

2024/25

# Business Plan & Budget

Our Adelaide. Bold. Aspirational. Innovative.



April to June 2025  
**Quarter 4 Update**

# Kaurna Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna yertangga banbabanbalyarnedi (inbarendi). Kaurna meyunna yaitya mattanya Womma Tandanyako. Parnako yailtya, panuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kaurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinithi.




City of Adelaide acknowledges the traditional Country of the Kaurna 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 Kaurna 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:

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### 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 an increase 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

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# CEO Message

## Delivering the 2024/25 Business Plan and Budget



The 2024/25 Business Plan and Budget has driven delivery on the first full year of the City of Adelaide Strategic Plan 2024-2028. This report highlights our progress for Quarter 4 against the objectives of the Business Plan and Budget and the corresponding aspirations of our Strategic Plan.

At the end of the financial year, all Annual Priorities from the 2024/25 Business Plan and Budget have been completed or are on track to be completed.

The 2024/25 Capital Program continued with strong progress being made across both New and Upgrade and Renewals. 32 New and Significant projects reached practical completion, including Charles Street – Streetscape Upgrade project, sections of the North-South Bikeway project, several greening projects under the Integrated Climate Strategy – City Public Realm Greening project, Adelaide Central Market Federal Hall Trade Waste and water connections project, Hutt Rd and South Tce Intersection Traffic Signal Upgrade Black Spot project, Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade, Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade and the first of the School Safety improvement projects at St Aloysius.

During the quarter, 97 renewal projects achieved practical completion including Unley Road stormwater culvert renewal, Royal Avenue Improvements project, several traffic signal renewals, Public Art renewal projects, various road and footpaths projects, Urban Element Renewal projects, and some ICT renewal projects.

At the end of the financial year the Strategic Projects program was delivered with 94% of the budget spent, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. Strategic Projects which were finalised in Quarter 4 include; the asset condition audit, City Activation program, tourism and business attraction investment campaign, and IT software and security improvements.

The ongoing financial planning and management over Quarter 4 has seen delivery of an operating result better than budget. The preliminary end of year operating surplus of \$12.135m, which shows our commitment in delivering on the 2024/25 Business Plan and Budget within the parameters adopted by Council, the Long-Term Financial Plan, and associated Asset Management Plans.

I encourage you to read through and review this progress report to recognise the Quarter 4 achievements towards the delivery of the City of Adelaide's 2024/25 Business Plan and Budget and the priorities of our Strategic Plan 2024-2028.

**Michael Sedgman**

**Chief Executive Officer**

# Executive Summary

This report presents the performance and delivery status of Council's commitments against the 2024/25 Business Plan and Budget (BP&B) for the fourth quarter (April to June 2025). Included within this report is an overview of Portfolio and Project achievements, as well as the performance of Council subsidiaries.

The preliminary end of year operating position is an operating surplus of \$12.135m which is \$2.768m higher than the Q3 budget of \$9.367m. Operating income is \$243.168m, which is \$3.069m higher than the Q3 budget of \$240.099m. This is due to additional fees and charges of \$1.896m, other income of \$0.506m, interest applied to overdue rates \$0.376m, and external grant funding received of \$0.291m. Operating expenditure (including depreciation) is \$231.033m, which is \$0.301m higher than the Q3 budget of \$230.732m. This is due to an increase in depreciation of \$1.124m and employee costs of \$.0712m due to a reduction in backfill of vacant staff. Offsetting this is a reduction in materials of \$0.883m, sponsorships \$0.199m, and a net impact on the Right of Use assets of \$0.453m.

Preliminary Capital Expenditure for the financial year is \$101.127m, which is \$11.782m lower than the Q3 budget of \$112.909m. This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as required. The Renewal spend is \$2.634m lower, and will be managed through the Asset Management Plans.

## Operating Position (Financial Performance)

\$000's	Actual	Q3 Budget	Variance
<b>Total Revenue</b>	243,168	240,099	3,069
<b>Total Expenses</b>	231,033	230,732	(301)
<b>Operating Surplus / Deficit</b>	<b>12,135</b>	<b>9,367</b>	<b>2,768</b>

Council's borrowings as of 30 June 2025 has decreased by \$6.919m from \$30.739m forecast at Q3 to \$23.820m as set out in the table below:

Borrowings Reconciliation (\$000's)	Actual	Q3 Budget	Movement
Opening Cash/(borrowings)	1,635	1,635	-
Operating Surplus	12,135	9,367	2,768
Net outlays on Renewal of Assets	1,737	(4,812)	6,549
Net outlays on New and Upgraded Assets	(41,218)	(50,840)	9,622
Movement in Net Payables and Receivables	1,891	(2,489)	4,380
<b>Forecast Borrowings as at 30 June 2025</b>	<b>(23,820)</b>	<b>(30,739)</b>	<b>6,919</b>

Council's Capital Program preliminary results are set out in the table below:

## Capital Program

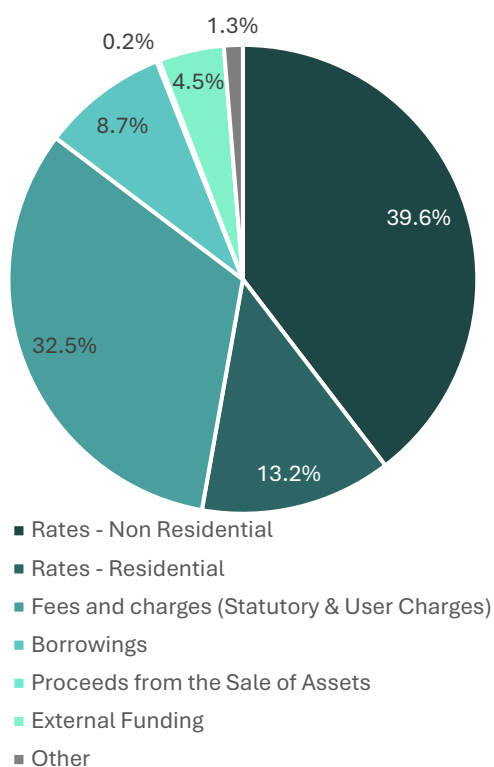
\$000's	Actual	Q3 Budget	Variance
New and Upgrades Projects	47,465	56,613	(9,148)
Renewal / Replacement of Assets	53,662	56,296	(2,634)
<b>Total Revenue</b>	<b>101,127</b>	<b>112,909</b>	<b>(11,782)</b>

**Note:** The actuals presented throughout this document are preliminary estimates only at this stage. There are a number of items to be completed which may impact the final numbers presented in the audited financial statements.

# Business Plan and Budget Funding Overview

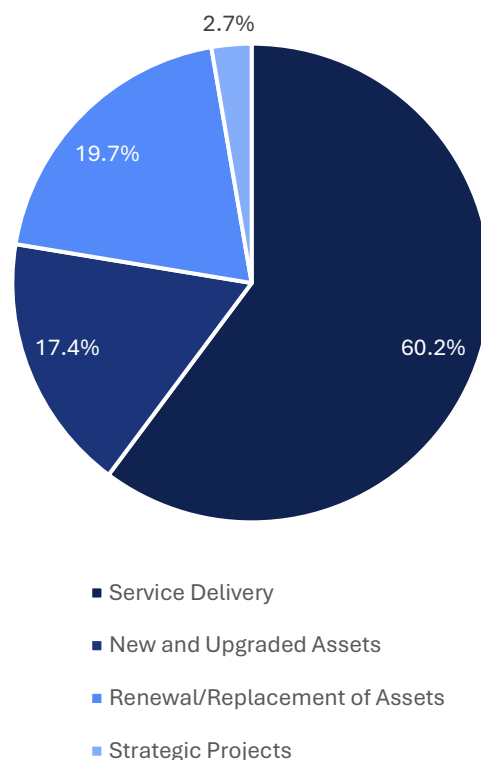
## Where our funds come from

	Budget (\$m)	
Rates - Non Residential	\$ 108.064	39.6%
Rates - Residential	\$ 36.021	13.2%
Fees and charges (Statutory & User Charges)	\$ 88.822	32.5%
Borrowings	\$ 23.820	8.7%
Proceeds from the Sale of Assets	\$ 0.483	0.2%
External Funding	\$ 12.414	4.5%
Other	\$ 3.464	1.3%
<b>TOTAL</b>	<b>\$ 273.088</b>	



## How our funds are spent

	Budget (\$m)	
Service Delivery	\$ 164.521	60.2%
New and Upgraded Assets	\$ 47.465	17.4%
Renewal/Replacement of Assets	\$ 53.662	19.7%
Strategic Projects	\$ 7.440	2.7%
<b>TOTAL</b>	<b>\$ 273.088</b>	





# Spotlight on Strategic Plan Priorities and Projects

## Our Community

## Vibrant, connected and inclusive

**Implement the Housing Strategy, actively seek partnership opportunities with private, public and community developers to increase supply of affordable housing.**

In June 2025, the City of Adelaide made a submission to the State Planning Commission to support changes to reduce barriers to adaptive reuse for housing, thus enabling progressive certainty for developers and lending institutions required to progress the Council’s population growth targets in the Strategic Plan 2024-2028 and City Plan – Adelaide 2036.

The Flinders Street Housing project has worked with stakeholders to establish a core consultant team to progress the governance structure and design evolution, and engagement with State and Federal government has commenced. This project will have a focus on affordable rental with key contributions from the community housing sector. Renewal SA are currently negotiating with shortlisted parties for the development of the Tapangka (Old Bus Station site), which has a commitment of delivering 35% affordable housing.

**Establish a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.**

At the meeting of 8 April 2025, Council endorsed the draft Cultural Policy for public consultation and noted the feedback and summary from Stage 1 consultation. Stage 2 consultation on the draft Cultural Policy was undertaken through April 2025 with the final Cultural Policy adopted by Council on 10 June 2025. The inaugural Cultural Policy sets a clear direction to celebrate the city’s unique culture and strengthen its role as a global cultural capital and guides how the City and its partners invest in cultural places, programs, events, and partnerships to protect and promote Adelaide’s identity and creativity.

The City of Adelaide’s Access and Inclusion Advisory Panel met in May 2025 and provided feedback on a range of matters including support for the Cultural Policy, the Hutt Street—Main Street Revitalisation project, the Adelaide Park Lands Trail – Rest Stop Guidelines and Concept Designs, and the Integrated Transport Strategy—Stage Two.

The Reconciliation Committee met in May 2025 and considered a range of items including proposed funding of the Stretch Reconciliation Action Plan 2024-2027 for the 2025/26 financial year.



Homelessness Strategy Implementation

<b>24/25 Budget</b>	<b>\$0.040m</b>	<b>Status</b>	<b>On Track</b>
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Several initiatives were implemented to progress the Homelessness Strategy. These included working with Towards Home Alliance and the State Government to identify the early signs for private renters who may be falling behind in rent and risk eviction, contributing as part of the Council of Capital City Lord Mayors working group, to a discussion paper that advocates for a single definition of homelessness to support effective data collection and measurement, and continuing to support the Library Connections Officers to establish a range of program and service supports for library customers and staff.



Adelaide Town Hall Façade

<b>24/25 Budget</b>	<b>\$3.263m</b>	<b>Status</b>	<b>On Track</b>
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The restoration of the Adelaide Town Hall Façade has been ongoing since September 2023 to ensure that historic structures are maintenance work are carried out in in accordance with our community land management plans. During the Quarter the King William façade stage continues to progress with works in Prince Alfred Lane.



Stretch Reconciliation Action Plan (RAP) 2024-2027 Implementation

<b>24/25 Budget</b>	<b>\$0.100m</b>	<b>Status</b>	<b>On Track</b>
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New artwork by Brooke Rigney-Lively was commissioned as part of the 2025 National Reconciliation Week program and marks the delivery of a key action under the Stretch RAP 2024–2027. This artwork demonstrates our ongoing commitment to elevating Aboriginal and Torres Strait Islander voices through visible and meaningful public art.

To increase visibility of the Stretch RAP, several branded resources were produced including lanyards and street sweeper wraps featuring RAP artwork. The street sweeper has featured in City of Adelaide social media sharing key messaging about the organisation's commitment to reconciliation.

## Our Environment

## Resilient, protected and sustainable

**Deliver the Sustainability Incentive Scheme, supporting our partners and community to implement changes to enable a reduction in community carbon emissions.**

In Quarter 4, there were 28 approved Sustainability Incentives Scheme applications receiving rebates totalling \$58,302 with out-of-pocket community expenses totalling \$261,161.

These incentives have resulted in an estimated emissions reduction of 419.5 tCO<sub>2</sub>e over the lifespan of the products and services provided. The incentives included two active transportation incentives, 14 smart and green energy incentives, ten climate ready building incentives and two resource recovery incentives.

**Partner with the State Government to undertake a Master Plan for Helen Mayo Park, improving community access.**

The State Government and City of Adelaide continue to work on finalising funding arrangements to enable master planning for Helen Mayo Park to commence.



### Public Realm Greening Program

**24/25 Budget**    \$3.612m    **Status**    On Track

Design works progressing on some 200 plus tree locations. Contract packages currently being procured, with contractors engaged by end of March 25.

The Street Tree Greening Program is progressing well, with over 270 trees planted to the end of the financial year. Planting continues at pace with at various sites in Adelaide and North Adelaide.



### Unley Road Culvert Replacement

**24/25 Budget**    \$1.778m    **Status**    On Track

The progress of the Stormwater Management Plan (SMP) is on schedule. Flood modelling of catchments 2 and 3 have been completed and are now currently under review; modelling is continuing on the remaining catchments.



### National Heritage Management Plan Implementation

**24/25 Budget**    \$0.100m    **Status**    On Track

The Historic Plantings and Designed Landscapes project, along with the archaeological survey and mapping tool, is now complete. The information provided through these studies is being used to inform projects in the planning stage within the Adelaide Park Lands.



Our Economy

Growing, innovative and responsive

Deliver an investment attraction program as per the AEDA Business Plan

AEDA engaged with 86 businesses in 2024/25 on relocation and investment opportunities that have the potential of an additional 3,850+ jobs.



Central Market Arcade Redevelopment

<b>24/25 Budget</b>	\$21.842m	<b>Status</b>	On Track
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Progress has continued with the northern residential/hotel tower, which has reached level 12 while the southern commercial office tower has reached level 8. External Grote Street facade brickwork is being laid with facade works at levels 5 to 6 on the northern hotel/ residential tower.



88 O'Connell Project Delivery

<b>24/25 Budget</b>	\$0.080m	<b>Status</b>	On Track
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Construction is nearing completion, anticipated for end July 2025. New residents are likely to start moving in late August 2025 and commercial fit outs are well advanced.



Rundle Mall Live Music Program

<b>24/25 Budget</b>	\$0.100m	<b>Status</b>	On Track
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114 artists have provided performances that coincided with specific events throughout this financial year. In Q4, 26 performers participated over the Gather Round weekend as part of Gather Sounds, and 27 performers participated in 'Make Music' day/ weekend to round out the Live Music Program. The Rundle Mall City Sessions program is being delivered in partnership with the City of Adelaide and UNESCO City of Music, with all artists being paid for their performances.

## Our Places

## Interesting, purposeful and safe

### Deliver the Adaptive Reuse City Housing Initiative (ARCHI), identifying building stock suitable for adaptive reuse.

As of Quarter 4 there were seven ARCHI Incentives Scheme Funding Agreements delivering 14 dwellings. \$80,720 has been allocated from the \$250,000 multi-year funding pool with \$31,727 of projects acquitted and five adaptive reuse dwellings delivered.

There are 12 additional projects in the ARCHI Incentives Scheme pipeline with the potential to deliver 42 dwellings. A further six general enquiries were received in Quarter 4 bringing the annual enquiries to 47 in total.

### Commence construction of the Hindley Street Revitalisation project and progress design for Gouger Street, O'Connell Street and Hutt Street Revitalisation projects.

The City of Adelaide has finalised the revised Concept Design for the Hindley Street Revitalisation Project, which has been presented to Council. This has progressed to the development of Detailed Design in preparation for stakeholder consultation. The updated Detailed Design will be presented to Council for endorsement following the consultation period.

Design consultants have been engaged to progress the Gouger Street Detailed Design during 2024/25 and design works are currently progressing in accordance with the program.

Paving upgrade works adjacent to the new 88 O'Connell Street development are progressing in line with the completion of the development.

An extensive stakeholder engagement process was completed to understand communities' aspirations for on-street parking. A report will be presented to Infrastructure & Public Works Committee in August 2025.



#### Integrated Transport Strategy

**24/25 Budget** \$0.295m **Status** On Track

The Draft Integrated Transport Strategy was presented to Council in April 2025 to be approved for Stage 2 public engagement, which took place in May 2025 and included public open sessions and stakeholder workshop.



#### North-South Bikeway project

**24/25 Budget** \$1.648m **Status** On Track

Works are nearing completion on the North-South Bikeway project. Several opportunities have been identified to further improve safety, compliance and aesthetics, and these are being progressed by the project team.



#### South Terrace Streetscape

**24/25 Budget** \$0.252m **Status** On Track

Footpath and kerb renewal works started on South Terrace in June with works commencing at the Morphet Street/South Terrace intersection.

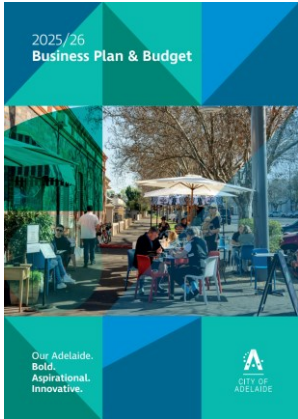
Works are scheduled for completion in August 2025.

Our Corporation

High performing, customer-centric and bold

Deliver the 2024/25 Business Plan & Budget (BP&B) within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

Priority to deliver the 2024/25 BP&B within the adopted parameters achieved. End of year operating position of \$12.135m. Asset Renewals \$53.662m. New and Upgraded Assets \$47.465m.



2025/26 Business Plan and Budget

24/25 Budget	N/A	Status	On Track
The 2025/26 Business Plan and Budget was adopted by Council on 24 June 2025. The Business Plan and Budget is the key annual operational and financial planning document which describes the services and projects we will provide in the 2025/26 financial year.			



2025 Supplementary Election

24/25 Budget	\$0.073m	Status	On Track
A Central Ward Supplementary election was called in April 2025. The Voter's Roll was certified by the CEO and provided to ECSA in June 2025. Voting closes on 25 August 2025.			

# Our Programs and Projects

## 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.

### City Community

- Director City Community
- City Culture
- Customer and Marketing
- Regulatory Services

### City Infrastructure

- Director City Infrastructure
- Infrastructure
- Strategic Property and Commercial

### City Shaping

- Director City Shaping
- City Operations
- Park Lands, Policy and Sustainability
- Kadaltilla / Adelaide Park Lands Authority (Kadaltilla)

### Corporate Services

- Chief Operating Officer
- Finance and Procurement
- Governance & Strategy
- Information Management
- People

### Subsidiaries

- Adelaide Central Market Authority (ACMA)
- Adelaide Economic Development Agency (AEDA)

### Offices

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



# Operational Summary

	Actual		Budget	
\$'000	Income	Expenditure	Income	Expenditure
City Community				
Director City Community	-	(328)	-	(334)
City Culture	5,920	(19,445)	6,199	(20,493)
Customer and Marketing	3	(6,718)	2	(6,812)
Regulatory Services	16,977	(9,804)	16,862	(10,367)
Strategic Projects	112	(829)	112	(762)
City Infrastructure				
Director City Infrastructure	-	(679)	-	(699)
Infrastructure	940	(49,792)	684	(48,850)
Strategic Property and Commercial	59,691	(32,725)	58,381	(32,478)
Strategic Projects	980	(3,172)	966	(3,132)
City Shaping				
Director City Shaping	-	(709)	-	(697)
City Operations	4,583	(45,620)	3,720	(45,325)
Park Lands, Policy and Sustainability	131	(7,023)	95	(7,346)
Kadaltilla / Adelaide Park Lands Authority	291	(291)	328	(328)
Strategic Projects	532	(1,858)	784	(2,359)
Corporate Services				
Chief Operating Officer	-	(992)	-	(1,014)
Finance and Procurement	120	(4,612)	138	(4,821)
Governance and Strategy	30	(5,728)	-	(6,065)
Information Management	18	(14,275)	31	(14,181)
People	102	(4,733)	88	(4,748)
Corporate Activities*	142,338	496	141,559	3,265
Adelaide Central Market Authority	5,597	(5,698)	5,430	(5,879)
Adelaide Economic Development Agency	4,720	(12,039)	4,637	(12,670)
Strategic Projects	83	(1,581)	83	(1,651)
Offices				
Office of the CEO	-	(1,471)	-	(1,507)
Office of the Lord Mayor	-	(1,407)	-	(1,479)
Total	243,168	(231,033)	240,099	(230,732)
Operating Surplus/(Deficit)		12,135	9,367	

\* Includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead.

# City Community Portfolio

The City Community Portfolio strives to deliver exceptional experiences for our community and customers, providing opportunities for creativity, recreation and wellbeing in a city that is safe, accessible and supportive of all our communities.

Programs:

- City Culture
- Customer and Marketing
- Regulatory Services

Key Focus areas:

- Strategic communication that keeps our community informed
- Support safer public spaces and keep the city moving
- Community led services that increase wellbeing, social connection and active lifestyles
- City activation, events, initiatives, grants and sponsorship
- Provide brilliant customer service to all city users
- Facilitation of high-quality built form outcomes through the assessment phase.

## Portfolio Quarterly Highlights

### City Culture

Council adopted its inaugural Cultural Policy in June 2025 following extensive public and sector consultation.

The Community Building Detailed Design and associated Park Lands Community Lease Agreement for Park 21 West, was also endorsed, enabling this project to proceed to tender.

At the end of this quarter, 243 volunteers had contributed over 11,300 hours across 30+ city programs in 2024/25.

Other key highlights for the quarter included Music in the Square and the inaugural Play in May program, which attracted people into the city by showcasing the city's playgrounds.

Make Music Day on 21 June was a new, city-wide, free and inclusive music festival co-designed with our live music community and Alliance Francaise. Part of a global event 'Fete de la Musique', it was a highlight event on Adelaide's 10th anniversary as a UNESCO City of Music with 220 artists supported to perform in 40 city venues on one day.

Three place making initiatives were delivered with support from external stakeholders/city businesses including Meander Market in North Adelaide, Acoustic Beats and Brews in the Southeast, and Wauwi Park Party in the West End.

Major events facilitated in the city included Gather Round, Tasting Australia, Anzac Day and the Equestrian Festival.

Transition from the Commonwealth Home Support Program (CHSP) occurred following a Council decision in early 2025. All clients have received multiple contacts from CoA to ensure that they were appropriately supported through the transition process.

### Customer and Marketing

The Voice of Customer showed best full-year results since commencement of surveying with all KPIs being met during the year. The new telephony system is performing well, and the pilot customer record management (CRM) project has commenced and is on track to go-live in early 2025/26.

Communications and Media have combined efforts to introduce a new, more strategic approach to communications resulting in higher levels of public engagement in City of Adelaide projects.

### Regulatory Services

Increased building fire safety compliance has been undertaken through the completion of the first end-to-end process for Essential Safety Provision (ESP) maintenance requirements to meet new legislative changes. With the highest risk buildings prioritised, this will now extend to all buildings over time, contributing to the safety of the city's buildings.

## City Community Portfolio Budget

	\$'000	Inc.	Actual		Q3 Budget		
			Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		23,012	-	23,012	23,175	-	23,175
Employee Costs		-	(22,697)	(22,697)	-	(24,636)	(24,636)
Materials		-	(10,214)	(10,214)	-	(9,882)	(9,882)
Sponsorships		-	(955)	(955)	-	(1,004)	(1,004)
Depreciation		-	(2,962)	(2,962)	-	(2,951)	(2,951)
Finance Costs		-	(296)	(296)	-	(295)	(295)
TOTAL		23,012	(37,124)	(14,112)	23,175	(38,768)	(15,593)
Program Budget							
Office of the Director		-	(328)	(328)	-	(334)	(334)
City Culture		5,920	(19,445)	(13,525)	6,199	(20,493)	(14,294)
Customer and Marketing		3	(6,718)	(6,715)	2	(6,812)	(6,810)
Regulatory Services		16,977	(9,804)	7,173	16,862	(10,367)	6,495
Strategic Projects		112	(829)	(717)	112	(762)	(650)
TOTAL		23,012	(37,124)	(14,112)	23,175	(38,768)	(15,593)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		5	(4,275)	5	(4352)
Renewal		274	(714)	274	(728)
TOTAL		279	(4,989)	279	(5080)

## City Culture

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		5,920	-	5,920	6,199	-	6,199
Employee Costs		-	(8,971)	(8,971)	-	(9,655)	(9,655)
Materials		-	(6,611)	(6,611)	-	(7,081)	(7,081)
Sponsorships		-	(606)	(606)	-	(511)	(511)
Depreciation		-	(2,961)	(2,961)	-	(2,951)	(2,951)
Finance Costs		-	(296)	(296)	-	(295)	(295)
<b>TOTAL</b>		<b>5,920</b>	<b>(19,445)</b>	<b>(13,525)</b>	<b>6,199</b>	<b>(20,493)</b>	<b>(14,294)</b>
<b>Activity View</b>							
Associate Director (office)		-	(397)	(397)	-	(397)	(397)
Adelaide Town Hall		2,524	(2,864)	(340)	3,130	(3,265)	(135)
Aquatic Centre		193	(686)	(493)	194	(756)	(562)
City Experience		944	(4,498)	(3,554)	770	(4,440)	(3,670)
City Lifestyle		1,660	(3,470)	(1,810)	1,542	(3,715)	(2,173)
Creative City		61	(2,347)	(2,286)	33	(2,438)	(2,405)
Libraries		538	(5,183)	(4,645)	530	(5,482)	(4,952)
<b>TOTAL</b>		<b>5,920</b>	<b>(19,445)</b>	<b>(13,525)</b>	<b>6,199</b>	<b>(20,493)</b>	<b>(14,294)</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
Aboriginal Protocol Grant		-	(40)	-	(41)
Adelaide's New Years Eve		-	(696)	-	(700)
Annual Delivery of Kaurua Initiatives		13	(27)	13	(81)
ANZAC Day Service - March & Related Activities		-	(49)	-	(55)
Arts and Cultural Grants		-	(265)	-	(262)
Business Activation and Support		29	(29)	20	(20)
Christmas Festival Action Plan		5	(543)	-	(529)
City Activation - West End Precinct		-	(46)	-	(45)
City Activation – East End Unleashed		40	(280)	40	(279)
City Activation - Gouger Street Precinct		-	(52)	-	(50)
City Activation - Hutt Street Precinct		-	(73)	-	(74)
City Activation - North Adelaide Precinct		-	(91)	-	(97)
City Activation - Precinct Support		-	(120)	-	(118)
Community Capacity Development		-	(3)	-	(3)
Community Impact Grants		-	(352)	-	(372)
Homelessness Social and Affordable Housing		3	(147)	-	(301)
International Relations (Sister Cities)		-	(19)	-	(15)
Live Music Industry and Venues Support		37	(82)	35	(93)
UNESCO Adelaide City of Music Ltd Partnership		-	(54)	-	(54)
Winter Weekends		-	(129)	-	(108)
<b>TOTAL</b>		<b>127</b>	<b>(3,097)</b>	<b>108</b>	<b>(3,297)</b>



	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Australia Day Partnership	-		(80)	-	-
City Activation	-		(496)	-	(502)
DHS Community Neighbourhood Development Funding	95		(95)	99	(99)
DHS Grant - Volunteer Connectors Program	5		(5)	-	-
Social Work in Libraries Evaluation Framework	13		(13)	13	(13)
<b>TOTAL</b>		<b>113</b>	<b>(689)</b>	<b>112</b>	<b>(614)</b>

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		5	(4,275)	5	(4,352)
Renewal		274	(670)	274	(711)
<b>TOTAL</b>		<b>279</b>	<b>(4,945)</b>	<b>279</b>	<b>(5,063)</b>

## Customer and Marketing

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		3	-	3	2	-	2
Employee Costs		-	(4,681)	(4,681)	-	(4,832)	(4,832)
Materials		-	(2,037)	(2,037)	-	(1,980)	(1,980)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>3</b>	<b>(6,718)</b>	<b>(6,715)</b>	<b>2</b>	<b>(6,812)</b>	<b>(6,810)</b>
<b>Activity View</b>							
Associate Director (office)		-	(217)	(217)	-	(215)	(215)
Customer Experience		3	(4,288)	(4,285)	2	(4,398)	(4,396)
Marketing & Communications		-	(2,213)	(2,213)	-	(2,199)	(2,199)
<b>TOTAL</b>		<b>3</b>	<b>(6,718)</b>	<b>(6,715)</b>	<b>2</b>	<b>(6,812)</b>	<b>(6,810)</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
N/A		-	-	-	-
		-	-	-	-
<b>TOTAL</b>		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	(17)	-	(17)
<b>TOTAL</b>		-	(17)	-	(17)

## Regulatory Services

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		16,977	-	16,977	16,862	-	16,862
Employee Costs		-	(8,469)	(8,469)	-	(9,560)	(9,560)
Materials		-	(1,320)	(1,320)	-	(807)	(807)
Sponsorships		-	(14)	(14)	-	-	-
Depreciation		-	(1)	(1)	-	-	-
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>16,977</b>	<b>(9,804)</b>	<b>7,173</b>	<b>16,862</b>	<b>(10,367)</b>	<b>6,495</b>
<b>Activity View</b>							
Associate Director (office)		-	(866)	(866)	-	(476)	(476)
City Development		3,773	(2,572)	1,201	3,631	(2,993)	638
City Safety		478	(1,755)	(1,277)	521	(1,884)	(1,363)
On-Street Parking Compliance		12,726	(4,611)	8,115	12,710	(5,014)	7,696
<b>TOTAL</b>		<b>16,977</b>	<b>(9,804)</b>	<b>7,173</b>	<b>16,862</b>	<b>(10,367)</b>	<b>6,495</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
On-Street Parking Compliance Technology and Customer Analytics Reform		-	(141)	-	(148)
<b>TOTAL</b>		-	<b>(141)</b>	-	<b>(148)</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	(27)	-	-
<b>TOTAL</b>		-	<b>(27)</b>	-	-

# City Infrastructure Portfolio

The City Infrastructure Portfolio is responsible for Council's infrastructure assets, strives to make it easier to conduct business in our City and leads the Council's property portfolio and commercial businesses to generate income.

## Programs:

- Infrastructure
- Strategic Property and Commercial

## Key Focus areas:

- Capital Works Program, including New and Upgrade and Renewals
- Main street revitalisation and improvements
- Delivery of initiatives as defined in the City of Adelaide Property Strategy
- Progress approved property development projects including Market Square, 88 O'Connell, and the Former Bus Station site.

## Portfolio Quarterly Highlights

### Infrastructure

The Infrastructure Program has continued to deliver through to the end of the financial year, with significant progress across both New & Upgrade and Renewals works to June 2025.

Key projects completed in Q4 include the Hutt Street & South Terrace Stormwater Improvements project which contributed to improved flood resilience in a critical area of the city, and the streetscape update of Royal Avenue.

Work is nearing completion on the Adelaide Town Hall Facade Upgrade and has also commenced on air handling unit replacement in the Colonel Light Centre.

The Street Tree Greening Program is progressing well with over 270 trees planted to the end of the financial year. Planting continues at pace with numerous contractors and City Operations crews continuing works at various sites in Adelaide and North Adelaide.

### Strategic Property and Commercial

Market Square has progressed to the two-level basement and structurally built up to the level 4 podium. In addition, the northern residential/hotel tower has reached level 12 while the southern commercial office tower has reached level 8. External Grote Street facade brickwork is being laid with facade works at levels 5 to 6 on the northern hotel/ residential tower.

88 O'Connell construction is nearing completion, anticipated for end July 2025. New residents are forecasted to move in beginning to late August 2025, and commercial fit outs are well advanced.



## City Infrastructure Portfolio Budget

	\$'000	Actual		Q3 Budget			
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		61,611	-	61,611	60,031	-	60,031
Employee Costs		-	(9,714)	(9,714)	-	(12,143)	(12,143)
Materials		-	(23,460)	(23,460)	-	(20,368)	(20,368)
Sponsorships		-	(168)	(168)	-	(162)	(162)
Depreciation		-	(52,200)	(52,200)	-	(50,046)	(50,046)
Finance Costs		-	(826)	(826)	-	(2,440)	(2,440)
TOTAL		61,611	(86,368)	(24,757)	60,031	(85,159)	(25,128)
Program Budget							
Office of the Director		-	(679)	(679)	-	(699)	(699)
Infrastructure		940	(49,792)	(48,852)	684	(48,850)	(48,166)
Strategic Property and Commercial		59,691	(32,725)	26,966	58,381	(32,478)	25,903
Strategic Projects		980	(3,172)	(2,192)	966	(3,132)	(2,166)
TOTAL		61,611	(86,368)	(24,757)	60,031	(85,159)	(25,128)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		4,231	(35,050)	6,245	(41,657)
Renewal		867	(46,418)	684	(43,352)
TOTAL		5,098	(81,468)	6,929	(85,009)

## Infrastructure

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		940	-	940	684	-	684
Employee Costs		-	(1,932)	(1,932)	-	(3,941)	(3,941)
Materials		-	(8,180)	(8,180)	-	(5,563)	(5,563)
Sponsorships		-	(168)	(168)	-	(162)	(162)
Depreciation		-	(39,512)	(39,512)	-	(39,184)	(39,184)
Finance Costs		-	-	-	-	-	-
TOTAL		940	(49,792)	(48,852)	684	(48,850)	(48,166)
Activity View							
Associate Director (office)		57	(688)	(631)	-	(674)	(674)
Infrastructure Planning and Delivery		883	(48,837)	(47,954)	684	(47,512)	(46,828)
Technical Services		-	(267)	(267)	-	(664)	(664)
TOTAL		940	(49,792)	(48,852)	684	(48,850)	(48,166)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Free City Connector		-	(1,319)	-	(1,301)
<b>TOTAL</b>		<b>-</b>	<b>(1,319)</b>	<b>-</b>	<b>(1,301)</b>

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adelaide Park Lands Strategic Water Resources Study		-	(75)	-	(80)
Resilient Flood Mapping		950	(1,725)	966	(1,723)
Bridge Maintenance Program		-	-	-	(200)
CLC & Eagle Chambers - Accommodation Planning		-	-	-	(25)
Conservation Management Plans for Heritage Assets		-	(41)	-	(41)
Asset Condition Audit		-	(447)	-	(539)
SA Power Networks (SAPN) Luminaire Upgrades		-	(14)	-	(14)
Transport Strategy		-	(308)	-	(295)
North Adelaide Golf Course - Water Investigative Study		-	(26)	-	(26)
City Speed Limit Review		-	(27)	-	(27)
School Safety Review		-	(67)	-	(12)
<b>TOTAL</b>		<b>950</b>	<b>(2,730)</b>	<b>966</b>	<b>(2,982)</b>

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		4,231	(13,146)	6,245	(17,690)
Renewal		867	(46,059)	684	(42,927)
<b>TOTAL</b>		<b>5,098</b>	<b>(59,205)</b>	<b>6,929</b>	<b>(60,617)</b>

## Strategic Property and Commercial

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		59,691	-	59,691	58,381	-	58,381
Employee Costs		-	(7,010)	(7,010)	-	(7,380)	(7,380)
Materials		-	(12,201)	(12,201)	-	(11,796)	(11,796)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(12,688)	(12,688)	-	(10,862)	(10,862)
Finance Costs		-	(826)	(826)	-	(2,440)	(2,440)
<b>TOTAL</b>		<b>59,691</b>	<b>(32,725)</b>	<b>26,966</b>	<b>58,381</b>	<b>(32,478)</b>	<b>25,903</b>
<b>Activity View</b>							
Associate Director (office)		-	(382)	(382)	-	(410)	(410)
Commercial		317	(778)	(461)	295	(923)	(628)
Parking		47,132	(14,592)	32,540	46,351	(15,306)	31,045
North Adelaide Golf Course		4,959	(5,150)	(191)	4,977	(5,097)	(120)
Strategic Property Development		-	(1035)	(1035)	-	(771)	(771)
Strategic Property Management		7,283	(10,788)	(3,505)	6,758	(9,971)	(3,213)
<b>TOTAL</b>		<b>59,691</b>	<b>(32,725)</b>	<b>26,966</b>	<b>58,381</b>	<b>(32,478)</b>	<b>25,903</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		-	-	-	-

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
218 - 232 Flinders Street Masterplan Investigations		-	(38)	-	(70)
88 O'Connell Project Delivery		30	(404)	-	(80)
<b>TOTAL</b>		<b>30</b>	<b>(442)</b>	<b>-</b>	<b>(150)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	(21,904)	-	(23,967)
Renewal		-	(359)	-	(425)
<b>TOTAL</b>		<b>-</b>	<b>(22,263)</b>	<b>-</b>	<b>(24,392)</b>

# City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that protect our heritage, Park Lands and urban environment and demonstrate our environmental leadership now and into the future.

## Programs:

- City Operations
- Park Lands, Policy and Sustainability

## Subsidiary

- Kadaltilla/Adelaide Park Lands Authority

## Key Focus areas:

- Adelaide Park Lands greening, management and improvements
- Developing the City Plan
- Kaurua heritage and voice and cultural mapping of the Adelaide Park Lands
- Heritage promotion and protection
- Maintenance of public realm and city presentation

## Portfolio Quarterly Highlights

### City Operations

Events season has now wound down however, the post-event remediation period has been particularly busy. The City Operations teams have been focused on restoring impacted areas across the Park Lands to ensure they are safe, clean, and ready for community use. This work is also critical in preparing the landscape for the upcoming event season, helping to support ongoing park health and usability.

The Waste Services Feasibility Study is now nearing completion and is at the final stages of preparing the study report. The report will outline a range of future service delivery options, drawing on stakeholder engagement and detailed analysis conducted throughout the project. These options will be presented to the Executive team and Council in the coming months to support informed and strategic decision-making. The recommendations will also reflect alignment with the environmental targets outlined in our Strategic Plan and Integrated Climate Strategy, ensuring that future waste services contribute to broader sustainability and climate goals.

The Cleansing Service Standard pilot is now at its midpoint, with a community survey recently conducted to gather feedback on the program's effectiveness to date. In addition to informing service delivery adjustments, the survey also served as a valuable education tool, helping to build community awareness around the cleansing services provided. Feedback from the survey, along with ongoing audit results and input from frontline staff, is being used to refine service levels and inform the next stage of the pilot's evolution. Planning is now underway for the next iteration, with a focus on continuous improvement and alignment with community expectations and operational capacity.

The Maintenance Service Standard development is continuing. Phase One works are now complete for two of the six Asset Management Plans and the review of the maintenance Service Standards for the Buildings Asset Management Plan has commenced.

A proactive inspection and maintenance regime for pre-event bump-in is improving efficiency by reducing time spent providing maintenance activities during event bump-in.

### Park Lands Policy & Sustainability

The Adelaide Park Lands Dry Area Regulation Review was completed and Council approved an application to the State Government to extend the current arrangements for the Adelaide Park Lands Dry Areas 1 (8pm on each day to 11am on the following day) and Area 2 (continuous) for a further three years until 22 June 2028. The City of Adelaide is continuing to work with the State Government to improve data collection and evaluation of the effectiveness of the Regulations.



Council adopted its Community Facilities Policy on 8 April 2025, following public consultation. The Policy guides investment decisions in new, upgraded or consolidated community facilities to meet current and future needs over and above what is currently outlined in Council's Asset Management Plans. The Policy is informed by a social infrastructure assessment, public toilets assessment, the City Plan – Adelaide 2036 and the Strategic Plan 2024-2028.

The City of Adelaide completed an archaeological assessment of the Adelaide Park Lands as part of delivering on the National Heritage Management Plan for the Adelaide Park Lands and City Layout.

South Australia's History Festival (the Festival), led by the History Trust of South Australia, was held from 1 May to 31 May 2025. The City of Adelaide was again the major event partner providing \$31,000 in sponsorship funding. In 2025, the Festival offered 597 events across South Australia presented by approximately 360 event organisers. 23% of all events were held within the City of Adelaide, 64% of which were free of charge (or by donation) to participate and 38% were new offerings to the Festival in 2025. The City of Adelaide registered 32 events providing a broad range of self-guided trails, exhibitions, digital offerings, tours, talks and workshops.

#### Kadaltilla/Adelaide Park Lands Authority

Key highlights for the quarter included Ministerial approval for the Adelaide Park Lands Management Strategy – Towards 2036 in June 2025, finalisation of the the Kadaltilla Business Plan and Budget 2025/2026 and the holding of an Eastern Park Lands Site Tour.

## City Shaping Portfolio Budget

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		5,537	-	5,537	4,927	-	4,927
Employee Costs		-	(27,586)	(27,586)	-	(30,742)	(30,742)
Materials		-	(24,012)	(24,012)	-	(21,368)	(21,368)
Sponsorships		-	(2,198)	(2,198)	-	(2,213)	(2,213)
Depreciation		-	(1,705)	(1,705)	-	(1,732)	(1,732)
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>5,537</b>	<b>(55,501)</b>	<b>(49,964)</b>	<b>4,927</b>	<b>(56,055)</b>	<b>(51,128)</b>
<b>Program Budget</b>							
Office of the Director		-	(709)	(709)	-	(697)	(697)
Park Lands, Policy & Sustainability		131	(7,023)	(6,892)	95	(7,346)	(7,251)
City Operations		4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)
Kadaltilla / Park Lands Authority		291	(291)	-	328	(328)	-
Strategic Projects		532	(1,858)	(1,326)	784	(2,359)	(1,575)
<b>TOTAL</b>		<b>5,537</b>	<b>(55,501)</b>	<b>(49,964)</b>	<b>4,927</b>	<b>(56,055)</b>	<b>(51,128)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		35	(3,529)	10	(4,149)
Renewal		-	(1,248)	-	(1,245)
<b>TOTAL</b>		<b>35</b>	<b>(4,777)</b>	<b>10</b>	<b>(5,394)</b>

## City Operations

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	4,583	-	4,583	3,720	-	3,720	
Employee Costs	-	(22,362)	(22,362)	-	(24,759)	(24,759)	
Materials	-	(21,567)	(21,567)	-	(18,834)	(18,834)	
Sponsorships	-	(5)	(5)	-	-	-	
Depreciation	-	(1,686)	(1,686)	-	(1,732)	(1,732)	
Finance Costs	-	-	-	-	-	-	
TOTAL	4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)	
Activity View							
Associate Director (office)	99	(3,257)	(3,158)	12	(3,037)	(3,025)	
Manager, City Maintenance	-	(196)	(196)	-	(200)	(200)	
Manager, City Presentation	-	(189)	(189)	-	(190)	(190)	
Cleansing	32	(7,707)	(7,675)	7	(7,309)	(7,302)	
Facilities	86	(3,777)	(3,691)	-	(3,204)	(3,204)	
Horticulture	3,787	(16,256)	(12,469)	3,328	(16,022)	(12,694)	
Infrastructure Maintenance	110	(5,575)	(5,465)	-	(5,852)	(5,852)	
Trades	398	(5,410)	(5,012)	353	(5,843)	(5,490)	
Waste	70	(2,705)	(2,635)	20	(3,116)	(3,096)	
Workshops	1	(548)	(547)	-	(552)	(552)	
TOTAL	4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)	

		Actual		Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Safer City Program		2	(112)	-	(95)
TOTAL		2	(112)	-	(95)

		Actual		Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Feasibility Studies - Waste and Recycling Collection		-	(65)	-	(100)
TOTAL		-	(65)	-	(100)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	(1,245)	-	(1,245)
TOTAL		-	(1245)	-	(1245)

## Park Lands, Policy & Sustainability

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		131	-	131	95	-	95
Employee Costs		-	(4,236)	(4,236)	-	(4,879)	(4,879)
Materials		-	(1,201)	(1,201)	-	(1,007)	(1,007)
Sponsorships		-	(1,567)	(1,567)	-	(1,460)	(1,460)
Depreciation		-	(19)	(19)	-	-	-
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>131</b>	<b>(7,023)</b>	<b>(6,892)</b>	<b>95</b>	<b>(7,346)</b>	<b>(7,251)</b>
<b>Activity View</b>							
Associate Director (office)		-	(434)	(434)	-	(434)	(434)
City Planning and Heritage		45	(3,743)	(3,698)	45	(4,004)	(3,959)
Low Carbon & Circular Economy		71	(1,655)	(1,584)	35	(1,757)	(1,722)
Park Lands & Sustainability		15	(1,191)	(1,176)	15	(1,151)	(1,136)
<b>TOTAL</b>		<b>131</b>	<b>(7,023)</b>	<b>(6,892)</b>	<b>95</b>	<b>(7,346)</b>	<b>(7,251)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
Integrated Climate Strategy - SIS		-	(241)	-	(226)
City of Adelaide Prize		-	(56)	-	(30)
Integrated Climate Strategy - Carbon Neutral		-	(425)	-	(436)
Integrated Climate Strategy - Sustainability		15	(135)	15	(106)
Economic Policy		-	(46)	-	(42)
Heritage Incentive Scheme		-	(1,262)	-	(1,163)
Heritage Promotion Program		-	(185)	-	(181)
History Festival		-	(31)	-	(32)
Homelessness - Social and Affordable Housing		-	(91)	-	(160)
Homeless and Vulnerable People Project		45	(48)	44	(44)
NAIDOC Week Celebrations		-	(46)	-	(54)
Noise Management Program Incentive Scheme		-	(32)	-	(46)
Safer City Program		-	(186)	-	(197)
<b>TOTAL</b>		<b>60</b>	<b>(2,784)</b>	<b>59</b>	<b>(2,717)</b>

	Actual		Q3 Budget	
\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects				
Social Planning Homelessness and Adelaide Zero Project Resourcing	-	(208)	-	(208)
Reconciliation Action Plan 2024-2027 Implementation	-	(85)	-	(100)
National Heritage Management Plan Implementation	-	(106)	-	(100)
Local Heritage Assessments - 20th Century Buildings	-	(49)	-	(50)
Homelessness Strategy Implementation	-	(21)	-	(40)
Historic Area Statement - Code Amendment	-	(77)	-	(112)
Economic Development Strategy Implementation	-	(77)	-	(106)
Disability Access and Inclusion Plan 2024-2028 Implementation	-	(216)	-	(235)
Delivering the Planning and Design Code Amendment Program 23-26 (Yr 2)	-	(176)	-	(165)
Dry Areas Evaluation	-	(115)	-	(115)
Botanic Creek Rehabilitation (Community Planting)	-	(4)	34	(72)
Adaptive Reuse City Housing Initiative	250	(251)	250	(250)
Adaptive Reuse Housing Initiative Program (ARCHI)	32	(32)	250	(250)
Heritage Incentive Scheme - State Heritage Buildings	250	(250)	250	(250)
World Heritage Bid for the Park Lands - FPIC	-	(100)	-	(130)
Key Biodiversity Area Management Plans	-	(15)	-	(75)
O’Connell – Road Safety Investigation & Community Consultation	-	(11)	-	-
TOTAL	532	(1,793)	784	(2,258)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		35	(3,529)	10	(4,149)
Renewal		-	(3)	-	-
TOTAL		35	(3529)	10	(4149)

## Kadaltilla / Adelaide Park Lands Authority

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		291	-	291	328	-	328
Employee Costs		-	(155)	(155)	-	(175)	(175)
Materials		-	(121)	(121)	-	(138)	(138)
Sponsorships		-	(15)	(15)	-	(15)	(15)
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>291</b>	<b>(291)</b>	<b>-</b>	<b>328</b>	<b>(328)</b>	<b>-</b>
<b>Activity View</b>							
Kadaltilla		291	(291)	-	328	(328)	-
<b>TOTAL</b>		<b>291</b>	<b>(291)</b>	<b>-</b>	<b>328</b>	<b>(328)</b>	<b>-</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
N/A		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 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.

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

Programs:

- Finance and Procurement
- Governance & Strategy
- Information Management
- People

Subsidiaries:

- Adelaide Central Market Authority
- Adelaide Economic Development Agency

## Portfolio Quarterly Highlights

### Finance & Procurement

Key highlights for the quarter included Council adoption of the 2025/26 Business Plan and Budget at its meeting on 24 June 2025, the management of 34 procurements with a value of \$55.3m, and finalisation of the Central Ward Voter's Roll, which was provided to the Electoral Commission of South Australia (ECSA).

Council also adopted the updated Rating Policy and Rate Rebate Policy and a review of the rating system was completed in line with the Strategic Plan. Key outcomes for the 2025-26 financial year include:

- the introduction of a minimum rate of \$400
- removal of the discretionary rate rebate for vacant land
- 25% discretionary rate rebate.

### Governance & Strategy

BDO was appointed as the Council's Internal Auditor and is due to commence in October 2026 and a Legal Services Panel was appointed with six legal firms forming Council's panel.

CoA continued to provide regular performance updates to the community through the development of the 2024/2025 Quarter 4 Report as well as other internal quarterly reports to track progress against key objectives. Work has commenced on reporting on the achievements and progress on the City of Adelaide Strategic Plan 2024-2028.

Four community engagement activities that opened in Q3 continued into Q4 2024/25. The highest levels of participation were observed in the O'Connell Street - Revitalisation (Paver Trail), Integrated Transport Strategy, and Business Plan & Budget 2025/26 engagements.

### Information Management

A Data Analytics Roadmap has been developed and communicated with the Senior Leadership Team and Phase 1 of Service Desk process improvements have been completed.



### People

The new workforce management system went 'live' during the quarter, providing a new platform for recruitment, onboarding/offboarding, and employee management. Workforce planning activities were undertaken for five additional programs.

### Adelaide Central Market Authority

Several highlights for customers included Easter trading (with an increase in visitation from the previous year), sold out school holiday program, and free Tasting Australia cooking demonstration program.

Over 2,000 responses from a community consultation provided valuable feedback on community expectations about the Market Expansion and the retail offering.

Stage One of the Green Industries SA LEAP Grant to deliver the Trader Sustainability Program was completed, with positive feedback from traders.

### Adelaide Economic Development Agency

Engaged with 86 businesses in 2024/25 on relocation and investment opportunities that have the potential of an additional 3,850+ jobs. The AEDA Summit was also successfully delivered in May 2025 and attended by approximately 450 attendees.

Seven events/festivals were supported through the Events and Festivals Sponsorship program and four events/festivals were supported through the Commercial Events Sponsorship Program.

To attract more visitors, several Rundle Mall activations were delivered including Urban Kitchen (1,034 tickets sold across the program) and Gather Round (with extended trading, football themed attractions and pop-ups). Over 744,000 visitors came into Rundle Mall over Gather Round, with visitation up 9% compared to 2024.

## Corporate Services Portfolio Budget

	Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.	Total(N)
<b>Operating Budget</b>						
Revenue	153,008	-	153,008	151,966	-	151,966
Employee Costs	-	(17,858)	(17,858)	-	(9,550)	(9,550)
Materials	-	(26,296)	(26,296)	-	(33,199)	(33,199)
Sponsorships	-	(3,611)	(3,611)	-	(3,764)	(3,764)
Depreciation	-	(1,389)	(1,389)	-	(1,244)	(1,244)
Finance Costs	-	(8)	(8)	-	(7)	(7)
<b>TOTAL</b>	<b>153,008</b>	<b>(49,162)</b>	<b>103,846</b>	<b>151,966</b>	<b>(47,764)</b>	<b>104,202</b>
<b>Program Budget</b>						
Office of the COO	-	(992)	(992)	-	(1,014)	(1,014)
Finance and Procurement	120	(4,612)	(4,492)	138	(4,821)	(4,683)
Governance and Strategy	30	(5,728)	(5,698)	-	(6,065)	(6,065)
Information Management	18	(14,275)	(14,257)	31	(14,181)	(14,150)
People^	102	(4,733)	(4,631)	88	(4,748)	(4,660)
Corporate Activities	142,338	496	142,834	141,559	3,265	144,824
ACMA	5,597	(5,698)	(101)	5,430	(5,879)	(449)
AEDA	4,720	(12,039)	(7,319)	4,637	(12,670)	(8,033)
Strategic Projects	83	(1,581)	(1,498)	83	(1,651)	(1,568)
<b>TOTAL</b>	<b>153,008</b>	<b>(49,162)</b>	<b>103,846</b>	<b>151,966</b>	<b>(47,764)</b>	<b>104,202</b>

^ Includes 10.0 FTE Graduates allocated in business units across the Administration.

	Actual		Q3 Budget	
	\$'000	Inc.	Exp.	Inc.
<b>Capital Projects</b>				
New and Upgrade	115	(382)	3,954	(1,591)
Renewal	-	(3,615)	-	(5,058)
<b>TOTAL</b>	<b>115</b>	<b>(3,997)</b>	<b>3,954</b>	<b>(6,649)</b>

## Finance and Procurement

	\$'000	Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		120	-	120	138	-	138
Employee Costs		-	(3,763)	(3,763)	-	(4,087)	(4,087)
Materials		-	(849)	(849)	-	(734)	(734)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		120	(4,612)	(4,492)	138	(4,821)	(4,683)
Activity View							
Associate Director (office)		-	(251)	(251)	-	(288)	(288)
Financial Planning & Reporting		-	(1,829)	(1,829)	-	(1,984)	(1,984)
Procurement & Contract Management		-	(1,099)	(1,099)	-	(1,063)	(1,063)
Rates & Receivables		120	(1,433)	(1,313)	138	(1,486)	(1,348)
TOTAL		120	(4,612)	(4,492)	138	(4,821)	(4,683)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Banking Transition		33	-	33	-
TOTAL		33	-	33	-

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

## Governance & Strategy

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		30	-	30	-	-	-
Employee Costs		-	(2,729)	(2,729)	-	(3,031)	(3,031)
Materials		-	(2,997)	(2,997)	-	(3,034)	(3,034)
Sponsorships		-	(2)	(2)	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>30</b>	<b>(5,728)</b>	<b>(5,698)</b>	<b>-</b>	<b>(6,065)</b>	<b>(6,065)</b>
<b>Activity View</b>							
Associate Director (office)		-	(375)	(375)	-	(343)	(343)
Corporate Governance		30	(3,000)	(2,970)	-	(3,183)	(3,183)
Council Governance		-	(1,109)	(1,109)	-	(1,110)	(1,110)
Legal Governance		-	-	-	-	-	-
Project Management Office		-	(113)	(113)	-	(258)	(258)
Strategy & Insights		-	(1,131)	(1,131)	-	(1,171)	(1,171)
<b>TOTAL</b>		<b>30</b>	<b>(5,728)</b>	<b>(5,698)</b>	<b>-</b>	<b>(6,065)</b>	<b>(6,065)</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
ESCOSA Review		-	(40)	-	(40)
Supplementary Election 2025		-	(53)	-	(73)
<b>TOTAL</b>		<b>-</b>	<b>(93)</b>	<b>-</b>	<b>(113)</b>

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Information Management

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
<b>Operating Budget</b>							
Revenue		18	-	18	31	-	31
Employee Costs		-	(3,818)	(3,818)	-	(4,116)	(4,116)
Materials		-	(9,202)	(9,202)	-	(8,946)	(8,946)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(1255)	(1255)	-	(1,119)	(1,119)
Finance Costs		-	-	-	-	-	-
<b>TOTAL</b>		<b>18</b>	<b>(14,275)</b>	<b>(14,257)</b>	<b>31</b>	<b>(14,181)</b>	<b>(14,150)</b>
<b>Activity View</b>							
Associate Director (office)		2	(2,001)	(1999)	8	(1,419)	(1,411)
Project Delivery		-	(3,375)	(3375)	-	(2,603)	(2,603)
Service Desk		16	(8,549)	(8,533)	23	(8,991)	(8,968)
Technology, Infrastructure and Platforms		-	(350)	(350)	-	(1,168)	(1,168)
<b>TOTAL</b>		<b>18</b>	<b>(14,275)</b>	<b>(14,257)</b>	<b>31</b>	<b>(14,181)</b>	<b>(14,150)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Operating Activities</b>					
Business Systems Roadmap		-	(1,744)	-	(1,600)
<b>TOTAL</b>		<b>-</b>	<b>(1,744)</b>	<b>-</b>	<b>(1,600)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Strategic Projects</b>					
Contact Centre Software Replacement		-	(434)	-	(450)
Cyber Security Enhancement		-	(81)	-	(85)
<b>TOTAL</b>		<b>-</b>	<b>(515)</b>	<b>-</b>	<b>(535)</b>

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
<b>Capital Projects</b>					
New and Upgrade		-	(237)	-	(330)
Renewal		-	(3,615)	-	(4,978)
<b>TOTAL</b>		<b>-</b>	<b>(3,852)</b>	<b>-</b>	<b>(5,308)</b>

## People

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		102	-	102	88	-	88
Employee Costs		-	(3,337)	(3,337)	-	(3,491)	(3,491)
Materials		-	(1,396)	(1,396)	-	(1,257)	(1,257)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		102	(4,733)	(4,631)	88	(4,748)	(4,660)
Activity View							
Associate Director (office)		-	(716)	(716)	-	(576)	(576)
People Experience		78	(1,932)	(1,854)	60	(2,309)	(2,249)
People Safety and Wellbeing		24	(782)	(758)	28	(796)	(768)
People Services		-	(1,303)	(1,303)	-	(1,067)	(1,067)
TOTAL		102	(4,733)	(4,631)	88	(4,748)	(4,660)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
Graduate Employment Program		-	(618)	-	(841)
<b>TOTAL</b>		<b>-</b>	<b>(618)</b>	<b>-</b>	<b>(841)</b>

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
N/A		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Adelaide Central Market Authority (ACMA)

	Actual			Q3 Budget			
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		5,597	-	5,597	5,430	-	5,430
Employee Costs		-	(1,445)	(1,445)	-	(1,580)	(1,580)
Materials		-	(4,208)	(4,208)	-	(4,262)	(4,262)
Sponsorships		-	(5)	(5)	-	-	-
Depreciation		-	(39)	(39)	-	(36)	(36)
Finance Costs		-	(1)	(1)	-	(1)	(1)
TOTAL		5,597	(5,698)	(101)	5,430	(5,879)	(449)
Activity View							
ACMA Operations		5,525	(5,092)	433	5,344	(5,245)	99
Market Expansion		-	(406)	(406)	-	(399)	(399)
Online Market Platform		72	(200)	(128)	86	(235)	(149)
TOTAL		5,597	(5,698)	(101)	5,430	(5,879)	(449)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Operating Activities</b>					
N/A		-	-	-	-
<b>TOTAL</b>		-	-	-	-

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
ACMA Traders Sustainability Program Stage 1		50	(50)	50	(50)
Adelaide Central Market Expansion Operational Preparedness		-	(221)	-	(220)
<b>TOTAL</b>		<b>50</b>	<b>(271)</b>	<b>50</b>	<b>(270)</b>

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		-	-	-	-

## Adelaide Economic Development Agency (AEDA)

	\$'000	Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4,720	-	4,720	4,637	-	4,637
Employee Costs		-	(4,183)	(4,183)	-	(4,656)	(4,656)
Materials		-	(4,620)	(4,620)	-	(4,656)	(4,656)
Sponsorships		-	(3,134)	(3,134)	-	(3,264)	(3,264)
Depreciation		-	(95)	(95)	-	(88)	(88)
Finance Costs		-	(7)	(7)	-	(6)	(6)
TOTAL		4,720	(12,039)	(7,319)	4,637	(12,670)	(8,033)
Activity View							
General Manager AEDA		-	(631)	(631)	-	(587)	(587)
Business and Investment		86	(2,447)	(2,361)	100	(2,718)	(2,618)
Marketing		-	(1,831)	(1,831)	-	(1,918)	(1,918)
Rundle Mall Management		4,627	(4,226)	401	4,518	(4,490)	28
Visitor Economy		7	(2,904)	(2,897)	19	(2,957)	(2,938)
TOTAL		4,720	(12,039)	(7,319)	4,637	(12,670)	(8,033)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Adelaide Fashion Week		-	(382)	-	(310)
Business Growth - Business Support		-	(177)	-	(172)
Data and Insights		-	(351)	-	(359)
AEDA Summit		86	(73)	100	(100)
Event and Festival Sponsorship		-	(1,921)	-	(1,932)
General Marketing		-	(375)	-	(408)
Growth Precinct Support		-	(166)	-	(184)
Strategic Partnerships		-	(1,108)	-	(1,109)
Visitor Growth - Tourism Projects		-	(176)	-	(180)
TOTAL		86	(4,729)	100	(4,754)

	Actual		Q3 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Rundle Mall Live Music Program		-	(100)	-	(100)
Tourism and Business Attraction		-	(131)	-	(133)
Commercial Events and Festivals Sponsorship Program		-	(471)	-	(500)
TOTAL		-	(702)	-	(733)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		115	(145)	3,954	(1,261)
Renewal		-	-	-	(80)
TOTAL		115	(145)	3,954	(1,341)

# Offices and Regional Subsidiary

## Office of the Chief Executive Officer (OCEO) / Office of the Lord Mayor (OLM)

OCEO 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.

OLM 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 fulfil our Capital City leadership responsibilities.

Key Focus Areas:

- Capital City oversight
- Communication and public relations
- Executive support and administration
- Grants and advocacy
- Partnerships and intergovernmental relations
- Civic protocols and events
- Communication and public relations
- Lord Mayor and Council administration
- Partnerships and intergovernmental relations

## Quarterly Highlights

The Lord Mayor and CEO attended the Council of Capital City Lord Mayors Meeting on 3 April 2025.

On 4 April 2025, the Lord Mayor hosted the quarterly Citizenship Ceremony.

Dr Ooi Kee Beng, Executive Director of the Penang Institute, was our key speaker at the Colonel Light Ceremony held on 9 May 2025.

The Lord Mayor and CEO attend the Capital City Committee meeting on 28 May 2025.

The Key to the City was awarded to Keith Conlon OAM, the man affectionately known as "Mr South Australia". The South Australian broadcaster and heritage advocate has been the voice of our state for over 50 year and received the award on 5 June 2025 at a Civic Event hosted by the Lord Mayor.

A total of 9 civic events were delivered during the fourth quarter.

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		-	-	-	-	-	-
Employee Costs		-	(1,736)	(1,736)	-	(1,808)	(1,808)
Materials		-	(1,080)	(1,080)	-	(1,128)	(1,128)
Sponsorships		-	(62)	(62)	-	(50)	(50)
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		-	(2,878)	(2,878)	-	(2,986)	(2,986)
Program Budget							
Office of the Chief Executive		-	(1,471)	(1,471)	-	(1,507)	(1,507)
Civic Event, Partnerships, and Other Events		-	(247)	(247)	-	(321)	(321)
Lord Mayor's Office Administration		-	(1,160)	(1,160)	-	(1,158)	(1,158)
TOTAL		-	(2,878)	(2,878)	-	(2,986)	(2,986)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
International Relations (Sister Cities)		-	-	-	-
Supplementary Funding To Renew Adelaide		-	(50)	-	(50)
TOTAL		-	(50)	-	(50)

*There are no Strategic or Capital Projects for OCEO and OLM.*

## Brown Hill and Keswick Creek Stormwater Board

The Regional Subsidiary, known as the Brown Hill and Keswick Creek 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.

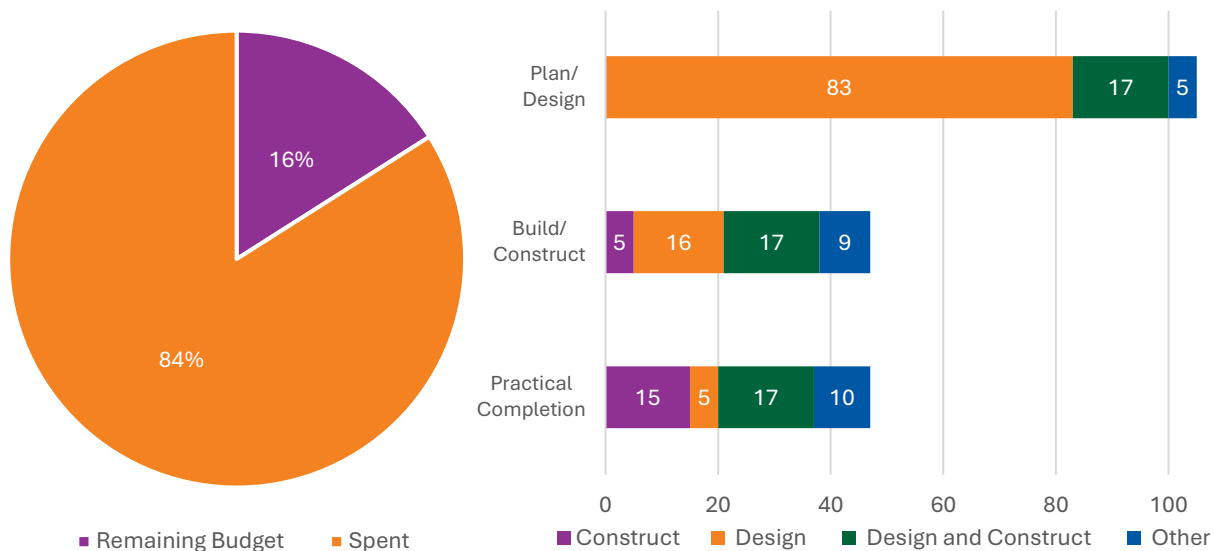
Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

# Projects

## Capital New and Upgrade

New and 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 an asset provides.

### Approved Budget



### Key Achievements

During the quarter, 32 New and Upgrade projects achieved practical completion, including Charles Street – Streetscape Upgrade project, sections of the North-South Bikeway project, several greening projects under the Integrated Climate Strategy – City Public Realm Greening project, Adelaide Central Market Federal Hall Trade Waste and Water Connections project, Hutt Road and South Terrace Intersection Traffic Signal Upgrade Black Spot project, Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade, Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade and the first of the School Safety improvement projects at St Aloysius.

## 2024/25 New and Upgrade Projects

Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual		Q3 Budget	Variance	Stage
City Community Portfolio							
City Culture							
Aquatic Centre Community Playing Field - Park 2 (R)	●	Jun 26	●	3,543	3,589	46	Build/ Construct
Christmas 2024	●	Complete	●	177	177	-	Practical Completion
City Activation (Festoon Lighting)	▲	Complete	▲	91	90	(1)	Practical Completion
City of Music Laneways - The Angels Artwork (R)	●	Jun 25	●	46	61	15	Plan/ Design
Golden Wattle Park / Mirnu Wirra (Park 21 West) - Community Sports Building (detailed design) (R)	●	Mar 27	●	189	235	46	Design Only
Honouring Women in the Chamber - Portrait Commissions (R)	●	Sep 25	●	6	15	9	Build/ Construct
Iparrityi Commission for Whitmore Square	▲		●	-	-	-	Plan/ Design
Market to Riverbank Link Project^	●	Jul 25	●	-	43	43	Build/ Construct
Market to Riverbank Link Project^ (R)	●	Sep 25	●	162	510	348	Build/ Construct
Place of Courage^	◆		●	-	-	-	Plan/ Design
Public Art (R)	●		●	26	32	6	Plan/ Design
Public Art Action Plan Deliverables (R)	●		●	35	110	75	Plan/ Design
Ruby Hunter & Archie Roach Laneway Artwork	▲	Jun 26	●	-	-	-	Plan/ Design
City Infrastructure Portfolio							
Infrastructure							
Adelaide Central Market - Federal Hall Trade Waste & Water Connections - Z7015	●	Complete	●	32	-	(32)	Practical Completion
Adelaide Park Lands Trail – Sir Donald Bradman Drive - New Bike and Pedestrian Actuated Crossing (R)	●		●	-	50	50	Design Only
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall	●	Sep 24	●	82	82	-	Practical Completion
Automated External Defibrillators Installation on Designated Council Buildings	●	Complete	●	103	101	(2)	Practical Completion
Belair-City Bikeway / Adelaide Park Lands Trail – Glen Osmond Road - New Bike and Pedestrian Actuated Crossing (R)	●		●	-	50	50	Design Only
Bikeways (North-South)^	◆	Complete	●	1,898	1,648	(250)	Practical Completion
Black Spot Funding 23/24 Signage	●	Complete	●	3	3	-	Practical Completion
Black Spot program - O'Connell Street and Archer Street Intersection Traffic Signal Safety Upgrade (Construction)^	▲		●	-	-	-	Plan/ Design
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining Wall and Footpath Upgrade (Construction)** (R)	●	Feb 26	●	-	100	100	Plan/ Design
Botanic Catchment Water Course Rehabilitation** (R)	▲	Jun 26	●	29	353	324	Plan/ Design
Brown Hill Keswick Creek - Stormwater Project	●	Complete	●	320	320	-	Practical Completion
Charles Street – Streetscape Upgrade Major Project^	●	Complete	●	4,736	5,188	452	Practical Completion
Communication Server Relocation and Associated Services (Central Market)	●	Complete	●	140	140	-	Practical Completion
Field Street Improvements (Construction)*	●	Complete	●	547	538	(9)	Practical Completion
Field Street Planters	●	Complete	●	20	30	10	Practical Completion
Francis Street Public Art	●	Complete	●	28	28	-	Practical Completion
Frome Street - Footpath Upgrades	●	Complete	●	364	462	98	Practical Completion
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements (detailed design)**	●		●	6	20	14	Design Only



Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual		Q3 Budget	Variance	Stage
Glen Osmond Road / Hutt Road Intersection Upgrade	●		●	-	23	23	Design Only
Greener City Streets Program^	●	Complete	●	75	75	-	Practical Completion
Hutt Road and South Terrace Intersection Traffic Signal Upgrade Black Spot^	●	Complete	●	148	148	-	Practical Completion
Hutt Road / Park Lands Trail Signalised Crossing (Construction)^ (R)	▲	Complete	▲	234	258	24	Practical Completion
Hutt Street and South Terrace – Stormwater Improvements* (R)	▲	Oct 25	●	25	224	199	Build/ Construct
Hutt Street Entry Statement Project^ (R)	▲	Aug 25	●	1,146	1,126	(20)	Build/ Construct
Kingston Terrace Bus Stop Upgrades (Construction) (R)	▲	Sep 25	▲	5	157	152	Plan/ Design
Light Square Electrical Infrastructure Upgrade	●	Complete	●	131	131	-	Practical Completion
Main Street Revitalisation - Gouger Street (detailed design)* (R)	●		●	312	449	137	Plan/ Design
Main Street Revitalisation - Hindley Street** (R)	◆		●	331	640	309	Plan/ Design
Main Street Revitalisation - Hutt Street (detailed design)* (R)	●		▲	316	208	(108)	Design Only
Main Street Revitalisation - Melbourne Street (planning) (R)	●		●	-	100	100	Plan/ Design
Main Street Revitalisation - Melbourne Street Improvements^ (R)	●	Aug 25	●	171	697	526	Build/ Construct
Main Street Revitalisation - O’Connell Street (detailed design) (R)	●		●	613	1,024	411	Design Only
Mary Lee Park (Park 27B) Hellas Sports club building and lighting upgrade (grant)^ (R)	▲		▲	39	196	157	Design Only
Memorial Bench Seat - Alifia Soeryo - Bullrush Park/Warnpangga (Park 10)	●	Complete	●	5	11	6	Practical Completion
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●	Complete	●	-	-	-	Practical Completion
Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade**^	●	Complete	●	188	188	-	Practical Completion
New Access Ramps for Accessible Car Parks (Construction)	▲		●	-	-	-	Cancelled
New Parents Room with store room (Central Market) (R)	●		●	22	55	33	Design Only
North Terrace / Station Road Footpath Improvements	●	Complete	●	4	-	(4)	Practical Completion
Old Police Station Horticulture Shed - New Air Conditioning Install	●	Complete	●	5	6	1	Practical Completion
Peacock Road Cycle Route (R)	●		●	3	50	47	Design Only
Public Lighting Alterations - 176 Mackinnon Parade, North Adelaide	●	Complete	▲	23	23	-	Practical Completion
Rymill Park / Murlawirrapurka (Park 14) – Master Plan Safety and Accessibility Works** (R)	●	Sep 25	●	76	92	16	Build/ Construct
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)^	●	Complete	●	333	357	24	Practical Completion
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)**^	●	Complete	●	307	308	1	Practical Completion
School Safety Implementation Project (R)	●		●	77	100	23	Build/ Construct
Torrens retaining structure (R)	▲	Sep 25	●	233	1,011	778	Build/ Construct
Vincent Street and Vincent Place – Improvements* (R)	▲	Oct 26	●	16	258	242	Build/ Construct
West Pallant Project Steet Lighting Design*	▲	Jun 26	●	-	-	-	Plan/ Design
Strategic Property and Commercial							
218-232 Flinders Street	●	Complete	●	216	216	-	Practical Completion
Central Market Arcade Options (R)	●	Feb 26	●	238	409	171	Build/ Construct
Central Market Arcade Redevelopment (R)	●	Feb 26	●	21,450	21,842	392	Build/ Construct
South West Community Centre (R)	●	Jun 26	●	-	1,500	1,500	Plan/ Design

Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual	Q3 Budget	Variance	Stage	
City Shaping Portfolio							
City Operations							
Plant and Fleet Replacement Program	●		●	-	-	-	Cancelled
Park Lands, Policy & Sustainability							
Additional VivaCity Motion Sensor (V3) - Z0714 (R)	▲	Sep 25	●	4	-	(4)	Build/ Construct
Disability Access and Inclusion Plan 2024-2028 Implementation (R)	●		●	30	100	70	Plan/ Design
Integrated Climate Strategy – City Public Realm Greening Program^ (R)	●	Jun 26	●	3,236	3,612	376	Build/ Construct
Integrated Climate Strategy (ICS)	●	Complete	●	79	79	-	Practical Completion
Laneways Recycling Project**	●	Complete	●	7	10	3	Practical Completion
Light Square / Wauwi – Master Plan (detailed design) (R)	●		●	141	250	109	Design Only
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation (R)	●	Jun 26	●	32	250	218	Plan/ Design
Corporate Services Portfolio							
Corporate Activities							
Project Delivery Management Costs (Overheads)* (R)	●		●	4,227	4,864	637	Build/ Construct
Information Management							
GIS Spatial Laptops*	●	Complete	●	8	8	-	Practical Completion
HR System - Implementation of Integration Suite (R)	●	Jun 26	●	161	200	39	Build/ Construct
ICT Network Connectivity - Gardeners Shed* (R)	▲	Sep 25	●	-	80	80	Plan/ Design
Microsoft Teams Enabled Room - Lord Mayor's Office	●	Complete	●	25	25	-	Practical Completion
New Laptops for Graduate Program - Z0652	●	Complete		26	-	(26)	Practical Completion
Teams Room Equipment - COO Office and CLC3 Pirie	●	Complete	●	17	17	-	Practical Completion
Adelaide Economic Development Agency							
Experience Adelaide Visitor Centre^ (R)	●	Dec 25	●	115	1,170	1,055	Plan/ Design
Rundle Mall Sound System* (R)	●	Nov 25	●	-	50	50	Plan/ Design
Twin Street Lighting - request for new decorative lighting installation	▲		●	30	41	11	Cancelled
Total New and Upgrade Program				47,465	56,613	9,150	

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

\*\* fully grant funded

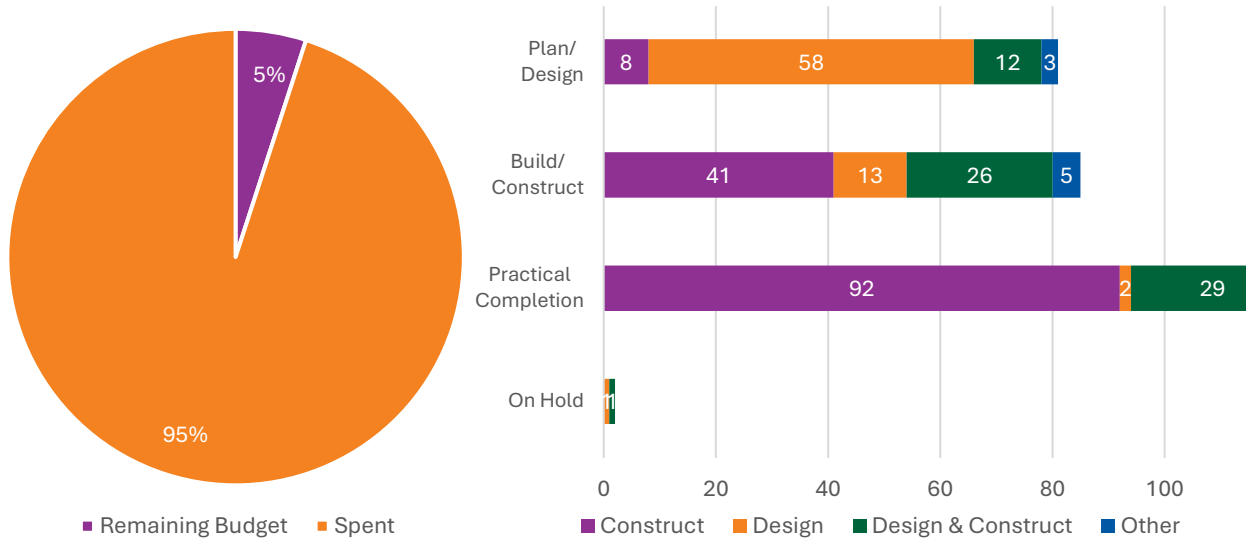
^ partially grant funded

(R) projects retime to be considered in 2025/26 future forecast

## Capital Renewal

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

### Approved Budget



### Key Achievements

During the quarter, 97 renewal projects achieved practical completion, including Unley Road stormwater culvert renewal, Royal Avenue Improvements project, several traffic signal renewals, Public Art renewal projects, various road and footpaths projects, Urban Element Renewal projects, and some ICT renewal projects.

**2024/25 Renewal Budget by Category**

<b>\$'000</b>	<b>Actual</b>	<b>Q3 Budget</b>	<b>Variance</b>
Bridges	250	266	16
Buildings	10,902	11,751	849
ICT Renewals	3,175	3,102	(73)
Lighting and Electrical	2,956	3,462	506
Park Lands Assets	1,658	1,984	326
Plant and Fleet	2,064	2,235	171
Traffic Signal	3,497	3,663	166
Transport	15,668	14,644	(1,024)
Urban Elements	2,081	2,488	407
Water Infrastructure	5,602	7,036	1,434
Project Management Delivery Costs	5,809	5,665	(144)
<b>TOTAL</b>	<b>53,662</b>	<b>56,296</b>	<b>2,634</b>

**2024/25 Renewal Projects by Category and Project Phase**

<b>Category</b>	<b>Total*</b>	<b>Design only</b>	<b>Plan/Design</b>	<b>Build/ Construct</b>	<b>On Hold</b>	<b>Complete</b>
Bridges	3	1	2	-	-	-
Buildings	52	8	1	21	1	21
ICT Renewals	16	-	1	3	-	12
Lighting and Electrical	31	15	1	7	-	8
Park Lands Assets	20	5	3	5	-	7
Plant and Fleet	10	-	2	4	-	4
Traffic Signal	12	-	-	3	-	9
Transport	94	18	9	24	1	42
Urban Elements	53	9	3	13	-	28
Water Infrastructure	10	2	1	5	-	2
<b>TOTAL</b>	<b>301</b>	<b>58</b>	<b>23</b>	<b>85</b>	<b>2</b>	<b>133</b>

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

**Note:**

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

## Strategic

Strategic Projects are generally 'one off' or short-lived 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.

## Key Achievements

Quarter 4 saw a number of projects successfully achieve their intended deliverables for 24/25, with recognised savings redirected to new and emerging projects.

Grant funded projects that commenced in 24/25 have either reached practical completion or are continuing into 25/26 and are on track to achieve grant aligned outcomes as per deeds.

2024/25 Strategic Projects	Plan		Expenditure (\$'000)		
	Delivered by		Actual	Q3 Budget	Variance
<b>City Community</b>					
<b>City Culture</b>					
Social Work in Libraries Evaluation Framework**	●	Nov 2025	13	13	-
DHS Community Neighbourhood Development Funding^	●	Jun 2025	95	99	4
City Activation	●	Jun 2025	496	502	6
Australia Day Partnership	●	Jan 2026	80	-	(80)
DHS Grant for Volunteer Connectors Program	●	Jun 2026	4	-	(4)
<b>Regulatory Services</b>					
On-Street Parking Compliance Technology and Customer Analytics Reform	●	Jun 2025	141	148	7
<b>City Infrastructure</b>					
<b>Infrastructure</b>					
Transport Strategy	●	Jun 2025	308	295	(13)
School Safety Review	●	Jun 2025	67	12	(55)
SA Power Networks (SAPN) Luminaire Upgrades	●	Sep 2024	14	14	-
Resilient Flood Mapping^	▲	Apr 2026	1,725	1,723	(2)
North Adelaide Golf Course - Water Investigative Study	●	Feb 2025	26	26	-
Conservation Management Plans for Heritage Assets	●	Jun 2025	41	41	-
CLC & Eagle Chambers - accommodation planning	●	Jun 2025	-	25	25
City Speed Limit Review	●	Aug 2024	27	27	-
Bridge Maintenance Program	▲	Jun 2025	-	200	200
Asset Condition Audit	●	May 2025	447	539	92
Adelaide Park Lands Strategic Water Resources Study	●	May 2025	75	80	5
<b>Strategic Property &amp; Commercial</b>					
88 O'Connell Project Delivery	●	Jun 2025	404	80	(324)
218 - 232 Flinders Street Master Plan Investigations	●	Jun 2025	38	70	32

2024/25 Strategic Projects	Plan		Expenditure (\$'000)		
	Delivered by		Actual	Q3 Budget	Variance
<b>City Shaping</b>					
<b>City Operations</b>					
Feasibility Studies - Waste and Recycling Collection	●	Jun 2025	65	100	35
<b>Park Lands, Policy &amp; Sustainability</b>					
World Heritage Bid for the Park Lands - FPIC	●	Jun 2026	100	130	30
Key Biodiversity Area Management Plan	●	Jun 2026	15	75	60
Social Planning Homelessness and Adelaide Zero Project Resourcing	●	Nov 2024	208	208	-
Reconciliation Action Plan 2024-2027 Implementation	●	Jun 2025	85	100	15
National Heritage Management Plan Implementation	●	Jun 2025	106	100	(6)
Local Heritage Assessments - 20th Century Buildings	●	Jun 2025	49	50	1
Homelessness Strategy Implementation	●	Jun 2025	21	40	19
Historic Area Statement - Code Amendment	●	Jun 2025	77	112	35
Heritage incentive Scheme - State Heritage Buildings**	●	Dec 2025	250	250	-
Economic Development Strategy Implementation	●	Jun 2025	77	106	29
Dry Areas Evaluation	●	Jun 2025	115	115	-
Disability Access and Inclusion Plan 2024-2028 Implementation	●	Jun 2025	216	235	19
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	●	Jun 2025	176	165	(11)
Botanic Creek Rehabilitation (Community Planting)^	●	Jun 2025	4	72	68
Adaptive Reuse Housing Initiative Program (ARCHI)**	●	Jun 2026	32	250	218
Adaptive Reuse City Housing Initiative^	●	Oct 2025	251	250	(1)
O'Connell - Road Safety Investigation & Community Consultation	●	Jun 2025	11	-	(11)
<b>Corporate Services</b>					
<b>Governance and Strategy</b>					
ESCOSA Review	●	Feb 2025	40	40	-
Supplementary Election 2025	●	Sep 2025	53	73	20
<b>Information Management</b>					
Cyber Security Enhancement	●	Jun 2025	81	85	4
Contact Centre Software Replacement	●	Mar 2025	434	450	16
<b>ACMA</b>					
Adelaide Central Market Expansion Operational Preparedness	●	Jun 2025	221	220	(1)
ACMA Traders Sustainability Program Stage 1**	●	Jun 2026	50	50	-
<b>AEDA</b>					
Tourism and Business Attraction	●	May 2025	131	133	2
Rundle Mall Live Music Program	●	Jun 2025	100	100	-
Commercial Events and Festivals Sponsorship Program	●	Jun 2025	471	500	29
<b>TOTAL</b>			<b>7,440</b>	<b>7,903</b>	<b>463</b>



# Budget

## Summary

### Preliminary End of Year Operating Position

The preliminary end of year operating position for 2024/25 is an operating surplus of \$12.135m, which is \$2.768m favourable to the approved Q3 budget of \$9.367m. The variance is driven by:

- Income \$3.069m favourable to budget and includes the following key movements:
  - Additional rates revenue of \$0.376m from interest and penalties applied to overdue rates balances
  - Additional fees and charges of \$1.896m across parking \$0.778m, property management \$0.622m, expiations \$0.166m and ACMA leasing and property recovery \$0.167m
  - Additional external grant funding of \$0.291m due to early payment of the financial assistance grant \$0.574m of approximately 50% for 2025/26, partially offset by reduced recognition of ARCHI (with corresponding reduction in expenditure) \$0.218m
  - Additional other income of \$0.506m due to reimbursements \$0.575m and insurance claims \$0.178m partially offset by reduced commission received \$0.167m.
- Expenditure \$0.301m unfavourable to budget and includes the following key movements:
  - An increase to the provision for Works-In-Progress (WIP) Write-off provision of \$0.510m. The increase is in line with the overall increase in the WIP balance as at 30 June 2025, which has increased by \$60.132m (from \$76.385m in 2023/24 to \$136.517m in 2024/25) due to the status, timing of the completion and capitalisation of works
  - An increase to depreciation expense of \$1.124m due to the capitalisation of complete projects
  - Unbudgeted land tax \$0.510m
  - Net favourable impact on the revaluation in leases \$0.453m (depreciation expense of \$1.124m offset by finance costs \$1.612m)
  - Delivery of Strategic Projects funding of \$7.440m, \$0.463m favourable to budget and includes the following movements; ARCHI incentive scheme \$0.218m, bridge maintenance \$0.200m, Asset Condition Audit \$0.092m, and Botanic Creek Community Planting \$0.068m, offset by additional expenditure across 88 O'Connell St Development \$0.324m, Australia Day Sponsorship \$0.080m
  - Employee costs for ongoing service delivery is \$0.934m unfavourable, offset by favourable external temporary labour hire of (\$1.530m)

The preliminary year end Capital Expenditure as at 30 June 2025 is \$101.127m, \$11.782m lower to the Q3 budget of \$112.909m. This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as

required. The Renewal spend is \$2.634m lower and will be managed through the Asset Management Plans.

Council had a cash borrowings of \$23.820m as at 30 June 2025, which is \$6.919m favourable to the Q3 budgeted borrowing forecast of \$30.739m. This results from a combination of increased revenue and reduced capital expenditure.

*There are a number of items to be completed which may impact the final numbers presented in the audited financial statements.*

## Operating Position (Financial Performance)

\$000's	Actual	Q3 Budget	Variance
Rates Revenue	144,085	143,709	376
Fees and Charges	88,822	86,926	1,896
Grants, Subsidies and Contributions	6,797	6,506	291
Other Income	3,464	2,958	506
<b>Total Revenue</b>	<b>243,168</b>	<b>240,099</b>	<b>3,069</b>
Employee Costs	79,591	78,879	(712)
Materials, Contracts and Other Expenses	85,062	85,945	883
Sponsorships, Contributions and Donations	6,994	7,193	199
Depreciation, Amortisation and Impairment	58,256	55,973	(2,283)
Finance Costs	1,130	2,742	1,612
<b>Total Expenses</b>	<b>231,033</b>	<b>230,732</b>	<b>(301)</b>
<b>Operating Surplus / Deficit</b>	<b>12,135</b>	<b>9,367</b>	<b>2,768</b>

## Capital Program

	Actual	Q3 Budget	Variance
New and Upgrades Projects	47,465	56,613	(9,148)
Renewal / Replacement of Assets	53,662	56,296	(2,634)
<b>Total Revenue</b>	<b>101,127</b>	<b>112,909</b>	<b>(11,782)</b>

## Financial Indicators

	Target	Adopted	Q1	Q2	Q3	Q4
<b>Operating Surplus Ratio</b>						
The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	4.0%	4.0%	3.9%	3.9%	5.0%
<b>Net Financial Liabilities</b>						
The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	21%	15%	13%	18%	N/A*
<b>Asset Renewal Funding Ratio **</b>						
The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	92.5%	92.5%	93.0%	93.0%	85.3% **
<b>Adjusted Asset Renewal Funding Ratio **</b>						
The ratio expresses the expenditure on Asset Renewals (including accruals) as a percentage of forecast required expenditure according to the Asset Management Plans (excluding contingency).	90%-110%					95.2%**
<b>Asset Test Ratio</b>						
The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	17%	8%	7%	9.7%	7.8%
<b>Interest Expense Ratio</b>						
Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	2.0%	2.0%	2.0%	2.0%	0.1%
<b>Leverage Test Ratio</b>						
The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.4 years	0.2 years	0.14 years	0.22 years	0.17 years
<b>Cash Flow From Operations Ratio</b>						
The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	103%	110%	110%	110%	N/A*
<b>Borrowings</b>						
The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	34%	15%	13%	19%	16%
<b>Borrowings</b>						
The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	56%	40%	35%	29%	25%

\* The Net Financial Liabilities and Cash Flow from Operations Ratio will be updated with the audited Financial Statements.

\*\* The 2024/25 original adopted budget assumed total renewal expenditure of \$56.022m (against the combined AMPs of \$60.654m), effectively 92.5% of the AMPs which set the targeted ARFR.

The ARFR to be reported within the Model Financial Statements is 85.3%. This calculation is based on actual cash expenditure 'out the door' (\$51.655m), divided by the amount required to deliver 100% of the AMPs (\$60.654m).

It should be noted that the AMPs contained a level of contingency (calculated at \$4.644m) and the adopted budget of \$56.022m contained \$4.296m of contingency. As previously reported, management of contingency saw only \$268k of net contingency being required to deliver the 2024/25 renewals program. This is effectively a saving \$4.222m and the non-expenditure of these monies resulted in less cash 'out the door' and therefore a lower ARFR.

Further, on an accrual basis as reported, \$53.662m was expended in delivering the 2024/25 renewal program. This accounts for infrastructure physically in place as at June 30 that is yet to be paid for (eg payment made in July).

Recognising both the contingency savings (including in AMPs) and accrual basis expenditure results in an adjusted ARFR of 95.2%.

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 \$23.820m in borrowings as at 30 June 2025:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report	Maturity Date
LGFA CAD 555	\$70m	Variable	5.10%	\$23.820m	-	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 \$1.777m in cash investments at 30 June 2025:

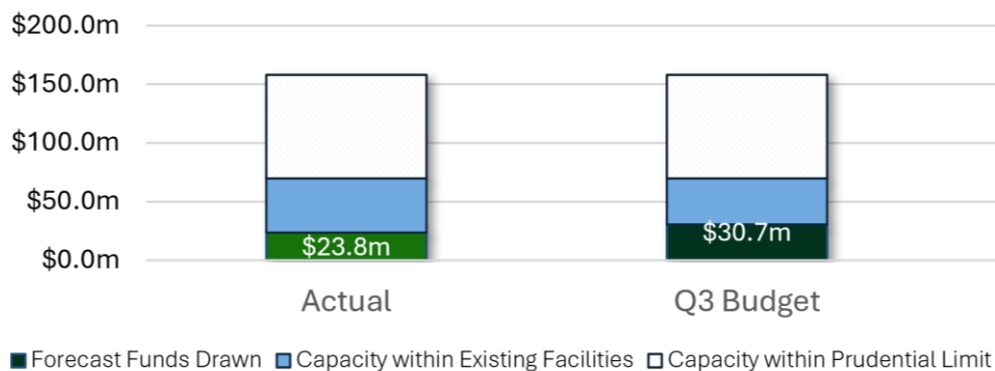
Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report	Maturity Date
LGFA General		Variable	4.15%	\$0.000m	(\$15.587m)	-
NAB		Variable	4.05%	\$0.001m	(0.073m)	-
CBA		Variable	3.85%	\$1.776m	(\$0.982m)	-
LGFA FT 64008		Fixed	4.69%	\$0.000m	(\$2.868m)	16/06/2025

Total cash position without the Future Fund offset (\$14.360m) would otherwise be \$36.403m in borrowings.

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

Prudential Limit Ratio**	Comments	Limits	YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy).	Maximum 10%	0.09%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0.17
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Maximum 50%	7.8%

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



# Glossary

## Budget

**24/25 Budget:** is the adopted budget for the 2024/25 financial year.

**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 project (e.g. Renewal to Upgrade).

**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 the City of Adelaide either operates or supports.

## Capital Works

**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 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 project.

**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

## Risks and Opportunities

There have been several risks identified in Quarter 4 that have impacted on Council operations.

There is currently a high level of interest in external organisations collaborating with the Adelaide Economic Development Agency on various projects and opportunities. The agency does not have the capacity to effectively collaborate on many of these opportunities given the extent of the current work program.

There is no significant change in Australia's domestic economic environment, internationally however, the policy agenda of the Government of the United States of America and its potential impact on foreign trade, investment and consumer confidence is one that will continue to be monitored.

Safety and security are an ongoing risk in Rundle Mall with retail crime emerging as a significant issue. Multiple high-profile incidents have received media coverage with the negative sentiment beginning to emerge in consumer research initiatives. Rundle Mall will also see increased competition from suburban shopping centres such as with the Burnside Village \$350 million investment.

Resourcing, both internal and external, remains a challenge for facilitating major events, and progressing capital projects through design and construction. For project delivery, internal resources continue to be supplemented with short term contract staff and external consultants and contractors have high workloads due to a busy time in the industry, with pricing remaining at post-covid levels.

Delays have continued for the Community Building Project at Mary Lee Park (Park 27B) with Aboriginal Cultural and Archaeological legislative reporting requirements, putting at risk the grant funding from the State Government.

The City of Adelaide's World Heritage Tentative List Submission is working with Traditional Owners seeking consent to submit the bid. This process must adhere to the principles of Free Prior and Informed Consent (FPIC). First Nations groups have indicated the timeframe for submitting the bid may be in early 2027 rather than 2026 as planned.

The State Government passed legislation for the North Adelaide Public Golf Course redevelopment including transfer of the care, control and management of the golf course from the City of Adelaide to the State Government. This announcement has seen impacts relating to budget, memberships, operations and resourcing.

Delays with the Adelaide Town Hall facade restoration project impact bookings and revenue for the Adelaide Town Hall venue.

Due to budgetary reductions during this term of Council, and changes in the funding amounts available for the community grant categories, this risks deteriorating relationships with community groups reliant on this funding for their activities.

An announcement on the location of COP31 is anticipated in November 2025 and if Adelaide is successful as the host, this will likely impact resourcing from multiple areas across council and budget.

BDO will be undertaking a maturity review of the Council's Strategic Risk Register, Internal Audit Plan and the role of SRIA. Outcomes of this review will be presented to ARC in November 2026.

# Appendix: Financial Statements

## Uniform Presentation of Finances

Uniform Presentation of Finances	2024/25				
\$'000s	Adopted Budget	Q1	Q2	Q3	Q4
Income					
Rates Revenue	144,908	144,908	144,359	143,709	144,085
Statutory Charges	16,893	16,893	16,893	16,893	-
User Charges	67,399	67,567	68,271	70,033	88,822
Grants, Subsidies and Contributions	4,842	5,057	6,568	6,506	6,797
Investment Income	166	166	715	715	3,464
Reimbursements	150	150	150	150	-
Other Income	866	967	956	2,093	-
TOTAL INCOME	235,225	235,708	237,913	240,099	243,168
Expenses					
Employee Costs	86,220	86,489	83,584	78,879	79,591
Materials, Contracts and Other Expenses	81,973	82,187	86,952	93,138	92,056
Depreciation, Amortisation and Impairment	56,857	56,857	57,202	55,973	58,256
Finance Costs	808	808	808	2,742	1,130
TOTAL EXPENSES	225,858	226,341	228,546	230,732	231,033
Operating Surplus / (Deficit) before Capital Amounts	9,367	9,367	9,367	9,367	12,135
Net Outlays on Existing Assets					
Capital Expenditure on Renewal and Replacement of Existing	(56,022)	(56,022)	(56,296)	(56,296)	(51,655)
Finance lease payments for right of use assets on existing assets	-	(4,989)	(4,989)	(4,989)	(5,347)
add back Depreciation, Amortisation and Impairment	56,857	56,857	57,202	55,973	58,256
add back Proceeds from Sale of Replaced Assets	500	500	500	500	483
Net Outlays on Existing Assets	1,335	(3,654)	(3,583)	(4,812)	1,737
Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	(56,809)	(66,890)	(64,747)	(56,613)	(46,835)
add back Amounts received specifically for New and Upgraded Assets	6,026	4,556	5,773	5,773	5,617
add back Proceeds from Sale of Surplus Assets	18,500	18,500	18,500	-	-
New Outlays on New and Upgraded Assets	(32,283)	(43,834)	(40,474)	(50,840)	(41,218)
Net Lending / (Borrowing) for Financial Year	(21,581)	(38,121)	(34,690)	(46,285)	(27,346)

**Note:** Complete financial statements will be provided as part of the audited financial statements

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