



# DRAFT 2023/24 Business Plan & Budget

---

Investing back into streets,  
parks and the community

---



CITY OF  
ADELAIDE

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

## City Wide key highlights include:

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

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

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

over  
**\$200m**

whole of life  
investment for  
Major Projects

**\$33.75m**  
KING WILLIAM ST

**\$32.5m**  
GOUGER ST

**\$31.92m**  
MARKET SQUARE

**\$27.43m**  
HINDLEY STREET

**\$9.29m**  
WAKEFIELD STREET

**\$8.3m**  
VICTORIA PARK

**\$5.57m**  
RYMILL PARK

**\$3.96m**  
EXPERIENCE  
ADELAIDE  
(VISITOR CENTRE)

over  
**\$43m**

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

**\$12.4m**  
Roads and  
Footpath  
renewals

# Our City

---

## Total land area

15.6<sub>sqkm</sub>

## City of Adelaide Gross

### Regional Product

\$21.9 billion

(17.6% of Gross State Product)

## Local businesses

12,265

## Total private dwellings

14,660

## Total local spend

\$4.5 billion

(May 2022 to Apr 2023)

## Office occupancy

80%

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

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

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

#### Sources:

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

Capital Cities Council of Lord Mayors April 2023 Pulse Report

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

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

Spendmapp by Geografia

# Our Community

---

**Total residents**  
**26,120**

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

**47% of residents are aged between 18 and 34**

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

**20% of residents are aged 60 and over**

**45% residents were born overseas**

**36% speak a language other than English**

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

**41% of residents live alone**

**26% of residents were studying at TAFE or university**

**50% of city households were renting privately**

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

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

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

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

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

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

**Sources:**

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

# Kurna Acknowledgement

---

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

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

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

# Lord Mayor Introduction

---

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

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

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

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

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

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

Dr Jane Lomax-Smith

Lord Mayor

# Contents Page

---

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

Further information is available online at [cityofadelaide.com.au/budget](http://cityofadelaide.com.au/budget)

<b>About this Plan</b>	<b>1</b>
<b>Priorities</b>	<b>2</b>
<b>How we Plan</b>	<b>4</b>
<b>How we Budget</b>	<b>5</b>
<b>Project and Program Delivery</b>	<b>9</b>
City Shaping Portfolio	10
City Services Portfolio	17
Corporate Services Portfolio	24
Offices and Subsidiaries	37
<b>Capital Works</b>	<b>46</b>

## **Attachments**

### Delivering Our Plan

Legal Context	54
Strategic Framework	55
Partnerships and Advocacy	56
Measures and Performance	57

### Delivering Our Budget

Financial Framework	59
Rates	62
Borrowings	65
Fees and Charges	66
Detailed Financial Overview	68
Financial Indicators and Statements	73

## **Subsidiaries**

*Available online as separate documents*



**Frequently used terms within this document:**

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

**FTE:** Full Time Equivalent (1.0) employee

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

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

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

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

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

# About this Plan

---

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

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

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

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

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

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

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

# Priorities

---

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

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

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

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

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

### Infrastructure

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

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

### Community

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

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

## Economy

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

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

## Environment

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

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

## Culture and Activation

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

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

## Capital City Leadership

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

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

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

# How we Plan

---

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

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

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

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

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

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

# How we Budget

---

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

We will:

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

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

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

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

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

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

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

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

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

## Financial Principles

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

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



## Key assumptions:

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

# Project and Program Delivery

---

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

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

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

# City Shaping Portfolio

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

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

## Key Focus areas for 2023/24

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

## Programs / Teams

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

## Aquatic Centre Opportunity – delivered within City Culture

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

# City Culture

## City Shaping Portfolio

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

### Supported functions:

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

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

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

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

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

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

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

# Park Lands, Policy and Sustainability

*includes Kadaltilla / Park Lands Authority*

## City Shaping Portfolio

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

### Supported functions:

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

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

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

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

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

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

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

# Regulatory Services

## City Shaping Portfolio

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

### Supported functions:

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

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

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



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

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

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

# City Services

## Portfolio

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

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

### Key Focus areas for 2023/24

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

### Programs / Teams

- City Operations
- Infrastructure
- Strategic Property and Commercial

# City Operations

## City Services Portfolio

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

### Supported functions:

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

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

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

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

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

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

# Infrastructure

## City Services Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	17,378
New and Significant Upgrade	8,856
Renewals	45,807
<b>Total</b>	<b>72,041</b>

# Strategic Property and Commercial

## City Services Portfolio

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

### Supported functions:

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

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

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

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

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

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



# Corporate Services

## Portfolio

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

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

### Key Focus areas for 2023/24

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

### Programs / Teams

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

# Customer and Marketing

## Corporate Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Finance and Procurement

## Corporate Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Governance

## Corporate Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Information Management

## Corporate Portfolio

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

### Supported functions:

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

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

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



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

Strategic Projects \$'000	Expenditure
Cyber Security Enhancement	160
<b>Total</b>	<b>160</b>

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

# People

## Corporate Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Strategy, Insights and Performance

## Corporate Portfolio

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Offices and Subsidiaries

---

## Offices

- Office of the CEO
- Office of the Lord Mayor

---

## Council Subsidiaries

- Adelaide Central Market Authority
  - Adelaide Economic Development Agency
-

# Office of the CEO

## Executive

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>



# Office of the Lord Mayor

## Executive

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Adelaide Central Market Authority

## Subsidiary

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

### Supported functions:

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

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

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

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

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

Capital Projects \$'000	Expenditure
Major Projects	-
New and Significant Upgrade	-
Renewals	-
<b>Total</b>	<b>-</b>

# Adelaide Economic Development Agency

## Subsidiary

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

### Supported functions:

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

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

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

Main streets Development Grants	179
Strategic Partnerships	1,073
Visitor Growth – Tourism Projects	174
WellFest Adelaide	400
<b>Total</b>	<b>4,512</b>

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

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

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

# Capital Works

---

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

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

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

## Major Projects, New and Significant Upgrades:

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

## Renewals:

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

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

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

## Major Projects

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

### Projects commencing (new) for 2023/24:

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

### Continuing projects from previous years:

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



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

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

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

## New and Significant Upgrades

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

### Projects commencing (new) for 2023/24:

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

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

Continuing projects from previous years:

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

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

## Renewals

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

*Future years are indicative only and subject to change.*

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

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

# Attachment A

## Delivering Our Plan

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

# Legal Context

---

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

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

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

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

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

# Strategic Framework

---

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

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

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

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

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

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



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



# Partnerships and Advocacy

---

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

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

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

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

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

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

# Measures and Performance

---

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

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

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

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

# Attachment B

## Delivering Our Budget

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

# Financial Framework

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

## Building the Budget

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

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

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

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

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

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

### **Operating Budget**

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

### **Capital Budget**

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

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

### **Implications for Future Years**

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

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

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

# Rates

---

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

## Rating Structure

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

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

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

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

*The Rating Policy by which Council raises rates and information on our rate in the dollar, is available at [cityofadelaide.com.au/rates](http://cityofadelaide.com.au/rates)*

## Statement on Expected Rate Revenue

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

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

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



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

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

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

# Borrowings

---

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

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

# Fees and Charges

---

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Detailed Financial Overview

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

### Rates income - \$135.4m

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

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

### Statutory charges - \$14.7m

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

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

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

### **User charges - \$70.0m**

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

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

### **Grants, subsidies and contributions - \$4.4m**

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

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

### **Reimbursement - \$0.3m**

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

### **Other income - \$0.5m**

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

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

### Employee costs - \$81.6m

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

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

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

### Materials, contracts and other - \$79.1m

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

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

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

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

### **Sponsorships, Contributions and Donations \$6.1m**

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

### **Depreciation - \$56.0m**

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

### **Finance costs - \$0.8m**

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

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



## Financial Statements

### Cash flow statement

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

### Balance sheet

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

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

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

## Uniform Presentation of Finances

### Operating surplus / (deficit)

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

### Net outlays on existing assets

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

### Net outlays on new and upgraded assets

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

### Net lending / (borrowing) for financial year

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

# Financial Indicators and Statements

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

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

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

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

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

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

Uniform Presentation of Finances

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



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

## **Online Attachment**

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

## Renewals

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

*Future years are indicative only and subject change.*

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

Detailed list follows.

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

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

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

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

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

Commercial Plant & Fleet	23/24	24/25	25/26
Commercial Plant & Fleet Replacement Program	☆	☆	☆
<b>Commercial Plant &amp; Fleet Total</b>	<b>\$0.12m</b>	<b>\$0.19m</b>	<b>\$0.07m</b>

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

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

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

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

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



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

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

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

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

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

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

Plant & Fleet	23/24	24/25	25/26
Plant and Fleet Replacement Program	☆	☆	☆
<b>Plant &amp; Fleet Total</b>	<b>\$2.70m</b>	<b>\$2.86m</b>	<b>\$2.76m</b>

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

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

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

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

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

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



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

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

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

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

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

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