

Draft Annual Business Plan and Budget 2022 to 2023



CITY OF
ADELAIDE



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

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

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Our Vision:

Adelaide. The most liveable City in the world.

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city that offers an enviable quality of life.

Adelaide is the world's only city in a park, surrounded by nationally heritage listed Park Lands. We are a creative city of makers and innovators and celebrate our status as an UNESCO City of Music. We are one of Australasia's most digitally connected cities, with our Ten Gigabit Adelaide network empowering local businesses to realise their global potential.

We are an environmentally sustainable city, being the first Local Government Administration in South Australia to be Carbon Neutral certified.

Adelaide is a city of firsts, known for its social, cultural and technological innovation and now poised at the edge of many new possibilities that space and future industries will bring.





WHERE FUNDS COME FROM (FUNDING PATHWAY)

| | |
|-----------------------------------|-----------------|
| Rates | \$123.7m |
| Fees and Charges | \$76.3m |
| Grants and Subsidies | \$5.6m |
| Other | \$3.5m |
| Borrowings | \$10.2m |
| Capital Grants and Proceeds | \$14.9m |
| Surplus cashflow and operations | \$57.2m |
| Proceeds to build the future fund | \$6.8m |
| TOTAL | \$298.2m |

HOW FUNDS ARE SPENT (EXPENDITURE)

| | |
|--|-----------------|
| Services* | \$203.6m |
| Arts, Culture and Events | \$13.8m |
| Community Development | \$3.5m |
| Community Safety | \$6.3m |
| Environmental Sustainability | \$2.6m |
| Library Services | \$7.2m |
| Park Lands and Open Space | \$25.0m |
| Parking | \$26.5m |
| Planning, Building and Heritage | \$3.6m |
| Property Management and Development | \$6.3m |
| Resource Recovery and Waste Management | \$5.3m |
| Social and Economic Planning | \$2.9m |
| Sports and Recreation | \$20.3m |
| Streets and Transportation | \$52.5m |
| Subsidiaries | \$20.7m |
| <i>Corporate Services+</i> | <i>\$7.1m</i> |
| Strategic Projects | \$5.4m |
| Capital Projects | \$89.2m |
| TOTAL | \$298.2m |

*Includes direct expenditure and indirect (corporate) costs.
+ Some corporate costs are unallocated and are treated as direct costs associated with Corporate Services only.

Future Proofing our City

The City of Adelaide's Business Plan and Budget 2022/23 continues to support recovery from the impacts of COVID-19, while positioning our city for future growth and opportunities.

This year's plan and budget focusses on how we can future proof our city, and deliver services which attract people to live, work, play, study, visit and undertake business within the City.

As a capital city council, we have an ongoing focus on creating connections with our diverse communities, and encompassing the needs of our communities into our approach to planning.

In 2022/23, stimulating the economy is a priority. Council-led projects that promote strong economies, such as the development of 88 O'Connell Street and the redevelopment of the Adelaide Central Market Arcade are vital to this. The Adelaide City Deal is one of our biggest partnerships with a focus on innovation, digital connection, space technologies, and major cultural facilities, and has great significance for shaping our city's future and reputation.

A focus on the liveability of the City now, and into the future, has been a key driver for Council's environmental leadership, prioritising sustainable and environmentally focused infrastructure and practices.

These goals and initiatives, along with the projects we support leverage our city brand 'Adelaide. Designed for Life' and build a strong foundation for Adelaide to continue to grow and prosper.

As the capital city council of South Australia, the City of Adelaide delivers services for:



25,700
residents



11,500 registered
businesses



300,000 daily
city users and
visitors







Plan and Budget

The 2022/23 Budget and our priorities, strategic and capital projects

Our Strategic Management Framework

The 2020 – 2024 Strategic Plan provides four community outcomes that support how we will deliver on our vision supported by enabling priorities.

Our community outcomes are:

- Thriving Communities
- Strong Economies
- Dynamic City Culture
- Environmental Leadership.

The Strategic Plan also articulates Strategic Priorities for the next four years and beyond:

- Ensure Adelaide is globally recognised as an affordable and innovative place to do business
- Support the wellbeing of our communities
- Celebrate our city’s unique built, natural and cultural heritage
- Lead the way in climate action and manage water, waste, transport and greening in a sustainable way
- Transform the way people move around and connect with each other



Why we need an Annual Plan

Under the *Local Government Act (SA) 1999*, Council must develop and adopt 'strategic management plans' which identify Council's objectives, how Council intends to achieve its objectives, how these fit with the objectives of other levels of government, performance measures and estimates of revenue and expenses.

This annual plan provides a commitment to the community on services and projects. We will deliver on our strategic plan, within our budget and resources to achieve:

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

Our commitment

To deliver on this plan, we will continue to provide responsible public administration with transparency, financial sustainability and strategic alignment as our foundation. We are committed to continuous improvement and will operate with a delivery focus and ensure effective management of operational and capital programs and projects to deliver on commitments.

So that the community has visibility over this we will provide regular reporting and information on achievements and challenges. Our commitment to growth and a strong future for our city and community will require a continued focus on building strategic relationships and partnerships to improve access to funding opportunities and revenue generating opportunities.

In 2022/23 Council determined to freeze the rate in the dollar for the ninth consecutive year and to increase Fees and Charges by the Consumer Price Index (CPI). Council also determined not to reduce services or sacrifice essential infrastructure spending. We will seek partnerships and grants opportunities as additional methods of delivering great outcomes to our community with a reduced financial burden.

How this Plan was developed

Council is responsible for providing services, facilities and programs that support our community. Our vision strives for more – to be the most liveable city in the world

Every year we develop a Plan and Budget that supports delivery of Council's Strategic Plan, and develop a Long Term Financial Plan and Strategic Asset Management Plans to ensure we deliver Council's vision.

To achieve this, we develop Service Plans where we listen to and work with our community, businesses, other levels of government and visitors to understand, cost and plan for today and the future.

To ensure we can deliver services in line with these Plans, we integrate our planning with our budgeting. We consider how we can fund our commitments responsibly. This budget has been formed through a series of discussions about the City of Adelaide's financial position including consideration of options available to Council to help the city recover and improve the City of Adelaide's long term financial sustainability.

We are committed to maintaining our existing revenue sources as well as finding new revenue opportunities outside of rates to reduce the burden on our community.

To ensure transparency, we have implemented a full cost attribution model. This means that the cost of services reflects both direct and indirect costs, including corporate and management overheads.

Asset and Infrastructure planning and expenditure, including on renewals, has been prioritised on condition, risk and readiness to deliver. There is also expenditure allocated to new assets or the upgrade of existing assets. That proposed expenditure is based on Council decisions, including projects jointly funded with the State Government, and projects that will deliver income in the future such as the Adelaide Central Market Arcade Redevelopment.

In 2022/23 the City of Adelaide will continue to review services including understanding and monitoring our performance and sharing this with the community to determine how satisfied the community is with what we deliver.

The Annual Business Plan & Budget 2022/23 delivers Year 3 of the City of Adelaide 2020 – 2024 Strategic Plan, with a vision of 'Adelaide. The most liveable city in the world'

Related materials and documents to this Annual Business Plan & Budget include:

- *Adelaide Central Market Authority 2022/23 Business Plan and Budget (to be adopted June 2022)*
- *Adelaide Economic Development Agency 2022/23 Business Plan and Budget (to be adopted June 2022)*
- *Kadaltilla / Park Lands Authority 2022/23 Business Plan and Budget (to be adopted June 2022)*
- *City of Adelaide Rating Policy and Treasury Policy (to be adopted June 2022)*
- *City of Adelaide Fees and Charges Schedule (to be adopted June 2022)*
- *City of Adelaide Long Term Financial Plan (to be adopted June 2022)*
- *City of Adelaide Strategic Asset Management Plan (adopted June 2021)*



What we know

Our Community

Council is committed to evidence based decision making. The services proposed and associated budget assigned have been developed through information and insights gained from our research and community engagement activities.

To inform our planning and budgeting and ensure we are reflecting community needs and expectations, we consider feedback received on an ongoing basis throughout the year, including:

- Customer experience feedback
- Feedback from previous planning and budgeting activities
- Responses to Council's various engagement activities
- Annual City User Surveys
- Annual Resident Surveys
- Annual Business Surveys

The needs and expectations of our community are important to Council. We create conversations and listen to our community and value the time and effort that our residents, property owners, businesses and visitors take to give their feedback.

Insights

We capture insights by analysing information from community feedback, surveys, performance measures, market research and other external sources. These insights are used to inform Service Planning and are reflected in each of the Services in this document. We monitor and consider a suite of organisational indicators and key performance indicators to determine the performance of the organisation in line with our vision and goals. These insights inform planning and evidence based decision making.

We also monitor and consider a variety of external indicators and insights to determine the health of the city. The city economy is growing with Gross Regional Product (GRP) at \$20bn and the number of new GST registered businesses consistently outnumbering business cancellations. The Rental, Hiring and Real Estate Services industry added the most businesses between 2020 and 2021 to now represent nearly 20% of City of Adelaide registered businesses.

The proportion of City of Adelaide residents who are unemployed remains higher than the Australian average, reflecting the younger demographic of the city.



There are challenges and opportunities facing our city and community as we strive to make the City of Adelaide the most liveable city. These include:

- Getting people back to the city: greater flexible work arrangements and reticence about public transport have led to more people working from home at least some of the time. All signs indicate that this trend is here to stay.
- Business environment: the complex operating environment continued for city businesses in 2021/22 with many small businesses closing. The ongoing challenge is to stimulate the economy, encourage investment and support local businesses.
- Tourism: the reopening of borders to visitors from interstate and overseas puts a renewed focus on marketing the unique offerings of the City of Adelaide as a destination
- Events and festivals: the variety, scale and all year calendar of activations, events, and festivals is our point of difference as the Capital of the Festival State .
- Residential population growth: COVID-19 saw increased localisation of activity with people more inclined to do things in their neighbourhood, underscoring the importance of a growing residential population to sustainably boost the local economy. A halt to migration caused the City of Adelaide's resident population to decrease between June 2020 and June 2021, having previously experienced annual growth of at least 2%.

Our Annual Service Plan & Budget 2022/23 include priorities, services, projects, and infrastructure that address these challenges and opportunities.

What we know

COVID-19 impact

The past few years have presented many challenges for our community and our city. The COVID-19 pandemic has significantly impacted city businesses, our residents, and the wider community. Council has also faced changing priorities in response to the pandemic and challenges that have impacted our revenue and ability to deliver, including:

- Material shortages and logistics of delivery
- Increases in costs associated with products and services
- More local demands with closed borders, resulting in external resource and expertise shortages and a competitive procurement market
- Changing labour markets and how, where and when people work
- Interruptions to project scheduling and dependencies

However, we continue to focus on delivering high quality services that meet community needs and expectations. In 2021, the Economist Intelligence Unit Liveability Index ranked Adelaide as the third most liveable city in the world. The awarding of this ranking in the midst of the COVID-19 pandemic has demonstrated that we have a resilient community and that Adelaide has all the qualities of a globally important, liveable, vibrant and safe city. The City of Adelaide is ready to expand on these local strengths.

Opportunities

- Attract people back to a safe and vibrant city
- Support our residents' wellbeing and connectivity
- Strengthen the city's economy with stimulus packages and in partnership with business and government
- Support businesses and entrepreneurs to grow and innovate and embrace Adelaide's creative identity
- Promote Adelaide as a vibrant destination for interstate and international tourists, events and festivals
- Support the return of international students
- Support a green and sustainable city environment
- Attract and sustain investment in infrastructure and use existing assets more effectively
- Plan for the expectations of our communities
- Make the very best of the resources available and find efficiencies and diversify our revenue streams

Reignite Adelaide initiative - over the past two years almost \$13m has been invested to support our city and community to recover. In 2022/23 Council has committed over \$7m in additional funding to this initiative.



REIGNITE ADELAIDE

With the city on its journey to recovery from the impacts of COVID-19, Council has encouraged and welcomed people back to the city and North Adelaide. Council will continue to work in partnership with businesses and the State Government on initiatives that ensure our city, community and businesses can grow and recover.

As part of Reignite Adelaide, the City of Adelaide commissioned a market research project to gain an understanding of the drivers for city visitation, employer intentions regarding having their staff in the city, and city-based worker preferences regarding coming to the city for work. This work is underway and we will continue to identify opportunities to support our businesses and community

The Reignite Adelaide initiatives were established to achieve the following outcomes:

- **Residential and visitor attraction by providing rates support and incentives, and further funding for the expansion of outdoor dining, street activation and event and festival sponsorship**
- **Encouraging investment by supporting businesses to relocate or expand**
- **Creating safe, interesting and active spaces and places for residential and visitor wellbeing and enjoyment**
- **Supporting arts and cultural opportunities and events that further Adelaide's creative identity**
- **Engaging our community to understand service delivery expectations**
- **Working with business and government to create new ways to collaborate**
- **Reduce red tape to make it faster, easier and cheaper to engage with Council services**

City of Adelaide is investing an additional \$7.5 million in our Reignite Adelaide program to support city recovery. More than 20 initiatives will be fast-tracked to assist local businesses and encourage more people to return to the city and North Adelaide.



A City Business Saver cash grant to small businesses in the City of Adelaide.



More hospitality businesses can benefit from our temporary parklets scheme, optimising their outdoor capacity.



Launch of ADLocal and an additional \$200,000 to promote small businesses across the city and North Adelaide.



Streetside Activation Grant providing \$500,000 to help businesses 'pop up' outside their location (jointly funded with the State Government).



Rates hardship provisions available to ratepayers experiencing financial difficulty.



Removing fees for permit and development applications for temporary activations.



Market research to help us understand what would motivate city workers and visitors to spend more time and money in the City and North Adelaide.



\$700,000 for shopfront improvements in the city and North Adelaide to attract new and repeat customers.



Our popular dining vouchers return with \$500,000 to spend in city and North Adelaide hospitality venues (jointly funded with the State Government).



Free on-street parking from 6pm weeknights and all weekend in key locations, plus UPark discounts. Free public transport Friday-Sunday during Festival season thanks to the State Government.



Public Art Partnership to match artists with business owners to enliven city buildings in all precincts.



\$250,000 tourism campaign to inspire South Australians to book out Adelaide hotels and city experiences.

Unleashed

Adelaide Unleashed - a \$1 million city-wide street activation program, funded by the State Government, with temporary street closures, expanded outdoor dining, music, art and entertainment.



Additional investment to fast track a Digital Marketplace for city and North Adelaide businesses.



How we are responding

Community Outcomes

To deliver on Council's Strategic Plan vision to be the world's most liveable city, four key outcomes have been identified, supported by our enabling priorities

Outcome 1: Thriving Communities

Council will create a city that is welcoming, inclusive and accessible to all.

Outcome 2: Strong Economies

Council will champion a robust and diversified economy where innovation and low costs support growth and investment.

Outcome 3: Dynamic City Culture

Council will continue to create a beautiful, diverse city that celebrates its natural, cultural and built heritage

Outcome 4: Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

Enabling Priorities

Council will continue to work innovatively and collaboratively with partners and the community

These outcomes reflect the aspirations of the community and Council and will focus our work, partnerships and advocacy activities. They will also drive projects and programs through the delivery of key actions, which Council prioritises every year (*see Strategic Annual Priorities*).



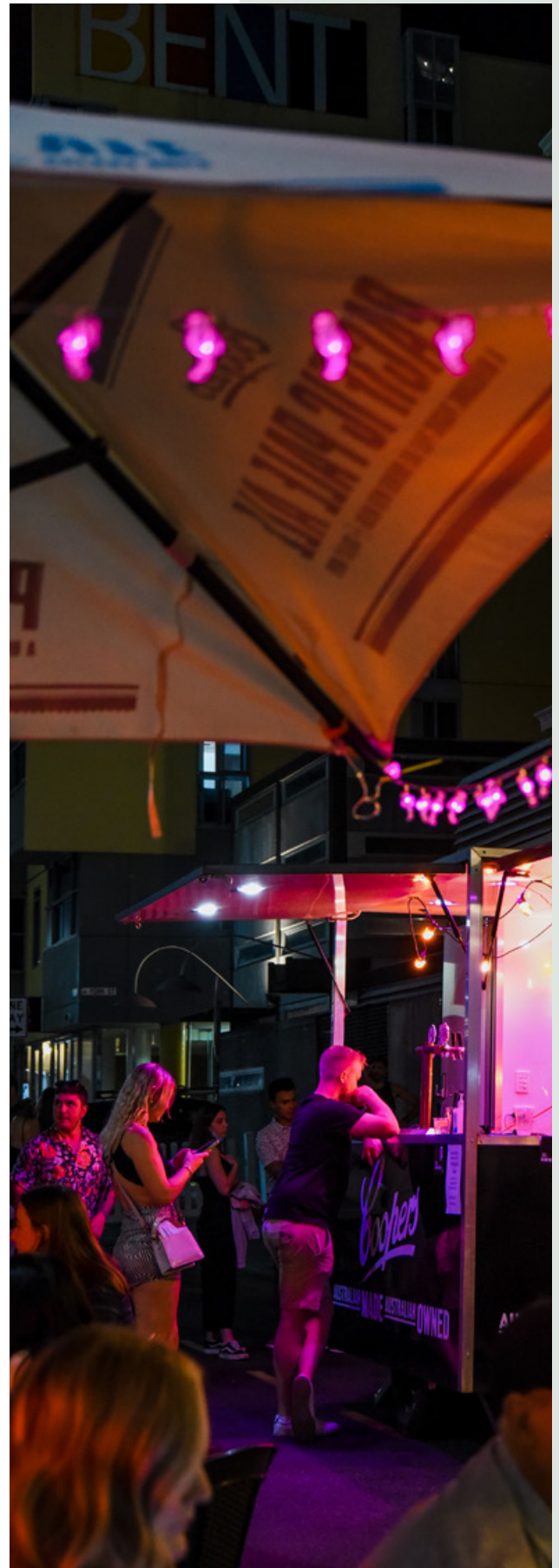
City of Adelaide Strategic Plan

How we are responding

New ways of working

To achieve these community outcomes and be future focused, we have identified new and improved ways to work. In 2022/23 we will:

- Implement Financial Management Principles (based on Recovery Principles)
- Implement and embed service delivery plans to deliver on our Strategic Plan
- Improve transparency through organisational performance measures and reporting on delivery
- Implement 3 year rolling Asset Management Plans
- Continue to explore alternative revenue generating opportunities
- Improve our enterprise assessment of services, programs and projects to find efficiencies
- Refine our strategic approach to grants and funding opportunities
- Review the way we plan and deliver projects to improve our Asset Sustainability Ratio
- Improve the management of carry forwards
- Create efficiencies to be delivery ready on projects and only seek funds as required



How we are responding

Strategic Annual Priorities

We are required by legislation to articulate annual priorities and for 2022/23 we have aligned these to Key Actions from Council's 2020 – 2024 Strategic Plan. They are:

| Annual Priority | Strategic Plan Key Action this aligns to: |
|---|--|
| <p>Deliver the next generation Adelaide Free Wi-Fi network to support and improve digital access and connectedness to our community</p> | <p>Thriving Communities Develop plans to improve mobility and physical and digital access and connectedness (Key Action 1.07)</p> |
| <p>Develop a policy position on micromobility to enhance our advocacy on emerging modes of transport.</p> | <p>Thriving Communities Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport (Key Action 1.11)</p> |
| <p>Deliver a new innovative Experience Adelaide visitor centre and city-wide digital visitor experience</p> | <p>Strong Economies Establish a Smart Visitor Experience Centre (Key Action 2.03)</p> |
| <p>Review and streamline the Community Land Management Plans to support the unique values, use and management of our Park Lands</p> | <p>Strong Economies Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city (Key Action 2.05)</p> |
| <p>Activate key precincts by working with businesses to reinvigorate main streets, encouraging people back into the city</p> | <p>Strong Economies Activate main streets and develop unique precincts to support a diverse range of businesses and communities (Key Action 2.09)</p> |

Annual Priority

Strategic Plan Key Action this aligns to:

Grow and expand future event opportunities by developing event infrastructure

Dynamic City Culture

Support development of new cultural and civic infrastructure for the city (Key Action 3.04)

Undertake a trial to provide information on the history of Council and the Adelaide Town Hall

Dynamic City Culture

Connect city users to place through curated city experiences (Key Action 3.09)

Partner with the State on the Cool Corridor Program to showcase a greener and cooler city street

Environmental Leadership

Increase street tree canopies and green infrastructure in city hot spots and public spaces (Key Action 4.01)

Prepare a Heritage Management Plan for the National Heritage listing of the Park Lands

Environmental Leadership

Protect and conserve the heritage listed Adelaide Park Lands (Key Action 4.08)

Implement an Insights Strategy that focuses on a holistic approach to how we collect, analyse and report on what we have heard and what we know

Enabling Priorities

Review and improve the way we collect and present data to share insights with the community (Key Action 5.01)

Establish two new commercial opportunities which expand Council's revenue streams

Enabling Priorities

Develop new revenue opportunities for Council operations (Key Action 5.05)

Implement Service Performance Measures to monitor efficiency and identify opportunities for improvement

Enabling Priorities

Review Council services to balance efficiencies with meeting community expectations (Key Action 5.06)

PROJECT HIGHLIGHTS FOR 2022/23

The following capital and strategic projects form major commitments, partnerships and opportunities for Council to create a strong, thriving, dynamic and sustainable city

Eighty Eight O'Connell



The community will start to see some changes around the 88 O'Connell site with preparations underway for construction of a development that will deliver 164 apartments, retail tenancies, commercial space, car parking and open space for the community.

As developers, Commercial & General have selected Tandem Building Group as the builder of this significant project and Tandem will work with the community to manage the impacts of construction.

This is a once-in-a-generation project that Council is facilitating the revitalisation of North Adelaide.

www.88oconnell.com.au

Local Government Elections Project

The Local Government Election will be held in November 2022. This project supports conducting the election and the onboarding of a new Council. It includes promotion and coordination of the elections, disbursements to the South Australian Electoral Commission and development and delivery of a training program for Council Members to satisfy mandated training requirements and to develop a cohesive and strategic operating environment.

Market Square



Market Square is a joint venture between ICD Property and the City of Adelaide. It incorporates new residences, commercial office, retail, premium hotel, childcare and public spaces together with an expansion of the Adelaide Central Market.

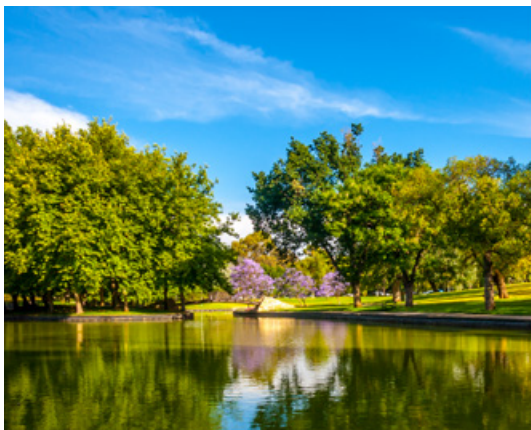
ICD Property has appointed Multiplex as the builder for this project, with a commitment to maintaining business as usual for the Adelaide Central Market and the surrounding precinct throughout construction.

The redevelopment will commence mid 2022 with construction anticipated over a period of three and a half years.

The completed project will infuse new energy into the entire market district and ensure the district remains as the centre of food and beverages in Australia.

www.marketsquareadelaide.com.au/

Rymill Park Lake Upgrade



This project will upgrade the Rymill Park Lake and surrounding infrastructure and amenities, including improved disability access, improvements to lighting, greening and tree planting.

Water management is a focus with the project to explore opportunities to:

- access alternatives to mains water
- upgrade the water filtration system,
- improve the water quality of the lake by incorporating natural systems
- apply other water conservation and water quality measures.

Event Sponsorship – expanding and new events

We know that events and activations are a key driver for city visitation and how they help our small businesses. Expanded funding for event sponsorship in 2022/23 will seek to increase visitation, spend, and the profile of the city as a tourist destination. With a commitment of over \$1.5m, sponsorship will provide financial support to eligible organisations to assist in the staging of events and festivals,

Cool Corridor program

The Cool Corridor Program will create a green walkway from the Adelaide Train Station to the Adelaide Central Market. Multi-use paths, shade and greenery will better connect pedestrians in this corridor to nature and to create a more attractive and cooler city space for people to enjoy.

This program is part of proposed initiatives in partnership with State Government through Green Adelaide.

Green City Streets program

The Green City Streets Program will be dedicated to specific greening of CBD streets based on heat and tree canopy mapping put together through joint state and local government investigations.

This program is part of proposed initiatives in partnership with State Government through Green Adelaide.

Further detail on the whole of life costs and continuing major projects is found in the Annual Plan section of this document.





2022/23 Budget

Funding Framework

Council's budget is made up of two core components.

Operating Budget

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

Capital budget

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

Our services, projects and infrastructure works are predominantly funded through rates, fees and charges, and grants and subsidies. Borrowings are mainly utilised for major infrastructure projects, including city shaping projects such as the development of 88 O'Connell Street and Central Market Arcade, or commercially focused projects with a financial return on investment.

Funding pathway

| | |
|-----------------------------------|----------|
| Rates | \$123.7m |
| Fees and Charges | \$76.3m |
| Grants and Subsidies | \$5.6m |
| Other | \$3.5m |
| <hr/> | |
| Borrowings | \$10.2m |
| Capital Grants and Proceeds | \$14.9m |
| Surplus cashflow from operations | \$57.2m |
| Proceeds to build the Future Fund | \$6.8m |

OPERATIONS
(NEW) CAPITAL

Expenditure

| | |
|---|----------|
| Services | \$203.6m |
| Strategic Projects | \$5.4m |
| Renewal or replacement of existing assets | \$41.6m |
| <hr/> | |
| New income generating assets | \$13.4m |
| New Community assets | \$34.2m |

2022/23 Budget Summary

Council will generate an operating surplus of \$86,000 in the 2022/23 financial year.

The 2021/22 Budget was set to achieve a break even operating result, following significant steps undertaken by Council while enduring the impacts of COVID-19. The 2022/23 budget process sought to retain the base service provision and base budget position to ensure that costs were controlled, and revenue maximised to achieve long term financial sustainability.

Our budgeted expenditure for 2022/23 of \$298.2m across operating and capital budgets focuses on the prioritisation of core community and civic services, activities that support the city's cultural and economic development, and projects that maintain and upgrade infrastructure within the city and Park Lands.

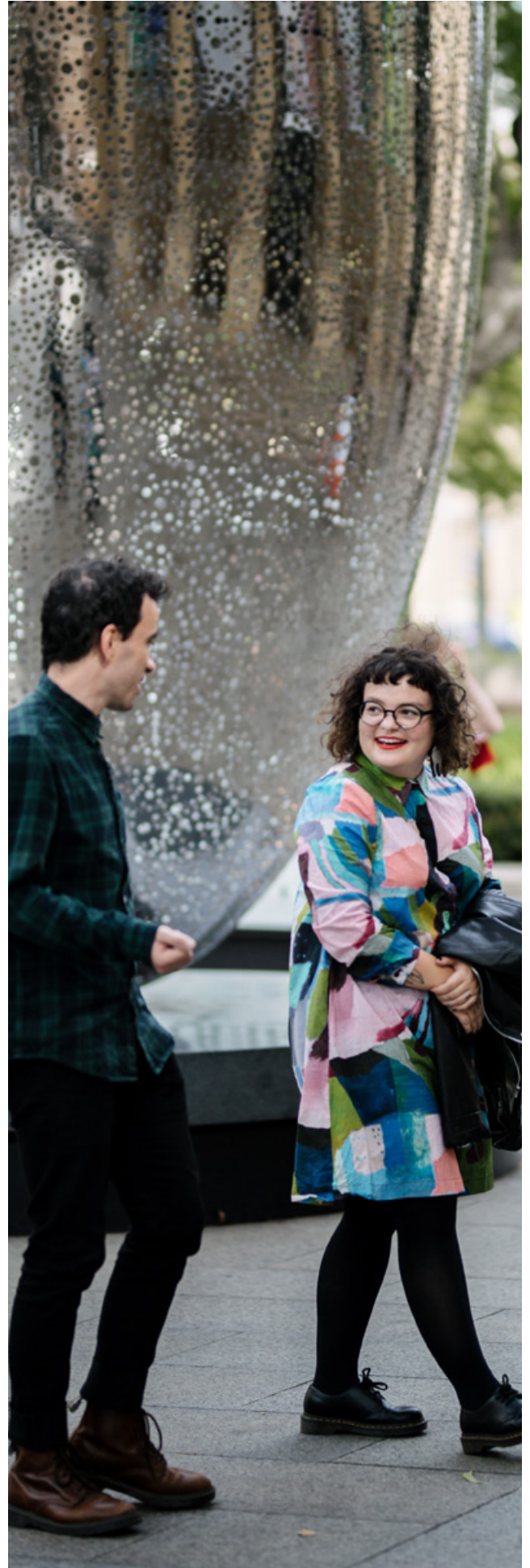
Council is committed to a balanced budget in 2022/23. This means we will not spend more income than we generate through commercial revenue, grants, fees and charges and rates. We will continue to focus on responsible financial management without impact to services, ensuring we maintain our range of quality services and facilities to deliver good outcomes for our community.

We are proud to have delivered and maintained a \$4.7m budget repair from the 2021/22 budget as well as finding \$7.5m through efficiencies to support delivery of Reignite Adelaide 2.0. Part of this commitment is to be innovative with the resources we have - to be deliberate about improving service efficiency, to identify new revenue sources, to manage risks and to create new opportunities for income.

Financial Management Principles

In the current year we worked with our Recovery Principles to assist decision making in light of COVID-19 and to support our long term financial sustainability. As we move through COVID-19 and its impacts, these principles relate to a more sustainable form of financial management. They seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services. They are:

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling underperforming assets will build a 'future fund'
- Asset renewals will be prioritised based on audit condition and risk
- Asset enhancements will be delivered through partnerships
- We will seek government funding for new infrastructure
- Our service delivery will reflect the needs of the community
- Investment is prioritised to support recovery



2022/23 Budget

Borrowings

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

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

Borrowings have moved from \$24.2m in 2021/22 to \$32.9m in 2022/23 due to capital expenditure being delayed into 2022/23. A favourable cashflow from operations (excluding depreciation) has also contributed to a lower than expected borrowings balance in 2021/22. The debt ceiling of \$32.9m in 2022/23 assumes full delivery of the capital works program and achievement of the operating position. The balance is within prudential limits set in the Treasury Policy.

2022/23 Budget

Rates

For the ninth consecutive year, Council has held the Rate in the Dollar for all ratepayers in the city. Given current market conditions impacted by COVID-19, the valuations used for rating purposes have also been held. The 2022/23 rate in the dollar has been held to the same level it was in 2013/14.

The Rating Policy by which Council raises rates is available at www.cityofadelaide.com.au/rates

Rates Structure

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

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the rating policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles

- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act (SA) 1999*. Differentiation factors previously endorsed by Council are 'Residential' and 'Non-Residential' land uses
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2021 - 2022, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue

The differential rates are allocated varied Rates in the Dollar by the following categories:

- Residential
- Non-Residential
- Vacant Land

Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

2022/23 Budget

Statement on Expected Rate Revenue

Expected Rates Revenue

| General Rates Revenue | 2021/22 (as adopted) | 2022/23 (estimated) | Change |
|-------------------------------------|-------------------------|------------------------|-------------|
| General Rates (existing properties) | \$120,400,226 | \$123,469,251 | |
| General Rates (new properties) | \$3,069,025 | \$1,307,265 | |
| General Rates (GROSS) | \$123,469,251 | \$124,776,516 | |
| Less: Mandatory Rebates | (\$5,411,596) | (\$5,411,596) | |
| | \$118,057,655 | \$119,364,920 | 1.1% |

Other Rates (inc. service charges)

| General Rates Revenue | 2021/22 (as adopted) | 2022/23 (estimated) | Change |
|---|-------------------------|------------------------|-------------|
| Regional Landscape Levy | \$1,877,582 | \$2,005,180 | |
| Separate and Special Rates (Rundle Mall Management Levy) | \$3,840,212 | \$3,840,212 | |
| | \$123,775,449 | \$125,210,312 | 1.1% |

| | | | |
|-----------------------------|---------------|-------------|--|
| Less: Discretionary Rebates | (\$1,625,842) | (1,625,842) | |
|-----------------------------|---------------|-------------|--|

| | | | |
|--------------------------------------|----------------------|----------------------|-------------|
| Expected Total Rates Revenue* | \$120,272,025 | \$121,579,290 | 1.1% |
|--------------------------------------|----------------------|----------------------|-------------|

*Please note: Total expected rates revenue excludes the regional landscape levy

Summary of rateable properties

| | 2021/22 (as adopted) | 2022/23 (estimated) | Change |
|-------------------------------|-------------------------|------------------------|--------|
| Number of rateable properties | 26,670 | 26,952 | 1.1% |
| Average per rateable property | \$4,630 | \$4,630 | 0% |



RAILWAY STATION

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Strategic and Capital Projects

Summary

There are some unique considerations this year which have informed our approach to the projects we have prioritised for delivery.

The changing political environment means that Council's partnerships, grants and major projects opportunities will be impacted by State and Federal elections. We continue to plan for this and ensure we are agile and creating opportunities for our community. Local Government elections in late 2022 will mean that the City of Adelaide will be in Caretaker mode for part of 2022/23 financial year. Whilst ordinary services and business activities will remain, there are limits and restrictions on major decisions during this time. This Plan and Budget have been designed to accommodate this.

COVID-19 has significantly impacted the construction environment, and access to expertise, contractors and materials has become increasingly challenging. We are managing these risks and looking at ways to deliver our planned activities and outcomes through our project schedules.

We are looking to the future, planning our public realm and the spatial design of our city. We know that strong economies and liveable cities provide clear long term planning on residential growth, investment, green space, accessibility, hubs and precincts and opportunities for our community to connect and enjoy interesting spaces and places. Understanding these factors, our 2022/23 projects will support the vision of being the most liveable city in the world.

Projects are categorised in the following ways:

- Business Critical (safety / contract / legislative)
- Reignite Program
- Council Adopted
- Contractual obligations / projects commenced
- Grant funding – received
- Grant funding – proposed (advocacy)
- Other Opportunities
- Potential Future Fund income / expenditure

Projects will contribute towards future proofing by:

- Managing our risks and exploring opportunities
- Accessing stimulus grants
- Accessing lower interest rates
- Ensuring strong borrowing capacity
- Supporting community-led and focused initiatives
- Improving engagement and community input
- Innovating how and what we deliver
- Prioritising our services and infrastructure
- Reducing "red-tape"





Strategic and Capital Projects

Strategic Projects

Annually, we allocate budget to strategic projects that address immediate and future needs, complementing the existing services. To ensure optimum efficiency, Strategic Projects are assessed and prioritised. For 2022/23 Council set a budget parameter for expenditure on Strategic Projects at a maximum of \$5.4m. We will deliver on this parameter by seeking grants and partnerships to deliver on our proposed projects.

Strategic Projects by Service for 2022/23 (Draft Budget)

| | |
|---|----------------|
| Arts, Culture and Events | \$0.86m |
| Community Development | \$0.05m |
| Community Safety | - |
| Environmental Sustainability | \$0.61m |
| Library Services | - |
| Park Lands and Open Space | - |
| Parking | \$0.06m |
| Planning, Building and Heritage | \$0.25m |
| Property Management and Development | \$0.2m |
| Resource Recovery & Waste Management | \$0.69m |
| Social and Economic Planning | \$0.07m |
| Sports and Recreation | - |
| Streets and Transportation | \$0.06m |
| <i>Adelaide Economic Development Agency</i> | <i>\$2.27m</i> |
| <i>Corporate Services</i> | <i>\$1.1m</i> |
| Total | \$6.22m |

The strategic projects that align to Council's Services, priorities and future proofing focus are:

| Project Name | Description | Draft Budget |
|---|--|--------------|
| Arts, Culture and Events | | |
| City Activation (Splash) | Provide opportunities for the community and city users to connect through curated programs that attract people to the city | \$0.71m |
| Community Civic Education Program - Trial | Undertake a trial to provide information on the history of Council and the Adelaide Town Hall. | \$0.08m |
| Historic and civic archive management | Ensure conservation and restoration of historical and cultural significant archival and civic collection items | \$0.02m |
| Mainstreet Revitalisation | Develop comprehensive plans for place revitalisation of priority Mainstreets - Hindley Street, Hutt Street, Melbourne Street and O'Connell Street | \$0.05m |
| Community Development | | |
| Cultural Mapping of the Adelaide Park Lands | Build knowledge and identify future education and reconciliation opportunities for our Park lands in partnership with our Kaurna community and external cultural heritage experts | \$0.05m |
| Environmental Sustainability | | |
| Climate Risk Infrastructure Exposure Actions | Implement action plans to support Climate Change Adaptation | \$0.61m |
| Parking | | |
| Carbon Neutral UPark Investment | Offer a unique carbon offset parking option for our community and offset GHG emissions | \$0.03m |
| Review Adelaide Oval Event Parking | Review the effectiveness and outcomes of the Adelaide Oval Event Parking system | \$0.03m |
| Planning, Building and Heritage | | |
| Develop Conservation Management Plans for Council's Heritage Assets | Progress the Heritage Strategy 2021-2036 to support heritage places and public assets | \$0.2m |
| World Heritage listing bid for the City and Park Lands | Provide support towards the World Heritage listing bid which is a multi-year project being delivered through a partnership with Traditional Owners, the State Government, councils in the Mt Lofty Ranges and the City of Adelaide | \$0.05m |

| Project Name | Description | Draft Budget |
|--|--|--------------|
| Property Management and Development | | |
| 88 O'Connell Project | Deliver 88 O'Connell project in North Adelaide including 164 apartments, retail, commercial and open space | \$0.05m |
| Progress the Strategic Property Review | Implement site redevelopment, disposal and acquisition investigations including 211 Pirie Street site, former Bus Station site and Dunn Street car park | \$0.15m |
| Resource Recovery and Waste Management | | |
| Resource Recovery | Implement Resource Recovery (Organics, Recycling, Waste) Strategy and Action Plan 2020-2028 | \$0.69m |
| Social and Economic Planning | | |
| Adelaide Zero Project | Work with Government, homelessness, health and housing organisations to achieve Functional Zero Rough Sleeping in the City | \$0.03m |
| Develop the City Plan | Develop a plan for the growth and spatial development of our city over the next 10-15 years | grant funded |
| State Government Safety and Wellbeing Taskforce | Support the implementation of the taskforce recommendations, including investigating opportunities for safe public spaces for people to connect with culture and socialise | \$0.04m |
| Streets and Transportation | | |
| Cycling Strategy | Implement the cycling strategy to improve and increase cycling opportunities in the City | \$0.06m |
| Adelaide Economic Development Agency | | |
| Destination Adelaide promotion | Promote Adelaide as a destination to work, invest, study and live | \$0.3m |
| Interstate and Intrastate visitor attraction campaigns | Work collaboratively with businesses to increase hotel stays in the city | \$0.25m |
| Sponsorship - city stimulus event funding | Support the growth and expansion of existing city based events / festivals | \$0.33m |
| Sponsorship - event expansion | Support the growth and expansion of existing city based events / festivals | \$0.5m |
| Sponsorship - major events | Support the growth of city based major events / festivals | \$0.5m |
| Sponsorship - new events | Attract and support new events/festivals | \$0.24m |
| Welcome Adelaide | Support growth of businesses and attract new workers to the city | \$0.15m |

| Project Name | Description | Draft Budget |
|---|---|--------------|
| Corporate Services | | |
| Coordinate and deliver the 2022 Local Government General Election | Inform our community in order to increase voter participation and to attract candidate diversity and deliver the required disbursements to the South Australian Electoral Commission. | \$0.46m |
| New Council Member Training | Support mandatory and necessary training for all Council Members following the November 2022 Local Government Elections | \$0.04m |
| Deliver next generation Adelaide Free Wi-Fi | Ensure coverage of key areas and replace all underperforming meshed based access points with high-speed fibre optics | \$0.6m |





Strategic and Capital Projects

Capital Projects

To ensure we provide assets, facilities and programs that meet the needs and expectations of our community, we undertake ongoing planning, delivery and monitoring of our existing assets. We regularly seek external funding, partnership and grant opportunities to further enhance or bring forward planned works.

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

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

- major projects, new and significant upgrades: strategically planned, assessed, prioritised and considered in context of new assets or impact to current assets
- renewals and maintenance works which are aligned to Asset Management Plans and current assets.

Capital Projects by Service for 2022/23 (Draft Budget)

| New | Major Projects | New / Upgrade | Renewals | Totals |
|--|----------------|----------------|----------------|-----------------|
| Arts, Culture and Events | - | \$0.90m | \$1.04m | \$1.94m |
| Community Development | - | \$0.15m | - | \$0.15m |
| Community Safety | \$1.45m | - | \$2.50m | \$3.95m |
| Environmental Sustainability | \$5.00m | \$0.22m | - | \$5.22m |
| Library Services | - | - | - | - |
| Park Lands and Open Space | \$2.02m | \$1.95m | \$7.16m | \$11.13m |
| Parking | - | \$1.27m | \$0.10m | \$1.37m |
| Planning, Building and Heritage | - | \$0.01m | \$2.06m | \$2.07m |
| Property Management and Development | - | - | \$0.30m | \$0.30m |
| Resource Recovery & Waste Management | - | \$0.31m | - | \$0.31m |
| Social and Economic Planning | - | - | - | - |
| Sports and Recreation | - | \$2.05m | \$0.43m | \$2.48m |
| Streets and Transportation | - | \$1.12m | \$15.16m | \$16.27m |
| <i>Adelaide Central Market Authority</i> | - | - | <i>\$1.50m</i> | <i>\$1.50m</i> |
| <i>Corporate Services</i> | - | - | <i>\$2.44m</i> | <i>\$2.44m</i> |
| Total | \$8.47m | \$7.96m | 32.69m | \$49.13m |

| Continuing | Major Projects | New / Upgrade | Renewals | Totals |
|--------------------|-----------------|----------------|----------------|-----------------|
| Carry Over | \$23.81m | \$2.36m | \$2.73m | \$28.90m |
| 22/23 Timed Budget | \$1.97m | - | - | \$1.97m |
| Total | \$25.78m | \$2.36m | \$2.73m | \$30.87m |

| | | | | |
|--------------------|-----------------|-----------------|-----------------|-----------------|
| Grand Total | \$34.25m | \$10.32m | \$35.43m | \$80.00m |
|--------------------|-----------------|-----------------|-----------------|-----------------|

Major Projects

The table below represents the whole of life project cost for our 2022/23 Major Projects and those that are continuing in future years.

Commencing in 2022/23

| | Previous Years | 2022/23* | Future Years | Whole of Life |
|----------------------------|----------------|----------------|--------------|----------------|
| Cool Corridor Program | - | \$1.00m | - | \$1.00m |
| Green City Streets Program | - | \$4.00m | - | \$4.00m |
| Total | - | \$5.00m | - | \$5.00m |

Continuing Projects from previous years

| | Previous Years | 2022/23* | Future Years | Whole of Life |
|--|-----------------|-----------------|-----------------|-----------------|
| Central Market Arcade Redevelopment | - | \$11.44m | \$10.86m | \$22.30m |
| City of Adelaide Bikeways (North-South) | \$4.21m | \$1.79m | - | \$6.00m |
| City Safe CCTV Network Upgrade (City Deal) | \$1.55m | \$1.45m | - | \$3.00m |
| Cycling Infrastructure | \$4.14m | \$1.46m | - | \$5.60m |
| Events Infrastructure Upgrade - Rymill Park / Murlawirrapurka | \$0.24m | \$2.87m | - | \$3.11m |
| Street Lighting LED Renewals (in conjunction with City Safe CCTV network project) | - | \$0.94m | \$1.85m | \$2.79m |
| Paxton's Walk and Vaughan Place | \$0.14m | \$2.13m | - | \$2.27m |
| Moonta Street | \$3.55m | \$0.47m | - | \$4.03m |
| Market to Riverbank Laneways Upgrade | \$10.45m | \$4.61m | - | \$15.05m |
| Rymill Park / Murlawirrapurka Lake Upgrade | \$0.44m | \$4.52m | - | \$4.96m |
| Sturt West Greening | \$0.03m | \$0.47m | - | \$0.50m |
| Total | \$24.75m | \$32.15m | \$12.71m | \$69.61m |

| | | | | |
|--------------------|-----------------|-----------------|-----------------|-----------------|
| Grand Total | \$24.75m | \$37.15m | \$12.71m | \$74.61m |
|--------------------|-----------------|-----------------|-----------------|-----------------|

*these projects include both carry forward funding and new funding for 2022/23

New and Significant Upgrades

The table below represents the whole of life project cost for our 2022/23 New and Significant Upgrades and those that are continuing in future years:

Commencing in 2022/23

| | Description | 2022/23 Budget |
|---|---|----------------|
| Botanic Creek Catchment Water Courses Improvements | Improve stormwater quality and provide a water source to Rymill Lake | \$0.25m |
| Brown Hill Keswick Creek Stormwater Management Plan | Work with the Cities of Unley, Burnside, Mitcham and West Torrens to progress stormwater projects | \$0.20m |
| Christmas Festival Preparations | Implement this year's actions of the Christmas Festival Action Plan | \$0.20m |
| City Activation - Festoon Lighting | Create interesting spaces across our city through lighting | \$0.10m |
| Climate Change Action Initiative Fund | Support the delivery of Council's Carbon Neutral Strategy and Action Plan | \$0.22m |
| Events and Festivals Infrastructure | Implement infrastructure that supports events and festivals across the city. | \$0.05m |
| Flinders Street Indented Accessible Car Park | Provide compliant accessible car parking outside Hendercare | \$0.03m |
| Flinders Street Streetscape Improvements and Greening | Investigate and develop a concept design from Pulteney Street to Hutt Street | \$0.06m |
| Frome Street Footpath Upgrades | Continue the whole of street approach to the flagstone pavers along Frome Street between North Terrace and Rundle Street, in conjunction with the North - South Bikeway | \$0.55m |
| Hutt Street & South Terrace Stormwater Improvements | Investigate and develop a concept for the design of stormwater improvements | \$0.05m |
| Installation of compliant handrailing to Weir 2 and 3 Footbridges | Improve access and safety across the Torrens River | \$0.15m |
| Illuminate Adelaide Public Artwork | Commission a permanent light-based public artwork | \$0.30m |
| Mini Golf within North Adelaide Golf Course | Subject to engagement and business case development, construct a fairway style mini golf course | \$2.00m |

New and Significant Upgrades

Commencing in 2022/23

| | Description | 2022/23 Budget |
|--|--|----------------|
| Kingston Terrace East Stormwater Improvements | Investigate and design Stormwater Improvements | \$0.02m |
| Minor Works Building Lift Upgrade | Improve building safety | \$0.15m |
| North Adelaide Stormwater Improvement | Concept design works to reduce flood risks in North Adelaide | \$0.05m |
| Public Art Action Plan | Continue to expand and maintain public art | \$0.25m |
| Replacement of UPark Car Park Management System | Replace and upgrade outdated hardware and software | \$1.27m |
| Resource Recovery Strategy & Action Plan 2020-2028 | Implement the Strategy and Action Plan to improve the management of organics, recycling and waste. | \$0.31m |
| River Torrens / Karrawirra Pari Lake Earth Retaining Structure | Construction of retaining structures to stabilise the area near the University Footbridge | \$1.30m |
| Smart Irrigation of Park Lands Project | Implement smart irrigation systems to more accurately dispense water in our Park lands at a reduced cost | \$0.05m |
| Smart Irrigation of Streetscapes Project | Implement smart irrigation systems to more accurately dispense water in our Streets at a reduced cost | \$0.05m |
| Stephens Street and Stephens Place Upgrade | Investigate and commence design works to improve pedestrian access, street amenity and traffic calming | \$0.06m |
| Strangways Terrace Golf Carpark Upgrade | Develop designs to improve carpark access | \$0.05m |
| Town Hall Complex Improvements | Investigate opportunities to improve community access to the Town Hall | \$0.01m |
| Wakefield Street Improvements | Undertake concept and detailed design works for potential streetscape enhancements, including greening, improved pedestrian crossings and undergrounding of powerlines | \$0.25m |
| Total | | \$7.96m |

Continuing Projects from previous years

| | Previous Years | Carry Forward | 2022/23 | Whole of Life |
|--|----------------|----------------|----------------|----------------|
| City Skate Park - CCTV and Greening (LRCl) | \$0.09m | \$0.20m | \$0.20m | \$0.29m |
| Christmas in the City | \$0.02m | \$0.18m | \$0.18m | \$0.20m |
| City Dirt Masterplan | \$0.00m | \$0.03m | \$0.04m | \$0.04m |
| Illuminate | \$0.26m | \$0.05m | \$0.05m | \$0.31m |
| Halifax Street Footpath Project | \$0.19m | \$0.03m | \$0.03m | \$0.22m |
| Reignite Adelaide - East End Festival and Event Place Retractable Bollards | \$0.28m | \$0.17m | \$0.17m | \$0.46m |
| River Torrens / Karrawirra Pari revegetation project | \$0.13m | \$0.01m | \$0.01m | \$0.14m |
| Place of Courage | \$0.01m | \$0.10m | \$0.10m | \$0.10m |
| Place of Reflection | \$0.19m | \$0.08m | \$0.08m | \$0.27m |
| Southwest Community Centre | \$0.00m | \$1.50m | \$1.50m | \$1.50m |
| Total | \$1.17m | \$2.36m | \$2.36m | \$3.53m |

| All New and Significant | 2022/23 Budget | 2022/23 Grants |
|--------------------------------|-----------------|----------------|
| Grand Total | \$10.32m | - |

As part of our 2022/23 New and Significant upgrade planning, Council is also due to receive these 'gifted assets' at no further costs:

- Arbour in Chesser Street
- New sports infrastructure in Golden Wattle Park / Mirnu Wirra
- New sports infrastructure in Bunday's Paddock / Tidlangga
- New sports infrastructure in Gladys Elphick Park / Narningga

Renewals

The below table represents asset renewals for 2022/23 by Council's Asset Management Plan categories:

2022/23 Renewals

| Category | 2022/23 Budget | Carry Over |
|-------------------------|-----------------|----------------|
| Buildings | \$7.62m | \$0.95m |
| Information Management | \$2.14m | \$0.00m |
| Lighting & Electrical | \$2.00m | \$0.57m |
| Park Lands & Open Space | \$1.71m | \$0.00m |
| Plant & Fleet | \$2.72m | \$1.21m |
| Transportation | \$10.58m | \$0.00m |
| Urban Elements | \$1.75m | \$0.00m |
| Water Infrastructure | \$4.19m | \$0.00m |
| TOTAL | \$32.69m | \$2.73m |

Opportunities

The following projects are unfunded, uncosted and not yet been assigned to Councils Capital Works Program for 2022/23. These projects vary from investigations to be undertaken to design works, or full infrastructure delivery. To deliver in 2022/23, we will continue to identify service efficiencies to create capacity, explore partnership opportunities, and pursue external grant funding. Where this is successful these additional projects will be reconsidered by Council based on priority, cost, timing impacts, availability of resources and materials, risks, potential outcomes and community benefit.

- Activation Infrastructure for Waymouth St, Gouger St, Wyatt St, Chesser St, Jerningham St
- Active City Infrastructure Initiatives
- Adelaide Town Hall - Technical Equipment Upgrade
- All weather covering and permanent atmospheric lighting for Moonta Street Plaza at Gouger Street entrance
- Bonython Park Shared Use Path Lighting Upgrade
- Bus Station Concourse commercialisation
- CCTV - Public Realm - CCTV cameras
- City Dirt Master Plan - Park 20
- Co-deliver Park 21W Concept Plan
- Commercial tenancy base build requirements to meet market demand across multiple tenancies
- Dawkins Place - Public Lighting
- Design and Implementation of Parking Guidance System in UPark Central Market to trial technology.
- Develop wayfinding strategy/design to drive visitation to UPark
- On-street parking infrastructure
- Explore feasibility for a live site in the city
- Explore feasibility for a sound shell in the city
- Field Street Upgrade
- Flinders Street Pedestrian Crossing Improvements (Adjacent Pilgrim Lane)
- Future Driving Range - North Adelaide Golf Course
- Gilbert Street Crossing
- Integration of UPP Payments into On-Street Terminals
- Investigate the expansion of access to recycled water (GARWS) for irrigating streetscapes.
- Karrawira Pari / River Torrens Restoration and Nature Space project
- Kingston Terrace Bus Stop re-design
- Main Street Revitalisation Projects - Improvement plans and Activation plan
- Mary Street - Public Lighting
- Melbourne Street Wombat Crossing (Ronald McDonald House)
- North Terrace Public Realm Upgrade
- Ongoing Golf Course Capital Improvements
- Replace and upgrade the Rundle Mall sound system
- Rymill Park Eastern Pathway Project
- Street Lighting Renewal and City Safety - Hutt Street
- Street Lighting Renewal and City Safety - Stafford Street and Lanes
- Sturt Street Improvements (King William to Whitmore Square)
- Topham Façade and Commercial augmentation of existing shops to improve connectivity and commercial offering
- Upgrade of Park 15 skate and basketball facility
- Vincent Street & Vincent Place Upgrade
- West Pallant Street Project



Our Services

A detailed view of
community insights and the
activities being planned





Our Services

Service Planning

The City of Adelaide delivers a broad range of services to our community and structure our delivery plan and budget as 13 community services, eight corporate services and the work of our subsidiaries.

The service structure ensures we deliver on essential community needs and the City of Adelaide Strategic Plan, fulfil our duties as a capital city council, enable our organisation and create visibility over our operational expenditure.

Forward planning for our service delivery supports a transparent and methodical approach to delivering what matters to our communities. It enables us to be proactive and focused on outcomes, and, because we understand community needs and the broader environment, we can be agile in the face of challenges.

The City of Adelaide will continue to review our services including understanding how satisfied our community is with our service performance. These reviews will support the implementation of a target to balance the budget throughout the year.

Each service in this document includes detailed financial information, alignment of Strategic Plan (2020 – 2024) key actions, operational activities, strategic projects and capital projects.

Framework

Strategic Plan

Long Term Financial Plan

Strategic Asset Management Plan

Services

Longer-term view

Planned deliverables and
estimated costs and works

Plan and Budget

Current deliverables

Cost of Service

Priorities, Projects and Capital

Community Services

The City of Adelaide delivers 13 community services. Together these services encompass everything that the City of Adelaide does for our residents, businesses and the 300,000 people who visit the city each day. From *Arts, Culture and Events* to *Streets and Transportation*, the community services ensure that we deliver on essential community needs and enable our communities to thrive.

- Arts, Culture and Events (ACE)
- Community Development (CD)
- Community Safety (CS)
- Environmental Sustainability (ES)
- Library Services (LS)
- Park Lands and Open Space (PLOS)
- Parking (PK)
- Planning, Building and Heritage (PBH)
- Property Management and Development (PMD)
- Resource Recovery & Waste Management (RRWM)
- Social and Economic Planning (SEP)
- Sports and Recreation (SR)
- Streets and Transportation (ST)

Our Community Services are supported by eight Corporate Services, which are also the primary driver for our Strategic Plan Enabling Priority Key Actions.

Our Services

Cost of Service and Strategic Alignment

The City of Adelaide is responsible for a broad range of services and functions to support all users of the city. Our Annual Budget shows the total cost of delivery of these services. Capturing the full cost of a service, requires consideration to Direct and Indirect Costs including corporate and management overheads.

The principles used in implementing a full cost of service approach are:

- Equity in applying indirect costs – management and corporate overheads are allocated in the most equitable manner across functions, with consideration given to the following two principles and the availability of information on cost drivers
- Simplicity in application – to transition to this new approach to budgeting, some cost allocations will be made to maintain simplicity, as we build our internal systems to reflect actual resource allocation
- Ease of reporting – to enable quarterly reporting, direct allocations will only be made where system capability allows for easy reporting

Common terms used when describing our detailed cost of service as articulated in the following pages:

FTE: Direct Full Time Equivalent (FTE) contains the budgeted FTE hours directly relating to the delivery of the function. Indirect FTE contains an allocation of budgeted FTE associated with overseeing the delivery of services (see management overheads) and enabling the delivery of the service (see corporate overheads).

Direct: Direct costs are shown in thousands across expenditure (expend.) and income. Expenditure includes costs exclusively attributed to the delivery of the function and allocations of costs that are required to deliver the function. Income relates to revenue received as a result of Council delivering the function. Where costs are not incurred exclusively within one function, or current systems limit a more accurate allocation of costs, costs have been distributed evenly across applicable functions. These costs may not vary with changes to levels of service, as they may still be required for the delivery of the other functions.

Indirect: Indirect costs enable the delivery of a function and are unlikely to change unless there is a significant shift to the level of service provided across multiple functions or services.

Total: The Total Nett cost includes all direct and indirect expenditure and income for each function.



Community Services as a percentage share of total Direct FTE and Income and Expenditure:

| Service | (Direct) FTE* | | (Direct) Expenditure | | (Direct) Income | |
|---|---------------|---------------|----------------------|--------------|-----------------|---------------|
| | 21/22 | 22/23 | 21/22 | 22/23 | 21/22 | 22/23 |
| Arts, Culture and Events | 6.28% | 6.23% | 5.44% | 5.92% | 0.70% | 0.83% |
| Community Development | 1.74% | 1.77% | 1.34% | 1.42% | 0.18% | 0.17% |
| Community Safety | 4.06% | 4.84% | 1.84% | 2.28% | 1.25% | 1.37% |
| Environmental Sustainability | 1.29% | 1.26% | 1.13% | 1.04% | 0.00% | 0.01% |
| Library Services | 4.27% | 4.25% | 2.94% | 2.90% | 0.14% | 0.14% |
| Park Lands and Open Spaces | 16.30% | 15.95% | 10.68% | 10.37% | 0.92% | 1.06% |
| Parking | 8.62% | 8.18% | 8.85% | 11.91% | 22.18% | 24.01% |
| Planning, Building and Heritage | 2.55% | 1.91% | 1.76% | 1.46% | 0.22% | 0.20% |
| Property Management and Development | 1.83% | 1.73% | 2.95% | 2.82% | 3.04% | 3.51% |
| Resource Recovery & Waste Management | 1.60% | 1.58% | 2.48% | 2.49% | 0.34% | 0.33% |
| Social and Economic Planning | 1.64% | 1.61% | 1.13% | 1.10% | 0.11% | 0.11% |
| Sports and Recreation | 8.46% | 9.62% | 7.54% | 8.21% | 4.59% | 4.96% |
| Streets and Transportation | 18.11% | 18.37% | 25.51% | 24.03% | 0.18% | 0.19% |
| <i>Adelaide Central Market Authority</i> | <i>1.11%</i> | <i>1.05%</i> | <i>4.73%</i> | <i>3.18%</i> | <i>4.70%</i> | <i>2.40%</i> |
| <i>Adelaide Economic Development Agency</i> | <i>5.23%</i> | <i>5.29%</i> | <i>6.38%</i> | <i>5.88%</i> | <i>2.37%</i> | <i>1.91%</i> |
| <i>Corporate Services (grouped)</i> | <i>16.89%</i> | <i>16.35%</i> | <i>15.2%</i> | <i>15%</i> | <i>59.07%</i> | <i>58.81%</i> |

Strategic Plan Key Action primary alignment to our Services

THRIVING COMMUNITIES

- 1.1 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.2 Build and be guided by the Wellbeing Dashboard
- 1.3 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
- 1.4 Develop diverse places, and facilities with and for young people
- 1.5 Support health and housing for vulnerable people and young people
- 1.6 Support volunteerism to build community capacity and connectedness
- 1.7 Develop plans to improve mobility and physical and digital access and connectedness**
- 1.8 Implement city access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
- 1.9 Pursue affordable, reliable links to airports, regions and suburbs
- 1.10 Support delivery of welcoming civic infrastructure/third spaces to foster community connections through the adoption of universal and sustainable design principles
- 1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport**

STRONG ECONOMIES

- 2.1 Develop 88 O'Connell Street
- 2.2 Redevelop Adelaide Central Market Arcade and Market District
- 2.3 Establish a Smart Visitor Experience Centre**
- 2.4 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate
- 2.5 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city**
- 2.6 Support and develop diverse creative and social industry sectors
- 2.7 Develop spatial plans to support future growth in the city
- 2.8 Facilitate creative uses of the public realm and ventures in underutilised city buildings
- 2.9 Activate main streets and develop unique precincts to support a diverse range of businesses and communities**
- 2.10 Implement a City Wide Business Model (*action has been delivered /marked as complete*)

DYNAMIC CITY CULTURE

- 3.1 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners
- 3.2 Pursue world and state heritage listing for the Adelaide Park Lands and city layout
- 3.3 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.4 Support development of new cultural and civic infrastructure for the city**
- 3.5 Upgrade major recreational facilities
- 3.6 Develop asset management plans to provide for future generations
- 3.7 Deliver diverse parks and playspaces
- 3.8 Increase public art throughout the city in collaboration with the private sector
- 3.9 Connect city users to place through curated city experiences**
- 3.10 Support community diversity, cultural expression, experiences and participation
- 3.11 Expand Adelaide's global reputation as a 'magnet city' through world class events, festivals and activation

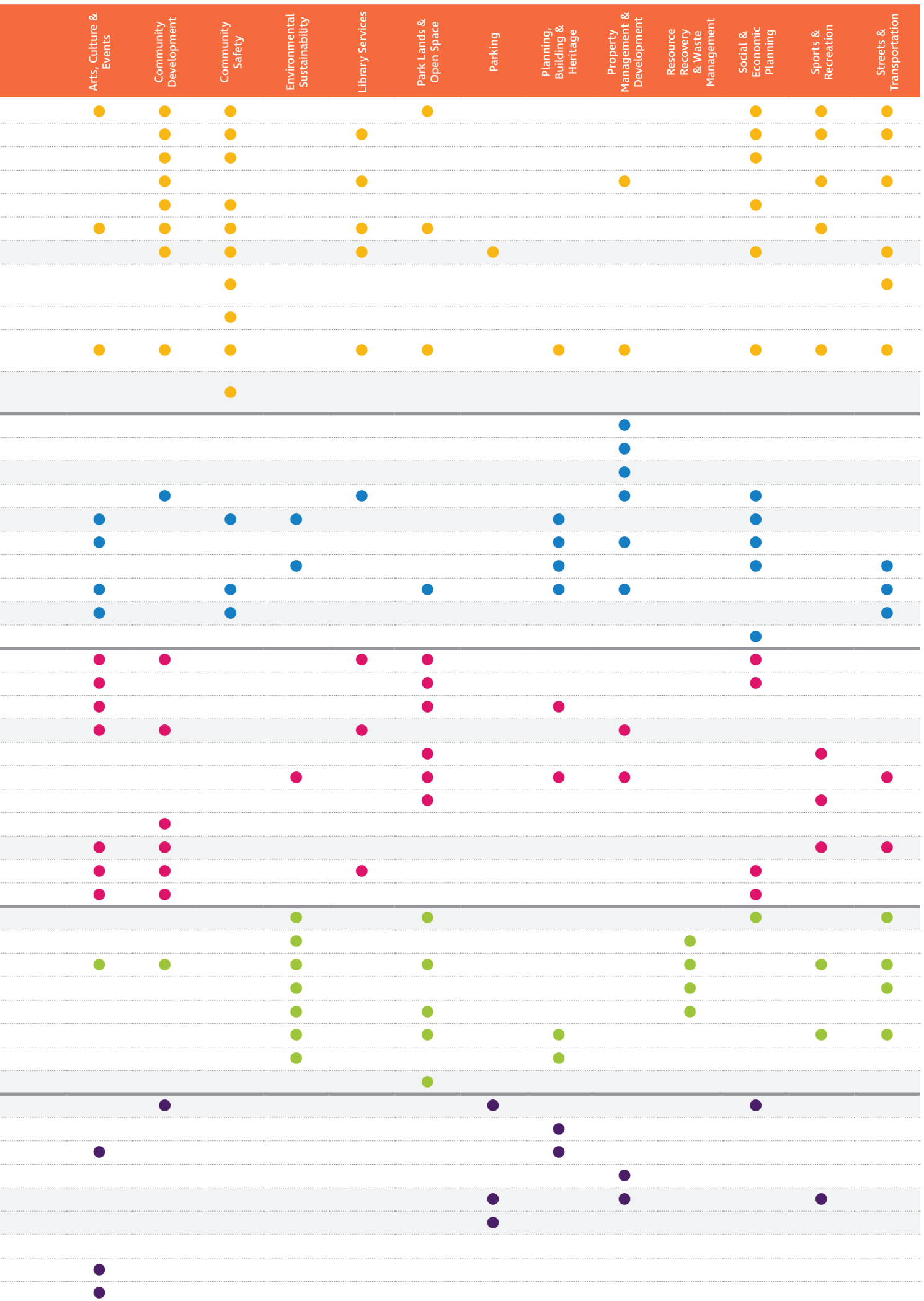
ENVIRONMENTAL LEADERSHIP

- 4.1 Increase street tree canopies and green infrastructure in city hot spots and public spaces**
- 4.2 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy
- 4.3 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
- 4.4 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
- 4.5 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.6 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
- 4.7 Support all CBD businesses to be green accredited
- 4.8 Protect and conserve the heritage listed Adelaide Park Lands**

ENABLING PRIORITIES (DELIVERED BY CORPORATE SERVICES)

- 5.1 Review and improve the way we collect and present data to share insights with the community**
- 5.2 Demonstrate bold governance leadership in the Local Government Sector
- 5.3 Build on effective advocacy and partnerships locally, nationally and globally
- 5.4 Implement the Strategic Property Review
- 5.5 Develop new revenue opportunities for Council operations**
- 5.6 Review Council services to balance efficiencies with meeting community expectations**
- 5.7 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy (*action has been delivered /marked as complete*)
- 5.8 Implement new approaches to engaging the community in Council decision-making
- 5.9 Encourage and support new ideas and concepts

Key Actions in bold are Strategic Annual Priorities for delivery in 2022/23



See previous page for what each acronym represents

Arts, Culture and Events



Enhances the cultural and creative elements of the city, enlivening it with things to do and see, and making the rich heritage of the city available to all.

2022/23 Draft Budget

43.58

Direct Resources (FTE)

\$1,689,000

Direct Income

\$11,736,000

Direct Expenditure

Functions within this Service

- Adelaide Town Hall
- Archives and Civic Collection
- Culture and Creativity
- Events and Activations
- Heritage Promotion and Events
- Monuments, Fountains and Public Art

What we've heard from our Community

Overwhelming love of arts and community events. Appreciation of their ability to drive unity, diversity, and inclusivity.

| Residents | City Users | Businesses |
|--|---|--|
| <p>Even spread of events</p> <p>Support live music</p> | <p>More events</p> <p>More live music</p> <p>More entertainment</p> | <p>More events to entice visitation</p> <p>Even spread of events</p> |
| <p>2021 Resident Survey</p> | <p>2021 City User Profile Survey</p> | <p>2021 Business Insights Survey</p> |

Service opportunities to explore

- Review funding categories for incentives, grants and partnership programs and potentially increase funding so these meet current and future needs, especially in relation to COVID-19 recovery and to enable wider and more diverse participation
- Increase cultural heritage tourism
- Develop the 'outdoor street art' sector to trial and test new material in Adelaide before serving a national and global market
- Support continuous growth in telling and promoting the story of Adelaide through Adelaide's artists, creatives and musicians
- Support viable artist studios and affordable creative making spaces to thrive in the city
- Identify opportunities for new and adapted technologies and update to spaces that maximise the quality of music and cultural experiences and encourage greater utilisation at the Adelaide Town Hall

Priorities for the next 4 years

- Support events and festivals, live music and hospitality and entertainment industries.
- Support cultural festivals to grow, amplify and strengthen, leading to increased visitation, social, cultural and economic growth
- Deliver extraordinary and diverse creative experiences through Cultural Strategic Partnerships
- Ensure Public Art inspires, stimulates curiosity, and creates memories, building connection to Adelaide
- Deliver revitalised Mainstreets and Laneways delivering economic growth, dynamic city culture and thriving communities
- Provide Park Land and squares activations that drive visitation to the city and North Adelaide
- Position the Adelaide Town Hall as a dynamic cultural hub that enables a diverse mix of events
- Implement the Heritage Strategy and Action Plan
- Support new, emerging and developing artists and promote their work

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Adelaide Park Lands Events Management Plan 2016 - 2020
- Asset Management Plans
- Christmas Festival Action Plan 2021 - 2024
- Climate Change Risk Adaptation Action Plan 2021 - 2026
- Cultural Strategy 2017 – 2023
- Disability Access and Inclusion Plan 2019 – 2022
- Heritage Strategy Action Plan 2021 - 2036
- Public Art Action Plan 2019 - 2022
- Stretch Reconciliation Action Plan (RAP) 2021 - 2024

Business Activity Summary

Activity this Service centres on

- Deliver key events and activations
- Support third party events, festivals and activations
- Deliver and manage partnerships, grants and incentive programs
- Deliver activities supporting the implementation of strategies and plans for heritage, mainstreets, public art, culture, and live music
- Deliver curated activity through city owned venues, including the Adelaide Town Hall
- Support development, incubation and connection of artists, creatives and musicians
- Advocate for the arts cultural agenda as a key driver for Adelaide as the most liveable city in the World
- Deliver Civic events and celebrations

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|--------------|-------------------|----------------|---------------------|-------------------|
| | direct | indirect | expend. | income | | |
| Adelaide Town Hall | 7.22 | 2.04 | (\$4,031) | \$996 | (\$373) | (\$3,409) |
| Archives and Civic Collection | 4.31 | 1.83 | (\$537) | \$20 | (\$221) | (\$738) |
| Culture and Creativity | 4.21 | 1.81 | (\$1,262) | \$57 | (\$221) | (\$1,426) |
| Events and Activations | 22.64 | 3.20 | (\$4,942) | \$598 | (\$1,000) | (\$5,344) |
| Heritage Promotion and Events | 1.48 | 1.59 | (\$282) | \$4 | (\$75) | (\$352) |
| Monuments, Fountains and Public Art | 3.71 | 1.77 | (\$682) | \$14 | (\$180) | (\$848) |
| TOTAL | 43.58 | 12.24 | (\$11,736) | \$1,689 | (\$2,070) | (\$12,117) |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|---|-------------------------------|--|
| Manage and deliver events, functions, concerts and Open Day | Adelaide Town Hall | SP 3.09, SP 3.10 |
| Manage collection of and preservation of historical and culturally Significant Archive materials and artifacts | Archives and Civic Collection | SP 3.10 |
| Support public access to archival and permanent records | Archives and Civic Collection | SP 3.10 |
| Deliver Arts and Cultural Grants | Culture and Creativity | SP 2.06 / Cultural Strategy 2017-2023 |
| Deliver the Cultural Entrepreneurs Incubator Program | Culture and Creativity | SP 2.06 |
| Implement the Cultural Festivals Action Plan 2022-2024 | Culture and Creativity | SP 3.10 / Cultural Strategy 2017-2023 |
| Implement the Cultural Strategy | Culture and Creativity | SP 3.10 / Cultural Strategy 2017-2023 |
| Deliver the AUCOM (Australian UNESCO City of Music) Activities including the Action Plan, Umbrella Music Festival, Live Music Strategic Partnerships and concert band support | Culture and Creativity | SP 3.11 / Cultural Strategy 2017-2023 |
| Manage the Dynamic City: Arts and Cultural Dashboard | Culture and Creativity | SP 3.10 / Cultural Strategy 2017-2023 |
| Deliver shared Grants with Arts South Australia | Culture and Creativity | SP 2.06 / Cultural Strategy 2017-23 |
| Support The Mill through Arts & Culture Infrastructure Partnership | Culture and Creativity | SP 3.04 |
| Deliver Adelaide's New Year's Eve event | Events and Activations | SP 3.11 |
| Provide Australia Day Sponsorship | Events and Activations | SP 3.10 |
| Provide Business Activation and Support | Events and Activations | SP 2.06 |
| Implement Christmas Festival and deliver the Christmas in the City Action Plan | Events and Activations | Christmas Festival Action Plan 2021-2024 |
| Host Citizenship Ceremonies, including Australia Day Citizenship Ceremony | Events and Activations | SP 3.01, SP 3.09, SP 3.10 |
| Deliver City Activation - East End Unleashed | Events and Activations | SP 3.11 |
| Deliver City Activation – Hindley Street | Events and Activations | SP 2.09 |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|--|-------------------------------------|--|
| Deliver City Activation - North Adelaide/O'Connell St | Events and Activations | SP 2.09 |
| Host Civic Events including Lord Mayor Receptions and Colonel Light Ceremony | Events and Activations | SP 3.01, SP 3.09 SP 3.10, SP 3.11 |
| Implement Dynamic City Action Plan deliverable projects | Events and Activations | SP 3.11 |
| Manage the Events Infrastructure Incentive Scheme | Events and Activations | SP 3.11 |
| Provide Fashion Industry Support | Events and Activations | SP 2.06 / Cultural Strategy 2017-2023 |
| Implement climate risk adaptation actions for events | Events and Activations | SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 KADM6 |
| Support International Student Welcome | Events and Activations | SP3.10 |
| Support Live Music Industry and Venues (formerly Local Buzz, Music in the Streets and City Bands budgets) | Events and Activations | SP3.11 |
| Host Lord Mayor Christmas Events | Events and Activations | SP 3.09 SP 3.10 |
| Support the delivery of the Lord Mayor Golf Trophy Day | Events and Activations | SP 1.01 |
| Deliver Mainstreet Revitalisation | Events and Activations | SP 2.09 |
| Deliver NAIDOC Week celebrations | Events and Activations | SP 3.01 / Stretch Reconciliation Action Plan 2021-2024 |
| Deliver the Heritage Promotions Program to celebrate our built and cultural heritage, develop our heritage narrative and raise community awareness | Heritage Promotion and Events | SP 3.02 / Heritage Strategy and Action Plan 2021-2036 3.01 - 3.14 |
| Provide sponsorship and deliver events (46 in 2021) as part of the month-long state-wide SA History Festival | Heritage Promotion and Events | SP 3.09 / Heritage Strategy Action Plan 2021-2036 3.2 |
| Deliver the Public Art Action Plan | Monuments, Fountains and Public Art | SP 3.08 / Cultural Strategy 2017-2023 / Public Art Action Plan 2019-2022 |
| Deliver Monuments and Fountains Maintenance and Cleansing Program | Monuments, Fountains and Public Art | Asset Management Plans |



Community Development

Creates opportunities for people to connect, learn, grow, and work with others to enhance their local communities

2022/23 Draft Budget

12.39

Direct Resources (FTE)

\$342,000

Direct Income

\$2,818,000

Direct Expenditure

Functions within this Service

- Community Centres
- Community Home Support Program
- Community Wellbeing

What we've heard from our Community

Identify opportunities to celebrate diversity and inclusiveness within all types of communities.

| Residents | City Users | Businesses |
|--|------------|--------------------------------------|
| Celebrate diversity Counter high-density living | - | More networking opportunities |
| <i>2021 Resident Survey</i> | - | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Additional 0.5 FTE and expanded programs to enable a focused program of neighbourhood development in the SW of the city for a 12 month period
- Social worker partnership to add value to the service offering
- Enhanced volunteerism and civic contribution to community by residents
- Enhance wellbeing outcomes for and with community

Priorities for the next 4 years

- Support community aspirations through grants programs and partnerships
- Provide opportunities for people to share skills and work together on areas of shared interest
- Maintain community driven places and spaces where people belong, flourish, and create connections
- Grow community capacity and enable participation
- Build community wellbeing, resilience and belonging
- Action informed by insights from the Wellbeing Dashboard
- Ensure a digitally connected community
- Facilitate, create and share socially inclusive exhibitions and programs

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Asset Management Plans
- Climate Change Risk Adaptation Action Plan 2021 - 2026
- Community Land Management Plans
- Cultural Strategy 2017 - 2023
- Disability Access and Inclusion Plan 2019 - 2022
- Safer City Action Plan 2019 – 2023
- Wellbeing Plan 2020 - 2025

Business Activity Summary

Activity this Service centres on

- Provide community development services and digital access through staffed community centres
- Provide of safe and welcoming self-access spaces that support connection and foster belonging
- Celebrate diverse community culture and creativity through programs, seed funding for community driven initiatives, neighbour days, exhibitions, music and events
- Promote the service
- Develop community partnerships with residents, business and services organisations to share knowledge, collaborate, maximise resources and connections, and to amplify the work of other service providers and businesses in the city
- Support volunteerism to build community capacity and connectedness across community
- Facilitate programs that support wellbeing, welcome, and healthy & resilient communities

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|------------------|--------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Community Centres | 6.72 | 2.00 | (\$1,023) | \$42 | (\$347) | (\$1,328) |
| Community Home Support Program | 1.37 | 1.58 | (\$404) | \$292 | (\$67) | (\$179) |
| Community Wellbeing | 4.31 | 1.80 | (\$1,390) | \$7 | (\$242) | (\$1,625) |
| TOTAL | 12.39 | 5.38 | (\$2,818) | \$342 | (\$656) | (\$3,131) |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|--|--------------------------------|---|
| Deliver an Out and About and Community Connections Program | Community Centres | SP3.10 |
| Develop and deliver a program of neighbourhood connection in the SW of the city | Community Centres | SP3.10 |
| Develop and deliver community partnerships to embed and amplify the Community Connections program | Community Centres | SP3.10 |
| Operate Community Centres | Community Centres | SP3.10 |
| Support the community during extreme weather events | Community Centres | SP 4.03 Climate Change Risk Adaptation Action Plan 2021-2026 1.1,3,4,11 |
| Deliver Healthy Ageing activities, including Commonwealth Home Support Program | Community Home Support Program | SP1.05 |
| Develop Community Capacity | Community Wellbeing | SP3.10 |
| Manage Community Impact Grants and Strategic Partnerships | Community Wellbeing | SP3.10 |
| Include climate change adaptation in community grants | Community Wellbeing | SP 4.03 Climate Change Risk Adaptation Action Plan 2021-2026 8.7 |
| Support collaborative initiatives focussed on improving the wellbeing of young people aged 18-24 years living in CoA | Community Wellbeing | Safer City Action Plan 2019-2023 3.3.1 |
| Deliver brilliant volunteer programs for mutual benefit | Community Wellbeing | SP1.06 |
| Implement Welcoming City Places and Spaces at relevant facilities | Community Wellbeing | SP3.10 |
| Optimise data analysis and capabilities of Wellbeing Dashboard | Community Wellbeing | SP 1.02 |
| Deliver Wellbeing Projects | Community Wellbeing | SP1.02 |



Community Safety

Ensures a safe and healthy city environment for people to visit, work, study, live and do business

2022/23 Draft Budget

33.85

Direct Resources (FTE)

\$2,794,000

Direct Income

\$4,523,000

Direct Expenditure

Functions within this Service

- Building Compliance
- Community Safety Compliance
- Community Safety Strategy
- Environmental Health
- Permits

What we've heard from our Community

CoA considered safe however night-time lack of safety believed to be influenced by a lack of lighting.

| Residents | City Users | Businesses |
|--|--|--|
| <ul style="list-style-type: none"> Improve evening safety Increase lighting Deter bicycle theft | <ul style="list-style-type: none"> Improve evening safety Maintain COVID precautions | <ul style="list-style-type: none"> Improve evening safety Maintain public security |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile</i> | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Utilise the legislated review period for City of Adelaide By-Laws to focus on reducing red tape for businesses, while enabling a modern, safe and fit-for-purpose set of regulations
- Continually improve use of technology to enable resources to have greater coverage and responses to safety issues

Priorities for the next 4 years

- Increase use of technology to deliver a more efficient, easier to understand service.
- Work with the community and encourage residents, businesses, and key organisations to take action to support their own safety and wellbeing.
- Encourage active use of the city and Park Lands to reduce opportunities for crime and anti-social behaviour
- Create a world-renowned safe destination through a harm minimisation approach that supports vibrancy and activity while reducing risks from drugs, alcohol, and terrorism to the public
- Review all CoA By-Laws to increase safety and simplify the regulatory framework for city users

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Adelaide Park Lands Management Strategy 2015 - 2025
- Disability Access and Inclusion Plan 2019 – 2022
- Dog and Cat Management Plan 2019 - 2024
- Safer City Action Plan 2019 - 2023
- Wellbeing Plan 2020 – 2025

Business Activity Summary

Activity this Service centres on

- Facilitate safe use and activation of the public realm by third parties through the permit process
- Deliver Council's legislative obligations towards managing a safe and welcoming environment for all
- Conduct Night time safety audits

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|--------------|------------------|----------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Building Compliance | 6.61 | 1.99 | (\$871) | \$236 | (\$366) | (\$1,001) |
| Community Safety Compliance | 7.29 | 2.05 | (\$1,002) | \$44 | (\$384) | (\$1,342) |
| Community Safety Strategy | 1.78 | 1.59 | (\$338) | \$4 | (\$113) | (\$447) |
| Environmental Health | 6.47 | 1.98 | (\$919) | \$227 | (\$340) | (\$1,032) |
| Permits | 11.70 | 2.39 | (\$1,393) | \$2,283 | (\$557) | \$334 |
| TOTAL | 33.85 | 10.00 | (\$4,523) | \$2,794 | (\$1,759) | (\$3,488) |

| Business Activities | Function | Strategic Alignment |
|--|-----------------------------|--|
| Manage the legislated functions and actions of the Building Fire Safety Committee | Building Compliance | Legislated |
| Undertake inspections of buildings against the Building Code and Planning Development and Infrastructure Act | Building Compliance | Legislated |
| Implement Safer City Policy and Action Plan 2019-2023 | Community Safety Strategy | Safer City Action Plan 2019-2023 |
| Partner with SAPOL to ensure a strategic approach to citywide CCTV coverage and monitoring | Community Safety Strategy | Safer City Action Plan 2019-2023 1.2.1 |
| Review Public Toilet Design Guidelines | Community Safety Strategy | Safer City Action Plan 2019-2023 |
| Undertake safety (including lighting assessments) audits as required (both regularly scheduled and in response to community need) and deliver associated safety audit workplans | Community Safety Strategy | Safer City Action Plan 2019-2023 1.1.1 |
| Deliver Adelaide Zero Project initiatives – community safety component | Community Safety Compliance | SP1.03 |
| Respond to issues relating to public safety or breaches of legislation, including but not limited to illegal dumping, animal issues, noise/access issues, non-permitted activities in public realm, rough sleepers etc | Community Safety Compliance | Legislated |
| Provide Immunisation Clinics to the public | Environmental Health | Legislated |
| Undertake inspections in accordance with the relevant legislation including but not limited to, food businesses: cooling towers, public swimming pools and tattoo premises to support public safety | Environmental Health | Legislated |
| Assess and approve permits relating to city works, outdoor dining, minor events/weddings, objects on footpaths and encroachments | Permits | SP 2.05 Legislated |
| Continue to simplify the permit application process and fee model | Permits | SP 2.05 |

Environmental Sustainability



Demonstrates environmental leadership through our goals to become a sustainable, carbon neutral and climate resilient city

2022/23 Draft Budget

8.83

Direct Resources (FTE)

\$16,000

Direct Income

\$2,059,000

Direct Expenditure

Functions within this Service

- Carbon Neutral Council and Community
- Sustainable and Climate Resilient City

What we've heard from our Community

Provide proactive leadership and set an example for the country through better waste education and service and more greenery and habitats.

| Residents | City Users | Businesses |
|---|--------------------------------------|---|
| Waste education Inspire green travel methods Environmentally minded bins Habitat development | Increase greenery | Waste education Recycling collection |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile Survey</i> | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Enhance the positioning of the City of Adelaide as future ready, fiscally responsible, modern organisation and leader in addressing environmental change.

Priorities for the next 4 years

- Position Adelaide as green, climate ready, liveable city in a changing world
- Lead as a carbon neutral organisation
- Transition to a carbon neutral city
- Address climate change risk by taking adaptation action
- Transition to a water sensitive city
- Enhance and protect biodiversity and green infrastructure in the city

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Adelaide Park Lands Management Strategy 2015 -2024
- Asset Management Plans
- Carbon Neutral Strategy 2015 - 2025
- Carbon Neutral Adelaide Action Plan 2016 – 2021
- Climate Change Risk Adaptation Action Plan 2021 – 2026
- Community Land Management Plans
- Integrated Biodiversity Management Plan 2018 – 2023
- Resilient East Regional Climate Change Adaptation Plan
- Water Sensitive City Action Plan 2021 - 2025

Business Activity Summary

Activity this Service centres on

- Maintain the Council’s carbon neutral certification
- Assist residents and businesses to transition to a low carbon and climate ready future
- Enable Council to transition to a carbon neutral, climate ready, water sensitive future
- Position the Adelaide as a green, liveable, climate ready city
- Demonstrate new and innovative responses to the challenges of climate change, urban greening, water management and biodiversity protection and enhancement.
- Adapt to climate change impacts through planning, risk identification and mitigation of hazards that affect the community, council services and the City of Adelaide workforce

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|--|-------------|-------------|------------------|-------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Carbon Neutral Council and Community | 3.64 | 1.75 | (\$833) | \$7 | (\$207) | (\$1,033) |
| Sustainable and Climate Resilient City | 5.20 | 1.86 | (\$1,226) | \$9 | (\$311) | (\$1,528) |
| TOTAL | 8.83 | 3.62 | (\$2,059) | \$16 | (\$518) | (\$2,562) |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|---|--|---|
| Maintain Carbon neutral council certification | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Adelaide Action Plan 2016–2021 / Carbon Neutral Strategy 2015-2025 |
| Deliver and communicate greenhouse gas emissions inventories (corporate and community) and sustainability reporting and benchmarking | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Deliver education and support to assist the community and business to transition to a low carbon and climate ready future | Carbon Neutral Council and Community | SP 4.03, SP 4.04, SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Deliver the Carbon Neutral Adelaide Partners Program and collaborative climate action projects | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Deliver the CitySwitch Green Office Program or alternative program to assist businesses to improve environmental performance and build internal sustainability capacity | Carbon Neutral Council and Community | SP 4.04, 4.06, 4.07 / Carbon Neutral Strategy and Action Plan |
| Deliver the Sustainability Incentive Scheme | Carbon Neutral Council and Community | SP 4.04, SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Develop a new climate action plan incorporating corporate and community actions informed by community engagement | Carbon Neutral Council and Community | Decision of Council ID 21262 |
| Identify and plan demand-side management and renewable energy initiatives for CoA buildings/facilities | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Partner and collaborate on advocacy in national and international climate change and sustainability forums | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Scope sustainable buildings and assets projects for energy efficiency and greenhouse gas emissions reductions in CoA buildings and facilities | Carbon Neutral Council and Community | SP 4.06 Carbon Neutral Strategy and Action Plan |
| Update and promote the Sustainable Events Guidelines | Carbon Neutral Council and Community | SP 4.06 / Carbon Neutral Strategy and Action Plan |
| Consider climate risks and impacts within asset planning documents and policies | Sustainable and Climate Resilient City | SP 3.06 / Climate Change Risk Adaptation Action Plan 2021-2026 G4 |
| Deliver biodiversity and water sensitive education and engagement activities | Sustainable and Climate Resilient City | SP 4.03, SP 4.05 / Integrated Biodiversity Management Plan and Water Sensitive City Plan |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|--|--|--|
| Develop a strategic water sensitive urban design map to identify opportunities for urban stormwater treatment | Sustainable and Climate Resilient City | SP 4.03 / Water Sensitive City Action Plan 2021-2025 1.5 |
| Develop a targeted community engagement and education program relating to increasing canopy cover and plantings diversity selected within the CoA area | Sustainable and Climate Resilient City | SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 4.3 |
| Develop an Urban Greening Strategy | Sustainable and Climate Resilient City | SP 4.01, SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 4.2 |
| Develop a process for large-scale building projects to be subject to climate change risk assessment | Sustainable and Climate Resilient City | SP 4.03 Climate Change Risk Adaptation Action Plan 1.10 |
| Develop online water sensitive city knowledge platforms for the community and CoA operations | Sustainable and Climate Resilient City | SP 4.03 / Water Sensitive City Action Plan 2021-2026 |
| Develop Urban Cooling Street Scape Design | Sustainable and Climate Resilient City | SP 4.01, SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 4.4 |
| Implement Central Market Climate Change Risk Adaptation Actions | Sustainable and Climate Resilient City | SP 4.03 Climate Change Risk Adaptation Action Plan 2021-2026 1.7,8,12 |
| Implement CoA Buildings Climate Change Risk Adaptation Actions | Sustainable and Climate Resilient City | SP 4.06 Climate Change Risk Adaptation Action Plan 2021-2026 1.2,7,9,14 |
| Implement Climate Resilient Infrastructure Planning, Assessment and Procurement | Sustainable and Climate Resilient City | SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 G4,1.5,1.6,2.2, 2.3,2.6,3.1.3.4, 3.5,3.6,3.7, 3.9,3.10,3.12 |
| Implement Rundle Mall Climate Change Risk Adaptation Actions | Sustainable and Climate Resilient City | SP 4.03 / Climate Change Risk Adaptation Action Plan 2021-2026 2.1,2.4,2.5 |
| Monitor and report progress of the Water Sensitive City Action Plan 2021-2025 | Sustainable and Climate Resilient City | SP 4.03 / Water Sensitive City Action Plan 2021-2025 |



Library Services

Educate, engage and enable people to create, connect and be inspired, through free access to information and ideas, activities and programs, innovative technology and a range of resources that support lifelong learning

2022/23 Draft Budget

29.74

Direct Resources (FTE)

\$294,000

Direct Income

\$5,741,000

Direct Expenditure

Functions within this Service

- Library Operations
- Library Programs

What we've heard from our Community

Great appreciation of library services and desire for longer opening hours.

| Residents | City Users | Businesses |
|-----------------------------|------------|------------|
| Increased opening hours | - | - |
| <i>2021 Resident Survey</i> | - | - |

Service opportunities to explore

- Transitioning public PC booking and printing management system to a shared cloud service delivered by the Public Library Services
- Cost savings associated with regular software updates and service support as a result of the transition.

Priorities for the next 4 years

- Deliver a modern, flexible, accessible, welcoming and sustainable service in three locations
- Deliver programs and public spaces that support social cohesion, digital literacy, reading, writing, technology and creative arts
- Ensure access to collections that inspire and connect with a diverse community

Business Activity Summary

Activity this Service centres on

- Deliver and review library services at three modern and flexible locations across the city.
- Deliver quality collections and brilliant customer service for a growing and increasingly diverse and multicultural community.
- Deliver programs that support digital literacy and lifelong learning
- Deliver programs, exhibitions and partnerships that enable people to connect, learn and create across the city.
- Participate in state-wide planning, knowledge sharing and collaborations across the SA Public Libraries Network and Capital Cities Public Library Network

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|------------------|--------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Library Operations | 27.39 | 3.63 | (\$5,445) | \$289 | (\$1,289) | (\$6,445) |
| Library Programs | 2.36 | 1.67 | (\$296) | \$5 | (\$124) | (\$415) |
| TOTAL | 29.74 | 5.29 | (\$5,741) | \$294 | (\$1,413) | (\$6,860) |

| Business Activities | Function | Strategic Alignment |
|--|--------------------|---------------------|
| Deliver and review library services in line with the Memorandum of Agreement on funding for Public Libraries | Library Operations | SP 1.04 |
| Deliver brilliant collections | Library Operations | SP 1.04 |
| Establish and deliver Adelaide UNESCO City of Music Toy Library | Library Operations | SP 1.04 |
| Participate in state-wide planning, knowledge sharing and collaborations | Library Operations | SP 1.04 |
| Provide accessible customer service for a diverse community | Library Operations | SP 1.04 |
| Provide library services at 3 modern and flexible locations across the city | Library Operations | SP 1.04 |
| Public Library Services Managed PC and Printer Services for Libraries | Library Operations | SP 1.04 |
| Deliver programs that support digital literacy and lifelong learning | Library Programs | SP 1.04 |
| Deliver programs, exhibitions and partnerships that enable people to connect, learn and create | Library Programs | SP 1.04 |
| Recruit, support and develop a pool of library volunteers | Library Programs | SP 1.04 |
| Travel to neighbourhoods, spaces and events in the city of Adelaide. | Library Programs | SP 1.04 |



Park Lands and Open Space

Encourages healthy lifestyles and experiences through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure

2022/23 Draft Budget

111.5

Direct Resources (FTE)

\$2,157,000

Direct Income

\$20,563,000

Direct Expenditure

Functions within this Service

- Lakes and Waterways
- Park Lands and Open Space Management
- Park Lands and Open Space Furniture and Fittings
- Park Lands Planning
- Park Lands and Open Space Roads and Footpaths
- Park Lands and Open Space Signage and Line Marking
- Park Lands and Open Space Public Conveniences
- Park Lands and Open Space Lighting
- Park Lands and Open Space Tree Management
- Park Lands and Open Space Stormwater

What we've heard from our Community

Protect and preserve the Park Lands by increasing native vegetation and limit development to lit path and cycle ways.

| Residents | City Users | Businesses |
|--|--------------------------------------|------------|
| Protect and preserve Light pathways More path and cycle ways Increase native vegetation | Light pathways Continue greening | - |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile Survey</i> | - |

Service opportunities to explore

- Develop a car parking policy for the Park Lands to manage expectations.
- Improve data collection on park lands use and better understand what is valued by community through the development of the Adelaide Park Lands Management Strategy

Priorities for the next 4 years

- Progress a World Heritage bid for the Park Lands
- Develop a new Adelaide Park Lands Management Strategy and commence delivering on its goals
- Review Community Land Management Plans to support the unique values, use and management of each park
- Review Asset Renewal Plans
- Enhance and protect Biodiversity through management and monitoring and connecting community to the environment

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Active City Strategy 2013 - 2023
- Adelaide Park Lands Management Strategy 2015 - 2025
- Asset Management Plans
- Climate Change Risk Adaptation Action Plan 2021 – 2026
- Community Land Management Plans
- Disability Access and Inclusion Plan 2019 – 2022
- Integrated Biodiversity Management Plan 2018 – 2023
- Safer City Action Plan 2019 - 2023
- Stretch Reconciliation Action Plan (RAP) 2021 – 2024
- Water Sensitive City Action Plan 2021 - 2025

Business Activity Summary

Activity this Service centres on

- Protect, enhance and manage biodiversity
- Facilitate Community education programs and events
- Undertake periodic review of Community Land Management Plans (CLMPs)
- Undertake review of the Adelaide Park Lands Management Plan
- Monitor water quality and use
- Delvier Park Lands promotion, cleansing, maintenance, management and signage
- Undertake species audits, tree planting and maintenance

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|--|---------------|--------------|-------------------|----------------|---------------------|-------------------|
| | direct | indirect | expend. | income | | |
| Lakes and Waterways | 9.17 | 2.20 | (\$1,027) | \$14 | (\$320) | (\$1,333) |
| Park Lands and Open Space Management | 55.06 | 5.82 | (\$8,088) | \$1,847 | (\$1,982) | (\$8,222) |
| Park Lands and Open Space Furniture and Fittings | 8.97 | 2.19 | (\$3,064) | \$14 | (\$353) | (\$3,403) |
| Park Lands Planning | 9.09 | 2.16 | (\$1,425) | \$232 | (\$476) | (\$1,669) |
| Park Lands and Open Space Roads and Footpaths | 4.61 | 1.84 | (\$604) | \$8 | (\$203) | (\$799) |
| Park Lands and Open Space Signage and Line Marking | 4.94 | 1.87 | (\$647) | \$8 | (\$214) | (\$853) |
| Park Lands and Open Space Public Conveniences | 4.61 | 1.84 | (\$899) | \$8 | (\$203) | (\$1,094) |
| Park Lands and Open Space Lighting | 4.61 | 1.84 | (\$2,986) | \$8 | (\$203) | (\$3,181) |
| Park Lands and Open Space Tree Management | 5.84 | 1.94 | (\$701) | \$10 | (\$245) | (\$937) |
| Park Lands and Open Space Stormwater | 4.61 | 1.84 | (\$1,122) | \$8 | (\$203) | (\$1,317) |
| TOTAL | 111.50 | 23.54 | (\$20,563) | \$2,157 | (\$4,402) | (\$22,808) |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|--|--|--|
| Undertake water quality monitoring program | Lakes and Waterways | Legislative |
| Deliver Park furniture maintenance and xleansing program | Park Land and Open Space Furniture and Fittings | Asset Management Plans / Legislated |
| Undertake biodiversity policy, management and monitoring | Park Lands and Open Space Management | SP 4.05 / Integrated Biodiversity Management Plan 2018-2023 |
| Complete Park Lands Tree and other species audit | Park Lands and Open Space Management | SP 3.07 / Climate Change Risk Adaptation Action Plan 2021-2026 4.6 |
| Deliver a multi-year rolling infrastructure capital works renewal program and city projects | Park Lands and Open Space Management | SP 1.10 / Asset Management Plans |
| Deliver effective governance of capital investment and life cycle management of infrastructure assets | Park Lands and Open Space Management | SP 1.10 / Asset Management Plans |
| Deliver effective whole of life planning and management of community infrastructure assets | Park Lands and Open Space Management | SP 1.10 / Asset Management Plans |
| Deliver technical engineering, design, architecture, landscape architecture, surveying, traffic management and development engineering services. | Park Lands and Open Space Management | SP 1.10 |
| Review and improve species list for climate change resilience | Park Lands and Open Space Management | Climate Change Risk Adaptation Action Plan 2021-2026 4.1 |
| Review Park Lands and Open Space Asset Management Plan | Park Lands and Open Space Management | SP 3.06 / Legislative |
| Support Park Lands biodiversity volunteers | Park Lands and Open Space Management | SP 4.05 / Integrated Biodiversity Management Plan 2018-2023 |
| Manage Public Convenience Maintenance and Cleansing Program | Park Lands and Open Space Public Conveniences | Asset Management Plans / Legislated |
| Install and maintain lighting in the Park Lands | Park Lands and Open Space Public Lighting | Asset Management Plans / Legislated |
| Install and maintain of roads and paths within the Park Lands | Park Lands and Open Space Roads and Footpaths | Asset Management Plans / Legislated |
| Install Park Lands interpretive and wayfinding signage | Park Lands and Open Space Signage and Line Marking | Adelaide Park Lands Management Strategy 2015-2025 |
| Manage Stormwater | Park Lands and Open Space Stormwater | Asset Management Plans / Legislated |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|---|---|--|
| Deliver Arboriculture Management and Maintenance Program | Park Lands and Open Space Tree Management | Adelaide Park Lands Management Strategy 2015-2025 / Asset Management Plans |
| Deliver Biodiversity Maintenance Program | Park Lands and Open Space Tree Management | SP4.05 / Integrated Biodiversity Management Plan 2018-2023 |
| Deliver Horticultural Management and Maintenance Program | Park Lands and Open Space Tree Management | SP 3.07 / Adelaide Park Lands Management Strategy 2018-2025 / Asset Management Plans |
| Strengthen collaborative approach to identify tree planting locations to benefit CoA outdoor events | Park Lands and Open Space Tree Management | Climate Change Risk Adaptation Action Plan 2021-2026 6.4 |
| Assist the Adelaide Park Lands Authority with review of the Adelaide Park Lands Management Strategy | Park Lands Planning | SP 1.01 SP 3.02 SP 3.07 / Legislative / Adelaide Park Lands Management Strategy 2015-2025 |
| Undertake Kaurua bio-cultural burn program and projects in Key Biodiversity Areas | Park Lands Planning | SP 4.06 SP 3.01 / Integrated Biodiversity Management Plan 2018-2023 / Stretch Reconciliation Action Plan 2021-2024 |
| Improve Park Lands promotion, communication and engagement | Park Lands Planning | SP 3.07 / Adelaide Park Lands Management Strategy 2015-2025 |
| Provide advice to Adelaide Park Lands Authority (APLA) and coordination of APLA business in collaboration with Governance | Park Lands Planning | Legislative |
| Review, consult and update Community Land Management Plans (Parks) | Park Lands Planning | SP 3.06 / Legislative |



Parking

Drives the availability and accessibility of car parking in the City and North Adelaide

2022/23 Draft Budget

57.18

Direct Resources (FTE)

-

Direct Income

-

Direct Expenditure

Functions within this Service

- Off Street Parking (UPark)
- On Street Parking

Where income and expenditure for this service contains commercially sensitive and confidential figures it has been marked as '-'

What we've heard from our Community

Strong desire for free parking and overall reduction of parking costs.

| Residents | City Users | Businesses |
|--|---|---|
| <p>More guest parking</p> <p>Free short-term parking</p> | <p>Cheaper/free parking</p> | <p>Free short-term parking</p> |
| <p><i>2021 Resident Survey</i></p> | <p><i>2021 City User Profile Survey</i></p> | <p><i>2021 Business Insights Survey</i></p> |

Service opportunities to explore

- Continue to enhance the mobility and efficiency of our workforce, allowing greater coverage of on-street parking compliance leading to increased parking availability and turnover.
- Improve on street parking experience through an education campaign and improving accessibility of ticket machines and accompanying online information.
- Integrate on street parking technologies and integration between on and off-street parking.
- Use new technology to obtain data to inform decision making and to provide an improved customer experience for both on and off-street parking customers

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Adelaide Park Lands Events Management Plan 2016 - 2020
- Asset Management Plans
- Community Land Management Plans
- Disability Access and Inclusion Plan 2019 - 2022
- Smart Move Transport and Movement Strategy 2012 – 2022

Priorities for the next 4 years

- Implement technology and enhanced use of data to inform decisions and improve the customer experience
- Implement guidance technology and electronic payment options for on and off -street parking (UPark) through the one channel
- Implement contactless payment for UPark customers

Business Activity Summary

Activity this Service centres on

- Deliver On Street Parking – supporting the availability of convenient on-street parking for users and stakeholders through encouraging turnover of parking bays and compliance with parking controls.
- Deliver Off Street parking services across the UPark Business, providing a range of innovative parking products.
- Deliver Park Land parking to support events in the Park Lands.
- Implement, review and manage parking controls

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|-----------|----------|---------------------|---------------|
| | direct | indirect | expend. | income | | |
| On Street Parking | 35.19 | 4.22 | (\$4,917) | \$20,701 | (\$1,616) | \$14,168 |
| Off Street Parking (UPark) | 21.99 | 3.19 | - | - | (\$1,238) | - |
| TOTAL | 57.18 | 7.41 | - | - | (\$2,854) | - |

*items marked '-' are confidential

| Business Activities | Function | Strategic Alignment |
|--|----------------------------|---|
| Investigate benefit of parking guidance systems in each individual UPark | Off Street Parking (UPark) | SP Thriving Communities / (Smart Move) Transport Strategy (2021-2022) |
| Deliver Park Lands event parking | Off Street Parking (UPark) | SP Thriving Communities / Transport Strategy |
| Provide off street parking services across ten CBD UParks including a range of innovative parking products | Off Street Parking (UPark) | SP Thriving Communities |
| Administer residential and visitor parking scheme | On Street Parking | SP Thriving Communities |
| Facilitate customer education and compliance assistance (PIOs & CSR) | On Street Parking | SP Thriving Communities |
| Develop parking technology roadmap | On Street Parking | SP 5.06 / Transport Strategy |
| Facilitate temporary parking control applications | On Street Parking | SP Thriving Communities |
| Install parking control signage and road markings | On Street Parking | SP Thriving Communities |
| Maintain parking meters | On Street Parking | Asset Management Plans |
| Manage and facilitate Adelaide Oval event parking | On Street Parking | SP Thriving Communities / Transport Strategy |
| Monitor compliance of on street parking controls to ensure safety, turnover and accessibility for all | On Street Parking | SP Thriving Communities / Transport Strategy |
| Monitor on-street parking compliance & occupancy analytics | On Street Parking | SP Thriving Communities / Transport Strategy |
| Provide and manage on street parking including controls and payment option, parking and compliance data analysis | On Street Parking | SP Thriving Communities / Transport Strategy |
| Administer parking expiations | On Street Parking | SP Thriving Communities |
| Provide vehicle access permits for Central Market, Peel Street and Rundle Mall | On Street Parking | SP Thriving Communities |
| Review parking controls in high usage areas of the city to identify changes to better service the community | On Street Parking | SP 5.06 / Transport Strategy |

Planning, Building and Heritage

Ensures a well-planned and developed city, with consideration to the local area and protected heritage listings within the bounds of policy and legislation

2022/23 Draft Budget

13.37

Direct Resources (FTE)

\$406,000

Direct Income

\$2,890,000

Direct Expenditure

Functions within this Service

- Building Assessment
- Heritage Management
- Planning Assessment

What we've heard from our Community

Overall affinity for Adelaide's character and a strong dislike of skyscrapers negatively impacting the historical character of the city.

| Residents | City Users | Businesses |
|---|------------|---------------------------------------|
| Enforce height limitations Maintain city character | - | Development and construction concerns |
| 2021 Resident Survey | - | 2021 Business Insights Survey |

Service opportunities to explore

- Strengthen our relationship with the State Government and State Commission Assessment Panel
- Advocate for enhancements in Plan SA's system and reporting suite

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Climate Change Risk Adaptation Action Plan 2021 - 2026
- Community Land Management Plans
- Disability Access and Inclusion Plan 2019 – 2022
- Heritage Strategy and Action Plan 2021 - 2036

Priorities for the next 4 years

- Deliver high-quality built form outcomes for the City of Adelaide through expert advice and guidance during the Development Application process
- Strengthen relationships with State Government and other key stakeholders to deliver consistent experiences and policy directions that drive quality outcomes

Business Activity Summary

Activity this Service centres on

- Provide heritage advice on development proposals, grant applications for conservation works, policy, council property and assets.
- Provide heritage advocacy to improve legislation pertaining to the identification, listing and protection of building assets that make and important contribution to telling the story of the city's history.
- Encourage heritage conservation skills development and appropriate adaptive re-use of heritage places.
- Assess and facilitate Development Applications in line with legislation and towards high-quality built form outcomes

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|------------------|--------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Building Assessment | 2.79 | 1.69 | (\$350) | \$58 | (\$146) | (\$438) |
| Heritage Management | 2.08 | 1.64 | (\$1,433) | \$5 | (\$126) | (\$1,554) |
| Planning Assessment | 8.49 | 2.14 | (\$1,107) | \$343 | (\$437) | (\$1,201) |
| TOTAL | 13.37 | 5.46 | (\$2,890) | \$406 | (\$708) | (\$3,193) |

| Business Activities | Function | Strategic Alignment |
|--|---------------------|---|
| Provide technical assessment of development proposals for compliance with the Building Code of Australia and other relevant Australian Standards. | Building Assessment | SP 5.02 / Legislated |
| Deliver Heritage Strategy and Action Plan activities, 1.1, 1.2, 1.3 Advocate to strengthen the heritage protection system, 1.4 Protect vulnerable places, 2.4, 2.5, 2.6 Unlock the economic potential of heritage places, 2.7, 2.8 Create Vibrant precincts, 2.10 Update City Works guidelines, 2.11, 2.12 Encourage conservation skills development | Heritage Management | SP 3.03 / Heritage Strategy (and Action Plan 2021-2036) |
| Develop a Lighting Plan to increase external illumination of prominent heritage places and work with building owners to participate in external lighting projects | Heritage Management | SP 3.03 / Heritage Strategy 3.4 |
| Manage the Heritage Incentive Scheme | Heritage Management | SP 3.03 / Heritage Strategy |
| Prepare a Heritage Management Plan for the National Heritage listing of the Park Lands and City Layout | Heritage Management | SP 3.02 / Heritage Strategy |
| Provide support to the nomination of the Park Lands and City layout as a State Heritage Place | Heritage Management | SP 3.02 / Heritage Strategy 1.12 |
| Review existing and develop best practice conservation management approaches for heritage places and public realm assets owned or managed by the City of Adelaide | Heritage Management | SP 3.03 / Heritage Strategy 2.9 |
| Review existing Local Heritage Places list to identify any vulnerabilities in the extent of heritage protection within the new legislative framework | Heritage Management | SP 3.03 / Heritage Strategy 1.5 |
| Undertake a program of new heritage listings, including 'at risk', modern and previously recommended buildings | Heritage Management | SP 2.5 / Heritage Strategy 1.5 |
| Deliver high quality development outcomes through the assessment and approval of Development Applications | Planning Assessment | Legislated |
| Implement climate change risk adaptation actions for development assessment | Planning Assessment | SP 4.06 / Climate Change Risk Adaptation Action Plan 2021-2026 7.2, 7.4 |
| Manage Council Assessment Panel | Planning Assessment | Legislated |
| Process Section 7 applications within legislated timeframes | Planning Assessment | Legislated |
| Provide technical advice to State Commission Assessment Panel | Planning Assessment | SP 5.03 / Legislated |



Property Management and Development

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

2022/23 Draft Budget

12.09

Direct Resources (FTE)

\$7,159,000

Direct Income

\$5,584,000

Direct Expenditure

Functions within this Service

- Property Management
- Property Development

What we've heard from our Community

Main concerns relate to the scale of development, processes, and lack of innovation.

| Residents | City Users | Businesses |
|---|------------|---|
| 88 O'Connell Adelaide Central Market Scale of development Lack of Innovation | - | Scale of developments Trading during Arcade redevelopment |
| <i>2021 Resident Survey</i> | - | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Regularly review City of Adelaide asset performance with associated actions to optimise the property portfolio.
- Implement of appropriate policy and governance arrangements to support asset performance.
- Consider best practice partnership delivery models to best leverage the property portfolio to support improved strategic, community and financial value

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Asset Management Plans
- Carbon Neutral Adelaide Action Plan 2016 – 2021
- Community Land Management Plans
- Heritage Strategy and Action Plan 2021 - 2036

Priorities for the next 4 years

- Deliver the Central Market Arcade Redevelopment/ Market Square and 88 O'Connell projects.
- Optimise the City of Adelaide property portfolio including new income generating and city shaping opportunities

Business Activity Summary

Activity this Service centres on

- Optimise the performance of the property portfolio including the identification of new revenue opportunities.
- Leverage the property portfolio for city shaping projects aligned to city wide initiatives and strategies.
- Negotiate and manage leases and licenses to achieve a high level of financial return or community value from property

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|------------------|----------------|---------------------|---------------|
| | direct | indirect | expend. | income | | |
| Property Management | 7.78 | 2.09 | (\$4,793) | \$7,151 | (\$412) | \$1,946 |
| Property Development | 4.31 | 1.75 | (\$791) | \$7 | (\$284) | (\$1,067) |
| TOTAL | 12.09 | 3.84 | (\$5,584) | \$7,159 | (\$696) | \$879 |

| Business Activities | Function | Strategic Alignment |
|---|----------------------|---------------------|
| Investigate acquisition and disposals | Property Development | SP 5.04 |
| Commercialise city infrastructure such as buildings and bus shelters. Provide advice regarding implementation costs to ensure appropriate action. | Property Management | SP 5.04 |
| Engage research analyst to establish appropriate portfolio KPI's and reporting mechanisms/ integration and better metrics for property analysis including improved performance management between the Property Team (revenue) and Building Assets team (expenditure). | Property Management | SP 5.04 |
| Undertake Progenis training and system refinement and finance integration | Property Management | SP 5.04 |



Resource Recovery and Waste Management

Educates and encourages the community to redefine the concept of waste, recover more resources and build a circular economy, whilst keeping the community clean and hygienic through effective management and collection of waste

2022/23 Draft Budget

11.02

Direct Resources (FTE)

\$683,000

Direct Income

\$4,942,000

Direct Expenditure

Functions within this Service

- Kerbside Waste Collection and Recycling
- Green Waste Recycling and Mulch
- Waste Policy and Education
- Public Litter Bins

What we've heard from our Community

Appreciation of hard rubbish service but additional green waste services and education is important.

| Residents | City Users | Businesses |
|--|------------|---|
| <ul style="list-style-type: none"> More hard rubbish collection More green waste collection Education program | - | <ul style="list-style-type: none"> Green waste collection Recycling |
| <i>2021 Resident Survey</i> | - | <i>2021 Business Insights Survey</i> |

Service Opportunities

- Provide Better support for businesses to recover more resources by facilitating green organics collection
- Provide resources and guidance to businesses that supports resource recovery best practices early on in business decisions
- Support resource sharing within the community and businesses through digital platform use
- Collaborate with other councils and levels of government to facilitate stronger policy and support for resource recovery in multi-unit dwellings from design through to occupancy
- Drive consistency in resource recovery in public places
- Redesign waste management service models to prioritise resource recovery over waste.
- Increase the purchase of material with recycled content through stronger procurement policies

Priorities for the next 4 years

- Redefine the concept of waste, improve resource recovery and build a circular economy in the City of Adelaide by delivering the Council-adopted Resource Recovery (Organics, Recycling and Waste) Strategy 2020–2028
- Deliver programs that eliminate food waste, engages, educates and inspires, fosters innovation, new technologies, and data collection, prioritises and centralises resource recovery and aligns policies, guidelines and practices to the circular economy
- Deliver waste management services in line with Community Expectations, including the provision of adequate waste collection, disposal and recycling

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Carbon Neutral Strategy 2015 - 2025
- Carbon Neutral Adelaide Action Plan 2016 - 2021
- Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020 - 2028

Business Activity Summary

Activity this Service centres on

- Deliver waste and recycling services
- Develop, deliver and manage activities to implement the Council-adopted Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028. This includes annual reviews, reporting, waste auditing, communication of progress and education to support the transition to a circular economy

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|---|--------------|-------------|------------------|--------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Kerbside Waste Collection and Recycling | 0.35 | 1.52 | (\$2,231) | \$30 | (\$13) | (\$2,214) |
| Green Waste Recycling and Mulch | 2.70 | 1.70 | (\$661) | \$639 | (\$94) | (\$116) |
| Public Litter Bins | 5.35 | 1.91 | (\$1,036) | \$9 | (\$186) | (\$1,213) |
| Waste Policy and Education | 2.64 | 1.67 | (\$1,015) | \$5 | (\$155) | (\$1,165) |
| TOTAL | 11.02 | 6.80 | (\$4,942) | \$683 | (\$449) | (\$4,708) |

| Business Activities | Function | Strategic Alignment |
|---|--|--|
| Provide commercial cardboard recycling | Kerbside Waste Collections and Recycling | SP 4.02 / Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020 – 2028 (RRSAP) |
| Provide kerbside waste, recycling and organics collection, hard waste collection and processing/disposal of materials | Kerbside Waste Collections and Recycling | SP 4.02 / RRSAP |
| Manage the North Adelaide Nursery and green waste facility | Green Waste Recycling and Mulch | SP 4.05 / RRSAP |
| Manage public litter and recycling bin collection and processing/disposal of materials | Public Litter Bins | Legislated / RRSAP |
| Undertake annual waste auditing to track performance and inform program direction | Waste Policy and Education | SP 4.02 / RRSAP |
| Deliver an annual report on program progress | Waste Policy and Education | SP 4.02 / RRSAP |
| Coordinate and manage circular economy and resource recovery program | Waste Policy and Education | SP 4.02 / RRSAP |
| Provide customer service and education | Waste Policy and Education | SP 4.02 / RRSAP |



Social and Economic Planning

Creates liveable communities, vibrant economies and social cohesion through a well-designed and welcoming city, and resilient community

2022/23 Draft Budget

11.28

Direct Resources (FTE)

\$234,000

Direct Income

\$2,186,000

Direct Expenditure

Functions within this Service

- Reconciliation
- Economic Planning
- Social Planning
- Planning Policy

What we've heard from our Community

Overwhelming desire to address homelessness and transient populations.

| Residents | City Users | Businesses |
|---|--------------------------------------|--------------------------------------|
| Address homelessness Increase (shop trading) opening hours Fill empty shops | More shops More eateries | Increase CBD visitation |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile Survey</i> | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Implement new homelessness services support arrangements through Toward Home Alliance.
- Review processes around the creation, management and review of Action Plans for efficiencies in delivery and focus on achievement of outcomes

Priorities for the next 4 years

- Use data and insights to ground the City of Adelaide's policy advocacy.
- Review existing strategies and plans to ensure they meet contemporary needs.
- Support Council's Advisory Committees (including Assessment Panel and Reconciliation)

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Active City Strategy 2013 - 2023
- Adelaide Park Lands Events Management Plan 2016 - 2020
- Cultural Strategy 2017 – 2023
- Climate Change Risk Adaptation Action Plan 2021 – 2026
- Disability Access and Inclusion Plan 2019 – 2022
- Heritage Strategy and Action Plan 2021 – 2036
- Stretch Reconciliation Action Plan (RAP) 2021 – 2024
- Wellbeing Plan 2020 – 2025

Business Activity Summary

Activity this Service centres on

- Provide advice and advocacy on recreation and sport planning and policy, youth development, healthy ageing, volunteering, and community wellbeing and resilience
- Provide advice and advocacy on social policy, community needs planning, cultural advice/ reconciliation, homelessness and housing, public and community safety, disability access and inclusion.
- Provide advice and advocacy on urban and land use planning, housing and residential growth, city history and heritage
- Engage with the Planning and Design Code including transition from the old to the new planning system; responses to Code Amendments initiated by others (Ministers, Attorney General Office, private entities); progressing Council identified Code Amendments with adopted priorities for improvements to the Code on Liveability, Sustainability, Movement and Heritage.
- Lead and participate in forums that contribute to improved liveable communities, vibrant economies and social cohesion
- Develop and review social, economic and urban planning policy, strategies and guidelines

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|--------------|-------------|------------------|--------------|---------------------|------------------|
| | direct | indirect | expend. | income | | |
| Reconciliation | 1.78 | 1.59 | (\$370) | \$4 | (\$113) | (\$478) |
| Economic Planning | 1.64 | 1.59 | (\$504) | \$174 | (\$106) | (\$436) |
| Social Planning | 1.78 | 1.59 | (\$378) | \$46 | (\$113) | (\$445) |
| Planning Policy | 6.08 | 1.96 | (\$934) | \$10 | (\$357) | (\$1,282) |
| TOTAL | 11.28 | 6.74 | (\$2,186) | \$234 | (\$689) | (\$2,641) |

| Business Activities | Function | Strategic Alignment |
|--|-------------------|--|
| Review and develop a new Economic Analysis strategy for City Insights and data analytics | Economic Planning | SP 5.01 |
| Deliver economic analysis and policy | Economic Planning | SP 5.01 |
| Support the City of Adelaide Prize award to recognise projects that bring streets and public spaces alive | Planning Policy | SP 2.08 |
| Deliver Adelaide Events Management Guidelines | Planning Policy | SP 3.10 |
| Deliver improvements to the Planning and Design Code through Council initiated Amendments – Council adopted priority areas are for Liveability, Sustainability, Movement and Heritage (this will involve multiple projects over the years) | Planning Policy | SP 2.07 / Decision of Council (ID: 11291 - 10 August 2021) |
| Deliver Noise Management Program advice and grants to residential property owners for acoustic improvements | Planning Policy | Thriving Communities Outcome Statement / Decision of Council |
| Deliver the Home Buyer's Rate Remissions Scheme | Planning Policy | Thriving Communities Outcome Statement / Decision of Council |
| Implement City Plan initiatives | Planning Policy | SP 2.7 |
| Implement climate change risk adaptation actions for planning policy | Planning Policy | Climate Change Risk Adaptation Action Plan 2021-2026 KADM7 |
| Investigate the creation of an Urban Tree Fund (under the Planning, Development and Infrastructure Act, 2016 (SA)) | Planning Policy | SP 4.01 |
| Provide input and make submissions on amendments to the Planning and Design Code initiated by others (State Government and private landowners) | Planning Policy | SP 2.07 |
| Provide input to the review of the 30 Year Plan for Greater Adelaide | Planning Policy | SP 2.07 |
| Review policies guiding the use, management and development of the public realm including council policies/ operating guidelines, design guidelines and advocate for legislative changes | Planning Policy | Legislation |
| Review the Noise Management Program | Planning Policy | Decision of Council |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|---|-----------------|--|
| Deliver annual Kaurna initiatives | Reconciliation | SP3.01 / Stretch Reconciliation Action Plan 2021-2024 |
| Facilitate the operation of the Reconciliation Committee | Reconciliation | Decision of Council |
| Deliver the Homeless and Vulnerable People project in collaboration with the SA Housing Authority | Social Planning | SP 1.05 |
| Develop a Dynamic City Strategy | Social Planning | SP 3.10 / Cultural Strategy 2017-2023 |
| Facilitate the operation of the Disability Access and Inclusion Panel | Social Planning | Decision of Council |
| Implement climate change risk adaptation actions to support those experiencing homelessness | Social Planning | Climate Change Risk Adaptation Action Plan 2021-2026 KADM8 |
| Prepare a new Disability Access and Inclusion Plan | Social Planning | |
| Refresh Welcoming City Strategy | Social Planning | SP 3.10 |
| Review Active City Strategy | Social Planning | SP 1.01, SP 1.02, SP 1.10 / Active City Strategy |
| Review Safer City Action Plan | Social Planning | |



Sports and Recreation

Encourages health and wellbeing by providing places, spaces and opportunities to access a range of community sports and recreation facilities throughout the city

2022/23 Draft Budget

67.29

Direct Resources (FTE)

-

Direct Income

-

Direct Expenditure

Functions within this Service

- Adelaide Aquatic Centre
- BMX and Skate Parks
- Playgrounds and Play Spaces
- North Adelaide Golf Course
- Sports and Recreation Facilities and Initiatives

Where income and expenditure for this service contains commercially sensitive and confidential figures it has been marked as '-'

What we've heard from our Community

Desire for more sporting facilities throughout the city and improvement of the Aquatic Centre.

| Residents | City Users | Businesses |
|---|--|--|
| <ul style="list-style-type: none"> Relocate beach volleyball Improve Aquatic Centre Increase sports facilities | <ul style="list-style-type: none"> More sporting events | <ul style="list-style-type: none"> Maintain recreation spaces |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile Survey</i> | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Trial new ways of co-funding the delivery of community sports infrastructure to ensure equitable distribution of fit for purpose facilities across the Park Lands that provide maximum community benefit

Priorities for the next 4 years

- Expand the offer of the North Adelaide Golf Course
- Facilitate a range of recreation and sport activities in the city
- Activate the Park lands
- Enhance of community sports infrastructure through co-delivery
- Provide lighting of sports courts
- Manage BMX and skate facilities

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Active City Strategy 2013 - 2023
- Adelaide Park Lands Management Strategy 2015 - 2025
- Asset Management Plans
- City Dirt (BMX) Master Plan in Blue Gum Park / Kurangga (Park 20)
- Climate Change Risk Adaptation Action Plan 2021 – 2026
- Community Land Management Plans
- Disability Access and Inclusion Plan 2019 – 2022
- Water Sensitive City Action Plan 2021 - 2025

Business Activity Summary

Activity this Service Centres on

- Provide leases and licences, enabling community organisations, educational institutions and businesses to provide outdoor experiences in the Adelaide Park Lands.
- Support the delivery of recreation and sport programs, events and infrastructure through the Community Impact Grants and Strategic Partnerships Program.
- Work with community organisations and our residents, to facilitate a range of recreation and sport activities in the city.

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|--|--------------|--------------|-----------|----------|---------------------|---------------|
| | direct | indirect | expend. | income | | |
| Adelaide Aquatic Centre | 30.16 | 3.84 | (\$8,924) | \$6,645 | (\$2,087) | (\$4,366) |
| BMX and Skate Parks | 3.58 | 1.76 | (\$371) | \$7 | (\$167) | (\$531) |
| Playgrounds and Play Spaces | 6.28 | 1.97 | (\$825) | \$10 | (\$261) | (\$1,075) |
| North Adelaide Golf Course | 17.53 | 2.83 | - | - | (\$1,035) | - |
| Sports and Recreation Facilities and Initiatives | 9.75 | 2.23 | (\$2,118) | \$446 | (\$520) | (\$2,193) |
| TOTAL | 67.29 | 12.63 | - | - | (\$4,071) | - |

*items marked '-' are confidential

| Business Activities | Function | Strategic Alignment |
|--|--|--|
| Deliver a creche service for members | Adelaide Aquatic Centre | SP 1.01 |
| Provide event function facilities and services | Adelaide Aquatic Centre | SP 1.01 |
| Provide kiosk and sports retail goods and accessories | Adelaide Aquatic Centre | SP 1.01 |
| Undertake maintenance and renewals | Adelaide Aquatic Centre | SP 1.01 / Asset Management Plans |
| Provide fitness centre including group fitness classes | Adelaide Aquatic Centre | SP 1.01 |
| Provide safe recreational swimming pools | Adelaide Aquatic Centre | SP 1.01 |
| Support the delivery of swimming lessons | Adelaide Aquatic Centre | SP 1.01 |
| Implement Aquatic Centre Climate Change Risk Adaptation Actions | Adelaide Aquatic Centre | SP 4.06 / Climate Change Risk Adaptation Action Plan 2021-2026 1.13,15 |
| Undertake BMX and Skate Parks Maintenance Program | BMX and Skate Parks | SP 1.01 / Asset Management Plans |
| Deliver all Ages and skills on course golf experiences | North Adelaide GC | SP 1.01 |
| Provide golf equipment hire, retail equipment and clothing | North Adelaide GC | SP 1.01 |
| Support and deliver event function facilities and services and competitions | North Adelaide GC | SP 1.01 |
| Deliver lifetime Golf Pathway including Golf Coaching and Education – Groups and Individuals | North Adelaide GC | SP 1.01 |
| Maintain and enhance existing on and off course facilities | North Adelaide GC | SP 1.01 |
| Undertake water efficiency upgrades at Golf links | North Adelaide GC | SP 4.06 / Water Sensitive City Plan |
| Maintain and clean playground and play spaces | Playground and Play Spaces | SP 1.01 |
| Manage leases and licences in the Adelaide Park Lands | Sports and Recreation Facilities and Initiatives | SP 1.01 |
| Review the Park Lands Lease and Licence Policy | Sports and Recreation Facilities and Initiatives | SP1.01 |



Streets and Transportation

Supports current needs and future growth for the delivery of safe, convenient, accessible, clean and appealing ways for people to move around the city

2022/23 Draft Budget

128.47

Direct Resources (FTE)

\$381,000

Direct Income

\$47,638,000

Direct Expenditure

Functions within this Service

- Road and Footpath Management
- Road and Footpath Stormwater
- Street Public Conveniences
- Street Signage and Line Marking
- Street Furniture and Fittings
- Street Lighting
- Street Tree Management
- Streetscapes and Verges
- Traffic and Transport Management

What we've heard from our Community

Overall desire to reduce traffic congestion, improve public transport and increase cycle ways.

| Residents | City Users | Businesses |
|---|--|--|
| Decrease vehicle centrality Support cycling Decrease speed limits Support public transport Maintain footpaths | Decrease traffic Better public transport Better cycle ways | Improve traffic congestion Late night transport Increased cycle ways |
| <i>2021 Resident Survey</i> | <i>2021 City User Profile Survey</i> | <i>2021 Business Insights Survey</i> |

Service opportunities to explore

- Seek external funding to upgrade Currie-Grenfell Streets into a fit-for-purpose Transport Corridor
- Deliver mainstreet upgrades
- Undertake streetscape improvements and safety initiative upgrades aligned with asset renewals

Priorities for the next 4 years

- Renew and maintain existing assets to cost effectively maintain service levels
- Deliver mainstreet initiatives (short, medium term)
- Initiate projects to support disability access and inclusion, cycling, and movement through and within the city
- Progress strategic assessments, options analyses and business cases in partnership with State Government for Capital City Committee projects

Other Strategies and Plans, as adopted by Council, relevant to this Service:

- Asset Management Plans
- Carbon Neutral Strategy 2015 - 2025
- Carbon Neutral Adelaide Action Plan 2016 – 2021
- Climate Change Risk Adaptation Action Plan 2021 – 2026
- Safer City Action Plan 2019 – 2023
- Smart Move Transport and Movement Strategy 2012 - 2022
- Water Sensitive City Action Plan 2021 - 2025

Business Activity Summary

Activity this Service centres on

- Deliver Capital works renewals, asset management and condition audits
- Provide technical services
- Deliver cleansing and maintenance
- Deliver the Free City Connector Bus
- Manage transport network
- Support behaviour change initiatives

2022/23 Draft Budget (by function)

| COST OF SERVICE Name of Function | FTE | | Direct | | Indirect \$000's | Total Nett |
|-------------------------------------|---------------|--------------|-------------------|--------------|---------------------|-------------------|
| | direct | indirect | expend. | income | | |
| Road and Footpath Management | 56.66 | 5.95 | (\$16,796) | \$271 | (\$1,822) | (\$18,347) |
| Road and Footpath Stormwater | 7.20 | 2.05 | (\$3,668) | \$11 | (\$388) | (\$4,045) |
| Street Public Conveniences | 5.54 | 1.92 | (\$941) | \$9 | (\$235) | (\$1,167) |
| Street Signage and Line Marking | 6.16 | 1.96 | (\$890) | \$10 | (\$256) | (\$1,136) |
| Street Furniture and Fittings | 9.69 | 2.24 | (\$2,680) | \$15 | (\$378) | (\$3,044) |
| Street Lighting | 5.54 | 1.92 | (\$5,601) | \$9 | (\$235) | (\$5,827) |
| Street Tree Management | 11.14 | 2.36 | (\$1,398) | \$17 | (\$432) | (\$1,813) |
| Streetscapes and Verges | 16.06 | 2.75 | (\$2,364) | \$23 | (\$599) | (\$2,940) |
| Traffic and Transport Management | 10.46 | 2.30 | (\$13,300) | \$16 | (\$538) | (\$13,822) |
| TOTAL | 128.47 | 23.44 | (\$47,638) | \$381 | (\$4,884) | (\$52,141) |

| Business Activities | Function | Strategic Alignment |
|---|------------------------------|--|
| Undertake asset condition audit program | Road and Footpath Management | SP 3.06 / Asset Management Plans |
| Deliver a multi-year rolling infrastructure capital works renewal program and city projects | Road and Footpath Management | SP 3.06 / Asset Management Plans |
| Deliver effective governance of capital investment and life cycle management of infrastructure assets | Road and Footpath Management | SP 3.06 Asset Management Plans |
| Deliver effective whole of life planning and management of community infrastructure assets | Road and Footpath Management | SP 3.06 / Asset Management Plans |
| Deliver technical engineering, design, architecture, landscape architecture, surveying, traffic management and development engineering services | Road and Footpath Management | SP 1.10 |
| Expand use of permeable materials in streets and footpaths | Road and Footpath Management | SP 1.10 / Water Sensitive City Action Plan 2021-2025 |
| Deliver the graffiti and gum removal cleansing program | Road and Footpath Management | Asset Management Plans |
| Support local emergency management response | Road and Footpath Management | Legislated |
| Deliver road and footpath maintenance program | Road and Footpath Management | Asset Management Plans / Legislated |
| Deliver street and footpath sweeping and scrubbing cleansing program | Road and Footpath Management | Asset Management Plans |
| Deliver footpath, kerb and watertable maintenance program | Road and Footpath Stormwater | Asset Management Plans |

| Business Activities | <i>Function</i> | <i>Strategic Alignment</i> |
|---|----------------------------------|---|
| Implement water infrastructure climate change risk adaptation actions | Road and Footpath Stormwater | SP 4.03 / Climate Risk Adaptation Plan 2021-2026 3.2,3,11,13-16 |
| Deliver stormwater/drainage maintenance and cleansing program | Road and Footpath Stormwater | Asset Management Plans / Legislated |
| Undertake a raingarden review to create technical installation and maintenance operating guide to direct low flow stormwater runoff onto nearby street trees or gardens beds to maximise infiltration | Road and Footpath Stormwater | SP 4.01 / Water Sensitive City Action Plan 2021-2025 |
| Deliver a water quality monitoring program | Road and Footpath Stormwater | Legislative |
| Deliver street furniture maintenance and cleansing program | Street Furniture and Fittings | Asset Management Plans |
| Undertake smart public lighting (energy efficiency) replacement project | Street Lighting | SP 4.06 / Carbon Neutral Adelaide Action Plan 2016–2021 / Carbon Neutral Strategy 2015-2025 |
| Deliver public convenience maintenance and cleansing program | Street Public Conveniences | Asset Management Plans / Legislated |
| Install and maintain street signage and line marking | Street Signage and Line Marking | Asset Management Plans / Legislative |
| Complete a street tree and other species audit | Street Tree Management | SP 4.01 / Climate Change Risk Adaptation Plan 2021-2026 4.6 |
| Deliver the streetscapes and nature strip program | Streetscapes and Verges | Asset Management Plans |
| Support delivery of the Free City Connector | Traffic and Transport Management | Thriving Communities Outcome Statement / Smart Move Strategy 2012-2022 |
| Undertake traffic data collection | Traffic and Transport Management | Thriving Communities Outcome Statement / Smart Move Strategy 2012-2022 |
| Promote transport behaviour change initiatives, including ride to work campaign | Traffic and Transport Management | Thriving Communities Outcome Statement / Smart Move Strategy 2012-2022 |
| Manage transport network | Traffic and Transport Management | Thriving Communities Outcome Statement / Smart Move Strategy 2012-2022 |
| Implement the walking strategy | Traffic and Transport Management | Council decision |

2022/23 Budget

Subsidiaries

Further to the Services Council delivers, the City of Adelaide also has an interest in, or direct relationship to, the below subsidiaries:

Adelaide Central Market Authority (ACMA): ACMA oversees the management and operation of the Adelaide Central Market as a commercially sustainable, diverse, iconic, and unique fresh produce market.

Adelaide Economic Development Agency (AEDA): AEDA works closely with businesses, industry groups, state government agencies and other relevant organisations, to deliver a range of programs designed to stimulate the city's economic growth with a focus on investment attraction, growing our visitor economy, residential growth, marketing the city as a whole and promoting Rundle Mall as Adelaide's premier shopping destination.

Kadaltilla - Park Lands Authority: Kadaltilla, the Park Lands Authority, is principally an advisory body on Park Lands matters to the City of Adelaide and the State Government. The Authority is committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians. The Council, on behalf of the communities of the City of Adelaide and the State, is committed to ensuring that the Authority delivers maximum benefit for the future of Adelaide's Park Lands as the City of Adelaide's defining feature.

ACMA, AEDA and Kadaltilla boards develop their own Business Plans and Budgets.

Brown Hill and Keswick Creek

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

The BHKC Stormwater Board has developed an independent Strategic Plan to guide their planning and budget, available on their website.

While subsidiary Boards deliver their own Business Plans and Budgets, these are presented as part of the overall budget. Key points to note are that:

- ACMA is producing an overall operating deficit of \$0.2m
- AEDA has prepared a budget based on the funding allocation provided by Council
- Kadaltilla and BHKC costs are incorporated into the delivery of the Park Lands and Open Space Service

For the purposes of this document, the following Strategic Projects and Capital Expenditure are relevant to these subsidiaries:

| STRATEGIC PROJECTS | Draft 2022/23 Budget |
|--|----------------------|
| AEDA | |
| Destination Adelaide promotion | \$0.30m |
| Interstate and Intrastate Visitor attraction campaigns | \$0.25m |
| Sponsorship - city stimulus event funding | \$0.24m |
| Sponsorship - event expansion | \$0.50m |
| Sponsorship - major events | \$0.50m |
| Sponsorship - new events | \$0.33m |
| Welcome Adelaide | \$0.15m |

| CAPITAL PROJECTS | Draft 2022/23 Budget |
|---|----------------------|
| BROWN HILL AND KESWICK CREEKS STORMWATER BOARD | |
| Renewal and Replacement of Assets | N/A |
| New and Upgraded Assets | \$0.20m |
| Projects Commenced in previous years (continuing this year) | N/A |

2022/23 Budget

Corporate Services

Our Corporate Services provide effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation to best enable the delivery of our Community services and Subsidiaries.

Costs for Corporate Services have been embedded and distributed evenly across all Community and Subsidiary services this financial year. These include, but are not limited to staff and resource costs and operating activities.

The eight Corporate Services are:

- Customer Experience
- Finance, Procurement and Rating
- Governance
- Information Management
- Lord Mayor and Council Members
- Marketing and Communications
- People
- Strategy, Planning and Insights

| STRATEGIC PROJECTS | Draft Budget |
|---|--------------|
| CORPORATE SERVICES | |
| Coordinate and deliver the 2022 Local Government General Election | \$0.46m |
| New Council Member Training | \$0.04m |
| Deliver next generation Adelaide Free Wi-Fi | \$0.6m |





2022/23 Budget

How we measure and report

Our Strategy and Our Plan

At the end of each financial year the City of Adelaide prepares an Annual Report. The Annual Report states the extent to which the City of Adelaide achieved what it set out to deliver. The Annual Report is an important mechanism by which the City of Adelaide reports back to the community on progress for the financial year and on the 2020 - 2024 Strategic Plan.

Progress reports are prepared throughout the year to provide updates on major projects and initiatives and these are available for everyone to access in our Council agenda papers. These reports are essential to monitoring our progress and delivery.

We continue to develop Service Performance Measures to provide indicators of achievement, and identify risks and opportunities. These keep us on track and support transparency and accountability by ensuring our progress is communicated and shared in a consistent manner.

Our Budget

Council is presented with a publicly available forecast of our financial performance each quarter. It highlights projected savings and additional funding requests, projects that have been completed with savings and those that have a budget impact as a result of change in scope, timing, or priority. It also outlines how events in the past quarter have shaped our financial forecast going forward. Careful consideration is given to key financial indicators and ratios, and cash flow estimates to guide decision making that supports Council's financial sustainability. This reporting supports Council to respond to emerging economic challenges while continuing to support and deliver for community and business. Should the economic outlook deteriorate, quarterly reviews provide a format to re-prioritise services and agree upon necessary efficiency strategies.





Financial Statements

A detailed view of our budget framework and financial statements

ARBOR LANE

experience eleven

Financial Statements

Summary

| | 2022/23 Budget (\$000's) |
|-----------------------|--------------------------|
| Operating Income | 209,038 |
| Operating Expenditure | 208,952 |
| Operating Result | 0.086 |

To plan for the future, we included an offset amount of \$4.8m in the budget to present a budget surplus of \$86,000.

One of our current challenges is the material difference in our asset valuations and our asset management planning that has occurred over time. This has resulted in a significant impact to our depreciation. Whilst we have identified this issue, and are committed to early transparency and communication of this issue, the specific amount is yet to be qualified.

We will undertake responsible financial management action to define the amount and quickly improve the financial position. We estimate this to be approximately \$4.8m. This budget offset consists of the following items:

- Recovering revenue – bringing commercial revenue closer to the pre COVID-19 figures
- Establishing revenue opportunities – creating new revenue sources through new commercial opportunities and expansion of existing revenue streams
- Implementing procurement efficiencies – leveraging off our current contracts and streamlining new contracts following an extensive review of our procurement service and implementation of an oversight Committee to ensure that procurement activities achieve efficient and sustainable outcomes

Due to the budgetary impact of depreciation, these items will ensure that the budget offset that has been put in place is applied in a financially sustainable way while maintaining services for the community. Some of these will be delivered through efficiencies and improvements. Others will be subject to Council decision.

Financial Statements

Detail

| Income | | | |
|-------------------------------------|-------------------------|-------------------------|-----------------|
| \$'000s | 2021-2022 Budget | 2022-2023 Budget | Variance |
| Rates Revenues | 122,144 | 123,661 | 1,518 |
| Statutory Charges | 11,653 | 11,896 | 243 |
| User Charges | 63,094 | 64,379 | 1,285 |
| Grants, Subsidies and Contributions | 6,283 | 5,599 | (684) |
| Investment Income | 75 | 70 | (5) |
| Reimbursements | 441 | 338 | (103) |
| Other Income | 684 | 3,095 | 2,411 |
| Total Income | 204,373 | 209,038 | 4,664 |

Rates income - \$123.4m

Council has decided to hold rates for nine consecutive years. As a result, increases in rates income for the 2022/23 Budget sees the rates income increase by \$1.5m only due to increase in new developments and additions in the city, with Council holding the valuations and RID for existing properties for the ninth year in a row.

Statutory charges - \$11.9m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including Development Act fees, parking fines and dog registration fees. Most fees are set by State Government legislation and administered by Council. Council is notified of the fee amounts in late June of each year and these will be adopted by Council in June 2022.

User charges - \$64.4m

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council owned property. Council also receives commercial activity income from the operation of the commercial aspects of the business with the Aquatic Centre, UParks and Town Hall. The increase in user charges year on year is due to the application of CPI as an increase to fees. This increase will be adopted by Council in June 2022. The basis of commercial revenue budgets have been based on historical performance overlaid with current market considerations specifically in regards to the impacts of COVID.

Grants, subsidies and contributions - \$5.6m

Grants, subsidies and contributions are income received from Federal and State governments in addition to contributions from developers. Revenue received specifically to fund the construction or purchase of new or upgraded assets is included in a separate section of the Financial Statement. Grants, subsidies and contribution income has decreased due to one off operating grants received in 2020/21 used to fund short term projects and programs. These grants will not continue into 2022/23.

Reimbursement - \$0.3m

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government. Reimbursements have remained consistent with the 2021/22 budgeted amount of \$0.3M.

Other income - \$3.1m

Other income is comprised of donations, sponsorships, income from private works, and other miscellaneous receipts, and varies from year to year. This budget includes an estimate of \$2.4m in revenue recovery, new revenue from commercial activities and expansion of existing revenue streams.

Expenses

| <i>\$'000s</i> | <i>2021-2022 Budget</i> | <i>2022-2023 Budget</i> | <i>Variance</i> |
|---|-------------------------|-------------------------|-----------------|
| Employee Costs | 71,737 | 74,745 | 3,008 |
| Materials, Contracts & Other Expenses | 78,732 | 75,491 | (3,241) |
| Depreciation, Amortisation & Impairment | 56,941 | 57,264 | 323 |
| Finance Costs | 1,326 | 1,452 | 125 |
| Total Expenses | 208,737 | 208,952 | 215 |

Employee costs - \$74.7m

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour. Employee costs are budgeted to increase by \$3.0m, from \$71.7m to \$74.7m. The increase in employee costs is the combined result of application of increases in alignment with the Enterprise Agreements, level changes required under the Enterprise Agreement and 0.5% increase in Superannuation Guarantee Charge.

Materials, contracts and other expenses - \$75.5m

Materials cover many different expenses of Council including utility payments for water and electricity, library books and consumable materials. Contracts covers costs such as contractors, waste collection, equipment hire, software license fees and consultants. Other Expenditure includes audit and legal fees, contributions, communication expenses, insurance and registration, levies paid to other organisations, elected member allowances, advertising, fringe benefits tax, training and travel expenses. Materials, contracts and other expenses are budgeted to decrease by \$3.2m from \$78.7m. The decrease is caused by realised savings in utilities during 2021/22 of \$0.8m. A further \$2.4m of savings are planned with the verification of the depreciation impact recognised as well as the estimation of procurement efficiencies anticipated during 2022/23.

Finance costs - \$1.5m

Finance costs include interest payable on borrowings and finance leases and other banking charges. Council is budgeting for a increase of \$0.1m from the budget of \$1.4m in 2021/22 to \$1.5m in 2022/23. This is largely the result of a slight increase in debt levels required for the 2022/23 financial year.

Depreciation - \$57.3m

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned. Depreciation is increasing by \$0.3m from the 2021/22 budgeted depreciation of \$56.9m to \$57.3m in 2022/23. This is a result of indexation and the completion of key projects.

Financial Statements

Cash flow statement

Net cash from financing activities shows \$4.0m to be provided in 2022/23, an increase of \$19.1m on the 2021/22 budgeted amount of \$15.2m due to timing delays in capital expenditure and improved cashflow result in 2021/22.

Balance sheet

Total Non-Current Assets are projected to rise to \$1,946.6m in 2022/23. This is an increase of \$27.8m, largely the result of the capital expenditure program, contributed assets and revaluation of assets. Total borrowings are projected to increase to \$32.9m in 2022/23. This level of borrowings is within the target range. Please see the financial indicator section for more information.

Uniform Presentation of Finances

Operating surplus / (deficit)

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

Net outlays on existing assets

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

Net outlays on new and upgraded assets

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

Net lending / (borrowing) for financial year

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

Financial Statements

Statement of Comprehensive Income

| | \$'000s | 2022/23 Draft Budget |
|--|---------|----------------------|
| <i>Income</i> | | |
| Rates Revenues | | 123,661 |
| Statutory Charges | | 11,896 |
| User Charges | | 64,379 |
| Grants, Subsidies and Contributions | | 5,599 |
| Investment Income | | 70 |
| Reimbursements | | 338 |
| Other Income | | 3,095 |
| Total Income | | 209,038 |
| <i>Expenses</i> | | |
| Employee Costs | | 74,745 |
| Materials, Contracts and Other Expenses | | 75,491 |
| Depreciation, Amortisation and Impairment | | 57,264 |
| Finance Costs | | 1,452 |
| Total Expenses | | 208,952 |
| Operating Surplus / (Deficit) | | 86 |
| Asset Disposal & Fair Value Adjustments | | 2,020 |
| Amounts Received Specifically for New or Upgraded Assets | | 13,932 |
| Net Surplus / (Deficit) | | 16,037 |
| Changes in Revaluation Surplus - I,PP&E | | - |
| Net Actuarial Gains/(Loss) on Defined Benefit Plan | | - |
| Total Other Comprehensive Income | | - |
| Total Comprehensive Income | | 16,037 |

Statement of Financial Position

| | \$'000s | 2022/23 Draft Budget |
|--|---------|----------------------|
| ASSETS | | |
| <i>Current Assets</i> | | |
| Cash and Cash Equivalents | | 800 |
| Trade & Other Receivables | | 17,104 |
| Other Financial Assets | | - |
| Inventories | | 506 |
| Total Current Assets | | 18,410 |
| <i>Non-Current Assets</i> | | |
| Financial Assets | | 305 |
| Equity Accounted Investments in Council Businesses | | 1,635 |
| Investment Property | | 2,928 |
| Infrastructure, Property, Plant and Equipment | | 1,920,600 |
| Other Non-Current Assets | | 2,107 |
| Total Non-Current Assets | | 1,927,575 |
| TOTAL ASSETS | | 1,945,984 |
| LIABILITIES | | |
| <i>Current Liabilities</i> | | |
| Trade and Other Payables | | 26,514 |
| Borrowings | | - |
| Provisions | | 13,858 |
| Other Current Liabilities | | 4,877 |
| Total Current Liabilities | | 45,248 |
| <i>Non-Current Liabilities</i> | | |
| Trade and Other Payables | | 7,293 |
| Borrowings | | 32,936 |
| Provisions | | 1,889 |
| Other Non-Current Liabilities | | 40,803 |
| Total Non-Current Liabilities | | 82,921 |
| TOTAL LIABILITIES | | 128,170 |
| Net Assets | | 1,817,815 |
| EQUITY | | |
| Accumulated Surplus | | 815,010 |
| Asset Revaluation Reserves | | 982,216 |
| Other Reserves | | 1,815 |
| Future Reserve Fund | | 18,774 |
| Total Council Equity | | 1,817,815 |

Statement of Changes in Equity

| | \$'000s | 2022/23 Draft Budget |
|--|---------|----------------------|
| Balance at the end of previous reporting period | | 1,801,777 |
| a. Net Surplus / (Deficit) for Year | | 16,037 |
| b. Other Comprehensive Income | | - |
| Total Comprehensive Income | | 16,037 |
| Gain (Loss) on Revaluation of I, PP&E | | - |
| Balance at the end of period | | 1,817,815 |

Statement of Cash flows

\$'000s 2022/23 Draft Budget

Cash Flows from Operating Activities

Receipts

| | |
|--------------------|---------|
| Operating Receipts | 208,349 |
|--------------------|---------|

Payments

| | |
|---|-----------|
| Operating Payments to Suppliers and Employees | (150,718) |
|---|-----------|

| | |
|---|---------------|
| Net Cash provided by (or used in) Operating Activities | 57,631 |
|---|---------------|

Cash Flows from Investing Activities

Receipts

| | |
|---|--------|
| Amounts Received Specifically for New/Upgraded Assets | 13,932 |
|---|--------|

| | |
|------------------------------|--------|
| Proceeds from Surplus Assets | 12,793 |
|------------------------------|--------|

| | |
|-------------------------|-----|
| Sale of Replaced Assets | 971 |
|-------------------------|-----|

| | |
|---|---|
| Repayments of Loans by Community Groups | - |
|---|---|

| | |
|---|----------|
| Distributions Received from Equity Accounted Council Businesses | (41,607) |
|---|----------|

| | |
|-----------------|-----------------|
| <i>Payments</i> | <i>(47,482)</i> |
|-----------------|-----------------|

| | |
|--|-------|
| Expenditure on Renewal/Replacement of Assets | (196) |
|--|-------|

| | |
|------------------------------------|----------|
| Expenditure on New/Upgraded Assets | (61,589) |
|------------------------------------|----------|

| | |
|--|--|
| Capital Contributed to Equity Accounted Council Businesses | |
|--|--|

| | |
|---|--|
| Net Cash provided by (or used in) Investing Activities | |
|---|--|

| | |
|---|--------------|
| Cash Flows from Financing Activities | 8,728 |
|---|--------------|

Receipts

| | |
|--------------------------|---|
| Proceeds from Borrowings | - |
|--------------------------|---|

| | |
|-----------------|----------------|
| <i>Payments</i> | <i>(4,771)</i> |
|-----------------|----------------|

| | |
|---------------------------|-------|
| Repayment from Borrowings | 3,957 |
|---------------------------|-------|

| | |
|--------------------------------|--|
| Repayment of Lease Liabilities | |
|--------------------------------|--|

| | |
|---------------------------------|---|
| Repayment of Bonds and Deposits | 0 |
|---------------------------------|---|

| | |
|---|------------|
| Net Cash provided by (or used in) Financing Activities | 800 |
|---|------------|

Net Increase (Decrease) in Cash Held

| | |
|--|-----|
| plus: Cash and Cash Equivalents at beginning of period | 800 |
|--|-----|

| | |
|---|------------|
| Cash & Cash Equivalents at end of period | 800 |
|---|------------|

Uniform Presentation of Finances

| | \$'000s | 2022/23 Draft Budget |
|---|---------|----------------------|
| Income | | 209,038 |
| <i>less</i> Expenses | | (208,952) |
| Operating Surplus / (Deficit) before Capital Amounts | | 86 |
| <i>Net Outlays on Existing Assets</i> | | |
| Capital Expenditure on Renewal and Replacement of Existing Assets | | (41,607) |
| <i>add back</i> Depreciation, Amortisation and Impairment | | 57,264 |
| <i>add back</i> Proceeds from Sale of Replaced Assets | | 971 |
| Net Outlays on Existing Assets | | 16,627 |
| <i>Net Outlays on New and Upgraded Assets</i> | | |
| Capital Expenditure on New and Upgraded Assets | | (47,678) |
| <i>add back</i> Amounts received specifically for New and Upgraded Assets | | 13,932 |
| <i>add back</i> Proceeds from Sale of Surplus Assets | | 6,793 |
| Net Outlays on New and Upgraded Assets | | (26,953) |
| Net Lending / (Borrowing) for Financial Year | | (10,239) |

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