

The City of Adelaide

**2014-15**

# **Business Plan & Budget**







### Statement of Acknowledgment

Adelaide City Council acknowledges that we are located on 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 2014-15 Business Plan and Budget.

This is a year of delivery for Adelaide City Council with positive change on our city streets.

The northern end of Victoria Square is complete and has already provided a fantastic location for a range of community events. The Rundle Mall redevelopment is also nearing completion.

Council is investing in the Smart Move Strategy, with a strong focus on making the city safer and more accessible. Priorities include delivering the city's first north-south Bikeway on Frome Street/Road, improving the free City Connector service, and other pedestrian upgrades.

Council continues to support business, entrepreneurs and investment attraction through developing an early evening economy, implementing a new Retail Strategy and expanding the City Wi-Fi network.

The budget also places strong focus on placemaking, with funds dedicated to carrying out powerful community engagement and running place pilots to bring people back to several underutilised city spaces.

The coming year will also see projects delivered in collaboration with the local community through the Residential Streets Development Program.

As always, safety is a priority for Council, and we are allocating significant funds to install world-class LED lighting, with a focus on North Adelaide.

We all have an important role to play in creating a vibrant, world-class city. Thank you for your support.

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

Natasha Malani

## Area Councillors

Anne Moran

Dr Michael Llewellyn-Smith AM

Mark Hamilton

David Plumridge AM

## North Ward

Susan Clearihan

Sandy Wilkinson

## Central Ward

Megan Hender

Houssam Abiad

## South Ward

Michael Henningsen

Anthony Williamson



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

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An infographic of a city street scene with various statistics overlaid. The background shows a modern building with large windows and balconies, trees, and pedestrians. Statistics are presented in white text on a dark blue background, connected to the scene by thin white lines.

**118,216**

workers

**22,280**

2014 estimated  
resident population

**2.5%**

growth from  
2012 to 2013

**35.9%**

20 to 29 years of age

**16.6%**

over 60 years of age

**228,673**

daily visitor population

26% shopping  
23% working  
9% studying  
7% eating

**10,860**

number of dwellings

**4,701**

residential apartments

**4,621**

townhouses



# City Profile

These facts and figures provide a snapshot of the City of Adelaide - our residents, visitors and workers

**\$593.5m**

value of approved development in the city 2012/2013

**\$15.5bn**

estimate of the city of Adelaide Gross Regional Product, which is

**17%**

of the State's Gross State Product



# Overview of This Plan

## How This Plan Was Prepared

The Annual Business Plan and Budget sets out the Council's proposed program of services, functions and projects for 2014-15. It has been developed in the context of delivering Council's long term strategic direction as set out in the Strategic Management Plan documents. These documents are required by the *Local Government Act 1999* and include:

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

These plans outline the Council's objectives over a four year period. They show how Council intends to achieve its vision by seeking to balance the Council's responsibility to provide quality and value in local government services for ratepayers with its wider responsibilities under the *City of Adelaide Act 1998* in managing the city and the Park Lands on behalf of all those who visit the city and work or study there.

The development of the '*One City, Many Places*' vision and the Strategic Plan involved extensive community participation through the award-winning Picture Adelaide program. Over 2,000 people provided input into developing the vision and many of the ideas for action from Picture Adelaide have inspired the development of the 2014-15 Business Plan and Budget.

The Corporation Plan 2012-2016 details how Council's resources will be deployed to ensure the outcomes of the Strategic Plan can be achieved. Importantly, this plan seeks efficiencies and innovation through 'doing more with less'. Freeing up resources to ensure the delivery of projects will assist in achieving the outcomes set out in the Strategic Plan and will contribute to Council's financial sustainability.

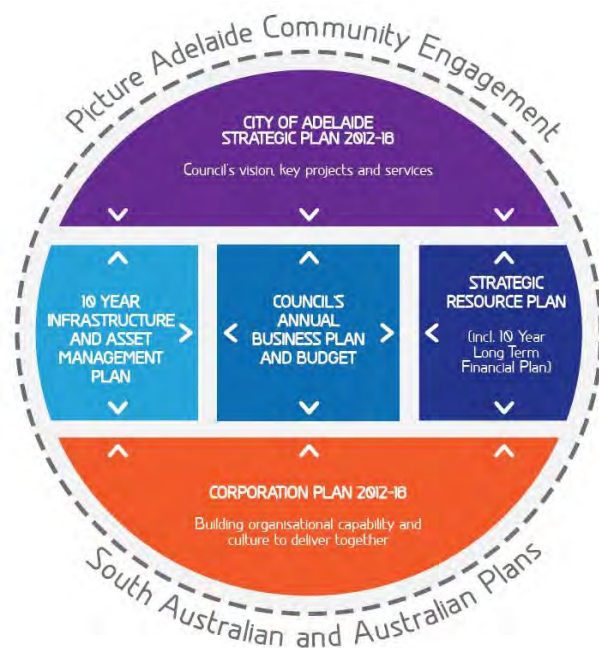
This year the Strategic Plan, Corporation Plan and Business Plan and Budget are directly aligned by placing our focus on delivering the outcomes in our current Strategic Plan. The Business Plan and Budget is presented under the six outcomes identified in the Strategic Plan:

1. City of Great Places
2. Accessible City
3. Creative City
4. Liveable City
5. Prosperous City
6. Environmentally Sustainable City

It also directly aligns with the five outcomes in the Corporation Plan:

1. Brilliant service provider
2. Trusted partner
3. Professional administrator
4. High-achieving team
5. Best practice organisation

This will ensure that Council can clearly demonstrate the effort and resources that go into achieving both sets of outcomes.





This Business Plan and Budget is the key annual operational and financial planning document of the Adelaide City Council. It describes what services, functions and projects Council plans to provide in the upcoming financial year, and how it plans to allocate its budget.

Council's business plan is concerned with delivery of major projects along with services such as maintaining roads and footpaths, waste collection, cleansing, and Park Lands maintenance.

In addition to these services, in 2014-15 the focus is on completing key projects that have been commenced in previous years. This includes the once in a generation upgrades to Victoria Square / Tarntanyangga and Rundle Mall and the implementation of a ground-breaking Placemaking program that will have short and long term impacts on how Council interacts and works with businesses and the community to achieve the Strategic Plan goal of 'One City, Many Places'.

## Key Funding Components (\$m)\*

	2014-15
<b>Business Operations</b>	
Revenue	66.4
Expenditure	(46.5)
<b>Total</b>	<b>19.9</b>
<b>General Operations</b>	
Rates	90.1
Revenue	45.2
Expenditure	(95.2)
<b>Total</b>	<b>40.1</b>
<b>Treasury</b>	<b>(2.0)</b>
<b>Contribution from Operations</b>	<b>58.0</b>
<b>Operating Projects</b>	<b>(13.1)</b>
<b>New Assets</b>	<b>(24.0)</b>
<b>Asset Maintenance Program Management</b>	<b>(5.8)</b>
<b>Asset Maintenance</b>	<b>(37.9)</b>
<b>Property Investments</b>	<b>(4.4)</b>
<b>Net Spend on Projects and Capital</b>	<b>(85.2)</b>
<b>Net Borrowing Requirement</b>	<b>(27.2)</b>

\* Excluding Adelaide Central Market Authority & Rundle Mall Management Authority funding components.

## Global And State-Wide Influences

As the Capital City, Adelaide is at the centre of South Australian aspirations and is influenced by (and influences) the broader State environment. In developing the Strategic Plan and this Business Plan and Budget, consideration has been given to the following factors including:

- Global and domestic economic conditions, including changing retail and tourism patterns at the State and local level
- Changing demographics, including an ageing population and a more mobile population with people regularly shifting between cities around Australia and the world
- Increasing cultural diversity of those who live in and use the city
- Continuing to build on the relative strength of the international education market
- The need for environmental sustainability in such areas as recycling, waste reduction and reduced energy use
- The desire for increased 'infill' development as expressed in the State Government 30 Year Plan for Greater Adelaide and the initial findings of the Planning and Development System Review
- Major State Government projects such as the city Riverbank / Adelaide Oval precinct development and transit initiatives requiring new public realm works and ongoing maintenance
- Increasing use of the Park Lands as one of the State's major assets
- Increasing requirements for Council to undertake responsibilities that are defined by the State Government

## Council's Proposed Response

With finite resources, pressures to deliver more and changes to expectations of the consumers of Council's services, there is a growing need for the Council to deliver 'lighter, quicker, cheaper' services tailored to demand. In consideration of this and the global and state-wide factors, this Business Plan and Budget will:

- Continue the development of a placemaking approach which will see Council work more closely with city communities to develop and deliver key services and projects
- Continue the commitments to major projects and partnership initiatives over more than one year, including Victoria Square / Tarntanyangga and Rundle Mall, and partnerships such as the Capital City Committee arrangements and Education Adelaide
- Fulfill its requirements to maintain and improve infrastructure assets to acceptable standards including the Park Lands, city roads, footpaths, lighting, and the Council's property holdings
- Build in expected increases in waste management levies, water charges and electricity charges
- Consider the service and infrastructure needs for a growing population in the city (residents, businesses, visitors, workers and students)
- Outline the provision of a wider choice of transit options and supporting infrastructure
- Describe the provision of important community services such as libraries and community centres
- Work with State Government on the refinement and ongoing delivery of planning services
- Develop an investment attraction website that will seek to reduce commercial vacancies by promoting Adelaide for business, investment, working and living
- Provide support to attract 'new businesses' by assisting them to find suitable premises in the city and commissioning tenancy support in some circumstances

To deliver on these while reducing pressure on rates revenue, the Council has a focus on achieving greater efficiencies while maintaining service standards to an appropriate community standard. To achieve this requires longer term planning for changes to service offerings and the ability to work closely with city communities to align the services to people's expectations and willingness to pay. To this end the Business Plan and Budget includes:

- The development of an Adelaide 2030 Plan which will provide an understanding of the longer term view of the city to ensure that the financial implications of this vision are considered in a strategic manner
- The development of a core service strategy to assist in developing long term plans for Council services based on analysis of demographic, physical and social changes in the city
- A renewed strategic approach to the management of purchasing, contracts, projects and assets
- The development of a contestability program to look at different ways of organising and delivering services to achieve better value for money
- A more strategic and commercial approach to Council's businesses and assets, fees and charges and sponsorship coverage
- A new approach to develop partnerships to achieve mutual outcomes that will deliver better services and efficiently share resources
- Major strategic projects of metropolitan/State benefit to be partnership funded with the State and Federal governments wherever possible
- Developing new strategies for revenue enhancement and targeting of further efficiencies
- Consideration of efficient service delivery models including shared delivery with other Councils
- Development of a Workforce Strategy that will support the achievement of Council's strategic outcomes



## Current Economic Environment

The current economic climate continues to present a challenge for our businesses and for government finances. Subdued international market conditions continue to make it tough for our trade-exposed businesses. However, Australia's economic growth is expected to pick up pace in 2014 owing to a lower exchange rate and stronger activity in the housing and retail sectors.

March 2014 showed significant falls in business confidence both from a South Australian perspective and nationally. The jobs market has been weak over the past year with South Australian unemployment sitting at 7.1% in March 2014. Unemployment is continuing to rise but is expected to peak and stabilise in 2014. City workforce growth in Adelaide has predominantly been in the business services sector. With lending practices of financial institutions remaining tight, the construction industry and business expansion have been impacted.

There are positive signs of a return to international student growth in 2014. Our competitiveness in attracting international students will be assisted by a falling Australian dollar, but we will need to increase our marketing efforts and enhance the holistic experience for students living and studying in Adelaide to be more competitive nationally and internationally.

Low consumer confidence and reduced spending patterns, together with increasing competition from on-line shopping, continue to impact sales and revenue growth in the retail sector.

The fastest growing sector in the city's economy is knowledge-based services, which is also the sector with the greatest opportunities for ongoing growth. Many companies in this sector are leveraging our world-class education and research system, together with the ability to develop high quality networks and commercial linkages in Adelaide (our "collaborative advantage"), to build internationally competitive businesses based in the city.

An exciting and growing culture and support system for entrepreneurship is emerging in the city, which we need to foster. Entrepreneurs drive productivity through innovation – creating new, high value products and services for national and international customers. As traditional industries experience challenges and cyclical pressures, we need to encourage and support more people with ideas for new businesses to start and grow their businesses here in Adelaide.

The CBD office vacancy rate increased to the highest level in 14 years and above the national average, due largely to new developments coming online. It is expected that office vacancies will continue to climb throughout the first half of 2014 as buildings currently undergoing refurbishment are placed back on the market.

Several major projects are underway, including Adelaide Oval, expansion of the Convention Centre, redevelopment of Victoria Square / Tarntanyangga and Rundle Mall and a world class health, research and education precinct developing in the north-west of the city, boosting the city's confidence and image. The challenge and opportunity now is to leverage these new assets to ensure we fully realise the economic benefits.

China is the opportunity at the forefront of everyone's thinking and our emerging Sister City relationship with Qingdao will provide a foundation for new opportunities for investment, trade and cultural exchange.



# WHAT THE PEOPLE OF ADELAIDE WANT FOR OUR CITY

HERE ARE SOME OF THE GREAT IDEAS RECEIVED FROM OUR COMMUNITY THAT HAVE HELPED SHAPE OUR CITY

I love love love  
Topham Mall  
street art

A lively, green city  
and a safe one  
to walk around

Brighten up the  
Mall and put in  
more trees

More cycle  
friendly streets





Make  
Victoria Square  
a people friendly  
place

Create a  
more vibrant  
environment  
for businesses  
to grow

More pop-up  
bars and cafes  
around the city

I love the free  
City Bikes



# Highlights for 2014-15

The great ideas and comments received from our community have helped us develop this year's Business Plan and Budget.

## Highlights for the year ahead:

- Completion of the **transformation of Rundle Mall** into an exciting, economically prosperous retail experience and maintaining its mantle as Adelaide's premier shopping destination
- Collaborating with the community, including residents, land owners and traders, to **develop and deliver Place Pilot action plans and District Plans** while implementing **quick wins to begin transforming spaces into great places**
- Progressing **Digital Strategy initiatives and smart technology solutions** including the expansion of online services, more flexible city parking solutions, opening up access to Council data for innovative reuse (for example, by city businesses), and the sponsorship of programs that support digital entrepreneurs in the city
- **Integrating public art** into the upgrade of the Princess Elizabeth Playspace on South Terrace and Council's Placemaking pilot program including the Topham Mall, Bentham and Pitt Street upgrades
- Continuing to bring public spaces and laneways alive through the next phase of Splash Adelaide ensuring an **exciting and broader range of events and activities in a variety of venues** across the city and throughout the year
- Continuing to work with our community to **enhance waste and recycling services** to minimise waste disposal to landfill





- Continuing with our focus on making the **city safer and easier to access** with further investment in **Smart Move** to deliver the city's first north-south Bikeway on Frome Street/Road, promote travel behaviour change and education initiatives, improve the free City Connector service, and deliver pedestrian improvements on two of the city's north-south "active" cross-city links
- Continuing with our **Residential Streets Development Program** to create vibrant, attractive, liveable streets that **reflect the character of neighbourhoods and the needs of residents** through collaboration and co-creation with the local community
- Providing **sponsorship funding support** to eligible groups and organisations to ensure an **exciting range of cultural and artistic events and activities** are held in a variety of venues across the city and throughout the year
- Delivering a **sustainable makeover of the Adelaide Aquatic Centre**, including energy efficient boilers and a co-generation heat and power plant
- Focusing on delivering a collaborative approach with State Government and the community to ensure we provide **safer pathways** throughout the city through **provision of lighting, CCTV and wayfinding solutions**
- Delivering the \$1m Heritage Incentives Scheme including built heritage management grants and built heritage promotion **supporting the conservation and restoration of heritage listed buildings** within the city
- Providing significant investment in our road networks as part of Council's **ongoing commitment to improving the standards of our critical assets**
- Ensuring Adelaide is a **well presented, clean and safe** city by focusing on delivering high quality core services



# 2014–15

## Business Plan and Budget Key Projects



**Sustainable makeover** of the Adelaide Aquatic Centre

Improving **pedestrian lighting** by installing under-veranda lighting along O'Connell Street

**Road resurfacing** on Tynte Street

**Road resurfacing** on Sir Edwin Smith Avenue

**ANZAC Day Dawn Service and Parade**

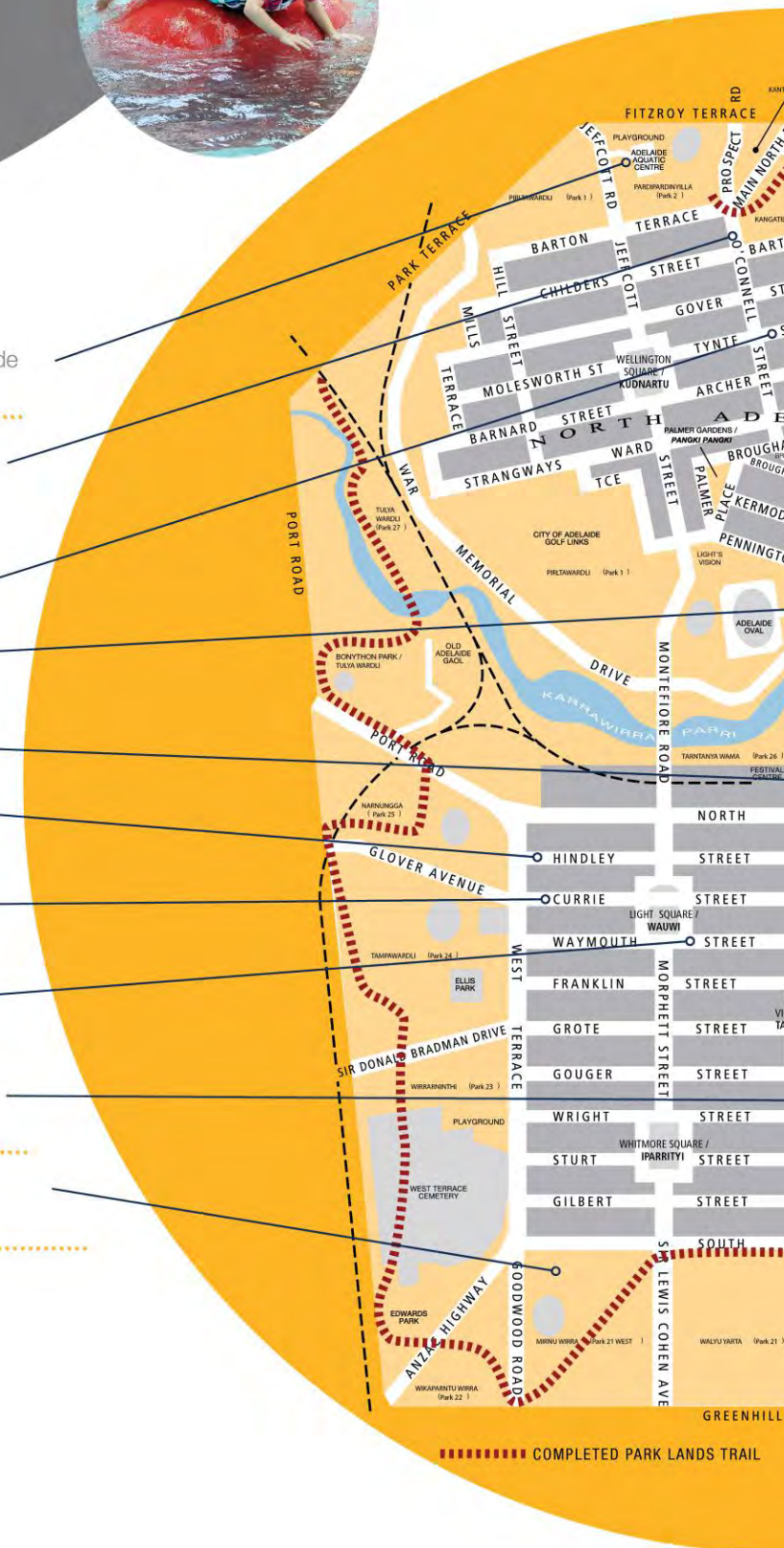
**Renewal of street CCTV cameras** in Hindley Street

**Footpath resurfacing** along Currie Street

Improving **roadway and pedestrian lighting** along Waymouth Street

**Footpath grouting** along King William Street

Upgrade and refurbishment of the **Princess Elizabeth Playspace**



### CITY WIDE PROJECTS

Upgrade of **Park Lands lighting** and **furniture**

**Tree management** and **streetscape landscape** programs

Broader range of **events** and **activities** in a **variety of venues** through City Activation

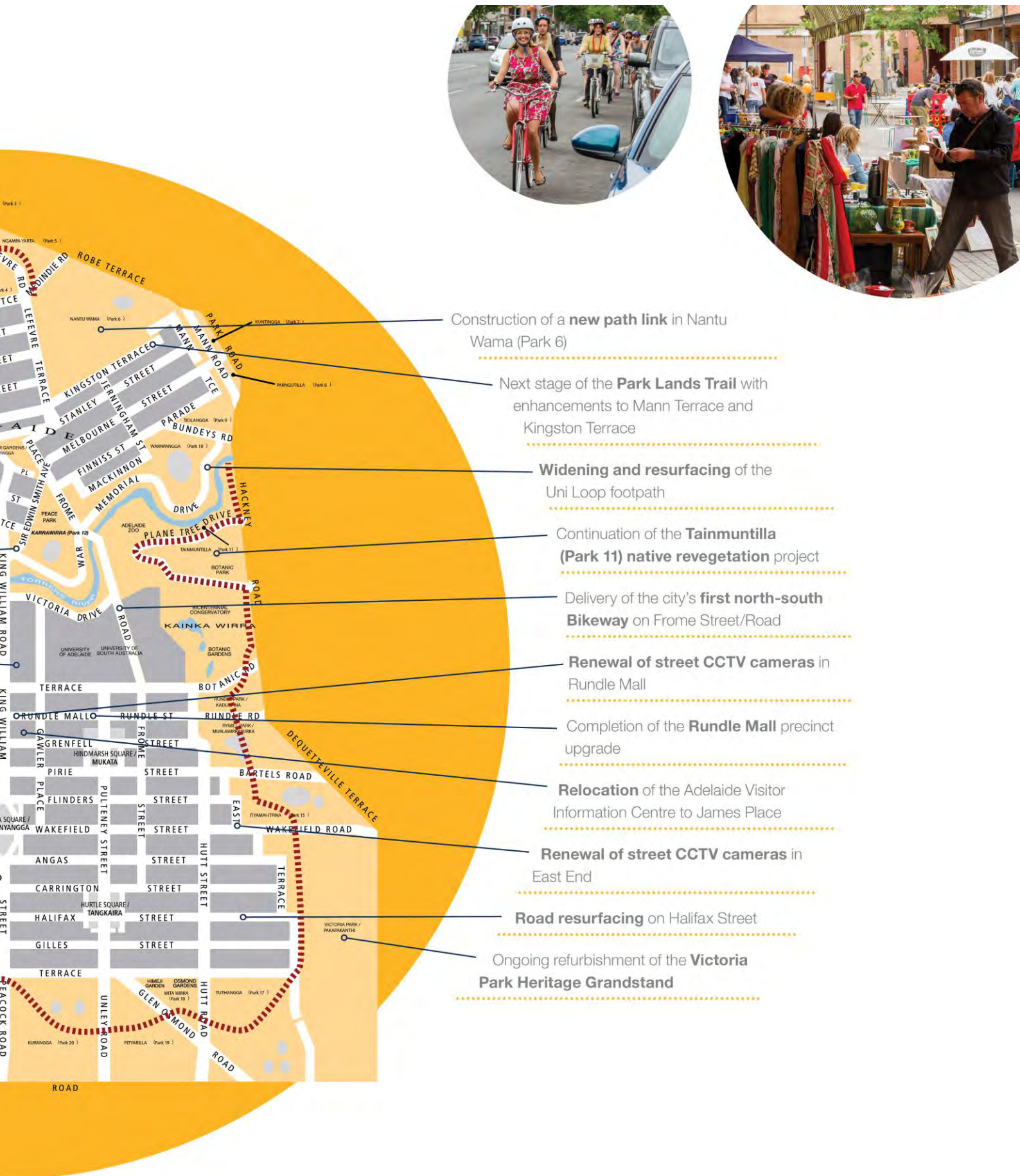
**Residential Streets Development Program** to enhance local streets

Progressing **Digital Strategy** initiatives and smart technology solutions

Improving the free **City Connector** service

Funding of additional **Public Art**





Promoting the **conservation and restoration** of heritage listed buildings

Ongoing commitment to **improving the standards** of our critical assets

**Sponsorship funding support** across a range of cultural and artistic events and activities

Enhancing waste and recycling services to **minimise waste disposal to landfill**

Building business capability by **assisting businesses with advice and support**

**Transforming spaces into great places** through the **placemaking** program

Maintaining **city cleansing** at an exemplary standard

Supporting **Education Adelaide** to contribute to the city's vibrancy and economic growth

Building community capacity and corporation efficiency to **reduce energy costs**

Promotion of **travel behaviour change and education initiatives** through the Smart Move Strategy

# Strategic Plan Outcomes

Adelaide: One City, Many Places, The City of Adelaide Strategic Plan 2012-2016 contains six strategic outcomes that Council and the community agreed were important to achieve the vision for Adelaide. These outcomes guide strategy development and the Annual Business Plan and Budget. Each Council outcome has annual objectives aligned to it.

## STRATEGIC PLAN

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

## COUNCIL PROGRAMS

<ul style="list-style-type: none"> <li>City Design and Transport</li> <li>City Planning and Development</li> <li>Public Realm</li> <li>City Sustainability and Park Lands</li> </ul>	<ul style="list-style-type: none"> <li>City Parking and Business Services</li> <li>City Design and Transport</li> </ul>	<ul style="list-style-type: none"> <li>Vibrant City</li> </ul>	<ul style="list-style-type: none"> <li>City Community</li> <li>Active City</li> <li>City Safety and Customer Service</li> <li>City Sustainability and Park Lands</li> </ul>
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**One City, One Team, The Corporation Plan 2012-16**, 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.

STRATEGIC PLAN		CORPORATION PLAN
<i>OUTCOME 5</i> PROSPEROUS CITY	<i>OUTCOME 6</i> ENVIRONMENTALLY SUSTAINABLE CITY	<i>CORPORATION OUTCOMES</i>
<ul style="list-style-type: none"> <li>The city has a clear competitive offering that attracts investment and talent</li> <li>A supportive business environment assists city businesses and their workforces to thrive and prosper</li> <li>Innovative and entrepreneurial businesses that collaborate underpin a diverse city and state economy</li> <li>A city with a reputation for quality education and research</li> <li>Cost-effective high-speed communications connect businesses, students and communities</li> </ul>	<ul style="list-style-type: none"> <li>A city that continues to adapt to climate change</li> <li>A city that uses water and energy efficiency, natural resources wisely, and reduces waste</li> <li>Ecological systems and habitats thrive and enrich the city</li> </ul>	<ul style="list-style-type: none"> <li>Brilliant service provider</li> <li>Trusted partner</li> <li>Professional administrator</li> <li>High achieving team</li> <li>Best practice organisation</li> </ul>
<i>COUNCIL PROGRAMS</i>		<i>CORPORATE PROGRAMS</i>
<ul style="list-style-type: none"> <li>City Growth and Investment</li> </ul>	<ul style="list-style-type: none"> <li>City Sustainability and Park Lands</li> </ul>	<ul style="list-style-type: none"> <li>Capital Works</li> <li>City and Corporate Governance</li> <li>Finance and Risk</li> <li>Information and Communications Technology</li> <li>Infrastructure Management</li> <li>Marketing and Creative Services</li> <li>Media Relations</li> <li>Office of Major Projects and Initiatives</li> <li>People and Culture</li> <li>Property Development</li> <li>Strategy and Innovation</li> </ul>





Orlando 0422021957

CATERER

UECAT

0422021

Cold Drinks  
\$2.50  
Hot Donuts  
3 for \$5

FRESH  
HOT Donuts  
3 for \$5



# Strategic Plan Outcomes: Annual Objectives

## City of Great Places

- Plan for future stages of the Victoria Square / Tarntanyangga Masterplan
- Maintain streets, public spaces and Park Lands
- Deliver the Adelaide Park Lands Management Strategy with the State Government, Adelaide Park Lands Authority and inner-metro Councils
- Deliver the 2014-15 Capital Works Program
- Deliver planning policy advice and development application assessment services
- Deliver the Urban Design Framework

## Accessible City

- Deliver and implement the Smart Move Strategy
- Provide integrated car-parking services
- Deliver the Free City Connector Bus and the Free Adelaide Bike Hire scheme

## Creative City

- Program events and activities in the redeveloped Victoria Square / Tarntanyangga and Park 24 / Tampawardli event space

## Liveable City

- Deliver community driven programs and activities in the city libraries and community centres, including the Innovation, Media and Digital Labs, and the Digital and History Hubs
- Enhance opportunities to play within the city, including in the Park Lands and squares

## Prosperous City

- Facilitate city growth by attracting new business and investment, continued support for entrepreneurs and existing small businesses, enhancing the retail experience and promoting city living
- Implement the Digital Strategy initiatives including Open Data projects and free access to city-wide Wi-Fi for community, businesses, students and visitors

## Environmentally Sustainable City

- Provide incentives to the community to assist with the adoption of environmentally sustainable practices

# City of Great Places

## OUR AIM

- » A city of outstanding buildings and places designed for people and the environment
- » Attractive parks, streets and public spaces that 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 of diverse outdoor activities and events, used by residents and visitors alike

## Services

- Plan for future stages of the Victoria Square / Tarntanyangga Masterplan
- Delivery of the Adelaide Park Lands Management Strategy with the State Government, Adelaide Park Lands Authority and inner-metro Councils
- Provide strategic oversight and planning and policy advice to inform Park Lands initiatives, strategy and policy development, projects and programs
- Facilitate and lead cross program integration for Park Land initiatives
- Provide executive management and support to the Adelaide Park Lands Management Authority
- Deliver the Heritage Incentives Scheme to support property owners to maintain, protect and enhance heritage buildings
- Partner with State Government and key stakeholders on infrastructure investment, spatial planning and development matters for the city
- Deliver 3D modelling to inform spatial planning and development activity
- Deliver District Plans for the West End, Mid West and Market districts
- Deliver the 2014-15 Residential Street Development Program
- Deliver the 2014-15 Capital Works Program
- Provide advisory services for development applications that includes case management, building site management, design advice and co-ordination of multiple inputs
- Maintain streets, public spaces and Park Lands
- Provide internal and external professional design and transport advice



## Functions

- Urban design and transport advice and support
- Design of Council's projects, streetscapes and Park Lands
- Spatial planning and policy
- Development assessment
- Heritage management
- Development Assessment Panel support
- Building Fire Safety Committee support
- Planning reform advice
- Building inspections and compliance
- Adelaide Park Lands Management Authority management and support
- Adelaide Park Lands strategy and policy development, planning and projects
- Waste, recycling and green waste services
- Design of Council's assets, including streetscapes and Park Lands
- Public realm strategies and policies

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
2295	Placemaking Strategy	650	650	City & Corporate Governance
2324	Place Capital Inventory	50	50	Strategy & Innovation
2335	Digital Strategy - Online Development Application Enhancements	10	10	City Planning & Development
1278	Built Heritage Management Grants	820	820	City Planning & Development
1286	Adelaide Prize	35	35	City Planning & Development
1685	Adelaide Park Lands Management Strategy	50	50	City Sustainability & Park Lands
2332	Plan For Future Stages of The Victoria Square/ Tarntanyangga Masterplan	50	50	City Design & Transport
1280	Built Heritage Promotion	90	90	City Planning & Development
	<b>TOTAL</b>	<b>1,755</b>	<b>1,755</b>	

Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P712	Rundle Mall Master Plan	3,620	3,620	OMPI
P705	Park Lands Trail	400	400	Active City
P717	Hindley Street West Stage 2 Redevelopment	200	200	City Design & Transport
P718	Park Lands Projects	375	375	Active City
P719	Bank Street Redevelopment	200	200	City Design & Transport
	<b>TOTAL</b>	<b>4,795</b>	<b>4,795</b>	

# Accessible City

## OUR AIM

- » 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 that links city destinations and beyond, day and night
- » Low emission and other sustainable travel options prevail

## Services

- Deliver and implement the Smart Move Strategy
- Facilitate free transport options for the city, including the Free City Connector bus service and the Free Adelaide Bike hire scheme
- Partner with the State Government to support movement in the city through intelligent traffic management systems
- Deliver educational and travel behaviour change initiatives to encourage use of alternative and sustainable transport modes
- Provide integrated car-parking services
- Facilitate permits and road closures
- Work collaboratively with the State Government on key public transport and intelligent movement projects in the city as per the State Transport Plan, including city tram loop, O-Bahn city access and car-pooling



## Functions

- Transport and movement planning, advice and projects
- Traffic management
- City user and accessibility research and analysis
- On-street parking
- UPark business operations
- Transport infrastructure management and maintenance

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1267	Free City Connector Bus Operations	715	715	City Design & Transport
	<b>TOTAL</b>	<b>715</b>	<b>715</b>	

Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P701	Smart Move Strategy Implementation	1,425	1,425	City Design & Transport
	<b>TOTAL</b>	<b>1,425</b>	<b>1,425</b>	

# Creative City

## OUR AIM

- » 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

## Services

- Facilitate and support a diverse range of events and festivals in the city and Park Lands throughout the year
- Partner with businesses, entrepreneurs and the community through the City Activation project, including Splash Adelaide, to deliver a series of community-run urban experiments
- Program and deliver a diverse range of events, exhibitions and cultural experiences at the Adelaide Town Hall
- Deliver a program of activities and events that support placemaking pilots in key areas
- Partner with key stakeholders to promote the city's events, activities, art and cultural experiences
- Deliver initiatives in support of the Public Art Program
- Provide event sponsorship and public art and cultural grants to support events, festivals and artistic experiences
- Provide support for South Australian live music
- Support the development of artist incubators, collectives and studios
- Partner with Festivals Adelaide and Arts SA to boost events and activities in the city
- Support businesses to provide inviting outdoor dining spaces
- Partner with Renew Adelaide to activate underutilised buildings and provide a short-term urban renewal projects through creative partnerships
- Program events and activities in the redeveloped Victoria Square / Tarntanyangga and Park 24 / Tampawardli event space
- Facilitate the community's ability to access data and information by building an Open Data Framework



## Functions

- Adelaide Town Hall business operations
- Art and cultural grants management
- Event sponsorship
- Event coordination and facilitation
- City Activation
- Splash Adelaide
- Public art facilitation and support
- Creative industry support

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1731	City Activation	1,000	1,000	Vibrant City
1682	Public Art - Murals	85	85	Vibrant City
1282	Arts & Living Culture Grants	200	200	Vibrant City
1235	Sponsorship Funding	1,605	1,605	Vibrant City
1289	New Year's Eve	180	180	Vibrant City
1285	ANZAC Day	22	22	Vibrant City
2270	Christmas Pageant	15	15	City & Corporate Governance
1472	Rundle Lantern	25	25	Vibrant City
1653	Renew Adelaide	100	100	Vibrant City
1305	Festivals Adelaide Initiative	30	30	Vibrant City
1531	Flags and Banners	10	10	Marketing & Creative Services
	<b>TOTAL</b>	<b>3,272</b>	<b>3,272</b>	

Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P714	Public Art	180	180	Vibrant City
	<b>TOTAL</b>	<b>180</b>	<b>180</b>	

# Liveable City

## OUR AIM

- » 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, welcoming and promote social interaction
- » A city where people's ideas and their capacity to achieve is supported
- » Sustainable and diverse housing choices are within walking distance of jobs, education, shops, services, healthcare, parks and entertainment
- » Diverse recreational opportunities and green spaces support the wellbeing of residents and visitors

## Services

- Provide community, recreation and sports grants that promote participation in city life
- Deliver community driven program and activities in the city libraries and community centres, including the Innovation, Media and Digital Labs, and the Digital and History Hubs
- Deliver the Reconciliation Action Plan including NAIDOC week celebrations
- Build a match-making volunteer service for city residents
- Promote participation, access and inclusion in city life
- Enhance opportunities to play within the city, including in the Park Lands and squares
- Deliver initiatives in support of the Sports Infrastructure Masterplan and upgrade recreational facilities in priority areas
- Deliver a new environmental health operating model
- Deliver city wide safety improvements including CCTV and lighting upgrades to enhance safety in the public realm in conjunction with the State Government
- Support the delivery of affordable housing in the city including the ERGO residential apartment complex
- Build and implement targeted campaigns to increase residential population, including 'Already Home'
- Advocate for appropriate high-quality housing to match student demand
- Build neighbourhood capacity and community leadership
- Provision of libraries and community centres
- Noise Management Incentive Scheme services



## Functions

- Community services and neighbourhood/social development
- Libraries and community centres management
- Volunteer recruitment, training and recognition
- Community development grants management
- Reconciliation Committee management, advice and support
- Resident group support
- Recreation planning, projects and license management in Park Lands and squares
- Recreation and sports grants
- Adelaide Aquatic Centre business operations
- North Adelaide Golf Course business operations
- Safety advice, planning and policy development
- Street permits, environmental health, liquor licensing and general compliance
- Emergency management planning
- Alcohol management
- Residential growth and investment

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
2261	Environmental Health Risk and Operating Model	90	90	City Safety & Customer Services
1283	Recreation and Sports Grants	150	150	Active City
1281	Community Development Grants	450	450	City Community
1493	NAIDOC Week Celebrations	20	20	City Community
1342	Noise Management	40	40	City Planning & Development
1650	Community Development Events	10	10	City Community
2310	FARE Project	9	0	City Safety & Customer Services
2308	Community Arts in Place	10	0	City Community
2151	Digital Hub	92	0	City Community
2220	Vulnerable and Homeless People	44	0	City Safety & Customer Services
	<b>TOTAL</b>	<b>915</b>	<b>760</b>	
Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P707	Adelaide Aquatic Centre Upgrade Works	1,949	1,949	Capital Works
P713	City Lighting and Safety Projects	200	200	City Safety & Customer Services
P716	Victoria Park Change Rooms	50	50	Active City
	<b>TOTAL</b>	<b>2,199</b>	<b>2,199</b>	

# Prosperous City

## OUR AIM

- » 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 and underpin a diverse city and state economy
- » A city with a reputation for quality education and research
- » The state's hub for retail, tourism and professional services
- » Cost-effective high-speed communications connect businesses, students and communities

## Services

- Advocate, support and facilitate retail sector growth
- Free access to city-wide Wi-Fi for community, businesses, students and visitors
- Support and promote innovative, new and entrepreneurial businesses, hubs and initiatives
- Deliver a 'One Stop Shop' service through Enterprise Adelaide that supports and grows new and existing businesses
- Investment attraction and case management
- Co-create with community and precinct groups new governance models that support the development of local place vision
- Partner with the State government and relevant bodies to promote the city as a great place to work, study and invest in
- Partner with the State Government to deliver initiatives in support of the 'Good Evening Adelaide' Strategy to improve the experience of the city after 5pm
- Promote tourism services, offerings and initiatives in the city by partnering with key stakeholders
- Visitor information services



## Functions

- Adelaide Central Market Authority management and support
- Rundle Mall Management Authority management and support
- Education Adelaide and Adelaide Convention Bureau support
- International Partnerships and sister city management
- Demographic and economic analysis

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1327	Adelaide Convention Bureau Funding	300	300	City Growth & Investment
1233	Enterprise Adelaide	265	265	City Growth & Investment
1480	National Geographic	50	50	Marketing & Creative Services
1238	Education Adelaide Funding	200	200	City Growth & Investment
2124	Digital Strategy - Open Data	25	25	ICT
1244	Business Growth and Investment	100	100	City Growth & Investment
1236	Visitor Information Services	335	335	Marketing & Creative Services
2232	Precinct Group Support Program	330	330	City Growth & Investment
1675	Implementation of City of Adelaide Retail Strategy	80	80	City Growth & Investment
2313	Sister Cities	50	50	City & Corporate Governance
2228	Digital Strategy - Innovyz Start	60	60	City Growth & Investment
2314	Entrepreneurial Eco-System Initiatives	50	50	City Growth & Investment
	<b>TOTAL</b>	<b>1,845</b>	<b>1,845</b>	

Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P715	Rundle Mall Innovation Fund	2,380	2,380	OMPI
	<b>TOTAL</b>	<b>2,380</b>	<b>2,380</b>	

# Environmentally Sustainable City

## OUR AIM

- » A city that continues to adapt to climate change
- » A city that uses water and energy efficiently, natural resources wisely, and reduces waste
- » Ecological systems and habitats that thrive and enrich the city

## Services

- Build sustainable partnerships to grow community capability in adapting to climate change and using natural resources efficiently
- Provide incentives to the community to assist with the adoption of environmentally sustainable practices
- Support office tenants and property owners to reduce energy use and carbon emissions from commercial buildings
- Provide and implement initiatives to improve efficiency of resource use in Council owned assets and city infrastructure
- Deliver priority biodiversity and water quality initiatives
- Waste and recycling service improvements for kerbside collection, public places, events and high density developments



## Functions

- Sustainable City Incentives Scheme management
- Embedding environmental sustainability in the organisation
- Environmental, biodiversity and water quality management, projects, policy and advice
- CitySwitch management and support
- Nursery plant propagation and green waste recycling
- Climate Change policy and advice
- Environmental design solutions and projects

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1548	Water Quality Improvement	300	300	Infrastructure Management
2331	Waste Management Contracts	30	30	Public Realm
1583	Climate Change Action Initiatives Funding	900	900	City Sustainability & Park Lands
1636	Waste Collection Services for High Density	50	50	City Sustainability & Park Lands
	<b>TOTAL</b>	<b>1,280</b>	<b>1,280</b>	

Project ID	New Asset Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
P708	Tainmuntilla Native Regeneration Project	60	60	Infrastructure Management
P702	Brownhill and Keswick Creek Flood Management	930	930	Infrastructure Management
	<b>TOTAL</b>	<b>990</b>	<b>990</b>	



# Corporation Plan Outcomes: Annual Objectives

## Brilliant Service Provider

- Inform and engage with the community through online, digital, traditional and social media channels
- Implement the Customer Service Strategy to drive and improve customer service culture

## Trusted Partner

- Build relationships and work with the media to support Council's business

## Professional Administrator

- Provide governance advice, scheduling of Council/Committee forward business, quality control and administrative services to Council and its Committees
- Provide project management services

## High Achieving Team

- Develop a Workforce Strategy that will support the achievement of our strategic outcomes and create an agile, flexible and high performing and engaged workforce
- Deliver initiatives that promote a safe, supportive workplace and a constructive and safety conscious culture which is achievement-oriented, inclusive, diverse and allows ideas to flourish

## Best Practice Organisation

- Property Investment services
- Deliver internal audit and financial control services
- Co-create Adelaide 2030 with the community and scope the next strategic plan in that context
- Implement a Core Service Strategy that considers future community demand for services and contributes to long-term financial sustainability
- Review and deliver Council's Asset Management Strategy to align to Council objectives and priorities



# Brilliant Service Provider

## OUR AIM

- » Customers tell us we are easy to do business with
- » Customers tell others about the good experiences they have with us

## Services

- Provide easy access to Council services and information that meets our customers' needs
- Provide a best practice customer service centre
- Implement the Customer Service Strategy to drive and improve customer service culture
- Inform and engage with the community through online, digital, traditional and social media channels
- Support access and inclusion to provide greater service options for our customers

## Functions

- Customer Service Centre
- Customer complaint handling
- Digital, print, web and online solutions
- Policy Governance and reform
- Customer Relationship Management System support
- Customer service support
- Customer Service Charter and Engagement Framework

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
2317	Policy Framework Governance Review	20	20	Strategy & Innovation
2316	Archives Conserve/Restore Red Leather Rates Books	30	30	ICT
2341	Customer Relationship Management System	197	197	City Safety & Customer Services
	<b>TOTAL</b>	<b>247</b>	<b>247</b>	

# Trusted Partner

## OUR AIM

- » Partners tell us we have delivered on our promises and are easy to do business with
- » Partners tell others about the good experiences they have working with us so others are encouraged to work with us
- » Community takes the lead in finding and resourcing solutions that work for them

## Services

- Engage with our community through traditional and contemporary technologies and techniques to develop community capability and capacity for co-creation
- Further opportunities to work collaboratively with other Councils
- Build relationships with Government, industry bodies, businesses and other service providers to benefit the city
- Collaborate with industry bodies, businesses and other service providers to deliver best value for the city
- Build relationships and work with the media to support Council's business

## Functions

- Stakeholder and partnership management
- Community consultation and engagement
- Information and data provision
- Marketing and creative services including digital, print, web and online solutions
- External funding and grant applications
- Corporate and internal communications
- Traditional and social media

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1645	Community Engagement Strategy	52	52	Strategy & Innovation
2312	175th Year of Local Government in Australia and Adelaide City Council as the Oldest Council in Australia	100	100	City & Corporate Governance
2321	Digital Strategy – Online Strategy	50	50	Marketing & Creative Services
2325	Community Engagement Information Services	10	10	Strategy & Innovation
2262	City Promotion	230	230	Marketing & Creative Services
	<b>TOTAL</b>	<b>442</b>	<b>442</b>	

# Professional Administrator

## OUR AIM

- » Council is clear on its role and is well supported to effectively govern the city
- » Council trusts the professional advice provided by us
- » Council priorities are delivered

## Services

- Provide governance advice, scheduling of Council/Committee forward business, quality control and administrative services to Council and its Committees
- Compliance with all regulatory and statutory requirements
- Provide project management services to deliver Council priorities
- Support the Lord Mayor and Elected Members in their role
- Deliver civic and corporate communication and engagement activities
- Deliver the Annual Business Plan and Budget
- Support an organisational Project Excellence culture
- Project Management Framework
- Timely reporting and briefing memos

## Functions

- Lord Mayor and Council liaison
- Council governance, reporting, advice and support
- Corporate governance and risk management
- Project management
- Strategy and policy development
- Research, benchmarking and analysis to better inform Council decisions, strategy and policy development
- Corporate reporting and analysis
- Business planning

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
2223	Land Use & Employment (ACLUE) Survey	35	35	Strategy & Innovation
1357	City User Profile (CUP)/Research & Smart Insights to Inform Decision Making	35	35	Strategy & Innovation
	<b>TOTAL</b>	<b>70</b>	<b>70</b>	



# High Achieving Team

## OUR AIM

- » People are inspired by where we are heading and understand how they contribute
- » People use their talents and ideas fully
- » People feel safe and well-supported across all parts of our organisation

## Services

- Promote and support a safety conscious culture, safe workplace and safe work practices
- Deliver programs and systems that support employees at all levels of the organisation to enhance their performance and develop their potential
- Reward and recognition
- Support community organisations through social partnering

## Functions

- WHS policy, process, compliance, injury management, wellbeing and reporting
- Organisation design and development
- Talent acquisition support
- Learning and development
- Business partnering
- Benefits management
- Remuneration management
- Leadership development and talent management
- Employee Assistance Program
- People policy and guidelines development
- People metrics, analytics and reporting
- Change management
- People support and case management
- Enterprise Agreements and employee relations
- Performance, Planning and Review, Your Voice and iMAD
- Social partnering

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
2323	WHS Projects	90	90	People & Culture
2319	Workforce Strategy	155	155	People & Culture
	<b>TOTAL</b>	<b>245</b>	<b>245</b>	

# Best Practice Organisation

## OUR AIM

- » Council has a strong financial position and can provide for future generations of South Australians
- » Smart use of technology to improve our service delivery
- » We are seen by others as a high-performing benchmark organisation within the public sector

## Services

- Asset management services
- Contract management, procurement and group purchasing services
- Deliver smart technology across the city and organisation
- Property investment services
- Property management services
- Deliver internal audit and financial control services
- Annual financial statements
- Election management services

## Functions

- Asset management, planning and support
- Financial planning, management and support
- Contract and procurement management and support
- Business operations, planning and reporting
- Property projects, leasing and licensing
- Property and facilities management
- ICT systems and data security management
- Archives and record keeping
- Demand and service planning
- Corporate and business planning
- Accounts receivable, payable and payroll
- Rates and property valuations
- Evidence base and best practice research

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program
1677	Wingfield	500	500	Property Development
2110	General Property Feasibility Funding	125	125	Property Development
2293	Adelaide 2030 Plan	20	20	Strategy & Innovation
2306	Council Election	200	200	Finance & Risk
2339	Internal Controls Software	80	80	Finance & Risk
2322	Civic Collection Acquisition	50	50	ICT
	<b>TOTAL</b>	<b>975</b>	<b>975</b>	

# 2013-14 Operating Projects Carry Forwards

Project ID	Projects	Gross Budget (\$'000s)	Net Budget (\$'000s)	Lead Program	Strategic / Corporate Outcome
1684	Main Street Heritage & Character Building Restoration Program	246	246	City Planning & Development	City of Great Places
1727	Streets, Squares & Laneways	100	100	City Design & Transport	City of Great Places
2142	Urban Elements Catalogue	14	14	City Design & Transport	City of Great Places
2144	Jan Gehl Design Initiatives	20	20	City Design & Transport	City of Great Places
2227	Re-invent and Re-activate Picture Adelaide Project	10	10	Strategy & Innovation	City of Great Places
2237	Park Lands Promotion	20	20	City Sustainability & Park Lands	City of Great Places
2240	Urban Design Framework	67	67	City Design & Transport	City of Great Places
2271	Local Heritage DPA (Park Lands)	70	70	City Planning & Development	City of Great Places
2353	Interpretive Signage - City & Park Land Layout	25	25	City Sustainability & Park Lands	City of Great Places
1267	Adelaide Connector Bus Service	40	40	City Design & Transport	Accessible City
1282	Arts and Living Culture Program	8	8	Vibrant City	Creative City
2159	Activation Laneway Programming	70	70	Vibrant City	Creative City
2163	Activation Parklets	34	34	Vibrant City	Creative City
1625	Aboriginal Employment Action Plan	81	81	City Community	Liveable City
2251	North Adelaide Golf Course Masterplan	68	68	Active City	Liveable City
2284	Wirranendi Volunteers	13	13	City Sustainability & Park Lands	Environmentally Sustainable City
2355	Digital Content Producer	45	45	Marketing & Creative Services	Trusted Partner
2350	Reward & Recognition Framework	30	30	People & Culture	High Achieving Team
2351	Induction & Integration for New Staff	30	30	People & Culture	High Achieving Team
2352	Leadership & Team Leader Development	120	120	People & Culture	High Achieving Team
2116	Balfours Redevelopment	248	248	Property Development	Best Practice Organisation
2216	Business Analytics	171	171	Off of Maj Projects & Initiatives	Best Practice Organisation
	<b>TOTAL</b>	<b>1,529</b>	<b>1,529</b>		





# Council's Budget

Council's annual budget consists of an **Operating Budget** and a **Capital Budget**.

## Operating Budget

The **Operating Budget** identifies the amount of money Council will receive in income and the spend on expenses in the course of its normal operating (non-capital) activities. The **Operating Budget** includes items such as rates, business income, salaries and wages, utilities costs, and administrative costs.

The **Operating Budget** includes four categories: *General Operations*, *Public Realm Maintenance*, *Business Operations* and *Operating Projects*.

### *General Operations*

The income and expenditure included in the *General Operations* category is the amount of money Council will receive and utilise in delivering its core services. The *General Operations* category includes a majority of Council's salaries and wages, administrative expenses and utility costs.

### *Public Realm Maintenance*

The income and expenditure included in the *Public Realm Maintenance* category is the amount of money Council will receive and utilise in maintaining the public spaces of the city. The *Public Realm Maintenance* category would include items such as cleansing, waste management, horticulture and maintenance of Council assets.

### *Business Operations*

The income and expenditure included in the *Business Operations* category is the amount of money Council will receive and utilise in running the businesses that Council owns and operates. These include UPark, Adelaide Aquatic Centre and Health Club, North Adelaide Golf Course, Adelaide Town Hall and Property Management and Development. The income earned from these businesses help to fund delivery of Council's core services.

### *Operating Projects*

The expenditure included in the *Operating Projects* category is the amount of money Council will provide for ad-hoc or one-off projects. Funds are labeled as *Operating Projects* rather than *General Operations* if it does not make up part of Council's core services, or there is a finite funding life required. The *Operating Projects* category would include items such as funding for the Council Election, Digital Strategy, City Activation and Splash Adelaide.

## Capital Budget

The **Capital Budget** identifies the amount of money Council will invest in its long-term physical assets, and includes three categories: **New Assets**, **Asset Maintenance** and **Property Investments**.

### *New Assets*

The expenditure included in the *New Assets* category is the amount of money Council will invest in the creation of new assets – this can either be the upgrade of existing assets (i.e. Rundle Mall) or creation of new assets (i.e. Major Events Space). The delivery of Council's *New Assets* is in accordance with the Strategic Plan objectives and Capital City responsibilities.

### *Asset Maintenance*

The expenditure included in the *Asset Maintenance* category is the amount of money Council will invest in maintaining and replacing its existing asset base. Spend in the *Asset Maintenance* category is driven by the Asset Management Plan. This category would include projects such as road resurfacing and line marking, street and pedestrian lighting, and property minor works.

The *Asset Maintenance* category is divided into nine sub-categories:

- Initiation and Data Collection
- Transportation (including footpaths, traffic and roads)
- Lighting and Electrical
- Draining and Waterways
- Park Lands and Squares
- Urban Elements
- Property
- Plant and Equipment
- IT Corporate System



# Capital Works Program Summary

Program	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
New Assets	11,969	11,969
Asset Maintenance		
Transportation Program	9,460	9,460
Lighting and Electrical Program	2,055	2,055
Drainage and Waterways Program	1,575	1,575
Park Lands and Squares Program	1,210	1,210
Urban Elements	1,410	1,410
Properties	7,983	7,983
Plant and Equipment	2,467	2,107
ICT Corporate System	2,775	2,775
Asset Management and Residential Streets	1,925	1,925
Asset Maintenance	30,860	30,500
Capital Works Program Management	5,787	5,787
Total Capital Works Program (excluding Carry Forwards)	48,616	48,256

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
NEW ASSETS				
New Assets				
P701	Smart Move Strategy	Include design and construction of bikeways, promotion, education and travel behaviour changes to promote cycling culture	1,425	1,425
P702	Brownhill and Keswick Creek Flood Management	Contribution to the Brownhill and Keswick Creek Stormwater Management Plan	930	930
P705	Park Lands Trail	Construction of the next stage of the Park Lands Trail	400	400
P707	Adelaide Aquatic Centre Upgrade	Completion of work to upgrade boilers, filtration system and retiling	1,949	1,949
P708	Tainmuntilla Native Regeneration Project	Continuing rejuvenation and re-vegetation of River Torrens Precinct	60	60
P712	Rundle Mall Master Plan	Completion of redevelopment of Rundle Mall	3,620	3,620
P713	City Lighting and Safety Projects	Responds to safety lighting risks through design and construction of appropriate infrastructure to meet safety requirements	200	200
P714	Public Art	Ongoing contribution to Public Art	180	180
P715	Rundle Mall Innovation Fund	Co-contribution for activation of Rundle Mall	2,380	2,380
P716	Victoria Park Change Rooms	New change rooms and toilets to support use of the southern sports fields	50	50
P717	Hindley Street West	Extend current Hindley Street West upgrade principles east to Morphett Street	200	200
P718	Park Lands Projects	Parks Lands projects	375	375
P719	Bank Street	Redesign of Bank Street	200	200
Total - New Assets			11,969	11,969
Total - New Assets			11,969	11,969

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
ASSET MAINTENANCE				
Transportation Program				
P100	Road Renewal	Priority road works to be determined by condition assessments	1,800	1,800
P102	Bridge Maintenance and Repair	Bridge maintenance and repair	180	180
P104	Torrens Linear Park Trail - Safety Improvements	Safety improvements to the linear park trail (northern side of the river near the Weir)	70	70
P105	Road Resurfacing - Tynte St	Tynte Street (O'Connell St to Lefevre Tce)	438	438
P110	Road Resurfacing - Sir Edwin Smith Ave	Sir Edwin Smith Ave (King William St to Pennington Tce)	205	205
P117	Footpath Resurfacing - Childers St	Childers St (Hill St to Jeffcott St) - Stage 1 of 3	80	80
P118	Footpath Resurfacing - Wakefield St	Wakefield St (Gawler Plc to Pulteney St) Stage 1 of 3	130	130
P121	Footpath Resurfacing - Hill St	Hill St (Barnard St to Ward St)	100	100
P122	Footpath Resurfacing - Currie St	Currie St (King William St to Light Sq) - North Side / South Side - Stage 1 of 3	250	250
P123	Footpath Resurfacing - Tynte St	Tynte St (O'Connell St to Lefevre Tce)	150	150
P124	Footpath Resurfacing - Pirie St	Pirie St (King William St to Gawler Plc) - Stage 1 of 2	200	200
P126	Footpath Resurfacing - King William St	King William St (North Tce to Victoria Sq)	70	70
P127	Road Resurfacing - Halifax St	Halifax St - Hutt to East Tce	250	250
P129	Road Resurfacing - Jeffcott St	Jeffcott St (Wellington Sq to Pennington Tce) including deep patching, resealing traffic lanes, parking lanes and bluestone kerbing	2,897	2,897
P130	Footpath Resurfacing - Dame Roma Statue	Paving around the Dame Roma Statue in North Tce	20	20
P131	Footpath Resurfacing - Uni Loop Footpath	Uni Loop Footpath Widening and Renewal	385	385
P146	Footpath Resurfacing - Park Lands Paths	Resurfacing of Park Lands Paths (Brougham Gardens and Rymill Park)	200	200



# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
P149	Disability Action Plan Initiatives (DDA Compliant Bus Stops)	Tactile installations at bus stops to meet DDA compliance by 2018	50	50
P150	Bus Protuberance for Disability Access	Construction of 3 bus protuberances on Jeffcott St to comply with DDA	250	250
P181	Traffic Improvements (Minor) Program	Traffic improvements such as refuges, crossovers, ramps etc	50	50
P182	Traffic Bollard Renewal Program	Rolling program to renew and replace traffic bollards throughout the city	35	35
P184	Traffic Signal Network Renewal / Improvements	Ongoing renewal and improvements to the traffic signal network including pole and lamp replacement, cabling, loop installations and SCAT connections	875	875
P190	Black Spot Funding Program	Annual program funds to contribute to the State Government grant funding under the Black Spot funding scheme to be advised in September	150	150
P191	Bicycle Asset Renewal	Ongoing renewal of coloured bicycle lanes	75	75
P192	Parking Ticket Machines Renewal	Parking ticket machines renewals	300	300
P194	Parking Ticket Compliance Issues	Upgrade/replacement of machines to be EMV compliant	150	150
P256	Infrastructure Adjacent To Developments	Upgrade of infrastructure adjacent to developments	100	100
<b>Total - Transportation Program</b>			<b>9,460</b>	<b>9,460</b>
<b>Lighting and Electrical Program</b>				
P052	Renewal of CCTV Surveillance Camera System (Stage 3)	Renewal of street CCTV cameras, recording and associated hardware, fibre optic cabling etc. (CCTV upgrade is staged over 3 years)	285	285
P053	Security Lighting and City Safety Projects	Security Lighting and City Safety Projects (ongoing)	100	100
P055	Park Lands Lighting Upgrade	Upgrading of lighting along the uni loop (park 10) and dog park (park 6)	380	380
P054	Projects Prioritised by AM Audit	Lighting projects identified through the audit undertaken by citelum	260	260
P056	Historic Lighting	Lighting of Historic and nightscape projects	140	140
P057	Waymouth St - Pedestrian Lighting	Waymouth St (Topham Mall to King William St) roadway & pedestrian lighting	80	80
P058	Lighting renewal works	Upgrade HPS lighting with LED technology (Barton Tce East, Rundle Road and various other sites)	210	210
P059	Lighting Improvements - O'Connell St	Improve pedestrian lighting by installing under veranda lighting	100	100

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
P060	Electrical Infrastructure Renewals	Various sites (includes Elder Park main switchboard and distribution board)	350	350
P061	Victoria Park Transformer Upgrade	Upgrade of the transformer	150	150
<b>Total - Lighting and Electrical Program</b>			<b>2,055</b>	<b>2,055</b>
<b>Drainage and Waterways Program</b>				
P002	Torrens Management - Gross Pollutant Trap Program	Install Gross Pollutant Trap on War Memorial Drive	200	200
P003	Creek Rehabilitation	Ongoing program to undertake rehabilitation works to all creeks and watercourses within the city of Adelaide - 2014/15 Wirrarninthe (Park 23), Kadlitpina (Park 13), Tuthangga (Park 17)	410	410
P005	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, Biological Filtration and Environmental Flow	55	55
P006	Underground Drainage Replacement	Ongoing renewal of stormwater drainage network - (includes Rundle Mall and Jeffcott St)	585	585
P008	Halifax and East Terrace Drainage Improvement	Drainage improvements to manage water runoff	325	325
<b>Total - Drainage and Waterways Program</b>			<b>1,575</b>	<b>1,575</b>
<b>Park Lands and Squares Program</b>				
P207	Tree Management Program	Park Land tree succession planting, veteran tree management and pest and disease management. Re-planting of individual trees. Specific pruning program remove dead wood (not including habitat hollow) in mature trees around the Park Lands. Ongoing program to improve street tree bases to address safety issues and improve amenity value	400	400
P209	Streetscape Landscape Program	Ongoing program to upgrade plantings and irrigation systems in streetscapes	340	340
P212	Nature Strips and Verges Redevelopment Program	Redevelop nature strips and maintain unplanted verges	50	50

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
P213	Park Lands Irrigation Management Program	Renewal of irrigation systems and components	120	120
P227	Park Land Landscape Program	Renewal of Park Lands and Squares landscapes and turf rejuvenation works	300	300
<b>Total - Park Lands and Squares Program</b>			<b>1,210</b>	<b>1,210</b>
<b>Urban Elements</b>				
P202	Park Lands Recreational Program	Repairs and improvements to recreational elements within the Park Lands includes funding for 2 additional fitness stations along the Uni Loop in Warnpangga (Park 10)	200	200
P216	Retaining Wall Renewal / Maintenance Program	Undertake repairs to retaining walls to ensure structural integrity and aesthetic appearance along the Torrens near the zoo	90	90
P252	Furniture Program - (Urban)	Ongoing renewal program of furniture including seats, bike racks, bollards, bins and butt out bins	90	90
P253	Furniture Program - (Park Lands)	Ongoing renewal program for Park Lands furniture including benches, tables, BBQ's, bollards, fences, bins and butt out bins and drinking fountains	220	220
P254	Streetscape Rejuvenation	Rejuvenating streetscapes, miscellaneous street furniture, painting light poles, traffic signal poles, traffic sign poles, traffic signal boxes, bin surrounds, flag poles, street name plates and planter box program in Hutt St, Grote St and O'Connell St	60	60
P257	Playspace & Playground Equipment Renewal Program	Renewal of high risk playground equipment as identified through audits	170	170
P258	Signage Program (Park Lands) Wayfinding	Maintenance of existing signs, and installation of new wayfinding signage strategy	200	200
P259	Princess Elizabeth Playspace	Refurbish and upgrade the Princess Elizabeth Playspace	200	200
P261	Cultural Signage	Ongoing program for the installation of Cultural Signs and changing sign slats directing city users to sites of interest	100	100
P263	Renewal of rubber surface and refurbishment of sculptures at Hindmarsh Square	Renewal of all existing rubber surface and refurbishment of sculptures at Hindmarsh Square	80	80
<b>Total - Urban Elements</b>			<b>1,410</b>	<b>1,410</b>



# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
<b>Properties</b>				
P301	Adelaide Golf Links	Asset renewals as identified in RLB Property Condition Audit	77	77
P303	Bus Station	Asset renewals as identified in RLB Property Condition Audit.	100	100
P302	Asbestos Register for Buildings	Create and maintain asbestos register for all Council buildings	66	66
P304	Adelaide Town Hall	Identified programmed removals of asbestos contained materials	130	130
N339	Adelaide Town Hall	Renewal works to replace Town Hall Boilers		
P305	Adelaide Town Hall	Cooling towers	72	72
P306	Adelaide Town Hall Café	Town Hall Café portico refurbishment	50	50
P307	Adelaide Town Hall Office	Storage wall to Town Hall Manager's Office and offices relocation feasibility scheme	30	30
P308	Adelaide Town Hall	Heritage Consultancy Report/Plan	25	25
P309	Adelaide Town Hall	Engineering solution and work to improve loading capacity of Auditorium lighting bars	20	20
P310	Adelaide Town Hall	Queen Adelaide Room - proposed redecorations, furnishings and lighting to celebrate ACC 175th Anniversary	190	190
P311	Adelaide Town Hall - Renewal Works prioritised based on compliance	Fire escape signage/access and DDA issues	25	25
P312	Upgrade of CCTV Cameras for Adelaide Town Hall and Eagle Chambers	Upgrade of CCTV cameras for Adelaide Town Hall and Eagle Chambers	400	400
P313	Adelaide Town Hall	Renewal works in Town Hall as part of the foundation investigation works.	50	50
P314	Adelaide Town Hall	Phase Two – Completion of Phase One roofing and rainwater goods work	35	35
P315	Adelaide Town Hall	Exhibition Room refurbishment, redecorations, lighting, floor finishes to celebrate ACC 175th Anniversary	35	35
P316	Adelaide Town Hall	Floor Finish Renewals – function centre foyers and auditorium corridors, kitchen tiles to vinyl	140	140
P317	Adelaide Town Hall	Audio system renewal	100	100
P318	Adelaide Town Hall	Kitchen grease arrestor renewal	100	100

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
P320	Old Methodist Meeting Hall	Study only	25	25
P321	Adelaide Town Hall	Renewal of access walk ways	46	46
P322	Eagle Chambers	Eagle Chambers restoration works	385	385
P323	Park Lands Buildings	St Peter's Rowing Club retaining wall	150	150
P324	Compliance Audit Actions Buildings	Compliance audit to be undertaken for all Council buildings	250	250
P327	Asbestos Removals Buildings	Identified priority asbestos removals from buildings	100	100
P328	Torrens Boat Club Roof & Other Upgrades	Works determined by 13/14 consultancy N321	145	145
P329	Jolleys Boat House	Roofing and air-conditioning works	10	10
P330	London Rd Depot	Asset renewals as identified in RLB Property Condition Audit	150	150
P331	Lounders Boat Shed	Lounders Boat Shed	500	500
P335	Park Land Buildings - Park 10 (Nursery Site)	Rectification of stormwater management to meet EPA compliance issues	400	400
P336	Karrawirra (Park 12)	Horticultural Hub Karrawirra (Park 12) - design & development	10	10
P337	Park Land Buildings - Horticultural Veale Gardens - Walyu Tarta (Park 21)	Improvement to the Horticulture staff facilities in Veale Gardens and Conservatory building	300	300
P338	Property - Renewals and Minor Works	Renewals and minor works to Property buildings	250	250
P339	Park Lands Buildings - Victoria Park, Heritage Grandstand & Other Buildings	Ongoing refurbishment of the Victoria Park Heritage Grandstand & other buildings	600	600
P340	Pavilion	Roof restoration and airconditioner replacement	20	20
P341	Riverside Restaurant Roofing & Upgrades	Works determined by 13/14 consultancy N321	45	45
P342	UPark - Renewals	Asset renewals as identified in RLB Property Condition Audit	716	716
P344	Civic Collection	Continuing program to conserve paintings, artefacts and furniture of the civic collection	40	40
P343	Palais/Frome U-Park Safety & Lighting	Replacement of electrical and lighting	200	200
P346	Topham Mall Facility Upgrade	Design work to re-model arcade/shop units/toilets and archives sites	40	40

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
P348	Adelaide Aquatic Centre	Identified compliance issues (WHS, DDA, BCA & pool tiling)	661	661
P349	Aquatic Centre Minor Renewal Items	Minor capital items as required	150	150
P350	Minor Improvements to Public Conveniences	Program to introduce Autolocking arrangement	73	73
P356	Public Conveniences - Ongoing Replacement Program	Ongoing renewal and replacement of Council's public conveniences (stand alone, i.e. exelooos, purpose built facilities)	300	300
P357	Public Conveniences - Review	Review and development of Masterplan	25	25
P358	Public Conveniences - Ongoing Replacement Program	Relocate exeloo to South Golf Course (WMD)	76	76
P361	Tynte Street Car Park	Improvements to lighting of car park	30	30
P362	ACC Archives (Topham Mall)	Reduction in roller door access, airconditioner, carpet replacement including full specialist clean of premises	71	71
P363	James Place Toilets	Feasibility design to investigate conversion of first floor into a lettable area	20	20
P365	Rundle Lantern	Planned maintenance	50	50
P907	Upark Ticket Machine EMV Compliance	Introduction of chip compatible ticket machines	500	500
			7,983	7,983
<b>Plant and Equipment</b>				
P400	Library Stock Purchases	Ensure collection is responsive and relevant to the information needs of the customers	360	-
P401	Plant and Equipment	Replacement of Corporation major plant, light fleet and minor equipment	2,107	2,107
<b>Total - Plant and Equipment</b>			2,467	2,107

# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
<b>ICT Corporate System</b>				
P411	Server Replacement	Ongoing program to maintain and upgrade data centre and disaster recovery equipment	206	206
P412	Network Connectivity and Security	Ongoing program to maintain and upgrade the corporate data network	270	270
P413	Telecommunications System Upgrade	Ongoing program to maintain and upgrade the corporate landline telephone systems	30	30
P414	Corporate PC and Desktop Replacement	Ongoing program to maintain and upgrade the corporate desktop equipment fleet	451	451
P415	Printer and Photocopier Replacement	Ongoing program to maintain and replace the corporate fleet of 35 multi-function devices	75	75
P416	Desktop Software Licence Upgrade	Software licensing costs	320	320
P417	Corporate Applications Upgrade	Ongoing program to maintain and upgrade all corporate software applications	485	485
P418	Business Systems Upgrade	Ongoing program to maintain and upgrade the Internet-based software applications	333	333
P419	Mobile Computing	Deploy mobile computing solutions to support mobile workforce	155	155
P422	Customer Relationship Management System Implementation	Maintain and upgrade the infrastructure to support the Customer Relationship Management System such as software licence and integration software	225	225
P429	Mobile solution for Asset Management	Mobile devices for Asset Management System	225	225
<b>Total - ICT Corporate System</b>			<b>2,775</b>	<b>2,775</b>



# Capital Works Program

Project ID	Project Name	Project Description	2014-15 Gross Cost \$'000	2014-15 Net Cost \$'000
<b>Asset Management and Residential Streets</b>				
P901	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	275	275
P902	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	100	100
P903	Asset Management Improvement Program	Improvement activities around change management focusing on Hansen asset management requirements and asset management practices	400	400
P905	Rolling Revaluation Program	Asset classes to be revalued - Land & Buildings ,Plant & Equipment, Transportation, Lighting & Electrical, Stormwater drainage & Urban Elements	150	150
P906	Residential Streets Development Program	Program of initiatives to enhance local streets with improvements driven by the local residents	1,000	1,000
<b>Total - Asset Management and Residential Streets</b>			1,925	1,925
<b>Total Asset Maintenance Programs</b>			30,860	30,500

# 2013-14 Capital Works Carry Forwards Summary

Program	2013-14 Expense Carry Fwd \$'000
New Assets	12,007
Asset Maintenance	
Transportation Program	1,358
Lighting and Electrical Program	0
Drainage and Waterways Program	700
Park Lands and Squares Program	0
Urban Elements	175
Properties	3,554
Plant and Equipment	900
ICT Corporate System	255
Asset Management and Residential Streets	503
Asset Maintenance	7,445
Capital Works Program Management	0
Total 2013-14 Capital Works Carry Forwards (excluding Property Investments)	19,452
Property Investments	4,370
Total 2013-14 Capital Works Carry Forwards (including Property Investments)	23,822

# 2013-14 Capital Works Carry Forwards

Project ID	Project Name	Project Description	2013-14 Expense Carry Fwd \$'000
NEW ASSETS			
New Assets			
N702	Brownhill and Keswick Creek Flood Management	Contribution to the Brownhill and Keswick Creek Stormwater Management Plan	230
N716/N337	Adelaide Aquatic Centre Upgrade	Completion of work to upgrade boilers, filtration system and retiling	2,772
K708	Tainmuntilla Native Regeneration Project	Continuing rejuvenation and re-vegetation of River Torrens Precinct	48
K712	Rundle Mall Master Plan	Completion of redevelopment of Rundle Mall	7,300
N715	Adelaide Connector Bus Replacement and Bus Stop Upgrades	Purchase of new buses for use in Adelaide Connector Bus route and upgrade of bus stops	70
N738	Train Station to Central Market Link Wayfinding Signage	Implementation of a Path and signage that links Adelaide Railway Station with the Market and focuses on the Topham, Bentham & Pitt sections. Safer Path A will test the City's new Wayfinding strategy and will be ready for implementation in line with CCTV installation. It will enhance use and understanding of what is on offer along the path. Path A will test new and innovative ways to support wayfinding and where such signs are located (on existing infrastructure on the roadway)	43
N729	Residential Undergrounding Scheme	Continuation of the residential street undergrounding of power lines	574
N740	CCTV Project	Path A from the Adelaide Railway Station through to the Market will be fully supported by CCTV which is monitored by SA Police 24 hours a day. The design and infrastructure for CCTV and Wayfinding is funded by State Government and implemented by Council	970
Total - New Assets			12,007
Total - New Assets			12,007

# 2013-14 Capital Works Carry Forwards

Project ID	Project Name	Project Description	2013-14 Expense Carry Fwd \$'000
<b>ASSET MAINTENANCE</b>			
<b>Transportation Program</b>			
N130	Road Renewal	Priority road works to be determined by condition assessments	1,280
N102	Bridge Maintenance and Repair	Bridge maintenance and repair	78
<b>Total - Transportation Program</b>			<b>1,358</b>
<b>Drainage and Waterways Program</b>			
N006	Underground Drainage Replacement	Ongoing renewal of stormwater drainage network - 2014/15 Jeffcott St	700
<b>Total - Drainage and Waterways Program</b>			<b>700</b>
<b>Urban Elements</b>			
N260	Princess Elizabeth Playspace	Refurbish and upgrade the Princess Elizabeth Playspace	175
<b>Total - Urban Elements</b>			<b>175</b>



# 2013-14 Capital Works Carry Forwards

Project ID	Project Name	Project Description	2013-14 Expense Carry Fwd \$'000
<b>Properties</b>			
N339	Adelaide Town Hall	Renewal works to replace Town Hall Boilers	400
N309	Adelaide Town Hall - Renewal Works prioritised based on compliance	Fire escape signage/access and DDA issues	400
N319	Lounders Boat Shed	Lounders Boat Shed	191
N331	Karrawirra (Park 12)	Horticultural Hub Karrawirra (Park 12) - design & development	15
N306/N307	Park Lands Buildings - Victoria Park, Heritage Grandstand & Other Buildings	Ongoing refurbishment of the Victoria Park Heritage Grandstand & other buildings	327
N343	UPark - Renewals	Asset renewals as identified in RLB Property Condition Audit	300
N320	Palais/Frome U-Park Safety & Lighting	Replacement of electrical and lighting	108
N308	Public Conveniences - Ongoing Replacement Program	Ongoing renewal and replacement of Council's public conveniences (stand alone, i.e. exelooos, purpose built facilities)	100
M329	U-Park Gawler Place Facility Upgrade	Design work to re-model arcade/shop units/toilets and archives sites	280
N338	Central Market Remediation	Maintenance and upgrade of Central Market Beams	160
N325	Colonel Light Centre	Maintenance and renewal of Level 3 and Level 9	488
N326	Colonel Light Centre	Maintenance and upgrade of fire safety equipment	700
N335	Bonython Park Kiosk	Maintenance and upgrade of Bonython Park Kiosk	85
<b>Total - Properties</b>			<b>3,554</b>
<b>Plant and Equipment</b>			
N401	Plant and Equipment	Replacement of Corporation major plant, light fleet and minor equipment	900
<b>Total - Plant and Equipment</b>			<b>900</b>

# 2013-14 Capital Works Carry Forwards

Project ID	Project Name	Project Description	2013-14 Expense Carry Fwd \$'000
<b>ICT Corporate System</b>			
N414	Corporate PC and Desktop Replacement	Ongoing program to maintain and upgrade the corporate desktop equipment fleet	45
N417	Corporate Applications Upgrade	Ongoing program to maintain and upgrade all corporate software applications	75
N418	Business Systems Upgrade	Ongoing program to maintain and upgrade the Internet-based software applications	135
<b>Total - ICT Corporate System</b>			<b>255</b>
<b>Asset Management and Residential Streets</b>			
N726	Residential Streets Development Program	Program of initiatives to enhance local streets with improvements driven by the local residents	400
M421	Corporate Asset Management System Upgrade - Stage 2	Major upgrade of the corporate Asset Management System. Accompanied with improved business processes (in scope) will provide an effective end to end (life cycle) management system with links to keep corporate applications (GIS, Finance), as well as deployment of the Maintenance Management function, including the use of mobile device to capture asset maintenance information	26
M424	Contract Management System	Installation of new contract management system	77
<b>Total - Asset Management and Residential Streets</b>			<b>503</b>
<b>Total - Asset Maintenance Programs</b>			<b>7,445</b>
<b>PROPERTY INVESTMENTS</b>			
<b>Property Investments</b>			
M798	Sturt Street Affordable Housing	Investment into affordable housing on Sturt Street	4,370
<b>Total - Property Investments</b>			<b>4,370</b>
<b>Total - Property Investments</b>			<b>4,370</b>

# 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	2014-15 Budget \$'000	2013-14 Budget \$'000
Gross Expenditure on Renewal / Replacement of Assets	36,849	19,892
Depreciation	(33,019)	(28,855)
Proceeds from Sale of Replaced Assets	0	0
<b>EQUALS: Net Outlays on Existing Assets</b>	<b>3,830</b>	<b>(8,963)</b>

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 rigor 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 on new and upgraded assets in accordance with local government sector guidelines.

Net Outlay on New and Upgraded Assets	2014-15 Budget \$'000	2013-14 Budget \$'000
Gross Expenditure on New / Upgraded Assets	28,346	56,326
Proceeds from Sale of Surplus Assets	0	(20,305)
Amounts received specifically for New / Upgraded Assets	(360)	(1,585)
<b>EQUALS: Net Outlays on New and Upgraded Assets</b>	<b>27,986</b>	<b>34,436</b>

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

# 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
- 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:

- Rates growth, on average, is assumed in line with forecast inflation, excluding new development
- An objections provision of approximately 1% has been included in general rates assumptions
- Statutory charges reflect dollar increments or percentage increases as specified by statute
- Parking increases correspond with recommended discrete dollar increments
- Salaries and wages are forecast based on current and expected enterprise agreement outcomes
- Operating Projects are based on an extrapolation of ongoing and non-ongoing programs
- Capital expenditure is in line with Council targets, with Asset Management expenditure based on maintenance commitments and Councils adopted 10 Year Infrastructure and Asset Management Plans
- Council will remain within target ranges for operating surplus ratio, net financial liabilities ratio and asset sustainability ratio

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



# Long Term Financial Plan

	2013/14 Budget \$'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	2022/23 Plan \$'000	2023/24 Plan \$'000
<b>BUSINESS OPERATIONS</b>											
Revenue	63,846	66,385	69,200	71,276	73,414	75,617	77,885	80,222	82,628	85,107	87,661
Expenditure	(45,623)	(46,475)	(48,009)	(49,596)	(51,238)	(52,937)	(54,693)	(56,459)	(58,283)	(60,166)	(62,112)
<b>Total Business Operations</b>	<b>18,223</b>	<b>19,910</b>	<b>21,191</b>	<b>21,680</b>	<b>22,176</b>	<b>22,680</b>	<b>23,192</b>	<b>23,763</b>	<b>24,346</b>	<b>24,941</b>	<b>25,548</b>
<b>GENERAL OPERATIONS (including Public Realm Maintenance)</b>											
General Rates	86,723	90,063	93,215	96,478	99,854	103,349	106,967	110,710	114,585	118,596	122,747
Revenue	42,968	45,222	46,496	47,808	49,160	50,552	51,986	53,463	54,984	56,551	58,165
Expenditure	(91,226)	(95,196)	(98,262)	(101,038)	(103,871)	(106,838)	(111,600)	(116,157)	(120,886)	(125,791)	(130,880)
Finance Charges	(654)	(2,007)	(2,935)	(2,825)	(2,514)	(2,210)	(1,930)	(1,650)	(1,395)	(1,140)	(945)
<b>Total General Operations (Inc. Public Realm Maintenance) &amp; Finance Charges</b>	<b>37,811</b>	<b>38,081</b>	<b>38,514</b>	<b>40,422</b>	<b>42,629</b>	<b>44,853</b>	<b>45,423</b>	<b>46,366</b>	<b>47,289</b>	<b>48,216</b>	<b>49,087</b>
<b>AMOUNT AVAILABLE FOR PROJECTS</b>	<b>56,034</b>	<b>57,991</b>	<b>59,704</b>	<b>62,102</b>	<b>64,805</b>	<b>67,534</b>	<b>68,615</b>	<b>70,129</b>	<b>71,635</b>	<b>73,156</b>	<b>74,635</b>
Net Operating Projects (Incl. Carry Forwards)	(15,119)	(13,137)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Net Capital Works Program:											
1. New Assets (Incl. Carry Forwards)	(45,737)	(23,976)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
2. Asset Maintenance (Incl. Carry Forwards)	(21,274)	(37,945)	(31,500)	(32,100)	(32,700)	(33,400)	(34,100)	(34,800)	(35,500)	(36,200)	(36,900)
3. Capital Works Program Management	(5,518)	(5,787)	(6,055)	(6,328)	(6,517)	(6,713)	(6,914)	(7,122)	(7,335)	(7,555)	(7,782)
Net Property Investments (Incl. Carry Forwards)	11,301	(4,370)	-	-	-	-	-	-	-	-	-
Rundle Mall Management Authority Operating Projects	-	-	-	-	-	-	-	-	-	-	-
Adelaide Central Market Authority - Capital Works	-	-	-	-	-	-	-	-	-	-	-
<b>Net Lending / (Borrowing) Requirement</b>	<b>(20,314)</b>	<b>(27,224)</b>	<b>149</b>	<b>1,674</b>	<b>3,588</b>	<b>5,421</b>	<b>5,601</b>	<b>6,208</b>	<b>6,800</b>	<b>7,402</b>	<b>7,953</b>
<b>FUNDING</b>											
Working Capital and Provision Movements	(669)	-	-	-	-	-	-	-	-	-	-
Borrowings (Including Roll Overs)	24,010	4,991	-	-	-	-	-	-	-	-	-
Funding of Carry Forwards	-	25,352	-	-	-	-	-	-	-	-	-
Redraw of Prior Year Repayments	-	-	-	-	-	-	-	-	-	-	-
Fixed Borrowing 15 Year Loan (Repayments)	-	-	(2,170)	(2,483)	(2,610)	(2,744)	(2,884)	(3,032)	(3,187)	(3,350)	(3,521)
(Repayments) / Borrowing	(3,027)	(3,119)	2,021	809	(978)	(2,677)	(2,717)	(3,176)	(3,613)	(4,052)	(4,432)
<b>Total Funding</b>	<b>20,314</b>	<b>27,224</b>	<b>(149)</b>	<b>(1,674)</b>	<b>(3,588)</b>	<b>(5,421)</b>	<b>(5,601)</b>	<b>(6,208)</b>	<b>(6,800)</b>	<b>(7,402)</b>	<b>(7,953)</b>
<b>Net Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Borrowings</b>	<b>24,421</b>	<b>51,645</b>	<b>51,496</b>	<b>49,822</b>	<b>46,234</b>	<b>40,812</b>	<b>35,211</b>	<b>29,003</b>	<b>22,203</b>	<b>14,802</b>	<b>6,849</b>
<b>Debt Service Coverage Ratio Years (Max 1.5)</b>	<b>0.44</b>	<b>0.89</b>	<b>0.86</b>	<b>0.80</b>	<b>0.71</b>	<b>0.60</b>	<b>0.51</b>	<b>0.41</b>	<b>0.31</b>	<b>0.20</b>	<b>0.09</b>
<b>Net Financial Liabilities</b>	<b>42,247</b>	<b>69,471</b>	<b>69,322</b>	<b>67,648</b>	<b>64,060</b>	<b>58,639</b>	<b>53,037</b>	<b>46,830</b>	<b>40,030</b>	<b>32,628</b>	<b>24,675</b>

Note: The long term financial plan contained within the Business Plan and Budget document excludes the Adelaide Central Market Authority (ACMA) and the Rundle Mall Management Authority (RMMA).

# Long Term Financial Plan (Uniform Presentation of Finances)

UNIFORM PRESENTATION OF FINANCES	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Income	164,577	170,487	178,179	183,907	189,825	195,937	202,248	208,767	215,502	222,457	229,641
less Expenses	(159,418)	(165,895)	(169,041)	(173,052)	(177,110)	(181,360)	(187,503)	(193,465)	(199,683)	(206,128)	(212,869)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>5,159</b>	<b>4,592</b>	<b>9,138</b>	<b>10,855</b>	<b>12,716</b>	<b>14,577</b>	<b>14,745</b>	<b>15,302</b>	<b>15,819</b>	<b>16,329</b>	<b>16,772</b>
add Capital Program Expense	8,000	7,244	4,755	4,843	4,922	5,011	5,101	5,192	5,284	5,376	5,468
<b>Funding surplus before capital amounts</b>	<b>13,159</b>	<b>11,836</b>	<b>13,894</b>	<b>15,698</b>	<b>17,637</b>	<b>19,588</b>	<b>19,847</b>	<b>20,495</b>	<b>21,102</b>	<b>21,705</b>	<b>22,241</b>
<b>less Net Outlays on Existing Assets</b>											
Capital Expenditure on Renewal / Replacement of Existing Assets	27,892	44,093	37,555	38,428	39,217	40,113	41,014	41,922	42,835	43,755	44,682
less Depreciation, Amortisation and Impairment	(28,855)	(33,019)	(33,810)	(34,404)	(35,168)	(35,947)	(36,768)	(37,634)	(38,532)	(39,452)	(40,394)
less Proceeds from Sale of Replaced Assets	0	0	0	0	0	0	0	0	0	0	0
<b>Net Outlays on Existing Assets</b>	<b>(963)</b>	<b>11,074</b>	<b>3,745</b>	<b>4,024</b>	<b>4,050</b>	<b>4,166</b>	<b>4,246</b>	<b>4,287</b>	<b>4,303</b>	<b>4,304</b>	<b>4,288</b>
<b>less Net Outlays on New and Upgraded Assets</b>											
Capital Expenditure on New and Upgraded Assets											
(including Investment property & Real Estate developments)	56,326	28,346	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
less Amounts received specifically for New and Upgraded Assets	(1,585)	(360)	0	0	0	0	0	0	0	0	0
less Proceeds from Sale of Surplus Assets											
(including Investment Property and Real Estate developments)	(20,305)	0	0	0	0	0	0	0	0	0	0
<b>Net Outlays on New and Upgraded Assets</b>	<b>34,436</b>	<b>27,986</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(20,314)</b>	<b>(27,224)</b>	<b>149</b>	<b>1,674</b>	<b>3,588</b>	<b>5,421</b>	<b>5,601</b>	<b>6,208</b>	<b>6,800</b>	<b>7,402</b>	<b>7,953</b>
Net Financial Liabilities at the beginning of the period	(21,933)	(42,247)	(69,471)	(69,322)	(67,648)	(64,060)	(58,639)	(53,037)	(46,830)	(40,030)	(32,628)
Less / (add) net gain / loss joint ventures & associates											
Less / (add) decrease / increase in inventories											
<b>Net Financial Liabilities at the end of the period</b>	<b>(42,247)</b>	<b>(69,471)</b>	<b>(69,322)</b>	<b>(67,648)</b>	<b>(64,060)</b>	<b>(58,639)</b>	<b>(53,037)</b>	<b>(46,830)</b>	<b>(40,030)</b>	<b>(32,628)</b>	<b>(24,675)</b>

# Funding the Business Plan

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

- Funds from Operations
- Funds from Borrowing

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

General Operations cover the core services 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 relates 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 and Property Development including UPark.

# Financing the Budget

The following tables show the comparison of the 2014-15 Budget Net Lending / (Borrowing) position to prior years.

Net Lending / (Borrowing)	2014-15 Budget \$'000	2013-14 Budget \$'000	2012-13 Actual \$'000
Operating Surplus	4,592	5,159	(11,638)
Non-cash adjustments	7,244	8,000	-
<b>Funding Surplus</b>	<b>11,836</b>	<b>13,159</b>	<b>(11,638)</b>
Net Outlays on Existing Assets	(11,074)	963	(4,900)
Net Outlays on New and Upgraded Assets	(27,986)	(34,436)	(19,360)
<b>Equals: Net Lending / (Borrowings)</b>	<b>(27,224)</b>	<b>(20,314)</b>	<b>(35,898)</b>

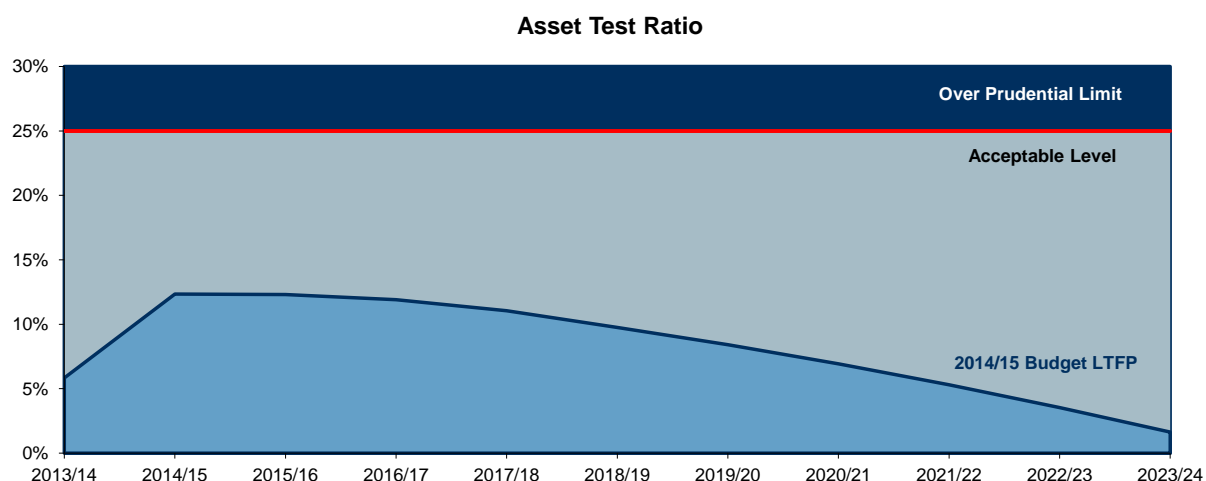
Financing Transactions	2014-15 Budget \$'000	2013-14 Budget \$'000	2012-13 Actual \$'000
Borrowings including Roll Overs	(4,991)	(24,010)	-
Funding of Carry Forwards	(25,352)	-	-
Redraw of Prior Year Repayments	-	-	-
<b>Funding Surplus</b>	<b>(30,343)</b>	<b>(24,010)</b>	<b>-</b>
Repayments	3,119	3,027	3,686
Working Capital and Provision Movements	-	669	(13,801)
<b>Equals: Net Lending / (Borrowings)</b>	<b>(27,224)</b>	<b>(20,314)</b>	<b>(10,115)</b>

Note: All financial information contained within the Business Plan and Budget document excludes the Adelaide Central Market Authority (ACMA) and the Rundle Mall Management Authority (RMMA).



## Implications for Future Years

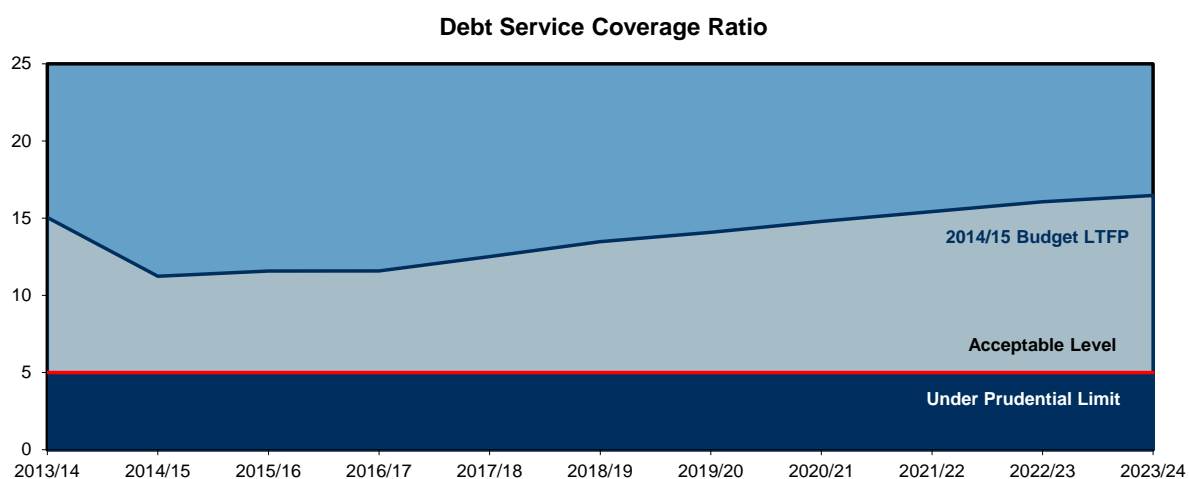
For the period covered by the Long Term Financial Plan, the following graphs show the balance of borrowings in accordance with the prudential limits specified in the Treasury and Cash Investment Policy. Based on the current parameters and assumptions, Council remains within the ranges of the prudential limits for the next ten years.



**Asset Test Ratio** = Total Borrowings / Total Saleable Property Assets

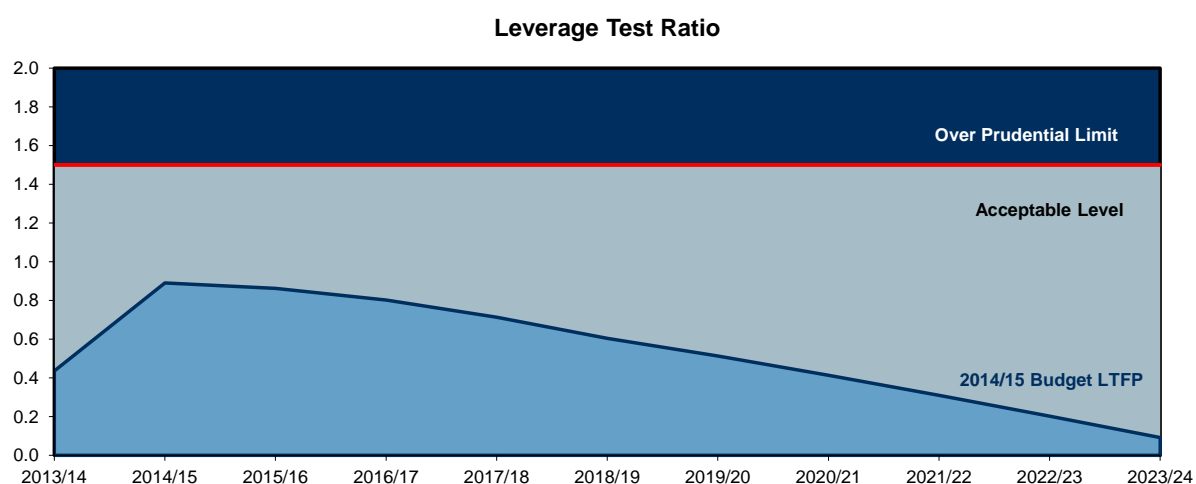
(Saleable Property Assets = Total Property Assets LESS Landmark Public Buildings and Park Lands)

*Maximum 25%*



**Debt Service Coverage Ratio** = Amount Available for Projects / Annual Principal & Interest Payments

*Minimum 5 times*



**Leverage Test Ratio** = Total Borrowings / Amount Available for Projects  
*Maximum 1.5 years*

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

Year	New Borrowings \$'000	Redraws \$'000	Principal Paid \$'000	Loan Balance @ 30 June \$'000	Interest Paid \$'000
2013-14	24,010	0	3,027	24,421	697
<b>2014-15 Budget</b>	<b>30,343</b>	<b>0</b>	<b>3,119</b>	<b>51,645</b>	<b>2,041</b>
2015-16 LTFP	0	0	149	51,496	2,986
2016-17 LTFP	0	0	1,674	49,822	2,878
2017-18 LTFP	0	0	3,588	46,234	2,569
2018-19 LTFP	0	0	5,421	40,812	2,266
2019-20 LTFP	0	0	5,601	35,211	1,988
2020-21 LTFP	0	0	6,208	29,003	1,709
2021-22 LTFP	0	0	6,800	22,203	1,456
2022-23 LTFP	0	0	7,402	14,802	1,203
2022-23 LTFP	0	0	7,953	6,849	1,010

# Analysis of the 2014-15 Budget

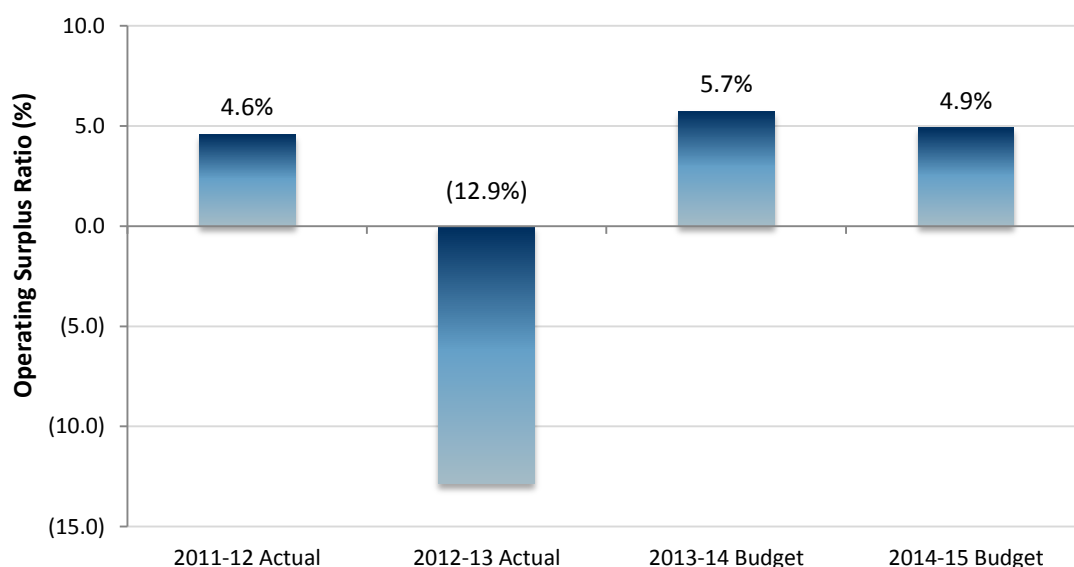
This summary of the Budget provides information about the key indicators of the Council's financial performance and financial position. Analysis on each of the indicators is included in the following section.

The Business Plan identifies the Council's key actions towards its strategic directions and the specific objectives targeted for 2014-15. 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 (Financial Management) Regulations 2011.

## 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 is targeted after including general rates (adjusted for discretionary rates rebates). The LGA target is to achieve an average operating surplus ratio between 0% and 15% over any five year period. However, as a capital city council, Adelaide City Council has significant responsibilities in improving public realm, and as such considers that an average operating surplus ratio between 0% and 20%, over any five year period, is a more appropriate target.

<b>Net Surplus per Statement of Comprehensive Income</b>	<b>2014-15 Budget \$'000</b>	<b>2013-14 Budget \$'000</b>	<b>Difference \$'000</b>
Operating Revenue	170,487	164,577	5,910
less: Operating Expenses	165,895	159,418	6,477
<b>Operating Surplus</b>	<b>4,592</b>	<b>5,159</b>	<b>(567)</b>
add: Net Gain / (Loss) on Disposal or Revaluation of Assets	-	(5,480)	5,480
add: Amounts Specifically for New or Upgraded Assets	360	1,585	(1,225)
add: Physical Resources received free of charge	-	-	-
<b>Net Surplus per Income Statement</b>	<b>4,952</b>	<b>1,264</b>	<b>3,688</b>

Consistent with prior years, the above table shows that an Operating Surplus will be maintained in 2014-15.

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.

Occasionally, Council's operating surpluses may be impacted by write-off of expenditure on infrastructure owned by a third party (e.g. undergrounding of powerlines). Under accounting definitions, these works do not provide a future benefit to Council, so do not form part of Council's stock of infrastructure assets. For this reason, operating surpluses between financial years are not directly comparable.

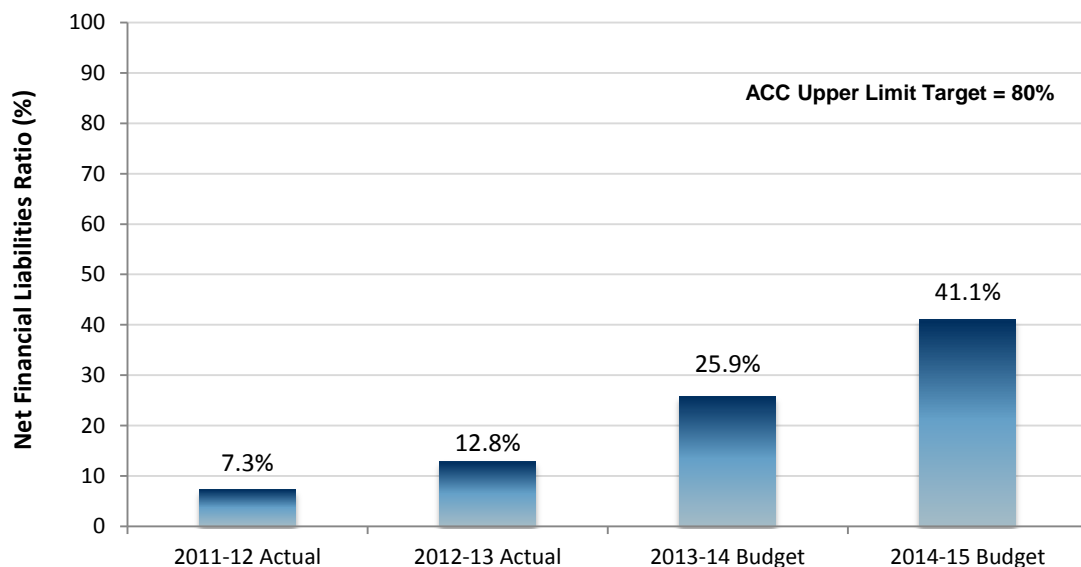
<b>Reconciliation of Operating Funding Surplus &amp; Operating Surplus</b>	<b>2014-15 Budget \$'000</b>	<b>2013-14 Budget \$'000</b>	<b>Difference \$'000</b>
<b>Operating Funding Surplus per Funding Overview</b>	<b>11,836</b>	<b>12,058</b>	<b>(222)</b>
less: Expenditure incurred on Maintenance of Assets	-	-	-
add: Capital Income included in Operating Income	-	1,101	(1,101)
<b>Funding Surplus</b>	<b>11,836</b>	<b>13,159</b>	<b>(1,323)</b>
less: Capital WIP Adjustment	7,244	8,000	(756)
<b>Operating Surplus per Income Statement</b>	<b>4,592</b>	<b>5,159</b>	<b>(567)</b>

Included in the Capital Works Program is an amount of expenditure incurred on maintenance of assets which does not provide a future economic benefit to Council, 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 Council. Other expenditure relates to tree planting, vegetation trimming, and 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.

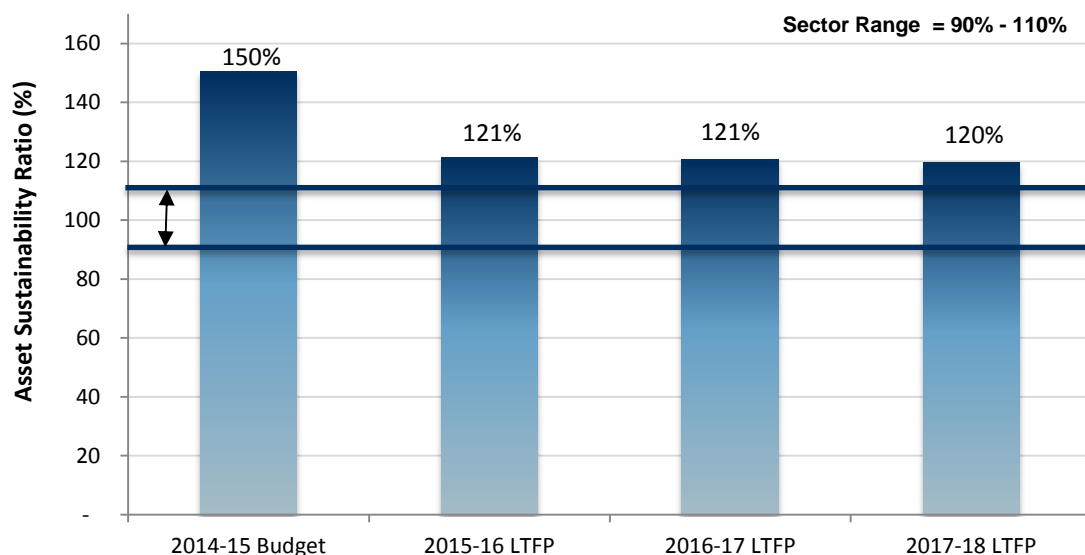


## Net Financial Liabilities Ratio



The above graph shows Council's Net Financial Liabilities ratio which represents the significance of the net amount owed compared with operating revenue. The target for the ratio is to be greater than 0% but no more than 80% of total operating revenue.

## 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 recorded rates of depreciation of assets for the same period.

# Funding Overview

PROPOSED FUNDING OVERVIEW 2014-15 BUDGET *	Proposed Full Year Budget 2014-15 (\$'000)	Revised Full Year Budget 2013-14 (\$'000)	Movement
<b>BUSINESS OPERATIONS</b>			
Revenue	66,385	63,846	2,539
Less Expenditure	(46,475)	(45,623)	(852)
	19,910	18,223	1,687
Less Depreciation	(8,633)	(8,622)	(11)
<b>NET BUSINESS OPERATIONS</b>	<b>11,277</b>	<b>9,601</b>	<b>1,676</b>
<b>GENERAL OPERATIONS</b>			
General Rates	90,063	86,723	3,340
Other Revenue	45,222	42,968	2,254
Less Expenditure	(95,196)	(91,226)	(3,971)
Less Depreciation	(24,386)	(20,233)	(4,153)
<b>NET GENERAL OPERATIONS</b>	<b>15,703</b>	<b>18,232</b>	<b>(2,530)</b>
<b>TREASURY</b>			
Revenue	286	284	2
Less Expenditure	(2,293)	(938)	(1,355)
<b>NET TREASURY</b>	<b>(2,007)</b>	<b>(654)</b>	<b>(1,354)</b>
Add Depreciation	33,019	28,855	4,164
<b>FUNDING AVAILABLE FOR OPERATING PROJECTS</b>	<b>57,991</b>	<b>56,034</b>	<b>1,956</b>
Less Depreciation	(33,019)	(28,855)	(4,164)
<b>OPERATING FUNDING SURPLUS / (DEFICIT) BEFORE PROJECTS</b>	<b>24,972</b>	<b>27,180</b>	<b>(2,208)</b>
<b>OPERATING PROJECTS</b>			
Revenue	155	534	(379)
Less Expenditure	(13,291)	(15,655)	2,364
<b>NET OPERATING PROJECTS</b>	<b>(13,136)</b>	<b>(15,122)</b>	<b>1,985</b>
<b>OPERATING FUNDING SURPLUS / (DEFICIT)</b>	<b>11,836</b>	<b>12,058</b>	<b>(223)</b>
<b>CAPITAL WORKS PROGRAM</b>			
Revenue	360	22,991	(22,631)
Less Expenditure	(72,439)	(84,217)	11,778
Net Capital Program	(72,078)	(61,226)	(10,853)
Less Depreciation	33,019	28,855	4,164
<b>NET CAPITAL WORKS PROGRAM</b>	<b>(39,060)</b>	<b>(32,371)</b>	<b>(6,689)</b>
<b>NET LENDING / (BORROWING) RESULT FOR THE FINANCIAL YEAR</b>	<b>(27,224)</b>	<b>(20,314)</b>	<b>(6,912)</b>
Funding transactions associated with accommodating the above net lending / (borrowing) result for the financial year are as follows:			
Borrowings including Roll Overs	4,991	24,010	(19,019)
Funding of Carry Forwards	25,352	0	25,352
Redraw of Prior Year Repayments	0	0	0
Principal Repayments including Roll Overs	(3,119)	(3,027)	(92)
Working Capital and Provision Movements	0	(669)	669
<b>NET FUNDING TRANSACTIONS</b>	<b>27,224</b>	<b>20,314</b>	<b>6,910</b>
<b>NET FINANCIAL LIABILITIES AS AT 30 JUNE</b>	<b>69,471</b>	<b>42,247</b>	<b>27,224</b>

\* Excluding Adelaide Central Market Authority & Rundle Mall Management Authority

# Statutory Financial Statements

## Budgeted Statement of Comprehensive Income

for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>INCOME</b>		
Rates	94,863	91,312
Statutory charges	18,082	17,615
User charges	53,981	51,007
Grants, subsidies and contributions	2,909	3,973
Investment income	283	275
Reimbursements	454	439
Other revenues	(84)	(45)
<b>Total Income</b>	<b>170,487</b>	<b>164,577</b>
<b>EXPENSES</b>		
Employee costs	65,648	63,277
Materials, contracts and other expenses	65,187	66,589
Finance costs	2,041	697
Depreciation, amortisation and impairment	33,019	28,855
Share of loss - joint ventures and associates	-	-
<b>Total Expenses</b>	<b>165,895</b>	<b>159,418</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>4,592</b>	<b>5,159</b>
Asset disposal and fair value adjustments	-	(5,480)
Write back / (expensing) remediation provision	-	-
Amounts received specifically for new or upgraded assets	360	1,585
Physical resources received free of charge	-	-
<b>NET SURPLUS / (DEFICIT)</b>	<b>4,952</b>	<b>1,264</b>
<b>Other Comprehensive Income</b>		
Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>4,952</b>	<b>1,264</b>

## Budgeted Balance Sheet

for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	10,547	10,153
Trade and other receivables	9,442	9,442
Inventories	459	459
	20,447	20,054
Non-current assets held for sale	-	-
<b>Total Current Assets</b>	<b>20,447</b>	<b>20,054</b>
<b>Non-current Assets</b>		
Trade and other receivables	-	-
Assets held for sale	-	-
Equity accounted investments in Council businesses	86	86
Investment property	-	-
Infrastructure, property, plant and equipment	1,323,167	1,290,991
Other non-current assets	-	-
<b>Total Non-current Assets</b>	<b>1,323,253</b>	<b>1,291,077</b>
<b>Total Assets</b>	<b>1,343,700</b>	<b>1,311,131</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade and other payables	26,358	26,358
Borrowings	1,736	2,256
Provisions	10,098	9,704
Other current liabilities	-	-
	38,192	38,318
Liabilities relating to non-current assets held for sale	-	-
<b>Total Current Liabilities</b>	<b>38,192</b>	<b>38,318</b>
<b>Non-current Liabilities</b>		
Trade and other payables	-	-
Borrowings	49,908	22,165
Provisions	1,360	1,360
Other non-current liabilities	-	-
<b>Total Non-current Liabilities</b>	<b>51,268</b>	<b>23,525</b>
<b>Total Liabilities</b>	<b>89,460</b>	<b>61,843</b>
<b>NET ASSETS</b>	<b>1,254,240</b>	<b>1,249,288</b>
<b>EQUITY</b>		
Accumulated surplus	814,648	809,696
Asset revaluation reserve	439,592	439,592
Other reserves	-	-
<b>TOTAL EQUITY</b>	<b>1,254,240</b>	<b>1,249,288</b>

## Budgeted Statement of Changes in Equity

for the year ended 30 June 2015

	Accumulated Surplus	Asset Revaluation Reserve	TOTAL EQUITY
	\$'000	\$'000	\$'000
<b>2015</b>			
Balance at end of previous reporting period	809,696	439,592	1,249,288
Net surplus / (deficit) for year	4,952	-	4,952
<b>Other Comprehensive Income</b>			
Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-	-
Share of other comprehensive income - joint ventures and associates	-	-	-
Impairment (expense) / recoupments offset to asset revaluation reserve	-	-	-
Gain on revaluation of infrastructure, property, plant and equipment	-	-	-
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	-	-	-
Transfers between reserves			
<b>Balance at end of period</b>	<b>814,648</b>	<b>439,592</b>	<b>1,254,240</b>
<b>2014</b>			
Balance at end of previous reporting period	808,432	439,592	1,248,024
Net surplus / (deficit) for year	1,264	-	1,264
<b>Other Comprehensive Income</b>			
Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-	-
Share of other comprehensive income - joint ventures and associates	-	-	-
Impairment (expense) / recoupments offset to asset revaluation reserve	-	-	-
Gain on revaluation of infrastructure, property, plant and equipment	-	-	-
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	-	-	-
Transfers between reserves			
<b>Balance at end of period</b>	<b>809,696</b>	<b>439,592</b>	<b>1,249,288</b>



## Budgeted Cash Flow Statement

for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts		
Operating receipts	170,205	164,302
Investment receipts	283	275
Payments		
Operating payments to suppliers and employees	(123,198)	(124,031)
Finance payments	(2,041)	(697)
<b>Net cash provided by (or used in) operating activities</b>	<b>45,249</b>	<b>39,849</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Receipts		
Grants specifically for new or upgraded assets	360	1,585
Sale of replaced assets	-	-
Sale of surplus assets	-	-
Sale of investment property	-	4,900
Net disposal of investment securities	-	-
Sale of real estate developments	-	15,405
Repayments of loans by community groups	-	-
Distributions received from associated entities	-	-
Payments		
Expenditure on renewal / replacement of assets	(44,093)	(27,892)
Expenditure on new / upgraded assets	(28,346)	(56,326)
Purchase of investment property	-	-
Net purchase of investment securities	-	-
Development of real estate for sale	-	-
Loans made to community groups	-	-
Capital contributed to associated entities	-	-
<b>Net cash provided by (or used in) investing activities</b>	<b>(72,079)</b>	<b>(62,328)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Receipts		
Proceeds from borrowings	4,991	24,010
Proceeds from borrowings - funding of carry forwards	25,352	-
Proceeds from Aged Care facility deposits	-	-
Payments		
Repayments of borrowings	(3,119)	(3,027)
Repayment of finance lease liabilities	-	-
Repayment of Aged Care facility deposits	-	-
<b>Net cash provided by (or used in) financing activities</b>	<b>27,224</b>	<b>20,983</b>
<b>Net increase (decrease) in cash held</b>	<b>394</b>	<b>(1,496)</b>
Cash and cash equivalents at beginning of period	10,153	11,649
<b>Cash and cash equivalents at end of period</b>	<b>10,547</b>	<b>10,153</b>

## Budgeted Uniform Presentation of Finances

for the year ended 30 June 2015

	2015 \$'000	2014 \$'000
Income	170,487	164,577
less Expenses	(165,895)	(159,418)
Operating surplus / (deficit) before capital amounts	4,592	5,159
add Capital program write-off	7,244	8,000
add Write back / (expensing) remediation provision	-	-
<b>Funding surplus before capital amounts</b>	<b>11,836</b>	<b>13,159</b>
<b>less Net outlays on existing assets</b>		
Capital expenditure on renewal and replacement of existing assets	44,093	27,892
less Depreciation, amortisation and impairment	(33,019)	(28,855)
less Proceeds from sale of replaced assets	-	-
	11,074	(963)
<b>less Net outlays on new and upgraded assets</b>		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	28,346	56,326
less Amounts received specifically for new and upgraded assets	(360)	(1,585)
less Proceeds from sale of surplus assets (including investment property and real estate developments)	-	(20,305)
	27,986	34,436
<b>Net lending / (borrowing) for financial year</b>	<b>(27,224)</b>	<b>(20,314)</b>
Net financial liabilities at beginning of year	(42,247)	(21,933)
less / (add) net gain / loss joint ventures and associates	-	-
<b>Net financial liabilities at end of year</b>	<b>(69,471)</b>	<b>(42,247)</b>



# Business Plan & 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. It also allows for the timely response to new opportunities, emergencies or other unforeseen events.

## Outcomes and Objectives

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

## General Operations

The CEO is authorised to make budget changes that do not alter Council's total general operating services expenditure or revenue budgets and must notify Council at the next Budget reconsideration. Within these parameters, the CEO is authorised to make changes to individual Programs' total expenditure and revenue budgets and must notify Council at the next budget reconsideration. Council approval is required for changes to total general operating services expenditure or revenue budgets.

## Business Operations

For Council's Business Operations, the budget has been determined by ensuring a net contribution for the relevant business. 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. Council approval is required for changes to the net contribution of a business.

## Projects

The CEO is authorised to move expenditure budgets between projects within the same Program and must notify Council at the next budget reconsideration.

Council approval is required for changes to the overall operating projects expenditure budget for an individual Program.

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

## Capital Works Program

The CEO is authorised to make budget changes where individual capital project expenditure will vary from its approved budget by less than \$100,000 for the financial year, and where the total net capital budget remains unchanged.

Council approval is required for changes where individual capital project expenditure will vary from its approved budget by more than \$100,000 for the year, or where the total net capital budget changes. Council approval is required for addition of new projects or the deferral or cancellation of existing projects.

Where a budget requires reclassification between Operating and Capital Budget to better reflect requirements in relation to accounting principles, the reclassification will occur when reasonably practical and Council 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, operating activity budgeted for but not expended in a year should not be carried forward to the following year. Similarly, unless a contractual obligation exists, individual carry forwards should not be for less than \$10,000 each. Identifiable projects that will not commence in the year that they have been budgeted for should be re-evaluated and, where warranted, included in the budget for the following year at the time of its adoption.

The scope and funding requirements of New Assets, Asset Maintenance and Projects that are contractually committed or underway but not completed at the end of a financial year, need to be reviewed and the projects considered for carrying forward. Any request for carrying forward needs to clearly articulate any potential change of scope as varied from original approval. 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 Practices

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. Council is committed to having Infrastructure and Asset Management Plans in place for all infrastructure assets to ensure it continues to provide effective and comprehensive management of its asset portfolios.

The development of these Infrastructure and Asset Management Plans indicate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to meet both strategic and legislative requirements and deliver value for the community.

## Asset Maintenance

The Infrastructure and Asset Management Plans provide the basis for our capital asset management renewal program developed as part of the Annual Business Plan and Budget process. This program details capital asset renewal projects which require completion to ensure our assets meet the required levels of service.

## New Assets

The delivery of Council's New Assets 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 New Assets 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.



# 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 that 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 2014-15 are scheduled to be reviewed and adopted by Council in June 2014. Once gazetted, statutory fees will be updated and included in the Fees and Charges Schedule available for public inspection from July 2014.

# Borrowings

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

Borrowing is undertaken in accordance with Council's Treasury and Cash Investment Policy (available online at [adelaidecitycouncil.com](http://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 and Cash Investment 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 business 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 Business Plan and Budget, borrowings have been considered in relation to the Budget Principles, and the maximum borrowing indicators as defined by Council's prudential limits specified in Treasury and Cash Investment 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.

Borrowings at the end of 2013-14 will be impacted upon by the amount of capital expenditure carried forward at the end of the 2013-14 financial year. This will then flow through to the 2014-15 opening balance of borrowings.

# Rating Structure

## Strategic Context

In formulating the Rating Structure for 2014-15, 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 2014-15 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.

## Rates Modelling

The annual valuation process has now been completed. Comparable 'Assessed Annual Values' have increased by an average of 3.5% (Residential) and 2.8% (Non-Residential) over 2013-14.

## Rating Structure

Adelaide City Council's Rating Structure is developed in accordance with the requirements of the Local Government Act 1999. Key considerations include:

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to the Adelaide City Council rating structure, and are addressed by the application of Council's Rating Policy
- Council is committed to maintaining a transparent rating system. Accordingly, 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
- 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 2014-15, and consistent with prior year, it is expected non-residential rates will represent approximately 80% of general rates revenue

## Your Rates in 2014-15

Residential ratepayers will pay 1.2% more (on average) in general rates compared to last year. Non-Residential ratepayers will see a reduction of 1.2% (on average) in their general rates bill compared with prior year. This has been achieved by retaining the same rate in the dollar as last year, and providing a special discretionary rate rebate for any comparable property where the 'Assessed Annual Value' has increased by more than 10%.

It is expected that the Residential General Rate will raise net rate revenue in the order of \$18 million in 2014-15. It is expected that the Non-Residential General Rate will raise net rate revenue in the order of \$72 million in 2014-15.

Council will continue to offer a quarterly billing option with the last day to pay Council rates scheduled for 1 September 2014, 1 December 2014, 2 March 2015 and 1 June 2015.

## 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 basis of occupancy across the city, whereby the majority of both non-residential and residential property 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 more 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 Rates and Valuation Notice.

Where a ratepayer does not feel that a rating issue has been dealt with satisfactorily in accordance with Council's Rating Policy, an established grievance procedure is available with internal and external options for escalation and resolution of the matter.

## Separate Rates

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

- The activities and initiatives funded by the Rundle Mall Differential Separate Rate promote Rundle Mall as a destination for shopping and enhance the vibrancy of the precinct. In 2014-15, the separate rate will generate approximately \$3.4 million
- 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 NRM Board. Advice from the NRM Board indicates that the community contribution from Adelaide City Council is estimated to increase to approximately \$1.4 million in 2014-15

## 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).

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, provided they contact Council prior to the rates falling into arrears. These terms will be void in the event of default.



# Public Consultation Summary

Adelaide City Council conducted an extensive three week public consultation on its draft 2014-15 Business Plan and Budget from 5 May 2014 to 26 May 2014. During this period, the public was invited to provide their feedback on Council's proposed priorities, objectives and services for 2014-15. There were 22 submissions received during the consultation period and all were presented to Council for consideration at the Public Hearing on 4 June 2014.

The table below shows the four key themes that emerged from the submissions received as well as Administration's initial response to the feedback. Council has committed to consider this feedback for supplementary funding as part of its quarterly budget review process during 2014-15.

Consultation Feedback	Category	Administration's Response	Program/s
<b>THEME: Asset Maintenance</b>			
Insertion of a green median strip in East Terrace between Rundle Street and Grenfell Street similar to that now installed between North Terrace and Rundle Street. Completion of North Terrace upgrade between Pulteney Street and East Terrace to finalise a beautiful Boulevard.	(2) Scheduled for further investigation	The recent landscaping to an existing median between Rundle Street and North Terrace was done to renew a poor performing asset. Council will investigate the requirement for a further green median in this area in 2014-15.  North Terrace has a Master Plan for the beautification of the street with the current priority being the western end where the New Royal Adelaide Hospital and Convention Centre developments are occurring. Further implementation of the Master Plan will be considered in future budgets.	Infrastructure Management
Completion of Pulteney Street footpath upgrade to North Terrace.	(2) Scheduled for further investigation	In the Long Term Financial Plan, \$1m was provisionally allocated in 2015-16 for the Pulteney Street upgrade.	Infrastructure Management
Improved management of traffic in Vaughan Place.	(2) Scheduled for further investigation	In 2014-15 this matter will be investigated further and, if deemed necessary, a project will be scoped for Council's consideration in 2015-16.	Infrastructure Management
Council to consider landscaping improvements where possible to complete the joint works of residential volunteers and Council in footpath gardens (along Halifax Street from Hutt to East Terrace).	(3) Council guidance required	Council will further investigate this as part of the Residential Streets Development Program for 2014-15.	Infrastructure Management
More funding should be made available for road surface maintenance. For example there are intersections where the road surface is damaged and may cause pedestrians crossing to stumble e.g. Pulteney Street at northern point of the intersection with Carrington Street.	(2) Scheduled for further investigation	Council is updating its road asset management plan in 2014-15 and this will guide the future expenditure for asset renewal and maintenance. Identified risk issues will be inspected immediately for further action.	Infrastructure Management
Strategically-placed CCTV cameras would enable Council staff, SAPOL, and MFS to monitor Park 17 "camping" activities that undoubtedly will repeat itself from the recent risks put to south east residents and Hutt Street and Chifley Hotel visitors.	(2) Scheduled for further investigation	This matter will be further investigated in 2014-15 with consideration for inclusion in the 2015-16 budget.	Infrastructure Management
No funds allocated within the Capital Works Program, for either New Assets or Asset Maintenance to specific works or services in the West End (New West) residential streets.	(1) Included in 2014-15 budget (2) Scheduled for further investigation (3) Council guidance required	Approximately \$485k is spent on maintenance annually in the West End area. \$300k has been allocated for greening along West Terrace in 2014-15. Some streets in the West End have been shortlisted as part of the Residential Streets Development Program. The Hindley Street West Stage 2 Redevelopment project includes \$200k design cost in the 2014-15 budget. Placemaking pilots are occurring in the West End also. Further investigation into asset renewal priorities based on the recent asset condition audits will be undertaken in 2014-15.	Infrastructure Management

Consultation Feedback	Category	Administration's Response	Program/s
<b>THEME: Asset Maintenance</b>			
Resurfacing of the road in Mann Tce, resurfacing of footpaths in West Pallant St, resurfacing of road in McKinnon Pde between Bundeys Rd (at least on the Southern carriage way) & the roundabout.	(2) Scheduled for further investigation	In 2014-15 this matter will be investigated further and, if deemed necessary, a project will be scoped for Council's consideration.	Infrastructure Management
More attention in the residential streets in the North West corner of the city (i.e. from Light Square west to Gray St). Some streets are pretty run down, with poor quality and fairly poorly maintained pavements, and little innovation in things like traffic calming/shared pedestrian-cycle-motor zones, etc.	(3) Council guidance required	Council will further investigate this as part of the Residential Streets Development Program for 2014-15.	Infrastructure Management
<b>THEME: Improved Lighting</b>			
Upgrade the lighting between Pulteney Street and South Terrace. The walk is dark, the footpath not always even and with the people who drink in the Park Lands often also sharing this footpath, one does not feel at all safe.	(2) Scheduled for further investigation	Council develops an annual priority list for city lighting improvements based on: a scan of city priorities with a focus on development and place pilot areas; mapped safety audit data (safety audits are volunteer assessment of key city wide entertainment areas with a focus on potential risk locations); crime statistics and police intel; community, Councillor and police comment/complaint. Lighting between Pulteney Street and South Terrace will be reviewed at Council's next lighting audit (conducted quarterly, next due in September 2014) and if considered to be a safety issue for street users, it will be prioritised for inclusion in the safety lighting list.	City Safety & Customer Services
Ebenezer Place - more lighting and provision of external power sites for events.	(2) Scheduled for further investigation	Light fittings in Ebenezer Place have been upgraded this financial year (2013-14) and no further lighting upgrades are proposed.	Infrastructure Management City Safety & Customer Services
More lighting in Vaughan Place.		Council develops an annual priority list for city lighting improvements based on: a scan of city priorities with a focus on development and place pilot areas; mapped safety audit data (safety audits are volunteer assessment of key city wide entertainment areas with a focus on potential risk locations); crime statistics and police intel; community, Councillor and police comment/complaint. Ebenezer Place and Vaughan Place will be reviewed at Council's next lighting audit (conducted quarterly, next due in September 2014) and if considered to be a safety issue for street users, it will be prioritised for inclusion in the safety lighting list.	
Improve street and footpath lighting on South Terrace between Pulteney and Hutt Streets as it is poorly lit and is unsafe for pedestrians.	(1) Included in 2014-15 budget	The section of South Terrace between Hutt Street and East Terrace is on the 2014-15 program for a lighting design to be undertaken and Council will include the section from Hutt Street to Pulteney Street for a design as well.	Infrastructure Management
Improved lighting in Mann Tce, West Pallant St and McKinnon Pde between Bundeys Rd (at least on the Southern carriage way) & the roundabout.	(2) Scheduled for further investigation	Council develops an annual priority list for city lighting improvements based on: a scan of city priorities with a focus on development and place pilot areas; mapped safety audit data (safety audits are volunteer assessment of key city wide entertainment areas with a focus on potential risk locations); crime statistics and police intel; community, Councillor and police comment/complaint. Mann Tce, West Palance Street, McKinnon Parade, and Bundy's Road will be reviewed at Council's next lighting audit (conducted quarterly, next due in September 2014) and if considered to be a safety issue for street users, it will be prioritised for inclusion in the safety lighting list.	City Safety & Customer Services

Consultation Feedback	Category	Administration's Response	Program/s
THEME: Improved Lighting			
More lighting of pathways that go through the Park Lands - namely the length of the Park Lands Trail. Also greater/improved lighting for the Uniloop.	(1) Included in 2014-15 budget	Funding has been included in the 2014-15 budget to include upgrade to lighting to the Uni Loop (\$260k), upgrades to track condition including widening and re-rubbling where required (\$385k), and installation of two new fitness stations (\$80k). An investigation will be undertaken in 2014-15 to determine if further upgrades are required.	Infrastructure Management  Active City
We note that a proposed lighting upgrade for Light Square highlighted in the 2013-14 draft budget has not gone ahead. We would urge council to put Light Square back on its agenda as a priority item for redesign for an upgrade.	(2) Scheduled for further investigation	The majority of lighting upgrades have been installed in Light Square and an investigation will be undertaken in 2014-15 to determine if further upgrades are required.	Infrastructure Management
THEME: Pedestrian Crossing at Whitmore Square			
Proposal for the completion of a safe pedestrian route across Whitmore Square.	(3) Council guidance required	This matter will be considered by the City Infrastructure and Public Works Committee in July 2014. A number of options to improve safety are being assessed. The preferred option will be costed and included in the September budget reconsideration.	Infrastructure Management
Living west and south of Whitmore Square I keep hoping for a low cost improved crossing of the Square.			
A reduction of the speed limit within the square to 25km/h and the introduction of multiple zebra/wombat crossings.			
Request that substantial road safety improvements around Whitmore Square be included in this upcoming budget.			
THEME: Rates			
Offer ratepayers discounted annual rates if paid in full.	(3) Council guidance required	The impact of offering a 2% discount for the payment of a full year's rates by 1 September has been investigated.  The impact of this is expected to be a cost of c\$75k in 2014-15 based on a 10% take-up rate.	Finance & Risk
Concern that the general council rates are set to rise 5.06% in 2014-15, well above Adelaide's inflation rate for the year which is only 2.9%.	(1) Included in 2014-15 Budget	Rates payable for comparable properties will increase by an average of 3.5% over the 2013-14 actual. Total general rates revenue will increase by 3.9% over the 2013-14 actual driven by new developments in the city.	Finance & Risk
Concern that projected 3.5% increase in rates will also incorporate an increase in the rate in the dollar amount, which is unjustified, given the parallel rise in property values in the past year.	(1) Included in 2014-15 Budget	Residential ratepayers will pay 1.2% more (on average) in general rates compared to last year. Non-Residential ratepayers will see a reduction of 1.2% (on average) in their general rates bill compared with prior year. This has been achieved by retaining the same rate in the dollar as last year, and providing a special discretionary rate rebate for any comparable property where the 'Assessed Annual Value' has increased by more than 10%.	Finance & Risk



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June 2014