

Business Plan & Budget 2024 /25



Our Adelaide.
Bold.
Aspirational.
Innovative.

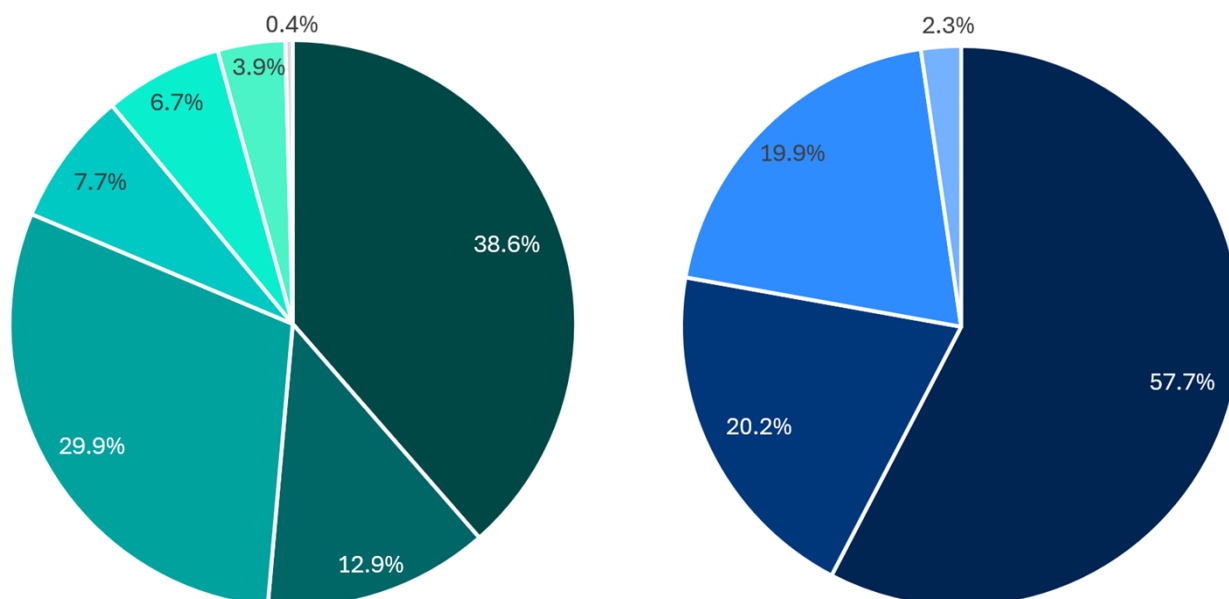
The 2024/25 Business Plan and Budget (BP&B) is the key annual operational and financial planning document for the City of Adelaide. It describes the priorities, programs, services and projects that we plan to deliver, our sources of revenue, financial levers, long term sustainability and how we propose to allocate our budget.

Our Adelaide.
Bold.
Aspirational.
Innovative.

It is the second BP&B for this Council and the first to deliver on the Strategic Plan 2024-2028 and our new vision for the future.

Our budgeted expenditure of \$281.832 million across operating and capital budgets focuses on the prioritisation of community and civic services, activities that support the city’s cultural and economic development, and projects that maintain and upgrade infrastructure within the city and the Adelaide Park Lands.

Where our funds come from: (\$'000s)		How funds are spent: (\$'000s)	
Rates - Non-Residential	108,681	Service Delivery	162,502
Rates - Residential	36,227	New and Upgraded Assets	56,809
Fees and Charges (Statutory and User Charges)	84,292	Renewal or Replacement of Existing Assets	56,022
Borrowings	21,581	Strategic Projects	6,499
Proceeds from the Sale of Assets	19,000		
External Funding	10,868		
Other	1,183		
TOTAL:	281,832	TOTAL:	281,832



To drive the delivery of our new Strategic Plan, Council will continue to focus on repairing our budget after historical financial pressures associated with frozen rates and the COVID-19 pandemic impacted our ability to renew assets, upgrade infrastructure and provide core community services. For 2024/25 Council is proposing to do this through:

- A focus on delivery of the new Strategic Plan with key projects and infrastructure upgrades
- Understanding what our community expects and delivering core council services
- Delivery of a financially sustainable budget with an equitable approach to income generation, in line with our Long Term Financial Plan
- Delivery of an operating position to meet the ongoing cost requirements of our Asset Management Plans, working towards a target of 100% asset renewals
- A rate increase lower than many in the sector, while re-introducing a rate rebate to support pensioners in our community
- Prioritising our operational budget, grants and sponsorships and where there are opportunities to partner with other levels of Government to seek co-funding.

Investing more than \$110m into our Capital Works Program

including over \$56m for asset renewal for the \$2 billion plus owned Council assets (including roads, footpaths, parks, buildings)

Committing 1.5% of our rate income to upgrading Buildings in the Adelaide Park Lands

ensuring sporting clubs and our community have the facilities they need now and for future generations

Implementing the Mainstreet Revitalisation Program

starting upgrades in Hindley Street and designing with community input upgrades for Gouger, O'Connell and Hutt Streets

Investing \$2.5m to drive affordable, safe and quality housing outcomes

including partnerships to support homelessness and initiatives to attract and retain residents

Stimulating growth in the city's economy

through major investments such as 88 O'Connell, Market Square
and the Council-led development at 218-232 Flinders Street

Focusing on core community services

including investing \$22.889 m on maintenance of open space and the Adelaide Park Lands,
\$8.325m on road renewals, \$5.377m and \$5.832m on waste management

Leading Adelaide into a Climate Resilient future

with \$3.531m implementing initiatives from our Integrated Climate Strategy

Funding through responsible principles of financial sustainability

reflecting a general rates revenue increase of 5.9%

Our City

The City of Adelaide is the heart of the state’s civic, cultural and commercial life.

First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is known for being progressive, resilient, bold, trailblazing and enterprising.

From the Nationally Heritage Listed Adelaide Park Lands that breathe life to our city, to our culturally diverse neighbourhoods and unique and easy to get around precincts, with year round events and activations, a vibrant outdoor dining scene and international recognition as a UNESCO City of Music, all these factors offer an unparalleled quality of life.

The city of Adelaide boasts a bustling business landscape, accommodating over 12,000 enterprises and fostering approximately 169,940 local jobs, contributing nearly 18% to the State's economic prosperity. Leading industries include financial and insurance services, professional and scientific sectors, health, education, and public administration and safety, reflecting the city's economic vitality and diversity.

The city accommodates approximately 28,000 residents and over 390,000 daily visitors. Adelaide's allure extends globally, attracting over two million tourists annually. The city's vibrant atmosphere is unmistakable, nurturing inclusivity and connectivity within its diverse population, which includes individuals of all ages, from the young to the young-at-heart. Adelaide's appeal extends far and wide, inviting everyone to be a part of its rich tapestry of experiences.

We aspire to strengthen what we know makes Adelaide one of the world’s most liveable cities. The city of Adelaide’s great liveability is created not just through our layout and world-class infrastructure, but also through the breadth of our heritage, festivals, residents, businesses, students and visitors.

Our businesses
<ul style="list-style-type: none"> ▪ Total land area 15.6 square kilometres ▪ 12,558 local businesses ▪ Contributes 18% to the SA economy (\$24 billion) ▪ \$4.6 billion of local spend (June 2023 to May 2024) ▪ 169,940 local jobs ▪ 2.4 million local and overseas tourists

Our community
<ul style="list-style-type: none"> ▪ 27,901 city residents 47% aged 18 to 34 20% aged 60 and over ▪ 4,937 lone person households (41%) ▪ 50% of households were private rentals ▪ Over 390,000 people visit the city daily

Sources:

Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions).
National Institute of Economic and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions).
Spendmapp by Geografia; Tourism Research Australian, unpublished data; City of Adelaide data

Kurna Acknowledgement

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

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

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

Lord Mayor introduction

Revitalising and improving our main streets, combating the effects of climate change through increased greenery and undertaking urgent infrastructure upgrades are the focus of this Council's second Budget.

The centrepiece of the 2024/25 Business Plan & Budget is a \$112 million capital works program, allowing us to deliver important upgrades to Hindley, Hutt, and Gouger streets, a new Experience Adelaide Centre for tourists, and urgent asset renewals.

This Budget proposes spending almost \$7 million towards strategic initiatives including the Adaptive Reuse Housing Project, Integrated Climate Strategy and City Activation.

In addition, we're setting aside 1.5 per cent of our rates revenue (equivalent to about \$2.027m) to upgrade sports clubrooms across our Park Lands, ensuring the community has adequate facilities.

The Council remains committed to post-COVID budget repair following a period of reduced income and extensive fee remissions.

Over those pandemic years, the Council spent \$22 million through rent relief, activation grants, and hardship assistance to shield our city ratepayers from the full force of the pandemic.

That spending was on the back of a period where the rate in the dollar had been frozen for nine years and charges for Park Lands rental and on-street dining waived for five years.

Council is not immune from the increased cost of materials and labour, with prices rising by up to 25 per cent.

So, considering the issues we face, a 5.9 per cent rate increase is quite modest after the preceding decade of deferred ambient CPI increases.

We are committed to making a significant investment in improving the look and feel of the city, and this Budget will help deliver this.

Dr Jane Lomax-Smith

Lord Mayor City of Adelaide

Contents

This Business Plan and Budget sets out the Council's priorities, services, programs, projects and budget for 2024/25.

This plan delivers on Year 1 of the Strategic Plan 2024-2028 and Council has provided a list of priorities, highlights and measures for the year ahead (Our Strategy and Plan).

What the community can expect to see delivered throughout the year has been provided under each Program of the Organisation, alongside a Capital Works Program (Our Programs and Projects).

The financial information, including our financial framework and new Resource Plan 2024-2028, that underpins this plan, is provided at the end of this document (Our Resources and Plan).

Further information, including a copy of Council's subsidiary plans and budgets, is available online at cityofadelaide.com.au/budget

Amendments to the 2024/25 BP&B 9

Our Strategy and Plan

Our Strategy	11
Spotlight on key projects	13
Our Community	15
Our Environment	17
Our Economy	19
Our Places	21
Our Corporation	23
Performance	24
How we plan	25
Grants and Partnerships	27

Our Programs and Projects

Our Organisation	30
2024/25 Budget	31
City Shaping Portfolio	32
City Services Portfolio	39
Corporate Portfolio (including subsidiaries)	46
Office of the CEO	65
Office of the Lord Mayor	65
Capital Works Program	66

Our Resources and Budget

Resource Plan 2024-2028	71
How we Budget	73
Financial framework and indicators	74
Rates, Borrowings, Fees and Charges	77
Detailed financial overview	82
Financial Statements	87

Subsidiaries

Available online {www.cityofadelaide.com.au/budget}

Frequently used terms within this document:

Budget views:

Within this document we have presented Operational budgets within each Portfolio and Program of Council (being the administrative structure). Each budget table presents two views – being an operating view, which is a summary of the nature of the income and expenditure consistent with the financial statements; and the activity view, which provides the budget by the services and deliverables of each Program.

Note: the Operating View and Activity View are different views of the same budget information of programs.

Capital Projects:

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

FTE:

Full Time Equivalent (1.0) employee

Operating Activities:

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

Program and Portfolio:

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

Service:

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

Strategic Projects:

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

Subsidiaries:

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

Amendments to the 2024/25 Business Plan and Budget

Under section 123(6a) of the *Local Government Act 1999 (SA)*, any significant change made to a Business Plan and Budget, compared to the Draft Business Plan and Budget for community consultation, must be outlined.

Changes made to the 2024/25 Business Plan and Budget, since the adoption of the Draft 2024/25 Business Plan and Budget for consultation in April 2024, include:

- **2023/24 financial position** – the 2023/24 financial figures provided in this document have been updated to reflect the Quarter 3 2023/24 budget, which had not been endorsed by Council at the time of publishing the Draft 2024/25 Business Plan and Budget.
- **Savings** – the Draft 2024/25 Business Plan and Budget included a savings target of \$3.159m in operating expenditure, to be identified prior to the adoption of the 2024/25 Business Plan and Budget. Savings found include \$1.453m in grants, sponsorships and strategic partnerships, which Council provides, and \$1.706m in other operating expenditure.

OUR STRATEGY AND PLAN

Our Strategy

Spotlight on key Projects

Our Community

Our Environment

Our Economy

Our Places

Our Corporation

Performance

How we Plan

Grants and Partnerships

Our Strategy

As the Capital City Council for all South Australians, we play a key role in ensuring that Adelaide continues to be a cultural, civic and economic hub where our residents, students, visitors, workers and businesses can thrive.

To shape this future requires bold thinking, long-term planning and a vision. In December 2023, Council adopted a new Strategic Plan with a long-term vision of:

Our Adelaide.
Bold.
Aspirational.
Innovative.

The Strategic Plan was developed in a time of change and uncertainty for our city and community – the post pandemic environment, inflation forecasts, housing crisis and climate change resilience are at the top of Council’s agenda.

By acknowledging these important areas of focus and the issues our city and community face, we need to focus our resources over the next four years to deliver bold, aspirational and innovative projects and services.

The Strategic Plan is not only for Council, it is a plan for our ratepayers, residents, visitors, workers and all key stakeholders. To drive the immediate actions that will be delivered to achieve Council’s vision we know we need to be bold in how we respond to the challenges that will unfold over the coming years, and we will create new opportunities that will have a transformative impact on our city, community and businesses.

The 2024/25 Business Plan and Budget commits Council’s resources and budget to delivering Year 1 of the new Strategic Plan 2024-2028.

To focus on strategic delivery, five aspirations have been developed:

Our Community:

Vibrant, connected and inclusive

Our Environment:

Resilient, protected and sustainable

Our Economy:

Growing, innovative and responsive

Our Places:

Interesting, purposeful and safe

Our Corporation:

High performing, customer-centric and bold

Each aspiration has objectives that guide delivery, key actions which tell the community what we’ll do and indicators of success, which will tell us how well we delivered. Across all five aspirations Council has articulated 70 Key Actions to focus on delivering over the next four years.

Consultation on the Draft Strategic Plan occurred across October and November 2023, following several months of internal research, workshops with Council Members and discussions with key stakeholders.

Over 10,000 members of the community interacted in some way with our consultation on the Draft Plan – with almost 100 providing us direct feedback. From online, to in-person, we heard from the community that there is a lot of pride in Adelaide. We heard clearly that climate change and the environment, housing supply and affordability and transport and moving people around the city are all important areas for the future.

“More green sustainable spaces, establish neighbourhood vegie gardens where people can grow and share produce”

“Accessible EV charging”

“Incentive for tech businesses to create more jobs”

“Keep the green spaces/parklands free for all wildlife to continue to thrive”

“The tram is enjoyable to ride - more tram lines. The city is compact and easy to get out of, hope it stays that way. Keep new buildings in the style of existing architecture”

“I like the green belt around the inner city & note the new trees plantings around. Love the street canopies in where I live.....More trees please.”

“Open up side streets & lanes so that they are pedestrian friendly”

“Cheaper housing, homelessness support, funding for art projects”

“Mixed of old & new buildings. Good interesting design. Mix of activities, spaces of discovery, more pedestrian friendly please”

“More events or nightlife - Experiences to keep the city awake but not everyday”

“Adelaide is a great landscape and climate for walking”

Spotlight on key projects

A brief look at some of the key projects we're delivering this year:



Hindley Street revitalisation

The first major upgrade in 25 years will commence on Hindley Street, with a total of \$15.000m to be invested to make Adelaide's premier entertainment mainstreet a destination for all, improving accessibility, safety and urban design.



South Terrace Asset renewal

Over \$2.000m will be spent on renewing South Terrace from King William Street to Morphett Street, with a focus on road resurfacing, kerb and water table renewal and footpath renewal (\$1.200m on footpaths alone).



City Square improvements

Over \$0.500m being spent on lighting and footpaths in Wellington Square / Kudnartu renewals and \$0.250m for detailed design of the Light Square / Wauwi Master Plan.



Increase greening in the City

Council is investing over \$1.800m to make Adelaide a greener city. This will see increased tree planting through the Public Realm Greening Program and the Greener City Streets Program, beautifying city streets and increasing climate resilience.

Market Square

Council continues, with its partner ICD Property, the once-in-a-generation redevelopment of the Central Market Arcade. Market Square will incorporate new residences, commercial offices, retail, a premium hotel and an expansion of the Adelaide Central Markets.



OUR COMMUNITY

Housing and Homelessness

An almost \$2.500m investment will see Council continuing to support the Adelaide Zero Project through ongoing resourcing, delivering property investigations for future housing and partnering with the State Government to investigate, drive and advocate for adaptive reuse housing initiatives, to convert vacant offices, and above-retail spaces, into residential accommodation in the city.

OUR CORPORATION

ESCOSA review

Undertaken by the Essential Services Commission of South Australia (ESCOSA) advisory body, Council will participate in the ESCOSA review in the 2024/25 financial year. The review will provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers.

OUR COMMUNITY

Vibrant, connected and inclusive

Outcomes:

Drive affordable, safe and quality housing outcomes that attract and retain residents in our city.

An interesting and engaging place to live, learn and visit.

An inclusive, equitable and welcoming community where people feel a sense of belonging.

Strategic Plan Key Actions to prioritise this year:

- Support increased residential growth and housing affordability through partnerships and advocacy.
- Reduce rental pressures by increasing housing supply and unlocking properties for long-term tenants.
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city.

We will deliver on these priorities by:

- Implementing the Housing Strategy, by actively seeking partnership opportunities with private, public and community developers to increase supply of affordable housing.
- Establishing a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.

Projects that deliver on this aspiration:

- 218-232 Flinders Street Master Plan Investigations (\$150,000)
- Adaptive Reuse City Housing Initiative (\$290,000)
- Bonython Park / Tulya Wardli (Park 27B) - Community Sports Building (Detailed Design) (\$100,000)
- City Activation (\$502,000)
- City of Music Laneways - The Angels Artwork (\$45,000)
- Delivering the Planning and Design Code Amendment Program 23-26 (Year 2) (\$240,000)
- DHS Community Neighbourhood Development Funding (\$99,038)
- Disability Access and Inclusion Plan 2024-2028 Implementation (\$315,000)
- Social Planning Homelessness and Adelaide Zero Project Resourcing (\$208,000)
- Honouring Women in the Chamber – Portrait Commissions (\$12,000)
- Ippariyti Commission for Whitmore Square (\$140,000)
- Melbourne Street Public Art (\$200,000)
- Golden Wattle Park / Mirnu Wirra (Park 21 West) - New Community Sports Building (Detailed Design) (\$100,000)
- Place of Courage (\$90,000)
- Public Art Action Plan Deliverables (\$250,000)
- Reconciliation Action Plan 2024-2027 Implementation (\$150,000)
- Ruby Hunter & Archie Roach Laneway Artwork (\$25,000)
- South West Community Centre (\$1,500,000)

Measures within our Strategic Plan to deliver in 2024/25:

- Review the Active City Strategy by 2025
- Develop an overarching grants policy to support diversity in arts, culture, community development, recreation & wellbeing by 2025
- Review library and community centre service delivery model to better meet the evolving community's need by 2025
- Establish and deliver a new Stretch Reconciliation Action Plan by 2024
- Establish a new Diversity, Access and Inclusion Plan by 2024
- Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs
- Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities

OUR ENVIRONMENT

Resilient, protected and sustainable

Outcomes:

Lead as a Low Carbon Emissions City

A sustainable city where climate resilience is embedded in all that we do

The status, attributes and character of our green spaces and the Park Lands are protected and strengthened.

Strategic Plan Key Actions to prioritise this year:

- Work with our partners to plan for, lead and educate our community on a climate resilient future.
- Work with partners to create innovative ways to create or convert underutilised areas to green space.

We will deliver on these priorities by:

- Delivering the Sustainability Incentive Scheme, which supports our partners and community to implement changes to enable a reduction in community carbon emissions.
- Partnering with the State Government to undertake a Master Plan for Helen Mayo Park, to improve community access.

Projects that deliver on this aspiration:

- Adelaide Park Lands Strategic Water Resources Study (\$50,000)
- Botanic Catchment Water Course Rehabilitation (\$340,000)
- Brown Hill Keswick Creek (Financial Contribution) (\$320,000)
- Feasibility Studies - Waste and Recycling Collection (\$100,000)
- Greener City Streets Program (heat and tree canopy mapping) (\$122,500)
- Public Realm Greening Program (street tree planting) (\$1,700,000)
- Resilient Flood Mapping (\$1,722,500)
- Light Square / Wauwi – Master Plan (Detailed Design) (\$250,000)
- National Heritage Management Plan Implementation (\$100,000)
- SA Power Networks (SAPN) Luminaire Upgrades (\$50,000)
- Victoria Park / Pakapakapanthi (Park 16) Master Plan (Detailed Design) (\$250,000)

Measures within our Strategic Plan to deliver in 2024/25:

- Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes
- Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings
- 50 dwellings are delivered annually through adaptive reuse of underutilised buildings
- All new dwellings built from 2025 are fully electric (no internal gas supply)
- Support a net increase in street trees annually, aligned to heat island data within Council's Climate Strategy

OUR ECONOMY

Growing, innovative and responsive

Outcomes:

Adelaide's unique experiences and opportunities attract visitors to our city.

Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy.

Council is driving development opportunities for our community via diverse commercial activities.

Strategic Plan Key Actions to prioritise this year:

- Work with partners, universities and businesses to attract investment and improve employment opportunities.

We will deliver on these priorities by:

- Delivery of investment attraction program as per the AEDA Business Plan.

Projects that deliver on this aspiration:

- 88 O'Connell Project Delivery (\$80,000)
- Adelaide Central Market Expansion Operational Preparedness (\$220,000)
- Central Market Arcade Options (\$285,000)
- Central Market Arcade Redevelopment (\$15,917,570)
- Economic Development Strategy Implementation (\$106,000)
- Experience Adelaide Centre (\$3,954,000)
- Rundle Mall Live Music Program (\$100,000)
- Tourism and Business attraction (\$133,000)

Measures within our Strategic Plan to deliver in 2024/25:

- Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy
- Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth
- Review the Strategic Property Action Plan by 2024 to manage opportunities including car parks and other commercial assets for our community

OUR PLACES

Interesting, purposeful and safe

Outcomes:

Community assets are adaptable and responsibly maintained.

Encourage bold, interesting and purposeful development that supports the changing needs of our community and city.

Create safe, inclusive and healthy places for our community.

Strategic Plan Key Actions to prioritise this year:

- Encourage repurposing, adaptive reuse and improvement of buildings and facilities.
- Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique.

We will deliver on these priorities by:

- Delivering the Adaptive Reuse City Housing Initiative, which will identify building stock suitable for adaptive reuse.
- Commencing construction of the Hindley Street Revitalisation project and progress designs for Gouger Street, O'Connell Street and Hutt Street Revitalisation projects.

Projects that deliver on this aspiration:

- Local Heritage Assessments - 20th Century Buildings (\$50,000)
- Bridge Maintenance Program (\$400,000)
- New Parents Room with store room (\$55,000)
- Asset Condition Audit (\$595,000)
- Charles Street – Streetscape Upgrade Major Project (\$5,925,000)
- Bikeways (North-South) (\$1,250,000)
- Frome Street - Footpath Upgrades (\$550,000)
- Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) - Improvements (Detailed Design) (\$42,000)
- Hutt Street and South Terrace – Stormwater Improvements (\$115,000)
- Hutt Street Entry Statement Project (\$730,000)
- Plant and Fleet Replacement program (\$108,000)
- Transport Strategy (\$200,000)
- James Place – Upgrade (\$100,000)
- Jeffcott Street – Pavement and Stormwater Upgrades (Concept Design) (\$10,000)
- Main Street Revitalisation - Gouger Street (Detailed Design) (\$1,250,000)
- Main Street Revitalisation - Hindley Street (\$4,980,000)
- Main Street Revitalisation - Hutt Street (Detailed Design) (\$1,250,000)
- Main Street Revitalisation - Melbourne Street Improvements (\$612,000)
- Main Street Revitalisation - Melbourne Street (Planning) (\$100,000)
- Main Street Revitalisation - O'Connell Street (Detailed Design) (\$1,000,000)
- Golf Links - Building Compliance Upgrades and Commercial Offering (\$80,000)
- Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade (\$149,000)
- Park Land Buildings Upgrades (\$1,763,000)
- Royal Avenue – Improvements (\$100,000)
- Rymill Park / Murlawirrapurka (Park 14) – Master Plan Safety and accessibility works (\$822,000)
- School Safety Implementation Project (\$250,000)
- Torrens retaining structure (\$1,600,000)
- Vincent Street and Vincent Place – Improvements (\$1,203,000)

Measures within our Strategic Plan to deliver in 2024/25:

- Commence the design of the O'Connell Street upgrade project by 2024/25
- Commence the design of the Hutt Street upgrade project by 2024/25
- Develop the City Plan by 2024
- Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025
- Deliver conservation management plans for heritage assets by 2025
- Review the Disability Access and Inclusion Plan by 2024
- Review the Dog and Cat Management Plan by 2024
- Review and implement by-laws which respond to community needs by 2025

OUR CORPORATION

High performing, customer-centric and bold

Outcomes:

Effective Leadership and Governance

Exceptional Customer Experience

Financial Sustainability

People Engagement

Strategy, Value and Efficiency

Technology and Information

Strategic Plan Key Actions to prioritise this year:

- Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services.

We will deliver on these priorities by:

- Delivering the 2024/25 BP&B within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

Projects that deliver on this aspiration:

- Communication Server Relocation and Associated Services (Central Markets) (\$300,000)
- Contact Centre Software Replacement (\$450,000)
- Cyber Security Enhancement (\$85,000)
- ESCOSA Review (\$40,000)
- On-Street Parking Compliance Technology and Customer Analytics Reform (\$148,200)

Measures within our Strategic Plan to deliver in 2024/25:

- Review Emergency Management Plans and response by 2025
- Review the Rating system to ensure optimum outcomes by 2024
- Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024
- Financial indicators are in line with annual targets (as outlined in the LTFP) with a focus on Asset Renewal Funding Ratio between 90% and 110%
- Deliver and maintain a Workforce Strategy by 2024
- Deliver a City of Adelaide Graduate Program by 2025
- Develop and implement a Strategic Partnership Framework to achieve best practice outcomes including benchmarking opportunities by 2024
- Complete a review of the Strategic Planning framework by 2024
- Strategic and Capital Projects are delivered on time and on budget (target 75%)
- Review the Community Engagement approach by 2025
- Develop baseline data for relevant measures in the Strategic Plan by 2024

Performance

The Strategic Plan 2024-2028 includes a range of indicators of success to ensure Council is on a path to deliver our long-term vision. These were built based on conversations with Council, our community and consideration of external influences and other Government Strategies and Plans. While many of these are for the life of the Strategic Plan or beyond, the following measures are specific to 2024/25.

The assessment of performance and progress against the BP&B, including the Services, Projects, Commercial Businesses and Budget of Council are provided through Quarterly Updates. It also outlines how events in the past quarter have shaped our financial forecast going forward and any changes in scope and budget to deliverables. Careful consideration is given to key financial indicators and ratios, and cash flow estimates to guide decision making that supports Council's financial sustainability through these updates. This reporting supports Council to respond to emerging challenges while continuing to support and deliver for our community. Quarterly reviews provide an opportunity for Council to re-prioritise services, projects and budgets as required.

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

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

How we plan

Strategic Planning Framework

From July 2023, the City of Adelaide finalised a new Strategic Plan while initiating discussions on the 2024/25 Business Plan and Budget – bringing long term and short term planning discussions together. To ensure the delivery of a Strategic Plan long term vision and the short term objectives and actions, it is essential to plan so that long-term aspirations are embedded into the everyday business of Council.

Under the *Local Government Act 1999 (SA)*, Council must develop and adopt ‘strategic management plans’ which identify Council’s objectives, how Council intends to achieve its objectives, how these fit with the objectives of other levels of government, performance measures and estimates of revenue and expenses. These plans must cover at least four years and are revisited after every Council election. The Strategic Plan 2024-2028 confirmed the approach as:

Strategic Plan* Community	Long term with a four year delivery focus. Planning for vision and aspirations.
Long Term Financial Plan Financial	Ten-year plan, revised annually to ensure a ten year view is maintained. Planning for long term financial sustainability.
Asset Management Plans Infrastructure	Suite of ten year plans. Planning for the sustainable renewal and maintenance of assets.
City Plan Development/Built Form	Ten year spatial plan. Planning for future land uses and built form.

**The Strategic Plan is supported by a Resource Plan – the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan’s four year delivery over 2024–2028.*

Operating environment

In developing the new Strategic Plan, Council undertook a large scale community engagement, as well as an operating environment scan into a range of political, environmental, social, local and global influences, all of which provided insights into what is impacting our City and community. This information has further supported the build of this Business Plan and Budget and includes the following considerations:

- **Global and domestic economic conditions**, which continue to impact the cost of delivery, resource availability and visitation and expenditure trends
- An **increase in our Council area’s population** alongside changing demographics, including an ageing population, cultural diversity and a more mobile population
- Climate change, **environmental sustainability** and our community’s resilience to these impacts
- **State and Federal Government policy positions** (including but not limited to development assessment and planning regulations, transport regulations and immigration)

- **Housing supply and affordability** to support growing, safe and inclusive communities

2024/25 delivery

Council continues to demonstrate its credentials as a safe and liveable city. The city is continuing to grow and move forward from the post-COVID-19 recovery period with Council's financial responsiveness to the early impacts of the pandemic delivering much needed support and investment in local businesses and our community.

In 2024/25 Council will focus on repairing our budget, after historical financial pressures associated with frozen rates and the COVID-19 pandemic, impacted our ability to renew assets, upgrade infrastructure and provide core community services. Council recognises our current financial position, and the need to make financially sustainable decisions throughout the Business Plan and Budget process, so revenue can be redirected to urgent upgrades of our basic city infrastructure, while continuing to deliver valued outcomes for the community. This includes rethinking Council's core revenue bases and our asset management levels of service.

This annual plan provides a commitment to the community to deliver on the Strategic Plan and provide services and projects within our budget and resources to achieve:

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

Grants and partnerships

The Strategic Plan 2024-2028 reflects Council's commitment to working with others to shape the future of our city for the benefit of the whole state.

To ensure that we can deliver on our long-term vision and short term strategic plan actions, we need to be outward looking and work collaboratively with Federal, State and Local Governments to demonstrate excellence, innovation and exceptional service provision.

We will continue to advocate, build strong partnerships and leverage our relationships, to seek co-investment, grants and contributions for the benefit of the city and our community.

Key partnerships include those with the Federal, State and Local Government sectors and strategic non-government (private sector, community groups and not-for-profit) organisations.

Our partnerships include:

Capital City Committee:

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

Council of Capital City Lord Mayors (CCCLM):

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

Local Government Collaboration:

These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, greater Council efficiency and sharing of resources.

Strategic Partnerships:

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

External Funding 2024/25 (\$'000)	Operating	Capital	Total
Federal Grant Funding			
City Deals		3,954	3,954
Commonwealth Home Support Program (CHSP)	300		300
Financial Assistance – Roads to Recovery	255		255
Local Government Financial Assistance Grant	1,055		1,055
Local Roads and Community Investment Grant (LRCI Phase 4)		338	338
Supplementary Local Roads	126		126
State Government Funding			
Botanic Catchment Water Course Rehabilitation		170	170
Charles Street Streetscape		212	212
Cycling Infrastructure		638	638
DHS Community Neighbourhood Development	99		99
Greener City Streets Program		82	82
Hutt Street Revitalisation Project		730	730
Library Grant	506		506
Main Street Revitalisation – Melbourne Street Improvements		612	612
Mary Lee Park (Park 27B) Community Sports Building Redevelopment		100	100
Park 21 West – New Community Sports Building		100	100
Park Lands Related Activity	1,998		1,998
Place of Courage		90	90
Re-Adaptive Housing	290		290
School Immunisation Program	105		105
Vulnerable and Homeless People Project	44		44
Other			
Sponsorships and Donations	64		64
Total	4,842	7,026	11,868

indicative grant income due to be received in 2024/25

OUR PROGRAMS AND PROJECTS

Our Organisation

2024/25 Budget

City Shaping Portfolio

City Services Portfolio

Corporate Portfolio (including subsidiaries)

Office of the CEO

Office of the Lord Mayor

Capital Works Program

Our Organisation

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

Each Portfolio has key focus areas which will support our priorities for the year. A detailed view of our supported functions, strategic projects and budgets across these Programs, Subsidiaries and Offices is provided in this section.

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

**subsidiaries report through to the Chief Operating Officer, within the Corporate Services Portfolio*

Notes for this section:

Subsidiaries report through to the Chief Operating Officer, within the Corporate Services Portfolio

Where shown in finances tables, the below applies:

- FTE: Full Time Equivalent (1.0) - staffing levels
- Inc.: Means incomes
- Exp.: Means expenditure
- Total(N): Means Total (net)
- Materials and other: means Materials, contracts and other expenses
- Sponsorship: means Sponsorship, contributions and donations
- Depreciation: means Depreciation, Amortisation and Impairment

2024/25 Budget

The table below provides a snapshot of the City of Adelaide’s Budget for 2024/25 compared against the previous financial year, across our organisational structure and outlining the proposed Strategic (non-Capital) Projects for each Portfolio:

	2023/24 Q3 Budget		2024/25 Budget	
	\$'000	Income	Expenditure	Income
City Shaping				
Director City Shaping	-	(634)	-	(697)
City Culture	12,143	(27,938)	6,108	(19,202)
Park Lands, Policy and Sustainability	63	(7,490)	44	(7,724)
Regulatory Services	14,968	(9,811)	16,712	(10,377)
<i>Strategic Projects</i>	250	(2,386)	389	(2,158)
City Services				
Director City Services	-	(677)	-	(699)
City Operations	3,251	(42,858)	2,720	(44,246)
Infrastructure	762	(43,839)	-	(47,368)
Strategic Property and Commercial	55,599	(31,663)	56,362	(33,224)
<i>Strategic Projects</i>	3,146	(5,507)	-	(3,313)
Corporate Services (including Subsidiaries)				
Chief Operating Officer	-	(831)	-	(1,014)
Customer and Marketing	1	(6,450)	2	(6,712)
Finance and Procurement	104	(4,168)	138	(4,600)
Governance	40	(4,335)	-	(4,301)
Information Management	1,430	(13,583)	31	(13,994)
People	82	(4,133)	-	(4,658)
Strategy, Insights and Performance	-	(1,508)	-	(1,617)
Corporate Activities*	132,062	3,731	142,631	3,156
Adelaide Central Market Authority	5,422	(5,410)	5,343	(6,081)
Adelaide Economic Development Agency	4,494	(13,203)	4,417	(12,576)
Kadaltilla / Park Lands Authority	253	(253)	328	(328)
<i>Strategic Projects</i>	400	(1,770)	-	(1,028)
Offices				
Office of the CEO	-	(1,401)	-	(1,457)
Office of the Lord Mayor	-	(1,538)	-	(1,640)
Total	234,470	(227,655)	235,225	(225,858)
Operating Surplus/(Deficit)		6,815		9,367

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

City Shaping Portfolio

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

The Portfolio contains the: City Culture; Park Lands, Policy and Sustainability; and Regulatory Services Programs

Key Focus areas

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

\$'000	2023/24 Q3				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating Budget								
Revenue	-	27,424	-	27,424	-	23,253	-	23,253
Employee Costs	219.1	-	(28,485)	(28,485)	193.4	-	(24,928)	(24,928)
Materials, Contracts and Other Expenses	-	-	(12,814)	(12,814)	-	-	(9,625)	(9,625)
Sponsorships, Contributions and Donations	-	-	(3,400)	(3,400)	-	-	(2,723)	(2,723)
Depreciation, Amortisation and Impairment	-	-	(3,244)	(3,244)	-	-	(2,587)	(2,587)
Finance Costs	-	-	(316)	(316)	-	-	(295)	(295)
TOTAL	219.1	27,424	(48,259)	(20,835)	193.4	23,253	(40,158)	(16,905)

Program Budget	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Office of the Director, City Shaping	3.0	-	(634)	(634)	3.0	-	(697)	(697)
City Culture	95.0	12,143	(27,938)	(15,795)	68.0	6,108	(19,202)	(13,094)
Park Lands, Policy and Sustainability	34.1	63	(7,490)	(7,427)	36.6	44	(7,724)	(7,680)
Regulatory Services	83.0	14,968	(9,811)	5,157	82.0	16,712	(10,377)	6,335
Strategic Projects	4.0	250	(2,386)	(2,136)	3.8	389	(2,158)	(1,769)
TOTAL	219.1	27,424	(48,259)	(20,835)	193.4	23,253	(40,158)	(16,905)

Capital Projects	2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
New and Upgrade	118	(5,706)	190	(3,162)
Renewal	-	(733)	-	-
TOTAL	118	(6,439)	190	(3,162)

City Culture

City Shaping Portfolio

Strategic Our Community,
Plan link Our Places

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

Functions supported:

- Adelaide Town Hall
- BMX and Skate Parks
- Community Centres
- Commonwealth Home Support Programme
- Community Wellbeing
- Culture and Creativity
- Events and Activations
- Library Operations and Programs
- Monuments and Public Art
- Place Coordination
- Sports and Recreation facilities and initiatives

Outputs for the year ahead

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Drive social change and strengthen communities through locally-led arts, cultural and recreational activities
- Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities
- Lead and create opportunities for people to expand knowledge, learn, and master new skills
- Celebrate and elevate our community culture including the profiles of multicultural communities and create welcoming programs and services
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city
- Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	12,143	-	12,143	-	6,108	-	6,108
Employee costs	95.0	-	(13,644)	(13,644)	68.0	-	(8,742)	(8,742)
Materials and other*	-	-	(9,496)	(9,496)	-	-	(7,070)	(7,070)
Sponsorships**	-	-	(1,238)	(1,238)	-	-	(508)	(508)
Depreciation	-	-	(3,244)	(3,244)	-	-	(2,587)	(2,587)
Finance costs	-	-	(316)	(316)	-	-	(295)	(295)
TOTAL	95.0	12,143	(27,938)	(15,795)	68.0	6,108	(19,202)	(13,094)
Activity view								
Associate Director (office)	2.0	-	(369)	(369)	2.0	-	(377)	(377)
Adelaide Town Hall	5.0	2,368	(2,605)	(236)	5.0	3,130	(3,265)	(135)
Aquatic Centre	26.2	6,993	(8,424)	(1,431)	-	130	(373)	(243)
City Experience	15.1	656	(4,116)	(3,460)	15.1	717	(4,021)	(3,304)
City Lifestyle	10.8	1,470	(4,791)	(3,321)	10.8	1,556	(3,692)	(2,136)
Creative City	12.4	130	(2,725)	(2,595)	11.6	33	(2,425)	(2,392)
Libraries	23.5	525	(4,908)	(4,383)	23.5	542	(5,050)	(4,508)
TOTAL	95.0	12,143	(27,938)	(15,795)	68.0	6,108	(19,202)	(13,094)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Aboriginal Protocol Grant	-	(51)	-	(41)	
Adelaide's New Year's Eve	-	(650)	63	(568)	
Annual Delivery of Kaurna Initiatives	-	(51)	-	(26)	
ANZAC Day Service - March & Related Activities	-	(59)	-	(61)	
Arts and Cultural Grants	-	(321)	-	(262)	
Business Activation and Support	-	(3)	-	-	
Christmas Festival Action Plan	-	(513)	-	(529)	
City Activation – West End Precinct	-	(50)	-	(52)	
City Activation – East End Unleashed	40	(180)	-	(145)	
City Activation – Gouger Street Precinct	-	(50)	-	(52)	
City Activation – Hutt Street Precinct	-	(77)	-	(79)	
City Activation – North Adelaide Precinct	-	(103)	-	(106)	
City Activation – Precinct Support	-	(114)	-	(118)	
Community Capacity Development	-	(40)	-	(3)	
Community Impact Grants	-	(816)	-	(372)	
Cultural Entrepreneurs Incubator Program	-	(41)	-	-	
Fashion Industry Support	-	(35)	-	-	
Live Music Industry and Venues Support	-	(56)	-	(58)	
UNESCO Adelaide City of Music Ltd Partnership	-	(52)	-	(54)	
Winter Weekends	-	(200)	-	(207)	
TOTAL	40	(3,462)	63	(2,733)	

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Aquatic Centre Investigations	-	(75)	-	-	
City Activation	-	(400)	-	(502)	
Cultural Mapping of the Adelaide Park Lands	-	(75)	-	-	
Park 21W – Community Sport Building	-	(32)	-	-	
DHS Community Neighbourhood Development Funding	-	-	99	(99)	
TOTAL	-	(582)	99	(601)	
Capital Projects					
New and Upgrade	-	(820)	190	(862)	
Renewal	-	(733)	-	-	
TOTAL	-	(1,553)	190	(862)	

Note: Some of the new and upgrade budget reflected in 2023/24 income and expenditure, which has been retimed into 2024/25, is incorporated in the 2024/25 income and expenditure.

Park Lands, Policy and Sustainability City Shaping Portfolio

Strategic Plan link Our Community , Our Environment, Our Economy, Our Places

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

Functions supported:

- Adelaide Park Lands Strategy and Planning
- Economic Policy
- Heritage Management, Promotion and Events
- Housing and Homelessness
- Planning Policy
- Reconciliation
- Social Planning and Disability Access and Inclusion
- Sustainability and Climate Action
- Waste Policy Education

Outputs for the year ahead

- Deliver meaningful climate action, circular economy and sustainability programs and embed environment, social and economic strategic policy objectives into project management and procurement processes
- Use the City Plan to inform the future urban form of Adelaide and the State Government’s update of the 30-Year Plan for Greater Adelaide, including a rolling program of Council-lead amendments to the State Government’s Planning and Design Code
- Deliver heritage action and programs relating to local, state, national and world heritage
- Deliver Council policies and approaches for climate, homelessness, housing, disability access and inclusion and economic development and review Council strategies
- Deliver the Adelaide Park Lands Management Strategy on behalf of Kadaltilla and maintain Community Land Management Plans for the Adelaide Park Lands

The following table provides a view of this Programs budget by both operations and activity:

Operating view	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue	-	63	-	63	-	44	-	44
Employee costs	34.1	-	(4,816)	(4,816)	36.6	-	(5,373)	(5,373)
Materials and other*	-	-	(1,120)	(1,120)	-	-	(846)	(846)
Sponsorships**	-	-	(1,554)	(1,554)	-	-	(1,505)	(1,505)
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	34.1	63	(7,490)	(7,427)	36.6	44	(7,724)	(7,680)
Activity view								
Associate Director (office)	2.0	-	(350)	(350)	3.0	-	(485)	(485)
City Planning and Heritage	14.2	53	(3,651)	(3,598)	19.2	44	(4,420)	(4,376)
Low Carbon & Circular Economy	7.0	-	(1,849)	(1,849)	7.0	-	(1,583)	(1,583)
Park Lands & Sustainability	10.9	10	(1,639)	(1,629)	7.4	-	(1,236)	(1,236)
TOTAL	34.1	63	(7,490)	(7,427)	36.6	44	(7,724)	(7,680)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Carbon Neutral Adelaide (CCAIF)	-	(232)	-	(240)
City of Adelaide Prize	-	(30)	-	(30)
Climate Change Action Initiatives (CCAIF)	10	(723)	-	(444)
Economic Policy	-	(41)	-	(42)
Heritage Incentive Scheme	-	(1,162)	-	(1,162)
Heritage Promotion Program	10	(212)	-	(182)
History Festival	-	(32)	-	(32)
Homelessness – Social and Affordable Housing	-	(114)	-	(458)
Homeless and Vulnerable People project	43	(43)	44	(44)
NAIDOC Week Celebrations	-	(53)	-	(54)
Noise Management Program Incentive Scheme	-	(39)	-	(46)
Safer City Program	-	(267)	-	(247)
TOTAL	63	(2,948)	44	(2,981)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Strategic Projects				
City Wide Waste and Recycling Program	-	(503)	-	-
Delivery the City Plan	-	(475)	-	-
Local Heritage Assessments – 20 th Century Buildings	-	(70)	-	(50)
Master Plan of Light Square	-	(90)	-	-
Park Lands Biodiversity Survey	-	(150)	-	-
Park Lands Greening	-	(15)	-	-
Social Planning Homelessness and Adelaide Zero Project resourcing	-	(208)	-	(208)
Economic Development Strategy Implementation	-	-	-	(106)
Disability Access and Inclusion Plan 2024-2028 Implementation	-	-	-	(215)
Reconciliation Action Plan 2024-2027 Implementation	-	-	-	(150)
National Heritage Management Plan Implementation	-	-	-	(100)
Homelessness Strategy Implementation	-	-	-	(50)
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	-	-	-	(240)
Adaptive Reuse City Housing Initiative	250	(193)	290	(290)
TOTAL	250	(1,704)	290	(1,409)
Capital Projects				
New and Upgrade	118	(4,767)	-	(2,300)
Renewal	-	-	-	-
TOTAL	118	(4,767)	-	(2,300)

Regulatory Services

City Shaping Portfolio

Strategic Our Environment,
Plan link Our Places

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

Functions supported:

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

Outputs for the year ahead

- Facilitate high-quality built form outcomes through the assessment of Development Applications and engagement with SCAP
- Provide safer spaces and places through delivering Council's legislative obligations regarding public health, building compliance, permit management, related legislation and by-laws
- Enable stakeholders to activate public space for a variety of purposes, maintaining a balanced and risk-based approach to safety and community impacts
- Enable access to on-street parking through monitoring compliance and encouraging kerbside turnover
- Enhance the use of data and intelligence in making evidence-based decisions to improve service delivery

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	14,968	-	14,968	-	16,712	-	16,712
Employee costs	83.0	-	(8,993)	(8,993)	82.0	-	(9,651)	(9,651)
Materials and other*	-	-	(818)	(818)	-	-	(726)	(726)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	83.0	14,968	(9,811)	5,157	82.0	16,712	(10,377)	6,335
Activity view								
Associate Director (office)	5.0	-	(836)	(836)	5.0	-	(868)	(868)
City Development	23.0	3,270	(2,637)	634	21.9	3,630	(2,791)	839
City Safety	19.0	442	(1,647)	(1,205)	19.1	521	(1,854)	(1,332)
On-Street Parking Compliance	36.0	11,256	(4,691)	6,564	36	12,560	(4,864)	7,696
TOTAL	83.0	14,968	(9,811)	5,157	82.0	16,712	(10,377)	6,335

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
N/A	-	-	-	-
TOTAL	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Strategic Projects				
On-Street Parking Compliance Technology and Customer Analytics Reform	-	(100)	-	(148)
TOTAL	-	(100)	-	(148)

Capital Projects				
New and Upgrade	-	(119)	-	-
Renewal	-	-	-	-
TOTAL	-	(119)	-	-

City Services Portfolio

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

The Portfolio contains the: City Operations; Infrastructure; and Strategic Property and Commercial Programs

Key Focus areas

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

\$'000	2023/24 Q3				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating Budget								
Revenue	-	62,758	-	62,758	-	59,082	-	59,082
Employee Costs	343.2	-	(33,754)	(33,754)	345.1	-	(36,642)	(36,642)
Materials, Contracts and Other Expenses	-	-	(39,951)	(39,951)	-	-	(38,333)	(38,333)
Sponsorships, Contributions and Donations	-	-	(140)	(140)	-	-	(162)	(162)
Depreciation, Amortisation and Impairment	-	-	(50,129)	(50,129)	-	-	(53,207)	(53,207)
Finance Costs	-	-	(570)	(570)	-	-	(506)	(506)
TOTAL	343.2	62,758	(124,544)	(61,786)	345.1	59,082	(128,850)	(69,768)

Program Budget	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Office of the Director, City Services	3.0	-	(677)	(677)	3.0	-	(699)	(699)
City Operations	226.4	3,251	(42,858)	(39,607)	227.9	2,720	(44,246)	(41,526)
Infrastructure	68.9	762	(43,839)	(43,077)	69.3	-	(47,368)	(47,368)
Strategic Property and Commercial	43.9	55,599	(31,663)	23,936	43.9	56,362	(33,224)	23,138
Strategic Projects	1	3,146	(5,507)	(2,361)	1.0	-	(3,313)	(3,313)
	343.2	62,758	(124,544)	(61,786)	345.1	59,082	(128,850)	(69,768)

Capital Projects	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
New and Upgrade	7,029	(34,126)	2,882	(42,929)
Renewal	1,352	(44,321)	-	(48,766)
TOTAL	8,381	(78,447)	2,882	(91,695)

City Operations

City Services Portfolio

Strategic Our Environment
Plan link Our Places

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

Functions supported:

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

Outputs for the year ahead

- Plan and deliver work for all Council's assets i.e. infrastructure, buildings, urban elements, horticulture, arboriculture, cleansing, waste and fleet through planned programs and responsive work
- Supporting Strategic Outcome of an increase in canopy cover through delivering an accelerated greening program
- Provide safer spaces and places through delivering Council's legislative obligations regarding cleansing, waste collection and processing, building compliance, tree risk management and community lighting
- Contribute to the reduction of Council's greenhouse gas emissions through an increase in electric plant and fleet ownership, while providing a safe contemporary fleet for council's operations.
- Undertake innovative trials across the city to improve customer experience in the public realm
- Provide out of hours service to respond to emerging issues within the public realm.
- Delivery of Minor Capital Works to support Councils capital works program

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	3,251	-	3,251	-	2,720	-	2,720
Employee costs	226.4	-	(22,996)	(22,996)	227.9	-	(24,715)	(24,715)
Materials and other*	-	-	(17,916)	(17,916)	-	-	(17,568)	(17,568)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	(1,946)	(1,946)	-	-	(1,963)	(1,963)
Finance costs	-	-	-	-	-	-	-	-
TOTAL	226.4	3,251	(42,858)	(39,607)	227.9	2,720	(44,246)	(41,526)
Activity view								
Associate Director (office)	17.8	6	(3,025)	(3,019)	17.8	12	(3,070)	(3,058)
Mgr., City Maintenance	1.0	-	(384)	(384)	1.0	-	(200)	(200)
Mgr., City Presentation	1.0	-	(199)	(199)	1.0	-	(190)	(190)
Cleansing	49.0	7	(7,019)	(7,012)	48.5	7	(7,303)	(7,296)
Facilities	4.0	-	(2,942)	(2,942)	5.0	-	(3,169)	(3,169)
Horticulture	83.2	2,818	(14,329)	(11,511)	84.7	2,428	(14,948)	(12,520)
Infrastruct. Maintenance	33.0	100	(5,801)	(5,701)	33.0	-	(6,104)	(6,104)
Trades	26.0	292	(5,394)	(5,102)	25.0	253	(5,740)	(5,487)
Waste	1.0	28	(3,342)	(3,314)	1.5	20	(3,075)	(3,055)
Workshops	10.4	0	(423)	(423)	10.4	-	(447)	(447)
TOTAL	226.4	3,251	(42,858)	(39,607)	227.9	2,720	(44,246)	(41,526)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Safer City Program	-	(89)	-	(91)	
Trainees and Apprentices	-	(1,043)	-	(1,074)	
TOTAL	-	(1,132)	-	(1,165)	

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Private Laneways Fee-for-Service Trial	20	(50)	-	-	
Feasibility Studies - Waste and Recycling Collection	-	-	-	(100)	
TOTAL	20	(50)	-	(100)	
Capital Projects					
New and Upgrade	-	(132)	-	(108)	
Renewal	630	(2,700)	-	(1,492)	
TOTAL	630	(2,832)	-	(1600)	

Infrastructure

City Services Portfolio

Strategic Our Environment
Plan link Our Places

Provides effective whole of life planning, design, delivery and management of our diverse community infrastructure assets and seeks partnerships with government bodies to deliver on Council's strategic plans, supporting community needs and future growth.

Functions supported:

- Asset Planning and Management
- Geographic Information Systems
- Infrastructure Delivery Plans
- Park Lands and Open Space Management
- Road and Footpath Management
- Sustainable and Climate Resilient City
- Traffic and Transport Management

- Outputs for the year ahead**
- Develop and manage Asset Management Plans, including reviews, maintenance advice and condition audits
 - Provide the community with the agreed levels of service, through the management and delivery of efficient and effective Infrastructure Assets at the lowest whole of life costs
 - Provide excellent community outcomes through whole of project delivery of asset renewal, and new and upgrade projects
 - Support people movement through the development of key strategy and policy, designed public realm and strategic partnerships
 - Support private development through the provision of support coordination services

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	762	-	762	-	-	-	-
Employee costs	68.9	-	(3,591)	(3,591)	69.3	-	(3,926)	(3,926)
Materials and other*	-	-	(4,801)	(4,801)	-	-	(5,131)	(5,131)
Sponsorships**	-	-	(140)	(140)	-	-	(162)	(162)
Depreciation	-	-	(35,307)	(35,307)	-	-	(38,149)	(38,149)
Finance costs	-	-	-	-	-	-	-	-
TOTAL	68.9	762	(43,839)	(43,077)	69.3	-	(47,368)	(47,368)
Activity view								
Associate Director (office)	1.9	-	(611)	(611)	1.9	-	(674)	(674)
Infrastructure Planning and Delivery	45.2	762	(42,719)	(41,957)	45.6	-	(46,030)	(46,030)
Technical Services	21.8	-	(509)	(509)	21.8	-	(664)	(664)
TOTAL	68.9	762	(43,839)	(43,077)	69.3	-	(47,368)	(47,368)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Free City Connector	-	(1,326)	-	(1,301)
TOTAL	-	(1,326)	-	(1,301)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Strategic Projects				
Adelaide Central Market – Telecommunications Infrastructure	-	(124)	-	-
Adelaide Park Lands Strategic Water Resources Study	50	-	-	(50)
Asset Condition Audit	-	(223)	-	(595)
Bridge Maintenance Program	-	-	-	(400)
Conservation Management Plans – Bridges	-	-	-	(60)
Climate Change Risk Adaptation Actions Year 2	-	(120)	-	-
Conservation Management Plans for Heritage Assets	-	(170)	-	-
Lighting and Electrical Data Collection	-	(285)	-	-
North Terrace West Masterplan	-	-	-	-
Resilient Flood Mapping	3,076	(2,954)	-	(1,723)
SA Power Networks (SAPN) Luminaire Upgrades	-	(15)	-	(15)
Stormwater Network Cleaning	-	(927)	-	-
Transport Strategy	-	(332)	-	(200)
West Pallant Street Improvements (Construction)	-	(66)	-	-
TOTAL	3,126	(5,216)	-	(2,983)

Capital Projects				
New and Upgrade	7,029	(18,524)	2,882	(25,118)
Renewal	722	-	-	(47,076)
TOTAL	7,751	(59,414)	2,882	(72,194)

Note: Some of the new and upgrade budget reflected in 2023/24 income and expenditure, which has been retimed into 2024/25, is incorporated in the 2024/25 income and expenditure.

Strategic Property and Commercial

City Services Portfolio

Strategic Plan link Our Environment, Our Economy, Our Places

Leverages the development and management of Council’s property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate City precincts, building a prosperous City.

Functions supported:

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

Outputs for the year ahead

- Effectively manage Commercial Operations (Paid Parking and Golf) to grow visitation and net contribution
- Implement ticketless, frictionless parking solutions across all UPark locations to deliver an improved customer experience
- Procure and implement a best practice, ticketless, cashless on-street parking solution
- Review and update the City of Adelaide Property Strategy
- Progress approved property development projects including Market Square, 88 O’Connell, and the Former Bus Station site
- Progress master planning of the Flinders Street land acquisition for future housing.
- Effectively manage CoA property leasing portfolio
- Prepare a golf strategy and action plan to increase visitation, improve service offering, and increase revenue

The following table provides a view of this Programs budget by both operations and activity:

Operating view	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue	-	55,599	-	55,599	-	56,362	-	56,362
Employee costs	43.9	-	(6,382)	(6,382)	43.9	-	(7,179)	(7,179)
Materials and other*	-	-	(11,835)	(11,835)	-	-	(12,444)	(12,444)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	(12,876)	(12,876)	-	-	(13,095)	(13,095)
Finance costs	-	-	(570)	(570)	-	-	(506)	(506)
TOTAL	43.9	55,599	(31,663)	23,936	43.9	56,362	(33,224)	23,138
Activity view								
Associate Director (office)	1.8	-	(454)	(454)	1.8	-	(431)	(431)
Commercial	4.0	221	(768)	(547)	4.0	307	(850)	(543)
Parking	17.8	44,124	(13,936)	30,188	17.8	44,490	(14,433)	30,057
North Adelaide Golf Course	12.1	4,268	(4,460)	(192)	12.1	4,950	(5,100)	(150)
Strategic Property Development	4.0	584	(766)	(182)	4.0	-	(821)	(821)
Strategic Property Management	4.2	6,402	(11,279)	(4,877)	4.2	6,615	(11,589)	(4,974)
TOTAL	43.9	55,599	(31,663)	23,936	43.9	56,362	(33,224)	23,138

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
88 O'Connell Project Delivery		-	(30)	-	(80)
Central Market Arcade Redevelopment		-	-	-	-
Strategic Property Action Plan Implementation		-	(150)	-	-
North Adelaide Golf Course – Water Feasibility Study		-	(61)	-	-
218 - 232 Flinders Street Master Plan Investigations		-	-	-	(150)
TOTAL		-	(241)	-	(230)
Capital Projects					
New and Upgrade		-	(15,470)	-	(17,703)
Renewal		-	(731)	-	(198)
TOTAL		-	(16,201)	-	(17,901)

Note: Some of the new and upgrade budget reflected in 2023/24 income and expenditure, which has been retimed into 2024/25, is incorporated in the 2024/25 income and expenditure.

Corporate Services Portfolio (including subsidiaries)

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

The Portfolio contains the: Customer & Marketing; Finance & Procurement; Governance; Information Management; People; and Strategy, Insights & Performance Programs.

Additionally the Portfolio includes Council subsidiaries: Adelaide Central Market Authority, Adelaide Economic Development Agency; and Kadaltilla / Adelaide Park Lands Authority.

Key Focus areas

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

\$'000	2023/24 Q3				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating Budget								
Revenue	-	144,288	-	144,288	-	152,890	-	152,890
Employee Costs	202.4	-	(14,748)	(14,748)	212.0	-	(22,842)	(22,842)
Materials, Contracts and Other Expenses	-	-	(32,086)	(32,086)	-	-	(26,577)	(26,577)
Sponsorships, Contributions and Donations	-	-	(3,965)	(3,965)	-	-	(3,264)	(3,264)
Depreciation, Amortisation and Impairment	-	-	(1,110)	(1,110)	-	-	(1,063)	(1,063)
Finance Costs	-	-	(5)	(5)	-	-	(7)	(7)
TOTAL	202.4	144,288	(51,914)	92,374	212.0	152,890	(53,753)	99,137

Program Budget	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Office of the COO	5.0	-	(831)	(831)	5.0	-	(1,014)	(1,014)
Customer and Marketing	41.0	1	(6,450)	(6,449)	40.0	2	(6,712)	(6,710)
Finance and Procurement	30.8	104	(4,168)	(4,064)	30.8	138	(4,600)	(4,462)
Governance	11.3	40	(4,335)	(4,295)	11.3	-	(4,301)	(4,301)
Information Management	35.0	1,430	(13,583)	(12,153)	35.0	31	(13,994)	(13,963)
People [^]	23.0	82	(4,133)	(4,051)	28.8	-	(4,658)	(4,658)
Strategy, Insights and Performance	13.0	-	(1,508)	(1,508)	13.0	-	(1,617)	(1,617)
Corporate Activities*	-	132,062	3,730	135,792	3.0	142,631	3,156	145,787
ACMA	10.7	5,422	(5,410)	12	10.7	5,343	(6,081)	(738)
AEDA	31.6	4,494	(13,203)	(8,709)	33.1	4,417	(12,576)	(8,159)
Kadaltilla	1.0	253	(253)	-	1.3	328	(328)	-
Strategic Projects	-	400	(1,770)	(1,370)	-	-	(1,028)	(1,028)
TOTAL	202.4	144,288	(51,914)	92,374	212.0	152,890	(53,753)	99,137

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

[^] includes 10.0 FTE Graduates allocated in business units across the Administration

Capital Projects	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
New and Upgrade	5	(433)	3,954	(3,954)
Renewal	1,400	(3,600)	-	(1,591)
TOTAL	1,405	(4,033)	3,954	(5,545)

Customer and Marketing

Corporate Services Portfolio

Strategic Plan link Our Corporation

Supports extraordinary customer experiences, celebrates our City through the delivery of creative and digital services, and enhances our reputation by promoting our achievements and initiatives.

Functions supported:

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

- | | | | |
|-----------------------------------|--|--|---|
| Outputs for the year ahead | <ul style="list-style-type: none"> ▪ Consolidate implementation of brand architecture program and continue marketing and media relations strategies that strengthen CoA's reputation and celebrate our city by promoting achievements and initiatives ▪ Support the development and delivery of data driven customer experience programs including a revised channel strategy, comprehensive customer surveying, consolidation of customer services processes and by effectively closing the communications loop with customers ▪ Provide a customer centric business partnering service which provides expert advice and guidance for effective marketing, external communications, media relations, digital services and customer experience strategies and initiatives | | <ul style="list-style-type: none"> ▪ Support the improvement of customer experience for residents, businesses, city users, the Lord Mayor and Councillors by embedding the Customer Experience Strategy and measuring success through an expanded Voice of Customer Program ▪ Design and implement website and digital services platforms, processes and quality assurance initiatives which strengthen City of Adelaide's commitment to demonstrating best practice in access, inclusion and diversity needs ▪ Provide brilliant customer experiences through first point of contact resolution of Council enquiries and information through a variety of channels and in accordance with relevant legislative/regulatory requirements and council objectives |
|-----------------------------------|--|--|---|

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expend.	Total (net)	FTE	Income	Expend.	Total (net)
Operating view								
Revenue	-	1	-	1	-	2	-	2
Employee costs	41.0	-	(4,698)	(4,698)	40.0	-	(4,832)	(4,832)
Materials and other*	-	-	(1,752)	(1,752)	-	-	(1,880)	(1,880)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	41.0	1	(6,450)	(6,449)	40.0	2	(6,712)	(6,710)
Activity view								
Manager	1.0	-	((205)	(205)	1.0	-	(213)	(213)
Customer Experience	28.0	1	(3,978)	(3,977)	28.0	2	(4,280)	(4,278)
Marketing & Communications	12.0	-	(2,267)	(2,267)	11.0	-	(2,219)	(2,219)
TOTAL	41.0	1	(6,450)	(6,449)	40.0	2	(6,712)	(6,710)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
N/A		-	-	-	-
TOTAL		-	-	-	-
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Finance and Procurement

Corporate Services Portfolio

Strategic Our Corporation
Plan link

Ensures public resources are effectively managed to enable the delivery of Council’s priorities and strategic plans, funding a long-term financially sustainable approach to delivery of services and infrastructure, and creating significant public value through sustainable procurement practices.

Functions supported:

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

- | | | |
|-----------------------------------|--|--|
| Outputs for the year ahead | <ul style="list-style-type: none"> ▪ Implement Phase II of the Procurement and Contract Management System ▪ Implement KPI/dashboard reporting for Procurement ▪ Consider including divestment, energy transition and carbon pricing within financial planning documents | <ul style="list-style-type: none"> ▪ Institute monthly financial reporting to Council ▪ Update the LTFP Model to a scenario-based model ▪ Continue to review valuations and rates modelling systems ▪ Continue to review rating structure and approach |
|-----------------------------------|--|--|

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	104	-	104	-	138	-	138
Employee costs	30.8	-	(3,834)	(3,834)	30.8	-	(4,223)	(4,223)
Materials and other*	-	-	(334)	(334)	-	-	(377)	(377)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	30.8	104	(4,168)	(4,064)	30.8	138	(4,600)	(4,462)
Activity view								
Manager	1.0	-	(241)	(241)	1.0	-	(286)	(286)
Financial Planning & Reporting	13.0	-	(1,779)	(1,779)	13.0	-	(1,984)	(1,984)
Procurement & Contract Management	7.8	-	(970)	(970)	7.8	-	(1,063)	(1,063)
Rates & Receivables	9.0	104	(1,178)	(1,074)	9.0	138	(1,267)	(1,129)
TOTAL	30.8	104	(4,168)	(4,064)	30.8	138	(4,600)	(4,462)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Banking Transition		-	(225)	-	-
External Property Valuations		-	(240)	-	-
TOTAL		-	(465)	-	-

Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Governance

Corporate Services Portfolio

**Strategic
Plan link** Our Corporation

Focused expertise and effort to ensure the organisation balances rigour, excellence, accountability, innovation and transparency in delivering results for Council and our City. Maximising opportunities through responsible risk management.

Functions supported:

- Compliance and Freedom of Information
- Council Governance
- Council administration
- Corporate Governance
- Enterprise Risk
- Legal Services
- Security and Emergency Management

Outputs for the year ahead

- Provide a customer centric service to the organisation which delivers expert advice and guidance in relation to council governance, Kadaltilla, corporate governance, internal controls, insurance, internal audit, emergency management, enterprise and legal risk
- Design and implement initiatives which support an organisational approach to risk and opportunity
- Support the delivery of reporting outcomes to committees, council and Kadaltilla, and the making of transparent decisions, through the availability of an accessible and reliable meeting and agenda management system
- Monitor and maintain operational management systems and processes to support the organisation's compliance with legislative requirements
- Provision of effective, accurate and timely legal services
- Design and deliver a strategic internal audit plan which provides assurance on the effectiveness of governance, risk management and internal controls
- Monitor and maintain an appropriate suite of insurance and perform claims management
- Provide high-level administrative support and appropriate advice to ensure Council Members fulfill their roles and responsibilities

The following table provides a view of this Programs budget by both operations and activity:

Operating view	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue	-	40	-	40	-	-	-	-
Employee costs	11.3	-	(1,570)	(1,570)	11.3	-	(1,624)	(1,624)
Materials and other*	-	-	(2,780)	(2,780)	-	-	(2,677)	(2,677)
Sponsorships**	-	-	15	15	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	11.3	40	(4,335)	(4,295)	11.3	-	(4,301)	(4,301)
Activity view								
Manager	1.0	-	(207)	(207)	1	-	(215)	(215)
Corporate Governance	4.4	-	(2,109)	(2,109)	5.2	-	(2,976)	(2,976)
Council Governance	5.1	-	(1,044)	(1,044)	5.1	-	(1,110)	(1,110)
Legal Governance	0.8	40	(975)	((935)	-	-	-	-
TOTAL	11.3	40	(4,335)	(4,295)	11.3	-	(4,301)	(4,301)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
ESCOSA review		-	-	-	(40)
TOTAL		-	-	-	(40)
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Information Management

Corporate Services Portfolio

Strategic Plan link Our Corporation

To enable delivery of customer focused services to our community IM delivers integrated technology solutions that improve access to information, streamline processes, safeguard our information and systems, and encourage collaboration across the organisation.

Functions supported:

- Archives and Civic Collection Management
- Corporate Records Management
- Projects and partnering
- Service Desk
- Technology, Infrastructure and Platforms

Outputs for the year ahead

- Provide a customer-centric business partnering service with expert advice and guidance consistent with our enterprise architecture principles
- Support the delivery of business outcomes and making data-driven decisions through accessible and user-friendly systems, processes, and data
- Design and implement strategic and operational planning processes to ensure the ongoing management and safekeeping of corporate information and data assets.
- Digitise records and archival materials to manage, find and store the backlog materials physically stored in the organisation more effectively
- Manage collecting and preserving historical and culturally significant Archive materials and artifacts
- Support and deliver enterprise records management systems and guidance
- Provide simple, modern, and efficient customer focussed service delivery capability for IM and the wider Corporation
- Design and implement activities and initiatives from the cybersecurity roadmap to uplift the organisation's maturity in cyber resilience
- Deliver the planned initiatives of the business systems roadmap, including the delivery of customer insights, workforce management and enterprise analytics

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	1,430	-	1,430	-	31	-	31
Employee costs	35.0	-	(4,550)	(4,550)	35.0	-	(4,657)	(4,657)
Materials and other*	-	-	(8,030)	(8,030)	-	-	(8,398)	(8,398)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	(1,003)	(1,003)	-	-	(939)	(939)
Finance costs	-	-	-	-	-	-	-	-
TOTAL	35.0	1,430	(13,583)	(12,153)	35.0	31	(13,994)	(13,963)
Activity view								
Manager	10.0	7	(1,377)	(1,370)	10.0	8	(1,420)	(1,412)
Project Delivery	11.0	1,400	(2,554)	(1,154)	11.0	-	(2,603)	(2,603)
Service Desk	8.0	-	(1,172)	(1,172)	8.0	-	(1,168)	(1,168)
Technology, Infrastructure and Platforms	6.0	23	(8,480)	(8,457)	6.0	23	(8,803)	(8,780)
TOTAL	35.0	1,430	(13,583)	(12,153)	35.0	31	(13,994)	(13,963)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Business Systems Roadmap	-	(1,600)	-	(1,600)	
TOTAL	-	(1,600)	-	(1,600)	

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Adelaide Free Wi-Fi	400	(98)	-	-	
Archives Digitisation	-	(80)	-	-	
Contact Centre Software Replacement	-	-	-	(450)	
Cyber Security Enhancement	-	(60)	-	(85)	
TOTAL	400	(238)	-	(535)	
Capital Projects					
New and Upgrade	-	(177)	-	-	
Renewal	1,400	(3,600)	-	(1,591)	
TOTAL	1,400	(3,777)	-	(1,591)	

People

Corporate Services Portfolio

Strategic Plan link Our Corporation

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

Functions supported:

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

Outputs for the year ahead

- Provide a customer centric business partnering service which provides expert advice and guidance consistent with terms and conditions of employment and applicable work health and safety, payroll and industrial relations legislation
- Design and implement initiatives which support an organisational environment and culture which is engaged, diverse and inclusive
- Support the delivery of business outcomes and the making of data driven workforce decisions through the availability of accessible and user-friendly workforce management systems, processes, and data
- Design and implement strategic and operational workforce planning processes to support the development of employees and enable the identification of future workforce needs
- Design and implement attraction and retention strategies and initiatives that strengthen CoA’s employer brand and position CoA as an employer of choice
- Design and implement safety and wellbeing systems, processes and initiatives which provide a holistic approach to workplace safety and wellbeing

The following table provides a view of this Programs budget by both operations and activity:

Operating view	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue	-	82	-	82	-	-	-	-
Employee costs	23.0	-	(2,761)	(2,761)	28.8	-	(3,491)	(3,491)
Materials and other*	-	-	(1,372)	(1,372)	-	-	(1,167)	(1,167)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	23.0	82	(4,133)	(4,051)	28.8	-	(4,658)	(4,658)
Activity view								
Manager	3.0	-	(445)	(445)	3.0	-	(470)	(470)
People Experience	10.0	-	(1,573)	(1,573)	15.8^	-	(2,249)	(2,249)
People Safety and Wellbeing	4.0	-	(746)	(746)	4.0	-	(768)	(768)
People Services	6.0	82	(1,369)	(1,287)	6.0	-	(1,171)	(1,171)
TOTAL	23.0	82	(4,133)	(4,051)	28.8	-	(4,658)	(4,658)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

^ includes 10.0 FTE Graduates allocated in business units across the Administration

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Graduate Employment Program	-	(248)	-	(841)	
TOTAL	-	(248)	-	(841)	

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Strategy, Insights and Performance

Corporate Services Portfolio

Strategic Plan link Our Corporation

Enable our organisation to effectively implement Council's services in response to community needs and anticipate and adapt to a changing environment, by delivering on Council's visions and priorities through strategic, service and corporate planning, project management governance, and research and insights development.

Functions supported:

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

Outputs for the year ahead

- Produce the Strategic Management Framework to deliver the Strategic Plan and associated governing policies, plans and documents that address risks and opportunities for our community
- Coordinate corporate planning activities including the BP&B and Program Plans to ensure that current and future services for our community are planned and resourced appropriately
- Provision of policy review schedules, Annual and Quarterly reports and the production of achievement focused data such as the Corporate and Elected Member Dashboards, to support transparency, monitor, review, analyse and report on key corporate activities to ensure effective performance and legislative compliance
- Provide ongoing advice and support for Council's engagement and research efforts and produce meaningful data and insights about our city and community to inform decision making
- Support the organisation in decision making by providing project management framework, tools and resources to support optimum capital and strategic project delivery whilst providing robust project governance, risk management, analysis and reporting
- To maximise community outcomes, coordinate access to external grant opportunities that enhance the delivery of Council's Strategic Plan, projects, programs and services

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	-	-	-	-	-	-	-
Employee costs	13.0	-	(1,328)	(1,328)	13.0	-	(1,478)	(1,478)
Materials and other*	-	-	(180)	(180)	-	-	(139)	(139)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	13.0	-	(1,508)	(1,508)	13.0	-	(1,617)	(1,617)
Activity view								
Manager	1.0	-	(187)	(187)	1.0	-	(197)	(197)
Project Management Office	5.0	-	(155)	(155)	5.0	-	(258)	(258)
Strategy & Insights	7.0	-	(1,166)	(1,166)	7.0	-	(1,162)	(1,162)
TOTAL	13.0	-	(1,508)	(1,508)	13.0	-	(1,617)	(1,617)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Grant Management Software		-	(12)	-	-
TOTAL		-	(12)	-	-

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Adelaide Central Market Authority (ACMA)

Corporate Services Portfolio

Strategic Plan link Our Economy

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

Functions supported:

- Commercial Leasing including Market Expansion
- Property management
- Trader engagement and support
- Customer Service & Visitor Information
- Events & Activations
- Management of Board
- Market Operations (incl. Security, Cleaning, waste)
- Marketing, Social Media, Website Management
- Media and Public Relations
- Online Market Operations
- Wider Precinct contribution

Outputs for the year ahead

- Ensure customer experiences at the heart of all decisions every day
- Enable and partner with our traders to support them in the delivery of an exceptional shopping experience
- We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results
- Contribute to the economic, social and cultural wellbeing of our precinct and community
- Plan and deliver programs that address the current and emerging needs of our customers and traders
- Implement retail leasing strategy and transition to One Market

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	5,422	-	5,422		5,343	-	5,343
Employee costs	10.7	-	(1,243)	(1,243)	10.7	-	(1,787)	(1,787)
Materials and other*	-	-	(4,127)	(4,127)	-	-	(4,257)	(4,257)
Sponsorships**	-	-	-	-	-	-	-	-
Depreciation	-	-	(39)	(39)	-	-	(36)	(36)
Finance costs	-	-	(1)	(1)	-	-	(1)	(1)
TOTAL	10.7	5,422	(5,410)	12	10.7	5,343	(6,081)	(738)
Activity view								
ACMA Operations	7.7	5,328	(5,174)	154	7.7	5,257	(5,250)	7
Market Expansion	3	-	-	-	3.0	-	(600)	(600)
Online Market Platform	-	94	(236)	(142)	-	86	(231)	(145)
TOTAL	10.7	5,422	(5,410)	12	10.7	5,343	(6,081)	(738)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expend.	Income	Expend.
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
Adelaide Central Market Expansion Operational Preparedness		-	-	-	(220)
TOTAL		-	-	-	(220)
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Adelaide Economic Development Agency (AEDA)

Corporate Services Portfolio

Strategic Plan link Our Economy

Accelerate economic growth in the CoA by attracting investment, supporting businesses to grow, funding festivals, growing the visitor economy, supporting residential growth, managing Rundle Mall and marketing the city as a destination and ‘magnet city’.

Functions supported:

- Business Support and Investment
- Economic Data and Insights
- Event and Festival Sponsorship
- Marketing the City
- Precinct Group Funding
- Residential Growth
- Rundle Mall Management, Activations and Marketing
- Funding for strategic partnerships
- Visitor Economy
- Visitor Information Services

Outputs for the year ahead

- Rundle Mall management, marketing and attraction of new brands
- Provision of \$3 million+ of sponsorship to event organisers and partner organisations
- Events and data that stimulate thinking about the City’s economy and investment into the economy
- Initiatives that increase the number of workers in the City by supporting businesses to grow or locate in the City
- Marketing campaigns that position the City as a place to work, invest and visit
- Delivery of Visitor Information Services to more than 35,000 people and an increase in tourism products to grow the visitor economy

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	4,494	-	4,494	-	4,417	-	4,417
Employee costs	31.6	-	(4,577)	(4,577)	33.1	-	(4,777)	(4,777)
Materials and other*	-	-	(5,079)	(5,079)	-	-	(4,456)	(4,456)
Sponsorships**	-	-	(3,482)	(3,482)	-	-	(3,249)	(3,249)
Depreciation	-	-	(62)	(62)	-	-	(88)	(88)
Finance costs	-	-	(3)	(3)	-	-	(6)	(6)
TOTAL	31.6	4,494	(13,203)	(8,709)	33.1	4,417	(12,576)	(8,159)
Activity view								
General Manager AEDA	3.0	-	(748)	(748)	3.0	-	(630)	(630)
Business and Investment	6.0	50	(2,688)	(2,638)	7.5	-	(2,633)	(2,633)
Marketing	8.0	35	(1,882)	(1,847)	8.0	-	(1,917)	(1,917)
Rundle Mall Management	9.6	4,390	(4,608)	(218)	9.6	4,397	(4,439)	(42)
Visitor Economy	5.0	19	(3,277)	(3,258)	5.0	20	(2,957)	(2,937)
TOTAL	31.6	4,494	(13,203)	(8,709)	33.1	4,417	(12,576)	(8,159)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Adelaide Fashion Week	35	(335)	-	(310)
Business Growth - Business Support	-	(179)	-	(172)
Event and Festival Sponsorship	-	(1,766)	-	(1,932)
Data and insights	-	-	-	(213)
General Marketing	-	(397)	-	(408)
AEDA Summit	50	(50)	-	-
Main streets Development Grants	-	(179)	-	(184)
New Years Events Incentives	-	(77)	-	-
Strategic Partnerships	-	(1,305)	-	(1,108)
Visitor Growth – Tourism Projects	-	(174)	-	(180)
WellFest	-	(530)	-	-
TOTAL	85	(4,992)	-	(4,507)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000 2023/24 (Q3 update)		2024/25	
	Income	Expenditure	Income	Expenditure
Strategic Projects				
Destination Adelaide Promotion	-	(300)	-	-
Promoting the City during Adelaide 500	-	(75)	-	-
Commercial Events Funding Program	-	(600)	-	-
Welcome to Adelaide	-	(80)	-	-
Rundle Mall Live Music Program	-	-	-	(100)
Tourism and Business attraction	-	-	-	(133)
TOTAL	-	(1,055)	-	(233)
Capital Projects				
New and Upgrade (Experience Adelaide Centre)	5	(256)	3,954	(3,954)
Renewal	-	-	-	-
TOTAL	5	(256)	3,954	(3,954)

Kadaltilla / Adelaide Park Lands Authority

Corporate Services Portfolio

**Strategic
Plan link** Our Environment

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

Functions supported:

- Advocacy, advice and policy governance
- Adelaide Park Lands Management Strategy
- Stakeholder and intergovernmental relations
- Brand and Marketing

Outputs for the year ahead

- Promote the cultural values of the Park Lands including Kaurna culture, heritage, and wellbeing
- Maintain and improve climate resilience and the landscape values of the Park Lands
- Treat the Park Lands holistically with an adaptive future focused approach
- Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

The following table provides a view of this Programs budget by both operations and activity:

	\$'000	2023/24 (Q3 update)			2024/25			
		FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure
Operating view								
Revenue	-	253	-	253	-	328	-	328
Employee costs	1.0	-	(143)	(143)	1.3	-	(175)	(175)
Materials and other*	-	-	(110)	(110)	-	-	(138)	(138)
Sponsorships**	-	-	-	-	-	-	(15)	(15)
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	1.0	253	(253)	-	1.3	328	(328)	-
Activity view								
Kadaltilla	1.0	253	(253)	-	1.3	328	(328)	-
TOTAL	1.0	253	(253)	-	1.3	328	(328)	-

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
N/A		-	-	-	-
TOTAL		-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	2023/24 (Q3 update)		2024/25	
		Income	Expenditure	Income	Expenditure
Strategic Projects					
N/A		-	-	-	-
TOTAL		-	-	-	-
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Office of the CEO Office of the Lord Mayor

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

Functions supported:

- Advocacy, partnerships and intergovernmental relations
- Capital city oversight
- Civic protocols and events
- Communication and public relations
- Executive support and administration
- International and Sister City relationships
- Lord Mayor and Council administration

Outputs for the year ahead

- Participate and advocate to Federal, State and Local Governments
- Manage stakeholder relationships that support City, Community and Civic development
- Facilitate strong connections through Civic Events, Forums, Local, National and International partnerships
- Ensure that the organisation is providing transparent and professional advice and delivering statutory requirements
- Provide high-level administrative support and appropriate advice to ensure the Lord Mayor, Council Members and Executive to fulfill their roles and responsibilities

The following table provides a view of this Programs budget by both operations and activity:

	\$'000				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Operating view								
Revenue	-	-	-	-	-	-	-	-
Employee costs	10.3	-	(1,744)	(1,744)	10.3	-	(1,808)	(1,808)
Materials and other*	-	-	(1,190)	(1,190)	-	-	(1,289)	(1,289)
Sponsorships**	-	-	(5)	(5)	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance costs	-	-	-	-	-	-	-	-
TOTAL	10.3	-	(2,939)	(2,939)	10.3	-	(3,097)	(3,097)
Activity view								
Office of the Chief Executive	4.0	-	(1,401)	(1,401)	4.0	-	(1,457)	(1,457)
Civic Events, Partnerships, and Other Events	-	-	(416)	(416)	-	-	(482)	(482)
Lord Mayor’s Office Administration	6.3	-	(1,122)	(1,122)	6.3	-	(1,158)	(1,158)
TOTAL	10.3	-	(2,939)	(2,939)	10.3	-	(3,097)	(3,097)

* materials, contracts and other expenses / ** sponsorships, contributions and donations

Capital Works

Council owns and is responsible for the management, operations and maintenance of a diverse asset portfolio that provides services and facilities for city users.

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

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

NEW AND UPGRADES

These projects are identified through Council's Strategies and Plans and defined as:

- complex in nature
- installation of new infrastructure
- upgrades to existing infrastructure

Note: Some projects have been retimed from 2023/24 and will continue to be delivered into 2024/25

RENEWALS

These projects are grouped against multiple categories and are directly aligned to maintenance service levels contained within Council's Asset Management Plans.

(\$'000s)	2023/24 (Q3)	2024/25
New and Significant Upgrades	45,403	56,809
Renewals	54,153	56,022
Total Capital Works investment	99,556	112,831

A detailed breakdown of our Capital Works Program is provided on the following pages.

New and Significant upgrades (\$'000s)	2024/25
City Shaping Portfolio	
City Culture	
City of Music Laneways - The Angels Artwork	45
Golden Wattle Park / Mirnu Wirra (Park 21 West) – Community Sports Building (Detailed Design)	100**
Honouring Women in the Chamber - Portrait Commissions	12
Ippariyti Commission for Whitmore Square	140
Melbourne Street Public Art	200
Place of Courage	90**
Public Art Action Plan Deliverables	250
Ruby Hunter & Archie Roach Laneway Artwork	25
Park Lands, Policy and Sustainability	
Disability Access and Inclusion Plan 2024-2028 Implementation	100
Light Square / Wauwi – Master Plan (Detailed Design)	250
Public Realm Greening Program	1,700
Victoria Park / Pakapakapanthi (Park 16) – Master Plan (Detailed Design)	250
City Services Portfolio	
City Operations	
Plant and Fleet Replacement program	108
Infrastructure	
Bikeways (North-South)	1,250^
Bonython Park / Tulya Wardli (Park 27B) – Community Sports Building (Detailed Design)	100**
Botanic Catchment Water Course Rehabilitation	340^
Brown Hill Keswick Creek (Financial Contribution)	320
Charles Street - Streetscape Upgrade Major Project	5,925^
Communication Server Relocation and Associated Services (Central Markets)	300
Frome Street - Footpath Upgrades	550
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) - Improvements (Detailed Design)	20*
Glen Osmond Road / Hutt Road Intersection Upgrade	22
Golf Links - Building Compliance Upgrades and Commercial Offering	80*
Greener City Streets Program	122^
Hutt Street and South Terrace – Stormwater Improvements	115*
Hutt Street Entry Statement Project	730**
James Place – Upgrade	100*
Jeffcott Street – Pavement and Stormwater Upgrades (Concept Design)	10*
Main Street Revitalisation – Gouger Street (Detailed Design)	1,250
Main Street Revitalisation – Hindley Street	4,980*
Main Street Revitalisation – Hutt Street (Detailed Design)	1,250
Main Street Revitalisation – Melbourne Street Improvements	612**
Main Street Revitalisation – Melbourne Street (Planning)	100

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

** fully grant funded / ^ partially grant funded

New and Significant upgrades (\$'000s) (continued)	2024/25
City Services Portfolio (continued)	
Main Street Revitalisation - O'Connell Street (Detailed Design)	1,000
Mistletoe Park / Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade	149
New Parents Room with store room	55
Park Land Buildings Upgrades	1,763
Royal Avenue - Improvements	100*
Rymill Park / Murlawirrapurka (Park 14) – Master Plan Safety and accessibility works	822 [^]
School Safety Implementation Project	250
Torrens retaining structure	1,600
Vincent Street and Vincent Place - Improvements	1,203*
Strategic Property and Commercial	
Central Market Arcade Options	285
Central Market Arcade Redevelopment	15,918
South West Community Centre	1,500
Corporate Services Portfolio	
Corporate Activities	
Project Delivery Management Costs (Overheads)	6,764
Adelaide Economic Development Agency	
Experience Adelaide Centre	3,954**
Total New and Significant Upgrade Program	56,809

** fully grant funded / [^] partially grant funded

Renewals (\$'000s)	2024/25
Bridges	694
Buildings	11,205
Pathways	7,863
Kerb and Water Table	1,711
Lighting & Electrical	2,233
Park Lands & Open Space	1,938
Roads	8,325
Water Infrastructure	5,735
Traffic Signal	3,931
Urban Elements	3,441
Total Infrastructure	47,076
Plant, Fleet & Equipment Replacement	1,492
Commercial Plant, Fleet & Equipment	198
IT Renewals	1,591
Delivery Resources	5,665
Total Renewal Program	56,022

OUR RESOURCES AND BUDGET

Resource Plan 2024-2028

How we Budget

Financial framework and indicators

Rates, Borrowings, Fees and Charges

Detailed financial overview

Financial Statements

Resource Plan 2024 - 2028

Council's Strategic Plan 2024 – 2028 included a four year Resource Plan, which with the Long-Term Financial Plan (LTFP), Asset Management Plans and City Plan have all informed the development of this business plan and budget.

The Resource Plan supports the delivery of the Strategic Plan and outlines the financial and non-financial resources required to deliver our objectives and actions over the next four years.

Financial

The financial aspect of the Resource Plan is based on principles to ensure that Council has the capacity to be financially sustainable in the medium and long term.

Financial sustainability also helps to ensure intergenerational equity so that costs associated with expenditure are equitably spread over time relevant to the communities that will draw benefit.

Financial principles include but are not limited to:

- Fees and charges are equitable and respond to the community's needs
- Ensuring an effective rating system
- Considering new and different revenue streams
- Using borrowings to fund new and upgrade projects
- Fund operations and expenses from within the operating budget

Council's LTFP has assumed that existing service levels will be maintained, while seeking efficiency improvements in line with appropriate planning, measures and benchmarks. The four year financial view embedded in the Resource Plan is taken from Council's LTFP and provides the funding for the Strategic Plan.

This period sees significant investment in Council priorities, including upgrades to main streets, partnerships with the State Government on major projects, strategic property developments and ongoing delivery of core services. Rates will continue to be an important source of revenue, accounting for approximately 60% of total annual revenue. In line with the LTFP, over the four year period Council assumes growth in future rate income aligned to CPI, in addition to rates from new properties, assumed at 1% per annum.

Factors that could impact on Council's finances over the next four years include increases to the Local Government Price Index on relevant goods and services, having a stronger focus on renewals and maintenance, changing service and infrastructure needs with a growing population, and interest rate impacts on Council's borrowings.

Infrastructure and Property

Asset Management Plans (AMPs) help Council to manage the assets that provide services and facilities for our community. The AMPs provide guidance for the effective management of Council's assets and are reviewed every three years to ensure we deliver the required levels of services and meet strategic and legislative requirements. The AMP's then inform Council's yearly Capital Works Program, as identified in the Business Plan and Budget.

The Resource Plan outlines the need to manage Infrastructure (Capital) expenditure in a way which avoids disruptive adjustments to activities, programs and event raising efforts. Over the life of the plan, the Capital expenditure for Council is forecast to be approximately \$300m (*which is subject to an increase or decrease depending on each yearly review, through the Business Plan and Budget process*).

The Strategic Property portfolio that Council manages seeks to address strategic objectives for growth in the City, while providing additional net revenue. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government.

Resources

We also need to ensure we have appropriate resourcing from a people perspective so that we can deliver on the Strategic Plan and be responsive to emerging challenges. Workforce planning enables the corporation to attract, develop and retain the skills, knowledge and experience required to meet our strategic objectives and create a high performing culture. A focus on efficiencies and continuous improvement will enable resourcing numbers to be maintained at current levels over the four-year period.

Delivery of the Strategic Plan will also be facilitated by integrated technology solutions that improve access to information, streamline processes, and safeguard information and systems. The Business Systems Roadmap sets out the program of works over the next four years with a focus on four key themes – customers at the centre, secure and reliable, data driven, and seamless.

How we Budget

Councils are often referred to as 'long-term businesses' with ongoing service provision obligations and long-lived assets. From an overall community perspective, it is important that council rates are set at levels as low as sustainably possible while:

- providing the standard and breadth of services that ratepayers value
- ensuring that council has robust, long-term asset management, and
- financing and operational plans which allow management of assets efficiently and effectively over the long term, so as to sustain the delivery of those services and minimise their lifetime cost.

The LTFP is used as base to guide Council's financial planning and includes a range of assumptions. In building the 2024/25 BP&B **the core assumptions from the LTFP were:**

- Continue Budget Repair
- Rates Revenue in line with forecast inflation (excludes growth from new developments)
- Fees and charges in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, Wage Price Index (WPI) for SA applied
- Other revenue and expenditure growth, in general, in line with forecast inflation
- Interest rates relative to market expectations
- Capital renewal expenditure in line with Infrastructure and Asset Management Plans
- Capital enhancements (new and upgrade) in line with the Council decision to fund the Central Market Arcade Redevelopment, Mainstreets (\$15m per year) in addition to other items identified as a priority.

For 2024/25, to make sure that the budget repair required is done in a financially sustainable manner, Council also used the **following principles to guide the BP&B build:**

- 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 the cost of services provided
- 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
- 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
- Changes to 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

- Borrowings will be used to fund new and upgrade projects and not used to fund operations, expenses or renewal projects

Financial framework and indicators

The budget process began by maintaining the 2023/24 Operating Budget throughout the year, updating the Base Budget to incorporate permanent changes to inform the following year's budget. The various parts of the organisation then built upon the Base Budget, from the ground up, to develop the budget required to deliver the same services at the same levels for the 2024/25 year. This effectively sets the required 2024/25 Base Budget, consistent with the approach of previous years.

Identified service changes, strategic projects and operating initiatives, based on delivering the priorities of Council within the Strategic Plan were developed and presented to Council for endorsement and inclusion in the Budget. At the same time, revenue assumptions, particularly for Rates and Fees and Charges, were developed independently and applied to the revenue components within the Budget.

Council has also committed to a capital program of \$112.831m of which \$56.809m will deliver new and upgraded infrastructure. To do so, Council may have to utilise borrowings.

Council is budgeting to generate an operating surplus of \$9.367m in the 2024/25 financial year, in order to ensure investment at a level to achieve Council's Asset Renewal Funding Ratio target for 2024/25. This surplus will ensure our existing infrastructure is renewed in line with approved Asset Management Plans and funded via Operations for which \$7.340m is required. In addition, from 2024/25, 1.5% or \$2.027m of rates revenue has been quarantined and

Funding Pathway		Expenditure	
Operations (\$000's)			
Rates	144,908	Services	162,502
Fees and Charges	84,292	Strategic Projects	6,499
Grants and Subsidies	4,842	Renewal or replacement of existing assets	56,022
Other	1,183		
New Capital (\$000's)			
Borrowings	21,581	New income generating assets	15,918
Capital Grants and Proceeds	6,026	New Community assets	40,891
Proceeds from the sale of assets	19,000		

allocated to upgrade Buildings in the
Adelaide Park Lands.

Operating Budget

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

Capital Budget

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

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

Implications for Future Years

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

Borrowings at the end of 2023/24 will be impacted by the timing of cash inflows and cash outflows, and timing of when projects are delivered. The projected year-end position, monitored through the quarterly review forecast process, flows through to form the 2024/25 opening balance for borrowings. Any impact affecting the year-end balance of borrowings and the cumulative funding position will be considered to ensure that borrowings remain within our current Prudential Borrowing Limits.

Financial Indicators for 2024/25

	Target	2023/24 Q3 budget	2024/25
<p>OPERATING SURPLUS RATIO This ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.</p>	0%-20%	2.9%	4.0%
<p>NET FINANCIAL LIABILITIES This ratio expresses the Financial Liabilities as a percentage of Operating Income.</p>	Less than 80%	2.1%	21%
<p>ASSET SUSTAINABILITY RATIO This ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.</p>	90%-110%	97%	92.5%
<p>ASSET TEST RATIO The ratio expresses Borrowings as a percentage of Saleable Property Assets.</p>	Maximum 50%	8%	17%
<p>INTEREST EXPENSE RATIO Interest expense as a percentage of General Rates Revenue (less Landscape Levy)</p>	Maximum 10%	2.5%	2.0%
<p>LEVERAGE TEST RATIO The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).</p>	Maximum 1.5 years	0.2	0.4
<p>CASH FLOW FROM OPERATIONS RATIO The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/ Replacement of assets.</p>	Greater than 100%	102%	103%
<p>BORROWINGS The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).</p>	Within Prudential Limits	15%	34%
<p>BORROWINGS The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).</p>	Within Prudential Limits	36%	56%

Rates, Borrowings, Fees and Charges

Rate structure

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

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- Our commitment to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the Rating Policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- Our continuing practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999 (SA)*. Differentiation factors previously endorsed by Council are 'Residential', 'Non-Residential' and 'Vacant Land' land uses
- For 2024/25, residential properties used as non-hosted short stay accommodation, for more than 90 days in the previous 12 months, will incur the non-residential differential rate of Commercial-Other
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2024/25, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue
- To protect ratepayers from large movements in property valuations a 10% cap on annual increases in general rates payable specific to individual ratepayers will be applied, subject to specific criteria.
- The reinstatement of a \$100 per household rebate for pensioners.

Differential rates are allocated through varied Rates in the Dollar by the following categories: Residential, Non-Residential and Vacant Land. Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

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

Statement on Expected Rate Revenue

The 2022 Local Government reforms resulted in financial regulation changes requiring councils in South Australia to consistently show a statement on expected rate revenue. For the City of Adelaide, this information is provided below. Approximately 75% of the City of Adelaide's rateable properties are non-residential (i.e., commercial), which results in a skewed average rateable amount, when compared to suburban and regional Local Governments.

Expected Rates Revenue (\$000's)	2023/24 (as adopted)	2024/25 (estimated)	Change
General Rates revenue			
General Rates (existing properties)	136,637	146,380	5.9%
General Rates (new properties)	1,524	1,380	1.0%
General Rates revenue (GROSS)	138,161	147,760	6.9%
<i>Less: Mandatory Rebates (a)</i>	<i>(5,955)</i>	<i>(6,116)</i>	<i>-</i>
Total	132,206	141,644	
<i>The percentage relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).</i>			

Other Rates (including service charges)	2023/24 (as adopted)	2024/25 (estimated)	Change
General Rates revenue (net of rebates)			
Regional Landscape Levy	1,772	1,873	5.7%
<i>The Regional Landscape Levy is a State tax, it is not retained by council.</i>			
Rundle Mall Management Levy	3,920	4,066	3.7%
<i>The Rundle Mall Management Levy is collected for the advertising and promotion of the Rundle Mall precinct</i>			
	137,898	147,583	8.0%
<i>Less: Discretionary Rebates</i>	<i>(2,853)</i>	<i>(4,151)</i>	
<i>Includes the special discretionary rebate of 10% cap on general rates payable (excluding growth)</i>			
Expected Total Rates Revenue	133,273	143,432	6.9%
<i>Excluding the Regional Landscape Levy</i>			

Summary of rateable properties	2023/24 (as adopted)	2024/25 (estimated)	Change
Number of rateable properties	26,920	27,024	0.4%
<i>Estimated growth in number of rateable properties</i>			
Estimated average General Rates per rateable property	5,132	5,468	6.5%
<i>The average per rateable property is calculated on all rateable properties from the different land use categories, and are therefore not reflective of the \$ rate or % change that an individual ratepayer will experience.</i>			

Notes

(a) Councils are required under the *Local Government Act 1999 (SA)* to provide a rebate to qualifying properties under a number of categories: Health Services - 100 per cent; Community Services - 75 per cent; Religious purposes - 100 per cent; Public Cemeteries - 100 per cent; Royal Zoological Society of SA - 100 per cent; Educational purposes - 75 per cent.

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

Expected Rates Revenue

	Total expected revenue (\$'000s)			No. of rateable properties		Average per rateable property			Rate in the \$	
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2024/25	
Land Use (General Rates - GROSS)										
Residential	\$35,251	\$36,401	3.3%	16,870	16,995	\$2,090	\$2,142	(b)	\$52	0.111646
Commercial - Shop	\$20,304	\$21,289	4.9%	2,386	2,399	\$8,510	\$8,874	(b)	\$365	0.136813
Commercial - Office	\$43,126	\$47,942	11.2%	3,901	3,871	\$11,055	\$12,385	(b)	\$1,330	0.136813
Commercial - Other	\$34,036	\$36,561	7.4%	3,457	3,446	\$9,846	\$10,610	(b)	\$764	0.136813
Industry - Light	\$544	\$558	2.5%	101	100	\$5,389	\$5,580	(b)	\$191	0.136813
Industry - Other	\$4	\$4	13.6%	1	1	\$3,520	\$4,000	(b)	\$480	0.136813
Vacant Land	\$532	\$983	84.9%	36	51	\$14,765	\$19,275	(b)	\$4,510	0.223293
Other	\$4,364	\$4,023	-7.8%	168	161	\$25,979	\$24,988	(b)	-\$992	0.136813
Total Land Use	\$138,161	\$147,760	6.9%	26,920	27,024	\$5,132	\$5,468	(b)	\$335	
GRAND TOTAL (GROSS)	\$138,161	\$147,760	6.9%	26,920	27,024	\$5,132	\$5,468	(b)	\$335	

The general rate increase is based on net rates, which is gross rates less rebates applied.

Adopted valuation method

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value ceased to be an option from 1 Sept 2023); or

Annual Value – a valuation of the rental potential of the property.

Council adopts the use of Annual Value as the basis for valuing land within the council area. This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation. The majority of residential and non-residential properties in the City are leased (ie are not owner occupied), therefore it is a suitable valuation measure considering the ability to pay according to the income earning potential of the property.

Notes

(b) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

Borrowings

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

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

Fees and Charges

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

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

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

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

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

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

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

Council recognises the need to repair its budget position in 2024/25 if it is to invest in the required public infrastructure and delivery of services, which align to the Strategic Plan, that our community needs both now and into the future.

As such, Council has reviewed its fees and charges, reinstating, making increases and introducing two new fees, in line with other capital city and Adelaide metropolitan councils and consistent with increased costs to deliver services and meet inflation.

As a base position, Council is increasing fees by 3.25% in 2024/25 to meet rising costs and inflation.

Fees reviewed include:

- A change to the fee model to public realm e-Scooters, aiming to reduce e-Scooter clutter and increase revenue
- An increase the City Works permit daily fee cap, initially introduced in 2021
- Reinstatement of fees for initial inspections for food premises, to cover costs of the service
- Introduction of a fee for Local Nuisance Exemptions applications, to cover costs of the service
- Introduction of a minimum fee City Works permit, to cover costs of the service
- An increase in encroachment fee

A complete list of Council's fees and charges for 2024/25 is available online.

Detailed financial overview

Income (\$'000s)	2023/24 Q3	2024/25	Variance
Rates Revenues	135,131	144,908	9,777
Statutory Charges	15,107	16,893	1,786
User Charges	72,565	67,399	(5,166)
Grants, Subsidies and Contributions	8,876	4,842	(4,034)
Investment Income	944	166	(778)
Reimbursements	703	150	(553)
Other Income	1,143	866	(277)
Total Income	234,470	235,225	755

Rates income - \$144.908m

Rates revenue of \$144.908m for 2024/25 is required to fund the increase in Renewals as per the Asset Management Plans, reflecting an increase of 5.9% (plus growth) compared to 2023/24.

Property revaluations have been undertaken for the purposes of rating; the result of this valuation has reduced the Rate in the Dollar. This ensures Council generates the required level of rates revenue only.

Council anticipates 1% growth in revenue from new developments and additions. For the Rundle Mall Separate Levy, the revenue generated is used to directly advertise and promote Rundle Mall.

Statutory charges - \$16.893m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including Development Act fees, parking fines and dog registration fees. Most fees are set by State Government legislation and administered by Council. Council is notified of the fee amounts in late June of each year and these will be adopted by Council in June 2024, once gazetted.

User charges - \$67.399m

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council-owned property. Fees have in general increased by 3.25%. Council also receives income from commercial aspects of the business through the operation of the UParks and Town Hall. The commercial revenue budgets have been based on historical performance overlayed with current market conditions and projections of activity. From 1 August 2024, the Adelaide Aquatic Centre is set to close. As a result, associated income is forecast to reduce by \$6.463m to \$0.130m. In addition, Council intends to reinstate and introduce new fees, and increase fees generally in line with other capital city and Adelaide metropolitan councils and consistent with increased costs to deliver services and meet inflation.

Grants, subsidies and contributions - \$4.842m

Grants, subsidies and contributions are income received from Federal and State governments. Operating grants, subsidies and contribution income has decreased due to a higher level of once-off grants received in 2023/24. Over \$4.5m was received for the undertaking of a project to ensure Resilient Flood Planning, as well as for Adelaide Free Wi-Fi and City Safe CCTV Network.

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

Investment Income - \$0.166m

Investment income is income derived from an asset, such as interest on bank accounts and Investments Properties. The 2024/25 budget has decreased by \$0.778m due to the unwinding of Non-Current Receivables in 2023/24, reflecting receipts expected in 2024/25.

Reimbursement - \$0.150m

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government.

Other income - \$0.866m

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

Expenses (\$'000s)	2023/24 Q3	2024/25	Variance
Employee Costs	78,732	86,220	7,488
Materials, Contracts & Other Expenses	86,025	75,823	(10,202)
Sponsorships, Contributions and Donations	7,526	6,149	(1,376)
Depreciation, Amortisation & Impairment	54,482	56,857	2,374
Finance Costs	890	808	(82)
Total Expenses	227,655	225,858	(1,798)

Employee costs - \$86.220m

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour. Employee costs are budgeted to increase by \$7.488m, from \$78.732m to \$86.220m, largely due to the utilisation of temporary labour force through external providers to backfill vacant positions.

As a result of the expansion of services delivered to our community, an additional 9.9 FTE from 759.7 to 769.6, have been included in the 2024/25 budget.

Employee costs for 2024/25 also include the combined application of increases aligned with Enterprise Agreements, level changes required under the Enterprise Agreement and 0.5% increase in Superannuation Guarantee Charge.

Materials, contracts and other - \$75.823m

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

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

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

Materials, contracts and other expenses are budgeted to decrease by \$10.202m from \$86.025m. This is largely due to the closure of the Adelaide Aquatic Centre on 1 August 2024, whereby expenditure will reduce by \$7.057m to \$0.373m, as well as the use of external providers for temporary labour of \$5.330m. Offsetting this decrease is the expansion of services delivered to our community including new strategies, maintenance, greening, graduate programs, and the readiness for the expansion of the One Market footprint.

The existing expenditure base is generally indexed by 3.25% (forecast CPI) with additional increases for expenditure imposed on Council such as Waste Management, Gas, Security Services and Operating Leases.

Sponsorships, Contributions and Donations \$6.149m

Sponsorships, Contributions and Donations are paid to community groups and organisations. As Council considers a strategic view to partnerships, our funding allocation for 2024/25 has remained in line with 2023/24 funding allocation.

Depreciation - \$56.857m

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned. Depreciation is increasing by \$2.374m from the 2023/24 budgeted depreciation. This is a result of indexation and the completion of key projects.

Finance costs - \$0.808m

Finance costs include interest payable on borrowings and finance leases and other banking charges. Council is budgeting for a decrease of \$0.082m in 2024/25 largely due to the impact of finance leases.

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

Financial Statements

Cash flow statement

Proceeds from borrowings (new draw downs) show \$30.084m to be provided in 2024/25. This is a result of the delivery of new and upgraded capital program in 2024/25 offset by proceeds from surplus assets.

Balance sheet

Total Assets are projected to rise to \$1,978.216m in 2024/25. This is an increase of \$33.817m, largely the result of the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to increase to \$53.677m as at June 2025. This level of borrowings is within Council's Prudential Borrowing limits. Please see the financial indicator section for more information.

The Future Fund Reserve is a result of Strategic Property Sales. This fund is to be utilised to purchase or construct income generating assets. The Future Fund is projected to increase to \$34.154m in 2024/25.

Uniform Presentation of Finances

Operating surplus / (deficit)

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

Net outlays on existing assets

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

Net outlays on new and upgraded assets

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

Net lending / (borrowing) for financial year

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

Statement of Comprehensive Income (\$'000s)	2023/24 Q3	2024/25
Income		
Rates Revenues	135,131	144,908
Statutory Charges	15,107	16,893
User Charges	72,565	67,399
Grants, Subsidies and Contributions	8,876	4,842
Investment Income	944	166
Reimbursements	703	150
Other Income	1,143	866
Total Income	234,470	235,225
Expenses		
Employee Costs	78,732	86,220
Materials, Contracts and Other Expenses	93,551	81,973
Depreciation, Amortisation and Impairment	54,482	56,857
Finance Costs	890	808
Total Expenses	227,655	225,858
Operating Surplus / (Deficit)	6,815	9,367
Asset Disposal & Fair Value Adjustments	1,125	-
Amounts Received Specifically for New or Upgraded Assets	7,152	7,026
Net Surplus / (Deficit)	15,091	16,393
Changes in Revaluation Surplus - I,PP&E	(13,843)	-
Total Other Comprehensive Income	(13,843)	-
Total Comprehensive Income	1,248	16,393

Statement of Financial Position (\$'000s)	2023/24 Q3	2024/25
ASSETS		
Current Assets		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	41,448	45,116
Inventories	741	741
Total Current Assets	42,989	46,657
Non-Current Assets		
Financial Assets	754	679
Equity Accounted Investments in Council Businesses	1,938	2,258
Investment Property	2,939	2,968
Infrastructure, Property, Plant and Equipment	1,868,373	1,924,347
Other Non-Current Assets	1,306	1,306
Non-Current Receivable	26,100	-
Total Non-Current Assets	1,901,410	1,931,559
TOTAL ASSETS	1,944,400	1,978,216
LIABILITIES		
Current Liabilities		
Trade and Other Payables	20,434	19,071
Provisions	27,888	21,596
Other Current Liabilities	5,066	5,142
Total Current Liabilities	53,388	45,808
Non-Current Liabilities		
Trade and Other Payables	-	-
Borrowings	23,593	53,677
Provisions	2,042	2,103
Other Non-Current Liabilities	36,064	30,922
Total Non-Current Liabilities	61,700	86,703
TOTAL LIABILITIES	115,088	132,511
Net Assets	1,829,312	1,845,705
EQUITY		
Accumulated Surplus	793,358	807,169
Asset Revaluation Reserves	1,004,383	1,004,383
Future Fund Reserve	31,571	34,154
Total Council Equity	1,829,312	1,845,705

Statement of Changes in Equity (\$'000s)	2023/24 Q3	2024/25
Balance at the end of previous reporting period	1,828,064	1,829,312
a. Net Surplus / (Deficit) for Year	15,091	16,393
b. Other Comprehensive Income	(13,843)	-
Total Comprehensive Income	1,248	16,393
Balance at the end of period	1,829,312	1,845,705

Statement of Cash flows (\$'000s)	2023/24 Q3	2024/25
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	232,116	232,801
Payments		
Operating Payments to Suppliers and Employees	(173,039)	(170,091)
Net Cash provided by (or used in) Operating Activities	59,077	62,710
Cash Flows from Investing Activities		
Receipts		
Amounts Received Specifically for New/Upgraded Assets	1,455	6,026
Proceeds from Surplus Assets	27,125	18,500
Sale of Replaced Assets	630	500
Payments		
Expenditure on Renewal/Replacement of Assets	(54,153)	(56,022)
Expenditure on New/Upgraded Assets	(45,083)	(56,489)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(70,347)	(87,805)
Cash Flows from Financing Activities		
Receipts		
Proceeds from Borrowings	16,074	30,084
Payments		
Repayment from Borrowings	-	-
Repayment of Lease Liabilities	(4,877)	(4,989)
Net Cash provided by (or used in) Financing Activities	11,198	25,095
Net Increase (Decrease) in Cash Held	(71)	(0)
plus: Cash and Cash Equivalents at beginning of period	871	800
Cash & Cash Equivalents at end of period	800	800

Uniform Presentation of Finances (\$'000s)	2023/24 Q3	2024/25
Income		
Rates Revenues	135,131	144,908
Statutory Charges	15,107	16,893
User Charges	72,565	67,399
Grants, Subsidies and Contributions	8,876	4,842
Investment Income	944	166
Reimbursements	703	150
Other Income	1,143	866
Total Income	234,470	235,225
Expenses		
Employee Costs	78,732	86,220
Materials, Contracts and Other Expenses	93,551	81,973
Depreciation, Amortisation and Impairment	54,482	56,857
Finance Costs	890	808
Total Expenses	227,655	225,858
Operating Surplus / (Deficit)	6,815	9,367
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(54,153)	(56,022)
add back Depreciation, Amortisation and Impairment	54,482	56,857
add back Proceeds from Sale of Replaced Assets	630	500
Net Outlays on Existing Assets	959	1,335
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(45,403)	(56,809)
add back Amounts received specifically for New and Upgraded Assets	1,455	6,026
add back Proceeds from Sale of Surplus Assets	18,500	18,500
Net Outlays on New and Upgraded Assets	(25,448)	(32,283)
Net Lending / (Borrowing) for Financial Year	(17,674)	(21,581)

City of Adelaide

25 Pirie Street Adelaide

South Australia 5000

cityofadelaide.com.au