

THE CITY OF ADELAIDE 2012-13 BUSINESS PLAN & BUDGET

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.

Lord Mayor's Message



Welcome to the Adelaide City Council's 2012-13 Business Plan and Budget.

Change is underway on the streets of Adelaide. An historic decision to begin exciting upgrades of Victoria Square and Rundle Mall is an important, bold and visionary new direction.

Key initiatives such as Splash Adelaide have brought people into the CBD and encouraged them to think about the City in a new light.

A new relationship between the Council and the State Government embraces collaboration and is resulting in great outcomes for Adelaide.

The 2012-13 budget will add to the momentum. It has been developed through Council's biggest consultation to date, the 'Picture Adelaide' project. To everyone who made contributions, thank you. Your feedback was integral to the document's development.

Key goals in this year's budget include making Adelaide more cycling and pedestrian friendly, activating public spaces, attracting more residents to the city, increasing the number of city festivals and events, and more.

It's a great time to be Lord Mayor. Together, we're making Adelaide a world-class city.

A handwritten signature in black ink that reads "Stephen Yarwood". The signature is stylized, with a large 'S' and a checkmark-like flourish above the 'Y'.

Stephen Yarwood
LORD MAYOR

Your Council

Lord Mayor

Stephen Yarwood

Deputy Lord Mayor

David Plumridge AM

Area Councillors

Anne Moran

Mark Hamilton

Michael Llewellyn-Smith

Natasha Malani

North Ward

Susan Clearihan

Sandy Wilkinson

Central Ward

Megan Hender

Houssam Abiad

South Ward

Michael Henningsen

Anthony Williamson



Standing (L-R) Sandy Wilkinson, Houssam Abiad, Susan Clearihan, Michael Llewellyn-Smith, Anthony Williamson, Mark Hamilton, Megan Hender, Michael Henningsen. Sitting (L-R) David Plumridge, Natasha Malani, Stephen Yarwood (Lord Mayor), Anne Moran

Contents

Picture Adelaide Themes	6
Our Response: Highlights for 2012-13	8
How This Plan Was Prepared	9
Key Projects Map	10
Strategic Plan Outcomes	12
Annual Objectives	14
Council Programs	23
Corporate Programs	35
Capital Works Program	46
Strategic Operating Projects Program	61
Significant Influences	76
Strategic Financial Parameters	77
Business Plan and Budget Framework	78
Infrastructure and Asset Management Framework	79
Analysis of Capital Expenditure	80
Analysis of Maintenance Expenditure	81
Fees and Charges Framework	82
Measuring Performance	84
Long Term Financial Plan	85
Funding the Business Plan	88
Key Funding Components	89
Net Lending / Borrowing Position	90
Financing the Budget	91
Treasury Policy	93
Rating Structure	94
Summary of 2012-13 Budget	98
Statutory Financial Statements	105

PICTURE ADELAIDE

*More gardens,
fruit trees and
oxygen-giving
spaces*

*Community
gardens*

*More festivals
outside of
mad March*

*Attract more
residents to
the City - build
many more
apartments*

*Preserve current
historical buildings
and making them
accessible and
attractive*

*Make the city
people friendly
and not car
friendly*

WHAT ADELAIDE'S PEOPLE WANT FOR OUR CITY

This plan was developed from 1000s of great ideas submitted by the people of Adelaide through two stages of Council's community engagement project, Picture Adelaide.

A photograph of a busy pedestrian street with people walking. Overlaid on the image are five colorful speech bubbles containing text. The background shows a diverse group of people in various clothing, including coats and scarves, walking on a paved street with trees in the background.

*Make it easier
for bars,
cafés or clubs
to activate
laneways*

*Use city squares
for markets, events,
festivals, gatherings or
protests to make them
public spaces again*

*I would like
to see more
street art and
public art in
Adelaide*

*Create the
most bicycle
friendly city in
Australia*

*Support
sustainable energy
everywhere in
creative ways*

Our Response: Highlights for 2012-13

Over the past year, Council has received thousands of great ideas for our City from the people of Adelaide and these ideas have helped us develop this Business Plan and Budget.

Highlights for the year ahead

- » Bringing vibrancy to the City by progressing a range of major public realm projects such as the **Victoria Square / Tarndanyangga upgrade** and the **Rundle Mall Master Plan**
- » **Working collaboratively with the State Government and other partners** on a range of major City projects, such as Adelaide Oval, the Riverbank precinct, West End place-making and the new hospital
- » Encouraging more people to call Adelaide home through such initiatives as the **Sturt Street Affordable Housing** project
- » A new \$1 million program building on Splash Adelaide to **bring public spaces and laneways to life**, and ensure an exciting and broader **range of events and activities** in a variety of venues across the City and throughout the year
- » Helping people to be active by investing in **recreation and sports facilities, and support programs**
- » Creating a bicycle friendly City by delivering \$2 million **Bicycle Action Plan projects** such as new bike lanes, Park Lands cycling networks and bicycle end-of- trip facilities
- » Promoting **thriving art, culture and creative communities**, and vibrant public and street art through funding, support and a dedicated Public Art Program
- » Protecting and improving our **Park Lands, landscapes, streetscapes, gardens and trees**, and developing and activating more **community gardens**
- » Making the city **safe and pleasant for pedestrians** through the implementation of Integrated Movement Strategy initiatives
- » **Facilitating and fostering new investment and existing businesses** through the provision of advice and support, and working with businesses to contribute to place-making and activation projects
- » Delivering Council's **environmental sustainability** strategies through such initiatives as the \$1.3 million Climate Change Action Initiatives Fund
- » Delivering quality services such as City cleansing to ensure the **City is presented to an exemplary standard**

How This Plan Was Prepared

The Local Government Act 1999 requires Council to develop and adopt strategic management plans which identify Council's objectives for at least a four year period, how Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures, and estimates of revenue and expenses.

Adelaide City Council has adopted or is developing the following documents which comprise these strategic management plans:

- » *Adelaide: One City, Many Places*, The City of Adelaide Strategic Plan 2012-2016
- » Strategic Resource Plan
- » Infrastructure and Asset Management Plans
- » Corporation Plan 2012-2016

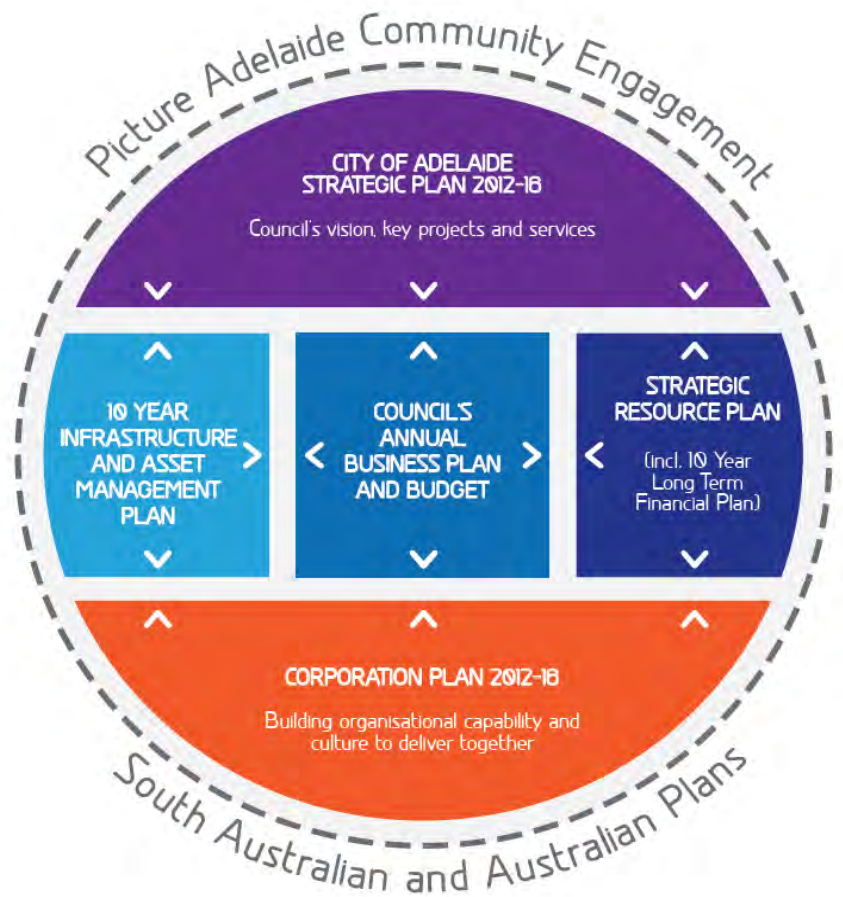
The draft Strategic Plan 2012-2016 outlines the Adelaide City Council's vision for the City of Adelaide and the projects and services it will deliver between 2012 and 2016.

Development of the draft Strategic Plan has involved extensive community engagement. Community ideas identified through the first two stages of Picture Adelaide have also provided inspiration for the development of the 2012-13 Business Plan and Budget.

Council then engaged in a third stage of consultation throughout April and May to seek community feedback on our draft Business Plan and Budget, Strategic Plan and Integrated Movement Strategy. The feedback received from this engagement has also been used in the development of the 2012-13 Business Plan and Budget.

The Corporation Plan 2012-2016 focuses on strategies that Council uses to shape its internal processes to ensure resources are efficiently and effectively deployed to deliver the outcomes of the Strategic Plan.

These plans establish the context for the 2012-13 Business Plan and Budget, which is the key annual operational and financial planning document of the Adelaide City Council. It describes what services and projects Council plans to provide in the forthcoming financial year, and how it plans to allocate its budget.



2012-13 BUSINESS PLAN AND BUDGET KEY PROJECTS



Road resurfacing on Hill Street, Molesworth Street, Jeffcott Road, Lefevre Terrace and O'Connell Street

Design **bike lanes** and associated facilities for O'Connell Street

Footpath resurfacing and upgrades along Molesworth Street, O'Connell Street and Tynte Street

Construct **bike lanes** and associated facilities on North Terrace and King William Road

Upgrade of **Bonython Park** including play space and kiosk

Contribution to **West End place-making** surrounding the University SA western campus

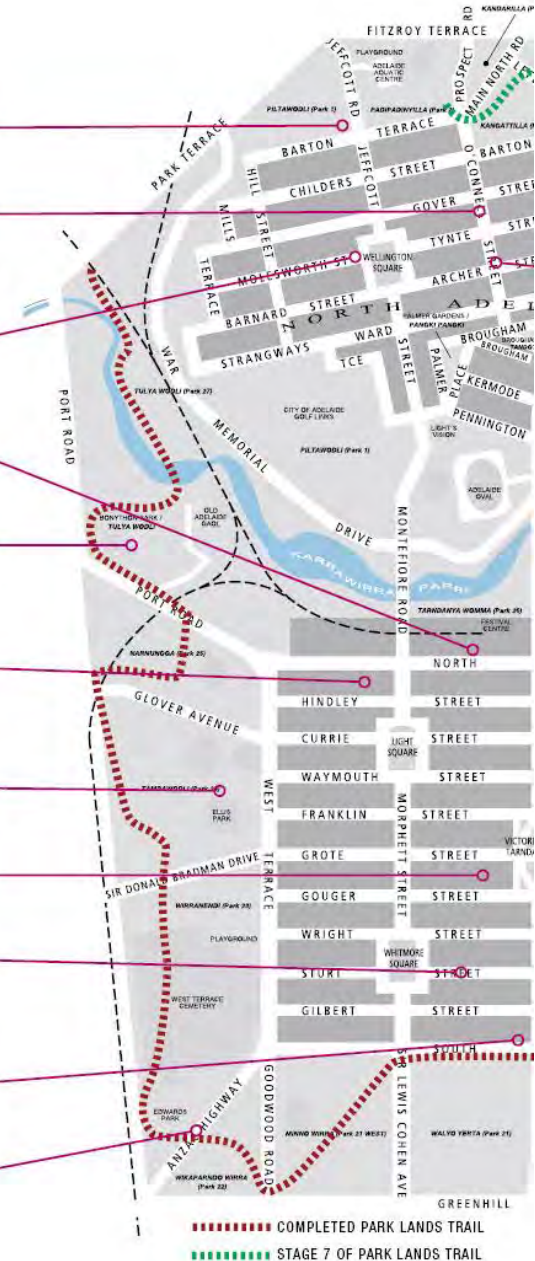
Creation of **major event space** with a strong multi-functional recreation focus in Ellis Park/Tambawodli

Upgrade of **Central Market** facilities and user areas

Continuation of works for **Sturt Street Affordable Housing Project**

Design and construct **bike lanes** and associated facilities for West Terrace, South Terrace and King William Street

Upgrade and provide **additional lighting** along Anzac Highway



CITY WIDE PROJECTS

Secure lighting and **City Safety projects**

Implementation of the **Integrated Movement Strategy**

Ongoing **road resurfacing** and landscape renewals

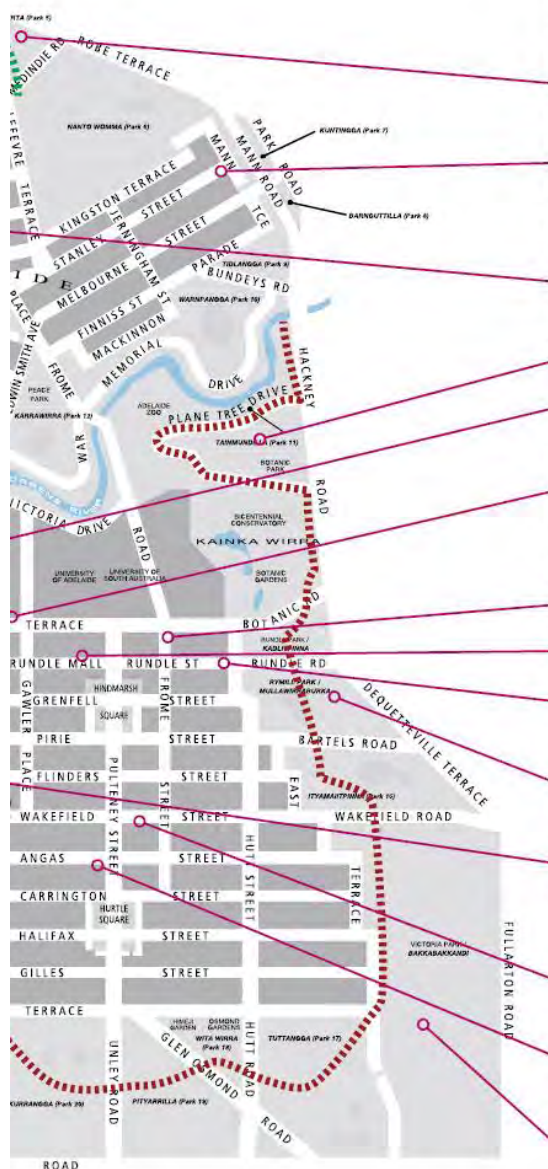
Expansion of **Splash Adelaide** and **Place-making**

Funding of additional **Public Art**

Expansion of **cycle parking** and end of trip facilities

Public Realm and streetscaping enhancements

Significant reductions in Council's energy usage



Completion of the **Park Lands Trail Stage 7** through Park 4/Kangatilla and Park 5/ Ngampa Yerta

Footpath resurfacing and upgrades along Mann Terrace and Stanley Street

Upgrade and provide **additional lighting** along Lefevre Terrace, O'Connell Street, Melbourne Street and Montefiore Road

Continuation of the **Tainmundilla native revegetation** project

Road resurfacing on King William Road

Footpath resurfacing along North Terrace

Construct **bike lanes** and associated facilities on Frome Street and Pulteney Street

Major upgrade of the **Rundle Mall** precinct

Paving upgrade to **Rundle Street** north side

Upgrade of the **Adelaide Bowling Club** and Horticulture facilities

Redevelopment and enhancement of **Victoria Square / Tarndanyangga**

Road resurfacing on Bentham Street, Grenfell Street, Wakefield Street and Cordwainers Lane

Footpath resurfacing and upgrades along Angas Street

Further landscape work for the **Victoria Park** precinct



Improve cycling conditions in identified black spots

Significant **tree management and garden upgrades**

Grants for community programs and **sponsorship** of arts, cultural festivals and major events

Park Lands buildings renewal

Building business capability by assisting business with advice and support

Expand the **Free City Bike Scheme**

Improve the **City's transport network**

A broader range of **events and activities** throughout the year

Bring **laneways and public spaces** to life

Extend and upgrade **Park Land's cycling network**

Improved **pedestrian safety** a priority

Protection and activation of the **City's Built Heritage**

Strategic Plan Outcomes

Adelaide: One City, Many Places, The City of Adelaide Strategic Plan 2012-2016 contains six outcomes reflecting the desired qualities sought for the future of the City. These Outcomes guide strategy development and the Business Plan and Budget. Each Council Outcome has annual objectives aligned to it.

STRATEGIC PLAN

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
CITY OF GREAT PLACES	ACCESSIBLE CITY	CREATIVE CITY	LIVEABLE CITY
<ul style="list-style-type: none"> » A City of outstanding buildings and places designed for people and the environment » Attractive parks, streets and public spaces are actively used » Distinctive heritage buildings are celebrated, conserved and adapted for housing, venues, businesses and creative industries » The Park Lands and River Torrens are treasured landscapes and places for diverse outdoor activities and events. 	<ul style="list-style-type: none"> » A City of well-connected places that's easy to get to and around » Streets are for people with cyclists and pedestrians taking priority » A readily available public transport system links City destinations and beyond day and night » Low emission and other sustainable travel options prevail 	<ul style="list-style-type: none"> » Art, culture and creative industries thrive and public and street art abounds » Festivals and events occur throughout the year and vibrant streets and public places are part of daily life » New and creative ideas are incubated and developed reinforcing our history of innovation and debate » Quality and quirky cafes, restaurants, bars, vendors, venues and activities enrich the life of the City down streets, laneways, and on the riverbank and rooftops. 	<ul style="list-style-type: none"> » People of all ages, cultures and means form strong communities and actively participate in the life of the City » A diverse residential population supports a thriving City » Neighbourhoods, streets and public spaces are safe and welcoming places that promote social interaction » People's ideas and their capacity to achieve is supported » Sustainable and diverse housing choices are within walking distance of jobs, education, shops, services, parks and entertainment » Diverse recreational opportunities support the wellbeing of residents and visitors

COUNCIL PROGRAMS

<ul style="list-style-type: none"> » City Design » City Planning » Public Realm 	<ul style="list-style-type: none"> » Accessible City 	<ul style="list-style-type: none"> » Vibrant City 	<ul style="list-style-type: none"> » City Growth & Development » City Community » Active City » City Safety & Customer Services
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One City-One Team, the Corporation Plan 2012-2016, underpins the City of Adelaide's Strategic Plan and aims to position the Corporation as a modern high performing organisation. Corporate Programs are defined by and aligned to the five areas of action described within the Corporation Plan.

		CORPORATION PLAN
OUTCOME 5 PROSPEROUS CITY	OUTCOME 6 ENVIRONMENTALLY SUSTAINABLE CITY	CORPORATE OUTCOMES
<ul style="list-style-type: none"> » The City has a clear competitive offering that attracts investment and talent » A supportive business environment assists City businesses and their workforces to thrive and prosper » Innovative and entrepreneurial businesses that collaborate underpin a diverse City and State economy » A City with a reputation for quality education and research » Cost-effective high-speed communications connect businesses, students and communities 	<ul style="list-style-type: none"> » A City that continues to adapt to climate change » A City that uses water and energy efficiency, natural resources wisely and reduces waste » Ecological systems and habitats thrive and enrich the City 	<ul style="list-style-type: none"> » Brilliant service provider » Trusted partner » Professional administrator » High achieving team » Best practice organisation
		CORPORATE PROGRAMS
» Economic Development	» Sustainable City	<ul style="list-style-type: none"> » Finance, Procurement & Risk » Capital Works & Infrastructure Management » Marketing, Creative Services & Media » People & Culture » Information & Communication Technology » Strategic Asset & Property Management <p>Offices</p> <ul style="list-style-type: none"> » Office of the Lord Mayor » Office of the CEO » Office of Major Projects & Initiatives » Office of General Managers & Executive Managers

Outcome 1

CITY OF GREAT PLACES

This will be delivered through the following programs:

City Design, City Planning and Public Realm

Our key objectives for 2012-13 include:

City Design

- » Delivery of design and commencement of the redevelopment of Victoria Square by June 2013
- » Development of "Streets, Squares, Laneways and Park Lands: an Urban Design Framework for Adelaide City" by June 2013
- » Delivery of the design for the Rundle Mall redevelopment by June 2013
- » Delivery of Council's \$1 million contribution to the University SA West End activation project

City Planning

- » Implement a pilot Heritage Activation Scheme by September 2012
- » Structure Planning and Development Plan Amendments within Heads of Agreement timeframes by March 2013

Public Realm

- » Ensure the ongoing maintenance and cleanliness of city assets
- » Ensure the upkeep and maintenance of the Park Lands
- » Delivery of place-making services to support city activation initiatives including Splash Adelaide

Our success will be measured by:

Program	Indicative Program KPI's	Indicative Target
<i>City Design</i>	Delivery of Rundle Mall Master Plan project design milestones	Design milestones delivered as per the project plan
<i>City Planning</i>	Perception of City Planning customers that we are easy to do business with	7 (out of 10 as per the Customer Satisfaction Monitoring Program)
<i>Public Realm</i>	Customer satisfaction with: <ul style="list-style-type: none"> - Maintenance of footpaths - Rubbish collection and waste management - General litter control 	7.5 (out of 10 as per the City User Perception Survey)

Outcome 2

ACCESSIBLE CITY

This will be delivered through the following program:

Accessible City

Our key objectives for 2012-13 include:

Accessible City

- » Extension and upgrade of on-street bike lanes as identified in Bicycle Action Plan by June 2013
- » Expansion of the Park Lands cycling network as identified in Bicycle Action Plan by June 2013
- » Expansion of bicycle parking and end-of-trip facilities as identified in Bicycle Action Plan by June 2013
- » Complete improvement to Adelaide Connector service through the introduction of a new hybrid-electric midi-buses by June 2013
- » Commence implementation of reduced speed limits in and across the city during 2012-13

Our success will be measured by:

<i>Program</i>	<i>Indicative Program KPI's</i>	<i>Target</i>
<i>Accessible City</i>	Pedestrian wait time at traffic signals are reduced	Less than 60 seconds for at least 90% of traffic signals
	Proportion of bike lanes are increased	An additional 11.5 km of bike lanes are provided

Outcome 3

CREATIVE CITY

This will be delivered through the following program:

Vibrant City

Our key objectives for 2012-13 include:

Vibrant City

- » Deliver the Activation Program, including Splash Adelaide and the Live Music Action Plan throughout 2012-13 to bring public spaces and laneways to life
- » Expand the range of events and activities in a variety of venues across the City throughout the year
- » Activate Tambawodli/Ellis Park (Park 24) as a premium event space by June 2013
- » Expand the utilisation of the Town Hall as a cultural hub for the State during 2012-13
- » Facilitate and enable creative and commercial activities in city places such as outdoor markets

Our success will be measured by:

<i>Program</i>	<i>Indicative Program KPI's</i>	<i>Target</i>
<i>Vibrant City</i>	Perception of Council run Events such as: - New Year's Eve - Australia Day	7.5 (out of 10 as per the Event Evaluation Survey)

Outcome 4

LIVEABLE CITY

This will be delivered through the following programs:

City Growth & Development, City Community, Active City and City Safety & Customer Services

Our key objectives for 2012-13 include:

City Growth & Development

- » Commence construction of 72 affordable dwellings on the Sturt Street site by January 2013
- » Implementation of marketing initiatives to promote city living, including the Already Home campaign by June 2013

City Community

- » Provide opportunities for people to connect with their local neighbourhood through various library events, community gardens and other community building activities throughout 2012-13
- » Investigate the feasibility of a Men's Shed in North Adelaide by June 2013 to promote community inclusiveness
- » Deliver learning initiatives to maximise participation in community life throughout 2012-13
- » Deliver a pilot digital Innovation Lab at Grote Street Library by June 2013 to encourage information and communication technology literacy

Active City

- » With a place-making focus and in conjunction with the community, develop a concept design to guide the renewal of the Princess Elizabeth Play Space in the south west Park Lands by February 2013
- » In partnership with the State Government, complete Stage 2 of the North Adelaide Activity Hub incorporating the Park Lands Trail by June 2013
- » Through a community event, celebrate the first stage of the Bonython Park Activity Hub by May 2013
- » Provide a range of programs and services at the Adelaide Aquatic Centre and North Adelaide Golf Course

City Safety & Customer Services

- » Reduce red tape for food businesses through a revised approach to food safety by June 2013
- » Implement a suite of initiatives to reduce red tape for city works permits by June 2013
- » Partner with the Capital City Safety Strategy Group and the community to co-create and deliver West End safety initiatives by June 2013
- » Build community readiness in 2012-13 for large-scale city emergencies
- » Implement new alternative channels for customers to do business with Council by June 2013

Our success will be measured by:

<i>Program</i>	<i>Indicative Program KPI's</i>	<i>Target</i>
<i>City Growth & Development</i>	Number of affordable housing outcomes facilitated	Stage 1 construction of Sturt Street Affordable Housing is 75% complete
<i>City Community</i>	Sense of community	Measured as a rating through City User Perception survey. In 2012 -13 baseline data will be collected. A percent increase will be the desired goal thereafter
<i>Active City</i>	Annual visits to the North Adelaide Golf Course	80,000
	Annual visits to the Adelaide Aquatic Centre	690,000
<i>City Safety & Customer Services</i>	How safe people feel in the city by day	Random sample of city users Target = 90%
	Average audit safety score for city precincts	3 (out of 7 as per City Safety Audit)

Outcome 5

PROSPEROUS CITY

This will be delivered through the following program:

Economic Development

Our key objectives for 2012-13 include:

Economic Development

- » Deliver a suite of training programs and events to facilitate business capability and growth of City businesses through 2012-13
- » Implement a targeted investment attraction program by June 2013
- » Develop and facilitate a new model for governance of City precincts including Rundle Mall to enable better economic outcomes and more vibrant places by June 2013
- » Facilitate business growth and investment in Council's priority sectors (Retail, Tourism, Education and Research and Professional Services)

Our success will be measured by:

<i>Program</i>	<i>Indicative Program KPI's</i>	<i>Target</i>
<i>Economic Development</i>	Client Satisfaction surveys for Enterprise Adelaide clients	Achieve a minimum satisfaction survey of 70%

Outcome 6

ENVIRONMENTALLY SUSTAINABLE CITY

This will be delivered through the following program:

Sustainable City

Our key objectives for 2012-13 include:

Sustainable City

- » Work with the community to find place-making solutions that consider environmental sustainability and climate change adaptation through 2012-13
- » Develop and implement a Corporate Sustainability Strategy by June 2013
- » Reduce Council's use of energy, mains water and carbon emissions and increase diversion of waste from landfill in line with agreed targets by June 2013
- » Support office tenants and building owners to reduce energy use and carbon emissions from commercial buildings throughout 2012-13

Our success will be measured by:

<i>Program</i>	<i>Indicative Program KPI's</i>	<i>Target</i>
<i>Sustainable City</i>	Council's energy use	10% reduction from 2009-10 levels by 2014
	Council's mains water use	30% reduction from 2009-10 levels by 2016
	Council's carbon emissions	No net increase from 2009-10 levels by 2014

Corporation Plan

DELIVERING FOR THE FUTURE

This will be delivered through the following programs:

Finance, Procurement & Risk, Capital Works & Infrastructure Management, Marketing, Creative Services & Media, People & Culture, Information & Communication Technology, Strategic Asset & Property Management, Office of the Lord Mayor, Office of the CEO, Office of Major Projects & Initiatives, and Office of the General Managers & Executive Managers.

Our key objectives for 2012-13 include:

- » Progress Rundle Mall improvements in accordance with the implementation of the Rundle Mall Master Plan
- » Deliver Council's commitment to Adelaide Oval and Riverbank, through project management support
- » Develop a Strategic Financial Framework and accompanying strategies by June 2013
- » Delivery of the 2012-13 Capital Works Program, including supporting works for the major projects
- » Develop the Digital Strategy "Connect Adelaide" and Open Data Strategy and Architecture by June 2013
- » Implement a Customer Relationship Management system to support better interactions with stakeholders and customers by June 2013
- » Refresh Council's brand, including a revamped website by June 2013
- » Implement the key recommendations from the review of Council's Strategic Property Assets and Businesses by June 2013
- » Implement a centralised learning and development strategy by June 2013 that provides Council staff with development opportunities to reach their potential and achieve individual aspirations
- » Commence planning for the Velocity International Cycling Conference that will be held in Adelaide in 2014
- » Develop and implement an external funding strategy by March 2013



OUTCOME 1

City of Great Places

CITY DESIGN

Capture the community's values and aspirations in the design of people inspired places

Key Functions and Services

- » Provide professional design advice and services on key projects and city developments

Strategy

- » Quality public and private places

Key Actions / Objectives

- » Delivery of design and commencement of the redevelopment of Victoria Square by June 2013
- » Development of "Streets, Squares, Laneways and Park Lands: an Urban Design Framework for Adelaide City" by June 2013
- » Delivery of the design for the Rundle Mall redevelopment by June 2013
- » Delivery of the Annual Public Art Program including Community Public Art Grants
- » Design advice and co-ordination of other internal and external projects and initiatives, including Adelaide Oval precinct, Riverbank, Victoria Park, Major Events space, major private developments, activation initiatives, Design Review Panel, and internal and external processes
- » Delivery of Council's \$1 million contribution to the University SA West End activation project

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	1,029	3,003	1,974
2011-12	999	2,234	1,235

OUTCOME 1

City of Great Places

CITY PLANNING

Plan a city that engages and inspires the community and enriches the unique character of the City

Key Functions and Services

- » Development assessment and compliance
- » Heritage management
- » Adelaide Park Lands planning and management
- » Council's Strategic Plan, policy and research program
- » Development policy

Strategies

- » Protect and activate the City's Built Heritage and Park Lands
- » Ensure the City is well designed, planned and built to sustainably accommodate future growth
- » Policies and processes that improve customer service, increase community capacity and facilitate City outcomes

Key Actions / Objectives

- » Implement a pilot Heritage Activation Scheme by September 2012
- » Structure Planning and Development Plan Amendments within heads of agreement timeframes
- » Delivery of Annual Report and promotion of the Strategic Plan 2012 – 2016
- » Implementation of red tape reduction initiatives as informed by Customer Journey Mapping
- » Delivery of Adelaide Prize
- » Continued development of 3D Model for use in city planning

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	363	5,741	5,377
2011-12	371	6,123	5,752

OUTCOME 1

City of Great Places

PUBLIC REALM

Ensure the City's streets, public places and assets are attractive, safe, clean, well presented and maintained to attract people to the many places in the City

Key Functions and Services

- » Cleaning and waste services
- » Horticulture
- » Maintenance of Council assets

Strategies

- » Cost effective and efficient service delivery
- » Exceptional response and customer service
- » High achieving team delivering to program
- » Best practice organisation

Key Actions / Objectives

- » Delivery of Public Realm services consistent with Council's Strategic Outcomes
- » Maintenance and upkeep of the Victoria Park Stage 2 Playing Fields
- » Deliver Stage 3 of the State Government Mass Tree Planting project
- » Delivery of place-making services to support the Splash Adelaide initiatives through 2012-13

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	1,554	23,431	21,877
2011-12	1,815	21,852	20,037

OUTCOME 2

Accessible City

ACCESSIBLE CITY

Create streets for people throughout the city, connect city places, facilitate safe access by all modes of transport, and maintain a balanced supply of parking

Key Functions and Services

- » Transport and traffic planning, pedestrian and cycle networks
- » UPark and on-street car parking
- » Road closures and on-street parking controls
- » Bus station and Connector Community buses
- » City bikes

Strategies

- » A pedestrian friendly city
- » A cyclist friendly city
- » A city with good public transport
- » A city that supports sustainable travel
- » A city with effective support services
- » A city with balanced parking
- » A traffic calmed and accessible city

Key Actions / Objectives

- » Commence implementation of the 4 year Bicycle Action Plan (2012-13 to 2015-16)
- » Complete improvements to Adelaide Connector service through the operation of the new hybrid-electric midi- buses
- » Commence implementation of the city wide travel behaviour change program
- » Commence implementation of the UPark Business Improvement Plan 2012-13 to 2015-16
- » Develop and implement system-wide improved pedestrian priority traffic signals
- » Implement reduced speed limits across the City during 2012-13

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	51,502	36,980	(14,522)
2011-12	47,632	35,831	(11,801)

OUTCOME 3

Creative City

VIBRANT CITY

Co-create vibrant city places full of exciting and popular cultural and artistic activities and events

Key Functions and Services

- » Event policy and activities
- » Event and activities programming and management
- » Event spaces and infrastructure
- » Sponsorships
- » Adelaide Town Hall
- » Performance, exhibition arts and culture

Strategies

- » A City that enables creative endeavours and talent to thrive
- » A Vibrant City full of festivals, events and artistic activities
- » A City that invests in its creativity and culture

Key Actions / Objectives

- » Deliver the Activation Program, including Splash Adelaide and the Live Music Action Plan throughout 2012-13
- » Expand the range of events and activities in a variety of venues across the City throughout the year
- » Activation of Tambawodli/Ellis Park (Park 24) as a premium event space
- » Expand the utilisation of the Town Hall as a cultural hub for the State during 2012-13
- » Facilitate and enable creative and commercial activities in city places such as outdoor markets

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	1,499	5,253	3,754
2011-12	1,549	4,866	3,318

OUTCOME 4

Liveable City

CITY GROWTH AND DEVELOPMENT

Promote sustainable city growth and development that contributes to the creation of great places

Key Functions and Services

- » Direct provision of affordable housing projects
- » Facilitating residential development and growth
- » Marketing the City as a great place to live

Strategies

- » Build partnerships
- » Identify strategic opportunities
- » Build knowledge base
- » Project delivery and place-making outcomes

Key Actions / Objectives

- » Progress implementation of Residential Growth Strategy 2012 - 2016
- » Commence construction of 72 affordable dwellings on the Sturt Street site by January 2013
- » Implementation of marketing initiatives to promote city living, including the Already Home campaign by June 2013
- » Creation of property development models supporting integrated planning, partnering and place-making principles
- » Undertake Strategic Site Assessment feasibility modeling and due diligence on existing property assets and strategic acquisitions and disposals
- » Completion of the Wingfield and Dean Rifle Range Review
- » Administration of the Acoustic Advisory Service and Noise Management Incentive Scheme

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	400	2,265	1,865
2011-12	400	2,682	2,282

OUTCOME 4

Liveable City

CITY COMMUNITY

Build on community strengths to facilitate a strong and productive City that promotes participation, volunteering and an active community life

Key Functions and Services

- » Library and Home and Community Care services
- » Volunteers
- » Community centres and resident associations
- » Community development and engagement
- » Addressing homelessness
- » Disability access
- » Reconciliation

Strategies

- » A socially inclusive City
- » A well connected and engaged City
- » A City with strong neighbourhoods
- » A City with excellent community infrastructure

Key Actions / Objectives

- » Provide opportunities for people to connect with their local neighborhood through various library events, community gardens and other community building activities throughout 2012-13
- » Investigate the feasibility of a Men's Shed in North Adelaide by June 2013 to promote community inclusiveness
- » Deliver learning initiatives to maximise participation in community life throughout 2012-13
- » Deliver a pilot digital Innovation Lab at Grote Street Library by June 2013 to encourage information and communication technology literacy

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	410	5,799	5,389
2011-12	485	5,473	4,988

OUTCOME 4

Liveable City

ACTIVE CITY

Provide opportunities for the community to be physically active, maintain their health and participate in recreation and community sports programs

Key Functions and Services

- » Recreation planning and projects
- » Recreation and Sports Grants
- » Adelaide Aquatic Centre
- » North Adelaide Golf Course
- » Park Lands sporting and recreation licences administration

Strategies

- » Plan for the future growth and needs of the City
- » Inform and educate the community about recreation opportunities in the City
- » Create places for physical activity
- » Activate City places through physical activity programs
- » Maximise the use and performance of Council's recreation facilities
- » Facilitate the development of sports facilities in the City

Key Actions / Objectives

- » With a place-making focus and in conjunction with the community, develop a concept design to guide the renewal of the Princess Elizabeth Play Space in the south west Park Lands by February 2013
- » In partnership with the State Government, complete Stage 2 of the North Adelaide Activity Hub incorporating the Park Lands Trail by June 2013
- » Through a community event, celebrate the first stage of the Bonython Park Activity Hub by May 2013
- » Provide a range of programs and services at the Adelaide Aquatic Centre and North Adelaide Golf Course

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	8,834	8,386	(449)
2011-12	7,532	7,802	269

OUTCOME 4

Liveable City

CITY SAFETY & CUSTOMER SERVICES

Engage our customers and our community to help us deliver brilliant service, be easier to do business with, and co-create safer places for everyone to enjoy

Key Functions and Services

- » Environmental health
- » Strategic safety partnership and planning
- » Emergency management
- » Community safety
- » Liquor licensing
- » Animal management
- » General compliance
- » Street occupation permits
- » Management of Customer Service Centre
- » Customer experience strategy

Strategies

- » Creating a safer City by design and a city where people feel safer
- » Creating a healthy City environment
- » Building a resilient community through partnerships
- » Providing services that meet the needs of our customers
- » Making it easy to do business with Council
- » Building a customer centric organisation
- » Providing a framework to promote and support innovative thinking and collaboration

Key Actions / Objectives

- » Listen to our customer feedback and improve the customer experience
- » Implement initiatives to reduce red tape for city works and food businesses by June 2013
- » Partner with the Capital City Safety Strategy Group and the community to co-create and deliver West End safety initiatives by June 2013
- » Build community readiness in 2012-13 for large-scale city emergencies through information provision and building community connections
- » Review of the city safety lighting program and city wide CCTV
- » Establish protocols for large scale public disruption
- » Work with the community to minimise alcohol related harm
- » Provision of alternative channels for customers to do business with Council
- » Deliver best practice research capability
- » Ongoing delivery of innovation

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	1,731	4,912	3,180
2011-12	1,711	5,014	3,303

OUTCOME 5

Prosperous City

ECONOMIC DEVELOPMENT

Engage the business community to facilitate business growth, investment and vibrancy in the City

Key Functions and Services

- » Business and investment attraction
- » Rundle Mall governance, including marketing and management
- » Supporting our city precincts
- » Business advisory services
- » Sector development
- » Advice and Advocacy

Strategies

- » Attract and foster new investment and businesses and support existing businesses
- » Contribute to place-making, precincts and activation projects across Council
- » Facilitate the growth of retail, tourism, education and research and professional services
- » Facilitate a competitive business environment

Key Actions / Objectives

- » Deliver a suite of training programs and events to facilitate business capability and growth of City businesses through 2012-13
- » Implement a targeted investment attraction program by June 2013
- » Develop and facilitate a new model for precinct groups to enable better economic outcomes and more vibrant places by June 2013
- » Facilitate business growth and investment in Council's priority sectors (Retail, Tourism, Education, Research and Professional Services)

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	2,270	5,968	3,698
2011-12	2,340	6,385	4,046

OUTCOME 6

Environmentally Sustainable City

SUSTAINABLE CITY

Assist the City community and Council to use resources wisely and be prepared for climate change

Key Functions and Services

- » Environmental policy, planning and projects
- » Greening the Corporation
- » Climate change policy initiatives, adaption and action plans
- » Sustainable City Incentives Scheme

Strategies

- » People: Build community capability to use resources wisely and prepare for climate change
- » Places: Influence the capacity of the City's places to achieve environmental sustainability and cope with climate change
- » Corporation: Achieve excellence in corporate sustainability (environmental, social and financial)

Key Actions / Objectives

- » Work with the community to find place-making solutions that consider environmental sustainability and climate change adaptation
- » Develop and implement a corporate sustainability strategy by June 2013
- » Reduce Council's use of energy, mains water and carbon emissions and increase diversion of waste from landfill in line with agreed targets
- » Partner with stakeholders to build the community's capability to prepare for climate change, use resources wisely and manage escalating utility costs
- » Support office tenants and building owners to reduce energy use and carbon emissions from commercial buildings throughout 2012-13

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	-	2,272	2,272
2011-12	10	1,772	1,762



Professional Administrator

FINANCE, PROCUREMENT AND RISK

Support Council to achieve accountability for public expenditure and best value for money

Key Functions and Services

- » Accounts payable, payroll and general ledger maintenance
- » Financial accounting and reporting
- » Revenue and debtor management
- » Property valuations, rates and voters roll maintenance
- » Integrated business planning and decision support
- » Strategic procurement and contract management
- » Procurement policy review and development
- » Contract register management
- » Sealing and signing
- » Corporate governance, legal and risk services
- » Business continuity planning

Strategies

- » Provide a financial framework that ensures the future financial sustainability of the organisation
- » Support the professional administration of the organisation by delivering best practice services and solutions

Key Actions / Objectives

- » Establish a 'Negotiate in Procurement' mechanism within the procurement process which is commercially focused and measured
- » Leverage other Local Government groups to increase collaboration in delivery of procurement and other support services
- » Develop a Strategic Financial Framework and accompanying strategies
- » Lead and co-ordinate a holistic approach to cost consciousness throughout the Corporation
- » Lead a cultural paradigm change in risk management
- » Develop a suite of initiatives to build understanding of best practice governance principals to support good decision making
- » Continually improve business planning in line with Strategic and Corporate Plans

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	92,179	13,783	(78,395)
2011-12	88,753	9,486	(79,267)

Professional Administrator

CAPITAL WORKS AND INFRASTRUCTURE MANAGEMENT

Provide cost effective and efficient delivery and management of new and existing infrastructure and assets to achieve Council's priorities

Key Functions and Services

- » Delivery of new assets and infrastructure
- » Infrastructure asset management and specification of new assets
- » Capital works tenders and contracts
- » Day to day management of assets

Strategies

- » Identify efficiencies and seek continuous improvement to deliver our services
- » Manage and plan for best value in the provision of public assets
- » Pursue best practice in business

Key Actions / Objectives

- » Deliver the capital works for the establishment of a Major Event Space in Tambawodli/Ellis Park (Park 24)
- » Complete the Rundle Street footpath on the north side
- » Deliver capital works supporting the Victoria Park Master plan implementation (Stage 4)
- » Implementation of a new Asset Management System
- » Progress of Rundle Mall capital works in accordance with the implementation of the Rundle Mall Master Plan

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	2,017	5,640	3,623
2011-12	2,013	4,953	2,940

Trusted Partner

MARKETING, CREATIVE SERVICES AND MEDIA

*Create a positive and progressive image and perceptions of
Council and the City of Adelaide*

Key Functions and Services

- » Marketing and branding services
- » Graphic design and printing
- » Web design
- » Media relations, protocols and training
- » External communications

Strategies

- » Step change in visual identity and perceptions of Council and the City of Adelaide
- » Innovation and creativity in raising Council's public profile
- » Demystify Council and build its reputation as open and transparent
- » Work with key programs and city stakeholders to build a positive and distinctive profile for Adelaide, helping it to shine as Australia's most liveable City
- » Excellence in Marketing, Media and Creative Services

Key Actions / Objectives

- » Refresh Council's brand including a revamp of our website
- » Delivery of our annual Council marketing communications plan and channel strategy
- » Develop strategic and integrated marketing and communications campaigns to support delivery of key Council and Program strategic projects
- » Proactive media management, enhancing external relations and networks, supporting the Lord Mayor as lead spokesperson
- » Implement best practice marketing and communications model

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	115	2,316	2,201
2011-12	112	2,105	1,993

High Achieving Team

PEOPLE AND CULTURE

Build new and improved organisational capability so we are a creative, high achieving team delivering on Council's outcomes

Key Functions and Services

- » Organisational culture and development initiatives
- » Occupational Health, Safety and Welfare
- » Workers compensation
- » People leadership, development advice and support

Strategies

- » Build a constructive organisational culture
- » Build leadership and organisational capability
- » Provide a safe and healthy working environment
- » Deliver efficient, easy to use and cost effective processes

Key Actions / Objectives

- » Build a safe and healthy work environment
- » To implement a centralised Learning and Development strategy incorporating an annual training calendar that provides staff with development opportunities to reach their potential and achieve individual aspirations
- » Support and partner with programs to build leadership and organisational capability
- » Develop a cultural change program informed by people surveys
- » Review the Personal Development Plan process for staff

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	227	3,117	2,890
2011-12	-	3,262	3,262

Best Practice Organisation

INFORMATION AND COMMUNICATION TECHNOLOGY

Partner to deliver for the organisation and the City smart solutions that make innovative use of technology and information resources

Key Functions and Services

- » Management of all IT software applications
- » Management of all IT systems
- » Internal IT business partner model
- » Archives and records management

Strategies

- » Enable open and connected government
- » Partner and empower to deliver outcomes
- » Provide excellent and efficient services and infrastructure
- » Maintain agile and innovative Information and Communication Technology workforce

Key Actions / Objectives

- » Develop a Digital Strategy "Connect Adelaide"
- » Implement Stage 2 of the Customer Relationship Management system to support better interactions with stakeholders and customers
- » Upgrade the Corporate Asset and Maintenance Management System, including Finance and Asset systems integration to support Strategic Financial Framework Review outcomes
- » Implement the Statewide One-Library System

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	311	5,983	5,672
2011-12	261	5,597	5,335

Best Practice Organisation

STRATEGIC ASSET AND PROPERTY MANAGEMENT

Provide whole of life planning and management of assets and properties to deliver on Council and Corporate Programs now and into the future

Key Functions and Services

- » Strategic asset management
- » Property and facilities management
- » Commercial, community and corporate property portfolio management
- » Asset management strategy and plans for Council assets
- » Property acquisition and disposals
- » Emergency response and security management for corporate properties

Strategies

- » Assist Council to make well informed asset and property management decisions
- » Ensure Council achieves value for money in the use of public funds and assets
- » Being disciplined asset information and knowledge managers and custodian of public assets
- » Work smarter through the introduction of best business practices and adopt a continuous improvement ethos

Key Actions / Objectives

- » Meet the requirements which flow from planned and unplanned Strategic Asset and Property Management
- » Asset management system implementation and review
- » Realise the benefits of implementing the key recommendations from the Review of Adelaide City Council Strategic Property Assets and Businesses
- » Undertake Compliance Audit for all Adelaide City Council properties

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	36,446	19,625	(16,820)
2011-12	34,239	19,139	(15,099)

Offices (Functions)

OFFICE OF THE LORD MAYOR

Support the Lord Mayor to discharge capital city leadership responsibilities through efficient and effective governance for the people of Adelaide

Key Functions and Services

- » Lord Mayor support
- » Governance support
- » Civic events and protocols
- » International relations and sister cities
- » External funding co-ordination

Strategies

- » City leadership
- » City partnerships
- » Civic excellence
- » Professional support

Key Actions / Objectives

- » Develop action plan to implement the International Partnership Strategy
- » Proactively seek and deliver external funding opportunities
- » Develop a forward civic program that better aligns to Council's strategic priorities
- » Support the Lord Mayor in engaging with a broad range of stakeholders at the local, state and national level
- » Provide support in ensuring productive partnerships that make a difference to the City

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	-	1,428	1,428
2011-12	-	1,251	1,251

Offices (Functions)

OFFICE OF THE CHIEF EXECUTIVE OFFICER

Support effective leadership and decision making at the most senior levels of the organisation

Key Functions and Services

- » Council business management
- » Executive leadership group co-ordination and support
- » Council members support and point of contact
- » Internal communications
- » Inter-governmental relations

Strategies

- » Transparent and effective governance
- » Effective internal communication and staff engagement
- » Strong key stakeholder relationships
- » Professional, innovative and well engaged team

Key Actions / Objectives

- » Provide a range of governance, quality control and administrative services to Council
- » Support community access to Council meetings and information to ensure Council decision making is open, responsive and accountable to the community they represent
- » Provide a range of senior consultant, governance, quality control and administrative support to the Chief Executive Officer, Executive Leadership Group and Corporation staff
- » Implement a range of corporate communication and engagement actions in line with the strategic approach and adapted in line with staff and leader feedback
- » Provide co-ordination and executive officer support to a range of inter-governmental committees and groups
- » Support the Corporation and the Chief Executive Officer to proactively identify and engage with a range of key stakeholders
- » Actively investigate opportunities to work lighter, quicker and cheaper

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	-	2,359	2,359
2011-12	-	2,188	2,188

Offices (Functions)

OFFICE OF MAJOR PROJECTS AND INITIATIVES

OMPI will identify and deliver major opportunities for Council and the City through cross program integration, enterprise project management office disciplines, performance reporting and analysis

Key Functions and Services

- » Centre of Excellence on project management discipline and methodology
- » Management of major projects
- » Corporate reporting and business analytics

Strategies

- » Deliver the big things that matter for Council
- » Provide an integrated response to stakeholders of major projects
- » Drive best practice project management disciplines
- » Develop and implement reporting and analytics to support strategic decision making

Key Actions / Objectives

- » Build a consistent review process to ensure that individual project lessons across all aspects of project delivery are identified and shared
- » Implement Project Management and Reporting IT systems for major projects and capital works
- » Project manage Council's commitments to major projects including Rundle Mall, Victoria Square, Adelaide Oval and the Riverbank
- » Embed stakeholder identification and management practices for major projects, accessing internal knowledge systems where possible
- » Deliver and continuously improve best practice corporate reporting

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	-	1,277	1,277
2011-12	156	1,042	886

Offices (Functions)

OFFICE OF GENERAL AND EXECUTIVE MANAGERS

Ensure a strategic and co-ordinated approach to the development of future strategies, program integration, leadership and engagement

Key Functions and Services

- » Assist significant partners to do business with Council and ensure appropriate management of high risk projects and issues
- » Provide leadership to improvement initiatives including establishing continuous improvement and the achievement of quality standards across the organisation
- » Ensure quality Occupational Health, Safety and Welfare practices are in place and embed a culture of safety throughout the organisation
- » Provide a range of administration support services to General Managers, Executive Managers, portfolio leadership teams and staff
- » Ensure provision of timely, relevant and considered advice to Council

Strategies

- » Foster integration mechanisms to ensure well co-ordinated Programs
- » Ensure effective leadership and staff engagement at all levels of the organisation.
- » Fostering of stakeholder and partner relationships to achieve Council's strategic objectives.

Key Actions / Objectives

- » Establish, communicate and oversee the implementation of consistent policy, business and service strategies
- » Work with Council, other government agencies and key external stakeholders to identify partnership opportunities to support the achievement of Council's Strategic Plan
- » Implement cultural change to encourage personal accountability, participation, innovation and leadership throughout the organisation

Budget Year	Revenue Budget \$'000s	Expenditure Budget \$'000s	Net Cost \$'000s
2012-13	-	2,113	2,113
2011-12	-	2,126	2,126

Capital Works & Strategic Projects

The following sections provide financial and specific program information relating to the following:

Capital Works Program

» *Strategic Enhancement Program (New Assets)*

The delivery of Council's Strategic Enhancement Program provides for new and enhanced facilities in accordance with the Strategic Plan objectives and Capital City responsibilities.

» *Asset Renewal Program (Existing Assets)*

The Asset Management Renewal program provides for the maintenance of Council's existing assets and is determined by Council's Asset Management Plans and current condition of assets.

» *Strategic Property Portfolio (Capital Projects)*

The Strategic Property Portfolio provides for new investments to meet Council's strategic objectives for growth in the City and also provide additional net revenue to the Council.

Strategic Operating Projects (Non-Capital)

- » Strategic Operating Projects are non-capital initiatives that deliver Council's strategic outcomes.

Capital Works Program Summary

	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
Capital – Strategic Enhancement Program	28,758	28,758
Capital – Asset Management Renewal Program		
Initiation & Collection	300	300
Transportation	7,718	6,303
Lighting and Electrical	1,850	1,850
Drainage and Waterways	850	850
Park Lands and Squares	1,328	1,230
Urban Elements	980	980
Properties	5,330	5,330
Plant and Equipment	2,070	1,300
IT Corporate System	2,796	2,796
Total Capital – Asset Management Renewal Program	23,222	20,939
Capital – Strategic Property Portfolio	13,463	(4,612)
Capital Works Program Management	5,256	5,256
Total Capital Works Program	70,699	50,341
2011-12 Capital Works Carry Forwards	45,606	42,106
Total Capital Works Program Including Carry Forwards	116,305	92,447

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
STRATEGIC ENHANCEMENT PROGRAM				
Major Projects				
SE1	Victoria Square Upgrade	Redesign and enhancement of Victoria Square / Tarndanyangga	11,500	11,500
SE2	Rundle Mall Upgrade	Major upgrade to the Rundle Mall precinct	10,300	10,300
Total – Major Projects			21,800	21,800
Park Lands Priorities				
SE3	Victoria Park	Further landscape works for the Victoria Park precinct	1,700	1,700
SE4	Park Lands Trail	Continuing delivery of the Park Lands Trail with supporting facilities and signage	400	400
SE5	Bonython Park Upgrade	Major upgrade to the Park, including picnic settings, play space and kiosk and connection to surrounding heritage sites	100	100
SE6	Major Events Space Tambawodli/Ellis Park (Park 24)	Creation of major event space with a strong multi-functional recreation focus	900	900
SE7	Brownhill and Keswick Creek Flood Management	ACC contribution to the Brownhill and Keswick Creek Stormwater Management Plan, including creation of ephemeral wetlands	158	158
SE8	Tainmundilla Native Re-vegetation Project	Continuing rejuvenation and re-vegetation of River Torrens Precinct	60	60
Total – Park Lands Priorities			3,318	3,318

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
Bicycle Action Plan				
SE9	Bike Lanes Design and Construction	Design and construction of bike lanes, including Frome Street / Regent Street corridor, Pulteney Street, North Terrace, and King William Road	865	865
SE10	Cycling Access and Movement Projects	Improvement of cycle facilities at hazardous locations, the installation of green surface and audio tactile treatments on priority cycle lanes, and the provision of bike boxes	140	140
SE11	Expansion of Cycle Parking and End of Trip Facilities	Installation of secure bike parking and rails, on-street parking nodes, showers and lockers facilities	155	155
Total – Bicycle Action Plan			1,160	1,160
Strategic Priorities				
SE12	Undergrounding of Powerlines	Provisional allocation for undergrounding of powerlines in accordance with Council's residential street undergrounding program, in which Council will contribute up to 50% of the project cost. Includes promotion and determining specific streets of interest	150	150
SE13	Francis Street Streetscaping	ACC contribution to the streetscape along Francis Street	200	200
SE14	Rundle Street Paving Upgrade North Side	Paving upgrade to the Rundle Street precinct	1,100	1,100
SE15	City Lighting Safety Projects	City lighting safety projects locations to be identified	100	100
SE16	Public Art	Ongoing contribution to Public Art	180	180
SE17	Disability Action Plan Initiatives (DDA compliant bus stops & kerb ramps)	DAPi projects locations to be identified in line with compliance obligations	50	50
SE18	Jan Gehl Design Initiatives	Jan Gehl Design Initiatives	50	50
SE19	Public Realm / Streetscape Program	Public Realm and streetscaping projects locations to be identified (balance of \$750k Program after allocation of \$500k to partially fund Council's \$1m contribution to the West End University SA Place Making development)	250	250
SE20	Central Market Additional Lift and Storage Space	Cool-room facility for store holders with lift	400	400
Total – Strategic Priorities			2,480	2,480
TOTAL – STRATEGIC ENHANCEMENT PROGRAM			28,758	28,758

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
Initiation and Data Collection Program				
AM1	Asset Management Condition Information and Data Collection	Annual program for the collection and management of asset related data to ensure accurate planning for Council's long term asset management requirements. Focus in 2012-13 on high risk asset groups (traffic management assets, properties, lighting and electrical).	175	175
AM2	Asset Management Project Initiation	Annual program for scoping and design of future year projects to "spade ready" status to improve the ability for Council to deliver its capital renewal requirements.	125	125
Total – Initiation and Data Collection Program			300	300
Transportation Program				
Road Resurfacing Program		Annual program for resurfacing of City roads based on asset condition rating and inspection	2,293	1,838
R1	Anzac Highway (Greenhill Rd to West Tce)		735	400
R2	Bentham (Wyatt St to Franklin St)		90	90
R3	Cordwainers Lane (Anster St to Hall Ct)		25	25
R4	Currie St (West Tce to King William St) - Stage 2 of 2- Light Sq to King William St - North Side & South Side		215	215
R9	Goodwood Road (near Greenhill Rd)		100	100
R11	Grenfell St (East Tce to Gawler Pl) - Stage 2 of 3 - Frome St to East Tce		90	90
R13	Hill St / Molesworth St intersection		90	90
R14	Howes Court (Gray St to dead end)		35	35
R16	Jeffcott Street (Barton Tce West to Fitzroy Tce) - Stage 1 of 3 - Barton Tce West to Fitzroy Tce		110	110
R20	King William Road - Kermode to Brougham		80	80
R23	Lefevre Tce ((Ward St to Tynte St) - Stage 2 of 2 - Archer St to Tynte St		70	70

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
R25		Minor capital patching and renewal for roads	273	273
R26		O'Connell St (Barton Tce West to Tynte St) - Stage 2 of 2 - Gover PI to Tynte St - East	240	120
R29		Wakefield St (Gawler PI to Frome St)	140	140
Bicycle Action Plan			330	330
R32		Minor bike lane repairs	70	70
R33		Park Lands Cycling Network	260	260
Footpath Resurfacing Program		Annual program for resurfacing of City footpaths based on asset condition rating and inspection	2,330	2,220
F19		Angas Street - North side (Chancery Lane to Princes)	90	90
F21		Currie St (King William St to Light Sq) - North Side / South Side	200	200
F23		Franklin St (Eliza St to King William St) - North Side	90	90
F24		Frew St (Wright St to Sturt St)	45	45
F25		Gilbert St (West Tce to Morphett St) - North Side	70	70
F27		Gilles St (Harriett St to Pulteney St) - North Side	130	130
F29		Grenfell St - Stage 2 of 2 - Gawler PI to Twin St - North Side	100	100
F30		Infrastructure adjacent to developments	100	100
F33		Mann Tce (Stanley St to Dead End) - Stage 1 of 2	100	100
F36		Minor capital patching and renewal for footpaths	285	285
F37		Molesworth St (Wellington Sq to Hill St) North Side / South Side	110	110
F38		North Tce (North side in front of RAH)	60	60

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
F39		North Tce (North Side) - Banks St to Blythe St	60	60
F40		O'Connell St - Ward St to Gover St	220	110
F41		Park Lands Paths (CLMP)	320	320
F42		Pirie St (King William St to Gawler Pl) - North Side / South Side	150	150
F43		Stanley St (Lefevre Tce to Jerningham St) Stage 2 of 2 - South Side	110	110
F44		Tynte St - Stage 2 of 2- Tower St to Wellington Sq - South Side	90	90
Traffic Management Program			2,625	1,775
T2	Traffic Signal Loops Installations and SCATS connections	Installation of loops at various intersections and connections to SCATS. Improved monitoring and control of intersections to improve traffic movement efficiency as per Deed of Agreement with TSD	100	100
T3	Traffic Signal Controller Replacement Program	Installation of new controllers	150	150
T4	Traffic Signal Lantern Upgrade Program	Annual program of replacing globes with new LED globes to reduce maintenance and energy costs and improve visibility and safety	50	50
T5	Traffic Signal Infrastructure Upgrade	Upgrade of traffic signal infrastructure to meet current standards	500	500
T6	Traffic Signal Network Improvements	Initiatives as per Traffic Management Services Deed of Agreement with TSD to improve monitoring and control of intersections and traffic movement efficiency	200	200
T7	Parking Ticket Machines Renewal	Replacement of Parking Ticket Machines	450	450
T8	Black Spot Funding Program	Council contribution to annual State Government Black Spot Scheme	550	100
T9	Cycling Black Spot Projects	Council contribution to annual State Government Cycling Black Spots Scheme	450	50
T10	Traffic Data Collection and AM Plan Development	Detail audit and plan development in year 1 and ongoing data and plan maintenance in following years	25	25
T11	Minor Traffic Improvements Program	Annual program to deliver minor traffic improvement works	50	50

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
T12	Traffic Bollard Renewal Program	Rolling program to renew and replace traffic bollards	50	50
T13	Line Marking Renewal Program	Rolling program to renew line marking throughout the City	50	50
Other			140	140
O1	Bridge Maintenance and Repair	Annual program to maintain and repair Adelaide's bridge assets	80	80
O2	Torrens Linear Park Trail Safety Improvements	Upgrade of trails along the Torrens River in conjunction with State Government and other councils	60	60
Total – Transportation Program			7,718	6,303
Lighting and Electrical Program				
L1	Anzac Highway Roadway Lighting (Stage 1)	Renewal and additional lighting to meet current standards	300	300
L2	LeFevre Tce (North Adelaide) Residential Lighting	Renewal and additional lighting to meet current standards	50	50
L3	Lighting Column Renewal (Various Locations)	Renewal and remedial works of lighting and associated assets. Locations determined by asset condition audits.	400	400
L4	Under-Verandah Lighting Improvements (O'Connell St, East Tce, Melbourne St and Other Priority Locations)	Improve pedestrian lighting by installing under-verandah lighting as per lighting audit	100	100
L6	Montefiore Road Roadway Lighting (Upgrade to Current Standard)	Renewal of road and pedestrian lighting to current standards	200	200
L7	Renewal of CCTV Surveillance Camera System (Stage 3)	Renewal of street CCTV cameras, recording and associated hardware, fibre-optic cabling, etc. to ensure satisfactory performance of CCTV cameras in Hindley Street, Rundle Mall, East End and other locations, with surveillance provided by SAPOL. CCTV upgrade is staged over 3 years	200	200
L9	Security Lighting and City Safety Projects	Annual Security Lighting and City Safety projects. Locations determined by Safety Officers and priorities derived from Lighting Audit report, Safety Audits, and customer reports	200	200
L14	Gawler Place Pedestrian Lighting	Gawler Place roadway and pedestrian lighting stage 2	300	300
L15	Waymouth Street Pedestrian and Roadway Lighting (Light Sq to King William St)	Roadway and pedestrian lighting renewal	100	100

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
Total – Lighting and Electrical Program			1,850	1,850
Drainage and Waterways Program				
D1	Creek Rehabilitation	Ongoing program to undertake rehabilitation works to creeks and watercourses within the City	50	50
D2	Torrens Management Torrens Lake Initiatives	Program of initiatives to improve water quality and biodiversity in Torrens Lake through establishment of Curly Pond Weed, reduction of carp, monitoring of nutrient loads, and management of bird feeders	50	50
D3	Underground Drainage Replacement	Ongoing replacement of drainage network timed to coincide with road resurfacing project.	550	550
D4	Torrens Management Gross Pollutant Trap Program	Installation of additional gross pollutant traps on Council drains to improve the quality of receiving waters	200	200
Total – Drainage and Waterways Program			850	850
Park Lands and Squares Program				
PL2	Golf Course Improvement Program	Renewal of Park Lands assets in the south and north courses relating to landscaping, tees and greens	25	25
PL3	Park Land Tree Management Program	Undertake Park Land and Square tree succession planting, veteran tree management and pest and disease management	180	180
PL4	Park Lands Irrigation Management Program	Renewal of irrigation systems and components to ensure operational efficiencies	90	90
PL5	Nature Strips and Verges Redevelopment Program	Redevelop nature strips as requested by residents and maintain unplanted verges	50	50
PL6	Park Lands Landscape Program	Renewal of Park Lands and Squares landscapes	270	270
PL7	Streetscape Landscape Program	Ongoing program to upgrade plantings and irrigation systems in streetscapes	450	450
PL8	Street Tree Replacement Program	Re-planting of individual street trees where required	30	30

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
PL9	Targeted Tree Pruning	Pruning program to remove Park Lands mature trees dead wood (excluding habitat hollows)	100	100
PL10	Tree Base Program	Ongoing program to improve street tree bases and address safety issues and improve amenity value	25	25
PL11	Turf Management Program	Turf rejuvenation works	10	10
PL12	Million Trees Program	Million Trees Program directly funded by DENYA for the addition of new trees	98	-
Total – Park Lands and Squares Program			1,328	1,230
Urban Elements Program				
U1	Bins Program	Ongoing renewal and replacement of bins and butt-out bins	50	50
U2	Cultural Signage	Ongoing installation of cultural and sites of interest signage	40	40
U3	Urban Furniture Program	Ongoing renewal of urban furniture including seats, bike racks, and bollards	90	90
U4	Park Lands Furniture Program	Ongoing renewal of Park Lands furniture including benches, tables, BBQs, bollards, fences and drinking fountains	120	120
U5	Park Lands Recreational Program	Repairs and improvements to Park Lands recreational elements	65	65
U6	Planter Box Program	Support planter box program in Hutt St, Gouger St, O'Connell St, Melbourne St and other locations	20	20
U7	Playground Equipment Replacement Program	Ongoing renewal of playground equipment	140	140
U8	Retaining Wall Maintenance Program	Undertake repairs to retaining walls to ensure structural integrity and aesthetic appearance	90	90
U9	Christmas Tree Lights Refurbishment and Upgrade	Renewal of the top section of the tree and upgrade of existing lighting	100	100
U10	Rotunda Refurbishment (Kingston Garden Park 23)	Refurbish, repaint and rebuild structures as required in Park 23	50	50
U15	Bill Scammell Memorial Water Feature Refurbishment	Refurbishment of the water feature adjacent to State Library and upgrade of lighting	85	85

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
U16	Park Lands Signage Program	Maintenance of existing signs, updates to signage details and installation of minor signs	60	60
U17	Streetscape Rejuvenation	Rejuvenating streetscapes, miscellaneous street furniture, painting light poles, traffic signal poles, signs and boxes, bin surrounds, flag poles, etc.	70	70
Total – Urban Elements			980	980
Property Program				
P1	Aquatic Centre Facility Plant and Equipment Renewal	Renewal of Aquatic Centre plant and equipment	50	50
P2	Central Market Aisle Resurfacing	Renewal of uneven aisle surfaces and aisle re-surfacing	30	30
P3	Central Market Distribution System	Progressive replacement of the Central Market electrical system	100	100
P4	Central Market Escalator Replacement	Replacement of Central Market escalator system	450	450
P7	Central Market Fire Safety Upgrade	Fire Safety Legislative Compliance upgrade works	100	100
P8	Central Market Minor Works	Minor works and renewals to Central Market including painting, air conditioning, signage etc.	50	50
P9	Central Market Car Park Crack Sealing	Ongoing program to implement crack sealing within car park to prevent water ingress and structure damage	10	10
P10	Colonel Light Centre and Eagle Chambers Renewal and Minor Works	Implementation of required minor capital works and asset renewals within CLC and Eagle Chambers	350	350
P11	Colonel Light Centre & Eagle Chambers Furniture Replacement	Progressive replacement of common space furniture (meeting rooms, conference rooms, waiting spaces etc.)	30	30
P13	Golf Links Building and Service Renewals	Works to replace sections of the clubhouse roof	20	20
P15	London Road Depot Minor Service Renewals	Renewal and upgrade of internal and external services of the depot including electrical, mechanical, hydraulic, paving, entrances, lighting and fire systems	50	50
P16	London Road Depot Air Conditioning	Progressive renewal of aged air conditioning infrastructure	180	180

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
P17	Non Park Land Buildings Minor Capital Renewals (Various Locations)	Minor capital renewals to non-Park Land Council properties and Council leased properties as identified throughout the year	50	50
P18	Park Lands Buildings Renewals and Minor Works	Renewals and minor works to Park Lands buildings as identified in Property Condition Audits	50	50
P19	Park Lands Buildings Victoria Park Heritage Grandstand	Ongoing refurbishment of the Victoria Park Heritage Grandstand	100	100
P20	Park Lands Buildings Veale Gardens Park 21 Horticulture Facilities	Improvement to the horticulture staff facilities in Veale Gardens	200	200
P21	Public Conveniences Ongoing Replacement Program	Ongoing renewal and replacement of Council's public conveniences	280	280
P23	Town Hall Renewal and Minor Works	Works identified as per risk and audit requirements including fire compartmentation, ceiling insulation and minor works and repairs	535	535
P24	Tynte St Library Security	Additional camera for upstairs area	100	100
P25	UPark Renewals and Minor Works	Minor works and renewals to UPark properties as identified in property condition audit	100	100
P27	UPark Topham Facility Renewals	Asset renewals as identified in CBD property condition audit	350	350
P28	UPark Gawler Place Facility Renewals	Asset renewals as identified in CBD property condition audit	400	400
P29	UPark Wyatt Facility Renewals	Asset renewals as identified in CBD property condition audit	250	250
P30	Wingfield Operations Minor Capital	Works include resurfacing of access roads within the site and minor repairs and renewals	100	100
P31	Bus Station	Upgrade of Bus Station board walk	100	100
P32	Lounders Boat Shed	Lounders Boat Shed demolition, site remediation, and re-build of building	50	50
P33	Central Market Bailing Room	Upgrade of Central Market bailing room	80	80
P36	Central Market Booths Upgrade	Upgrade of Central Market booths	10	10
P38	Central Market Gouger St Building Interior	Upgrade of Central Market Gouger St building interior	20	20
P41	Adelaide Bowling Club and Horticulture Hub	Replacement of air conditioning and roof	290	290

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
P42	North Adelaide Community Centre Disability Access	Disability access to North Adelaide Community Centre	20	20
P43	North Adelaide Community Centre Garden Disability Access	Disability access to North Adelaide Community Centre garden	25	25
P45	Central Market Arcade Fire Services	Provide sprinkler protection and install smoke venting systems for the mall area of the Central Market Arcade	300	300
P46	Colonel Light Centre Ground Floor Refurbishment	Colonel Light Centre ground floor refurbishment	500	500
Total – Property Program			5,330	5,330
Capital – Plant & Equipment Program				
PE1	Plant and Equipment	Replacement of major plant, light fleet and minor equipment	1,700	1,300
PE2	Library Stock Purchases	Renewal of libraries collections. External funding levels for 2012-13 to be advised. Nil cost to Council	370	-
Total – Plant & Equipment Program			2,070	1,300
Capital – IT Corporate System Program				
IT1	Server Replacement	Ongoing program to replace obsolete and out of warranty servers and other data-centre equipment.	225	225
IT2	Network Connectivity and Security	Ongoing program to replace obsolete network equipment and upgrade security	348	348
IT3	Telecommunications System Upgrade	Ongoing program to upgrade telephone systems	160	160
IT4	Corporate PC and Desktop Replacement	Ongoing PC and desktop replacement program in line with 4 year PC replacement strategy	355	355
IT5	Printer and Photocopier Replacement	Ongoing program to replace printers and photocopiers in line with network printing strategy	70	70
IT6	Desktop Software Licence Upgrade	Ongoing upgrade of Microsoft and other desktop software licence	320	320
IT7	Corporate Applications Upgrade	Ongoing program to upgrade corporate application	131	131

Capital Works Program

Project ID	Project Name	Project Description	2012-13 Gross Cost \$'000s	2012-13 Net Cost \$'000s
ASSET RENEWAL PROGRAM				
IT8	Library Management System Replacement	Implementation of One Library System sponsored by State Government and the LGA to provide access to the state-wide library collection	300	300
IT9	Mobile Computing	Deploy mobile computing solutions to support mobile workforce	50	50
IT10	Corporate Asset Management System Upgrade Stage 2	Upgrade of the Corporate Asset Management System	390	390
IT11	Business System Upgrade	Ongoing program to upgrade Intranet business systems	172	172
IT12	Customer Relationship Management System Implementation Stage 2	The Customer Relationship Management system (CRM) will enhance customer service and stakeholder relations by providing an integrated view of the customer or stakeholder and their interaction with Council	275	275
Total – IT Corporate Systems Program			2,796	2,796
TOTAL – ASSET RENEWAL PROGRAM			23,222	20,939
STRATEGIC PROPERTY PORTFOLIO				
SP1	Sturt Street Affordable Housing	Council's share of affordable apartments	13,463	13,463
SP2	Strategic Property Proceeds	Proceeds from potential sales of strategic sites	-	(18,075)
TOTAL – STRATEGIC PROPERTY PORTFOLIO			13,463	(4,612)

Capital Works Program – Carry Forwards

Project ID	Project Name	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
STRATEGIC ENHANCEMENT PROGRAM			
F702	Victoria Square Upgrade – Stage 1	3,050	3,050
J733	Public Art Program – New Works of Art	50	50
J341	Thebarton SA Water Site – Adelaide Park Lands	178	178
K707	Major Events Space	100	100
K712	Rundle Mall Masterplan	1,350	1,350
K714	Public Art Program – New Works of Art	150	150
K718	Hindley Street Precinct (Bank Street / Blyth Street – Design)	100	100
TOTAL – STRATEGIC ENHANCEMENT PROGRAM		4,978	4,978
ASSET MANAGEMENT RENEWAL PROGRAM			
G345	Adelaide Women's Soccer Club	29	29
K056	LeFevre Terrace (North Adelaide) Residential Lighting	150	150
K158	Traffic Bollard Renewal Program	40	40
K305	Central Market Fire Safety Upgrade	360	360
K314	Park Lands Buildings Victoria Park Heritage Grandstand	450	450
K326	Park Lands Buildings Horticulture Hub and Adelaide Bowling Club	247	247
K329	UPark Gawler Place Facility Renewals	190	190
K400	Plant and Equipment	220	220

Capital Works Program Carry Forwards

Project ID	Project Name	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
K425	Strategic Improvement Projects	205	205
K427	Corporate Asset Management System Upgrade	250	250
K720	Rundle Street North Footpath	500	500
K723	Go Green Public Lighting LED Stage 2	770	770
K729	Underground Powerlines	233	233
K730	Managed Taxi Ranks	100	100
K732	Bicycle Action Plan	545	545
TOTAL – ASSET RENEWAL PROGRAM		4,289	4,289
STRATEGIC PROPERTY PORTFOLIO			
B757	Balfours Residential	100	100
F798	Sturt Street Affordable Housing	2,537	2,537
K767	Strategic Property Proceeds	33,702	30,202
TOTAL – STRATEGIC PROPERTY PORTFOLIO		36,339	32,839
TOTAL CAPITAL WORKS PROGRAM CARRY FORWARDS		45,606	42,106

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
CITY OF GREAT PLACES				
City Design				
1535	Annual Public Art Program	The Annual Public Art Program responds to Council's commitment to the provision, facilitation and management of public art in the City based on the 2008-2013 Public Art Plan	284	284
1727	Streets Squares Laneways and Park Lands - A Place Shaping Framework for the City of Adelaide	Establish a robust framework that delivers a cost effective suite of treatments for the public realm to inform appropriate and approved public realm outcomes	70	70
2142	Urban Elements Catalogue	Investigate full life cycle cost effective solutions for paving, furniture elements and landscaping, and respond to the outcomes of the IMS, 5000+ and Structure Planning process	80	80
2150	West End Place Making	Council's contribution to support \$4 million place-making works in the west end of Adelaide surrounding the University of South Australia western campus.	1,000	1,000
Total - City Design			1,434	1,434
City Planning				
1054	Customer Focus Efficiencies	Improve the effectiveness of Council's Development Approval process and communications with applicants	15	15
1225	Structure and Precinct Planning	Translate the 30 Year Plan for Greater Adelaide into the context of the City and guide revisions to the Development Plan. Structure planning undertaken in 2011-12 will continue into 2012-13 and will involve detailed precinct planning	50	50
1230	Development Plan Amendment Program (Section 30 Review)	Prepare amendments to the Development Plan to ensure it aligns with Council and State objectives	60	60
1278	Built Heritage Program	Ongoing project seeking to: <ul style="list-style-type: none"> - Support owners in the conservation, upgrade and use of their heritage places (\$820k) - Promote the City's heritage, including plaques (\$80k) - Provide expert advice on the development on heritage places (\$90k) 	990	990

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
1286	Adelaide Prize	Sponsorship to the Australian Institute of Architects for the running of the Adelaide Prize. The prize recognises a built project that demonstrates innovation and excellence in enhancing Adelaide's public realm	32	32
1557	Adelaide Park Lands Authority	Operation of the Adelaide Park Lands Authority	130	130
1566	Development of 3D City Model	Enable updating and support the use of the 3D model as a current and accurate tool for City planning and development assessment decision making	50	50
1658	Annual Report	Writing, graphic design and production of Council's Annual Report	20	20
1685	Park Lands Marketing Plan Implementation	Preparation of a Park Lands Signage Plan, including a full suite of design concepts and detailed specifications	50	50
2104	Park Lands Management Plan	Council is legislatively required to prepare a management plan for the Park Lands, consistent with the Adelaide Park Lands Management Strategy	10	10
2108	Park Lands Foundation	Investigate the establishment of a Foundation to attract philanthropic donations for the management and enhancement of the Park Lands	25	25
Total - City Planning			1,432	1,432
Public Realm				
1484	Clean Up Australia Day	Promote Council in the nationwide Clean Up Australia Day	6	6
Total - Public Realm			6	6
TOTAL - CITY OF GREAT PLACES			2,872	2,872

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
ACCESSIBLE CITY				
Accessible City				
1059	Bicycle Action Plan	The Bicycle Action Plan is Council's commitment to making cycling an attractive choice of transport for City workers, residents and visitors. 2012-13 BAP initiatives include the expansion of the City Bikes Scheme, implementation of cyclist education programs, organisation and support for cycling events and the introduction of travel behaviour change programs.	410	410
1267	Adelaide Connector Bus Service	A free bus service to the community, linking key attractions in North Adelaide and the City and providing public transport to various locations not served by the State run public transport service	770	770
Total - Accessible City			1,180	1,180
TOTAL - ACCESSIBLE CITY			1,180	1,180
CREATIVE CITY				
Vibrant City				
1220	Christmas Tree Lighting event	Council will partner with the Little Heroes Foundation and other charities to develop and present a Christmas program that turns Victoria Square into a major community event venue in the lead up to Christmas with a range of community based activities such as a concert, markets, children's activities, carols and light installations	15	15
1235	Sponsorships	Promote the City of Adelaide locally, nationally and internationally by supporting a diverse range of cultural, social and sporting events staged within the City	1,249	1,249
1250	Gala Concerts	Deliver a program of gala concerts in the Adelaide Town Hall	60	60
1254	Sustainable Events Action Plan	Implement recommendations for Council events and facilitated events which address waste management at events and outlines best practice	5	5

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
1282	Delivery of Arts and Living Culture Grants Program	Provide funding to assist art and cultural individuals and organisations to deliver inspiring art and living culture activities, events or programs	150	150
1285	ANZAC Day	Support the annual ANZAC Day Dawn Service and Parade through the provision of operational services and infrastructure to assist the RSL in delivering this important event	20	20
1287	Australia Day	Deliver the annual Australia Day in the City celebrations in Elder Park in partnership with the Australia Day Council of SA	140	140
1289	New Year's Eve	Deliver the annual New Year's Eve event in Elder Park, featuring fireworks and a variety of talented local artists	180	180
1346	Strategic Support - Sponsorship	Support the delivery of the requirements set out in the sponsorship agreements and strategic partnerships that are entered into by event organisers and the Council, as well as seek corporate sponsorship for Council events	45	45
1353	Festivals Adelaide Online Card	A partnership with Festivals Adelaide to provide residents with discounted tickets and other festivals offers. The Festivals Adelaide Online Card will be available to anyone who resides in the City, including ratepayers, students, or workers	5	5
1469	Christmas Pageant Viewing Area	Deliver viewing areas and associated infrastructure for the guests of the Lord Mayor to view the annual Christmas Pageant	5	5
1731	Expansion of Events and Activities Throughout the Year	Assist in delivering a range of events and activities in the City throughout the year in a variety of venues including the Adelaide Town Hall, Squares, Park Lands and under-utilised City places. The components of this project include Splash Adelaide, a food and wine event, Adelaide Town Hall Fringe events, Parklets, laneways activation, Place-making initiatives, and developing partnerships with key stakeholders.	1,000	1,000
Total - Vibrant City			2,874	2,874
TOTAL - CREATIVE CITY			2,874	2,874

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
LIVEABLE CITY				
City Community				
1143	Central City Library Project Planning and Design	Plan and design a central city library in the Rundle Mall Precinct	50	50
1276	Adelaide South West Community Centre	Ongoing operation of the Adelaide South West Community Centre	113	113
1281	Community Development Grants Program	Funding of community groups for programs, services and events that meet Council's Strategic Directions, specifically to promote participation, volunteering and strong community life and facilitate community capacity building and localised place-making	450	450
1483	Homeless and Vulnerable People Project	Address neighbourhood, public space and communication issues in the City that result from homeless and other vulnerable people camping or congregating in the Park Lands, reduce rough sleepers in the City by providing timely referrals to relevant agencies, and co-ordinate and improve relationships between homeless and other vulnerable people, support agencies, City residents, business owners and other relevant stakeholders	82	44
1493	NAIDOC Celebrations	NAIDOC Lord Mayor's Flag Raising and Morning Tea ceremony at the Town Hall	20	20
1523	North Adelaide Community Centre	Ongoing operation of the North Adelaide Community Centre	151	151
1569	Discretionary Rate Rebate	Rate rebates provided by Council to eligible not-for-profit organisations	-	225
1585	Box Factory Community Centre	Ongoing operation of the Box Factory Community Centre	187	187
1625	Aboriginal Employment Policy and Action Plan	Engage Aboriginal and Torres Strait Islander people in the life of the City through sustainable employment programs and deliver cultural awareness training across the Corporation	100	100
1645	Engagement Framework	Support and enhance stakeholder engagement with focus in 2012-13 on the delivery of training and resources to staff and increasing online engagement opportunities through the Your Say Adelaide website	30	30
1650	Community Calendar and Features Events	Deliver an annual community calendar and a range of feature community events such as Neighbour Day, Seniors Week, Fair Trade fortnight, Welcome to Australia Day and Adults Learners Week	25	25
Total - City Community			1,208	1,395

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
Active City				
1283	Recreation and Sport Grants Program	Provide funding to eligible clubs, groups and organisations to offer a diverse and interesting range of opportunities for the community to be physically active and participate in recreation and community sports programs and events in the City, as well as improve the provision of recreation and sport facilities in the Park Lands	150	150
Total - Active City			150	150
City Safety and Customer Services				
1357	City User Population Research	Survey to collect City user profiling information to inform strategy, monitor progress and assist the Council to achieve its vision for the City	35	35
1369	Red Tape Reduction	Introduce a risk-based incentivised approach to food safety	35	35
1370	Green Team West End Youth Project	Engage young people in Adelaide's west end to reduce binge drinking	75	0
1377	Prepared Adelaide	Build community awareness and readiness for large scale emergencies	85	20
Total - City Safety and Customer Services			230	90
City Growth and Development				
1465	Residential Owner Occupier Grant	Continuation of the Residential Owner Occupier Grant scheme	275	275
1677	Wingfield Dean Rifle Range Review	Provision for ERD and Supreme Court appeals, compensation claims and disposals under Council's exit strategy for Wingfield Waste and Recycling Centre and Dean Rifle Range	205	205
2110	General Investigations	Investigation of potential property development investments, sites and partnering opportunities	10	10
2111	Waymouth Street Right of Way	Waymouth Street and Playhouse Land pedestrian link	40	40
2113	Dunn St Car Park Site Assessment	Property development options review of the Dunn Street Car Park site	10	10
2115	Balfours Redevelopment Bus Station Masterplanning	Ascertain highest and best use for the site, undertake relevant feasibility and strategy analysis to realise highest rate of return or sale price, high level master planning to facilitate and maximise density and activation, and manage a ROI process for land sale or identify joint venture partner	10	10

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
2117	Drop Top Housing	Negotiate development requirements related to the construction of the Drop Top housing initiative on the Franklin Bus Station and conduct assessments of Council buildings for other Drop Top Housing projects	20	20
2118	Acoustic Advisory Service and Noise Management Incentive Scheme	The Acoustic Advisory Service provides free consultation, acoustic advice and recommendations to eligible residents to address external noise issues, and assesses the suitability of work for financial assistance under Council's Noise Management Incentive Scheme. The Noise Management Incentive Scheme assists property owners and occupiers to undertake noise attenuation works	10	10
2119	Paxton's Walk ACC Acquisition Fee Simple Under Agreement	Subject to confirmation by the common property owner, progress the plan of division and transfer to Council the fee-simple as a public pedestrian link and grant registered rights of way to adjoining Ayers House	30	30
Total – City Growth and Development			610	610
TOTAL - LIVEABLE CITY			2,198	2,245
PROSPEROUS CITY				
Economic Development				
1173	Implement Rundle Mall Management Authority Review Recommendations	Implement the Rundle Mall Management Authority review recommendations	139	139
1233	One Stop Shop	Enterprise Adelaide is being repositioned as the "One Stop Shop" for doing business in Adelaide. It will be Council's premier point of contact for existing businesses requiring expansion assistance and support, and new businesses looking to start-up or relocate to the City	301	301
1236	Tourism Development and Visitor Information Service	Promote the City of Adelaide as a friendly and vibrant place and provide tourists and residents with visitor information and tourism services	227	227
1238	Leveraging Education Adelaide	Supports Education Adelaide's promotion of Adelaide as a quality education destination and facilitation of institution attraction, student support programs, industry advocacy, research, market intelligence, event support, project collaboration on health and welfare issues, and accommodation initiatives	200	200

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
1244	Business Capability and Growth	The Business Capability and Growth program acts as a conduit between local businesses and government and private organisations that offer business training and events, as well as supporting innovation and growth by partnering with business innovation programs and property-owners offering low cost office space for start-up companies	50	50
1265	Rundle Mall Marketing and Management	Utilise the Rundle Mall Levy to undertake marketing and events to promote Rundle Mall as the premier destination for shopping	2,080	0
1327	Adelaide Convention Bureau	Deliver core funding to Adelaide Convention Bureau	300	300
1358	Precinct Group Development	Precinct groups support and implementation of separate precinct levy	242	242
1556	Rundle Mall Miscellaneous Revenue	Sale of advertising space in areas such as the Rundle Mall magazine to generate revenue for activities and events in the Mall	190	0
1570	Rundle Mall Subsidiary	Council administration support to the Rundle Mall Marketing and Management Subsidiary	787	787
2121	Facilitate key Sector Development	Seeks to accelerate the sustainable growth of targeted industry sectors that can contribute to the growth of the City's economy including retail, tourism, professional services, education and research	75	75
2122	Council Portal for Business	Provide an online one-stop shop approach for business in dealing with Council and all aspects of operating a business in the City of Adelaide. Support the retail sectors to leverage online technologies and social media, and support precinct groups to promote their local area and activities	50	50
Total - Economic Development			4,641	2,371
TOTAL - PROSPEROUS CITY			4,641	2,371
ENVIRONMENTALLY SUSTAINABLE CITY				
Sustainable City				
1583	Climate Change Action Initiatives Fund	Build the community's capability to prepare for climate change and escalating utility costs, improve the capacity of the City's places to prepare for the impacts of climate change, and continue to reduce Council's energy use to manage escalating energy costs and maintain Council's low level of carbon emissions	1,300	1,300

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
1592	Sustainable City Incentives Scheme	Provide financial incentives to assist individuals and groups to prepare for climate change and pursue environmental sustainability	50	50
1636	Waste Collection Service Solutions for High Density Precincts	Work with the Garden East apartments and Rundle Street East business community to develop a waste management and recycling system	70	70
1637	Green Office Program	Foster a network of City office tenants to improve energy efficiency and reduce carbon emissions and work with the Property Council of Australia and the SA Government on policy solutions for energy efficiency upgrades in office buildings	90	90
2128	Victoria Park Vegetation Restoration	Restore native vegetation and fauna habitat in part of Victoria Park / Bakkabakkandi through a partnership with the Adelaide and Mount Lofty Ranges NRM Board and community volunteers	10	10
Total - Sustainable City			1,520	1,520
TOTAL - ENVIRONMENTALLY SUSTAINABLE CITY			1,520	1,520
DELIVER FOR COUNCIL				
Marketing, Creative and Media				
1271	Developing a City Brand	Contribute to the development of a brand for Greater Adelaide and a joined-up approach to marketing and promoting the City	40	40
1272	Marketing the Council	Promote Council and what it does	120	120
1468	Christmas in the City	Christmas decorations and themes across the City, to attract visitors and shoppers	140	140
1472	Rundle Lantern Management	Continuation of the Rundle Lantern showpiece in the City centre	30	30
1531	Update Precinct Banners Across City	Update precinct banners across the City	30	30
2137	New Council Visual Identity	Update corporate stationery templates to provide a refreshed image for Council	10	10
2138	Update ACC Website Brand Roll Out	Update and refresh the look and feel and navigation of the ACC website to reflect new visual identity and agreed brand architecture	70	70
Total - Marketing, Creative and Media			440	440

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
Capital Works and Infrastructure Management				
1548	Ground Water Monitoring	Required by legislation for the ongoing monitoring of water quality and groundwater monitoring associated with the GAP water, and for monitoring of water quality in the Torrens Lake	250	250
Total - Capital Works and Infrastructure Management			250	250
TOTAL - DELIVER FOR COUNCIL			690	690
DELIVER FOR OUR PEOPLE				
Information and Communication Technology				
1711	Archives Oral History Extension	Continue building of Council's unique oral history collection by capturing the reflections of an additional 10 notable City identities	40	40
2124	Open Data Strategy	Develop a framework, delivery mechanism and implementation plan to share Council held data and knowledge of the City for community benefit and to make transparent Council's decision making	50	50
2126	Connect Adelaide Digital Strategy Development	Develop a strategy and framework for Council to lead, enable and co-create with the community in the digital era. The strategy will provide direction towards achieving better government policies, services and projects, greater ability and confidence to take advantage of opportunities offered by technology, joined-up government services, improved customer experience, and efficient government services	50	50
2127	Microfilming Historic Rate Assessment Books	Commission the State Library to undertake microfilming and digitising of 50 Historic Rate Assessment Books from the period, 1920-1946	40	40
Total - Information and Communication Technology			180	180
People and Culture				
2131	Cultural Change Program	Development of a program to foster a unified constructive Corporation culture	65	65
2132	Life Styles Inventory	Continuation of the Life Styles Inventory initiative on a bi-annual basis to assist in fostering a unified constructive culture and provide a self-driven leadership journey	15	15
Total - People and Culture			80	80
TOTAL - DELIVER FOR OUR PEOPLE			260	260

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
DELIVER FOR OUR CORPORATION				
Strategic Asset and Property Management				
1496	Property Management Outsourcing Transition	Transition to a new property management system as per KPMG recommendations	30	30
1913	Implement Adelaide Central Market Management Model - Transition Plan	Deliver a transition plan for the establishment of a revised operating and management model for the Adelaide Central Market	60	60
2105	Revaluation of Property Assets	Legislatively required revaluation of Council's property assets	120	120
2106	Compliance Audit Property Assets	Determine the level and categories of compliance of Council's property assets and assist in identifying the level of investment required to ensure compliance	250	250
Total - Strategic Asset and Property Management			460	460
Finance, Procurement and Risk				
1364	G6 Co-ordinator and Support	Ongoing participation in G6 Purchasing Group which aims to: <ul style="list-style-type: none"> - identify and implement new G6 contracts to generate cost savings for the G6 Councils - create revenue for the G6 group by liaising with non G6 Councils to promote the value of accessing G6 contracts for an agreed fee - ensure best practice supplier relationship management for ongoing G6 contracts through leadership of G6 User Groups and direct management of high risk contracts 	375	0
1485	Representation Review	Council has a legislative requirement to conduct a review of its representation structure for the purpose of determining whether its community would benefit from an alteration to its composition or ward structure, in each relevant period that is prescribed by the regulations	75	75
1730	Procurement Shared Service Feasibility Study	Produce a feasibility study on shared services for G6 Councils	20	20
2129	Kuarna Indigenous Land use Agreement Implementation	Council's co-contribution towards the management of a native title claim project	24	24
Total – Finance, Procurement and Risk			494	119
TOTAL - DELIVER FOR OUR CORPORATION			954	579

Strategic Operating Projects Program

Project ID	Project Name	Project Description	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
OFFICES				
Office of Chief Executive Officer				
2143	Velo City Conference	Council's contribution to the Velo City Conference	100	100
Total - Office of Chief Executive Officer			100	100
Office Major Projects and Initiatives				
1703	Adelaide Oval and Riverbank Project Management	Manage all initiatives and Council responses related to the redevelopment of the Adelaide Oval and the Riverbank precinct	300	300
Total - Office Major Projects and Initiatives			300	300
TOTAL - OFFICES			400	400
Total Strategic Operating Projects				
			17,588	14,990

Strategic Operating Projects Program – Carry Forwards

Project ID	Project Name	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
City Planning			
1054	Customer Focus Efficiencies	15	15
1684	Mainstreet Heritage and Character Buildings Restoration Program	230	230
2104	Park Lands Management Plan	10	10
Total – City Planning		255	255
Accessible City			
1054	Bicycle Action Plan	25	25
1567	Integrated Movement Strategy	45	45
2104	Cycling Promotion Events	30	30
Total – Accessible City		100	100
Active City			
1144	Golf Links Strategic Review	25	25
Total – Active City		25	25
City Community			
1625	Aboriginal Employment Action Plan	59	59
Total – City Community		59	59

Strategic Operating Projects Program – Carry Forwards

Project ID	Project Name	2012-13 Gross Budget \$'000s	2012-13 Net Budget \$'000s
Economic Development			
1694	Central Market Review	100	100
Total – Economic Development		100	100
Marketing Creative & Media			
1271	Developing a City Brand	45	45
1472	Rundle Lantern Management	10	10
Total – Marketing Creative & Media		55	55
Information and Communication Technology			
1661	ICT Online Services	25	25
Total – Information and Communication Technology		25	25
Strategic Asset and Property Management			
1913	Implement New Central Market Model	70	70
Total – Strategic Asset and Property Management		70	70
Office Major Projects and Initiatives			
1703	Adelaide Oval and Riverbank Project Management	120	120
1707	Project Management Platform	80	80
Total - Office Major Projects and Initiatives		200	200
Total Strategic Operating Projects Carry Forwards		889	889



Significant Influences

A number of significant factors have influenced the preparation of the Council's 2012-13 Business Plan and Budget. These include:

- » Commitments to major projects and partnership initiatives over more than one year, including Victoria Square / Tarndanyangga, Rundle Mall and West End activation and partnerships such as the Capital City Committee arrangements and Education Adelaide
- » Requirements to maintain and improve infrastructure assets to acceptable standards including the Park Lands, City roads, footpaths, lighting, and the Council's property holdings
- » Significant expected increases in waste management levies, water charges and electricity charges for the 2012-13 financial year
- » Service and infrastructure needs for a growing population in the City (residents, businesses, visitors, workers and students)
- » The provision of a wider choice of transit options and supporting infrastructure

External Influences

In addition, external influences are also expected to impact the local government sector and the City over next year, including the following:

- » State Government 30 Year Plan for Greater Adelaide
- » State Government initiated major projects such as the City Riverbank / Adelaide Oval precinct and transit initiatives requiring new public realm works and ongoing maintenance
- » Global and domestic economic conditions, including credit constraints and Federal and State Government budgetary pressures
- » Changing demographics, including an aging population
- » Climate change preparations and community expectations and values regarding sustainability

Council's Proposed Response

In response to the cost pressures on Council and to minimise the burden on ratepayers, the Business Plan and Budget has been prepared within the following context:

- » A renewed strategic approach to the management of purchasing, contracts, projects, and assets
- » A more strategic and commercial approach to Council's businesses and assets, fees and charges and sponsorship coverage
- » A new approach to leverage grant funding opportunities
- » Major strategic projects of metropolitan and State benefit to be partnership funded with the State and Federal governments wherever possible
- » Developing new strategies for revenue enhancement
- » Building on the cost efficiencies that have been delivered through service reviews over the past two years

Strategic Financial Parameters

Council's Strategic Financial Parameters are an important part of its medium term financial framework which operates in conjunction with the Long Term Financial Plan to promote financial sustainability. To ensure consistency with the Local Government sector, Council's strategic financial parameter targets include both sector wide financial sustainability indicators as adopted by the Local Government Association and parameters that deal more specifically with Council's fee based facilities and Property Portfolio.

It is noted that due to the unique nature of the Adelaide City Council as a capital city council, not all the sector wide indicators have the same relevance to the Adelaide City Council.

In Summary, Council's Strategic Financial Parameters address the following:

- » **Financial Sustainability** - Can we afford it in the long term?
- » **Council Role** - Should we be involved? To what extent?
- » **Program Alignment** – Are Council's Programs appropriately aligned to Council's Strategic and Corporation Plans?
- » **Core Services Operating Excellence** - Have we maintained efficient and effective Council Programs and services?
- » **Infrastructure Management** - Are we spending enough on existing assets?
- » **Rating Stability** – Has Council appropriately considered the impact on our ratepayers?
- » **Funding** - Who benefits and therefore who should pay?
- » **Property Portfolio** – Is Council maintaining and enhancing revenue generating assets?
- » **Business Operations Contribution** –Is Council maintaining its Business Operations contribution?
- » **Borrowings and Financial Position** - When should we borrow? How much can we borrow?
- » **Intergenerational Equity** - Is there fairness between generations of ratepayers?

Business Plan and Budget Framework

Council's Business Plan and Budget framework formalises the processes and authority for changes to the approved Business Plan and Budget outcomes, objectives and budgets and allows for the timely response to new opportunities, emergencies or other unforeseen events.

Outcomes and Objectives

Council approval will be required where outcomes or objectives are varied.

Where structural or reporting changes across Programs are required but no change to outcomes, objectives or Council's total expenditure budget or total revenue budget, the CEO is authorised to move the outcomes, objectives and budgets between Programs. Council is required to be notified of any such changes at the next budget reconsideration.

Programs

Council approval is required where expenditure or revenue for an individual Program will vary from its approved budget by more than 5%.

Where a variation is less than 5% of the individual Program expenditure or revenue budget, the CEO is authorised to move budgets across Programs and Council must be notified at the next budget reconsideration.

Business Operations

Business Operations budgets have been determined by ensuring a net contribution for the relevant business. Changes to the net contribution of a business will require Council approval.

The CEO is authorised to make budget changes that do not alter the net contribution of a business and must notify Council at the next budget reconsideration.

Strategic Operating Projects

Council approval will be required where individual project expenditure or revenue budget varies from its approved budget by more than 5%. Where a project budget varies by less than 5%, the CEO is authorised to adjust budgets – subject to the individual Program not exceeding the approved amount – and must notify Council at the next Budget Reconsideration.

Council approval is required for new projects or the deferral or cancellation of existing projects.

Capital Works Projects

Council approval will not be required where individual capital project expenditure will vary from its approved budget by less than \$25k for the financial year – subject to the individual Strategic Enhancement and Asset Management Programs not exceeding the approved amounts.

Council approval is required where individual capital project expenditure will vary from its approved budget by \$25k or more for the year. Council approval is required for new projects or the deferral or cancellation of existing projects.

Where a budget requires reclassifications between Operating and Capital Budget to better reflect requirements in relation to accounting principles, the CEO is authorised to make reclassifications and Council must be notified at the next budget reconsideration.

Carry Forwards

Funding approval for budgeted projects not completed at the end of any budget year is forfeited unless approval to carry forward the project and associated budget allocation is granted by Council.

While there may be one-off exceptions based upon their relative merits, operating activity budgeted for but not expended in a year and generally should not be carried forward to the following year. Identifiable projects that will not commence in the year that they have been budgeted for should be reevaluated and, where warranted, included in the budget for the following year at the time of its adoption. Similarly, capital projects that have not commenced in one year should be considered against other competing priorities in determining the content of the budget for the following year rather than treated separately as carry forwards.

The scope and funding requirements of capital and strategic operating projects that are contractually committed or underway but not completed at the end of a financial year, needs to be reviewed and the projects considered for carrying forward as soon as possible in the following financial year.

Any request for carrying forward needs to clearly highlight whether the scope of each project and its associated funding quantum is proposed to be varied from that previously approved and, if so, the reasons for same. Any impact on the achievement of the outcomes or objectives established in Council's original Business Plan and Budget should also be identified.

Infrastructure & Asset Management Framework

Adelaide City Council owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for City users. Infrastructure and Asset Management Plans have been developed for all infrastructure assets to ensure Council continues to provide effective and comprehensive management of its asset portfolios. To manage this process, Council assets have been grouped into categories and Infrastructure and Asset Management Plans developed for each category. The categories completed and a brief summary of the assets are provided below:

- » Transportation assets (roads, footpaths, traffic infrastructure, bridges, parking machines)
- » Drainage and waterways assets (Torrens Lake, underground drainage network, creeks)
- » Lighting, electrical and CCTV assets (includes underground duct work and cabling)
- » Urban elements (street and park furniture, public artwork)
- » Properties (operational, civic and community buildings)
- » Plant and equipment
- » IT systems and assets

The development of these Infrastructure and Asset Management Plans indicate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to both meet strategic and legislative requirements, and to deliver the required levels of service for the community. The plans make assumptions on the continued utilisation of the assets and specify rolling condition audits required to provide up to date information for the ongoing improvement and review of the plans.

Asset Renewal Program (Existing Assets)

The Infrastructure and Asset Management Plans provide the basis for the capital asset management renewal program developed as part of the Annual Business Plan and Budget process. This program details those individual asset renewal projects flowing out of the Infrastructure and Asset Management Plans which require completion to ensure the assets meet the required levels of service. In 2012-13, the Capital Asset Management Renewal Program has a projected gross expenditure of \$23.222 million.

Strategic Enhancement Program (New Assets)

The delivery of Council's Strategic Enhancement program provides new and enhanced facilities in accordance with the Strategic Plan objectives and Capital City responsibilities.

Council's generated operating surplus is applied to meet capital expenditure requirements in relation to the Strategic Enhancement Program in accordance with Strategic Plan objectives and Capital City responsibilities and thus reduces the amount of borrowings otherwise needed for that purpose. In addition, part of Council's operating surplus may be held for capital expenditure needs in future years by either increasing financial assets or, where possible, reducing outstanding debt in the short term.

In 2012-13, the Capital Strategic Enhancement Program has a projected gross expenditure of \$28.758 million

Strategic Property Portfolio

Council's Strategic Property Portfolio plays an important part to meet Council's strategic objectives for growth in the city and also to provide additional net revenue to Council. Council's Strategic Property Portfolio plays an important part to meet Council's strategic objectives for growth in the city and also to provide additional net revenue to Council. This assists with the funding of current expenditure programs and relieves part of the funding requirement on existing rate payers. Consequently, it is important that both the value of the portfolio and its returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future. This means that proceeds from asset sales need to be reinvested in the portfolio to ensure that the total portfolio net asset value is maintained. In addition, new assets in the portfolio need to generate an adequate net return to maintain total net returns of the portfolio.

The 2012-13 Strategic Property Program reflects budgeted gross expenditure of \$13.463 million and Strategic Property proceeds of \$18.075 million.

Analysis of Capital Expenditure

Net Outlays on Existing Assets

The following table summarises capital outlays on existing assets in accordance with local government sector guidelines:

Net Outlay on Existing Assets	2012-13 Budget \$'000	2011-12 Budget \$'000	2010-11 Actual \$'000
Gross Expenditure on Renewal / Replacement of Assets	26,060	23,128	21,035
Depreciation	(23,732)	(23,225)	(22,852)
Sub-total	2,328	(97)	(1,817)
Proceeds from Sale of Replaced Assets	-	-	(751)
EQUALS: Net Outlays on Existing Assets	2,328	(97)	(2,568)

Asset sustainability is best measured by comparing renewal and replacement capital expenditure with the optimal level identified in a soundly based Infrastructure and Asset Management Plan (IAMP). This approach should be used where a council is satisfied with the rigour of its IAMP.

Council's IAMP predicts infrastructure consumption and renewal needs and considers new infrastructure needs to meet future community service expectations. The Plan is subject to a rigorous process of consultation and evaluation. Key elements of the process are as follows:

- » Long term capital planning which integrates with the Council's Strategic Management Plans;
- » Listing of all known capital projects, prioritised within classes of assets on the basis of evaluation criteria;
- » Transparent process for evaluating and prioritising capital projects.

Net Outlays on New and Upgraded Assets

The following table summarises capital outlays new and upgraded assets in accordance with local government sector guidelines:

Net Outlay on New and Upgraded Assets	2012-13 Budget \$'000	2011-12 Budget \$'000	2010-11 Actual \$'000
Gross Expenditure on New / Upgraded Assets	87,381	26,019	26,708
Proceeds from Sale of Surplus Assets	(21,975)	(2,141)	(39,582)
Amounts received specifically for New / Upgraded Assets	(1,883)	(7,618)	(1,958)
EQUALS: Net Outlays on New and Upgraded Assets	63,523	16,260	(14,832)

Ongoing maintenance and depreciation expenses associated with capital expenditure for new and upgraded assets is factored into Council's Long Term Financial Plan.

Analysis of Maintenance Expenditure

Council also allocates a significant amount of funds for the operation and maintenance of its asset portfolio within its Business Operations and Services budgets.

Council's expenditure is split into these two principle categories as follows:

- » Business Operations: \$54.9m
- » Services: \$82.8m

Within these categories, there is a further split between the expenditure associated with operating and maintaining assets and other expenditure, including resources:

Business Operations:

- » Costs to operate and maintain assets for business purposes: \$9.5m
- » Other expenses: \$ 45.4m

Services:

- » Costs to operate and maintain assets for community purpose: \$24.0m
- » Other expenses: \$58.8m

Fees & Charges Framework

Section 188 of the Local Government Act 1999 provides the legal context for fees and charges.

- » Fees and charges are determined by resolution of Council either as a direct resolution, by by-law or via delegation
- » A council is unable to fix or vary fees or charges prescribed under other Acts
- » In respect of fees for the use of facilities, services or works requests, a council need not fix fees or charges by reference to the cost of the council
- » Council is required to keep the list of fees and charges on public display and provide updates where fees and charges are varied during the year

Council previously resolved the Corporation's fees and charges must be reviewed each year, in conjunction with the development of the Business Plan and Budget. A comprehensive strategic review has been undertaken to ensure that the fees:

- » Reflect or move progressively toward the cost of the services given.
- » Are comparable with market rates, where appropriate.
- » Take into account benefit derived by users of community facilities.
- » Are consistent with Council directions articulated through existing policy or plans.
- » Are consistent with Council's Strategic Financial Parameters.

Fees and Charges are consistently and fairly determined, in recognition of Council policy direction, ratepayer's expectations and relevant legislation.

Fees increases are generally in line with inflation, or market levels when relevant. Fees for specific community purposes have been maintained and some have risen in accordance with Council direction.

Fees and Charges for 2012-13 were reviewed and adopted by Council in May 2012. Once gazetted, statutory fees will be updated and included in the Fees and Charges Schedule available for public inspection from July 2012.

Analysis

There are approximately 760 fees and charges set by Council for 2012-13 and approximately 240 fees determined by Statute, as prescribed under various Acts. Over 450 Fees and Charges set by Council, relate to General Operating Services, with nearly 300 fees relating to Business Operations.

There are 30 new fees and 45 revised and replacement fees due to amended and / or differentiated services. The majority of these fees are in the following areas:

- » Vibrant City: Park Lands service fees (13)
- » Adelaide Aquatic Centre: user hire and squad swimming fees (4)
- » North Adelaide Golf Course: direct debit charges and pro-shop (9)
- » Sport & Recreation: River Torrens and Sports field licence fees (15)
- » UPark: administration fee for reserved parkers, and new half hour pricing bracket (17)

Fees and Charges relating to Council's core programs include:

- » Customer charges including flags and banners, licence and permit fees, Park Lands recreation, road closure fees, street usage, temporary parking controls and Park Lands events
- » Archive materials for commercial use
- » Public Realm fees including the dumping and the sale of compost material
- » Library and community center usage charges
- » On-street parking fees

Those fees and charges set by Council for General Operating Services are proposed to rise in the order of 4% to 5%, with increases above 5% largely resulting from rounding to the nearest dollar or an appropriate unit of currency.

Fees & Charges Framework - Business Operations

Adelaide Town Hall

Proposed fees and charges have been revised to ensure the Adelaide Town Hall is recognised as a premium venue and remains competitive in the market place without losing sight of civic responsibilities. The review is aligned with the Adelaide Town Hall Strategic Plan.

There are an estimated 58 proposed fees in 2012-13, distinguishing between catered and non-catered events and corporate and community events.

Adelaide Aquatic Centre

The Centre has proposed not to increase the casual admittance fees and the associated multi-visit passes for 2012-13. Benchmarking the Centre against major competitors found that the Adelaide Aquatic Centre's casual entrance fees were higher and a further increase would not help in attracting casual swimmers.

The overall increase for Adelaide Aquatic Centre fees and charges averages 4.9% with memberships increasing by an average of 4.1%.

Four new fees have been added to accommodate user hire fees and squad swimming.

Six fees have been removed, including five for incidental charges relating to carnivals and scoreboard usage which are no longer applicable.

North Adelaide Golf Course

The average proposed fee increase for the Golf Course in 2012-13 is 4.1%. Casual use fees increases average 4.2% and memberships 3.9%. A discount allowance based on an agreement between the North Adelaide Golf Club Inc and the Council continues.

To remain competitive in the market, the North Course and cart hire fees have not been increased.

Nine new fees were added. Eight of these are to accommodate direct debit charges for membership and one is for the introduction of a separate trolley hire rate.

Seven fees were removed due to no longer being applicable with the introduction of Golf SA programs.

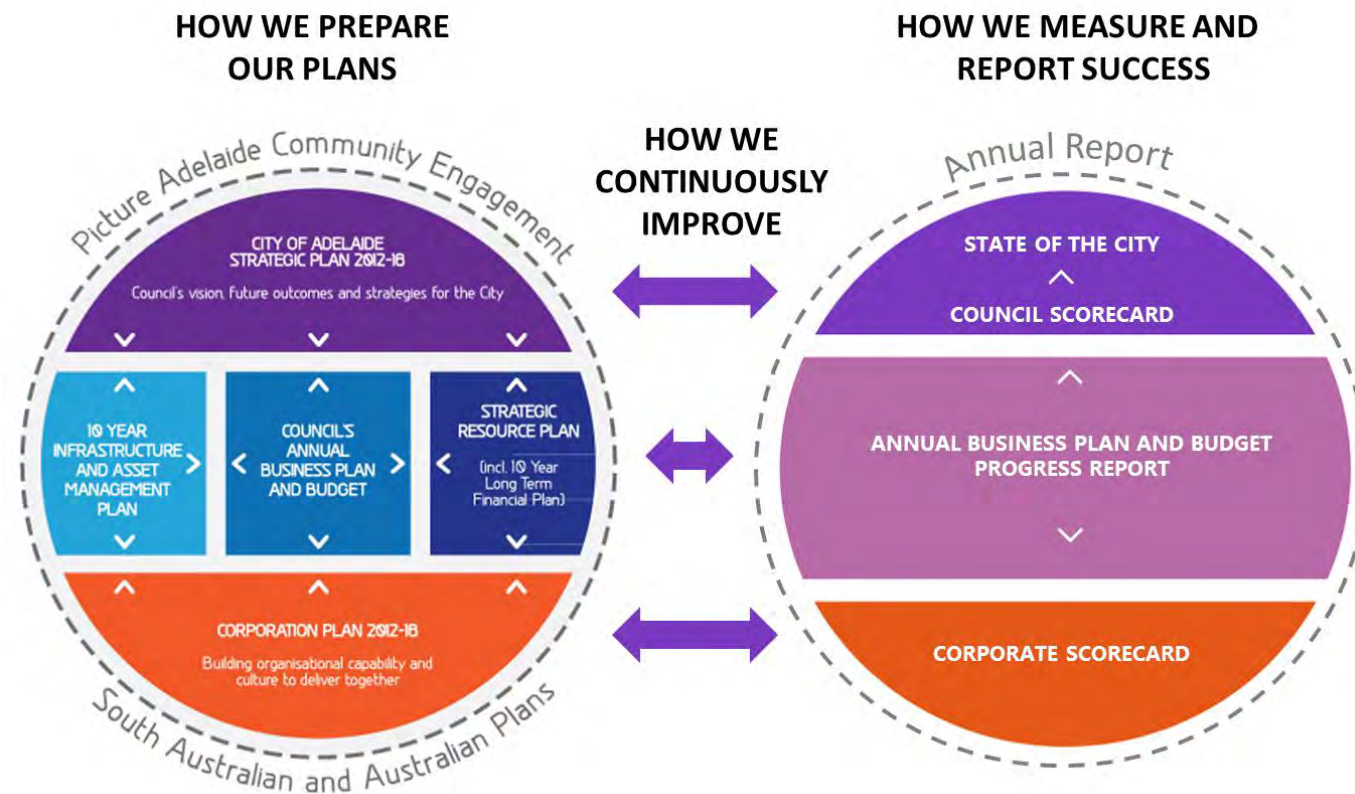
UPark

There are 124 active fees applicable to UPark. These include 14 new and 110 ongoing fees, 17 fees have been discontinued. Of the 110 ongoing fees, 6 have decreased by an average of \$4.00, 32 will increase by \$0.50 or less and 43 will increase by between \$0.50 and \$2.00. On average, casual short term visitation fees (0-3 hours) have increased by \$0.09 and casual long term fees (more than 3 hours) have increased by \$2.73.

The fees presented for 2012-13 reflect a three month trial of \$6.00 for three hours at Gawler, Rundle and Wyatt UPark.

Measuring Performance

The Council Reporting Framework supports Council in measuring the achievements of Council's vision as well as monitoring the delivery of services and projects. It facilitates timely and appropriate business planning decisions and ensures the public are always properly informed of Council's performance. The following diagram illustrates this framework:



Long Term Financial Plan

A high level 10 year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework.

Key inputs and influences on the long term financial plan include:

- » An assessment of Council's current financial position and achieving longer term financial sustainability
- » Alignment with the Strategic Plan
- » Meeting Strategic Financial Parameters in the medium term
- » Council's Governance Principles
- » Consideration of Council's appropriate role and responsibilities
- » Alignment with Council Programs
- » Alignment with Corporate Programs and internal support strategies
- » Alignment with agreed service provision and delivery standards
- » Alignment with Revenue and Financing guidelines, including the Rating Policy and Treasury Policy
- » Alignment with Infrastructure and Asset Management Plans
- » Costing of proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- » Strategic Financial Parameters are assumed to operate throughout the forecast period
- » Rates growth, on average, is assumed in line with forecast inflation, excluding new development
- » Statutory charges reflect dollar increments or percentage increases as specified by statute.
- » Parking increases correspond with recommended discrete dollar increments
- » Property Portfolio income and expenditure is based on estimated projections
- » Strategic Projects are based on an extrapolation of ongoing and non-ongoing programs, subject to inflation and known changes
- » Capital expenditure is in line with Council targets, with Asset Management expenditure based on renewal commitments and Councils adopted 10 Year Infrastructure and Asset Management Plans
- » With the exception of borrowings relating to the Victoria Square redevelopment and Rundle Mall Master Plan, borrowings are assumed to be used for the Property Portfolio and other income-earning assets in line with the Strategic Financial Parameters.

The following page contains Council's Long Term Financial Plan.

Long Term Financial Plan	2011-12 Budget \$'000	2012-13 Budget \$'000	2013-14 Plan \$'000	2014-15 Plan \$'000	2015-16 Plan \$'000	2016-17 Plan \$'000	2017-18 Plan \$'000	2018-19 Plan \$'000	2019-20 Plan \$'000	2020-21 Plan \$'000
Business Operations (including Property)										
Revenue	69,873	75,224	77,019	79,761	82,606	85,518	88,540	91,676	94,931	98,309
Expenditure	(54,064)	(54,913)	(56,111)	(57,936)	(59,822)	(61,771)	(63,786)	(65,870)	(68,023)	(70,250)
Subtotal	15,809	20,311	20,908	21,826	22,784	23,746	24,753	25,806	26,908	28,060
Attributed Treasury Management	(1,666)	(3,676)	(1,989)	(2,242)	(2,215)	(1,853)	(1,845)	(1,852)	(1,860)	(1,864)
Total Business Operation	14,142	16,634	18,919	19,583	20,569	21,894	22,908	23,954	25,048	26,196
General Operating Expenses										
General Rates	79,591	82,759	85,346	88,334	89,659	92,797	96,045	99,406	102,885	106,486
Revenue	37,699	39,947	39,201	40,497	41,837	43,222	44,653	46,133	47,663	49,245
Expenditure	(77,343)	(84,035)	(87,810)	(91,831)	(97,522)	(102,874)	(107,363)	(112,041)	(116,945)	(122,055)
Net Treasury Management	(37)	(190)	(2,004)	(2,195)	(2,164)	(1,797)	(1,784)	(1,787)	(1,789)	(1,787)
Subtotal	39,910	38,481	34,733	34,804	31,809	31,347	31,550	31,712	31,815	31,889
Amount Available for Projects	54,053	55,116	53,652	54,387	52,378	53,241	54,459	55,666	56,863	58,084
Strategic Projects	(14,860)	(14,990)	(12,804)	(13,188)	(13,584)	(13,991)	(14,411)	(14,844)	(15,289)	(15,747)
Strategic Projects Carry Forwards	-	(889)	-	-	-	-	-	-	-	-
Strategic Enhancement Program - General	(6,548)	(24,658)	(22,121)	(10,256)	(7,380)	(6,885)	(6,828)	(8,115)	(8,766)	(10,026)
Strategic Enhancement Program - Borrowed	-	(4,100)	(6,700)	-	-	-	-	-	-	-
Capital Works Program Management	(5,005)	(5,256)	(5,518)	(5,794)	(6,084)	(6,388)	(6,580)	(6,777)	(6,981)	(7,190)
Net Asset Management Renewal Programs	(27,372)	(20,941)	(21,338)	(21,918)	(22,516)	(23,131)	(23,764)	(23,664)	(23,560)	(23,454)
Capital Works Carry Forwards	-	(42,105)	-	-	-	-	-	-	-	-
Net Strategic Property Portfolio	(2,548)	4,612	7,228	(2,298)	8,422	(2,500)	(2,500)	(2,500)	(2,500)	(800)
Net Lending / (Borrowing)	(2,281)	(53,211)	(7,602)	933	11,237	345	376	(233)	(233)	867
Funding										
Working Capital and Provision Movements	90	660	(660)	-	-	-	-	-	-	-
Borrowings (including Roll Overs)	10,936	8,410	18,151	2,298	-	2,500	2,500	2,500	2,500	800
Funding of Carry Forwards	-	43,069	-	-	-	-	-	-	-	-
Redraw of Prior Year Repayments	3,604	9,378	-	-	-	-	-	-	-	-
Repayments	(12,350)	(8,306)	(9,889)	(3,230)	(11,237)	(2,845)	(2,876)	(2,267)	(2,267)	(1,667)
Subtotal	2,281	53,211	7,602	(932)	(11,237)	(345)	(376)	233	233	(867)
Net Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-
Funding of Carry Forwards										
Total Borrowings	12,526	65,078	73,339	72,407	61,170	60,825	60,449	60,683	60,916	60,049
Total Borrowings as % of Prudential Target	10%	50%	55%	53%	43%	42%	40%	39%	38%	36%
Net Financial Liabilities	21,008	74,219	81,821	80,889	69,652	69,307	68,931	69,164	69,398	68,531

Uniform Presentation of Finances	2011-12 Forecast \$'000	2012-13 Budget \$'000	2013-14 Plan \$'000	2014-15 Plan \$'000	2015-16 Plan \$'000	2016-17 Plan \$'000	2017-18 Plan \$'000	2018-19 Plan \$'000	2019-20 Plan \$'000	2020-21 Plan \$'000	2021-22 Plan \$'000
Operating Revenues	158,774	168,675	171,836	177,972	182,566	189,058	195,788	202,766	210,000	217,500	225,315
Less: Operating Expenses	(145,891)	(157,035)	(155,353)	(161,716)	(169,555)	(176,293)	(183,039)	(190,073)	(197,430)	(205,087)	(213,213)
Funding Surplus / (Deficit) before Capital Amounts	12,883	11,640	16,483	16,256	13,011	12,765	12,749	12,693	12,569	12,413	12,103
<i>Add: Capital Program Write-Off from Previous Years</i>	1,000	1,000	0	0	0	0	0	0	0	0	0
<i>Add: Write Back/ (Expensing) Remediation Provision</i>	0	0	0	0	0	0	0	0	0	0	0
Funding Surplus	13,883	12,640	16,483	16,256	13,011	12,765	12,749	12,693	12,569	12,413	12,103
Less: Net Outlays on Existing Assets											
Capital Expenditure on Renewal / Replacement of Existing Assets	23,128	26,060	26,857	27,712	28,600	29,519	30,344	30,441	30,541	30,644	30,751
Less: Depreciation, Amortisation & Impairment	(23,225)	(23,732)	(24,364)	(24,943)	(25,783)	(26,484)	(27,299)	(28,130)	(29,004)	(29,924)	(30,876)
Less: Proceeds from Sale of Replaced Assets	0	0	0	0	0	0	0	0	0	0	0
Net Outlay on Existing Assets	(97)	2,328	2,492	2,769	2,817	3,035	3,045	2,311	1,537	720	(125)
Less: Net Outlays on New & Upgraded Assets											
Capital Expenditure on New / Upgraded Assets	26,019	87,381	21,593	12,554	(1,042)	9,385	9,328	10,615	11,266	10,826	10,561
Less: Amounts received specifically for New and Upgraded Assets	(7,618)	(1,883)	0	0	0	0	0	0	0	0	0
Less: Proceeds from Sale of Surplus Assets (including Investment Property and Real Estate developments)	(2,141)	(21,975)	0	0	0	0	0	0	0	0	0
Net Outlays on New and Upgraded Assets	16,260	63,523	21,593	12,554	(1,042)	9,385	9,328	10,615	11,266	10,826	10,561
Net Lending / (Borrowing) for Financial Year	(2,280)	(53,211)	(7,602)	933	11,237	345	376	(233)	(233)	867	1,667
Financial Transactions											
New Borrowings	(14,540)	(60,857)	(18,151)	(2,298)	0	(2,500)	(2,500)	(2,500)	(2,500)	(800)	0
Principal Repayments on Borrowings	12,350	8,306	9,889	3,230	11,237	2,845	2,876	2,267	2,267	1,667	1,667
Working Capital, Provision and Cash Movements	(90)	(660)	660	0	(0)	0	(0)	(0)	(0)	(0)	(0)
LTFP Net Lending / (Borrowing) from LTFP	(2,280)	(53,211)	(7,602)	932	11,237	345	376	(233)	(233)	867	1,667
Net Surplus / (Deficit)	0	0	0	0	0	0	0	0	0	0	0
Key Financial Indicators											
Operating Surplus \$'000	12,884	11,640	16,483	16,256	13,011	12,765	12,749	12,693	12,569	12,413	12,103
Operating Surplus Ratio - %	15.8%	13.6%	18.7%	17.8%	14.0%	13.3%	12.8%	12.3%	11.8%	11.3%	10.6%
Net Financial Liabilities - \$'000	21,008	74,219	81,821	80,889	69,652	69,307	68,931	69,164	69,398	68,531	66,864
Net Financial Liabilities - %	13.3%	44.3%	48.0%	45.8%	38.4%	36.9%	35.5%	34.4%	33.3%	31.7%	29.9%
Interest Cover Ratio - %	0.9%	2.2%	2.2%	2.4%	2.3%	1.8%	1.7%	1.7%	1.6%	1.6%	1.6%
ACC Asset Sustainability Ratio - %	140.6%	112.0%	100.3%	104.9%	97.4%	110.5%	110.4%	106.8%	103.2%	99.8%	99.3%
LGA Asset Sustainability Ratio - %	99.6%	109.8%	110.2%	111.1%	110.9%	111.5%	111.2%	108.2%	105.3%	102.4%	99.6%
Other Strategic Financial Parameters											
Real General Rates Growth	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Real User Charges Growth	-3%	6%	-1%	-0%	-0%	-0%	-0%	-0%	-0%	-0%	-0%
Net Financial Liabilities / Own Source Revenue	14%	45%	49%	47%	40%	38%	36%	35%	34%	33%	31%

Funding the Business Plan

Funding for Council's Business Plan comes from two main sources:

- » Funds from Operations
- » Funds from Borrowing

Funds from Operations result from the net contribution (Revenue less Expenditure) from Council's Services and Business Operations.

Services cover the core operations of Council. Revenue sources for this category include General Rates as well as Grants and Other Revenue from fees and charges related to Council operations and other related responsibilities. The Other Revenue from Services relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services as well as statutory charges set by State Government.

Council's Business Operations consist of the Adelaide Aquatic Centre, North Adelaide Golf Course, Adelaide Town Hall, Properties Portfolio including the Central Market, UPark, and the Wingfield Waste and Recycling Centre.

The diagram over the page outlines the key funding components of the 2012-13 budget.

Key Funding Components

SERVICES & TREASURY REVENUE \$123.1m					
Services – General Rates \$82.8m			Services & Treasury – Other Revenue \$40.3m		
<div></div>					
Less SERVICES & TREASURY EXPENDITURE \$88.3m					
Services \$84.1m			Treasury \$4.2m		
<div></div>					
= NET SERVICES \$34.8m					
<div></div>					
Plus NET BUSINESS OPERATIONS \$20.3m					
<div></div>					
= FUNDING FROM OPERATIONS \$55.1m					
Net Services \$34.8m			New Business Operations \$20.3m		
<div></div>					
Plus FUNDING FROM BORROWINGS & REDRAWS \$58.3m					
Victoria Square \$4.1m	Short Term Borrowing \$1.1m		Carry Forward Redraws \$43.1m		Other Redraws \$10.0m
<div></div>					
= NET OUTLAYS Including Carry Fwds \$113.4m					
NET PROJECT OUTLAYS \$112.9m					LOAN OUTLAYS \$0.5m
Strategic Projects (incl carry fwds) \$15.9m	Strategic Enhancements \$28.8m	Program Mgt \$5.3m	Asset Renewal \$20.9m	Carry Forwards \$42.0m	Principal Repayment \$0.5m

Net Lending / Borrowing Position

Council's net lending / borrowing position for the budget year is partly related to the impact of strategic property transactions. In circumstances where there is a net expenditure resulting from these strategic property transactions, borrowings will be required. When strategic property proceeds exceed expenditure for the year a net lending result occurs and borrowings are decreased. This is in accordance with Council's Strategic Financial Parameters.

In the 2012-13, Council will borrow as a result of Strategic Enhancement expenditure on Victoria

Square, and short term borrowing for Rundle Street. Accordingly our borrowings will increase to \$65.1m by June 2013.

The diagram below outlines the key components that make up Council's 2012-13 budget net borrowing position. It also shows that Council will have an estimated net borrowing position for 2012-13 of \$52.6 million (resulting in an increase in net financial liabilities and borrowings of this amount).

Funding From Borrowings \$8.4m			Funding Of Carry Forwards & Redraws \$52.5m	Less Repayment Of Borrowings (\$8.3m)		
Victoria Square \$4.1m	Loan Rollover \$3.2m	Short Term Borrowing \$1.1m	Carry Forwards & Redraws \$52.5m	Loan rollover repayment (\$3.2m)	Principal Repayment (\$0.5)	Net Strategic Property (\$4.6m)
= NET BORROWINGS OF \$52.6m						
OPENING BORROWINGS \$12.5m				CLOSING BORROWINGS \$65.1m		

Financing the Budget

The following table shows the comparison of the 2012-13 Budget Net Lending (Borrowing) position to prior years.

Net Lending / (Borrowing)	2012-13 Budget \$'000	2011-12 Budget \$'000	2010-11 Actual \$'000
Operating Surplus	11,640	12,884	15,704
Non-cash Adjustments	1,000	1,000	2,748
Funding Surplus	12,640	13,884	18,452
Net Outlays on Existing Assets	(2,328)	97	2,568
Net Outlays on New and Upgraded Assets	(63,523)	(16,261)	14,832
Equals: Net Lending / (Borrowing)	(53,211)	(2,281)	35,852

The following table shows the comparison of the 2012-13 Budget Net Lending (Borrowing) position to prior years.

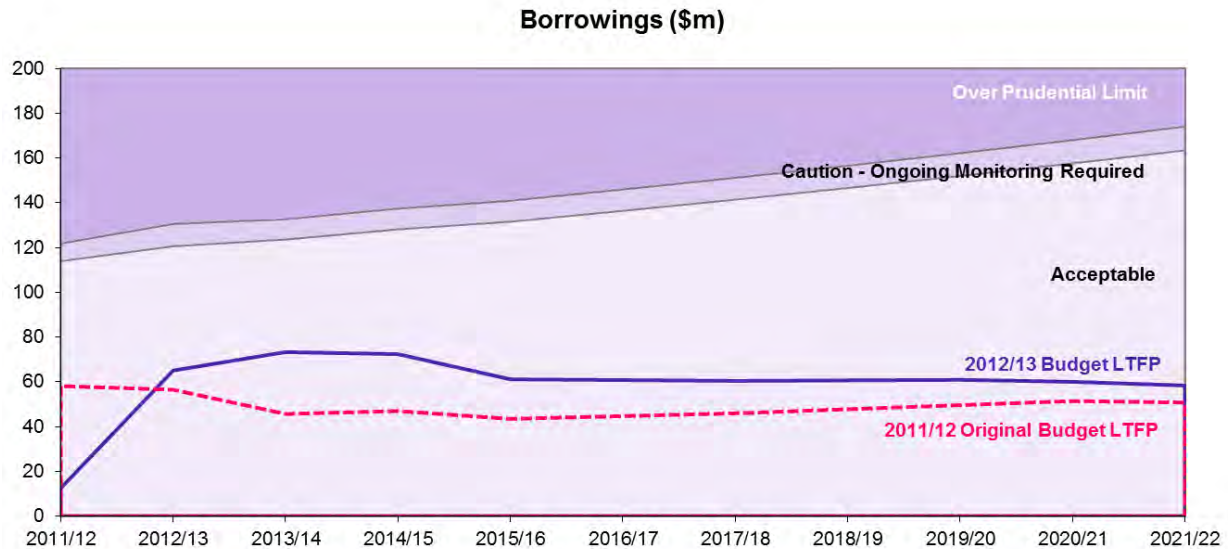
Financing Transactions	2012-13 Budget \$'000	2011-12 Budget \$'000	2010-11 Actual \$'000
Borrowing including Roll Overs	(8,410)	(10,936)	(420)
Redraw of Carry Forwards	(43,069)	-	-
Redraw of Prior Year Repayments	(9,378)	(3,604)	-
Total Borrowings and Redraws	(60,858)	(14,540)	(420)
Repayment of Principal on Borrowings including Roll Overs	8,306	12,350	24,651
Other – including the Sum of Increases in Receivables and Decreases in Payables and Provisions	(660)	(90)	11,622
Equals: Financing Transactions	(53,211)	(2,281)	35,852

The following table shows the prudential ratios in line with the Treasury Policy. This compares the 2012-13 budget numbers to prior years and the next five years as per the Long Term Financial Plan.

Year	Borrowings \$'000	Debt Servicing Ratio	Borrowing Rate Ratio	Net Financial Liabilities
Limit =		25%	80%	80%
2008-09 actual	38,609	4.1%	29.6%	25.5%
2009-10 actual	34,567	2.3%	19.1%	44.4%
2010-11 actual	10,336	3.5%	7.1%	12.6%
2011-12 budget	12,526	2.1%	8.2%	13.8%
2012-13 budget	65,078	3.2%	39.9%	45.5%
2013-14 Plan	73,339	6.4%	44.2%	49.3%
2014-15 Plan	72,407	6.9%	42.1%	47.1%
2015-16 Plan	61,170	6.6%	34.7%	39.5%
2016-17 Plan	60,825	5.4%	33.3%	38.0%
2017-18 Plan	60,449	5.2%	32.0%	36.5%

Implications for Future Years

For the period covered by the Long Term Financial Plan, the following graph shows the balance of borrowings. Based on the current parameters and assumptions, Council remain in the range of acceptable borrowings for the next 10 years.



The table below shows the details of borrowings, borrowing movements, principal repayments and interest payments for the prior years' actuals and next five years as per the Long Term Financial Plan.

Year	New Borrowings (incl Roll Overs) \$'000	Redraws \$'000	Principal Paid (incl Roll Overs) \$'000	Balance 30 June \$'000	Interest Paid \$'000
2008-09 actual	2,197	-	8,281	38,609	2,386
2009-10 actual	8,494	-	12,536	34,567	2,162
2010-11 actual	420	-	24,651	10,336	1,728
2011-12 budget	10,936	3,604	12,350	12,526	2,104
2012-13 budget	51,479	9,378	8,306	65,078	3,905
2013-14 Plan	18,151	-	9,889	73,339	4,095
2014-15 Plan	2,298	-	3,230	72,407	4,485
2015-16 Plan	-	-	11,237	61,170	4,431
2016-17 Plan	2,500	-	2,845	60,825	3,706
2017-18 Plan	2,500	-	2,876	60,449	3,690

Treasury Policy

In developing the Long Term Financial Plan, borrowing was identified as an important funding source, particularly for strategic expenditure relating to the Property Portfolio.

Borrowing is undertaken in accordance with Council's Treasury Policy (available online at www.adelaidecitycouncil.com) which underpins the Council's decision making in the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool in the overall context of funding Council's expenditure. As such, this Treasury Policy links closely to the Council's overall strategic management plans in the context of:

- » strategic planning for the future of the Council, covering short, medium and long term spending and investment issues
- » current and estimated future revenues and the ability to increase the revenue stream through either taxation, user charges, additional grant funds or entrepreneurial activities
- » inter-generational equity considerations in terms of the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such expenditure
- » current and future funding needs for both operating and capital expenditures
- » potential movements in interest rates
- » any other strategic imperative that is linked to revenue and expenditure capacities.

Implications for Future Years

In developing the Long Term Financial Plan and Proposed Annual Business Plan and Budget, borrowings have been considered in relation to Strategic Financial Parameters and the maximum borrowing limits specified in Treasury Policy. All borrowing terms and conditions will be in accordance with the Treasury Policy and all costs have been taken into account in the Council's Long Term Financial Plan.

Forecast debt at the end of 2011-12 is \$12.5m. The amount of capital expenditure carried forward at the end of the 2011-12 financial year will also have an impact on the 2012-13 opening balance of borrowings. These carry forwards will result in the borrowings balance at 30 June 2012 being lower than budgeted, with the amount of the carry forwards to be now borrowed in the 2012-13 year.

The 2012-13 Budget proposes net borrowing of \$52.6m, with further details shown at page 90 of this document. This will increase total borrowing at the end of June 2013 to \$65.1m. In accordance with the Treasury Policy and Strategic Financial Parameters these amounts are mainly used to finance Strategic Property developments and not to finance general operating activities.

Rating Structure

Policy Development and Strategic Context

In formulating the Rating Structure for 2012-13, Council has taken into account the impact on key parameters, including the delivery of Council's Strategic Plan and its Business Planning and Budget process. This framework ensures a rates structure that takes into consideration Council's Strategic focus and service delivery.

In setting its proposed rates for the 2012-13 financial year, Council has considered the amount of revenue required to fund the delivery of the services and activities set out in the Business Plan and Budget. Council has also taken into account other sources of revenue and the distribution of rate contributions between various categories of ratepayers.

Delivering the Rundle Mall Master Plan

As the principle beneficiaries of changes, improvements and enhancement to the Rundle Mall Precinct, Adelaide City Council has resolved that property currently charged the Rundle Mall Differential Separate Rate will be required to make a contribution to the implementation of the Rundle Mall Master Plan.

To deliver this outcome, Adelaide City Council is seeking to expand the scope of the Rundle Mall Differential Separate Rate. The reason for the expanded purpose is to enable the ratepayers of the precinct area to contribute to the implementation of the Rundle Mall Master Plan while maintaining the current marketing and promotional delivery.

In 2012-13, the Rundle Mall Differential Separate Rate in the dollar will increase by 49%, to 0.0393 (compared to the 2011-12 Rundle Mall Marketing Levy of 0.0264). This separate rate is budgeted to raise \$3.08 million for the 2012-13 financial year.

Implementation of the Rundle Mall Master Plan and the increased revenue requirement will, for the average ratepayer, equate to a median increase in the Rundle Mall Differential Separate Rate liability of \$235 per annum.

Rates Modelling

Net general rates revenue of \$82.534m is planned for 2012-13, an increase of \$3.168m compared with 2011-12. This reflects an increase of 3.1% in valuation for existing property, and approximately 1.7% of new development growth. Average

increases in valuation for existing residential property properties are 6.6% and 2.0% for non-residential property.

The budget has been formulated on the basis of maintaining the differential rates in the dollar in 2012-13 for residential properties of 0.11847 and for non-residential properties of 0.13702.

For 2012-13, Adelaide City Council will fix a maximum increase for all residential owner occupied property that meets the required principal place of residence requirements. This fixed limit will ensure the total rates impact of any qualifying property is no greater than a maximum of 7.5%. Residential property with rates increases as a result of property development, change in use, or significant enhancement will not be eligible for a rates increase limited to 7.5%.

Rating Impact Analysis - Residential

Through analysis of residential property, the following rate modeling is observed for rates payable:

- » 53% - over 6,050 assessments will have a rates increase of less than 2%
- » 66% - over 7,400 assessments will have a rates increase less than 5%
- » 68% - over 7,800 assessments will have a rates increase less than 6%
- » 83% - over 9,500 assessments will have a rates increase of 7.5% or less

Review indicates that the majority of assessments with a value increase of greater than 10% are for valuations corrections from previous years or from property improvements. For the average residential property in Adelaide City Council this represents an increase in the Council rates payable of \$73 per annum.

Rating Impact Analysis – Non-Residential

Through analysis of non-residential and commercial property, the following rate modelling is observed for rates payable:

- » 58% - over 5,500 assessments will have a rates increase of less than 3%
- » 72% - over 6,800 assessments will have a rates increase of less than 5%
- » 79% - over 7,500 of assessments will have a rates increase of less than 6%

- » 5% - approximately 500 assessments will have a rates increase greater than 10%

A review of non-residential property indicates that the majority of assessments with a value increase of greater than 10% are for valuation corrections or property improvements.

Rating Structure Review

Council is developing a Draft Rating Structure in accordance with the requirements of the Local Government Act, 1999. The following elements are proposed for inclusion in Council's 2012-13 Rating Structure:

- » The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to the Adelaide City Council rating structure, and are addressed by the joint application of Council's Rating Policy Statements and Rating Operating Guidelines.
- » Adelaide City Council is committed to maintaining a transparent rating system. Accordingly, Adelaide City Council undertakes to manage the rating policy to ensure the greatest level of equity for our customers by maintaining a non-punitive rating structure.
- » It has been concluded that implementation of a minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles.
- » Adelaide City Council will continue its practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability.
- » A differential general rate will be applied to all rateable land as specified in Section 147 of the Local Government Act 1999 with the effect of one rate in the dollar to be applied to all residential land and a different rate in the dollar to be applied to all non-residential land uses (including vacant land).
- » The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses and approximate the benefit principle. For the 2012-13 rating year, it has been determined that the differentiation between residential and non-residential will be 79%.

Your Rates in 2012-13

It is expected that the Residential Differential General Rate will raise net rate revenue in the order of \$17.42 million in 2012-13.

It is expected that the Non-Residential Differential Residential Rate will raise net rate revenue in the order of \$65.11 million in 2012-13.

Legislative changes introduced in the Local Government (Accountability Framework) Amendment Act 2009 have amended the definition of supported accommodation to include all organisations registered under the South Australian Co-operative and Community Housing Act 1991. In 2012-13, Adelaide City Council will be transitioning to providing the full 75% Community Services Rebate to organisations identified as meeting this criteria.

Council will continue to offer a quarterly billing option with the last day to pay Council rates scheduled for 1 September 2012, 1 December 2012, 1 March 2013 and 1 June 2013. Council rates may be paid at the Customer Centre or at any Post Office. Council accepts payments of rates via cash, cheque, money order, Visa, MasterCard or EFTPOS.

Valuation Method

Property in the Adelaide City Council area will continue to be valued according to the Assessed Annual Valuation method as defined in the Valuation of Land Act 1971 for the following reasons:

- » It is based on the predominant occupational basis whereby the majority of both non-residential and residential property for the city is leased.
- » Assessed Annual Value has been used for many years and is understood by the majority of the City's ratepayers.
- » The availability of a significant amount of market annual rental information makes the Assessed Annual Value method efficient to administer.
- » The method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

Ratepayers may object to the attributed land use and / or assessed annual valuation of their property in accordance with the Local Government Act 1999 and within 60 days of receipt of the first rate notice.

Where a ratepayer does not feel that a rating issue has been dealt with satisfactorily by the joint application of Council's Rating Policy Statements and Rating Operating Guidelines an established step-by-step grievance procedure is available as a guide through internal and external options for escalation and resolution of the particular matter.

Separate Rates

Separate rates will continue to be levied for the purposes of marketing the Rundle Mall Precinct and to recover funds on behalf of the Adelaide & Mount Lofty Ranges Natural Resources Management Board:

- » The activities and initiatives historically funded by the Rundle Mall Differential Separate Rate promote Rundle Mall as a destination for shopping and enhance the vibrancy of the precinct. The purpose of the Rundle Mall Differential Separate Rate will be expanded in 2012-13 to include a contribution to the implementation of the Rundle Mall Master Plan. This contribution will require an increase in the rate in the dollar by 49% to 0.393.
- » The NRM Levy is a State tax which Council is obliged, by virtue of the Natural Resources Management Act 2004, to impose and collect. The proceeds are paid to the Adelaide and Mount Lofty Ranges NRM Board. Advice from the Adelaide and Mount Lofty Ranges NRM Board indicates that the community contribution from Adelaide City Council is estimated to increase by 8% from the 2011-12 year

What Assistance is Available?

Rebates of rates will be granted to ratepayers where the applicant satisfies the eligibility criteria for mandatory rebates under Sections 159 to 165 of the Local Government Act 1999.

Applications for discretionary rebates must be received by 1 March prior to the commencement of the financial year for which the rebate has been sought and will be considered in accordance with the statutory provisions of Section 166 of the Local Government Act 1999, together with policy criteria as detailed in the Discretionary Rate Rebate Policy. This policy was adopted by Council in April 2008.

In providing Discretionary Rebates, consideration is given to whether applicants were previously proclaimed, the type and level of service delivered to people within the Adelaide City Council area, and the community need that is being met by activities carried out on the land and whether the activities are those that council would otherwise need to support.

Council considers it appropriate that ratepayers who are experiencing financial hardship may apply for a postponement or remission of rates. Ratepayers

who may be having difficulty paying their rates are encouraged to contact rates staff as soon as they can, rather than waiting until their rates are overdue.

Council will continue to administer the State Government funded concession available to eligible ratepayers: pensioners and low income beneficiaries (maximum of \$190), self-funded retirees (maximum of \$100).

Council will continue to apply those provisions of the Local Government Act 1999, which offer a discretionary Council funded remission of rates to eligible ratepayers: pensioners and low income beneficiaries (maximum of \$100), self-funded retirees (maximum of \$50).

Section 153(3) of the Local Government Act 1999 requires Council to determine whether it will fix a maximum increase in the general rate to be charged on any rateable land within its area that constitutes the principal place of residence of a principal ratepayer. For 2012-13, Adelaide City Council will fix a maximum increase for all residential owner occupied property that meets the required principal place of residence requirements. This fixed limit will ensure the total rates impact of any qualifying property is no greater than a maximum of 7.5%. Residential property with significant rates increases as a result of property development, change in use, or significant enhancement will not be eligible for a rates increase limited to 7.5%.

Council will apply those provisions of the Local Government Act 1999 which have introduced a Postponement of Rates Scheme for eligible State Seniors Card holders. Eligible seniors may postpone rates in excess of \$500 less any concession entitlement. Interest will accrue on postponed balances as per Section 182A (12) of the Act (i.e. with a premium of 1% over the cash advance debenture rate).

Council will continue to apply penalties for late payments in accordance with Section 181(8) of the Local Government Act 1999.

Ratepayers with a good recent payment history who are in a formal written payment arrangement for rates will not be liable for fines and interest during the agreed payment period. These terms will be void in the event of default.

The following table provides a summary of budgeted 2012-13 general rates and associated rebates and submission.

General Rates	Budget 2012-13 \$'000s	Budget 2011-12 \$'000s	Difference \$'000s
General Rates	86,616	83,342	3,274
Fines & Interest	218	170	48
Total General Rates (Gross)	86,834	83,512	3,322
Less: Rebates & Remissions			
Hospital or health	1,305	1,341	(36)
Community Service	655	562	93
Religious	782	754	28
Zoo	369	354	15
Education	889	832	57
Remission	75	78	(3)
Total Rebates & Remissions	4,075	3,921	154
General Rates (GOS Net)	82,759	79,591	3,168
Less: Discretionary Rebates (Strategic Project)	225	225	-
Total General Rates (Net)	82,534	79,366	3,168

Discretionary Rate Rebates will continue to be classified as a Strategic Operating Project within the City Community Program in 2012-13.

Summary of 2012-13 Budget

This summary of the Budget provides information about the key indicators of the Council's financial performance and financial position. Analysis on each of the indicators is included in the following sections of the document.

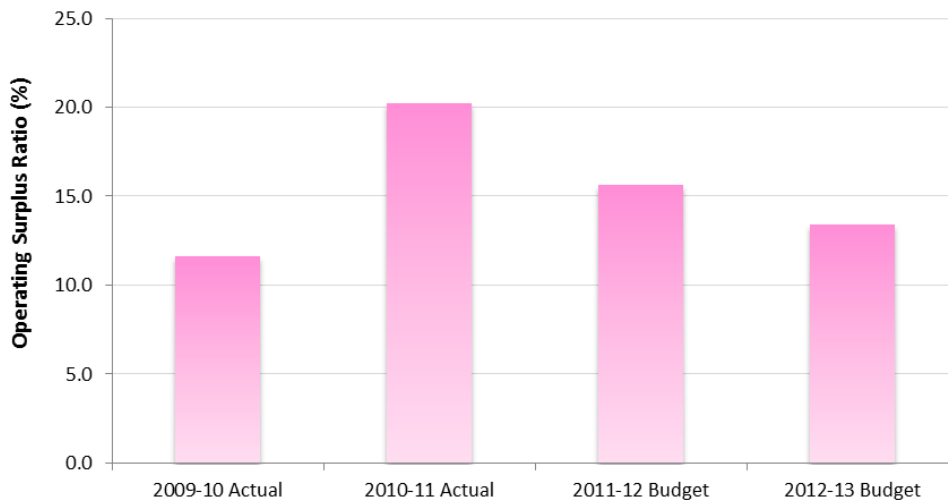
The Business Plan identifies the Council's key actions towards its strategic directions and the specific objectives targeted for 2012-13. It sets the strategic context within which the budget has been developed and meets the requirement of Section 123 (3) of the Local Government Act (1999) to

adopt an 'Annual Statement' in conjunction with the budget for the year.

In preparing the Budget, planning projections and assumptions have been re-examined and validated and emerging priorities identified.

Pursuant to Section 123 (2)(b) of the Local Government Act (1999), the final Budget presented for formal adoption by Council is in accordance with the Local Government Act Financial Management Regulations.

Operating Surplus Ratio



The independent inquiry into financial sustainability in August 2005 emphasised that a Council's long-term sustainability is dependent upon ensuring that, on average over time, a Council has an operating breakeven position or better.

For the Council, an operating surplus of \$11.640m is targeted after including general rates (adjusted for discretionary rates rebates) of \$82.534m. This shows that Council's projected operating income is sufficient to meet projected operating expenses for the financial year.

Net Surplus per Statement of Comprehensive Income	2012-13 Budget \$'000	2011-12 Budget \$'000	Difference \$'000
Operating Revenue	168,675	158,775	9,900
Less: Operating Expenses	157,034	145,890	11,144
Operating Surplus	11,640	12,884	(1,244)
Add: Net Gain / (Loss) on Disposal or Revaluation of Assets	11,374	2,141	9,233
Add: Amounts Specifically for New or Upgraded Assets	1,883	7,618	(5,735)
Net Surplus per Income Statement	24,898	22,643	2,255

The above table shows that an Operating Surplus has been maintained in 2012-13. Adelaide City Council has maintained an operating surplus for many years.

Council's generated operating surplus is applied to meet capital expenditure requirements in relation to new assets in accordance with Strategic Plan objectives and Capital City responsibilities. In addition, part of Council's operating surplus may be held for capital expenditure needs in future years by either increasing financial assets or, where possible, reducing debt.

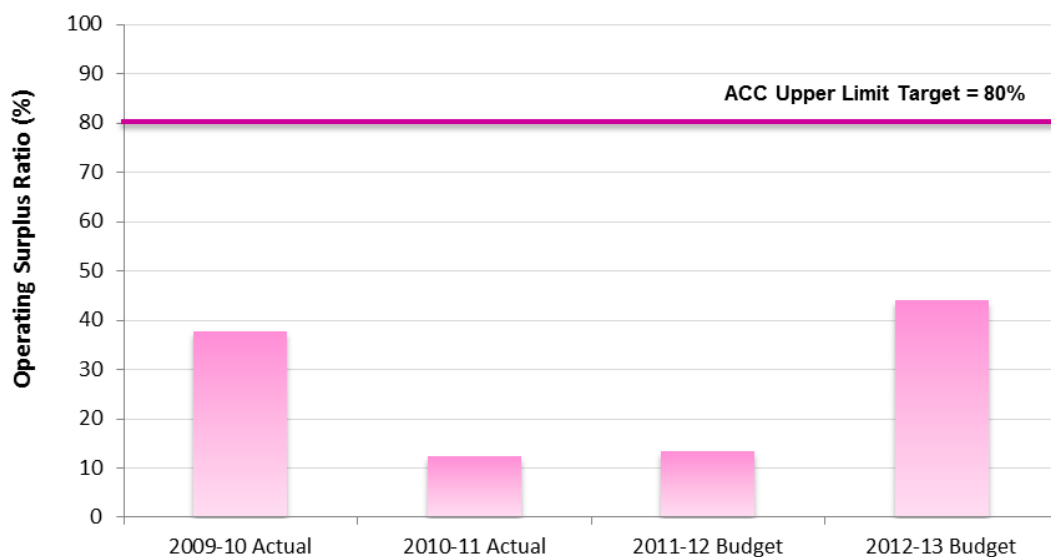
In recent years, Council's operating surpluses have been impacted by capital works-in progress write-offs, particularly where larger capital projects involve works relating to upgrading other parties. Under accounting definition, these works do not provide a future benefit to Council and as such impact on the operating surplus rather than forming part of Council's stock of infrastructure assets. As such, operating surpluses between years are not directly comparable.

Reconciliation of Operating Funding Surplus & Operating Surplus	2012-13 Budget \$'000	2011-12 Budget \$'000	Difference \$'000
Operating Funding Surplus per Funding Overview	15,504	15,968	(465)
Less: Expenditure incurred on Maintenance of Assets	2,863	2,086	778
Funding Surplus	12,640	13,884	(1,243)
Less: Previous Year's Capital WIP Adjustment	1,000	1,000	-
Operating Surplus per Income Statement	11,640	12,884	(1,243)

Included in the Capital Works Program is an amount of \$2.863m which does not provide a future economic benefit to the Corporation and therefore does not meet the definition of an asset under Accounting Standards. Some of this relates to expenditure on assets not owned or controlled by the Corporation. Other expenditure relates to tree planting, vegetation trimming, preliminary scoping as well as maintenance related expenditure. Given

that these projects will be managed within the Capital Works Program, the expenditure is included in the Capital Works Program for reporting purposes for the year. However, the statutory financial statements including the Income Statement and Balance Sheet have been adjusted accordingly to correctly record such expenditure as operating.

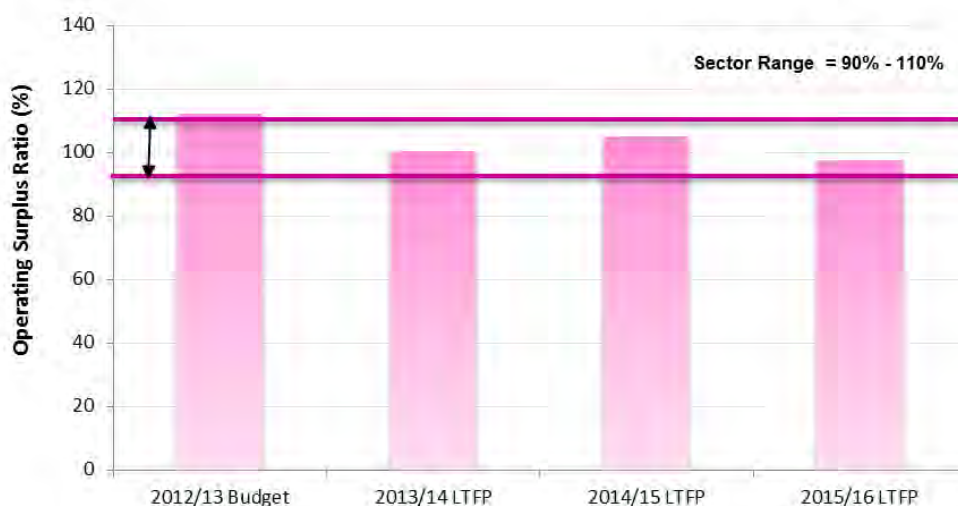
Net Financial Liabilities Ratio



The Council's stock of net financial liabilities is expected to be \$74.219m at 30 June 2013. This represents an increase of \$53.211m on the estimated level of net financial liabilities at 30 June 2012 of \$21.008m.

This increase in net financial liabilities of \$53.211m means that the Council will increase net borrowings by this in amount in 2012-13.

Asset Sustainability Ratio



The above graph shows Council's Asset Sustainability ratio calculated by comparing planned capital expenditure on renewal and replacement of assets against the levels in the IAMP.

The local government financial indicator target recommends that a 3 year rolling average is best used to calculate a council's asset sustainability ratio. The Council's three-years rolling average for 2012-13 to 2014-15 is 106%. This is well within the range of 90% - 110% recommended by the sector.

Operating Budget

The Budget presented in this report has been developed through a rigorous process of consultation and review with Council officers and Council Members. It is also forward looking in that it fits within Council's long term strategic directions and within a prudent framework which seeks to achieve and maintain financial sustainability.

The Operating Budget forecasts an Operating Surplus of \$11.640m after raising rates and charges and other revenue of \$168.675m.

Operating Revenue

The following table summarises the major components of Operating Revenue:

Revenue Types	2012-13 Budget \$'000	2011-12 Budget \$'000	Difference \$'000
Rates Income			
- General	82,534	79,366	3,168
- Other	4,304	3,111	1,193
Statutory Charges	15,331	14,378	953
User Charges	62,249	56,513	5,736
Grants, Subsidies and Contributions	2,859	2,909	(50)
Investment Income	264	619	(355)
Reimbursements	400	530	(130)
Other	733	1,348	(615)
Operating Revenue	168,675	158,775	9,900

Statutory Charges

Statutory charges are fees for regulatory services. They are associated with the granting of a permit or licence or the regulation of an activity and include parking fines, section 7 property information applications, and development and building consent fees. Changes in statutory fees are made in accordance with State Government legislative direction, and result from volume and anticipated CPI changes.

User Charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include UPark fees, on-street parking-machine tickets, Adelaide Town Hall venue hire, Recreational Businesses fees, and properties premises hire income.

Operating Grants & Subsidies

Government grants and contributions include all monies received from State and Federal sources for

the purposes of funding the delivery of Council's services to ratepayers. It excludes amounts specifically received for new and upgraded assets. Overall, total operating grants and subsidies are estimated to be \$2.859m. This represents 1.7% of the Council's estimated total operating revenue.

Investment Income

Investment income relates to interest on bank balances and investments. Given that it is Council's intention to use excess funds to reduce borrowings, there is unlikely to be significant surplus funds to invest. Investment income is budgeted at \$264k.

Reimbursements

Reimbursements are amounts received as payment for work done by the Council acting as an agent for others. This income is difficult to predict and an amount of \$400k has been budgeted.

Other Revenue

Other revenue is revenue not separately classified above and is estimated to be \$733k.

Operating Expenditure

The following table summarises the major components of Operating Expenditure:

Expenditure Types	2012-13 Budget \$'000	2011-12 Budget \$'000	Difference \$'000
Employee Costs	59,862	56,931	2,931
Materials, Contracts & Other Expenses	69,535	63,631	5,904
Finance Charges	3,905	2,104	1,801
Depreciation	23,732	23,225	507
Operating Expenditure	157,034	145,890	11,144

Employee Costs

Employee costs include all labour related expenditure such as wages, salaries, on-costs such as allowances, leave entitlements and employer superannuation. Employee costs are forecast to increase by \$2.931m compared to 2011-12. The dollar increase results from anticipated Enterprise Bargaining increases across the Corporation together with step increases for longer serving staff, where appropriate.

Materials, Contracts & Other Expenses

Materials cover payments for physical goods. This includes purchase of consumables, water and energy. Contractual Services involve payments for the external provision of services. This may include indirectly provided labour and materials or sub-contractors which are part of a contract. Other expenses relate to expenses not separately classified above. Overall, materials, contractual services and other expenses are expected to increase by \$5.904m in 2012-13. A major part of

this increase is the result of expected increases in water and electricity costs.

Finance Charges

Borrowing costs relate to interest charged by financial institutions on funds borrowed.

Budgeted finance charges have factored in the timing of Strategic Property Portfolio receipts, predicted cash flow and the estimated balance of borrowings at the beginning of the financial year.

Depreciation

Depreciation is an accounting measure which records the consumption of the Council's infrastructure, property, plant and equipment. The increase of \$507k in depreciation expenses reflects the combined effect of a full year's impact of depreciable assets created by capital expenditure on new and upgraded assets, the part year impact of capital expenditure on new and upgraded assets in 2012-13 and the ongoing impact of regularly revaluing infrastructure assets on a 'fair value' basis.

Balance Sheet Analysis

This section analyses the estimated balance sheet movements between 30 June 2012 and 30 June 2013 and discusses the level of the Council's net financial liabilities – being the key measure of the Council's financial position.

	2012-13 Budget \$'000	2011-12 Budget \$'000	2010 -11 Actual \$'000
Current Assets	31,486	31,486	31,486
Non-current Assets	1,372,632	1,294,524	1,269,602
Total Assets	1,404,119	1,326,010	1,301,088
Current Liabilities	34,899	34,239	34,149
Non-current Liabilities	62,850	10,299	8,109
Total Liabilities	97,748	44,538	42,258
Equity	1,306,371	1,281,473	1,258,830

Analysis of Budgeted Balance Sheet

Current assets balances are not expected to change significantly.

Non-Current Assets

The increase in non-current assets in 2012-13 essentially reflects the combined effect of all capital expenditure, the depreciation of existing assets, the book value of assets sold and the ongoing revaluation of infrastructure assets on a 'fair value' basis.

Current Liabilities

Current liabilities balances are not expected to change significantly.

Net Financial Liabilities

	2012-13 Budget \$'000	2011-12 Budget \$'000	2010 -11 Actual \$'000
Net Financial Liabilities at 1 July	21,008	18,729	54,639
<i>Plus / (Less): Net Borrowing / (Lending) for financial year</i>	53,211	2,279	(35,910)
Equals: Net Financial Liabilities at 30 June	74,219	21,008	18,729

A financial target for Council is to ensure that the accumulated stock of net financial liabilities does not exceed 80% of total own source revenue in any year. The estimated level of net financial liabilities at

Non-Current Liabilities

The budgeted \$52.551m increase in non-current liabilities in 2012-13 is attributable to the net financing transactions and will result in an increase in borrowings of this amount.

Equity

The budgeted net increase in equity of \$24.898m in 2012-13 results from the budgeted net surplus for the year.

30 June 2013 is \$74.219m which represents 45.5% of the Council's expected own source revenue in 2012-13.

Proposed Funding Overview

PROPOSED FUNDING OVERVIEW 2012-13 BUDGET	Proposed Full Year Budget \$'000s 2012-13	Proposed Full Year Budget \$'000s 2011-12	Movement \$'000s
BUSINESS OPERATIONS			
Revenue	75,224	69,873	5,351
Less Expenditure	54,913	54,064	(849)
	20,311	15,809	4,502
Less Depreciation	7,474	7,166	(308)
NET BUSINESS OPERATIONS	12,837	8,643	4,194
SERVICES			
General Rates	82,759	79,591	3,168
Other Revenue	39,947	37,699	2,248
Less Expenditure	84,035	77,343	(6,692)
Less Depreciation	16,258	16,059	(199)
NET SERVICES	22,413	23,888	(1,475)
TREASURY MANAGEMENT			
Revenue	360	715	(355)
Less Expenditure	4,226	2,418	(1,808)
NET TREASURY MANAGEMENT	(3,866)	(1,703)	(2,163)
Add Depreciation	23,732	23,225	(507)
FUNDING AVAILABLE FOR PROJECTS	55,116	54,053	1,063
Less Depreciation	23,732	23,225	(507)
OPERATING FUNDING SURPLUS BEFORE STRATEGIC PROJECTS	31,384	30,828	556
STRATEGIC PROJECTS			
Revenue	2,598	2,505	93
Less Expenditure	18,477	17,365	(1,112)
NET STRATEGIC PROJECTS	(15,879)	(14,860)	(1,019)
OPERATING FUNDING SURPLUS / (DEFICIT)	15,504	15,968	(464)
CAPITAL WORKS PROGRAM			
Revenue	23,858	9,759	14,099
Less Expenditure on Renewal and Replacement of Existing Assets	26,060	23,128	(2,932)
Less Expenditure on New and Upgraded Assets	87,381	26,019	(61,362)
Less Expenditure on Maintenance Related	2,863	2,086	(777)
Gross Capital Program	116,305	51,233	(65,071)
Net Capital Program	(92,447)	(41,474)	(50,972)
Less Depreciation	23,732	23,225	(507)
NET CAPITAL WORKS PROGRAM	(68,715)	(18,249)	(50,465)
NET LENDING / (BORROWING) RESULT FOR THE FINANCIAL YEAR	(53,211)	(2,281)	(50,929)
Funding transactions associated with accommodating the above net lending / (borrowing) result for the financial year are as follows:			
Borrowings including Roll Overs	8,410	10,936	(2,526)
Funding of Carry Forwards	43,069	-	43,069
Redraw of Prior Year Payments	9,378	3,604	5,774
Principal Repayments	(8,306)	(12,350)	4,044
Working Capital and Provision Movements	660	90	570
NET FUNDING TRANSACTIONS	53,211	2,281	50,931
NET FINANCIAL LIABILITIES AS AT 30 JUNE	74,219	21,008	53,211

Statutory Financial Statements

Budgeted Statement of Comprehensive Income

for the year ended 30 June 2013

	2013 \$'000	2012 \$'000
INCOME		
Rates	86,838	82,477
Statutory charges	15,331	14,378
User charges	62,249	56,513
Grants, subsidies and contributions	2,859	2,909
Investment income	264	619
Reimbursements	400	530
Other revenues	733	1,348
Total Revenues	168,675	158,775
EXPENSES		
Employee costs	59,862	56,931
Materials, contracts & other expenses	69,535	63,631
Finance costs	3,905	2,104
Depreciation, amortisation & impairment	23,732	23,225
Total Expenses	157,034	145,890
OPERATING SURPLUS / (DEFICIT)	11,640	12,884
Asset disposal & fair value adjustments	11,374	2,141
Amounts received specifically for new or upgraded assets	1,883	7,618
NET SURPLUS / (DEFICIT) transferred to Equity Statement	24,898	22,643
TOTAL COMPREHENSIVE INCOME	24,898	22,643

Budgeted Balance Sheet

as at 30 June 2013

	2013 \$'000	2012 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents	15,568	15,568
Trade & other receivables	7,865	7,865
Inventories	369	369
	23,802	23,802
Non-current Assets held for Sale	7,684	7,684
Total Current Assets	31,486	31,486
Non-current Assets		
Trade and Other Receivables	97	97
Assets held for Sale	13,086	13,086
Equity accounted investments in Council businesses	187	187
Investment Property	3,251	3,251
Infrastructure, Property, Plant & Equipment	1,356,011	1,277,903
Total Non-current Assets	1,372,632	1,294,524
Total Assets	1,404,119	1,326,010
LIABILITIES		
Current Liabilities		
Trade & Other Payables	21,255	20,595
Borrowings	3,892	3,892
Provisions	9,752	9,752
Total Current Liabilities	34,899	34,239
Non-current Liabilities		
Borrowings	61,185	8,634
Provisions	1,665	1,665
Total Non-current Liabilities	62,850	10,299
Total Liabilities	97,748	44,538
NET ASSETS	1,306,371	1,281,473
EQUITY		
Accumulated Surplus	862,101	837,203
Asset Revaluation Reserve	444,270	444,270
TOTAL EQUITY	1,306,371	1,281,473

Budgeted Statement of Changes in Equity

for the year ended 30 June 2013

	Accumulated Surplus \$'000s	Asset Revaluation Reserve \$'000s	TOTAL EQUITY \$'000s
2013			
Balance at end of previous reporting period	837,203	444,270	1,281,473
Net Surplus for Year	24,898	-	24,898
Balance at end of period	862,101	444,270	1,306,371
2012			
Balance at end of previous reporting period	814,560	444,270	1,258,830
Net Surplus for Year	22,643	-	22,643
Balance at end of period	837,203	444,270	1,281,473

Budgeted Cash Flow Statement

for the year ended 30 June 2013

	2013 \$'000	2012 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
<u>Receipts</u>		
Operating receipts	168,411	158,155
Investment receipts	264	619
<u>Payments</u>		
Operating payments to suppliers & employees	(127,737)	(119,472)
Finance payments	(3,905)	(2,104)
Net Cash provided by (or used in) Operating Activities	37,032	37,199
CASH FLOWS FROM INVESTING ACTIVITIES		
<u>Receipts</u>		
Grants specifically for new or upgraded assets	1,883	7,618
Sale of surplus assets	21,975	2,141
<u>Payments</u>		
Expenditure on renewal / replacement of assets	(26,060)	(23,128)
Expenditure on new / upgraded assets	(87,381)	(26,019)
Net Cash provided by (or used in) Investing Activities	(89,583)	(39,388)
CASH FLOWS FROM FINANCING ACTIVITIES		
<u>Receipts</u>		
Proceeds from Borrowings	60,857	14,540
<u>Payments</u>		
Repayments of Borrowings	(8,306)	(12,350)
Net Cash provided by (or used in) Financing Activities	52,551	2,190
Net Increase (Decrease) in cash held	-	-
Cash & cash equivalents at beginning of period	15,147	15,147
Cash & cash equivalents at end of period	15,147	15,147

Proposed Uniform Presentation of Finances

for the year ended 30 June 2013

	2013 \$'000	2012 \$'000
Operating Revenues	168,675	158,776
less Operating Expenses	(157,034)	(145,889)
Operating Surplus / (Deficit) before Capital Amounts	11,640	12,886
add Capital Program Write-Off from Previous Years	1,000	1,000
Funding surplus	12,640	13,886
less Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	26,060	23,128
less Depreciation, Amortisation and Impairment	(23,732)	(23,225)
	2,328	(97)
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	87,381	26,019
less Amounts received specifically for New and Upgraded Assets	(1,883)	(7,618)
less Proceeds from Sale of Surplus Assets (including investment property and real estate developments)	(21,975)	(2,141)
	63,523	16,260
Net Lending / (Borrowing) for Financial Year	(53,211)	(2,279)
Net Financial Liabilities at beginning of year	(21,008)	(18,729)
less / (add) net gain / loss joint ventures & associates	-	-
Net Financial Liabilities at end of year	(74,219)	(21,008)

Budgeted Total Funding & Expenditure Statement

for the year ended 20 June 2013

	2013 \$'000s	2012 \$'000s
FUNDING		
Non-Rates Funding		
Statutory charges	15,331	14,378
User charges	62,249	56,513
Operating grants and subsidies	2,859	2,909
Investment Income	264	619
Reimbursements	400	530
Other revenues	733	1,348
Proceeds from sale of non-current assets	21,975	2,141
Capital grants, subsidies and monetary contributions	1,883	7,618
Proceeds from new borrowings (including redraws)	60,857	14,540
Working capital and provisions movements	660	90
Total Non-Rate Funding	167,211	100,686
Rates Funding		
General rates income	82,534	79,366
Rundle Mall Separate Levy	3,080	2,030
NRM Levy	1,224	1,081
Total Rates Funding	86,838	82,477
TOTAL FUNDING	254,049	183,163
EXPENDITURE		
Employee costs	59,862	56,931
Materials, contracts and other expenses	65,671	60,545
Finance costs	3,905	2,104
Capital Works Program	116,305	51,233
Principal repayments	8,306	12,350
EXPENDITURE	254,049	183,163

Budgets excluding Depreciation

Council Programs	2012-13 Operating Budget			2012-13 Capital Budget		
	Expenditure \$'000s	Revenue \$'000s	Net Cost \$'000s	Expenditure \$'000s	Revenue \$'000s	Net Cost \$'000s
City of Great Places						
City Design	3,003	1,029	1,974	14,900	-	14,900
City Planning	5,741	363	5,377	-	-	-
Public Realm	23,431	1,554	21,877	-	-	-
City of Great Places Total	32,174	2,946	29,228	14,900	-	14,900
Accessible City						
Accessible City	36,980	51,502	(14,522)	9,463	1,415	8,048
Accessible City Total	36,980	51,502	(14,522)	9,463	1,415	8,048
Liveable City						
City Community	5,799	410	5,389	-	-	-
Active City	8,386	8,834	(449)	3,278	-	3,278
City Safety & Customer Services	4,912	1,731	3,180	100	-	100
City Growth & Development	2,265	400	1,865	49,802	21,575	28,227
Liveable City Total	21,361	11,375	9,986	53,180	21,575	31,605
Creative City						
Vibrant City	5,253	1,499	3,754	480	-	480
Creative City Total	5,253	1,499	3,754	480	-	480
Prosperous City						
Economic Development	5,968	2,270	3,698	12,050	-	12,050
Prosperous City Total	5,968	2,270	3,698	12,050	-	12,050
Environmentally Sustainable City						
Sustainable City	2,272	-	2,272	60	-	60
Environmentally Sustainable City Total	2,272	-	2,272	60	-	60
Council Programs Total	104,010	69,593	34,417	90,133	22,990	67,143
Corporate Programs	2012-13 Operating Budget			2012-13 Capital Budget		
	Expenditure \$'000s	Revenue \$'000s	Net Cost \$'000s	Expenditure \$'000s	Revenue \$'000s	Net Cost \$'000s
Finance, Procurement & Risk	13,783	92,179	(78,395)	-	-	-
Marketing, Creative & Media Program	2,316	115	2,201	-	-	-
Capital Works & Infrastructure Management	5,640	2,017	3,623	-	-	-
People & Culture	3,117	227	2,890	-	-	-
Information & Communication Technology	5,983	311	5,672	3,251	-	3,251
Strategic Asset & Property Management	19,625	36,446	(16,820)	22,921	868	22,053
Office of the Lord Mayor	1,428	-	1,428	-	-	-
Office of the CEO	2,359	-	2,359	-	-	-
Office of Major Projects & Initiatives	1,277	-	1,277	-	-	-
Office of the General Managers & Executive Managers	2,113	-	2,113	-	-	-
Corporate Programs Total	57,641	131,295	(73,653)	26,172	868	25,304
Corporation Total	161,651	200,887	(39,236)	116,305	23,858	92,447

Full Cost Attribution by Principal Activity including Depreciation

Council Programs	2012-13 Operating Budget				
	Expenditure \$'000s	Attribution of Overheads \$'000s	Expenditure incl. Attributed Overheads \$'000s	Revenue \$'000	Net Contribution / (Cost) \$'000s
City of Great Places					
City Design	3,003	4,110	7,113	1,029	(6,084)
City Planning	5,741	1,327	7,067	363	(6,704)
Public Realm	25,121	2,410	27,531	1,554	(25,977)
City of Great Places Total	33,865	7,846	41,711	2,946	(38,765)
Accessible City					
Accessible City	36,980	17,052	54,033	51,502	(2,531)
Accessible City Total	36,980	17,052	54,033	51,502	(2,531)
Liveable City					
City Community	5,799	1,651	7,450	410	(7,040)
Active City	8,386	1,683	10,068	8,834	(1,234)
City Safety & Customer Services	4,912	2,248	7,160	1,731	(5,429)
City Growth & Development	2,265	323	2,587	400	(2,187)
Liveable City Total	21,361	5,904	27,265	11,375	(15,890)
Creative City					
Vibrant City	5,253	1,356	6,609	1,499	(5,110)
Creative City Total	5,253	1,356	6,609	1,499	(5,110)
Prosperous City					
Economic Development	5,968	2,186	8,154	2,270	(5,884)
Prosperous City Total	5,968	2,186	8,154	2,270	(5,884)
Environmentally Sustainable City					
Sustainable City	2,272	278	2,551	-	(2,551)
Environmentally Sustainable City Total	2,272	278	2,551	-	(2,551)
Council Programs Total	105,700	34,623	140,323	69,593	(70,730)
2012-13 Operating Budget					
Corporate Programs	2012-13 Operating Budget				
	Expenditure \$'000s	Attribution of Overheads \$'000s	Expenditure incl. Attributed Overheads \$'000s	Revenue \$'000	Net Contribution / (Cost) \$'000s
Finance, Procurement & Risk	13,783	(5,011)	8,773	92,179	83,406
Marketing, Creative & Media Program	2,316	(2,201)	115	115	-
Capital Works & Infrastructure Management	5,640	(3,623)	2,017	2,017	-
People & Culture	3,117	(2,890)	227	227	-
Information & Communication Technology	5,983	(5,672)	311	311	-
Strategic Asset & Property Management	41,667	(8,050)	33,617	36,446	2,829
Office of the Lord Mayor	1,428	(1,428)	-	-	-
Office of the CEO	2,359	(2,359)	-	-	-
Office of Major Projects & Initiatives	1,277	(1,277)	-	-	-
Office of the General Managers & Executive Managers	2,113	(2,113)	-	-	-
Corporate Programs Total	79,683	(34,623)	45,060	131,295	86,234
Corporation Total	185,383	-	185,383	200,887	15,504

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Adelaide City Council
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June 2012

