

**Uniform Presentation of Finances**

<b>\$'000s</b>	<b>Adopted Budget</b>	<b>Q1</b>
<b>Income</b>		
Rates Revenue	144,908	144,908
Statutory Charges	16,893	16,893
User Charges	67,399	67,567
Grants, Subsidies and Contributions	4,842	5,057
Investment Income	166	166
Reimbursements	150	150
Other Income	866	967
<b>TOTAL INCOME</b>	<b>235,225</b>	<b>235,708</b>
<b>Expenses</b>		
Employee Costs	86,220	86,489
Materials, Contracts and Other Expenses	81,973	82,187
Depreciation, Amortisation and Impairment	56,857	56,857
Finance Costs	808	808
<b>TOTAL EXPENSES</b>	<b>225,858</b>	<b>226,341</b>
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>9,367</b>	<b>9,367</b>
<b>Net Outlays on Existing Assets</b>		
Capital Expenditure on Renewal and Replacement of Existing	(56,022)	(56,022)
Finance lease payments for right of use assets on existing assets	0	(4,989)
add back Depreciation, Amortisation and Impairment	56,857	56,857
add back Proceeds from Sale of Replaced Assets	500	500
<b>Net Outlays on Existing Assets</b>	<b>1,335</b>	<b>(3,654)</b>
<b>Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets	(56,809)	(66,887)
add back Amounts received specifically for New and Upgraded Assets	6,026	4,556
add back Proceeds from Sale of Surplus Assets	18,500	18,500
<b>New Outlays on New and Upgraded Assets</b>	<b>(32,283)</b>	<b>(43,831)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(21,581)</b>	<b>(38,118)</b>



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# Adelaide Central Market

Quarter 1 Report, 1 July 2024 – 30 September 2024



## Executive Summary

Operational highlights for Q1 included events and activations such as the popular Bastille Day and sold-out school holiday program. The month of September focussed on sustainability with the promotion of various initiatives ACMA delivers, including the community partnership with Oz Harvest to rescue food and the recycling of the Market’s organic waste to produce compost for the farming industry (99% of the organic waste is diverted from landfill).

The leasing campaign for the Market Expansion commenced with an Expression of Interest process with a robust number of applications received across most retail categories. Discussions with potential tenants will start in October and November.

Tenancy movement included one stall vacating at lease expiry (Standom Smallgoods), followed by fit out works to relocate and expand one stall (Fleurieu Milk) with a new tenant to be welcomed in October. Leasing revenue remains strong, with 100% rental occupancy.

The operating position is \$257K favourable to the YTD budget however this is mainly based on timing of expenditure.

The Market visitation in Q1 of the financial year is traditionally the slowest period of the year (winter) and the fire incident on 31/08 has had an impact on trade. However, traffic has climbed steadily since, boding well for a lift in numbers coming into the end of the calendar year.

## Financial Report

\$'000	September YTD			Adopted Annual Budget	Revised Annual Budget
	Actual	Budget	Var		
Income	1,372	1,336	37	5,343	5,343
Expenditure	1,286	1,468	181	6,081	6,081
Net Operating Surplus / (Deficit)	86	(132)	218	(738)	(738)
Expansion Operational Preparedness	16	55	(39)	220	220
Total	70	(187)	257	(958)	(958)

## Debtors Summary

Financial Year	Total Arrears	Current	%	30 Days	%	60 Days	%	90+ Days	%
2024/25	\$ 78,400	\$ 47,393	60%	\$ 19,638	25%	\$ 11,369	15%	\$ 0	0%

Debt is contained within 60 days and the percentage of rent paid in advance remains stable.

## Leasing

Substantial progress since July, with:

Q1 - Total number of Market stalls is 72 – 100% Occupancy	
Renewals	7
Short term	1
Holdovers	2
Vacancies	0

## Risks and Opportunities

- 19 leases will expire in FY24/25 leading to an increased risk in vacancies.
- The construction of Market Square, the decreased capacity in UPark Central Market, as well as economic conditions and cost of living pressures may impact on potential spend in Market.
- Access to the Market may be affected further by compounding pressures in the precinct, depending on timing but not limited to future renovations of Market Plaza entrances, Gouger St rejuvenation and road closures for major events.

## Business Plan & Budget 2024/25 and Strategic Plan Measures

The 2024/25 ACMA Business Plan and Budget includes 93 priority actions across the five strategic pillars of the ACMA Strategic Plan 2023/28: Our Customers, Our Traders, Our Business, Our Community and Our Market.

Summary Actions	Delivered/ongoing	On Track	Off track
OUR CUSTOMERS	11	13	0
OUR TRADERS	10	4	0
OUR BUSINESS	24	7	0
OUR COMMUNITY	9	5	0
OUR MARKET	5	5	0
<b>TOTAL</b>	<b>59</b>	<b>34</b>	<b>0</b>

## Q1 Highlights

### OUR CUSTOMERS

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

- Introduced visitation tracking to the Market Stall (Customer Service Desk): 2,507 products sold and 10,900 customers
- Trading Hours review: commenced process to align trading hours to customer preferences, including gathering and communicating research data to traders. Progressed trader consultation process (facilitated by external consultant 'Further Insights') as per the legal requirements of the Retail Leasing and Commercial Act, including 2 all trader forums. (Trader vote in October 2024)
- Delivery of in Market events and activations Bastille Day, school holiday program, Sustainable September, cooking demonstrations, free kids activities and live music
- 3 high profile National and international TV program filming and featuring the Market

### OUR TRADERS

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

- Supported the Photo Co. Adelaide Camera Expo on Sunday 22 September (attended by approx. 550 people)
- Trading Hours review progressed with extensive Trader consultation including all-trader forums, surveys and 1:1 interviews
- Successful pop-up with traditional style Dutch offering in central aisle
- Big clean for Market including all trader facades
- First 'Trader Award for Innovation' delivered

### OUR BUSINESS

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

- New property management software - implementation and training
- Appointment of new Administration Coordinator, Tiera Lippiello (existing FTE)
- Live Shooter and Emergency evacuation training for ACMA staff (delivered by CoA, 14/8)

- Tourism Industry Council South Australia awards submission: ACMA named finalist in Cat 8: Retail, Hire and Services

## OUR COMMUNITY

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

- Cultural celebrations – NAIDOC Week and Bastille Day
- Partnership showcase with Oz Harvest with in Market photography and video
- Sustainable September promotion: organic waste management to produce compost for the farming industry
- Single use Plastic Ban implementation plus In-Market bins re-skinned to align with ban

## OUR MARKET

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

- Pest control new contract
- Replacement of glass canopies at 4x entry points
- Renewal of entry lighting
- Renewal of Asphalt (western roadway)
- Market Expansion:
  - Leasing Strategy and Leasing Campaign strategy completed
  - Leasing EOI process in July and August with Exclusive access to EOI for existing traders
  - Review of Property staff resourcing

## Upcoming quarter priorities: 1 October 2024 – 30 December 2024

- Board: 2 external Board Members to be recruited in October/November + Council Member representative to be appointed in December
- Marketing and events delivery:
  - School Holidays program
  - Deliver Seafood + Sound event activation on 25 and 26 October
  - Deliver Christmas program (marketing and operational)
  - Ongoing program of live music and free kids activities
- Trading Hours review: trader vote following consultation to amend weekdays trading hours
- Market Expansion:
  - Leasing conversations with potential tenants
  - Operational Readiness project – research phase to inform budget preparation
  - Fit Out guidelines to be completed
  - Recruitment Senior Property Officer

# Adelaide Economic Development Agency

## Quarter 1 Report

1 July 2024 – 30 September 2024

### Executive Summary

Between 1 July 2024 and 30 September 2024, AEDA:

- Engaged with over 40 businesses as investment leads that have the potential to bring in over 1,500 jobs.
- Profiled over 115 city businesses and generated almost 2,500 leads for city operators through the See for Yourself campaign.
- Developed and launched the Chihuly City Trail, that leverages off the exhibition with 15 participating retailers taking part in the Trail.
- Supported three events through the Events and Festivals Sponsorship program which were delivered in the quarter with a combined anticipated attendance of 1.7million and an estimated gross economic impact of \$67.7 million. Supported four events through the Commercial Events Sponsorship Program which were delivered in the quarter with a combined anticipated attendance of 12,770 and an estimated gross attendee expenditure of \$2.5 million.
- Delivered Friday Night Winter Activations in the Mall, driving foot traffic and spend through pop-up dessert bars and live music.

### Financial Report

Operating Position	September YTD			Annual			
	\$000s	2024/25 Actuals	2024/25 Adopted Budget	Variance	2024/25 Adopted Budget	2024/25 Revised Budget	Variance
Income							
Rundle Mall Levy		1,015	1,012	3	4,017	4,017	0
Rundle Mall User charges		134	95	39	380	380	0
CoA Appropriation of Funds		1,962	2,494	-532	8,392	8,677	-285
Other Income		2	5	-3	19	19	0
<b>Total Income</b>		<b>3,113</b>	<b>3,606</b>	<b>-493</b>	<b>12,809</b>	<b>13,094</b>	<b>-285</b>
Expenses							
Employee Costs		953	1,101	148	4,843	4,828	15
Materials, Contracts and Other Expenses		1,288	607	(681)	4,628	4,628	0
Sponsorship, Contributions and Donations		822	1,122	300	3,249	3,549	-300
Depreciation, Amortisation and Impairment		22	22	0	88	88	0
<b>Total Expenses</b>		<b>3,085</b>	<b>2,852</b>	<b>-233</b>	<b>12,809</b>	<b>13,094</b>	<b>-285</b>
<b>Operating Surplus / Deficit</b>		<b>28</b>	<b>754</b>	<b>-726</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Year to Date (YTD) Financial Summary

### Income

- Rundle Mall Levy income has been spread evenly across the year; the financial table now recognises Year to Date (YTD) income. The Levy income is slightly favourable to the YTD budget.
- Rundle Mall user charges income 41% favourable to YTD budget.
- CoA Appropriation of funds represents the YTD AEDA expenditure (excluding Rundle Mall activities).
- Other income includes retail sales from the Visitor Information Centre.

### Expenditure

- Materials, Contracts and Other Expenses has an unfavourable variance of \$681k, mainly due to timing related to advertising.
- Sponsorship, Contributions and Donations has a favourable variance of \$300k, due to timing related to Event and Festival Sponsorship payments.

## Projected Annual Financial Summary

### Proposed Quarter 1 Variances and Budget Requests

- \$300k approved for the Commercial Events Fund (Strategic Project)
- \$15k minor changes for employee costs

### Risks and Opportunities

- Opportunity to capitalise on recent increase in investment/relocation inquiries being worked with.

NB: AEDA's strategic risks are included within the City of Adelaide's Strategic Risk Register, which is reported through the Strategic Risk and Internal Audit Group that then reports into the Audit and Risk Committee

## Board and Advisory Committee Term Changes

On 13 August 2024 Council considered a recommendation to re-appointment Matthew Poblocki for a term of three years, from the AEDA Board Selection Panel that comprised of the Councillor Couros, Councillor Giles, City of Adelaide's Chief Executive Officer, Chief Operating Officer, and AEDA Chair. Council endorsed the recommendation and Matthew Poblocki was reappointed to the AEDA Board from 14 August 2024 until 30 June 2027.

### Grant Funding Approved

The following Precinct Groups have received the Mainstreet Development Program grant upon submission of their activity plans:

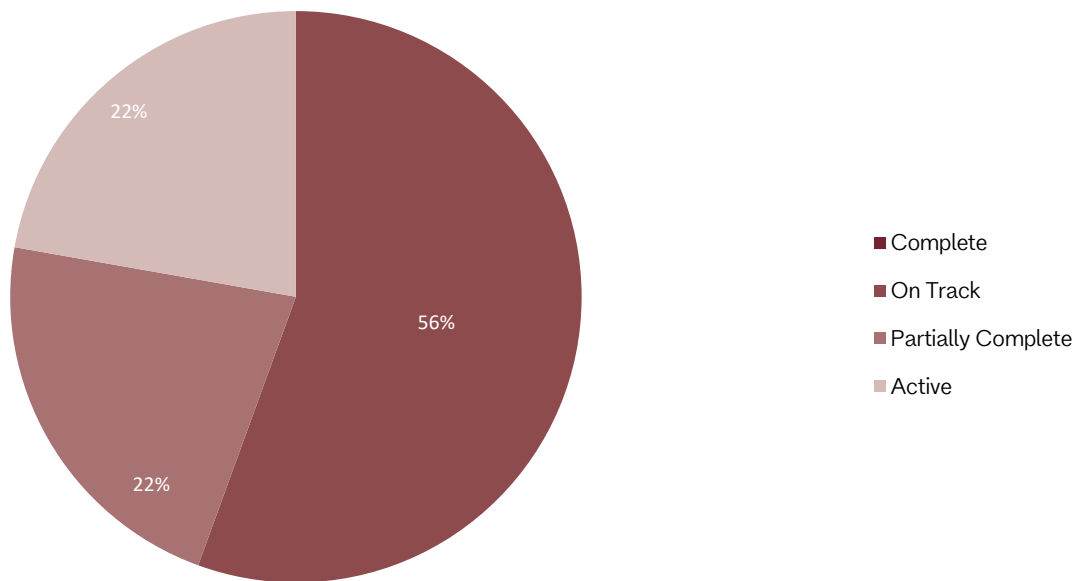
Organisation	Funding
Adelaide West End Association	\$25,000
East End Coordination Group	\$25,000
Gouger Street Traders Association	\$25,000
Grote Business Precinct	\$25,000
North Adelaide Precinct Association	\$25,000
City South Association	\$25,000

## Business Plan & Budget and Strategic Plan Measures

The 2024/25 AEDA Business Plan and Budget includes 18 measures across the four key areas, Business, Investment & Residential Growth; Visitor Economy; Rundle Mall and Brand and Marketing.

As at the end of quarter one, progress against the measures is as follows:

- No measures have been marked 'Complete' which would indicate they have been finalised or the annual target met;
- 10 measures are 'On Track', meaning the pro-rata measure is tracking ahead or in-line with the target;
- 4 measures are 'Partially complete', which indicates some progress has been made towards the target, but are not tracking ahead of the pro-rata benchmark and;
- 4 measures are 'Active' which means work is being done towards the target but no numerical figure towards the target has been recorded.



## Business, Investment and Residential Growth

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
50 inward investment proposals/local expansions supported with at least 1,500 jobs	On Track	50	41	+28.5
Increase of bookable tourism experiences in the city (delivery of Strategic Project)	Active	-	-	-
30+ vacant shopfronts/premises activated	Partially Complete	30	4	-3.5
Deliver 3 industry briefing events	On Track	3	1	-
Outcomes from collaborative partnerships with MTPConnect; SouthStart and University of Adelaide/ Thinklab to support small businesses to grow and scale	On Track	-	-	-
5 projects/market interventions to support emerging industries in the city	On Track	5	3	+1.75
Supported/ facilitated 6 networking/knowledge transfer events for businesses.	On Track	6	3	+1.5

## Rundle Mall

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Demonstrate uplift in market share and foot traffic across 3 core campaigns	Partially Complete	3	0	-0.75
5 new brands commit to Rundle Mall	On Track	5	1	-
2 public realm infrastructure projects completed	On Track	2	-	-
A minimum of \$20M new capital investment delivered or committed in the Rundle Mall precinct	On Track	\$20m	\$7.54m	+\$2.54m
10 Business or industry media stories relating to Rundle Mall	Partially Complete	10	1	-1.5
Uplift in Rundle Mall small business sentiment index over FY24/25	Active	-	-	-

## Visitor Economy

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Delivery of the new Experience Adelaide Visitor Centre	Active	-	-	-
20 new bookable city tourism products/experiences	Partially Complete	20	0	5
Visitor & community sentiment index (being developed)	Active	-	-	-

## Brand & Marketing

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
10% increase to \$2.2m on 2023/24 in media mentions (advertising space rate) with reference to AEDA. – Maintain a variance of 85% – 95% neutral and/or positive sentiment of media mentions.	On Track	\$2,420m	\$925,382	+\$569,236
Increase the brand health metric for Adelaide as a destination to visit to 6.5/10. (Currently 6.35)	On Track	6.5	-	-

\*Difference relates to the difference between the measure and the quarter 1 pro-rata benchmark, not the full KPI.



## Key Achievements



See for Yourself Campaign

The 'See for Yourself' campaign targeted at 22-49 year olds across Adelaide, challenged perceptions that the city is 'bland, boring and sleepy', particularly in winter. The campaign was in market from June to July to coincide with traditionally quieter period for city visitation and targets an audience that research shows has the desire and disposable income to enable them to experience the city. The campaign profiled over 115 business and generated 11,900+ visits to the SeeADL.com.au landing page, converting to 2,465 leads for city operators. The paid advertising resulted in a reach of 4.7m impressions (how many times an ad is viewed by users).

Communications tracking via the SA Tourism Commission (SATC) indicated respondents who had seen the campaign assets considered them to be distinctive (58% compared to 46% average) and appealing (48% compared to 44% average), exceeding the average\* on these metrics.

Qualitative information indicating how ads made respondents feel included: Excitement and pride in Adelaide, makes them happy to show people that Adelaide isn't boring, proud, made them excited to see what is happening in the city and drove motivation to experience more in Adelaide.

*\*Average refers to the SATC benchmark, based on a database of SATC ads tested since 2015*



Chihuly City Trail

AEDA and the Botanic Gardens State Herbarium are working together to leverage the profile of Chihuly in the Botanic Garden. The partnership enhances promotion of the event in the City and includes City Flag and Banner hire, printing and installation costs, support for a city business activation (Adelaide Celebrates Glass City Trail); and promotion of the exhibition and Trail across AEDA and Experience Adelaide digital channels and City of Adelaide digital screen network.

The Adelaide Celebrates Glass City Trail has been developed to enable businesses across the city and North Adelaide to leverage the exhibition and take advantage of the additional visitors to the city throughout the event period. The Trail encourages visitors to extend their stay in the city by promoting various Chihuly-inspired offers from 15 participating retailers including workshops and exhibitions, exclusive food and drink offerings and opportunities to purchase glass artworks.

The Trail will be promoted over the next seven months via Experience Adelaide and Botanic Garden's social media channels and EDMs, AEDA's Linked In and City Business; and each retailer is provided with in-store collateral and digital assets to promote their involvement. Businesses can still apply to be a part of the Trail – the Expression of Interest form will remain open until 14 March 2025.

Two art boxes were installed in Rundle Mall to allow audiences to take a peep inside the crates and view some of the stunning glass installations that will be on display as part of Chihuly in the Botanic Garden.



Rundle Mall Activations

A range of activations have been delivered in the Rundle Mall precinct increasing vibrancy and driving foot traffic and spend, including:

Friday Night Winter Activations were delivered as part of a new winter marketing campaign designed to keep Rundle Mall at the forefront of visitor's minds during winter. It included a month-long residency of Shibui and series of Friday night activations including DJ's acoustic music performances and food offerings.

NAIDOC In the Mall was held on 9 July under the Gawler Place Canopy and featured a Kaurna Welcome to Country and Smoking Ceremony, followed by the unveiling of artwork by Aboriginal artists Mali Isabel and Drew Kilner. Attendees enjoyed live entertainment, native food and face painting.

Another three Gathered Markets in the Mall took place in the quarter on 14 July, 24 August and 8 September.

Netball Australia activated the Mall providing fans the opportunity to test their shooting or passing skills, get a photo with the Grand Final Trophy and win a double pass to the sold out Grand Final.

A Welcome Home to Olympic Athletes was held on 15 September to honour the achievements of the SA Athletes who represented Australia in the Olympics and provided fans the opportunity to meet them and hear their stories.

Fruchoc Appreciation Day held on 27 September in Rundle Mall was a day where South Australians could gather together to celebrate the apricot and chocolate icon. Free activities included face painters, music, photobooth, games and giveaways.



Sponsored Events and Festivals

In quarter one, the following events took place that were sponsored by the Events and Festivals Sponsorship Program:

- SALA Festival
- Adelaide Guitar Festival
- Chihuahly in Botanic Gardens

Through the Events and Festivals Sponsorship Program a total of \$185,000 was invested into the events/festivals in quarter one with an estimated gross economic impact of \$67.7 million and an estimated total attendance of 1.7 million.

*\*please note that 2 of the events/festivals continue into other quarters. \*\*estimated figures are derived from initial applications.*

In the quarter the following events that were supported by the Commercial Events and Festivals Sponsorship Program took place:

- Bastille Festival
- Hongdae in Adelaide
- Crown and Anchor's 171<sup>st</sup> Birthday
- Empyre Fire Festival

Through the Commercial Events and Festivals Sponsorship Program a total of \$64,500 was invested into eleven events/festivals in quarter one with an estimated gross attendee expenditure of \$2.5 million and an estimated total attendance of 12,770.

*\*estimated figures are derived from initial applications with the exception of two events who have completed their acquittal report.*



### Investment Attraction

Over the quarter, 41 businesses were engaged as investment leads, representing a potential 1,618 jobs. Many of these leads are still in the qualification stage to determine their full job creation potential.

During this period, five business expansions or relocations were confirmed, resulting in 129 new jobs. Of these, four companies from the Information, Media, and Telecommunications sector, as well as the Financial and Insurance Services industry, participated in our Welcome to Adelaide Program.

These relocations into the City of Adelaide contributed 95 new jobs.

### AEDA Reviews Implementation

Since Council's adoption of the AEDA Review Implementation Plan on 24 October 2023, which detailed how the 36 actionable recommendations from the Deloitte and KPMG reviews of AEDA would be addressed, 28 actions have been completed, including three this quarter.

The three actions completed this quarter were:

- Develop an overarching City of Adelaide Economic Development Strategy
- Develop further CoA strategies to indirectly drive economic growth
- Clearly define risk and mitigation strategies required by the Audit and Risk Committee
- The remaining 8 actions have been significantly progressed and are expected to be completed by the end of 2024.



### Data4Lunch – City Economy Fact vs Fiction

The sixth Data4Lunch was held on 21 August and included a presentation from Economy.id and AEDA's Economic Research Advisor that analysed the city's economic conditions and provided insights to how Adelaide's economy compares to other capital cities across Australia.

- Over 180 industry professionals attended
- Significant growth in digital engagement: a 360% increase in pageviews, 309% rise in user engagement, and overall blog improvements (+42% in pageviews, +73% in users, and +47% in user engagement)
- Extensive media coverage: 2 radio interviews, an article in *The Advertiser*, \$30,000 in media value, reaching 72,810 people, positive sentiment overall, plus a LinkedIn post and a blog featured on AEDA's website.

### AEDA Strategic Plan

The AEDA 2024/25 – 2028/29 Strategic Plan has been progressed through extensive consultation and in line with Council's Strategic Plan and Economic Development Strategy.

The Plan will be considered by the Board for formal endorsement in quarter two.

## Up Next

Coming up from 1 October 2024 to 31 December 2024

- Business & Investment team presenting at the 2024 MBEN Conference (Multicultural Business & Entrepreneur Network) on 8 October
- Adelaide Fashion Week commences 11 October
- First intake for the Games Plus Scholarship Program 2024-25
- Strategic Partnership Program – City Building Stream will go out to market in October
- Rundle Mall City Sessions commence in October, hosting a series of live music performances in the Mall
- The See for Yourself campaign has been extended into October, November and December
- Christmas in Rundle Mall including the return of the Pageant to the Mall
- South Australia's Biggest Black Friday Weekend started 29 November
- Finalisation of the AEDA Strategic Plan
- AEDA 2024 Annual General Meeting – 25 October

# Kadaltilla

Adelaide Park Lands Authority

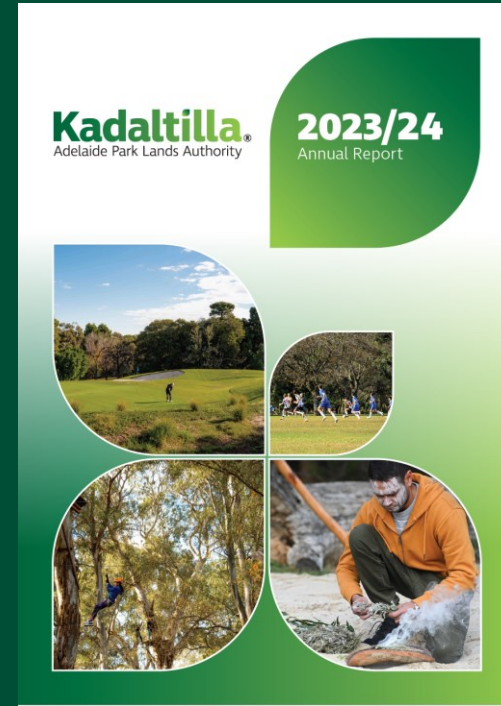
Quarterly Update  
July to September 2024

**Kadaltilla**  
Adelaide Park Lands Authority



# Key Highlights July to September 2024

- Endorsement of [Kadaltilla's 2023/2024 Annual Report](#)
- Finalisation of [Kadaltilla's Strategic Plan Annual Review of Progress 2023/2024](#)
- Launch of Kadaltilla's [LinkedIn](#) and [Facebook](#) social media pages
- Conclusion of the 8-week [public consultation](#) on the draft *Adelaide Park Lands Management Strategy – Towards 2036 (APLMS)*
  - Undertook a Key Stakeholder Event at Immersive Light and Art (ILA)
  - Held a public hearing
- Finalisation of the APLMS Consultation Engagement Report
- Delivered a Park Lands Site Tour with Board Members
- Held two (out of four) annual [Community Forums](#)



# Core Responsibilities

## PURPOSE FOR WHICH THE AUTHORITY IS ESTABLISHED

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

The Council, on behalf of the 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.

In this context, Kadaltilla is established by Statute to undertake in accordance with the powers conferred by the APLA Charter, the Functions of Kadaltilla as set out in section 9 of the *Adelaide Park Lands Act 2005*.



# Strategic Pillars



### PURPOSE

- To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands



# Strategic Plan 2023-2028

## Key Actions July to September 2024

### Cultural Value

1.1 Seek Kaurna cultural authority in everything we do

- ✓ Consulted with KYAC and the City of Adelaide's Reconciliation Committee on the draft APLMS

1.4 Champion the development of World Heritage listing nomination

- ✓ Reviewed World Heritage listing submission progress

### Environmental Performance

2.1 Define, protect, and enhance landscape values and design qualities

- ✓ Reviewed landscape values in the draft APLMS

2.2 Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality

- ✓ Received demonstration of the Adelaide Park Lands Biodiversity Digital Reporting Framework

2.5 Increase the accessibility of evidence-based information

- ✓ Held two Community Forums

### Management and Protection

3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy

- ✓ Draft APLMS Consultation Engagement Report supported
- ✓ Key Stakeholder Event held at ILA



# Strategic Plan 2023-2028

## Key Actions July to September 2024

### Expert Advice

4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands

- ✓ Advice of Kadaltilla is endorsed and adopted

4.2 Engage with City of Adelaide and State Government including input into State Government initiatives

- ✓ Jointly hosted a Key Stakeholder Event on the draft APLMS

4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies

- ✓ Provided feedback on the Draft Adelaide Park Lands Community Buildings (Sport and Recreation) Policy
- ✓ Reviewed lease licensing agreements for Parks 17 and 20

4.4 Strengthen Kadaltilla's engagement with City of Adelaide, State Government, and adjoining Councils

- ✓ The City of Adelaide, State Government, and adjoining Councils actively engaged with Kadaltilla

4.5 Increase the profile of the Kadaltilla Board

- ✓ Pop-up APLMS session with Kadaltilla Board Members held in Rundle Mall on 26 June 2024



# Kadaltilla Advice to Council July to September 2024

- Endorsed proceeding with the Glen Osmond Road, Hutt Road and Carriageway Park / Tuthangga (Park 17) improvements concept plan
- Provided feedback on the Draft Adelaide Park Lands Community Buildings (Sport and Recreation) Policy for inclusion in a Board submission during the public consultation period
- Endorsed Council to enter into five-year Park Lands Lease Agreement negotiations for the sports buildings, playing fields and courts located in Parks 17 and 20
- Noted the progress updates provided for the financial year 2023/24 of the Kadaltilla 2023-2028 Strategic Plan
- Approved the theme and locations for the 2024 Annual Community Forum



# Kadaltilla Advice to Council July to September 2024

- Reviewed and supported the draft *Adelaide Park Lands Management Strategy - Towards 2036* Consultation Engagement Report
- Provided feedback on the draft Festival Plaza Code Amendment for inclusion in a Board submission
- Received a demonstration of the Adelaide Park Lands Biodiversity Digital Reporting Framework
- Adopted the Annual Report for the 2023/24 financial year
- Received an update on the World Heritage Listing for the Adelaide Park Lands and Rural Settlement Landscapes



# 2024/2025 Business Plan & Budget July to September 2024

## Performance Measures Addressed:

- ✓ Support for the development of a World Heritage listing nomination
- ✓ Kaurna culture is made intrinsic to everything we do
- ✓ A review of the Adelaide Park Lands Management Strategy is conducted which will include prioritisation of projects
- ✓ Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme
- ✓ Provided advice on plans, projects and policies for the Adelaide Park Lands
- ✓ A high level of knowledge and understanding of the Park Lands is developed amongst Members through regular site visits and briefings
- ✓ Utilisation of skills is maximised through effective meetings that foster dialogue and the development of shared thinking
- ✓ Annual Business Plan and Budget is in place for Kadaltilla
- ✓ Created and maintained a social media profile detailing the business of Kadaltilla



# 2024/2025 Business Plan & Budget July to September 2024

## Performance Measures Addressed:

- ✓ The Adelaide Park Lands Fund is operational and monies are received and expended according to the provisions of Kadaltilla's Charter
- ✓ Advice of Kadaltilla is endorsed and adopted
- ✓ Kadaltilla makes appropriate use of available finances provided by Council
- ✓ Provide advice in relation to tree canopy cover, biodiversity and environmental sustainability and improvements
- ✓ Review leasing and licensing and event management policies together with other relevant Park Lands use policies
- ✓ Increase the accessibility of information
- ✓ Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant
- ✓ Champion the development of World Heritage listing nomination
- ✓ Monitor developments subsequent to Kadaltilla's advice Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the APLMS, Strategic Plan, and Business Plan and Budget



# Budget Position

## July to September 2024

\$000's	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
Grants, Subsidies and Contributions	0	0	0	328	328	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>328</b>	<b>328</b>	<b>0</b>
Employee Costs	35	42	7	175	175	0
Materials, Contracts and Other Expenses	34	40	6	138	138	0
Sponsorships, Contributions and Donations	15	0	(15)	15	15	0
<b>Total Expenses</b>	<b>84</b>	<b>82</b>	<b>(2)</b>	<b>328</b>	<b>328</b>	<b>0</b>
<b>Operating Surplus / Deficit</b>	<b>(84)</b>	<b>(82)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>

- For 2024/2025, Kadaltilla’s budget of \$328,475 includes:
  - Sitting Fees and Salary of \$247,405
  - Brand and Marketing of \$25,550
  - Insurance, Audit and Legal of \$21,520
  - Grants (Adelaide Park Lands Art Prize Sponsorship) of \$15,000
  - Operations (e.g. Marketing; community forum) of \$14,000
  - External Advice of \$5,000



# Upcoming Quarter

## Key Actions:

- Finalise the draft *Adelaide Park Lands Management Strategy – Towards 2036* for Kadaltilla, Council and State Government approval
- Undertake a Cultural Burn Park Lands Site Tour with Board Members
- Hold the remaining two annual Community Forums
- Finalise Kadaltilla's Greater Adelaide Regional Plan submission
- Finalise Kadaltilla's draft Festival Plaza Code Amendment submission
- Promote the Kadaltilla social media pages
- Review Kadaltilla's Park Lands Art Sponsorship





# Upcoming Quarter

## Forward Report Schedule:

- EXT REPORT - Expiry of Deed of Agreement - Royal Show Park Lands Parking
- REPORT - Draft Adelaide Park Lands Management Strategy - Towards 2036
- REPORT - Adelaide Archery Club – Park Lands Lease Agreement – Exemption to EOI process
- REPORT - Golden Wattle Park / Mirnu Wirra (Park 21W) Community Sports Building
- REPORT - Adelaide TreeClimb Landowner Consent
- REPORT - Kadaltilla's Draft Festival Plaza Code Amendment Submission
- REPORT - Kadaltilla's Greater Adelaide Regional Plan (the Plan) Submission
- REPORT - Kadaltilla Park Lands Art Sponsorship
- REPORT - Kadaltilla 2024 Community Forum Consultation Report
- REPORT - Kadaltilla / Park Lands Authority 2025 Meeting Dates
- REPORT - Update on the World Heritage Listing for the Adelaide Park Lands and Rural Settlement Landscapes



# Thank You.



# Brown Hill Keswick Creek Stormwater Project

## Project Update September 2024

### Welcome

Following another successful year, the Board's recent activities have focussed on audit of financial statements and preparation of the Annual Report for 2023/24. Looking forward, strategic management documents will be prepared in the coming months and construction contracts have recently been awarded for several new packages of work due for construction over the dry months of 2024/25.

### In This Edition

- Financial Summary
- Maintenance and Operating Report
- Project Delivery



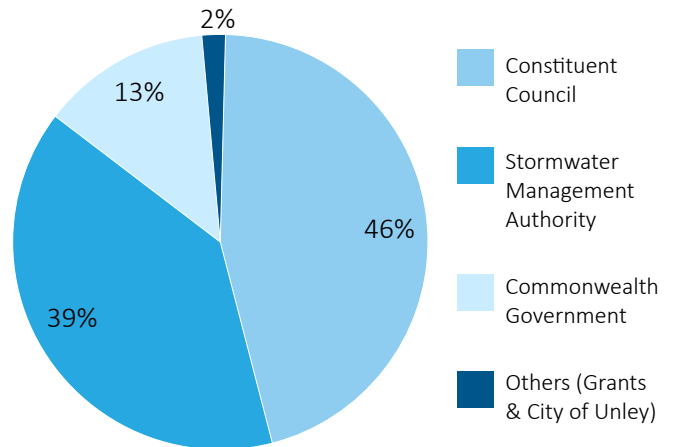
# Financial Summary

## Capital Funding Summary as at 31 August 2024

Capital funding provided to the project to 31 August 2024 includes:

- \$30.2m from the 5 Constituent Councils – the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.
- \$25.9m from the Stormwater Management Authority.
- \$8.8m from the Commonwealth Government, being portion of a total \$21.7m commitment provided under 3 grant programs.
- \$1.1m from other sources including Council contributions to projects within their area and smaller State Government grant programs.

### Capital Funding Contributors



## 2024/25 Operating Summary as at 31 August 2024

	Actual YTD	Budget YTD	Variance \$
Income	\$497,033	\$440,593	\$56,440
Expenses	\$189,028	\$167,926	(\$21,102)
<b>Net Surplus</b>	<b>\$308,005</b>	<b>\$272,667</b>	<b>\$35,338</b>
Depreciation	\$28,087	\$40,000	\$11,913



The Board recently approved the Annual Report and Audited Financial Statements for 2023/24. Focus will now shift to preparation of strategic management documents for 2025/26, including Strategic Plan, Business Plan, Long-Term Financial Plan and Asset Management Plan.

The Board recently secured \$574k in grant funding under Round 2 of the Commonwealth Government’s Disaster Ready Fund. These funds are committed to development of a whole of catchment flood model and to progressing designs for further capacity upgrades in Upper Brown Hill Creek.

# Maintenance and Operating Report for Completed Works

## Maintenance Responsibility for Completed Works

Stage	Sub-project	Responsibility for Maintenance <sup>1</sup>
Flood Detention	Ridge Park Flood Control Dam	City of Unley
	Glenside Flood Detention Basin	BHKCSB – stormwater infrastructure delivered under the plan. City of Burnside – all non-stormwater assets located on site.
	Pakapakanthi Wetland and Kurangga Creek Works	BHKCSB – stormwater infrastructure delivered under the plan. City of Adelaide – all existing and non-stormwater assets on site.
LBHC	LBHC – Daly Street Bridge	BHKCSB – stormwater infrastructure delivered under the plan. City of West Torrens – road components of the project.
UBHC	UBHC Area 1 Everard Park	BHKCSB – stormwater infrastructure delivered under the plan (culvert). City of Unley – ground level shared use path improvements.
	UBHC Diversion – DPTI Culvert	DPTI
	UBHC Hawthorn Reserve	BHKCSB – stormwater infrastructure delivered under the plan. City of Mitcham – all existing and non-stormwater assets on site

<sup>1</sup> Responsibility for clearing blockages within the creek is always the responsibility of the property owner.

## 2024/25 Maintenance & Operating Budget to 31 August 2024

	YTD Actual	YTD Budget	Variance \$
Glenside Detention Basin <sup>1</sup>	\$40,599	\$25,725	\$14,874
Pakapakanthi Wetland <sup>2</sup>	\$24,673	\$26,250	(\$1,577)
Other Works <sup>3</sup>	\$0	\$1,667	(\$1,667)
<b>Total<sup>4</sup></b>	<b>\$65,272</b>	<b>\$53,642</b>	<b>\$11,630</b>

<sup>1</sup> First GPT clean for 2024/25 was undertaken 12th to 16th August.

<sup>2</sup> Wetland maintenance was undertaken by ecoDynamics on monthly basis for July and August and will continue under new maintenance contract commencing 1 September 2024.

<sup>3</sup> Other works include any operating and maintenance requirements that don't relate to the wetland or Glenside site.

<sup>4</sup> Total actual expense to 31 August 2024 is ahead of budget as the first Glenside GPT cleans were completed in August 2024.

# Project Delivery

The Stormwater Management Plan outlines a whole of catchment flood mitigation strategy that is being delivered in 4 key stages.

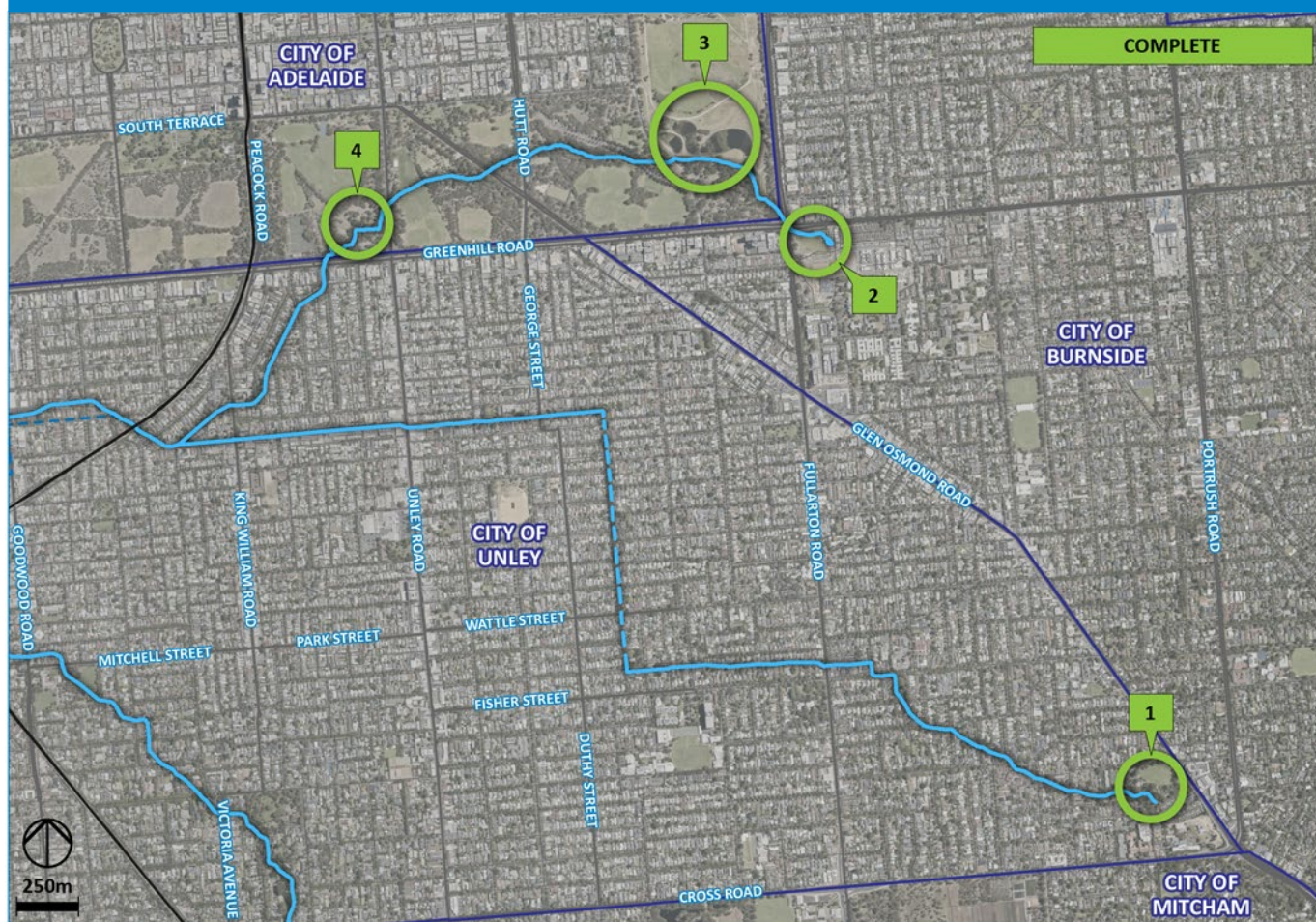
# 1

## Stage 1 - Flood Detention

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

COMPLETE

### Stage 1 Capital Works



- |                                       |  |
|---------------------------------------|--|
| <b>1</b> Ridge Park Flood Control Dam | <b>3</b> Pakapakanthi Wetland in Victoria Park (Park 16) |
| <b>2</b> Glenside Detention Basin     | <b>4</b> Kurangga Creek Works in Blue Gum Park (Park 20) |

# Project Delivery

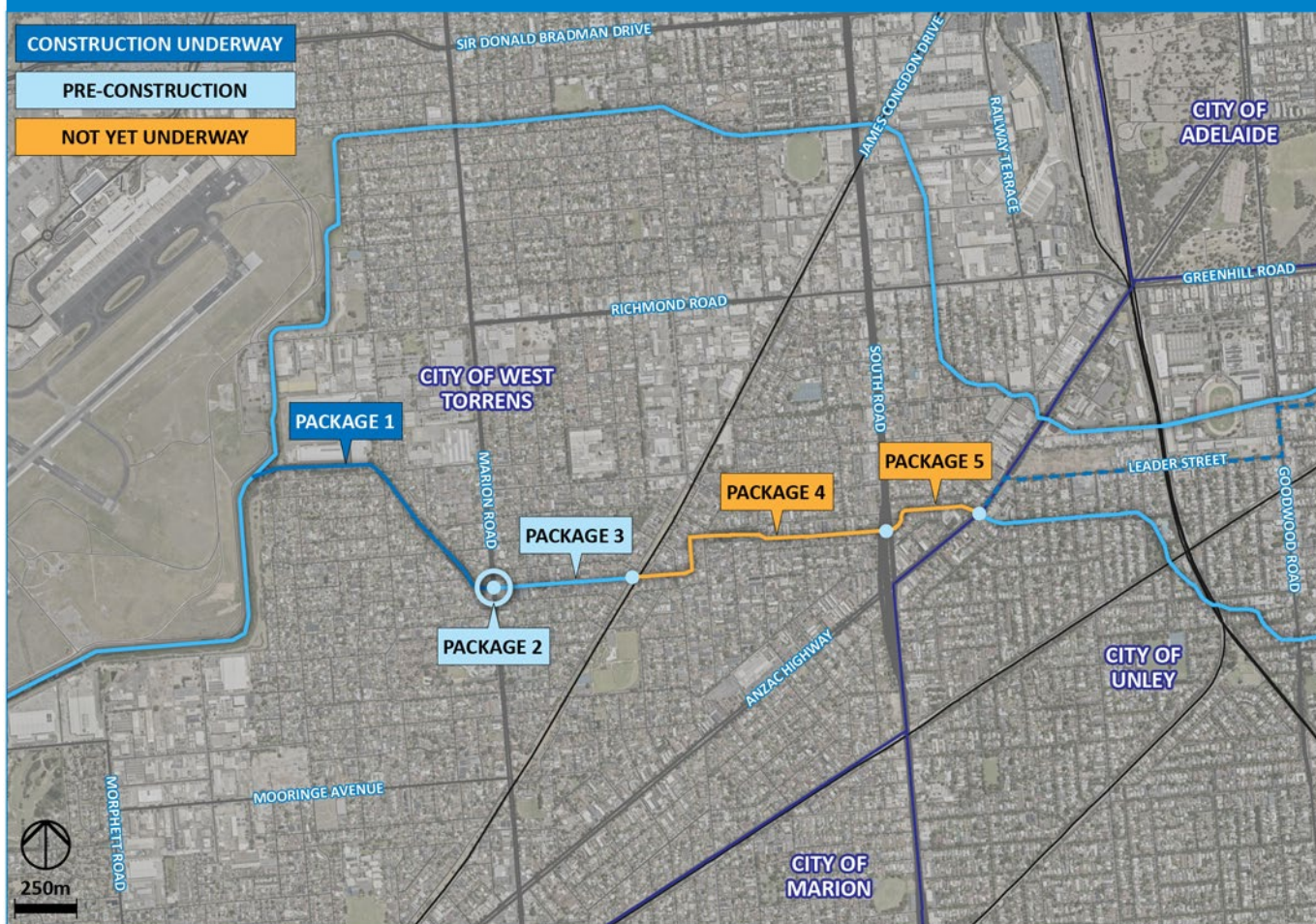
## 2

### Stage 2 - Lower Brown Hill Creek Upgrades

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

IN PROGRESS

#### Stage 2 Capital Works



#### WORK PACKAGES

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

# Project Delivery

## Lower Brown Hill Creek Upgrades

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

The Lower Brown Hill Creek capacity upgrades are divided into 5 work packages and the Board secured \$10m in Commonwealth Government funding under the Preparing Australian Communities Program to contribute toward delivery of Packages 1-3 over 3 years. The Commonwealth funding is being matched by funding from Constituent Councils and the Stormwater Management Authority.

Packages 1-3 extend for 1.7 kilometres from Adelaide Airport at the downstream end to Birdwood Terrace at the upstream end. Construction of package 1 commenced late in 2022 and works to Harvey Avenue are now being completed. Construction tenders were recently awarded for delivery of the remainder of package 1, and the entirety of packages 2 and 3 in the dry months of 2024/25.



Channel construction through to completion

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



# Project Delivery

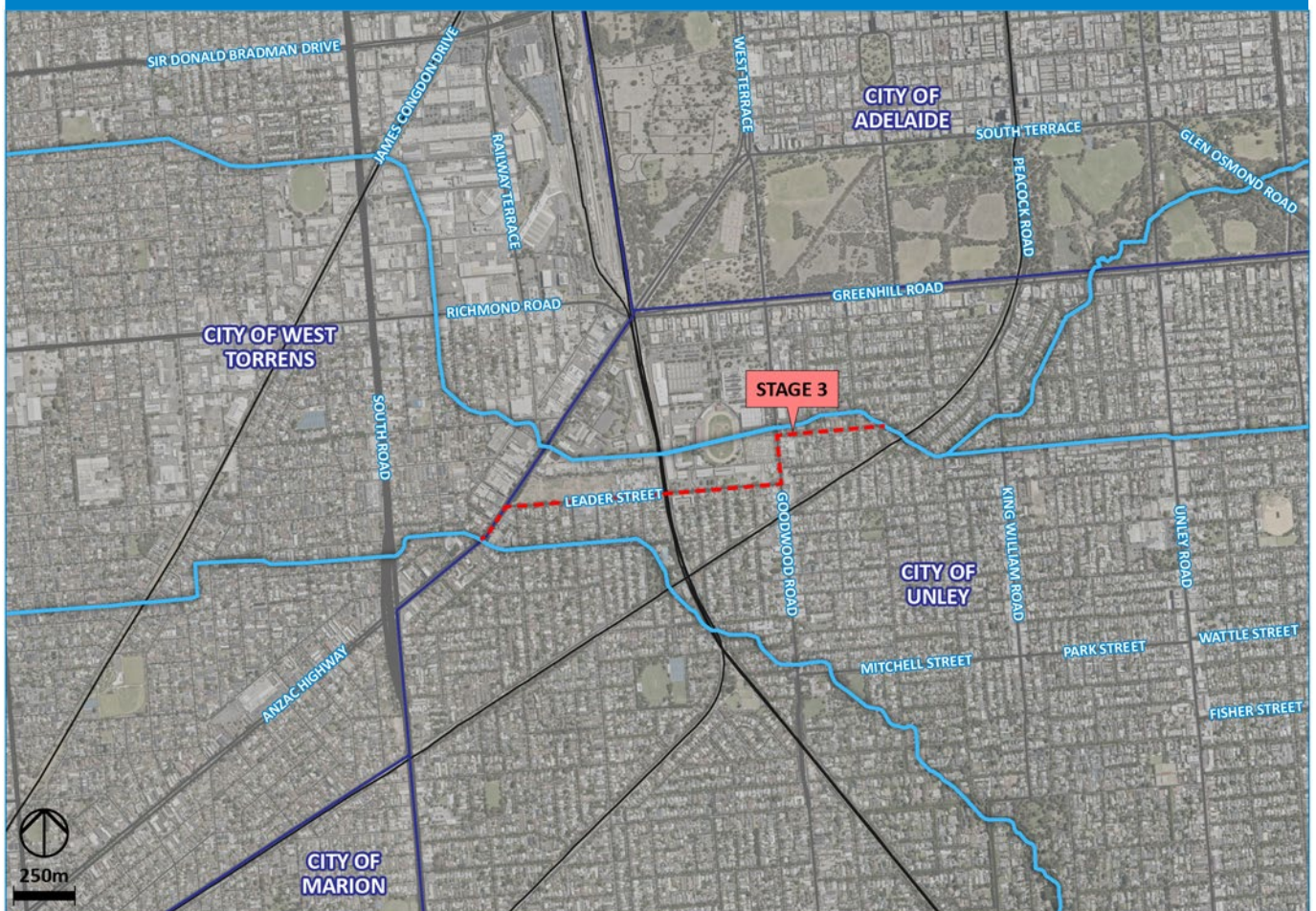
## 3

### Stage 3 - Keswick Creek Flow Diversions

The Keswick Creek Flow Diversions will divert flows from Keswick Creek to the upgraded Lower Brown Hill Creek before they can ‘break-out’ of the channel. These works are currently unfunded and on hold. Reference design plans for the Keswick Creek Flow Diversions are currently being progressed to detailed design stage and these works are ongoing, including consideration of an alternate alignment.

ON HOLD

#### Stage 3 Capital Works



# Project Delivery

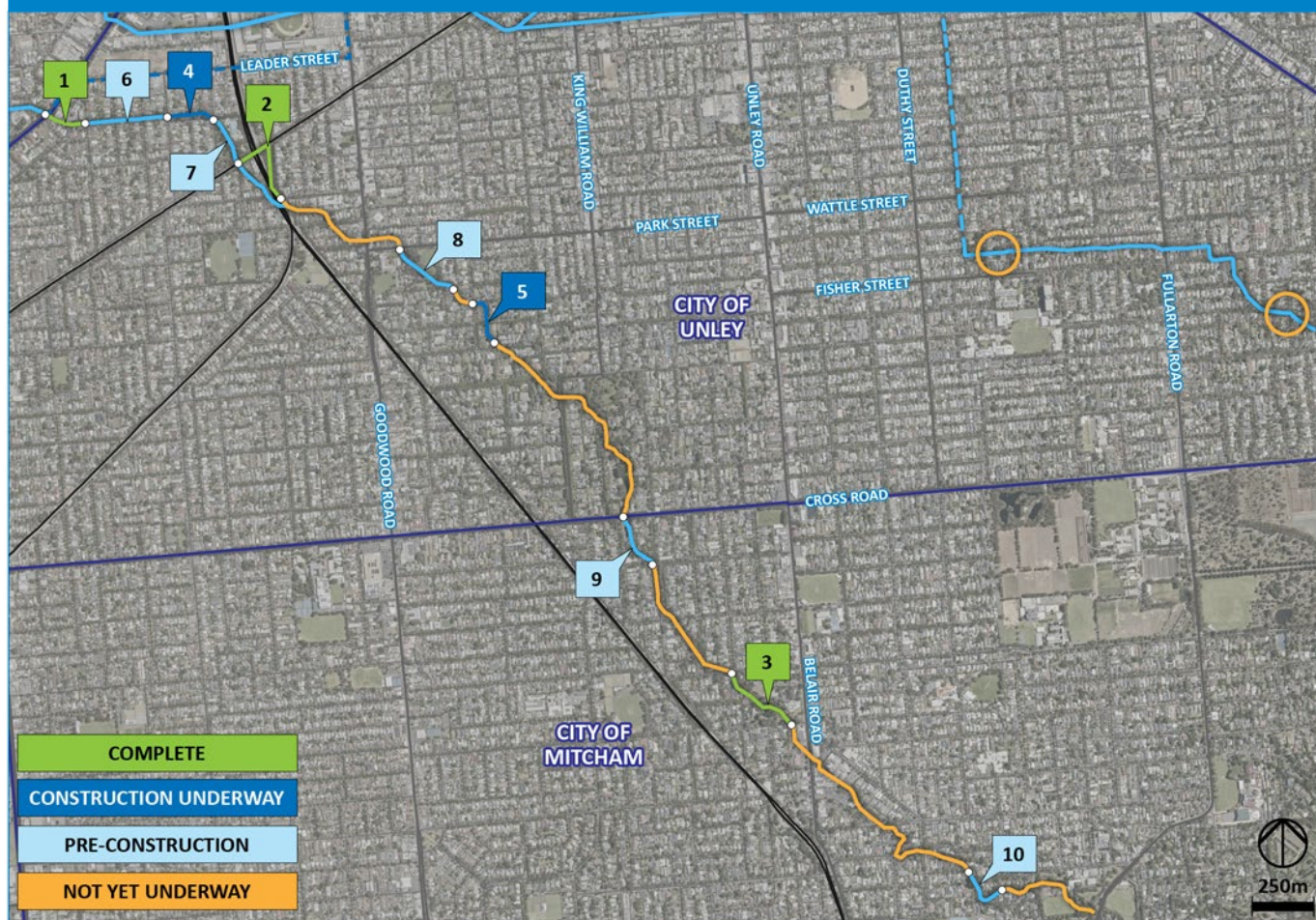
## 4

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

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

IN PROGRESS

#### Stage 4 Capital Works



- |   |  |
|---|--|
| 1 Everard Park- Anzac Highway to Third Avenue | 6 Forestville- Third Avenue to Leah Street |
| 2 Diversion Culvert                           | 7 Forestville Reserve                      |
| 3 Hawthorn Reserve                            | 8 Orphanage Park                           |
| 4 Forestville- Leah Street to Ethel Street    | 9 Hawthorn- Cross Road to Hampton Street   |
| 5 Millswood- Regent Street to Malcolm Street  | 10 Betty Long Gardens                      |

## Project Delivery

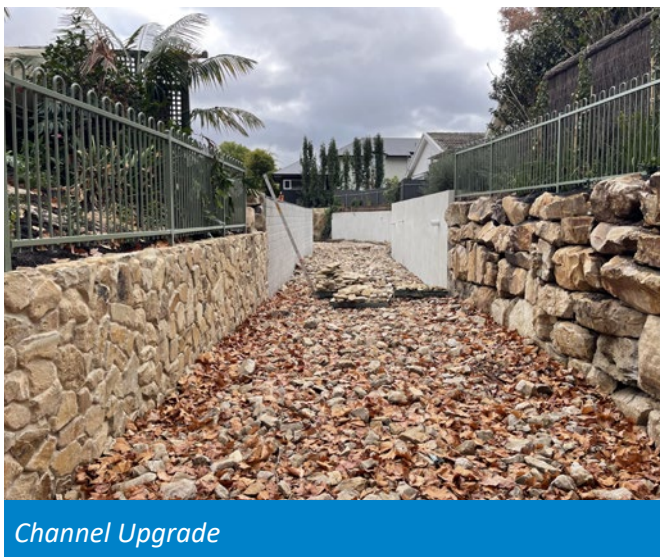
### **Forestville – Leah Street to Ethel Street**

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

Works commenced in June 2024 and are due to be completed later in 2024.



*Channel Construction*



*Channel Upgrade*

### **Millswood – Regent Street to Malcolm Street**

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

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

## Project Delivery

### *Scheduled Upper Brown Hill Creek Upgrades*

The Board has recently commenced the design process for several sections of Upper Brown Hill Creek that are scheduled for construction in the 2025/26 financial year. Site investigations will commence shortly to inform the design process and better understand current conditions. These works are located across the Cities of Unley and Mitcham within privately owned property and Council-owned reserves, as follows:

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

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



*Hawthorn Reserve*

AEDA

# Strategic Plan

FY 2024/25 - 2028/29



# Acknowledgment of Country

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

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

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# Chair's Foreword

As chair of the Adelaide Economic Development Agency (AEDA), I am honoured to present the Agency's first Strategic Plan.

AEDA, a subsidiary formed in 2021, is charged with accelerating economic growth in the City of Adelaide. It is guided by a skills-based Board that KPMG reported as providing immense benefit to AEDA and the City of Adelaide.

As the delivery arm of economic development in the city and North Adelaide, the AEDA Strategic Plan aligns with and indicates how the Agency will deliver on key strategies of the City of Adelaide. This is namely the Council's Strategic Plan and Economic Development Strategy, and the AEDA Charter.

This Strategic Plan has been developed in robust consultation and consideration of those strategies, key stakeholders, the Agency, Board, and the Agency's Advisory Committee that is a conduit to grassroots businesses.

AEDA strives to work collaboratively with key stakeholders to deliver on its objectives, avoid duplication and increase efficiency. Through our Strategic Partnerships we have and will continue to fill vacant shopfronts, strengthen the state's event and festivals sector, support small businesses, attract business events and promote the city as a destination for international students.

In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation and impact on the city's economy. This direction sets the stage for collaboration and meaningful partnerships, empowering all stakeholders to drive success together and achieve our collective goals.

As the inaugural Chair of the Agency, my goals are to create a Strategic Plan and a long-term financial plan that both secure multi-year funding. They allow for rigorous planning, certainty for strategic partners, financial stability and provide a smooth transition to Steve Maras as we welcome him to the position of Chair in January 2025.

I am proud to present our bold and aspirational Strategic Plan designed to not only support, but also accelerate the growth of our city's economy.

“In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation, and impact on the city's economy.”



Nikki Govan (Chair)

# Adelaide Economic Development Agency

The City of Adelaide recognised the importance of accelerating economic growth in the city, and as part of its 2020-2024 Strategic Plan, sought to design and implement a new citywide business model. After significant stakeholder engagement and planning, Council resolved to establish the Adelaide Economic Development Agency (AEDA) as a Section 42 Subsidiary of the City of Adelaide under the Local Government Act 1999 (SA) (the Act).

AEDA commenced operating on 18 January 2021. The Agency is led by a Board with responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the Act and the AEDA Charter. An Advisory Group was established in 2022 as a mechanism for city businesses, mainstreets, precincts and other stakeholders to provide advice to the AEDA Board.

Working closely with businesses, industry groups, state government agencies and other organisations, AEDA delivers 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.



# The AEDA Charter

The Charter sets out AEDA's Objects and Purpose to:

- Accelerate economic growth in the City of Adelaide by attracting investment, supporting businesses, festivals and events, as well as visitor, student and residential growth.
- Promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community in general.
- Position Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability and to ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.

Its functions include:

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

The Charter requires AEDA to prepare a strategic plan with an operational period of four years to set out its goals, objectives, strategies, priorities and key performance indicators. The Strategic Plan must be aligned and consistent with the Council's current strategic management plans.



# Strategic Alignment

AEDA's Strategic Plan aligns with the following documents:

## City of Adelaide

- *City of Adelaide Strategic Plan 2024–2028*
- *Economic Development Strategy*
- *AEDA Charter*

In preparing this Plan, the following South Australian Government documents were reviewed:

## State Government

- *South Australian Economic Statement*
- *South Australian Small Business Strategy 2023-2030*
- *30 Year Plan for Greater Adelaide*
- *The South Australian Visitor Economy Sector Plan 2030*
- *South Australian International Tourism Strategy 2025*
- *South Australia's Innovation Model*

Further details on the alignment of the AEDA Strategic Plan, and these directional plans and statements, are available in appendix one of this Plan.



# Operating Environment

As an economic development agency, AEDA's mandate is to accelerate growth in the city. Local economic conditions are influenced by macro factors such as global trade, geopolitical instability, pandemics, labour markets, monetary policy and housing affordability. Adding to the complexity of the task, economic outcomes at a local level are notoriously difficult to measure, with outputs (activity) being far easier to track than outcomes (results).

Economic Development Australia is currently undertaking research on measuring local outcomes. Findings from this will be considered for future revisions of the AEDA Strategic Plan. In the absence of this, this Plan adopts the measures and outcomes articulated in Council's Strategic Plan and its Economic Development Strategy. Where those documents are silent on specific Agency responsibilities or where they are of a governance nature, specific proposed performance indicators have been endorsed by the Board. The focus of this strategic plan is therefore to identify initiatives that will make a positive difference to the city economy, using AEDA's available resourcing —both skills and budgets —through direct action, leveraging partnerships and working with State Government on mutual policy imperatives.



# Relationship with Council

Operationally, AEDA staff are employed by Council. Council endorses AEDA's annual business plan and budget, sets its budget allocation (except for the Rundle Mall program which is funded through its separately raised levy) and receives quarterly activity and financial reports.

The operations and programs delivered by AEDA and Council complement each other and, where there are areas of close alignment or mutual benefit, a collaborative approach is taken. This includes in functions such as grants and sponsorship, marketing, volunteer management and precinct support.



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# 2023 Reviews

AEDA underwent two significant reviews in 2023:

## Review by Deloitte

Council engaged Deloitte to assess the effectiveness of the Agency in relation to its objectives, identify improvements (including consideration of the relationship between the Agency, Council and stakeholders) and make recommendations for its future operations. The Deloitte review delivered recommendations on:

- Role clarity (e.g. Terms of Reference for AEDA/Council business units with similar functions).
- Governance (grant administration, mainstreet engagement and reporting).
- Transparency (evidence-based decisions, stakeholder engagement re events and campaigns, risk management and reporting).
- Quantified metrics (KPIs linked to economic development baselines and outcomes).
- Economic strategy (City of Adelaide's strategic framework).
- Marketing and branding (role clarity with and acknowledgment of Council).

## Review by KPMG

KPMG was engaged by the AEDA Board to undertake a review of AEDA's current state, opportunities, challenges, achievements and how the Agency can position itself for growth. This was through stakeholder engagement and comparisons with economically successful cities across the globe. The key findings were:

- Skills, experience and capacity of the Board are of significant value.
- AEDA's staff have a 'willingness-to-deliver' culture that drives business engagement.
- The level of red tape required by Council for decision making and funding approval is a major challenge. The timing of yearly budget approvals by Council in June places significant pressure on the AEDA team to plan and deliver key projects in a limited amount of time.
- To transition from COVID-19 response initiatives to long-term strategic operations, AEDA encounters barriers to advancing future economic development opportunities. Key among these is the lack of a citywide economic development policy that would offer a cohesive vision and direction. However, an economic development strategy is currently in progress. The absence of an AEDA strategic plan and long-term financial plan to provide a clear purpose, objectives, responsibilities for delivery was also raised.

Recommendations from the Deloitte and KPMG reports are reflected in the Strategic Objectives and Action Plan.

# Economic Outlook

Overall, Adelaide's economy has performed remarkably well over the past few years, with Gross Regional Product rising by 5.7 percent in 2021-22 to \$23,984 million in 2022-23. This compares to a 3.9 percent rise in Gross State Product.

Reflecting this, the number of jobs in the City is estimated to have increased by 7.28 percent in 2022-23, reaching 169,940. Overall, Adelaide's economy has performed remarkably well over the past few years with Gross Regional Product rising by 5.7 percent.

However, over the life of this plan, the rates of economic growth and jobs growth at state and national levels are forecast to slow. National economic growth is expected to sit within the 2-2.75 percent range, with South Australia's growth about a percentage point lower than that. Employment growth is forecast to moderate, with the Department of Treasury and Finance forecasting jobs growth in South Australia to not exceed 1 percent per annum through to 2027-28.

South Australia has seen a significant decline in household spending over the past year as people have felt the sting of cost-of-living pressures. Despite a likely lowering of interest rates over the next few years, potentially stimulating spending, Deloitte's outlook is that private spending in South Australia will be constrained, in part, by relatively weak prospects for population growth in the state.

Population growth in South Australia has slowed. The state's population increased by 0.4 percent in the September 2023 quarter, or 1.7 percent through the year, compared to 0.6 percent and 2.5 percent growth at the national level. The Australian Bureau of Statistics (ABS) is forecasting South Australia's population to increase by between 1.2 and 0.85 percent, per year, through to 2029. This is a slower rate than that projected for all other states other than Tasmania.

The number of international students in South Australia increased to a record 45,219 in 2024, but the outlook is less certain with the Australian Government considering capping student visa numbers. The creation of Adelaide University is expected to increase the number of enrolments.

Construction activity has been robust, with an additional 126,148sqm of commercial floorspace added to the CBD's office stock over the past two years. Despite strong jobs growth and positive net absorption, the addition of this new office stock has pushed the city's office vacancy rate to 17.7 percent, however global real estate services firm JLL suggest this will gradually decrease to 14 percent over the coming years.

Visitor numbers have consistently trended upwards since the COVID-19 pandemic. The Tourism Research Council has had a positive outlook for growth in international arrivals into Australia over the next five years. However, it is more sanguine about domestic visitor numbers due to increased competition from international outbound travel, as well as cost-of-living pressures leading to reduced discretionary spending. Domestic visitor nights in South Australia are forecast to rise by 2.6 percent on average each year through to 2028. Notwithstanding this, the TiCSA Tourism Barometer Report indicates South Australia's tourism industry is likely to continue to face significant challenges in the near-term.

In summary, whilst there has been a strong recovery in worker numbers, student enrolments, and demand for office space since the depths of COVID-19, record levels are now being tested. Commonwealth migration policy, slowing national economic growth, and continued cost-of-living pressures are expected to place additional strain on economic activity in the City.

However, this broader national and state context provides opportunities for the City. Although the State's jobs growth is expected to slow, the progression of the AUKUS project, continued growth of Lot Fourteen and Biomed City, as well as ongoing demand for healthcare, will contribute to demand for workers. This then flows through to demand for office space and consumer services.

Construction activity is likely to remain strong, headlined by the development of the new Women's and Children's Hospital, Central Market Arcade, the Franklin Street bus station site and further development on Lot Fourteen.

Other mooted developments include Festival Plaza and the Gurner proposal for the former Australia Post mail sorting site. Demand for retail goods and services is expected to lift slightly as interest rates potentially reduce, however, continued investment into centres such as Burnside Village will create competitive pressures for the City and its precincts.

The slowing of forecasts for domestic travel heightens the imperative for Adelaide to be developed and promoted as a distinctive, desirable place to visit. This will be underpinned by investment into new products as well as a compelling program of events. Travel associated with business events and conventions has been strong for the past few years, and this is likely to continue based on confirmed events.

The University of Adelaide and University of South Australia merger provides opportunities to capitalise on commercialisation of the new institution's research and development capabilities. Whilst the outlook for international student numbers nationally remains uncertain, the contribution of international students to the economy, culture and life of the City will remain.



Vision

# Our Adelaide. Bold. Aspirational.

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.**

## Strategic Objectives

Economic development is not a stand-alone activity. Not only is it affected by macro factors, it has strong interrelationships with built form, community development, events and culture. These are generally delivered by other Council and government portfolios, often in partnership with the private and non profit sectors.

The Plan increases the emphasis AEDA will place on the:

- Increased marketing and promotion of the City to support investment attraction, boost visitor numbers and continue to develop a consistent brand to underpin marketing activities.
- Importance of events, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets.
- Enhancement of Adelaide as a centre for education and collaboration (goal three of Council's Economic Development Strategy), increased investment into programs to support businesses to grow and employ more people, and development of a targeted proactive investment attraction program.
- Development of Rundle Mall's role as South Australia's premier retail destination through new activations, refresh of marketing activity, brand attraction and activating laneways.

Collectively, these interventions, in addition to business as usual activities, will assist Council to progress towards its Strategic Plan aspirations. This includes increasing foot traffic and spend across the city, and promotion strategies to share Adelaide's unique attributes and emerging opportunities. The actions identified are grouped under five strategic objectives, with actions shown in the following section.



## 1. Activate Rundle Mall and Precincts

Goals

1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.
2. Rundle Mall evolves and regenerates with new capital investment.
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.

## 2. City Brand and Marketing

Goals

1. The Adelaide brand clearly articulates what makes our City distinctive, and this brand position underpins all of AEDA's marketing activity.
2. City stakeholders actively participate in marketing campaigns.
3. Visitors to Adelaide and residents can easily discover what's on across the City.
4. Knowledge of Adelaide as a place to invest and grow a business is increased.
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.

## 3. Growing the Visitor Economy

Goals

1. Adelaide is viewed as an increasingly desirable place to visit.
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.

## 4. Investment and Business Growth

Goals

1. Growth in industry sectors that build on and extend the City's economic strengths.
2. Street level retail and hospitality activity that contributes to vibrant precincts and mainstreets.
3. Businesses are supported to grow.
4. Data and insights deliver useful information to City businesses and prospective investors.
5. Adelaide's reputation as a centre for health and education is strengthened.

## 5. AEDA Governance and Operations

Goals

1. Effective and transparent governance, reporting and processes.
2. Establish an approach to funding that supports multi-year forward planning.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.
4. AEDA is seen as a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.

# Activate Rundle Mall and Precincts

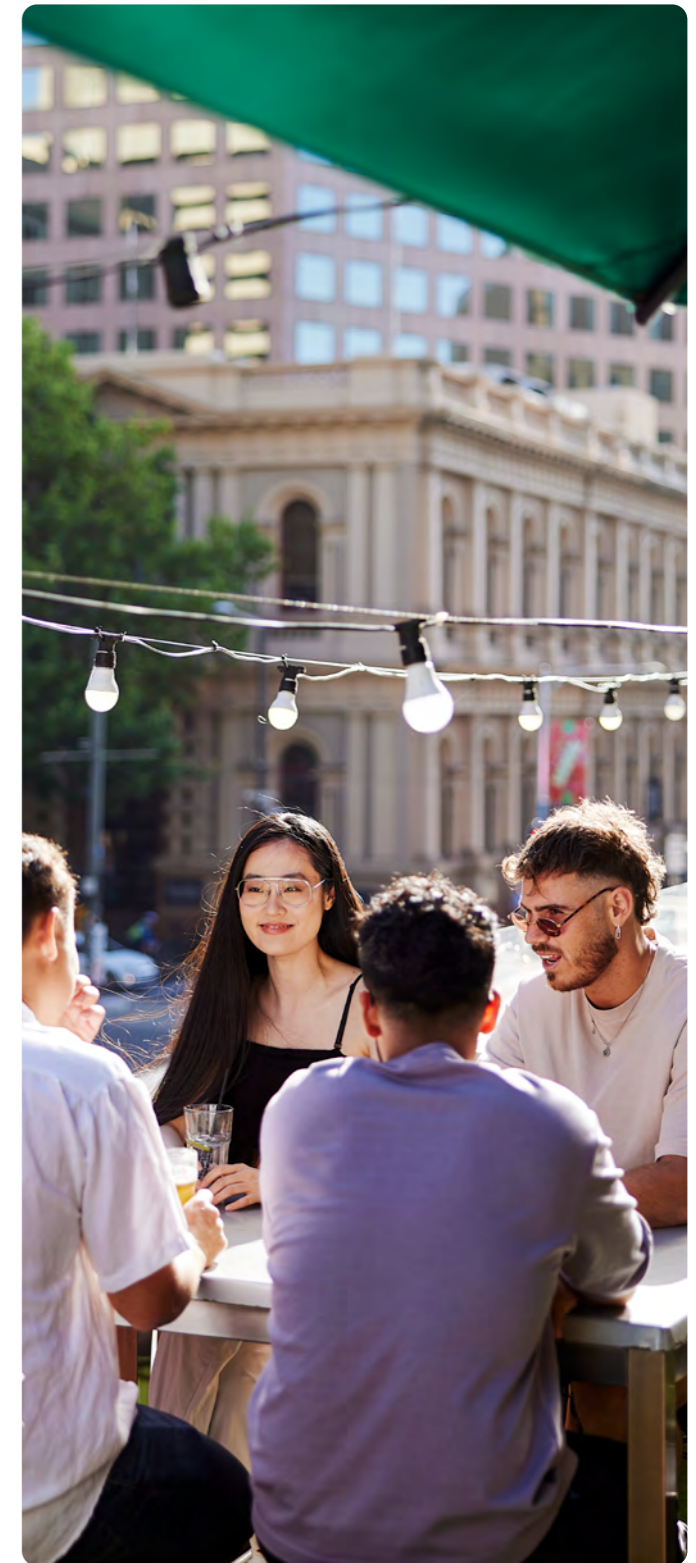
Goal	Action	Measurement
1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.	<ul style="list-style-type: none"> <li>a. Enhance Rundle Mall's appeal through a more diverse and experiential offering, including entertainment, music and culture.</li> <li>b. Stretch the body clock of the Mall beyond standard shopping hours, with dining and entertainment products, offers and activations.</li> <li>c. Influence the tenancy mix of the Rundle Mall Precinct through effective brand positioning and brand attraction activities.</li> <li>d. Experiment with expansion of medium scale music, food and wine, artistic and culturally important events, festivals and activations.</li> <li>e. Develop and implement a new Rundle Mall marketing and events strategy.</li> <li>f. Develop and implement a new Rundle Mall Christmas strategy.</li> </ul>	<p>Increase in spending across the city.</p> <p><i>CoA Strategic Plan</i></p>
2. Rundle Mall evolves and regenerates with new capital investment.	<ul style="list-style-type: none"> <li>a. Leverage and grow the appeal of Rundle Mall's outdoor experience with new artistic installations, lighting, thematic entry statements and shading/greening.</li> <li>b. Identify and target barriers to private sector investment in the Rundle Mall Precinct and work with property owners to optimise their assets, including strategically significant heritage facades and buildings.</li> <li>c. Advocate for the City of Adelaide to prioritise and progress completion of its Rundle Mall laneway strategy following the completion of Charles Street.</li> <li>d. Install a new audio and PA system in Rundle Mall to enhance place experience for visitors and improve public safety.</li> <li>e. Investigate potential to establish a new premium, high quality restaurant/food offering in the public realm of Rundle Mall.</li> </ul>	<p><b>\$150 million of capital investment committed to in the Precinct.</b></p> <p><i>AEDA KPI</i></p>
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.	<ul style="list-style-type: none"> <li>a. Maintain effective engagement with Rundle Mall stakeholders to identify and implement new economic development initiatives.</li> <li>b. Work with stakeholders to improve perceptions of public safety in the Rundle Mall Precinct.</li> <li>c. Be a voice for Rundle Mall levy payers, championing and advocating for the betterment of the precinct.</li> </ul>	<p><b>Improvement to Rundle Mall Business Sentiment.</b></p> <p><i>AEDA KPI</i></p>
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.	<ul style="list-style-type: none"> <li>a. Identify and pursue retail experiences that appeal to young people and create a point of difference with Adelaide's suburban offer.</li> <li>b. &lt;Action specific to the outcomes of the CoA Precinct/Placemaking review will be inserted here when finalised&gt;.</li> <li>c. Work with local businesses and interest groups to develop highly desirable precincts as distinct visitor destinations to market and experience.</li> <li>d. Deliver Adelaide Fashion Week.</li> </ul>	<p><b>Increase foot traffic in key and emerging precinct year on year by 1.5 percent.</b></p> <p><i>CoA Economic Development Strategy</i></p>



# City Branding and Marketing

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Goal	Action	Measurement
1. The Adelaide brand clearly articulates what makes our City distinctive and this brand position underpins all AEDA’s marketing activity.	<ul style="list-style-type: none"> <li>a. Create a consistent Adelaide brand identity that links all destination marketing and is consistent with the State brand.</li> <li>b. Work with precincts to build on their identity and ways of working to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand.</li> <li>c. Champion the brand and advocate for its expression through all aspects of the city, including infrastructure; investment and talent attraction, direct interactions with our customers and visitors, city dressing, etc.</li> <li>d. Reinforce the position of Adelaide as the State’s Central Business District and amplify Adelaide’s reputation as a place to learn, work and start a business.</li> </ul>	<p>Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10.</p> <p>AEDA KPI</p>
2. City stakeholders actively participate in marketing campaigns.	<ul style="list-style-type: none"> <li>a. Regular programmed engagement with stakeholders on latest marketing activity results, and upcoming plans so they can participate and support where relevant.</li> <li>b. Improve small and medium-sized enterprises (SMEs)’s business capability by developing or sharing resources that support owners and marketing teams on industry best practice, including utilisation of emerging technology.</li> <li>c. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion).</li> </ul>	<p>Deliver marketing and promotion strategies to share Adelaide’s unique attributes and emerging opportunities.</p> <p>CoA Strategic Plan</p>
3. Visitors to Adelaide and residents can easily discover what’s on across the City.	<ul style="list-style-type: none"> <li>a. Provide comprehensive information on events and activities occurring in Adelaide.</li> <li>b. Develop marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the City’s reputation as a retail, cultural, activity and entertainment centre.</li> <li>c. Partner with businesses and conference organisers to utilise their communications channels and/or venues to communicate with visitors.</li> <li>d. Develop digital tools that enable custom content to be served to visitors based on their interests and behaviour.</li> </ul>	<p>Increase in foot traffic in key and emerging precincts annually in line with the Council’s <i>Economic Development Strategy</i>.</p> <p>CoA Strategic Plan</p>
4. Knowledge of Adelaide as a place to invest and grow a business is increased.	<ul style="list-style-type: none"> <li>a. Understand the requirements of the target markets through research and measure the impact of initiatives against annual awareness benchmarking.</li> <li>b. Strategically target prospective investors or firms, across key sectors, to educate them about the strengths of Adelaide as an investment destination.</li> </ul>	<p>An increase in the number of new business and investment into the city.</p> <p>CoA Strategic Plan</p>
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.	<ul style="list-style-type: none"> <li>a. Create a brand identity and communications plan.</li> <li>b. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA.</li> <li>c. Run business events that provide insights into Adelaide’s economy, stimulate thinking about opportunities and enable businesses to use the information provided to inform their decision making.</li> </ul>	<p>Improvement to AEDA Brand Sentiment.</p> <p>AEDA KPI</p>



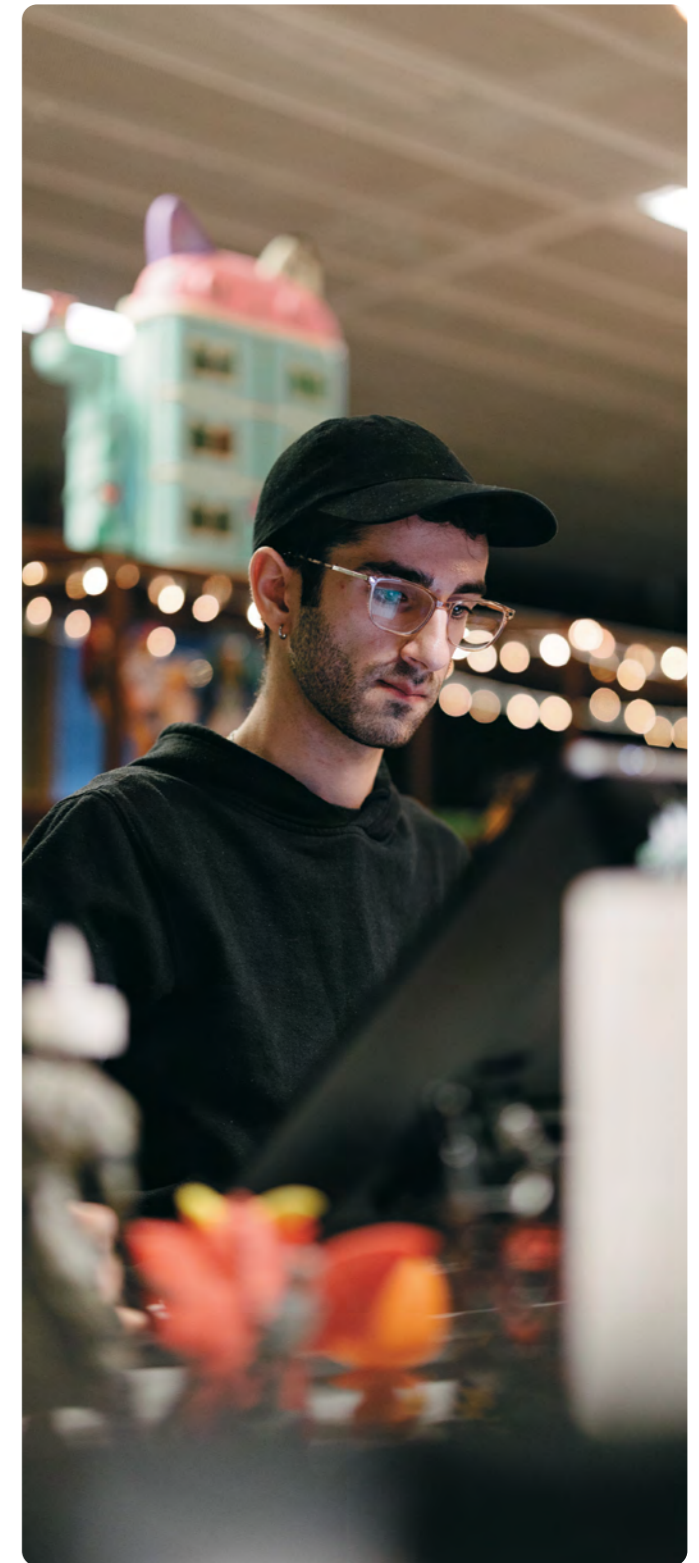
# Growing the Visitor Economy

Goal	Action	Measurement
1. Adelaide is viewed as an increasingly desirable place to visit.	<ul style="list-style-type: none"> <li>a. Promote the City so Adelaide is a premier tourism location.</li> <li>b. Provide locals, including young people, with new reasons to explore Adelaide, which will then enhance the trips of friends and relatives.</li> <li>c. Encourage investment in new and expanded tourism products and experiences, providing new reasons to attract a diverse range of national and international visitors.</li> <li>d. Partner with key tourism stakeholders such as the South Australian Tourism Commission to market the City as a distinct destination with a strong presence within the state brand.</li> </ul>	<p>Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.	<ul style="list-style-type: none"> <li>a. Ensure a balance between grants and sponsorship programs to support key City events, as well as activate new and exciting initiatives.</li> <li>b. Work with institutions and operators along North Terrace to develop and market the precinct as a highly desirable visitor experience.</li> <li>c. Continue investment into attracting business events and incentive travel.</li> <li>d. Identify opportunities for investment into premium tourism products and experiences.</li> </ul>	<p>An enhanced year-round event calendar, with experiences found throughout the city.</p> <p>Grow as Australia's Festival Capital.</p> <p>Grow the number and scale of business events hosted each year.</p> <p>Grow the number of 4 and 5-star, and boutique hotel beds, to support international visitors.</p> <p>Increase the number of airport arrivals and demand for city accommodation compared with 2023.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.	<ul style="list-style-type: none"> <li>a. Complete the development of a contemporary visitor experience center, supported by technology that enhances pre-trip planning, wayfinding within the City, and connections with local products and experiences.</li> <li>b. Provide comprehensive information on events and activities occurring in Adelaide.</li> <li>c. Broaden the volunteer base within the Visitor Experience Centre.</li> </ul>	<p>Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.</p> <p><i>CoA Economic Development Strategy</i></p>
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.	<ul style="list-style-type: none"> <li>a. Provide up-to-date visitor economy reports that provide insights to tourism operators and potential investors into new products and experiences.</li> <li>b. Facilitate opportunities for tourism businesses to come together to receive information, inform AEDA's directions or participate in collaborative activities.</li> </ul>	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>



# Investment and Business Growth

Goal	Action	Measurement
1. Growth in industry sectors that build on and extend the City's economic strengths.	<ul style="list-style-type: none"> <li>a. Focus investment attraction efforts on current and emerging industry sectors that extend the City's economic strengths, reinforce Adelaide's innovation and tech ecosystems, create high value jobs, and support an environment for scaling existing and emerging businesses.</li> <li>b. Proactively build an investment pipeline and support potential investors with connections to property solutions.</li> <li>c. Monitor and pursue opportunities to expand institutional investment in city residential projects including purpose-built student accommodation, vertical retirement living and build to rent.</li> <li>d. Invest in partnerships that accelerate and support economic activity.</li> <li>e. Develop a business attraction program (including consideration of targeted events) to attract founders, new ventures and existing businesses from metro, regional, interstate and international locations.</li> <li>f. Support the City of Adelaide to leverage and grow the City's green economy and green brand.</li> </ul>	<p>Increase city contribution to Gross State Product.</p> <p>Grow the proportion of workers in emerging industry sectors.</p> <p>Increase the number of new businesses and investment in the city.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.	<ul style="list-style-type: none"> <li>a. Work with stakeholders, other parts of Council and partners to activate street level tenancies with a specific focus on longer term vacancies.</li> <li>b. Invest in a program of events and activities that highlight and build upon the attributes of individual parts of the City.</li> <li>c. Undertake a program of engagement with building owners of properties with long term vacancies to understand their intentions and use that to inform approaches to activate longer term street level vacancies.</li> </ul>	<p>Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Businesses are supported to grow.	<ul style="list-style-type: none"> <li>a. Promote business growth and productivity programs by partners, government and industry associations.</li> <li>b. Deliver targeted business networking and education sessions on topics of interest as a way to build business skills, provide information and/or encourage collaborations.</li> <li>c. Enable businesses to grow by piloting projects, research and offering grants that support small and medium enterprises.</li> </ul>	<p>Increase the size and number of city-based medium-sized businesses.</p> <p>Scaling-up of microbusinesses to small and medium enterprises.</p> <p>Growth by upscaling micro, small and medium enterprises into larger businesses.</p> <p><i>CoA Economic Development Strategy</i></p>
4. Data and insights deliver useful information to City businesses and prospective investors.	<ul style="list-style-type: none"> <li>a. Provide current and compelling data through a variety of means, including market briefings that city businesses and potential investors can rely upon to support their decision making.</li> <li>b. Utilise data and insights to assist in positioning the City as a desirable place to operate a business and invest.</li> </ul>	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>
5. Adelaide's reputation as a centre for health and education is strengthened.	<ul style="list-style-type: none"> <li>a. Progress partnership opportunities with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the City's capital city and central business district role.</li> <li>b. AEDA actively promotes the unique ecosystem of universities, higher education sector and graduate populations, liveability and ease of doing business.</li> </ul>	<p>A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.</p> <p><i>CoA Economic Development Strategy</i></p>



# AEDA Governance and Operations

Goal	Action	Measurement
1. Effective and transparent governance, reporting and processes.	<ul style="list-style-type: none"> <li>a. As per the Deloitte and KPMG recommendations, establish a reporting regime at a level appropriate to an independent subsidiary.</li> <li>b. Provide quality advice and reporting to the AEDA Board and Council so decisions respond not only to short term issues, but also deliver longer term benefits.</li> <li>c. Further develop research and knowledge management capability to provide the AEDA Board and Council with greater intelligence about the city and emerging trends to inform program development and decision making.</li> <li>d. Engage with staff in identifying process inefficiencies, mismatches with Council processes and generating ideas to simplify and streamline processes and systems.</li> <li>e. Ensure the design of programs and incentives seeks to minimise compliance costs for recipients, whilst providing accountability for the expenditure of public funds.</li> </ul>	<p>Opportunities and issues are identified in annual governance review and are addressed.</p> <p>AEDA KPI</p>
2. Establish an approach to funding that supports multi-year forward planning.	<ul style="list-style-type: none"> <li>a. Ensure budgets and expenditure are aligned to Council and Board priorities, and the City of Adelaide Strategic Plan.</li> <li>b. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging economic issues and opportunities.</li> <li>c. Annually review grants and sponsorship programs to make effective use of AEDA resources.</li> <li>d. Explore other forms of funding.</li> </ul>	<p>An approach to funding that supports multi-year planning is applied.</p> <p>AEDA KPI</p>
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	<ul style="list-style-type: none"> <li>a. Undertake periodic staff succession audits and use that to inform the Agency's workforce strategy.</li> <li>b. Maintain a strong working culture with a dynamic environment.</li> <li>c. Strengthen our relationships with volunteers by continuing to invest in their development and recognise their contribution.</li> </ul>	<p>City of Adelaide Culture Survey Results.</p> <p>Proportion of job vacancies filled on first approach to market.</p> <p>AEDA KPI</p>
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not for profit organisations to grow Adelaide's economy.	<ul style="list-style-type: none"> <li>a. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits.</li> <li>b. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives.</li> <li>c. Keep abreast of the directions and activities of ACMA and Kadaltilla, providing input and collaboration where AEDA can add value.</li> <li>d. Collaborate with the State Government on opportunities to enhance economic growth in the City.</li> </ul>	<p>Delivery of Agency priorities through Strategic Partnerships.</p> <p>AEDA KPI</p>
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	<ul style="list-style-type: none"> <li>a. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs. Program design considers the economic environment in which businesses operate.</li> <li>b. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay abreast of emerging issues and opportunities.</li> <li>c. Opportunities to deliver environmental, social and cultural outcomes through the delivery of economic development programs will be considered in decision making.</li> </ul>	<p>Regular information on qualitative and quantitative business needs and opportunities are provided to the Board.</p> <p>AEDA KPI</p>





# Appendix 1: Strategic Alignment

## State Government

### South Australian Economic Statement

The South Australian Economic Statement has three missions: Capitalise on the global green transition; Be a partner of choice in an insecure world; and build South Australia's talent. The SA Government will establish an Economic Development Board to advise on enacting the Statement.

### South Australian Small Business Strategy 2023–2030

The South Australian Small Business Strategy has four objectives:

1. To increase the skills, capability and capacity of small business owners and their workforces to build sustainability and to take up new business opportunities.
2. To drive jobs growth within small businesses.
3. To provide small businesses with easier access to South Australian Government services, support and programs.
4. To help diversify the sector by supporting regional businesses and specific target groups, including First Nations people, women, business owners living with disability, and culturally and linguistically diverse business owners.

### South Australian International Tourism Strategy 2025

SATC's plan for re-engaging with international visitors post-COVID-19 is based on a shift from demographic to psychographic targeting of the 'High Value Travellers' (HVT) segment. They are high spending travellers who are motivated by what Australia has to offer, representing between 35 to 44 percent of the long haul travel market from key markets including the United Kingdom, United States, Singapore and Germany.

Secondary to this segment, the working holiday maker (WHM) is also critical to South Australia as the arrival of these visitors will assist with filling employment gaps and skills shortages in the city and regional areas. The WHM program allows young adults from eligible partner countries, such as the United Kingdom, France and Germany, to work in Australia whilst having an extended holiday. They are a valuable travelling segment as they tend to stay longer, spend more and disperse more widely through the country than other international arrivals. Along with this they also contribute to filling roles in critical Australian industries such as agriculture, tourism and aged care.

Adelaide City forms one of the brand pillars: A boutique capital with a restaurant scene that acts as a gateway to the regions. It also provides a strong presence in the 'Loves a party' brand pillar for its festivals and events.

### South Australia's Innovation Model

[statedevelopment.sa.gov.au/science-and-research-excellence/innovation-districts](http://statedevelopment.sa.gov.au/science-and-research-excellence/innovation-districts)

The Innovation Model is a network of dedicated spaces with the physical, digital and social infrastructure required to accelerate new ideas into widespread economic outcome, with the following located in the City of Adelaide:

- Adelaide Biomed City Innovation District is a \$3.8 billion Health and Medical Innovation District in the heart of Adelaide, comprised of leading-edge anchor institutes and companies that cluster and connect with start-ups, business incubators and accelerators. It offers mixed-use infrastructure where researchers, clinicians and students work together with entrepreneurs and leading industry players.
- Lot Fourteen is a vibrant collective of innovators, a gateway for transformative knowledge that attracts new investment and people to South Australia.

## 30 Year Plan for Greater Adelaide (2017 update and 2020 report card)

Adelaide City is featured in the 30 Year Plan as follows:

- The State Government and Adelaide City Council have committed to making Adelaide City the world's first carbon neutral city. The CBD will become carbon neutral and act as a showcase for the uptake of renewable and clean technologies, building on Adelaide's reputation as a clean, green, prosperous and vibrant city.
- Reinforce and enhance Adelaide's reputation as a liveable, vibrant, sustainable and accessible place, and use it as a key competitive advantage for attracting and retaining talented people and investment. Trams will loop the CBD and link into inner-city suburbs. Pedestrian-friendly streets will support universal access and be safe to walk at any time, both day and night. City squares and laneways will be alive with people of all ages enjoying public art, live music and diverse opportunities for entertainment. Enhancing our Park Lands will support the envisioned increased population and higher density living in the city by providing greater diversity in recreational, cultural and social activities. The Park Lands will also function as a key connection for walking and cycling routes.
- Through revitalisation, the iconic Adelaide Riverbank will become home to world-class facilities and position the precinct as one of Adelaide's premier destinations for recreation, sporting activities, learning, entertainment and culture. The area will be supported by improved pedestrian and cycle connections to better integrate it with the city and its surrounds.

Twelve policies in the 30 Year Plan apply specifically to the City, with policies of direct relevance to AEDA highlighted:

- Policy 13:** Strengthen the primacy of the Adelaide City centre as the cultural, entertainment, tourism and economic focus of Greater Adelaide. Enhance its role as the centre for peak legal, financial and banking services, speciality health and medical services, higher education, the arts, and high-quality specialty retailers.
- Policy 14:** Strengthen the overall built form of the city, which is characterised by a grid pattern of streets and squares, contrasting with the open space of the Park Lands.
- Policy 15:** Deliver an overall city form that expresses taller buildings within the centre, lower buildings towards the southern residential precincts and some additional height along the terraces and around the four city squares.
- Policy 16:** Reinforce key city boulevards, such as King William, Grote and Wakefield streets through taller, contemporary buildings that create a sense of entry and frame these important streets.
- Policy 17:** Reinforce the special character of the main streets of Gouger, Hindley, Rundle and Hutt Streets through contextual design responses that increase activity and vibrancy whilst also preserving the elements that make these places special.
- Policy 18:** Create vibrant and distinctive laneways, each with their own individual character, with small bars, restaurants, shops and cafes that contribute to city vibrancy.
- Policy 19:** Reinforce the inner and outer built form edge of the Park Land terraces by encouraging quality medium to high-rise mixed-use developments that increase the diversity of housing whilst also contributing to, and activating, the public realm.
- Policy 20:** Continue to develop the Riverbank Precinct as a world-renowned health, sporting, educational and biomedical precinct with strong connections to the city centre whilst reinforcing North Terrace as a premier cultural boulevard with a new vibrant public plaza that will be the heart of entertainment and cultural events.
- Policy 21:** Increase the amount and diversity of residential accommodation in the city to support a variety of household types for a wide range of age and income groups, including students, professionals and the ageing.
- Policy 22:** Sustain the heritage, character and scale of valued residential precincts (including North Adelaide and the south-east and south-west corners) with contextually appropriate development that contributes to the needs of our growing population and provides services to the community.
- Policy 23:** Reinforce the role of the Park Lands as a major recreational, sporting, tourism, natural and open-space asset destination for the city and metropolitan Adelaide that connects the city to the suburbs.
- Policy 24:** Enhance the city's street network to support the intensity and complexity of people movement, business and community activity, to provide great 'people places' befitting Adelaide's heart.

## The South Australian Visitor Economy Sector Plan 2030

The visitor economy plan has six priorities, with the following strategies relevant to AEDA:

### Marketing:

- Facilitate servicing of visitor information.
- Effectively target high-yielding travellers to ensure sustainable growth maximising expenditure outcomes.
- Consider emerging platforms and new methods of communicating and engaging with the consumer.
- Align product promotion with product development, ensuring delivery of the strong marketing promise.
- Base channel selection and messaging on a strong understanding of the consumer, driven by reliable market insights and research.

### Experience & supply development:

- Support the development of unique and appealing experiences that are focused on South Australia's strengths.
- Leverage opportunities provided by the State's natural assets on both public and private land and encourage tourism engagement through the development of compelling experiences.
- Develop linkages between experiences to create clusters .
- Upgrade and refresh quality of accommodation to match consumer expectations and create immersive experiential accommodation options.

### Collaboration:

- Foster regular and constructive partnering between operators, key industry bodies and government.
- Facilitate cross-government cooperation to create a positive environment for investment in the Visitor Economy.
- Drive growth by optimising the experience of international students and their families in South Australia through partnerships with educational institutions.

### Industry capability:

- Ensure Visitor Economy businesses have access to, and engage with, tools and technologies to maximise their professionalism and profitability.
- Ensure continued strong take up of listings on the Australian Tourism Data Warehouse (ATDW) with a focus on commissionable product.
- Drive entrepreneurial skills development and confidence to activate innovative ideas and businesses.
- Utilise accurate, relevant and concise research insights to inform business decisions.

### Leisure and business events:

- Further develop South Australian major events, maximising their associated visitor expenditure.
- Attract investment and increased sponsorship into major events.
- Use business and leisure events to smooth seasonality.
- Maximise the opportunities that events and festivals offer to the local region, driving positive legacy impacts in cultural and social factors.
- Maximise the value of existing events through cross-promotion.
- Leverage major events and festivals to promote our state and tell the story of South Australia.

### Promoting the value of tourism:

- Educate the community about the breadth of the Visitor Economy and the diversity of businesses that benefit.
- Encourage locals and visitors to be ambassadors for the State.

## City of Adelaide

### The CoA Strategic Plan and The Economic Development Strategy

Two key plans frame AEDA's strategy: The City of Adelaide Strategic Plan and the Economic Development Strategy. Other Council plans, such as the City Plan 2036, Housing Strategy, Strategic Property Plan, Integrated Climate Strategy, inform aspects of AEDA's work, but are not central to its goals and operations. The Rundle Mall Precinct Place Vision and Precinct Roadmap, commissioned by AEDA, provides specific actions that are delivered collaboratively with Council (e.g. for infrastructure, cultural activation and land use planning).

### City of Adelaide Strategic Plan 2024–2028

The strategic plan aims for the City of Adelaide to be bold, aspirational and innovative, with all four of the Plan's key areas of focus being relevant to AEDA's Strategic Plan:

**A vibrant, connected and inclusive community:** In 10 years, Adelaide will be a thriving capital city with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community development and connections, and celebrate our cultural heritage and diversity.

**Growing, innovative and responsive economy:** In 10 years, Adelaide will have strengthened its role as the economic focal point of the state by attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.

**Resilient, protected and sustainable environment:** In 10 years, Adelaide will be a nation leading green city in a park which showcases the benefits of green infrastructure, increased biodiversity and sustainability, and a community that is adaptive and resilient to climate change.

**Interesting, purposeful and safe places:** In 10 years, Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be people oriented, safe, lively and accessible.

### Rundle Mall Precinct Place Vision and Precinct Roadmap

Rundle Mall Precinct is to be a place that energises Adelaide city life and supports the City's vision to be the most liveable city in the world through six strategic imperatives:

1. Fill the retail mix gaps by attracting key brands and offerings in areas such as wellness, food and beverage, entertainment and experiential. However, retaining and elevating what is unique and leading remains a priority.
2. Stretch the body-clock of the Mall beyond standard shopping hours with dining, entertainment and community offerings.
3. Leverage and grow the appeal of the outdoor experience through building on and evolving the public realm experience and character.
4. Curate destinations within the destination through precinct and laneway activation.
5. Unlock the heritage and culture opportunity of facades and laneways.
6. Identify and target investment and planning barriers to progress.

## Economic Development Strategy

The Economic Development Strategy frames the City of Adelaide and its subsidiaries (AEDA, Adelaide Central Market Authority and Kadaltilla/Adelaide Park Lands Authority) and provides direction for the city to partner and collaborate with the business community, non-government and government organisations.

The EDS goals are:

- Goal 1: More than the gateway to South Australia.
- Goal 2: A thriving economy for all.
- Goal 3: A centre for education and collaboration.
- Goal 4: A growing economy for a growing population.
- Goal 5: Australia's festival and creative capital.
- Goal 6: An easy place to do business.

AEDA is a lead agency for many Draft EDS activities, summarised in the table below.

<b>Branding</b>	Arts, culture and music Branding Business central Business events/conferences Creative city Destination Adelaide Entrepreneurship/knowledge Gateway to SA Green credentials Knowledge sectors Supporting innovation
<b>Destination marketing</b>	Destination Adelaide Creative city Direct flights Hubs and growth sectors
<b>Rundle Mall</b>	Business-friendly environment City safety Destination Adelaide Diversified offerings Grants and pilot projects New business attraction Precinct upgrades Relocation to the city Renew Adelaide/vacancies
<b>Advocacy</b>	Business events/conferences Tourism product development Tourism event programming City safety
<b>B2B/Networks</b>	Institutional collaboration Local business collaboration New tourism experiences Precinct activation Tourism product development

<b>Investment Attraction</b>	Circular economy Climate tech Diversified offerings Employment opportunities Gaming industry Green credentials Knowledge sectors Night time economy Partnering with stakeholders Precinct upgrades Promotion to attract hotels Reducing new business barriers Renew Adelaide/vacancies
<b>Events</b>	Arts, culture and music
<b>Business Support</b>	Business-friendly environment Grants and pilot projects Innovative startups New business attraction Nighttime economy Partnering Relocation to the city Tourism product





### Attachment A - By-law Expiation Fee Amounts

Offence type	Fee Units	Legislation	Fee
Breach or non-compliance with conditions of a permit	Per breach	By-Law 1 Permits and Penalties	\$312.00
Objects on footpath – Moveable sign not conforming to Council by-law provisions	Per breach	By-Law 2 Moveable Signs	\$312.00
Undertaking activities without permission	Per breach	By-Law 3 Local Government Land	\$312.00
Alteration of land	Per breach	By-Law 3 Local Government Land	\$312.00
Bridge Jumping	Per breach	By-Law 3 Local Government Land	\$312.00
Business Use	Per breach	By-Law 3 Local Government Land	\$312.00
Central Market - Bring into or allow any animal to remain	Per breach	By-Law 3 Local Government Land	\$312.00
Central Market - Unauthorised use of Forklift	Per breach	By-Law 3 Local Government Land	\$312.00
Climbing on any fixtures	Per breach	By-Law 3 Local Government Land	\$312.00
Damage or defacement of property	Per breach	By-Law 3 Local Government Land	\$312.00
Erection of Structures	Per breach	By-Law 3 Local Government Land	\$312.00
Feed any Bird	Per breach	By-Law 3 Local Government Land	\$312.00
Fishing from a structure in a no-fishing zone	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate disposal of waste	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of a council rubbish bin	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of a public convenience	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of boat ramp	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of council equipment or property	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of Horse riding Track	Per breach	By-Law 3 Local Government Land	\$312.00
Interfere with flora and fauna	Per breach	By-Law 3 Local Government Land	\$312.00
Interfering with an activity that has been granted a permit	Per breach	By-Law 3 Local Government Land	\$312.00
Obstruction	Per breach	By-Law 3 Local Government Land	\$312.00
Organise Ceremony and Event	Per breach	By-Law 3 Local Government Land	\$312.00
Overhanging Articles	Per breach	By-Law 3 Local Government Land	\$312.00

Recommendation 4 - Item 7.4 - Attachment A

Performing non-urgent Vehicle Repairs	Per breach	By-Law 3 Local Government Land	\$312.00
Playing or practicing games where a sign indicates it is prohibited	Per breach	By-Law 3 Local Government Land	\$312.00
Solicitation	Per breach	By-Law 3 Local Government Land	\$312.00
Tents and Camping	Per breach	By-Law 3 Local Government Land	\$312.00
Unauthorised entry of Closed Lands	Per breach	By-Law 3 Local Government Land	\$312.00
Unintended use of a War Memorial	Per breach	By-Law 3 Local Government Land	\$312.00
Use of Amplification Device	Per breach	By-Law 3 Local Government Land	\$312.00
Use of Wheeled Recreation device	Per breach	By-Law 3 Local Government Land	\$312.00
Washing clothes in or adding chemicals to any water	Per breach	By-Law 3 Local Government Land	\$312.00

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Bridge Jumping	Per breach	By-Law 4 Roads	\$312.00
Chain or affix a Bicycle causing obstruction	Per breach	By-Law 4 Roads	\$312.00
Climbing on any fixtures	Per breach	By-Law 4 Roads	\$312.00
Collecting Donations	Per breach	By-Law 4 Roads	\$312.00
Damage or defacement of property	Per breach	By-Law 4 Roads	\$312.00
Distribute notice, leaflet or bill	Per breach	By-Law 4 Roads	\$312.00
Feed any Bird	Per breach	By-Law 4 Roads	\$312.00
Inappropriate Queuing	Per breach	By-Law 4 Roads	\$312.00
Inappropriate Use of Council Rubbish Bins	Per breach	By-Law 4 Roads	\$312.00
Leading/Driving Livestock	Per breach	By-Law 4 Roads	\$312.00
Leaving Hatch Open and Unattended	Per breach	By-Law 4 Roads	\$312.00
Performing non-urgent Vehicle Repairs	Per breach	By-Law 4 Roads	\$312.00
Tents and Camping	Per breach	By-Law 4 Roads	\$312.00
Unauthorised Advertising	Per breach	By-Law 4 Roads	\$312.00
Unauthorised Public Exhibit	Per breach	By-Law 4 Roads	\$312.00
Undertake Activities without Permission	Per breach	By-Law 4 Roads	\$312.00
Use of Amplification Device	Per breach	By-Law 4 Roads	\$312.00
Use of Wheeled recreation Device	Per breach	By-Law 4 Roads	\$312.00
Wilfully break glass	Per breach	By-Law 4 Roads	\$312.00

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Damaged Bin	Per breach	By-Law 5 Waste Management	\$312.00
Inappropriate Bin Collection Position	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Council Provided Bins	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Domestic Bin	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Green Organics Bin	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Recyclable Bin	Per breach	By-Law 5 Waste Management	\$312.00
Open Bin	Per breach	By-Law 5 Waste Management	\$312.00
Unclean private Thoroughfare	Per breach	By-Law 5 Waste Management	\$312.00
Unsanitary Bin	Per breach	By-Law 5 Waste Management	\$312.00
Violating Commercial Cardboard By-Law Requirements	Per breach	By-Law 5 Waste Management	\$312.00
Waste Container Interference	Per breach	By-Law 5 Waste Management	\$312.00
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Climbing on Any Fixtures	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Damaging/Defacement of Property	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Erection of Structures	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Feed any bird	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Inappropriate Use of Council Rubbish Bin	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Inappropriate Use of Public Convenience	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Interfering with Permitted Use	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Overhanging Articles	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Playing or practicing games and ball games	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Smoking in No Smoking area	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Undertaking Activities without Permission	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Use a wheeled recreation device	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Use of an amplification device	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Wilfully break glass	Per breach	By-Law 6 Rundle Mall	\$ 62.50
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Dog in Free Area	Per breach	By-Law 7 Dogs	\$312.00
Dog limit exceeded	Per breach	By-Law 7 Dogs	\$312.00

Recommendation 4 - Item 7.4 - Attachment A

Dog not on Leash	Per breach	By-Law 7 Dogs	\$312.00
Inappropriate Use of Dog Exercising Area	Per breach	By-Law 7 Dogs	\$312.00
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Cat Limited Exceeded	Per breach	By-Law 8 Cats	\$312.00
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Lodging House with No License	Per breach	By-Law 9 Lodging Houses	\$312.00
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## APPENDIX B

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE PERMITS AND PENALTIES BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1.</b>	<b>Council may grant permits</b>
1.1	The power pursuant to Clause 4 of the <i>Permits and Penalties By-law 2024 (the By-law)</i> to, where a by-law of the Council indicates that a permit or permission of the Council is required to do a specified thing, grant permission of the Council, in writing.
1.2	The power pursuant to Clause 4.2 of the By-law to:
1.2.1	attach conditions to a permit;
1.2.2	change or revoke a condition of a permit by notice in writing;
1.2.3	add new conditions to a permit, by notice in writing.
1.3	The power pursuant to Clause 4.4 of the By-law to revoke a permit by notice in writing, if:
1.3.1	the holder of the permit breaches a condition; or
1.3.2	there are reasonable grounds for revoking the permit.
<b>2.</b>	<b>Food Business Notification Confirmation</b>
2.1	The power pursuant to Clause 7.1 of the By-law to issue the Proprietor of a Food Business with a food business notification confirmation in the Approved Form in the circumstances set out in the clause.

**INSTRUMENT OF DELEGATION UNDER THE PERMITS AND PENALTIES BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX C

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE LOCAL GOVERNMENT LAND BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1. Activities Requiring Permission</b>
<i>Fires</i>
1.1 The power pursuant to Clause 4.17.1 of the <i>Local Government Land By-law 2024 (the By-law)</i> to provide places for persons to light a fire subject to the <i>Fire and Emergency Services Act 2005</i> .
<i>Livestock</i>
1.2 The power pursuant to Clause 4.21.3 of the By-law to set aside a track or other area for use by or in connection with an animal of a particular kind.
<i>Vehicles</i>
1.3 The power pursuant to Clauses 4.29 and 4.33 of the By-law to set aside an area or road for the purposes of driving or propelling a motor vehicle on a riverbank or local government land.
<b>2. Prohibited Activities</b>
<i>Climbing</i>
2.1 The power pursuant to Clause 5.2 of the By-law to set aside any fixture, fitting, plant, object or building for the purposes of climbing and indicate the same by signage.
<b>3. Removal of Obstructions</b>
3.1 The power pursuant to Clause 11 of the By-law to remove an object installed without permission or authority that is causing an obstruction.

**INSTRUMENT OF DELEGATION UNDER THE LOCAL GOVERNMENT LAND BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX D

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE ROADS BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1. Activities Requiring Permission</b>
<i>Bicycles</i>
1.1 The power pursuant to Clause 4.3 of the <i>Roads By-law 2024 (the By-law)</i> to set aside and design structures for the purposes of chaining, locking or affixing a bicycle.
<i>Fires and Fireworks</i>
1.2 The power pursuant to Clause 4.7 of the By-law to provide places for persons to light a fire subject to the <i>Fire and Emergency Services Act 2005</i> .

**INSTRUMENT OF DELEGATION UNDER THE ROADS BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX E

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE WASTE MANAGEMENT BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1.</b>	<b>Definitions</b>
1.1	The power pursuant to Clauses 3.3, 3.5, 3.8 and 3.15 of the <i>Waste Management By-law 2024 (the By-law)</i> to provide and designate bins for the purposes of Domestic Waste, Green Organics and Recyclables collection.
1.2	The power pursuant to Clause 3.9 of the By-law to deem waste not suitable for collection by Council.
1.3	The power pursuant to Clause 3.14 of the By-law to specify containers as recyclables for the purposes of the By-law.
<b>2.</b>	<b>Damage</b>
2.1	The power pursuant to Clause 5.4.2 of the By-law to form the opinion that a Bin presented for collection is damaged or worn so as to make removal of the contents impracticable.
<b>3.</b>	<b>Collection Services</b>
3.1	The power pursuant to Clause 5.5.2.2 of the By-law to approve or direct that a Bin is placed out for collection in a particular position.
3.2	The power pursuant to Clause 5.5.4.2 of the By-law to approve or permit the placing of Hard Waste for collection in a particular position.
<b>4.</b>	<b>Commercial Cardboard</b>
4.1	The power pursuant to Clause 5.6.2.3 of the By-law to designate a collection point for Commercial Cardboard.

**INSTRUMENT OF DELEGATION UNDER THE WASTE MANAGEMENT BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL



## APPENDIX F

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE RUNDLE MALL BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1.</b>	<b>Removal of Obstructions</b>
1.1	The power pursuant to Clause 6 of the <i>Rundle Mall By-law 2024 (the By-law)</i> to remove an object obstructing any part of Rundle Mall that has been placed without Permission or some other lawful authority.
<b>2.</b>	<b>Permits</b>
2.1	The power pursuant to Clause 7.1 of the By-law to grant permission of the Council, in writing.
2.2	The power pursuant to Clause 7.2 of the By-law to:
2.2.1	attach conditions to a permit;
2.2.2	change or revoke a condition of a permit by notice in writing;
2.2.3	add new conditions to a permit, by notice in writing.
2.3	The power pursuant to Clause 7.4 of the By-law to revoke a permit by notice in writing, if:
2.3.1	the holder of the permit fails to comply with a condition attached to it; or
2.3.2	the permit is of a continuing nature, and the Council has reasonable grounds for revoking it.

**INSTRUMENT OF DELEGATION UNDER THE RUNDLE MALL BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX G

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE DOGS BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1. <b>Exemptions</b>
1.1 The power pursuant to Clause 5.3 of the <i>Dogs By-law 2024</i> ( <b>the By-law</b> ) to exempt premises from compliance with Clause 4 of the By-law.

**INSTRUMENT OF DELEGATION UNDER THE DOGS BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX H

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE CATS BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1.</b>	<b>Limit on Cat Numbers</b>
1.1	The power pursuant to Clause 4.2.5 of the <i>Cats By-law 2024</i> ( <b>the By-law</b> ) to authorise the keeping of more than two cats on Premises in circumstances where the delegate is of the opinion the requirements of Clauses 4.2.5.1- 4.2.5.3 are satisfied.
<b>2.</b>	<b>Notices</b>
2.1	The power pursuant to Clause 5.1 of the By-law to serve notice on the occupier of premises or the owner of a cat requiring action to be taken to ensure compliance with the By-law.
2.2	The power pursuant to Clause 5.3 of the By-law to carry out the requirements of a notice if the person to whom a notice is given fails to comply.

**INSTRUMENT OF DELEGATION UNDER THE CATS BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

## APPENDIX I

### INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE LODGING HOUSES BY-LAW 2024

#### NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

#### POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

<b>1.</b>	<b>Licences</b>
1.1	The power pursuant to Clause 4.2 of the <i>Lodging Houses By-law 2024 (the By-law)</i> to issue a licence entitling the holder to conduct the business of a Lodging House at the Building specified in the Licence and on the conditions set out in the Licence.
<b>2.</b>	<b>Licence Application Requirements</b>
2.1	The power pursuant to Clause 5.3 of the By-law to determine the requirements for lodgement of an application for renewal of a Licence.
2.2	The power pursuant to Clause 5.5 of the By-law to renew a Licence for a period not exceeding two years.
<b>3.</b>	<b>Licence Conditions, Revocation and Suspension</b>
3.1	The power pursuant to Clause 7.1 of the By-law to determine the appropriate conditions of a Licence to be set out in the Licence.
3.2	The power pursuant to Clause 7.2 of the By-law to impose, vary or delete the conditions of a Licence in writing.
3.3	The power pursuant to Clause 7.4 of the By-law to revoke or suspend a Licence in writing:
3.3.1	if the delegate considers that the building in respect of which the Licence holder is licensed is, by reason of its condition, unsuitable to continue to be used as a Lodging House including, but not limited to the fire safety of the premises;

**INSTRUMENT OF DELEGATION UNDER THE LODGING HOUSES BY-LAW 2024**

3.3.2	if the delegate has reasonable cause to believe that the Licence holder has committed an offence against the By-law, the <i>Local Government Act 1999</i> , the <i>South Australian Public Health Act 2011</i> , the <i>Food Act 2001</i> , the <i>Development Act 1993</i> , the <i>Planning, Development and Infrastructure Act 2016</i> or the <i>Supported Residential Facilities Act 1992</i> ;
3.3.3	if the delegate considers that the Licence holder is unsuitable to continue as the proprietor of the Lodging House;
3.3.4	if the Licence holder breaches a condition of the Licence; or
3.3.5	for any other reason the delegate may deem necessary.



**INSTRUMENT OF DELEGATION UNDER THE LODGING HOUSES BY-LAW 2024**

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

Recommendation 7 - Item 7.7 - Attachment A

Expiring Confidentiality Orders [June 2005 to October 2024]  
Confidentiality Order [CO] Extension Sought

CO	Subject Matter	Section 90(3) & Extension	Justification
<b>2004/2005 Financial Year</b>			
CO87	Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025	Remains in confidence as matter is currently awaiting a court direction
<b>2005/2006 Financial Year</b>			
CO93	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Lease still current, release contrary to public interest
CO94	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Lease still current, release contrary to public interest
<b>2008/2009 Financial Year</b>			
CO332	ACC Lease Palais Basement Car Park and Purchase and Upgrades of Paxton's Walk and Tavistock Exeter Lane	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2034	Lease still current, release contrary to public interest
<b>2012/2013 Financial Year</b>			
CO883	Urgent Business - Confidential Report Tabled by the Lord Mayor - Presiding Members Report - Capital City Committee Update	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
<b>2013/2014 Financial Year</b>			
CO909	Confidential Report tabled by the Lord Mayor - Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
CO924	Determination of the Issues for Resolution - 17-19 Gawler Place, Adelaide City Council	90(3) (d) commercial information 90(3) (h) legal advice 90(3) (i) litigation Extend to December 2029	Litigation still current, release contrary to public interest
CO925	City Infrastructure & Public Works Committee Meeting Recommendation - Determination of the Issues for Resolution - 17-19 Gawler Place, Adelaide City Council	90(3) (d) commercial information 90(3) (h) legal advice 90(3) (i) litigation Extend to December 2029	Litigation still current, release contrary to public interest
CO945	Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
<b>2014/2015 Financial Year</b>			
CO1083	Confidential Report tabled by the Lord Mayor - Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
CO1105	Tabled Presiding Member's Report - Property Purchase Opportunity	90(3) (b) commercial advantage/position Extend to December 2029	Contains financial and property information, release contrary to public interest
CO1133	Commercial Property Investigation	90(3) (d) commercial information Extend to December 2026	Redevelopment still in progress, release contrary to public interest
<b>2015/2016 Financial Year</b>			

Recommendation 7 - Item 7.7 - Attachment A

CO1167	Amendment to Adshel Advertising Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Lease still current, release contrary to public interest
CO1169	FBS Committee recommendation - Amendment to Adshel Advertising Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Lease still current, release contrary to public interest
CO1175	Public Art Round Table - Interim Composition	90(3) (a) personal affairs Extend to December 2025 (in part)	Personal information, release contrary to public interest
CO1236	Confidential Workshop Adelaide Town Hall Business Operations	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2026	Financial information of third parties, release contrary to public interest
<b>2016/2017 Financial Year</b>			
CO1386	Prudential Issues Report - Bikeways Project	90(3) (b) commercial advantage/position Extend to December 2025	Details linked to current project, release contrary to public interest
<b>2017/2018 Financial Year</b>			
CO1434	Ten Gigabit Adelaide Update	90(3) (d) commercial information Extend to December 2025	Third party information remains in confidence , release contrary to public interest
CO1441	Ten Gigabit Adelaide Project	90(3) (d) commercial information Extend to December 2025	Third party information remains in confidence , release contrary to public interest
CO1453	Central Market Arcade Redevelopment Retail Study	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1457	Audit Committee Report - 23/2/2018	Section(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1459	Quarterly Open Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1461	Confidential CEO Update - Update on Activities of the Strategic Risk and Internal Audit Group Meetings	90(3) (i) litigation Extend to December 2030 (in part)	Litigation still current, release contrary to public interest
CO1463	Central Market Arcade Redevelopment Retail Study	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027 (in part)	Redevelopment still in progress, release contrary to public interest
CO1464	Strategic Property Matter	90(3) (d) commercial information Extend to December 2025 (in part)	Remains in confidence as the matter is currently awaiting a court direction
CO1466	Strategic Review of UPark - Part 1	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Financial information of business, release contrary to public interest
CO1469	Delegation of Authority - Award of Contract - Market to Riverbank Stage 2	90(3) (b) commercial advantage/position Extend to December 2025	Contract still current, release contrary to public interest
CO1471	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest

Recommendation 7 - Item 7.7 - Attachment A

CO1475	Update on Activities of the Strategic Risk and Internal Audit Group Meetings	90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1477	Adelaide City Council Audit Committee - 20/4/2018	90(3) (d) commercial information 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1478	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest
CO1480	Central Market Arcade Redevelopment	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1481	UPark Business Initiative Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Financial information of business, release contrary to public interest
CO1484	Quarterly Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1493	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
<b>2018/2019 Financial Year</b>			
CO1504	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1510	Strategic Property Investigation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1514	CEO Update - Central Market Arcade Redevelopment	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1516	Adelaide City Council Audit Committee - 27 July 2018	90(3) (b) commercial advantage/position 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1519	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1520	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest
CO1527	Quarterly Open Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1528	CEO Update - Telstra Smart Phone Booths	90(3) (d) commercial information 90(3) (h) legal advice Extend to December 2029	Lease still current, release contrary to public interest

Recommendation 7 - Item 7.7 - Attachment A

CO1529	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1530	Strategic Property Matter	90(3) (d) commercial information 90(3) (h) legal advice Extend to December 2029	Lease still current, release contrary to public interest
CO1548	Audit Committee - Special meeting 26/10/2018	90(3) (b) commercial advantage/position 90(3) (e) security 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1599	Adelaide Town Hall	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Financial information of third parties, release contrary to public interest
<b>2023/2024 Financial Year</b>			
CO1949	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2034	Contract is under a long-term agreement and will expire in 2034, release contrary to public interest
CO1973	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2031	Contract is under a long-term agreement and will expire in 2031, release contrary to public interest
CO1976	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2031	Contract is under a long-term agreement and will expire in 2031, release contrary to public interest

# COUNCIL MEMBER TRAINING AND DEVELOPMENT POLICY

26 November 2024

Legislative

## STATEMENT

The City of Adelaide is committed to providing training and development activities for its Council Members, including the mandatory training requirements under the Local Government Association (LGA) Training Standards (the Standards), and recognises its responsibility to develop and adopt a policy for this purpose under section 80A of the *Local Government Act 1999 (SA)* (*Local Government Act*).

Following the amendment to the *Local Government Act* and the *Local Government (General) Regulations November 2014*, this policy incorporates the new requirements for Council Members to undertake mandatory training within the first year of election to office and at mid-term, which complies with the LGA Training Standards as defined in regulation 8AA of the *Local Government (General) Regulations 2013*.

## POLICY OBJECTIVE

To ensure Council Members are offered opportunities to undertake the required training in accordance with the LGA Training Standards and any other appropriate training and development activities relevant to their roles and functions.

## TRAINING AND DEVELOPMENT PLAN

Council Members and Administration will develop and adopt a Training & Development Plan to ensure that activities available to all Council Members comply with the Regulations and contribute to the personal development of the individual and the achievement of the strategic and good governance objectives of Council.

Particular emphasis will be given in the Training & Development Plan to the participation of all Council Members in the development of a new team following a general election as well as the orientation of first-time Council Members.

In preparing its Training & Development Plan the Council Members and Administration will utilise a range of strategies to identify the needs of Council, and match these needs against its strategic and good governance objectives. In particular, the Administration, in consultation with Council Members who have been re-elected for another term on Council, will undertake a 'gap analysis' to identify the appropriate modules within the LGA Training Standards that should form the basis of the required training for returning Council Members.

## PART ONE

All Council Members are required to undertake mandatory training as detailed in the LGA Training Standards for Council Members.

The training provides a community leadership competency framework, with the aim of building and developing the capabilities and performance of Council Members. There are multiple modules within the four leadership competencies that are required to be completed and are set out below:

**1. Behaviour**

To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

In addition, the Lord Mayor shall undertake further training in relation to Effective Leadership as defined in the mandatory training requirements, in alignment with the Principle Member Leadership Competency Framework.

**2. Civic**

To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

In addition, the Lord Mayor shall undertake further training in relation to public speaking and media skills. Presiding Members of Council and Committees must also undertake training on Meeting Procedures for technical knowledge and Effective Meeting (Chairing) Skills, in alignment with the Principle Member Leadership Competency Framework.

**3. Legal**

To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

**4. Strategy and Finance**

To develop the knowledge of integrated strategic and annual business planning and the skills to manage public funds appropriately.

In addition to the above, the Standards put further focus on the development and inclusion of a formal orientation and induction program. The Chief Executive Officer (CEO) will arrange a program that complements the completion of the mandatory training and will aim to provide support and resources to effectively perform in the role.

**Council Leadership Workshop**

The CEO will arrange for the inclusion of a workshop/s focusing on ensuring leadership effectiveness in working to deliver Council's strategic purpose.

**Mandatory Mid-term Refresher Training**

This includes, but will not be limited to, effective working relationships, legal and financial responsibilities and effective council meetings and procedures.

**Lord Mayor Leadership**

This training is specific to all Mayors and includes key responsibilities as leader of the Council, and skills to guide the promotion of positive and constructive working relationships of the Council as a whole.

**Further Information**

Training outlined within the Standards must be completed by all Members within the first 12 months of their four-year term.

Council Members will have access to Council Member specific training that is offered by the Local Government Association (LGA). This training is a suite of professional and personal development training opportunities for Council Members which is contextualised to the local government sector of South Australia. All courses aim to provide Council Members with the skills and knowledge to better understand their role and the responsibilities, to effectively perform their duties confidently and to do this to the best of their ability.

The Council Governance Team will circulate the LGA's Council Member course offerings on an annual basis or as new training is offered. This training does not require Council approval.

**PART TWO****Requests for Council Member Training**

This training aims to provide Council Members with the skills and knowledge of technology and general Council information they will require to navigate their interaction with the Council, the Administration and the general community.

Examples of such activities include but are not limited to:

- Training in the Microsoft suite of applications and training in how to use this technology, at either a basic, intermediate or advanced level;
- Seminars and informal (briefing) sessions conducted by Administration with appropriate guest speakers and trainers;
- Purchase of training booklets and discussion papers that could be distributed to Council Members for information;
- On-line training delivery; and
- Circulation of information.

This training may be provided by Council staff or a Council training provider. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any requests over \$5,000 will require Council approval. All requests are subject to budgetary considerations.



### **PART THREE**

#### **Requests for Council Member Professional Development**

The Standards promote ongoing personal and professional development to ensure that Council Members remain effective and reputable in the discharge of their duties.

Council Members are able to request approval to undertake professional development opportunities to enhance the skills and knowledge required to perform their official functions and duties and interactions with the Community. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any request within this category over \$5,000 will require specific approval by Council. All requests are subject to budgetary considerations.

When submitting the request the Council Member will be required to provide:

- How the request aligns to the performance and discharge of their official functions and duties; and
- How the request contributes to the good governance and the strategic objectives of Council.

Requests will not be considered if the requests fall within the last year of the Council Member's term on Council.

Professional development opportunities will be discussed between the Lord Mayor and Council Members before a formal request is submitted. The Lord Mayor will take an active role in the continued professional development of Council Members to assist Council Members with the skills and knowledge required to serve the Community.

If support under this section is approved, the Council Member is required to provide a report to Council at the completion of the course detailing how they have applied the skills gained. If a Member does not provide a report or fails to complete the course, costs are to be refunded to Council.

### **PART FOUR**

#### **Requests for Attendance at Interstate Conferences**

Council approval is required prior to any travel being undertaken by a Council Member. Relevant and comparable training and development opportunities within metropolitan Adelaide should be explored prior to considering intra- or interstate options.

If there are no comparable opportunities within metropolitan Adelaide and a Council Member requests the attendance at an intra- or interstate conference or seminar, the Council Member will be required to provide the benefits to Council, including alignment to the discharge of their duties.

The Manager Governance will ensure that this information will be provided to Council for consideration.

**Travel for the Lord Mayor (Specific)**

As per the Council Members Allowances and Benefits Policy and in recognition of the strategic importance of the Lord Mayor position as the primary representative of the City of Adelaide, the Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting reasonable costs of travel, accommodation and subsistence. All travel arrangements for the Lord Mayor will be managed by the Office of the Lord Mayor.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel being booked, including an appropriate budget for travel, accommodation and subsistence.

**Travel for Council Members**

Where travel is required, accommodation, flights and rental cars (where applicable) are to be arranged through the Council Liaison Officer and will be booked appropriately to ensure the best value to Council.

Where accommodation is required as part of the attendance of the activity, accommodation will only be booked for the nights of the training and development activity. For example, if a conference commences on a Thursday evening and concludes on a Sunday afternoon, accommodation will include the nights of Thursday, Friday and Saturday only. The only exception where Sunday night accommodation is considered will be in the case of return flights being unavailable. It would also be deemed appropriate to extend an accommodation booking to include the night before the commencement of a conference, in the circumstance where the earliest flight would not guarantee the Council Member arriving at the conference on time.

Any additional nights outside this timeframe are to be arranged by the Council Member and will be at their own expense.

If the Council Member requests a return flight on a date after the conclusion of the activity and that flight is more expensive, the additional costs will be at the expense of the Council Member.

Council Members may not accrue airline reward and or/loyalty points while travelling on Official Business of the City of Adelaide.

A Council Member is able to personally arrange and pay for access to lounge facilities and or/flight upgrades.

The reimbursement of reasonable expenses for training and development purposes will be made in accordance with the requirements of the Council Member Allowances & Benefits Policy. Itemised tax receipts for all expenses incurred by the Council Member must be provided, and no reimbursement will be made without the appropriate tax receipts.

Costs for mini bar use or in-house movies will not be paid for by Council.

Council Members may take a travelling companion and they will be able to share the accommodation with the Council Member if there is no additional cost to Council. If

there is an additional cost this will be at the expense of the Council Member and will be invoiced by Council to the Council Member. All other travel arrangements and expenses for the travelling companion will not be made or funded by Council.

If a Council Member wishes to attend an interstate conference and their attendance is restricted due to their child/dependent care commitments e.g., breastfeeding an infant, a report will be provided to Council outlining the specific circumstances, the support required, and any additional costs attributed to the extra support.

Following attendance at any conference, individual Council Members are to prepare a report to be presented to Council detailing the nature of the conference, the benefits to Council and the learnings gained by the individual member through such attendance.

When making a decision on a training program, a professional development opportunity or the attendance at an interstate conference, Council will take into consideration the number of attendances an individual member has had in that year.

## **PART FIVE**

### **Training & Development Plan**

This Training & Development Plan will operate throughout the Council term and will be reviewed annually to ensure that the training and development opportunities for Council Members remain relevant and optimal for Council Members to perform their duties.

As part of the annual review of the Training Plan, Council Members and Administration will work together to establish the training and development needs of Council Members and how the plan for delivery will be undertaken. Options of this annual review may include but will not be limited to:

- Annual assessment of council and/or committee performance
- Surveys/questionnaires
- Workshops
- Other information-seeking activities as required

Acknowledging the requirement to undertake Mandatory Mid-Term Refresher training as set out by the LGA Standards, Council Members are permitted to undertake a refresher of any of the mandatory training modules at any time which they feel will benefit their role as a Council Member, subject to budgetary considerations. The need to attend a refresher course could be identified by self-assessment, gap analysis or through another mechanism.

Other training opportunities may emerge that are directly related to specific service areas and other community issues and address environmental, social and economic challenges facing the community.

It is recognised that a range of delivery methods will be required to support the training needs of Council Members, including:

- In-house workshops, seminars and briefing sessions conducted by the Administration with appropriate staff, trainers and guest speakers;
- Attendance at workshops, seminars and conferences offered by training

providers and industry bodies including the Local Government Association of SA, Local Government Managers Australia, other industry bodies and/or private providers offering courses for Members to gain new skills and knowledge and to network with other Council Members;

- Printed material, including training booklets and discussion papers, that may be distributed for information; and
- On-line self-paced learning.

Council's Training & Development Plan will include the agreed delivery method to respond to the needs of Council Members identified during the development of the training plan.

The Training and Development Plan does not specifically address invitations that Council Members may receive, accept and attend such as Business SA Lunches, and State Government events. Any invitations received of this nature will be managed in accordance with the Council Member Allowances and Benefits Policy.

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#### **ANNUAL BUDGET ALLOCATION**

A budget allocation will be provided as determined by Council through the Business Plan and Budget process, to support the training and development activities undertaken by Council, and progress against expenditure of the budget allocation will be reported on a quarterly and annual basis.

All training undertaken by Council Members will be recorded in the Council Allowances and Benefits Register and Council Member Training Register which will be updated as required to reflect attendances.

## TRAINING AND DEVELOPMENT ACTIVITIES

The Training & Development Plan will determine the nature of training to be made available, however access to training programs not directly conducted by the Administration, or where no budget allocation has been identified and approved under the plan for other specified local government related activities, will require Council approval upon application and must link to the training plan unless otherwise agreed by the Council.

Application forms are available from the CEO (or nominee).

Following attendance at a training program or activity, individual Council Members are required to prepare a report outlining the nature of the training program/activity and the benefits gained through attendance along with feedback on ideas to enhance the program/activity.

The CEO will keep a record of all training attended, with a particular focus on training that fulfills the mandatory training requirements. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members' Code of Conduct.

The mandatory training requirements have been divided into four community leadership competencies, as follows:

**Behaviour:** To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

**Civic:** To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

**Legal:** To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

**Strategy & Finance:** To develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

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## PAYMENT/ REIMBURSEMENTS

The reimbursement of expenses for training purposes must be approved by the Administration, consistent with the Training & Development Plan or through a separate resolution endorsing attendance at the training program/activity.

Where approval has been granted by Council for attendance at a training program/activity a Council Member may seek reimbursement of expenses in accordance with the relevant provisions of the Act and Regulations.

**ANNUAL REPORTING**

A Council’s annual report will include a segment regarding the operation of this Policy, the nature of matters raised in the Training & Development Plan, attendances by Members and expenditure allocated and used for training of Council Members.

**OTHER USEFUL DOCUMENTS**

**Related documents**

Council Members Allowances and Benefits Policy

**Relevant legislation**

*Local Government Act 1999 (SA)*

**ADMINISTRATIVE**

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

This Policy document will be reviewed every **12 months** unless legislative or operational change occurs beforehand. The next review is required in **November 2025**.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2023/154918	Council	29/09/2023	Original Document

**Contact:**

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# COUNCIL MEMBERS ALLOWANCES AND BENEFITS POLICY

26 November 2024

Legislative

## PURPOSE

The City of Adelaide (Council) seeks to ensure that the payment of Council Member allowances, the reimbursement of expenses and the provision of benefits by the Council is accountable, transparent and in accordance with the *City of Adelaide Act 1998* (the CoA Act) the *Local Government Act 1999* (SA) (the Local Government Act), *City of Adelaide (Members Allowances and Benefits) Regulations 2010* (the Allowances Regulations).

This Policy has been developed and adopted primarily to accommodate sections 24, 25 & 26 of the CoA Act and section 77(1)(b) of the Local Government Act, by specifying the types of expenses that will be reimbursed and/or covered without the need for specific approval of Council every time a claim and/or allowance is made.

It outlines the process and procedure for individual Council Members to obtain reimbursement of those expenses. In addition, this policy also stipulates the payment of an annual allowance to Council Members, the provision of facilities and support and the basis on which these are made available to Council Members.

## STATEMENT

Council Members are paid an allowance for performing their functions and duties on Council. Section 21 of the CoA Act specifies the role of the Lord Mayor as leader of the Council:

(a) as the principal member of the Council:

- (i) to provide leadership and guidance to the Council; and
- (ii) to lead the promotion of positive and constructive working relationships among members of the Council; and
- (iii) to provide guidance to Council Members on the performance of their role, including on the exercise and performance of their official functions and duties; and
- (iv) to support Council Members' understanding of the separation of responsibilities between elected representatives and employees of the Council; and
- (v) to preside at meetings of the Council; and
- (vi) to liaise with the chief executive officer on the implementation of decisions of the Council between Council meetings (as necessary); and
- (vii) to act as the principal spokesperson of the Council; and

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

(viii) to exercise other functions of the Council as the Council determines; and  
(b) as the principal Council Member of the Council representing the capital city of South Australia—

- (i) to provide leadership and guidance to the City of Adelaide community; and
- (ii) to participate in the maintenance of inter-governmental relationships at regional, State and national levels; and
- (iii) to carry out civic and ceremonial duties associated with the office of Lord Mayor.

Section 22 of the CoA Act provides that:

- (1) The role of a Council Member is –
  - (a) as a member of the governing body of the Council -
    - (i) to act with integrity; and
    - (ii) to ensure positive and constructive working relationships within the Council; and
    - (iii) to recognise and support the role of the Lord Mayor under the CoA Act; and
    - (iv) to develop skills relevant to the role of a member of the Council and the functions of the council as a body; and
    - (v) to participate in the deliberations and activities of the council; and
    - (vi) to provide community leadership and guidance to the City of Adelaide community and to participate in achieving a vision for the desired future of the City through the formulation of strategic plans and policies; and
    - (vii) to keep the Council's goals and policies under review to ensure that they are appropriate and effective; and
    - (viii) to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review; and
    - (ix) to participate in the oversight of the chief executive officer's performance under the Council's contract with the chief executive officer; and
    - (x) to serve the overall public interest of the City of Adelaide; and
  - (b) as a person elected to the Council—to represent the interests of residents and ratepayers of the council, to provide community leadership and guidance, and to facilitate communication between the community and the Council.

This Policy also explains the information that must be recorded within the Council's Register of Allowances and Benefits to ensure compliance with section 79 of the *Local Government Act*.



This Policy, in its entirety, will automatically lapse at the next general election of this Council.

This policy applies to all Council Members, who each have an obligation to abide by this Policy.

The Council’s Chief Executive Officer has the duty to:

- a) maintain the Register of Allowances and Benefits;
- b) adjust allowances paid to Council Members (on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index (CPI); and
- c) ensure copies of this Policy are published on a website and able to be provided in printed form on request and on payment of a fee (if any) fixed by the Council.

This Policy is underpinned by the following principles:

- a) Council Members should not be out of pocket as a result of performing and discharging their Council functions and duties;
- b) To assist Council Members in performing or discharging their official functions and duties they are entitled to be provided with a range of necessary facilities and support and to be reimbursed for expenses as specified in this Policy;
- c) Facilities and support provided to Council Members will be provided on a uniform basis (other than facilities or services specifically provided for the benefit of the Lord Mayor);
- d) Any reimbursements claimed by Council Members must be for expenses actually and necessarily incurred in performing and discharging official Council functions and duties, which will be assessed according to the role of a Council Member under the CoA Act and the Local Government Act;
- e) Council encourages continued professional training and development for Council Members. This is seen as being necessary in terms of good governance and to the improved performance of their functions and duties; and
- f) The accountability of the Council to its community for the use of public monies.

**OVERVIEW OF ENTITLEMENTS**

Please refer to relevant sections of this Policy for terms and conditions relating to any Lord Mayor and Council Member entitlements.

**LORD MAYOR AND COUNCIL MEMBERS**

ENTITLEMENT	SOURCE
Annual Allowance	<i>Section 24 of the CoA Act and Remuneration Tribunal</i>

<p>Mandatory Reimbursements:</p> <ul style="list-style-type: none"> <li>• Travel</li> <li>• Child/Dependant Care</li> </ul>	<p><i>Local Government Act and Allowances Regulations</i></p>
<p>Additional Expense Reimbursements:</p> <ul style="list-style-type: none"> <li>• Use of Private Vehicles</li> <li>• Use of Taxis and Ride Share for Local Travel</li> <li>• Carer Expenses</li> <li>• Telephone, Email and Internet</li> <li>• Training and Professional Development</li> <li>• Event Attendance</li> </ul>	<p><i>Section 25(1)(b) of the CoA Act</i></p>
<p>Additional Facilities and Support:</p> <ul style="list-style-type: none"> <li>• Administrative support</li> <li>• Council Governance assistance</li> <li>• Independent Legal Advice</li> <li>• Computers and Internet Access</li> <li>• Office Use and Storage</li> <li>• Use of Members' Room</li> <li>• Insurance</li> <li>• Refreshments, Newspapers and Magazines</li> <li>• Building Access</li> <li>• Private Use of Council Facilities (conditional)</li> <li>• Stationery</li> </ul>	<p><i>Section 26 of the CoA Act</i></p>

**LORD MAYOR SPECIFIC**

<p>Additional Facilities and Support:</p> <ul style="list-style-type: none"> <li>• Access to a dedicated office/meeting space;</li> <li>• Administrative support;</li> <li>• Personal usage of a Council provided vehicle without charge;</li> </ul>	<p><i>Section 26 of the CoA Act</i></p>
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## ALLOWANCES

Section 24 of the CoA Act provides that a member of the Council is entitled to an allowance, as determined by the Remuneration Tribunal, in relation to the member's office.

The relevant determination for the Council term commencing in November 2022 is Determination No 3 of 2022, Allowances for Members of Adelaide City Council. The allowance determined by the Remuneration Tribunal will be payable for the period:

- Commencing on the conclusion of the 2022 periodic election; and
- Concluding at the time the last result of the 2026 periodic election is certified by the Electoral Commissioner under the *Local Government (Elections) Act 1999*.

The annual allowance for a member of the Adelaide City Council who is not the Lord Mayor or Deputy Lord Mayor or presiding member of a prescribed committee will be \$28,692 per annum.

The annual allowance for the Lord Mayor of the City of Adelaide will be \$195,851 per annum.

The annual allowance for the Deputy Lord Mayor will be equal to one and a half (1.5) times the annual allowance for councillors of the Adelaide City Council.

The annual allowance for a councillor (other than the Deputy Lord Mayor) who is a presiding member of a prescribed committee or more than one prescribed committee established by the Adelaide City Council will be equal to one and a quarter (1.25) times the annual allowance for councillors. For the purpose of this clause, the level of allowance is payable at a maximum of 1.25 times only and does not multiply for each of the qualifying criteria.

A Deputy Presiding Member who undertakes the duties of a Presiding Member for a minimum period of one month should receive the Presiding Member Allowance for the entirety of the time they undertake those expanded duties.

An additional allowance in the form of a sitting fee is payable to a councillor (other than the Deputy Lord Mayor or a presiding member of a prescribed committee) who is the presiding member of a committee, that is not a prescribed committee, at the rate of allowance of \$310 per meeting limited to an aggregate amount of allowance of \$1,859 per annum.

Council Member allowances are to be adjusted on the first, second and third anniversaries of the relevant periodic election to reflect changes in the CPI. Adjustments will occur on 12 November 2023, 12 November 2024 and 12 November 2025.

Council Member allowances from 12 November 2024 are:

- Lord Mayor \$207,406
- Council Member \$30,385
- Sitting fee per meeting \$328
- Sitting fee (max. aggregate) \$1,969

The council allowance payment shall be paid monthly in advance by direct deposit into a bank account nominated by each Council Member.

A statement of earnings will be provided to Council Members at the conclusion of each financial year.

#### **LEAVE OF ABSENCE – COUNCIL MEMBER CONTESTING ELECTION**

If a Council Member stands as a candidate for election as a member of State Parliament, section 55A of the *Local Government Act* automatically grants a leave of absence from the date on which nominations for the relevant election close until the result of the election is publicly declared.

During the leave of absence period the Council Member:

- is not entitled to receive any Council Member allowance or reimbursement of expenses; and
- must not use any facility, service or other form of support provided by the Council; and
- must not carry out any function or duty as a Council Member.

A maximum penalty of \$15,000 applies for a breach of this section of the *Local Government Act*.

#### **COUNCIL MEMBER RESPONSIBILITIES**

In addition, although not required by the *Local Government Act* or CoA Act, the Council has determined that the provision of the facilities and support are made available to Council Members on the following terms:

- each Council Member is solely responsible for those facilities released into their care and/or control for the duration of their term in office;
- all facilities must be returned to the Council at the end of each term in office, upon the office of a Member of a Council becoming vacant, or earlier at the request of the Chief Executive Officer; if the facilities provided to the Council Member are damaged or lost, the Council Member must lodge a written report with the Council officer responsible for this Policy;
- The use of Council facilities, support and/or services by Council Members for campaign or election purposes is not permitted under any circumstances on the basis it is not necessary or expedient to the performance or discharge of a Council Member's official functions or duties under the Local Government Act. The use of such facilities for electoral purposes during the election period would be a breach of section 78(3) of the Local Government Act.

### **CLAIMING REIMBURSEMENTS**

All claims for reimbursement must be submitted to the Council Liaison Officer on a monthly basis for the purposes of maintaining the Register of Allowances and Benefits.

Once receipts/ copies of tax invoices have been received, the relevant claimed expense will be entered into the "Request for Payment" form.

Council Members are required to provide details of kilometres travelled and/or evidence of expenses incurred to support all reimbursements claimed.

Reimbursement of expenses will only be paid to a Council Member upon presentation of the relevant receipts, invoices and/or adequate evidence supporting the claims made and within 28 days of the expense occurring.

## **SCHEDULE 1 – APPROVED REIMBURSEMENTS**

### **MANDATORY REIMBURSEMENTS – TRAVEL**

Council Members are entitled to receive reimbursements for travelling expenses actually and necessarily incurred by the Council Member for travel within the Council area and associated with attendance at a 'prescribed meeting'.

A 'prescribed meeting' is defined under the Allowances Regulations to mean a meeting of the Council or Council committee, or an information or briefing session, discussion, workshop, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the Member.

Reimbursement for travel expenses is restricted to "eligible journeys" provided the journey is by the shortest or most practicable route and to the part of the journey within the Council area i.e. any travelling outside the Council area in order to attend Council or Council committee meetings is not reimbursable under section 5 (2) (a) of the Allowance Regulations. For reimbursement for travel outside the Council area refer to Prescribed and Approved Reimbursements below.

- i. If an eligible journey relates to travel between a place within the area of the Council and a place outside the area of the Council (in either direction), the member is only entitled to be reimbursed in respect of expenses that can be attributed to travel within the area of the Council; and
- ii. the rate of reimbursement for motor vehicle costs will be at a rate equal to the appropriate rate per kilometre (determined according to the engine capacity of the vehicle) prescribed for the purposes of calculating deductions for car expenses under section 28-25 of the *Income Tax Assessment Act 1997* of the Commonwealth;

Travelling by taxi, bus or other means of public transport is reimbursed on the basis of expenses "actually and necessarily incurred" but is still limited to "eligible journeys" by the shortest or most practicable route and to the part of the journey that is within the Council area.

The Council may aggregate claims for reimbursement of expenses that relate to journeys and pay them on either a quarterly or monthly basis. Claims for reimbursement of private vehicle expenses can be made upon presentation of relevant invoices and receipts within 28 days of the vehicle use.

#### **MANDATORY REIMBURSEMENTS – CHILD/DEPENDANT CARE**

Council Members are entitled to reimbursement for child/dependant care expenses actually or necessarily incurred by the Council Member as a consequence of the Council Member's attendance at a prescribed meeting.

Child/dependant care is not reimbursed if the care is provided by a person who ordinarily resides with the Council Member.

#### **ADDITIONAL EXPENSE REIMBURSEMENT**

There may be additional expenses incurred by Council Members (not included in the mandatory reimbursements outlined above) that can be reimbursed by the Council under this Policy.

For the purposes of section 25(1)(b) of the CoA Act, the following kinds of expenses are prescribed:

- a) expenses incurred in the use of a telephone, fax or other telecommunications device, or in the use of a form of electronic communication, on the business of the Council;
- b) travelling expenses incurred by the member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the member is reimbursed under section 25(1)(a) of the CoA Act);
- c) travelling expenses incurred by the Member in undertaking an eligible journey to the extent that those expenses are attributable to travel outside the area of the Council;
- d) expenses for the care of— (i) a child of the Member; or (ii) a dependant of the Member requiring full-time care, incurred by the Member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the member is reimbursed under section 25(1)(a) of the Act);
- e) expenses incurred by the Member as a consequence of the member's attendance at a conference, seminar, training course or other similar activity

which is directly or closely related to the performance or discharge of the roles or duties of a member of a Council.

### **Use of Private Vehicles**

Council Members who are on [official business of the Corporation of the City of Adelaide](#), are entitled to park one designated vehicle in the City of Adelaide Permit Zones in Pirie, King William and Flinders Streets, in Visitor Permit areas, and in ticket spaces without purchasing a ticket and timed areas for longer than the maximum time. The designated vehicle must clearly display the City of Adelaide Council crest sticker on the windscreen at the time of parking. No parking is allowed in front of the Town Hall in the Permit Zone, requiring authorisation by the Lord Mayor at all times, without prior approval of the Lord Mayor.

Council Members shall be offered a UPark Plus card for one designated vehicle which allows them access to any of the UPark car parks, including Park Lands Car Parks operated by the Council, for use on [official Council business. Council Members may park in available casual bays for an unlimited period.](#)

Council Members are not permitted to park in a zone which has been created exclusively for road traffic or pedestrian safety, exempli gratia no stopping areas, or continuous yellow lines nor in UPark bays marked as reserved in accordance with the UPark Plus Terms and Conditions of Use available here: [Terms and Conditions for UPark | UPark](#)

### **Use of Taxis and Ride Share for Local Travel**

A Council Member may use a cab charge card supplied by the Corporation of the City of Adelaide, for journeys required as a consequence of attendance at a function or activity on [official business of the Corporation of the City of Adelaide](#).

In the event that a Council Member incurs costs in using a taxi or ride share service to attend a function or activity on official business of Council without a cab charge card, a claim for reimbursement of the amount can be made upon presentation of relevant invoices and proof of payment within 28 days of using the service.

### **Carer Expenses**

The Corporation of the City of Adelaide will reimburse the costs of necessary carer expenses for the care of a child of a Council Member, or dependants of Council Members requiring full time care, incurred by Council Members in the course of carrying out [official business of the Corporation of the City of Adelaide](#) (where these costs are not covered by other entitlements, e.g. Australian Government Child Care Benefit).

Carer expenses consist of all hourly fees for the carer, agency booking fees and reasonable travelling expenses incurred by the Council Member for the transport costs of the carer to and from the Council Member's residence, or of the Council Member's children or dependents to and from the place of care.

Fees are not payable under this section if the care is provided by a relative of the Council Member who ordinarily resides with the Council Member.

Fees are payable per hour, or part thereof, subject to any minimum period which is part of the provider's usual terms but may only include the period of official business and reasonable travel time. A Council Member must certify that a claim for carer services claimed relates to [official business of the Corporation of the City of Adelaide](#).

Claims for reimbursement of carer expenses under this section, together with invoices and receipts, are to be submitted to the Corporation of the City of Adelaide within 28 days of the provision of the service or the receipt of a regular statement, whichever occurs first.

### **Telephone, Email and Internet**

Telephone, email and internet costs incurred by a Council Member in connection with their role as a Council Member, shall be met by the Corporation of the City of Adelaide at cost, and subject to the following conditions, upon presentation of relevant invoices and proof of payment within 28 days of receipt of the account.

Council Members are entitled to the use of a mobile telephone, laptop/tablet device supplied by the Corporation of the City of Adelaide, during their term of office. For Council business in line with the Use of Information Systems Operating Guideline.

Council Members will reimburse the Corporation of the City of Adelaide for the cost of any charges incurred by the Corporation for personal use of mobile phones on a quarterly basis.

Where a monthly invoice of over \$200 is received for either mobile telephone or tablet use, the Chief Executive Officer, or delegate, will review the account. This review will involve seeking clarification from the Council Member regarding use, as well as seeking information and clarification from the carrier. Following this review, the Chief Executive Officer will advise the Member of any personal use that must be reimbursed by the Council Member.

### **Training and Professional Development Expenses**

Please refer to the Council Members Training & Development Policy for details of fees payable/reimbursed by the City of Adelaide.

Expenses will only be reimbursed for attendance at conferences, seminars, etc which have been approved by Council or under delegation/policy, e.g., under Council's Council Member Training and Development Policy. Where attendance at the conference, seminar etc is approved, the following types of expenses can be reimbursed: airfares, registration fees, accommodation, meals, taxi fares, car parking and incidentals.



**Event Attendance Expenses**

In recognition of the strategic importance of the Lord Mayor role as the primary representative of the City of Adelaide, the Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting the reasonable costs of travel, accommodation and subsistence.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel with an appropriate budget for travel, accommodation, and subsistence.

Council Members may attend local conferences, seminars, meetings or other engagements, on the basis that the cost will be paid by the Corporation of the City of Adelaide, or reimbursed to the Council Member, where the approval of the Chief Executive Officer has been first obtained, provided such meeting, conference, seminar, training or other engagement is relevant to the operations of the Corporation of the City of Adelaide, Local Government generally, or is directly related to the performance and discharge of the roles or duties of the Council Member.

Expenditure by Council Members incurred by attending meetings, conferences, seminars, training or other engagements interstate/overseas must be approved by Council in advance, if such expenditure is to be reimbursed to the Council Member or paid by the Corporation of the City of Adelaide. Council Members are expected to discuss proposed attendance with the Lord Mayor prior to the proposal being considered by Council. The booking of business class air travel, to be paid for or reimbursed by City of Adelaide, is prohibited while on official business of the City of Adelaide.

When booking Corporate Travel for Council Members, the most reasonably priced economy fare will be considered, which takes into account travel time, work commitments on arrival and any special needs of the traveller.

Council Members may not accrue airline reward and/or loyalty points while travelling on Official Business of the City of Adelaide.

A Council Member is able to personally arrange and pay for access to lounge facilities and/or flight upgrades.

**SCHEDULE 2 – ADDITIONAL FACILITIES AND SUPPORT**

In addition to allowances and the reimbursement of expenses the CoA Act provides that the Council may provide facilities and other forms of support to its members to assist the members in performing or discharging official functions and duties.

As per section 26 of the CoA Act, the provision of facilities and services under this section is at the discretion of the Council subject to complying with the following requirements:

- a) the Council must specifically resolve that the provision of the facilities or services is necessary or expedient to the performance or discharge of official functions or duties;
- b) facilities and services must be available to members on a uniform basis (other than facilities or services specifically provided for the benefit of the Lord Mayor);
- c) any property provided to a member remains the Council's.

A member of the Council must not use a facility or service provided by the Council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the Council and the member has agreed to reimburse the Council for any additional costs or expenses associated with this use).

### **Administrative Support**

Administrative services, including scheduling of meetings, for Council Members, responding to invitations, preparation of correspondence and record keeping, shall be provided at a level determined reasonable by the Chief Executive Officer and in mutual agreement with the Lord Mayor.

The Influenza vaccine will also be offered to Council Members on a yearly basis to assist with Council Members' wellbeing.

### **Council Governance Assistance**

The Council Governance Team and/or the Executive Leadership Team shall, if requested, provide individual Council Members with necessary information, advice and assistance on the nature and form of any motion which the Council Member wishes to move, within five business days of a request being made.

### **Independent Legal Advice**

Council Members will, in accordance with this policy, be provided access to legal advice. This will generally be facilitated by the Chief Executive Officer. The Chief Executive Officer may delegate this authority and responsibility, in accordance with this policy, to other Council Officers.

Where legal advice has been sought in relation to a matter that is relevant to the performance or discharge of Council's role, function and objective, Members will be provided access to the full text of the legal advice.

Individual Council Members are able to access legal advice in relation to potential conflicts of interest that may affect them. Arrangements to access this legal advice are

to be made through the Chief Executive Officer, Chief Operating Officer or Manager Governance.

Council will not provide access to legal advice or pay for or reimburse the legal costs of individual Council Members in relation to Behavioural Management matters and/or the initiation of defamation proceedings by or against a Council Member. Not only is there a lack of statutory authority for the Council to incur such expenditure but such action generally relates to the reputation of an individual and not to the Council itself, regardless of the fact that the alleged damage to the reputation of the individual has occurred as a result of holding public office as a Council Member.

Council will only pay for or reimburse legal costs for individual Council Members where:

- the proceedings relate to issues of 'civil liability' and therefore invoke consideration of the Section 39 immunity; or
- the expenditure falls within Section 137 of the *Local Government Act* and it can be demonstrated that the legal action relates to the achievement of Council's role, functions and objectives as described in Sections 6 to 8 of the *Local Government Act* and/or the Council Member's roles as set out in Section 58 or 59 of the *Local Government Act*.

Each such case requires a Council resolution supporting the payment, which will be determined by the Council with regard to legal and merit considerations.

Other requirements by individual Council Members for legal advice are to be met entirely by Council Members themselves.

### **Computers and Internet Access**

Council Members are entitled to the use of current technology and applications to enable them to discharge their responsibilities as a Council Member at a level determined by the Chief Executive Officer, or by resolution of Council.

Council Members shall be issued with an email account within the Corporation of the City of Adelaide's computer systems which must be solely used for the purpose of receiving Council documents, undertaking official functions and duties and addressing Council business.

No other email account should be used for the conduct of Council business. Use of the Council provided email account should be used to ensure:

- a) All emails created or received (including any attachments or other documents transmitted) in the course of, or associated with, the conduct of Council business are a Council record;
- b) Council records are subject to the requirements of the *State Records Act 1997* and may be subject to disclosure under the *Freedom of Information Act*.

In addition to the above, Council Members will receive the following support to assist Council Members performing their duties:

- An internet enabled laptop computer or equivalent and access to printing facilities;
- Servicing, repair and maintenance of Council provided hardware;
- Provision of software and any necessary software upgrades to enable Members to conduct Council business within the Council IT environment;
- Provision of training to enable effective use of communication equipment provided Support services within the limits of purchasing arrangements relating to the equipment;
- Insurance of Council provided hardware;
- The supply of accessories for Council issued Communication equipment, not included as part of the standard provision for IT equipment, or the cost of internet access beyond the monthly limit, will be borne by the respective Member; and
- Communication equipment provided to Council Members must be positioned and supervised in an appropriate location when in use to ensure that confidentiality of Council material is not compromised and Council information/systems are not subject to inappropriate access.

Communication equipment provided to Council Members must be returned within agreed timeframes following the Council Members cessation in office.

### **Office Use and Storage**

During their term of office, Council Members are entitled to the use of office accommodation and document storage for the purposes of performing their roles as Council Members in the Council premises, as allocated by the Chief Executive Officer.

Council Members are entitled to use available Council offices and meeting rooms for formal meetings with staff or other persons.

### **Members' Room**

The Members' Room shall be available for the use of Council Members.

### **Insurance**

Council Members are covered by insurance maintained by the Corporation of the City of Adelaide while performing or discharging their official functions or duties, including attendance at meetings of external bodies as a representative of Council, as follows:

- Public Liability and Professional Indemnity; and

- Personal Accident whilst on Council business, Corporate Travel insurance for Council Members and their partners and spouses whilst on overseas Council business travel.

Terms and conditions apply to these insurance covers. Further details are available from the Manager Governance.

### **Refreshments, Newspapers and Magazines**

Meals and Refreshments shall be provided for Council Members while they are attending Council or Committee meetings at the Town Hall.

Every effort will be made to ensure expenditure on catering is minimised and that independent local businesses are selected to provide meals and refreshments when required.

Access to Council provided meals and refreshments by persons other than Council Members is to be at the invitation of the Presiding Member of the relevant meeting or the Chief Executive Officer.

Non-alcoholic beverages and tea and coffee making facilities for the use of Council Members, and their guests and visitors, shall be provided in the Members' Room.

Newspapers and periodicals shall be provided in the Members' Room and associated digital access to these publications provided where available.

### **Building Access**

Council Members are entitled to be provided with a security pass/key allowing 24 hour access to the Members' offices and the Members' Room, to support them in discharging their responsibilities as Council Members.

### **Private Use of Council Facilities**

If a Council Member wishes to make private use of facilities and services, they must obtain the approval of the Chief Executive Officer prior. If additional costs or expenses arise from private use, the Council Member must make payment to the Council accordingly.

### **Stationery**

Office equipment and necessary stationery shall be provided to enable Council Members to discharge their functions and duties.

The following stationery items will be available to each Council Member:

- Business Cards
- Envelopes
- Name badge

Council Members will be supplied with letterhead to conduct official Council business.

Council Members shall not use the ordinary letterhead of the Corporation of the City of Adelaide, which is reserved for use by staff of the Corporation of the City of Adelaide

The facilities and support set out in schedule 2 are made available to all Council Members on a uniform basis. A Council Member is not obligated to receive or use any items set out.

### **Register of Allowances and Benefits**

The Allowances and Benefits Register (the Register) will be available for inspection on the [Council's website](#) and updated on a quarterly basis.

The Register is compiled based on the information provided to the Council Liaison Officer and in accordance with the requirements of the CoA Act, the Allowance Regulations and the Local Government Act.

The Chief Executive Officer will ensure a record is kept listing all Council Members' travel expenses for interstate and international travel, which will be recorded on the Register.

This should include:

- Expenses related to travelling to, from and within the destination;
- Visa application fees and any other expenses related to entering a foreign nation;
- Accommodation expenses; and
- Eligible food and drink expenses and incidental expenses.

### **SCHEDULE 3 – FACILITIES AND SUPPORT SPECIFIC TO THE LORD MAYOR**

Council has resolved, in accordance with section 26 of the *City of Adelaide Act 1998*, that the provision of the facilities and support set out in this Schedule are necessary or expedient to the performance or discharge of official functions or duties by the Lord Mayor.

The facilities and support set out in this Schedule are made available to the Lord Mayor in addition to the facilities and support provided to all Council Members as set out in Schedule 2.

The Lord Mayor must not use a facility or service provided by Council within this Schedule for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the Council and the Lord Mayor has agreed to reimburse the Council for any additional costs or expenses associated with this use).

The Lord Mayor is not obligated to receive or use any of the facilities and support set out in this Schedule.

### **Lord Mayor**

The Office of the Chief Executive Officer and the Governance program is allocated an annual budget by Council to deliver executive support to the Lord Mayor, Deputy Lord Mayor and Council Members.

Staff of the Office of the Lord Mayor are engaged, allocated and managed by the Chief Executive Officer in consultation with the Lord Mayor.

The Lord Mayor shall be provided with all other assistance which is reasonably necessary to enable the Lord Mayor to carry out the role of the Lord Mayor, including:

- Access to a dedicated office/meeting space;
- Access to administrative support to assist with coordination and management of council related activities and responding to correspondence;
- Personal usage of a Council provided vehicle without charge;
- Use of a fully maintained Council vehicle for local and intrastate journeys associated with the official business of Council. The vehicle must be available for other duties when not utilised by the Lord Mayor; and
- Any other support required by the Lord Mayor which is not covered in in this document may be approved under delegated authority within the approved budget of the Corporation of the City of Adelaide by the Chief Executive Officer.

### **Deputy Lord Mayor**

The Deputy Lord Mayor shall be provided with the assistance which is reasonably necessary to enable the Deputy Lord Mayor to carry out the role of Deputy Lord Mayor, which is in support of the Lord Mayors' duties.

### **Official Partner of the Lord Mayor**

Any person appointed by the Lord Mayor as Official Partner of the Lord Mayor shall be entitled to the use of a dedicated room and, through the Office of the Lord Mayor, to such administrative support as shall be reasonably required to fulfil the role in the manner intended by the Lord Mayor, as to be approved by the Chief Executive Officer, within the approved budget of the Corporation of the City of Adelaide.

## **OTHER USEFUL DOCUMENTS**

### **Related documents**

- Council Members Training & Development Policy

### **Relevant legislation**

- [City of Adelaide Act 1998](#) - Sections 21, 22, 24, 25 & 26
  - [City of Adelaide \(Members Allowances and Benefits\) Regulations 2010](#) - Regulations 5 & 6
  - [Local Government Act 1999 \(SA\)](#) - Sections 77(1)(b) & 79
  - [Local Government \(General\) Regulations 2013](#)
- 

## **GLOSSARY**

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

### **Official Business of the Corporation of the City of Adelaide:**

Attendance at:

- Council and Committee meetings
  - Authority and Panel meetings
  - Information or Briefing sessions held in accordance with section 90A of *the Local Government Act 1999 (SA)*
  - Civic or ceremonial occasions convened by the Council or Lord Mayor
  - Meetings, functions or any attendance in an official role as a representative of the Council or the Lord Mayor
  - Meetings arising as a result of a Member of Council being appointed by Council to an external body or Committee, except where the body reimburses relevant expenses incurred by the Member of Council
  - Meetings with Council staff or other Members of Council on any matter relating to the Council
  - Site visits to view or meet with people in the capacity as a Member of Council
  - Conferences, study tours, official visits, training sessions and functions attended in the capacity as a Council Member.
- 

## **ADMINISTRATIVE**

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

This Policy will lapse following the conclusion of the next general election at which time the newly elected Council will be required adopt a new Policy dealing with Council Members allowances, reimbursements and benefits for their term of office.



**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/9000	Council	26/09/2023	Adoption of policy
ACC2024/XXXX	Council	26/11/2024	<p>Amendments:</p> <ul style="list-style-type: none"> <li>• Minor grammatical and formatting amendments</li> <li>• Inclusion - Members are entitled to one City of Adelaide Crest (Decal) to use for one designated vehicle.</li> <li>• Inclusion - Council Members may only use casual parking bays in accordance with the UPark Plus Terms and Conditions of Use.</li> <li>• Inclusion - Council Members are entitled to one UPark Plus card for one designated vehicle.</li> <li>• Inclusion - Ride share reimbursement for journeys required as a consequence of attendance at a function or activity on official Council business.</li> <li>• Alignment of the use of airline rewards program points to the Employee Travel Policy and an inclusion that Council Members may pay their own way to upgrade flights.</li> </ul>

**Contact:**

If you have any questions regarding this document or if you have a suggestion for improvements, please contact the Governance Program.

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# PRUDENTIAL MANAGEMENT POLICY

November 2024

Legislative

## PURPOSE

The purpose of this policy is to ensure compliance with the City of Adelaide's legislative requirements and to outline the objectives of the City of Adelaide's prudential management practices and procedures for certain activities.

This policy is intended to apply to activities where the City of Adelaide (or its subsidiaries):

- (a) engage in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body):
  - (i) where the expected operating expenses calculated on an accrual basis of the Council over the ensuing five years is likely to exceed 20 per cent of the Council's average annual operating expenses over the previous five financial years (as shown in the Council's financial statements); or
  - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed, excluding GST); or
  - (iii) where the Council considers that it is necessary or appropriate.

This policy is not intended to apply to activities in relation to:

- (a) road construction or maintenance; or
- (b) drainage works.

## Notes

- (a) the fact that a project is to be undertaken in stages does not limit the operation of this policy in relation to the project as a whole.
- (b) \$4,000,000 (indexed) means that that amount is to be adjusted for the purposes of this policy on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.

As of 1 January 2025, the indexed Prudential Report Threshold will be published each January on the City of Adelaide [Doing business with Council](#) web page. Councillors will be informed of the indexed Prudential Report Threshold annually through E-News.

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

## **STATEMENT**

The City of Adelaide will ensure that it:

- (a) acts with due care, diligence and foresight; and
- (b) identifies and manages risks associated with a project; and
- (c) makes informed decisions; and
- (d) is accountable for the use of Council and other public resources, throughout its prudential management practices and procedures for certain activities.

Where the City of Adelaide is undertaking an activity for which this policy is intended to apply, the Council (elected members) must obtain and consider a report that addresses the prudential issues of the activity, including:

- (a) the relationship between the project and relevant strategic management plans;
- (b) the objectives of the development plan in the area where the project is to occur;
- (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
- (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;
- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
- (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
- (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the Council;
- (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the Council);
- (i) the most appropriate mechanisms or arrangements for carrying out the project;
- (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the *Land Valuers Act 1994*.

A report required pursuant to this policy must be prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues set out in this policy. Engagement of the person to draft the report and facilitate its presentation to the Council is the responsibility of the project manager for the project the subject of the prudential report.

A report required pursuant to this policy must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the Council).

**Note:** refer to section 48(6a) – (6c) of the *Local Government Act 1999* (SA) for the purpose of identifying whether a person has an interest a project.

**Application of this document**

The Audit and Risk Committee is required to review each report and provide a recommendation to Council. The Council (elected members) must give reasonable consideration to a report prepared under this policy (and must not delegate the requirement to do so).

A report prepared pursuant to this policy must be available for public inspection at the principal office of the Council, once the Council has made a decision on the relevant project (and may be available at an earlier time unless the Council orders that the report be kept confidential until that time). However, the Council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the Council).

**OTHER USEFUL DOCUMENTS****Related documents**

- Nil

**Relevant legislation**

- Section 48 of the *Local Government Act 1999* (SA)

**GLOSSARY**

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

**Project:** a new and discrete undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset

**Prudential Report Threshold:** The current indexed amount where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed, excluding GST)

**ADMINISTRATIVE**

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

The indexed Prudential Report Threshold in this Policy document will be reviewed every **12 months** unless legislative or operational change occurs beforehand. The next review is required in **2025**.

As of 1 January 2025, the indexed Prudential Report Threshold will be published each January on the City of Adelaide's [Doing business with Council](#) web page. Councillors will be informed of the indexed Prudential Report Threshold annually through E-News.

The next review of the Policy is required in 2028.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/13505	Council	27/02/2018	Decision ID#18298
ACC2021/173144			Updated as Policy identified out of date as per audit
ACC2023/153503	Council	28/11/2023	Updated to align with current indexation amount and date references.
ACC2024/157171	Council		Updated to reflect the publishing of the Prudential Report Threshold on the City of Adelaide website annually, and a review of the Policy every 4 years

**Contact:**

For further information contact the Finance & Procurement Program.

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## Recommendations of the Infrastructure and Public Works Committee – 19 November 2024

Strategic Alignment – Our Corporation

Public

Tuesday, 26 November 2024  
Council

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

**Approving Officer:**  
Anthony Spartalis, Chief  
Operating Officer

### EXECUTIVE SUMMARY

The Infrastructure and Public Works Committee considered the following Items at its meeting held on 19 November 2024 and resolved to present to Council the following recommendations for Council determination:

- Item 7.1 – Hutt Street Main Street - Revitalisation Project Concept
- Item 7.2 – Franklin Street Pedestrian Crossing
- Item 7.3 – O'Connell Street Main Street - 88 O'Connell Street
- Item 7.4 - Capital Works Monthly Project Update - October 2024
- Item 7.5 - Her Majesty's Theatre Commemorative Artwork Proposal

### RECOMMENDATION

**1. Recommendation 1 – Item 7.1 - Hutt Street Main Street - Revitalisation Project Concept**

THAT COUNCIL

1. Approves for the purposes of public consultation.:
  - 1.1. Option A (Existing conditions - footpath option only); and
  - 1.2. Option B (Renewal with 60-degree angle parking) and
  - 1.3. Option C (Renewal with 45-degree angle parking) and
  - 1.4. Option D (Current Concept (interpeak parallel) and
  - 1.5. Option E (Combined 45-degree angle parking)

As presented on the 19 November 2024 within the Hutt Street Revitalisation Project (Car Parking Review) Workshop and contained within Attachment A to Item 7.1 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.

2. Notes the outcomes of the Community consultation will be presented to Council for consideration and approval.
3. Notes the new timeline and forward estimates for the New / Upgrade allocation due to the request to review the concept plan with particular focus on the provision of car parking spaces.

**2. Recommendation 2 – Item 7.2 - Franklin Street Pedestrian Crossing**

THAT COUNCIL

1. Notes the findings of this report.

2. Notes that Administration will undertake design review in consultation with the Department for Infrastructure and Transport to develop an innovative crossing at the intersection of Franklin Street, Byron Place and Elizabeth Street in the vicinity of the IGA at 2/186 Franklin Street Adelaide.
3. Notes that the Administration will consider the delivery of the improved crossing facility in conjunction with the hierarchy of projects provided within the forthcoming Integrated Transport Strategy and coordinated with the Franklin Street and Byron Place road renewal.
4. Notes should Council support an improved crossing facility, a funding request will be provided for Council's review and consideration as part of a future Business Plan and Budget process.

**3. Recommendation 3 – Item 7.3 - O'Connell Street Main Street - 88 O'Connell Street**

THAT COUNCIL

1. Approves the detailed design for the O'Connell Street Revitalisation Project, in relation to the eastern footpath between Archer Street and Tynte Street as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.
2. Notes the further development of detailed design to 100% completion and the subsequent construction of the eastern footpath between Archer Street and Tynte Street.
3. Asks the Administration to review the current main streets program in relation to funding and timing opportunities, with the goal to potentially construct the section of footpath from Archer Street to Tynte Street on the western side of O'Connell Street, within the 2025/26 financial period and that a report is brought back to Council for consideration.

**4. Recommendation 4 – Item 7.4 - Capital Works Monthly Project Update - October 2024**

THAT COUNCIL

1. Notes the Capital Works Program Update for October 2024 as contained within this report and Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.

**5. Recommendation 5 – Item 7.5 - Her Majesty's Theatre Commemorative Artwork Proposal**

THAT COUNCIL

1. Notes the communications from the Adelaide Festival Centre regarding the Her Majesty's Theatre commemorative artwork opportunity contained in Attachment A to Item 7.5 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 19 November 2024.
2. Approves the City of Adelaide to manage the commission to ensure compliance with requirements for installation of the bronze sculpture of Barry Humphries AO CBE to be located near Her Majesty's Theatre on Grote Street.
3. Notes the Draft Proposal for Her Majesty's Theatre Commemorative Artwork from the Adelaide Festival Centre as contained in Attachment B to Item 7.5 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 19 November 2024.
4. Notes that Administration will develop a formal proposal for Council's consideration in Q4 2024/25.

# DISCUSSION

1. The Infrastructure and Public Works Committee met on Tuesday 19 November 2024. The Agenda with reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matters were the subject of deliberation

3.1. Item 7.1 – Hutt Street Main Street - Revitalisation Project Concept

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Approves for the purposes of public consultation.:
  - 1.1. Option A (Existing conditions - footpath option only); and
  - 1.2. Option B (Renewal with 60-degree angle parking) and
  - 1.3. Option C (Renewal with 45-degree angle parking) and
  - 1.4. Option D (Current Concept (interpeak parallel) and
  - 1.5. Option E (Combined 45-degree angle parking)

As presented on the 19 November 2024 within the Hutt Street Revitalisation Project (Car Parking Review) Workshop and contained within Attachment A to Item 7.1 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.

2. Notes the outcomes of the Community consultation will be presented to Council for consideration and approval.
3. Notes the new timeline and forward estimates for the New / Upgrade allocation due to the request to review the concept plan with particular focus on the provision of car parking spaces.

For ease, Attachment A relating to Recommendation 1, Item 7.1, has been included at the end of this recommendation report.

Original Recommendation as Printed in the IPW Committee Agenda

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. *Approves for the purposes of public consultation.:*
  - 1.1. *Option A (Existing conditions - footpath option only); and / or*
  - 1.2. *Option B (Renewal with 60-degree angle parking) and / or*
  - 1.3. *Option C (Renewal with 45-degree angle parking) and / or*
  - 1.4. *Option D (Current Concept (interpeak parallel) and /or*
  - 1.5. *Option E (Combined 45-degree angle parking)*

*As presented on the 19 November 2024 within the Hutt Street Revitalisation Project (Car Parking Review) Workshop and contained within Attachment A to Item 7.1 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.*

2. *Notes the outcomes of the Community consultation will be presented to Council for consideration and approval.*
3. *Notes the new timeline and forward estimates for the New / Upgrade allocation due to the request to review the concept plan with particular focus on the provision of car parking spaces.*

3.2. Item 7.2 – Franklin Street Pedestrian Crossing

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Notes the findings of this report.



2. Notes that Administration will undertake design review in consultation with the Department for Infrastructure and Transport to develop an innovative crossing at the intersection of Franklin Street, Byron Place and Elizabeth Street in the vicinity of the IGA at 2/186 Franklin Street Adelaide.
3. Notes that the Administration will consider the delivery of the improved crossing facility in conjunction with the hierarchy of projects provided within the forthcoming Integrated Transport Strategy and coordinated with the Franklin Street and Byron Place road renewal.
4. Notes should Council support an improved crossing facility, a funding request will be provided for Council's review and consideration as part of a future Business Plan and Budget process.

3.3. Item 7.3 – O'Connell Street Main Street - 88 O'Connell Street

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Approves the detailed design for the O'Connell Street Revitalisation Project, in relation to the eastern footpath between Archer Street and Tynte Street as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.
2. Notes the further development of detailed design to 100% completion and the subsequent construction of the eastern footpath between Archer Street and Tynte Street.
3. Asks the Administration to review the current main streets program in relation to funding and timing opportunities, with the goal to potentially construct the section of footpath from Archer Street to Tynte Street on the western side of O'Connell Street, within the 2025/26 financial period and that a report is brought back to Council for consideration.

For ease, Attachment A relating to Recommendation 3, Item 7.3, has been included at the end of this recommendation report.

Original Recommendation as Printed in the IPW Committee Agenda

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. *Approves the detailed design for the O'Connell Street Revitalisation Project, in relation to the eastern footpath between Archer Street and Tynte Street as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.*
2. *Notes the further development of detailed design to 100% completion and the subsequent construction of the eastern footpath between Archer Street and Tynte Street.*

3.4. Item 7.4 – Capital Works Monthly Project Update - October 2024

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Notes the Capital Works Program Update for October 2024 as contained within this report and Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 19 November 2024.

For ease, Attachment A relating to Recommendation 4, Item 7.4, has been included at the end of this recommendation report.

3.5. Item 7.5 – Her Majesty's Theatre Commemorative Artwork Proposal

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Notes the communications from the Adelaide Festival Centre regarding the Her Majesty's Theatre commemorative artwork opportunity contained in Attachment A to Item 7.5 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 19 November 2024.
2. Approves the City of Adelaide to manage the commission to ensure compliance with requirements for installation of the bronze sculpture of Barry Humphries AO CBE to be located near Her Majesty's Theatre on Grote Street.

3. Notes the Draft Proposal for Her Majesty's Theatre Commemorative Artwork from the Adelaide Festival Centre as contained in Attachment B to Item 7.5 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 19 November 2024.
4. Notes that Administration will develop a formal proposal for Council's consideration in Q4 2024/25.

For ease, Attachment A and B relating to Recommendation 5, Item 7.5, have been included at the end of this recommendation report.

4. The Committee also received two workshops on the Citywide Speed Limit Review and Hutt Street Revitalisation Project Concept.

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## DATA AND SUPPORTING INFORMATION

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

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## ATTACHMENTS

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- END OF REPORT -

# Hutt Street Revitalisation Project

Car Parking Review Workshop  
19 November 2024

# Council Meeting – 27 August 2024

On 27 August 2024, Council resolved that it:

*‘Requests Administration review the concept plans for Hutt Street Revitalisation Project as contained in Attachment B to Item 7.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 20 August 2024, with particular focus on the provision of car parking spaces.’*

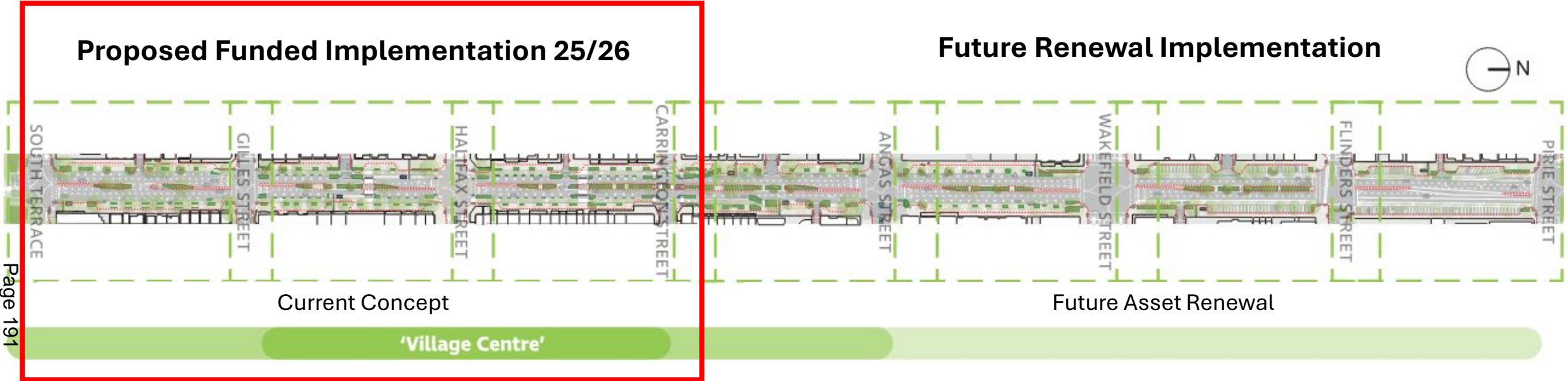
# Key Question

What are Council Members' views on the presented parking options, noting the extensive study undertaken relating to parking provisions within Hutt Street?

# Hutt Street Car Parking Review Workshop

- Discuss Current Concept (August 2024) and table options that increase car parking provisions
- Outline and define the benefits and deficiencies ('gain' and 'loss') of each option
- Mitigation for loss of car parking (broader precinct view for car parking)
- Project timeline implications

# Scope of Works



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The current proposed funded implementation scope is between South Terrace and Carrington Street and includes new and upgrade and renewals.

This proposal retains all the existing angled parking for the remainder of Hutt Street (Carrington to Pirie) until future renewal occurs.

	Budget	Extent of Works	Basis of Design	Strategic alignment
<b>Focused Activation Zone (Current Concept)</b>	\$15.44m  (Detailed costings subject to further detailed design depending on Council)	South Terrace to Carrington Street - <i>Connects to Stage 1 Entry Statement.</i>	As per previous concept design  Developed from master plan	Higher degree of alignment with CoA strategies

# Community Feedback

## Hutt Street Community Feedback

### Design Principles – ranked in order of importance\*

1	Provide a well-planned street that is welcoming, accessible & comfortable
2	Celebrate and reinforce the existing leafy green streetscape & historic village charm
3	Rationalise the reallocation of public space from vehicle use (parking & traffic lanes)
4	Create a new public 'heart' as the epicentre & provide unique experiences
5	Public art opportunities, activation, & improved amenity to support businesses

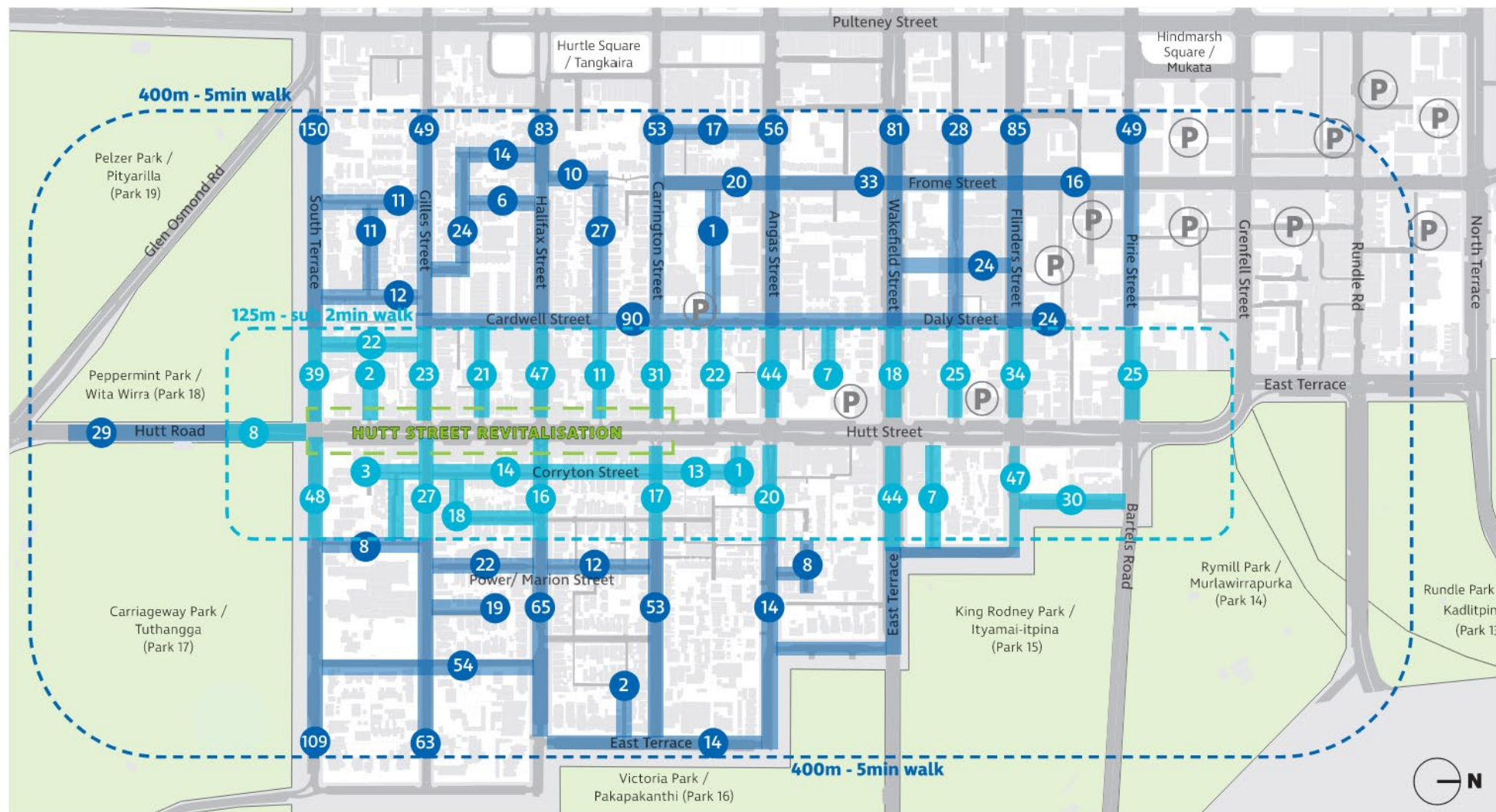
### Design features translated from community priorities

- Wider footpath
  - Separated and protected cycle lane or cycle path
  - Traffic calming
  - Public lighting
  - Inclusive parking
  - Raised thresholds
  - Wayfinding
  - Bus stops
- Trees and garden beds
  - Pedestrian scaled streetscape
  - Community spaces
- Reduce parking and/or traffic lanes to increase pedestrian activity zones
- Promenade along the street to enjoy a diverse range of retail and service offerings
  - Central community and gathering space/events
- Increased activation spaces (large/small events)
  - Upgraded public lighting and wayfinding

\* Results of all preferences averaged



# Precinct Car Parking Opportunities



- P Off-street car park (paid parking)
- Total 2130 on-street precinct parking opportunities
- # 684 on-street car parking spaces within 125m (sub 2min walk) catchment of Hutt Street, excluding residential permit only, and motorcycle.
- # 1446 on-street car parking spaces within 125 - 400m (5min walk) catchment of Hutt Street, excluding residential permit only, and motorcycle.

# Car Parking Review

A car parking options study has been conducted to compare numbers and spatial allowance against a baseline of:

- Existing conditions (60 degrees)
- Street Renewal (60 and 45 degrees)



# Key Design Challenges for Hutt Street

- **Alignment with Council strategies** including the Strategic Plan:

- Develop and implement an integrated Transport Strategy and establish associated targets by 2024 that aligns to the South Australian Road Safety Strategy to 2031
- Achieve Disability Access compliance in all new and upgraded infrastructure
- Increase the number of people living in the city from 26,000 to 50,000 by 2026

- **Parking** – To reduce risk of collision and injury between vehicles as well as other road users, **Austroad Guidelines** recommends parallel parking over angled parking. Angled parking restricts sight lines for motorists reversing out of the parking space and into oncoming traffic, including cyclists and pedestrians.

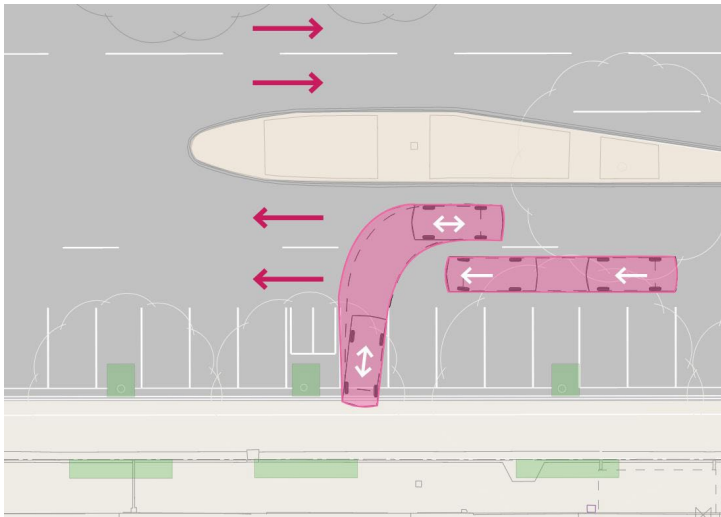
**Australian Standards** defines how the angle of parking bays also determine the minimum width of adjacent traffic lanes, widening the overall road pavement to accommodate vehicles reversing with minimum clearances.

The length and width allowed for a car park determines the level of usage and associated traffic controls. Wider parking bays are required for high turnover locations including convenience stores, dry cleaners, take away shops and customer drop-off / pick-up businesses. Width and length also increase for loading and accessibility parking.

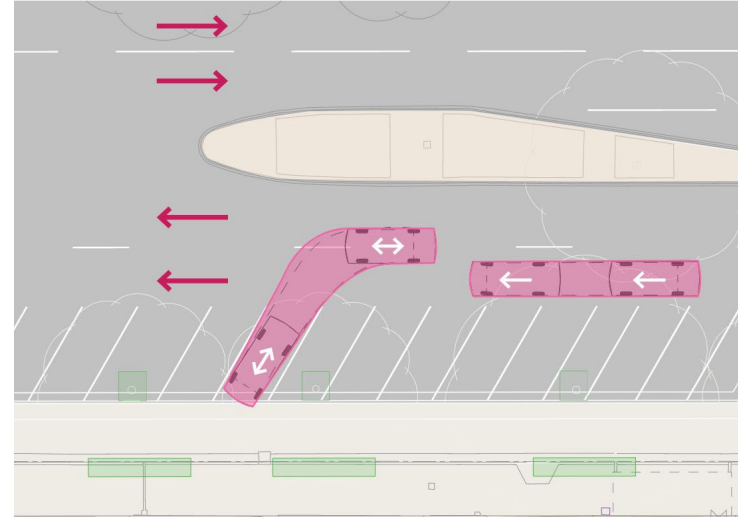
A minimum clearance from intersections determined by road characteristics including speed and vehicle numbers defines where adjacent on-street parking can begin relative to the intersection.

- **Street Trees** - Location of growing Plane trees lining the street and along the central median influences finished levels and delineates cross-sectional space – particularly for parking and cycle paths. Additional space to be allowed for future tree growth and health.
- **Cycle Lanes and Paths** – Minimum pavement widths and clearances for cycle lanes and paths reduce risk of collision and injury. Separated and/or protected low-speed cycle paths are significantly safer and promote use and access by less confident users.
- **Bus stops** – Swept paths of rigid and articulated buses and step-down access to and from the footpath through front and middle/rear doors impacts available space for parking along the kerb.
- **Verandah Posts** - Define visual and spatial boundaries within the footpath. Not all aligned.
- **Established outdoor dining** with semi-permanent structures constrains design flexibility.
- **Lighting** – Additional lighting infrastructure is required along footpaths to meet standard illumination levels, due to existing street lighting being blocked by tree canopies and awnings.

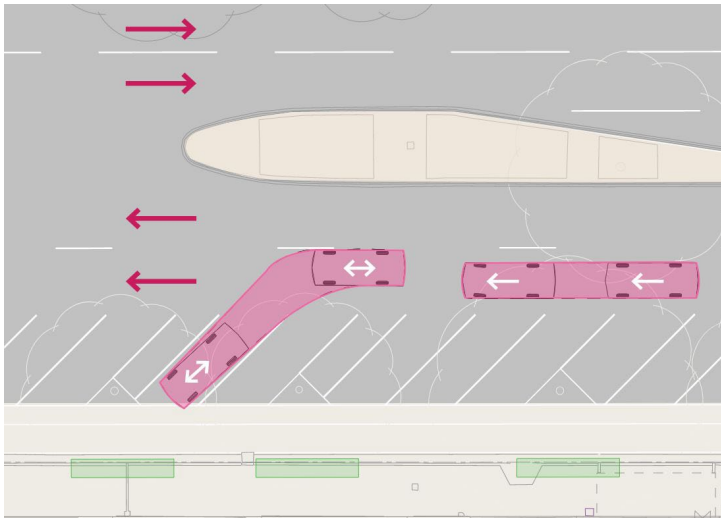
# Parking Layout Safety Comparison



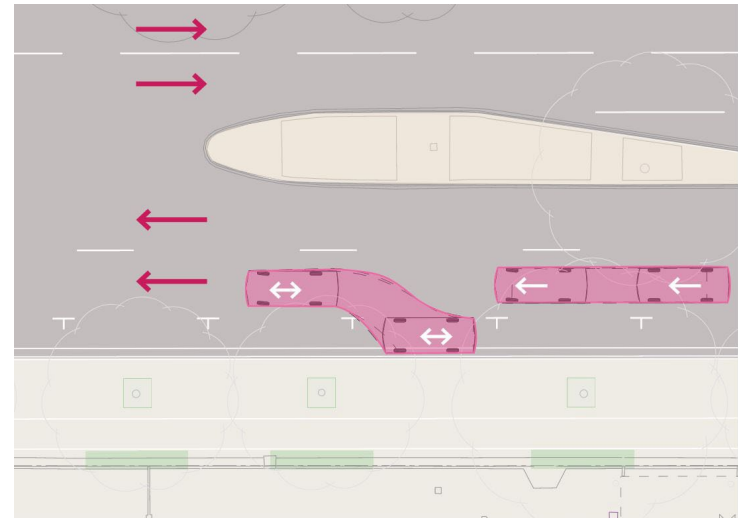
❌ 90° - High risk of conflict parking/unparking



❌ 60° - Moderate to high risk of conflict parking/unparking



✅ 45° - Moderate risk of conflict unparking



✅ Parallel parking - Low risk of conflict parking/unparking

# Concept Options

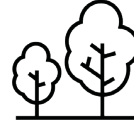
## Community Priorities



Increased Activity Zone



Protected Cycle Path



Protective Tree Surrounds



Car Parking Numbers Maintained



Vehicle Lanes

Design options

A. Existing conditions  
60°



2 lanes each direction

B. Renewal 60°



Buffer line marking to on-road cycle lane



2 lanes each direction

C. Renewal 45°



Buffer line marking to on-road cycle lane  
Increased clearance from reversing cars



2 lanes each direction

D. Current Concept  
inter-peak parallel



2 lanes each direction peak  
Outer lane as parallel parking inter-peak

E. Combined  
45°



2 lanes each direction

F. Inter-peak  
60°



2 lanes each direction peak – parallel parking  
1 lane each direction inter-peak - 60° parking

C. Two-way cycle path  
and 90° west side

West side only



East side only – two way



2 lanes each direction

D. Shared Area and 60°



Shared zone, protected for cyclists  
not delineated from footpath



2 lanes each direction

F. Combined 45° with traffic  
risk and increased  
activation zone



2 lanes each direction

# Car Parking Review Concept Options



\*Unchanged until future renewal occurs. Current concept scope is comprised of the village centre only. Remainder of Hutt Street (Carrington to Pirie) including parking remains.

## Car Parking Options

## Vehicle Lanes

## On-street Car Parks

**Note:** To enable more direct comparisons, design options exclude additional tree planting, additional footpath protuberances, and mid-block and informal crossings but assume a 2x2m allowance for surrounds to existing trees. Inclusion of these items would reduce parking numbers further.

**'Village Centre' parks**  
South to Carrington  
(Proposed Funded  
Implementation 25/26)

**Overall parks\***  
South to Pirie  
(existing retained  
Carrington to Pirie)

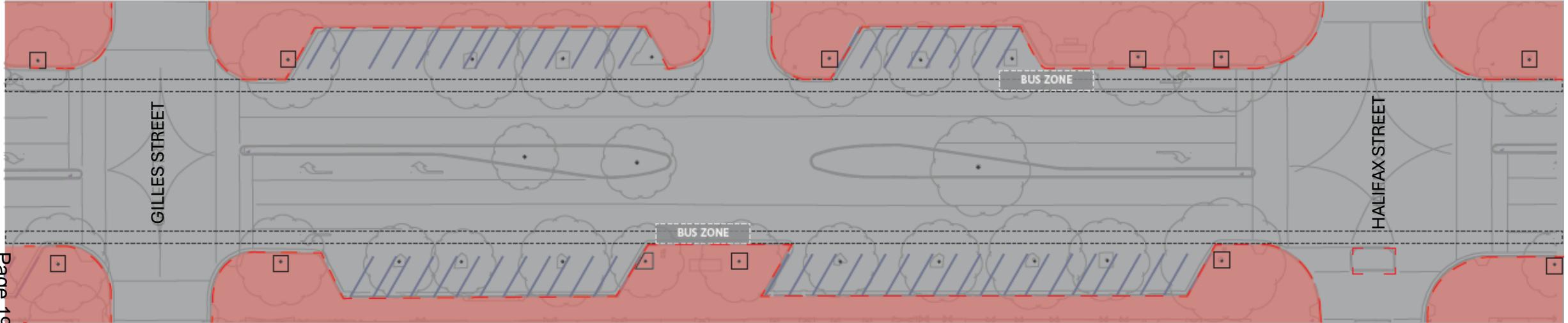
*Overall parks  
with Renewal 60° x 117  
for Carrington to Pirie*

*Overall parks  
with Renewal 45° x 76  
for Carrington to Pirie*

	Vehicle Lanes	'Village Centre' parks South to Carrington (Proposed Funded Implementation 25/26)	Overall parks* South to Pirie (existing retained Carrington to Pirie)	<i>Overall parks with Renewal 60° x 117 for Carrington to Pirie</i>	<i>Overall parks with Renewal 45° x 76 for Carrington to Pirie</i>
<b>A. Existing conditions 60°</b>	2 lanes in each direction	<b>132</b>	<b>292</b>	N/A	N/A
<b>B. Renewal 60°</b>	No change	<b>114</b>	<b>274</b>	231	N/A
<b>C. Renewal 45°</b>	No change	<b>82</b>	<b>242</b>	N/A	158
<b>D. Current Concept inter-peak parallel</b>	2 lanes in each direction peak Parallel inter-peak parking	<b>73</b>	<b>233</b>	190	149
<b>E. Combined 45°</b>	2 lanes in each direction	<b>81</b>	<b>241</b>	198	157
<b>F. Interpeak 60°</b>	2 lanes in each direction inter-peak Outer lane as off-peak parking	<b>136</b>	296	280	212
<b>G. Two-way cycle path and 90° west side</b>	2 lanes in each direction	<b>105</b>	265	219	181
<b>H. Shared Area and 60°</b>	2 lanes in each direction	<b>112</b>	272	229	188
<b>I. Combined 45° with traffic risk but increased activation zone</b>	2 lanes in each direction	<b>85</b>	245	202	161

# Option A: Existing 60° Angle Parking

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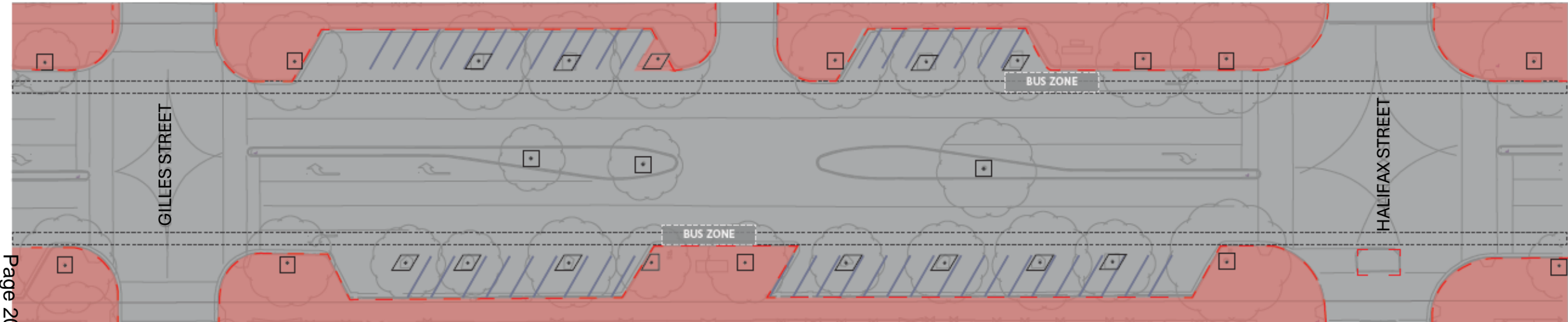
- Minimum 2m<sup>2</sup> Tree Pit
- Activation space: Uncluttered footpath, outdoor dining, urban elements and greening
- Parking and road zone, including medians
- Cycle lane 1.5m wide with minimum 400mm painted buffer
- BUS ZONE
- Existing kerb alignment

Car parking spaces	Segment comparison: Gilles St to Halifax St (See above)	Village Centre: South Tce to Carrington St (Funded Implementation)
<b>A. Existing 60°</b>	<b>41</b>	<b>132</b>

GAIN	LOSS
High parking provision	Conflict parking/unparking – 60° angle parking
	No increase to activity areas
	Parking does not reflect recommended Austroad Guidelines
	On-road cycle lane in conflict with 60° angle parking and bus stops
	No protective in-road tree surrounds
	Cluttered footpath
	Intermittent illumination of the footpath

Note: Renewal options retain the existing alignment of the road kerb, including medians.

# Option B: Renewal 60°



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- Minimum 2m<sup>2</sup> Tree Pit
- Cycle lane 1.5m wide with minimum 400mm painted buffer
- Activation space: Uncluttered footpath, outdoor dining, urban elements and greening
- Parking and road zone, including medians
- Existing kerb alignment

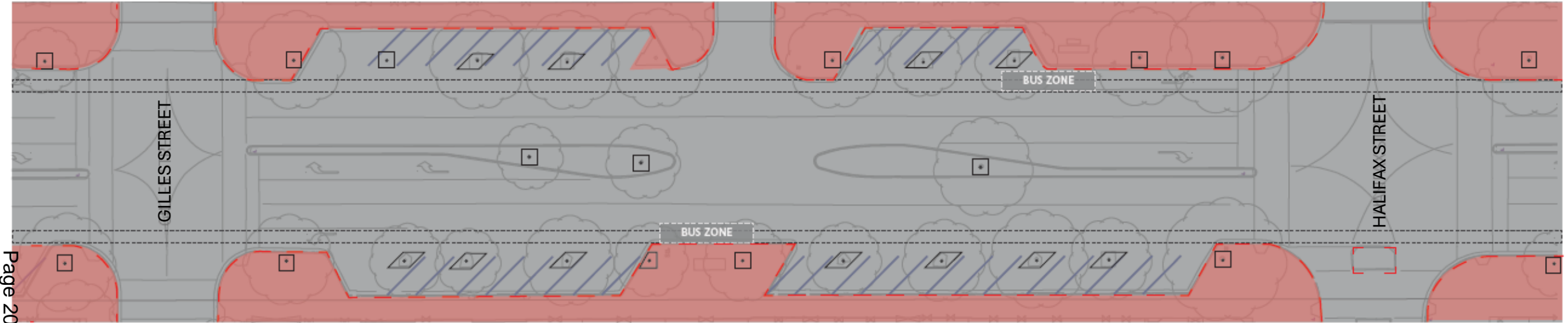
Car parking spaces	Segment comparison: Gilles St to Halifax St (See above)	Village Centre: South Tce to Carrington St (Funded Implementation)
A. Existing 60°	41	132
<b>B. Renewal 60°</b>	<b>32</b>	<b>114</b>

GAIN	LOSS
High parking provision	Conflict parking/unparking – 60° angle parking
Protective in-road tree surrounds for long term tree health	Parking does not reflect recommended Austroad Guidelines
Small pavement-marked buffer zones to on-road cycle lanes	Unsafe on-road cycle lane running behind 60° angle parking and obstructed by multiple bus stops
	No increase to activity areas
	Cluttered footpath

Note: Renewal options retain the existing alignment of the road kerb, including medians.



# Option C: Renewal 45°



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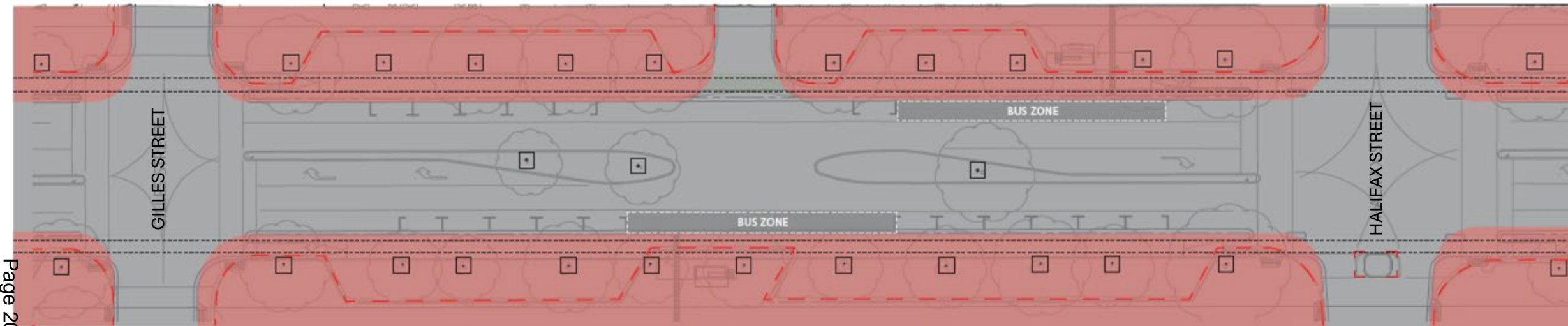
- Minimum 2m<sup>2</sup> Tree Pit
- Cycle lane 1.5m wide with minimum 400mm painted buffer
- Activation space: Uncluttered footpath, outdoor dining, urban elements and greening
- Parking and road zone, including medians
- Existing kerb alignment

Car parking spaces	Segment comparison: Gilles St to Halifax St (See above)	Village Centre: South Tce to Carrington St (Funded Implementation)
A. Existing 60°	41	132
B. Renewal 60°	32	114
<b>C. Renewal 45°</b>	<b>23</b>	<b>82</b>

GAIN	LOSS
High parking provision	Conflict parking/unparking – 60° angle parking
Pavement-marked buffer zones to on-road cycle lanes	On-road cycle lane running behind 45° angle parking and obstructed by multiple bus stops
Protective in-road tree surrounds	Parking does not reflect recommended Austroad Guidelines
	No increase to activity areas
	No protective in-road tree surrounds
	Cluttered shared footpath

Note: Renewal options retain the existing alignment of the road kerb, including medians.

# Option D: Current Concept inter-peak parallel



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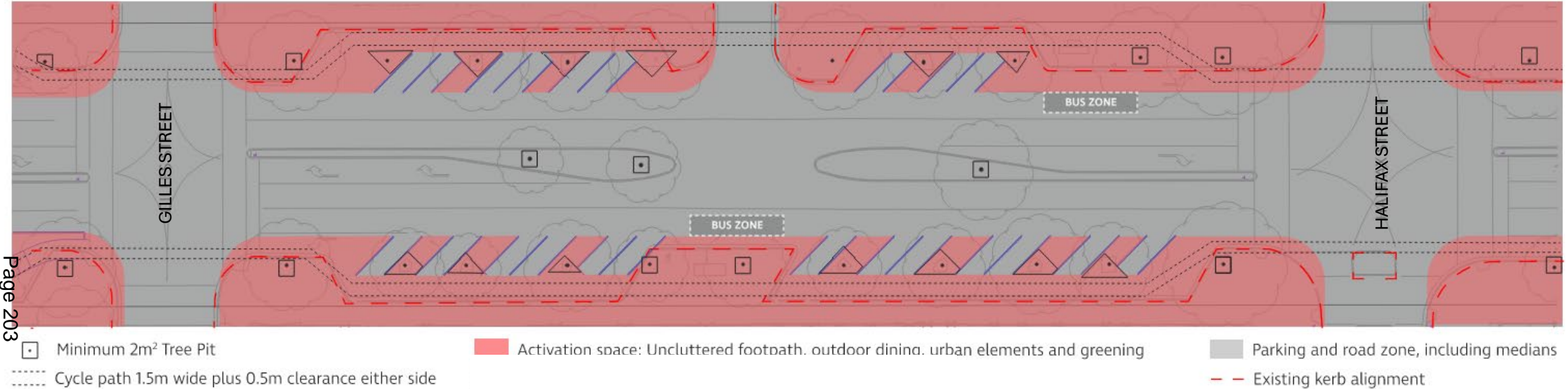
- Minimum 2m<sup>2</sup> Tree Pit
- Activation space: Uncluttered footpath, outdoor dining, urban elements and greening
- Parking and road zone, including medians
- Cycle path 1.5m wide plus 0.9m clearance either side
- Existing kerb alignment

Car parking spaces	Segment comparison: Gilles St to Halifax St (See above)	Village Centre: South Tce to Carrington St (Funded Implementation)
A. Existing 60°	41	132
B. Renewal 60°	32	114
C. Renewal 45°	23	82
<b>D. Current Concept</b>	<b>17</b>	<b>73</b>

GAIN	LOSS
Parallel parking – clear sightlines, reduced risk of collision and injury. Reflects recommended Austroad Guidelines	Reduced parking
Significant increase to activity areas for outdoor dining, community gathering spaces, activation events, urban elements, and greening.	Inter-peak concentration of traffic to one vehicle lane.
Traffic calming through inter-peak period	
Protected cycle path for all people wheeling - low speed	
Consistent footpath lighting	
Bus stops accommodated within outer/parking lane	

\*Current concept scope is comprised of the village centre only. The remainder of Hutt Street (Carrington to Pirie) including parking remains unchanged until future renewal occurs.

# Option E: Combined 45°



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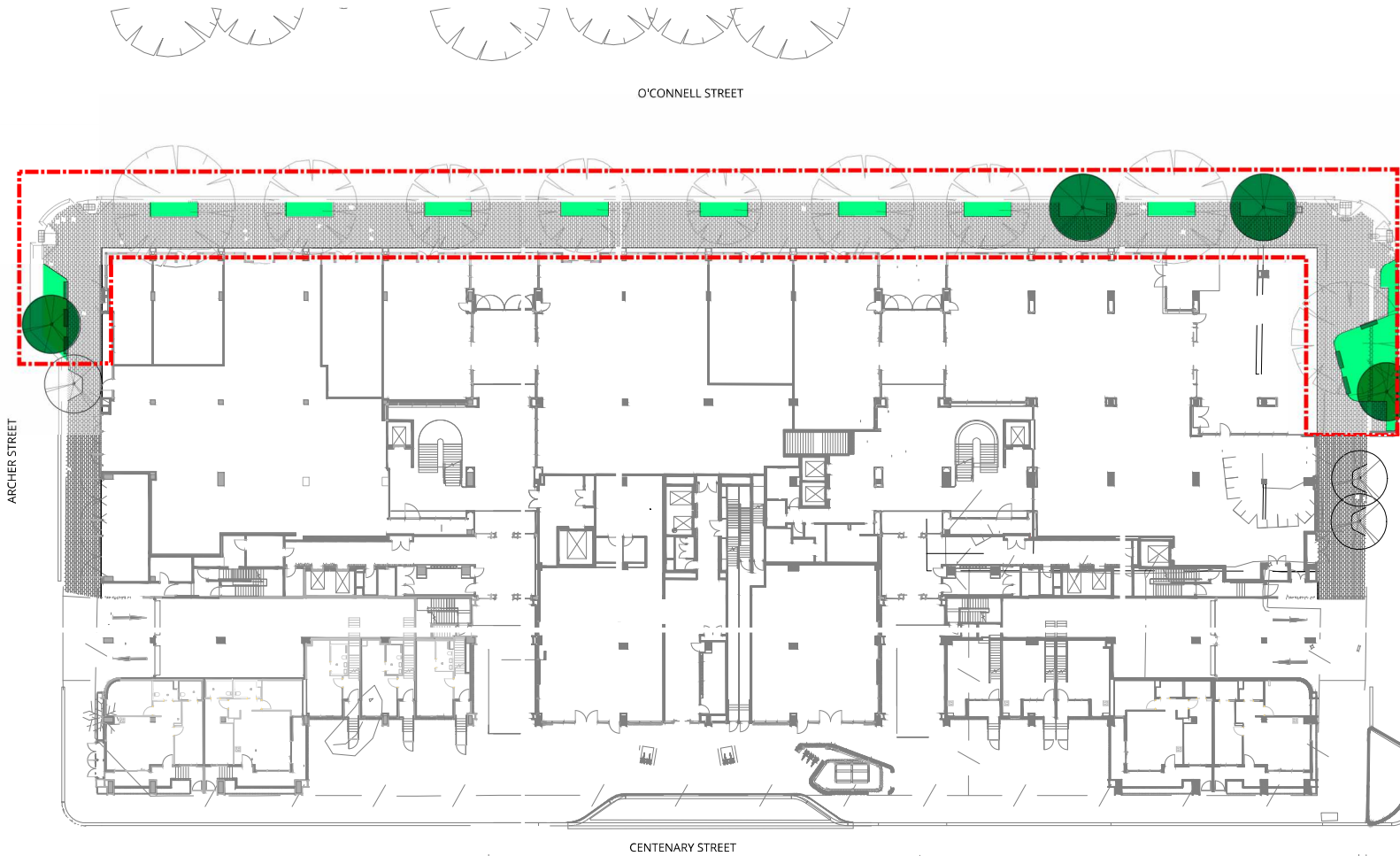
Car parking spaces	Segment comparison: Gilles St to Halifax St (See above)	Village Centre: South Tce to Carrington St (Funded Implementation)
A. Existing 60°	41	132
B. Renewal 60°	32	114
C. Renewal 45°	23	82
D. Current Concept	17	73
<b>E. Combined 45°</b>	<b>22</b>	<b>81</b>

Note: Renewal options retain the existing alignment of the road kerb, including medians.









GAIN	LOSS
Separated and protected cycle path at footpath level for all people wheeling – low speed	Parking reduction due to location of established trees
Protective in-road tree surrounds for long term tree health and greater potential for greening and WSUD between parking bays.	Conflict parking/unparking of angle parking and passing traffic, but with less risk than 90° or 60° angled.
Uncluttered footpath	
Increase to total activity area for outdoor dining and urban elements but fragmented.	
Consistent footpath lighting	

# Key Question

What are Council Members' views on the presented parking options, noting the extensive study undertaken relating to parking provisions within Hutt Street?



**LEGEND**

-  EXTENT OF WORKS
-  LOT LINE
-  EXISTING TREE TO BE RETAINED AND PROTECTED
-  NEW TREE REFER DETAIL 01.03/L201
-  GARDEN BED PROFILE REFER DETAIL 02/L201
-  PLANTING REFER DETAIL 01/L202
-  STONESET RESIN BOUND PAVING REFER DETAIL 03/L201
-  PAVING TYPE 01 REFER CITY OF ADELAIDE STANDARD DETAIL REFER 02/L202 FOR HAUNCH DETAIL

**BIRDSEYE : STUDIOS**

347 Unley Rd  
 Malvern SA 5061  
 Australia  
 ABN 699 810 067 25

PH: 0400 299 376  
 EMAIL: contact@birdseyestudios.com.au  
 WEB: www.birdseyestudios.com.au

**WARNING**  
 Beware of underground services. The locations of underground services are indicative only. Their exact position should be proven on site.  
 Contractor to verify all dimensions on site before commencing work.  
 Report all discrepancies to superintendent prior to construction. Figured dimensions to be taken in preference to scaled drawings. All drawings may not be reproduced or distributed without prior permission from the landscape architect.

REV	DESCRIPTION	DATE
-	70% FOR COA APPROVAL	06/11/2024
A	MINOR AMENDMENTS	06/11/2024

COMMERCIAL + GENERAL  
 EIGHTY EIGHT O'CONNELL - PUBLIC REALM  
 EXTENT OF PUBLIC REALM WORKS - 88 OC  
 70% FOR COA APPROVAL

DRAWN: CVJ      CHECKED: SB      SCALE: A1 1:250    A3 1:500  
 PLOT DATE: 05 NOVEMBER 2024      REFERENCE NO.: 21014  
 DRAWING NO.: 21014.PR\_L001      REVISION: A



# Capital Works October Update

## Infrastructure & Public Works Committee

This report provides an overview of Capital Projects either complete or progressing for the month of October 2024.



## North-South Bikeways

\$5.5m

New/Upgrade



Frome Street Works: Traffic signal upgrades commenced at Rundle Street intersection, also including new pram ramps and kerbs. Stormwater works on the corner of Frome Road and North Terrace are now completed.

The full shared-use path and lighting works along Frome Road are ongoing with completion anticipated in November 2024.

## Central Market Arcade Redevelopment

\$15.9m

New/Upgrade



All civil works involving the excavation have now been completed.

The construction phase of works includes the completion of the lower basement slab on ground pours which means reduced mud drag out onto the street. Progress on the main structure continues over the next two-week period in the following areas,

- Suspended slab construction.

- Precast panel install.
- Construction of core Jumpform (North and South).
- Installation of protection scaffolds under Central Market glass canopies.

The Contractor has established four tower cranes on site with supporting concrete boom towers. There are now up to 125 workers on site during usual workdays.

Externally, the Contractor has reconstructed the street facing hoardings with a gantry system for overhead protection to both Gouger and Grote Streets including the corners.

The forecasted completion for the delivery of Council's Returnable Works remains on track for mid-2026.



## **Charles Street Streetscape Upgrade**

\$5.925m

**New/Upgrade**



The southern section of Charles Street is anticipated to be open to the public in early November.

The northern section is progressing well. A change in the program has been implemented to minimise disruption to stakeholders.

Works are tracking to program, with Practical Completion anticipated in mid-Feb 2025.



## Rymill Park Masterplan Safety and Accessibility Works

\$1.8m

New/Upgrade



Works have progressed well over the past month, with all the main paths rebuilt prior to event season (renewal).

The contractor will now demobilise to allow for the event season and will re-commence work in Quarter 4 to complete the last lake pedestrian paths, earthworks to improve grades through the central section of the park and renew the event platform on the island.

## Figtree Court Road and Stormwater Renewal

\$250,000

Renewal



All works are near complete, with practical completion walkover scheduled for 30 October 2024.

New stormwater infrastructure was installed, along with kerb and road maintenance.

Stakeholder consultation was a high priority due to the location of the works being a no-through road.

### **Wellington Square Footpath and Electrical Renewal**

Footpath \$395,000

Lighting and Electrical \$349,000

#### **Renewal**



Wellington Square Footpath and Electrical Renewal reached practical completion in October.

This has included completion of removal and renewal of existing asphalt paths, luminaires, light poles, and conduits.

Construction included new path base and installation of new timber edging and reserve bench slabs.

### **Road Reconstruction - Blenheim Lane - Blenheim Street to Marlborough Street**

\$124,000

#### **Renewal**



Works have commenced on a road reconstruction of Blenheim Lane from Blenheim Street to Marlborough Street including spoon drain renewal.

Works are anticipated to be completed by early 2025.

17 October 2024

The Right Honourable the Lord Mayor of Adelaide  
Dr Jane Lomax-Smith AM  
City of Adelaide  
GPO BOX 2252

Dear Lord Mayor

**Adelaide Festival Centre Trust: Her Majesty's Theatre Commemorative Artwork**

Thank you for meeting with us recently.

I'm pleased to inform you that our private donor fundraising efforts have begun in earnest, and we hope to have an update of funds raised soon. As agreed, it is our intention to raise funds for the sculpture through private donations.

We have received the attached quote from Robert Hannaford AM and asked him to submit an invoice for the preparatory works completed to date.

For your information, please find attached a copy of our recent communication to him. As you will see, we have made it clear that the project cannot progress until Council has granted approval for the Her Majesty's Theatre Commemorative Artwork of Barry Humphries to be permanently installed.

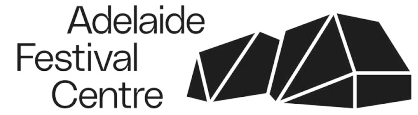
As we discussed when we met, for the project to progress, Council Administration will need to engage a professional public art contractor to prepare a report for Council, which may include liaison with the artist directly.

We will continue fundraising and keep in touch with our progress.

With best wishes



**Douglas Gautier AM**  
CEO and Artistic Director



17 October 2024

Robert Hannaford AM

[Redacted address]

Dear Robert

**Adelaide Festival Centre Trust: Her Majesty’s Theatre Commemorative Artwork**

Thank you for your quote and recent communication. The work is looking wonderful.

Finalisation and installation of this project requires City of Adelaide Council Public Art approval. We understand that the City of Adelaide is working on a report to that effect.

Meanwhile, here at the Adelaide Festival Centre, we are working to raise funds from private donors for the project. We therefore cannot commission you to progress to the next stage of creating a life-sized clay sculpture and cast, until the City of Adelaide have granted approval.

We would like to pay you for the work you have undertaken to date, as per your quote of 3 October, and ask that you forward us an invoice for the preparatory works including:

3 plaster Marquettes	\$30,000
Design & creation, includes sketches, research, materials, models, artists hours and studio costs	
Moulds and plaster cast (By Tim Thompson)	\$6000

We understand on your receipt of payment, we will be entitled to:

- The original sketches to be held in perpetuity – to be received at a mutually agreed date.
- Use of the original sketches & for use in promotional and fundraising purposes.
- The original plaster Marquette moulds to be held in perpetuity - to be received at a mutually agreed date.

King William Road Adelaide  
South Australia 5000  
GPO Box 1269 Adelaide SA 5001  
Telephone + 61 8 8216 8600

- Photographic images of the Marquettes – as supplied by you, for use in promotional and fundraising purposes.
- Access to the Marquettes to enable us to arrange additional photography for promotional purposes.

This is the extent of our agreement with you for now.

We anticipate that you will be contacted directly by City of Adelaide staff members, for them to gain the information they require to prepare a report for Council.

Many thanks again for your extraordinary work.

Yours sincerely



**Douglas Gautier AM**  
CEO and Artistic Director

# QUOTE

Adelaide Festival Centre Trust

ROBERT  
HANNAFORD

Date  
03 October 2024

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

## Barry Humphries Sculpture

Scope: To design and create a life-size sculpture of Barry Humphries, includes the making of several maquettes as preparation

Deliverables: Life-size bronze sculpture (1.78m) of Barry Humphries

Quote	Amount AUD
<b>Preparatory Work Completed:</b>	
3 plaster maquettes	
Design + creation - includes sketches, research, materials, models, artist hours and studio costs	30,000.00
Moulds and plaster casts (by Tim Thompson)	6,000.00
<hr/>	
Life-size clay sculpture (1.78m)	64,000.00
(includes, sketches, research, materials, models, artist hours, studio costs, welding internal structure costs)	
<hr/>	
<b>Casting by Tim Thompson</b>	
Silicone rubber mould (includes travel to Riverton)	15,000.00
Life-size cast in bronze, colour and wax including mounting points in stainless steel (1.78m)	38,000.00
<hr/>	
<b>TOTAL AUD</b>	<b>153,000.00</b>
<b>(inclusive of GST)</b>	

NOTE: Does not include installation, footings or engineer report

## **BARRY HUMPHRIES SCULPTURE – REPORT DRAFT**

*11 June 2024*

### **1. Scope of Project - CA**

- 1.1 Adelaide Festival Centre is in discussions with Robert Hannaford AM to create a celebratory public artwork commemorating Mr Barry Humphries, AO CBE for permanent installation on Grote Street in front of Her Majesty's Theatre.
- 1.2 Her Majesty's Theatre has a rich history of presenting world famous artists. Mr Barry Humphries often described it as his favourite theatre. To honour the artists that have connection with Her Majesty's Theatre, the Barry Humphries sculpture will form the centrepiece of a new Walk of Fame that enables recognition of these figures in the public realm.
- 1.3 This report provides detailed overview of the Barry Humphries Sculpture and Walk of Fame concept.
- 1.4 Adelaide Festival Centre will commission Robert Hannaford to create the Barry Humphries sculpture and fund-raise for the costs.
- 1.5 The sculpture will then be gifted to the City of Adelaide.
- 1.6 The City of Adelaide will be required to undertake the required risk assessments, install, maintain and insure the sculpture at their own cost.
- 1.7 Once commissioned and contracted, the sculpture will be within 12months.
- 1.8 The Walk of Fame requires separate costing and detailed engineering and design analysis.

### **2. Concept**

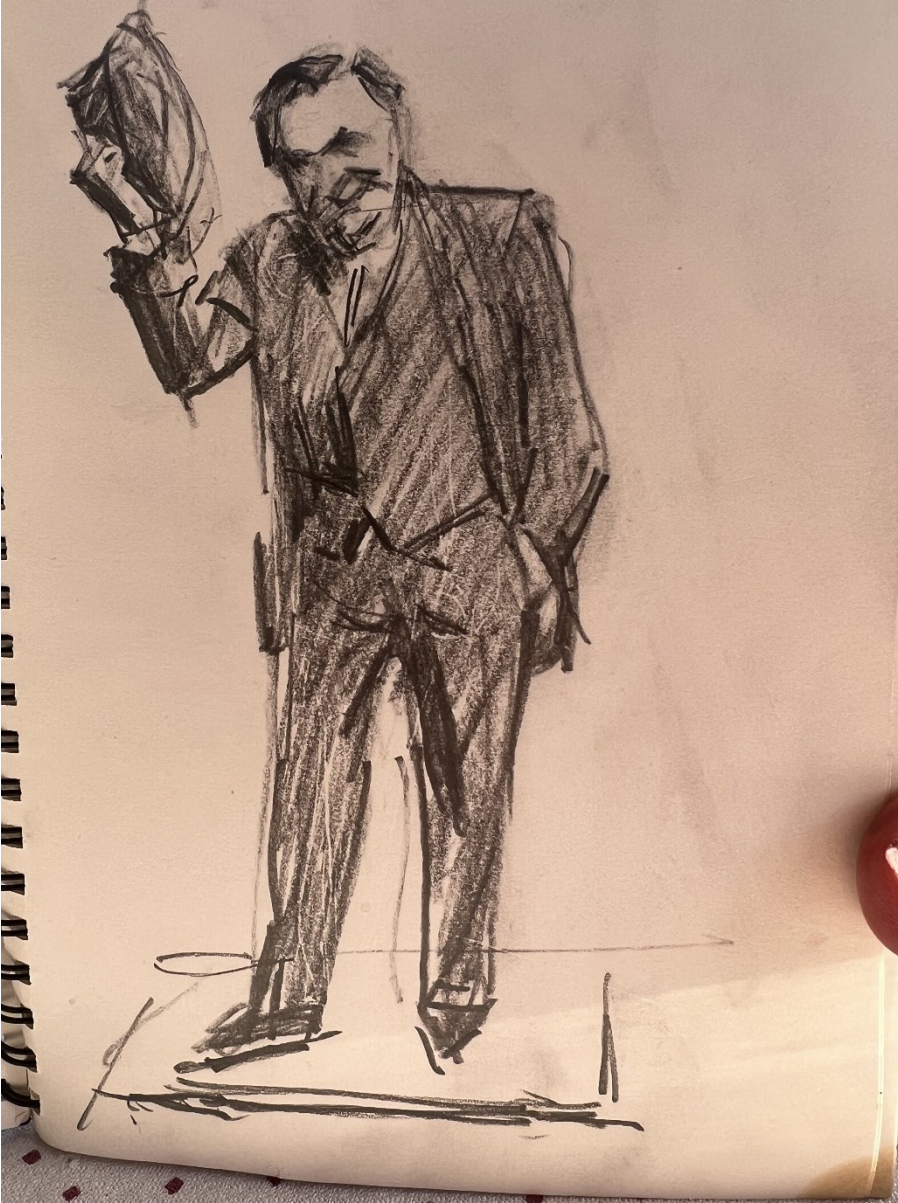
- 2.1 The bronze sculpture of Barry Humphries will be 1.8metres in height and viewed from 360°.
- 2.2 Designed to be installed and displayed on an accompanying plinth with feature lighting.
- 2.3 Featuring a plaque celebrating Barry Humphries achievements and connection to the City of Adelaide and Adelaide Festival Centre.
- 2.4 The name of the artist and significant donors that have funded the work to be included on the plaque.
- 2.5 The Walk of Fame to include name plate footpath inlays that identify well know celebrities and stars that have performed at Her Majesty's Theatre, Barry Humphries being a significant highlight.

### **3. Statue detail**

- 3.1 Robert Hannaford AM is one of Australia's leading portrait, landscape painter and sculptor.
- 3.2 Born in 1944 he lives and works in Riverton, South Australia his place of birth. He has been an Archibald finalist 23 times and won the people's choice 3 times. He has won the Doug Moran Portrait Prize and was the inaugural winner of the Fleurieu Art Prize.

- 3.3 It is proposed that Robert be commissioned to create a life-size (1.78mtrs high) bronze sculpture of Barry Humphries AO CBE will be located directly in front of Her Majesty's Theatre on Grote Street, Adelaide.
- 3.4 Humphries was an Australian comedian, author, and satirist. Best known for his stage and television characters Dame Edna Everage and Sir Les Patterson. Humphries's characters brought him international renown. Humphries has had a long association with Adelaide Festival Centre in particular a special relationship with Her Majesty's Theatre which commenced in 1953 when a then 19-year-old Humphries performed in *The Wind of Heaven* as part of an Australian Universities Drama Festival. That performance heralded a long association with Her Majesty's Theatre with Humphries, often describing it as his favourite theatre. This sculpture will honour and celebrate Humphries remarkable career after his passing in 2023.
- 3.5 The sculpture will feature Barry tipping his hat to theatre patrons and public as they walk by or enter the theatre. Viewers will be able to move around the sculpture to gain a 360-degree view. The sculpture would sit atop a plinth 10cm high with a plaque to acknowledge the artist Robert Hannaford and major donors and sponsors. The footprint would be roughly 1mtr square.
- 3.6 Lighting would be required within the plinth or externally facing the sculpture, so it can be viewed at night.





Artist concept sketch not for reproduction.



Sculpture mock-up.

#### 4. Location rationale for Her Majesty's Theatre

- 4.1 The bronze sculpture of Barry Humphries AO CBE would be located directly in front of Her Majesty's Theatre on Grote Street, Adelaide on the left-hand side of the entrance doors. This location is preferred as it sits slightly back from the footpath but would still be in a prime position for the public to view. It could also be seen from inside the theatre when patrons look out. This position would not interfere with patrons lining up to enter the theatre or public waiting at the bus stop.
- 4.2 Other locations in the precinct will be determined by the COA based on assessment of installation requirements.



Location mock-up.

## 5. Key Stakeholder Support

- 5.1 A fund raising committee has been established through Adelaide Festival Centre, to raise the necessary funds to cover costs of the bronze sculpture. Donors have already expressed interest in this project, such is the respect for the connection the late Barry Humphries AO CBE had with Her Majesty's Theatre
- 5.2 The fund raising committee will be given a timeframe to raise funds once the approval for the sculpture is received by the City of Adelaide and the Barry Humphries Estate
- 5.3 The artist, Robert Hannaford has given permission for AFC to re-produce the Marquette images to assist with fundraising.
- 5.4 It is estimated that fundraising will take between three and six months

## 6. Cost

- 6.1 Artist Robert Hannaford is yet to send through official quotes, so the following cost estimates are based on conversations and relevant comparisons.
- 6.2 The Plaster Marquette will be approx. \$9,000. Robert will retain ownership of the Marquette
- 6.3 The cost of the Marquette has been privately commissioned and work has commenced.
- 6.4 In total, the bronze statue will approx. \$200,000.
- 6.5 This does not include the plinth, or plaque, nor engineering and installation – all of which will be delivered by the City of Adelaide.

## 7. Her Majesty's Walk of Fame

- 7.1 The Barry Humphries Sculpture forms an integral part of the concept for Her Majesty's Walk of Fame.
- 7.2 One hundred and ten stars could be included, to celebrate the famous stars who have performed at HMT over the past 110 years.
- 7.3 Going forward each year a star will be added via a public vote – as is the case for the Walk of Fame at the Adelaide Festival Centre on King William Road.
- 7.4 Learning from the AFC Walk of Fame, the HMT Walk of Fame would include stars designed in-house by the AFC Design Studio
- 7.5 CoA have quoted approx. \$3,000 per plaque
- 7.6 Comparatively, the current stars on AFC Walk of Fame cost approx. \$1,500 per plaque. The cost is lower as the infrastructure such as electrical for the lighting underneath already exists.



HMT stars mock-up.

## Appointment of Council Members to Audit and Risk Committee

Tuesday, 26 November 2024  
Council

Strategic Alignment - Our Corporation

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**  
Anthony Spartalis, Chief  
Operating Officer

### EXECUTIVE SUMMARY

At the Council Meeting on 13 December 2022, Council resolved that Councillor Li be appointed to the Audit and Risk Committee (the Committee) for a two-year period, which concludes on 14 December 2024.

This report seeks the appointment of a Council Member and a proxy member to the Committee from 15 December 2024 until the conclusion of the 2022-2026 Council Term.

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### RECOMMENDATION

#### THAT COUNCIL

1. Approves Councillor \_\_\_\_\_ to be appointed to the Audit and Risk Committee for the period of 15 December 2024 until the conclusion of the 2022-2026 Council Term.
  2. Approves Councillor \_\_\_\_\_ to be appointed as a proxy member to the Audit and Risk Committee for the period of 15 December 2024 until the conclusion of the 2022-2026 Council Term.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> Enable effective governance, risk management, accountability and transparency at all times in decision making.
Policy	Not as a result of this report.
Consultation	Not as a result of this report.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Council is required to have an Audit and Risk Committee under section 126 of the <i>Local Government Act 1999</i> (SA). The role of the Audit and Risk Committee is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters.
Opportunities	Not as a result of this report.
24/25 Budget Allocation	Sitting fees for independent members of the Audit and Risk Committee have been included as part of the 2024/25 budget. A Council Member appointed to the Audit and Risk Committee does not receive a sitting fee for attendance at meetings.
Proposed 25/26 Budget Allocation	Sitting fees for independent members of the Audit and Risk Committee will be considered as part of the 2025/26 budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report.
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

## DISCUSSION

1. The Audit and Risk Committee (the Committee) has been established under section 126 of the *Local Government Act 1999* (SA) (the Act).
2. The Act outlines the functions of the Committee which include:
  - 2.1. Reviewing annual financial statements to ensure that they present fairly the state of affairs of the council.
  - 2.2. Proposing, and providing information relevant to, a review of the council's strategic management plans or annual business plan.
  - 2.3. Monitoring the responsiveness of the council to recommendations for improvement based on previous audits and risk assessments, including those raised by a council auditor.
  - 2.4. Proposing, and reviewing, the exercise of powers under section 130A.
  - 2.5. Liaising with the council's auditor in accordance with any requirements prescribed by the regulations.
  - 2.6. Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.
  - 2.7. Providing oversight of planning and scoping of the internal audit work plan.
  - 2.8. Reviewing and evaluating the effectiveness of policies, systems and procedures, established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.
  - 2.9. Reviewing any report obtained by the council under section 48 (1).
  - 2.10. Performing any other function determined by the council or prescribed by the regulations.
3. The Committee meets at least six times per year with a membership of six comprising the Lord Mayor (ex-officio), one Councillor, and four external independent members in addition to a proxy member (Council Member).
4. To facilitate continuity of membership, two independent members (Mark Davies and Simon Rodger) have been appointed until 30 September 2025 and the Presiding Member (Nicolle Rantanen) and independent member (Paula Davies) have been appointed until 5 November 2027.
5. The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference to facilitate informed decision making.
6. The Committee will continue to provide oversight on the approach taken by the Council and management to address risk, financial governance and legal compliance responsibilities in the areas of:
  - 6.1. Financial reporting
  - 6.2. Internal Controls and Risk Management Systems
  - 6.3. Management Plans and Business Plans
  - 6.4. Internal Audit
  - 6.5. External Audit
  - 6.6. Other functions as required.
7. The Committee's Terms of Reference are currently being reviewed by Administration and will be put before the Committee at their upcoming meeting for their consideration. The Committee will make a separate recommendation to Council on adopting the Terms of Reference.

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Appointment of Council Member to Adelaide Central Market Authority

Strategic Alignment - Our Corporation

Public

Tuesday, 26 November 2024  
Council

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

**Approving Officer:**  
Anthony Spartalis, Chief  
Operating Officer

### EXECUTIVE SUMMARY

The Adelaide Central Market Authority (ACMA) was established in 2012 as a subsidiary of the City of Adelaide to manage and develop the Adelaide Central Market (the Market) as an engaging fresh food experience that is commercially sustainable for traders and Council.

The ACMA Charter provides for an ACMA Board consisting of a maximum of seven Board Members, with one Board Member being a Council Member.

Following a Council decision on 13 December 2022, Councillor Noon was appointed to the ACMA board until 13 December 2024.

This report seeks a Council decision to appoint a member of Council to the ACMA Board until the conclusion of the 2022-2026 council term.

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### RECOMMENDATION

#### THAT COUNCIL

1. Appoints \_\_\_\_\_ to the Adelaide Central Market Authority Board until the conclusion of the 2022-2026 Council term.
-



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> The report contributes to the Council’s Strategic Plan by supporting the activities of ACMA.
Policy	The ACMA Charter (approved by Council on 26 September 2023) outlines the role and term of members of the ACMA Board ( <a href="#">Link 1</a> ).
Consultation	Not as a result of this report.
Resource	Not as a result of this report.
Risk / Legal / Legislative	For Council Members considering nominating for the ACMA Board, it should be noted that, as a Board Member they will need to consider how to manage any conflict of interest that arise from Council Decisions relating to ACMA and the Adelaide Central Market.  As the position is remunerated, any Council Member who accepts a nomination for a Board position will need to declare a material conflict and leave the meeting before the matter is discussed and a vote taken.  <i>The ACMA Charter states at 4.4.3 Board Members who are members of the Council shall be appointed for a maximum two-year term as determined by Council.</i>
Opportunities	Appointment to external bodies provides an opportunity for Council Members to contribute to discussion and decision making on a broad range of matters relevant to the City of Adelaide.
24/25 Budget Allocation	No additional budget impact. Board Member meeting attendance fees are funded through the approved ACMA Operating Budget.
Proposed 25/26 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	This report seeks appointment of a Council Member to the ACMA Board until the conclusion of the 2022-2026 Council term.
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

## DISCUSSION

1. The objectives and purpose of the Adelaide Central Market Authority (ACMA) are to:
  - 1.1. Ensure the management and operation of the Market in accordance with the:
    - 1.1.1 Charter;
    - 1.1.2 Council's Strategic Plan; and
    - 1.1.3 Headlease.and, to the extent of any inconsistency, the order of precedence for interpretation for the purposes of such management and operation must be first the Charter, second the Council's Strategic Plan, and third the Headlease.
  - 1.2. Be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders.
  - 1.3. Be responsible for encouraging the use of the Market by South Australian residents, visitors and the community in general and support the Market to be recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market community that is commercially sustainable for Market sub-lessees and/or licenses and the Corporation of the City of Adelaide.
  - 1.4. Contribute to the development of the wider market district.
  - 1.5. Be financially self-sufficient in terms of its operations.
2. ACMA is a body corporate, governed by a Board of Management, and has a responsibility to manage its business and other affairs in accordance with its Charter, all relevant legislation and any delegations made to it.
3. The ACMA Charter provides for a Board consisting of a maximum of seven Board Members (Directors), with one Board Member being a Council Member. A Council Member can only be appointed for a maximum two-year term.
4. Current Board Directors of ACMA are:
  - 4.1. Theo Maras (Chair)
  - 4.2. Christine Locher (Deputy Chair)
  - 4.3. Councillor Noon
  - 4.4. Hamish Brown
  - 4.5. Nicole Haack
  - 4.6. Steve Marafiotte
  - 4.7. George Roussos
5. At the Council Meeting on 13 December 2022, Councillor Noon was appointed as a board member of ACMA until 13 December 2024 for a maximum two-year term.
6. From 1 July 2024, ACMA varied its meeting schedule from meetings being held once a month on the third Thursday of the month to meeting every 6 weeks. The meeting schedule up until June 2025 has been resolved by the ACMA Board and ACMA will meet on:
  - 6.1. 16 January 2025
  - 6.2. 20 February 2025
  - 6.3. 3 April 2025
  - 6.4. 15 May 2025
  - 6.5. 26 June 2025
7. Board meetings are generally held between 8.00am and 10.30am at the ACMA offices at the Adelaide Central Market.
8. Remuneration is currently \$15,450.00 per annum for board members as per the Council decision on 30 June 2015.
9. Administration is committed to bringing a further report to Council as part of the 2025/26 Annual Business Plan and Budget process to review the Board Member remuneration.

10. As this position is remunerated any Council Member put forward for this position will be required to consider the Conflict-of-Interest provisions within the *Local Government Act 1999* (SA). It is recommended that a material conflict of interest is declared in the matter, which would mean that the Council Member would leave the Council Chamber whilst the matter is being discussed and voted on.
11. This report seeks a decision from Council on the appointment of a Council Member to the ACMA Board until the conclusion of the 2022-2026 Council term.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Adelaide Central Market Authority Charter

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Appointments to External Bodies

Strategic Alignment - Our Corporation

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**  
Anthony Spartalis, Chief  
Operating Officer

### EXECUTIVE SUMMARY

Council Members have the opportunity to represent the City of Adelaide on a number of external bodies. Some nominations / appointments are required through legislation, and some are provided for in the respective body's constitution or Terms of Reference.

This report seeks Council's consideration of appointments to the Capital City Committee and the Australia Day Council of South Australia. Current appointments expire on 14 December 2024.

### RECOMMENDATION

THAT COUNCIL

1. Notes that City of Adelaide representation on the Capital City Committee is required under legislation.
2. Approves the appointment of two nominated Council Members and a proxy member to the Capital City Committee.
3. Appoints Councillor \_\_\_\_\_ and Councillor \_\_\_\_\_ to the Capital City Committee for the period commencing 15 December 2024 and concluding at the end of the 2022-2026 council term.
4. Appoints Councillor \_\_\_\_\_ as a proxy member to the Capital City Committee for the period commencing 15 December 2024 and concluding at the end of the 2022-2026 council term.
5. Notes that section 18.4 of the Constitution of the Australia Day Council of South Australia has been amended to reflect a 3-year board term for the Council-appointed ex-officio member.
6. Approves the appointment of a Council Member to represent the City of Adelaide on the Australia Day Council of South Australia.
7. Reappoints Councillor Li to represent the City of Adelaide on the Australia Day Council of South Australia commencing 15 December 2024 and concluding at the Annual General Meeting of the Australia Day Council of South Australia to be held in October 2025, to fulfil the three-year term.

OR

Appoints Councillor \_\_\_\_\_ to represent the City of Adelaide on the Australia Day Council of South Australia commencing 15 December 2024 and concluding at the Annual General Meeting of the Australia Day Council of South Australia to be held in October 2025, to fulfil the remainder of the three-year term.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> This report aligns with the Strategic Plan objective of effective leadership and governance.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Preparation for and attendance at meetings by participating members.
Risk / Legal / Legislative	Members considering nominating for an appointment should note that, as Board Members, they will need to consider how to manage future conflicts of interest that arise from Council decisions relating to that body.
Opportunities	Appointments to outside bodies provide an opportunity for Council Members to contribute to discussion and decision making on a broad range of matters relevant to the City of Adelaide.
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 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

## Capital City Committee

1. The Capital City Committee is established by the *City of Adelaide Act 1998* (CoA Act) as an intergovernmental body to enhance and promote the development of the City of Adelaide as the capital city of the State.
2. City of Adelaide representation on the Capital City Committee is required under the CoA Act.
3. At its meeting held on 13 December 2022, Council considered appointments to the Capital City Committee and resolved:
  - 3.1. To note the appointment of the Lord Mayor for the 2022-2026 council term.
  - 3.2. To appoint Councillors Couros and Siebentritt for the period 14 December 2022 to 14 December 2024.
  - 3.3. To appoint Councillor Hou as a deputy member for the 2022-2026 Council term.
4. The Capital City Committee must meet at least four times a year.
5. At this time, it is proposed that the quarterly meetings are held during the afternoon of 26 February, 28 May, 20 August and 19 November 2025, noting the dates of meetings are subject to change. No dates are proposed at this time for 2026.
6. No remuneration is payable for the positions.
7. The appointment of two Council Members and a proxy member is sought for the period commencing 15 December 2024 and concluding at the end of the 2022-2026 council term.

## Australia Day Council of South Australia Board

8. The Australia Day Council of South Australia (ADCSA) Board oversees the activities of the ADCSA, an independent, non-profit membership-based association which provides support to Councils and organising committees for Australia Day events.
9. The ADCSA Constitution provides Council with the optional opportunity to appoint a City of Adelaide representative to the ADCSA.
10. Section 18.4 of the ADCSA Constitution has been amended to reflect a three-year board term for its Council appointed ex-officio member, resulting in the current board term expiring at the ADCSA Annual General Meeting, to be held in October 2025.
11. At its meeting held on 13 December 2022, Council resolved to appoint Councillor Li to the ADCSA for the period 14 December 2022 to 14 December 2024.
12. Two options are available for the Council appointment to the ADCSA Board. Councillor Li may be reappointed for the period commencing 15 December 2024, concluding at the Annual General Meeting of the ADCSA to be held in October 2025. This will be consistent with the three-year term that ADCSA recently introduced. Alternatively, Council may appoint a different Council Member for the remainder of the three-year term, concluding at the Annual General Meeting of the ADCSA to be held in October 2025.
13. Meetings are generally held every six weeks on a Wednesday commencing at 5.30pm at the ADCSA offices.
14. No remuneration is payable for the position.

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# ATTACHMENTS

Nil

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- END OF REPORT -

## Reports from Council Members

Tuesday, 26 November 2024  
Council

Strategic Alignment - Our Corporation

**Program Contact:**  
Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**  
Martin Smallridge, Acting Chief  
Operating Officer

## EXECUTIVE SUMMARY

The purpose of this report is to:

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

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

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor (Attachment A to Item 16.1 on the Agenda for the meeting of the Council held on 26 November 2024).
2. Notes the summary of meeting attendance by Council Members (Attachment B to Item 16.1 on the Agenda for the meeting of the Council held on 26 November 2024).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 26 November 2024 will be included in the Minutes of the meeting

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## ATTACHMENTS

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

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

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- END OF REPORT -

<b>FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 20 October - 19 November 24</b>			
<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
Councillr Henry Davis	27/10/24	Community Event - The Church of Jesus Christ of Latter Day Saints Conference	Modbury
Councillor Dr Mark Siebentritt	30/10/24	Communication, Language and Culture Network Public Speaking Club Event	UniSA City East Campus
Councillor Mary Couros	03/11/24	Anniversary of the No (Greek National OHI Day)	Bowden
Councillor Carmel Noon	07/11/24	2025 Australian of the Year Awards for South Australia	Adelaide Convention Centre
Councillor Jing Li	14/11/24	Australia China International Film Festival Opening Ceremony	National Wine Centre
Councillor Henry Davis	14/11/24	Adelaide Town Hall Free Concert - Kegel Start Ensemble	Adelaide Town Hall
Councillor Janet Giles	16/11/24	Adelaide Youth Orchestra (AdYO) End of Year Gala Concerts	Adelaide Town Hall
<b>COUNCIL MEMBER MEETINGS ATTENDED: 20 October - 19 November 24</b>			
<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
Nil			



## Council Member Meeting Attendance

	City Finance and Governance Committee 15 October 2024	Infrastructure and Public Works Committee 15 October 2024	Adelaide Central Market Authority Board Meeting 17 October 2024	Council 22 October 2024	Kadaltilla / Adelaide Park Lands Authority 24 October 2024	Adelaide Economic Development Agency Board Meeting 25 October 2024	Council Assessment Panel 28 October 2024
Lord Mayor Dr Jane Lomax-Smith	✓	✓		✓	✓	✓	
Councillor Keiran Snape (Deputy Lord Mayor)	✓	✓		✓	✓		✓
Councillor Arman Abrahamzadeh	✓	✓		✓			
Councillor Mary Couros	✓	✓		✓			
Councillor Henry Davis							
Councillor David Elliott	✓	✓		✓			
Councillor Janet Giles							
Councillor Simon Hou				✓			
Councillor Jing Li	✓	✓					
Councillor Phillip Martin	✓	✓		✓			
Councillor Carmel Noon	✓	✓	✓	✓			
Councillor Mark Siebentritt	✓	✓		✓			
Total number	9	9	1	9	2	1	1

	City Community Services and Culture Committee 5 November 2024	City Planning, Development and Business Affairs Committee 5 November 2024	Audit and Risk Committee 8 November 2024	Council 12 November 2024	Council Assessment Panel 18 November 2024	Total meetings held	Total meetings attended
Lord Mayor Dr Jane Lomax-Smith	✓	✓		✓		9	9
Councillor Keiran Snape (Deputy Lord Mayor)	✓	✓		✓	✓	9	9
Councillor Arman Abrahamzadeh				✓		6	4
Councillor Mary Couros	✓	✓		✓		6	6
Councillor Henry Davis	✓	✓		✓		6	3
Councillor David Elliott	✓	✓		✓		6	6
Councillor Janet Giles	✓	✓		✓		6	3
Councillor Simon Hou	✓	✓		✓		6	4
Councillor Jing Li	✓	✓		✓		7	5
Councillor Phillip Martin	✓	✓		✓		6	6
Councillor Carmel Noon	✓	✓		✓		7	7
Councillor Mark Siebentritt	✓			✓		6	5
Total number	11	10	1	12	1		

Key:

- Apology
- Apology - meeting commenced prior to 5pm
- Leave
- Absent
- Not a Member
- Proxy Member (not in attendance)
- Ex-officio Member

## Councillor Martin - MoN - Redundant Policies and Strategies

Tuesday, 26 November 2024  
Council

**Council Member**  
Councillor Phillip Martin

Public

**Contact Officer:**  
Anthony Spartalis, Chief Operating Officer

## MOTION ON NOTICE

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

'That Council;

Asks the Administration to review all City of Adelaide plans and strategies which are not consistent with the current Strategic Plan and recommend which of those plans and/or strategies need to be adjusted or formally discarded.'

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## ADMINISTRATION COMMENT

1. The Strategic Plan 2024-2028 articulates Council's framework for the legislatively required suite of Strategic Management Plans as:
  - 1.1. Strategic Plan
  - 1.2. Long Term Financial Plan
  - 1.3. Asset Management Plans
  - 1.4. City Plan
2. Within the Our Corporation aspiration of the Strategic Plan 2024-2028, is a measure to "Complete a review of the Strategic Planning Framework by 2024".
3. In commencing the review, consideration is being given to the current suite of Strategies and Plans (adopted or under development) and how delivery aligns to the Strategic Plan.
4. Throughout 2024 Council has adopted new Strategies which have resulted in changes to plans and policies, including:
  - 4.1. Integrated Climate Strategy (merge of multiple documents, including the Carbon Neutral Strategy and Action Plan)
  - 4.2. Homelessness, Social Housing and Housing Affordability Policy being made redundant due to the adoption of:
    - 4.2.1. Homelessness Strategy - Everyone's Business
    - 4.2.2. Housing Strategy - Investing in Our Housing Future

5. Should Council resolve to support the proposed Motion, Administration will, as part of the ongoing process, recommend which plans and/or strategies need to be refined, created, or made redundant when appropriate.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 5.5 hours.

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- END OF REPORT -

## Exclusion of the Public

Public

### EXECUTIVE SUMMARY

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

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

For the following Recommendations from Committees seeking consideration in confidence

- 22** Confidential Audit and Risk Committee Report – 8 November 2024 [section 90(3) (i) of the Act]

For the following Chief Executive Officer's Report seeking consideration in confidence

- 23.1** Appointment of Adelaide Economic Development Agency Board Member [section 90(3) (a) of the Act]

The Order to Exclude for Items 22 and 23.1:

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

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### ORDER TO EXCLUDE FOR ITEM 22

#### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (i) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 26 November 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 22 [Confidential Audit and Risk Committee Report – 8 November 2024] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

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

The disclosure of information in this report could reasonably be expected to prejudice the outcome of Council's actual litigation

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 26 November 2024 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or

consider in confidence Item 22 [Confidential Audit and Risk Committee Report – 8 November 2024] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (i) of the Act.

## ORDER TO EXCLUDE FOR ITEM 23.1

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (a) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 26 November 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 23.1 [Appointment of Adelaide Economic Development Agency Board Member] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This Item contains confidential information that must be considered in confidence in order to protect the personal affairs of the nominees.

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

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 26 November 2024 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 23.1 [Appointment of Adelaide Economic Development Agency Board Member] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (a) of the Act.

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## DISCUSSION

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

- 6.1 Information contained in Item 22 – Confidential Audit and Risk Committee Report – 8 November 2024
  - 6.1.1 Is subject to an existing Confidentiality Order dated 8/11/2024.
  - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (i) of the Act
    - (i) information relating to the actual litigation, or litigation that the council or council committee believes on reasonable ground will take place, involving the council or an employee of the council.
- 6.2 Information contained in Item 23.1 – Appointment of Adelaide Economic Development Agency Board Member
  - 6.2.1 Is not subject to an existing Confidentiality Order
  - 6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (a) of the Act
    - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

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## ATTACHMENTS

Nil

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- END OF REPORT -

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