
2023/24

Business Plan & Budget

Investing in streets, parks and the community

July – September 2023 Quarter One Progress Report



CITY OF
ADELAIDE

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.




Legend

Throughout this document, these icons represent:

Status:

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

Budget:

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

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CEO message



Delivering the 2023/24 Business Plan and Budget

It is my pleasure to provide the first quarter progress report against the 2023/24 Business Plan and Budget to the Council and our Community.

This report highlights our progress in delivering the vision of our Strategic Plan over the first quarter of 2023/24 through our delivery of programs, projects and services implementing the Council's endorsed priorities and strategies.

The delivery of the 2023/24 Capital Program has seen good progress with works advancing on Market Square, Rymill Park Lake, Pitt Street, and the annual Renewal Program. Capital expenditure to the end of September 2023 totalled \$24.134m. In addition to expenditure, a further \$38.135m was contracted, totalling \$62.27m in the first quarter. This is a strong position for quarter one and is a significant contribution towards Council delivering its Capital Program for 2023/24.

There has been strong delivery on the 2023/24 Strategic Projects including the City Plan, cultural mapping of the Park Lands, cyber security, free Wi-Fi upgrades, City activations and Strategic Events Fund. Strategic Project expenditure the end of September 2023 totalled \$1.203m.

I hope you will find this Business Plan and Budget quarterly update a comprehensive, yet easy to read summary of activities, projects and expenditure over the last quarter.

Our ongoing financial planning and management has seen delivery of an operating result favourable to the budget, with a forecast operating surplus forecast of \$1.952m, ensuring that we remain in a strong position to deliver on our commitment to financial sustainability.

Clare Mockler

Headline deliverables

Relevant Quarter update for our headline deliverables / projects, which have been identified due to their complexity, risk, budget and / or impact on our City and Community.

Strategic Projects

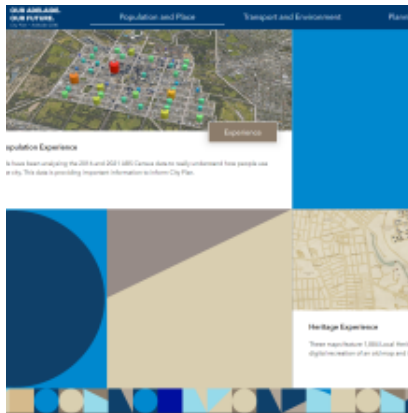


● Strategic Events Fund

Delivered through the Adelaide Economic Development Agency, this fund provides financial support to additional events that are not funded by existing arrangements.

An operating guideline to support decision making and application process has been approved and this grant was opened to the public this quarter for submissions to be made to.

Decisions / successful awarding of the grant to be made in Q2.



● City Plan

Delivered through the Park Lands, Policy and Sustainability Program, the consultants to assist in delivering Phase 1 of the City Plan project have been engaged. Stages 1 and 2 focused on targeted engagement that included urban design scenarios.

Stages 3 and 4 are currently underway with procurement process taking place in end of September 2023.

Further engagement with the community will occur in future project phases.



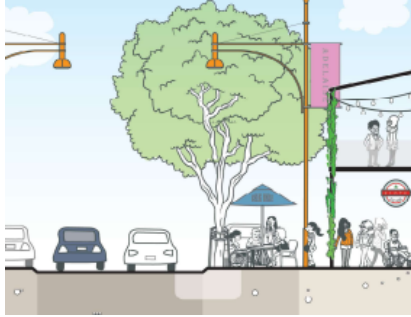
● Central Market Arcade Redevelopment

Main demolition is 98% complete and site remediation is well advanced.

To further connectivity with the wider precinct, installation of refreshed site hoarding has occurred and includes project branding and images, partner branding, and directional signage to the Central Market.

ICD Property has announced the signing of SH Hotels and Resorts as the hotel operator at Market Square. This will be Treehouse Hotels' first destination in Australia.

Major / New and Upgrade Projects



● Hindley Street Revitalisation

Adopted Budget: \$2.4m

Stage: Design only

Stakeholder discussions have commenced to finalise the concept design and progress detailed design. Procurement is underway for design, stakeholder and cost management services.



● Mary Lee Park Sports Building

Adopted Budget: \$1.9m

Stage: Plan/ Design

A sports lighting design consultant has been engaged. A feasibility assessment of the proposed building footprint has been completed.



▲ Hutt Street Entry Statement Project

Adopted Budget: \$2.9m

Stage: Plan/ Design

Design works are underway and expected to be completed in Q2 with construction commencing in 2024.



▲ Market to Riverbank Laneways Upgrade

Adopted Budget: \$1.9m

Stage: Build/ Construct

Engagement continued in Q1 and the community have been informed of the final outcome and subsequent upcoming works. Contract awarded for Pitt Street works which are due to commence in Q2.



● Melbourne Street improvements

Adopted Budget: \$0.85m

Stage: Build/ Construct

Temporary parklets have been installed along Melbourne Street. Improvement works to continue in Q2. Community engagement activities are being developed for activities on street.



▲ Murlawirrapurka / Rymill Park upgrade

Adopted Budget: \$4.1m

Stage: Build/ Construct

Design has been completed for these works and construction has commenced. Engagement with local and event stakeholders is ongoing. *(Budget includes renewal funding)*

Renewals



● **Town Hall Facade Conservation**

Adopted Budget: \$3.6m

Stage: Build/ Construct

Conservation works commenced on the Pirie Street Facade in Q1 and are expected to be completed in February 2024.



● **Plant and Fleet Replacement**

Adopted Budget: \$2.7m

Stage: Build/ Construct

Two additional Zero Emissions Vehicles were purchased in Q1. There are no light passenger vehicles scheduled for replacement in 2023/24



● **Jeffcott Street South Renewal Project**

Adopted Budget: \$2.18m

Stage: Build/ Construct

The contractor has engaged with local residents ahead of initiated works. Progress is on track and expected to be completed in Q2.

● **Parking Meter Solution Renewal**

Adopted Budget: \$1.93m

Stage: Plan/ Design

Procurement process has commenced and is progressing to contracting stage.

▲ **CCTV / Security and BMS Network Renewal and Compliance Program**

Adopted Budget: \$1.0m

Stage: Plan/ Design

The security access control server design has been finalised, including a site-by-site audit of security and access needs. Final design work is underway.

● **Public Lighting and Electrical Conduit Renewal**

Adopted Budget: \$0.86m

Stage: Plan/ Design

Lighting and Conduit renewal along Glen Osmond Rd is currently being designed. Construction is estimated to commence in Q2.

Budget update

Summary

September Year To Date (YTD):

- The operating position as at the end of Quarter 1 is a surplus of \$6.156m, which is \$2.639m favourable to the Year to Date (YTD) budget of \$3.516m. This is largely driven by timing of Materials, Contracts and other expenses including professional services \$1.202m, computer software maintenance \$0.514m, and waste services \$0.264m.
- Income is \$0.368m favourable due to higher fees and charges offsetting unfavourable grants (\$0.582m) mainly due to the Financial Assistance Grant received in 2022/23.
- The capital projects spend of \$24.134m is \$6.100m higher than the YTD budget of \$18.034m. This is largely due to the purchase of 218-232 Flinders Street, and the fast-tracked renewal program.
- Council was in a cash positive position as at 30 September of \$3.191m.

Quarter 1 Operating Position

The proposed Quarter 1 adjustments increase the operating surplus from \$1.920m to \$1.952m, an increase of \$0.032m driven by:

- Recognition of additional Grant Income of \$4.113m, largely due to the recognition of projects continuing into 2023/24 including Resilient Flood Mapping \$3.000m, City Deal funding of \$1.800m, offset by the early payment of the 2023/24 Financial Assistance Grant (\$0.883m). Other movements include new grant funding for Re-Adaptive housing of \$0.128m.
- Employee Costs have increased by \$0.849m due to an increase across Customer and Marketing as a result of increased administration through the Council decision during the budget process to increase 8 Parking and Information Officers and Information Management conversion of contract labour. Council decision to fund a Bilingual FTE, as well as external funding received for the re-adaptive housing project.
- Materials, Contracts and Other Expenses have increased by \$2.633m due to a continuation of strategic projects into 2023/24 of \$2.423m (Resilient Flood Mapping), as well as additional strategic projects of \$0.950m (Citywide Waste, Aquatic Centre, Records Digitisation, Transactional Banking, External Property Valuations). This has been offset by the conversion of contract labour \$0.562m to employee costs.
- Sponsorships, Contribution and Donations have increased by \$0.398m due to Citywide Waste, & Adelaide Free Wi-Fi, and New Years Eve initiatives.

Within the operating position movement above, **Strategic Projects** have increased by \$0.341m from \$5.538m to \$5.879m.

The **Capital Program** is proposed to increase by \$9.546m from \$100.734m to \$110.280m as a result of Council decisions.

Borrowings are forecast to increase by \$10.369m from \$30.184m to \$40.553m.

Operating Position (Financial Performance)

\$000's	YTD Actuals	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
Income						
Rates Revenues	33,868	33,823	45	135,395	135,281	(114)
Fees and Charges	21,823	21,158	665	84,685	84,598	(87)
Grants, Subsidies and Contributions	388	970	(582)	4,449	8,562	4,113
Other Income	475	235	240	953	953	-
Total Income	56,554	56,186	368	225,482	229,394	3,912
Expenses						
Employee Costs	19,564	19,306	(258)	81,586	82,435	(849)
Materials, Contracts and Other Expenses	16,189	18,229	2,040	78,973	81,606	(2,633)
Sponsorships, Contributions and Donations	909	1,410	501	6,128	6,526	(398)
Depreciation, Amortisation and Impairment	13,505	13,496	(9)	56,040	56,040	-
Finance Costs	230	228	(2)	835	835	-
Total Expenses	50,397	52,669	2,272	223,562	227,442	(3,880)
Operating Surplus	6,156	3,516	2,639	1,920	1,952	32

Capital Program

Capital Program						
Major Projects	12,127	9,236	(2,891)	36,386	41,716	(5,330)
New and Upgraded projects	1,324	968	(356)	13,932	14,411	(479)
Renewal / Replacement of Assets	10,683	7,830	(2,853)	50,416	54,153	(3,737)
Total Capital Expenditure	24,134	18,034	(6,100)	100,734	110,280	(9,546)

Operating program – adjustments

\$000's	budget	proposed	variance
2023/24 Budgeted Operating Position			1,920
Financial Assistance Grants 2023/24 funding received in 2022/23, creating a shortfall in 2023/24	979	96	(883)
Resilient Flood Mapping Grant-related expenditure carried forward of \$2,325k, offset by the recognition of the associated grant-funded revenue \$3,000k	-	675	675
Adelaide Free Wi-fi Completion of the Wi-fi network \$98k and recognition of the associated grant-funded revenue \$400k	-	302	302
City Safe CCTV Network Recognition of revenue upon reaching key milestone	-	1400	1,400
External Property Valuations External property valuations for the 2024/25 financial year	-	(240)	(240)
Citywide Waste Program Council decision from previous chamber to fund waste of \$3m. Budget includes a reallocation to Strategic Projects from Business as Usual of \$383k for 3.0 FTE within the consolidated budget	-	(788)	(788)
Employee Costs - Customer & Marketing as a result of the additional administration work following the increase to Parking and Information Officers during the budget process - Information Management conversion of contract labour to positions within the Information Management Roadmap - Bilingual position following Council decision	(81,586)	(82,307)	(721)
Re-Adaptive Housing Grant funding received from Capital City Committee to fund a position over 2 Financial Years, 2023/24 cost of \$128k	-	-	-
New Years Eve Council decision to increase funding for New Years Eve \$77k, as well as a reallocation from Business Activation and Support \$100k	(473)	(650)	(177)
New Years Eve – AEDA Council decision for events incentive framework for businesses	-	(100)	(100)
Park Lands Event Fees Council decision to reduce the Park Lands Event Fees from \$68.50 to \$60.00	700	613	(87)
Aquatic Centre Legal and prudential costs incurred in relation to reaching a Project Agreement with the State Government	-	(75)	(75)
Records Digitisation Oral history project \$35k, archiving site update \$45k	-	(80)	(80)
Rates Rebates Additional Rates Rebates provided following education assessment outcome	(5,883)	(5,997)	(114)
Other Minor Adjustments Other adjustments that are individually minor in value	-	-	199
Proposed Quarter 1 Budget Review Operating Position			1,952
Total Proposed Adjustment			32

Capital program – adjustments

\$000's	budget	proposed	Variance
Major Projects Significant works of a capital nature that are over the prudential limit, multi year or have significant grant funding being administered via a contractual deed	36,386	41,716	(5,330)
New and Upgrades Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides	13,932	14,411	(479)
Renewals Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent	50,416	54,153	(3,737)
Total Adjustment	100,734	110,280	(9,546)

Financial indicators

		Target	Annual	
			Adopted	Q1
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	0.9%	0.9%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%	-1%	0.7%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	90%	97%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	10%	13%
Interest Expense Ratio	Number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	0.4%	0.6%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.3
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	99%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	30.184m	40.553m
			20%	27%

Treasury Reporting

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

Table 1 shows the borrowing facilities taken out by Council. Council has zero borrowings as at 30 September 2023 (\$3.191m cash at bank):

- Total borrowings without the Future Fund offset (\$28.2 million) would otherwise be \$25.0 million

Borrowings Facility *	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000s	Maturity Date
LGFA CAD 554	\$30m	Variable	5.35%	Nil	7.519m	16/12/2023
LGFA CAD 555	\$70m	Variable	5.35%	Nil	-	15/06/2033

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

Table 2 shows cash invested by Council. Council has \$3.191m million in cash investments at 30/09/23:

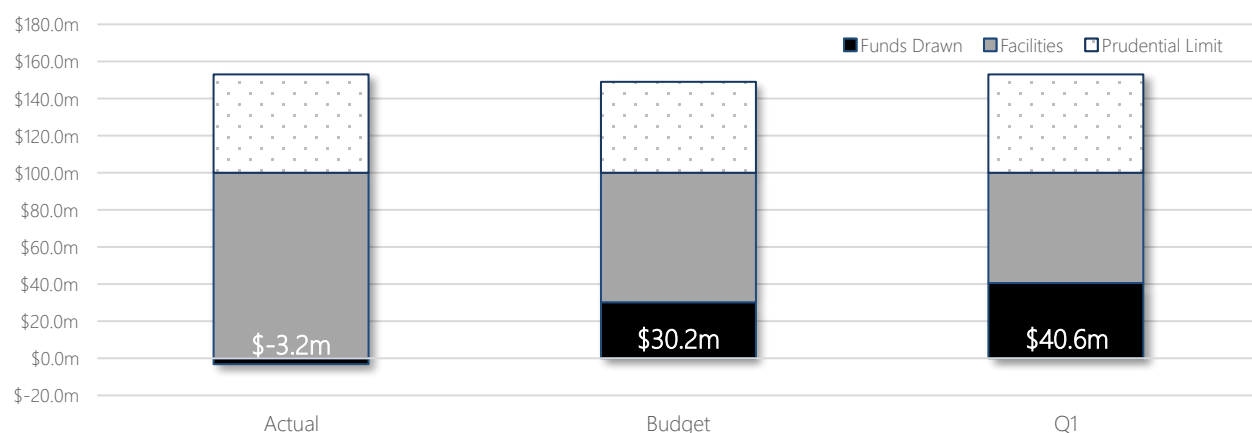
Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000s	Maturity Date
LGFA FT 61355	\$-m	Variable	4.45%	Nil	(10,633)	15/09/2023
LGFA General	\$1.5m	Variable	4.30%	\$1.527m	\$1.527m	-
NAB	\$2.1m	Variable	4.30%	\$1.664m	\$1.286M	-

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

Prudential Limit Ratio **	Comments	Limits	September 2023 YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.1%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy)	Max 1.5 years	0 years
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Max 50%	0%

** Prudential borrowing limit as at 30 September 2023 is \$152.927 million (an increase from \$149 million as per adopted budget)

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



Capital Works update

Summary

- \$12.127m has been spent to date and \$15.568m has been contracted across Major projects, resulting in 76% of the 2023/24 program currently committed.
- \$1.324m has been spent to date and \$0.941m has been contracted across New and Upgrade projects, resulting in 16% of the 2023/24 program currently committed.
- \$10.683m has been spent to date and \$21.626m has been contracted across Renewal projects, resulting in 64% of the 2023/24 program currently committed.
- Proposed new budgets (subject to Council endorsement this quarter): Major Projects \$41.716m; New and Significant upgrades \$14.411m; and Asset Renewals \$54.153m.

	projects	budget	expenditure	commitments	Remaining *
Major Projects	27	\$36,386,443	\$12,127,448	\$15,567,725	\$8,691,271
New and Significant upgrades	94	\$13,931,852	\$1,323,652	\$941,483	\$11,666,717
Renewals	309	\$50,416,000	\$10,682,876	\$21,626,361	\$18,106,763
Major Projects (with renewal)	11	\$2,279,007	\$840,576	\$3,414,502	(\$1,976,071)
New/Upgrade (with renewal)	19	\$1,544,000	\$55,111	\$111,117	\$1,377,772
Corporate Overhead	n/a	\$5,500,000	\$1,435,398	\$0	\$4,064,602
Bridges	4	\$250,000	\$117,762	\$5,000	\$127,238
Buildings	56	\$10,422,500	\$583,660	\$5,743,451	\$4,095,390
ICT	7	\$1,792,500	\$159,473	\$1,076,526	\$556,501
Lighting and Electrical	25	\$2,380,423	\$120,331	\$348,619	\$1,911,473
Park Lands assets	16	\$605,000	\$241,163	\$750,819	(\$386,981)
Plant and Fleet	4	\$2,834,000	\$578,038	\$2,518,604	(\$262,642)
Traffic Signals	12	\$2,382,106	\$527,324	\$1,412,970	\$441,812
Transport	98	\$15,065,001	\$5,307,117	\$4,691,984	\$5,065,899
Urban Elements	50	\$4,124,000	\$264,171	\$679,149	\$3,180,680
Water infrastructure	7	\$1,237,463	\$452,752	\$873,620	(\$88,909)
Total	403	\$100,734,295	\$24,133,975	\$38,135,568	\$38,464,752

* Remaining variance is based on the Adopted budget.

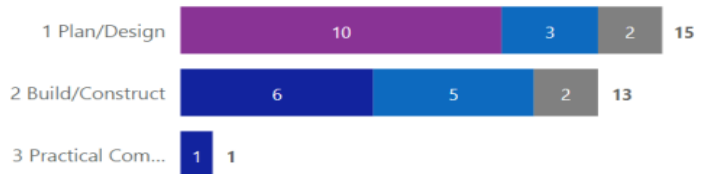
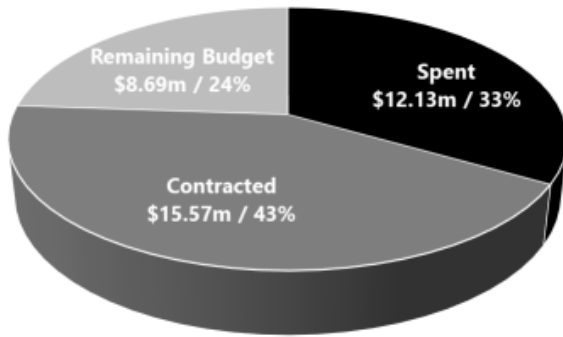
Note

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plan and Fleet
- Total Project count: mixed-funded projects are only counted once in the total project count

Major Projects

Major Projects are significant works of a capital nature that are over the prudential limit, multi-year or have significant grant funding.

Approved Budget



Project Type ● Construct ● Design ● Design and Construct ● Other
some projects have been broken down into sub-projects, so total appears different

Planning updates:

The first quarter has seen good progress in the delivery of our Major projects. Progress highlights are:

- The Central Market Arcade Redevelopment has commenced with the demolition works, those are expected to be completed and construction commencing next quarter.
- Pitt St project (final section of the Market to Riverbank program) and Rymill Park Lake Upgrade project have completed their procurement activity with the construction contract signed and work commencing next quarter.
- Hindley St Main Street Revitalisation project (design) and North-South Bikeway remaining sections (construction) have gone to market with scoped works aimed to commence next quarter.
- New projects have been approved by Council during the quarter, namely 218-232 Flinders St and Charles St streetscape upgrade.

Budget updates:

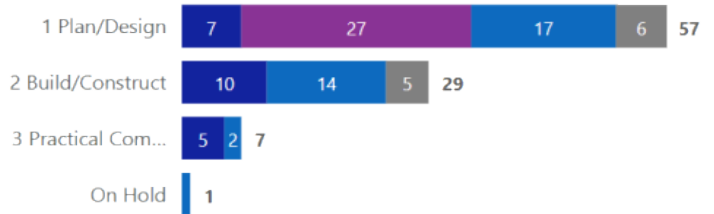
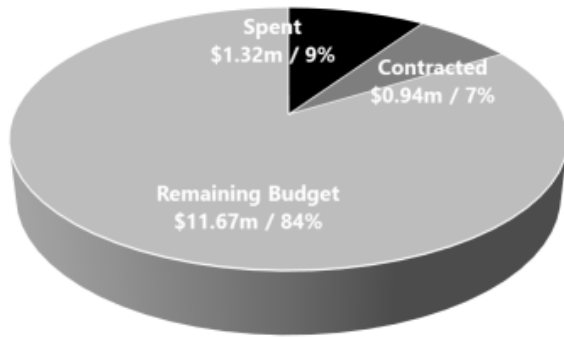
The annual forecast expenditure this quarter has increased by \$5.330m from an adopted budget of \$36.386m to a revised budget of \$41.716m. This is largely due to:

- additional re-timing of works from 2022/23 of \$3.041m for continuing projects.
- 2 new projects adopted by Council of \$9.100m.
- new grant interest of \$0.046m.
- savings from projects transferred to New and Significant Upgrade projects \$0.548m.
- reduction due to the reclassification of Business Plan and Budget funding of \$2.187m from Major Projects to Renewals.
- reduction due to the re-timing of approved works into future years \$4.422m.

New and Significant Upgrades

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

Approved Budget



Project Type ● Construct ● Design ● Design and Construct ● Other
some projects have been broken down into sub-projects, so total appears different

Planning updates:

The first quarter has seen some progress in the delivery of our New and Upgrade program. Progress highlights are:

- 4 projects have reached practical completion this quarter, namely Dogs on Leash signage, On-Street Parking compliance resourcing, Jeffcott St/Ward St Traffic Signal Upgrade project and Place of Reflection.
- Signal Upgrade works at the intersections of Currie St/Morphett St and Morphett St/South Terrace will commence next quarter.
- Field St and the Greener City Streets program have gone to market with contract award and construction commencement expected next quarter.
- Design works have commenced for various upgrade projects for the Adelaide Central Market and for Hutt Road / Park Lands Trail Signalised Crossing.
- Several new projects have been created from available savings during the quarter, for example 62-70 Gilbert St new public lighting and additional laptop purchases.

Budget updates:

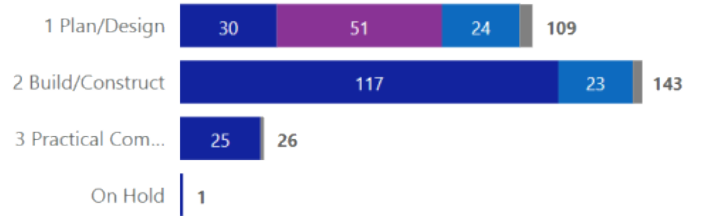
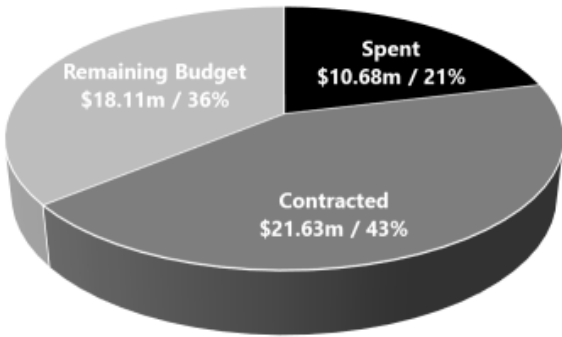
The annual forecast expenditure this quarter has increased by \$0.479m from an adopted budget of \$13.932m to a revised budget of \$14.411m. This is largely due to:

- additional re-timing of works from 2022/23 of \$1.838m for continuing projects.
- savings from Major projects transferred to New/Upgrade projects \$0.548m.
- reduction due to the re-timing of approved works into future years \$1.907m.

Renewals

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

Approved Budget



Project Type ● Construct ● Design ● Design and Construct ● Other
some projects have been broken down into sub-projects, so total appears different

Planning updates

Progress has been made across all asset classes for Renewals in the first quarter. Progress highlights are:

- 26 projects have achieved practical completion this quarter, including Wyatt St UPark lift renewals, Town Hall chiller renewal and several road and footpaths resurfacing projects.
- Several projects have commenced construction, including Adelaide Town Hall Façade Conservation works, Public Lighting LED Renewals, Three Rivers Fountain lighting and the Traffic Signal controller and lantern renewal program.
- Several projects completed their procurement activity this quarter with delivery commencing in future quarters, including Golf Course Horticulture Hub, PC & laptops as well as Network & Security renewals and Irrigation renewal Victoria Square.
- A number of projects are forecasting completion in the next quarter, for example Gawler UPark Façade panel replacement, Francis St stormwater renewals, Bud lighting and switchboard renewals and various road and footpaths renewal projects.

Budget updates:

The annual forecast expenditure this quarter has increased by \$3.737m from an adopted budget of \$50.416m to a revised budget of \$54.153m. This is due to

- the reclassification of Business Plan and Budget funding of \$2.187m from Major Projects to Renewals.
- re-timing of the renewal component of some Major projects of \$1.744m.
- a new project's renewal component adopted by Council to the value of \$0.1m.
- reduction due to re-timing of the renewal component of Major and New/Upgrade projects into future years \$0.294m.

Portfolio updates

City Shaping

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

Programs:

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

Key Focus areas:

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

City Services

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

Programs:

- City Operations
- Infrastructure
- Strategic Property and Commercial

Key Focus areas:

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

Corporate Services

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.

Programs:

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

Key Focus areas:

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

City Shaping

Planning updates / changes

- Movement of 'Private Laneways Fee-for-Service Trial' from Regulatory Services Program to City Services (City Operations Program).
- New Strategic Projects:
 - Aquatic Centre Investigations.
 - Adaptive Re-use Housing Initiative (recognition of grant funding received).
 - City Wide Waste and Recycling Program (decision of previous Council).
- Council decisions relating to:
 - Bilingual staff member.
 - Changes to New Years Eve event.
- Administrative changes relating to:
 - n/a.

Budget updates / changes

- Operational budget changes resulting in \$0.675m additional funding:
 - \$0.087m reduction in event income due to event fee adjustment.
 - \$0.128m grant funding to support Re-Adaptive Housing project resource.
 - \$0.717m increase in expenditure due to \$0.878m expenditure required, offset by some labour savings (\$0.161m) due to PIO recruitment timing.
- Changes to the operational budget identified above includes funding for New Strategic Projects this quarter of \$0.788m.

Select Portfolio achievements from this quarter

- City Plan Tool has been developed, including over 400 layers of spatial data. Targeted stakeholder engagement occurred in the City Plan Studio from 1 to 15 September and saw over 500 stakeholders engaging with the City Plan.
- The Place of Reflection, a memorial for the Stolen Generations, featuring a bronze sculpture created by renowned Ngarrindjerri weaver Aunty Yvonne Koolmatrie and South Australian designer Karl Meyer, was unveiled in a community event on 14 September.
- Additional Parking & Information Officers recruited and undergoing training and induction.

City Shaping | Budget

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Office of the Director, City Shaping	-	-	-	(652)	(652)	-
City Culture	12,091	12,004	(87)	(27,361)	(27,438)	(77)
Park Lands, Policy and Sustainability	296	296	-	(8,200)	(7,817)	383
Regulatory Services	15,054	15,054	-	(9,871)	(9,902)	(31)
Total	27,441	27,354	(87)	(46,084)	(45,809)	275

City Culture

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Office of the A/D City Culture	-	-	-	(385)	(385)	-
Adelaide Town Hall	2,863	2,863	-	(2,921)	(2,921)	-
Aquatic Centre	6,593	6,593	-	(7,443)	(7,443)	-
City Experience	782	695	(87)	(4,003)	(4,080)	(77)
City Lifestyle	1,245	1,245	-	(4,661)	(4,661)	-
Creative City	82	82	-	(2,902)	(2,902)	-
Libraries	526	526	-	(5,046)	(5,046)	-
Total	12,091	12,004	(87)	(27,361)	(27,438)	(77)

Park Lands, Policy and Sustainability

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
A/D, Park Lands Planning & Policy	-	-	-	(356)	(356)	-
City Planning and Heritage	43	43	-	(3,660)	(3,660)	-
Low Carbon & Circular Economy	-	-	-	(2,292)	(1,909)	383
Park Lands, Policy & Sustainability	-	-	-	(1,639)	(1,639)	-
Kadaltilla / Park Lands Authority	253	253	-	(253)	(253)	-
Total	296	296	-	(8,200)	(7,817)	383

Regulatory Services

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
A/D, Regulatory Services	-	-	-	(843)	(843)	-
City Development	3,340	3,340	-	(2,588)	(2,588)	(104)
City Safety	458	458	-	(1,641)	(1,641)	-
On-Street Parking Compliance	11,256	11,256	-	(4,799)	(4,725)	73
Total	15,054	15,054	-	(9,871)	(9,902)	(31)

City Shaping | Strategic Projects

	Plan	Expenditure (\$'000)					
	delivered by	budget	proposed	variance			
Office of the Director, City Shaping							
Adaptive Re-use Housing Initiative	●●●	●●●	-	(128)	(128)*		
City Culture							
Aquatic Centre Investigations	●●●	●●●	-	(75)	(75)		
City Activation	●●●	June 2024	●●●	(400)	(400)	0	
Cultural Mapping of the Adelaide Park Lands	●●●	June 2024	●●●	(75)	(75)	0	
Park Lands, Policy and Sustainability							
City Wide Waste and Recycling Program	●●●		●●●	-	(788)	(788)	
Delivering the City Plan	●●●	<i>tbc</i>	●●●	(390)	(390)	0	
Local Heritage Assessments - 20th Century Buildings	●●●	<i>tbc</i>	●●●	(70)	(70)	0	
Master Plan of Light Square	●●●	June 2024	●●●	(75)	(75)	0	
Park Lands Biodiversity Survey	●●●	<i>tbc</i>	●●●	(150)	(150)	0	
Park Lands Greening	●●●	<i>tbc</i>	●●●	(30)	(30)	0	
Social Planning Homelessness and Adelaide Zero Project Resourcing	●●●	<i>tbc</i>	●●●	(200)	(200)	0	
Regulatory Services							
On-Street Parking Compliance Technology and Customer Analytics Reform	●●●	<i>tbc</i>	●●●	(100)	(100)	0	

* fully funded by State Government Grant

City Services

Planning updates / changes

- Movement of SPOC resource from Infrastructure Program to Regulatory Services.
- New Strategic Projects:
 - Resilient Flood Planning.
- Council decisions relating to:
 - n/a.
- Administrative changes relating to:
 - Frome Road Masterplan is no longer occurring this financial year.
 - Traffic Signal Condition Audit is no longer occurring this financial year.
 - Additional funding for undergrounding powerlines.
 - Additional funding for speed limit review.

Budget updates / changes

- Operational budget changes resulting in \$0.406m additional funding:
 - Employee costs in City Operations to reflect changes to position levels \$0.048m increase – offset by salary savings.
 - Grant income plus interest from LGFA \$0.257m.
 - Movement of SPOC role \$0.104m reduction.
 - Movement of Smart Parking costs \$0.297m increase.
- Changes to the operational budget identified above includes funding for New Strategic Projects this quarter of \$2.310m offset by grant income of \$3.000m.

Select Portfolio achievements from this quarter

- Acquisition of 218-232 Flinders St for future development.
- Commencement of Rymill Park Lake – Lake Renewal.
- Commencement of demolition works as part of the Central Market Redevelopment (One Market).

City Services | Budget

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Office of the Director, City Services	-	-	-	(677)	(677)	-
City Operations	2,483	2,483	-	(43,113)	(43,161)	(48)
Infrastructure	-	187	187	(44,624)	(44,520)	104
Strategic Property and Commercial	52,321	52,321	-	(31,941)	(32,238)	(297)
Total	54,804	54,991	187	(120,355)	(120,596)	(241)

City Operations

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D City Operations	-	-	-	(2,365)	(2,922)	(557)
Manager, City Maintenance	-	-	-	(184)	(184)	-
Manager, City Presentation	-	-	-	(199)	(199)	-
Cleansing	7	7	-	(7,053)	(7,053)	-
Facilities	-	-	-	(4,614)	(4,614)	-
Horticulture	2,334	2,334	-	(13,663)	(13,668)	(5)
Infrastructure Maintenance	-	-	-	(5,546)	(5,820)	(274)
Trades	107	107	-	(5,164)	(4,884)	280
Waste	29	29	-	(3,603)	(3,603)	-
Workshops	6	6	-	(734)	(214)	520
Total	2,483	2,483	-	(43,113)	(43,161)	(48)

Infrastructure

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D Infrastructure	-	-	-	(632)	(632)	-
Infrastructure Planning and Delivery	-	257	257	(43,378)	(43,378)	-
Technical Services	-	-	-	(614)	(510)	104
Total	-	257	257	(44,624)	(44,520)	104

Strategic Property and Commercial

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D Strategic Property & Commercial	-	-	-	(473)	(473)	-
Commercial	221	221	-	(915)	(915)	-
Parking	42,377	42,377	-	(13,388)	(13,685)	(297)
North Adelaide Golf Course	3,443	3,443	-	(3,579)	(3,579)	-
Strategic Property Development	-	-	-	(765)	(765)	-
Strategic Property Management	6,280	6,280	-	(12,821)	(12,821)	-
Total	52,321	52,321	-	(31,941)	(32,238)	(297)

City Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		budget	proposed	variance		
City Operations							
Private Laneways Fee-for-Service Trial		<i>tbc</i>		(50)	(50)	0	
Infrastructure							
Asset Condition Audit				(358)	(179)	179	
Climate Change Risk Adaptation Actions Year 2				(200)	(200)	0	
Conservation Management Plans for Heritage Assets				(200)	(200)	0	
Frome Road Masterplan				(75)	-	75	
Lighting and Electrical Data Collection				(300)	(300)	0	
Moonta Street Roof Installation Feasibility Study				(50)	(50)	0	
North Terrace West Masterplan				(100)	(100)	0	
Resilient Flood Planning		May 2025		n/a	(2,325)	(2,325)*	
SA Power Networks (SAPN) Luminaire Upgrades				(100)	(100)	0	
Smart Lighting Platform Technical Specification				(40)	(40)	0	
Stormwater Network Cleaning				(500)	(500)	0	
Transport Strategy				(200)	(350)	(150)	
Underground of powerlines				(150)	(239)	(89)	
Strategic Property and Commercial							
88 O'Connell Project Delivery				(30)	(30)	0	
Central Market Arcade Redevelopment		January 2026		(280)	(280)	0	
Future Fund Governance Framework Establishment				(30)	(30)	0	
Strategic Property Action Plan Implementation				(150)	(150)	0	

* fully funded by Federal Government Grant

Corporate Services

Planning updates / changes

- Movement of Smart Parking expenditure budget from Corporate Services (Information Management) to Strategic Property and Commercial Program.
- New Strategic Projects:
 - Continuation of the delivery of 'next generation Adelaide Free Wi-Fi network' as part of the Adelaide City Deal.
 - Transactional banking service provider transition.
 - Manage Council records digitisation project .
 - External Property Valuations.
- Council decisions relating to:
 - n/a.
- Administrative changes relating to:
 - Additional Customer and Marketing staff .

Budget updates / changes

- Operational budget changes resulting in \$2.455m additional funding:
 - Recognition of additional Grant Income of \$1.800m due to the recognition of City Deal projects continuing into 2023/24.
 - Movement of Smart Parking costs \$0.297m to City Services.
 - Increase across Customer and Marketing of \$0.334m as a result of increased administration through the Council decision during the budget process to increase 8 Parking and Information Officers.
 - Additional funding for the Records Digitisation project of \$0.080m, External Property Valuations \$0.240m and Adelaide Free Wi-Fi \$0.098m (City Deal).
 - Information Management conversion of contract labour of \$0.562m to Employee Costs.
 - Funding of the transactional banking transition through of \$0.15m through vacancy savings.
- Changes to the operational budget identified above includes funding for New Strategic Projects this quarter of \$0.568m.

Select Portfolio achievements from this quarter

- finalising critical strategic financial reporting documents.
- enhancing our engagement with customers through better listening to customer needs, and telling our stories to the community in various media.
- completing IT projects to improve community technology access, safety, and operational effectiveness across the organisation.
- implementing data-driven workforce management mechanisms to maximise effectiveness, and recruit and retain staff.
- creating frameworks and strategies to drive better community engagement, strategic planning for the City, and project management excellence.

Corporate Services | Budget

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the Chief Operating Officer	-	-	-	(1,148)	(1,148)	-
Customer and Marketing	1	1	-	(5,916)	(6,249)	(334)
Finance and Procurement	134	134	-	(4,373)	(4,238)	135
Governance	-	-	-	(3,735)	(3,735)	-
Information Management	30	1,430	1,400	(13,609)	(13,312)	297
People	-	-	-	(3,945)	(3,945)	-
Strategy, Insights & Performance	-	-	-	(1,474)	(1,474)	-
Total	165	1,565	1,400	(34,198)	(34,025)	53

Customer and Marketing

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Customer & Marketing	-	-	-	(213)	(213)	-
Customer Experience	1	1	-	(3,465)	(3,769)	(304)
Marketing & Communications	-	-	-	(2,238)	(2,269)	(29)
Total	1	1	-	(5,916)	(6,249)	(333)

Finance and Procurement

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Finance & Procurement	-	-	-	(265)	(265)	-
Financial Planning & Reporting	-	-	-	(1,916)	(1,811)	105
Procurement & Contract Management	-	-	-	(975)	(990)	(15)
Rates & Receivables	134	134	-	(1,217)	(1,217)	-
Total	134	134	-	(4,373)	(4,238)	135

Governance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Governance & Risk	-	-	-	(209)	(209)	-
Corporate Governance	-	-	-	(1,965)	(1,965)	-
Council Governance	-	-	-	(573)	(573)	-
Legal Governance	-	-	-	(987)	(987)	-
Total	-	-	-	(3,735)	(3,735)	-

Corporate Services | Budget

Information Management

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Information Management	7	7	-	(1,379)	(1,379)	-
Project Delivery	-	1,400	1,400	(2,553)	(2,553)	-
Service Desk	-	-	-	(1,111)	(1,111)	-
Technology, Infrastructure & Platforms	23	23	-	(8,565)	(8,268)	297
Total	30	1,430	1,400	(13,609)	(13,312)	297

People

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager People	-	-	-	(773)	(698)	76
People Experience	-	-	-	(1,279)	(1,355)	(76)
People Safety and Wellbeing	-	-	-	(700)	(751)	(51)
People Services	-	-	-	(1,192)	(1,141)	51
Total	-	-	-	(3,945)	(3,945)	-

Strategy, Insights and Performance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Strategy, Insights & Performance	-	-	-	(187)	(187)	-
Project Management Office	-	-	-	-	(155)	(155)
Strategy and Insights	-	-	-	(1,287)	(1,132)	155
Total	-	-	-	(1,474)	(1,474)	-

Corporate Services | Strategic Projects

	Plan	Expenditure (\$'000)				
	delivered by	budget	proposed	variance		
Finance and Procurement						
Transactional Banking			-	(150)	(150)	
External Property Valuations			-	(240)	(240)	
Infrastructure						
Records Digitisation			-	(80)	(80)	
Cyber Security Enhancement			(160)	(160)	0	
Deliver next generation Adelaide Free Wi-Fi			-	(98)	(98)*	

* fully funded by Federal Government Grant

Subsidiaries and Offices

Adelaide Central Market Authority

With over 70 traders under one roof, the Adelaide Central Market is one of the largest undercover fresh produce markets in the Southern Hemisphere, buzzing with life and colour all year round. The Adelaide Central Market remains Adelaide's premier food destination for multicultural cuisine and fresh produce.

Adelaide Economic Development Agency

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

Kadaltilla / Park Lands Authority

The City of Adelaide has long recognised the value of the Adelaide Park Lands to the city, state and its inhabitants. Since 2005 the Park Lands have received protection when the State Government passed the Adelaide Park Lands Act 2005 (SA). The Kadaltilla / Adelaide Park Lands Authority is principally an advisory body on Park Lands matters which also prepares the Adelaide Park Lands Management Strategy.

Further to these subsidiaries, the City of Adelaide is also a member of:

Brown Hill and Keswick Creek Stormwater Board

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

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

Office of the Chief Executive Officer

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

Key Focus areas:

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

Office of the Lord Mayor

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

Key Focus areas:

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

Adelaide Central Market Authority

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
ACMA Operations	4,820	4,820	-	(5,073)	(5,073)	-
Marketing and Events	501	501	-	(501)	(501)	-
Online Market Platform	94	94	-	(236)	(236)	-
Total	5,415	5,415	-	(5,810)	(5,810)	-

Plan and Budget updates / changes identified:

- First quarter budget is on track: Favourable rental income, and underspent due to timing of consultancy fees/

Select Portfolio achievements from this quarter

- Activation programs including Bastille Day, School holiday program (with record participation), participation to Frida & Diego City trail, live Radio Broadcasts, Little Picassos Exhibition, NAIDOC week, Sustainable September campaign and self-guided Market tour podcast launch.
- Achieved \$172k total value in Media buy.
- Marketing campaigns including Tram wrap for 4 weeks throughout July school holidays/Illuminate, external hoarding on Gouger and Grote St, and roll out of "Only at the Market" brand refresh with digital advertising and out-of-home advertising including other retail precincts and Adelaide Airport.
- Achieved 100% leasing occupancy, with last vacancy leased to new Seafood retailer (expected opening in December).

Adelaide Economic Development Agency

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager Director AEDA	-	-	-	(748)	(748)	-
Business and Investment	-	-	-	(2,329)	(2,429)	(100)
Marketing	-	-	-	(1,847)	(1,847)	-
Rundle Mall Management	4,250	4,250	-	(4,250)	(4,250)	-
Visitor Economy	19	19	-	(3,191)	(3,191)	-
Total	4,269	4,269	-	(12,365)	(12,465)	(100)

<i>AEDA Strategic Projects</i>	Plan	Expenditure (\$'000)			
	delivered by	budget	proposed	variance	
Destination Adelaide Promotion		(300)	(300)	0	↻
Promoting the City during Adelaide 500		(75)	(75)	0	↻
Strategic Events Fund		(600)	(600)	0	↻
Welcome to Adelaide		(120)	(120)	0	↻

Plan and Budget updates / changes identified:

- Following a resolution of Council at the City Community Services and Culture Committee on 6 June 2023, AEDA developed a grant funding program including framework and assessment criteria to support organisations to provide additional activities on New Years Eve. Following endorsement of Council on 8 August 2023, this has resulted in a budget change request this quarter of \$100,000.

Select Portfolio achievements from this quarter

- Marketing Campaigns: Invest Adelaide, ADL IS ON, TripAdvisor, Frida & Diego City Trail, WellFest Adelaide and ADL Fashion Week.
- ADL Fashion Week: launch of the dedicated website, associated events programs, AFW AT KING'S LANE Runways. A total of 25 ticketed events were launched in Q1.
- Visitor Economy: Meeting Incentive Conferences & Events (MICE) Project for the development of 10 new tourism products and experiences.
- Business and Investment supported: discussions re new purpose-built student accommodation investments, supported indie game developer Paper Cactus Games to attend GameCom.
- Sponsorships/Funding Programs: Games Plus Support Program (16 applications selected), Strategic Partnership Program Funding Round (23 submissions), NYE Grants (9 submissions), Commercial Events Fund (19 Submissions) and Mainstreet Development program guidelines released.
- Rundle Mall Activations and Events: NAIDOC in the Mall, FIFA Women's World Cup Trophy Tour, Illuminate Adelaide Trumpet Flowers, Frida & Diego City Trail: La Casa Azul, rebel 'Home of Football' pop up, Gathered Market in the Mall, Adelaide Youth Orchestra – The Big Busk 2023, SANFL Grand Final Eve Presentation.

Kadaltilla / Park Lands Authority

Income (\$'000)			Expenditure (\$'000)		
budget	proposed	variance	budget	proposed	variance

The Budget for this subsidiary is embedded for Q1 in Park Lands, Policy and Sustainability.

Plan and Budget updates / changes identified:

- No changes identified this quarter.

Select Portfolio achievements from this quarter

- Delivered two Community Forum events, with the final two scheduled to occur in October 2023.
- Undertook a Kadaltilla Strategic Plan Workshop.
- Embarked on a site tour of Bonython Park / Tulya Warldli (Park 27) with Minister Nick Champion and Brendan Hewitt.
- Delivered the Kadaltilla 2022/23 Annual Report.
- Delivered the Kadaltilla 2022/23 Strategic Plan Annual Review of Progress.
- Appointed a new Deputy Presiding Member and two Kaurna representatives (Member and Deputy Member).
- Continued the comprehensive review of Adelaide Park Lands Management Strategy 2015-2025 (APLMS).

Office of the Chief Executive Officer and Office of the Lord Mayor

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the CEO	-	-	-	(1,470)	(1,470)	-
Civic Events, Partnerships, & Other Events	-	-	-	(587)	(587)	-
Councillor Support	-	-	-	(471)	(471)	-
Lord Mayor's Office Administration	-	-	-	(997)	(997)	-
Total				(3,525)	(3,525)	-

Plan and Budget updates / changes identified:

- Budgets for both the Office of the Lord Mayor and Office of the CEO are on track with expenditure.
- *There are no Strategic or Capital Projects within this program and as a result there are no changes identified to planning timeframes.*

Select Portfolio achievements from this quarter

- Planning has continued for the celebration of the 50th anniversary of the sister city relationship with George Town, Penang to be held from 4 to 9 December 2023.
- Commenced planning celebration for 10th anniversary of the sister city relationship with Qingdao.
- A Citizenship Ceremony and 12 Civic Events were delivered during the quarter.
- Capital City Committee met in August 2023.

Glossary

Budget:

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

Reallocation: Reallocation of funds from one source to another.

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

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

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

Capital Works:

Major project:

Significant works of a capital nature that are over the prudential limit, multi-year or have significant grant funding.

New and upgrade:

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

Renewal:

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

Project Management Phases:

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

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

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

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

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

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

Types of projects:

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

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

Appendix: Risk and opportunities

Summary of key risks being managed:

- Supply chain issues still pose some risk to the delivery of IM capital renewal projects.
- Challenges with procurement and availability of materials and contractors for capital delivery is impacted with competing large scale development and the closure of several significant construction companies.
- Retention, attraction and recruitment of staff is a national challenge The increasing construction costs and potential associated impact on feasibility of capital projects.
- Continued rising interest rates and cost of living pressures create a subsequent impact on potential spend in city businesses.
- Lack of residential accommodation for key workers and students all pose a continuing risk.
- The completion of the AEDA reviews and their consideration by Council provides opportunity to increase impact and efficiency, improve governance and develop a longer term approach to economic development in the city.

Appendix: Detailed Capital Works

Major Projects

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget proposed		variance		
Initiate / Commit / Concept							
218-232 Flinders Street	●●●		●●●	n/a	8,700	(8,700)	🛑
Experience Adelaide Visitor Centre	●●●	February 2025	●●●	3,959	614	3,345**	🛑
Gouger Street Revitalisation (Concept Design)	●●●	September 2026	●●●	500	500	0	➡
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)	●●●	June 2025	●●●	106	66	40	🛑
Jeffcott Street Pavement Rehab. and Catchment 13 Stormwater Improvements (Concept Design)*	●●●		●●●	103	20	83	🛑
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●●●		●●●	50	50	0	➡
Design / Detailed Planning							
Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design)*	●▲●		●●●	260	210	50	🛑
Charles Street Streetscape Upgrade*	●●●	December 2024	●●●	n/a	800	(800)	🛑
Flinders Street Improvements (Detailed Design)*	●▲●	July 2026	●●●	274	3	271**	🛑
Hindley Street Revitalisation (Detailed Design)	●●●	December 2026	●●●	2,430	1,680	750**	🛑
Hutt Street Entry Statement (Construction)	●▲●	October 2024	●●●	2,934	2,942	(8)	🛑
Mary Lee Park (Park 27B) Community Sports Building Redevelopment (Construction)	●●●	April 2024	●●●	1,900	2,062	(162)	🛑
Wakefield Street Improvements (Detailed Design)	●●●	February 2026	●●●	168	1	166**	🛑
Deliver							
Central Market Arcade Redevelopment	●●●	February 2026	●●●	15,000	15,000	0	➡
City of Adelaide Bikeways (North-South)	●●◆	July 2024	●▲●	1,629	3,091	(1,462)	🛑
City Safe CCTV Network Upgrade*	●▲●	June 2024	●●●	1,981	2,890	(909)	🛑
Market to Riverbank Laneways Upgrade	●▲●	June 2024	●●●	1,918	2,160	(242)	🛑
Melbourne Street Improvements (Construction)	●●●	February 2024	●●●	850	845	5	🛑
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)*	●▲●	May 2024	●●●	4,093	5,152	(1,059)	🛑
Moonta Street+	●●●		●●●	43	44	(1)	🛑
Paxton's Walk Revitalisation+	●●●		●●●	n/a	495	(495)	🛑
Sturt Street (West) Greening#	●●◆		●●◆	468	0	468	🛑

* The budget for these projects includes renewal funding + project has reached practical competition

** budget has been moved into 2024/25 # project has been cancelled

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Initiate / Commit / Concept							
Adelaide Central Market Authority (ACMA) - New Parents Room				15	15	0	
Adelaide Central Market Authority (ACMA) - New Security Gates				75	75	0	
Adelaide Central Market Authority (ACMA) - New Trolley Bays and Trolleys				130	130	0	
City Operations Android Tablet Procurement		May 2024		132	132	0	
Climate Change Action Initiative Fund (CCAIF)				300	332	(32)	
Electric Vehicle Charging Infrastructure in UParks		June 2024		83	68	15	
Flinders Street Pedestrian Crossing Improvements (Adjacent Pilgrim Lane)				n/a	10	(10)	
Glen Osmond Rd & Hutt Rd Intersection Upgrade				n/a	50	(50)	
Hutt Road Earthen Levee Embankment				n/a	50	(50)	
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028		December 2023		110	170	(60)	
Kingston Terrace Bus Stop Upgrades (Construction)		March 2024		150	150	0	
Kingston Terrace Streetscape and Stormwater Improvements (Detailed Design)*				70	74	(4)	
Laptops for Additional Resources		November 2023		n/a	184	(184)	
Light Square Electrical Infrastructure Upgrade		August 2024		400	400	0	
Minor Traffic Signal Safety Upgrades (Construction)				50	50	0	
New Access Ramps for Accessible Car Parks (Construction)				50	50	0	
New Street and Parklands Bicycle Racks (Construction)		June 2024		25	25	0	
Public Art				500	500	0	
Rundle Mall Sound System		July 2024		960	960	0	
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)		July 2024		300	300	0	
Southwest Community Centre		May 2024		1,500	1,500	0	
Town Hall Complex Improvements				n/a	8	(8)	
Upark Equipment Test Bed Network Switch				n/a	19	(19)	
Vincent Street and Vincent Place Improvements (Concept & Detailed Design)*				125	112	13	
Whitmore Square Stage 2 Masterplan Implementation Upgrades (Concept Design)*				60	60	0	

* The budget for these projects includes renewal funding

** budget has been moved into 2024/25

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Design / Detailed Planning							
ACMA -2112 - Cool room		May 2024		200	89	111	
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall & Footpath Upgrade (Construction)*		August 2024		245	41	204**	
Botanic Catchment Water Course Rehabilitation (Detailed Design)*				120	191	(71)	
Bullrush Park / Warnpangga (Park 10) Public Lighting Upgrade (Construction)*		April 2024		672	672	0	
City Activation (Festoon Lighting)		June 2024		57	105	(48)	
City Dirt BMX Facility Master Plan - Blue Gum Park/Kurangga (Park 20)		October 2024		30	57	(27)	
Gunson Street Improvements (Detailed Design)*				90	90	0	
Hutt Road / Park Lands Trail Signalised Crossing (Construction)		October 2024		300	332	(32)	
Kerbing - Hutt St/South Tce Stormwater		June 2024		n/a	2	(2)	
Mini Golf in North Adelaide Golf Course Development (Future Fund)				n/a	11	(11)	
Newlands Lane - Public Lighting Renewal		June 2024		n/a	10	(10)	
Place of Courage / Spirit of Woman (Park 27)		June 2024		95	95	0	
Public Art Action Plan - Capital Projects		December 2023		n/a	12	(12)	
Royal Avenue Improvements (Detailed Design)*		April 2024		81	80	0	
Stafford Street Public Lighting Upgrade (Construction)		March 2024		200	225	(25)	
Stephens Street and Sanders Place Improvements (Detailed Design)				157	1	156**	
Strangways Terrace Golf Course Carpark and Access Improvements (Detailed Design)				n/a	33	(33)	
Torrens Retaining Structure (Construction)		August 2024		1,750	280	1,470**	
Town Clerks Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design)*				50	50	0	
Ward Street Improvements (Concept Design)*				70	70	0	
West Pallant Project Steet Lighting Design				n/a	35	(35)	
West Pallant Street Improvements (PLEC)				35	0	35	

* The budget for these projects includes renewal funding

** budget has been moved into 2024/25

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Deliver							
Adelaide Free Wi-Fi Electrical Works	●●●	September 2023	●●●	n/a	12	(12)	🛑
Brougham Place Footpath Improvements & Greening	●●●	February 2024	●●●	n/a	159	(159)	🛑
Brown Hill Keswick Creek - Stormwater Project (Financial Contribution)	●●●		●●●	320	320	0	➡
Central Market Arcade Redevelopment	●●●	February 2026	●▲●	n/a	200	(200)	🛑
Christmas 2024	●●●		●●●	200	200	0	➡
Christmas Festival Capital Budget	●●●	October 2023	●●●	178	200	(22)	🛑
Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction)	●●●	December 2023	●●●	43	48	(5)	🛑
Field Street Improvements (Construction)*	●●●	September 2024	●●●	2,200	2,203	(3)	🛑
Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)	●▲●	July 2024	●●●	550	550	0	➡
Greener City Streets Program	●●●	February 2024	●●●	490	879	(389)	🛑
Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction)	●●●	February 2024	●●●	150	150	0	➡
New Street and Park Lands Furniture (Construction)	●●●	June 2024	●●●	50	50	0	➡
North Terrace / Station Road Footpath Improvements (Construction)	●●●	November 2023	●●●	300	353	(53)	🛑
Public Art 21-22	●●●	January 2024	●●●	46	85	(39)	🛑
Reignite Adelaide - East End Festival and Event Place Retractable Bollards	●▲●	September 2023	●●●	n/a	6	(6)	🛑
Replacement of UPark Car Park Management System (CPMS)	●●●	June 2024	●▲●	232	229	3	🛑
Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply (Construction)	●●●	March 2024	●●●	1,000	1,000	0	➡
Skate Park CCTV and Greening	●●●	September 2023	●●●	40	34	6	🛑
Support for CBD Greening	●●●	February 2024	●●●	n/a	35	(35)	🛑
Torrens Lake Earth Retaining Structure adjacent University Footbridge	●●●	October 2023	●●●	65	715	(650)	🛑
Close							
Dogs On Leash Signage	●●●	August 2023	●●●	n/a	17	(17)	🛑
Jeffcott Street and Ward Street Intersection Traffic Signal Safety Upgrade (Construction)	●●●	September 2023	●●●	105	105	0	➡
On-Street Parking Compliance Resourcing	●●●	August 2023	●▲●	80	119	(39)	🛑
Place of Reflection	●●●	July 2023	●●●	n/a	4	(4)	🛑
Cancelled							
Hamilton Place Improvements (Concept & Detailed Design)	●●●		●●●	30	0	30	🛑

* The budget for these projects includes renewal funding

Renewals

Category	Total	Design only	Plan / Design	Build / Construct	On Hold	Complete
Bridges	4	3		1		
Buildings	56	10	21	19	1	5
ICT Renewals	7		4	3		
Lighting & Electrical	25	9	3	12		1
Park Lands Assets	16	3	5	8		
Plant and Fleet	4		1	3		
Traffic Signal	12	3		9		
Transport	98	13	13	52		20
Urban Elements	50	6	11	33		
Water Infrastructure	7	4		3		

Projects COMPLETED this quarter

	Category
Angas Street Lighting	Lighting & Electrical
Aquatic Centre Octapool - Renewal of Polysoft material	Buildings
Wyatt Street UPark Lift Renewals	Buildings
Accelerated Works Town Hall Chiller	Buildings
London Road Depot - Replacement of fuel bowser	Buildings
Gawler UPark Sealing	Buildings
Footpath Renewal - Sir Edwin Smith/Kermode Intersection	Transport
Footpath Resealing - Park 12 South Bank	Transport
Road Resurfacing - Arrow Place - Eden Street to Regent Street North	Transport
Road Resurfacing - Cannon Street - Waymouth Street to Franklin Street	Transport
Road Resurfacing - Cavan Place - Little Sturt Street to Dead End	Transport
Road Resurfacing - Curtin Lane - Gover Street to Dead End	Transport
Road Resurfacing - East Terrace - Bartels Road to Flinders Street East	Transport
Road Resurfacing - Eliza Street - Waymouth Street to Franklin Street	Transport
Road Resurfacing - First Street & Second Street - Percy Court to Dead End	Transport
Road Resurfacing - Grace Place - Collins Street to Dead End	Transport
Road Resurfacing - Hindley Street - Liverpool Street to West Terrace	Transport
Road Resurfacing - Hudson Street - Mackinnon Parade to Dead End	Transport
Road Resurfacing - Ling Place West - Weil Street to Dead End	Transport
Road Resurfacing - Linnington Place - Little Sturt Street to Dead End	Transport
Road Resurfacing - Red Lane - Willcox Street to Dead End	Transport
Road Resurfacing - Shannon Place - Waymouth Street to Franklin Street	Transport
Road Resurfacing - Stamford Court - Wright Street to Dead End	Transport
Road Resurfacing - Tatham Street - Waymouth Street to Franklin Street	Transport
Road Resurfacing - Tennant Court - Morphet Street to Dead End	Transport

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