



# 2020 – 2021 **Business Plan & Budget**



# Kurna Acknowledgment

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations.







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# About our plan

This Plan forms the delivery of the first year of the 2020 - 2024 Strategic Plan and is the key annual operational and financial planning document for the City of Adelaide. It describes our priorities, what services and projects we plan to deliver for the 2020 - 2021 financial year, our sources of revenue, and how we propose to allocate our budget.

Under the *Local Government Act 1999* Council must develop and adopt 'strategic management plans' which identify the Council's objectives, how a Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures and estimates of revenue and expense. Our Plan has also been prepared considering the challenges and opportunities arising from COVID-19.

The City of Adelaide is also guided by the following documents, which comprise our suite of 'strategic management plans':

- *Adelaide: The most liveable city in the world*, 2020 - 2024 Strategic Plan
- Long Term Financial Plan
- Infrastructure and Asset Management Plans.

## Council's Strategic Framework





# About our City

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

We are an inclusive City that is strengthened and enriched by the diversity of its people. We put our people first, supporting healthy and resilient communities.

Adelaide is full of beautiful, surprising places and an abundance of natural open spaces, which promote wellbeing and reward curiosity.

The City of Adelaide aspires to be the most liveable city in the world. Adelaide. Designed for Life, our City brand, underpins and drives this vision of our 2020 - 2024 Strategic Plan, which gives us momentum for progress now and into the future.

**Adelaide is the world's only City in a park, surrounded by nationally heritage listed Park Lands**

**We are a creative City of makers and innovators and celebrate our status as an UNESCO City of Music**

**Our Ten Gigabit Adelaide network empowers our businesses to realise their global potential**

**We are environmental leaders, powered by 100 per cent renewable energy, and committed to a carbon neutral future**

## City of Adelaide snapshot:

Estimated 2019 Residential Population **25,456**

Residents born overseas **44.2%**

Residents aged 18 - 34 years **51%**

Residents with a bachelor or higher degree **37%**

Population density (persons per hectare) **16.35**

### Biggest industry sectors by total contribution to the City's economy:

- Financial and insurance services
- Public administration and safety
- Professional, scientific and technical services
- Health care and social assistance
- Education and training

Source: Australian Bureau of Statistics; EconomyID; ProfileID





image: artwork Chris Oaten

# Our Strategy

The 2020 – 2024 Strategic Plan was built with Council Members and the community over June 2019 to March 2020. Our consultation included over 3,000 interactions which generated hundreds of ideas and feedback from our community:

**"a city where we have nature and natural systems woven into built infrastructure"**

**"Adelaide is already amongst top 10 cities to live in the world. If there can be more job opportunities, then it would be great"**

**"I love the city and its heritage. The tangible benefits can be brought out and showcased to the world"**

**"be at the forefront of change and action in Adelaide"**

**"there's always room for improvement, but Council must remember that progress over perfection is the way to move"**

**"a city that supports its citizens to live happy and healthy lives - not just focused on economic success, but also physical, mental and social wellbeing"**

**"a city that not only welcomes, but invites the community into it"**



# Community Outcomes

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

Our community outcomes are:

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

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

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





## Thriving Communities

### What we want to achieve:

- Healthy and resilient communities
- Safe and welcoming community spaces
- Well-planned and inclusive residential population growth
- Functional zero homelessness
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes
- Increase community use of and access to the Adelaide Park Lands.

Operational Activities	\$'000s
<b>Adelaide Leaders &amp; Community led Neighbourhood Development</b>	
Deliver four Neighbourhood Development projects across the year that encourage active citizenship and participation in city life, enable community connection, promote understanding of diversity and celebrate local City life	\$40
<b>Community Development Grants</b>	
Grants that enable the community and eligible service organisations to work together with the City of Adelaide in delivering community programs, activities and events	\$497
<b>Free City Connector</b>	
Operation of the Free City Connector bus service that links the major tourist, retail, business, educational and residential precincts of the City and North Adelaide	\$923 \$51*
<b>Homeless and Vulnerable People</b>	
Collaboration with city communities, community groups and homelessness service providers on strategies that address the needs of people experiencing homelessness and other vulnerable people. <sup>+</sup> <i>Fully funded through grant funding</i>	\$40 <sup>+</sup>
<b>Hutt St Activation - Cultural &amp; Recreational Hub</b>	
Funding to activate two vacant properties within Hutt Street to create a cultural and recreational hub	\$210
<b>Noise Management</b>	
Minimise noise conflict between residential and non-residential land users to ensure that the mixed-use vitality of the City and residential amenity are compatible	\$39
<b>Online Advertising</b>	
On line advertising for reach and engagement across interstate and local websites and digital platforms	\$70
<b>Recreation &amp; Sports Grants</b>	
Grants that enable applicants to work in partnership with Council to deliver initiatives that support all people to be active with a particular focus on city residents and the inclusion of under represented population groups	\$182
<b>Safer City Policy 2019-22</b>	
Funding to cover new actions identified as part of the Safer City Policy and Action Plan	\$65
<b>Public Relations</b>	
Build awareness of City of Adelaide plans and strategies and consolidate relationship with residents, businesses and customers of the city	\$40
<b>Web and Digital Development</b>	
Ongoing enhancement of the City of Adelaide website and digital platforms	\$120 \$3*
<b>TOTAL</b>	<b>\$2,240</b>

\*funding retimed from 2019 - 2020 Business Plan and Budget

## Strong Economies

### What we want to achieve:

- The lowest-cost capital city with the least red tape
- Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation
- Attraction and retention of a broad range of businesses and investment
- Be a test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth.

Operational Activities	\$'000s
<b>Adelaide Convention Bureau Funding</b>	
Funding contribution to support the Adelaide Convention Bureau to attract business conventions, exhibitions, incentives tourism and other events to Adelaide	\$382
<b>Business Activation &amp; Support</b>	
Encourage businesses to leverage from and participate in city events by offering incentive programs including dressing kits and promotional opportunities	\$151
<b>City Activation</b>	
Provide a platform for City businesses and the community to trial and test initiatives aimed at increasing visitation and economic growth in the City	\$290
<b>City and Corporation Brand</b>	
Promote Adelaide to local, national and international markets, increasing awareness and enhancing the reputation of the City to help deliver economic, sociocultural and environmentally sustainable outcomes for the City	\$50
<b>City Growth</b>	
Contribute to city growth by attracting and retaining business investment and property development, building business growth and capability and supporting retail precincts. Researching the future of retail, business activations across our sponsored events, supporting the entrepreneurial sector, driving growth across city living and ensuring research and insights are available to inform future activity across all areas	\$869 \$280*
<b>Cultural Entrepreneurs Incubator Program</b>	
Lead, develop and deliver a unique 90-day program that is a business incubator for creative start-ups and practitioners, offering enterprise training and mentoring to aspiring entrepreneurs in the visual, performing arts and creative industries	\$50
<b>Education Adelaide Funding</b>	
Funding contribution to support Study Adelaide to promote Adelaide as a destination for international students	\$274
<b>International Relations (Sister Cities)</b>	
Promote cultural, economic and social connections between Adelaide and international communities through Sister Cities and other partnerships	\$100
<b>Renew Adelaide Funding</b>	
Funding contribution to Renew Adelaide, an external not-for-profit urban renewal organisation that works to revitalise under-used and empty buildings and shopfronts with projects of economic benefit to the community	\$225
<b>Visitor Growth</b>	
Funding to deliver initiatives that will contribute to visitor growth and the visitor experience in the City	\$217
<b>TOTAL</b>	<b>\$2,888</b>

\*funding retimed from 2019 - 2020 Business Plan and Budget

# Dynamic City Culture

What we want to achieve:

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in City life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community, culture and creativity
- New cultural and civic infrastructure
- Protection, preservation and promotion of our unique built, natural and cultural heritage.

Operational Activities	\$'000s
<b>Adelaide New Year's Eve</b> Produce and deliver a high quality and free community NYE celebration in the heart of the City	\$371
<b>Adelaide Prize</b> Awarded as part of the yearly Institute of Architects Awards for projects that deliver exceptional contribution to the City	\$30
<b>Arts &amp; Cultural Grants</b> Grants that provide financial support to the community to deliver inspiring art, cultural and multicultural projects	\$257
<b>Australia Day Sponsorship</b> Support for the Australia Day in the City parade, concert and fireworks	\$179
<b>ANZAC Day</b> Support the delivery of a professional and memorable ANZAC Day event in the City	\$58
<b>Built Heritage Management Grants</b> Support owners in the conservation, upgrade and use of their heritage places through the Heritage Incentives Scheme	\$1,101 \$24*
<b>Built Heritage Management Promotion</b> Conservation of built heritage and historic character streetscapes through promotional and education activities	\$64
<b>Christmas in the City</b> Delivery of new decorations, lighting displays, events, retail activations and promotions, and provision of a grant to Precinct Groups for Christmas activities and decorations	\$350
<b>Content Production</b> Provision of online content to promote Adelaide through video, Adelaide Living, photography and authored content	\$100
<b>Festival &amp; Event Sponsorship</b> Financial support to the community to assist in the staging of a diverse range of events and activities within the City	\$1,811 \$80*
<b>Festivals Adelaide Initiative</b> A 3 year strategic partnership to support the growth of Adelaide's premier arts and cultural festivals and promote Adelaide as Australia's best festival city.	\$66
<b>History Festival</b> Major sponsorship/partnership of the only state-wide History Festival in Australia.	\$30
<b>Live Music Strategic Partnership</b> Final year of current three-year strategic partnership with Music SA to promote and strengthen the live music industry	\$10
<b>NAIDOC Week Celebrations</b> Demonstrate Council's commitment to reconciliation, celebrated with the flag raising ceremony, awards, live entertainment, civic event and celebrations in Rundle Mall.	\$50
<b>Umbrella Winter Festival</b> Partner with Music SA to deliver the Umbrella Winter City Sounds Festival in city venues, places and Park Lands.	\$40
<b>TOTAL</b>	<b>\$4,621</b>

\*funding retimed from 2019 - 2020 Business Plan and Budget

# Environmental Leadership

What we want to achieve:

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development.

# Enabling Priorities

What we want to achieve:

- Bold leadership and partnerships to meet challenges and take up new opportunities
- A cohesive and integrated set of strategies and plans to deliver community outcomes
- Transparent decision-making based on data and evidence
- Community consultation underpins everything we do
- Robust financial management
- New efficiencies and revenue streams
- Share and celebrate what we do.

Operational Activities	\$'000s
<b>Climate Change Action Initiatives Fund</b> Deliver a range of projects, programs and incentives that underpin the achievement of Council's targets for carbon neutral operations, the City of Adelaide being a carbon neutral city, and build climate resilience in Council's operations and the community.	\$1,629 \$295*
<b>TOTAL</b>	<b>\$1,924</b>

Operational Activities	\$'000s
<b>Business Systems Roadmap</b> Implementation of 2020/21 Information Management Roadmap	\$2,000
<b>Efficiency &amp; Service Review</b> The Business Improvement function is responsible for the delivery of ongoing service and activity reviews	\$50
<b>Employment &amp; Activity Snapshot (Business Insights)</b> Survey of city businesses to determine main activities, number of employees, longevity, previous locations and online activity	\$120
<b>Finance System Upgrade</b> To support financial sustainability through improvements to the finance systems	\$120
<b>Household Insights Survey</b> Survey to support City of Adelaide business operations and improve our evidence base for decision-making advocacy	\$40
<b>TOTAL</b>	<b>\$2,330</b>

\*funding retimed from 2019 - 2020 Business Plan and Budget





# Our Plan

## Significant influences and challenges

Our shared experience of COVID-19 has confirmed that Adelaide is one of the safest and most liveable cities in the world, demonstrating that we have a resilient community and all the qualities that make a liveable city. The City of Adelaide is ready to expand on these local strengths.

The COVID-19 pandemic has impacted city businesses, our residents and the wider community as well as Council's revenue base.

Many of the city's small businesses closed their doors during the period of shutdown and we know that some will not reopen. Others transitioned to new operating models. While it is a time of great stress for many business owners and their employees, for some it has also been a time of innovation.

The restrictions on social gatherings and the temporary closure of venues and cultural institutions, coupled with border closures and many businesses closing or supporting their people to work remotely, has changed the landscape of the city dramatically.

The absence of people in our City has directly affected Council's revenue from sources such as the Adelaide Town Hall, our UParks and on-street parking and expiations. The pressure on our revenue and cash-flow was immediate and the effect is anticipated to be long-term.

Council is putting measures in place to significantly reduce its operating expenditure. We know that in 2020 - 2021 we need to reduce our operating expenditure by \$20 million.

As people return to the City our focus in 2020 - 2021 is on implementing a range of actions to safely and sustainably steer the City through the COVID-19 pandemic and into recovery. We will do this by concentrating on the opportunity of change: to lead and to do things differently.

Some challenges facing the City of Adelaide were already present in our pre-COVID-19 world: climate change; homelessness; changing demographics; economic growth; waste management; heritage protection; and the downturn in the local economy.

Our 2020 - 2021 Business Plan and Budget is a clear statement of what the City of Adelaide will do to reimagine our business and our place in the State, the economy, and the lives of our communities over the next 12 months.



# Opportunities and Key Activities



## Key Activities for 2020 - 2021 for Thriving Communities

We are presented with the necessity for the City of Adelaide to make the very best of our available resources, diversify our revenue streams, and to plan for the changing expectations of our communities in these challenging times.

We now have the opportunity to:

- **Support our residents'** wellbeing and connectivity to their local neighbourhoods to enable them to participate more fully in City life
- **Embrace Adelaide's creative identity** and further support the arts and cultural sector in actively growing the City's vibrancy and economy
- **Strengthen our businesses** and entrepreneurs to be innovative and to grow
- Rebuild the **international education and tourism** markets
- **Diversify our revenue** streams
- **Forge partnerships** to advance projects of mutual interest
- Attract and sustain investment in the **City's infrastructure**
- **Target our sponsorship and grant funding** to best support art, cultural, community organisations and sports and recreation groups, and
- Reshape the business of the City of Adelaide to **operate more efficiently**.

Council has prioritised a range of activities, projects and infrastructure to be delivered in 2020 – 2021, leveraging these opportunities to deliver on our Strategic Plan.

<b>We will work with key partners to reduce homelessness in the City.</b>		Delivered by: June 2021
<b>Strategic Plan Key Action:</b> 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness		<b>Strategic / Infrastructure Project (s):</b> Don Dunstan Foundation Strategic Partnership (\$0.2m)
<hr/>		
<b>Implementation of East-West and North-South bikeways, providing safe access for people riding bikes in the city.</b>		Delivered by: June 2021
<b>Strategic Plan Key Action:</b> 1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways		<b>Strategic / Infrastructure Project (s):</b> City of Adelaide Bikeways – East West (\$5.8m)* City of Adelaide Bikeways – North South (\$3.0m)*

*\*joint State Government and Council funded*





## Key Activities for 2020 - 2021 for Strong Economies

### Secure the preferred proponent and obtain project development approvals.

Delivered by: June 2021

Strategic Plan Key Action:

2.01 Develop 88 O'Connell Street

Strategic / Infrastructure Project (s):

Eighty Eight O'Connell (\$0.29m)

### Progress design development to secure project development approval and commence early site works.

Delivered by: June 2021

Strategic Plan Key Action:

2.02 Redevelop Adelaide Central Market Arcade and Market District

Strategic / Infrastructure Project (s):

Central Market Arcade Redevelopment (\$0.6m)

### Develop a program to create a range of experiences and opportunities to support local businesses and the community.

Delivered by: June 2021

Strategic Plan Key Action:

2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

Strategic / Infrastructure Project (s):

Hutt Street Project (\$.3m)

Market to Riverbank (\$4.1m)\*

Moonta Street (\$2.2m)\*

### Establish a new subsidiary of Council under Section 42 of the Local Government Act 1999 to accelerate economic growth through attracting investment and supporting the growth of business, residents, visitors, events, festivals and students.

Delivered by: June 2021

Strategic Plan Key Action:

2.10 Implement a City Wide Business Model

Strategic / Infrastructure Project (s):

City Wide Business Model (\$0.02m)

*\*joint State Government and Council funded*



## Key Activities for 2020 - 2021 for Dynamic City Culture

### Work in partnership with the Kurna community to deliver Reconciliation projects and to ensure Kurna Culture is both recognised and supported through integration into Council strategies, project planning and other initiatives.

Delivered by: June 2021

Strategic Plan Key Action:

3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners

Strategic / Infrastructure Project (s):

Kurna-led Stretch Reconciliation Action Plan initiatives (\$0.1m)

Kids on Country (\$0.04m)

Reconciliation Action Plan 2021- 2024 Build (\$0.01m)

### Deliver new and diverse play spaces, undertake further planning to guide future works and complete improvements to existing activity spaces.

Delivered by: June 2021

Strategic Plan Key Action:

3.07 Deliver diverse parks and playspaces

Strategic / Infrastructure Project (s):

City Dirt Masterplan (\$0.04m)

City Skate Park (\$2.9m)\*

Josie Agius Park/Wikaparntu Wirra (Park22) (\$0.02m)

Pelzer Park / Pityarilla (Park 19) (\$0.04m)

Quentin Kenihan Inclusive Playspace (\$0.8m)\*

### Work with our partners to deliver musical laneways and support, events and activations to celebrate Adelaide's culture of live music and performance.

Delivered by: June 2021

Strategic Plan Key Action:

3.11 Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music, through world class events, live music, festivals and activation

Strategic / Infrastructure Project (s):

Umbrella Winter Festival (\$0.04m)

Splash incorporating winter lights (\$0.8m)

*\*joint State Government and Council funded*





## Key Activities for 2020 - 2021 for Environmental Leadership

**Increase tree plantings, greening of streets and garden beds in identified parts of the City and design and construct greening and paths around Whitmore Square.**

Delivered by: June 2021

Strategic Plan Key Action:

4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces

Strategic / Infrastructure Project (s):

Whitmore Square Greening (\$0.9m)\*  
Greening in the City's North West and South West (\$0.2m)

**Delivery of a new Waste and Recycling Strategy and Programs to support our residents, businesses and community to reduce waste and improve recycling and organics outcomes.**

Delivered by: June 2021

Strategic Plan Key Action:

4.02 Implement improvements to city-wide waste and recycling services to support transition to the circular economy

Strategic / Infrastructure Project (s):

City Wide Waste and Recycling Program (\$1.0m)

**Delivery of feasibility assessments and design work for a River Torrens Wetlands and Urban Nature Space.**

Delivered by: June 2021

Strategic Plan Key Action:

4.05 Enhance biodiversity in the Park Lands and connect our community to nature

Strategic / Infrastructure Project (s):

Kirrawirra Park / River Torrens Wetlands and Urban Nature Space (\$0.3m)

*\*joint State Government and Council funded*



## Key Activities for 2020 - 2021 for Enabling Priorities

**Expand access to and availability of data and insights through online tools and integrated Council reporting and workshops.**

Delivered by: June 2021

Strategic Plan Key Action:

5.01 Review and improve the way we collect and present data to share insights with the community

Strategic / Infrastructure Project (s):

-

**Understand the value and importance of services to deliver efficient outcomes to our community and review corporate services to deliver efficient internal support.**

Delivered by: March 2021

Strategic Plan Key Action:

5.06 Review Council services to balance efficiencies with meeting community expectations

Strategic / Infrastructure Project (s):

-

**Develop a new policy covering the way council buys goods and services, with a focus on best value for money and improving social, environmental, cultural and local business outcomes.**

Delivered by: December 2020

Strategic Plan Key Action:

5.07 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy

Strategic / Infrastructure Project (s):

-

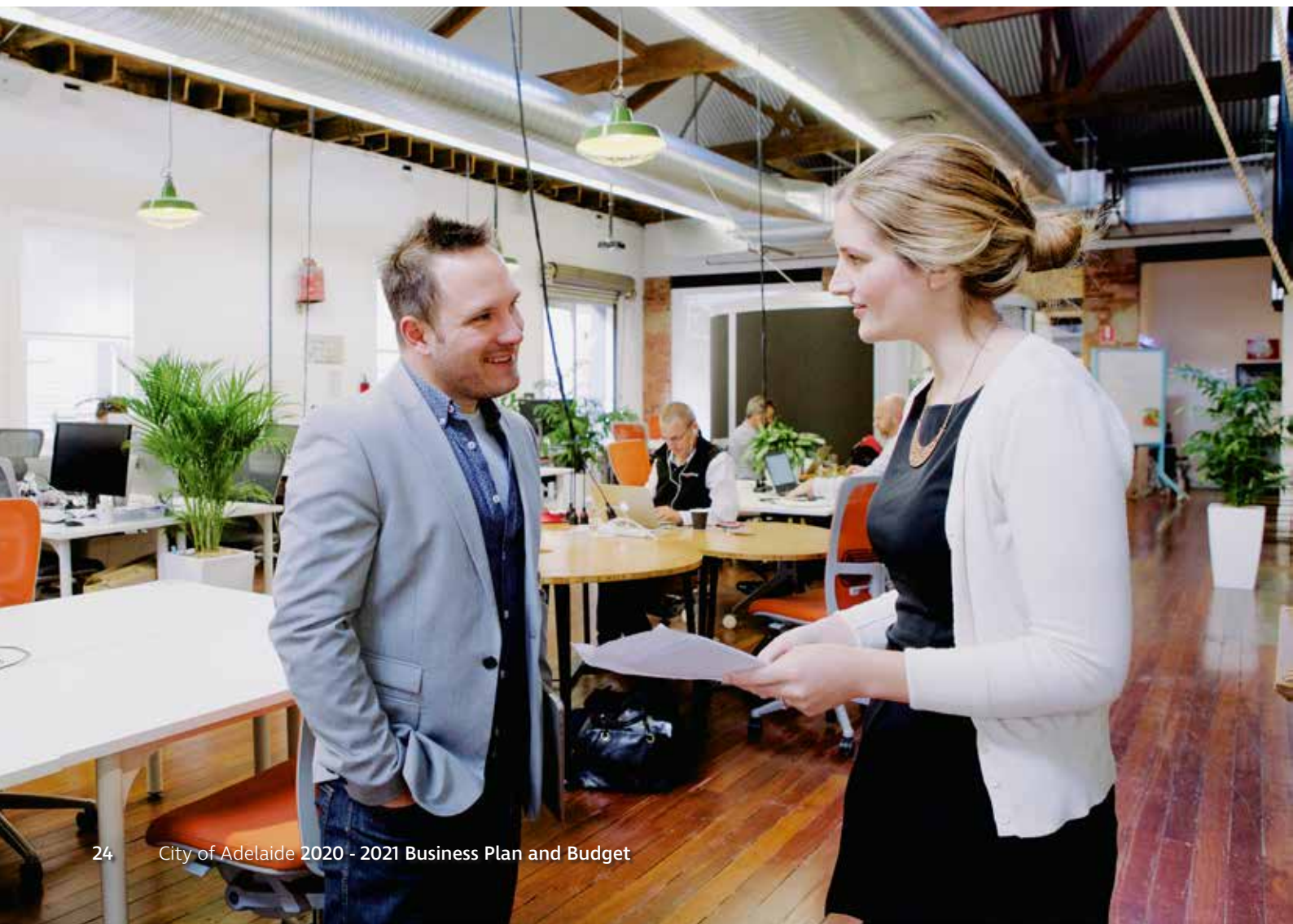


# Services and Projects

The City of Adelaide delivers a broad range of services to our community. These services bring our Strategic Plan to life, ensure we deliver on essential community needs, fulfill our duties as a Capital City Council and enable our organisation to thrive.

In 2020 - 2021 the City of Adelaide will continue to review its services, including how we best partner with key stakeholders, how the community values and prioritises services and how the organisation is best placed to deliver on these.

The following pages present the ten service categories that encompass over 90 services. Each service category defines the value we provide to the community and strategic plan alignment. The addition of the service budgets provides a level of transparency and clearly articulates what services are delivered to our community.



The below table shows each service category and the percentage share of that category of the total amount of FTEs, income and expenditure across all ten categories.

Service categories	FTE	Income	Expenditure
Arts, Community Development & Civic Services	14.0%	0.9%	11.7%
Asset Maintenance	28.2%	0.7%	19.0%
Commercial Operations	8.0%	13.9%	11.4%
Corporate Support Services	9.5%	0.1%	12.0%
Economic Growth	8.0%	7.1%	15.5%
Infrastructure and Asset Management	9.2%	0.0%	11.0%
Policy and Planning Services	3.7%	0.0%	3.4%
Property Management	1.6%	4.5%	0.8%
Regulatory and Statutory Services	15.7%	72.8%	11.4%
Waste, Natural Resources and Environmental Services	2.1%	0.0%	3.8%
TOTAL	100%	100%	100%

### Glossary:

Definition:	How Council defines the service category, including the services contained within
Community Value:	The value that the community should expect from the services within the category
FTE:	The Full Time Equivelant staff that deliver a service
Income:	Funds that a service receives (through fees and charges, grants etc)
Expenditure:	The total amount of operational funds to be spent in the delivery of each service (not including capital, infrastructure, plant, fleet and equipment)
Net:	Total budget based on income less expenditure



# Arts, Community Development and Civic Services

We have a community that feels connected, accessible, vibrant, safe and resilient, and celebrates cultural diversity.

Celebrate Adelaide’s unique arts and culture through our many events and festivals

Experience and explore Adelaide’s iconic Town Hall

Access life long learning and library services online or in person

Visit our Community Centres and access community programs

Access information and items that share Adelaide’s history

Enjoy community sporting and recreational facilities throughout our Park Lands

Experience brilliant customer service from a Council who works with our partners to achieve great outcomes for our City

Services provided for community benefit, to respond to community needs and provide programs that deliver community experiences as well as meet civic responsibilities in representing the interests of the city.

What our services deliver:

- Preserve, display and provide access to Adelaide’s unique historic items
- Develop strong, inclusive, united and resilient city communities
- Support vulnerable people to reduce social isolation
- Enhance recreation and sport facilities to support active lifestyles
- Deliver creative and cultural experiences through events, activations, library services, community centres and lifelong learning activities
- Develop partnerships with arts and culture and creative industries to drive cultural vitality
- Provide support and advice to the Lord Mayor and Council Members
- Develop intergovernmental and strategic partnerships to improve community outcomes.

Linked Strategic Plan Key Actions:

Thriving Communities	1.01	Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
	1.02	Build and be guided by the Wellbeing Dashboard
	1.04	Develop diverse places, and facilities with and for young people
	1.06	Support volunteerism to build community capacity and connectedness
Strong Economies	1.09	Pursue affordable, reliable links to airports, regions and suburbs
	2.06	Support and develop diverse creative and social industry sectors
	2.08	Facilitate creative uses of the public realm and underutilised city buildings
	2.09	Activate main streets and develop unique precincts to support a diverse range of businesses and communities
Dynamic City Culture	3.04	Support development of new cultural and civic infrastructure for the city
	3.07	Deliver diverse parks and playspaces
	3.08	Expand public art throughout the city in collaboration with the private sector
	3.09	Connect City users to place through curated city experiences
Enabling Priorities	3.10	Support community diversity, cultural expression, experiences and participation
	3.11	Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation
	5.02	Demonstrate bold governance leadership in the Local Government Sector
	5.03	Build on effective advocacy and partnerships, locally, globally and nationally
	5.09	Encourage and support new ideas and concepts

## Resources, Budget and Projects

Services \$'000s	FTE	Income	Expenditure	Total (net)
Civic Collection Management	3.3	\$6	-\$401	-\$395
Community Capacity Building (community centres, sport and recreation, community wellbeing and resilience)	15.8	\$356	-\$3,430	-\$3,075
Creative and Cultural Experiences (libraries, Town Hall, events)	44.6	\$1,275	-\$8,559	-\$7,285
Creative and Cultural Planning and Partnerships (cultural strategy, creative enterprises and social industries)	10.1	-	-\$2,060	-\$2,060
Customer Experience	32.1	\$1	-\$3,611	-\$3,610
Lord Mayor and Council Members Administration	7.4	-	-\$1,965	-\$1,965
Partnerships and Intergovernmental Relations	1.1	-	-\$251	-\$251
<b>TOTAL Service Category</b>	<b>114.4</b>	<b>\$1,637</b>	<b>-\$20,278</b>	<b>-\$18,641</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
<b>Christmas in the City</b> Deliver and install Christmas decorations in the City including banners, lighting, decorations and the Christmas tree. Preparation of a new 5 year Christmas in the City Action Plan.	<b>-\$100</b>	<b>-\$200 -\$137*</b>
<b>Library Materials</b> Funding for library books and materials (\$261k fully funded by State Government Grant)	-	<b>-\$14*</b>
<b>New Winter Event</b> Funding to secure confidential Public Art outcome	<b>-\$300</b>	-
<b>Public Art</b> Deliver a range of public art capital projects that will surprise, delight and attract people and contribute to the development of Adelaide as the premier international arts market.	-	<b>-\$216 -\$91*</b>
<b>Shared Arts and Cultural Grants (subject to SA Govt matched funding)</b> Establish a new Arts and Cultural Grants category in partnership with the State Government to meet an identified need for the funding for the development, delivery and celebration of Aboriginal and Torres Strait Islander creative cultural practices in the City.	<b>-\$50</b>	-
<b>Splash Adelaide (incorporating Winter Lights)</b> Champion creative responses to the challenges of our city through a series of innovative partnerships, precinct based activations, community led ideas, projects and experiments.	<b>-\$710 -\$75*</b>	-
<b>Terrence Plowright Sculpture Installation</b> Philanthropist Basil Sellers has gifted to the Art Gallery of South Australia (AGSA) a substantial sculpture by renowned artist Terrance Plowright, which AGSA have offered on loan to the City of Adelaide to install in a prominent Park Land setting		<b>-\$178*</b>
<b>Umbrella Winter Festival</b> Funding for 2020 - 2021 delivery of the 2019 - 2020 Umbrella Festival, postponed due to COVID-19.	<b>-\$40</b>	-
<b>Welcoming City Places and Spaces</b> For community engagement to understand the needs and wants of our city of multicultural communities.	<b>-\$25</b>	-
<b>Winter Weekends</b> Activation of mainstreets through music in the streets and winter fire pockets (\$200k fully funded by State Government Grant)	-	-
<b>TOTAL Projects</b>	<b>-\$1,300</b>	<b>-\$836</b>



# Asset Maintenance

We provide safe, clean and well maintained public spaces for City users.

Clean and accessible city spaces through our well maintained roads, paths, laneways and Park Lands

Walk or ride safely surrounded by shaded, green and attractive spaces

Explore unique and natural places and enjoy our vibrant culture and ecologically biodiverse Park Lands and watercourses

Maintenance of the city’s public infrastructure assets.

What our services deliver:

- Construct, maintain, clean and ensure safe streets, bikeways, footpaths, Park Lands, playspaces and street furniture
- Establish and maintain beautiful natural areas within an urban environment
- Improve and maintain the ecological value of watercourses and biodiversity in Park Lands
- Maintain and create signage for streets and parking
- Develop and implement sustainable green waste solutions to reduce our carbon footprint
- Procure, manage, maintain plant and fleet management.

Linked Strategic Plan Key Actions:

Environmental Leadership	4.01	Increase street tree canopies and green infrastructure in city hot spots and public spaces
	4.05	Enhance biodiversity in the Park Lands and connect our community to nature
	4.08	Protect and conserve the heritage listed Adelaide Park Lands

## Resources, Budget and Projects

Services \$'000s	FTE	Income	Expenditure	Total (net)
Arboriculture	14.6	-	-\$2,267	<b>-\$2,267</b>
Biodiversity	4.8	-	-\$538	<b>-\$538</b>
Capital Works	-	-	-	-
Cleansing	53.4	\$33	-\$7,410	<b>-\$7,377</b>
Facilities Management	5.4	-	-\$583	<b>-\$583</b>
Irrigation	4.7	\$5	-\$889	<b>-\$884</b>
Lines and Signs	8.9	-	-\$1,685	<b>-\$1,685</b>
Mowing	18.1	-	-\$2,503	<b>-\$2,503</b>
Nursery	7.0	\$625	-\$1,245	<b>-\$619</b>
Park Lands Maintenance	24.8	\$3	-\$2,939	<b>-\$2,936</b>
Plant and Fleet Management	16.7	\$10	\$917	<b>\$927</b>
Playground Maintenance	2.8	-	-\$345	<b>-\$345</b>
Road and Footpath Maintenance	32.2	\$450	-\$4,965	<b>-\$4,515</b>
Streetscape Maintenance	9.3	-	-\$2,896	<b>-\$2,896</b>
Trade Services	14.9	\$102	-\$3,503	<b>-\$3,401</b>
Urban Elements Maintenance	12.0	-	-\$2,029	<b>-\$2,029</b>
<b>TOTAL Service Category</b>	<b>229.7</b>	<b>\$1,229</b>	<b>-\$32,879</b>	<b>-\$31,650</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
Not Applicable	-	-

Plant, fleet and equipment \$'000s (*carry forward from 2019-20)	Trade in Value	Replacement Value	Total (net value)
Excavator	\$5	-\$50	<b>-\$45</b>
Mower	\$23	-\$210	<b>-\$187</b>
Roller	\$5	-\$50	<b>-\$45</b>
Sweeper	\$62	-\$330	<b>-\$268</b>
Fleet	\$656	-\$1,841 -\$267*	<b>-\$1,452</b>
<b>TOTAL Plant, fleet and equipment</b>	<b>\$751</b>	<b>-\$2,748</b>	<b>-\$1,997</b>



# Commercial Operations

We sustainably and financially operate Council businesses to meet Council and community needs and to drive increased visitation, participation and physical activity.

Experience year round sport and recreation facilities that offer swimming pools, sauna, steam rooms, health club and creche

Play a round of Golf at a premium 18 hole Golf Course along the river bank all complete with function spaces surrounded by a picturesque backdrop

Visit the city and have access to safe, accessible and competitively priced off-street undercover car parking at multiple locations

Council operated and maintained business operations.

What our services deliver:

- Support physical activity, healthy lifestyles and wellbeing by providing access to the Adelaide Aquatic Centre through a variety of services and activities (eg. Recreational and Lap swimming, Swimming Lessons, Gymnasium Activities, Sporting and Educational water activities and Allied Services)
- Maintain and operate the North Adelaide Golf Course (2 x 18 Hole courses - North & South) 1 x 18 Hole Par 3 Course & Kiosk, Club House and Ancillary Activities)
- Operate and provide off-street parking in nine UPark locations (Casual, Early Bird, Unreserved / Reserved and UPark Plus parking) and Temporary Event Parking Provision.

Linked Strategic Plan Key Actions:

Strong Economies	2.05	Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City
Dynamic City Culture	3.05	Upgrade major recreational facilities

## Resources, Budget and Projects

Services \$'000s	FTE	Income	Expenditure	Total (net)
Aquatic Centre	32.4			
Commercial Business Marketing and Communications	2.2			
Golf Links	11.8			
Off Street Parking	19.1			
Off Street Parking - Park Lands	-			
<b>TOTAL Service Category</b>	<b>65.5</b>	<b>\$25,398</b>	<b>-\$19,661</b>	<b>\$5,738</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
Golf Course Masterplan Funding to facilitate Par 3 improvements	-\$15*	-
UPark Plus Continue with the phased implementation of the 'UPark Plus' platform to deliver additional functionality as planned.	-\$298*	-
<b>TOTAL Projects</b>	<b>-\$313</b>	<b>-</b>

Plant, fleet and equipment \$'000s (*carry forward from 2019-20)	Total
UPark	
Golf Course	
Aquatic Centre	
<b>TOTAL Plant, fleet and equipment</b>	<b>-\$841 -\$50*</b>

Please note: due to commercial sensitivities and confidentiality not all budget information is available



# Corporate Support Services

We have effective governance and sustainably use our resources so that the community trusts Council’s decision making.

Engage with a committed and customer centric workforce

Be assured your capital city is ready and prepared to respond to disasters and emergencies

Be provided a fair and equitable approach to how Council procures products or services

Easy to find online services and information that are digitally secure

Internal enabling and supporting services for the organisation.

### What our services deliver:

- Deliver services in an efficient and effective manner
- Provide procedural and technical advice to support decision making and ensure legislative compliance
- Provide cost effective and confidential print services through an internal print room
- Ensure compliance and preparedness to Emergency and Disaster Management Plans
- Collect and facilitate payments and grants to customers, businesses and employees
- Support corporate systems and technologies to deliver services in line with Council objectives
- Deliver in house legal advice and coordinate external legal services
- Provide specialist support and advice for network and communications, server and cloud environments and deliver a high level of cybersecurity resilience.
- Deliver internal communications, learning and development, recruitment and talent acquisition, human resource support and reward and recognition services to improve employee experiences
- Procure goods and services sustainably with a financial, environmental, social and cultural focus
- Ensure safe ways of working in line with Work Health and Safety requirements and PSSI compliance.

### Linked Strategic Plan Key Actions:

Enabling Priorities	5.01	Review and improve the way we collect and present data to share insights with the community
	5.05	Develop new revenue opportunities for Council operations
	5.06	Review Council services to balance efficiencies with meeting community expectations
	5.07	Implement Sustainable (financial, environmental, social, cultural) Procurement Policy
	5.09	Encourage and support new ideas and concepts

## Resources, Budget and Projects

Services \$'000s	FTE	Income	Expenditure	Total (net)
Business Improvement	2.8	-	-\$431	-\$431
Council Governance	3.8	-	-\$541	-\$541
Council Print Services	1.0	-	-\$116	-\$116
Emergency Management	1.1	-	-\$143	-\$143
Financial Services	10.9	\$25	-\$2,724	-\$2,699
Helpdesk & Application Support Services	9.1	\$40	-\$4,620	-\$4,580
IT Business Engagement	10.8	-	-\$3,449	-\$3,449
Legal	1.1	-	-\$1,058	-\$1,058
Network & Telecommunications Services	2.1	-	-\$1,017	-\$1,017
People Experience	15.5	-	-\$2,972	-\$2,972
Procurement and Contract Management	12.1	-	-\$1,526	-\$1,526
Safety and Wellbeing	4.0	\$25	-\$883	-\$858
Server and Cloud Administration	3.1	\$23	-\$1,254	-\$1,232
<b>TOTAL Service Category</b>	<b>77.3</b>	<b>\$113</b>	<b>-\$20,734</b>	<b>-\$20,622</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
Payment Card Industry (PCI) compliance		
Completion of software implementation, testing and project management costs to enable Payment Card Industry Data Security Standard (PCI DSS) compliance requirements	-\$178*	-
Property valuation software		
Customised in-house property valuation tool	-\$42*	-
Representation Review		
A comprehensive review of Council’s representation structure for the purpose of determining whether our community would benefit from an alteration to its composition or ward structure (as guided by legislation)	-\$50 -\$10*	-
<b>TOTAL Projects</b>	<b>-\$280</b>	<b>-</b>

Plant, fleet and equipment \$'000s (*carry forward from 2019-20)	Total
Server replacement	-\$175
Network connectivity and security	-\$536 -\$132*
Telecommunications	-\$144
PC replacement	-\$348
Printer / MFD replacement	-\$62
Corporate applications	-\$15
Handheld equipment	-\$140
<b>TOTAL Plant, fleet and equipment</b>	<b>-\$1,552</b>



# Economic Growth

We have increased visitors, residents, productivity, expenditure and investment within the city.

Visit the Adelaide Central Markets, providing a diverse range of food and beverage traders, offering sustainable, new and locally sourced products and produce

Enjoy a unique shopping experience in Rundle Mall with events and attractions happening year round

Explore a vibrant city, with an international profile that attracts visitors and residents through our unique city offerings

Be a part of a growing city known for smart city initiatives, big data, hyper-connectivity and entrepreneurship where we support business owners to grow and develop their capability

Provision of services that aim to increase visitor and resident growth and provide economic benefit to the city.

What our services deliver:

- Promote and manage Rundle Mall, the premier retail destination in South Australia
- Promote and manage operations and leasing for the iconic Adelaide Central Market
- Deliver capability building programs and investment attraction services
- Support main streets and precincts to drive business growth
- Analyse and market the city as a great place to live, through property owners, agents and developers
- Develop relationships with State Government to increase investment and attraction
- Deliver a suite of innovative content, design and marketing services to achieve a consistent brand
- Collaborate across the organisation to create and accelerate innovation and leverage emerging opportunities
- Deliver proactive media relations to enhance ratepayer and community awareness of our role, services and priorities
- Support growth in visitor numbers and increased spending by raising Adelaide’s international profile.

Linked Strategic Plan Key Actions:

Thriving Communities	1.06	Support volunteerism to build community capacity and connectedness
Strong Economies	2.03	Establish a Smart Visitor Experience Centre
	2.04	Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate
	2.06	Support and develop diverse, creative and social industry sectors
	2.09	Activate main streets and develop unique precincts to support a diverse range of businesses and communities
Dynamic City Culture	2.10	Implement a City Wide Business Model
	3.09	Connect City users to place through curated city experiences
Enabling Priorities	3.11	Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation
	5.01	Review and improve the way we collect and present data to share insights with the community

## Resources, Budget and Projects

Services \$'000s (*Carry Forward from 2019-20)	FTE	Income	Expenditure	Total (net)
ACMA Marketing & Events	2.7	\$14	-\$813	-\$799
ACMA Operations & Leasing	3.0	\$8,590	-\$8,309	\$281
ACMA Strategic Mgmt, Governance, Finance & Admin	2.1	\$49	-\$800	-\$751
City Growth	6.3	\$2	-\$2,156 -\$102*	-\$2,256
Content and Social Media	3.2	-	-\$474	-\$474
Graphic Design	3.2	-	-\$336	-\$336
Innovation	6.7	\$170	-\$1,622 -\$178*	-\$1,630
Marketing Strategy, Brand and Consumer Insights	3.8	-	-\$676	-\$676
Media Relations	3.8	-	-\$687	-\$687
Programme Marketing and Communications	8.2	-	-\$1,410	-\$1,410
(RMMA) Marketing Events and Activation	6.0	\$2,102	-\$2,615	-\$513
(RMMA) Retail and General Operations	1.8	\$1,036	-\$998	\$38
(RMMA) Strategic Management and Governance	1.8	\$947	-\$472	\$475
Small Business Advice and Support	-	-	-	-
Visitor Growth	9.2	-	-\$4,336 -\$25*	-\$4,416
Web, digital and visual content	3.8	-	-\$851 -\$3*	-\$851
<b>TOTAL Service Category</b>	<b>65.4</b>	<b>\$12,910</b>	<b>-\$26,918</b>	<b>-\$14,009</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
Adelaide Free Wi-Fi To provide a high-performing and ubiquitous wireless broadband network throughout the City of Adelaide, providing critical digital infrastructure for connecting communities, citizens and businesses, enabling an enhanced digital experience throughout the city	-\$900	-
City Wide Business Model Facilitate the establishment of a subsidiary of Council	-\$17*	-
Outdoor Activation Grant Program Grants to support City of Adelaide small businesses to fund long term street level improvements to adapt to changing requirements in the wake of COVID-19 (\$300k fully funded by State Government)	-	-
Recover + Reimagine Funding for the crowdsourced ideas from Council Members and the community to activate our mainstreets and laneways and to support City recovery (includes \$24k funding from State Government)	-\$111*	-
Shop Front Improvement Grant Program To provide businesses in Hindley Street with financial incentives to make physical enhancements to their building frontage.	-\$50	-
Ten Gigabit Adelaide To provide contributions towards the Infrastructure of the Ten Gigabit network and delivery of Wi-Fi components	-\$2,035*	-
<b>TOTAL Projects</b>	<b>-\$3,113</b>	<b>-</b>



# Infrastructure and Asset Management

We design, plan, deliver and operate community assets in a safe and financially sustainable manner.

Explore world class infrastructure and design through many beautiful places that attract visitors, residents and businesses to our city

See our city's character come to life through the curation of sustainable and inclusive public spaces

Explore the City centre and beyond on an accessible and interconnecting transport network

Development and management of the city’s public infrastructure assets and delivery of the Council’s Capital Projects.

What our services deliver:

- Create sustainable and inclusive public spaces that enhance the city’s character, culture and connection
- Monitor, manage and report on city infrastructure project planning and delivery to ensure projects are on time, within set financial budgets creating quality outcomes for the community
- Manage strategic infrastructure investments to align CoA strategic management plans with long term financial sustainability
- Manage infrastructure assets to ensure they perform as expected for the community and maximise infrastructure lifecycle
- Deliver beautiful places and spaces through city infrastructure projects to increase city activation and visitation
- Manage the road network to deliver an accessible, interconnecting and efficient transport network across the city and North Adelaide.

Linked Strategic Plan Key Actions:

Thriving Communities	1.01	Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
	1.10	Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles
	1.11	Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport
Strong Economies	2.08	Facilitate creative uses of the public realm and underutilised city buildings
Dynamic City Culture	3.04	Support development of new cultural and civic infrastructure for the city
	3.05	Upgrade major recreational facilities
	3.06	Develop asset management plans to provide for future generations
	3.07	Deliver diverse parks and playspaces
	3.08	Expand public art throughout the city in collaboration with the private sector

## Resources, Budget and Projects

Services \$'000s <i>(*carry forward from 2019-20)</i>	FTE	Income	Expenditure	Total (net)
Asset Information Services	7.0	-	-\$914	<b>-\$914</b>
Design Management	19.4	-	-\$2,514	<b>-\$2,514</b>
Design Strategy	1.4	-	-\$254	<b>-\$254</b>
Governance and Performance Office	7.7	-	-\$1,031	<b>-\$1,031</b>
Infrastructure and Asset Planning	3.7	-	-\$643	<b>-\$643</b>
Infrastructure and Asset Solutions	12.4	-	-\$8,858	<b>-\$8,858</b>
Project Management	16.5	-	-\$2,339	<b>-\$2,339</b>
Transport Operations	7.3	-	-\$2,429 -\$50*	<b>-\$2,429</b>
<b>TOTAL Service Category</b>	<b>75.3</b>	<b>\$0</b>	<b>-\$19,031</b>	<b>-\$19,031</b>

Projects \$'000s (net budget) <i>(*carry forward from 2019-20)</i>	Project	Capital
Asset Management Transformation Program Implementation of a new Asset Management Information System to support the renewal and maintenance of the City's infrastructure	<b>-\$929*</b>	-
Gawler UPark Facade Structural Works to Gawler UPark facade and building	-	<b>-\$1,964*</b>
Melbourne, O'Connell & Hutt Streets Masterplan Preparation of Master Plans for Melbourne Street, O'Connell Street and Hutt Street. The plans will identify short, medium and long term actions to guide future investment in these streets, and include engagement with businesses and the local community	<b>-\$232</b>	-
Rundle Mall Wayfinding Provision of wayfinding technology for the Rundle Mall precinct	-	<b>-\$50*</b>
Torrens Lake Weir Designs Design works to improve cyclist safety on rails for weir 2 and 3	<b>-\$16</b>	-
<b>TOTAL Projects</b>	<b>-\$1,177</b>	<b>-\$2,014</b>



# Policy and Planning Services

We have a city that is beautiful, inspiring, safe, sustainable and values its heritage.

Play a part in our future and have your say about what's important to you through our community engagement activities

Participate in community programs that help build strong and resilient communities and support those who are most vulnerable in our community

Explore the unique heritage found throughout the City, including our National Heritage listed Park Lands

Celebrate Kurna culture and discover the history of our Aboriginal and Torres Strait Islander peoples

Services that provide insights into city planning, information and advice enabling Council to effectively set and implement policy and deliver strategic programs and projects.

What our services deliver:

- Deliver a research service to support decision making, service provision and reporting on Strategic Plan progress
- Provide training and support for best practice approaches to and delivery of engagement with community and key stakeholders
- Work with community groups to establish strong and resilient communities who welcome and engage people of all ages and backgrounds to participate in City life
- Preserve, promote and protect the city's unique heritage
- Protect, conserve and manage parks, squares and gardens
- Support planning policy and reform to shape a city that is beautiful, inspiring, safe and sustainable
- Provide delivery planning, corporate performance monitoring and reporting, strategy development and policy advice to achieve the delivery of the four-year Strategic Plan
- Develop transport strategies and programs to support the economic, environmental and social needs and aspirations of the city and its users now and into the future.

Linked Strategic Plan Key Actions:

Thriving Communities	1.01	Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
	1.02	Build and be guided by the Wellbeing Dashboard
	1.03	Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
	1.05	Support health and housing for vulnerable people and young people
	1.07	Develop plans to improve mobility and physical and digital access and connectedness
	1.08	Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
	1.09	Pursue affordable, reliable links to airports, regions and suburbs
	2.07	Develop spatial plans to support the growth in the city
	2.08	Facilitate creative uses of the public realm and underutilised city buildings
Strong Economies	3.01	Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners
	3.02	Pursue world and State heritage listing for the Adelaide Park Lands and city layout
	3.03	Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
Dynamic City Culture	4.08	Protect and conserve the heritage listed Adelaide Park Lands
	5.01	Review and improve the way we collect and present data to share insights with the community
Environmental Leadership	5.08	Implement new approaches to engaging the community in Council decision-making
Enabling Priorities		

## Resources, Budget and Projects

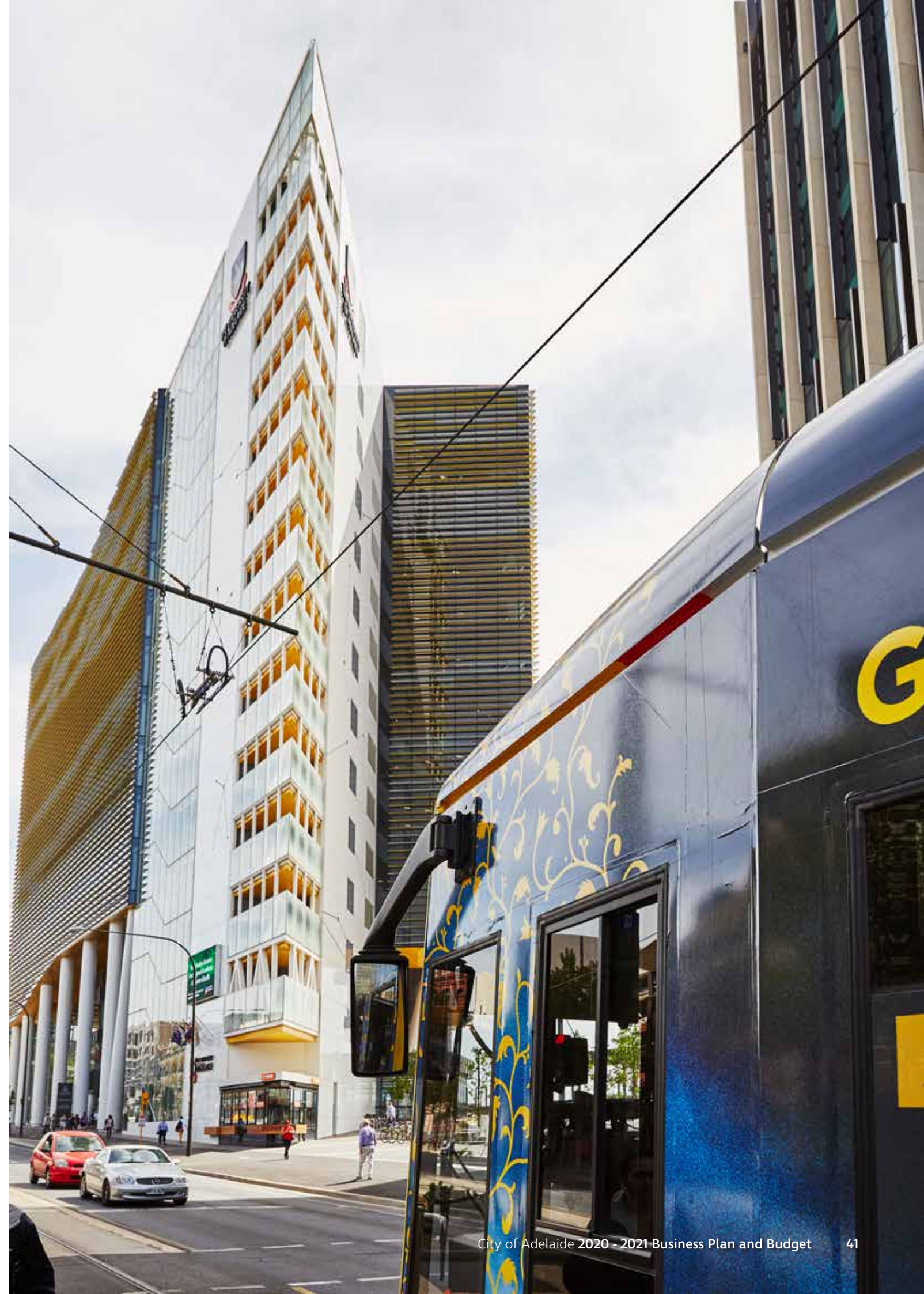
Services \$'000s (*carry forward from 2019-20)	FTE	Income	Expenditure	Total (net)
City Insights and Evidence	2.4	-	-\$587	-\$587
Community Engagement	3.8	-	-\$512	-\$512
Community Planning and Strategy (social inclusion, reconciliation)	5.7	\$45	-\$840	-\$795
Heritage Management	5.6	-	-\$1,911 -\$24*	-\$1,935
Park Lands Management	3.0	-	-\$726	-\$726
Spatial Planning	6.5	-	-\$861	-\$861
Strategy and Planning	3.4	-	-\$488	-\$488
Transport Planning	-	-	-	-
<b>TOTAL Service Category</b>	<b>30.4</b>	<b>\$45</b>	<b>-\$5,950</b>	<b>-\$5,905</b>

Projects on following page



## Resources, Budget and Projects (continued)

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
<b>Chinatown and Market District Safety</b> To fund the implementation of a Local Trader CCTV Rebate Scheme	<b>-\$50</b>	-
<b>City Plan</b> A 10+ year Council plan to inform, prioritise and coordinate the City of Adelaide's asset and long term financial planning, and planning system activities	<b>-\$200</b>	-
<b>CoA Reconciliation Action Plan (RAP) 2021 - 2024 Build</b> Support the resourcing of the community engagement phase from which a draft Stretch Reconciliation Action Plan 2021 – 2024 will be created	<b>-\$15</b>	-
<b>Don Dunstan Foundation (DDF) Strategic Partnership</b> Partnership with DDF to deliver the Adelaide Zero Project and Social Capital Residencies	<b>-\$115</b> <b>-\$95*</b>	-
<b>Kaurna-led Stretch Reconciliation Plan 2018 - 2021 Initiatives</b> To cohesively work in collaboration with and support the Kaurna community to meet common objectives of cultural respect and cultural responsibilities	<b>-\$100</b>	-
<b>Kids on Country</b> Deliver the Kids on Country event, an annual Kaurna Cultural event providing a unique and strongly supported opportunity for primary school students from a wide variety of regions	<b>-\$40</b>	-
<b>Men's Shed</b> Development of an Adelaide Men's Shed to enhance wellbeing and community resilience by providing opportunities for men to gather informally in the City	<b>-\$30</b>	-
<b>Park Lands Services</b> Funding to deliver strategic projects in the Adelaide Park Lands and commence a review of Adelaide Park Lands Management Strategy	<b>-\$100</b>	-
<b>Homeless and Vulnerable People</b> Collaboration with city communities, community groups and homelessness service providers on strategies that address the need of people experiencing homelessness and other vulnerable people (\$45k fully funded by State Government)	-	-
<b>Park Lands parking study</b> Review of existing car parking (supply, type and occupancy) within and adjacent to, the Park Lands	<b>-\$20*</b>	-
<b>Transport and Movement Strategy</b> Development of a new Transport and Movement Strategy to align to development of a new Strategic Plan, considering emerging movement technologies and responding to a changing city	<b>-\$40*</b>	-
<b>Transport services</b> Projects to support strategic improvement of movement in the City of Adelaide	<b>-\$15*</b>	-
<b>Vietnamese Boat People Memorial</b> A value add contribution towards the Vietnamese Boat People Memorial installation for seating, interpretative signage and landscaping	-	<b>-\$20*</b>
<b>World Heritage Listing</b> Explore and the options and viability of a World Heritage Listing bid for the Adelaide Park Lands and city layout	<b>-\$50</b> <b>-\$40*</b>	-
<b>TOTAL Projects</b>	<b>-\$910</b>	<b>-\$20</b>





# Property Management

We have access to beautiful and surprising places through the promotion, management and development of Council owned property.

Opportunities for sporting clubs, businesses and individuals to lease Council facilities in great locations

Be part of City shaping projects that help grow our economy and support new communities to thrive

Access to information and the ability to influence proposed changes about the city’s public road network

Services that manage a diverse portfolio of properties and provide an important source of funding in addition to rates revenue.

What our services deliver:

- Manage the city’s public road network and Council owned land
- Provide property management and leasing of Council owned buildings to ensure maximum occupancy and return on investment
- Manage the acquisition, disposal and redevelopment of Council’s property portfolio to deliver strategic, community and commercial outcomes.

Linked Strategic Plan Key Actions:

Strong Economies	2.01	Develop 88 O’Connell Street
	2.02	Redevelop Adelaide Central Market Arcade and Market District
	2.08	Facilitate creative uses of the public realm and underutilised city buildings
Enabling Priorities	5.04	Implement Strategic Property Review

## Resources, Budget and Projects

Services \$’000s	FTE	Income	Expenditure	Total (net)
Land Tenure Services	1.2	-	-\$207	-\$207
Property Management	6.9	\$8,250	-\$239	\$8,011
Property Strategy	5.0	-	-\$1,000	-\$1,000
<b>TOTAL Service Category</b>	<b>13.1</b>	<b>\$8,250</b>	<b>-\$1,446</b>	<b>\$6,804</b>

Projects \$’000s (net budget) <i>(*carry forward from 2019-20)</i>		Project	Capital
Central Market Arcade Redevelopment			
Progress the Central Market Arcade Redevelopment with project development partner, ICD Property		-\$500 -\$100*	-
88 O’Connell			
Progress with the selected developer the development of the 88 O’Connell site		-\$150 -\$140*	-
Strategic Property Investigations			
Progress the implementation of the Strategic Property Review including detailed investigations / business case development, associated with site disposal, re-purposing and redevelopment of assets		-\$100	-
<b>TOTAL Projects</b>		<b>-\$990</b>	<b>-</b>



# Regulatory and Statutory Services

We have a safe, accessible and well planned city.

Visit restaurants, bars, cafes, pools and tattoo parlours with confidence knowing we work with them to meet hygiene and safety standards

Park in the City safely and with ease

Submit your development application with ease and get access to planning advice and support

Have your building assessed by our trained building assessment and compliance team to ensure that buildings and tenancies are safe to occupy

Register your dog or cat

Access your right to Freedom of Information

Celebrate your wedding or host an event in the Park Lands

Regulatory and statutory functions prescribed by legislation for planning, access, amenity, and public health and safety.

### What our services deliver:

- Provide assessment for building rules consent to ensure all buildings are appropriate and safe to occupy
- Assess and issue permits for customers to activate and access the public realm
- Review and monitor compliance within the public realm and educate city users to ensure public safety
- Proactive and reactive advice to support a positive risk management culture and organisational compliance
- Educate, advise and enforce legislation to protect public health
- Provide transparent and confident reporting of finances and utilisation of resources to maximise outcomes for the City
- Manage and facilitate on street parking controls and ensure safety, traffic flow and vehicle turnover
- Provide planning advice and assessment for development applications to proponents/developers and impacted residents
- Collect rates revenue to maintain city assets and provide community services
- Provide records management services and the use of archives for the preservation of historic items.

### Linked Strategic Plan Key Actions:

Strong Economies	2.05	Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city
Enabling Priorities	5.01	Review and improve the way we collect and present data to share insights with the community
	5.05	Develop new revenue opportunities for Council operations

## Resources, Budget and Projects

Services \$'000s	FTE	Income	Expenditure	Total (nett)
Building Assessment and Compliance	10.7	\$64	-\$1,271	-\$1,208
Business Centre	11.2	\$1,951	-\$1,319	\$631
Community Safety	6.3	\$34	-\$767	-\$733
Compliance	2.3	-	-\$425	-\$425
Enterprise Risk	1.4	-	-\$1,171	-\$1,171
Environmental Health	6.3	\$223	-\$912	-\$690
External Reporting (financial, statutory reporting)	3.3	-	-\$527	-\$527
Financial Planning and Analysis	14.5	-	-\$1,935	-\$1,935
On-Street Parking	44.1	\$15,385	-\$6,169	\$9,216
Planning Assessment	12.3	\$362	-\$1,553	-\$1,191
Rating	6.8	\$114,767	-\$2,657	\$112,110
Records & Archival Management	8.4	\$6	-\$1,076	-\$1,070
<b>TOTAL Service Category</b>	<b>127.7</b>	<b>\$132,791</b>	<b>-\$19,781</b>	<b>\$113,010</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
e-Planning		
Planning portal system to enable all development applications to be submitted online	-\$181*	-
North Adelaide Parking Review		
To finalise changes to on-street parking controls resulting from the North Adelaide Parking Review	-\$35*	-
<b>TOTAL Projects</b>	<b>-\$216</b>	<b>-</b>

# Waste, Natural Resources and Environmental Services

We are a sustainable city that minimises our environmental impact and prepares for a changing climate.

Help build a climate ready and sustainable city through community based projects and education

Experience a clean and green city that manages natural resources sustainably

Drive your electric vehicle around the City with ease, knowing there are plenty of charging stations available

Recycle and dispose of waste through our collection services and public facilities

Services that deliver both strategic and operational management of waste as well as broader environmental services to ensure the long-term sustainability of our city.

What our services deliver:

- Deliver and maintain a carbon neutral certified organisation
- Support the promotion of community greenhouse gas emission reductions and celebrate achievements at all levels
- Position the city for a climate ready, sustainable future
- Support the event industry to implement the Sustainable Event Guidelines and promote community awareness
- Develop and implement a Waste and Recycling Strategy to support a sustainable city and community.
- Deliver waste collection, processing, recycling and disposal services to residential and commercial customers and in public places, in a sustainable and cost-effective way.

Linked Strategic Plan Key Actions:

Environmental Leadership	4.01	Increase street tree canopies and green infrastructure in city hot spots and public spaces
	4.02	Implement improvements to city-wide waste and recycling services to support transition to the circular economy
	4.03	Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
	4.04	Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
	4.05	Enhance biodiversity in the Park Lands and connect our community to nature
	4.06	Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
	4.07	Support all CBD businesses to be green accredited
Enabling Priorities	5.02	Demonstrate bold governance leadership in the Local Government Sector
	5.03	Build on effective advocacy and partnerships, locally, nationally and globally
	5.09	Encourage and support new ideas and concepts

## Resources, Budget and Projects

Services \$'000s (*carry forward from 2019-20)	FTE	Income	Expenditure	Total (nett)
Carbon Neutral and Efficient Organisation	4.1	-	-\$939 -\$50*	-\$989
Supporting a Low Carbon City	4.5	-	-\$730 -\$77*	-\$807
Sustainable and Climate Ready City	4.8	-	-\$1,127 -\$168*	-\$1,295
Sustainable Event Support	-	-	-	-
Waste and Recycling	2.6	-	-\$525 -\$9*	-\$534
Waste Management	0.9	\$50	-\$2,921	-\$2,871
<b>TOTAL Service Category</b>	<b>17.0</b>	<b>\$50</b>	<b>-\$6,545</b>	<b>-\$6,495</b>

Projects \$'000s (net budget) (*carry forward from 2019-20)	Project	Capital
<b>City Wide Waste and Recycling Program</b> Position City of Adelaide as a world class resource recovery leader through delivery of new waste and recycling systems in our operations, including the introduction of a new City-Wide Waste and Recycling Program that supports our residents, businesses and community to transition to a zero-waste city	-\$1,000	-
<b>Kirrawirra Park/River Torrens Wetlands and Urban Nature Space</b> Design an inline wetland along a section of Torrens Lake incorporating board walks, an outdoor education area and interpretative signage, including a complementary floating wetland to enhance water quality outcomes	-\$300	-
<b>Strategic Waste Management Plan</b> Development of the strategy to provide direction for future waste and recycling services in the City of Adelaide	-\$9*	-
<b>TOTAL Projects</b>	<b>-\$1,309</b>	<b>-</b>



# Infrastructure and Capital Works

The City of Adelaide is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. We are committed to having Asset Management Plans in place for all infrastructure assets to ensure we continue to provide effective and comprehensive management of our asset portfolio.

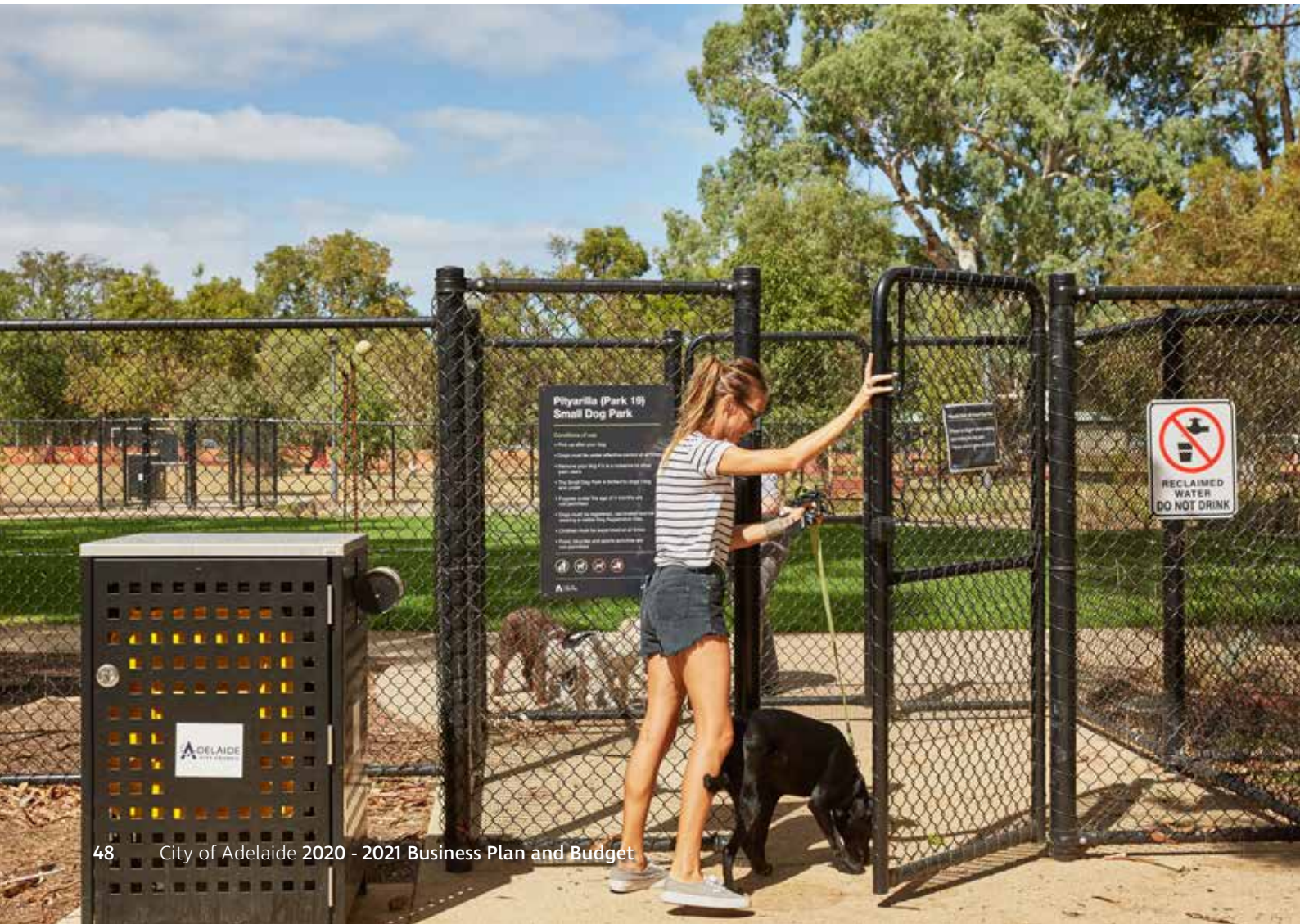
The development of these Asset Management Plans indicates our ongoing commitment to operate and maintain asset portfolio efficiently to meet both strategic and legislative requirements and deliver value for the community.

The Infrastructure Program provides the basis for our capital asset management renewal program developed as part of the Business Plan and Budget process.

Total expenditure per Infrastructure and Capital Works category:

\$'000s	Expenditure
Major Projects	\$22,128
New and Significant Upgrade	\$3,634
Renewals and Essential Works	\$22,808
<i>Delivery resources</i>	<i>\$5,828</i>
<b>TOTAL Infrastructure and Capital Works</b>	<b>\$54,398</b>

A summary of the first three categories is provided in the following pages, with a full detailed listing of renewals and essential works included in Appendix 3.



### Glossary for the service category pages:

Delivery Resources:	Internal resources aligned to delivering infrastructure and capital works
Major Projects:	Large scale infrastructure projects, will usually result in new assets that increase the levels of service provided to the community
New & Significant Upgrade:	The upgrade of assets that increase the level of service above the current provision, new represents the acquisition of new assets expanding the level of service provided
Renewals and Essential Works:	Essential investments to ensure we provide a safe, efficient and accessible network throughout the city. The asset renewal program includes: Roads, Kerbs and Footpaths, Traffic Signals, Bridges, Lighting and Electrical, Water Infrastructure, Park Land and Streetscape Greening Renewals and Urban Elements.



# Major Projects

Projects / Infrastructure \$'000s	Total
<b>Moonta Street</b> <i>SA Government contribution \$2.0m</i> Joint Funded Project to establish Moonta Street as the next key linkage in connecting the Central Market to Riverbank Precinct through north-south road laneways	<b>\$2,200</b>
<b>North Terrace Public Realm Upgrade</b> Purchase of pavers for future year upgrade to North Terrace Public Realm	<b>\$700</b>
<b>Whitmore Square Greening</b> <i>SA Government contribution \$0.9m</i> Joint funded project to deliver the first stage of the masterplan to establish pleasant walking paths and extend the valued leafy character of the square from its centre to its edges	<b>\$900</b>
<b>City Connectivity*</b> To trial a virtual tourism interface, which will inform and advise a broader rollout of the Digital Customer Experience component of the City Deal project	<b>\$125</b>
<b>City of Adelaide Bikeways – East West*</b> <i>SA Government contribution \$2.913m</i> Continuous and separated bikeways through the City of Adelaide from East to West	<b>\$5,826</b>
<b>City of Adelaide Bikeways – North South*</b> <i>SA Government contribution \$1.478m</i> Continuous and separated bikeways through the City of Adelaide from North to South	<b>\$2,955</b>
<b>City Skate Park*</b> <i>SA Government contribution \$2.907m</i> Integrating a new City Skate Park within Gladys Elphick Park / Narnunnga (Park 25) to extend Narnunnga as a sports hub and key Park Lands destination with a range of recreation options for different ages and abilities	<b>\$2,907</b>
<b>Denise Norton Park / Pardipardinyilla (Park 2) East Enhancement*</b> <i>SA Government contribution \$1.214m</i> Enhancements to meet the recreation and open space needs of the existing and growing communities in North Adelaide and surrounds	<b>\$1,214</b>
<b>Gawler Place Development*</b> Final stage of upgrade of Gawler Place between North Terrace and Grenfell Street	<b>\$236</b>
<b>Josie Agius Park / Wikaparntu Wirra (Park 22)*</b> <i>SA Government contribution \$0.025m</i> Final works following state funded Netball Court Upgrade in Park 22	<b>\$25</b>
<b>Market to Riverbank*</b> <i>SA Government contribution \$2.086m</i> A joint project by City of Adelaide and State Government (through Renewal SA) to create an exciting and vibrant connection between the Adelaide Central Market and the Adelaide Riverbank	<b>\$4,172</b>
<b>Pityarilla / Pelzer Park (Park 19)*</b> <i>SA Government contribution \$0.041m</i> Final stage of Pityarilla / Pelzer Park (Park 19) upgrade	<b>\$41</b>
<b>Quentin Kenihan Inclusive Playspace*</b> <i>SA Government contribution \$0.827m</i> The Quentin Kenihan Inclusive Playspace is an opportunity to create an exemplary regional playspace in Rymill Park / Murlawirrapurka (Park 14). The inclusive playspace will provide play through the provision of social, active, cognitive and creative play and recreation opportunities for all ages, abilities and cultures serviced by the wider park facilities and amenities for the local and surrounding areas	<b>\$827</b>
<b>TOTAL Major Projects</b>	<b>\$22,128</b>

\*includes funding retimed from 2019 - 2020 Business Plan and Budget

# New and significant upgrade

Projects / Infrastructure \$'000s	Total
<b>City Dirt Masterplan</b> Detailed design and cost planning for the enhancement of the BMX facility in Blue Gum Park / Kurangga (Park 20) and connections to the TreeClimb facility	<b>\$40</b>
<b>Flinders Street Pedestrian Crossing Improvements</b> Subject to the final route on the East-West bikeway being approved by Council, prepare a detailed design for cost estimation for kerb extensions on Flinders Street adjacent Pilgrim Lane for the further consideration of Council	<b>\$10</b>
<b>Greening in the City's North West and South West</b> Project to increase greening and tree canopy of the city's south west and north west	<b>\$235</b>
<b>Hutt Street Project</b> Quick win of Hutt Street Masterplan, including infill street trees, revitalisation of the verge and median garden beds between South Terrace and Halifax Street, aligning with planned renewals (\$700k)	<b>\$325</b>
<b>North Terrace / George Street Cyclist Safety Measures</b> Detailed design and cost estimation for a bicycle hook turn and western pedestrian crossing at the intersection of North Terrace and George Street for Council's further consideration	<b>\$40</b>
<b>Kingston Terrace Stormwater</b> Stormwater investigations and design on Kingston Terrace – West for Council's further consideration	<b>\$6</b>
<b>City Greening*</b> Project to increase greening and tree canopy cover to 20% in the City's south west and north west	<b>\$130</b>
<b>Decorative Lighting Program*</b> Implementation of festoon lighting to Ebenezer Place and decorative lighting to Hurtle Square	<b>\$128</b>
<b>Events Infrastructure Rundle Park*</b> Design and construction of services (e.g. water and power) to the east Park Lands area (Rundle Park / Kadlitpina) to improve the facilitation of key festival events within the City of Adelaide	<b>\$807</b>
<b>Field Street (Design)*</b> Design of an upgrade to Field Street which creates a green, pedestrian-friendly destination to foster this new edgy dining and creative quarter in the city's Market district	<b>\$43</b>
<b>Hindley Street*</b> Implementation of short-term and medium-term actions on Hindley Street	<b>\$231</b>
<b>Integrated Water Management*</b> Installation of software to support smart water meters installed in City of Adelaide owned buildings	<b>\$15</b>
<b>Paxton's Walk and Vaughan Place Design*</b> Design project to improve connection between North Terrace and Rundle Street via Paxton's Walk complementing the new tram stop	<b>\$37</b>
<b>Peace Park / Town Clerk's Walk*</b> Peace Park irrigation, turf management and tree succession planning. Infill tree planting along Town Clerk's Walk	<b>\$261</b>
<b>Place of Reflection*</b> Project to create a landscaped area for reflection with seating and artwork in Rymill Park / Murlawirrapurka (Park 14), co-funded through Stolen Generation Reparations Fund	<b>\$262</b>
<b>Tavistock Lane*</b> Co-funded upgrades to Tavistock Lane to facilitate a taxi drop-off area and the lane being upgraded and operating as a public road	<b>\$150</b>
<b>Turning Gray Street Green - arbour*</b> Increase green canopy and design and build a green arbour, in Gray Street	<b>\$109</b>
<b>Wattle Grove Memorial*</b> Concept design to explore the opportunity to enhance Golden Wattle Park / Mirnu Wirra (Park 21W). Concept to include the reinstatement of the grove of wattle trees adjacent Sir Lewis Cohen Avenue and options for a new war memorial. Construction subject to future funding endorsement by Council	<b>\$43</b>
<b>Whitmore Square Pedestrian Safety Improvements*</b> Intersection safety improvements to the North West intersection of Whitmore Square	<b>\$762</b>
<b>TOTAL New and significant upgrade</b>	<b>\$3,634</b>

\*includes funding retimed from 2019 - 2020 Business Plan and Budget



# Renewals and essential works

Projects / Infrastructure \$'000s	Total
<b>Bridges</b> Investment in the Council's bridge infrastructure to ensure accessible and safe movement throughout the City, including replacing Victoria Bridge expansion joints as well renewing several minor footbridges in the Park Lands	<b>\$657</b>
<b>Buildings</b> Continuation of Building Renewal and Compliance Program	<b>\$968</b>
<b>Lighting &amp; Electrical</b> Essential works on Lighting and Electrical Infrastructure to support a safe, secure and continuous service to the residents, visitors and community	<b>\$953</b>
<b>Park Land &amp; Open Spaces</b> Ensures that landscape features located within our streets and Park Lands are actively managed to enhance our streets giving consideration to legislative requirements and safety.	<b>\$80</b>
<b>Transport</b> Essential roadworks to ensure we continue to provide a safe, efficient and accessible road and footpath network, including resurfacing Grote Street, Prospect Road and Main North Road	<b>\$4,174</b>
<b>Traffic Signal</b> Investment in Traffic Signal infrastructure to ensure accessible and safe movement throughout the City for residents, visitors and the public, including critical underground cables and conduits replacement works in West Terrace and Currie Street	<b>\$1,003</b>
<b>Urban Elements</b> Essential Urban Elements works to ensure the provision of a safe, accessible, clean and well maintained urban environment including Public Art refurbishment	<b>\$565</b>
<b>Water Infrastructure</b> Essential works on Council's Stormwater Infrastructure	<b>\$1,880</b>
<b>Bridges Renewal Program*</b> Continuation of essential works on City of Adelaide bridge assets, including works to Adelaide Bridge	<b>\$76</b>
<b>Brownhill Keswick Creek*</b> The City of Adelaide is part of regional subsidiary that is responsible for the development and delivery of the Brown Hill Keswick Creek project which aims to mitigate significant flooding risk to properties in metropolitan Adelaide	<b>\$80</b>
<b>Building Renewal and Compliance Program*</b> Upgrade of the Building Management System and the Building Security to enable corporate needs and meet legislative requirements	<b>\$176</b>
<b>Chesser Arbour*</b> Project to address the structural issues of the Chesser Arbour	<b>\$71</b>
<b>Colonel Light Centre Renewals*</b> Delivery of new cooling tower to CLC - essential for air quality (safety)	<b>\$455</b>
<b>Creek rehabilitation*</b> Continuing project to restore the condition of the creek, increase biodiversity and assist in reducing flooding impact in the Park Lands.	<b>\$43</b>
<b>Design Services CITB Levy*</b> Annual payment to CITB based on total construction value	<b>\$51</b>
<b>Featherstone Place*</b> Road Resurfacing to Featherstone place	<b>\$86</b>
<b>Grote Street (Morphett Street to West Terrace)*</b> Greening to new median to align with Road Renewal, Kerb and Water Table and footpath works	<b>\$1,717</b>
<b>Hazardous Material Removal Program*</b> Annual assessment, identification, and removal of hazardous material within buildings	<b>\$727</b>
*includes funding retimed from 2019 - 2020 Business Plan and Budget	

Projects / Infrastructure \$'000s	Total
<b>Hutt Street*</b> Design project to investigate improvements including greening and pedestrian amenity, pram ramps and DDA compliance opportunities aligning to renewals	<b>\$53</b>
<b>Jeffcott Street Stage 2*</b> Construction project to continue works to address drainage and flooding issues, prioritising conserving, and enhance the street's character (trees and bluestone kerbing)	<b>\$1,993</b>
<b>Lighting &amp; Electrical*</b> Continuation of essential works on Lighting and Electrical Infrastructure to support a safe, secure and continuous service to the residents, visitors and community	<b>\$704</b>
<b>Moonta Street Design*</b> Design for 20/21 Moonta Street Upgrade	<b>\$18</b>
<b>Park Lands and Open Spaces*</b> Ensures that landscape features located within our streets and Park Lands are actively managed to enhance our streets giving considerations to legislative requirements and safety	<b>\$446</b>
<b>Public Conveniences*</b> Installation of a new public convenience in Mary Lee Park (Park 27b)	<b>\$18</b>
<b>Rundle UPark*</b> Required treatment works to increase the serviceability of the Rundle Street UPark	<b>\$3,473</b>
<b>Torrens Lake Work*</b> This program of works is dedicated to the renewal of Torrens Weir components which are critical to the operation of the Torrens Lake and essential works to the Torrens Lake submerged earth retaining structures	<b>\$210</b>
<b>Transport*</b> Essential roadworks program to ensure we continue to provide a safe, efficient and accessible road and footpath network, including Caldwell Lane, Brougham Place, Torrens Path (Behind Adelaide Zoo) and North Terrace (King William Street to Kintore Ave)	<b>\$2,011</b>
<b>UPark Buildings - Topham Mall*</b> Fire service compliance upgrades	<b>\$100</b>
<b>Urban Elements*</b> Renewal to ensure the provision of a safe, accessible, clean and well maintained urban environment	<b>\$20</b>
<b>TOTAL Renewals &amp; Essential Works</b>	<b>\$22,808</b>

\*includes funding retimed from 2019 - 2020 Business Plan and Budget





# Our Budget

## Budget Overview

Our budget has been formed through a series of discussions about the City of Adelaide's financial position in the context of the unforeseen, significant impact of COVID-19 on our City, our finances, and our community since March 2020. These discussions included consideration of the financial levers available to Council, and Recovery Principles to help the City overcome the impacts of COVID-19 and improve the City of Adelaide's long term financial sustainability.

### The 2020 - 2021 Budget

COVID-19 is forecast to have an ongoing impact on Council's operational income into 2020 - 2021 with a reduction in excess of \$20m for our user fees and charges. This is primarily attributable to the impact of COVID-19 on utilisation of parking, social distancing implications for the Aquatic Centre, Town Hall and Park Land events, and the challenging economic environment for our property tenants.

**The total funding requirement for 2020 - 2021 is \$237.4 million (m), derived from:**

- Rates \$114.7m
- Fees and Charges \$62.3m
- External Funding (including Grants and Subsidies) \$18.9m
- Other \$6.1m
- Borrowings \$35.5m.

Our budgeted expenditure of \$237.4 million focuses on the prioritisation of core community and civic services, activities that support the City's cultural and economic development, and projects that maintain and upgrade infrastructure within the City and Park Lands.

An ongoing \$20 million reduction to expenditure has been foreshadowed in 2020 - 2021 due to the impacts from COVID-19. As the city recovers, we continue to review our services to ensure they are delivered efficiently and meet the needs of our community.

### Recovery Principles

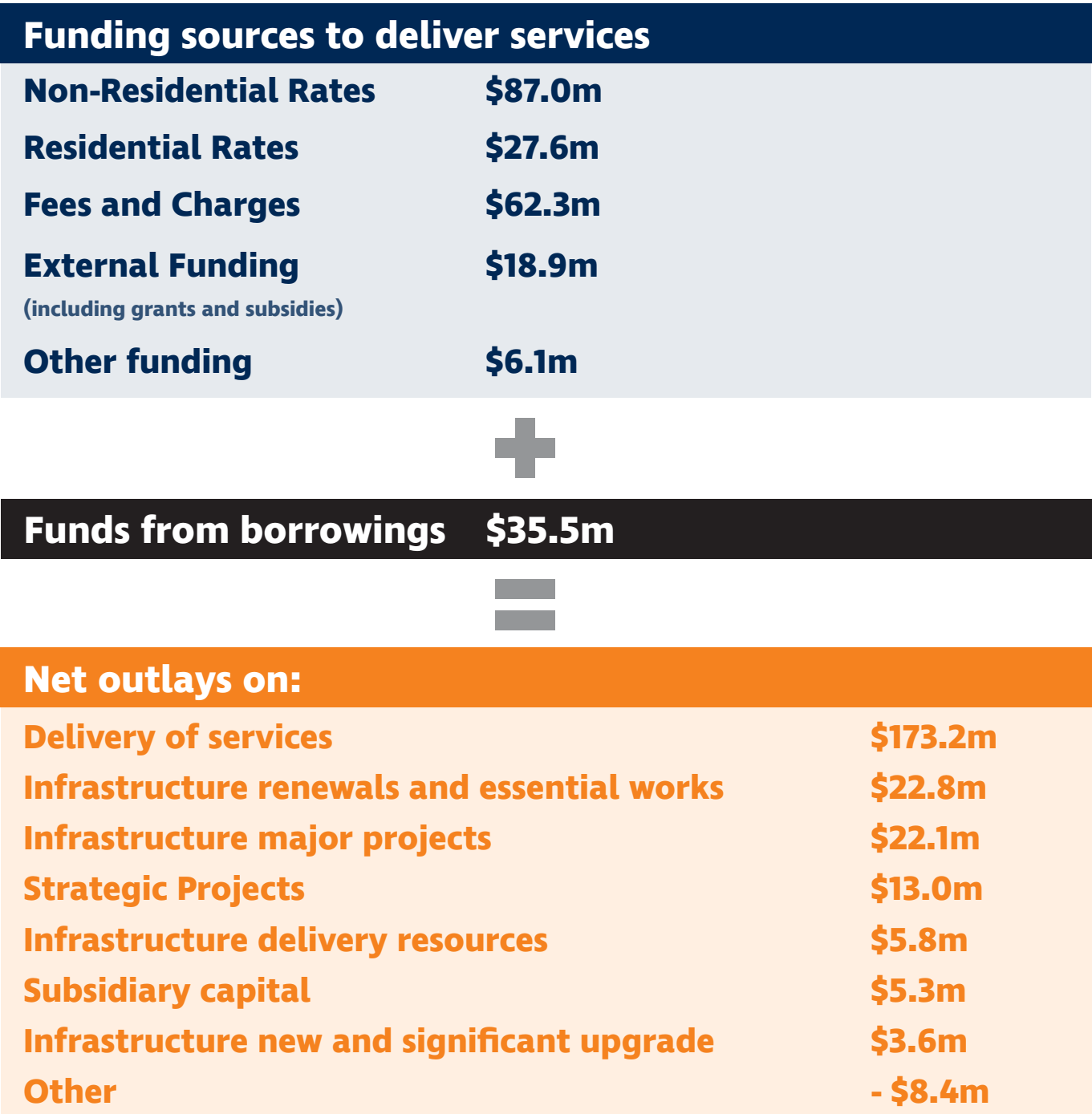
We have developed Recovery Principles to assist our future decision making in light of COVID-19 and to support our long term financial sustainability. These principles seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services.

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



# Funding Framework

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



\*Other expenditure includes the ongoing \$20m reduction in operational expenditure, plant, fleet & equipment renewals, and other corporate activities not directly attributed to the delivery of services

## Funding

Net Lending / (Borrowing)	2020 - 2021 Budget \$'000s	2019 - 2020 Forecast \$'000s
Operating Surplus/(Deficit)	(36,411)	(10,459)
Project Related Write Off	4,472	4,215
Net Adjustment for Leases	(4,853)	604
Net Adjustment for Leases - City Support Package	827	(1,527)
Funding Surplus	(35,964)	(7,166)
Net Outlays on Existing Assets	(41,885)	(30,568)
Net Outlays on New and Upgraded Assets	(11,349)	(10,171)
Depreciation	53,744	47,015
Equals: Net Lending / (Borrowings)	(35,454)	(890)

Council will generate an operating deficit in 2020 - 2021.

Where Council generates an operating surplus, it is applied to meet capital expenditure requirements in relation to new assets in accordance with the 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.

Where Council generates an operating deficit, it is funded either by an increase in borrowings or, where possible, previous years’ operating surplus that has not been utilised to increase financial assets or reduce debt.

## Borrowings

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

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

## Implications for Future Years

In developing the Long Term Financial Plan and Annual Business Plan, borrowings have been considered in relation to the budget principles and the maximum borrowing indicators as defined by our prudential limits specified in our Treasury Policy. All borrowing terms and conditions will be in accordance with the Treasury Policy and all costs have been taken into account in our Long Term Financial Plan.

Borrowings at the end of 2020 - 2021 will be impacted by the timing of cash flows, and retiming of projects through the quarterly revised forecast process. This will then flow through to the 2021 - 2022 opening balance for borrowings. The impact may result in a balance lower than the cumulative funding position shown in the Long Term Financial Plan and within our current Prudential Borrowing Limits.

## Your Rates in 2020 - 2021

Council intends to freeze the general rate in the dollar for 2020 - 2021 at the same level as 2019 - 2020 for both Residential and Non-Residential ratepayers.

Full valuations for 2020 - 2021 have been undertaken in-house by Council's valuers for the first time since 2014 - 2015. Based on updated valuations the average rates payable will decrease.

We offer monthly, quarterly and annual payment options for Council Rates and access to rates hardship provisions.

Quarterly installments will be due in September 2020, December 2020, March 2021 and June 2021.

## Rates

In formulating the proposed rates for the 2020 - 2021 financial year, we have considered the amount of revenue required to fund the delivery of the services and projects. We have also considered our other sources of revenue, the broader economic environment and the distribution of rate contributions between various categories of ratepayers.

### Valuation Method

Land in the City of Adelaide area is valued according to the 'Annual Value' method, as defined in the *Valuation of Land Act 1971*, for the following reasons:

- The majority of residential and non-residential properties in the City are leased (i.e. not owner occupied)
- Annual Value has been used for many years and is understood by the majority of the City's ratepayers
- The availability of a significant volume of annual market rental information makes the Annual Value method more efficient to administer
- This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

Ratepayers may lodge an objection to the attributed land use and/or the Annual Value of their property in accordance with the *Local Government Act 1999*.

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

### Rates Modelling

Our rates are determined by multiplying the applicable rate in the dollar by the valuation of rateable land in the Council area. Property valuations for the purpose of calculating rates payable are prepared based on 'Annual Value'.

For 2020 - 2021, growth from new developments and other capital improvements undertaken during 2019 - 2020 are projected to increase the total rateable value of land, resulting in an increase in rate revenue of 1.3%. In addition, a full revaluation of all land in the Council area has been undertaken resulting in an increase in rate revenue of 0.9%.

### Rating Structure

Our 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 our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the rating policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles
- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999*. Differentiation factors previously endorsed by Council are 'Residential' and 'Non-Residential' land uses

- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2020 - 2021, and consistent with prior years, it is expected non-residential rates will represent approximately 80% of general rates revenue.

### Regional Landscape Levy

From 1 July 2020, the *Landscape South Australia Act 2019* will replace the *Natural Resources Management Act 2004*. The Adelaide and Mount Lofty Ranges Natural Resources Management Board (NRM Board) will be replaced with the Green Adelaide Board.

### 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 Green Adelaide 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 2020 - 2021, the separate rate will generate approximately \$3.8 million
- The Regional Landscape Levy (RLL) is a state tax which the City of Adelaide is obliged, by virtue of the *Landscape South Australia Act 2019*, to impose and collect. The proceeds are paid to the Green Adelaide Board. The contribution from the City of Adelaide is estimated to be \$1.8 million in 2020 - 2021.



### 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 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.

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

We consider 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 our Rates Officer as soon as they can. Ratepayers with a good recent payment history who commit to a formal written payment arrangement for rates will not be liable for fines during the agreed payment period, provided they contact us prior to the rates falling into arrears. In the event of default, penalties will apply in accordance with Section 181(8) of the *Local Government Act 1999*.

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

We will apply those provisions of the *Local Government Act 1999* that allow 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.



### Fees and Charges

City of Adelaide's fees and charges are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures 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 directions articulated through our existing policies or plans
- Are consistent with our Strategic Financial Parameters.

Council determined in June 2020 that the majority of fees and charges will not increase from 1 July to help reduce financial pressure on our residents, businesses and visitors due to the impacts of COVID-19.

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers' expectations and relevant legislation. Statutory fees have been updated in line with the State Government Gazette and are included in the Fees and Charges Schedule available online and for public inspection at Council's Customer Centre, 25 Pirie Street, from July 2020.

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 to 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.



# External Funding

The City of Adelaide works collaboratively with many partners. This strong partnership network will achieve a far greater impact than we could on our own. Key to these partnerships are grants and subsidies that are received from the Australian Government and South Australian Government.

One of the City’s key funding partnerships over the next several years will be the Adelaide City Deal, a 10-year agreement between the Australian Government, the South Australian Government and the City of Adelaide to support economic growth, population growth, and build on the city’s global reputation in arts and culture, and the defence, space and technology sectors.

Council is continuously seeking to work with the Federal and State Governments to support a range of key projects, partnerships and infrastructure that will deliver the best outcomes for our community and stimulate the City’s economy.

The below table summarises the projects and services for which the City of Adelaide has secured to date a budgeted external funding component over 2020 – 2021:

External Funding \$'000s	Services	Capital Projects
Federal Government Funding		
Commonwealth Home Support Program (CHSP)	\$242	-
Financial Assistance Grant - Roads to Recovery	-	\$346
Local Roads and Community Infrastructure Program	-	\$337
Local Government Financial Assistance Grant (via State Government)	\$514	-
State Government Funding		
City of Adelaide Bikeways*	-	\$4,390
City Skate Park*	-	\$2,907
Denise Norton Park/Pardipardinyilla (Park 2) East Enhancement*	-	\$1,224
Josie Agius Park/Wikaparntu Wirra (Park 22)*	-	\$25
Market to Riverbank*	-	\$2,086
Moonta Street	-	\$2,000
Music in the streets (Winter Weekends)*	\$200	-
Outdoor Activation Grant Program	\$300	-
Park Land Related Activities Subsidy	\$1,634	-
Pityarilla/Pelzer Park (Park 19)*	-	\$41
Place of Reflection*	-	\$113
Quentin Kenihan Inclusive Playspace*	-	\$827
Recover + Reimagine - outdoor heater project*	\$24	-
Rymill Park Public Convenience Renewal - Changing Places Grant	-	\$150
SA Health - School Immunisation Program	\$114	-
SA Housing Authority - Vulnerable & Homeless People Project	\$45	-
State Library - Operating Grant	\$205	-
State Library - Materials Grant	-	\$261
Whitmore Square Greening	-	\$900
Category sub-totals	\$3,278	\$15,607
TOTAL of all External Funding		\$18,885

\*funding received in prior year, activity being delivered in 2020 - 2021





# Long Term Financial Plan

The City of Adelaide's Long Term Financial Plan (LTFP) seeks to ensure that Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The LTFP is a forecast of Council's financial position based on its strategic plans, anticipated service levels and economic and political indicators. It is reviewed quarterly and updated on an iterative basis to reflect the latest available information.

Outputs of the LTFP include a comprehensive set of financial indicators and statements as per legislative requirements. The LTFP provides guidance to support Council decision making, and confirm that Council has the financial capacity to meet its longer term commitments.

## Key Inputs and Influences

- An assessment of our current financial position and financial sustainability
- Alignment with Council's Strategic Plan and Asset Management Plans
- Economic and political indicators
- Governance principles
- Corporate Programs and internal support strategies
- Service provision and delivery standards
- Revenue and financing guidelines, including the Rating Policy and Treasury Policy.

## The assumptions and outcomes underpinning the LTFP include:

- Rates valuation growth, on average, is assumed in line with forecast inflation, excluding growth from new developments
- Other revenue and expenditure growth, in general, is assumed in line with forecast inflation
- Statutory charges reflect dollar increments or percentage increases as specified by statute
- Salaries and wages forecasts are based on current and expected enterprise agreement outcomes
- Interest rates are relative to market expectations
- Capital expenditure is in line with the Asset Management Plans.





# Long Term Financial Plan Dashboard

Financial Indicator	Indicator Explanation	Target
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%
Asset Sustainability Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%
Interest Expense Ratio	Number of times General Rates Revenue (less RLL Levy) can service the annual interest expense	Maximum 10%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less RLL Levy)	Maximum 1.5 years
Borrowings	Total borrowings	Within Prudential Limits
Operating Surplus	Operating Income less Expenditure	Financial sustainability

2019 -2020 forecast	2020 - 2021 Budget	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028	2028 - 2029	2029 - 2030
-5%	-20%	-3%	-2%	-1%	2%	2%	5%	4%	5%	3%
39%	67%	62%	72%	63%	47%	43%	38%	33%	42%	56%
33%	73%	67%	100%	100%	100%	100%	100%	100%	100%	100%
14%	26%	24%	30%	24%	19%	17%	15%	12%	18%	27%
0.8%	1.3%	1.4%	1.5%	1.5%	1.2%	1.0%	0.9%	0.7%	0.8%	1.2%
0.5	0.8	0.7	0.9	0.7	0.5	0.5	0.4	0.3	0.5	0.7
51.6	90.1	85.7	108.4	93.4	72.0	66.4	57.9	47.8	73.2	111.6
(10.5)	(36.4)	(5.2)	(5.1)	(3.2)	4.4	4.3	10.9	9.3	13.5	7.5



# Long Term Financial Plan Analysis

## Operating Surplus Ratio

This indicator represents the percentage by which the major controllable revenue source varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

**Target:** The *Local Government Act 1999* target is to achieve an average operating surplus ratio between 0% and 15% over any five-year period. However, as a capital city council, the City of Adelaide has significant responsibilities in improving its 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.

**Analysis:** The 2019 - 2020 through to 2023 - 2024 financial years are forecasted to fall outside the target range, as a result of reduced income due to COVID-19. Council's response to remediate is to reduce operating expenditure by \$20 million in the 2020 - 2021 Financial Year. This ongoing saving improves the ratio and over time operating surpluses are generated to reduce borrowings and reinvest from 2024 - 2025.

## Net Financial Liabilities

This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets and services from operating income. A steady ratio means Council is balancing the need to borrow against their affordability of debt. An excessive ratio means Council is borrowing beyond their means and cannot generate the income required to service assets and operations.

**Target:** The target for Net Financial Liabilities should normally be greater than zero. If not, then it implies that a council is willing to place a higher priority on accumulated financial assets than applying funds generated from ratepayers to the provision of services and/or infrastructure renewal. The target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.

**Analysis:** City of Adelaide's net financial liabilities are within the prescribed target.

## Asset Sustainability Ratio

This indicator expresses expenditure on asset renewals as a percentage of the projected funding required for asset renewal. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Asset Management Plans (AMPs).

**Target:** A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A higher ratio than 100% suggests that Council is replacing assets earlier than needed. Adoption of a target ratio between 90% and 110%, is in line with the *Local Government Act 1999*.

**Analysis:** The Infrastructure and Asset Management Plans (AMPs) are currently being reviewed and updated including asset levels of service, taking into account community needs, population density/growth impacts and asset management principles.

Impacts of reducing the Infrastructure Program in 2020 - 2021 will increase the renewal funding required over the longer term (to enable the renewal backlog to be undertaken), reducing capacity to deliver new and significant upgrade projects, major projects and emerging priorities in the short to medium term.

As a result of the sustainability ratio falling below that target range for 2019 - 2020 through to 2021 - 2022, consideration will need to be made for the Long Term Financial Plan funding to take a longer term view on asset replacement to ensure it does not interfere with renewals over the life of the plan.

## Prudential Limits (Borrowings)

The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, an upper limit is determined through its financial indicators. When borrowing, Council will consider these financial indicators.

**Target:** The Prudential Limits set within the Treasury Policy are:

- Asset Test Ratio Maximum 50% of saleable assets
- Interest Expense Ratio Maximum 10% of general rates revenue
- Leverage Test Ratio Maximum 1.5 Years.

**Analysis:** City of Adelaide's borrowings are within the prescribed target.



# Reporting and monitoring

## Our Strategy and Our Plan

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

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

## Our Budget

On a quarterly basis Council is presented with a publicly available forecast of their financial performance. It highlights for discussion projected savings and additional funding requests, projects that have been completed with savings and those that have changed in scope, timing, or priority. It also outlines how events in the past quarter have shaped our financial forecast going forward. Careful consideration is given to key financial indicators and ratios, and cashflows estimates in order to secure Council's continued financial sustainability. The report supports Council in responding to emerging economic challenges while continuing to support and deliver for community and business. Should the economic outlook deteriorate, quarterly reviews provide a format to reprioritise services and agree upon necessary efficiency strategies.

The Audit Committee plays a critical role supporting the Council and Chief Executive Officer in the financial reporting framework of Council, by overseeing and monitoring the participation of management and external auditors in the financial reporting process. It also addresses issues such as the approach being adopted by Council and management to address business risks, corporate and financial governance responsibilities and legal compliance. Audit Committee reports to Council after every meeting to identify and present advice and recommendations on matters raised.



image: artwork Morgan Sette and Swift9Graffiti



# Appendices

## **Appendices that support the City of Adelaide 2020 - 2021 annual Business Plan and Budget**

1. Long Term Financial Plan
2. Funding Position (Financial Statement)
3. Infrastructure and Capital Works list
4. Analysis of Capital Expenditure  
and Maintenance



Appendix 1

Long Term Financial Plan - financial statements

Uniform Presentation of Finances												
\$'000s	2019 - 2020 Forecast	2020 - 2021 Budget	2021 - 2022 Plan	2022 - 2023 Plan	2023 - 2024 Plan	2024 - 2025 Plan	2025 - 2026 Plan	2026 - 2027 Plan	2027 - 2028 Plan	2028 - 2029 Plan	2029 - 2030 Plan	
Income	199,774	186,289	201,112	206,560	211,905	225,052	231,149	236,986	242,938	249,009	255,200	
less Expenses	(208,907)	(223,118)	(206,136)	(209,213)	(213,979)	(220,226)	(226,559)	(225,897)	(232,376)	(230,625)	(240,845)	
Operating Surplus / (Deficit) before Capital Amounts	(9,133)	(36,829)	(5,024)	(2,653)	(2,074)	4,827	4,591	11,089	10,562	18,383	14,356	
less Net Outlays on Existing Assets												
Net Capital Expenditure on Renewal and Replacement of Existing Assets	30,568	41,885	30,679	59,001	61,846	56,418	57,096	56,731	57,764	95,438	110,453	
less Depreciation, Amortisation and Impairment	(47,015)	(53,744)	(52,834)	(52,527)	(53,757)	(54,412)	(58,156)	(54,149)	(57,255)	(51,722)	(57,690)	
less Amounts received specifically for Existing Assets	(1,967)	(864)										
Net Outlays on Existing Assets	(18,414)	(12,724)	(22,155)	6,474	8,089	2,006	(1,060)	2,582	510	43,716	52,763	
less Net Outlays on New and Upgraded Assets												
Net Capital Expenditure on New and Upgraded Assets	13,063	25,999	19,020	14,188	-	-	-	-	-	-	-	
less Amounts received specifically for New and Upgraded Assets	(2,893)	(14,650)	(1,141)	-	-	-	-	-	-	-	-	
less Proceeds from Sale of Assets	-	-	-	-	(25,000)	(25,500)	-	-	-	-	-	
Net Outlays on New and Upgraded Assets	10,171	11,349	17,879	14,188	(25,000)	(25,500)	-	-	-	-	-	
Net Lending / (Borrowing) for Financial Year	(890)	(35,454)	(748)	(23,315)	14,837	28,321	5,650	8,507	10,052	(25,333)	(38,407)	

Appendix 1

Long Term Financial Plan - financial statements

Statement of Comprehensive Income												
\$'000s	2019 - 2020 Forecast	2020 - 2021 Budget	2021 - 2022 Plan	2022 - 2023 Plan	2023 - 2024 Plan	2024 - 2025 Plan	2025 - 2026 Plan	2026 - 2027 Plan	2027 - 2028 Plan	2028 - 2029 Plan	2029 - 2030 Plan	
Income												
Rates Revenues	115,593	118,455	123,325	127,025	130,799	135,773	140,104	144,140	148,256	152,454	156,736	
Statutory Charges	11,771	8,900	11,973	12,153	12,389	12,630	12,875	13,125	13,380	13,640	13,904	
User Charges	62,438	53,435	61,470	63,055	64,377	72,280	73,743	75,208	76,700	78,220	79,771	
Grants, Subsidies and Contributions	11,236	4,510	3,051	3,112	3,174	3,238	3,302	3,369	3,436	3,505	3,575	
Investment Income	59	35	26	26	27	27	28	28	29	29	30	
Reimbursements	1,392	691	705	719	733	748	763	778	794	809	826	
Other Income	610	299	305	311	318	324	330	337	344	351	358	
Total Income	203,117	186,326	200,855	206,402	211,817	225,020	231,145	236,985	242,937	249,008	255,200	
Expenses												
Employee Costs	73,838	78,274	71,712	73,212	74,743	76,306	77,903	79,492	81,114	82,769	84,458	
Materials, Contracts and Other Expenses	85,351	88,296	79,001	82,733	83,518	87,379	88,661	90,571	93,710	99,415	103,434	
Depreciation, Amortisation and Impairment	52,456	53,744	52,834	52,527	53,757	54,412	58,156	54,149	57,255	51,722	57,690	
Finance Costs	1,931	2,423	2,504	3,007	2,965	2,494	2,115	1,854	1,561	1,638	2,164	
Total Expenses	213,576	222,737	206,051	211,479	214,983	220,592	226,834	226,066	233,640	235,545	247,746	
Operating Surplus / (Deficit)	(10,459)	(36,411)	(5,196)	(5,077)	(3,167)	4,428	4,311	10,919	9,297	13,463	7,454	
Asset Disposal and Fair Value Adjustments	(112)	(300)	-	-	3,590	(300)	-	-	-	-	-	
Amounts Received Specifically for New or Upgraded Assets	17	3,429	1,141	-	-	-	-	-	-	-	-	
Operating Result of Discontinued Operation	17											
Net Surplus / (Deficit)	(10,553)	(33,282)	(4,055)	(5,077)	423	4,128	4,311	10,919	9,297	13,463	7,454	
Total Comprehensive Income	(10,553)	(33,282)	(4,055)	(5,077)	423	4,128	4,311	10,919	9,297	13,463	7,454	

Appendix 1  
Long Term Financial Plan - financial statements

Statement of Financial Position												
\$'000s	2019 - 2020 Forecast	2020 - 2021 Budget	2021 - 2022 Plan	2022 - 2023 Plan	2023 - 2024 Plan	2024 - 2025 Plan	2025 - 2026 Plan	2026 - 2027 Plan	2027 - 2028 Plan	2028 - 2029 Plan	2029 - 2030 Plan	
Current Assets												
Cash and Cash Equivalents	1,128	800	800	800	800	800	800	800	800	800	800	800
Trade and Other Receivables	15,859	14,789	15,047	15,131	15,434	16,358	16,798	17,221	17,653	18,093	18,542	18,542
Other Financial Assets	143	129	116	104	94	84	76	68	62	55	50	50
Inventories	707	707	707	707	707	707	707	707	707	707	707	707
Total Current Assets	17,837	16,424	16,670	16,742	17,035	17,950	18,381	18,796	19,221	19,655	20,099	20,099
Non-Current Assets												
Financial Assets	250	225	203	182	164	148	133	120	108	97	87	87
Equity Accounted Investments in Council Businesses	629	629	629	629	629	629	629	629	629	629	629	629
Investment Property	2,865	2,894	2,923	2,952	2,981	3,011	3,041	3,072	3,102	3,133	3,165	3,165
Infrastructure, Property, Plant and Equipment	1,857,674	1,867,041	1,877,067	1,890,411	1,913,778	1,884,342	1,877,572	1,874,481	1,869,214	1,903,387	1,945,104	1,945,104
Other Non-Current Assets	1,264	1,264	1,264	1,264	1,264	1,264	1,264	1,264	1,264	1,264	1,264	1,264
Total Non-Current Assets	1,862,682	1,872,053	1,882,086	1,895,438	1,918,816	1,889,394	1,882,640	1,879,565	1,874,317	1,908,510	1,950,249	1,950,249
TOTAL ASSETS	1,880,519	1,888,477	1,898,755	1,912,180	1,935,851	1,907,344	1,901,020	1,898,361	1,893,539	1,928,165	1,970,348	1,970,348
Current Liabilities												
Trade and Other Payables	27,914	37,195	34,853	35,532	42,780	36,468	36,639	36,787	36,941	35,766	35,930	35,930
Provisions	13,876	11,320	11,546	11,777	12,013	12,253	12,498	12,748	13,003	13,263	13,528	13,528
Other Current Liabilities	4,824	3,290	5,093	5,140	5,276	5,434	5,504	4,513	3,291	4,144	3,473	3,473
Total Current Liabilities	46,615	51,805	51,493	52,449	60,069	54,155	54,641	54,048	53,235	53,173	52,931	52,931
Non-Current Liabilities												
Trade and Other Payables	-	1,000	7,000	7,000	-	-	-	-	-	-	-	-
Borrowings	51,600	90,125	85,700	108,354	93,351	72,030	66,380	57,873	47,820	73,153	111,560	111,560
Provisions	1,955	1,585	1,616	1,649	1,682	1,715	1,749	1,784	1,820	1,857	1,894	1,894
Other Non-Current Liabilities	36,848	33,745	46,782	41,642	36,366	30,932	25,428	20,915	17,624	13,480	10,007	10,007
Total Non-Current Liabilities	90,403	126,454	141,099	158,644	131,399	104,677	93,557	80,572	67,265	88,490	123,461	123,461
TOTAL LIABILITIES	137,018	178,259	192,592	211,093	191,468	158,832	148,198	134,620	120,500	141,663	176,392	176,392
Net Assets	1,743,501	1,710,219	1,706,164	1,701,087	1,744,383	1,748,511	1,752,823	1,763,741	1,773,039	1,786,502	1,793,956	1,793,956
EQUITY												
Accumulated Surplus	823,486	790,205	786,150	781,073	781,496	785,624	789,935	800,854	810,152	823,615	831,069	831,069
Asset Revaluation Reserves	918,355	918,355	918,355	918,355	961,228	961,228	961,228	961,228	961,228	961,228	961,228	961,228
Other Reserves	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659	1,659
Total Council Equity	1,743,501	1,710,219	1,706,164	1,701,087	1,744,383	1,748,511	1,752,823	1,763,741	1,773,039	1,786,502	1,793,956	1,793,956

Appendix 1  
Long Term Financial Plan - financial statements

Statement of Changes in Equity													
\$'000s	2019 - 2020 Forecast	2020 - 2021 Budget	2021 - 2022 Plan	2022 - 2023 Plan	2023 - 2024 Plan	2024 - 2025 Plan	2025 - 2026 Plan	2026 - 2027 Plan	2027 - 2028 Plan	2028 - 2029 Plan	2029 - 2030 Plan		
Balance at the end of previous reporting period	1,754,054	1,743,501	1,710,219	1,706,164	1,701,087	1,744,383	1,748,511	1,752,823	1,763,741	1,773,039	1,786,502	1,786,502	1,786,502
a. Net Surplus / (Deficit) for Year	(10,553)	(33,282)	(4,055)	(5,077)	423	4,128	4,311	10,919	9,297	13,463	7,454	7,454	7,454
b. Other Comprehensive Income													
Total Comprehensive Income	(10,553)	(33,282)	(4,055)	(5,077)	423	4,128	4,311	10,919	9,297	13,463	7,454	7,454	7,454
Gain (Loss) on Revaluation of I, PP&E					42,873								
Balance at the end of period	1,743,501	1,710,219	1,706,164	1,701,087	1,744,383	1,748,511	1,752,823	1,763,741	1,773,039	1,786,502	1,793,956	1,793,956	1,793,956



Appendix 1

Long Term Financial Plan - financial statements

Statement of Cash flows												
\$'000s	2019 - 2020 Forecast	2020 - 2021 Budget	2021 - 2022 Plan	2022 - 2023 Plan	2023 - 2024 Plan	2024 - 2025 Plan	2025 - 2026 Plan	2026 - 2027 Plan	2027 - 2028 Plan	2028 - 2029 Plan	2029 - 2030 Plan	
Cash Flows from Operating Activities												
Receipts												
Operating Receipts	199,924	188,261	200,854	206,318	211,514	224,095	230,706	236,561	242,505	248,568	254,751	
Payments												
Operating Payments to Suppliers and Employees	(161,698)	(158,805)	(148,816)	(150,729)	(154,484)	(159,580)	(162,526)	(165,820)	(170,176)	(173,838)	(178,561)	
Net Cash provided by (or used in) Operating Activities	38,226	29,456	52,038	55,588	57,030	64,515	68,181	70,742	72,329	74,730	76,190	
Cash Flows from Investing Activities												
Receipts												
Amounts Received Specifically for New/Upgraded Assets	2,917	3,429	1,141	-	-	-	-	-	-	-	-	
Proceeds from Surplus Assets	-	1,000	6,000	-	25,000	18,500	-	-	-	-	-	
Payments												
Expenditure on Renewal/Replacement of Assets	(30,568)	(41,885)	(30,679)	(59,001)	(61,846)	(56,418)	(57,096)	(56,731)	(57,764)	(95,438)	(110,453)	
Expenditure on New/Upgraded Assets	(13,063)	(25,999)	(19,020)	(14,188)	-	-	-	-	-	-	-	
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided by (or used in) Investing Activities	(40,715)	(63,455)	(42,558)	(73,189)	(36,846)	(37,918)	(57,096)	(56,731)	(57,764)	(95,438)	(110,453)	
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings	2,266	38,525		22,654						25,333	38,407	
Payments												
Repayment from Borrowings		(4,424)			(15,003)	(21,321)	(5,650)	(8,507)	(10,052)			
Repayment of Principal portion of lease liability	(4,719)	(4,853)	(5,055)	(5,053)	(5,181)	(5,276)	(5,434)	(5,504)	(4,513)	(4,625)	(4,144)	
Net Cash provided by (or used in) Financing Activities	(2,453)	33,672	(9,480)	17,601	(20,184)	(26,597)	(11,085)	(14,011)	(14,565)	20,709	34,263	
Net Increase (Decrease) in Cash Held	(4,941)	(328)	-	-	-	-	-	-	-	-	-	
plus: Cash & Cash Equivalents at beginning of period	6,069	1,128	800	800	800	800	800	800	800	800	800	
Cash & Cash Equivalents at end of period	1,128	800	800	800	800	800	800	800	800	800	800	

Appendix 2

Funding Position

**Borrowings summary**

The table below shows the details of borrowings, borrowings movement, and the principal repayments and interest repayments for the prior years' forecast and the next ten years as per the funding requirements in the Long Term Financial Plan.

The level of borrowings associated with the funding requirement is estimated to be below this level and within Council's current Prudential Borrowing Limits due to the timing of cash flows and retiming of projects through the quarterly revised forecast process.

Year	New Borrowings \$'000s	Principal Paid \$'000s	Loan Balance at 30 June \$'000s	Interest Paid/ (Received) \$'000s
2019 - 2020 Forecast	2,266	-	51,600	1,931
2020 - 2021 Budget	38,525	-	90,125	2,423
2021 - 2022 LTFP	-	4,424	85,700	1,711
2022 - 2023 LTFP	22,654	-	108,354	1,893
2023 - 2024 LTFP	-	15,003	93,351	1,962
2024 - 2025 LTFP	-	21,321	72,030	1,607
2025 - 2026 LTFP	-	5,650	66,380	1,347
2026 - 2027 LTFP	-	8,507	57,873	1,209
2027 - 2028 LTFP	-	10,052	47,820	1,028
2028 - 2029 LTFP	25,333	-	73,153	1,181
2029 - 2030 LTFP	38,407	-	111,560	1,804

# Appendix 3

## 2020 - 2021 Infrastructure and Capital Works list

Renewals - Bridges	Description	\$'000
Bridges Renewals Program	Remedial minor works on Adelaide Bridge, Victoria Bridge, Morphet Bridge, University Footbridge and Park Lands footbridges	434
Design Program and Urgent Works	Design program for the 2021 - 2022 Renewals Program and urgent priority works emerging throughout the year	224
<b>Total</b>		<b>657</b>
Renewals - Buildings	Description	\$'000
Rymill Park Public Convenience Renewal	Renewal of the east toilet block including changeroom facilities (Includes \$150 Changing Places Grant Funding)	650
Public Conveniences Park 27B	Installation of a new public convenience in Mary Lee Park (Park 27b)	84
Design Program and Urgent Works	Design program for the 2021 - 2022 Renewals Program and urgent priority works emerging throughout the year	140
Glover South Public Convenience Design	Design works for renewal of public convenience in Glover South (Park 20)	40
Wyatt Street UPark Design	Detailed design for Wyatt Street Car Park relating to the façade and the lifts	54
<b>Total</b>		<b>968</b>
Renewals - Lighting and Electrical	Description	\$'000
Building Management System & CCTV	Renewal of the Building Management System and CCTV to enable corporate needs and meet legislative requirements	800
Lighting and Electrical Renewals program	Essential works on Lighting and Electrical Infrastructure to support a safe, secure and continuous service to the residents, visitors and community	98
Chinatown Safety Lighting	Chinatown and Market District Safety - Lighting	55
<b>Total</b>		<b>953</b>
Renewals - Park Lands and Open Spaces	Description	\$'000
Design Works for Park Lands and Open Space	Design program for the 2021 - 2022 Renewals Program	80
<b>Total</b>		<b>80</b>

# Appendix 3

## 2020 - 2021 Infrastructure and Capital Works list

Renewals - Transport	Description	\$'000
Assorted Design Works and Urgent Works	Design program for the 2021 - 2022 Renewals Program and urgent priority works emerging throughout the year	679
Footpath & Kerb and Water Table Renewal Program	George Street footpath renewal (East and West, North Terrace to Hindley Street)	227
Footpath & Kerb and Water Table Renewal Program	2021 Contribution - North Terrace West	200
Footpath & Kerb and Water Table Renewal Program	Currie Street and Grenfell Street, footpath serviceability works	50
Footpath & Kerb and Water Table Renewal Program	Kerb and water table reconstruction Prospect Road, between Fitzroy Terrace and O'Connell Street	383
Footpath & Kerb and Water Table Renewal Program	North Terrace West, footpath serviceability works	50
Road Renewal Program	Resurfacing Angas Street, between Queen Street and Pulteney Street	343
Road Renewal Program	Resurfacing Main North Road, between Robe Terrace and O'Connell Street	378
Road Renewal Program	Heavy patching serviceability works along the Currie-Grenfell Corridor	125
Road Renewal Program	Resurfacing Hutt Street, between Halifax Street and South Terrace	722
Road Renewal Program	Resurfacing Prospect Road, between Fitzroy Terrace and O'Connell Street	392
Road Renewal Program	Resurfacing of King William Street / Angas Street and King William Street / South Terrace intersections	245
Road Renewal Program	Resurfacing of Grote Street, between Morphet Street and Victoria Square	380
<b>Total</b>		<b>4,174</b>



# Appendix 3

## 2020 - 2021 Infrastructure and Capital Works list

Renewals - Water Infrastructure	Description	\$'000
Brownhill Keswick Creek	Creek remediation, wetland and creek realignment in Park 16s and 20. The Ongoing Multi-Year Stormwater Project is an initiative of the Cities of Unley, Adelaide, Burnside, Mitcham and West Torrens	465
Water Infrastructure Renewal Program	Assorted Design program for the 2020 - 2021 renewals program and priority works emerging throughout the year	440
Water Infrastructure Renewal Program	Torrens Lake retaining structure renewal along the North and South banks	428
Water Infrastructure Renewal Program	Francis Street stormwater renewal	447
Water Infrastructure Renewal Program	Torrens Lake Weir 1 Seal Replacement	100
Total		1,880

Renewals - Traffic Signals	Description	\$'000
Traffic Signals Renewal Program	Renewal of conduits and cables	434
Traffic Signals Renewal Program	Renewal of audio tactile and push button	320
Traffic Signals Renewal Program	Renewal of traffic lanterns and signal controllers	249
Total		1,003

Renewals - Urban Elements	Description	\$'000
Playground renewals for QKIP	Renewal of Playground located within Rymill Park (Park 14) in alignment with Quentin Kenihan Inclusive Playspace	270
Design Program and Urgent Works	Design program for the 2021 - 2022 Renewals Program and urgent priority works emerging throughout the year	120
Public Art Refurbishment	Refurbishment of End Divided Paths, Doris May Graham Monument, Three Rivers Fountain, Montefiore Hill Balustrade and Colonel Light Statue Park 26	175
Total		565

# Appendix 4

## Analysis of Capital Expenditure and Maintenance

### Net Outlays on Existing Assets

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

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

Council’s AMP aims to predict infrastructure consumption and renewal needs and considers new infrastructure needs to meet future community service expectations. The revised Plans will be 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 Outlay on Existing Assets	2020 - 2021 Budget \$'m	2019 - 2020 Forecast \$'m
Gross Expenditure on Renewal / Replacement of Assets	36.6	27.5
Gross Expenditure on Renewal / Replacement of Subsidiary Assets	5.3	3.5
Depreciation	(53.7)	(52.9)
Proceeds from Sale of Replaced Assets	-	-
Amounts received specifically for Renewal / Replacement of Assets	(0.9)	(2.8)
EQUALS: Net Outlays on Existing Assets	(12.7)	(24.8)

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

Net Outlay on New and Upgraded Assets	2020 - 2021 Budget \$'m	2019 - 2020 Forecast \$'m
Gross Expenditure on New / Upgraded Assets	26.0	13.9
Gross Expenditure on New / Upgraded Subsidiary Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
Amounts received specifically for New / Upgraded Assets	(14.7)	(2.9)
EQUALS: Net Outlays on New and Upgraded Assets	11.3	11.0



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