
2023/24

Business Plan & Budget

Investing in streets, parks and the community

January to March 2024 Quarter Three 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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Acting CEO message



Delivering the 2023/24 Business Plan and Budget

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

The report highlights our progress in delivering the vision of our Strategic Plan over the third quarter of 2023/24 through the delivery of our 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 Town Hall Façade Conservation, Rymill Park Lake, Market to Riverbank and Market Square. Capital expenditure to the end of March 2024 totalled \$60.147m. This is a strong position for quarter three and is a significant contribution towards Council delivering its \$99.556m Capital Program for 2023/24.

There has been strong delivery on the 2023/24 Strategic Projects including the Adaptive Re-use Housing Initiative, City Plan, and support for the Summer festival season. Strategic Project expenditure to the end of March 2024 totalled \$5.633m.

Our ongoing financial planning and management over the past quarter has seen delivery of an operating result favourable to the budget, with a forecast operating surplus of \$6.815m, ensuring that we remain in a strong position to deliver on our commitment to financial sustainability.

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.

Michael Sedgman

Headline deliverables

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



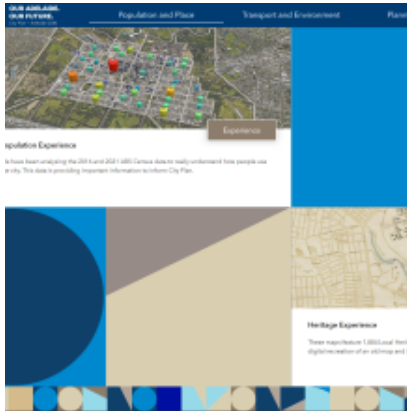
● **Adaptive Re-use Housing Initiative**

Current Budget: \$0.508m

Second Steering Group Meeting occurred in February 2024.

Various consultants engaged to undertake reports and research including vacancy, building auditing, Building Rules Review and Compliance Reporting and Cost Rate Reports.

City of Adelaide incentives schemes reviewed and restructured to provide incentives in partnership with adaptive re-use.



● **City Plan**

Current Budget: \$0.575m

Tender process for consultant completed in February 2024, with consultant for Stages 3 & 4 engaged, and commenced in February 2024.

Community consultation underway with a drop pin mapping survey to residents and city users.

The survey will assist with the evaluation and finalisation for completion of the final City Plan in Quarter 4.



● **City Activation**

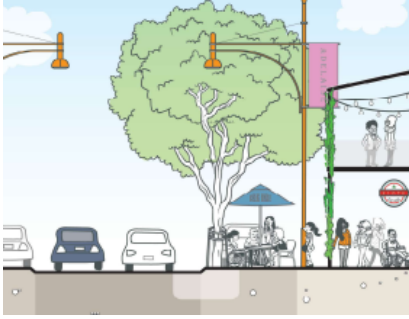
Current Budget: \$1.760m

Fringe venue Inflatable Church in Light Square was well received in the West End during festival season.

Gather Round planning for live music, business support and city enhancement initiatives. Gather Round is held early in Quarter 4 and is heavily supported by the State Government and the South Australian Tourism Association to activate the city.

Planning for On the Cusp Cabaret and Music in the Square is well underway for delivery in Quarter 4.

Major / New and Upgrade Projects



● Hindley Street Revitalisation

Current Budget: \$1.680m

Stage: Design only

Hindley Street detailed design is progressing towards 70% completion. To streamline the process, project management consultant coming on board.



● Mary Lee Park Sports Building

Current Budget: \$0.791m

Stage: Plan / Design

Sports lighting contract has been finalised and works commenced on site. Feasibility assessment of proposed building footprint has been completed.



● Melbourne Street improvements

Current Budget: \$0.695m

Stage: Build / Construct

Temporary footpath extensions have been installed in two locations on Melbourne Street. Revised list of project scope items have been confirmed by Minister for Infrastructure and Transport.



● Central Market Arcade Redevelopment

Current Budget: \$15.000m

Stage: Build / Construct

Basement excavation and piling occurred in early 2024. Consultation is ongoing with Adelaide Central Market Authority with respect to timing of works to ensure that Central Market business continuity is maintained.



● Market to Riverbank Laneways Upgrade

Current Budget: \$2.103m

Stage: Build / Construct

Works progressing. Stakeholder management ongoing to accommodate CarePark, Her Majesty's Theatre access and Metro Hotel deliveries.



● Murlawirrapurka / Rymill Park upgrade

Current Budget: \$5.173m

Stage: Build / Construct

Construction is nearing completion.

Construction of two underground storage tanks complete with 240kl storage capacity becoming available.

(Budget includes renewal funding)

Renewals



● **Town Hall Facade Conservation**

Current Budget: \$2.791m

Stage: Build / Construct

Conservation works on Pirie Street facade finalised in March 2024 and King William facade commenced March 2024.

Community engagement is ongoing with adjoining businesses through letter box drop and regular updates.

● **Parking Meter Solution Renewal**

Current Budget: \$1.930m

Stage: Plan / Design

Supply and installation works progressing. Installation commenced with 60 devices deployed or on track. Second and third tranches of devices manufactured, and shipments received.



● **Plant and Fleet Replacement**

Current Budget: \$2.700m

Stage: Build / Construct

Light passenger fleet now transitioned to 65% ZEV (Zero Emissions Vehicles). On target to reach 75% transition of Light Passenger Vehicles by 2025.



● **Jeffcott Street South Renewal Project**

Current Budget: \$2.04m

Stage: Practical Completion

Works on site completed, awaiting As Constructed materials to be delivered to finalise project completion.

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

Current Budget: \$1.000m

Stage: Plan / Design

Cabling work continuing at multiple locations. 8% of CCTV camera replacements installed and operational.

Budget update

Summary

March Year To Date (YTD):

- The operating position as at the end of quarter 3 2024/25 is a surplus of \$14.507m, which is \$12.421m favourable to the Year to Date (YTD) budget of \$2.086m. This is driven by:
 - Income is \$5.322m favourable due to higher fees and charges of \$2.427m across parking and golf, as well as other income of \$1.577m mainly generated from private works reimbursements.
 - Expenditure is \$7.099m favourable and is largely driven by timing of materials, contracts and other expenses including professional services \$5.978m, consultant fees \$0.732m, and waste services \$0.496m, offset by external contractors (\$3.140m). Resource costs are also \$1.162m favourable (Employee costs and contractual labour).
- The Capital Projects spend of \$60.147m is \$25.143m lower than the YTD budget of \$85.290m. This is largely due to the timing of Central Market Arcade Redevelopment \$8.778m, Rymill Park Lake \$3.576m, and On-Street Parking Meter Replacement \$0.561m.
- Council had net cash surplus of \$20.475m as at 31 March, with \$1.827m in bank accounts and \$18.648m in deposits.

Quarter 3 2024/25 Projected Operating Position

The proposed quarter 3 adjustments increase the operating surplus from \$2.003m to \$6.815m, an increase of \$4.812m driven by:

- Additional income of \$3.993m through the recognition of Commercial fees and charges \$2.695m, net increase in grant recognition of \$0.238m and events \$0.450m.
- Employee costs have reduced by \$3.711m which includes a budget reallocation of \$5.330m to recognise temp labour cost backfilling vacancies within materials.
- Materials, contracts and other expenses have increased by (\$3.569m) and includes temp staff backfilling labour vacancies (\$5.330m) offset by reclassifications of professional services cost to sponsorships, contributions and donations \$1.303m.
- Sponsorships, contributions and donations increased by (\$1.251m) due to reclassification of costs from materials.
- Depreciation and Finance costs have reduced by \$1.991m due to reviewing the useful life of assets.

Within the operating position movement above, **Strategic Projects** have reduced by \$0.92m from \$5.959m to \$5.867m.

- The **Capital Program** is proposed to reduce by \$10.780m from \$110.336m to \$99.556m as a result of re-timing projects to future years, (mainly Central Market Arcade \$8.778m).
- **Borrowings** are forecast to reduce by \$18.513m from \$42.106m to \$23.593m.

Operating Position (Financial Performance)

\$000's	YTD Actual	YTD Budget	Variance	Full Year Budget (Q2)	Q3 Review	Variance
Rates Revenue	101,473	101,327	146	135,131	135,131	0
Fees and Charges	66,103	63,676	2,427	84,978	87,673	2,695
Grants, Subsidies and Contributions	6,377	5,205	1,172	8,891	8,875	(16)
Other Income	2,222	645	1,577	1,537	2,791	1,254
Total Revenue	176,175	170,853	5,322	230,537	234,470	3,933
Employee Costs	55,889	60,236	4,347	82,443	78,732	3,711
Materials, Contracts and Other Expenses	59,964	60,992	1,028	82,456	86,025	(3,569)
Sponsorships, Contributions and Donations	4,313	4,511	198	6,275	7,526	(1,251)
Depreciation, Amortisation and Impairment	40,825	42,355	1,530	56,473	54,482	1,991
Finance Costs	677	673	(4)	887	890	(3)
Total Expenses	161,668	168,767	7,099	228,534	227,655	879
Operating Surplus / (Deficit)	14,507	2,086	12,421	2,003	6,815	4,812

Capital Program

Capital Program	YTD Actual	YTD Budget	Variance	Full Year Budget (Q2)	Q3 Review	Variance
Major Projects	18,454	32,526	14,072	42,068	28,551	13,517
New and Upgrades Projects	4,998	7,359	2,361	14,115	16,852	(2,737)
Renewal / Replacement of Assets	36,696	45,405	8,709	54,153	54,153	0
Total Capital Expenditure	60,147	85,290	25,143	110,336	99,556	10,780

Operating program – adjustments

\$000's		Budget	Proposed	Variance
2023/24 Quarter 2 Budgeted Operating Position				2,003
Depreciation	Review			
of useful life and other adjustments		(56,473)	(54,482)	1,991
Aquatic Centre	EOI			
Process Aquatic Centre Staff			(853)	(853)
North Adelaide Golf Course				
Net improvement in commercial performance (excludes change in internal expenditure), increase in revenue \$825k offset by increased variable costs to deliver the additional revenue of \$600k		(163)	62	225
Adelaide Town Hall	Net			
change in financial performance (excludes change in internal expenditure), forecasted reduction in revenue of \$495k offset by reduced expenses \$346k		(88)	(237)	(149)
UPark	Net			
Improvement in commercial performance (excludes change in internal expenditure), increase in Revenue of \$1,350k plus reduction in expenses of \$270k mainly due to a credit received for prior year bank fees overcharge		17,073	18,693	1,620
Resilient Flood Mapping				
To complete North Adelaide survey in this financial year		0	(630)	(630)
ACMA	Net			
improvement in commercial performance (excludes change in internal expenditure), increase in revenue of \$450k offset by increased expenditure \$47k		(396)	7	403
Aquatic Centre				
Net improvement in financial performance (excludes change in internal expenditure), increase in revenue of \$400k offset by increased expenses \$193k		(912)	(705)	207
Stormwater Network Cleaning				
To continue stormwater cleaning works aligned with grant funded Resilient Flood Mapping strategic project			(336)	(336)
Horticulture Overtime				
Increased workload on weekends and evenings to avoid disruptions to city visitors			(300)	(300)
Electricity				
Forecasted favourable variance based on year to date variance and projection based on final quarter for prior year			300	300
Developer Contributions				
Release of Balfours Developer Contribution provided under previous agreement with Urban Construct			293	293
Central Market Arcade Redevelopment				
Reclassification of budget from operating to capital			280	280
Kerbside Waste Services				
Favourable spend to date in kerbside waste for new developments in the city			250	250
AEDA Strategic Partnerships				
Budget from prior years (21/22 & 22/23) spent in this financial year			(232)	(232)
City Wide Waste and Fight Food Waste				
Grant no longer being expensed			400	400
Bridge Maintenance				
Additional budget to reflect cost of work on Adelaide bridge		(200)	(400)	(200)
Cleansing Temps				
Increase to cleaning schedule including deep clean in North Adelaide and leaf fall			(200)	(200)
Interest Income				
Lower than forecast borrowings			200	200
Other Minor Adjustments				
Other adjustments that are individually minor in value (< \$200k)				1,542
Proposed Quarter 3 Budget Review Operating Position				6,815
Total Proposed Adjustment				4,812

Operating program – adjustments Continued

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

\$000's	budget	proposed	variance
Events Additional income \$450k offset by costs of \$450k for events in 2023/24	-	-	-
Insurance Claims Costs for repairing damaged assets of \$185k covered by insurance proceeds of \$185k	-	-	-
Rundle Mall Concession Stand Additional income of \$140k received offset by additional expenditure of \$140k	-	-	-
Employee Relations Legal Costs Settlement in favour of CoA \$82k offset by additional legal costs incurred of \$82k	-	-	-

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.	42,068	28,551	13,517
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.	14,115	16,852	(2,737)
Renewals Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.	54,153	54,153	0
Total Adjustment	110,336	99,556	10,780

Financial indicators

		Target	Adopted	Q1	Q2	Q3
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	0.9%	0.9%	0.9%	2.9%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%	-1%	0.7%	7.6%	2.1%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	90%	97%	97%	97%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	10%	13%	14%	8%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.4%	0.6%	1.4%	2.5%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.3	0.3	0.2
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%	99%	102%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	30.184m	40.553m	\$42.106m	23.593m
			20%	27%	28%	16%

On track Within range

At risk May be within range but at risk of going outside of range

Off track Outside of range

Treasury Reporting

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

Table 1 shows the borrowing facilities taken out by Council. Council had nil borrowings as at 31 March 2024:

Borrowings Facility *	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000s	Maturity Date
LGFA CAD 555	\$70m	Variable	5.35%	Nil	\$5.700m	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 had \$20.475m in cash investments at 31 March 2024:

Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000s	Maturity Date
LGFA General	\$5.977m	Variable	4.55%	\$5.977m	\$5.977m	-
NAB	\$1.450m	Variable	4.35%	\$0.950m	(\$1.674m)	-
CBA	\$1.377m	Variable	4.35%	\$0.877m	\$0.877m	-
LGFA FT 62351	\$5.000m	Fixed	4.95%	\$5.000m	\$5.000m	28/06/2024
LGFA FT 62352	\$7.671m	Fixed	4.95%	\$7.671m	\$7.671m	28/06/2024

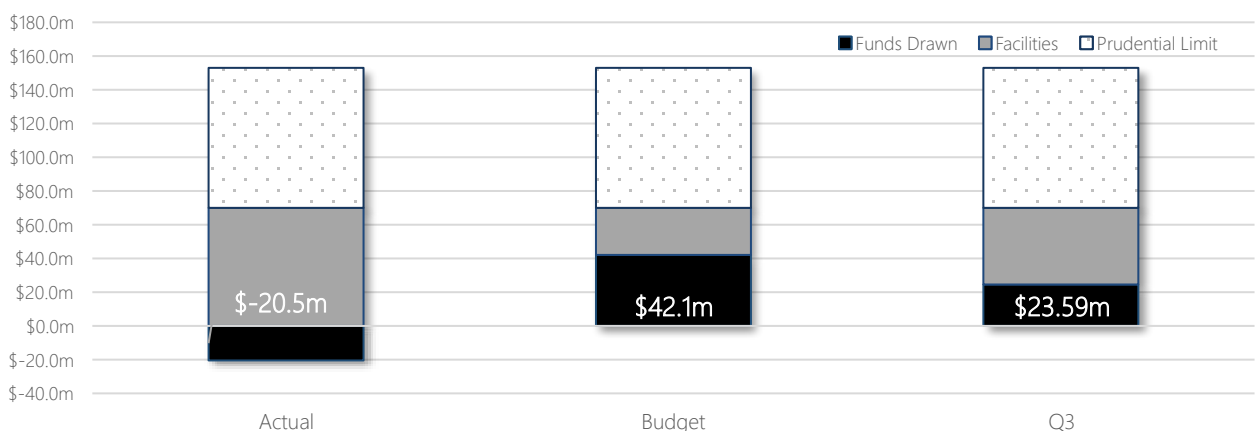
Total borrowings without the Future Fund offset (\$46.121m) would otherwise be \$25.646m

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

Prudential Limit Ratio **	Comments	Limits	March 2024 YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.13%
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 31 March 2024 is \$152.927 million (an increase from \$149 million as per adopted budget)

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



Capital Works update

Summary

- \$18.454m has been spent to date and \$6.465m has been contracted across major projects, resulting in 59.2% of the 2023/24 program currently committed.
- \$4.998m has been spent to date and \$2.750m has been contracted across new and upgrade projects, resulting in 54.9% of the 2023/24 program currently committed.
- \$36.696m has been spent to date and \$14.694m has been contracted across renewal projects, resulting in 94.9% of the 2023/24 program currently committed.
- Proposed revised budgets (subject to Council endorsement this quarter): Major Projects \$28.551m; New and Significant upgrades \$16.852m; and Asset Renewals \$54.153m.
- The amounts listed within the table below reflect estimated overcommitments mainly within the renewal program. In essence, this allows for delivery of projects knowing that some projects cannot be delivered fully within the financial period or indeed underspend in other asset classes by the end of the financial year, typically these are funded through project savings and are balanced out at the end of year.

\$'000	Projects*	Q2 budget	Q3 expenditure	commitments	remaining
Major Projects	25	\$42,068	\$18,454	\$6,465	\$17,148
New and Significant upgrades	97	\$14,115	\$4,998	\$2,750	\$6,367
Renewals	299	\$54,153	\$36,696	\$14,694	\$2,764
<i>Major Projects (with renewal)</i>	10	\$6,110	\$3,643	\$2,387	\$80
<i>New/Upgrade (with renewal)</i>	26	\$1,422	\$214	\$21	\$1,188
<i>Corporate Overhead</i>		\$5,500	\$4,303	\$12	\$1,186
<i>Bridges</i>	4	\$360	\$123	\$5	\$232
<i>Buildings</i>	40	\$9,430	\$5,495	\$4,448	-\$514
<i>ICT</i>	7	\$1,793	\$1,387	\$48	\$357
<i>Lighting and Electrical</i>	20	\$1,491	\$714	\$1,413	-\$635
<i>Park Lands assets</i>	15	\$3,100	\$2,838	\$281	-\$19
<i>Plant and Fleet</i>	5	\$3,501	\$2,031	\$1,439	\$31
<i>Traffic Signals</i>	9	\$2,188	\$2,194	\$212	-\$219
<i>Transport</i>	112	\$13,796	\$10,686	\$2,504	\$605
<i>Urban Elements</i>	44	\$3,795	\$1,699	\$1,008	\$1,088
<i>Water infrastructure</i>	7	\$1,668	\$1,369	\$915	-\$616
Total	387*	\$110,336	\$60,147	\$23,910	\$26,279

Note

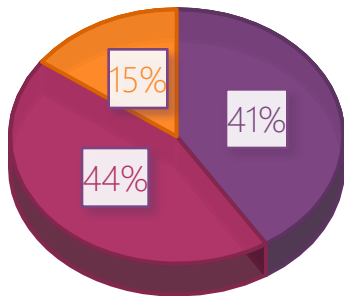
*Total Project count: mixed-funded projects are only counted once in the total project count

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

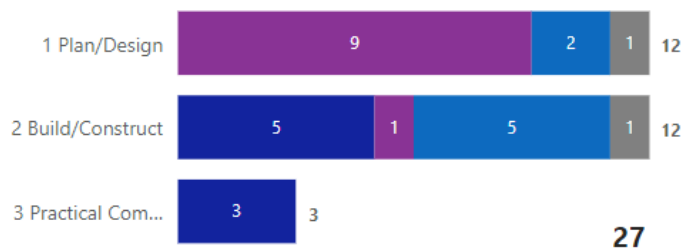
Major Projects

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

Approved Budget



- Remaining Budget \$17.148M
- Spent \$18.454M
- Contracted \$6.465M



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

Planning updates:

The third quarter has seen good progress in the delivery of our major projects. Progress highlights include:

- 1 major project has reached practical completion this quarter, namely the Street Lighting LED renewal
- Pitt Street project (final section of the Market to Riverbank program) and Rymill Park Lake upgrade project are progressing well with completion scheduled for June
- Hindley Street Main Street Revitalisation project design is progressing well with significant stakeholder engagement activities planned for April
- Charles Street streetscape upgrade design has completed, with construction procurement planned for May.
- Hutt Street Entry Statement construction has commenced on site
- North-South Bikeway remaining sections (construction) have completed procurement with scoped works commencing in April.

Budget updates:

The Annual forecast expenditure this quarter has decreased by \$13.517m from an approved Q2 budget of \$42.068m to a proposed budget of \$28.551m.

Several projects had to be re-timed to future years with a budget reduction of \$11.974m comprising of:

- Central Market Arcade \$8.778m
- Hindley St Revitalisation \$0.900m
- Hutt St Entry Statement \$0.730m
- Experience Adelaide Visitor Centre \$0.614m
- Melbourne St Improvements \$0.462m
- Charles St Upgrade \$0.425m
- North-South Bikeway \$0.065m

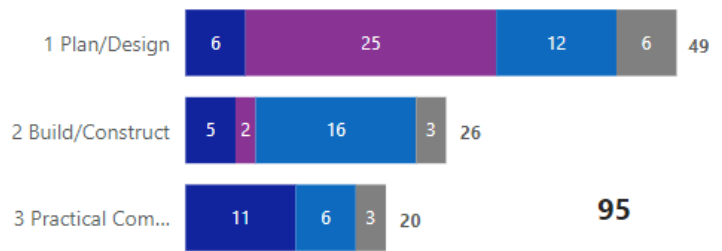
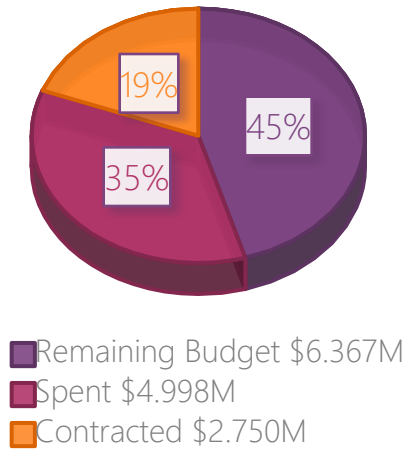
Additionally, \$1.050m of savings from Major projects were transferred to New/Upgrade projects of which \$0.600m relate to Program Management costs.

The ledger has decreased further by grant returns of \$0.539m, where projects delivered with savings, offset by grant interest of \$0.046m.

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

- 7 projects have reached practical completion this quarter, including Brougham Place Footpath and greening, Greening Gray St, 2 Traffic Signal Safety upgrade projects and several Public Art projects
- Francis St Artwork, 3G Hardware replacement, North Terrace/Station Road footpath and Light Square Electric Infrastructure project will be completed next quarter.
- Field Street Upgrade has commenced construction
- Several new projects have been created from available savings during the quarter, for example MacKinnon Parade lighting upgrade and Hindmarsh Square lighting from resident requests, Adelaide Town Hall David Spence/Prince Alfred Room upgrades for enhanced customer offering as well as Golf ball washer and dispenser, ACMA Bio-separator and Hutt Road earthen levee which were brought forward from the 24/25 BPB.

Budget updates:

The Annual forecast expenditure this quarter has increased by \$2.737m from an approved Q2 budget of \$14.115m to a proposed budget of \$16.852m.

Several projects had to be re-timed to future years with a budget reduction of \$2.313m comprising of:

- Southwest Community Centre \$1.500m
- Public Art projects \$0.512m
- Bullrush Park/Warnpangga Lighting \$0.148m
- Torrens Weir retaining structure \$0.130m
- Glen Osmond/Hutt Rd Intersection \$0.023m

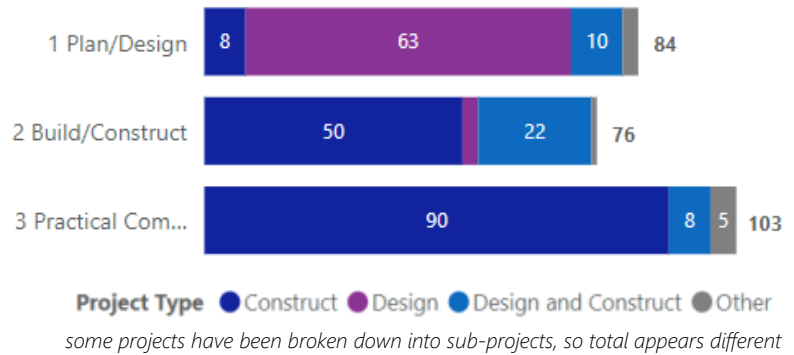
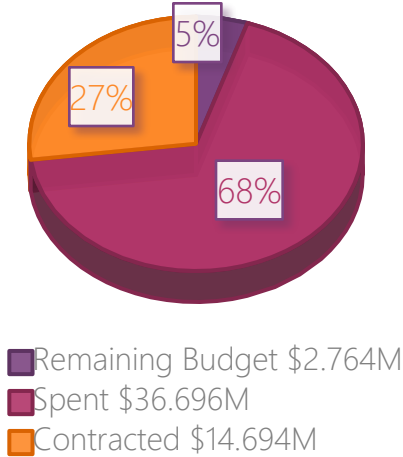
Additionally, \$1.050m of savings from Major projects were transferred to New/Upgrade projects to fund additional project costs of which \$0.600m relates to the Program Management costs.

A new tree planting project of \$4m to fund a multi-year program of public realm greening to support an annual net increase in street trees, aligned to the Integrated Climate Strategy.

Renewals

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

Approved Budget



Planning updates:

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

- 27 projects have achieved practical completion this quarter, including Jeffcott St South, Traffic Signal lantern renewal program, West Tce median irrigation renewal and various road and footpaths renewal projects
- Several projects have commenced construction, including Eagle Chambers IT Server Room AC unit renewal, ACMA glass canopy renewals and entrance light renewal, Pinky Flat Pond renewal, Bentham St/Waymouth St Intersection improvements as well as the Pioneer Women’s Garden Heritage wall refurbishment
- A number of projects are forecasting completion in the next quarter, including Adelaide Pavillion AC renewal, ICT renewal program, electrical switchboard renewal program and various road and footpaths renewal projects

Budget updates:

The annual forecast expenditure this quarter has remained unchanged at \$54.153m.

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

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

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	20,165	20,257	(92)
Expenditure	(31,374)	(35,054)	3,680
Net Operating Surplus / (Deficit)	(11,209)	(14,797)	3,588

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	Variance
Office of the Director, City Shaping	-	-	-	(652)	(634)	18
City Culture	11,956	12,143	187	(27,370)	(27,938)	(568)
Park Lands, Policy and Sustainability	43	63	20	(7,554)	(7,490)	64
Regulatory Services	14,984	14,968	(16)	(9,943)	(9,811)	132
Strategic Projects	218	250	32	(2,612)	(2,386)	226
Total	27,201	27,424	223	(48,131)	(48,259)	(128)

City Shaping

Planning updates / changes

- Adaptive Re-use Housing Initiative – project moved from Office of the Director City Shaping to Park Lands Policy & Sustainability
- Park 21 West - New Community Sports Building – project moved from Park Lands, Policy & Sustainability to City Culture for delivery.
- An agreement with End Food Waste Australia to research and trial food organics collections did not proceed, which is linked to the reduced budget for City Wide Waste and Recycling.

Budget updates / changes

- Operational budget changes resulting in \$0.223m increase to income, as well as \$0.128m increase in expenditure:
 - Increase in income for Aquatic Centre catering and swim school \$0.400m
 - Increase in leasing and licencing income \$0.180m
 - Reduction in Adelaide Town Hall income (\$0.480m) offset by reduced expenses \$0.346m
 - EOI process for Aquatic Centre increased costs of (\$0.853m)
- Changes to the operational budget identified above includes savings in Strategic Projects this quarter of \$0.255m

Select Portfolio achievements from this quarter

- Delivery of city wide events and activations over the Fringe and Festival period, including the activation of more public locations in the West of the City during Adelaide Fringe than ever before. 14 Park Lands and City Squares were activated over the February/March period in 2024, compared to ten in 2023 over the same period, marking a 40% increase in activated locations, all in the Westerns side of the City.
- The Housing Strategy – Investing in Our Housing Future and the Homelessness Strategy – Everyone’s Business consultation concluded, with the final strategies presented to and adopted by Council in February 2024.
- Various consultants engaged to undertake reports and research for the City Housing (Adaptive Re-use) project including vacancy, building auditing, Building Rules Review and Compliance Reporting and Cost Rate Reports.

City Shaping | Budget

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)	(369)	16
Adelaide Town Hall	2,863	2,368	(495)	(2,941)	(2,605)	336
Aquatic Centre	6,593	6,993	400	(7,430)	(8,424)	(994)
City Experience	616	656	40	(4,080)	(4,116)	(36)
City Lifestyle	1,246	1,470	224	(4,654)	(4,791)	(137)
Creative City	112	130	18	(2,834)	(2,725)	109
Libraries	526	526	-	(5,046)	(4,908)	138
Total	11,956	12,143	187	(27,370)	(27,938)	(568)

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	-	-	-	(355)	(351)	4
City Planning and Heritage	43	43	-	(3,651)	(3,651)	-
Low Carbon & Circular Economy	-	-	-	(1,909)	(1,849)	60
Park Lands, Policy & Sustainability	-	20	20	(1,639)	(1,639)	-
Kadaltilla / Park Lands Authority	-	-	-	-	-	-
Total	43	63	20	(7,554)	(7,490)	64

Regulatory Services

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
A/D, Regulatory Services	-	-	-	(844)	(836)	8
City Development	3,270	3,270	-	(2,733)	(2,637)	96
City Safety	458	442	(16)	(1,641)	(1,647)	(6)
On-Street Parking Compliance	11,256	11,256	-	(4,725)	(4,691)	34
Total	14,984	14,968	(16)	(9,943)	(9,811)	132

City Shaping | Strategic Projects

	Plan	Expenditure (\$'000)				
	delivered by	budget	proposed	variance		
City Culture						
Aquatic Centre Investigations			(75)	(75)	0	↻
City Activation	June 2024		(400)	(400)	0	↻
Cultural Mapping of the Adelaide Park Lands	June 2024		(75)	(75)	0	↻
Park 21 West - New Community Sports Building (Z0170)	April 2024		(32)	(32)	0	↻
Park Lands, Policy and Sustainability						
Adaptive Re-use Housing Initiative	December 2025		(218)	(193)	25	⬇
City Wide Waste and Recycling			(788)	(503)	285	⬇
Delivering the City Plan			(390)	(475)	(85)	⬆
Local Heritage Assessments - 20th Century Buildings			(70)	(70)	0	↻
Master Plan of Light Square	June 2024		(90)	(90)	0	↻
Park Lands Biodiversity Survey	June 2024		(150)	(150)	0	↻
Park Lands Greening			(15)	(15)	0	↻
Regulatory Services						
On-Street Parking Compliance Technology & Customer Analytics Reform			(100)	(100)	0	↻
Total			(2403)	(2178)	225	⬇

* fully funded by State Government Grant

City Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	47,235	43,149	4,086
Expenditure	(89,809)	(93,716)	3,907
Net Operating Surplus / (Deficit)	(42,574)	(50,567)	7,993

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Office of the Director, City Services	-	-	-	(677)	(677)	-
City Operations	2,482	3,251	769	(43,388)	(42,858)	530
Infrastructure	722	762	40	(44,602)	(43,839)	763
Strategic Property and Commercial	53,303	55,599	2,296	(32,811)	(31,663)	1,148
Strategic Projects	3,020	3,146	126	(5,212)	(5,507)	(295)
Total	59,527	62,758	3,231	(126,690)	(124,544)	2,146

City Services

Planning updates / changes

- A new project to explore alternative irrigation for the North Adelaide Golf Course was initiated this quarter
- There have been supplier issues with the City speed limit review and school safety review causing delays, however delivery continues, including recent Council decisions around St Aloysius College
- Grant received for Park Lands Strategic Water Resources with the work to be completed next financial year
- Increased funding for Condition Audits and new projects for investigating
- North Terrace West Masterplan has been deferred to a future period
- Property Strategy workshops with Council Members will occur during April, with feedback to inform a report to Council to finalise the strategy in August 2024.
- Workshops associated with Hindley Street (Mainstreet) have been programmed into April prior to public consultation and stakeholder engagement.

Budget updates / changes

- Operational budget changes resulting in \$3.231m additional income and \$2.146m reduction in expenditure:
 - Parking Revenue of \$1.350m plus cost savings of \$0.270m
 - Golf Revenue of \$0.825m offset by expenditure increases of (\$0.600m)
 - Additional events income \$0.450m offset fully by expenses (\$0.450m)
 - Depreciation reduction of \$2.174m due to reviewing building useful lives
 - Changes to allocation of internal charges \$1.017m
 - (\$0.200m) for increased bridge maintenance
 - (\$0.030m) for horticulture overtime based on increased workloads for weekends and evenings to avoid disruptions to city visitors
- Changes to the operational budget identified above includes funding changes for Strategic Projects (\$0.296m)

Select Portfolio achievements from this quarter

- Renewal SA and the City of Adelaide have settled on the Franklin Street bus station land and the development of a Master Plan is progressing. Renewal SA is in the process of securing a sustainability consultant to support the project's aspiration to achieve carbon neutrality
- Increased cleansing and maintenance activities to support the City Summer Festival and Event Season
- Completion of two Public Realm Condition Audits
 - East End, including Rundle Street, Frome Street, Vardon Avenue and Ebenezer Place
 - Hindley Street, including Leigh Street and Produce Lane

City Services | Budget

City Operations

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D City Operations	-	-	-	(2,963)	(3,025)	(62)
Manager, City Maintenance	-	-	-	(384)	(384)	-
Manager, City Presentation	-	-	-	(199)	(199)	-
Cleansing	6	6	-	(7,075)	(7,019)	56
Facilities	-	-	-	(4,522)	(2,942)	1,580
Horticulture	2,334	2,818	484	(13,697)	(14,329)	(632)
Infrastructure Maintenance	-	100	100	(5,832)	(5,801)	31
Trades	107	292	185	(4,890)	(5,394)	(504)
Waste	29	29	-	(3,603)	(3,342)	261
Workshops	6	6	-	(224)	(423)	(199)
Total	2,482	3,251	769	(43,389)	(42,858)	531

Infrastructure

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D Infrastructure	-	-	-	(714)	(639)	75
Infrastructure Planning and Delivery	722	762	40	(43,378)	(42,690)	688
Technical Services	-	-	-	(510)	(510)	-
Total	722	762	40	(44,602)	(43,839)	763

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)	(454)	19
Commercial	221	221	-	(918)	(768)	150
Parking	42,774	44,124	1,350	(14,060)	(13,936)	124
North Adelaide Golf Course	3,443	4,268	825	(3,606)	(4,460)	(854)
Strategic Property Development	584	584	-	(766)	(766)	-
Strategic Property Management	6,281	6,402	121	(12,988)	(11,279)	1,709
Total	53,303	55,599	2,296	(32,811)	(31,663)	1,148

City Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		budget	proposed	variance		
City Operations							
Private Laneways Fee-for-Service Trial	●●●	June 2024	●●●	(50)	(50)	0	↔
Infrastructure							
Adelaide Central Market - Telecommunication Infrastructure and Communication System - Part 1	●▲●	July 2024	●▲●	(229)	(124)	105	⬇
Asset Condition Audit	●●●	May 2024	●●●	(199)	(223)	(24)	⬇
City Speed Limit Review	●▲●		●▲●	0	(113)	(113)	⬇
Climate Change Risk Adaptation Actions Year 2	●●●		●●●	(160)	(120)	40	⬇
Conservation Management Plans for Heritage Assets	●●●	June 2024	●●●	(200)	(170)	30	⬇
Lighting and Electrical Data Collection	●●●		●●●	(300)	(285)	15	⬇
North Adelaide Golf Course - Water Investigative Study	●●●	June 2024	●●●	0	(61)	(61)	⬇
North Terrace West Masterplan	●▲●		●▲●	(100)	0	100	⬇
Resilient Flood Planning	●●●	May 2025	●●●	(2325)	(2955)	(630)	⬇
SA Power Networks (SAPN) Luminaire Upgrades	●●●	May 2024	●●●	(100)	(15)	85	⬇
School Safety Review	●●●		●●●	0	(80)	(80)	⬇
Stormwater Network Cleaning	●●●	June 2025	●●●	(500)	(927)	(427)	⬇
Transport Strategy	●▲●		●▲●	(350)	(139)	211	⬇
Underground of powerlines	●●●		●●●	(239)	(66)	173	⬇
Strategic Property and Commercial							
88 O'Connell Project Delivery	●●●		●●●	(30)	(30)	0	↔
Central Market Arcade Redevelopment	●●●	January 2026	●●●	(280)	0	280	⬇
Strategic Property Action Plan Implementation	●●●		●●●	(150)	(150)	0	↔
Total				(5211)	(5507)	(296)	⬇

* fully funded by Federal Government Grant

Corporate Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	108,775	107,447	1,328
Expenditure	(38,238)	(37,606)	(632)
Net Operating Surplus / (Deficit)	70,537	69,841	696

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the Chief Operating Officer	-	-	-	(939)	(831)	108
Customer and Marketing	1	1	-	(6,499)	(6,450)	49
Finance and Procurement	134	104	(30)	(4,284)	(4,168)	116
Governance	-	40	40	(4,213)	(4,335)	(122)
Information Management	1,430	1,430	-	(13,312)	(13,583)	(271)
People	-	82	82	(3,740)	(4,133)	(393)
Strategy, Insights & Performance	-	-	-	(1,473)	(1,508)	(35)
Corporate Activities *	131,569	132,062	493	4,702	3,730	(972)
Strategic Projects	400	400	-	(1,775)	(1,770)	5
Total	133,534	134,119	585	(31,533)	(33,048)	(1,515)

Subsidiaries

Adelaide Central Market Authority	4,914	5,422	508	(5,310)	(5,410)	(100)
Adelaide Economic Development Agency	4,354	4,494	140	(12,809)	(13,203)	(394)
Kadaltilla / Adelaide Park Lands Authority	253	253	-	(253)	(253)	-
Total Subsidiaries	9,521	10,169	648	(18,372)	(18,866)	(494)
Total Corporate Services (including Subsidiaries)	143,055	144,288	1,233	(49,905)	(51,914)	(2,009)

*Corporate Activities includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management Target, and capital overhead.

Corporate Services

Planning updates / changes

- The reduction in budget for the Cyber Security Enhancement represents a budget saving only. The scope and outcomes of the project remain unchanged.
- Subsidiaries of Council (ACMA, AEDA and Kadaltilla) continue to report through Corporate Services.

Budget updates / changes

- Operational budget changes resulting in \$1.233m increase in income, as well as (\$2.009m) additional expenditure:
 - Additional Adelaide Central Market revenue of \$0.450m offset by additional expenditure of (\$0.047m)
 - Release of developer contributions \$0.293m
 - Additional interest income \$0.200m
 - Depreciation adjustments of (\$1.399m)
 - AEDA strategic partnerships (\$0.232m)
 - Re-timing of payments to event suppliers in AEDA (\$0.130m)
 - Additional internal audits (\$0.116m)
- Budget increase to Transactional Banking of (\$0.075m) required for project management costs
- Net savings in strategic projects of \$0.005m.

Corporate Services

Select Portfolio achievements from this quarter

- The draft 2024/25 Business Plan and Budget is being developed through a program of Council Member workshops and reports and is on track for public consultation from late April 2024.
- The recruitment of a new City of Adelaide Chief Executive Officer commenced in March 2024, supported by external recruiting expertise.
- Five graduates for 2024 commenced through the new City of Adelaide Graduate Program.
- A suite of governance documents endorsed by Council to maximise Council governance and effectiveness, including behavioural support policies, and review and continuation of the existing Committee structure.
- The analysis of the findings from the City User Profile Survey was finalised and the results are available to inform decision-making.

Adelaide Central Market Authority

- Adelaide Central Market Authority Business Plan and Budget is under development for 2024/25.
- Successful events season including inaugural Fringe program with 45 'pop-up' performances, Sauce Day and Easter program.
- Total media coverage was valued at \$1,137,949 in February.
- Strong rental occupancy steady at 100%.
- 100% Waste Diversion from landfill for quarter three.

Adelaide Economic Development Agency

- Consultation and development of the AEDA 2024/25 Business Plan and Budget occurred, including engagement with the AEDA Board and a workshop with Council.
- Collaboration with the Property Council of SA to brief the industry on the city's economy and the influence of growing white collar industries on construction and activity levels, whilst increasing awareness of AEDA and generating property leads.
- Delivery of MallFest in Rundle Mall over the Festival Season consisting of a curated program of street performers, activations, dressings and extended Saturday trading hours.
- Applications for Events and Festivals, and Commercial Events and Festival Sponsorship programs opened.

Kadaltilla / Adelaide Park Lands Authority

- Delivered the draft Kadaltilla Annual Business Plan and Budget 2024/2025.
- Appointment of Kadaltilla / Adelaide Park Lands Authority Board Member with skills in tourism and event management.
- Continued the comprehensive review of the Adelaide Park Lands Management Strategy 2015-2025 (APLMS), including a workshop and report with Council Committee.

Corporate Services | Budget

Customer and Marketing

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Customer & Marketing	-	-	-	(213)	(205)	8
Customer Experience	1	1	-	(3,978)	(3,978)	-
Marketing & Communications	-	-	-	(2,308)	(2,267)	41
Total	1	1	-	(6,499)	(6,450)	49

Finance and Procurement

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Finance & Procurement	-	-	-	(265)	(241)	24
Financial Planning & Reporting	-	-	-	(1,811)	(1,779)	32
Procurement & Contract Management	-	-	-	(990)	(970)	20
Rates & Receivables	134	104	(30)	(1,218)	(1,178)	40
Total	134	104	(30)	(4,284)	(4,168)	116

Governance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Governance & Risk	-	-	-	(209)	(207)	2
Corporate Governance	-	-	-	(1,972)	(2,109)	(137)
Council Governance	-	-	-	(1,045)	(1,044)	1
Legal Governance	-	40	40	(987)	(975)	12
Total	-	40	40	(4,213)	(4,335)	(122)

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)	(1,377)	2
Project Delivery	1,400	1,400	-	(2,554)	(2,554)	-
Service Desk	-	-	-	(1,111)	(1,172)	(61)
Technology, Infrastructure & Platforms	23	23	-	(8,268)	(8,480)	(212)
Total	1,430	1,430	-	(13,312)	(13,583)	(271)

People

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager People	-	-	-	(493)	(445)	48
People Experience	-	-	-	(1,355)	(1,573)	(218)
People Safety and Wellbeing	-	-	-	(751)	(746)	5
People Services	-	82	82	(1,141)	(1,369)	(228)
Total	-	82	82	(3,740)	(4,133)	(393)

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	-	-	-	(1,131)	(1,166)	(35)
Total	-	-	-	(1,473)	(1,508)	(35)

Corporate Services | Budget

Adelaide Central Market Authority

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	Variance
ACMA Operations	4,820	5,328	508	(5,074)	(5,174)	(100)
Online Market Platform	94	94	-	(236)	(236)	-
Total	4,914	5,422	508	(5,310)	(5,410)	(100)

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	50	50	-	(2,520)	(2,688)	(168)
Marketing	35	35	-	(1,882)	(1,882)	-
Rundle Mall Management	4,250	4,390	140	(4,468)	(4,608)	(140)
Visitor Economy	19	19	-	(3,191)	(3,277)	(86)
Total	4,354	4,494	140	(12,809)	(13,203)	(394)

Kadaltilla / Park Lands Authority

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Kadaltilla / Adelaide Park Lands Authority	253	253	-	(253)	(253)	-

Corporate Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		budget	proposed	variance		
Finance and Procurement							
External Property Valuations	●●●	May 2024	●●●	(240)	(240)	0	↔
Transactional Banking	●●●	June 2024	●●●	(150)	(225)	(75)	⬇
Information Management							
Archives Digitisation	●●●	June 2024	●●●	(80)	(80)	0	↔
Cyber Security Enhancement	●●●	June 2024	●●●	(100)	(60)	40	⬆
Strategy, Insights and Performance							
Grant Management Software to facilitate identification of funding opportunities	●●●	June 2024	●●●	(12)	(12)	0	↔
Adelaide Economic Development Agency							
Strategic Events Fund	●●●	June 2024	●●●	(600)	(600)	0	↔
Welcome Adelaide	●●●		●●●	(120)	(80)	40	⬆
Total				(1302)	(1297)	5	⬆

Regional Subsidiary and Offices

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 Board's own reports and plans will be provided as attachments as well as being available on the Board's website.

Office of the Chief Executive Officer (CEO)

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

Key Focus areas:

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

Office of the Lord Mayor

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

Office of the CEO and Office of the Lord Mayor

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	-	-	-
Expenditure	(2,247)	(2,391)	144
Net Operating Surplus / (Deficit)	(2,247)	(2,391)	144

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the CEO	-	-	-	(1,470)	(1,401)	69
Civic Events, Partnerships, & Other Events	-	-	-	(467)	(415)	52
Councillor Support	-	-	-	-	-	-
Lord Mayor's Office Administration	-	-	-	(1,117)	(1,122)	(5)
Strategic Projects	-	-	-	-	-	-
Total	-	-	-	(3,054)	(2,938)	116

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 for the celebration to mark the 10th anniversary of the sister city relationship with Qingdao is continuing.
- The Australia Day Citizenship Ceremony was held on Thursday, 25 January 2024 along with the Citizen of the Year Event following.
- Eleven civic events were delivered between January and March 2024.

Long Term Financial Plan

Summary

Long Term Financial Plan (LTFP) updates:

- The starting year for the LTFP 2023/24 has been updated to reflect the proposed Q3 Budget
- Year 2 of the LTFP is in line with the draft 2024/25 budget
- Updated assumptions for South Australia Consumer Price Index (SA CPI), Wages Price Index (SA WPI), and Interest Rates based on the March projections provided by Deloitte Access Economics (DAE)
- Impact of Council Decisions during 2023/24 which have an ongoing impact on the LTFP, including:
 - Adopted Asset Management Plans (AMP's) for Transportation and Urban Elements
 - Approved Asset Management Plan for consultation for Buildings, for which Adoption is being sought on 28 May 2024
 - The next iteration of the LTFP will be updated for Lighting & Electrical, Park Lands & Open Space, and Water AMP's
 - Carry Forward of Central Market Arcade Redevelopment of \$8.777m from 2023/24 into 2025/26
- Impact of 2024/25 budget decisions which have an ongoing impact on the LTFP:
 - Removal of the Mini Golf Capital Project from 2025/26
 - Reallocation of MainStreet Upgrades following draft 2024/25 budget allocation
 - Council decision to fund 218-232 Flinders Street \$1m from 2024/25 to commence in 2025/26

Long Term Sustainability:

The revised LTFP projections highlight key matters where a Council decision is required with regard to future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and effort, and in particular (but not limited to):

- An increase in operating revenue sources to fund the increase in Asset Renewals as per the revised AMPs
- Investment of \$15m per annum for the life of the LTFP on new and upgrade projects
- The future of Rundle UPark
- Successful resolution of external funding for the renewal of the Torrens Weir and Adelaide Bridge

Financial sustainability

“A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

Financial Principles and Finance Strategy

In order to guide financial strategy and future decision making to ensure long term financial sustainability can be achieved, Council endorsed the following Financial Principles:

- Transparency in decision making
- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect cost of services provided
- Maintain the rating system
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- Capital renewal expenditure will be based on asset management plans
- 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
- 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

How do we monitor and communicate financial sustainability?

A suite of financial sustainability indicators (KFIs) is used to measure Council's financial performance, to guide decision making on major projects and significant components within the LTFF, and to secure its continued financial sustainability.

The LGA endorsed KFIs, which are incorporated into reporting based on the Model Financial Statements (LGA endorsed), are:

- The Operating Surplus Ratio
- The Net Financial Liabilities Ratio
- The Asset Renewal Funding Ratio.

Council also considers an additional four indicators to monitor its ability to borrow in line with its Prudential Borrowing Limit:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio
- Cashflow from Operations Ratio.

Financial sustainability

Operating Surplus Ratio

This indicator represents the difference between day-to-day income and expenses for a period, as is expressed the Operating surplus as a percentage of operating revenue.

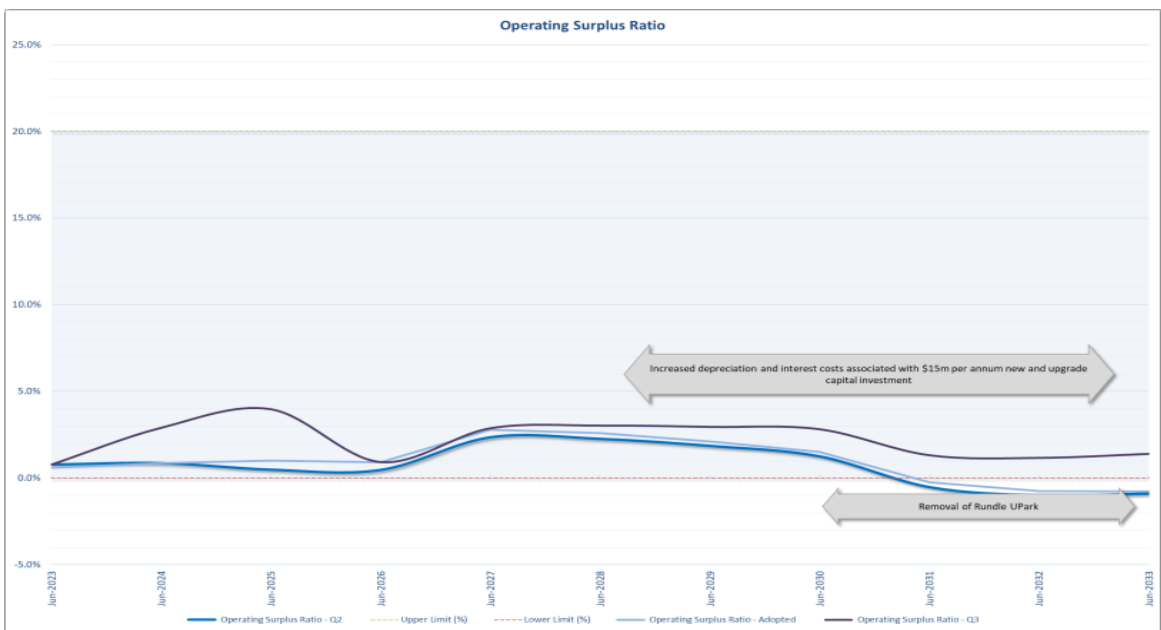
A council's long-term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than associated revenues. If a council is not generating an operating surplus in most periods then it is unlikely to be operating sustainably.

What is being measured:

This indicator represents the percentage by which the major controllable revenue source varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

Target:

The *Local Government Act 1999 (SA)* target is to achieve an average operating surplus ratio between 0% and 10% over any five-year period. However, as a Capital City Council, the City of Adelaide has significant responsibilities in improving its public realm and considers that an average operating surplus ratio between 0% and 20%, over any five-year period, is a more appropriate target.



Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q3, which illustrates change in the short term as a result of improved income forecasts. The ratio continues to sit around 3%, dropping in future years and highlights the need for decisions around revenue growth, capital investment and a solution for Rundle UPark.

The underlying structural budget is sustainable in the short to medium term and, subject to Council's eventual position on the matters discussed above, has the ability to remain sustainable in the longer term.

Financial sustainability

Net Financial Liabilities Ratio

This indicator represents the money owed to others less money held, invested or owed to Council as is expressed as Financial Liabilities as a percentage of operating income.

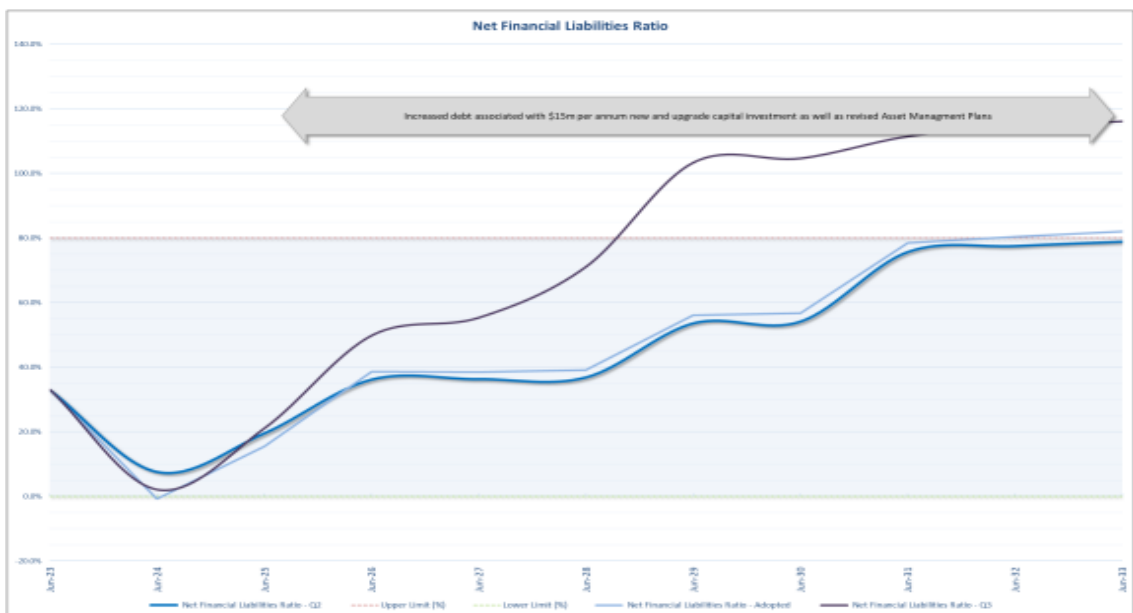
A council's indebtedness should be managed to ensure its liabilities and associated costs can be met without the prospect of disruptive service cuts and/or excessive rate increases (ie without impinging on financial sustainability). There is in essence no right or wrong target level for net financial liabilities (defined as total liabilities less financial assets) as this depends on infrastructure plans. The ideal target is that net financial liabilities are no greater than annual operating revenue and not less than zero.

What is being measured:

This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets and services from operating income.

Target:

The LGA recommends that the target for Net Financial Liabilities should be greater than zero and less than 100%, (that is, the amount owed is equal to or less than total annual income). The more conservative target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.



Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q3, which illustrates the impact of extra debt from some major projects and revised AMPs. City of Adelaide's net financial liabilities are, until 2027/28, within the prescribed target for the life of the plan. The higher ratio from 2027/28 onwards reflects a combination of Council continuing to invest in assets, matched to a decrease in operating revenue from the removal of UPark Rundle.

The short to medium term demonstrates a positive position, however, borrowings and related expenditure and/or operating revenue needs to be addressed to bring the ratio back within target and remain so beyond the life of the LTFP. Note that where there is insufficient operating revenue to fund renewals, the LTFP model assumes debt will be utilised as the balancing item for funding. Hence the increasing ratio related to debt over the rise of the LTFP.

Financial sustainability

Asset Renewal Funding Ratio

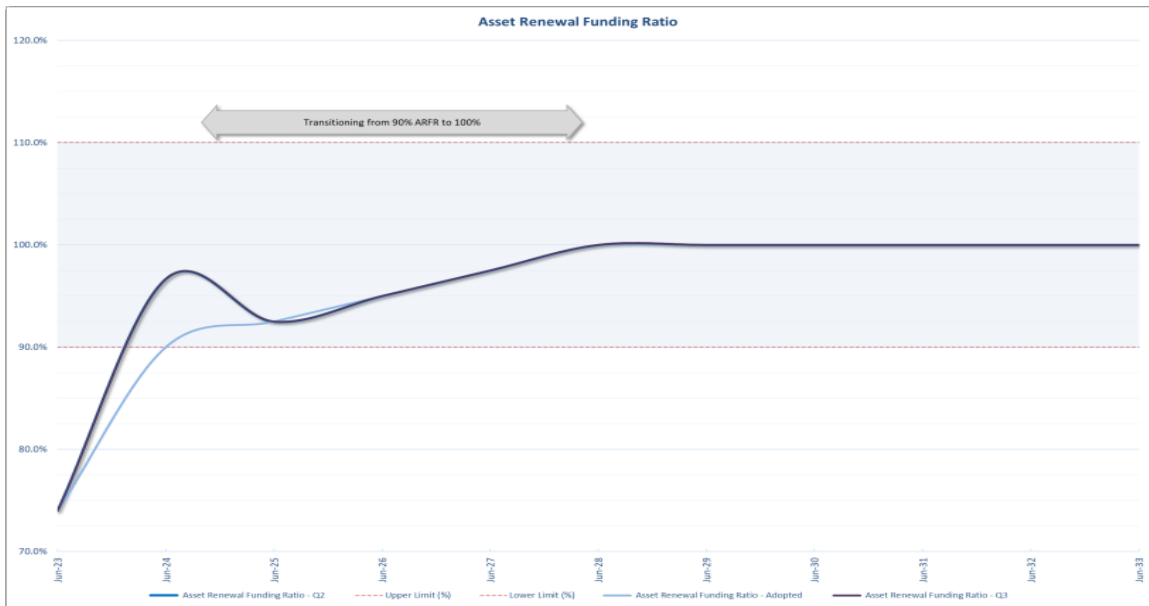
This ratio represents expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.

What is being measured:

This indicator expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans.

Target:

The *Local Government Act 1999 (SA)* recommends a target ratio between 90% and 110%. A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A ratio higher than 100% suggests that Council is replacing assets earlier than needed or at a level in excess of that set in the asset management plans.



Explanation of LTFP Projected Results:

It is assumed that over the long term financial plan, asset renewals will be funded in line with the Strategic Asset Management Plans. Averages demonstrate a positive position over the life of the LTFP. The ongoing sustainable position will be subject to revenue and debt settings to address the Net Financial Liabilities Position over time.

The 2023/24 projection (approximately 97%) represents the expected expenditure of the proposed capital program, above the 90% target.

The eventual result for 2023/24 will be based on actual expenditure as at 30 June 2024.

Financial sustainability

Borrowings Ratios and Prudential Limits

The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, an upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators in terms of total borrowings, and the ability to service the interest incurred and debt repayments.

What is being measured:

- Asset Test Ratio: Borrowings as a percentage of total saleable property assets
- Interest Expense Ratio: Annual interest expense relative to General Rates Revenue (less Landscape Levy)
- Leverage Test Ratio: Total borrowings relative to General Rates Revenue (less Landscape Levy) expressed as the number of years of General Rates Revenue required to repay borrowings

Target:

The Treasury Policy reviewed in 2022 ensures Council's ability to manage cash and borrowings in accordance with prescribed limits. The Prudential limits set within the Treasury Policy are:

- Asset Test Ratio: Maximum of 50%
- Interest Expense Ratio: Maximum of 10%
- Leverage Test Ratio: Maximum 1.5 Years

Prudential limits are breached when one of the ratios fall outside the targets stipulated in the policy. The breach must be reported with remediation actions to the CEO immediately.

Explanation of LTFP Projected Results:

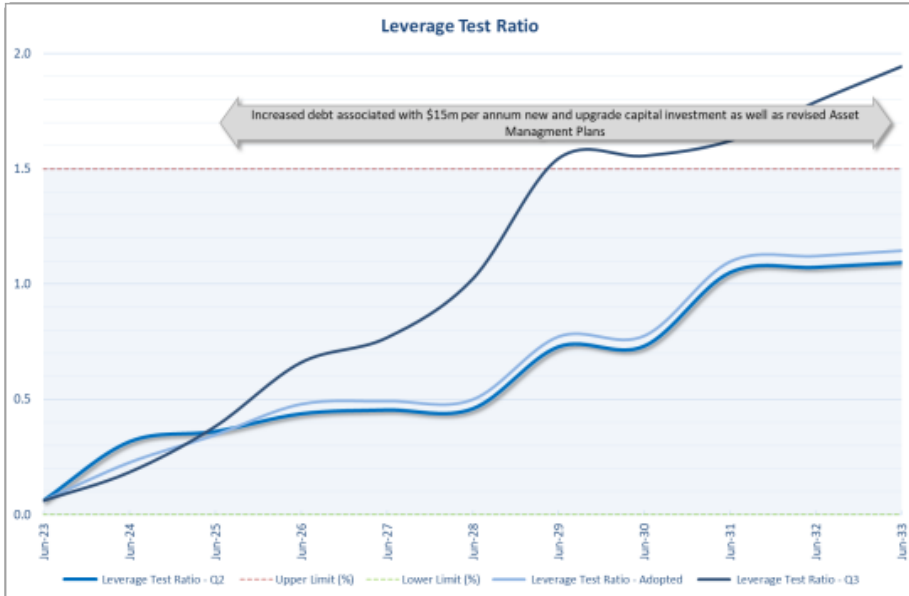
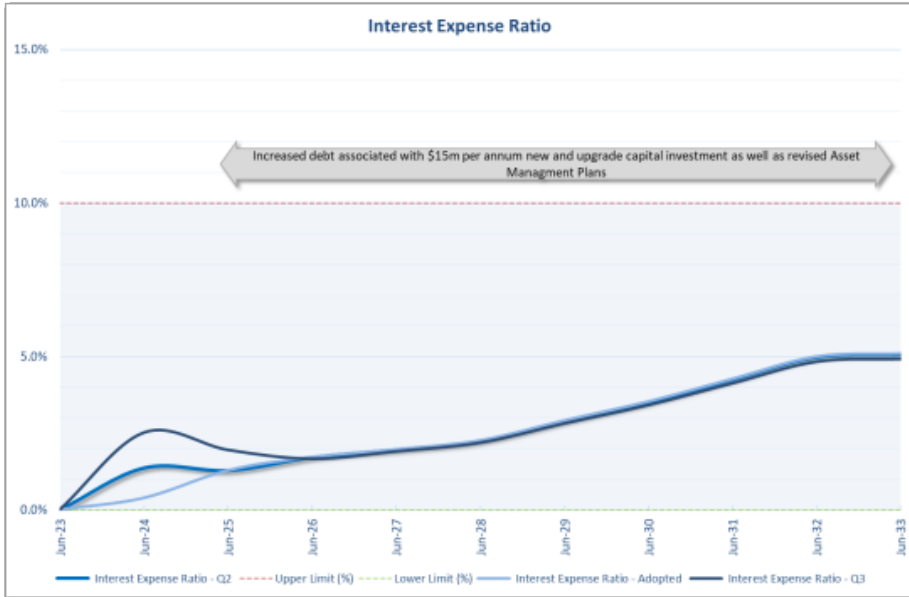
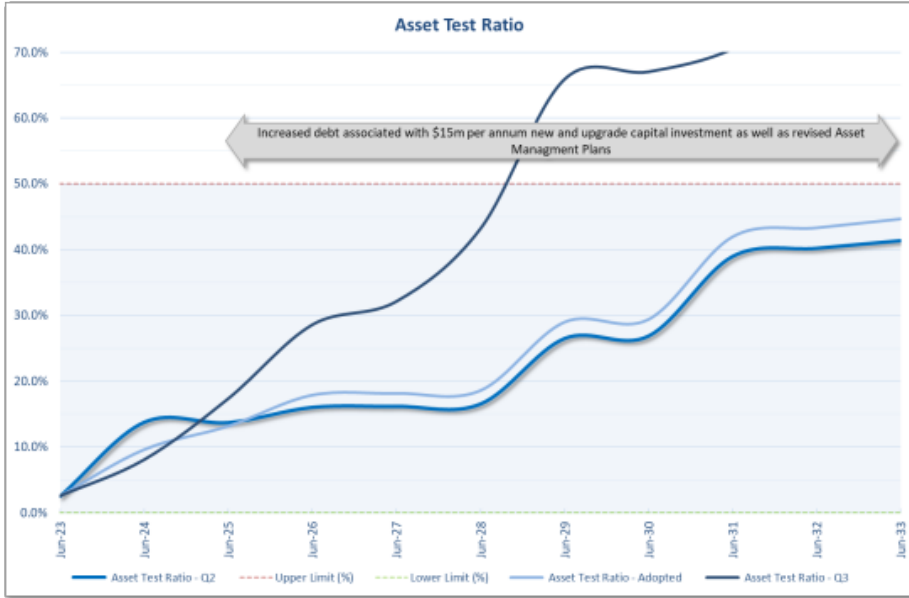
Note that where there is insufficient operating revenue to fund renewals, the LTFP model assumes debt will be utilised as the balancing item for funding. Hence the increasing ratio related to debt over the rise of the LTFP.

The charts on the following page compares the adopted budget against Q3, and illustrate a material change from 2025/26 as a result of the revised AMPs. City of Adelaide's borrowings are no longer within the prescribed targets across the life of the Long Term Financial Plan.

Averages over the life of the LTFP exceed the adopted targets based on the projected borrowings. The averages reflect unsustainable borrowings for capital delivery over the life of the LTFP based on current prudential limit settings and the assumptions underpinning key components in the LTFP. Funding decisions are required for the sustainable funding of Asset Renewals.

Financial sustainability

Borrowings Ratios and Prudential Limits



Financial sustainability

Cash Flow from Operations

This ratio measures Cash Flow from Operations as a percentage of forecast expenditure in the asset management plans and is expressed as operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets.

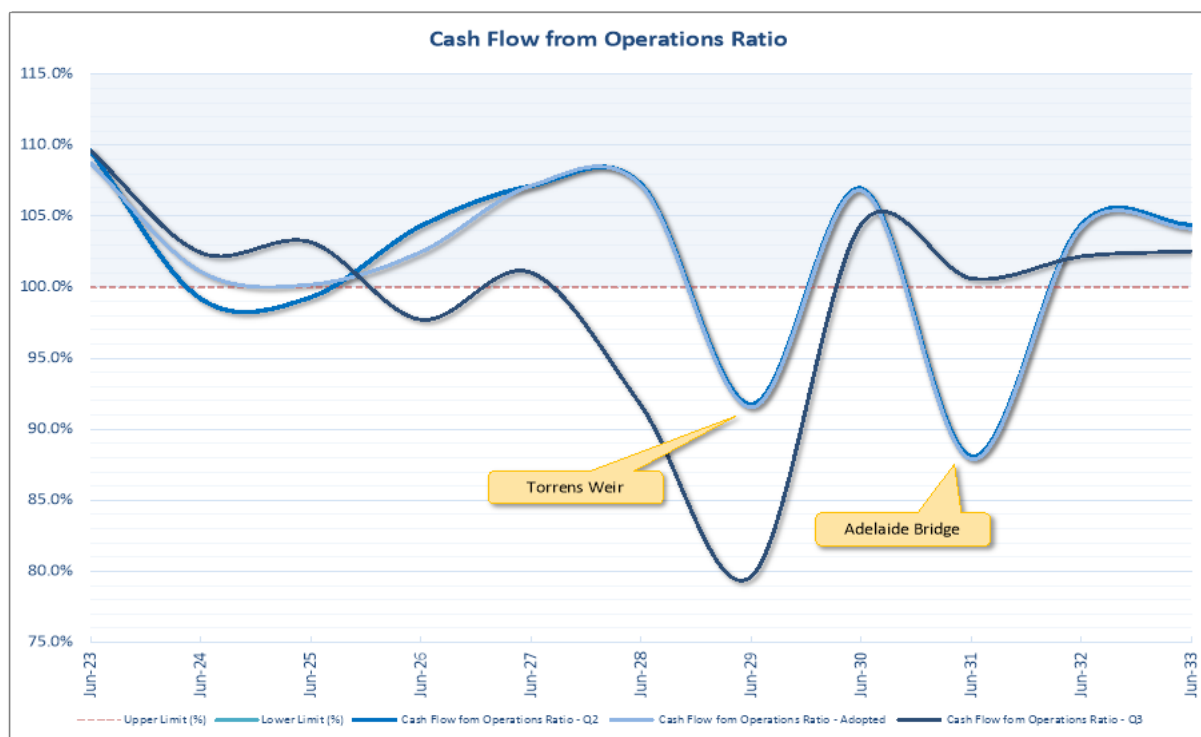
What is being measured:

This indicator shows whether Council is generating adequate cash from its operations to cover the replacement of assets over time.

A lower ratio indicates that Council is not generating enough cash from operations to cover asset replacement (less than 100%). As a result, Council will need to fund the replacement of assets from unsustainable sources of income resulting in increased levels of borrowings over time.

Target:

A result greater than 100% suggests Council's operations will generate enough cashflow to support the funding of asset replacement over time.



Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q2 and Q3. Most years of the LTFP project a positive result. The movement in Q3 reflects the revised AMP's for Transportation, Urban Elements and Buildings.

Years 6 and 9 of the plan reflect the significant renewals required in these years. This ratio highlights the risk in Council's ability to fully fund the larger renewals that are identified in the LTFP in the later years. This is not to suggest deficiency in renewal, but rather highlight the opportunity in advance to seek alternative funding sources such as State or Federal grants to assist with the funding of significant asset renewal projects for the benefit of the wider SA metropolitan area.

Financial sustainability

In conclusion, the analysis indicates that the City of Adelaide is currently financially sustainable in the short term, however, the increase in capital expenditure required through the revised Asset Management Plans for Building, Transportation and Urban Elements, has resulted in forecasts outside of targets in the medium to long term for the Net Financial Liabilities, Borrowing Ratios and Prudential Limits, and Cash Flow from Operations.

The results highlight matters where a Council decision is required with regard to future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and effort, and in particular (but not limited to):

- An increase in revenue sources to fund the increase in Asset Renewals through revised AMPs
- Ensuring decisions are consistent with Council's adopted financial principles
- Continued growth in revenue, through both rates and commercial activities, at or above the rate of growth in expenses
- Investment of \$15m per annum for the life of the LTFP on new and upgrade projects
- The future of Rundle UPark
- Successful resolution of external funding for the renewal of the Torrens Weir and Adelaide Bridge
- Ongoing advocacy for reductions in exemptions and mandatory rebates
- Ongoing advocacy for funding assistance for projects of significance, and
- Use of the Future Fund for particular projects and initiatives

A separate report will be presented to Council with recommendations to address the above matters to ensure and maintain future financial sustainability. The report will be presented with sufficient time for Council consideration, prior to adoption of the 2024/25 to 2033/34 LTFP.

Financial indicators

		Target	2023-24 Q3	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	2.9%	4.0%	0.9%	2.9%	3.0%	3.0%	2.8%	1.3%	1.2%	1.4%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%	2.1%	21%	50%	55%	71%	103%	105%	111%	114%	116%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	97%	92.5%	95.0%	97.5%	100%	100%	100%	100%	100%	100%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	8%	17%	28%	32%	43%	65%	66%	70%	72%	74%
Interest Expense Ratio	Number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	2.5%	2.0%	1.7%	1.9%	2.2%	2.8%	3.4%	4.1%	4.8%	4.9%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.4	0.7	0.8	1.0	1.5	1.5	1.6	1.6	1.7
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	102%	103%	98%	101%	92%	80%	104%	101%	102%	103%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	23.593m	53.677m	96.662m	117.396m	162.083m	254.120m	264.209m	284.106m	300.053m	315.193m
			15%	34%	56%	63%	85%	131%	133%	140%	144%	148%

The explanation for the variations in each KFI is provided in the previous section.

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

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 (SA)* 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 and opportunities being managed:

- City Shaping have identified the continuing risk to the organisation around resource management and ability to deliver on Council's continued desire for 'citywide activation', within current resources and budgets.
- City Services have advised that tree inspections continue and will focus on high risks areas such as playspaces, paths and events and sporting spaces and that the outcomes of the Public Realm Audits will assist in progressing key public realms works and defining Service Standards.
- ACMA have identified that high inflation and cost of living pressures are impacting food retailing as well as cafes, restaurants and takeaway food services in Australia. Visitation has been plateauing at the Adelaide Central Market since September 2023.
- AEDA have identified that continued macroeconomic trends such as rising interest rates and cost of living pressures create a subsequent impact on potential spend in city businesses.
- No significant risks were identified from Corporate Services, Office of the CEO and LM, and Kadaltilla / Adelaide Park Lands Authority.
- Given the recent adoption of revised Asset Management Plans (AMPs) for some asset classes and the requirement for additional funding, primarily through operating revenue, the current assumption of CPI increases generates insufficient operating revenue to fund the AMPs. The LTFP model assumes where there is a shortfall in funding from operating revenue, borrowings will be used to meet funding shortfalls. Accordingly, projected debt has increased in order to fund the revised AMPs.

Opportunities

- City of Adelaide is participating in the State Government's Para-Planner Cadet Program, assisting to combat the skills shortage across the industry
- Council adopted the Draft Economic Development Strategy for public consultation this quarter, presenting an opportunity to provide clear guidance to businesses in the City for Economic Growth and to AEDA in development of the AEDA Strategic Plan
- The draft Workforce Strategy and Workforce Planning framework was developed, which will provide an opportunity for integrated People systems and efficiencies in workforce planning.
- Administration continues to review Grant Management and seek partnership opportunities to co-fund Council led projects.

Appendix: Detailed Capital Works

Major Projects

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Initiate / Commit / Concept							
218-232 Flinders Street	●●●	August 2024	●●●	8,700	8,700	0	↻
Experience Adelaide Visitor Centre	●●●		●●●	614	0	614	⏸
Gouger Street Revitalisation (Concept Design)	●●●	September 2026	●●●	500	500	0	↻
Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Improvements (Concept Design)*	●●●		●●●	20	4	16	⏸
Design / Detailed Planning							
Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design)*	●●●		●●●	45	45	0	↻
Flinders Street Improvements (Detailed Design)	●●●		●●●	3	3	0	↻
Hindley Street Revitalisation (Detailed Design)	●●●	March 2027	●●●	1,680	780	900	⏸
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)	●●●		●●●	66	36	30	⏸
Hutt Street Entry Statement (Construction)	●●●	September 2024	●●●	3,362	2,212	1150	⏸
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●●●		●●●	50	50	0	↻
Wakefield Street Improvements (Detailed Design)	●●●	February 2026	●●●	1	1	0	↻
Deliver							
Central Market Arcade Redevelopment	●●●	February 2026	●▲●	15,000	6,222	8778	⏸
Charles Street Streetscape Upgrade Major Project*	●●●	January 2025	●●●	800	375	425	⏸
City of Adelaide Bikeways (North-South) Major Project	●●●	October 2024	●●●	1,403	1,338	65	⏸
City Safe CCTV Network Upgrade*	●▲●	June 2024	●●●	2,925	3,113	(188)	⏸
Market to Riverbank Laneways Upgrade	●●●	June 2024	●●●	2,103	2,114	(11)	⏸
Mary Lee Park (Park 27B) Community Sports Building Redevelopment (Construction)	●●●	July 2024	●●●	791	815	(24)	⏸
Melbourne Street Improvements (Construction)	●●●	February 2025	●●●	695	232	462	⏸
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)*	●●●	June 2024	●●●	5,173	5,185	(12)	⏸

* The budget for these projects includes renewal funding

**budget to be considered as part of 2024/25 BP&B 48

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)			
	delivered by		budget	proposed	variance	
Initiate / Commit / Concept						
Adelaide Central Market -Dry Storage			●●● 50	50	0	↻
Blackspot program - South Terrace and Pulteney Street Intersection Traffic Signal Safety Upgrade (Construction)			●●●	10	(10)	🔒
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)*	●●●	February 2025	●●● 41	11	30	🔒
Christmas 2024 - KWS Light poles			●●●	140	(140)	🔒
City Activation (Festoon Lighting)	●▲●	January 2025	●●● 105	105	0	↻
City Operations Android Tablet Procurement	●●●	May 2024	●●● 132	132	0	↻
Climate Change Action Initiative Fund (CCAIF)	●●●		●●● 332	332	0	↻
Flinders Street Pedestrian Crossing Improvements (Adjacent Pilgrim Lane)	●●●		●●● 10	10	0	↻
Glen Osmond Road & Hutt Road Intersection Upgrade (Concept Design) *	●●●		●●● 50	27	23	🔒
Gunson Street Improvements (Detailed Design)*	●●●		●▲● 90	56	34	🔒
Hindmarsh Square - Minor Flood Lighting Augmentation				8	(8)	🔒
Illuminate Adelaide Public Artwork	●●●	June 2024	●●● 200	0	200	🔒
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028	●▲●	March 2024	●●● 150	150	0	↻
Integrated Climate Strategy – City Public Realm Greening Program	●●●		●●● 0	4,000	(4,000)	🔒
James Place Upgrade*	●●●	February 2025	●●● 0	38	(38)	🔒
Main Street Revitalisation - Melbourne Street including public artwork (24/25 Project Planning) Major Project	●●●	June 2026	●●●	50	(50)	🔒
Minor Traffic Signal Safety Upgrades (Construction)	●●●		●●● 33	0	33	🔒
New Access Ramps for Accessible Car Parks (Construction)	●●●		●●● 50	28	22	🔒
North Adelaide Golf Course - Driving Range Ball Cleaner/Dispenser	●●●		●●●	18	(18)	🔒
O'Connell Street Revitalisation (Detailed Design)	●●●		●●●	50	(50)	🔒
Public Art	●●●		●●● 300	135	165	🔒
Public Lighting Alterations - 176 Mackinnon Parade North Adelaide	●●●	June 2024	●●●	40	(40)	🔒
Royal Avenue Improvements (Detailed Design)*	●●●	April 2024	●●● 80	50	30	🔒
Rundle Mall Sound System	●●●	October 2024	●●● 256	256	0	↻
Southwest Community Centre**	●●●	June 2024	●●● 1,500		1,500	↻
Stafford Street Public Lighting Upgrade (Construction)*	●●●	March 2025	●▲● 25	28	(3)	🔒
Town Clerks Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design)*	●●●		●●● 50	7	43	🔒
Whitmore Square Stage 2 Masterplan Implementation Upgrades (Concept Design)*	●●●		●●● 60	24	36	🔒

* The budget for these projects includes renewal funding

**budget to be considered as part of 2024/25 BP&B

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Design / Detailed Planning							
Adelaide Central Market Authority (ACMA) - New Parents Room				15	10	5	
Adelaide Central Market Authority (ACMA) - New Trolley Bays and Trolleys		July 2024		130	130	0	
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall*		June 2024		25	102	(77)	
Botanic Catchment Water Course Rehabilitation (Detailed Design)*				191	195	(4)	
City Dirt Master Plan Implementation (24/25 Detailed Design and Construction) *				30	10	20	
Hutt Road Earthen Levee Embankment				50	480	(430)	
Kingston Terrace Bus Stop Upgrades (Construction)		June 2024		150	169	(19)	
Kingston Terrace Streetscape and Stormwater Improvements (Detailed Design)*				74	24	50	
Mini Golf in North Adelaide Golf Course Development (Future Fund)				11	11	0	
Newlands Lane - Public Lighting Renewal		August 2024		10	0	10	
Place of Courage / Spirit of Woman (Park 27)		June 2025		95	5	90	
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)		October 2024		300	300	0	
Stephens Street and Sanders Place Improvements (Detailed Design)				1	1	0	
Strangways Terrace Golf Course Carpark and Access Improvements (Detailed Design)				33	33	0	
Torrens Retaining Structure (Construction)				280	103	177	
Vincent Street and Vincent Place Improvements (Concept & Detailed Design)*				112	112	0	
Ward Street Improvements (Concept Design)*				70	58	12	
West Pallant Project Steet Lighting Design				35	35	0	
Deliver							
Adelaide Central Market Authority (ACMA) - New Security Gates		March 2024		75	75	0	
Central Market Arcade Redevelopment		February 2026		200	480	(280)	
Christmas 2024		June 2024		200	53	147	
Field Street Improvements (Construction)*		July 2024		2,203	2,203	0	
Francis Street Public Art		June 2024		39	28	11	
Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)		October 2024			0	0	
Greener City Streets Program		April 2024		874	874	0	
Hutt Road / Park Lands Trail Signalised Crossing (Construction)		June 2024		1,044	718	326	

* The budget for these projects includes renewal funding

**budget to be considered as part of 2024/25 BP&B 50

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
Deliver							
Light Square Electrical Infrastructure Upgrade	●●●	September 2024	●●●	400	400	0	↻
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●●●	June 2024	●●●	18	18	0	↻
Mistletoe Park / Tainmuntilla (Park 11) Public Lighting Upgrade (Construction)*	●▲●	October 2024	●●●	672	123	550	⏸
New Street and Park Lands Furniture (Construction)	●●●	June 2024	●●●	50	50	0	↻
New Street and Parklands Bicycle Racks (Construction)	●●●	June 2024	●●●	25	25	0	↻
North Terrace / Station Road Footpath Improvements (Construction)	●●●	June 2024	●●●	353	441	(89)	⏸
Public Art 21-22	●●●	June 2024	●●●	85	28	57	⏸
Public Art Action Plan - Capital Projects	●●●	June 2024	●●●	12	12	0	↻
Replacement of UPark Car Park Management System (CPMS)	●●●	June 2024	●●●	10	10	0	↻
Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply (Construction)	●●●	June 2024	●●●	1,000	1,000	0	↻
Upark Equipment Test Bed Network Switch	●●●		●●●	19	28	(9)	⏸
Complete+							
Brougham Place Footpath Improvements & Greening	●●●	February 2024	●●●	159	159	0	↻
Brown Hill Keswick Creek - Stormwater Project (Financial Contribution)	●●●	February 2024	●●●	320	320	0	↻
Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction)*	●●●	February 2024	●●●	48	60	(12)	⏸
Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction)*	●●●	February 2024	●●●	150	151	(1)	⏸
Skate Park CCTV and Greening	●●●	April 2024	●●●	34	37	(4)	⏸
Cancelled+							
Electric Vehicle Charging Infrastructure in UParks	●▲●	June 2024	●▲●	68	0	68	⏸

*The budget for these projects includes renewal funding **Budget to be considered as part of 2024/25 BP&B
+Only projects that were completed or cancelled this quarter are shown

Renewals

Category	Total	Design only	Plan / Design	Build / Construct	On Hold	Complete
Bridges	4	1	-	2	-	1
Buildings	40	6	5	14	-	15
ICT Renewals	7	-	4	3	-	-
Lighting & Electrical	20	5	-	10	-	5
Park Lands Assets	15	2	2	7	-	4
Plant and Fleet	5	-	-	3	-	2
Traffic Signal	9	-	-	5	-	4
Transport	112	40	3	14	-	55
Urban Elements	44	6	7	15	-	16
Water Infrastructure	7	3	-	3	-	1
Renewal Total	263	63	21	76	-	103

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

Renewal Projects COMPLETED this quarter

	Category
Accelerated Works Golf Links Kitchen Equipment	Buildings
Floor Asbestos Remove and Reinstatement	Buildings
London Road Depot - Height Safety Improvements	Buildings
London Road Depot - Mechanical Exhaust Improvements to Welders Area	Buildings
North Adelaide Golf Links - Renewal of Main Valley Gutter	Buildings
ATH Renewal of Commercial Assets - Bar 2 & 3 Fridge	Buildings
Adelaide Town Hall - Auditorium Hoist Replacement	Buildings
North Adelaide Golf Links - Horticulture Shed and Washdown Bay Improvements	Buildings
Playground Equipment Renewal	Park Lands Assets
Irrigation Renewal - West Terrace - Streetscape Median	Park Lands Assets
23/24 - Traffic Signal Cables and Conduits Replacement - Pulteney Street/Carrington Street	Traffic Signal
23/24 Traffic Signal Controller Renewal Program	Traffic Signal
23/24 Traffic Signal Lantern Renewal Program	Traffic Signal
Traffic Signals 22-23	Traffic Signal
23/24 Footpath Renewal - Brougham Gardens West - Various Locations	Transport
Road Resurfacing - Trades Hall Lane - Franklin Street to Grote Street	Transport
Road Resurfacing - Morialta Street - Franklin Street to Grote Street	Transport
Heavy Patching - North Terrace - King William Street to Stephens Place	Transport
23/24 Footpath Renewal - Park 9 - Tidlannga - Bunday's Paddock - Off Bunday's Road	Transport
Heavy Patching - North Terrace - West Terrace to King William Street	Transport
23/24 Footpath Renewal - Park 12/South Bank	Transport
Road Resurfacing - Vardon Avenue - Rundle Street to East Terrace	Transport
Jeffcott Street South Renewal Project	Transport
23/24 Road Resurfacing - Morphett Street - Whitmore Square to South Terrace	Transport
23/24 Road Resurfacing - Tynte Street Post Office Car Park + Tynte Place	Transport
23/24 Road Resurfacing - Hindley Street - Liverpool Street to West Terrace	Transport
23/24 Park 15 Project - Shared Use Path	Transport
23/24 Footpath Renewal - West Terrace - Various Locations	Transport
Light Square plaques - restoration and base	Urban Elements
Urban Elements - Bus Shelter Renewal - Botanic Road	Urban Elements
Urban Elements - Structures Renewal Program	Urban Elements
Urban Elements - Drinking Fountain Renewal Program	Urban Elements
Urban Elements - Bin Renewal Program	Urban Elements
Urban Elements - Retaining Wall Renewal Program"	Urban Elements

Appendix: Financial statements

Statement of Comprehensive Income \$'000s

	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3
<u>Income</u>				
Rates Revenues	135,395	135,281	135,131	135,131
Statutory Charges	14,683	14,683	14,613	15,107
User Charges	70,002	69,915	70,365	72,565
Grants, Subsidies and Contributions	4,449	8,562	8,891	1,723
Investment Income	150	150	734	944
Reimbursements	338	338	338	703
Other Income	465	465	465	1,143
Total Income	225,481	229,394	230,537	234,470
<u>Expenses</u>				
Employee Costs	81,586	82,435	82,443	78,732
Materials, Contracts and Other Expenses	85,100	88,130	88,730	93,551
Depreciation, Amortisation and Impairment	56,040	56,040	56,473	54,482
Finance Costs	835	835	887	890
Total Expenses	223,561	227,442	228,534	227,655
Operating Surplus / (Deficit)	1,920	1,952	2,003	6,815
Asset Disposal & Fair Value Adjustments	1,125	1,125	1,125	1,125
Amounts Received Specifically for New or Upgraded Assets	14,075	10,651	8,053	7,152
Net Surplus / (Deficit)	17,120	13,728	11,181	15,091
Changes in Revaluation Surplus- I,PP&E	-	-	(13,843)	(13,843)
Total Other Comprehensive Income	17,120	13,728	(2,662)	1,248

Statement of Financial Position \$'000s	2022/23 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3
ASSETS				
<u>Current Assets</u>				
Cash and Cash Equivalents	800	800	800	800
Trade & Other Receivables	35,560	41,964	42,081	41,448
Inventories	541	741	741	741
Total Current Assets	36,901	43,505	43,622	42,989
<u>Non-Current Assets</u>				
Financial Assets	377	754	754	754
Equity Accounted Investments in Council Businesses	1,928	1,938	1,938	1,938
Investment Property	2,928	2,939	2,939	2,939
Infrastructure, Property, Plant and Equipment	1,942,188	1,877,539	1,877,162	1,868,373
Other Non-Current Assets	129	1,306	1,306	1,306
Non-Current Receivable	26,027	26,027	26,100	26,100
Total Non-Current Assets	1,973,576	1,910,503	1,910,200	1,901,410
TOTAL ASSETS	2,010,477	1,954,008	1,953,822	1,944,400
LIABILITIES				
<u>Current Liabilities</u>				
Trade and Other Payables	14,316	14,158	14,966	20,434
Provisions	14,574	14,045	27,888	27,888
Other Current Liabilities	5,066	5,066	5,066	5,066
Total Current Liabilities	33,956	33,269	47,920	53,388
<u>Non-Current Liabilities</u>				
Trade and Other Payables	293	293	293	-
Borrowings	30,184	40,553	42,106	23,593
Provisions	1,773	2,036	2,036	2,042
Other Non-Current Liabilities	36,064	36,064	36,064	36,064
Total Non-Current Liabilities	68,313	78,947	80,499	61,700
TOTAL LIABILITIES	102,269	112,216	128,420	115,088
Net Assets	1,908,208	1,841,792	1,825,402	1,829,312
EQUITY				
Accumulated Surplus	801,303	791,995	789,449	793,358
Asset Revaluation Reserves	1,066,521	1,018,226	1,004,383	1,004,383
Future Reserve Fund	40,384	31,571	31,571	31,571
Total Council Equity	1,908,208	1,841,792	1,825,402	1,829,312

Statement of Changes in Equity \$'000s	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3
Balance at the end of previous reporting period	1,891,088	1,828,064	1,828,064	1,828,064
a. Net Surplus / (Deficit) for Year	17,120	13,728	11,181	15,091
b. Other Comprehensive Income	-	-	(13,843)	(13,843)
Total Comprehensive Income	17,120	13,728	(2,662)	1,248
Balance at the end of period	1,908,208	1,841,792	1,825,402	1,829,312

Statement of Cash flows \$'000s	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3
<u>Cash Flows from Operating Activities</u>				
<i>Receipts</i>				
Operating Receipts	226,982	229,532	227,550	232,116
<i>Payments</i>				
Operating Payments to Suppliers and Employees	(174,706)	(177,335)	(175,848)	(173,039)
Net Cash provided by (or used in) Operating Activities	52,276	52,196	51,701	59,077
<u>Cash Flows from Investing Activities</u>				
<i>Receipts</i>				
Amounts Received Specifically for New/Upgraded Assets	5,295	2,171	1,170	1,455
Proceeds from Surplus Assets	27,125	27,125	27,125	27,125
Sale of Replaced Assets	630	630	630	630
<i>Payments</i>				
Expenditure on Renewal/Replacement of Assets	(50,416)	(54,153)	(54,153)	(54,153)
Expenditure on New/Upgraded Assets	(49,998)	(55,807)	(55,863)	(45,083)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(67,684)	(80,354)	(81,412)	(70,347)
<u>Cash Flows from Financing Activities</u>				
<i>Receipts</i>				
Proceeds from Borrowings	20,285	33,034	34,587	16,074
<i>Payments</i>				
Repayment from Borrowings	-	-	-	-
Repayment of Lease Liabilities	(4,877)	(4,877)	(4,877)	(4,877)
Net Cash provided by (or used in) Financing Activities	15,408	28,158	29,710	11,198
Net Increase (Decrease) in Cash Held	-	-	-	(71)
plus: Cash and Cash Equivalents at beginning of period	800	800	800	871
Cash & Cash Equivalents at end of period	800	800	800	800

Uniform Presentation of Finances \$'000s	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3
<u>Income</u>				
Rates Revenues	135,395	135,281	135,131	135,131
Statutory Charges	14,683	14,683	14,613	15,107
User Charges	70,002	69,915	70,365	72,565
Grants, Subsidies and Contributions	4,449	8,562	8,891	1,723
Investment Income	150	150	734	944
Reimbursements	338	338	338	703
Other Income	465	465	465	1,143
Total Income	225,481	229,394	230,537	234,470
<u>Expenses</u>				
Employee Costs	81,586	82,435	82,443	78,732
Materials, Contracts and Other Expenses	85,100	88,130	88,730	93,551
Depreciation, Amortisation and Impairment	56,040	56,040	56,473	54,482
Finance Costs	835	835	887	890
Total Expenses	223,561	227,442	228,534	227,655
Operating Surplus / (Deficit) before Capital Amounts	1,920	1,952	2,003	6,815
<u>Net Outlays on Existing Assets</u>				
Capital Expenditure on Renewal and Replacement of Existing Assets	(50,416)	(54,153)	(54,153)	(54,153)
add back Depreciation, Amortisation and Impairment	56,040	56,040	56,473	54,482
add back Proceeds from Sale of Replaced Assets	630	630	630	630
Net Outlays on Existing Assets	5,624	1,887	2,320	959
<u>Net Outlays on New and Upgraded Assets</u>				
Capital Expenditure on New and Upgraded Assets	(50,318)	(56,127)	(56,183)	(45,403)
add back Amounts received specifically for New and Upgraded Assets	5,295	2,171	1,170	1,455
add back Proceeds from Sale of Surplus Assets	27,100	27,100	27,100	27,100
Net Outlays on New and Upgraded Assets	(17,923)	(26,856)	(27,913)	(16,848)
Net Lending / (Borrowing) for Financial Year	(10,379)	(23,016)	(23,590)	(9,074)

Appendix: Long Term Financial Plan

Statement of Comprehensive Income

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 2	2023-24 Quarter 3	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
Income												
Rates Revenues	135,395	135,131	135,131	144,908	150,622	157,183	162,694	168,255	173,777	179,363	185,453	191,915
Statutory Charges	14,683	14,613	15,107	16,893	17,326	17,759	18,202	18,641	19,065	19,498	19,963	20,457
User Charges	70,002	70,365	72,565	67,399	68,647	76,299	78,205	80,090	81,911	78,050	79,913	81,892
Grants, Subsidies and Contributions	4,449	8,891	8,875	4,842	4,561	4,675	4,791	4,907	5,018	5,132	5,255	5,385
Investment Income	150	734	944	166	171	175	179	184	188	192	197	201
Reimbursements	338	338	703	150	154	158	162	166	170	174	178	182
Other Income	465	465	1,143	866	888	911	933	956	978	1,000	1,024	1,049
Total Income	225,481	230,537	234,470	235,225	242,434	257,226	265,237	273,269	281,178	283,482	292,058	301,160
Expenses												
Employee Costs	81,586	82,443	78,732	86,237	88,869	91,724	94,607	97,655	100,828	104,111	107,463	110,955
Materials, Contracts & Other Expenses	85,099	88,730	93,551	81,955	83,714	88,114	90,315	92,492	94,595	94,689	96,950	99,351
Depreciation, Amortisation & Impairment	56,040	56,473	54,482	56,857	64,462	66,471	68,287	69,985	71,665	73,382	75,210	77,137
Finance Costs	835	887	890	808	3,117	3,502	3,970	5,044	6,138	7,526	9,000	9,477
Total Expenses	223,561	228,534	227,655	225,858	240,162	249,811	257,179	265,175	273,226	279,709	288,623	296,921
Operating Surplus / (Deficit)	1,920	2,003	6,815	9,367	2,272	7,415	8,057	8,094	7,952	3,773	3,435	4,239
Physical Resources Received Free of Charge												
Asset Disposal & Fair Value Adjustments	1,125	1,125	1,125	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	14,075	8,053	7,152	7,026	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	17,120	11,181	15,091	16,393	2,272	7,415	8,057	8,094	7,952	3,773	3,435	4,239
Changes in Revaluation Surplus - I,PP&E												
Total Other Comprehensive Income	-	(13,843)	(13,843)	(0)	18,470	-	-	-	-	-	-	-
Total Comprehensive Income	17,120	(2,662)	1,248	16,393	20,742	7,415	8,057	8,094	7,952	3,773	3,435	4,239

Statement of Financial Position

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 2	2023-24 Quarter 3	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
ASSETS												
Current Assets												
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	35,560	42,081	41,448	45,116	12,740	13,517	13,937	14,358	14,773	14,894	15,345	15,823
Inventories	541	741	741	741	741	741	741	741	741	741	741	741
Non-Current Assets Held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	36,901	43,622	42,989	46,657	14,281	15,058	15,478	15,899	16,314	16,435	16,886	17,364
Non-Current Assets												
Financial Assets	377	754	754	679	611	550	495	445	401	361	325	292
Equity Accounted Investments in Council Businesses	1,928	1,938	1,938	2,258	2,578	2,898	3,218	3,538	3,858	4,178	4,498	4,818
Investment Property	2,928	2,939	2,939	2,968	2,998	3,028	3,058	3,089	3,120	3,151	3,183	3,214
Infrastructure, Property, Plant & Equipment	1,942,188	1,877,162	1,868,373	1,924,347	2,010,439	2,033,825	2,103,264	2,199,736	2,214,120	2,234,131	2,249,854	2,264,774
Other Non-Current Assets	129	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306
Non-Current Receivable	26,027	26,100	26,100	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,973,576	1,910,200	1,901,410	1,931,559	2,017,933	2,041,608	2,111,342	2,208,115	2,222,805	2,243,128	2,259,166	2,274,406
TOTAL ASSETS	2,010,477	1,953,822	1,944,400	1,978,216	2,032,214	2,056,666	2,126,820	2,224,015	2,239,119	2,259,563	2,276,052	2,291,770
LIABILITIES												
Current Liabilities												
Trade & Other Payables	14,316	14,966	20,434	19,071	20,854	21,863	23,238	24,774	26,283	27,482	29,000	29,724
Provisions	14,574	27,888	27,888	21,596	15,157	15,644	16,136	16,657	17,199	17,759	18,332	18,928
Borrowings (Lease Liability)	5,066	5,066	5,066	5,142	5,264	4,649	5,066	5,066	5,066	5,066	5,066	5,066
Total Current Liabilities	33,956	47,920	53,388	45,808	41,275	42,157	44,440	46,496	48,548	50,307	52,398	53,717
Non-Current Liabilities												
Trade & Other Payables	293	293	-	-	-	-	-	-	-	-	-	-
Borrowings	30,184	42,106	23,593	53,677	96,662	117,396	162,083	254,120	264,209	284,106	300,053	315,193
Provisions	1,773	2,036	2,042	2,103	2,173	2,243	2,313	2,388	2,465	2,546	2,628	2,713
Borrowings (Lease Liability)	36,064	36,064	36,064	30,922	25,658	21,009	36,064	30,998	25,932	20,867	15,801	10,735
Total Non-Current Liabilities	68,313	80,499	61,700	86,703	124,492	140,647	200,460	287,506	292,607	307,519	318,481	328,641
TOTAL LIABILITIES	102,269	128,420	115,088	132,511	165,768	182,804	244,901	334,002	341,155	357,825	370,879	382,358
Net Assets	1,908,208	1,825,402	1,829,312	1,845,705	1,866,447	1,873,862	1,881,919	1,890,012	1,897,965	1,901,738	1,905,172	1,909,412
EQUITY												
Accumulated Surplus	801,303	789,449	793,358	807,169	809,940	817,855	825,912	834,006	841,958	845,731	849,166	853,405
Asset Revaluation Reserves	1,066,521	1,004,383	1,004,383	1,004,383	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853
Future Reserve Fund	40,384	31,571	31,571	34,154	33,654	33,154	33,154	33,154	33,154	33,154	33,154	33,154
Total Council Equity	1,908,208	1,825,402	1,829,312	1,845,705	1,866,447	1,873,862	1,881,919	1,890,012	1,897,965	1,901,738	1,905,172	1,909,412

Statement of Changes in Equity

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 2	2023-24 Quarter 3	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
Balance at the end of previous reporting period	1,891,088	1,828,064	1,828,064	1,829,312	1,845,705	1,866,447	1,873,861	1,881,919	1,890,012	1,897,965	1,901,738	1,905,172
a. Net Surplus / (Deficit) for Year	17,120	11,181	15,091	16,393	2,272	7,415	8,057	8,094	7,952	3,773	3,435	4,239
b. Other Comprehensive Income	-	(13,843)	(13,843)	-	18,470	-	-	-	-	-	-	-
Total Comprehensive Income	17,120	(2,662)	1,248	16,393	20,742	7,415	8,057	8,094	7,952	3,773	3,435	4,239
Balance at the end of period	1,908,208	1,825,402	1,829,312	1,845,705	1,866,447	1,873,861	1,881,919	1,890,012	1,897,965	1,901,738	1,905,172	1,909,412

Statement of Cash flows

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 2	2023-24 Quarter 3	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
Cash Flows from Operating Activities												
<u>Receipts</u>												
Operating Receipts	226,982	227,550	232,116	232,801	241,310	256,450	264,816	272,847	280,763	283,361	291,607	300,682
<u>Payments</u>												
Operating Payments to Suppliers and Employees	(174,706)	(175,848)	(173,039)	(170,091)	(174,609)	(182,283)	(187,789)	(194,089)	(200,995)	(206,782)	(213,457)	(220,600)
Net Cash provided by (or used in) Operating Activities	52,276	51,701	59,077	62,710	66,701	74,166	77,027	78,758	79,769	76,579	78,150	80,082
Cash Flows from Investing Activities												
<u>Receipts</u>												
Amounts Received Specifically for New/Upgraded Assets	5,295	1,170	1,455	6,026	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	27,125	27,125	27,125	18,500	-	-	-	-	-	-	-	-
Sale of Replaced Assets	630	630	630	500	500	500	500	500	500	500	500	500
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(50,416)	(54,153)	(54,153)	(56,022)	(72,829)	(72,017)	(101,553)	(149,154)	(68,360)	(75,311)	(72,425)	(73,100)
Expenditure on New/Upgraded Assets	(49,998)	(55,863)	(45,083)	(56,489)	(31,935)	(17,840)	(15,820)	(17,303)	(17,689)	(18,083)	(18,507)	(18,958)
Net Purchase of Investment Securities	-	-	0	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(67,684)	(81,412)	(70,347)	(87,805)	(104,584)	(89,677)	(117,193)	(166,277)	(85,869)	(93,214)	(90,752)	(91,878)
Cash Flows from Financing Activities												
<u>Receipts</u>												
Proceeds from Borrowings	20,285	34,587	16,074	30,084	42,984	20,735	44,687	92,037	10,089	19,897	15,946	15,140
<u>Payments</u>												
Repayment from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Lease Liabilities	(4,877)	(4,877)	(4,877)	(4,989)	(5,102)	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Financing Activities	15,408	29,710	11,198	25,095	37,883	15,511	40,166	87,519	6,100	16,636	12,602	11,796
Net Increase (Decrease) in Cash Held	-	-	(71)	(0)	0	0	(0)	0	0	0	(0)	0
plus: Cash & Cash Equivalents at beginning of period	800	800	871	800	800	800	800	800	800	800	800	800
Cash & Cash Equivalents at end of period	800	800	800	800	800	800	800	800	800	800	800	800

Uniform Presentation of Finances

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 2	2023-24 Quarter 3	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
Income:												
Rates Revenues	135,395	135,131	135,131	144,908	150,622	157,183	162,694	168,255	173,777	179,363	185,453	191,915
Statutory Charges	14,683	14,613	15,107	16,893	17,326	17,759	18,202	18,641	19,065	19,498	19,963	20,457
User Charges	70,002	70,365	72,565	67,399	68,647	76,299	78,205	80,090	81,911	78,050	79,913	81,892
Grants, Subsidies and Contributions	4,449	8,891	8,875	4,842	4,561	4,675	4,791	4,907	5,018	5,132	5,255	5,385
Investment Income	150	734	944	166	171	175	179	184	188	192	197	201
Reimbursements	338	338	703	150	154	158	162	166	170	174	178	182
Other Income	465	465	1,143	866	888	911	933	956	978	1,000	1,024	1,049
Total Income	225,481	230,537	234,470	235,225	242,434	257,226	265,237	273,269	281,178	283,482	292,058	301,160
Expenses:												
Employee Costs	81,586	82,443	78,732	86,237	88,869	91,724	94,607	97,655	100,828	104,111	107,463	110,955
Materials, Contracts & Other Expenses	85,099	88,730	93,551	81,955	83,714	88,114	90,315	92,492	94,595	94,689	96,950	99,351
Depreciation, Amortisation & Impairment	56,040	56,473	54,482	56,857	64,462	66,471	68,287	69,985	71,665	73,382	75,210	77,137
Finance Costs	835	887	890	808	3,117	3,502	3,970	5,044	6,138	7,526	9,000	9,477
less Total Expenses	223,561	228,534	78,732	86,237	88,869	91,724	94,607	97,655	100,828	104,111	107,463	110,955
Operating Surplus / (Deficit) before Capital Amounts	1,920	2,003	6,815	9,367	2,272	7,415	8,057	8,094	7,952	3,773	3,435	4,239
Net Outlays on Existing Assets												
Capital Expenditure on Renewal & Replacement of Existing Assets	(50,416)	(54,153)	(54,153)	(56,022)	(72,829)	(72,017)	(101,553)	(149,154)	(68,360)	(75,311)	(72,425)	(73,100)
<i>add back</i> Depreciation, Amortisation and Impairment	56,040	56,473	54,482	56,857	64,462	66,471	68,287	69,985	71,665	73,382	75,210	77,137
<i>add back</i> Proceeds from Sale of Replaced Assets	630	630	630	500	500	500	500	500	500	500	500	500
Net Outlays on Existing Assets	5,624	2,950	959	1,335	(7,868)	(5,046)	(32,767)	(78,670)	3,806	(1,428)	3,285	4,537
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	(50,318)	(56,183)	(45,403)	(56,809)	(32,255)	(17,840)	(15,820)	(17,303)	(17,689)	(18,083)	(18,507)	(18,958)
<i>add back</i> Amounts received specifically for New and Upgraded Assets	5,295	1,170	1,455	6,026	-	-	-	-	-	-	-	-
<i>add back</i> Proceeds from Sale of Surplus Assets	27,100	27,100	27,100	18,500	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	(17,923)	(27,913)	(16,848)	(32,283)	(32,255)	(17,840)	(15,820)	(17,303)	(17,689)	(18,083)	(18,507)	(18,958)
Net Lending / (Borrowing) for Financial Year	(10,379)	(22,960)	(9,074)	(21,581)	(37,851)	(15,471)	(40,529)	(87,879)	(5,931)	(15,739)	(11,788)	(10,182)

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