

Our Corporation

2025/26 Business **Plan and Budget**

Subsidiary Draft Business Plan
and Budgets – ACMA and
AEDA, Proposed Strategic
Projects

18 March 2025

Anthony Spartalís, Chief Operating Officer

Introduction

Building a Business Plan and Budget



Date	Forum	Type	Theme	Topic	
3 Dec	Spec CFG	Workshop	Introduction	Introduction and process for building the 2025/26 BP&B – parameters and priorities (as per LTFP and Strategic Plan)	✓
10 Dec	CEO Briefing	Workshop	Budget	Current position (LTFP, precommitments, retimes) and Subsidiary budget allocations (also launch member bids)	✓
11 Feb	CEO Briefing	Workshop	Plan and Budget	The build of the 2025/26 BP&B – assumptions, set 25/26 priorities and revenue levers	✓
21 Feb	ARC	Presentation	Plan and Budget	The 2025/26 BP&B – priorities, parameters, assumptions and current position	✓
11 Mar	Spec CFG	Workshop	Budget	Operating Budget review – ESCOSA Findings, base budget, service changes, Strategic Projects allocation to strategies/plans and member ideas	✓
18 Mar	CFG	Workshop	Plan	Review of Strategic Projects and Subsidiary Draft BP&Bs (ACMA and AEDA)	
25 Mar	Spec CFG	Workshop	Plan	Review of Capital Projects	
1 Apr	Spec CFG	Workshop	Plan and Budget	Final review of budgets and projects	
11 Apr	ARC	Presentation	Draft BP&B	Draft 2025/26 BP&B - update	
15 Apr 22 Apr	CFG Council	Report	Draft BP&B	Draft 2025/26 BP&B for community consultation purposes	
29 Apr – 20 May	N/A	Public	Consultation	Community Consultation (including presentation of Draft 2025/26 BP&B to Subsidiary boards)	
27 May	Council	Public	Consultation	Special hearing for public consultation	
10 Jun	Council	Report	Consultation	Receipt of submissions	
17 Jun 24 Jun	CFG Council	Report	Final BP&B	Final 2025/26 BP&B	

What We Heard

- Agreement to continue commitment to:
 - Fund upgrade to community buildings in the Park Lands
 - Service borrowings
 - Adequately fund AEDA to deliver on its Strategic Plan and the Economic Development Strategy
 - Apportion growth on new developments to fund increased services and maintenance in future years.

What This Requires

The target surplus to achieve a fully funded budget is currently \$8.541m

- Currently a (\$0.561m) shortfall to achieve this surplus, that will need to be funded through:
 - Reduction in discretionary spending on council provided grants and sponsorships
and/or
 - Reduction in the allocation for Strategic Projects
- Feedback on the level of funding proposed for allocation to AEDA

Adelaide Central Market Authority

Subsidiary Draft 2025/26 Business Plan and Budgets



ACMA – Self Funding Subsidiary

- ACMA generates its revenue source through leasing activities.
- During the One Market transition, ACMA requires funding support from CoA

Future funding model (ACMA)

- Stallholder renewal budget allocation to align to leasing arrangements as opposed to asset useful lives (commercial driven Renewals)
- Renewal of the building and other aspects to align to current Asset Management Plans and agreed service levels
- New and Upgrade allocation to align to future stallholder upgrades. Council to agree to an allocation, contingent on lease agreements within budget to be recognised on a quarterly basis

\$'000s		2023/24 Actual		2024/25 Q2		2025/26 - Proposed	
Rates Revenue (excl RM Levy & Landscape Levy)		129,288	Proportion of rates	138,969	Proportion of rates	143,138	Proportion of rates
ACMA	Operations	(88)	0.0%	137	0.1%	141	0.1%
	Strategic Projects	0	0.0%	220	0.2%	939	0.7%
	Market Preparedness	0		399	0.3%	600	0.4%
	Total	(88)	0.0%	756	0.5%	1,680	1.2%
Strategic Projects	Pool	5,787	4.5%	7,928	5.7%	6,694	4.7%
ACMA	Share	0	0.0%	220	2.8%	939	14.0%

Adelaide Economic Development Agency

Subsidiary Draft 2025/26 Business Plan and Budgets



During the 2024/25 BP&B development process we heard from Council Members the proposal to provide the subsidiaries with a budget allocation.

% Based funding model (AEDA)

- A percentage of rate income to manage and prioritise the operating and strategic project budgets
- This would give autonomy to manage the delivery and strategic project prioritisation
- Retain competitive bid process for Capital Projects for AEDA as part of the entire organisation

\$'000s		2023/24 Actual		2024/25 Q2		2025/26 - proposed		2025/26 - Board aspiration		Variance	
Rates Revenue (excl RM Levy & Landscape Levy)		129,288	Proportion of rates	138,969	Proportion of rates	143,138	Proportion of rates	143,138	Proportion of rates		Proportion of rates
AEDA	Operations	7,838	6.10%	8,065	5.80%	8,273	5.80%				
	Strategic Projects	1,053	0.80%	733	0.50%	637	0.40%				
	Total	8,891	6.90%	8,798	6.30%	8,910	6.20%	13,598	9.50%	(4,688)	(3.30%)
Strategic Projects											
AEDA	Pool	5,787	4.50%	7,928	5.70%	6,694	4.70%				
	Share	1,053	18.20%	733	9.20%	637	9.52%				

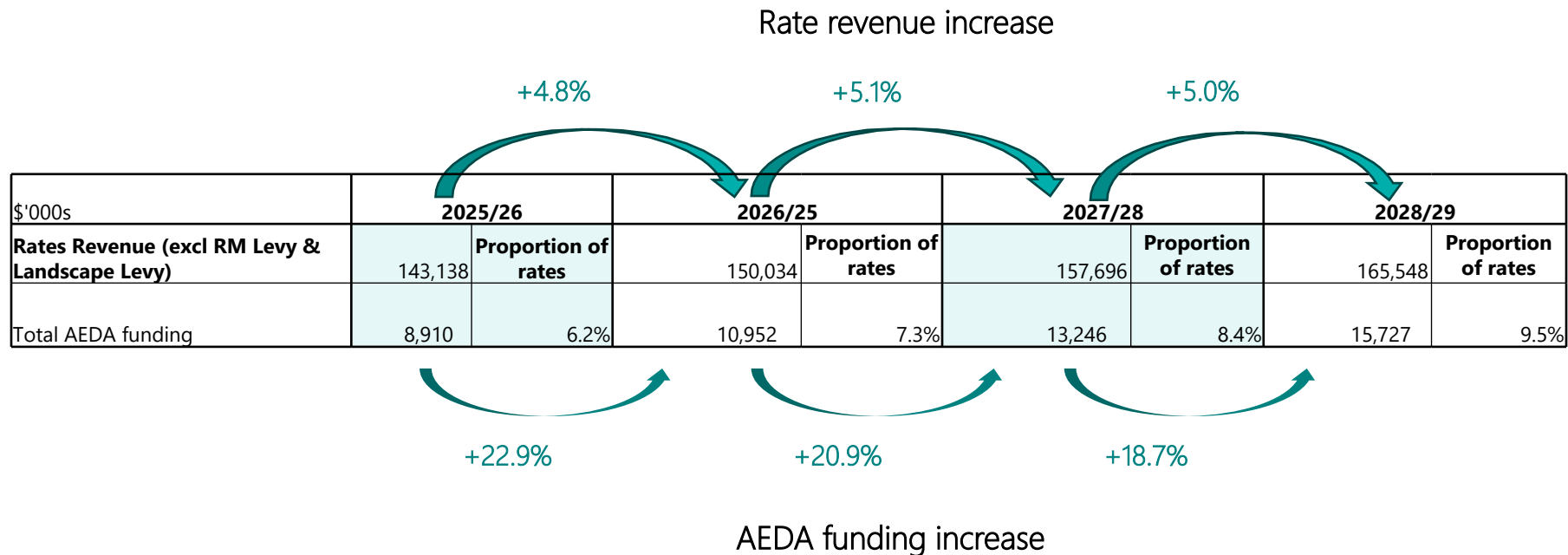
Adelaide Economic Development Agency

Subsidiary Draft 2025/26 Business Plan and Budgets



The endorsed AEDA Strategic Plan covers the periods 2024/25 to 2028/29

Impact of a 4-year transition to a 9.5% rate revenue allocation over the life of the Strategic Plan is outlined below



Operating Budget

25-26 Projections Based on Current Assumptions

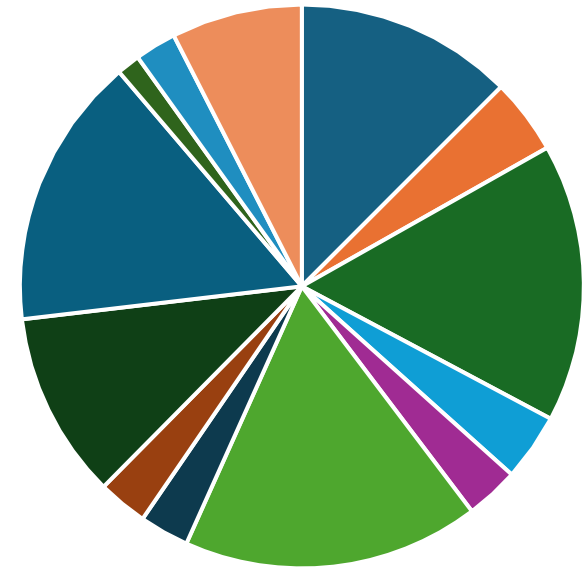
\$'000s	2025-26 Base	Strategic Projects	Capital Projects	Service Changes	Identified Savings / Opportunities	Revised Base	Adopted LTFP	Variance
Income								
Rates Revenues	154,908	-	-	-	-	154,908	154,896	12
Fees and Charges	87,368	170	328	-	319	88,185	86,341	1,844
Grants, Subsidies and Contributions	4,454	653	-	99	-	5,206	4,646	560
Other Income	1,047	-	-	-	-	1,047	1,218	(171)
Total Income	247,777	823	328	99	319	249,346	247,101	2,245
Expenses								
Employee Costs	89,394	1,249	-	605	-	91,248	88,853	(2,395)
Materials, Contracts & Other Expenses	79,978	(2,204)	78	164	(387)	77,629	77,757	128
Sponsorships, Contributions and Donations	5,600	1,778	-	-	(112)	7,266	6,334	(932)
Depreciation, Amortisation & Impairment	64,506	-	-	-	-	64,506	64,462	(44)
Finance Costs	717	-	-	-	-	717	3,626	2,909
Total Expenses	240,195	823	78	769	(499)	241,366	241,031	(335)
Operating Surplus / (Deficit)	7,582	-	250	(670)	818	7,980	6,070	1,910
Capital Program								
Renewal/Replacement of Assets	67,936	-	-	-	-	67,936	67,936	-
New and Upgraded Assets	39,119	-	(60)	-	-	39,059	39,119	60
Amounts received specifically for New and Upgraded Assets	-	-	(3,918)	-	-	(3,918)	-	3,918
Net outlays on Capital	107,055	-	(3,978)	-	-	103,077	107,055	(3,978)
Borrowings	58,245	-	(4,228)	670	(818)	53,869	94,834	40,965

* Targeted Position represents the funding surplus required to fund the Upgrade to Community Buildings in the Park Lands, service the borrowings, and apportion the growth on new developments to service increase in maintenance in future years

Proposed Strategic Project Allocation to Endorsed Strategies/Plans

Endorsed Strategies/Plans	Expenditure \$'000	% of Project Pool
ACMA Strategic Plan	939	12%
Adelaide Park Lands Management Strategy	325	4%
Asset Management Plan	1,200	16%
City Plan	290	4%
Disability Access and Inclusion Plan	230	3%
Economic Development Strategy*	1,280	17%
Heritage Strategy and Action Plan	213	3%
Homelessness Strategy	215	3%
Housing Strategy	806	11%
Integrated Climate Strategy	1,175	16%
Kadaltilla Strategic Plan	-	-
National Heritage Management Plan	100	1%
Stretch Reconciliation Action Plan	180	2%
Other Strategies	565	8%
Total (net of related revenue)	6,694	100%

* Economic Development Strategy incorporates the AEDA Strategic Plan actions



■ ACMA Strategic Plan
 ■ Asset Management Plan
 ■ Disability Access and Inclusion Plan
 ■ Heritage Strategy and Action Plan
 ■ Housing Strategy
 ■ Kadaltilla Strategic Plan
 ■ Stretch Reconciliation Action Plan

■ Adelaide Park Lands Management Strategy
 ■ City Plan
 ■ Economic Development Strategy*
 ■ Homelessness Strategy
 ■ Integrated Climate Strategy
 ■ National Heritage Management Plan
 ■ Other Strategies

Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
ACMA Strategic Plan			
Adelaide Central Maret Expansion Operational Readiness	-	-	939
Total	-	-	939
Adelaide Par Lands Management Strategy			
Master Plan for Helen Mayo Park	-	250	250
Prepare Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninths (Par 23)	-	-	75
Total	-	250	325
Asset Management Plan			
Asset Condition Audit and Revaluation	-	-	1,200
Total	-	-	1,200
City Plan			
88 O'Connell	-	-	50
Planning and Design Code Amendment Program (Year 2)	-	-	100
City Plan Digital Tool (City of Adelaide Digital Explore - CoADE) – Software license and public website	-	-	140
Total	-	-	290
Disability Access and Inclusion Plan			
Positive Ageing Program – Pilot	0.8	-	100
Implementation of the Disability Access and Inclusion Plan 2024-2028 (Year 2), Employee training and scoping for a sensory-friendly space	-	-	130
Total	0.8	-	230

Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
Economic Development Strategy			
Bilingual Community Liaison Officer	1.0	-	93
City Activation - City-Wide Experiences and City Leveraging & Response	-	-	300
2026 Australia Day Partnership - Australia Day Council of South Australia Incorporated	-	-	100
City of Adelaide website redevelopment	-	-	150
AEDA Allocation		-	637
Total	1.0	-	1,280
Heritage Strategy and Action Plan			
Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscape	1.0	-	213
Total	1.0	-	213
Homelessness Strategy			
Homelessness Partnership with the Australian Alliance to End Homelessness for the Adelaide Zero Project	-	-	215
Total	-	-	215
Housing Strategy			
Implementation of the City of Adelaide Housing Strategy (Year 2) – Vacancy assessment	-	-	200
Adaptive Reuse City Housing Initiative (ARCHI) Three-year Investment Program	1.5	303	606
Total	1.5	303	806
Integrated Climate Strategy			
Update Climate Risk Assessment in line with public disclosure reporting requirements	-	-	75
Resilient Flood Planning - Visual Inspection and Survey and SMP	1.0	100	1,100
Total	1.0	100	1,175


Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
National Heritage Management Plan			
Implementing the National Heritage Management Plan (Year 2) – Document views and vistas	-	-	100
Total	-	-	100
Stretch Reconciliation Action Plan			
Annual Cultural Burn in the Park Lands	-	-	25
Aboriginal Trainee and Cadet Program	1.0	-	34
Talent Attraction / Retention	1.0	-	121
Total	2.0	-	180
No alignment to other Strategies			
Adelaide City Connector Bus Promotion	-	-	50
Cyber Security Uplift Phase 2	-	-	110
Future Libraries Business Cases	-	-	75
Review of Property Management	-	-	50
On-Street Parking Compliance Analytics	1.0	-	152
Parking Coordinator - On Street Paid Parking Control Changes	1.0	170	128
Total	2.0	-	565
TOTAL	9.3	823	7,518
NET		6,694	

Note: Some rounding occurs.

Other Strategic Projects Considered – Not Proposed for Inclusion in Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
Asset Management Plan			
25/26 Major Bridge Maintenance Program	-	-	200
Conservation Management Plans – Bridges	-	-	60
Operation and Maintenance Manual for Torrens Weir	-	-	50
GIS System Update and 3D imagery	-	-	172
Standard Drawing Suite update	1.0	-	98
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>580</i>
City Plan			
Integrated Community Engagement	-	-	50
<i>Total</i>	<i>-</i>	<i>-</i>	<i>50</i>
Economic Development Strategy			
Christmas in the City Incentive Scheme	-	-	50
Economic Research & Data Analyst - 2 Year Contract	1.0	-	56
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>106</i>
Integrated Climate Strategy			
SA Power Networks LED Luminaire Upgrades	-	-	30
<i>Total</i>	<i>-</i>	<i>-</i>	<i>30</i>
Stretch Reconciliation Action Plan			
Cultural Policy: Development of Cultural Evaluation Framework (Cultural Dashboard 2.0)	-	-	25
Aboriginal Trainee and Cadet Program	-	-	183
<i>Total</i>	<i>-</i>	<i>-</i>	<i>208</i>
No alignment to other Strategies			
Parking Control Data - review and assessment phase	1.0	-	80
Parking ePermit Solution	-	-	85
Council Resolution - Budget Allocation Consideration - Clipper Ship (Council 11 March 2025)	-	-	30
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>195</i>



Are Council Members comfortable with the list of prioritised Strategic Projects for inclusion in the Draft 2025/26 Business Plan and Budget as presented by Administration?

Next Steps

Timeline and process



The proposed timelines seek to manage the process in an efficient and transparent manner.

- An updated list of the capital projects has been provided for discussion at the 25 March – Capital Projects Workshop
- A final review of budgets and projects will be presented 1 April 2025

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