
2023/24

Business Plan & Budget

Investing in streets, parks and the community

April to June 2024

Quarter Four Progress Report



CITY OF
ADELAIDE

Kurna Acknowledgement










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

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




Legend

Throughout this document, these icons represent:

Status:

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

Budget:

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

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CEO message



Delivering the 2023/24 Business Plan and Budget

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

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

The delivery of the 2023/24 Capital Program has seen good progress with works advancing on Town Hall Façade Conservation, Rymill Park Lake, Market to Riverbank and Market Square. Capital expenditure to the end of June 2024 totalled \$90.766m.

There has been strong delivery on the 2023/24 Strategic Projects including the Adaptive Re-use City Housing Initiative, City Plan, and the delivery of Kaurna Voices, an interactive map launched during National Reconciliation Week. Strategic Project expenditure to the end of June 2024 totalled \$9.113m.

Our ongoing financial planning and management over the 23/24 Financial Year has seen delivery of an estimated operating result favourable to the budget, with an operating surplus of \$8.984m. These preliminary figures will be finalised over the coming weeks through the work of our external auditors, and will be available in our Annual Report.

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

Michael Sedgman
Chief Executive Officer

Headline deliverables

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

Strategic Projects



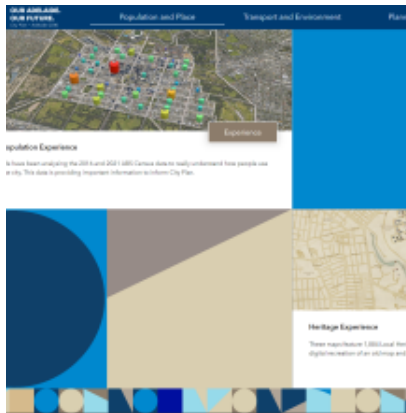
● Adaptive Re-use City Housing Initiative

Budget: \$0.193m

Two Steering Group Meetings occurred throughout quarter 4.

Building audit underway, including visual surveys and coordination of GIS. To date 80 properties have been identified.

ARCHI (Adaptive Reuse City Housing Initiative) Incentive Scheme grant from Capital City Committee approved.



● City Plan

Budget: \$0.475m

Draft City Plan endorsed by Council in June 2024 for public consultation.

Public consultation opened 18 June 2024 and closed on 16 July.

70 submissions were received which will inform the final City Plan to be presented to Council in Quarter 1 2024/25.



● Kurna Voices

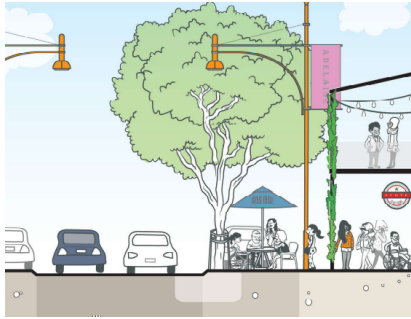
Budget: \$0.075m

A new interactive map launched during Reconciliation week (27 May – 3 June).

This cultural mapping exercise of the Adelaide Park Lands, captures and celebrates the stories and cultural history for the Kurna community.

<https://www.cityofadelaide.com.au/community/reconciliation/kurna-voices/>

Major / New and Upgrade Projects



● Hindley Street Revitalisation

Current Budget: \$0.780m

Stage: Detailed Design

Concept design released for public consultation from 8 April to 14 June 2024.

114 submissions received which will inform further design.



▲ Bikeways (North-South)

Current Budget: \$1.338m

Stage: Deliver

Work commenced in May 2024 along Frome Street to Frome Road. Building on the existing Frome Bikeway, the new section will connect Unley to Prospect.



● Melbourne Street improvements

Current Budget: \$0.232m

Stage: Deliver

Planter boxes & new street furniture installed.

Planning for lighting, flower baskets, entryway banners and signage in progress.



● Central Market Arcade Redevelopment

Current Budget: \$6.222m

Stage: Deliver

Significant on-site works have been completed including site establishment, structural demolition, site remediation and earthworks. Basement excavation and retention works are underway with Grote St side reaching lower basement levels.



● Market to Riverbank Laneways Upgrade

Current Budget: \$2.114m

Stage: Deliver

Final stages of works being undertaken including lighting, landscaping and footpath works. Completion expected August.



● Murlawirrapurka / Rymill Park upgrade

Current Budget: \$5.185m

Stage: Deliver

Construction is nearing completion with minor works to close out project occurring.

Rymill park reopened to the public in May 2024, in time for the Adelaide Equestrian Festival.

(Budget includes renewal funding)

Renewals



● **Town Hall Facade Conservation**

Current Budget: \$2.831m

Stage: Build / Construct

Conservation works on the King William facade are ongoing and will continue into 2024/25.

Mesh wrap, designed to look like the building's historic façade has been installed over the scaffolding.

● **Parking Meter Renewal**

Current Budget: \$1.550m

Stage: Deliver

Hardware rollout and installation has completed and managed in a timely and low risk manner to minimize disruption for customers. Budget savings realised with return of funds for 23/24.



▲ **Plant and Fleet Replacement**

Current Budget: \$2.726m

Stage: Deliver

Program being balanced by items ordered in 22/23, with similar adjustments for 24/25 for identified items not able to be delivered prior to EOFY.

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

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

Current Budget: \$0.720m

Stage: Deliver

55% of CCTV camera replacements are installed and operational. Cable work scheduled to recommence at the start of 2024/25.



▲ **Lights Vision Footpath Renewal**

Current Budget: \$0.260m

Stage: Deliver

Footpath renewal works are progressing well (over 50% completed), with staging occurring to ensure the site is well maintained.

Completion was delayed due to inclement weather but is on track for finalisation by early 2024/25.

Budget update

Summary

Preliminary End of Year Operating Position:

- The preliminary end of year operating position for 2023/24 is an operating surplus of \$8.984m, which is \$2.169m favourable to the approved Q3 budget of \$6.815m. The variance is driven by:
 - Income \$4.128m favourable to budget due to commercial parking \$0.696m, fines and interest associated with rates revenue \$0.406m, North Adelaide Golf Course \$0.535m, horticulture private works \$0.506m, bus shelter advertising \$0.409m, regulatory services \$0.393m (includes expiations, temporary parking controls, development/encroachment fees) and other smaller variances
 - Expenditure \$1.959m unfavourable to budget and includes the following key movements:
 - An increase to the provision for Works-In-Progress (WIP) Write-off provision of \$1.593m. The increase is in line with the overall increase in the WIP balance as at 30 June 2024, which has increased by \$32.350m (from \$43.815m in 2022/23 to \$76.164m in 2023/24) due to the status, timing of the completion and capitalisation of works.
 - An increase to the doubtful debt provision of \$0.882m, due to the recognition of permits and temporary parking controls issued and not yet paid \$0.529 million, Aquatic Centre \$0.062 million and other overdue balances.
 - An increase to depreciation expense of \$0.526m, including recognition of Library Books, and other plant & equipment asset depreciation, including UPark hardware replacement.
 - An increase to grants & contributions of \$0.459m largely due to the correct allocation of the nature of expenditure, as well as the re-timing of payments to event suppliers.
 - Within the expenditure variance above, employee costs for ongoing service delivery is \$0.866m favourable, offset by external temporary labour hire of (\$0.643m).
 - Favourable expenditure within computer software maintenance \$1.127m (due to payments scheduling), professional services \$0.666m, and waste services of \$0.471m has partially offset the unfavourable movements above.
- The preliminary year end Capital Expenditure as at 30 June 2024 is \$90.766m, \$8.790m favourable to the Q3 budget of \$99.556m. This is largely due to the timing of Central Market Arcade Redevelopment, Rymill Park Lake, and On-Street Parking Meter Replacement.
- Council had a net cash surplus of \$1.635m as at 30 June 2024, which is \$25.198m favourable to the Q3 budgeted borrowing forecast of \$23.593m. This results from a combination of increased revenue and reduced capital expenditure.

The preliminary results are estimates only at this stage. There are a number of items to be completed which may still impact the final number presented for the external audit.

Operating Position (Financial Performance)

\$000's	Actuals*	Q3 Budget	Variance
Rates Revenue	135,537	135,131	406
Fees and Charges	90,318	87,673	2,645
Grants, Subsidies and Contributions	8,638	8,875	(237)
Other Income	4,105	2,791	1,314
Total Revenue	238,598	234,470	4,128
Employee Costs	77,866	78,732	866
Materials, Contracts and Other Expenses	87,863	86,025	(1,838)
Sponsorships, Contributions and Donations	7,985	7,526	(459)
Depreciation, Amortisation and Impairment	55,008	54,482	(526)
Finance Costs	892	890	(2)
Total Expenses	229,614	227,655	(1,959)
Operating Surplus / (Deficit)	8,984	6,815	2,169

Capital Program

Capital Program	Actuals*	Q3 Budget	Variance
Major Projects	27,338	28,551	1,213
New and Upgrades Projects	9,343	16,852	7,509
Renewal / Replacement of Assets	54,085	54,153	68
Total Capital Expenditure	90,766	99,556	8,790

**The actuals presented are preliminary estimates only at this stage. There are a number of items to be completed which may still impact the final number presented for the external audit.*

Financial indicators

		Target	Adopted	Q1	Q2	Q3	Prelim [^]
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	0.9%	0.9%	0.9%	2.9%	3.8%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%	-1%	0.7%	7.6%	2.1%	N/A*
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	90%	97%	97%	97%	94%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	10%	13%	14%	8%	0%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.4%	0.6%	1.4%	2.5%	0.7%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.3	0.3	0.2	0.0
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	99%	99%	102%	N/A*
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	30.184m	40.553m	42.106m	23.593m	0.000m
			20%	27%	28%	16%	0%

[^] The Financial Indicators are preliminary based on estimated actual results. The Indicators will be updated to reflect the audited financial statements within the Annual Report.

* The Cash Flow from Operations Ratio will be updated when the audited Financial Statements are presented.

On track Within range

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

Off track Outside of range

Treasury Reporting

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

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

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

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

Table 2 shows cash invested by Council. Council had \$1.635m in cash investments at 30 June 2024:

Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000s	Maturity Date
LGFA General	\$0.199m	Variable	4.55%	\$0.199m	(\$5.778m)	-
NAB	\$0.780m	Variable	4.35%	\$0.280m	(\$0.670m)	-
CBA	\$1.656m	Variable	4.35%	\$1.156m	\$0.279m	-
LGFA FT 62351	\$-m	Fixed	4.95%	\$-m	(\$5.000m)	28/06/2024
LGFA FT 62352	\$-m	Fixed	4.95%	\$-m	(\$7.671m)	28/06/2024

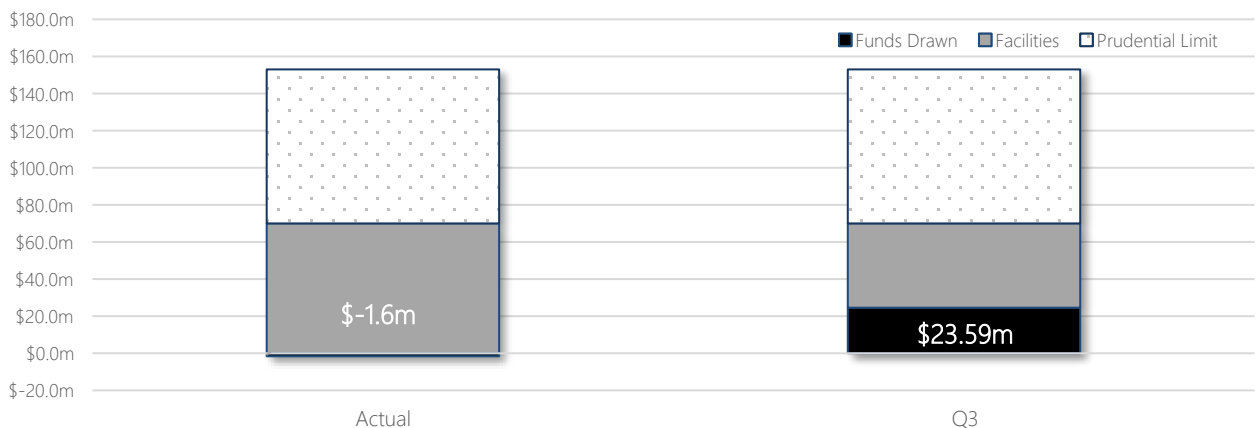
Total borrowings without the Future Fund offset (\$46.121m) would otherwise be \$44.486m

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

Prudential Limit Ratio **	Comments	Limits	March 2024 YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.7%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy)	Max 1.5 years	0 years
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Max 50%	0%

** Prudential borrowing limit as at 30 June 2024 is \$152.927 million (an increase from \$149 million as per adopted budget)

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



Capital Works update

Summary

- In Major projects, \$27.338m has been spent in 23/24 against a Q3 approved budget of \$28.551m (95.8%).
- In New/Upgrade projects \$9.343m has been spent in 23/24 against a Q3 approved budget of \$16.852m (55.4%).
- In Renewal projects, \$54.085m has been spent in 23/24 against a Q3 approved budget of \$54.153m (99.9%).

\$'000	actuals	budget	variance
Major Projects	\$27,338	\$28,551	\$1,213
New/Upgrade Projects	\$9,343	\$16,852	\$7,509
Asset Renewals	\$54,085	\$54,153	\$68
<i>Major Projects</i>	<i>\$5,529</i>	<i>\$6,282</i>	<i>\$753</i>
<i>New/Upgrade Projects</i>	<i>\$634</i>	<i>\$1,286</i>	<i>\$652</i>
<i>Corporate Overhead</i>	<i>\$5,550</i>	<i>\$5,500</i>	<i>(\$50)</i>
<i>Bridges</i>	<i>\$173</i>	<i>\$243</i>	<i>\$69</i>
<i>Buildings</i>	<i>\$10,476</i>	<i>\$9,568</i>	<i>(\$908)</i>
<i>ICT Renewals</i>	<i>\$1,896</i>	<i>\$2,090</i>	<i>\$193</i>
<i>Light'g & Electrical</i>	<i>\$1,978</i>	<i>\$1,587</i>	<i>(\$391)</i>
<i>Park Lands Assets</i>	<i>\$3,187</i>	<i>\$3,253</i>	<i>\$66</i>
<i>Plant and Fleet</i>	<i>\$3,785</i>	<i>\$3,501</i>	<i>(\$284)</i>
<i>Traffic Signal</i>	<i>\$2,021</i>	<i>\$1,719</i>	<i>(\$301)</i>
<i>Transport</i>	<i>\$13,366</i>	<i>\$14,044</i>	<i>\$678</i>
<i>Urban Elements</i>	<i>\$2,879</i>	<i>\$3,392</i>	<i>\$513</i>
<i>Water Infrastructure</i>	<i>\$2,610</i>	<i>\$1,689</i>	<i>(\$921)</i>
Total	\$90,766	\$99,556	\$8,790

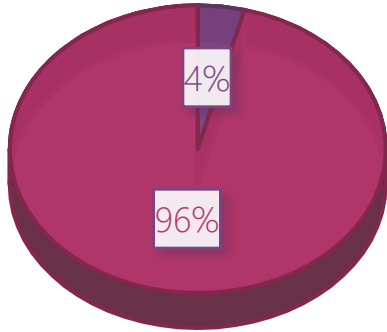
Note

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

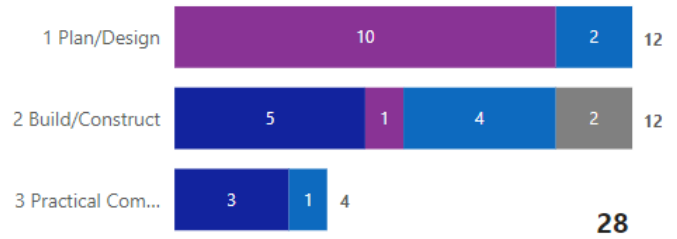
Major Projects

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

Approved Budget



■ Remaining Budget \$1.213m
■ Spent \$27.338m



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

Planning updates:

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

- Pitt Street project (final section of the Market to Riverbank program) and Rymill Park Lake upgrade project are progressing well with completion scheduled for Q1/25.
- Charles Street streetscape upgrade completed design and is currently out to tender for 24/25 construction.
- North-South Bikeway remaining sections have started construction with an estimated completion date of October 2024.

Budget updates:

Major projects have delivered actual spend of \$27.338m, a favourable variance of \$1.213m compared to the approved Q3 budget of \$28.551m.

Several projects require retiming to future years, resulting in a budget variance of \$1.087m comprising of:

- Hutt St Entry Statement \$0.625m
- M2R: Pitt Street project \$0.475m
- 218-232 Flinders St \$0.407m
- Main Street Revitalisation: Gouger St \$0.324m
- Rymill Lake Renewal \$0.303m
- North-South Bikeway \$0.250m
- Mary Lee Park (P27B) Sports building \$0.224m
- Hindley St Revitalisation \$0.180m
- Hutt St/South Tce Stormwater \$0.109m
- Melbourne St Improvements \$0.084m
- Central Market Arcade (\$1.854m) bring back
- Charles St upgrade (\$0.040m) bring back

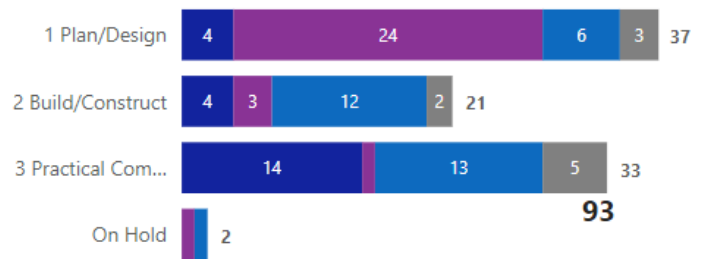
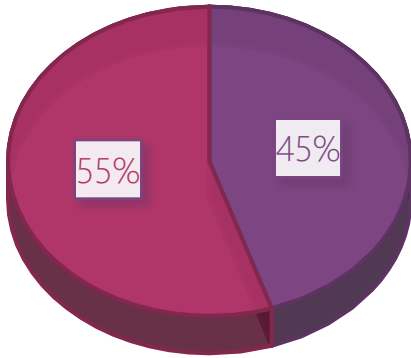
Grant interest of the quarter came to \$0.046m.

Savings of \$0.172m have been achieved.

New and Significant Upgrades

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

Approved Budget



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

■ Remaining Budget \$7.509m ■ Spent \$9.343m

Planning updates:

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

- 16 projects have reached practical completion this quarter, including 4 greening projects, Central Market security gate and Bio separator purchase, North Tce/Station Rd footpath upgrade and Pulteney/Angas St Traffic Signal upgrade.
- Several new projects have been created from available savings during the quarter, for example Motion sensors, Climate Micro sensors, new road greening designs and Hutt Rd/South Terrace Intersection Traffic signal upgrade.

Budget updates:

New and Upgrade projects have delivered actual spend of \$9.343m, a favourable variance of \$7.509m compared to the approved Q3 budget of \$16.852m.

Several projects require retiming to future years, resulting in a budget variance of \$6.644m comprising of:

- Integrated Climate Strategy \$4.000m
- Field St Upgrade \$0.573m
- Rymill Park Public Lighting upgrade \$0.357m
- Hutt Rd Park Lands Signalised crossing \$0.282m
- Christmas 2024 decorations \$0.188m
- Kingston Tce bus stop upgrade \$0.157m
- Hutt Rd/South Terrace Intersection Traffic signal upgrade \$0.150m
- Light Square Infrastructure upgrade \$0.142m
- Central Market Arcade Options \$0.126m
- 23 smaller projects \$0.669m

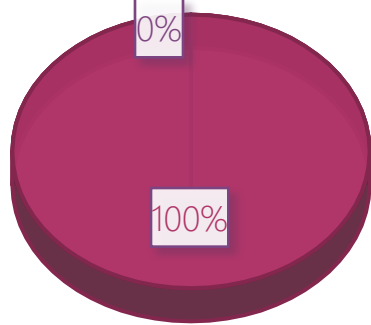
Savings of \$1.063m have been achieved.

1 new grant of \$0.198m was received and spent

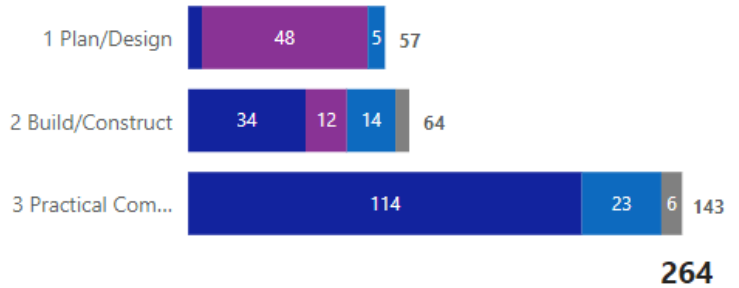
Renewals

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

Approved Budget



■ Remaining Budget \$0.068m
■ Spent \$54.085m



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

Planning updates:

Renewal have achieved 99.6% of the Q3 approved budget.

Progress highlights are:

- 39 projects have achieved practical completion this quarter, including Bud Lighting renewal, Eagle Chambers IT room renewal, Minor Works Building lift renewal, various ICT renewal and various road and footpaths renewal projects.
- A number of projects are forecasting completion in the next quarter, including Hindley Street toilet renewal, Frome Rd renewals, BMS platform renewal, CCTV Renewals, Gawler UPark Facade treatment, Central Market roof renewal (design), Wellington Square footpath and lighting renewal, Playground renewals and Parking meter renewals.

Budget updates:

Renewal projects have delivered actual spend of \$54.085m, a favourable variance of \$0.068m compared to the approved Q3 budget of \$54.153m.

Portfolio updates

City Shaping

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

Programs:

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

Key Focus areas:

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

City Services

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

Programs:

- City Operations
- Infrastructure
- Strategic Property and Commercial

Key Focus areas:

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

Corporate Services

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

Programs:

- Customer and Marketing
- Finance and Procurement
- Governance
- Information Management
- People
- Strategy, Insights and Performance
- *Adelaide Central Market Authority*
- *Adelaide Economic Development Agency*
- *Kadaltilla / Adelaide Park Lands Authority*

Key Focus areas:

- Strategic Management Framework and 2024-2028 Strategic Plan
- New and different ways to engage our community
- Adelaide free Wi-Fi expansion and improvements
- City of Adelaide Graduate Program

City Shaping

YTD Operating Position	(\$'000)		
	Actual	Budget	Variance
Income	27,993	27,424	569
Expenditure	(47,414)	(48,259)	845
Net Operating Surplus / (Deficit)	(19,421)	(20,835)	1,414

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Office of the Director, City Shaping	-	-	-	(649)	(634)	(15)
City Culture	12,211	12,143	68	(27,504)	(27,938)	434
Park Lands, Policy and Sustainability	96	63	33	(7,126)	(7,490)	364
Regulatory Services	15,361	14,968	393	(9,795)	(9,811)	16
Strategic Projects	325	250	75	(2,340)	(2,386)	46
Total	27,993	27,424	569	(47,414)	(48,259)	845

City Shaping

Portfolio achievements from Quarter 4

- Council endorsed a range of policy, strategy and planning documents: Disability Access and Inclusion Plan 2024-2028, Integrated Climate Strategy 2030, Encroachment Policy, Electric Vehicle Charging Infrastructure Operating Guidelines, Kerbside Waste Management Services Operating Guidelines, Victoria Park / Pakapakapanthi (Park 16) Master Plan.
- Council endorsed the public consultation of City Plan, City of Adelaide By-Laws and Kadaltilla's review of the Adelaide Park Lands Management Strategy 2015-2025.
- City activations such as Meander Market on Melbourne Street, On the Cusp Cabaret, Jazz in the Square and Winter Weekends were supported.
- Kurna Voices, an interactive map exploring the Kurna People's sacred connections with the land we know as Adelaide, was launched during National Reconciliation Week in May 2024.
- History festival was held from 1-31 May 2024, with 34 events hosted by City of Adelaide.

City Shaping | Budget

City Culture

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Office of the A/D City Culture	-	-	-	(420)	(369)	(50)
Adelaide Town Hall	2,580	2,368	212	(2,869)	(2,605)	(264)
Aquatic Centre	6,766	6,993	(227)	(8,092)	(8,424)	332
City Experience	721	656	65	(4,140)	(4,116)	(24)
City Lifestyle	1,489	1,470	19	(4,691)	(4,791)	100
Creative City	121	130	(9)	(2,395)	(2,725)	329
Libraries	534	526	8	(4,897)	(4,908)	11
Total	12,211	12,143	68	(27,504)	(27,938)	434

Park Lands, Policy and Sustainability

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
A/D, Park Lands Planning & Policy	-	-	-	(442)	(351)	(91)
City Planning and Heritage	45	43	2	(1,058)	(1,157)	99
Low Carbon & Circular Economy	11	-	11	(1,723)	(1,849)	126
Park Lands, Policy & Sustainability	40	20	20	(3,903)	(4,133)	230
Kadaltilla / Park Lands Authority	-	-	-	-	-	-
Total	96	63	33	(7,126)	(7,490)	364

Regulatory Services

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
A/D, Regulatory Services	-	-	-	(894)	(836)	(58)
City Development	4,058	3,270	788	(3,177)	(2,637)	(540)
City Safety	423	442	(19)	(1,473)	(1,647)	174
On-Street Parking Compliance	10,880	11,256	(376)	(4,251)	(4,691)	440
Total	15,361	14,968	393	(9,795)	(9,811)	16

City Shaping | Strategic Projects

	Plan		Expenditure (\$'000)			
	delivered by		Actual	Budget	Variance	
City Culture						
Aquatic Centre Investigations	●●●		●●● (54)	(75)	21	🔒
City Activation	●●●	Jun-24	●●● (396)	(400)	4	🔒
Cultural Mapping of the Adelaide Park Lands	●●●	Jun-24	●●● (65)	(75)	10	🔒
Park 21 West - New Community Sports Building (Z0170)	●●●	Apr-24	●●● (30)	(32)	2	🔒
Park Lands, Policy and Sustainability						
Adaptive Re-use Housing Initiative	●●●	Dec-25	●●● (185)	(193)	8	🔒
City Wide Waste and Recycling	●●●		●●● (438)	(503)	65	🔒
Delivering the City Plan	●●●	Sep-24	●●● (502)	(475)	(27)	🔒
Delivering the Planning and Design Code Amendment Program 2023-2026 (Year 2 of 3)	●●●		●●● 0	0	0	🔄
Historic Area Statement - Code Amendment	●●●		●●● (38)	0	(38)	🔒
Local Heritage Assessments - 20th Century Buildings	●●●	Jun-24	●●● (64)	(70)	6	🔒
Master Plan of Light Square	●▲●	Jun-24	●▲● (92)	(90)	(2)	🔒
Park Lands Biodiversity Survey	●●●	Jun-24	●●● (150)	(150)	0	🔄
Park Lands Greening	●●●		●●● (17)	(15)	(2)	🔒
Social Planning Homelessness and Adelaide Zero Project Resourcing	●●●		●●● (208)	(208)	0	🔄
Regulatory Services						
On-Street Parking Compliance Technology & Customer Analytics Reform	●●●	Jun-24	●●● (101)	(100)	(1)	🔒
Total						
			(2340)	(2386)	46	🔒

* fully funded by State Government Grant

City Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	65,516	62,758	2,758
Expenditure	(126,093)	(124,544)	(1,549)
Net Operating Surplus / (Deficit)	(60,577)	(61,786)	1,209

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Office of the Director, City Services	-	-	-	(699)	(677)	(22)
City Operations	4,364	3,250	1,114	(44,874)	(42,858)	(2,016)
Infrastructure	991	762	229	(43,906)	(43,839)	(67)
Strategic Property and Commercial	57,537	55,600	1,937	(31,495)	(31,663)	168
Strategic Projects	2,624	3,146	(522)	(5,119)	(5,507)	388
Total	65,516	62,758	2,758	(126,093)	(124,544)	(1,549)

City Services

Portfolio achievements from Quarter 4

- Council endorsed all six Asset Management Plans – Buildings, Transportation, Lighting & Electrical, Urban Elements, Stormwater and Park Lands & Open Space.
- Finalisation of the Community Land Management Plan (CLMP) for the Hilton Hotel Land, leading to a lease extension.
- Delivery of four public realm audits of key streets with Council Members in attendance.
- Off Street Parking (UPark) and North Adelaide Golf Course business operations continue to perform well with increased patronage and revenue.
- Extensive turf remediation within the Adelaide Park Lands following a busy event season.
- Work has started pruning the 25,000 roses located in the Adelaide Park Lands, Streets and Squares.
- Significant delivery within the Capital Renewal Program with 94% of the Asset Funding Sustainability Ratio achieved at the end of June.
- The first crane has been installed at the Market Square site with significant basement excavation and retention works undertaken. ICD has announced major tenants across hotel, childcare and office.
- Construction at 88 O'Connell is well progressed with the residential towers to top out at the start of 24/25. Over 70% of apartments have sold with major tenants, including Mercato, announced.

City Services | Budget

City Operations

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
A/D City Operations	30	6	24	(3,067)	(3,025)	(42)
Manager, City Maintenance	-	-	-	(392)	(384)	(8)
Manager, City Presentation	-	-	-	(190)	(199)	9
Cleansing	28	6	22	(7,347)	(7,019)	(328)
Facilities	6	-	6	(3,305)	(2,942)	(363)
Horticulture	3,468	2,818	650	(15,475)	(14,329)	(1,146)
Infrastructure Maintenance	238	100	138	(6,237)	(5,801)	(436)
Trades	531	292	239	(5,508)	(5,394)	(114)
Waste	61	28	33	(2,851)	(3,342)	491
Workshops	2	-	2	(502)	(423)	(79)
Total	4,364	3,250	1,114	(44,874)	(42,858)	(2,016)

Infrastructure

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
A/D Infrastructure	85	-	85	(1,009)	(639)	(370)
Infrastructure Planning and Delivery	906	762	144	(42,747)	(42,690)	(57)
Technical Services	-	-	-	(150)	(510)	360
Total	991	762	229	(43,906)	(43,839)	(67)

Strategic Property and Commercial

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
A/D Strategic Property & Commercial	-	-	-	(422)	(454)	32
Commercial	378	222	156	(626)	(768)	142
Parking	44,820	44,124	696	(14,235)	(13,936)	(299)
North Adelaide Golf Course	4,803	4,268	535	(4,942)	(4,460)	(482)
Strategic Property Development	584	584	-	(626)	(766)	140
Strategic Property Management	6,952	6,402	550	(10,644)	(11,279)	635
Total	57,537	55,600	1,937	(31,495)	(31,663)	168

City Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		Actual	Budget	Variance		
City Operations							
Private Laneways Fee-for-Service Trial	●●●	Jun-24	●●●	(28)	(50)	22	🔒
Infrastructure							
Adelaide Central Market - Telecommunication Infrastructure and Communication System - Part 1	●▲●	Jun-24	●▲●	(119)	(124)	5	🔒
Adelaide Park Lands Strategic Water Resources Study	●●●	Dec-24	●●●	0	0	0	🔄
Asset Condition Audit	●●●	Jun-24	●●●	(220)	(223)	3	🔒
City Speed Limit Review	●▲●	Aug-24	●▲●	(104)	(113)	9	🔒
Climate Change Risk Adaptation Actions Year 2	●●●		●●●	(123)	(120)	(3)	🔒
Conservation Management Plans for Heritage Assets	●●●	Jun-24	●●●	(131)	(170)	39	🔒
Frome Road Masterplan			On Hold	0	0	0	🔄
Lighting and Electrical Data Collection	●●●		●●●	(283)	(285)	2	🔒
Moonta Street Roof Installation Feasibility Study		Jun-24	On Hold	0	0	0	🔄
North Terrace West Masterplan			On Hold	0	0	0	🔄
Resilient Flood Planning	●▲●	May-25	●▲●	(2854)	(2955)	101	🔒
SA Power Networks (SAPN) Luminaire Upgrades	●●●	May-24	●●●	(14)	(15)	1	🔒
School Safety Review	●●●		●●●	(49)	(80)	31	🔒
Smart Lighting Platform Technical Specification			On Hold	0	0	0	🔄
Stormwater Network Cleaning	●▲●	Oct-24	●▲●	(858)	(927)	69	🔒
Transport Strategy	●▲●		●▲●	(63)	(139)	76	🔒
Underground of powerlines	●●●		●●●	(66)	(66)	0	🔄
Strategic Property and Commercial							
88 O'Connell Project Delivery	●●●		●●●	(32)	(30)	(2)	🔒
Central Market Arcade Redevelopment		Jan-26	Cancelled	0	0	0	🔄
Future Fund Governance Framework Establishment			Cancelled	0	0	0	🔄
North Adelaide Golf Course - Water Investigative Study	●●●	Aug-24	●●●	(27)	(61)	34	🔒
Strategic Property Action Plan Implementation	●●●		●●●	(148)	(150)	2	🔒
Total				(5119)	(5508)	389	🔒

* fully funded by Federal Government Grant

Corporate Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	145,039	144,288	751
Expenditure	(53,268)	(51,914)	(1,354)
Net Operating Surplus / (Deficit)	91,771	92,374	(603)

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Office of the Chief Operating Officer	-	-	-	(827)	(831)	4
Customer and Marketing	1	1	-	(6,249)	(6,450)	201
Finance and Procurement	115	104	11	(3,796)	(4,168)	372
Governance	41	40	1	(4,525)	(4,335)	(190)
Information Management	1404	1,430	(26)	(12,448)	(13,583)	1,135
People	170	82	88	(4,013)	(4,133)	120
Strategy, Insights & Performance	-	-	-	(1,228)	(1,508)	280
Corporate Activities *	132,601	132,062	539	(473)	3,730	(4,203)
Strategic Projects	400	400	-	(1,654)	(1,770)	116
Total	134,732	134,119	613	(35,213)	(33,048)	(2,165)

Subsidiaries

Adelaide Central Market Authority	5,476	5,422	54	(5,395)	(5,410)	15
Adelaide Economic Development Agency	4,587	4,494	93	(12,416)	(13,203)	787
Kadaltilla / Adelaide Park Lands Authority	244	253	(9)	(244)	(253)	9
Total Subsidiaries	10,307	10,169	138	(18,055)	(18,866)	811
Total Corporate Services (including Subsidiaries)	145,039	144,288	751	(53,268)	(51,914)	(1,354)

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

Corporate Services

Portfolio achievements from Quarter 4

- The 2024/25 Business Plan and Budget was adopted by Council on 26 June 2024.
- Implementation of the new Community Engagement Platform, Our Adelaide, went live on 1 July 2024, replacing Your Say. Historical data from Your Say has been successfully transitioned into Our Adelaide.
- The CEO Selection Panel completed its recommendation process and recommended to Council its preferred candidate. Michael Sedgman was appointed as CEO in the first few weeks of July 2024.

Customer and Marketing

- The City of Adelaide brand architecture project was completed and approved by Executive on 20 May 2024.
- Initiation of partnership with Catherine House and the introduction of extended phone reception hours in the Customer Centre.

Finance and Procurement

- 25 active procurements progressed, valued at \$13.842m .
- Banking Transition Project completed.

Governance

- Supported 8 CEO Briefings, 20 Committee meetings (Audit and Risk, City Community Services and Culture, City Finance and Governance, City Planning, Development and Business Affairs, Infrastructure and Public Works, Reconciliation), 7 Council meetings, 4 Kadaltilla / Adelaide Park Lands Authority meetings and 10 panel (Council Assessment, CEO Selection, CEO Performance Review)

Information Management

- Practical completion of the City Safe CCTV camera replacement project.
- Significant progress on our new Workforce Management solution.

People

- Preparation for the launch of the 2025 Graduate program.
- Transition to single payroll processing.

Strategy, Insights and Performance

- Active promotion of over 20 Community Engagements.
- Governed the successful delivery of the 2023/24 Capital and Strategic Project Program.

Corporate Services

Portfolio achievements from Quarter 4

Adelaide Central Market Authority

- The Adelaide Central Market 2024-2027 Sustainability Strategy was completed and approved by the ACMA Board in Quarter 4.
- Annual Community Engagement Plan approved.
- Shopify POS implemented.
- Development leasing campaign launched, including an EOI Platform and Marketing brochure.

Adelaide Economic Development Agency

- Through the Welcome to Adelaide program, AEDA welcomed eight new and expanding companies to the city. They will add approx. 757 employees to the city's workforce.
- In May delivered Urban Kitchen, through Tasting Australia, that activated Rundle Mall with over 35 demonstrations and masterclasses.
- Delivered the "See for Yourself" awareness campaign that generated nearly 10,000 leads for tourism businesses in the city.
- Supported four events with a combined investment of \$170,000 through the Event and Festival Sponsorship Program which collectively had an anticipated attendance of 140,000 with an estimated gross economic impact of \$14.5 million.

Kadaltilla / Adelaide Park Lands Authority

- Appointment of Kadaltilla / Adelaide Park Lands Authority Board Member with skills in indigenous culture or reconciliation.
- Draft Adelaide Park Lands Management Strategy (APLMS) – Towards 2036 approved by the Board, Council and the State Government for public consultation.

Corporate Services | Budget

Customer and Marketing

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager, Customer & Marketing	-	-	-	(213)	(204)	(9)
Customer Experience	1	1	-	(3,908)	(3,978)	70
Marketing & Communications	-	-	-	(2,128)	(2,267)	139
Total	1	1	-	(6,249)	(6,450)	201

Finance and Procurement

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager, Finance & Procurement	-	-	-	(221)	(241)	20
Financial Planning & Reporting	-	-	-	(1,485)	(1,779)	294
Procurement & Contract Management	-	-	-	(866)	(970)	104
Rates & Receivables	115	104	11	(1,224)	(1,178)	(46)
Total	115	104	11	(3,796)	(4,168)	372

Governance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager, Governance & Risk	-	-	-	(214)	(207)	(7)
Corporate Governance	-	-	-	(2,184)	(2,109)	(75)
Council Governance	-	-	-	(1,082)	(1,044)	(38)
Legal Governance	41	40	1	(1,045)	(975)	(70)
Total	41	40	1	(4,525)	(4,335)	(190)

Corporate Services | Budget

Information Management

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager, Information Management	4	7	(3)	(1,687)	(1,377)	(310)
Project Delivery	1,400	1,400	-	(2,833)	(2,554)	(279)
Service Desk	-	-	-	(757)	(1,172)	415
Technology, Infrastructure & Platforms	-	23	(23)	(7,171)	(8,480)	1,309
Total	1,404	1,430	(26)	(12,448)	(13,583)	1,135

People

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager People	-	-	-	(448)	(445)	(3)
People Experience	88	-	88	(1,430)	(1,573)	143
People Safety and Wellbeing	-	-	-	(653)	(746)	93
People Services	82	82	-	(1,482)	(1,369)	(113)
Total	170	82	88	(4,013)	(4,133)	120

Strategy, Insights and Performance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager, Strategy, Insights & Performance	-	-	-	(185)	(187)	2
Project Management Office	-	-	-	(38)	(155)	117
Strategy and Insights	-	-	-	(1,005)	(1,166)	161
Total	-	-	-	(1,228)	(1,508)	280

Corporate Services | Budget

Adelaide Central Market Authority

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
ACMA Operations	5,402	5,328	74	(5,198)	(5,174)	(24)
Online Market Platform	74	94	(20)	(197)	(236)	39
Total	5,476	5,422	54	(5,395)	(5,410)	15

Adelaide Economic Development Agency

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Manager Director AEDA	-	-	-	(619)	(748)	129
Business and Investment	67	50	17	(2,377)	(2,688)	311
Marketing	34	35	(1)	(1,787)	(1,882)	95
Rundle Mall Management	4,462	4,390	72	(4,464)	(4,608)	144
Visitor Economy	24	19	5	(3,169)	(3,277)	108
Total	4,587	4,494	93	(12,416)	(13,203)	787

Kadaltilla / Park Lands Authority

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Kadaltilla / Adelaide Park Lands Authority	244	253	(9)	(244)	(253)	9

Corporate Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		Actual	Budget	Variance		
Finance and Procurement							
External Property Valuations	●●●	May-24	●●●	(240)	(240)	0	↻
Transactional Banking	●●●	Jun-24	●●●	(190)	(225)	35	⏸
Information Management							
Archives Digitisation	●●●	Jun-24	●●●	(20)	(80)	60	⏸
Cyber Security Enhancement	●●●	Jun-24	●●●	(45)	(60)	15	⏸
Deliver next generation Adelaide Free Wi-Fi network as part of the Adelaide City Deal	●●●	Sep-23	●●●	(98)	(98)	0	↻
Strategy, Insights and Performance							
Grant Management Software to facilitate identification of funding opportunities	●●●	Jun-24	●●●	(8)	(12)	4	⏸
Adelaide Economic Development Agency							
Destination Adelaide Promotion	●●●		●●●	(300)	(300)	0	↻
Promoting the City during Adelaide 500	●●●		●●●	(76)	(75)	(1)	⏸
Strategic Events Fund	●●●	Jun-24	●●●	(600)	(600)	0	↻
Welcome Adelaide	●●●		●●●	(77)	(80)	3	⏸
Total				(1654)	(1770)	116	⏸

Regional Subsidiary and Offices

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

Brown Hill and Keswick Creek Stormwater Board

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

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

Office of the Chief Executive Officer (CEO)

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

Key Focus areas:

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

Office of the Lord Mayor

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

Key Focus areas:

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

Office of the CEO and Office of the Lord Mayor

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	50	-	50
Expenditure	(2,839)	(2,938)	99
Net Operating Surplus / (Deficit)	(2,789)	(2,938)	149

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	Actual	Budget	Variance	Actual	Budget	Variance
Office of the CEO	50	-	50	(1,410)	(1,401)	(9)
Civic Events, Partnerships, & Other Events	-	-	-	(359)	(415)	56
Councillor Support	-	-	-	-	-	-
Lord Mayor's Office Administration	-	-	-	(1,070)	(1,122)	52
Strategic Projects	-	-	-	-	-	-
Total	50	-	50	(2,839)	(2,938)	99

Portfolio achievements from Quarter 4

- After a thorough recruitment process our new CEO, Michael Sedgman, was appointed.
- The Lord Mayor hosted two Roundtables, Hindley Street Property Owners on 24 April 2024 and, in conjunction with AEDA, representatives of the Night Time Entertainment Economy on 8 May 2024.
- Quarterly Citizenship Ceremony was held on 17 May 2024.
- A total of twelve Civic events were delivered during the quarter.

Glossary

Budget:

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

Reallocation: Reallocation of funds from one source to another.

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

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

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

Capital Works:

Major project:

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

New and upgrade:

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

Renewal:

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

Project Management Phases:

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

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

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

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

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

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

Types of projects:

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

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

Appendix: Risk and opportunities

Summary of key risks and opportunities being managed:

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

Opportunities

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

Appendix: Detailed Capital Works

Major Projects

Title	Plan		2023/24 Budget (\$'000)			
	delivered by		actual	budget	variance	
Initiate / Commit / Concept						
Experience Adelaide Visitor Centre			0	0	0	↻
Gouger Street Revitalisation (Concept Design)	Jan-27		176	500	324	⏸
Park 27B Hellas Sports club building and lighting upgrade (grant)			622	815	193	⏸
Design / Detailed Planning						
Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design)			44	45	1	⏸
Flinders Street Improvements (Detailed Design)*			4	3	0	↻
Hindley Street Revitalisation (Detailed Design)*	Mar-27		600	780	180	⏸
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)*	Feb-25		15	36	21	⏸
Hutt Street Entry Statement (Construction)	Sep-24		1,587	2,212	625	⏸
Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Improvements (Concept Design)*			4	4	0	↻
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation			25	50	25	⏸
Wakefield Street Improvements (Detailed Design)*	Feb-26		1	1	0	↻
Deliver						
218-232 Flinders Street	Dec-24		8,297	8,700	403	⏸
Central Market Arcade Redevelopment	Feb-26		8,076	6,222	(1854)	⏸
Charles Street Streetscape Upgrade Major Project*	Apr-25		419	375	(44)	⏸
City of Adelaide Bikeways (North-South) Major Project	Oct-24		1,088	1,338	250	⏸
City Safe CCTV Network Upgrade*	Jun-24		2,787	3,113	326	⏸
Market to Riverbank Laneways Upgrade	Jun-24		1,620	2,114	494	⏸
Melbourne Street Improvements (Construction)	Apr-25		148	232	84	⏸
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)*	Nov-24		4,453	5,185	732	⏸
Completed						
Moonta Street	Aug-23			0	0	↻
Paxton's Walk Revitalisation	May-23			0	0	↻
Cancelled						
Sturt Street (West) Greening				0	0	↻

* The budget for these projects includes renewal funding

**budget to be considered as part of 2024/25 BP&B 36

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		actual	budget	variance		
Initiate / Commit / Concept							
Adelaide Central Market -Dry Storage	●●●		●●●	9	50	41	🕒
City Activation (Festoon Lighting)	●▲●	Feb-25	●●●	56	105	49	🕒
Glen Osmond Road & Hutt Road Intersection Upgrade (Concept Design) *	●●●		●●●	27	27	0	🕒
Gunson Street Improvements (Detailed Design)*	●●●		●●●	58	56	(2)	🕒
Hindmarsh Square - Minor Flood Lighting Augmentation	●●●		●●●	2	8	6	🕒
Hutt Rd and South Tce Intersection Traffic Signal Upgrade	●●●		●●●				🕒
Illuminate Adelaide Public Artwork	●●●	Jun-24	●●●		0	0	🕒
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028	●●●		●●●	103	150	47	🕒
Integrated Climate Strategy – City Public Realm Greening Program	●●●		●●●		4,000	4,000	🕒
James Place Upgrade*	●●●	Feb-25	●●●	50	38	(12)	🕒
Main Street Revitalisation - Melbourne Street including public artwork (24/25 Project Planning) Major Project	●●●	Jun-26	●●●		50	50	🕒
O'Connell Street Revitalisation (Detailed Design)	●●●		●●●	26	50	24	🕒
Public Art	●●●		●●●	69	135	66	🕒
Royal Avenue Improvements (Detailed Design)*	●●●		●●●	45	50	6	🕒
Rundle Mall Sound System	●●●	Dec-24	●●●	49	256	207	🕒
Southwest Community Centre	●●●	Jun-24	●●●		0	0	🕒
Town Clerks Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design)*	●●●		●●●	9	7	(2)	🕒
Whitmore Square Stage 2 Masterplan Implementation Upgrades (Concept Design)*	●●●		●●●	24	24	0	🕒
Design / Detailed Planning							
Adelaide Central Market Authority (ACMA) - New Parents Room	●●●		●●●	10	10	0	🕒
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall*	●●●	Sep-24	●●●	18	102	84	🕒
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)*	●●●	Jun-24	●●●	11	11	0	🕒
Botanic Catchment Water Course Rehabilitation (Detailed Design)*	●●●		●●●	169	195	26	🕒
City Dirt Master Plan Implementation (24/25 Detailed Design and Construction) *	●●●		●▲●	3	10	7	🕒
Kingston Terrace Bus Stop Upgrades (Construction)	●●●	Jan-25	●●●	12	169	157	🕒
Kingston Terrace Streetscape and Stormwater Improvements (Detailed Design)*	●●●		●●●	13	24	11	🕒
New Access Ramps for Accessible Car Parks (Construction)	●●●		●●●		28	28	🕒
Place of Courage / Spirit of Woman (Park 27)	●●●	Jun-25	●●●	5	5	0	🕒
Stephens Street and Sanders Place Improvements (Detailed Design)	●▲●		●●●	1	1	0	🕒
Vincent Street and Vincent Place Improvements (Concept & Detailed Design)*	●▲●		●●●	127	112	(15)	🕒
Ward Street Improvements (Concept Design)*	●●●		●●●	58	58	0	🕒
West Pallant Project Steet Lighting Design*	●●●		●●●	11	35	24	🕒

* The budget for these projects includes renewal funding

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

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		actual	budget	variance		
Deliver							
Central Market Arcade Redevelopment	●●●	Feb-26	●●●	356	480	124	👎
Christmas 2024 - KWS Light poles	●●●		●●●	5	140	135	👎
Climate Change Action Initiative Fund (CCAIF)*	●●●		●●●	340	332	(8)	👎
Field Street Improvements (Construction)*	●●●	Jul-24	●●●	1,031	2,203	1,172	👎
Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)	●▲●	Oct-24	●●●		0	0	👎
Greener City Streets Program	●▲●	Jun-24	●●●	647	874	228	👎
Hutt Road / Park Lands Trail Signalised Crossing (Construction)	●●●	Sep-24	●●●	335	718	382	👎
Hutt Road Earthen Levee Embankment	●●●	Jun-24	●●●	385	480	95	👎
Light Square Electrical Infrastructure Upgrade	●●●	Aug-24	●●●	258	400	142	👎
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●●●	Jul-24	●●●	11	18	7	👎
Mistletoe Park / Tainmuntilla (Park 11) Public Lighting Upgrade (Construction)*	●▲●	Apr-25	●▲●	23	123	99	👎
Public Art 21-22	●●●	Jun-24	●●●		28	28	👎
Public Lighting Alterations - 176 Mackinnon Parade, North Adelaide	●●●	Aug-24	●●●	3	40	37	👎
Replacement of UPark Car Park Management System (CPMS)	●●●	Dec-24	●●●	10	10	0	👎
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)	●●●	May-25	●●●	141	300	159	👎
Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply (Construction)	●●●	Oct-24	●●●	614	1,000	386	👎
Stafford Street Public Lighting Upgrade (Construction)*	●●●		●●●	24	28	4	👎
Torrens Retaining Structure (Construction)	●●●	Jul-25	●●●	78	103	25	👎
Complete							
Adelaide Free Wi-Fi Electrical Works	●●●	Oct-23	●●●	8	8	0	👎
23/24 Traffic Signal Cables and Conduits Replacement - Pulteney Street/Angas Street (TS3024)*	●●●	Apr-24	●●●	403	318	(86)	👎
24/25 -North Adeladie Golf Course - Driving Range Ball Cleaner/Dispenser*	●●●	Jun-24	●●●	27	18	(9)	👎
Adelaide Central Market Authority (ACMA) - New Security Gates	●●●	May-24	●●●	43	75	32	👎
Brougham Place Footpath Improvements & Greening	●●●	Feb-24	●●●	158	159	1	👎
Brown Hill Keswick Creek - Stormwater Project (Financial Contribution)	●●●	Feb-24	●●●	320	320	0	👎
Christmas Festival Capital Budget	●●●	Dec-23	●●●	207	207	0	👎
City Operations Android Tablet Procurement*	●●●	Jun-24	●●●	38	132	94	👎
Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction)*	●●●	Feb-24	●●●	60	60	0	👎
Dogs On Leash Signage	●●●	Aug-23	●●●	17	17	0	👎
Francis Street Public Art	●●●	Aug-24	●●●		28	28	👎

* The budget for these projects includes renewal funding

**budget to be considered as part of 2024/25 BP&B 38

New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		actual	budget	variance		
Complete							
Installation of compliant handrailing to Weir 3 Footbridge*		Dec-23		0	0	0	
Laptops for Additional Resources		Nov-23		169	169	0	
Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction)*		Feb-24		151	151	0	
New Street and Park Lands Furniture (Construction)*		Jun-24		48	50	2	
New Street and Parklands Bicycle Racks (Construction)*		Jun-24		24	25	1	
North Terrace / Station Road Footpath Improvements (Construction)*		Jun-24		403	441	38	
On-Street Parking Compliance Resourcing		Aug-23		119	119	0	
Place of Reflection		Jun-23		4	4	0	
Public Art Action Plan - Capital Projects		Jun-24		8	12	4	
Reignite Adelaide - East End Festival and Event Place Retractable Bollards		Oct-23			0	0	
Skate Park CCTV and Greening		Apr-24		38	37	(1)	
Tavistock Lane Festoon Lighting Upgrade (Detailed Design)		Jun-24		34		(34)	
Torrens Lake Earth Retaining Structure adjacent University Footbridge*		Dec-23		268	268	0	
Upark Equipment Test Bed Network Switch		Apr-24		28	28	0	
Cancelled							
ACMA -2112 - Cool room					0	0	
Adelaide Central Market Authority (ACMA) - New Trolley Bays and Trolleys				25	130	105	
Christmas 2024*		Oct-24		0	53	53	
Electric Vehicle Charging Infrastructure in UParks		Jun-24			0	0	
Flinders Street Pedestrian Crossing Improvements (Adjacent Pilgrim Lane)					10	10	
Kerbing - Hutt St/South Tce Stormwater		Jun-24		2	2	0	
Town Hall Complex Improvements					0	0	
West Pallant Street Improvements (PLEC)*				0		0	
On Hold							
Blackspot program - South Terrace and Pulteney Street Intersection Traffic Signal Safety Upgrade (Construction)					10	10	
Mini Golf in North Adelaide Golf Course Development (Future Fund)				5	11	6	
Strangways Terrace Golf Course Carpark and Access Improvements (Detailed Design)				20	33	14	

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

Renewals

Category	Total	Design only	Plan / Design	Build / Construct	On Hold	Complete
Bridges	4	2		1		1
Buildings	38	3	3	11		21
ICT Renewals	7		1	2		4
Lighting & Electrical	18	2		8		8
Park Lands Assets	15	2	1	2		10
Plant and Fleet	6			2		4
Traffic Signal	9		1			8
Transport	113	31	2	19		61
Urban Elements	47	5	1	18		23
Water Infrastructure	7	3		1		3
Renewal Total	264	48	9	64	-	143

Note

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

Renewals

Renewal Projects COMPLETED this quarter

	Category
London Road Depot - Height Safety Improvements	Buildings
Adelaide Central Market - Market Floor Tenant Stall Renewal	Buildings
North Adelaide Golf Links - Kitchen Window Renewal including Asbestos Removal	Buildings
North Adelaide Golf Links - Renewal of Bin Storage Areas	Buildings
LRD workshop security door replacement	Buildings
Eagle Chambers - IT Server Room A/C renewal	Buildings
Adelaide Pavilion - Air Conditioning Rectification works	Buildings
Minor Works Building Lift Upgrade	Buildings
Historic and civic archive management	ICT Renewals
ICT Renewals - Network & Security	ICT Renewals
ICT Renewals - Server & Cloud Infrastructure	ICT Renewals
ICT Renewals - PC & Laptop Replacement	ICT Renewals
Lighting Renewal - Bud lighting Removals and Reinstatements Works	Lighting & Electrical
23/24 Lighting Renewal - Bud Lighting Removals and Reinstatements	Lighting & Electrical
Decorative Lighting East End Renewals	Lighting & Electrical
Morphett St (NT/Hindley) street light renewals	Lighting & Electrical
23/24 Electrical Switchboards Above Ground - Renewal Program	Lighting & Electrical
Irrigation Renewal - Victoria Square South / Tarntanyangga	Park Lands Assets
Water Feature renewal - Pinky Flat Park 26	Park Lands Assets
Golf Course Links - Southern Green Renewal"	Park Lands Assets
Commercial Plant & Fleet Replacement Program	Plant and Fleet
UPark Occupancy Signs Refurbishment	Plant and Fleet
23/24 Traffic Signal Cables and Conduits Replacement - West Terrace/Gouger Street (TS3104)	Traffic Signal
23/24 Traffic Signal Cables and Conduits Replacement - King William Street/South Terrace (TS3011)	Traffic Signal
23/24 Traffic Signal Cables and Conduits Replacement - East Terrace School Crossing near Wakefield Street (SC3210)	Traffic Signal
23/24 - Traffic Signal Cables and Conduits Replacement - Pulteney Street/Gilles Street (TS3027)	Traffic Signal
23/24 - Traffic Signal Cables and Conduits Replacement - Pulteney Street/Carrington Street (TS3025)	Traffic Signal
23/24 Traffic Signal Controller Renewal Program	Traffic Signal
Heavy Patching - North Terrace - King William Street to Stephens Place	Transport
23/24 Road Heavy Patching - Road Network	Transport
Road Resurfacing and Kerb Renewal - Cardiff Street - Childers Street to Dead End	Transport
King William Street - North Terrace to Victoria Square - Footpath Rehabilitation	Transport
Heavy Patching - North Terrace - West Terrace to King William Street	Transport
Footpath Renewal - Bentham St & Waymouth St Intersection	Transport
Public Art - Reedman Fountain - Pennington Gardens - Park 26	Urban Elements
Public Art - Mosaic Butterfly Sculpture - Park 21	Urban Elements
Urban Elements - Fence & Gate Renewal Program	Urban Elements
Urban Elements - BBQ Renewal Program	Urban Elements
Public Art - King George V - Stage 2 Treatment - Park 12	Urban Elements
Public Art Lighting - Start of Survey For The Siting of Adelaide Memorial - Park 27	Urban Elements
Talking Our Way Home - Park 26	Urban Elements
Sudholz Place Stormwater Renewal (linked to 211 Pirie St Development)	Water Infrastructure
Park 16 - Channel Rehabilitation and Erosion Protection	Water Infrastructure

Appendix: Financial statements

Uniform Presentation of Finances \$'000s	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2	2023/24 Q3	2023/24 Q4
<u>Income</u>					
Rates Revenues	135,395	135,281	135,131	135,131	135,537
Statutory Charges	14,683	14,683	14,613	15,107	16,220
User Charges	70,002	69,915	70,365	72,565	74,098
Grants, Subsidies and Contributions	4,449	8,562	8,891	1,723	8,638
Investment Income	150	150	734	944	1,449
Reimbursements	338	338	338	703	1,727
Other Income	465	465	465	1,143	929
Total Income	225,481	229,394	230,537	234,470	238,598
<u>Expenses</u>					
Employee Costs	81,586	82,435	82,443	78,732	77,866
Materials, Contracts and Other Expenses	85,100	88,130	88,730	93,551	95,848
Depreciation, Amortisation and Impairment	56,040	56,040	56,473	54,482	55,008
Finance Costs	835	835	887	890	892
Total Expenses	223,561	227,442	228,534	227,655	229,614
Operating Surplus / (Deficit) before Capital Amounts	1,920	1,952	2,003	6,815	8,984
<u>Net Outlays on Existing Assets</u>					
Capital Expenditure on Renewal and Replacement of Existing Assets	(50,416)	(54,153)	(54,153)	(54,153)	(52,667)
add back Depreciation, Amortisation and Impairment	56,040	56,040	56,473	54,482	55,008
add back Proceeds from Sale of Replaced Assets	630	630	630	630	495
Net Outlays on Existing Assets	5,624	1,887	2,320	959	2,836
<u>Net Outlays on New and Upgraded Assets</u>					
Capital Expenditure on New and Upgraded Assets	(50,318)	(56,127)	(56,183)	(45,403)	(36,681)
add back Amounts received specifically for New and Upgraded Assets	5,295	2,171	1,170	1,455	5,524
add back Proceeds from Sale of Surplus Assets	27,100	27,100	27,100	27,100	27,100
Net Outlays on New and Upgraded Assets	(17,923)	(26,856)	(27,913)	(16,848)	(4,057)
Net Lending / (Borrowing) for Financial Year	(10,379)	(23,016)	(23,590)	(9,074)	7,763

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