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KAURNA ACKNOWLEDGMENT

ADELAIDE CITY COUNCIL ACKNOWLEDGES THE
TRADITIONAL COUNTRY OF THE KAURNA PEOPLE
OF THE ADELAIDE PLAINS AND PAYS RESPECT TO
ELDERS PAST AND PRESENT.

WE RECOGNISE AND RESPECT THEIR CULTURAL
HERITAGE, BELIEFS AND RELATIONSHIP WITH
THE LAND.

WE ACKNOWLEDGE THAT THEY ARE OF CONTINUING
IMPORTANCE TO THE KAURNA PEOPLE LIVING TODAY.



CITY PROFILE

The City of Adelaide covers an area of 15.57 square kilometres and more than 50% of Adelaide is made up of Park Lands.

There are about 22,000 people living in the City of Adelaide and an increasing amount of city residents live in eco-friendly, affordable houses and apartments.

Throughout the year there is an average of around 28,000 people staying overnight in the City of Adelaide, which represents an average of 6,000 tourists, business travellers and visitors staying in city accommodation per night.

It is estimated that approximately 118,000 people work in the City of Adelaide and the majority of the city's office buildings, retail outlets and other work places are located in the Rundle Mall precinct.



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LORD MAYOR'S MESSAGE

WELCOME TO THE ADELAIDE CITY COUNCIL'S ANNUAL REPORT 2011-12

The Adelaide City Council is on a journey with the community to create a vibrant, world-class city. The past 12 months have been action-packed and we've celebrated several important, and historic, milestones.

After much anticipation, Council endorsed multi-million dollar upgrades of **Victoria Square/Tarndanyangga** and **Rundle Mall**. The redevelopment of these locations, beginning early in 2013, will strengthen the city's reputation as South Australia's number one shopping and events location.

This financial year also marked the delivery of the City of Adelaide Strategic Plan 2008-12. Achievements of key Council initiatives and programs are outlined here in this Annual Report.

Thanks to thousands of submissions through our **Picture Adelaide** project, a new Strategic Plan was prepared during the year. The concept of 'One City, Many Places' is central to this document and I look forward to watching different areas of our city grow in character, accessibility and sustainability.

The summer of 2011-12 also saw the debut of **Splash Adelaide**, a series of experimental pilot projects to invigorate our city's public spaces. Splash Adelaide's focus on creativity, partnerships and working '*lighter, quicker, cheaper*' showed that Council has what it takes to do things differently and to take the lead in transforming our city.

Thank you to everyone who has contributed to the Adelaide City Council's achievements during the 2011-12 financial year, there are far too many people to list you all. I encourage you to learn more about our achievements from the rest of this Annual Report. I'm proud of how Council, business, government and community are pursuing **new ways of working together**.

Last year was big, but 2012-13 will be even bigger. I'm looking forward to it and I hope you are too!



Stephen Yarwood
LORD MAYOR





CITY AT A GLANCE

Adelaide is a sparkling capital city with clean streets and picturesque public places that are well presented and maintained.

The city's heritage is a unique asset and Adelaide City Council is committed to the conservation and enhancement of the 436 State Heritage Places and 1,872 Local Heritage Places listed in the City of Adelaide.

Creating a city that is well-designed and provides sustainable, accessible and attractive streets, open spaces and sustainable buildings works to support a growing residential and working population, whilst making the city a vibrant and exciting place to visit.

Adelaide is a capital city with distinctive character and exciting design that is proud of its heritage and historic buildings.

The city has vibrant streets and beautiful public spaces that are surrounded by an abundance of accessible Park Lands that are treasured by all for their outstanding beauty.

Outdoor activities are enjoyed by many in the Park Lands that surround the city, and each year, Adelaide City Council supports a wide range of events, festivals and activities, including the Santos Tour Down Under, Clipsal 500, Adelaide Fringe, Adelaide Festival and WOMAAdelaide.

All of these festivals and events enhance Adelaide's reputation as a culturally vibrant city and help boost tourism and overnight visitor numbers.

Measures are in place to improve public transport to provide easier access to the city, and there are multiple options to help pedestrians and cyclists to get around Adelaide. Public transport initiatives have generally been undertaken in conjunction with the State Government.

Adelaide has signed an agreement with the State Government to be an internationally recognised "Green City" by 2020 and there are already many initiatives that have been taken to achieve this goal.

Adelaide City Council has a vision for economic prosperity and environmental sustainability that focuses on key actions that promote and support economic growth, employment and investment.

Festivals and events have brought many visitors to the city from overseas, from other Australian states and from regional South Australia, so the Adelaide City Council is planning for many more exciting and entertaining events in the future.



CITY VISION

A VIBRANT, POPULOUS AND SUSTAINABLE CAPITAL CITY BUILT ON ITS HERITAGE AND LIFESTYLE

The city's vibrancy will flow from creating diverse communities that actively participate in every aspect of city life.

People who work and study in the city will live and play in the city.

Residents and visitors alike will enjoy the beautiful open spaces and facilities of the Park Lands, an exciting built form which respects our heritage, shapes our future and is environmentally sustainable.

People of all ages and cultures will continue to come to the city to enjoy shopping, entertainment and socialising in cafés and other meeting places.

Events and artistic activities will provide a wide range of opportunities to participate in the excitement of city life.

A strong economy will drive and support employment, education and social opportunities, new artworks and public place developments, and support environmental innovation.

The city will be a magnet which attracts talent, develops skills and innovation and invests in the education of its people. Adelaide will lead the way in addressing climate change and the conservation of energy, water and natural resources. It will be a city of walkers and cyclists.

A city where the public transport is highly patronised and is powered by the sun and other renewable sources of energy.

Council will vigorously pursue a vibrant capital city that is a destination for visitors, underpins the State's prosperity, and meets the aspirations of future generations of South Australians, and those who choose to make Adelaide their home.





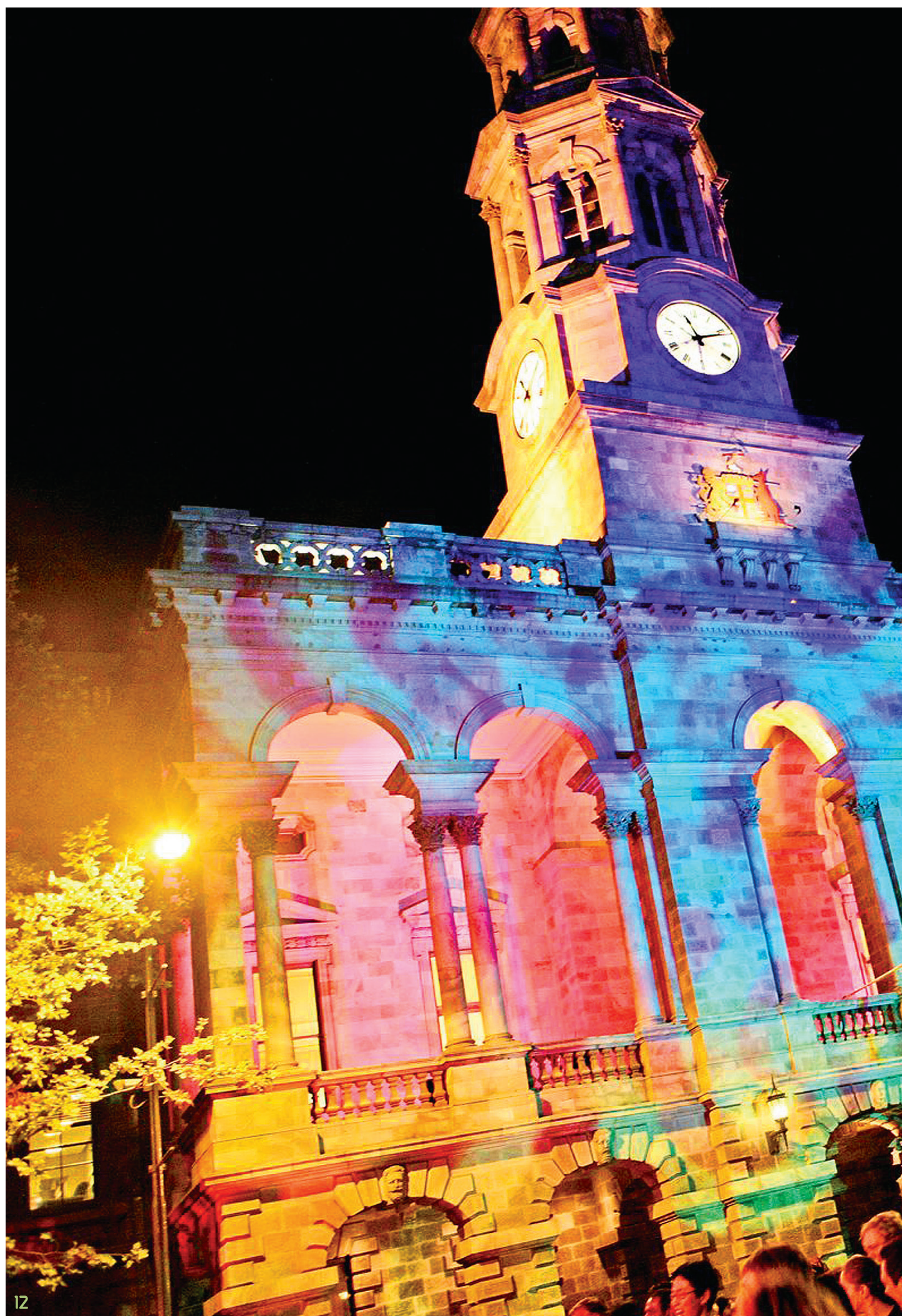
KEY COUNCIL PRIORITIES

THE CITY OF ADELAIDE STRATEGIC PLAN 2008-12 OUTLINED KEY PRIORITIES:

Priority	Measure of Success	Progress
Sustainability	Reduce carbon emissions from Council operations by 60% by 2012.	Total carbon emissions from Council operations in 2011-12 were 13,064 tonnes of carbon dioxide equivalent (CO ₂ -e), a reduction of 64%. Council is now pursuing a new target to reduce its energy use by 15% by 2015 (in addition to pursuing carbon neutrality by 2020). To achieve this new target, Council is investing in many energy reduction projects, including the replacement of public lighting with energy efficient LED lights.
	Reduce Council's mains and River Torrens water use by 60% by 2012.	Total mains water use by Council in 2011-12 was 289 kL, a reduction of 73% from 2006-07. Council continues to use water from the Glenelg Adelaide Pipeline recycled water scheme to keep its use of mains water at a low level. Council also looks for opportunities to include water efficiency in its asset renewal projects – for example, a major stormwater capture and storage facility was established during upgrades to the Rundle UPark. This holds 50,000 litres and is plumbed to the toilets in the facility.
Heritage Conservation	Complete the listing of heritage buildings and associated Development Plan Amendments by 2012.	In March 2012, Council was pleased to invite public comment on its list of 77 proposed local heritage buildings in the city centre. The buildings were selected by independent experts and then carefully considered by both the Council and the State Government. The Adelaide City Council wants to achieve a balance between the growth potential of Adelaide and the conservation of the heritage and character of the city. Council will continue discussions with the Minister for Planning regarding the heritage listing of additional city buildings.
Workforce Growth	Increase the number of people employed in the city to 125,000 by 2012.	The estimated number of people based in the city for work has grown from 99,000 in 2006-07 to 120,000 in 2011-12. The Global Financial Crisis has had a negative impact on the job market worldwide, including Adelaide. The city's workforce has endured challenges over the last five years and the economy is showing signs of recovery. Major city projects such as Victoria Square/Tarndanyangga upgrade, the Rundle Mall Masterplan, the redevelopment of the Adelaide Oval and the Riverbank precinct, as well as recent changes to the city's planning and development rules, will generate jobs and create economic benefit to the City of Adelaide.



Priority	Measure of Success	Progress
Major Project: Victoria Park/ Bakkabakkandi Masterplan	Complete packages 1, 2 and 3 of the Victoria Park/Bakkabakkandi Masterplan by 2012, including landscaping, path network, playgrounds, sports fields and facilities.	The first stages of the Victoria Park/Bakkabakkandi Masterplan have been completed with additional works including landscaped entries and playing fields, to be finished in early 2013.
Major Project: Victoria Square/ Tarndanyangga Upgrade	Complete planning and design for the upgrade of Victoria Square/Tarndanyangga and commence Stage 1 works by 2012.	In June 2012, the Adelaide City Council endorsed \$24 million in funding from its own budget to begin rejuvenating Victoria Square/Tarndanyangga. The funding will transform the Square into a lively, people-focused space for the whole community to enjoy.
Residential Population Growth	Lead the growth in the permanent residential population by 1,300 persons per year to achieve a total permanent residential population of 25,500 by 2012.	The estimated total permanent residential population of Adelaide is 22,000 and the Adelaide City Council's Populous City program will see further increases in permanent city residents over the next five years. Council continued to promote city living and city lifestyles through the established residential marketing campaign, Already Home. The website alreadyhome.com.au is a medium for city residents to share their stories and experiences of city living to inspire others to consider the city as their residential location of choice.
	Lead the growth in the overnight residential population by 1,700 persons per year to achieve a total overnight population of 34,500 by 2012.	The estimated overnight population of Adelaide is around 28,000 and this represents a growth of 21% from 2006 when the overnight population of Adelaide was estimated at 22,000. Adelaide City Council supports a wide range of events, festivals, conferences and activities throughout the year that help boost tourism and overnight visitor numbers. The recent addition to accommodation in the city, Crowne Plaza on Hindmarsh Square attracted more people to the city from regional South Australia, interstate and overseas.
Affordable Housing	Deliver a total of 150 affordable housing units by 2012.	The Sturt St housing project is progressing with 72 affordable housing outcomes (rental and sale) receiving development approval in June 2012. Construction is scheduled to commence in 2012-13. Completed in September 2010, the Whitmore Square Affordable Eco-Housing Project has delivered 26 townhouse style apartments and a ground floor commercial tenancy. The apartments provide innovative and attractive inner city living that is affordable, ecologically responsible, and adds to the diversity of the Whitmore Square area.





ABOUT OUR OUTCOMES

ADELAIDE CITY COUNCIL IS COMMITTED TO MAKING ADELAIDE A VIBRANT, POPULOUS AND SUSTAINABLE CAPITAL CITY BUILT ON ITS HERITAGE AND LIFESTYLE.

To achieve this, Council has adopted six outcomes which guide all its projects, plans, policies and strategies.

Together, these outcomes provide a vision of the way Council considers the city should grow and prosper.

Outcome 1 – Populous Capital City

Council, along with the federal and state governments, believes a populous capital city is essential to sustain our local community.

Outcome 2 – Unique Heritage, Park Lands and City Design

This program is aimed at ensuring that the city's current and future population – residents, workers and visitors – can enjoy and be proud of the city's attributes; and be given opportunities to influence its development into an even more 'liveable' city.

Outcome 3 – Accessible and Connected Capital City

Council tackles ways to improve transport around the city – on trams and buses; on bikes; on foot; and in cars.

Outcome 4 – Culturally Vibrant City

To ensure we all get to enjoy, relax and socialise in the city, as residents, workers or visitors, this program aims to ensure that the creative, recreational and artistic interests of all ages, nationalities and groups are provided for.

Outcome 5 – Economically Prosperous City

Council also appreciates that a strong and vibrant economy is needed to underpin the city's development and to support its services and facilities, hence its commitment to this outcome.

Outcome 6 – Environmentally Sustainable City

All these outcomes must be achieved in a way that cares for and improves our ecological systems and habitats; and addresses our concerns about climate change and the depletion of our natural resources. The Environmentally Sustainable City program describes the ways that Council addresses these vital issues.

The following section presents Council's achievements for each of these outcomes in 2011-12.



12-24

PARKING
EARLY GRI \$13
NO PARKING IN THE DRIVEWAY

26



OUTCOME 1: POPULOUS CAPITAL CITY

A CAPITAL CITY THAT HAS GROWN TO ACHIEVE A SUSTAINABLE 'CRITICAL MASS'.

Council believes that increasing the number of people living in the city is essential if we are to support a prosperous state economy and build a sustainable capital city. City growth may also reduce the need for new residential areas to be developed in the outer suburbs, thereby lowering the pressure on infrastructure and lessening social isolation.

Residential growth also supports the achievement of broader community objectives for the city, for example:

- » maintaining Adelaide as one of Australia's most affordable cities
- » strengthening the social mix and housing choices within the city
- » maintaining access to city housing for workers and students
- » supporting the city's productivity and economic growth
- » activating the city's 'out of business hours' thereby encouraging diverse use of public spaces into the evening
- » maintaining and growing the city's share of the metropolitan retail market
- » improving the vitality of the city and activating the use of the city's public spaces and the
- » Park Lands
- » improving safety through the application of Crime Prevention Through Environmental Design to new developments and public spaces
- » gaining environmental benefits by reducing the reliance on motor vehicles to commute to the city

Council delivers its residential growth program through the 'Residential Growth Program Plan'. For more information about Council's approach to increasing the city's resident population, please go to:

> adelaidecitycouncil.com/assets/acc/Council/docs/affordable_housing_policy.pdf



OUTCOME 1: POPULOUS CAPITAL CITY

Whitmore Square Affordable Eco-Housing Project

Completed in September 2010, this development has delivered 26 townhouse style apartments and a ground floor commercial tenancy. Now fully occupied, the apartments provide innovative and attractive inner city living that is affordable, ecologically responsible, and adds to the diversity of the Whitmore Square area.

The ground floor tenancy has been created as a café. Named Café Troppo, the proprietors are committed to working with and within the environment. This latest occupancy has had a positive impact on activating Whitmore Square and promoting the project's principles of sustainable living.

102 Waymouth Street Project (UNO)

This development by Housing SA on land made available by Council has delivered 146 apartments, including 55 affordable apartments. Construction commenced early in 2011 and was completed in the middle of 2012. The development comprises a mix of homes for sale at market rates, affordable rental, affordable sale and social housing, plus a 30-person youth accommodation service relocated from elsewhere in the city.

Noise Management

Council's Noise Management Incentive Scheme (NMIS) assists residential property owners to manage external noise intrusions experienced by themselves or their tenants by undertaking acoustic work on their homes. Council provides expert advice through its Acoustic Advisory Services and the NMIS provides 50% of the cost of noise attenuation work up to \$600 in funding.

In 2011-12, Council provided 20 Acoustic Advisory Services visits and the NMIS allocated around \$6500 funding to ten projects.

For more information about Council's Noise Management Incentive Scheme, please go to adelaidecitycouncil.com/environment/noise/noise-initiatives/

Sturt Street

This redevelopment of an open lot car park to an attractive residential development has progressed significantly. Achievements in 2011-12 include: appointment of a development partner, approval for development of stage 1 of the project and commencement of early works.

With frontages to Sturt Street, Frew Street and Wright Street, 182 apartments of one, two and three bedrooms are planned for the site. This includes 72 apartments for affordable rental and affordable sale.

Residential Marketing Campaign

Council continued to promote city living and city lifestyles through the established residential marketing campaign, Already Home.

The website alreadyhome.com.au is a medium for city residents to share their stories and experiences of city living to inspire others to consider the city as their residential location of choice, with considerable content added to the website.

The Already Home Facebook and Twitter accounts have been re-invigorated to stimulate community discussions on city living.

> alreadyhome.com.au







OUTCOME 2: UNIQUE HERITAGE, PARK LANDS AND CITY DESIGN

An outstanding City of distinctive character and exciting design.

A Capital City that is proud and protective of its heritage and historic character buildings.

Excellence and innovation are hallmarks of contemporary City infrastructure, artworks, buildings and the public realm.

Vibrant City streets and public spaces.

Accessible Park Lands that are treasured by all for their outstanding design, outdoor activities and diverse landscapes.

A sparkling City with clean streets and public places that are well presented and maintained.

The city's heritage is a unique asset and Adelaide City Council is committed to the conservation and enhancement of this heritage and the Park Lands.

Creating a city that is well-designed and provides sustainable, accessible and attractive streets, open space and buildings works to support a growing residential and working population, whilst making the City of Adelaide a vibrant and exciting place to visit.



OUTCOME 2: UNIQUE HERITAGE, PARK LANDS AND CITY DESIGN

Rundle Mall Masterplan

Consultation was completed in November 2011 and Adelaide City Council approved \$30 million for the delivery of the Rundle Mall upgrade.

The Masterplan provides a new vision for the Rundle Mall precinct, and a map of how to bring about its sustainable economic and physical transformation. This includes unique retailer, entertainment and multi-level trading, early evening trading, convenient and affordable transport options and upgrades to the public domain. All of this will make Rundle Mall a place of real excitement for people to meet, enjoy the retail experience, and where more regular events can happen.

The detailed design was commenced by a consultant team, led by HASSELL, with upgrades to include:

- » High quality granite paving
- » Tree planting
- » A new canopy at Gawler Place
- » Custom designed furniture
- » Catenary lighting

Construction of the Rundle Mall Masterplan is set to begin in early 2013.

Victoria Square/ Tarndanyangga Upgrade

The Adelaide City Council endorsed \$24 million in funding, to begin rejuvenating Victoria Square/Tarndanyangga. The funding will transform the Square into a lively, people-focused space for the whole community to enjoy.

This is the first stage in delivering the full Masterplan, and will include:

- » A large event space and stage in the northern end for around 5,000
- » A generous promenade with seating terraces and shelter
- » Shaded walkways, furniture and landscaping with trees and garden beds
- » A water-play feature
- » A café near the event lawn
- » An upgrade of the central roadway to be transformed into a plaza for large events
- » Suitable pedestrian and cyclist improvements around the corners of the square
- » A café/kiosk will also be put in the Southern end near the tram stop.
- » The recently State Heritage listed Three Rivers Fountain and Queen Victoria statue will be refurbished and relocated within the Square.

Other features of the original Masterplan will be incorporated in subsequent stages of the project, including a tram line and road reconfiguration, a large urban garden and the proposed Kaurna Centre for Living Culture.

Procurement of a main contractor for Stage One is underway. Construction is expected to start early in 2013 and finish by December 2013 for the Tour Down Under in January 2014.

The Adelaide Prize

The 2011 Adelaide Prize, awarded commendations to iconic city buildings: The Wave and The Edge. Located on the corner of Gilles and King William Streets, The Edge is an 11-level commercial office tower with eight floors of office space, two and a half levels of car parking and ground floor retail. Right next door on Gilles Street, The Wave is a 12-level tower consisting of five floors of premium office space, three levels of luxury residential apartments, two levels of parking and ground floor retail facilities.

Integrated Design Commissioner and Jury Chair, Tim Horton, said of the two buildings: *"Both show a commitment to detail, an investment in public art and represent a thoughtful response to a rare corner site."*



The City of Adelaide Prize

The City of Adelaide Prize is presented annually to recognise and award a built project that demonstrates innovation and excellence in enhancing the public realm of the City of Adelaide.

The 2012 winner of the City of Adelaide Prize was 'Folding Rundle', a public art installation and suite of furniture on Rundle Street, is described by the awards jury as: *"...an intelligent and nuanced design for public infrastructure that offers far more than its initial guise as street furniture. A contemporary approach to design, combining formal, material and structural expression in a cohesive whole."*

New Architects and Graduates (NAG) Design Festival

The 2012 City of Adelaide Prize winner, 'Folding Rundle', was the product of a Council-sponsored initiative. The NAG Design Festival is an annual collaboration between recently graduated designers and Council, to enhance and revitalise public spaces in the city. 'Folding Rundle' was fabricated and installed as part of the Rundle Street southern footpath upgrade and ongoing Rundle Street Integrated Public Art Masterplan delivery.

Meanwhile, the 2011 NAG Design Festival winning entry 'Swarming Bees' is currently being developed by architects. This unique weathered steel shelter is planned to be fabricated and installed in late 2012 in Narnungga (Park 25) Urban Forest following handover of the remediated SA Water Thebarton site by the State Government to Council.

Public Art

The 2008-13 Five Year Public Art Plan provides Council with a framework for the city's annual public art commissioning program. The plan sets out priorities for artworks in the city and Park Lands that can be achieved in conjunction with future capital works and development opportunities. These include: Victoria Square/ Tarndanyangga, the Park Lands, Rundle Mall and Rundle Street.

Public Art projects

- » Major Commission in partnership with the Institute for Photonics and Advanced Sensing (IPAS): 'Sensing with Light' led by artist John Tonkin (has been developed through three preliminary stages of concept and design development)
- » Wirranendi (Park 23) Interpretive Trail with artworks by five artists (completed and launched September 2011)
- » Narnungga (Park 25) Urban Forest sculptural art work "Eucalyptus Alive" by Marijana Tadic (in progress)
- » Rundle Street Integrated Public Art Masterplan (IPAM), design development of community sculptural mural for Bent Street relating to Aboriginal place connection and plants (in progress)
- » Traffic Signal Box decoration by Steven Carson, King William Street (completed 2012)



OUTCOME 2: UNIQUE HERITAGE, PARK LANDS AND CITY DESIGN

Public Art projects (cont.)

- » Special project funding for temporary hire of artworks: Sculpture in Pilgrim Place, 'Meganaut Ultra (fragment)' by Roy Ananda 2012
Sculpture at Dequetteville Terrace, 'Tree' by Craig Andrae 2012
- » Soundscapes facilities were installed and enjoyed by passers-by under the Morphett Street Bridge and on Rundle Street
- » Two pavement artworks: 'Coins' by Michelle Nikou and 'History Notes for Old and New Time' by Bronia Iwanczak-Ivanbrook with engraved text (being installed as part of the Rundle Street footpath upgrade)

Memorials

- » Aboriginal and Torres Strait Islander War memorial at the Parade Ground Gardens was recommenced (in progress)
- » RAAF War Memorial Parade Ground Gardens was granted Council approval (in progress)
- » Simpson and His Donkey SA Defence Force Health Services – at Angas Gardens in Karrawirra, Park 12 (completed February 2012)
- » Bronze Busts of Esther Lipman and VL Solomon – donated by Dr Rex Lipman (installed 2012)

Public Art Grants

Public Art grants for 12 projects including temporary installations, soundscapes, murals, images for the Blyth Street light boxes and the Rundle Mall Super-screen, have been realised, or are in progress.

Public Spaces Study

In late 2009, as part of Council's contribution to the Integrated Design Strategy (5000+), internationally renowned urban quality consultancy Gehl Architects was commissioned to complete an overview document focusing on Adelaide's public spaces and their use. This assessed Adelaide's strengths and weaknesses and presented ideas to be considered and tested within the city's projects.

Gehl Architects has a unique methodology and approach for understanding cities and how to shape them to foster vibrancy and civic life. Gehl Architects has completed similar reports for other major cities, including Sydney, Hobart, New York, London and Melbourne.

During 2010 and 2011, the Gehl Architects team undertook field visits to Adelaide to inform the report, collecting ideas, information and knowledge – both current and proposed activity – from the State and local government agencies responsible for leading, planning, designing and developing inner Adelaide. Adelaide City Council played a large part in the data collection for the report's analysis.

The report was completed in June 2012.

5000+

Throughout 2011-12, the Integrated Design Commission was in the process of developing 5000+, the Integrated Design Strategy for inner Adelaide, with Adelaide City Council as a project partner along with the seven adjoining councils, the South Australian Government and Federal Government. During this time ideas, propositions and insights from design professionals, businesses, not for profit organisations, government agencies and academia were collected through a range of engagement initiatives including a series of themed forums and the 5000+ website.

Picture Adelaide

During 2011-12 Council engaged the community through Picture Adelaide in the preparation of Adelaide: One City Many Futures: Strategic Plan 2012-16.

Picture Adelaide, a multi-staged community engagement project to encourage ideas and feedback on strategic planning for the City of Adelaide, was established to provide input into major strategic plans.

In Stage 1 of the engagement process, over 3,000 ideas were submitted. During Stage 2 Council received a further 1,200 submissions that directly informed the direction of Council's new strategies.

PICTURE ADELAID .COM

WHAT WOULD
YOU **IMPROVE**
IN YOUR CITY?





OUTCOME 2: UNIQUE HERITAGE, PARK LANDS AND CITY DESIGN

Picture Adelaide (cont.)

As part of the Picture Adelaide engagement process, Council prepared a detailed Evidence Base in 2011 to inform development of Council's Strategic Plan. It contains facts and trends that cover a broad range of subjects including housing, events, heritage, employment, culture and car parking.

In October 2011, Council released, for consultation, Adelaide: One City Many Futures (City Futures) which articulated possible futures for the City in relation to community, business, creative and transport.

The results of this consultation have formed the basis of Council's new Strategic Plan 2012-2016.

Development Plan Amendments

On 21 March 2012, Council entered into a Heads of Agreement with the Minister for Planning in relation to City planning matters.

The Heads of Agreement sets out a number of initiatives to be progressed by Council and the State Government through the Minister for Planning.

Initiatives progressed to date include establishment of a City Design Review Panel and preparation of the Minister's Capital City Development Plan Amendment (DPA).

Council worked closely with the Minister to influence the direction of the Capital City DPA which introduced significant changes to development controls including creation of:

- » Capital City Zone being an amalgamation of the 2011 Central Business Area/Mixed Use Zones and incorporating an area south of Wright Street
- » City Frame Zone along South Terrace from West Terrace to Pulteney Street and enclosing Whitmore and Hurtle Squares
- » Main Street (Adelaide) Zone along Sturt/Halifax between the Squares

The changes are designed to support the achievement of a Vibrant Adelaide – ensuring the City is positioned to accommodate future growth and activity.

Celebrating Adelaide's Heritage City Centre Heritage Development Plan Amendment

Celebration, conservation and adaption of the City's distinctive heritage buildings are all central to creating a City of Great Places.

In March 2012, the Adelaide City Council was pleased to invite public comment on its list of 77 proposed local heritage buildings in the city centre.

The buildings were selected by independent experts and then carefully considered by both the Council and the State Government.

The buildings proposed for listing include a range of pubs, churches, houses and shops, such as the Union Hotel on Waymouth Street, the former Wests Cinema on Hindley Street and St Stephen's Church Hall on Wakefield Street.

The Adelaide City Council wants to achieve a balance between the growth potential of Adelaide and the conservation of the heritage and character of the city.

Council will continue discussions with the Minister for Planning regarding the heritage listing of additional buildings in the city centre.



Heritage Incentives Scheme

The financial year of 2011-12 was the 24th year of operation of the Heritage Incentives Scheme. The Scheme, which reimburses owners of heritage places with part funding for conservation work, is widely regarded as the most substantial local government heritage grant scheme in Australia.

Changes to the Scheme introduced in late 2010, which increased the maximum grant level offered and streamlined the approval processes, paid dividends in 2011-12 with renewed interest and high demand resulting in a record allocation of approximately \$1.18 million in grants, to around 120 properties.

Changes to the guidelines for the Scheme now enable the owners of State Heritage places to receive funding without the need to apply to the State Government first. In summary, changes to the Scheme have meant that more people are provided with more support more quickly.

In addition, Council allocated an additional \$450,000 to the ongoing restoration of the Victoria Park Heritage Grandstand, which is a distinctive and celebrated piece of the social and built history of this special part of the Park Lands.

Planning for the Park Lands

Park Lands 10 Year Action Plan

The Adelaide Park Lands Management Strategy Towards 2020 sets out the vision for the Park Lands which are “the heart and lungs of Adelaide”. The Strategy includes a list of around 65 projects proposed to enhance the landscape, recreation opportunities, natural systems and heritage of the Park Lands. Council takes a planned approach to enhancement initiatives to ensure that the greatest value is delivered for the community from our efforts and investment.

The Park Lands 10 Year Action Plan was developed to assist with enhancing the Park Lands and it prioritises the projects that receive funding each year – with the ongoing enhancement of Victoria Park, the continuation of the Park Lands Trail and enhancement of Bonython Park being among the priorities in 2011-12. The Park Land 10 Year Action Plan will be used as an ongoing tool to inform the preparation of annual budgets and to assess the priority of new project proposals.

Park Lands Community Land Management Plans

In line with the Adelaide Park Lands Act 2005 and Local Government Act 1999, Council is required to prepare Community Land Management Plans (CLMPs) for the Park Lands to ensure they are protected, managed and enhanced for the benefit of all South Australians.

In 2011-12 a new format was developed, which now makes CLMPs more readable so that the community members are able to clearly understand the management of the Park Lands considering they are such an important historical, cultural, social and recreation resource for the people of Adelaide. The CLMPs now show land management directions using annotated maps to illustrate how Council is balancing the needs and values of different areas and uses.

Consultation on the draft CLMPs will occur throughout 2012.



OUTCOME 2: UNIQUE HERITAGE, PARK LANDS AND CITY DESIGN

Customer Relationships and Community Engagement – Development Assessment and Compliance

The City Planning Program's strategy focuses on being "easy to do business with". A key action in achieving this is to implement initiatives that focus on improving relationships with customers and being responsive to their needs.

At the end of 2010 a Customer Journey Mapping exercise was conducted which focused on the Development Application process. Findings from this process were supplemented with the results of a phone survey of over 150 of City Planning's customers, assessing their feedback of the entire DA process and ideas for improvement.

While customers were high in praise for the advice and service provided by City Planning staff, a number of areas for improvement were identified.

Due to the complexity of the Development Assessment process, the first phase project focused on improving our services from preliminary enquiry through lodgement, assessment, and granting of an approval. The second stage is looking to improve our service from post approval, construction and finally occupation.

In response to the customer feedback received, the DA Project (Phase One) achieved the following:

- » Review and update of information guides & website
- » Implementation of electronic lodgement for Development Applications
- » Reduce unnecessary delays in the assessment process through educating customers on the implications resulting from poorly documented applications
- » Streamlined internal processes (wherever possible)
- » Increased opportunities to communicate with customers throughout the application process and provide updates on the status of their application
- » Ensure actions undertaken reinforce the end-to-end process, including links to other Council Programs and processes post issue of Development Approval

The second phase of this project will be implemented in 2012-13 and will focus on improving our service from post approval, construction and finally occupation.



Development Assessments

During 2011-12, Adelaide City Council received 1,068 applications for planning consent with a value of \$1.15 billion. The number of development applications was slightly down on 2010-11 levels and, although the value of applications was lower than the previous year, it is still a positive result when the value of the new Royal Adelaide Hospital is taken into consideration.

Crucial timelines for development assessment continue to be met. Council's target is to process delegated applications (those that do not have to be considered by the Development Assessment Panel) within 40 days, which Council has more than met with its current time of 28 days. For applications requiring the decision of the Development Assessment Panel, Council's target is 90 days and the actual time taken of 83 days is also better than the target.

New planning lodgements for the last five financial years:

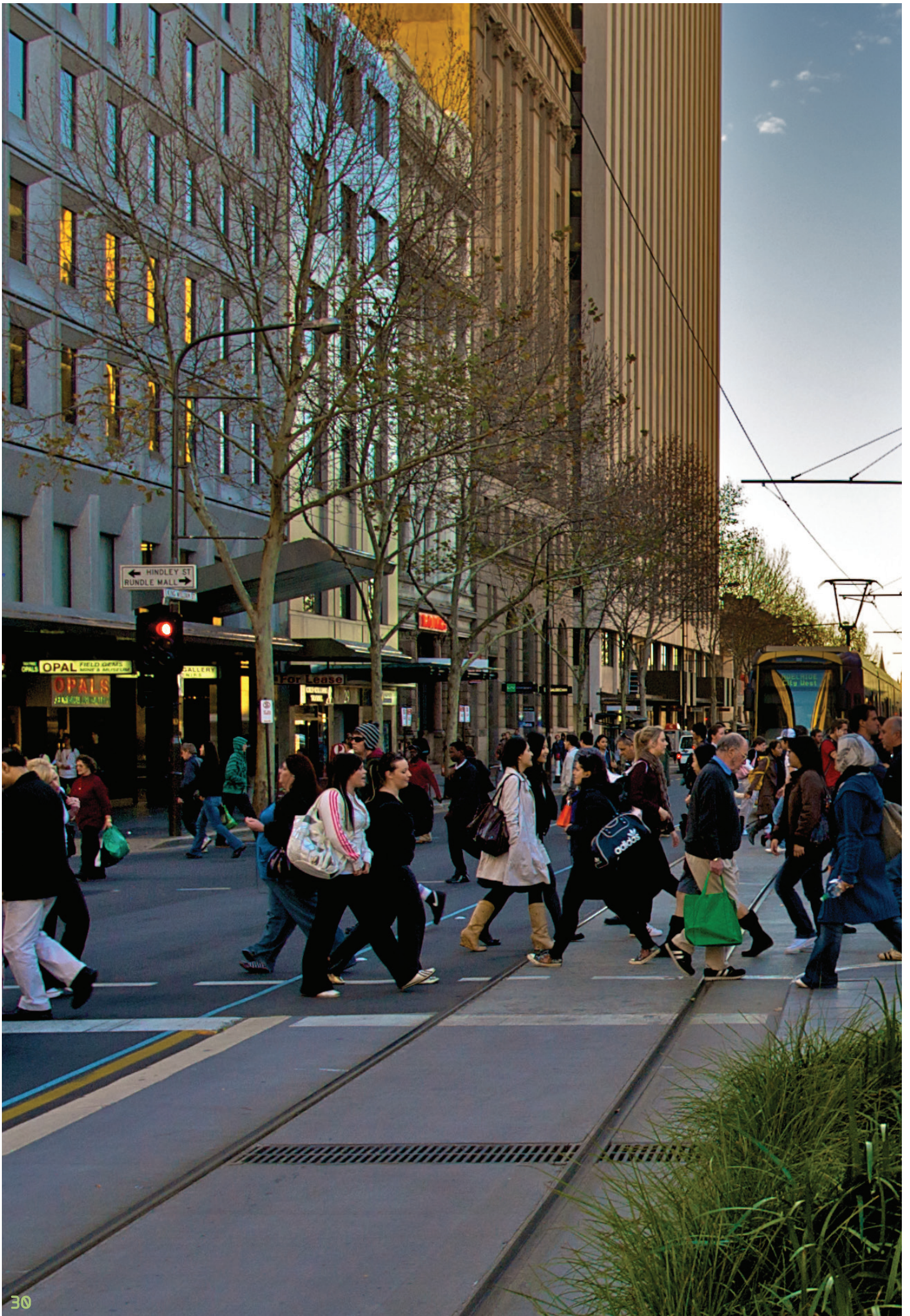
	No of applications	Value of applications
2011-12	1,068	\$1.15 billion
2010-11	1,135	\$1.7 billion (\$1 billion for new Royal Adelaide Hospital)
2009-10	1,053	\$290 million
2008-09	1,072	\$494 million
2007-08	1,172	\$800 million

Capital Works Major Projects

In 2011-12 The Adelaide City Council funded a total of \$8.65 million in capital works major projects including, implementing the Victoria Park Masterplan and grandstand heritage restoration.

Project Name	Approved Budget \$'000s	Target Completion	Project explanations
Victoria Park/ Bakkabakkandi Masterplan	\$2.6 million	December 2012	Construction of southern sports fields. Near completion, delayed due to contractor going into receivership
Major Events Space	\$200	June 2012	Design of a major events space
Namungga (Park 25) Urban Forest Project	\$1.6 million	November 2012	Return of alienated Park Lands (former SA Water Depot) being constructed by Department of Planning, Transport and Infrastructure. Near completion
Victoria Park/ Bakkabakkandi Grandstand Facility	\$500	June 2012	Construction of disability access
Rundle Street (East Terrace to Frome Road - North Side Footpath - Stage 1	\$500	June 2012	Upgrade of northern footpath to a higher finish standard to match the southern side with landscaping and artworks was completed
Adelaide Park Lands Trail - Stage 6	\$400	June 2012	Completion of the further stage of the Park Lands Trail through Bonython Park as part of the 24 km trail through the Park Lands
Hurtle Square North East Quadrant	\$130	April 2012	Upgrade to the north east quadrant of Hurtle Square including paving and lighting
Disability Action Plan implementation	\$125	June 2012	Installation of tactile markers at bus stops to ensure compliance with legislation
Brownhill Keswick Creek Flood Management	\$94	June 2012	Continuation of design works for the proposed stormwater management plan
Bonython Park Upgrade - Stage 1	\$1.04 million	October 2012	Installation of a play space in Bonython Park







OUTCOME 3: ACCESSIBLE AND CONNECTED CAPITAL CITY

An accessible City with
sustainable transport.

Advanced telecommunication
services.

A walkable City.

A cycling City.

An efficient public transport
system.

The city's accessibility is critical to achieving Council's sought outcomes in the areas of residential growth, improved city design and character, and vibrancy; as well as in economic and environmental sustainability. Council is therefore committed to making the city safer and easier to move around through improved cycling and walking facilities, traffic management that supports all modes of transport and balanced parking policies.



OUTCOME 3: ACCESSIBLE AND CONNECTED CAPITAL CITY

Talking transport

During 2011-12, Council developed its draft Integrated Movement Strategy. A series of transport- and movement-related community engagement activities, including the opportunity to provide comments via Picture Adelaide, were held between July and December, allowing people to provide their ideas for the future of transport and movement in the city. The Integrated Movement Strategy will be endorsed during the 2012-13 financial year.

Advice and advocacy on major developments

Council has been involved in designing transport systems for all the major projects in the city including the Adelaide Oval redevelopment and the Victoria Square/Tarndanyangga upgrade.

Off-street parking

Adelaide City Council provides accessible off-street car parking in the city through its nine UParks. All UParks provide flexible payment options to customers, through Automatic Payment Stations and ticketless parking (when using a credit card on exiting). UPark also manages parking in the Park Lands for major events, including the Royal Adelaide Show.

Keeping the city moving

Council works closely with a number of stakeholders to ensure traffic in the city keeps moving. In 2011-12, advice and assistance were provided for major road events such as Clipsal 500, the Fringe Festival and Carols by Candlelight. A new five-year Deed of Agreement for Traffic Management Services with the Department of Planning, Transport and Infrastructure (DPTI) was signed. The Deed enables Council to work collaboratively with DPTI on Council's 134 traffic-signalised intersections throughout the city. Its aim is to improve the quality of the experience for all who live, work and visit the city, however they travel. Council also continues to provide services to facilitate changes and improvements to on-street car parking controls.

On-street parking

To increase the ease of parking in the city, Council has upgraded approximately 50 parking ticket machines to offer its customers the option of paying by credit card.

Black spot funding

In 2011-12, Council received funding for black spots (high casualty crash locations). The resultant improvements included installing traffic signal right-turn controls from O'Connell Street onto Ward Street. Funding was also secured for the King William Street / War Memorial Drive / Sir Edwin Smith Avenue intersection associated with the redevelopment of Adelaide Oval.

"Tindo" the Connector Bus

Council's Connector Bus provides a seven-day a week free service linking the City and North Adelaide, for use by local residents, workers, students and visitors. The service features the world's first solar electric bus, Tindo, the Kaurna word for 'sun', which uses 100% solar energy and runs on the red route of the service. Tindo is also used to promote Council's sustainable transport agenda through special events and community information days.



Cycling City

Council's Bicycle Action Plan 2011-13 is committed to increasing cycling in the city, and to improving the bicycle network and facilities throughout the city. A new and more ambitious four-year Bicycle Action Plan is currently being developed for release in 2013. Council spent \$70,000 on a number of bicycle promotional events, including facilitating the On Yer Bike Campaign during the Clipsal 500 to encourage commuters and visitors to use their bicycles during the road closures. In addition, Council provided \$27,000 to establish the BikeSTART pilot program, an initiative of Bike SA to develop a free and easy online tool to assist new cyclists. There were 50 new bicycle rails installed around the city, making the number of bicycle rails located in the city of Adelaide a huge 560.

Bicycle Lanes

Two State Black Spot cycling projects have been completed and they were the installation of green pavement material in Whitmore Square to increase the bicycle lane's visibility and a new bicycle lane on Wymouth Street between Morphett Street and West Terrace.

Planning, design and consultation have started on a number of projects to install high-quality bicycle lanes across the city, such as the King William Road, Pulteney Street (between Pirie Street and North Terrace) and Frome Street bicycle routes, and facilities at intersections.

End-of-Trip Facilities

Council received funding from the State Bicycle Fund to assist with the installation of on-street bicycle parking nodes on Gouger Street and Jerningham Street.

Adelaide City Bikes

During 2011-12, Council's Adelaide Free City Bikes scheme hired out almost 15,000 bicycles from its bicycle nodes, which were expanded from seven to nine in 2011-12.

Car sharing

Council works with GoGet by allocating the car-sharing scheme a number of on-street car parking spaces around the city.

GoGet gives subscribers the benefits of using a car without the hassle and expense of owning one. For a small fee subscribers are given access to a network of new cars parked locally. This saves time and money and it allows subscribers to sell their car(s), if they choose to, and can provide businesses with the benefits of a car fleet without the costs.

Bus stop upgrades

During 2011-12, Council upgraded 23 bus stops to improve accessibility for people with disabilities.



PARK(ing) Day

The Adelaide community took part in PARK(ing) Day with support from Adelaide City Council. This international event invites teams of designers, artists and anyone passionate about their city to occupy a car parking space for the day and park something more creative and people-friendly than a car. In 2011-12, Adelaide boasted 34 PARK(ing) locations around the city. Not only did the event draw attention to, and promote discussion about, the design and use of public space, it was also a powerful catalyst for social interaction, bringing an atmosphere of creativity, generosity and fun to the streets.

Achievements 2011-12

- » Draft Integrated Movement Strategy developed
- » 15 000 bikes hired out by the Adelaide Free City Bikes scheme
- » Two extra bicycle nodes introduced for the Adelaide Free City Bikes
- » \$70 000 spent on a number of bicycle promotional events
- » \$27 000 provided to establish a BikeSTART pilot program
- » Visibility of bicycle lane in Whitmore Square increased by installing green pavement material (State Black Spot funding)
- » New bicycle lane installed on Waymouth Street from Morphett Street to West Terrace (State Black Spot funding)
- » First stage of consultation on proposed bicycle lanes in Frome Street and King William Road completed
- » 23 bus stops upgraded to improve accessibility for people with disabilities
- » Traffic signal right-turn controls from O'Connell Street onto Ward Street introduced
- » Deed of Agreement with the Department of Planning, Transport and Infrastructure on traffic light operations signed, sealed and approved
- » Second PARK(ing) Day event successfully held in the city
- » Upgrade of 50 of the on-street parking ticket machines to offer customers the option of paying by credit card







OUTCOME 4: CULTURALLY VIBRANT CITY

The State's hub for creativity, recreation, cultural and artistic activity and exciting events.

People of all ages, cultures and means form strong communities in a safe City.

A Council that effectively engages with its communities and stakeholders.

City Events

In 2011-12 approximately 700 private and public events took place in the Park Lands and public spaces within the city ranging from wedding ceremonies and birthday parties to the Adelaide Fringe and Australian International 3 Day Event.

A review of Council's New Year's Eve celebrations took place which saw the Elder Park Rotunda creatively used as the event's stage and focal point for the first time, a new look fireworks display utilising barges on the River Torrens and the introduction of a licensed area.

2011-12 also saw Council re-introduce the Lord Mayor's Christmas Tree Lighting event in Victoria Square/Tarndanyangga. The event attracted 3,000 people and included performances by the City of Adelaide Concert Band and the Philharmonia Choir as well as a lantern display of South Australia's Twelve Days of Christmas.

During the year Council also partnered with various organisations to present several public events, including the Australia Day Concert, Anzac Day Memorial Service and March and the Credit Union Christmas Pageant.

Events Sponsorship and Arts & Culture Grants

Council provided \$1.29 million in sponsorships to support 31 events including the Adelaide Festival, CheeseFest, Australian Masters Games and Malaysian Carnival. These events brought over 3 million people into the city with an economic benefit estimated at \$168 million.

Through Council's Arts and Living Culture Grants Program, \$92,000 was provided to arts and cultural groups and organisations for programs, activities and events in the city. Projects included Seniors on Screen, The Adelaide Blues and Roots Festival and The Rush Gatherers.

Adelaide Town Hall

The Adelaide Town Hall hosted 183 public events enabling hundreds of patrons to attend concerts and performances ranging from intimate Fringe events to Adelaide Festival orchestral performances. The Lord Mayor's Gala Concert Series was introduced with the first concert taking place on Tuesday 6 December 2011. The Lord Mayor's Gala Concert Series has replaced the Music for Seniors Concerts and the Organ Recitals that previously took place in the Town Hall.



Splash Adelaide

Splash Adelaide has allowed the public, in partnership with Council, to bring the city's streets and spaces alive. The project provides an opportunity to test concepts and activation ideas, monitor their success and make informed investment decisions.

The Splash Adelaide campaign, introduced by Council in partnership with the State Government, saw over 30 different activities in the city over a four-month period during summer 2011-12. Support and feedback from community groups, the business sector and individuals was overwhelming, and the program has secured funding to operate again in 2012-13.





OUTCOME 4: CULTURALLY VIBRANT CITY

Adelaide Aquatic Centre

The Adelaide Aquatic Centre reopened in October 2011 with a brand new roof. While the Centre was closed, Council took the opportunity to refit the steam room, install bi-fold windows around the spa area and renovate the change rooms.

The Centre and its staff also got a makeover, with new signage, new landscaping, swim shop fit out, new health club equipment and new staff uniforms.

Over 550,000 people attended the refreshed Centre in 2011-12, enjoying a range of programming improvements including:

- » More lap swimming lanes and group fitness classes
- » Increased crèche and health club hours
- » School holiday programs
- » Expanded swim school options

Strategic review of the North Adelaide Golf Course

A review of operations of the North Adelaide Golf Course was completed at the end of 2011-12. The objective of the study was to develop a financially sustainable business model that can be adopted in the short term (next 1 to 2 years), at minimal to no investment cost to Council, and one that meets key market demands, maximises participation and optimises return on investment for Council. A number of strategic and operational recommendations were highlighted in the review which are being prioritised and implemented.

Fitness activities in the City Squares

A range of fitness activities occurred in the City Squares, delivered by Fitness Australia and Life. Be in it on behalf of Adelaide City Council. Over 700 City workers participated in a seven week Bocce program in the City Squares. Another 400 participants took part in Team Challenge Games. Over 1,000 people participated in Zumba and group fitness sessions in Victoria Square/Tarndanyangga over an eight week period.

Victoria Park /Bakkabakkandi Masterplan

A new 1.9 kilometre fitness loop with five outdoor fitness stations was completed in Victoria Park/Bakkabakkandi in 2011-12. Two central paths were also constructed enhancing access across the park and framing the next planned stage of works, being a central garden. Remnant vegetation was protected with the installation of fencing around a significant patch.

A significant amount of work was undertaken in the south of the park, with contamination remediation works completed in readiness for construction of a number of sports fields.

Completion of the Park Lands Trail through Bonython Park

Construction of the Park Lands Trail through Bonython Park was completed with a section meandering up the north bank of the River Torrens. Together with works on the south bank, access to the River has been improved along with greater connections to the River Torrens Linear Park Trail and the new activity hub being constructed in Bonython Park. The first stage of the Bonython Park Activity Hub is supported by the State Government and the Australian Government including the Department of Families, Housing, Community Services and Indigenous Affairs.

Activity Hubs

Up to 600 people and their dogs attended the opening of the new fenced dog park in North Adelaide in January 2012. This formed stage one of an activity hub planned for the north east Park Lands. Construction of an exciting new children's play-space in Bonython Park commenced. Along with the relocation of the Road Safety School by the State Government, these works will complete the first stage of a new activity hub in Bonython Park, which will provide recreation opportunities for families from across metropolitan Adelaide.

For more information please visit:
> adelaidecitycouncil.com/library/library-services

Libraries

Council provides four libraries conveniently located around the city: North Terrace, Grote Street, Hutt Street and Tynte Street. During 2011-12, more than 535,000 visitors passed through Council libraries' doors, over 260,000 people visited the library on line and 913,000 loans were made.

South Australian residents can borrow up to 100 items at any one time, including fiction, nonfiction, audio books and DVDs. Grote Street library has a collection of books in languages other than English. There is also 24-hour access to the library catalogue through which members can request, renew and review items. All four libraries offer free PC/internet use, including wireless access for visitors to the city.

For more information on Council's libraries please visit:
> adelaidecitycouncil.com/library/
Download the LibraryAnywhere iPhone app at:
> libanywhere.com/la/176



Digital Library Services

Council is using digital technology to improve library customer service, digital literacy in the community and community support. The free iPhone app, allows users to browse the entire Adelaide City Council's library catalogue, search for a title, place a book on hold, renew loans, and check account details. Also, the Adelaide City Council libraries offer the largest e-collection in the State. Customers can download and read from a vast selection of more than 10,000 digital titles.

Equal access to the e-collection for homebound library clients, those with impaired mobility and vision, is supported through Council's iPad Buddy Program. Officially launched in March 2012 after a trial period, the service provides homebound clients access to the e-collection through the loan of iPads and the support of a volunteer 'buddy' who assists and provides training in use of the iPads, including other apps and features. Council also provides other training in the internet and computer use through its libraries and community centres, such as the internet buddy program at Grote Street Library.

Community Centres

Council manages three community centres: the South West Community Centre, the North Adelaide Community Centre and the Box Factory. In 2011-12 the centres received 68,000 visits from residents, students and visitors attending various programs and events.

The centres are friendly, accessible places that foster relationships between different people and contribute to community well-being. They operate utilising community development principles, and enable a range of programs and activities, driven by the needs and interest of city residents, visitors, workers and students. This year North Adelaide Community Centre and the North Adelaide Library were merged into an integrated service. The North Adelaide Community Centre and Library has been refurbished to enable this and offers a heightened customer service experience for the community.

For more information on community centres and community courses please go to:
> adelaidecitycouncil.com/community/community-centres



Community Calendar

Council produced a community calendar with information on internationally and nationally recognised civic events in which the community is invited to participate. The calendar was distributed to over 2,000 residents.

Adelaide City Council hosted four of these calendar events prior to June 2012 - the Every Generation Festival (October 2011), Library Lover's Week (February 2012), Neighbour Day (March 2012) and Fair Trade Fortnight (May 2012).

Community Gardens

Council directly supports three community gardens in the city at the Box Factory Community Centre, Walyo Yerta Community Garden and at the North Adelaide Community Centre and Library.

In 2012, Council supported the establishment of a new community garden at the North Adelaide Community Centre and Library. With the help of a Community Development Grant, residents have transformed an area of bitumen into a thriving garden by creatively converting disused vending machines into garden beds.

For more information about community gardens in the city please go to:
> [adelaidecitycouncil.com/
community/community-gardens/](http://adelaidecitycouncil.com/community/community-gardens/)

Community Development Grants

In 2011-12, Council provided approximately \$380,000 of funding to 28 groups, clubs and organisations across the city for community development activities.

The grants provided are to ensure the provision of essential services and community building activities within the city. The successful recipients and initiatives are shown in the following tables:

STRATEGIC PARTNERSHIPS (up to \$50 000)

Aboriginal Sobriety Group <i>Mobile Assistance Patrol</i>	\$46,000
Adelaide Day Centre for Homeless Persons <i>Social Inclusion & Housing Support for Marginalised Homeless</i>	\$25,000
Brian Burdekin Health & Welfare Services <i>Adelaide - Everyone's Home Town</i>	\$40,000
Catherine House <i>Solving Women's Homelessness</i>	\$37,000
Hutt Street Centre <i>Reducing Homelessness at Point of Entry</i>	\$33,000
Mission Australia <i>Youth Beat</i>	\$7,585
RecLink Inc <i>Reclink City Homeless & Disadvantaged program</i>	\$30,000
Shelter SA <i>2011 Homeless Connect Event</i>	\$22,000
Unity Housing Company <i>Community Connect in the City</i>	\$30,000



COMMUNITY GRANTS (up to \$5000)

Anglicare SA Inc <i>Boarding House Cooking Group</i>	\$4000
Association of Australian Tertiary Students from Afghanistan <i>Leadership Training & Seminars</i>	\$5000
Australian Red Cross SA Division <i>Streetwise</i>	\$5000
Baptist Care SA <i>Carols in the Square 2011</i>	\$4941
Conservation Volunteers Australia <i>Sustainability in the City</i>	\$5000
Gilles Street Primary School <i>OSHC (Out of School Hours Care) Program</i>	\$4000
Edmund Rice Camps (SA) <i>Community Family Fun Day 2011</i>	\$3600
Migrant Resource Centre <i>Mosaics of my Past & Present</i>	\$5000
North Adelaide Community Centre <i>Tynte Community Garden</i>	\$5000
Pilgrim Uniting Church <i>Community Garden Project</i>	\$2000
Sturt Street Community School <i>Inclusion & Wellbeing</i>	\$3000

RECONCILIATION GRANTS (up to \$5000)

NAIDOC Committee SA (under auspices of Tandanya) <i>2011 NAIDOC Awards, March & Family Day</i>	\$5000
Reconciliation South Australia <i>Promoting Constitutional Reform & Human Rights</i>	\$5000
Journey of Healing SA <i>Kuttekaparingyanya (Reforming) Wodlianni Sorry Day Event</i>	\$5000
Migrant Resource Centre of SA. <i>"Hand in Hand"</i>	\$5000
Reconciliation SA <i>4th Anniversary-National Apology to the Stolen Generations-Return to Elder Park</i>	\$5000
Tandanya-National Aboriginal Cultural Institute <i>Survival Day 2012</i>	\$5000
Reconciliation SA <i>Reconciliation Down Rundle Mall 2012</i>	\$5000

RECONCILIATION STRATEGIC PARTNERSHIPS (up to \$50 000)

Tandanya National Aboriginal Cultural Institute <i>Spirit Festival 2012</i>	\$20 000
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For more information about community development grants, please go to:
 > adelaidecitycouncil.com/council/programs/grants/community-development-grants



OUTCOME 4: CULTURALLY VIBRANT CITY

Home and Community Care & Homebound Programs

Council's Home and Community Care and Homebound Programs are support services for frail older people, younger people with a disability and their Carers. Collectively, the programs provide basic and essential assistance including domestic help, home maintenance, social support activities and medical transport. The service supports frail and vulnerable residents to continue living independently in their own home and can prevent early admission to residential care.

By the end of 2011-12, the demand for Home and Community Care and Homebound services increased by approximately 10% with 301 clients being supported.

For more information about Council's Home and Community Care and Homebound Programs please visit:
> [adelaidecitycouncil.com/
community/groups-services/home-
community-care/](http://adelaidecitycouncil.com/community/groups-services/home-community-care/)

Volunteers

In 2011-12, more than 300 volunteers supported a range of Council's services, including tourism information, social support, events, transport, research, audits, tutoring, environmental and recreation initiatives, Justice of the Peace, customer service, libraries and community centres.

Many of these services would not operate fully without the support of volunteers.

Volunteer opportunities continue to be expanded and promoted through Council's website, where prospective volunteers can apply online. Targeted recruitment processes through universities and special interest groups are also used to gain volunteers with specialist knowledge and skills.

This year a review of the volunteer program and procedures has led to improved training, safety and conditions for volunteers.

For more information about Council's volunteer program please go to:
> [adelaidecitycouncil.com/
community/volunteering](http://adelaidecitycouncil.com/community/volunteering)



Reconciliation

Council is an active leader in reconciliation through planning, initiatives, provision of grants and coordination of important events, such as NAIDOC week.

In January 2012, Council's Reconciliation Committee achieved a significant milestone in celebrating its tenth anniversary. In this time the committee has contributed significantly to reconciliation.

The annual Reconciliation Action Plan outlines Council's commitment to reconciliation. The highlights for 2011-12 include Kaurna dual naming for the five city squares- giving each a Kaurna name in addition to its European name. The squares were named in recognition of prominent female Elders in the Kaurna community. The dual naming of the city squares reflects the history of the Kaurna people and acknowledges the importance of the Kaurna language. This significant step brings the squares in line with the rest of the Adelaide Park Lands, all of which have dual naming.

In May 2012, during the National Sorry Day event, Council signed a revised National Sorry Day Acknowledgement to ensure its ongoing relevance and to respond to the national apology to the Stolen Generation delivered in 2008.

In June 2012, Council's Reconciliation Vision Statement was also signed during National Reconciliation Week. It sets out six guiding principles of: participation, negotiation, communication and public awareness, service provision, cultural identity and commemoration.

Importantly, in June 2012 Council introduced a new Protocol on 'Welcome to Country' and 'Acknowledgement of Country' for civic occasions. This landmark document is the first of its kind in the city and has been developed in partnership with Aboriginal and Torres Strait Islander peoples, in particular Kaurna peoples as the Traditional Owner of the Adelaide Plains.

For more information about Council's reconciliation work please go to:
> adelaidecitycouncil.com/reconciliation

Council is strongly committed to providing public art around the city and annually provides 1.3% of its total Capital Renewal and Strategic Enhancement budgets to fund public art outcomes.

The 2008-2013 Five Year Public Art Plan provides Council with a framework for the city's annual public art commissioning program.

The plan sets out priorities for artworks in the city and Park Lands that can be achieved in conjunction with future capital works and development opportunities. These include: Victoria Square/Tarndanyangga, the Park Lands; Rundle Mall and Rundle Street.

You can find out more about Council's public artworks on our website:
> adelaidecitycouncil.com/community/arts.html



OUTCOME 4: CULTURALLY VIBRANT CITY

Emergency Management

In 2011, Council continued to build on the Community Emergency Management Plan to support the State Disaster Plan in the event of a major emergency. Council was successful in securing a second Natural Disaster Resilience Grant of \$65,000 to undertake the *Prepared Adelaide Project* during 2012-13. The project aims to build and strengthen community resilience to major emergencies. Council was highly commended at the Safer Community Awards during 2011 for conducting an emergency exercise. The exercise resulted in clear definition of Council's role in emergency incidents, identified potential duplication with other service providers and enabled the refinement of procedures that optimise the effectiveness of all agencies with respect to their emergency management capability.

Safety Audits

During 2011-12, three late night safety audits were conducted in 116 locations in the West End, East End and Market precincts. A total of 59 community volunteers, including residents, Elected Members, licensees, retailers and international students participated in the audit. Of the 55 locations audited in the West End 27 had improved in their overall safety rating since they were last audited in 2010. The West End achieved an overall city safety rating of 3 for 2012 - on a scale from very safe (1) to very unsafe (7). In the East End, of the 27 locations, 17 had improved in their overall safety rating since their last audit in 2009. The first day-time audit of the Market Precinct was also conducted in May 2012, whereby 30 locations were considered very safe to safe.

Improving City Safety

More than \$220,000 was spent on lighting and safety improvements, maintenance, cleansing and activation of spaces in city precincts. Council continued to collaborate with SA Police and State Government agencies to implement a shared approach to city safety. Partnership initiatives include the Closed Circuit Television Camera (CCTV) network, Dry Area management, the Adelaide Liquor Licensing Accord, and the Capital City Safety Steering Group.

During 2011-12, Council assisted in the approval of 954 temporary liquor licences to support safer alcohol consumption at local events and to help create a vibrant city. Council lodged 12 objections to inappropriate liquor licence applications, as well as 134 interventions. In addition, four temporary dry zone applications submitted to the Consumer and Business Services (CBS) for large music events in the Park Lands were successful.

By-Law Review

New Council By-Laws were introduced during the year to reflect the feedback from the public to enhance the management of public spaces. Regular street audits have been undertaken with particular emphasis on streets with high pedestrian activity to ensure clean/clear footpaths.

There were 64 establishments that took up the opportunity to make their Outdoor Dining areas smoke free with a financial incentive of a 50% reduction in permit fees offered by Council. More than 2500 permits were issued to ensure safe pedestrian movement and public safety during construction activities.

Public Health

Environmental Health Officers conducted a total of 1,351 food premises inspections of permanent food businesses and 400 temporary food stalls/vendor inspections at 26 events throughout the year. Authorised Environmental Health Officers investigated 161 food related complaints. Six Food Safety training sessions were conducted and the Environmental Health team collaborated with the SA Department of Health by organising and running an information kiosk in Rundle Mall for Food Safety Week. Annual inspections were conducted on 430 individual high risk manufactured water systems and 62 public swimming pools under the requirements set out in the Public and Environmental Health Act 1987. A total of 502 public immunisations were administered at public drop-in immunisation clinics and 2,986 immunisations were administered as part of the school immunisation program. A total number of 121 other complaint inspections were conducted to investigate public health concerns.





OUTCOME 5: ECONOMICALLY PROSPEROUS CITY

A vibrant Capital City that supports the State's prosperity.

A prosperous Capital City which is the State hub for retailing, business services, education and entertainment.

A strong business environment which provides employment and attracts talent and investment and develops skills and innovation.

A City that has taken its place in the international economy.

A key part of any city's success is measured by its economic growth. Council is committed to support a prosperous city through planning; creating an attractive and well-designed city that's easy to get around, easy to do business with and supportive of city businesses.

In October 2011 Council endorsed the Economically Prosperous City Strategy 2012-16. The new strategy outlines Council's vision for Economic Prosperity and focuses on key actions that promote and support economic growth, employment and investment in the City of Adelaide.



OUTCOME 5: ECONOMICALLY PROSPEROUS CITY

Rundle Mall Highlights

With approximately 700 retail stores and 200 service businesses, Rundle Mall remains the most heavily visited retail precinct in South Australia and its economic health is vital to the overall health of the city. In the current highly competitive retail environment this presents a challenge and so this year, the Rundle Mall Management Authority Board and staff took several innovative steps towards further revitalising the precinct.

In support of the substantial investment Council has committed to the Rundle Mall Precinct upgrade, Council embarked on a Governance Review of the Rundle Mall Management Authority. The review was commissioned to ensure the Authority, as a subsidiary of Council, is well positioned to deliver a sustainable, cost effective, best practice approach to the promotions and management of the Rundle Mall Precinct.

Adelaide Central Market Highlights

The Adelaide Central Market continues to remain the City of Adelaide's principal food hub and such a special place to many – families, foodies, chefs, tourists, kids and city residents. Bringing together over 80 independent stallholders under one roof, the Market offers an extensive range of fresh food, including fruit and vegetables, meat and poultry, seafood, gourmet cheeses, breads, pastries, coffee, and condiments. The Adelaide Central Market is also the perfect place for people to relax, catch up with friends and enjoy the range of entertainment on offer.

After a comprehensive consultation and engagement process, Council (at its January 2012 meeting) approved the establishment of an independent entity, the Adelaide Central Market Authority, to be responsible for the management and enhancement of the Adelaide Central Market and associated car park.

A significant amount of market research was conducted to gain a better view of the food scene in Adelaide, particularly in relation to people shopping habits and visitation which will form part of the Authorities 3-year strategy and its direction moving forward.

The market held a wide variety of cooking demonstrations and classes including Sprout which taught cooking skills to school children during the school holidays.

A popular initiative for the Central Market was the introduction of regular Friday night wine and food tastings, together with live music from a range of Adelaide musicians.

Online and digital media have been formally acknowledged as a pivotal component in the marketing of the Market, with the introduction of the Market's own Facebook and Twitter accounts. Participation has grown significantly with over 38,000 people "checked in" at the market and 4,000 twitter followers.

Precinct Group Support Program

This year Council provided \$20,900 to each of the following groups to develop and undertake activities to add to the vibrancy of their areas and to encourage and build local communities:

- » Adelaide West End Association Inc.
- » City South Association Inc.
- » East End Coordination Group Inc.
- » Gouger Street Traders Association Inc.
- » Grote Business Precinct
- » Hutt Street Precinct Association Inc.
- » O'Connell Street Traders Association Inc.

A review of the funding structure of the Precinct Group Support Program was undertaken and included seeking feedback from all stakeholders about the effectiveness of the existing program. Alternative economic activation strategies were suggested that may deliver enhanced economic outcomes for the City's local areas.



Enterprise Adelaide

For the last few years, Enterprise Adelaide has provided advice and support to existing businesses to help them grow, as well as advice and information to entrepreneurs looking to start a business in the City. This year Enterprise Adelaide evolved into a One Stop Shop for Business in the City, providing the customer with a single point of contact and working closely with other areas of Council to provide a better customer experience for existing and potential new businesses.

Enterprise Adelaide also helped build the capability of City businesses by undertaking 15 coordinated workshops, seminars and networking events with 329 businesses in attendance. Council was successful in obtaining funding of \$270,000 from the Federal Government to deliver a Digital Enterprise Program, showing business how to maximise the benefits of the NBN. The program will be delivered by Enterprise Adelaide over the next two years.

Sector Development Highlights

The Economically Prosperous City Strategy targets the growth of the identified priority sectors that contribute the most to the City's economy. The growth of these sectors have a beneficial impact on the City's economy, including rates revenues as well as workforce numbers and ultimately City vibrancy.

Retail

The Adelaide City Council and the Rundle Mall Management Authority commenced a Retail Attraction Campaign, designed to increase retail investment within Adelaide City.

A partnership has been established with the State Government Office of the Agent General based in London, to attract specific key international retailers to Adelaide.

Enterprise Adelaide Investment and Business Advisors have met with numerous retail business intenders providing them with general start-up advice and assistance through the regulatory processes within Council.

The economic downturn and resulting retrenchments have resulted in an increased interest in starting a retail business, particularly in the area of popups, entertainment, and online retail businesses.

The rapid shift towards online trading has been a strong educational focus for the year with a series of seminars and workshops addressing these issues. Social media strategy, social media platforms and utilising cloud technology have all been well received topics with 94 attendees. Customer service workshops were also run for the Central Market traders with 25 participating.





OUTCOME 5: ECONOMICALLY PROSPEROUS CITY

Education and Research

Council extended its ongoing support as a Board member and major funding partner to Education Adelaide on major collaborative projects.

Council has supported the formation of a Student Accommodation Working Party comprising stakeholders from a range of accommodation, education, property, real estate and private sector groups examining the legislative controls and market drivers governing the range of accommodation available for students and the necessary protections to ensure best practice.

Council collaborated with Education Adelaide on the welcoming program of events for international students featuring the Lord Mayor's event in the Adelaide Town Hall attended by over 700 students; and a host of street and place-making events and activities through the Council's Active City and Vibrant City programs.

Professional Services

Council initiated a public-private partnership between Council, the University of South Australia and a cluster of private companies involved in potentially delivering simulation services locally nationally and internationally.

Council sponsored and participated in SimTecT, an annual Asia Pacific Simulation Technology and Training Conference and Exhibition organised by Simulation Australia, with Enterprise Adelaide hosting a stand which showcased the business assistance services Council can offer to new and start-up firms in the Sim tech industry as well as showcasing our city to the simulation industry as a great place to do business.

In response to the consequences of the Global Financial Crisis Council, in association with the Commonwealth Bank, delivered a highly informative seminar to inform the city business community about the causes of the high level of insecurity in the global financial markets and the effect on City businesses. The session was highly successful with over 100 local businesses attending.

Tourism

A Memorandum of Understanding between Council and the South Australian Tourism Commission was established formalising a working partnership in identifying product opportunities, supporting new product development and attracting tourism investment to the City through the new Product Support Program.

The Chinese Central Market Walking Food Tours and Thematic City Walking Tours were given assistance through the Program.

With a team of 96 enthusiastic and passionate volunteers, the Visitor Information Services program handled 113,000 face to face enquiries and saw more than 220,000 visitors.

Investment Attraction

In providing the basis for the development of an investment and attraction business case for the City Council developed a Competitiveness Report describing the economic performance of the City of Adelaide in relation to a wide range of cities around the world against several indicators related to competitiveness.

Council undertook a survey of 400 existing City businesses to establish what City businesses perceived to be the benefits and advantages of operating a business in the City. Council was a foundation sponsor of the ANZ Innovyz START accelerator program (modelled after the highly successful TechStars program in the United States and rated the world's #1 accelerator program).

Adelaide was chosen as a location for the first program in the Southern hemisphere as the City has many elements that support innovation and entrepreneurship. The successful three-month program attracted companies from across Australia, United States and New Zealand.





OUTCOME 6: ENVIRONMENTALLY SUSTAINABLE CITY

The City's ecological systems and habitats thrive and enrich the City.

Climate change is addressed and water, energy and natural resources are conserved.

People in the City use fewer resources and generate less greenhouse gases.

A City that continues to adapt to climate change and has transitioned from oil dependency.



OUTCOME 6: ENVIRONMENTALLY SUSTAINABLE CITY

Working with City businesses to reduce energy use and carbon emissions

19.6% of the City's office floor space is now participating in CitySwitch, a program supporting office tenants to reduce energy use and carbon emissions. This is a national program and Adelaide has the highest participation rate of participating cities. Council has also started investigating Environmental Upgrade Financing, an innovative funding mechanism to promote investment by building owners in energy efficient upgrades of the City's office buildings.

Biodiversity

In order to strengthen its commitment to protecting and restoring the City's biodiversity, Council developed a biological database. This enables accurate records of plants and animals to be stored and easily searched, analysed and mapped using Council's Geographic Information System. This will assist greatly when planning biodiversity conservation and other works in the Park Lands.

Waste

Council is looking for the best models of waste management and recycling in the City's high density residential areas. Council undertook audits and trials of alternatives to the kerbside bin system to enable both internal and external organics and co-mingled recycling in some apartments. This included an innovative recycling challenge at Whitmore Square that pitted apartment blocks in the same complex against each other in an effort to increase their recycling rates and the quality of their recycling. This found substantial improvements in recycling could be achieved through awareness raising and direct contact with residents.

Energy and carbon emissions

Last year, Council proudly reported that it had exceeded its target to reduce carbon emissions by 60%. Council is now pursuing a new target to reduce its energy use by 15% by 2015 (in addition to pursuing carbon neutrality by 2020). To achieve this Council is investing in many energy reduction projects including the replacement of public lighting with energy efficient LED lights.

In 2011-12 Council installed 400 LED road lights, reducing energy and carbon emissions by 38%, and planned for the replacement of additional road lights as well as pedestrian lights in residential areas and the Park Lands.

Other energy efficiency projects include successful replacement of old, inefficient lighting on Level 6 of the Colonel Light Centre building with energy efficient LED panel lighting, LED down-lights and lighting controls. This is one of the first full office floor retrofits in South Australia using this technology. In addition, Council installed a Voltage Optimisation Device in the Adelaide Town Hall, which is expected to reduce energy use by an estimated 165,000 kWh and save 119 tonnes of carbon.

Council continued its leading role in adopting and promoting electric vehicle technology, with the Lord Mayor replacing his iMiEV electric car with a new electric Nissan Leaf, one of only four available in South Australia. Council now has a bus and two cars in its electric vehicle fleet, all charged from zero carbon electricity generated from the 50kW solar panel installation on the roof of the Grote St bus station.

Water

Council continues to use water from the Glenelg Adelaide Pipeline recycled water scheme to keep its use of mains water at a low level. Council also looks for opportunities to include water efficiency in its asset renewal projects. For example, a major stormwater capture and storage facility was established during upgrades to the Rundle UPark. This holds 50,000 litres and is plumbed to the toilets in the facility.



Sustainable City Incentives

Council continued its Sustainable City Incentive Scheme, making available rebates to city residents, sporting clubs and community organisations to assist them in installing water and energy conservation devices. During 2011-12, Council provided 44 rebates, 41 of which were for solar PV systems with a total of 109.52kW installed capacity. Take-up of incentives in 2011-12 was very high and for the first time the scheme was fully subscribed and all funds were expended.

Torrens Lake

Council continued its work in partnership with the Adelaide and Mt Lofty Ranges Natural Resources Management (NRM) Board towards improving the water quality and preventing closures of the Torrens Lake. This included to ongoing actions such as water quality monitoring, water aeration, litter prevention through gross-pollutant trap management, aquatic plant re-establishment, woody weed removal and European carp management.

Council also supported the NRM Board and SA Water in the trial release of flows down the Torrens River to dilute the blue green algae in the Lake and reduce the risk of blooms. The results of the trial are being analysed by aquatic scientists, and it is hoped that this may provide an important tool in long term plans to provide a clean, aesthetically pleasing lake.

City emissions

Council measures the carbon emissions from the whole of the City area, to measure progress in initiatives to reduce emissions and to plan for future projects. Council completed an emissions inventory for 2010 and found that, since 2006 emissions had reduced by 7.7% to 1.168M tonnes. The reduction in emissions is primarily due to the lower carbon intensity of the South Australian electricity grid through the extensive installation of renewable energy, especially wind energy - currently 26% of the State's generated grid electricity is from wind.

Community support

A project was delivered at the North Adelaide Community Centre to improve the sustainability performance and position the Centre to act as a key portal for sustainability information to the community. This project included stormwater harvesting, replacement of internal and external lights with LED lights, replacement of equipment and fine tuning of air conditioning controls. These measures are expected to reduce energy use by an estimated 11,080 kWh and 8 tonnes of carbon.

As part of Council's involvement in the Adelaide Solar Cities Program, 250 home energy efficiency packs were given away to residents through the community centres and libraries. The packs included a shower timer, thermometer and power-board to reduce standby power of electrical equipment, weather stripping and educational information.



COUNCIL AND THE CORPORATION:

WORKING TOGETHER



Adelaide City Council's Strategic Plan

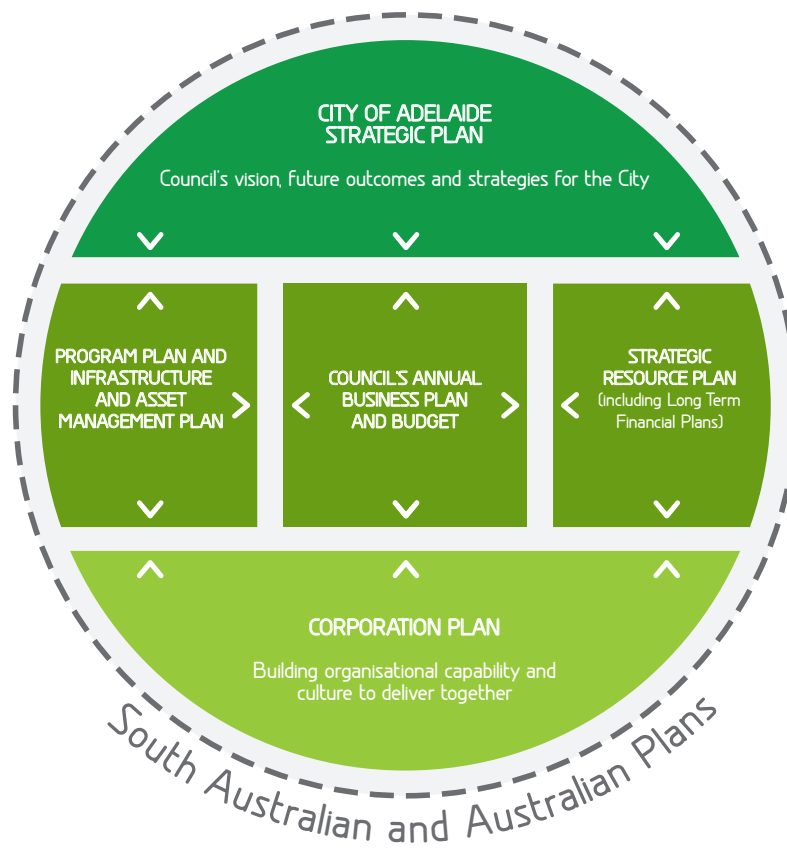
The Creating Our Future: City of Adelaide Strategic Plan 2008–12 outlines Adelaide City Council's vision for the City of Adelaide. The Strategic Plan was developed by Council after wide consultation with the community, partners and other interest groups and therefore reflects not just Council's views but also the views of the wider community. The objectives and measures of Council's Strategic Plan are aligned with South Australia's Strategic Plan. Throughout 2011–12, Council developed its new Strategic Plan for 2012–16.

The City of Adelaide's Corporation Plan

The Delivering Our Future: The Corporation Plan 2009–12 underpins the Council's Strategic Plan and other key documents, such as Council's 2011–12 Business Plan and Budget. Throughout 2011–12 the Executive Members of the City of Adelaide's Corporation developed a new Corporation Plan for 2012–16.



STRATEGIC MANAGEMENT FRAMEWORK



The Adelaide City Council's strategic management framework consists of various strategies, growth plans and policies which work together to achieve the outcomes of the Strategic Plan.

As part of this framework, the Council's determination of roles and responsibilities in terms of individual growth plans and other expenditure policies, along with agreed targets, will impact on the total amount of expenditure required to meet those targets. This will set the overall amount that will be required from Revenue Raising and Funding Policies to fund the agreed expenditure policies and an important element of the Council's Rating Policy.

In addition, borrowings in line with the Treasury Policy will also be used as a funding source to address funding and intergenerational issues.

The Long Term Financial Plan summarises the financial impacts of the goals and objectives of the Strategic Management Plans and determines the sustainability of these plans.

The population aspirations contained in the current Strategic Plan are challenging, requiring a more interventionist role and a corresponding increase in financial commitment to deliver the required outcomes. This has, and will continue to, put pressure on rating, borrowings and other revenue sources.



COUNCIL'S DECISION-MAKING STRUCTURE

Pursuant to section 41 of the Local Government Act 1999, Council may establish committees to:

- » assist it in the performance of its functions;
- » inquire into, and report on, matters within the ambit of its responsibilities
- » provide advice; and
- » exercise, perform or discharge delegated powers, functions or duties

When establishing a committee, Council determines the reporting and other accountability requirements that are to apply to the committee. In 2011–12, Council had four core advisory committees. They are the City Design & Character Policy Committee; the City Development & Sustainability Committee; the Community Services, Events & Facilities Committee; and the Corporate Planning, Governance & Finance Committee.

The Adelaide City Council has also established other committees and subsidiaries to assist it in its decision-making. There is the Reconciliation Committee; the Audit Committee; the Development Assessment Panel; and the Adelaide Park Lands Authority. The administrative arm of Council, known as the Corporation, also has various internal working groups to inform its decision-making.

All meetings for the purpose of decision-making of the Council or a committee are open to the public unless the meeting decides to exclude the public based on the relevant sections of the Local Government Act. Documentation for each meeting (agenda with reports/attachments and minutes) can be accessed on Council's website (adelaidecitycouncil.com). Hard copies of the agendas (with reports/attachments) are made available to the public at the Customer Centre and in the meeting rooms before the meetings. Hard copies of the minutes are available from the Customer Centre within five days of the meeting, without charge.

Council and its four core advisory committees met on a monthly basis and the Development Assessment Panel met fortnightly on Mondays starting at 5.30 pm. Council is the main decision-making body.

Public forum

In addition to requests to be heard as a deputation, every ordinary meeting of Council provides an opportunity for the Lord Mayor and Councillors to hear members of the public in a formal setting in relation to issues in which the Council has a direct interest or responsibility. Guidelines and a registration form for the public forum are available on Council's website (adelaidecitycouncil.com).

Ordinary meetings of Council are held in the Council Chamber in the Town Hall. Special meetings of Council are held in the Council Chamber or the Colonel Light Room, Town Hall. All meetings of the core advisory committees and the Development Assessment Panel are held in the Colonel Light Room in the Town Hall. Meetings of the Adelaide Park Lands Authority are held in the Colonel Light Room. Other committees established by Council meet in a place determined by the committee and as notified in the Notice of Meeting.

Role of Council and Council Meetings

Adelaide City Council is established to provide for the government and management of the Adelaide City Council area at the local level and, in particular to:

- » act as a representative, informed and responsible decision-maker in the interests of its community
- » provide and coordinate various public services and facilities
- » develop its community and resources in a socially just and ecologically sustainable manner
- » encourage and develop initiatives within its community for improving the quality of life of the community
- » represent the interests of its community to the wider community
- » exercise, perform and discharge the powers, functions and duties of local government in relation to its area



Council Meetings

Attendance

Thirty six meetings of Council were held between 1 July 2011 and 30 June 2012. The attendance record is below:

Council	Meetings Held	No. Meetings Attended
Lord Mayor Stephen Yarwood (Presiding Member)	36	33
Deputy Lord Mayor David Plumridge AM (Deputy Presiding Member)	36	35
Councillor Houssam Abiad	36	32
Councillor Susan Clearihan	36	32
Councillor Mark Hamilton	36	32
Councillor Megan Hender	36	32
Councillor Michael Henningsen	36	30
Councillor Michael Llewellyn-Smith	36	29
Councillor Natasha Malani	36	33
Councillor Anne Moran	36	36
Councillor Sandy Wilkinson	36	28
Councillor Anthony Williamson	36	30



COUNCIL COMMITTEES

Council's core advisory committees align with the outcomes sought in Creating our Future: City of Adelaide Strategic Plan 2008-2012.

The Adelaide City Council's Strategic Plan identifies six key outcomes that it wishes to achieve. These outcomes are supported by programs. Achievement of the Strategic Plan's articulated outcomes requires that the strategies for their achievement are kept under constant attention by the elected body by it oversighting progress, refining strategies where necessary and proactively driving actions. Council's core advisory committees comprising three overarching committees grouping relevant programs together with a fourth focused on City and Corporate Governance are structured to facilitate the fulfilment of these responsibilities by the elected body.

The core advisory committees were formed under Section 41 of the Local Government Act 1999 as advisory committees to Council. The Council did not delegate any of its powers to the committees. Accordingly, all decisions of the committees constitute recommendations to Council.

Meetings of Council operated in accordance with the provisions of the Local Government Act 1999 and the provisions of Part 1 and 4 and in particular Part 2 – Meetings of Councils and Key Committee contained in the Local Government (Procedures at Meetings) Regulations 2000.

All core advisory committees operated in accordance with the provisions of the Local Government Act 1999 and through provisions determined by Council in association with the provisions of Part 1, 3 and 4 – Meetings of Councils and Key Committee contained in the Local Government (Procedures at Meetings) Regulations 2000.



City Design & Character Policy Committee

Role

To make recommendations to Council on the overall priorities, strategies and policies related to achieving Council's Strategic Plan outcomes for Outcome 2 – Unique Heritage, Park Lands and City Design and Outcome 3 – Accessible and Connected Capital City.

The Committee has responsibility for the following programs:

- » City Design & Character
- » Public Realm
- » Accessible City

The Committee is established to fulfil the following functions:

- » Provide advice to Council in relation to the extent to which the Council's strategic planning and development policies accord with planning strategy*
- » Provide advice to Council in relation to creating a city that is well designed, planned and developed while respecting the City's unique heritage and Park Lands
- » Provide advice to Council in integrating transport planning and land use planning and ensuring that transport and parking meets the needs of all visiting and moving around the city

- » Provide advice to Council in ensuring the public realm is clean, well presented and maintained
- » To do anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed herein or to achieving its objectives

**This met the requirements of Section 101A of the Development Act 1993 to establish a strategic planning and development policy committee*

Attendance

Twelve meetings of the City Design & Character Policy Committee were held. The attendance record is below:

City Design & Character Policy Committee	Meetings Held	Meetings Attended
Lord Mayor Stephen Yarwood	12	11
Deputy Lord Mayor David Plumridge AM	12	10
Councillor Anne Moran	12	11
Councillor Michael Llewellyn-Smith (Chair)	12	12
Councillor Natasha Malani	12	10
Councillor Susan Clearihan	12	9
Councillor Sandy Wilkinson (Deputy Chair)	12	8
Councillor Megan Hender	12	10
Councillor Houssam Abiad	12	7
Councillor Michael Henningsen	12	10
Councillor Anthony Williamson	12	11

Note: Councillor Hamilton is not a member of this Committee



COUNCIL COMMITTEES

City Development & Sustainability Committee

Role

To make recommendations to Council on the overall priorities, strategies and policies related to achieving Council's Strategic Plan outcomes for Outcome 1 – Populous Capital City, Outcome 5 – Economically Prosperous City and Outcome 6 – Environmentally Sustainable City.

The Committee has responsibility for the following programs:

- » Residential Growth
- » Economic Development
- » Sustainable City

The Committee is established to fulfil the following functions:

- » Provide advice to Council in relation to stimulating activity in the central City through increased residential population density and social mix;
- » Provide advice to Council that promotes and supports economic prosperity, employment and investment in the City;
- » Provide advice to Council that will prepare the City for climate change and promote environmental sustainability;
- » To do anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed herein or to achieving its objectives

Attendance

Twelve meetings of the City Development & Sustainability Committee were held. The attendance record is below:

City Development & Sustainability Committee	Meetings Held	Meetings Attended
Lord Mayor Stephen Yarwood	12	11
Deputy Lord Mayor David Plumridge AM (Chair)	12	10
Councillor Anne Moran	12	11
Councillor Michael Llewellyn-Smith	12	12
Councillor Natasha Malani	12	10
Councillor Susan Clearihan	12	9
Councillor Sandy Wilkinson	12	10
Councillor Megan Hender	12	10
Councillor Houssam Abiad (Deputy Chair)	12	7
Councillor Michael Henningsen	12	10
Councillor Anthony Williamson	12	11

Note: Councillor Hamilton is not a member of this Committee



Community Services, Events & Facilities Committee

Role

To make recommendations to Council on the overall priorities, strategies and policies related to achieving Council's Strategic Plan outcomes for Outcome 4 – Culturally Vibrant City.

The Committee has responsibility for the following programs:

- » Vibrant City
- » Active City
- » City Community
- » Safer City

The Committee is established to fulfil the following functions:

- » Provide advice to Council in ensuring the City is positioned as the State's hub for recreation, culture, artistic activities and exciting events;
- » Provide advice to Council in relation to providing opportunities for the community to be active, maintain their health and participate in recreation and community sports programs;
- » Provide advice to Council that will facilitate the development of a strong and productive community, supporting all who choose to live in or use the City and promote participation, volunteering and strong community life;

- » Provide advice to Council that delivers services which help people live, use or visit the City safely;
- » To do anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed herein or to achieving its objectives.

Attendance

Twelve meetings of the Community Services, Events & Facilities Committee were held. The attendance record is below:

Community Services, Events & Facilities Committee	Meetings Held	Meetings Attended
Lord Mayor Stephen Yarwood	12	10
Deputy Lord Mayor David Plumridge AM	12	9
Councillor Anne Moran	12	11
Councillor Michael Llewellyn-Smith	12	10
Councillor Natasha Malani	12	10
Councillor Susan Clearihan (Chair)	12	11
Councillor Mark Hamilton	12	9
Councillor Megan Hender (Deputy Chair)	12	11
Councillor Houssam Abiad	12	11
Councillor Michael Henningsen	12	10
Councillor Anthony Williamson	12	10

Note: Councillor Wilkinson is not a member of this Committee

COUNCIL COMMITTEES

Corporate Planning, Governance & Finance Committee

Role

To make recommendations to Council on the overall priorities, strategies and policies that support effective and accountable governance for the City of Adelaide.

The Committee has responsibility for the:

- » Strategies, projects or issues requiring integration across multiple Council programs or Council strategic outcomes;
- » All Corporate programs and offices.

The Committee is established to fulfil the following functions:

- » Provide advice to Council that supports effective and accountable governance for the City of Adelaide;
- » Provide advice to Council to oversight those activities of Council which cut across multiple programs such as development of the Strategic Plan, Business Plan and Budget and monitoring performance through the City and Council scorecards;
- » Provide advice to Council that supports the achievement of greater accountability for public expenditure;
- » Provide advice to Council that supports cost effective and efficient delivery and management of new and existing infrastructure and assets to achieve Council's priorities;

- » To do anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed herein or to achieving its objectives.

Attendance

Twelve meetings of the Corporate Planning, Governance & Finance Committee were held. The attendance record is below:

Corporate Planning, Governance & Finance Committee	Meetings Held	Meetings Attended
Lord Mayor Stephen Yarwood	12	10
Deputy Lord Mayor David Plumridge AM	12	9
Councillor Anne Moran (Deputy Chair to 9/8/11, Chair from 9/8/11).	12	10
Councillor Michael Llewellyn-Smith	12	10
Councillor Natasha Malani	12	9
Councillor Susan Clearihan	12	11
Councillor Mark Hamilton (Chair to 9/8/11)	12	10
Councillor Megan Hender	12	11
Councillor Houssam Abiad	12	11
Councillor Michael Henningsen (Deputy Chair from 13/9/11)	12	9
Councillor Anthony Williamson	12	9

Note: Councillor Wilkinson is not a member of this Committee



Reconciliation Committee

This year, the Adelaide City Council Reconciliation Committee had a membership of eleven, comprising the Lord Mayor (Ex Officio), three Council Members, three strategic agency representatives, a Kaurna Nation Cultural Heritage Association Committee representative and three Aboriginal and/or Torres Strait Islander Community representatives:

Dual Chair:

Lord Mayor and Yvonne Agius
(Community Representative)

Deputy Chair:

Shouwn Oosting (Strategic Agency Representative)

Members:

Megan Hender (Councillor), Anthony Williamson (to February 2012 (Councillor)), Dr Michael Llewellyn-Smith - March 2012 onwards (Councillor) and David Plumridge AM (Councillor & Deputy Lord Mayor), Andrew Birtwistle - Smith (Community Representative), Sharron Williams (Strategic Agency Representative), Mr Ribnga Green (Strategic Agency Representative), Ms Madge Wanganeen (to November 2011 Kaurna Nation Cultural Heritage Association Committee Representative), Ms Lynette Crocker (from March 2012 Kaurna Nation Cultural Heritage Association Committee Representative), Mr Ivan Tiwu Copley (Community Representative), Mr Rod Kudnuitja O'Brien (Proxie) and Ms Vonda Last (Proxie).

Role

- » Recommend to Council an annual Reconciliation Action Plan (schedule of reconciliation initiatives) that demonstrates Council's commitment to reconciliation
- » Provide input to policy development and strategic advice to Council across areas likely to impact on Aboriginal and Torres Strait Islander people as requested by Council or resolved by the Committee
- » Promote a positive image to the general public of Aboriginal and Torres Strait Islander people, facilitate reconciliation between the City's diverse communities and contribute to the education and awareness of the City's communities about the diversity of Aboriginal and Torres Strait Islander cultures
- » Monitor the implementation of the guiding principles of Council's Reconciliation Vision Statement across Council

The Reconciliation Committee operates in accordance with the provisions of the Local Government Act 1999 and the provisions of Parts 1, 3 and 4 in the Local Government (Procedures at Meetings) Regulations 2000.

Audit Committee

The Audit Committee comprises the Lord Mayor, one Councillor and three independent representatives:

Presiding Member:

Mr Allen Bolaffi

Deputy Presiding Member:

Mr Ross Haslam

Members:

The Lord Mayor Stephen Yarwood
Councillor Plumridge AM (Deputy Lord Mayor)
Mr David Powell

Proxy:

Councillor Megan Hender

Role

The Audit Committee has been established for the purpose of addressing legislative function:

- » Monitoring the integrity of the financial statements of the Council, including its annual report, reviewing significant financial reporting issues and judgements which they contain
- » Internal control and risk management systems
- » Whistle Blowing
- » Strategic Management Plans and Annual Business Plans
- » Other Investigations
- » Internal Audit
- » External Audit

The Audit Committee conducts its business in accordance with the provisions of the Local Government Act 1999 and the provisions of Parts 1, 3 and 4 in the Local Government (Procedures at Meetings) Regulations 2000.



COUNCIL COMMITTEES

Development Assessment Panel

The City of Adelaide Development Assessment Panel (DAP) is comprised of four Council members and five independent members, with each independent member having qualifications and expertise in one or more of the following disciplines:

- » urban planning
- » architecture and/or urban design
- » environmental and/or heritage management
- » property management and/or development
- » planning law or environmental law and/or corporate governance
- » strategic, transport, infrastructure and/or social planning

Presiding Member:

Shanti Ditter (until end of November 2012)

Deputy Presiding Member:

Iris Iwanicki (until end of November 2012)

The following individuals have been appointed DAP Members until November 2012:

Councillors Henningsen, Wilkinson, Moran and the Lord Mayor, and the independent members Mads Gaardboe, Iris Iwanicki, Shanti Ditter, Ruan Perera and Tim Mellor.

Role

To facilitate the expeditious assessment of applications made to the Council, Council established the City of Adelaide Development Assessment Panel as the relevant authority to exercise or perform its powers and functions in accordance with the Development Act 1993. The Local Government Act 1999 does not apply to, or relate to, the Development Assessment Panel (including with respect to its members when acting under Section 56A or its processes or procedures). The Panel has Terms of Reference, a Code of Practice, an Instrument of Delegation and a Policy for Applying Delegations which was determined by Council and is reviewed annually by Council.

All meetings of the panel are open to the public unless the meeting decides to exclude the public having taken into account the relevant requirements of the Development Act 1993. Documentation for each meeting [agenda with reports/ attachments and minutes] can be accessed on Council's website (www.adelaidecitycouncil.com). Hard copy agenda [with reports/attachments] are available from the Customer Centre and in the meeting room for the Panel before the meeting. Hard copies of the minutes are available from the Customer Centre within five days of the meeting. The City of Adelaide Development Assessment Panel operates in accordance with the provisions of the Development Act 1993, its Terms of Reference, Code of Practice, Instrument of Delegation and a Policy for Applying Delegations.



Adelaide Park Lands Authority

Adelaide is a unique city in the world, swathed in a nurturing belt of Park Lands and Council is very protective of this unique resource. The Adelaide Park Lands Authority is a partnership project between the State Government and Adelaide City Council to protect and foster the interests of the Adelaide Park Lands as set out in the Statutory Principles of the Adelaide Park Lands Act 2005.

The Authority is the principal advisor to both Council and State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands and:

- » is responsible for preparing and maintaining the Adelaide Park Lands Management Strategy
- » supports delivery of the Strategy by providing policy and advice on the full range of issues involving the Park Lands
- » guides Council and State agencies in the discharge of their Park Lands management responsibilities
- » ensures that appropriate specialist expertise is brought to bear in advising on Park Lands

The Authority meets monthly in the Colonel Light Room in the Adelaide Town Hall. Agendas for these public meetings can be found on Council's website and are also available in the meeting venue. During 2011-2012 the following individuals served as members of the Adelaide Park Lands Authority:

Member:	Appointed commenced	Appointed by
The Right Honourable the Lord Mayor Stephen Yarwood (Presiding Member)	<i>*Appointment commenced 6 Dec 2010 with first meeting of newly elected Council. The Lord Mayor's appointment as Presiding Member is provided for in s 6(1) of the Adelaide Park Lands Act 2005</i>	Statute*
Ms Mary Marsland (Deputy Presiding Member)	<i>Appointment commenced 13 February 2012</i>	Minister
Deputy Lord Mayor David Plumridge AM	<i>Appointment commenced 10 February 2011</i>	Council
Councillor Anne Moran	<i>Appointment commenced 10 February 2011</i>	Council
Councillor Michael Henningsen	<i>Appointment commenced 10 February 2011</i>	Council
Councillor Anthony Williamson	<i>Appointment commenced 10 February 2011</i>	Council
Hon. Frank Blevins	<i>Appointment commenced 18 February 2010</i>	Minister
Ms Jane Chapman	<i>Appointment commenced 13 February 2012</i>	Minister
Dr Rosemary Anne Sharp	<i>Appointment commenced 18 February 2010</i>	Minister
Ms Gunta Groves	<i>Appointment commenced 18 February 2010</i>	Minister
Hon. Ian Gilfillan	<i>Appointed 13 February 2011 as Deputy for Gunta Groves</i>	Minister

CONFIDENTIALITY

Pursuant to the Local Government Act 1999

Adelaide City Council is fully committed to the principle of open and accountable government, a commitment which recognises that on some occasions it may be necessary to restrict public access to discussions or documents. Due diligence and professional consideration are applied to ensure that this principle is complied with.

In accordance with section 90(1) of the Local Government Act 1999, all meetings held by Council and its committees were conducted in a place open to the public. On every occasion that the provision to exclude (within section 90(2) of the Local Government Act 1999) was exercised, the minutes of every meeting included the

proceedings making the order and the grounds on which the order was made in accordance with section 90(7) of the Local Government Act.

Adelaide City Council considers that possible embarrassment or loss of confidence in the Council or a committee is irrelevant when considering whether or not to exclude the public from a meeting. On every occasion that a meeting used the provision contained in section 91(7) of the Local Government Act to order that a document or part of be kept confidential, each order contained an instruction on the requirements, namely the duration of the order, the review date and the delegation to review/revoke, as identified in section 91(9) of the Local Government Act.

Use of Confidentiality Provisions – Local Government Act 1999

Section 90(2) of the Local Government Act enables a meeting of Council or a committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive and discuss, or consider in confidence, any information or matter as prescribed in section 90(3) of the Act. The table below identifies the meetings at which the public were excluded from attendance. On 121 occasions in this period an order that the public be excluded from attendance at a meeting was utilised to receive, consider or determine a matter in confidence after identifying the relevant provision within the Local Government Act.

	Number of times confidentiality provisions used	
	Section 90(2) of the Local Government Act 1999	Section 91(7) of the Local Government Act 1999
Council	68	76
Corporate Planning, Governance and Finance Committee	20	19
Community Services, Events and Facilities Committee	4	7
City Design and Character Policy Committee	9	8
City Development and Sustainability Committee	7	7
Audit Committee	13	14
Total	121	93



The table below identifies the number of times a given provision under Section 90 (3) of the Local Government Act 1999 was utilised to exclude the public.

Provision to exclude public (Section 90 (3) of the Local Government Act 1999)		Number of times provision utilised
(a)	Information, the disclosure of which, would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	10
(b)	Information, the disclosure of which, (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council and (ii) would, on balance, be contrary to the public interest	12
(c)	Information, the disclosure of which, would reveal a trade secret	nil
(d)	Commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party and (ii) would, on balance, be contrary to the public interest	4
(e)	Matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	nil
(f)	Information, the disclosure of which, could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial	nil
(g)	matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty	nil
(h)	Legal advice	4
(i)	Information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council	1
(j)	Information, the disclosure of which, would (i) divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person, or, (ii) on balance, be contrary to the public interest	21
(k)	Tenders for the supply of goods, the provision of services or the carrying out of works	nil
(m)	Information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act	5
(n)	Information relevant to the review of a determination of a Council under the Freedom of Information Act 1991	nil
(b) (d)	Combination of provisions above	56
(b) (d) (j)	Combination of provisions above	6
(d) (i)	Combination of provisions above	4

Note: Multiple provisions may be utilised to exclude the public for one matter

ALLOWANCES FOR ELECTED MEMBERS OF COUNCIL

The Lord Mayor and Councillors received the following annual allowance from Council for performing and discharging official functions and duties.

Elected Member	Allowance
Lord Mayor Stephen Yarwood	\$120,221
Deputy Lord Mayor David Plumridge AM	\$25,762
Councillor Houssam Abiad	\$17,174
Councillor Susan Clearihan	\$17,174
Councillor Mark Hamilton	\$17,174
Councillor Megan Hender	\$17,174
Councillor Dr Michael Henningesen	\$17,174
Councillor Dr Michael Llewellyn-Smith	\$17,174
Councillor Natasha Malani	\$17,174
Councillor Anne Moran	\$17,174
Councillor Sandy Wilkinson	\$17,174
Councillor Anthony Williamson	\$17,174

COUNCIL'S REPRESENTATION QUOTA

The total representation quota is the number of electors for each Elected Member, including the Lord Mayor. In February 2011, the total representation quota was 1:1934 and the total number of electors was 23,216 on the combined Council and State Roll. In February 2012, the total representation quota was 1:1914 and the total number of electors was 22,978.

Adelaide City Council's representation quota compares with other similar councils (using the Australian Classification of Local Governments) as set out in the table below.

Council	Number of electors	Representation
Adelaide	22,978	1:1914
Charles Sturt	74,746	1:4396
Marion	58,615	1:4508
Port Adelaide Enfield	72,649	1:4036
Salisbury	84,238	1:4955
Tea Tree Gully	69,852	1:5373
Onkaparinga	110,541	1:5263

The representative structure is as follows: Lord Mayor to be elected at large and 11 Councillors elected as representative of three wards and the area as a whole. Each ward is to be represented by two Councillors and the area as a whole is to be represented by five Area Councillors. A review of the representative structure was commenced in March 2012 and will continue until approximately February 2013. The community is invited to participate in the Representation Review process and make submissions in accordance with Council's Public Communication and Consultation Policy.



TRAINING & DEVELOPMENT - ELECTED MEMBERS OF COUNCIL

Lord Mayor Stephen Yarwood

Brisbane: Asia Pacific Cities Summit

UDIA luncheon seminar

Festival of Ideas Great Debate

Korea: ICLEI EcoMobility Conference

LGA AGM

CEDA luncheon seminar

Heart Foundation breakfast forum

Melbourne: State of Green Conference

UDIA luncheon seminar

Fuller luncheon seminar

LGA luncheon seminar

AIUS luncheon seminar

IDC Child and Youth Friendly
Cities forum

LGA 2012 showcase and
general meeting

PIA National Congress

Canberra: Local Government
Roundtable

Melbourne: study tour

Competitive Cities Conference

Vancouver: Velo-city Global
Conference

Deputy Lord Mayor David Plumridge AM

LGA AGM and Associated Sessions

AIUS Seminar with the Premier the
Hon Jay Weatherill

National General Assembly

Councillor Houssam Abiad

AIUS Seminar with the Premier the
Hon Jay Weatherill

Councillor Susan Clearihan

LGA AGM and Associated Sessions

International Women's Day United
Nations Women's Breakfast

Councillor Mark Hamilton

AIUS Seminar with the Premier the
Hon Jay Weatherill

Councillor Megan Hender

AIUS Seminar Chris Pratt and
Andrew Wallace

International Women's Day United
Nations Women's Breakfast

AIUS Seminar Helen Fischer

COAG Cities Review – "Planning for
the Long Term"

CEDA Carbon Tax Seminar

Councillor Dr Michael

Llewellyn-Smith

PIA SA Heritage and Planning Event

Norman Waterhouse Annual Local
Government Conference

Planning Institute Seminar
"Brian Hayes QC"

AIUS "The Riverbank Project"
Commonwealth Club
Professor Ian Chubb

LGA AGM and Associated Sessions

AIUS Seminar with the Premier the
Hon Jay Weatherill

Commonwealth Club Seminar

LGA General Meeting

AIUS "Robyn Archer"

Councillor Natasha Malani

International Cities, Town Centres and
Communities Society Conference

Property Council Division Workshop

Australian Institute of
Company Directors

International Women's Day United
Nations Women's Breakfast

Councillor Sandy Wilkinson

Norman Waterhouse Annual Local
Government Conference

PIA Heritage and Planning SA Style

Property Oz "Retail Forum"

Minter Ellison "Mining the
Misconceptions"

Property Oz Minister Rau "Directions
for the City"

AIUS Seminar John Stimson

AIUS Seminar 30 Year Plan

AIUS Seminar with Premier the Hon
Jay Weatherill

Commonwealth Club

Property Oz Seminar "Launching City
of Lights"

SA Heritage Conference

AIUS Seminar Ben Hewett

Councillor Anthony Williamson

AIUS "Sue Crafter"
Wallmans Lawyers Contracts Seminar

Commonwealth Club
Professor Ian Chubb

Mainstreet SA Seminar "Clicks
vs Mortar"

LGA Strategic Planning for Council
Members Seminar

Commonwealth Club



THE CORPORATION - STAFFING, ALLOWANCES AND BENEFITS

As at 30 June 2012, Council employed 950 staff, including 637 full-time employees, 141 part-time employees and 172 casual employees, as shown in the table below.

Portfolio	Gender	Employee Numbers			
		Casual	Full-Time	Part-Time	Total
Infrastructure & Public Works	M	0	222	4	226
	F	0	29	7	36
City Culture & Community Services	M	62	41	8	111
	F	86	79	66	231
Finance & Corporate Services	M	15	80	7	102
	F	9	58	25	92
City Planning and Development	M	0	68	3	71
	F	0	45	18	63
Office of the CEO	M	0	3	0	3
	F	0	12	3	15
Total	M: 513 F: 437	172	637	141	950

As at 30 June 2012, there were 23 executive officers of Council, including the Chief Executive Officer:

Name	Title
Peter Smith	Chief Executive Officer
Neil Brown	General Manager City Infrastructure & Public Works
Debra Just	General Manager City Planning & Development
Michael Sedgman	General Manager Finance & Corporate Services
Sandy Verschoor	General Manager City Culture & Community Services
Mike Blythe	Corporate Manager Capital Works & Infrastructure Management
Stephen Boyd	Acting Program Manager Active City
David Chick	Program Manager City Design
Don Donaldson	Program Manager City Planning
Christine Evans	Corporate Manager Marketing, Creative Services & Media
Mark Gray	Executive Manager Finance Procurement & Risk
Nicola Hurdle	Corporate Manager Office of Major Projects & Innovation
Sabine Jung	Program Manager City Community
Tom McCready	Executive Program Manager Public Realm
Sean McNamara	Program Manager City Safety & Customer Services
Luu Nguyen	Corporate Manager ICT
Mick O'Neill	Program Manager Economic Development
Alan Perkins	Program Manager Accessible City
Mike Philippou	Program Manager Residential Growth & Property Development
Peter Robson	Executive Manager Strategic Asset & Property Management
Adrian Stokes	Program Manager Sustainable City
Peter Welsby	Acting Corporate Manager People & Culture
Noni Williams	Acting Program Manager Vibrant City



Remuneration packages for the Executive Officers range from \$130,000 to \$375,000

- » All packages contain the 9% compulsory superannuation
- » All packages include the option of a motor vehicle for unrestricted private use
- » All packages include an allowance for membership fees for two relevant professional associations
- » All managers were allocated \$2,000 per annum for their professional development

Council offers flexibility by allowing Executive Officers to choose how their remuneration package is constructed within a predetermined set total.

Adelaide City Council Employees benefit from:

- » A values-based culture and a supportive, friendly work environment
- » The opportunity to contribute to the community
- » Diversity of roles
- » Training and Development opportunities (including tertiary study assistance)
- » Flexible working arrangements
- » Family friendly conditions
- » Corporate healthy lifestyle programs, (including health assessments, skin screenings, on-line interactive health program, flu vaccinations)
- » 24/7 Employee Assistance Program
- » Competitive remuneration packages and employee benefits
- » Income protection
- » An active social club
- » Advanced IT and support

Employee Relations

Over the 2011-12 period Council successfully negotiated four Enterprise Agreements with both management and staff representatives that provided positive outcomes for all parties.

Employee Engagement

An organisational employee engagement and satisfaction survey was conducted in March 2012.

The organisation response rate was 67%, with an overall employee engagement index of 77% (Australian National Norm = 81%, Global High Performing Norm = 86%) and a People Leader Index of 72% (Australian National Norm = 72%, Global High Performing Norm = 79%). We continue to have a significant investment in action planning processes to facilitate improvements across the organisation.

Leadership Development

Council continues to place a high emphasis on developing our leaders. As part of this commitment we provide access to development opportunities for all leaders including participation in the Life Styles Inventory Survey (LSI). LSI provides an opportunity for self-awareness from both a personal and professional development perspective, focusing on constructive behaviours, resulting in the provision of invaluable information for inclusion in individual development plans. LSI continues to be made available to both Managers and staff at the Team Leader level.

Leadership Framework

In conjunction with leaders and staff representatives from across the Corporation we have developed and implemented a Leadership Framework – 'I make a difference'. I make a difference; our Leadership Framework was implemented across the Corporation on September 20th 2011. We actively seek every opportunity to embed the qualities of I make a difference in everything we do. I make a difference is for everyone, it's not just about those in leadership roles, it's designed to build an ethos of 'collective' leadership and capture the essence of what will guide us on our journey of future success, growing and developing the Corporation going forward.

Employee Induction

Council continues to welcome its new employees with a Corporate Induction program. The program focuses on

Council's strategic direction, leadership and business partnering, training and development, Council culture and the social club, and showcases the diversity of activities, events and programs within the organisation. It also provides staff with an opportunity to meet the Chief Executive Officer, the leadership team and employees from across the organisation.

As a further extension to the induction program, this year has seen the introduction of an Employee Orientation Program which focusses both on sharing operational knowledge and understanding of the various Programs and business units across the Corporation and ensures we meet our duty of care obligations for compliance and legislative requirements. We continue to also provide new staff with the opportunity to undertake the Corporate Bus Tour. The tour incorporates many of the important sites managed by Adelaide City Council and takes staff out of their own work areas and allows them to experience the great diversity of the Organisation.

The Employee Orientation, Corporate Induction Program and Bus Tour is designed to assist staff settle into their respective roles and teams, as well as build relationships and networks with their colleagues throughout Council.

Organisational Change

The Business Partnering model, introduced to enable effective integration of core corporate support services more thoroughly at the Program level, has become an integral part of our business practice service delivery. Business Partnering is an embedded program structure that facilitates strong relationships and collaboration, delivers integration of core support services and adds value to program outcomes across the entire organisation. It has proved to add strength and depth to various parts of the Council business by providing support and specialist strategic advice.



STRATEGIC PROCUREMENT AND CONTRACT MANAGEMENT

Procurement Policy

Council's Procurement Policy covers the activities and requirements associated with purchasing or contracting for goods, services and works, either by expenditure or income-related contracts.

The Procurement Policy ensures that all procurement activities deliver the following key objectives:

- » providing for equitable and ethical behaviour in all procurement activities and fair treatment of suppliers
- » obtaining value for money
- » Negotiated outcomes
- » ensuring probity, accountability and transparency
- » effective management of the end to end procurement lifecycle
- » identification and management of risks
- » consideration of community impact
- » delegated signing authority

Council reserves the right to undertake open or selected tenders whenever it considers appropriate. In circumstances where Council enters into purchasing contracts other than those resulting from a tender process, Council will record the reasons for entering into those contracts and retain the records as appropriate. When Council is purchasing goods, works or services where the estimated level of expenditure is between \$20,000 and \$100,000, formal quotations will usually be obtained and where the estimated level of expenditure exceeds \$100,000 Council will usually call for formal tenders.

Council is committed to achieving value for money for its community, which includes continual improvement, increased productivity, safe and healthy workplaces, enhanced performance, and high-quality works and services, all of which are aimed at supporting the economic, environmental, cultural and social life of the city. Throughout 2012 a focus has been applied to negotiated outcomes. All procurement and contracting activity will be subject to a period of negotiation to ensure the best possible quality of goods or services whilst ensuring value for money.

Best Practice Procurement

The ethics that govern best-practice tendering procedures underpin the policy and the policy reflects Council's commitment to these values. The objectives of the policy are to ensure high quality works, goods and/or services are obtained that are value for money and provide benefit to the community. Council aims to treat all tenders in a fair and timely manner. The policy applies to all tendering which Council undertakes and gives guidance on the process of tendering and registrations of interest. Other standards, codes and guidelines may be relevant to Council's tendering. The principles of the policy are consistent with national codes and standards.

Contract Management

To enhance that all contracts perform to an optimum level the Contract Management Team provide support and advice across Council on effective Contract Management. This includes relationship management, management of Key Performance Indicators and support in performance meetings throughout the life of the contract period.



INTERNAL CONTROLS AND RISK MANAGEMENT

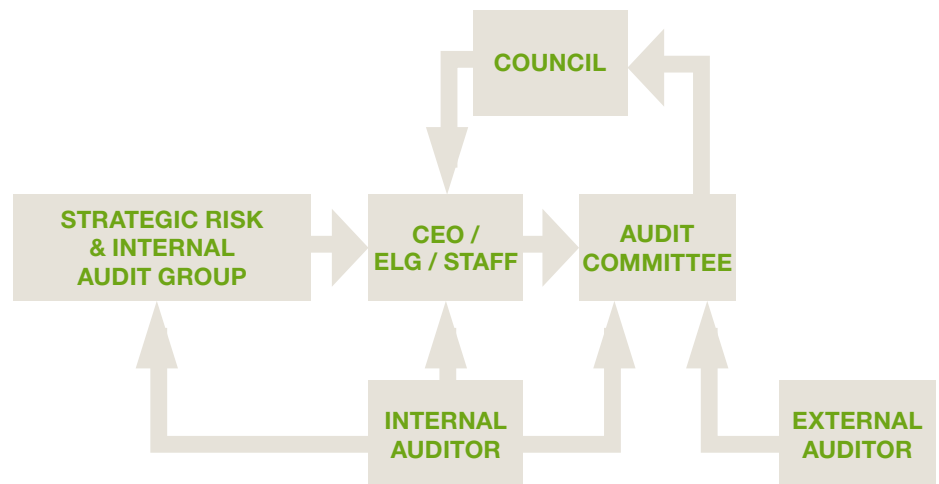
The Adelaide City Council is committed to high standards of corporate governance and accountability. This statement has been prepared to provide a broad description on internal controls and risk management, contributing to the governance of Council.

Enterprise Risk Management Framework Governance Structure

The Audit Committee was established pursuant to Section 126 of the Local Government Act 1999, to assist the Council discharge its responsibilities. Reporting to the Council, the Audit Committee provides advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by the Committee and Council in regards to financial reporting, internal control and risk management, whistle-blower protection, internal audit and external audit.

Adelaide City Council maintains an Internal Audit function which reports to management and the Audit Committee.

The role of the Internal Auditor is to assist Council and the Chief Executive Officer meet their assurance obligations relating to the corporate governance, systems of internal controls and identifying more efficient and effective processes. The Internal Audit function is contracted to KPMG for a period of 3 years, expiring in 2015. The Internal Audit plan is reviewed and endorsed by the Audit Committee and the committee is presented with the audit findings each quarter.



Pursuant to Section 128 of the Local Government Act, the External Auditors appointed by Council are PKF Chartered Accountants and Business Advisers. To maintain the highest standards of corporate governance in relation to auditor independence, the External Auditors are excluded from providing non-audit service to Council. Non-audit services are defined as any service provided by the External Auditor under engagement with the Council outside the scope of the external audit. The Audit Committee reviews the scope and progress of the annual audit in accordance with its Terms of Reference.

Adelaide City Council manages strategic and emerging, operational, and financial risks through its Enterprise Risk Management Framework which has been developed in accordance with International Standards IEC/ISO 31000. The Enterprise Risk Management Framework was developed as a result of a comprehensive review of Adelaide City Council's Risk Management Framework commissioned by the

Chief Executive Officer in 2009-10. Supporting this framework is a high level Strategic Risk & Internal Audit Group comprising of management, Internal Auditors and the members of the Audit Committee by invitation.

Council's Risk Management Framework provides for annual and ongoing risk assessments of business plans and initiatives. Risks identified through this process are managed and mitigated through the inclusion in various work plans and programs of the council for implementation throughout the financial year, including the Internal Audit function.

The framework ensures risks and internal controls are identified, assessed and properly managed and reported on, and that appropriate and effective policies and operating guidelines are in place. Such a process ensures that Council is able to achieve its strategic goals and that the Lord Mayor and Councillors fulfil their legislative roles.



COMMUNITY LAND MANAGEMENT PLANS

Adelaide City Council is required under the Local Government Act 1999 to prepare and implement Community Land Management Plans (CLMPs) for land owned or under its care control and management. CLMPs aim is to ensure the consistent and coherent management of community land. They identify appropriate land uses, provide clear guidance on maintenance and management, and ensure that the future needs of the community are adequately considered.

CLMPs reflect community values and wishes and result in:

- » Enhancement and preservation of environmental, cultural, social and economic values
- » Forward planning for capital works and maintenance
- » Better decision making
- » Anticipation of future community needs
- » Sustainable land uses and management practice

As at 30 June 2012, CLMPs have been completed and endorsed for all the Adelaide Park Lands and Squares and all of Council's buildings and other land that are classified as Community Land, with the exception of the North Adelaide Post Office and part road closure of the eastern portion of Lombard Street, North Adelaide. CLMPs will be completed for the North Adelaide Post Office and for the Lombard Community Open Space in 2012-13.

STRATEGIC ASSET AND PROPERTY MANAGEMENT

Adelaide City Council is required under the Local Government Act 1999 to appropriately manage its property and infrastructure assets. Council has adopted Asset Management Plans for its major infrastructure and property assets and continues to drive towards best practice to ensure the management and maintenance of assets is efficient, responsive and driven to meet the needs of the city now and into the future.

During 2011-12 the Strategic Asset and Property Management program contributed significantly to the ongoing successful management of Council assets through some key initiatives.

Acquisition of the North Adelaide Post Office

Council has acquired the heritage listed North Adelaide Post Office and will ensure that it is maintained and managed appropriately with respect to its cultural and heritage value within the North Adelaide environs.

Park Lands Property Strategy

Council has developed a Park Lands Property Strategy to address current tenure and building condition relating to buildings in the Park Lands that are leased to third party lessees. The Park Lands Property Strategy when implemented will progressively establish standard Lease and Licence Agreements which provide a clear and consistent approach to rental assessment and responsibility for repairs, maintenance and capital replacement. It will also support and encourage greater sharing and utilisation of Park Land properties.



LISTS OF DOCUMENTS AVAILABLE TO THE PUBLIC

List of registers

List of registers required to be kept under the Local Government Act 1999 [LGA 99], Local Government (Elections) Act 1999 [LGEA 99] and the City of Adelaide Act 1998 [CoA 98]:

- » Members Register of Interests [CoA 98]
- » Members Register of Allowances and Benefits [LGA 99]
- » Officers Register of Remuneration, Salaries and Benefits (Register of Salaries) [LGA 99]
- » Officers Register of Interests [LGA 99]
- » Campaign Donations & Expenses Returns [CoA 98]
- » Community Land [LGA 99]
- » Register of Public Roads [LGA 99]
- » By-Laws and Certified Copies [LGA 99]

List of codes of conduct or practice

List of Codes of Conduct or Practice required to be kept under the Local Government Act 1999 [LGA 99], Local Government (Elections) Act 1999 [LGEA 99], City of Adelaide Act 1998 [CoA 98], Adelaide Park Lands Authority Charter and the Development Act 1993 [DA 93]:

- » Caretaker Policy [LGEA 99]
- » Code of Conduct: Lord Mayor and Councillors [CoA 98]
- » Code of Practice for Access to Meetings and Documents [LGA 99]
- » Code of Practice for the Conduct of Council/ Committee meetings when the Local Government (Procedures at Meetings) Regulations 2000 are varied [LGA 99]
- » Employee Code of Conduct [LGA 99]
- » Code of Conduct (Board members of the Adelaide Park Lands Authority) [LGA 99 and Adelaide Park Lands Authority Charter]
- » Code of Conduct (Development Assessment Panel) [DA 93]

Agendas and minutes, policies, the strategic plan, and annual reports are available from Council's website.

NATIONAL COMPETITION POLICY

Competitive Neutrality

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private business operating in the same market.

Significant Business Activities

In 2011-12, there has been no commencement or cessation of significant business activities controlled by Council and the competitive neutrality measure applied to each significant business activity has continued. One minor change was the closure of the Sturt Street open air car park.

Category 1

Category 1 applies to business activities with annual revenue in excess of \$2M or employing assets with a value in excess of \$20M.

Business Activity	Council/ Subsidiary/ Joint Subsidiary	CRP/ COR/COM*	Comments
UPark	Council	COM	Providing 6,118 car parking spaces at nine multi-storey car parks
Wingfield Waste & Recycling Centre	Council	COM	Plays a major role in waste management for the wider Adelaide metropolitan area
Adelaide Aquatic Centre	Council	COM	Recreation, leisure and aquatic sports facility
Adelaide Golf Links	Council	COM	Three courses (two 18-hole and one par 3) and clubhouse
Central Market	Council (Moving to Subsidiary in 2012-13)	COM	A world-renowned food market with 85 stalls

*CRP = Cost Reflective Pricing, COR = Corporatisation, COM = Commercialisation

Category 2

Category 2 applies to all other significant business activities.

Business Activity	Council/ Subsidiary/ Joint Subsidiary	CRP/ COR/COM*	Comments
Waste Care	Regional Subsidiary	COM	Joint subsidiary of six councils to operate a transfer station for waste

*CRP = Cost Reflective Pricing, COR = Corporatisation, COM = Commercialisation

Competitive Neutrality Complaints – 2011-12

Complaints mechanism in place (Yes/No)	Yes
Complaints received	Nil
Complaints referred to State Competition Commissioner	Nil
Complaints in progress	Nil

Council also operates the Adelaide Town Hall which is hired for a range of events and functions.

All Council business activities include checks for competitive neutrality. In setting fees and charges, Council has taken into account:

- » Relevant Government legislation and policies

- » Community service obligations and impact on residents, ratepayers and visitors to the City of Adelaide
- » Efficient allocation of Council resources and funds to reflect best value practices
- » Impact on competitors – actual and potential – and local, State and national economies
- » Council policies, including competitive tendering



FREEDOM OF INFORMATION APPLICATIONS

There were 40 Freedom of Information requests from 1 July 2011 to 30 June 2012:

Enquiries or requests for information under the Freedom of Information Act should be forwarded to:

Freedom of Information Request

Adelaide City Council, GPO Box 2252,
Adelaide SA 5000

Total Freedom of Information Applications	40
Applications brought forward from previous year	6
Access granted in full	22
Access granted in part	12
Access refused (includes records which do not exist)	11
Transferred	0
Closed/Withdrawn	0
Undetermined at 30 June	1
Internal Review – Decision Confirmed	3
Internal Review – Decision Varied	1

GRIEVANCES

During 2011-12, Council received three applications for the review of decisions made under Section 270 of the Local Government Act 1999. The details of these reviews follow:

Date	Matter	Outcome
July 2011	Review of parking infringement	Council officers acted in line with delegated authority and the requirements of legislation (Infringement upheld)
September 2011	Rates on property under Emergency Order	Decision to impose rates was made in accordance with legislative provisions (Options of assistance Council can offer were provided to applicant)
January 2012	Review of parking infringement	Council and Council Officers acted accordingly, in line with delegated authority, policy and the requirements of legislation



ADELAIDE CITY COUNCIL COMMUNITY FINANCIAL REPORT

Our community financial report provides a 'plain English' summary of our audited financial statements.

Our financial statements provide a formal insight into the Adelaide City Council's financial health. They show the value of assets held by Adelaide City Council and indicate how Council and its subsidiaries performed during the year.

The financial statements consist of four financial reports and explanatory notes supporting the reports.

The four financial reports are:

1. Statement of Comprehensive Income;
2. Statement of Changes in Equity;
3. Cash Flow Statement;
4. Balance Sheet.

1. Statement of Comprehensive Income

The Statement of Comprehensive Income has two sections. The first section summarises our financial performance for 2011-12 with the title of Net Surplus transferred to Equity Statement. It shows the difference between our income for the financial year and amounts we spent delivering services during the year.

Our Net Surplus for 2011-12 was **\$4.9 million**.

This first section of the Statement of Comprehensive Income breaks down the revenue and expenses into several distinct categories.

Income – where our money came from

Council received **\$161.7 million** in revenue during 2011-12. Approximately 50% of Council's revenue was from rates. User charges such as car parking charges, properties rental income, and parking machines revenue made up nearly 44% of Council's revenue.

Expenses – where our money was spent

Only those costs relating to the delivery of our day-to-day services are included in this section of the Statement of Comprehensive Income.

Council operating expenditure for 2011-12 was **\$157.8 million**. The most significant expense component was materials, contracts and other expenses. Employee costs comprised nearly 37% of Council's expenditure.

Costs associated with the purchase or construction of assets is added to the value of the assets shown in the Balance Sheet. The value of our assets used up during the year is shown by the depreciation expense included in the Statement of Comprehensive Income.

The second section of the Statement of Comprehensive Income includes items collectively known as 'Other Comprehensive Income'. For Adelaide City Council this consists of gains/losses on the revaluation of assets.

2. Statement of Changes in Equity

The Statement of Changes in Equity summarises the changes in the City of Adelaide's net worth. Our net worth can change as a result of:

- » A surplus or deficit as recorded in the Statement of Comprehensive Income separately distinguishing between Net Surplus for the Year and Other Comprehensive Income;
- » The transfer of funds to or from our Reserves.

3. Cash Flow Statement – how much cash do we have?

The Cash Flow Statement summarises our cash receipts and payments for the financial year and shows the net increase or decrease in our cash balances.

The Cash Flow Statement represents cash 'in hand' whereas the Statement of Comprehensive Income is prepared on an accrual basis (including money not yet paid or spent). This means the values in both statements may differ.



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The Cash Flow Statement is split up into three main cash components:

1. Operating Activities – these generate cash from normal operations, seen in the Statement of Comprehensive Income as operating revenue and operating expenses. For an organisation to be healthy there must be positive cash flows from operating activities (net cash inflows).
2. Investing Activities – these relate to the purchasing and disposal of long-term assets (like Property, Plant and Equipment).
3. Financing Activities – these relate to the receipt and repayment of council borrowings. This figure can be positive or negative, depending on council's needs, so long as the level of debt is kept in check. The borrowings value is seen in the Balance Sheet.

4. Balance Sheet – what are we worth?

The Balance Sheet shows what we own (assets), what we owe (liabilities), and our net worth.

Assets – what we own

Assets are split into Current and Non-Current. Current Assets are those assets that represent benefits that will be received by the Adelaide City Council within the next financial year. These include cash investments and amounts owed to Council by various debtors.

Non-Current Assets are those assets that represent benefits that will be received over future years. These include infrastructure, property, plant and equipment.

As at 30 June 2012, Council held over **\$1.3 billion** worth of assets.

Liabilities – what we owe

Liabilities are also separated into Current and Non-Current. Current Liabilities are those amounts that are due to be paid by the Adelaide City Council within the next financial year.

Non-Current Liabilities are those liabilities that represent amounts due to be paid over future years. The total liabilities figure of **\$36.9 million** is a decrease of 12% over the previous year.

The difference between our assets and our liabilities is our net worth. This is shown in the Balance Sheet as out 'Total Equity' and is calculated as:

Assets – Liabilities = Total Equity

As at 30 June 2012, our Balance Sheet shows that the City of Adelaide had a net worth of \$1.263 billion.

Notes to, and Forming Part of the Financial Statements

The financial reports are supported by explanatory notes, which provide further detail regarding the City of Adelaide's accounting policies and the make up of the figures reported the statements.

Certification of Financial Statements

The Certification of Financial Statements is a declaration from the Chief Executive Officer of the City of Adelaide and the Lord Mayor, that in their opinion, the financial statements are presented fairly and have met all applicable statutory and professional reporting requirements.

Independent Auditor's Report

The Auditor's Report is an independent statement attesting to the fairness of presentation of our financial statements. The Auditor's Report also provides confirmation that our financial statements have been presented in accordance with applicable statutory and professional reporting requirements.

Our financial statements are audited by PKF Chartered Accountants and for this financial year, the City of Adelaide has received a clear audit of its financial statements.

Statement of Comprehensive Income

	\$000s
Income	161,735
Less: Operating expenses	157,800
Operating Surplus for the year	3,935
Asset related Items	959
Net Surplus for the year	4,894

Comprehensive result for the year	4,894
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Statement of Changes in Equity

	\$000s
Balance at 1 July 2011	1,258,830
Comprehensive result for the year	4,894
Total community net worth at 30 June 2012	1,263,724

Cash Flow Statement

	\$000s
Operating activities	42,226
Investing activities	(36,617)
Financing activities	(3,475)
Net increase in cash	2,134
Cash balances at 1 July 2011	15,148
Cash balances at 30 June 2012	17,282

Balance Sheet

	\$000s
Current assets	25,565
Non current assets	1,275,109
Total assets	1,300,674
Current liabilities	32,122
Non current liabilities	4,828
Total liabilities	36,950
Net community assets	1,263,724
Accumulated surplus	824,132
Reserves	439,592
Total community net worth at 30 June 2012	1,263,724

Statement of Comprehensive Income

First section summarises Council's financial performance.

Statement of Changes in Equity

Summarises the change in the community's net worth.

Cash Flow Statement

Summarises our cash receipts and payments and shows the net increase or decrease in our cash balances.

Balance Sheet

Shows what we own (assets) and what we owe (liabilities) at the end of the year. The difference between our assets and our liabilities is our net worth.