

2025/26 Business Plan & Budget



July to September 2025
Quarter 1 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 tampinhi.

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:

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 2025/26 Business Plan and Budget



The 2025/26 Business Plan and Budget will continue to support the delivery of the City of Adelaide Strategic Plan 2024-2028. This report highlights our progress for Quarter 1 against the objectives of the Business Plan and Budget and the corresponding aspirations of our Strategic Plan.

At the end of the Quarter 1, all ten Annual Priorities from the 2025/26 Business Plan and Budget were commenced and are on track to be completed by the end of the financial year.

The 2025/26 Capital Program started the year with strong progress being made across both New and Upgrade and Renewals. 19 New and Significant projects reached practical completion, including several street greening projects, Hutt Road/Park Lands trail signalised crossing, Hutt Road and South Terrace Intersection Traffic Signal Upgrade and VivaCity motion sensor installation.

During the quarter, 27 renewal projects achieved practical completion – predominantly 2025/26 road and footpaths renewal projects, as well as several continuing projects from 2024/25.

At the end of Quarter 1 the Strategic Projects program was 26% committed or spent, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. 88 O'Connell Project Delivery achieved practical completion, whilst the strategic project, Annual Cultural Burn in the Park Lands was realigned during the quarter due to internal process changes.

The ongoing financial planning and management over Quarter 1 has seen the delivery of an operating result generally in line with the budget. The forecast operating surplus of \$8.541m, will ensure that we remain in a strong position to support our commitment in delivering on the 2025/26 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 and review this progress report to recognise Quarter 1 achievements towards the delivery of the City of Adelaide's 2025/26 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 2025/26 Business Plan and Budget (BP&B) for the first quarter (July to September 2025). Included within this report is an overview of Portfolio and Project achievements, as well as the performance of Council subsidiaries.

The year-to-date operating position as at 30 September 2025 is an operating surplus of \$9.678m, which is \$4.407m higher than the adopted budget of \$5.271m for the period.

The year end projected operating position is an operating surplus of \$8.541m which remains consistent with the adopted budget. Total estimated operating revenue is forecast to be \$251.571m which is \$2.602m higher than the adopted budget of \$248.969m. This is mainly due to additional commercial parking revenue of \$1.186m; expiations, late payments and recoveries income of \$0.698m, and Adelaide Town Hall of \$0.503m and funding for Strategic Projects of \$0.201m, and other movements of \$0.014m. Total estimated operating expenditure (including depreciation) is forecast to be \$243.030m, which is \$2.602m higher than the adopted budget of \$240.428m. This is due to additional funding for Strategic Projects \$1.050m, and permanent increases to the budget of \$1.552m including search fees, FERU (Fines Enforcement Recovery Unit) lodgements and subscription fees associated with the increase in expiation income of \$0.715m, Adelaide Town Hall \$0.420m associated with an increase in revenue, Adelaide New Years Eve event \$0.115m, increase in insurance premiums \$0.261m, and other movements of \$0.041m.

Operating Position (Financial Performance)

\$000's	YTD Actual	YTD Budget	Variance	2025/26 Adopted	2025/26 Q1	Variance
Total Revenue	64,500	61,946	2,554	248,969	251,571	2,602
Total Expenses	54,822	56,675	1,853	240,428	243,030	(2,602)
Operating Surplus / Deficit	9,678	5,271	4,407	8,541	8,541	-

Council's forecasted borrowings as of 30 June 2026 has increased by \$1.744m from \$50.074m forecast in the adopted budget to \$51.818m as set out in the table below:

Borrowings Reconciliation

\$000's	2025/26 Adopted	2025/26 Q1	Movement
Opening Borrowings (2024/25 Q3 Forecast Position v Financial Statements)	(30,739)	(23,820)	(6,919)
Operating Surplus	8,541	8,541	-
Net outlays on Renewal of Assets	(8,033)	(8,033)	-
Net outlays on New and Upgraded Assets	(19,843)	(28,506)	8,663
Forecast Borrowings as at 30 June 2026	(50,074)	(51,818)	1,744

Capital Program

The year-to-date Capital Expenditure as at 30 September 2025 is \$17.321m, which is \$7.823m ahead of the adopted budget of \$9.498m for the period. This is a result of the continued effort to deliver the annual capital program.

The Capital Program is proposed to increase by \$7.995m from \$114.298m to \$122.293m as a result of the continuation of 44 new and upgraded projects from 2024/25 of \$7.981m and accrued interest of \$0.014m from externally funded projects. The renewal program has been reprioritised to be delivered in line with the adopted budget.

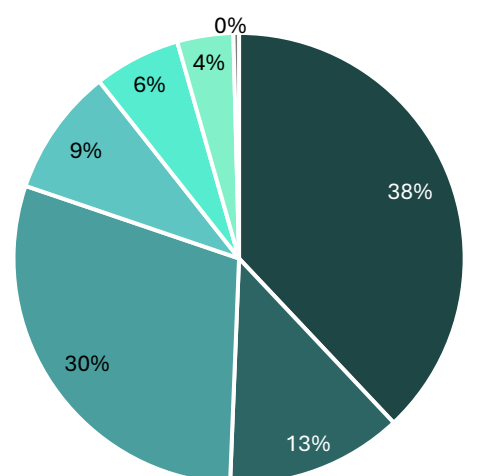
Council's Capital Program Quarter 1 budget changes are set out in the table below:

\$000's	YTD Actual	YTD Budget	Variance	Q1 Budget	Proposed Q2	Variance
New and Upgrades Projects	5,473	4,117	(1,356)	46,361	54,356	(7,995)
Renewal / Replacement of Assets	11,848	5,381	(6,467)	67,937	67,937	-
Total Revenue	17,321	9,498	(7,823)	114,298	122,293	(7,995)

Business Plan and Budget Funding Overview

Where our funds come from

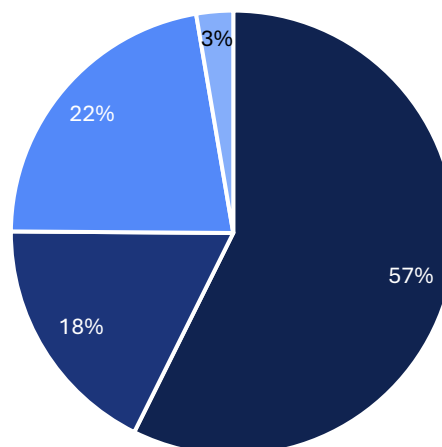
	Budget (\$m)	
Rates - Non Residential	\$116.181	38.0%
Rates - Residential	\$38.727	12.7%
Fees and charges (Statutory & User Charges)	\$90.480	29.6%
Borrowings	\$27.998	9.2%
Proceeds from the Sale of Assets	\$19.000	6.2%
External Funding	\$12.293	4.0%
Other	\$1.240	0.4%
TOTAL	\$305.919	



- Rates - Non Residential
- Rates - Residential
- Fees and charges (Statutory & User Charges)
- Borrowings
- Proceeds from the Sale of Assets
- External Funding
- Other

How our funds are spent

	Budget (\$m)	
Service Delivery	\$175.430	57.3%
New and Upgraded Assets	\$54.356	17.8%
Renewal/Replacement of Assets	\$67.937	22.2%
Strategic Projects	\$8.196	2.7%
TOTAL	\$305.919	



- Service Delivery
- New and Upgraded Assets
- Renewal/Replacement of Assets
- Strategic Projects

Spotlight on Strategic Plan Priorities and Projects

Our Community

Vibrant, connected and inclusive

Strategic Plan Key Actions that are being prioritised this year:

Support increased residential growth and housing affordability through partnerships and advocacy.

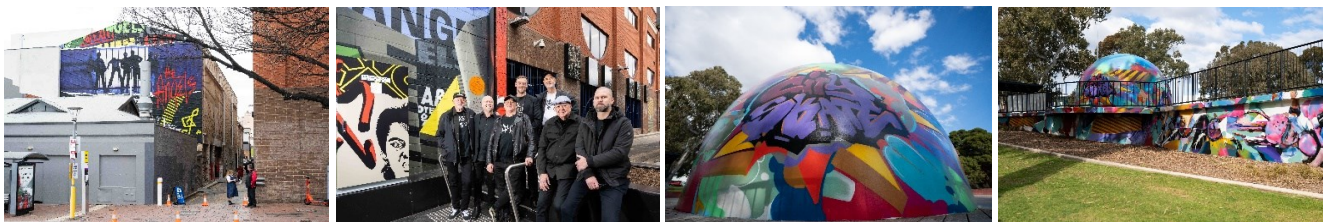
The City of Adelaide continued discussions with the Toward Home Alliance and SA Housing Trust to explore their private rental assistance program. This included a presentation from the SA Housing Trust and Toward Home Alliance on the program at the Lord Mayor's Homelessness Roundtable in August 2025. New master planning outcomes for the Flinders Street Housing Project were presented to Council on 2 September 2025.

Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services.

The City Library SALA exhibition 'Cutting Fruits' curated by Filipina visual artist Alyssa Powell-Ascura explored love, identity and culture with a traditional Filipino salo-salo (feast) hosted at the Minor Works Building Community Centre in August.

Gathered Time residency by Ugnayang Sining at Pamana (USAP) Collective for OzAsia Festival was presented in the ART POD. Through food, music, performances, storytelling and artmaking, the artists examine fiesta in a contemporary context and the ever-present need for connection and community. In September, Council approved a Memorandum of Understanding with the City Athens, Greece, which will focus on mutual cultural and economic benefit.

Quarter Spotlight: Art and Culture



Council continues to strengthen and promote Adelaide's cultural identity through initiatives that celebrate local talent, foster inclusion, and bring art to life across the city's public realm and community spaces through our **Public Art Action Plan deliverables** (\$450k, Capital Project). This quarter saw the official launch of The Angels Lane, transforming a Hindley Street laneway with large-scale murals and light-based artworks by Liam Somerville (Capital Waste) and Joel Van Moore (Vans the Omega) to honour South Australian rock icons The Angels. This addition to Council's City of Music Laneways trail helped mark the 10th anniversary of Adelaide's UNESCO City of Music designation. At City Skate on West Terrace, the vibrant mural 'Even Superheroes Skate' by Tarns One (Adam Poole-Mottishaw) and mentee Ryan McCarthy was co-designed with local skaters, adding colour and energy while fostering community pride and reducing vandalism. In North Adelaide, the exhibition and art installation, 'Postcards from North Adelaide' showcased artworks created through Louise Flaherty's residency 'For the Love of North Adelaide', celebrating the suburb's people, natural environment, and heritage. The project invited residents and students from North Adelaide Primary School to create illustrated postcards expressing what they love about their community. August's SALA Festival further enlivened Adelaide with over 100 artists exhibiting in libraries, community centres, and civic venues, reinforcing the city's reputation as a vibrant, inclusive, and artistically rich capital where creativity and culture thrive in everyday life.

Our Environment

Resilient, protected and sustainable

Strategic Plan Key Actions that are being prioritised this year:

Make public electric vehicle charging available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions.

Planning is underway on the design and appearance of EV public infrastructure charging stations across the City and North Adelaide.

Work with partners to create innovative ways to create or convert underutilised areas to green space.

A grant through the State Government's Open Space Contribution scheme will be used to reinstate the community playing field at Victoria Park/Pakapakanthi (Park 16), which was removed during construction of the Pakapakanthi wetlands. On 18 September 2025, Kadaltilla / Adelaide Park Lands Authority supported the removal of hard stand in Bonython Park / Tulya Wardli (Park 27) to support the siting and establishment of Beach Volleyball subject to State Government funding.

Quarter Spotlight: Sustainable Operations



A cornerstone project of our work to create sustainable operations, is the **London Road Depot Electrification** (\$200k Capital Project). This project aims to showcase how Council can remove gas from our buildings to achieve annual energy savings of 761.94 GJ and reduce direct emissions by 47.42 tCO₂e, equating to an 11% reduction in Council's remaining gas use and a 3% cut in direct (Scope 1) emissions. Over this quarter, internal workshops and risk analysis were completed and the project has progressed to concept design. Council is also seeking to improve public realm operations through initiatives such as EV vehicles for water trucks, which in this quarter progressed to an open tender.

Our Economy

Growing, innovative and responsive

Strategic Plan Key Actions that are being prioritised this year:

Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business.

Activities undertaken this quarter to support the reputation of the city as a place to learn included funding for Study Adelaide, continued liaison with a range of purpose-built student accommodation providers and support for Business Events Adelaide in its pitch to attract a major education conference to the City. The ThincSeed Pre-Accelerator and subsequent ThincSeed Accelerator Program were also launched and Council worked with Renew Adelaide to launch five ventures.

Provide services and information that contribute towards a high productivity economy.

Council's subsidiary, the Adelaide Economic Development Agency (AEDA) continued to provide a range of services to strengthen and inform the business community, including responding to 90 requests for information. A Data for Lunch session was also held on 6 August 2025, which seeks to showcase to businesses and stakeholders how to better understand, access and use the business and economic data that Council collects, was attended by 174 people.

Quarter Spotlight: City Investment and attraction



As the Capital City Council and economic heart of the State, the City of Adelaide strives to retain, grow and attract business and property investment. The **Investment Attraction Program** (\$100k, Strategic Project) commenced this quarter and is a key enabler of the City of Adelaide Strategic Plan, Economic Development Strategy, and AEDA Strategic Plan, supporting business growth, job creation, and increased Gross State Product. Early work included hiring a dedicated advisor and developing a targeted investment attraction framework to build a strong investment pipeline and reduce commercial vacancy rates across the city. Further driving City investment, a key transformational project for Council, the **Eighty-Eight O'Connell** (\$50k, Strategic Project) development, reached a major milestone this quarter with practical completion achieved and apartment settlements underway. Commercial tenancy fit-outs are progressing well with several tenants already open

for trade and all retail and commercial spaces expected to be operational by mid-October 2025. As part of this project and Council investment, the balance payment of \$18.5 million was received by Council on 26 September 2025, marking completion of key financial and contractual obligations under the Land Facilitation Agreement.

Our Places

Interesting, purposeful and safe

Strategic Plan Key Actions that are being prioritised this year:

Work with partners to increase active and diverse transport measures to ensure drivers, cyclists and pedestrians can safely and easily move within the city with a goal to minimise road incidents and decrease fatalities.

Council adopted an Integrated Transport Strategy this quarter, which outlines a long-term commitment to work with partners and our community to improve movement in and around the City. This strategy also establishes a 10-year roadmap for the delivery of new transport infrastructure and strategic outcomes to improve safety and accessibility for all road users, regardless of type. Additionally this quarter, Council progressed projects (at varying stages of delivery) for cycling, safe road and footpath infrastructure, speed limit reductions, and traffic calming including wombat crossings on Melbourne Street and new Bicycle & Pedestrian Actuated Crossings on Hutt Street, Glen Osmond Road and Sir Donald Bradman Drive.

Encourage repurposing, adaptive reuse and improvement of buildings and facilities.

The City of Adelaide continues to deliver a range of grant programs to support this priority, including the Adaptive Reuse City Housing Initiative (ARCHI) Incentives Scheme, a dedicated program supporting delivery of residential adaptive reuse projects and the Heritage Incentive Scheme, a dedicated program to restore Heritage listed properties.

Quarter Spotlight: Housing and Accessibility



Increasing the residential population of the City while supporting accessibility, housing affordability, reuse and new builds are a priority for the City. As part of the **ARCHI program** (\$606k, Strategic Project) Council received 16 new enquiries and finalised two incentive funding agreements in Quarter 1. These agreements have the potential to deliver two additional dwellings (seven beds), adding to the overall program pipeline of 16 dwellings (27 beds) and five dwellings (eight beds) already delivered. Council continued to promote and engage partners on the ARCHI program, including a property industry forum

hosted by the Lord Mayor, participation in Adelaide Design Week's *New Normal* launch, and presentations to the Cities of Hobart and Melbourne, reinforcing Adelaide's leadership in adaptive reuse and city housing innovation. Council also progressed proposal to initiate the **Planning and Design Code Amendment Program** (\$100k, Strategic Project) with the City of Adelaide Technical Code Amendment (Performance Assessed Pathway) endorsed on 12 August 2025 and submitted to the Minister for Planning on 18 September 2025. The Historic Area Statements Update Code Amendment was approved on 9 September 2025. Implementation of the **Disability Access and Inclusion Plan 2024–2028** (\$130k, Strategic Project) progressed this quarter with a scoping review being prepared to identify future quiet or sensory-friendly spaces, and internal employee training being refreshed and expanded to include new modules on universal design, accessible events, hidden disabilities, and Auslan.

Our Corporation

High performing, customer-centric and bold

Strategic Plan Key Actions that are being prioritised this year:

Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive.

Several plans and policies have been reviewed and have been either adopted by Council or are in the final stages of the approval process. These included the Privacy Policy, Emergency Management Plan, Community Engagement Charter and Policy, and the Behavioural Management Policy.

Attract and retain people with skills and behaviours which align with our organisational objectives and values.

The Employee Value Proposition refresh was finalised and communicated during this quarter and a Leadership Capability Framework was drafted for internal consultation.

Quarter Spotlight: Talent Attraction & Governance



Council's **Aboriginal Employment and Inclusion Coordinator** (\$34k, Strategic Project) project aims to strengthen Aboriginal employment outcomes and during this quarter work progressed on the development of a revised Cultural Learning Framework, a new Aboriginal Employment Action Plan, and the design of an Aboriginal Traineeship and Cadetship Program. This initiative directly supports the City of Adelaide's goal of achieving over 2% Aboriginal and Torres Strait Islander representation and aligns with the Strategic Plan 2024-2028 and Reconciliation Action Plan. Further supporting our internal capabilities, the **Talent Attraction and Retention Program** (\$121k, Strategic Project) implemented a new Workforce Management System to streamline processes and secure ongoing funding for additional resourcing to meet operational and strategic workforce needs. Within this quarter, the **2025 Supplementary**

Election (\$185k, Strategic Project) concluded with four candidates appointed as Central Ward Councillors. Council is also preparing for the 2026 Local Government Election and during this quarter, started the process to update the voters roll in response to recent legislative amendments to the *City of Adelaide Act 1999*.

Our Programs and Projects

Our Organisation

The City of Adelaide will deliver the 2025/26 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 Financial Summary

	2025/26 Adopted		2025/26 Q1		
	\$'000	Income	Expenditure	Income	Expenditure
City Community					
Director City Community	-	(680)	-	(685)	
City Culture	5,283	(19,345)	5,061	(19,348)	
Customer and Marketing	1	(6,895)	1	(7,231)	
Regulatory Services	17,625	(10,613)	18,323	(11,171)	
Strategic Projects	-	(895)	47	(917)	
City Infrastructure					
Director City Infrastructure	-	(709)	-	(709)	
Infrastructure	-	(53,287)	-	(52,983)	
Strategic Property and Commercial	58,837	(34,046)	60,761	(34,686)	
Strategic Projects	270	(2,528)	424	(3,143)	
City Shaping					
Director City Shaping	-	(715)	-	(715)	
City Operations	2,935	(47,084)	2,935	(47,092)	
Park Lands, Policy and Sustainability	46	(7,710)	46	(7,889)	
Kadaltilla / Adelaide Park Lands Authority	323	(323)	323	(323)	
Strategic Projects	553	(1,994)	553	(2,142)	
Corporate Services					
Chief Operating Officer	-	(974)	-	(974)	
Finance and Procurement	142	(4,853)	142	(4,853)	
Governance and Strategy	-	(5,925)	-	(6,054)	
Information Management	38	(15,227)	38	(15,227)	
People	-	(5,082)	-	(5,082)	
Corporate Activities*	152,743	2,693	143,562	2,696	
Adelaide Central Market Authority	5,645	(6,282)	5,645	(6,282)	
Adelaide Economic Development Agency	4,528	(13,134)	13,710	(13,135)	
Strategic Projects	-	(1,729)	-	(1,994)	
Offices					
Office of the CEO	-	(1,501)	-	(1,501)	
Office of the Lord Mayor	-	(1,590)	-	(1,590)	
Total	248,969	(240,428)	251,571	(243,030)	
Operating Surplus/(Deficit)		8,541		8,541	

* 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.

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.

Planning and Budget Updates

Operating Budget Changes

Increase in expiation, late payments and recoveries income of \$0.698m, offset by:

- Recognition of SenSen subscription budget of (\$0.225m)
- Increase in Fines Enforcement Recovery Unit (FERU) expenditure (\$0.080m) and search and information fees (\$0.254m)
- Increase in employee costs for Parking Information Officers (\$0.156m) associated with an increase in income

Increase in Adelaide Town Hall income of \$0.503m, partly offset by an increase in associated expense (\$0.420m)

Increase in funding to deliver the 2025 New Year's Eve event of (\$0.115m)

Realignment in Customer & Marketing employee cost budget (\$0.205m) fully offset by savings in Materials and Contracts \$0.205m

Increase in employee costs as a result of Mercer reclassifications (\$0.039m) in the City Culture Program.

Organisation realignment impacts have impacted the Portfolio as follows (net nil impact to Council):

- Increase in employee costs Regulatory Services due to realignment (\$0.177m),
- Reduction in City Culture income (\$0.725m) along with reduction in associated expenses of \$0.453m.

Strategic Project Budget Changes

Continuation of 2024/25 Strategic Projects for Social Workers in library, \$0.013m, and DHS Volunteers Connectors Program \$0.025m recognition of grants and associated expenditure.

Reallocation of Annual Cultural Burn in the Park Lands project to Park Lands, Policy and Sustainability \$0.025m

Portfolio Quarterly Highlights

City Culture

Approval of the CoA and City of Athens Memorandum of Understanding was approved by Council in September 2025.

31 activations and major events were delivered and facilitated in the City.

The building design for the first Community Building Redevelopment in Park 21 West was approved with the design phase completed and endorsed by Council in July.

Customer and Marketing

During Quarter 1, the Marketing and Communications team introduced a more dynamic and proactive social media presence, profiling Council activities and outcomes through a variety of formats including use of video reels.

The Customer Centre and Customer Experience Team consolidated monitoring and reporting on our customer service with strong customer satisfaction (69%) being recorded.

Regulatory Services

First Local Design Review (LDR) session for an active development application was held in July as part of Council's LDR trial with the State Government. Positive feedback was provided by all parties following the session.

City Community Portfolio Budget

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		22,909	-	22,909	-	23,432	-	23,432
Employee Costs	196.9		-	(25,218)	(25,218)	196.9	-	(25,567)	(25,567)
Materials	-		-	(9,094)	(9,094)	-	-	(9,805)	(9,805)
Sponsorships	-		-	(909)	(909)	-	-	(909)	(909)
Depreciation	-		-	(2,936)	(2,936)	-	-	(2,800)	(2,800)
Finance Costs	-		-	(271)	(271)	-	-	(271)	(271)
TOTAL	196.9		22,909	(38,428)	(15,519)	196.9	23,432	(39,352)	(15,920)
Program Budget									
Office of the Director	3.0		-	(680)	(680)	3.0	-	(685)	(685)
City Culture	71.0		5,283	(19,345)	(14,062)	68.8	5,061	(19,348)	(14,287)
Customer and Marketing	40.1		1	(6,895)	(6,894)	40.1	1	(7,231)	(7,230)
Regulatory Services	81.0		17,625	(10,613)	7,012	83.0	18,323	(11,171)	7,152
Strategic Projects	1.8		-	(895)	(895)	2.0	47	(917)	(870)
TOTAL	196.9		22,909	(38,428)	(15,519)	196.9	23,432	(39,352)	(15,920)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.
Capital Projects				
New and Upgrade	3,918	(14,386)	3,918	(14,939)
Renewal	-	(196)	-	(214)
TOTAL	3,918	(14,582)	3,918	(15,153)

City Culture

	2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	5,283	-	5,283	-	5,061	-	5,061	
Employee Costs	71.0	-	(9,488)	(9,488)	68.8	-	(9,222)	(9,222)	
Materials	-	-	(6,141)	(6,141)	-	-	(6,546)	(6,546)	
Sponsorships	-	-	(509)	(509)	-	-	(509)	(509)	
Depreciation	-	-	(2,936)	(2,936)	-	-	(2,800)	(2,800)	
Finance Costs	-	-	(271)	(271)	-	-	(271)	(271)	
TOTAL	71.0	5,283	(19,345)	(14,062)	68.8	5,061	(19,348)	(14,287)	
Activity View									
Associate Director (office)	2.0	-	(381)	(381)	2.0	-	(381)	(381)	
Adelaide Town Hall	5.0	2,813	(3,136)	(323)	5.0	3,316	(3,557)	(241)	
Aquatic Centre	-	-	-	-	-	-	-	-	
City Experience	16.1	820	(4,236)	(3,416)	15.1	820	(4,381)	(3,561)	
City Lifestyle	10.8	1,257	(3,570)	(2,313)	8.8	532	(3,005)	(2,473)	
Creative City	11.6	137	(2,419)	(2,282)	12.4	137	(2,421)	(2,284)	
Libraries	25.5	256	(5,603)	(5,347)	25.5	256	(5,603)	(5,347)	
TOTAL	71.0	5,283	(19,345)	(14,062)	68.8	5,061	(19,348)	(14,287)	

	2025/26 Adopted		2025/26 Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Aboriginal Protocol Grant		-	(41)	-	(41)
Adelaide's New Years Eve		65	(585)	65	(700)
Annual Delivery of Kaurna Initiatives		-	(27)	-	0-
ANZAC Day Service - March & Related Activities		-	(57)	-	(57)
Arts and Cultural Grants		-	(39)	-	(39)
Christmas Festival Action Plan		-	(532)	-	(533)
City Activation - West End Precinct		-	(53)	-	(53)
City Activation – East End Unleashed		41	(291)	41	(291)
City Activation - Gouger Street Precinct		-	(53)	-	(53)
City Activation - Hutt Street Precinct		-	(81)	-	(81)
City Activation - North Adelaide Precinct		-	(109)	-	(109)
City Activation - Precinct Support		-	(121)	-	(121)
Community Capacity Development		-	(3)	-	(3)
Community Impact Grants		-	(550)	-	(550)
DHS Community Neighbourhood Development Funding - Minor Works		99	(99)	99	(99)
Homelessness Social and Affordable Housing		-	(310)	-	(310)
International Relations (Sister Cities)		-	(98)	-	(98)
Live Music Industry and Venues Support		-	(59)	-	(59)
UNESCO Adelaide City of Music Ltd Partnership		-	(54)	-	(54)
Winter Weekends		-	-	-	-
TOTAL		205	(3,162)	205	(3,251)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Annual Cultural Burn in the Park Lands	-		(25)	-	-
Australia Day Sponsorship (SP)	-		(100)	-	(100)
Bilingual Community Liaison Officer	-		(93)	-	(93)
City Activation	-		(300)	-	(300)
DHS Grant - Volunteers Connectors Program	-		-	25	(25)
Future Libraries Business Case	-		(75)	-	(75)
Library Community Cohesion Programs	-		-	9	(9)
Positive Ageing Program – Pilot	-		(50)	-	(50)
Social Work in Libraries	-		-	13	(13)
TOTAL	-		(643)	47	(665)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		3,918	(14,319)	3,918	(14,939)
Renewal		-	(196)	-	(214)
TOTAL		3,918	(14,515)	3,918	(15,153)

Customer and Marketing

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	1	-	-	1	-	1	-	1
Employee Costs	40.1	-	(4,974)	(4,974)	(4,974)	40.1	-	(5,179)	(5,179)
Materials	-	-	(1,921)	(1,921)	(1,921)	-	-	(2,053)	(2,053)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	40.1	1	(6,895)	(6,894)	(6,894)	40.1	1	(7,232)	(7,231)
Activity View									
Manager	1.0	-	(222)	(222)	(222)	1.0	-	(225)	(225)
Customer Experience	28.1	1	(4,411)	(4,410)	(4,410)	28.1	1	(4,708)	(4,707)
Marketing & Communications	11.0	-	(2,262)	(2,262)	(2,262)	11.0	-	(2,298)	(2,298)
TOTAL	40.1	1	(6,895)	(6,894)	(6,894)	40.1	1	(7,231)	(7,230)

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
City of Adelaide website redevelopment	-	-	-	-	(100)
TOTAL	-	-	-	-	(100)

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Regulatory Services

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	17,625	-	17,625	-	18,323	-	18,323
Employee Costs	81.0	-	-	(9,861)	(9,861)	83.0	-	(10,194)	(10,194)
Materials	-	-	-	(752)	(752)	-	-	(977)	(977)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	81.0	17,625	(10,613)	7,012	83.0	18,323	(11,171)	7,152	
Activity View									
Associate Director (office)	3.0	-	-	(490)	(490)	3	-	(490)	(490)
City Development	22.9	3,852	-	(3,097)	755	24.9	3,852	(3,274)	578
City Safety	13.0	538	-	(1,902)	(1,364)	13.0	538	(1,902)	(1,364)
On-Street Parking Compliance	42.1	13,235	-	(5,124)	8,111	42.1	13,933	(5,505)	8,428
TOTAL	81.0	17,625	(10,613)	7,012	83.0	18,323	(11,171)	7,152	

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Operating Activities				
N/A	-	-	-	-
TOTAL	-	-	-	-

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Strategic Projects				
On-Street Parking Compliance Technology and Customer Analytics Reform	-	-	(152)	(152)
TOTAL	-	-	(152)	(152)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Capital Projects				
New and Upgrade	-	-	(67)	-
Renewal	-	-	-	-
TOTAL	-	-	(67)	-

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.

Key Focus areas:

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

Planning and Budget Updates

Operating Budget Changes:

Organisation realignment impacts have impacted the portfolio as follows (net nil impact to Council):

- Decrease in employee costs within Infrastructure due to realignment (\$0.177m) to Regulatory Services
- Reallocation of FTE between Infrastructure and Strategic Property & Commercial,
- Realignment of Commercial Properties in the Park Lands from City Culture, including income of \$0.725m and associated costs of (\$0.453m)

Increase in Commercial Parking income of \$1.186m

Increase in funding for insurance premiums of (\$0.125m)

Strategic Project Changes:

New project to implement actions arising from the Commercial Parking Internal Audit of (\$0.450m)

New project for the installation of Gawler Place Ram Raid Bollards of (\$0.010m), 100% recovered by the property owner.

Continuation of the School Safety Review project of (\$0.011m)

Increase in funding for 88 O'Connell St Redevelopment of (\$0.144m), 100% recovered from the developer

Portfolio Quarterly Highlights

Infrastructure

The successful completion of the North-South Bikeway project along Frome Road from Rundle Street to Albert Bridge, concludes a project that has been in development for many years. A separated bikeway for the full extent of Frome Road is now complete.

Successful completion of the Integrated Transport Strategy provides a 10-year roadmap for a shared vision, policies and a framework to inform evidence-based and cost-effective decision making for a better transport network and healthier streets.

Strategic Property and Commercial

Practical completion of 88 O'Connell has been achieved, including receipt of balance payment from the developer. 'Topping out' of office tower by builder Multiplex on the Central Market Arcade Redevelopment (CMAR) and detailed consideration of the proposed parking guidance system has commenced.

City Infrastructure Portfolio Budget

	\$'000	FTE	2025/26 Adopted			FTE	2025/26 Q1		
			Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)
Operating Budget									
Revenue		-	59,107	-	59,107	-	61,185	-	61,185
Employee Costs		119.2	-	(12,709)	(12,709)	118.2	-	(12,684)	(12,684)
Materials		-	-	(19,826)	(19,826)	-	-	(20,666)	(20,666)
Sponsorships		-	-	(175)	(175)	-	-	(175)	(175)
Depreciation		-	-	(57,420)	(57,420)	-	-	(57,556)	(57,556)
Finance Costs		-	-	(440)	(440)	-	-	(440)	(440)
TOTAL		119.2	59,107	(90,570)	(31,463)	118.2	61,185	(91,521)	(30,336)
Program Budget									
Office of the Director		3.0	-	(709)	(709)	3.0	-	(709)	(709)
Infrastructure		69.3	-	(53,287)	(53,287)	66.5	-	(52,983)	(52,983)
Strategic Property and Commercial		44.9	58,837	(34,046)	24,791	46.7	60,761	(34,686)	26,075
Strategic Projects		2.0	270	(2,528)	(2,258)	2.0	424	(3,143)	(2,719)
TOTAL		119.2	59,107	(90,570)	(31,463)	118.2	61,185	(91,521)	(30,336)
						2025/26 Adopted		2025/26 Q1	
						\$'000	Inc.	Exp.	Inc. Exp.
Capital Projects									
New and Upgrade						4,100	(14,737)	4,100	(24,860)
Renewal						-	(58,324)	-	(58,336)
TOTAL						4,100	(73,061)	4,100	(83,196)

Infrastructure

		2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
Operating Budget										
Revenue		-	-	-	-	-	-	-	-	
Employee Costs		69.3	-	(3,990)	(3,990)	66.5	-	(3,713)	(3,713)	
Materials		-	-	(5,358)	(5,358)	-	-	(5,331)	(5,331)	
Sponsorships		-	-	(175)	(175)	-	-	(175)	(175)	
Depreciation		-	-	(43,764)	(43,764)	-	-	(43,764)	(43,764)	
Finance Costs		-	-			-	-	-	-	
TOTAL		69.3	-	(53,287)	(53,287)	66.5	-	(52,983)	(52,983)	
Activity View										
Associate Director (office)		1.9	-	(679)	(679)	1.9	-	(651)	(651)	
Infrastructure Planning and Delivery		45.6	-	(51,894)	(51,894)	44.8	-	(51,795)	(51,795)	
Technical Services		21.8	-	(714)	(714)	19.8	-	(537)	(537)	
TOTAL		69.3	-	(53,287)	(53,287)	66.5	-	(52,983)	(52,983)	
					\$'000		2025/26 Adopted Inc.	2025/26 Q1 Exp.	Inc.	Exp.
Operating Activities										
Free City Connector						-	(1,364)	-	(1,364)	
TOTAL						-	(1,364)	-	(1,364)	
					\$'000		2025/26 Adopted Inc.	2025/26 Q1 Exp.	Inc.	Exp.
Strategic Projects										
Asset Condition Audit						-	(1,200)	-	(1,200)	
Gawler Place Raim Raid Bollard						-	-	10	(10)	
Resilient Flood Planning						100	(1,100)	100	(1,100)	
School Safety Review						-	-	-	(11)	
TOTAL						100	(2,300)	110	(2,321)	
					\$'000		2025/26 Adopted Inc.	2025/26 Q1 Exp.	Inc.	Exp.
Capital Projects										
New and Upgrade						4,100	(12,697)	4,100	(20,704)	
Renewal						-	(58,324)	-	(58,336)	
TOTAL						4,100	(71,021)	4,100	(79,040)	

Strategic Property and Commercial

	2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		58,837	-	58,837	-	60,761	-	60,761
Employee Costs	44.9		-	(7,753)	(7,753)	46.7	-	(8,005)	(8,005)
Materials	-		-	(12,196)	(12,196)	-	-	(12,448)	(12,448)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(13,657)	(13,657)	-	-	(13,793)	(13,793)
Finance Costs	-		-	(440)	(440)	-	-	(440)	(440)
TOTAL	44.9		58,837	(34,046)	24,791	46.7	60,761	(34,686)	26,075
Activity View									
Associate Director (office)	1.8		-	(443)	(443)	1.8	-	(444)	(444)
Commercial	4.0		300	(770)	(470)	4.0	-	(773)	(773)
Parking	17.8		46,152	(14,999)	31,153	17.8	47,338	(14,981)	32,357
North Adelaide Golf Course	13.1		5,455	(5,524)	(69)	13.1	5,455	(5,527)	(72)
Strategic Property Development	4.0		-	(840)	(840)	4.8	-	(966)	(966)
Strategic Property Management	4.2		6,930	(11,470)	(4,540)	5.2	7,968	(11,995)	(4,027)
TOTAL	44.9		58,837	(34,046)	24,791	46.7	60,761	(34,686)	26,075

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
88 O'Connell St Redevelopment		-	(50)	144	(194)
Commercial Parking Internal Audit – System Consolidation		-	-	-	(450)
Review of Property Management		-	(50)	-	(50)
Parking Coordinator - On Street Paid Parking Controls		170	(128)	170	(128)
TOTAL		170	(228)	314	(822)

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(2,040)	-	(4,156)
Renewal		-	-	-	-
TOTAL			(2,040)		(4,156)

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.

Key Focus areas:

- Adelaide Park Lands greening, management and improvements
- Implementing the City Plan
- Implementing the Integrated Climate Strategy
- Implementing the Reconciliation Action Plan
- Heritage promotion and protection
- Capital Works Program, including New and Significant Upgrades and Renewals
- Maintenance of public realm and city presentation
- Initiatives and projects included or associated with the Economic Development Strategy, Housing Strategy, and the Homelessness Strategy
- Continued delivery of the Adaptive Re-use City Housing Initiative (ARCHI)

Planning and Budget Updates

The Heritage Incentive Scheme and Noise Management Incentive Scheme are fully allocated for 2025/26 and allocations are being actively managed.

Operating Budget Changes:

Organisation realignment impacts have impacted the portfolio as follows (net nil impact to Council):

- Realignment of Reconciliation activities from City Culture including a resource, Kauria Initiatives and the Strategic Project for the Cultural Burn (\$0.203m)
- Reallocation of FTE between Infrastructure and Strategic Property & Commercial
- Realignment of Commercial Properties in the Park Lands from City Culture, including income of \$0.725m and associated costs of (\$0.453m)

Increase in funding for insurance premiums of (\$0.08m)

Strategic Project Changes:

New project to prepare for COP 31 (\$0.123m)

Reallocation of Annual Cultural Burn in the Park Lands project from City Culture (\$0.025m)

Portfolio Quarterly Highlights

City Operations

The Cleansing Service Pilot was completed in September 2025. Based on the trial's insights, cleansing service standards are now being defined to align cleansing service delivery with the community's expectations.

Recruitment for the new Tree Protection Officer (TPO) role is underway. This resource will play a crucial role in supporting tree protection and the management of Council trees.

The Waste, Recycling, and Organics Collection Feasibility Study analysis continued during the quarter to determine an effective waste management service that supports the City of Adelaide's diversion targets. The current waste contract expires in June 2027, and the feasibility study will inform the requirements and tender for the new contract.

Progress was made toward the development of the Plant and Fleet management strategy and Asset Management Plan (AMP), and asset maintenance service standards (to align maintenance works to existing asset AMPs).

Park Lands Policy & Sustainability

The 2025 NAIDOC Week (6 July-13 July) theme was "The Next Generation: Strength, Vision & Legacy" and celebrations included NAIDOC in the Mall and the Lord Mayor's NAIDOC Award.

NAIDOC in the Mall was held on 8 July 2025 and provided the community with opportunities to celebrate and engage with First Nations culture. The event featured the unveiling of the Aboriginal and Torres Strait Islander Family Portrait Project. The project, undertaken by Colleen Strangways, invited Aboriginal and Torres Strait Islander families, spanning three or more generations, to participate in a collaborative photography exhibition.

The Lord Mayor's NAIDOC Award, held on 7 July 2025, continues to recognise outstanding contributions to the community. In 2025 Craig Rigney was the recipient for his dedication to improving community safety and wellbeing.

Accessibility Guides for the Adelaide Town Hall (Civic), Adelaide Town Hall (Events), Meeting Hall, Rundle Mall and Adelaide Central Market incorporate feedback from the Access and Inclusion Advisory Panel and are undergoing final design ahead of publishing.

Final recommendations for 20th Century Heritage Places were tabled with Council in September 2025. The Heritage Promotions Program in 2025/26 has a focus on 'Modern Marvels' to increase awareness about 20th Century buildings and support of any future planning code amendment.

Historic Area Statements Update Code Amendment endorsed by Council on 9 September 2025.

Kadaltilla/Adelaide Park Lands Authority

Between 18 August and 8 September 2025, the City of Adelaide sought community feedback on the reinstatement of the Adelaide Park Lands interface between the Adelaide Aquatic Centre and Barton Terrace West, North Adelaide. Rest Stop Design Guidelines for the Adelaide Park Lands Trail have been completed and incorporated into the Adelaide Park Lands Trail Improvement Plan.

City Shaping Portfolio Budget

	\$'000	FTE	2025/26 Adopted			2025/26 Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	3,857	-	3,857	-	3,857	-	3,857
Employee Costs	273.2	-	-	(32,438)	(32,438)	274.2	-	(32,733)	(32,733)
Materials	-	-	-	(21,358)	(21,358)	-	-	(21,398)	(21,398)
Sponsorships	-	-	-	(1,902)	(1,902)	-	-	(1,902)	(1,902)
Depreciation	-	-	-	(2,128)	(2,128)	-	-	(2,128)	(2,128)
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	273.2	3,857	(57,826)	(53,969)	(53,969)	274.2	3,857	(58,161)	(54,304)
Program Budget									
Office of the Director	3.0	-	-	(715)	(715)	3.0	-	(715)	(715)
Park Lands, Policy & Sustainability	35.6	46	-	(7,710)	(7,664)	36.6	46	(7,889)	(7,843)
City Operations	230.3	2,935	-	(47,084)	(44,149)	230.3	2,935	(47,092)	(44,157)
Kadaltilla / Park Lands Authority	1.3	323	-	(323)	-	1.3	323	(323)	-
Strategic Projects	3.0	553	-	(1,994)	(1,441)	3.0	553	(2,142)	(1,589)
TOTAL	273.2	3,857	(57,826)	(53,969)	(53,969)	274.2	3,857	(58,161)	(54,304)

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	(4,282)	-	(0,780)
Renewal	-	-	(1,559)	-	(1,559)
TOTAL	-	(5,841)	(5,841)	-	(2,339)

City Operations

	2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		2,935	-	2,935	-	2,935	-	2,935
Employee Costs	230.3		-	(25,828)	(25,828)	230.3	-	(25,908)	(25,908)
Materials	-		-	(19,128)	(19,128)	-	-	(19,056)	(19,056)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(2,128)	(2,128)	-	-	(2,128)	(2,128)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	230.3		2,935	(47,084)	(44,149)	230.3	2,935	(47,092)	(44,157)
Activity View									
Associate Director (office)	16.8		18	(3,312)	(3,294)	16.8	18	(3,332)	(3,314)
Manager, City Maintenance	1.0		-	(202)	(202)	1.0	-	(202)	(202)
Manager, City Presentation	1.0		-	(213)	(213)	1.0	-	(213)	(213)
Cleansing	48.5		10	(7,517)	(7,507)	47	10	(7,409)	(7,399)
Facilities	5.0		-	(3,408)	(3,408)	5	-	(3,408)	(3,408)
Horticulture	87.1		2,596	(16,409)	(13,813)	87.1	2,596	(16,397)	(13,801)
Infrastructure Maintenance	33.0		-	(6,151)	(6,151)	33	-	(6,151)	(6,151)
Trades	25.0		261	(5,714)	(5,453)	24	261	(5,714)	(5,453)
Waste	2.5		50	(3,491)	(3,441)	4	50	(3,599)	(3,549)
Workshops	10.4		-	(667)	(667)	11.4	-	(667)	(667)
TOTAL	230.3		2,935	(47,084)	(44,149)	230.3	2,935	(47,092)	(44,157)

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Safer City Program		-	(95)	-	(95)
TOTAL		-	(95)	-	(95)

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	(150)	-	(219)	
Renewal	-	(1,559)	-	(1,559)	
TOTAL	-	(1,709)	-	(1,778)	

Park Lands, Policy & Sustainability

2025/26 Adopted					2025/26 Q1			
\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget								
Revenue	-	46	-	46	-	46	-	46
Employee Costs	35.6	-	(5,387)	(5,387)	36.6	-	(5,549)	(5,549)
Materials	-	-	(886)	(886)	-	-	(903)	(903)
Sponsorships	-	-	(1,437)	(1,437)	-	-	(1,437)	(1,437)
Depreciation	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-
TOTAL	35.6	46	(7,710)	(7,664)	36.6	46	(7,889)	(7,843)
Activity View								
Associate Director (office)	3.0	-	(501)	(501)	3.0		(502)	(502)
City Planning and Heritage	17.2	46	(4,185)	(4,139)	15.2	46	(3,917)	(3,871)
Low Carbon & Circular Economy	7.8	-	(1,735)	(1,735)	7.8	-	(1,745)	(1,745)
Park Lands & Sustainability	7.6	-	(1,289)	(1,289)	7.6	-	(1,279)	(1,279)
Reconciliation	-	-	0,000	0,000	3.0	-	(446)	(446)
TOTAL	35.6	46	(7,710)	(7,664)	36.6	46	(7,889)	(7,843)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Operating Activities				
Annual Delivery of Kaurua Initiatives	-	-	-	(27)
Heritage Incentive Scheme	-	(1,163)	-	(1,163)
Heritage Promotion Program	-	(187)	-	(187)
History Festival	-	(33)	-	(33)
Homelessness - Social and Affordable Housing	-	(165)	-	(165)
Homeless and Vulnerable People Project	46	(46)	46	(46)
Integrated Climate Strategy - SIS	-	(233)	-	(233)
Integrated Climate Strategy - Carbon Neutral	-	(484)	-	(484)
Integrated Climate Strategy - Sustainability	-	(124)	-	(124)
NAIDOC Week Celebrations	-	(54)	-	(54)
Noise Management Program Incentive Scheme	-	(48)	-	(48)
Safer City Program	-	(254)	-	(254)
TOTAL	46	(2,791)	46	(2,818)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Strategic Projects				
Adaptive Reuse City Housing Initiative^	303	(606)	303	(606)
Annual Cultural Burn in the Park Lands	-	-	-	(25)
City Plan Digital Tool	-	(140)	-	(140)
COP 31 pre-planning	-	-	-	(123)
Delivering the Planning and Design Code Amendment Program 23-26 (Yr 2)	-	(100)	-	(100)
Disability Access and Inclusion Plan 2024-2028 Implementation	-	(130)	-	(130)
Implementation of City of Adelaide Housing Strategy	-	(200)	-	(200)
Key Biodiversity Area Management Plans	-	(75)	-	(75)
Master Plan for Helen Mayo Park	250	(250)	250	(250)
National Heritage Management Plan Implementation	-	(100)	-	(100)
Social Planning Homelessness and Adelaide Zero Project Resourcing	-	(215)	-	(215)
World Heritage Bid for the Park Lands	-	(178)	-	(178)
TOTAL	553	(1,994)	553	(2,142)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Exp.
Capital Projects				
New and Upgrade	-	(4,132)	-	(561)
Renewal	-	-	-	-
TOTAL	-	(4,132)	-	(561)

Kadaltilla / Adelaide Park Lands Authority

2025/26 Adopted					2025/26 Q1			
\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget								
Revenue	-	323	-	323	-	323	-	323
Employee Costs	1.3	-	(180)	(180)	1.3	-	(180)	(180)
Materials	-	-	(143)	(143)	-	-	(143)	(143)
Sponsorships	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-
TOTAL	1.3	323	(323)	-	1.3	323	(323)	-
Activity View								
Kadaltilla	1.3	323	(323)	-	1.3	323	(323)	-
TOTAL	1.3	323	(323)	-	1.3	323	(323)	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-

Corporate Services Portfolio

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:

- Update of the Long-Term Financial Plan
- Continuous improvement of community engagement
- Cybersecurity uplift
- Workforce planning
- Transition to One Market (Adelaide Central Market)
- Support visitor economy, jobs and investment in the city

Planning and Budget Updates

Operating Budget Changes:

Reallocation of employee costs to Contractual Expenditure for the IM Roadmap to reflect the nature of the agreements.

Increase in funding for insurance premiums of (\$0.129m).

Strategic Project Changes:

New project to promote Black Friday in AEDA following decision of Council (\$0.050m)

New project to implement legislated voters roll changes and 2026 Election of (\$0.185m)

New project to contribute to the City of Adelaide Clipper Ship of (\$0.030m) following decision of Council

Portfolio Quarterly Highlights

Finance & Procurement

2024/25 Financial Statements signed with unqualified Audit Opinion.

Draft 2025/26 to 2034/35 Long Term Financial Plan developed for endorsement for public consultation.

Settlement of 88 O'Connell St including complex GST transactions.

Procurement managed 38 projects worth \$54.026m in Q1.

2025/26 rates generated and Q1 rate notices issued.

2025/26 Q1 overdue notices issued.

Governance & Strategy

The draft 2024-25 Annual Report has also been prepared and will be presented to Council Q2.

Completed the 2025 Central Ward Supplementary Election with 3 of the 4 councillors elected commencing their elected member duties including the commencement of their induction program.

Appointed two new members and one reappointment to the Audit and Risk Committee who will commence from October 2025. These appointments align with the commencement of BDO as the new Internal Auditors.

A consultant has been appointed to work with Governance & Strategy to drive a significant project that will see a complete change to the City of Adelaide's voters roll development. Changes must be implemented for the 2026 General election.

Information Management

Completed the laptop replacement project with over 150 devices being replaced.

Completed the installation and commissioning of new cyber security software on all laptops and servers.

Completed the first test of friendly phishing campaign.

Continue to improve IM service delivery with the rollout of a new service portal.

People

Phase 2 of Workforce Management System upgrade was implemented including new performance and learning modules.

The 2026 Graduate Program positions have been identified and advertised.

Work undertaken to research and develop a revised Cultural Learning Framework for CoA.

Employee Engagement Pulse Check survey delivered.

Adelaide Central Market Authority

Key highlights for the quarter included delivery of Bastille Day (11 & 12 July) and Seafood + Sounds (19 & 20 September). Both events consist of a two-day program with live music, pop-ups, cooking demonstrations and trader specials.

ACMA partnered with Illuminate Adelaide to include an in-Market art installation 'Proximity State' by artist Miles Dunne and performances by the roving 'Illuminated Angels'.

Six lease renewals have been secured YTD out of 14 for the year.

Adelaide Economic Development Agency

Mainstreet Development grants were assessed with funding awarded to precinct groups.

Engaged with 23 businesses considering establishment or expansion in Adelaide, representing a potential 1,500 jobs.

Workshops held with industry and other local government areas to commence development of the tourism destination management plan.

Rundle Mall City sessions featured seven artists on 5 September.

Supported Business Events Adelaide to host the 1,200 person Infinitus incentive group in the City.

Corporate Services Portfolio Budget

	2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	163,096	-	-	163,096	-	163,097	-	163,097
Employee Costs	166.5	-	(18,574)	(18,574)	(18,574)	163.5	-	(17,844)	(17,844)
Materials	-	-	(26,565)	(26,565)	(26,565)	-	-	(27,657)	(27,657)
Sponsorships	-	-	(3,346)	(3,346)	(3,346)	-	-	(3,376)	(3,376)
Depreciation	-	-	(2,022)	(2,022)	(2,022)	-	-	(2,022)	(2,022)
Finance Costs	-	-	(6)	(6)	(6)	-	-	(6)	(6)
TOTAL	166.5	163,096	(50,513)	(50,513)	112,583	163.5	163,097	(50,905)	112,192
Program Budget									
Office of the COO	5.0	-	(974)	(974)	(974)	5.0	-	(974)	(974)
Finance and Procurement	28.8	142	(4,853)	(4,711)	(4,711)	28.8	142	(4,853)	(4,711)
Governance and Strategy	23.3	-	(5,925)	(5,925)	(5,925)	23.3	-	(6,054)	(6,054)
Information Management	35.0	38	(15,227)	(15,189)	(15,189)	32.0	38	(15,227)	(15,189)
People^	28.8	-	(5,082)	(5,082)	(5,082)	28.8	-	(5,082)	(5,082)
Corporate Activities	3.0	152,743	2,693	155,436	155,436	3.0	143,562	2,696	146,258
ACMA	9.8	5,645	(6,282)	(637)	(637)	9.8	5,645	(6,282)	(637)
AEDA	31.6	4,528	(13,134)	(8,606)	(8,606)	31.6	13,710	(13,135)	575
Strategic Projects	1.2	-	(1,729)	(1,729)	(1,729)	1.2	-	(1,994)	(1,994)
TOTAL	166.5	163,096	(50,513)	(50,513)	112,583	163.5	163,097	(50,905)	112,192

	2025/26 Adopted		2025/26 Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(4,979)	-	(6,292)
Renewal		-	(1,960)	-	(1,930)
TOTAL		-	(6,939)	-	(8,222)

Finance and Procurement

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	142	-	-	142	-	142	-	142
Employee Costs	28.8	-	-	(4,090)	(4,090)	28.8	-	(4,090)	(4,090)
Materials	-	-	-	(763)	(763)	-	-	(763)	(763)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	28.8	142	(4,853)	(4,711)	(4,711)	28.8	142	(4,853)	(4,711)
Activity View									
Associate Director	1.0	-	-	(283)	(283)	1.0	-	(283)	(283)
Financial Planning & Reporting	13.0	-	-	(2,044)	(2,044)	13.0	-	(2,044)	(2,044)
Procurement & Contract Management	7.8	-	-	(1,103)	(1,103)	7.8	-	(1,103)	(1,103)
Rates & Receivables	7.0	142	-	(1,423)	(1,281)	7.0	142	(1,423)	(1,281)
TOTAL	28.8	142	(4,853)	(4,711)	(4,711)	28.8	142	(4,853)	(4,711)

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
N/A	-	-	-	-	-
TOTAL	-	-	-	-	-

	2025/26 Adopted			2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Governance & Strategy

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	-	-	-	-	-	-	-
Employee Costs	23.3	-	-	(3,010)	(3,010)	23.3	-	(3,010)	(3,010)
Materials	-	-	-	(2,915)	(2,915)	-	-	(3,044)	(3,044)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	23.3	-	-	(5,925)	(5,925)	23.3	-	(6,054)	(6,054)
Activity View									
Associate Director	1.0	-	-	(255)	(255)	1.0	-	(255)	(255)
Corporate Governance	5.2	-	-	(3,074)	(3,074)	5.2	-	(3,203)	(3,203)
Council Governance	5.1	-	-	(1,133)	(1,133)	5.1	-	(1,133)	(1,133)
Legal Governance	0.0	-	-	-	-	-	-	-	-
Project Management Office	5.0	-	-	(262)	(262)	5.0	-	(262)	(262)
Strategy & Insights	7.0	-	-	(1,201)	(1,201)	7.0	-	(1,201)	(1,201)
TOTAL	23.3	-	-	(5,925)	(5,925)	23.3	-	(6,054)	(6,054)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.
Operating Activities				
N/A	-	-	-	-
TOTAL	-	-	-	-

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.
Strategic Projects				
Election 2026	-	-	-	(185)
TOTAL	-	-	-	(185)

	2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.
Capital Projects				
New and Upgrade	-	-	-	-
Renewal	-	-	-	-
TOTAL	-	-	-	-

Information Management

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	38	-	-	38	-	38	-	38
Employee Costs	35.0	-	-	(5,461)	(5,461)	32.0	-	(4,781)	(4,781)
Materials	-	-	-	(8,535)	(8,535)	-	-	(9,216)	(9,216)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	(1,231)	(1,231)	-	-	(1,231)	(1,231)
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	35.0	38		(15,227)	(15,189)	32.0	38	(15,228)	(15,190)
Activity View									
Associate Director	10.0	8	-	(2,055)	(2,047)	13.0	8	(2,055)	(2,047)
Project Delivery	11.0	-	-	(2,576)	(2,576)	7.0	-	(2,576)	(2,576)
Service Desk	6.0	30	-	(9,278)	(9,248)	5.0	30	(9,278)	(9,248)
Technology, Infrastructure and Platforms	8.0	-	-	(1,318)	(1,318)	7.0	-	(1,318)	(1,318)
TOTAL	35.0	38		(15,227)	(15,189)	32.0	38	(15,227)	(15,189)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Business Systems Roadmap		-	(1,600)	-	(1,600)
TOTAL		-	(1,600)	-	(1,600)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Clipper Ship City of Adelaide		-		-	(30)
Cyber Security Enhancement		-	(110)	-	(110)
TOTAL		-	(110)	-	(140)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	(172)
Renewal		-	(1,660)	-	(1,660)
TOTAL		-	(1,660)	-	(1,832)

People

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	-	-	-	-	-	-	-
Employee Costs	28.8	-	(3,846)	(3,846)	(3,846)	28.8	-	(3,846)	(3,846)
Materials	-	-	(1,236)	(1,236)	(1,236)	-	-	(1,236)	(1,236)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	28.8	-	(5,082)	(5,082)	(5,082)	28.8	-	(5,082)	(5,082)
Activity View									
Associate Director	3.0	-	(596)	(596)	(596)	3.0	-	(596)	(596)
People Experience	15.8	-	(2,613)	(2,613)	(2,613)	15.8	-	(2,613)	(2,613)
People Safety and Wellbeing	4.0	-	(774)	(774)	(774)	4.0	-	(774)	(774)
People Services	6.0	-	(1,099)	(1,099)	(1,099)	6.0	-	(1,099)	(1,099)
TOTAL	28.8	-	(5,082)	(5,082)	(5,082)	28.8	-	(5,082)	(5,082)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Graduate Employment Program		-	(1,122)	-	(1,122)
TOTAL		-	(1,122)	-	(1,122)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Aboriginal Employment and Inclusion Coordinator		-	(34)	-	(34)
Talent Acquisition Advisor		-	(121)	-	(121)
TOTAL		-	(155)	-	(155)

	\$'000	2025/26 Adopted		2025/26 Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Adelaide Central Market Authority (ACMA)

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	5,645	-	-	5,645	-	5,645	-	5,645
Employee Costs	9.8	-	(1,776)	(1,776)	(1,776)	9.8	-	(1,776)	(1,776)
Materials	-	-	(4,461)	(4,461)	(4,461)	-	-	(4,461)	(4,461)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	(42)	(0,042)	(0,042)	-	-	(42)	(42)
Finance Costs	-	-	(3)	(0,003)	(0,003)	-	-	(3)	(3)
TOTAL	9.8	5,645	(6,282)	(637)	(637)	9.8	5,645	(6,282)	(637)
Activity View									
ACMA Operations	9.8	5,558	(6,049)	(491)	(491)	6.8	5,558	(5,449)	109
Market Expansion	-	-	-	-	-	3.0	-	(600)	(600)
Online Market Platform	-	87	(233)	(146)	(146)	0	87	(233)	(146)
TOTAL	9.8	5,645	(6,282)	(637)	(637)	9.8	5,645	(6,282)	(637)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Adelaide Central Market Expansion Operational Preparedness	-	(939)		-	(939)
TOTAL	-	(939)		-	(939)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-		(1,225)	-	(1200)
Renewal	-			-	
TOTAL	-		(1225)	-	(1200)

Adelaide Economic Development Agency (AEDA)

	2025/26 Adopted				2025/26 Q1				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	4,528	-	-	4,528	-	13,710	-	13,710
Employee Costs	31.6	-	(4,769)	(4,769)	(4,769)	31.6	-	(4,769)	(4,769)
Materials	-	-	(4,967)	(4,967)	(4,967)	-	-	(4,968)	(4,968)
Sponsorships	-	-	(3,346)	(3,346)	(3,346)	-	-	(3,346)	(3,346)
Depreciation	-	-	(48)	(48)	(48)	-	-	(48)	(48)
Finance Costs	-	-	(4)	(4)	(4)	-	-	(4)	(4)
TOTAL	31.6	4,528	(13,134)	(8,606)	(8,606)	31.6	13,710	(13,135)	575
Activity View									
General Manager AEDA	2.0	-	(546)	(0,546)	(0,546)	2.0	9,182	(547)	8,635
Business and Investment	7.0	-	(2,787)	(2,787)	(2,787)	7.0	-	(2,787)	(2,787)
Marketing	8.0	-	(2,144)	(2,144)	(2,144)	8.0	-	(2,144)	(2,144)
Rundle Mall Management	9.6	4,518	(4,518)	-	-	9.6	4,518	(4,518)	-
Visitor Economy	5.0	10	(3,139)	(3,129)	(3,129)	5.0	10	(3,139)	(3,129)
TOTAL	31.6	4,528	(13,134)	(8,606)	(8,606)	31.6	13,710	(13,135)	575

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Adelaide Fashion Week		-	(489)	-	(489)
Business Growth - Business Support		-	(232)	-	(232)
Data and Insights		-	(412)	-	(412)
Event and Festival Sponsorship		-	(1,990)	-	(1,990)
General Marketing		-	(420)	-	(420)
Main Streets Development Grants / Precinct Activation		-	(190)	-	(190)
Strategic Partnerships		-	(1,142)	-	(1,142)
Visitor Growth - Tourism Projects		-	(198)	-	(198)
TOTAL		-	(5,073)	-	(5,073)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Black Friday		-	-	-	(50)
City Brand Development		-	-	-	(100)
Investment Attraction Program		-	-	-	(100)
Partner Marketing - Winter Focus		-	-	-	(75)
Rundle Mall Live Music Program		-	(100)	-	(100)
Tourism and Business Attraction		-	(133)	-	(150)
TOTAL		-	(233)	-	(575)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(3,754)	-	(4,920)
Renewal		-	(300)	-	(270)
TOTAL		-	(4,054)	-	(5,190)

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 plan, and fulfill our Capital City leadership responsibilities.

Key Focus Areas:

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

Planning and Budget Updates

Increase in employee costs required for staff retention allowance (\$0.013m) offset by savings in materials, contractors and other \$0.013m.

Quarterly Highlights

The Lord Mayor hosted 10 civic events in the first quarter and one Citizenship Ceremony on Thursday, 21 August 2025. On the 14 August 2025, the Lord Mayor hosted the Homelessness Roundtable in the Queen Adelaide Room.

The Lord Mayor and CEO attended the LGA Mayors & CEO Forum on Friday 25th July 2025 and the Capital City Committee on Wednesday 27 August 2025.

On 2 September 2025, three of our four newly elected Central Ward Councillors were officially sworn in at a Special Meeting of Council.

The Lord Mayor and CEO attended the Council of Capital City Lord Mayors Networking Forum in Sydney Town Hall on 4 September and the AGM on 5 September 2025.

	2025/26 Adopted					2025/26 Q1			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	-	-	-	-	-	-	-
Employee Costs	10.3	-	-	(1,853)	(1,853)	10.3	-	(1,866)	(1,866)
Materials	-	-	-	(1,238)	(1,238)	-	-	(1,225)	(1,225)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	10.3			(3,091)	(3,091)	10.3	-	(3,091)	(3,091)
Program Budget									
Office of the Chief Executive	4.0	-	-	(1,501)	(1,501)	4.0	-	(1,501)	(1,501)
Civic Event, Partnerships, and Other Events	-	-	-	(398)	(398)	-	-	(385)	(385)
Lord Mayor's Office Administration	6.3	-	-	(1,192)	(1,192)	6.3	-	(1,205)	(1,205)
TOTAL	10.3	-	-	(3,091)	(3,091)	10.3	-	(3,091)	(3,091)

		2025/26 Adopted		2025/26 Q1	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

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.

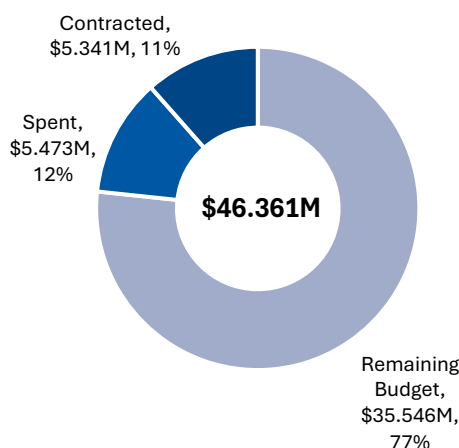
Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

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



Budget Highlights

The New and Upgrade budget has increased by \$7.995m from the adopted budget of \$46.361m to a proposed Quarter 1 budget of \$54.356m due to:

- Re-timing of projects from EOY 24/25 \$7.981m including:
 - Main Street Revitalisation program \$0.848m (broken down as Melbourne St \$0.100m, Hindley St \$0.308m, Gouger St \$0.137m, O'Connell St \$0.411m and Hutt St (\$0.108m));
 - South West Community Centre \$1.500m,
 - Experience Adelaide – Visitor Centre \$1.055m,
 - Central Market Arcade including Options analysis \$0.564m,
 - Melbourne Street Improvements \$0.525m,
 - Market to Riverbank accrued grant interest \$0.359m,
 - Botanic Catchment water course improvements \$0.358m
 - Integrated Climate Strategy – City Public Realm Greening project \$0.332m,
 - Project Delivery Management costs \$0.636m
- Accrued grant interest in Quarter 1 of \$0.014m

There have been three changes to program allocation within the Capital program:

- The Integrated Climate Strategy – City Public Realm Greening project has been moved from Park Lands & Sustainability to Infrastructure.
- The additional Park Safe vehicle has been moved from Regulatory Services to City Operations.
- Reallocation of Project Delivery Management costs of \$1.241m to individual projects based on Q1.

Key Achievements

During the Quarter, 19 New and Upgrade projects achieved practical completion, including several street greening projects, Hutt Road/Park Lands trail signalised crossing, Hutt Road and South Terrace Intersection Traffic Signal Upgrade and VivaCity motion sensor installation.

Quarter 1 saw the commencement of delivery of the Christmas decorations (City wide). The Melbourne Street Wombat Crossing project initiated the tender process in Quarter 1 with expected contract awards in Quarter 2. Additionally, the following projects are scheduled to go to market in Quarter 2 : James Place Upgrade, Botanic Creek Catchment and Main Street Revitalisation – Gouger Street.

2025/26 New and Upgrade Projects

Project	Plan		Expenditure (\$ '000)				Stage
	Deliver by		Adopted Budget		Proposed Q1	Variance	
City Community							
City Culture							
Aquatic Centre Community Playing Field - Denise Norton Park/ Paradipardinyilla (Park 2)	●	Jun-26	●	5,658	5,735	(77)	Build/ Construct
City of Music Laneways - The Angels Artwork	●	Jul-25	●	-	15	(15)	Practical Completion
Christmas Decorations - city wide	●	Jan-26	●	200	237	(37)	Build/ Construct
Community Sports Building Redevelopment – Golden Wattle Park / Mirnu Wirra (Park 21 West)*>	●	Dec-26	▲	4,178	4,292	(114)	Plan/ Design
Community Sports Building Redevelopment – Mary Lee Park / Tulya Wardli (Park 27B)*>	●		●	3,493	3,722	(228)	Design Only
Community Sports Building Redevelopment – Concept Design	●		●	100	102	(2)	Design Only
Honouring Women in the Chamber - Portrait Commissions	●	Oct-25	●	-	10	(10)	Build/ Construct
Main Street Revitalisation - Gouger Street (Artwork) (detailed design)*	▲	Feb-28	●	-	66	(66)	Plan/ Design
Main Street Revitalisation - Hindley Street (Artwork)*	◆	May-27	●	-	10	(10)	Plan/ Design
Market to Riverbank Link Project^	●	Sep-25	●	-	43	(43)	Practical Completion
Place of Courage *>	◆	Jun-26	●	190	194	(4)	Plan/ Design
Public Art	●	Jun-26	●	-	5	(5)	Plan/ Design
Public Art Action Plan Deliverables	●		●	450	278	172	Plan/ Design
Minor Works Building – Security Upgrades	●		●	50	51	(1)	Plan/ Design
Statue Commemorating South Australian Aboriginal Leaders (Lowitja O'Donoghue)	●		●	-	178	(178)	Plan/ Design
Regulatory Services							
Additional Park Safe Vehicle^	●		●	67	-	67	Plan/ Design
City Infrastructure							
Infrastructure							
Adelaide Park Lands Trail – Sir Donald Bradman Drive**	●	Oct-26	●	1,200	1,271	(71)	Plan/ Design
Belair-City Bikeway/Adelaide Park Lands Trail – Glen Osmond Road**	●	Nov-26	●	1,300	1,372	(72)	Plan/ Design
Bench Seat - 60 King William Street	●		●	-	6	(6)	Plan/ Design
Bikeways (North-South)	◆		◆	-	108	(108)	Practical Completion
O'Connell/Archer St Intersection Upgrade>	▲		●	350	358	(8)	Plan/ Design
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)	●	Feb-26	●	-	100	(100)	Plan/ Design
Botanic Catchment Water Course Rehabilitation*	▲	Dec-26	▲	-	364	(364)	Plan/ Design
Brown Hill Keswick Creek (Financial Contribution)	●	Feb-26	●	320	329	(9)	Build/ Construct
Charles Street – Streetscape Upgrade Major Project	●	Oct-25	●	-	32	(32)	Practical Completion
Field Street Planters	●	Jun-25	▲	-	1	(1)	Practical Completion
Franklin Street Pedestrian Crossing	●	Jun-26	●	120	124	(4)	Design Only
Hutt Road / Park Lands Trail Signalised Crossing (Construction)	▲	Feb-26	●	-	24	(24)	Practical Completion
Hutt Street and South Terrace – Stormwater Improvements*	▲	Oct-25	●	-	208	(208)	Build/ Construct
Hutt St Entry Statement>	●	Aug-25	●	229	230	(2)	Build/ Construct
Integrated Climate Strategy – City Public Realm Greening Program	▲	Jun-26	●		4,574	(4,574)	Build/ Construct
James Place Upgrade*	◆	Jun-26	●	1,000	1,061	(61)	Plan/ Design
Kingston Terrace Bus Stop Upgrades (Construction)	●	May-26	●	-	157	(157)	Plan/ Design
Main Street Revitalisation – Gouger Street (Detailed Design & Construction)>	▲	Feb-28	●	2,209	2,406	(197)	Plan/ Design
Main Street Revitalisation – Hindley Street (Construction)>	◆	May-27	●	480	818	(338)	Plan/ Design
Main Street Revitalisation – Hutt Street (Detailed Design & Construction)>	●	Oct-28	●	465	372	93	Design Only
Main Street Revitalisation – Melbourne Street (Detailed Design & Construction)*	●	Apr-28	●	1,850	1,950	(100)	Design Only

Recommendation 2 - Item 7.2 - Attachment A

Project	Plan		Expenditure (\$ '000)			
	Deliver by	Adopted Budget	Proposed Q1	Variance	Stage	
Main Street Revitalisation - Melbourne Street Improvements	🟢 Dec-25	🟢 -	545	(545)	Build/ Construct	
Main Street Revitalisation – O’Connell Street (Detailed Design)	🟢 Jul-28	🟢 612	1,124	(512)	Plan/ Design	
Market Link - CMAR access footpath	🟢	🟢 -	10	(10)	Plan/ Design	
Market to Riverbank Link Project^	🟢 Sep-25	🟢 -	361	(361)	Practical Completion	
Traffic Signal Safety Upgrade – Morphett Street and Franklin Street Intersection	🟢 Jul-26	🟢 270	276	(6)	Plan/ Design	
Traffic Signal Safety Upgrade – Morphett Street and Grote Street Intersection	🟢 May-26	🟢 255	259	(4)	Plan/ Design	
New Parents Room with store room (Central Market)	🟢	🟢 -	35	(35)	Design Only	
Peacock Road Cycle Route**	🟡 Apr-26	🟢 500	572	(72)	Plan/ Design	
Rymill Park Masterplan and Accessibility>	🟢 Dec-25	🟡 730	780	(50)	Build/ Construct	
School Safety Implementation Project^	🔴 Jun-26	🟢 150	177	(27)	Plan/ Design	
Torrens Lake Earth Retaining Structure>	🔴 Apr-27	🟢 300	324	(24)	Build/ Construct	
Vincent St and Vincent Pl>	🟢	🟢 324	340	(16)	Build/ Construct	
West Pallant Street Improvements^	🟢	🟢 33	36	(3)	Plan/ Design	
Strategic Property and Commercial						
Central Market Arcade Redevelopment Options	🟢 Oct-26	🟡 300	477	(177)	Build/ Construct	
Central Market Arcade Redevelopment Major Project	🟢 Oct-26	🟢 1,000	1,410	(410)	Build/ Construct	
UPark Central Market – Parking Guidance System	🟢	🟢 300	300	-	Plan/ Design	
Flinders Street Housing – Concept Planning	🟢	🟢 250	273	(23)	Design Only	
South West Community Centre	🟢 Jun-26	🟢 -	1,506	(1,506)	Plan/ Design	
UPark Central Market – Car Park Hardware	🟢	🟢 190	190	-	Plan/ Design	
City Shaping						
City Operations						
Additional (2nd) Park Safe vehicle	🟢	🟢 -	69	(69)	Plan/ Design	
Accelerated Greening Water Truck	🟢	🟢 150	150	-	Plan/ Design	
Park Lands, Policy and Sustainability						
Additional VivaCity Motion Sensor (V3)	🟢 Jul-25	🟢 -	3	(3)	Practical Completion	
Disability Access and Inclusion Plan 2024-2028 Implementation	🟢	🟡 -	20	(20)	Practical Completion	
Integrated Climate Strategy – City Public Realm Greening Program	🟡 Jun-26	🟢 3,932	-	3,932	Build/ Construct	
Integrated Climate Strategy - London Road Depot Electrification (Stage 1) - Replace gas heater with electric	🟢 Jun-26	🟢 200	203	(3)	Design Only	
Light Square / Wauwi – Master Plan (detailed design)	🟢	🟢 -	113	(113)	Design Only	
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	🟢	🟢 -	222	(222)	Plan/ Design	
Corporate Services						
Adelaide Central Market Authority (ACMA)						
Federal Hall Trade Waste and Water Connections^	🟢 Jun-25	🟢 50	7	43	Practical Completion	
Christmas Decorations – One Market	🟢	🟢 175	178	(3)	Plan/ Design	
Market Expansion Capital Works – Ground Floor	🟢	🟡 1,000	1,014	(14)	Plan/ Design	
Adelaide Economic Development Agency (AEDA)						
Rundle Mall Sound System	🟡 Mar-26	🟢 770	832	(62)	Plan/ Design	
Christmas Decorations – Rundle Mall	🟢	🟢 200	209	(9)	Plan/ Design	
Experience Adelaide Visitor Centre**>	🟢 May-26	🟢 2,784	3,879	(1,094)	Plan/ Design	
Information Management						
HR System - Implementation of Integration Suite	🟢 Jun-26	🟡 -	42	(42)	Build/ Construct	
ICT Network Connectivity - Gardeners Shed	🟢 Jan-26	🟢 -	120	(120)	Build/ Construct	
Replacement of Audio / Video in Council Chamber and Colonel Light Room	🟡	🟢 -	10	(10)	Build/ Construct	
Corporate Activities						
Planning for Future Projects	🟢	🟢 -	112	(112)	Plan Only	
2025/26 Project Delivery Costs>	🟢 Jun-26	🟢 7,977	7,372	605	Build/ Construct	
Total		46,361	54,356	(7,995)		

*partially grant funded

**fully grant funded

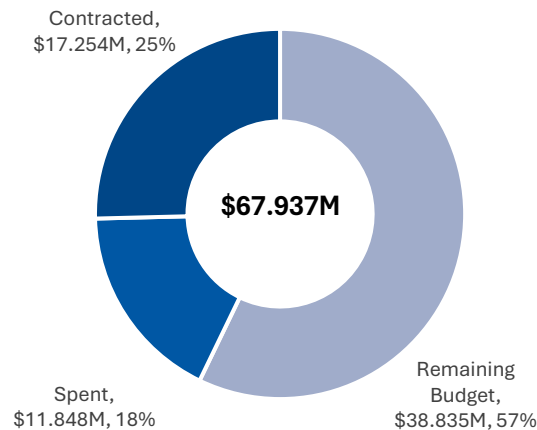
^income generating

>some/all budget retimed from 24/25

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



Budget Updates

The Renewals budget has remained at \$67.937m.

There have been reallocations of Project Delivery Management costs of \$1.787m to asset classes based on Q1 outputs, as well as reprioritisation of the program based on 2024/25 actuals.

Key Achievements

During the quarter, 27 renewal projects achieved practical completion, predominantly 2025/26 road and footpaths renewal projects as well as several in-flight projects from 2024/25.

Quarter 1 saw the commencement of delivery of the following projects: Rymill Park Kiosk renewal, Traffic Signals Lantern replacement program, Veale Garden pump renewal and stormwater pit lid renewal program.

Several projects have signed contracts for the intended works. This includes the Glen Osmond Road, Hutt Road and Park 17 improvement project, the Street Lighting renewals in Strangways Terrace and Pirie Street as well as the Traffic Signal program.

Projects that started their tender process in Quarter 1 with expected contract awards in Quarter 2 are Archer Street footpath renewals, ACMA sprinkler renewals and ACMA basement structural renewal.

2025/26 Renewal Budget by Category

\$'000	Adopted Budget	Proposed Q1	Variance	
Buildings	15,115	14,908	207	▼
Lighting & Electrical	3,449	3,668	(219)	▲
Park Lands & Open Space	1,550	1,798	(248)	▲
Plant and Fleet& Equipment*	3,415	3,433	(18)	▲
Transport**	27,857	28,817	(960)	▲
Urban Elements	3,760	4,064	(304)	▲
Water Infrastructure	6,891	7,137	(245)	▲
Delivery Resources	5,898	4,111	1,787	▼
TOTAL	67,937	67,937	-	►

2025/26 Renewal Projects by Category and Project Phase

Categories	Total Projects	Design Only	Plan / Design	Build / Construct	On Hold	Practical Completion
Buildings	46	11	15	14	-	6
Lighting & Electrical	39	17	3	18	-	1
Park Lands & Open Space	15	4	3	7	-	1
Plant and Fleet& Equipment*	14	-	5	5	-	4
Transport**	101	26	22	43	-	10
Urban Elements	46	9	6	26	-	5
Water Infrastructure	10	3	2	5	-	0
TOTAL	271	70	56	118	-	27

*includes IT

** includes bridges, roads, footpaths, kerb and water table, and traffic signal

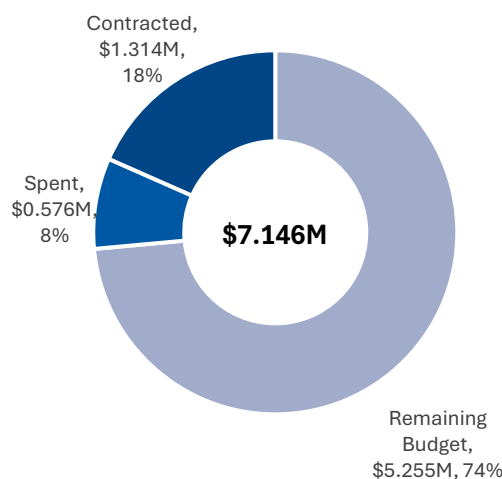
Notes:

- Some projects have been broken down into sub-projects, so total appears different.
- The variance between adopted and proposed budget is in large part been driven by the amalgamation of individual asset renewals into multi-asset projects which are reported under the main renewed asset class.
- Total Project count: mixed funded projects are only counted once in the total project count.

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.

Approved Budget



Budget Updates

Quarter 1 has seen the strategic program budget increase by \$1.050m from \$7.146m to \$8.195m, noting grant funding, whether existing or new, offsetting the overall increase in expense.

The inclusion of new and emerging priorities such as COP 31 pre-planning (\$0.123m), local government election 2026 (\$0.185m), Black Friday (\$0.050m), Clipper Ship (\$0.030m) and Commercial Parking Internal Audit – System Consolidation (\$0.450m) are the main contributors to the increase.

Key Achievements

At the end of Quarter 1 the Strategic Project program was 26% committed or spent, with project procurement and delivery remaining on track heading into Quarter 2.

The number of proposed strategic projects increased to 42, with the addition of ten new or ongoing projects. Of this, one strategic project, 88 O’Connell Project Delivery achieved practical completion, whilst strategic project Annual Cultural Burn in the Park Lands was realigned during the quarter, with its planned delivery now managed by the Park Lands, Policy & Sustainability program.

External grant funding opportunities continue to provide budget support for the delivery of several projects, in turn offsetting CoA contributions.

2025/26 Strategic Projects

Project	Plan		Expenditure (\$'000)			
	Deliver by		2025/26 Adopted	2025/26 Q1	Variance	
City Community						
City Culture						
Australia Day Partnership - Australia Day Council of South Australia Incorporated	●	Jan-26	100	100	-	▶
Annual Cultural Burn in the Park Lands	●	Oct-25	25	-	25	▶
Bilingual Community Liaison Officer	●	Jun-26	93	93	-	▶
City Activation	●	Jun-26	300	300	-	▶
Future Libraries Business Case	●	Jun-26	75	75	-	▶
Positive Ageing Program – Pilot	●	Jun-26	50	50	-	▶
Social Work in Libraries Evaluation Framework**		Jun-26	-	13	(13)	▲
DHS Grant for Volunteers Connectors Program**		Jun-26	-	25	(25)	▲
Library Community Cohesion Programs**		Jun-26	-	9	(9)	▲
Customer and Marketing						
City of Adelaide Website Redevelopment	●	Jun-26	100	100	-	▶
Regulatory Services						
On-Street Parking Compliance Technology and Customer Analytics Reform	●	Jun-26	152	152	-	▶
City Infrastructure						
Infrastructure						
Asset Condition Audit	●	Jun-26	1,200	1,200	-	▶
Resilient Flood Planning*	●	Apr-26	1,100	1,100	-	▶
School Safety Review	●	Nov-25	-	11	(11)	▲
Gawler Place Ram Raid Bollard ^		Dec-25	-	10	(10)	▲
Strategic Property & Commercial						
88 O'Connell Project Delivery^		Complete	50	194	(144)	▲
Parking Coordinator – On-Street Paid Parking Control Changes^	●	Jun-26	128	128	-	▶
Review of Property Management	●	Jun-26	50	50	-	▶
Commercial Parking Internal Audit - System Consolidation		Jun-26	-	450	(450)	▲
City Shaping						
Park Lands, Policy & Sustainability						
Adaptive Re-use Housing Initiative Program (ARCHI)*	●	Oct-25	606	606	-	▶
Annual Cultural Burn in the Park Lands	●	Oct-25	-	25	(25)	▶
City Plan Digital Tool (City of Adelaide Digital Explore - CoADE)	●	Jun-26	140	140	-	▶
Planning and Design Code Amendment Program	●	Jun-26	100	100	-	▶
Implementation of the Disability Access and Inclusion Plan 2024-2028	●	Jun-26	130	130	-	▶
Implementation of the City of Adelaide Housing Strategy – Vacancy assessment	●	Jun-26	200	200	-	▶
Master Plan for Helen Mayo Park**	●	Jun-26	250	250	-	▶
National Heritage Management Plan Implementation	●	May-26	100	100	-	▶
Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninthi (Park 23)	●	Jun-26	75	75	-	▶
Social Planning Homelessness and Adelaide Zero Project - Partnership	●	Jun-26	215	215	-	▶
Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscape	●	Jun-26	178	178	-	▶
COP 31 pre-planning		Jun-26	-	123	(123)	▲
Corporate Services						
Governance & Strategy						
Election 2026	●	Jun-26	-	185	(185)	▲
Information Management						
Cyber Security Enhancement	●	Jun-26	110	110	-	▶
Clipper Ship		Mar-26	-	30	(30)	▲
People						
Aboriginal Employment and Inclusion Coordinator	●	Jun-26	34	34	-	▶
Talent Attraction and Retention	●	Jun-26	121	121	-	▶
ACMA						
Adelaide Central Market Expansion Operational Preparedness	●	Jun-26	939	939	-	▶
AEDA						
Rundle Mall Live Music Program	●	Jun-26	100	100	-	▶
Tourism and Business attraction	●	Jun-26	150	150	-	▶
Partner Marketing – Winter Focus	●	May-26	75	75	-	▶
City Brand Development	●	Feb-26	100	100	-	▶
Investment Attraction Program	●	Jun-26	100	100	-	▶
Black Friday		Nov-25	0	50	(50)	▲
TOTAL		42 projects	7,146	8,196	(1,050)	

*partially grant funded

**fully grant funded

^income generating

Budget

Summary

September Year to Date (YTD)

The operating position as at the end of Quarter 1 2025/26 is an operating surplus of \$9.678m, which is \$4.407m favourable to the adopted budget of \$5.721m for the period. The variance is driven by:

- Revenue \$2.554m favourable to budget and includes the following key movements:
 - Additional rates revenue of \$0.132m mainly from interest and penalties applied to overdue rates balances
 - Additional fees and charges of \$2.230m across parking \$0.084m, Expiations, late payments and recoveries \$0.392m, Adelaide Town Hall \$0.454m (partially offset by increased expenditure), and timing of Outdoor Dining Fees \$0.402m
 - Grants, subsidies and contributions are (\$0.191m) unfavourable due to the timing of the recognition of grants, largely due to the Financial Assistance Grants, where 50% of the annual contribution was received in the 2024/25 Financial Year
 - Additional other income of \$0.383m due to reimbursements \$0.120m and insurance claims \$0.207m.
- Expenditure \$1.853m favourable to budget and includes the following key movements:
 - Employee costs \$1.518m favourable partially offset by temporary labour backfill of (\$1.212m)
 - Strategic Projects are \$0.898m favourable and include timing of Social Planning Homelessness Resource \$0.215m, Resilient Flood Mapping \$0.214m and asset condition audits \$0.146m
 - Sponsorships, Contributions and Donations are \$0.478m favourable and include timing of Event and Festivals Sponsorships within AEDA \$0.183m
 - Depreciation is \$1.126m favourable, due to the timing of the delivery of the capital program, revaluations, and remeasurement of lease liabilities, offset by an increase in finance costs of (\$0.436m).

The year-to-date Capital Expenditure as at 30 September 2025 is \$17.321m, which is \$7.823m ahead of the adopted budget of \$9.498m for the period. This is a result of the continued effort to deliver the annual capital program.

Council had a cash surplus of \$5.185m as at 30 September 2025.

Quarter 1 2025/26 Projected Operating Position

The proposed Quarter 1 forecast is an operating surplus of \$8.541m which remains consistent with the adopted budget. The following adjustments are incorporated into Quarter 1:

- Total estimated **operating revenue** is forecast to be \$251.571m which is \$2.602m higher than the adopted budget of \$248.969m. This is mainly due to additional commercial parking revenue of \$1.186m, Expiation, Late payments and recoveries income of \$0.698m, and Adelaide Town Hall of \$0.503m and funding for Strategic Projects of \$0.201m, and other movements of \$0.014m.
- Total estimated **operating expenditure** (including depreciation) is forecast to be \$243.030m, which is \$2.602m higher than the adopted budget of \$240.248m. This is due to additional funding for Strategic Projects \$1.050m, and permanent increases to the budget of \$1.552m including search fees, FERU lodgements and subscription fees associated with the increase in expiation income of \$0.715m, Adelaide Town Hall \$0.420m associated with an increase in revenue, Adelaide New Years Eve event \$0.115m, increase in insurance premiums \$0.261m, and other movements of \$0.041m.

The **Capital Program** is proposed to increase by \$7.995m from \$114.298m to \$122.293m as a result of the continuation of 44 new and upgraded projects from 2024/25 of \$7.981m and accrued interest of \$0.014m from externally funded projects. The renewal program has been reprioritised to be delivered in line with the adopted budget.

Borrowings are forecast to increase by \$1.744m from \$50.074m to \$51.818m. This is due to the continuation of capital projects from 2024/25 and the recognition of additional grant funding received.

Operating Position (Financial Performance)

\$000's	YTD Actual	YTD Budget	Variance	2025/26 Adopted	2025/26 Q1	Variance
Rates Revenue	38,884	38,752	132	154,908	154,908	-
Fees and Charges	24,705	22,475	2,230	88,118	90,480	2,362
Grants, Subsidies and Contributions	336	527	(191)	4,896	4,943	47
Other Income	575	192	383	1,047	1,240	193
Total Revenue	64,500	61,946	2,554	248,969	251,571	2,602
Employee Costs	19,068	20,586	1,518	90,792	90,694	98
Materials, Contracts and Other Expenses	18,769	17,936	(833)	78,081	80,751	(2,670)
Sponsorships, Contributions and Donations	1,543	2,021	478	6,332	6,362	(30)
Depreciation, Amortisation and Impairment	14,826	15,952	1,126	64,506	64,506	-
Finance Costs	616	180	(436)	717	717	-
Total Expenses	54,822	56,675	1,853	240,428	243,030	(2,602)
Operating Surplus / Deficit	9,678	5,271	4,407	8,541	8,541	-

Capital Program

	YTD Actual	YTD Budget	Variance	2025/26 Adopted	2025/26 Q1	Variance
New and Upgrades Projects	5,473	4,117	(1,356)	46,361	54,356	(7,995)
Renewal / Replacement of Assets	11,848	5,381	(6,467)	67,937	67,937	-
Total Revenue	17,321	9,498	(7,823)	114,298	122,293	(7,995)

Operating Program – Adjustments

The following changes are permanent in nature and will impact the 2025/26 budget and Long Term Financial Plan:

\$000's	Budget	Proposed	Variance
Adelaide Town Hall			
Anticipated full year additional income	2,608	3,062	454
Adelaide Town Hall			
Anticipated full year additional income	204	253	49
Commercial Income			
Reduction to forecast based on 2024/25 actuals	300	268	(32)
Commercial Parking Income			
Anticipated full year additional income	46,152	47,338	1,186
Expiation, Late payments and recoveries			
Anticipated full year additional income	13,177	13,875	698
Property Management			
Anticipated full year additional income	6,807	6,852	45
Employee costs			
Overall reduction comprising Mercer reclassifications, offset through reallocations to external employment contracts and additional expiation income.	(90,792)	(90,615)	177
Materials, Contracts and Other Expenses			
Overall increase comprising higher employment/external contract agreements, offset by other identified operational savings.	(88,118)	(88,481)	(363)
New Years Eve			
Increase in funding to deliver to 2025 event	(585)	(700)	(115)
Search Fees and FERU Lodgements			
Increase in funding for search fees and Fines Enforcement Recovery Unit (FERU) lodgement fees attributed to the additional Expiation Income within Customer & Marketing	(481)	(815)	(334)
Subscription Fees			
Funding for Sensen subscription associated with the Park Safe Vehicles	-	(225)	(225)
Adelaide Town Hall Expenditure			
Increase in funding associated with the additional income	(2,274)	(2,694)	(420)
Insurance Premiums			
Increase in funding for Asset Mutual Fund insurance premiums	(1,418)	(1,679)	(261)
Minor Items			
Small changes trivial in nature	-	(10)	(10)
Total Proposed Permanent Adjustments			849

The following changes are temporary in nature and will impact the 2025/26 budget only:

\$000's	Budget	Proposed	Variance
School Safety Review			
Continuation of strategic project into 2025/26	-	(11)	(11)
Election 2026			
New strategic project	-	(185)	(185)
Black Friday			
New strategic project	-	(50)	(50)
COP 31 pre-planning			
New strategic project	-	(123)	(123)
Commercial Parking Internal Audit – System Consolidation			
New strategic project	-	(450)	(450)
Clipper Ship			
New strategic project	-	(30)	(30)
Social Work in Libraries Evaluation Framework			
Funding received to deliver framework	-	13	13
Social Work in Libraries Evaluation Framework			
Continuation of strategic project into 2025/26	-	(13)	(13)
Library Community Cohesion Programs			
Funding received to deliver programs	-	9	9
Library Community Cohesion Programs			
New strategic project	-	(9)	(9)
DHS Grant – Volunteers Connectors Program			
Funding received to deliver program	-	25	25
DHS Grant – Volunteers Connectors Program			
Continuation of strategic project into 2025/26	-	(25)	(25)
Gawler Place Ram Raid Bollard			
Recovery of the cost of installing the bollard	-	10	10
Gawler Place Ram Raid Bollard			
New strategic project	-	(10)	(10)
88 O'Connell St Redevelopment			
Recovery of utility and strata payments	-	144	144
88 O'Connell St Redevelopment			
Strata and utility payments	(50)	(194)	(144)
Total Proposed Strategic Project Adjustments			(849)
Total Proposed Q1 Adjustments			-

Capital Program – Adjustments

\$000's	Budget	Proposed	Variance
New and Upgrades			
Works of a significant 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.	46,361	54,356	(7,995)
Renewals			
Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.	67,937	67,937	-
Total Adjustment	114,298	122,293	(7,995)

Financial Indicators

	Target	Adopted	Q1
Operating Surplus Ratio The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	3.4%	3.4%
Net Financial Liabilities The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	35%	36%
Asset Renewal Funding Ratio The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	93.5%	93.5%
Asset Test Ratio The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	16%	16%
Interest Expense Ratio Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	1.5%	1.5%
Leverage Test Ratio The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.33 years	0.34 years
Cash Flow From Operations Ratio The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	102%	104%
Borrowings The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	32%	33%
Borrowings The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	52%	53%

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

Treasury Reporting

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

Table 1 shows the borrowing facilities taken out by Council. Council had nil borrowings as at 30 September 2025:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000	Maturity Date
LGFA CAD 555	\$70m	Variable	4.85%	-	(\$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 \$5.185m in cash investments at 30 September 2025:

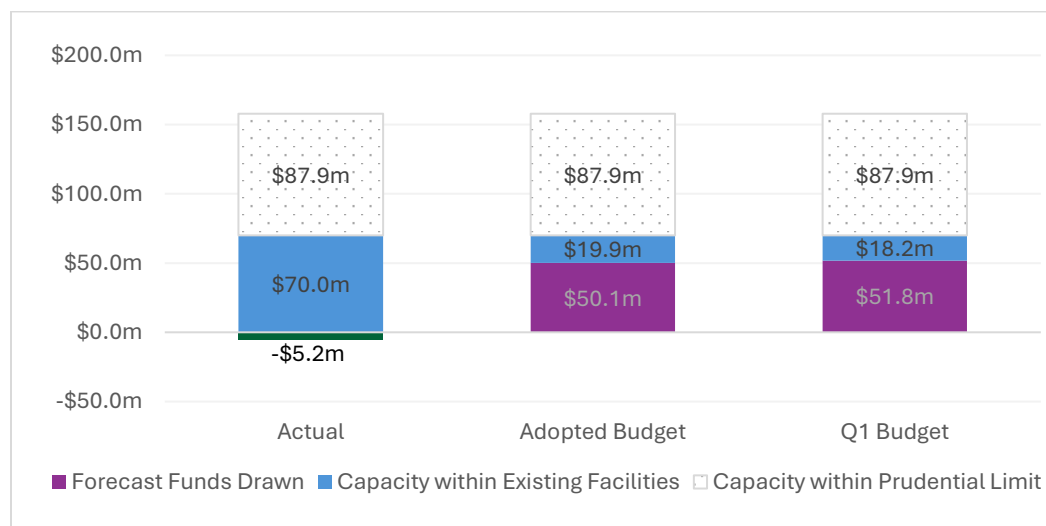
Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000	Maturity Date
LGFA General	-	Variable	3.90%	\$4.505m	-	-
NAB	-	Variable	3.80%	\$0.090m	\$0.089m	-
CBA	-	Variable	3.60%	\$0.590m	(\$1.186m)	-

Total cash position without the Future Fund offset (\$32.825m) would otherwise be \$27.640m 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%	0.04%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0 years
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Maximum 50%	0%

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



Glossary

Budget

25/26 Budget: is the adopted budget for the 2025/26 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

Council operations continue to be impacted by a multitude of external factors.

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.

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

There has been no significant change in Australia's domestic economic environment, internationally however, the policy agenda of the Government of the United States of America continues to 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 across the organisation from facilitating major events to 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.

Increased Renewals program and the 93.5% Asset Renewal Funding Ratio KPI is an increase on the previous year. This remains challenging in terms of delivery, resources, timing and the challenges of working within a busy City. This risk is being addressed in part by the identification and engagement of appropriate external consultants and contractors to supplement Council resources.

As at 30 September 2025 CoA has been awarded \$1.6 million in grants to assist with the delivery of the capital and strategic programs. City of Adelaide has submitted and is awaiting a decision on 16 grants to the value of \$9.6 million to state and federal grant schemes.

Appendix: Financial Statements

Statement of Comprehensive Income

\$'000s	Adopted Budget	Q1
Income		
Rates Revenue	154,908	154,908
Statutory Charges	17,809	18,507
User Charges	70,309	71,973
Grants, Subsidies and Contributions	4,896	4,943
Investment Income	171	171
Reimbursements	181	374
Other Income	695	695
TOTAL INCOME	248,969	251,571
Expenses		
Employee Costs	90,792	90,694
Materials, Contracts and Other Expenses	84,413	87,113
Depreciation, Amortisation and Impairment	64,506	64,506
Finance Costs	717	717
TOTAL EXPENSES	240,428	243,030
Operating Surplus (Deficit)	8,541	8,541
Asset Disposal & Fair Value Adjustments	-	-
Amounts Received Specifically for New or Upgraded Assets	8,018	13,667
Net Surplus / (Deficit)	16,559	22,208
Changes in Revaluation Surplus – I,PP&E	-	-
TOTAL OTHER COMPREHENSIVE INCOME	16,559	22,208

Statement of Financial Position

\$'000s	Adopted Budget	Q1
ASSETS		
Current Assets		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	20,847	20,847
Inventories	741	741
Other Current Assets	-	-
Total Current Assets	22,388	22,388
Non-Current Assets		
Trade & Other Receivables	755	755
Equity Accounted Investments in Council Businesses	4,706	4,706
Investment Property	3,197	3,197
Infrastructure, Property, Plant and Equipment	2,134,740	2,142,735
Total Non-Current Assets	2,143,398	2,151,393
TOTAL ASSETS	2,165,786	2,173,781
LIABILITIES		
Current Liabilities		
Trade and Other Payables	24,280	24,883
Provisions	17,381	17,381
Borrowings (Lease Liabilities)	5,264	5,264
Total Current Liabilities	46,926	47,528
Non-Current Liabilities		
Trades and Other Payables	15,732	15,732
Borrowings	50,074	51,818
Provisions	2,109	2,109
Borrowings (Lease Liabilities)	22,658	22,658
Total Non-Current Liabilities	90,573	92,317
TOTAL LIABILITIES	137,499	139,845
Net Assets	2,028,287	2,033,936
EQUITY		
Accumulated Surplus	824,521	830,170
Asset Revaluation Reserves	1,171,995	1,171,995
Future Reserve Fund	31,771	31,771
TOTAL COUNCIL EQUITY	2,028,287	2,033,936

Statement of Changes in Equity

\$'000s	Adopted Budget	Q1
Balance at the end of previous reporting period	2,011,728	2,011,728
a. Net Surplus / (Deficit) for Year	16,559	22,208
b. Other Comprehensive Income		-
Total Comprehensive Income	16,559	22,208
Balance at the end of period	2,028,287	2,033,936

Statement of Cash flows

\$'000s	Adopted Budget	Q1
Cash Flows from Operating Activities		
<u>Receipts</u>		
Operating Receipts	247,861	250,463
<u>Payments</u>		
Operating Payments to Suppliers and Employees	(171,901)	(174,503)
Finance Payments	(2,913)	(2,913)
Net Cash provided by (or used in) Operating Activities	73,047	73,047
Cash Flows from Investing Activities		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	8,018	7,350
Proceeds from Surplus Assets	18,500	18,500
Sale of Replaced Assets	500	500
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(67,937)	(67,937)
Expenditure on New/Upgraded Assets	(46,041)	(54,036)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(87,280)	(95,943)
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings	19,335	27,998
<u>Payments</u>		
Repayment from Borrowings	-	-
Repayment of Lease Liabilities	(5,102)	(5,102)
Net Cash provided by (or used in) Financing Activities	14,233	22,896
Net Increase (Decrease) in Cash Held	-	-
plus: Cash and Cash Equivalents at beginning of period	800	800
Cash & Cash Equivalents at end of period	800	800

Uniform Presentation of Finances

\$'000s	Adopted Budget	Q1
Income		
Rates Revenue	154,908	154,908
Statutory Charges	17,809	18,507
User Charges	70,309	71,973
Grants, Subsidies and Contributions	4,896	4,943
Investment Income	171	171
Reimbursements	181	374
Other Income	695	695
TOTAL INCOME	248,969	251,571
Expenses		
Employee Costs	90,792	90,694
Materials, Contracts and Other Expenses	84,413	87,113
Depreciation, Amortisation and Impairment	64,506	64,506
Finance Costs	717	717
TOTAL EXPENSES	240,428	243,030
Operating Surplus / (Deficit) before Capital Amounts	8,541	8,541
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing	(67,937)	(67,937)
Finance lease payments for right of use assets on existing assets	(5,102)	(5,102)
add back Depreciation, Amortisation and Impairment	64,506	64,506
add back Proceeds from Sale of Replaced Assets	500	500
Net Outlays on Existing Assets	(8,033)	(8,033)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(46,361)	(54,356)
add back Amounts received specifically for New and Upgraded Assets	8,018	7,350
add back Proceeds from Sale of Surplus Assets	18,500	18,500
New Outlays on New and Upgraded Assets	(19,843)	(28,506)
Net Lending / (Borrowing) for Financial Year	(19,335)	(27,998)

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