

# 2024/25 Business Plan & Budget



**Our Adelaide.  
Bold.  
Aspirational.  
Innovative.**



# Our Adelaide. Bold. Aspirational. Innovative.

The 2024/25 Business Plan and Budget (BP&B) is the key annual operational and financial planning document for the City of Adelaide. It describes the priorities, programs, services and projects that we plan to deliver, our sources of revenue, financial levers, long term sustainability and how we propose to allocate our budget.

It is the second BP&B for this Council and the first to deliver on the Strategic Plan 2024-2028 and our new vision for the future.

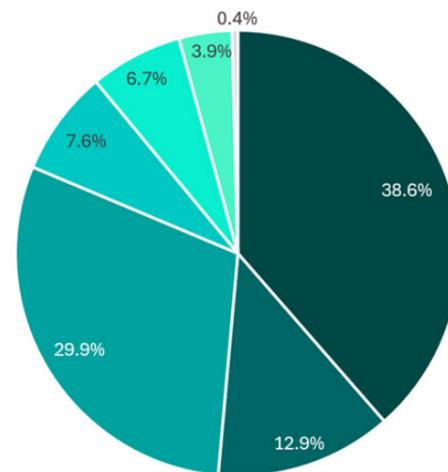
Our budgeted expenditure of \$281.832 million across operating and capital budgets focuses on the prioritisation of community and civic services, activities that support the city's cultural and economic development, and projects that maintain and upgrade infrastructure within the city and the Adelaide Park Lands.

To drive the delivery of our new Strategic Plan, Council will continue to focus on repairing our budget after historical financial pressures associated with frozen rates and the COVID-19 pandemic impacted our ability to renew assets, upgrade infrastructure and provide core community services

For 2024/25 Council is proposing to do this through:

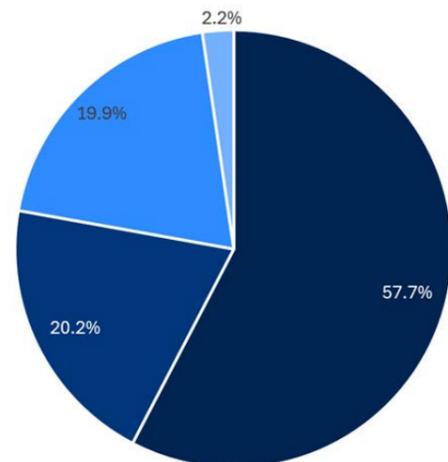
- A focus on delivery of the new Strategic Plan with key projects and infrastructure upgrades
- Understanding what our community expects and delivering core council services
- Delivery of a financially sustainable budget with an equitable approach to income generation, in line with our Long Term Financial Plan
- Delivery of an operating position to meet the ongoing cost requirements of our Asset Management Plans, working towards a target of 100% asset renewals
- A rate increase lower than many in the sector, while re-introducing a rate rebate to support pensioners in our community
- Prioritising our operational budget, grants and sponsorships and where there are opportunities to partner with other levels of Government to seek co-funding.

## Where our funds come from:



Rates - Non Residential	\$108.681m (38.6%)
Rates - Residential	\$36.227m (12.9%)
Fees and Charges (Statutory and User Charges)	\$84.292m (29.9%)
Borrowings	\$21.581m (7.6%)
Proceeds from the Sale of Assets	\$19.000m (6.7%)
External Funding	\$10.868m (3.9%)
Other	\$1.183m (0.4%)
<b>TOTAL:</b>	<b>\$281.832m</b>

## How funds are spent:



Service Delivery	\$162.502m (57.7%)
New and Upgraded Assets	\$56.809m (20.2%)
Renewal/Replacement of Assets	\$56.022m (19.9%)
Strategic Projects	\$6.499m (2.2%)
<b>TOTAL:</b>	<b>\$281.832m</b>

## Investing more than \$110m into our Capital Works Program

including over \$56m for asset renewal for the \$2 billion plus owned Council assets (including roads, footpaths, parks, buildings)

## Committing 1.5% of our rate income to upgrading buildings in the Adelaide Park Lands

ensuring sporting clubs and our community have the facilities they need now and for future generations

## Implementing the Mainstreet Revitalisation Program

starting upgrades in Hindley Street and designing with community input upgrades for Gouger, O'Connell and Hutt Streets

## Investing \$2.5m to drive affordable, safe and quality housing outcomes

including partnerships to support homelessness and initiatives to attract and retain residents

## Stimulating growth in the city's economy

through major investments such as 88 O'Connell, Market Square and the Council-led development at 218-232 Flinders Street

## Focusing on core community services

including investing \$22.889m on maintenance of open space and the Adelaide Park Lands, \$8.325m on road renewals, \$5.377m and \$5.832m on waste management

## Leading Adelaide into a climate resilient future

with \$3.531m spent on implementing initiatives from our Integrated Climate Strategy

## Funding through responsible principles of financial sustainability

reflecting a general rates revenue increase of 5.9%



# Our City.

**12,558**

local businesses

**15.6sqkm**

total land area

**169,940**

local jobs

**27,901**

city residents

**47%**

aged 18 to 34

**20%**

aged 60 and over

**\$24billion**

contribution to State Economy (18%)

**\$4.6billion**

local spend (June '23 - May '24)

**4,937**

lone person households (41%)

**2.4million**

local and overseas tourists

**50%**

rentals (of all private households)

**390,000+**

people visit the city daily

## Sources:

Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions); National Institute of Economic and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions); Spendmapp by Geografia; Tourism Research Australian, unpublished data; City of Adelaide data

**The City of Adelaide is the heart of the state's civic, cultural and commercial life.**

**First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is known for being progressive, resilient, bold, trailblazing and enterprising.**

From the Nationally Heritage Listed Adelaide Park Lands that breathe life to our city, to our culturally diverse neighbourhoods and unique and easy to get around precincts, with year round events and activations, a vibrant outdoor dining scene and international recognition as a UNESCO City of Music, all these factors offer an unparalleled quality of life.

The city of Adelaide boasts a bustling business landscape, accommodating over 12,000 enterprises and fostering approximately 169,940 local jobs, contributing nearly 18% to the State's economic prosperity. Leading industries include financial and insurance services, professional and scientific sectors, health, education, and public administration and safety, reflecting the city's economic vitality and diversity.

The city accommodates approximately 28,000 residents and over 390,000 daily visitors. Adelaide's allure extends globally, attracting over two million tourists annually. The city's vibrant atmosphere is unmistakable, nurturing inclusivity and connectivity within its diverse population, which includes individuals of all ages, from the young to the young-at-heart. Adelaide's appeal extends far and wide, inviting everyone to be a part of its rich tapestry of experiences.

We aspire to strengthen what we know makes Adelaide one of the world's most liveable cities. The City of Adelaide's great liveability is created not just through our layout and world-class infrastructure, but also through the breadth of our heritage, festivals, residents, businesses, students and visitors.



## Kurna Acknowledgement

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi.

Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

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

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

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

## Lord Mayor introduction



**Revitalising and improving our main streets, combating the effects of climate change through increased greenery and undertaking urgent infrastructure upgrades are the focus of this Council's second Budget.**

The centrepiece of the 2024/25 Business Plan & Budget is a \$112 million capital works program, allowing us to deliver important upgrades to Hindley, Hutt and Gouger streets, a new Experience Adelaide Centre for tourists and urgent asset renewals.

This Budget proposes spending almost \$7 million towards strategic initiatives including the Adaptive Reuse Housing Project, Integrated Climate Strategy and City Activation.

In addition, we're setting aside 1.5 per cent of our rates revenue, equivalent to about \$2.027m) to upgrade sports clubrooms across our Park Lands, ensuring the community has adequate facilities.

The Council remains committed to post-COVID budget repair following a period of reduced income and extensive fee remissions.

During the pandemic, Council spent \$22 million through rent relief, activation grants, and hardship assistance to shield our city ratepayers from its full force.

That spending was on the back of a period where the rate in the dollar had been frozen for nine years and charges for Park Lands rental and on-street dining were waived for five years.

Council is not immune from the increased cost of materials and labour, with prices rising by up to 25 per cent.

So, considering the issues we face, a 5.9 per cent rate increase is quite modest after the preceding decade of deferred ambient CPI increases.

We are committed to making a significant investment in improving the look and feel of the city, and this Budget will help deliver this.

Dr Jane Lomax-Smith  
Lord Mayor City of Adelaide

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**This Business Plan and Budget sets out the Council's priorities, services, programs, projects and budget for 2024/25.**

**This plan delivers on Year 1 of the Strategic Plan 2024-2028 and Council has provided a list of priorities, highlights and measures for the year ahead (Our Strategy and Plan).**

What the community can expect to see delivered throughout the year has been provided under each Program of the Organisation, alongside a Capital Works Program (Our Programs and Projects).

The financial information, including our financial framework and new Resource Plan 2024-2028, that underpins this plan, is provided at the end of this document (Our Resources and Plan).

Further information, including Council's subsidiary plans and budgets, is available online at [cityofadelaide.com.au/budget](http://cityofadelaide.com.au/budget)

## Frequently used terms within this document:

**Budget views:** Within this document we have presented Operational budgets within each Portfolio and Program of Council (the administrative structure). Each budget table presents two views – an operating view, which is a summary of the nature of the income and expenditure consistent with the financial statements; and the activity view, which provides the budget by the services and deliverables of each Program.

*Note: the Operating View and Activity View are different views of the same budget information of programs.*

**Capital Projects:** Support the delivery of Council's Strategic Plan and its Strategic Asset Management Plan. The delivery of projects is prioritised / reviewed annually to deliver on relevant financial and asset indicators.

**FTE:** Full Time Equivalent (1.0) employee.

**Operating Activities:** Deliver on Council decisions, partnerships and/or strategic projects that are ongoing in nature.

**Program and Portfolio:** A description of the structure of the organisation, consisting of a group of people responsible for specific policies, strategies, plans, functions and services. Multiple programs make up a Portfolio. Each Portfolio is led by a Director, who is a member of the Executive, and reports to the CEO.

**Service:** Local government services that meet community need, expectation and legislated requirements.

**Strategic Projects:** Generally, 'one off' activities that have been prioritised to be delivered within a specific timeframe to meet strategic outcomes, often as a result of Council decisions and/or partnerships.

**Subsidiaries:** Established by Council under Section 42 of the *Local Government Act 1999 (SA)* that operate under independent boards or organisations that City of Adelaide either operates or supports.

# Our Strategy and Plan

- Our Strategy
- Spotlight on key Projects
- Our Community
- Our Environment
- Our Economy
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- Our Corporation
- Performance
- How we Plan
- Grants and Partnerships



# Our Strategy

**As the Capital City Council for all South Australians, we play a key role in ensuring that Adelaide continues to be a cultural, civic and economic hub where our residents, students, visitors, workers and businesses can thrive.**

**To shape this future requires bold thinking, long-term planning and a vision. In December 2023, Council adopted a new Strategic Plan with a long-term vision of:**

**Our Adelaide.  
Bold.  
Aspirational.  
Innovative.**

The Strategic Plan was developed in a time of change and uncertainty for our city and community – the post pandemic environment, inflation forecasts, housing crisis and climate change resilience are at the top of Council's agenda.

By acknowledging these important areas of focus and the issues our city and community face, we need to focus our resources over the next four years to deliver bold, aspirational and innovative projects and services.

The Strategic Plan is not only for Council, it is a plan for our ratepayers, residents, visitors, workers and all key stakeholders. To drive the immediate actions that will be delivered to achieve Council's vision we know we need to be bold in how we respond to the challenges that will unfold over the coming years, and we will create new opportunities that will have a transformative impact on our city, community and businesses.

The 2024/25 Business Plan and Budget commits Council's resources and budget to delivering Year 1 of the new Strategic Plan 2024-2028.

To focus on strategic delivery, five aspirations have been developed:

### **Our Community:**

Vibrant, connected and inclusive

### **Our Environment:**

Resilient, protected and sustainable

### **Our Economy:**

Growing, innovative and responsive

### **Our Places:**

Interesting, purposeful and safe

### **Our Corporation:**

High performing, customer-centric and bold

Each aspiration has objectives that guide delivery, key actions which tell the community what we'll do and indicators of success, which will tell us how well we delivered. Across all five aspirations Council has articulated 70 Key Actions to focus on delivering over the next four years.

Consultation on the Draft Strategic Plan occurred across October and November 2023, following several months of internal research, workshops with Council Members and discussions with key stakeholders.

Over 10,000 members of the community interacted in some way with our consultation on the Draft Plan – with almost 100 providing us direct feedback. From online, to in-person, we heard from the community that there is a lot of pride in Adelaide. We heard clearly that climate change and the environment, housing supply and affordability and transport and moving people around the city are all important areas for the future.

**"I like the green belt around the inner city & note the new trees plantings around. Love the street canopies in where I live.....More trees please."**

**"The tram is enjoyable to ride - more tram lines. The city is compact and easy to get out of, hope it stays that way. Keep new buildings in the style of existing architecture"**

**"Adelaide is a great landscape and climate for walking"**

**"Keep the green spaces/ parklands free for all wildlife to continue to thrive"**

**"Accessible EV charging"**

**"Incentive for tech businesses to create more jobs"**

**"Open up side streets & lanes so that they are pedestrian friendly"**

**"More events or nightlife - Experiences to keep the city awake but not everyday"**

**"More green sustainable spaces, establish neighbourhood vegie gardens where people can grow and share produce"**

**"Cheaper housing, homelessness support, funding for art projects"**

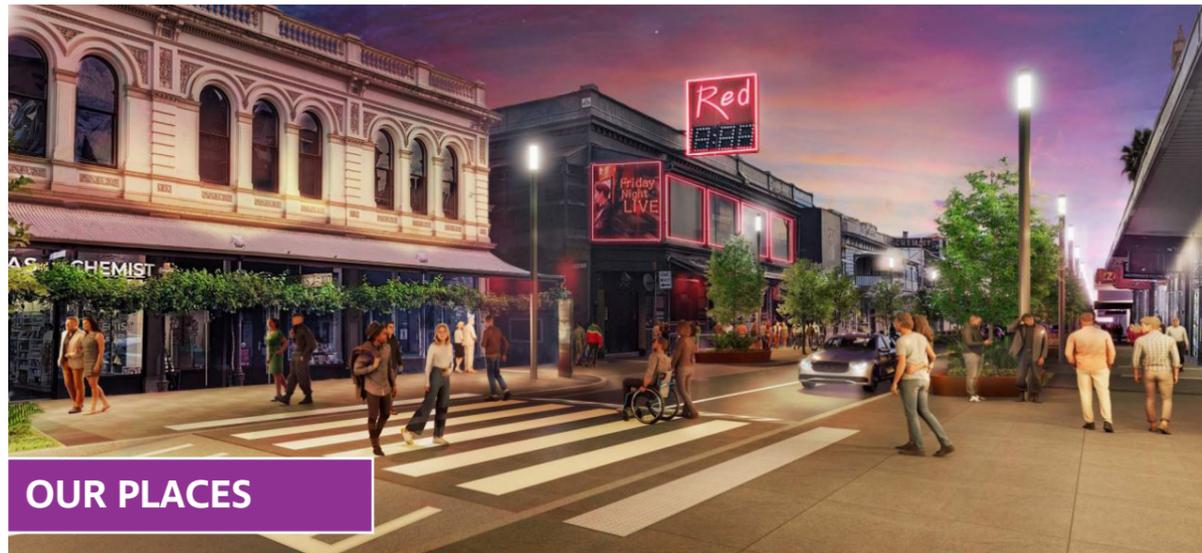
**"Mixed of old & new buildings. Good interesting design. Mix of activities, spaces of discovery, more pedestrian friendly please"**

*Select quotes from our Strategic Plan consultation*



# Spotlight on key projects

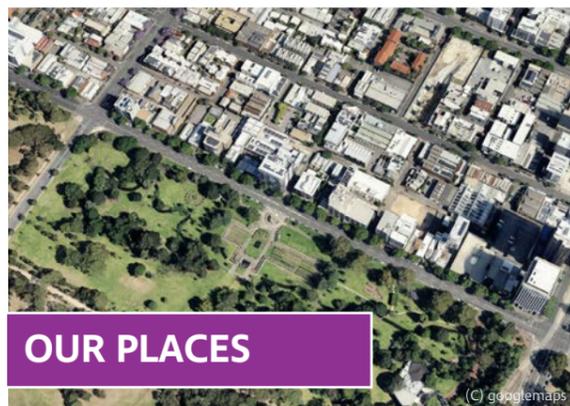
A brief look at some of the key projects we're delivering this year:



## OUR PLACES

### Hindley Street revitalisation

The first major upgrade in 25 years will commence on Hindley Street, with a total of \$15m to be invested to make Adelaide's premier entertainment mainstreet a destination for all, improving accessibility, safety and urban design.



## OUR PLACES

### South Terrace Asset renewal

Over \$2m will be spent on renewing South Terrace from King William Street to Morphett Street, with a focus on road resurfacing, kerb and water table renewal and footpath renewal (\$1.2m on footpaths alone).



## OUR PLACES

### City Square improvements

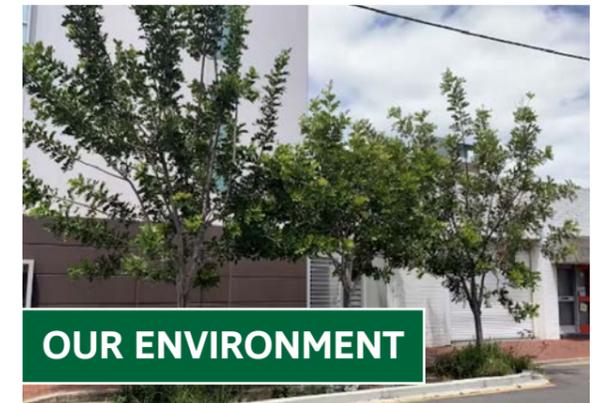
Over \$0.5m being spent on lighting and footpaths in Wellington Square / Kudnartu renewals and \$0.25m for detailed design of the Light Square / Wauwi Master Plan.



## OUR ECONOMY

### Market Square

Council continues, with its partner ICD Property, the once-in-a-generation redevelopment of the Central Market Arcade. Market Square will incorporate new residences, commercial offices, retail, a premium hotel and an expansion of the Adelaide Central Market.



## OUR ENVIRONMENT

### Increase greening in the City

Council is investing over \$1.8m to make Adelaide a greener city. This will see increased tree planting through the Public Realm Greening Program and the Greener City Streets Program, beautifying city streets and increasing climate resilience.



## OUR COMMUNITY

### Housing and Homelessness

An almost \$2.5m investment will see Council continuing to support the Adelaide Zero Project through ongoing resourcing, delivering property investigations for future housing and partnering with the State Government to investigate, drive and advocate for adaptive reuse housing initiatives, to convert vacant offices, and above-retail spaces, into residential accommodation in the city.



## OUR CORPORATION

### ESCOSA review

Undertaken by the Essential Services Commission of South Australia (ESCOSA) advisory body, Council will participate in the ESCOSA review in the 2024/25 financial year. The review will provide independent, risk-based advice to assist councils when making long-term financial and investment decisions for the benefit of ratepayers.

# Our Community

## Vibrant, connected and inclusive

### Outcomes:

Drive affordable, safe and quality housing outcomes that attract and retain residents in our city.

An interesting and engaging place to live, learn and visit.

An inclusive, equitable and welcoming community where people feel a sense of belonging.

### Strategic Plan Key Actions to prioritise this year:

- Support increased residential growth and housing affordability through partnerships and advocacy.
- Reduce rental pressures by increasing housing supply and unlocking properties for long-term tenants.
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city.

### We will deliver on these priorities by:

- Implementing the Housing Strategy, by actively seeking partnership opportunities with private, public and community developers to increase supply of affordable housing.
- Establishing a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.

### Projects that deliver on this aspiration:

- 218 - 232 Flinders Street Master Plan Investigations (\$150,000)
- Adaptive Reuse City Housing Initiative (\$290,000)
- Bonython Park / Tulya Wardli (Park 27B) - Community Sports Building (detailed design) (\$100,000)
- City Activation (\$502,000)
- City of Music Laneways - The Angels Artwork (\$45,000)
- Delivering the Planning and Design Code Amendment Program 23-26 (Year 2) (\$240,000)
- DHS Community Neighbourhood Development Funding (\$99,038)
- Disability Access and Inclusion Plan 2024-2028 Implementation (\$315,000)
- Golden Wattle Park / Mirnu Wirra (Park 21 West) - New Community Sports Building (detailed design) (\$100,000)
- Honouring Women in the Chamber – Portrait Commissions (\$12,000)
- Iparrityi Commission for Whitmore Square (\$140,000)
- Melbourne Street Public Art (\$200,000)
- Place of Courage (\$90,000)
- Public Art Action Plan Deliverables (\$250,000)
- Reconciliation Action Plan 2024-2027 Implementation (\$150,000)
- Ruby Hunter & Archie Roach Laneway Artwork (\$25,000)
- Social Planning Homelessness and Adelaide Zero Project Resourcing (\$208,000)
- South West Community Centre (\$1,500,000)

### Measures within our Strategic Plan to deliver in 2024/25:

- Review the Active City Strategy by 2025
- Develop an overarching grants policy to support diversity in arts, culture, community development, recreation & wellbeing by 2025
- Review library and community centre service delivery model to better meet the evolving community's need by 2025
- Establish and deliver a new Stretch Reconciliation Action Plan by 2024
- Establish a new Diversity, Access and Inclusion Plan by 2024
- Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs
- Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities



# Our Environment

## Resilient, protected and sustainable

### Outcomes:

Lead as a Low Carbon Emissions City.

A sustainable city where climate resilience is embedded in all that we do.

The status, attributes and character of our green spaces and the Park Lands are protected and strengthened.

### Strategic Plan Key Actions to prioritise this year:

- Work with our partners to plan for, lead and educate our community on a climate resilient future.
- Work with partners to create innovative ways to create or convert underutilised areas to green space.

### We will deliver on these priorities by:

- Delivering the Sustainability Incentive Scheme, which supports our partners and community to implement changes to enable a reduction in community carbon emissions.
- Partnering with the State Government to undertake a Master Plan for Helen Mayo Park, to improve community access.

### Projects that deliver on this aspiration:

- Adelaide Park Lands Strategic Water Resources Study (\$50,000)
- Botanic Catchment Water Course Rehabilitation (\$340,000)
- Brown Hill Keswick Creek (financial contribution) (\$320,000)
- Feasibility Studies - Waste and Recycling Collection (\$100,000)
- Greener City Streets Program (heat and tree canopy mapping) (\$122,500)
- Light Square / Wauwi – Master Plan (detailed design) (\$250,000)
- National Heritage Management Plan Implementation (\$100,000)
- Public Realm Greening Program (street tree planting) (\$1,700,000)
- Resilient Flood Mapping (\$1,722,500)
- SA Power Networks (SAPN) Luminaire Upgrades (\$50,000)
- Victoria Park / Pakapakapanthi (Park 16) Master Plan (detailed design) (\$250,000)

### Measures within our Strategic Plan to deliver in 2024/25:

- Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes
- Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings
- 50 dwellings are delivered annually through adaptive reuse of underutilised buildings
- All new dwellings built from 2025 are fully electric (no internal gas supply)
- Support a net increase in street trees annually, aligned to heat island data within Council's Climate Strategy



# Our Economy

## Growing, innovative and responsive

### Outcomes:

Adelaide's unique experiences and opportunities attract visitors to our city.

Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy.

Council is driving development opportunities for our community via diverse commercial activities.

### Strategic Plan Key Actions to prioritise this year:

- Work with partners, universities and businesses to attract investment and improve employment opportunities.

### We will deliver on these priorities by:

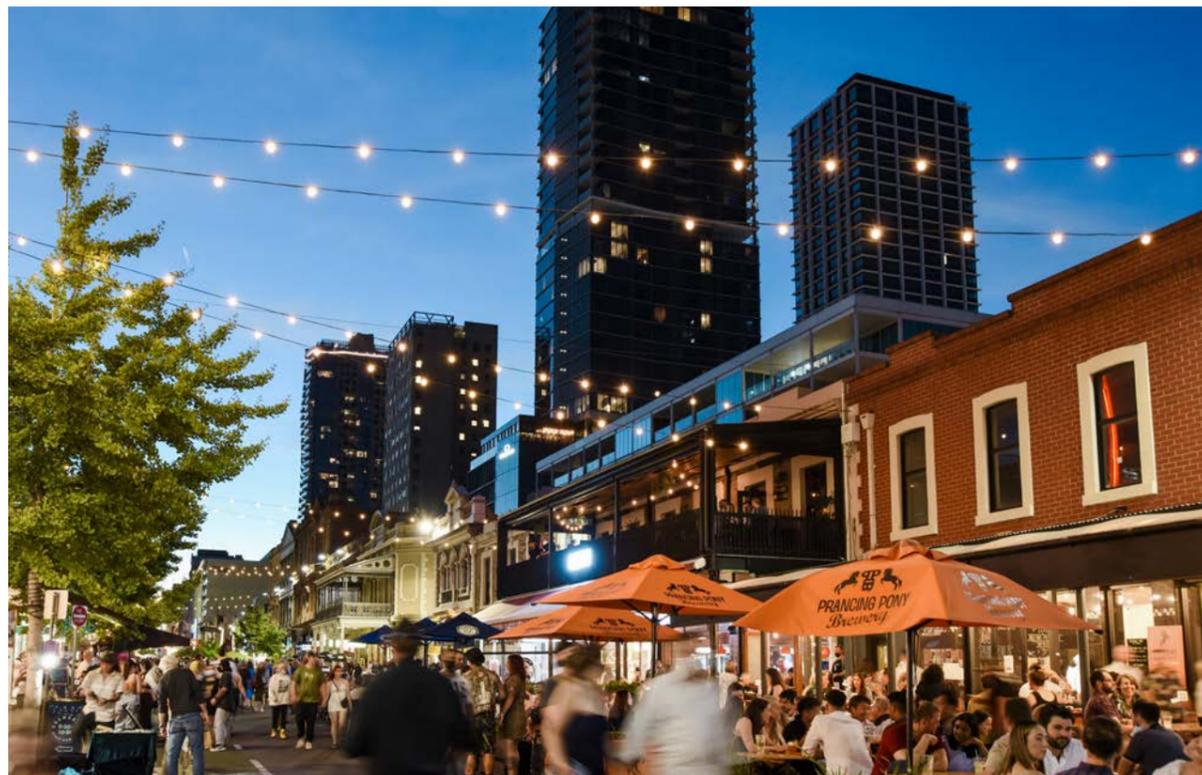
- Delivery of an investment attraction program as per the AEDA Business Plan.

### Projects that deliver on this aspiration:

- 88 O'Connell Project Delivery (\$80,000)
- Adelaide Central Market Expansion Operational Preparedness (\$220,000)
- Central Market Arcade Options (\$285,000)
- Central Market Arcade Redevelopment (\$15,917,570)
- Economic Development Strategy Implementation (\$106,000)
- Experience Adelaide Centre (\$3,954,000)
- Rundle Mall Live Music Program (\$100,000)
- Tourism and Business attraction (\$133,000)

### Measures within our Strategic Plan to deliver in 2024/25:

- Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy
- Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth
- Review the Strategic Property Action Plan by 2024 to manage opportunities including car parks and other commercial assets for our community



# Our Places

## Interesting, purposeful and safe

### Outcomes:

Community assets are adaptable and responsibly maintained.

Encourage bold, interesting and purposeful development that supports the changing needs of our community and city.

Create safe, inclusive and healthy places for our community.

### Strategic Plan Key Actions to prioritise this year:

- Encourage repurposing, adaptive reuse and improvement of buildings and facilities.
- Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique.

### We will deliver on these priorities by:

- Delivering the Adaptive Reuse City Housing Initiative, which will identify building stock suitable for adaptive reuse.
- Commencing construction of the Hindley Street Revitalisation project and progress designs for Gouger Street, O'Connell Street and Hutt Street Revitalisation projects.

### Projects that deliver on this aspiration:

- Asset Condition Audit (\$595,000)
- Bikeways (North-South) (\$1,250,000)
- Bridge Maintenance Program (\$400,000)
- Charles Street – Streetscape Upgrade Major Project (\$5,925,000)
- Frome Street - Footpath Upgrades (\$550,000)
- Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) - Improvements (detailed design) (\$20,000)
- Glen Osmond Road / Hutt Road Intersection Upgrade (\$22,000)
- Golf Links - Building Compliance Upgrades and Commercial Offering (\$80,000)
- Hutt Street and South Terrace – Stormwater Improvements (\$115,000)
- Hutt Street Entry Statement Project (\$730,000)
- James Place – Upgrade (\$100,000)
- Jeffcott Street – Pavement and Stormwater Upgrades (concept design) (\$10,000)
- Local Heritage Assessments - 20th Century Buildings (\$50,000)
- Main Street Revitalisation - Gouger Street (detailed design) (\$1,250,000)
- Main Street Revitalisation - Hindley Street (\$4,980,000)
- Main Street Revitalisation - Hutt Street (detailed design) (\$1,250,000)
- Main Street Revitalisation - Melbourne Street (planning) (\$100,000)
- Main Street Revitalisation - Melbourne Street Improvements (\$612,000)
- Main Street Revitalisation - O'Connell Street (detailed design) (\$1,000,000)
- Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade (\$149,000)
- New Parents Room with store room (Central Market) (\$55,000)
- Park Land Buildings Upgrades (\$1,763,000)
- Plant and Fleet Replacement Program (\$108,000)
- Royal Avenue – Improvements (\$100,000)
- Rymill Park / Murlawirrapurka (Park 14) – Master Plan safety and accessibility works (\$822,000)
- School Safety Implementation Project (\$250,000)
- Torrens retaining structure (\$1,600,000)
- Transport Strategy (\$200,000)
- Vincent Street and Vincent Place – Improvements (\$1,203,000)

### Measures within our Strategic Plan to deliver in 2024/25:

- Commence the design of the O'Connell Street upgrade project by 2024/25
- Commence the design of the Hutt Street upgrade project by 2024/25
- Develop the City Plan by 2024
- Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025
- Deliver conservation management plans for heritage assets by 2025
- Review the Disability Access and Inclusion Plan by 2024
- Review the Dog and Cat Management Plan by 2024
- Review and implement by-laws which respond to community needs by 2025



# Our Corporation

High performing, customer-centric and bold

## Outcomes:

Effective Leadership and Governance

Exceptional Customer Experience

Financial Sustainability

People Engagement

Strategy, Value and Efficiency

Technology and Information

## Strategic Plan Key Actions to prioritise this year:

- Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services.

## We will deliver on these priorities by:

- Delivering the 2024/25 BP&B within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

## Projects that deliver on this aspiration:

- Communication Server Relocation and Associated Services (Central Market) (\$300,000)
- Contact Centre Software Replacement (\$450,000)
- Cyber Security Enhancement (\$85,000)
- ESCOSA Review (\$40,000)
- On-Street Parking Compliance Technology and Customer Analytics Reform (\$148,200)

## Measures within our Strategic Plan to deliver in 2024/25:

- Review Emergency Management Plans and response by 2025
- Review the Rating system to ensure optimum outcomes by 2024
- Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024
- Financial indicators are in line with annual targets (as outlined in the LTFP) with a focus on Asset Renewal Funding Ratio between 90% and 110%
- Deliver and maintain a Workforce Strategy by 2024
- Deliver a City of Adelaide Graduate Program by 2025
- Develop and implement a Strategic Partnership Framework to achieve best practice outcomes including benchmarking opportunities by 2024
- Complete a review of the Strategic Planning framework by 2024
- Strategic and Capital Projects are delivered on time and on budget (target 75%)
- Review the Community Engagement approach by 2025
- Develop baseline data for relevant measures in the Strategic Plan by 2024

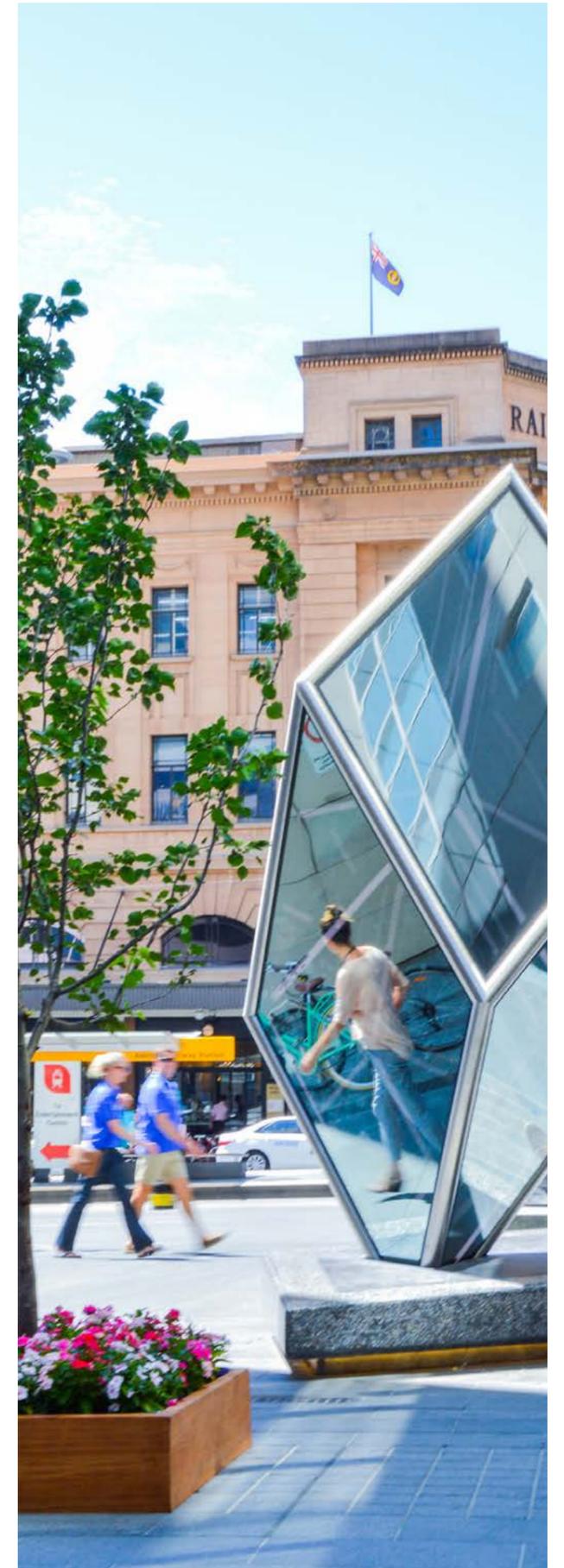
# Performance

The Strategic Plan 2024-2028 includes a range of indicators of success to ensure Council is on a path to deliver our long-term vision. These were built based on conversations with Council, our community and consideration of external influences and other Government Strategies and Plans. While many of these are for the life of the Strategic Plan or beyond, a number of measures are specific to 2024/25.

The assessment of performance and progress against the BP&B, including the services, projects, commercial businesses and budget of Council are provided through quarterly updates. The updates also outline how events in the past quarter have shaped our financial forecast going forward and any changes in scope and budget to deliverables. Careful consideration is given to key financial indicators and ratios, and cash flow estimates to guide decision making that supports Council's financial sustainability through these updates. This reporting supports Council to respond to emerging challenges while continuing to support and deliver for our community. Quarterly reviews provide an opportunity for Council to re-prioritise services, projects and budgets as required.

At the end of each financial year the City of Adelaide also prepares an Annual Report which provides an update on the progress of Council's Strategic Plan and the extent to which the City of Adelaide achieved these actions and measures.

Council also monitors community feedback as well as key city, community and service indicators and measures to provide support in understanding indicators of achievement against our plans and identify risks and opportunities. These keep us on track and support transparency and accountability by ensuring our progress is communicated and shared in a consistent manner.



# How we plan

## Strategic Planning Framework

**From July 2023, the City of Adelaide finalised a new Strategic Plan while initiating discussions on the 2024/25 Business Plan and Budget – bringing long term and short term planning discussions together. To ensure the delivery of a Strategic Plan long term vision and the short term objectives and actions, it is essential to plan so that long-term aspirations are embedded into the everyday business of Council.**

Under the *Local Government Act 1999 (SA)*, Council must develop and adopt 'strategic management plans' which identify Council's objectives, how Council intends to achieve its objectives, how these fit with the objectives of other levels of government, performance measures and estimates of revenue and expenses. These plans must cover at least four years and are revisited after every Council election.

The Strategic Plan 2024-2028 confirmed the approach as:

### **Strategic Plan (Community)\*:**

Long term with a four year delivery focus. Planning for vision and aspirations.

### **Long Term Financial Plan (Financial)**

Ten-year plan, revised annually to ensure a ten year view is maintained. Planning for long term financial sustainability.

### **Asset Management Plans (Infrastructure)**

Suite of ten year plans. Planning for the sustainable renewal and maintenance of assets.

### **City Plan (Development / Built Form)**

Ten year spatial plan. Planning for future land uses and built form.

*\*The Strategic Plan is supported by a Resource Plan – the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four year delivery over 2024–2028.*

## Operating environment

**In developing the new Strategic Plan, Council undertook a large scale community engagement as well as an operating environment scan into a range of political, environmental, social, local and global influences, all of which provided insights into what is impacting our city and community.**

**This information has further supported the build of this Business Plan and Budget and includes the following considerations:**

- Global and domestic economic conditions, which continue to impact the cost of delivery, resource availability and visitation and expenditure trends
- An increase in our Council area's population alongside changing demographics, including an ageing population, cultural diversity and a more mobile population
- Climate change, environmental sustainability and our community's resilience to these impacts
- State and Federal Government policy positions (including but not limited to development assessment and planning regulations, transport regulations and immigration)
- Housing supply and affordability to support growing, safe and inclusive communities

## 2024/25 delivery

**Council continues to demonstrate its credentials as a safe and liveable city. The city is continuing to grow and move forward from the post-COVID-19 recovery period with Council's financial responsiveness to the early impacts of the pandemic delivering much needed support and investment in local businesses and our community.**

In 2024/25 Council will focus on repairing our budget, after historical financial pressures associated with frozen rates and the COVID-19 pandemic, impacted our ability to renew assets, upgrade infrastructure and provide core community services. Council recognised our current financial position, and the need to make financially sustainable decisions throughout the Business Plan and Budget process, so revenue can be redirected to urgent upgrades of our basic city infrastructure, while continuing to deliver valued outcomes for the community. This includes rethinking Council's core revenue bases and our asset management levels of service.

This annual plan provides a commitment to the community to deliver on the Strategic Plan and provide services and projects within our budget and resources to achieve:

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

# Grants and partnerships

**The Strategic Plan 2024-2028 reflects Council's commitment to working with others to shape the future of our city for the benefit of the whole state.**

**To ensure that we can deliver on our long-term vision and short term strategic plan actions, we need to be outward looking and work collaboratively with Federal, State and Local Governments to demonstrate excellence, innovation and exceptional service provision.**

We will continue to advocate, build strong partnerships and leverage our relationships, to seek co-investment, grants and contributions for the benefit of the city and our community.

Key partnerships include those with the Federal, State and Local Government sectors and strategic non-government (private sector, community groups and not-for-profit) organisations.

## Our partnerships include:

### Capital City Committee:

The Capital City Committee is the main forum for the City of Adelaide and the State Government of South Australia to progress the strategic development of our city.

### Council of Capital City Lord Mayors (CCCLM):

The Lord Mayor works with other leaders on the CCCLM to represent the special roles and interests of each Australian Capital City in relation with other spheres of government.

### Local Government Collaboration:

These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, greater Council efficiency and sharing of resources.

### Strategic Partnerships:

While government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, strategic partnerships provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

External Funding 2024/25 (\$'000)			
Federal Grant Funding	Operating	Capital	Total
Adelaide City Deal		3,954	3,954
Commonwealth Home Support Program (CHSP)	300		300
Financial Assistance – Roads to Recovery	255		255
Local Government Financial Assistance Grant	1,055		1,055
Local Roads and Community Infrastructure Program (LRCI Phase 4)		338	338
Supplementary Local Roads	126		126
State Government Funding	Operating	Capital	Total
Botanic Catchment Water Course Rehabilitation		170	170
Charles Street Streetscape		212	212
Cycling Infrastructure		638	638
DHS Community Neighbourhood Development	99		99
Greener City Streets Program		82	82
Hutt Street Revitalisation Project		730	730
Library Grant	506		506
Main Street Revitalisation – Melbourne Street Improvements		612	612
Mary Lee Park (Park 27b) Community Sports Building Redevelopment		100	100
Golden Wattle Park / Mirnu Wirra (Park 21 West) New Community Sports Building		100	100
Park Lands Related Activity	1,998		1,998
Place of Courage		90	90
Re-Adaptive Housing	290		290
School Immunisation Program	105		105
Vulnerable and Homeless People Project	44		44
Other	Operating	Capital	Total
Sponsorships and Donations	64		64
<b>Total:</b>	<b>4,842</b>	<b>7,026</b>	<b>11,868</b>

# Our Programs and Projects

Our Organisation  
2024/25 Budget  
City Shaping Portfolio  
City Services Portfolio  
Corporate Portfolio  
(including subsidiaries)  
Office of the CEO  
Office of the Lord Mayor  
Capital Works Program



# Our Organisation

## City Shaping

Director City Shaping  
 City Culture  
 Park Lands, Policy and Sustainability  
 Regulatory Services

## City Services

Director City Services  
 City Operations  
 Infrastructure  
 Strategic Property and Commercial

## Corporate Services

Chief Operating Officer  
 Customer and Marketing  
 Finance and Procurement  
 Governance  
 Information Management  
 People  
 Strategy, Insights and Performance

## Subsidiaries

Adelaide Central Market Authority (ACMA)  
 Adelaide Economic Development Agency (AEDA)  
 Kadaltilla / Adelaide Park Lands Authority

## Offices

Office of the Chief Executive Officer  
 Office of the Lord Mayor

**The City of Adelaide will deliver the 2024/25 Business Plan and Budget through our Organisational Structure, including our Portfolios, Offices and Subsidiaries.**

**Each Portfolio has key focus areas which will support our priorities for the year. A detailed view of our supported functions, strategic projects and budgets across these Programs, Subsidiaries and Offices is provided in this section.**

### Notes for this section:

Subsidiaries report through to the Chief Operating Officer, within the Corporate Services Portfolio

Where shown in finances tables, the below applies:

- FTE: Full Time Equivalent (1.0) - staffing levels
- Inc.: Means incomes
- Exp.: Means expenditure
- Total(N): Means Total (net)
- Materials: means Materials, Contracts and Other Expenses
- Sponsorship: means Sponsorship, Contributions and Donations
- Depreciation: means Depreciation, Amortisation and Impairment

# 2024/25 Budget

The table below provides a snapshot of the City of Adelaide's Budget for 2024/25 compared against the previous financial year, across our organisational structure and outlining the proposed Strategic (non-Capital) Projects for each Portfolio:

	23/24 Q3 Budget		24/25 Budget	
	\$'000	Income	Expenditure	Income
<b>City Shaping</b>				
Director City Shaping	-	(634)	-	(697)
City Culture	12,143	(27,938)	6,108	(19,202)
Park Lands, Policy and Sustainability	63	(7,490)	44	(7,724)
Regulatory Services	14,968	(9,811)	16,712	(10,377)
Strategic Projects	250	(2,386)	389	(2,158)
<b>City Services</b>				
Director City Services	-	(677)	-	(699)
City Operations	3,251	(42,858)	2,720	(44,246)
Infrastructure	762	(43,839)	-	(47,368)
Strategic Property and Commercial	55,599	(31,663)	56,362	(33,224)
Strategic Projects	3,146	(5,507)	-	(3,313)
<b>Corporate Services (including Subsidiaries)</b>				
Chief Operating Officer	-	(831)	-	(1,014)
Customer and Marketing	1	(6,450)	2	(6,712)
Finance and Procurement	104	(4,168)	138	(4,600)
Governance	40	(4,335)	-	(4,301)
Information Management	1,430	(13,583)	31	(13,994)
People	82	(4,133)	-	(4,658)
Strategy, Insights and Performance	-	(1,508)	-	(1,617)
Corporate Activities*	132,062	3,731	142,631	3,156
Adelaide Central Market Authority	5,422	(5,410)	5,343	(6,081)
Adelaide Economic Development Agency	4,494	(13,203)	4,417	(12,576)
Kadaltilla / Adelaide Park Lands Authority	253	(253)	328	(328)
Strategic Projects	400	(1,770)	-	(1,028)
<b>Offices</b>				
Office of the CEO	-	(1,401)	-	(1,457)
Office of the Lord Mayor	-	(1,538)	-	(1,640)
<b>Total</b>	<b>234,470</b>	<b>(227,655)</b>	<b>235,225</b>	<b>(225,858)</b>
<b>Operating Surplus/(Deficit)</b>		<b>6,815</b>		<b>9,367</b>

\*includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead



## City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that lead, shape and enable a creative, dynamic, resilient and diverse city both now and into the future.

The Portfolio contains the City Culture; Park Lands, Policy and Sustainability; and Regulatory Services Programs.

### Key Focus areas

- City activation, initiatives, grants and sponsorship
- Adelaide Park Lands greening, management and improvements
- Developing the City Plan
- Partnerships that support creative and resilient communities
- Kaurna heritage and voice and cultural mapping of the Park Lands
- Heritage promotion and protection

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating Budget</b>									
Revenue	-		27,424	-	27,424	-	23,253	-	23,253
Employee Costs	219.1		-	(28,485)	(28,485)	193.4	-	(24,928)	(24,928)
Materials	-		-	(12,814)	(12,814)	-	-	(9,625)	(9,625)
Sponsorships	-		-	(3,400)	(3,400)	-	-	(2,723)	(2,723)
Depreciation	-		-	(3,244)	(3,244)	-	-	(2,587)	(2,587)
Finance Costs	-		-	(316)	(316)	-	-	(295)	(295)
<b>TOTAL</b>	<b>219.1</b>		<b>27,424</b>	<b>(48,259)</b>	<b>(20,835)</b>	<b>193.4</b>	<b>23,253</b>	<b>(40,158)</b>	<b>(16,905)</b>

<b>Program Budget</b>									
Office of the Director		3.0	-	(634)	(634)	3.0	-	(697)	(697)
City Culture		95.0	12,143	(27,938)	(15,795)	68.0	6,108	(19,202)	(13,094)
Park Lands, Policy and Sustainability		34.1	63	(7,490)	(7,427)	36.6	44	(7,724)	(7,680)
Regulatory Services		83.0	14,968	(9,811)	5,157	82.0	16,712	(10,377)	6,335
Strategic Projects		4.0	250	(2,386)	(2,136)	3.8	389	(2,158)	(1,769)
<b>TOTAL</b>		<b>219.1</b>	<b>27,424</b>	<b>(48,259)</b>	<b>(20,835)</b>	<b>193.4</b>	<b>23,253</b>	<b>(40,158)</b>	<b>(16,905)</b>

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	118		(5,706)	190	(3,162)
Renewal	-		(733)	-	-
<b>TOTAL</b>	<b>118</b>		<b>(6,439)</b>	<b>190</b>	<b>(3,162)</b>

**Creates brilliant experiences for all who choose to live in and enjoy our city. By activating and curating places and spaces, and providing opportunities for creativity, recreation, and wellbeing, we connect, support and inspire our diverse community, and draw more people to Adelaide to live, study, work and play.**

**Functions supported:**

- Adelaide Aquatic Centre
- Adelaide Town Hall
- BMX and Skate Parks
- Community Centres
- Commonwealth Home Support Program
- Community Wellbeing
- Culture and Creativity
- Events and Activations
- Library Operations and Programs
- Monuments and Public Art
- Place Coordination
- Sports and Recreation facilities and initiative

**Outputs for the year ahead**

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Drive social change and strengthen communities through locally-led arts, cultural and recreational activities
- Elevate the city's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities
- Lead and create opportunities for people to expand knowledge, learn, and master new skills
- Celebrate and elevate our community culture including the profiles of multicultural communities and create welcoming programs and services
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city
- Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the city by ensuring our services and projects are accessible and inclusive for all

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		12,143	-	12,143	-	6,108	-	6,108
Employee Costs	95.0		-	(13,644)	(13,644)	68.0	-	(8,742)	(8,742)
Materials	-		-	(9,496)	(9,496)	-	-	(7,070)	(7,070)
Sponsorships	-		-	(1,238)	(1,238)	-	-	(508)	(508)
Depreciation	-		-	(3,244)	(3,244)	-	-	(2,587)	(2,587)
Finance Costs	-		-	(316)	(316)	-	-	(295)	(295)
<b>TOTAL</b>	<b>95.0</b>		<b>12,143</b>	<b>(27,938)</b>	<b>(15,795)</b>	<b>68.0</b>	<b>6,108</b>	<b>(19,202)</b>	<b>(13,094)</b>
<b>Activity view</b>									
Associate Director (office)	2.0		-	(369)	(369)	2.0	-	(377)	(377)
Adelaide Town Hall	5.0		2,368	(2,605)	(236)	5.0	3,130	(3,265)	(135)
Aquatic Centre	26.2		6,993	(8,424)	(1,431)	-	130	(373)	(243)
City Experience	15.1		656	(4,116)	(3,460)	15.1	717	(4,021)	(3,304)
City Lifestyle	10.8		1,470	(4,791)	(3,321)	10.8	1,556	(3,692)	(2,136)
Creative City	12.4		130	(2,725)	(2,595)	11.6	33	(2,425)	(2,392)
Libraries	23.5		525	(4,908)	(4,383)	23.5	542	(5,050)	(4,508)
<b>TOTAL</b>	<b>95.0</b>		<b>12,143</b>	<b>(27,938)</b>	<b>(15,795)</b>	<b>68.0</b>	<b>6,108</b>	<b>(19,202)</b>	<b>(13,094)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Aboriginal Protocol Grant	-		(51)	-	(41)
Adelaide's New Year's Eve	-		(650)	63	(568)
Annual Delivery of Kaurna Initiatives	-		(51)	-	(26)
ANZAC Day Service - March & Related Activities	-		(59)	-	(61)
Arts and Cultural Grants	-		(321)	-	(262)
Business Activation and Support	-		(3)	-	-
Christmas Festival Action Plan	-		(513)	-	(529)
City Activation – West End Precinct	-		(50)	-	(52)
City Activation – East End Unleashed	40		(180)	-	(145)
City Activation – Gouger Street Precinct	-		(50)	-	(52)
City Activation – Hutt Street Precinct	-		(77)	-	(79)
City Activation – North Adelaide Precinct	-		(103)	-	(106)
City Activation – Precinct Support	-		(114)	-	(118)
Community Capacity Development	-		(40)	-	(3)
Community Impact Grants	-		(816)	-	(372)
Cultural Entrepreneurs Incubator Program	-		(41)	-	-
Fashion Industry Support	-		(35)	-	-
Live Music Industry and Venues Support	-		(56)	-	(58)
UNESCO Adelaide City of Music Ltd Partnership	-		(52)	-	(54)
Winter Weekends	-		(200)	-	(207)
<b>TOTAL</b>	<b>40</b>		<b>(3,462)</b>	<b>63</b>	<b>(2,733)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
City Activation	-		(400)	-	(502)
DHS Community Neighbourhood Development Funding	-		-	99	(99)
Aquatic Centre Investigations	-		(75)	-	-
Cultural Mapping of the Adelaide Park Lands	-		(75)	-	-
Golden Wattle Park / Mirnu Wirra (Park 21 West) – Community Sport Building	-		(32)	-	-
<b>TOTAL</b>	<b>-</b>		<b>(582)</b>	<b>99</b>	<b>(601)</b>

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-		(820)	190	(862)
Renewal	-		(733)	-	-
<b>TOTAL</b>	<b>-</b>		<b>(1,553)</b>	<b>190</b>	<b>(862)</b>

# Park Lands, Policy and Sustainability

**Strategic Plan link:**  
Our Community , Our Places,  
Our Environment, Our Economy

**Establishes clear and integrated policies and plans to shape a well designed, planned and developed city, to protect and enhance our unique Park Lands, and support a welcoming and resilient community that demonstrates environmental leadership.**

## Outputs for the year ahead

- Deliver meaningful climate action, circular economy and sustainability programs and embed environment, social and economic strategic policy objectives into project management and procurement processes
  - Use the City Plan to inform the future urban form of Adelaide and the State Government’s update of the 30-Year Plan for Greater Adelaide, including a rolling program of Council-lead amendments to the State Government’s Planning and Design Code
- Adelaide Park Lands Strategy and Planning
  - Economic Policy
  - Heritage Management, Promotion and Events
  - Housing and Homelessness
  - Planning Policy
  - Reconciliation
  - Social Planning and Disability Access and Inclusion
  - Sustainability and Climate Action
  - Waste Policy Education
- Deliver heritage action and programs relating to local, state, national and world heritage
  - Deliver Council policies and approaches for climate, homelessness, housing, disability access and inclusion and economic development and review Council strategies
  - Deliver the Adelaide Park Lands Management Strategy on behalf of Kadaltilla / Adelaide Park Lands Authority and maintain the Community Land Management Plans for the Adelaide Park Lands

The following table provides a view of this Program’s budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		63	-	63	-	44	-	44
Employee Costs	34.1		-	(4,816)	(4,816)	36.6	-	(5,373)	(5,373)
Materials	-		-	(1,120)	(1,120)	-	-	(846)	(846)
Sponsorships	-		-	(1,554)	(1,554)	-	-	(1,505)	(1,505)
Depreciation	-		-	-	-	-	-	-	-
Finance Costs	-		-	-	-	-	-	-	-
<b>TOTAL</b>	<b>34.1</b>		<b>63</b>	<b>(7,490)</b>	<b>(7,427)</b>	<b>36.6</b>	<b>44</b>	<b>(7,724)</b>	<b>(7,680)</b>
<b>Activity view</b>									
Associate Director (office)	2.0		-	(350)	(350)	3.0	-	(485)	(485)
City Planning and Heritage	14.2		53	(3,651)	(3,598)	19.2	44	(4,420)	(4,376)
Low Carbon & Circular Economy	7.0		-	(1,849)	(1,849)	7.0	-	(1,583)	(1,583)
Park Lands, Policy & Sustainability	10.9		10	(1,639)	(1,629)	7.4	-	(1,236)	(1,236)
<b>TOTAL</b>	<b>34.1</b>		<b>63</b>	<b>(7,490)</b>	<b>(7,427)</b>	<b>36.6</b>	<b>44</b>	<b>(7,724)</b>	<b>(7,680)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Carbon Neutral Adelaide (CCAIF)	-		(232)	-	(240)
City of Adelaide Prize	-		(30)	-	(30)
Climate Change Action Initiatives (CCAIF)	10		(723)	-	(444)
Economic Policy	-		(41)	-	(42)
Heritage Incentive Scheme	-		(1,162)	-	(1,162)
Heritage Promotion Program	10		(212)	-	(182)
History Festival	-		(32)	-	(32)
Homelessness – Social and Affordable Housing	-		(114)	-	(458)
Homeless and Vulnerable People project	43		(43)	44	(44)
NAIDOC Week Celebrations	-		(53)	-	(54)
Noise Management Program Incentive Scheme	-		(39)	-	(46)
Safer City Program	-		(267)	-	(247)
<b>TOTAL</b>	<b>63</b>		<b>(2,948)</b>	<b>44</b>	<b>(2,981)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adaptive Reuse City Housing Initiative	250		(193)	290	(290)
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	-		-	-	(240)
Disability Access and Inclusion Plan 2024-2028 Implementation	-		-	-	(215)
Economic Development Strategy Implementation	-		-	-	(106)
Homelessness Strategy Implementation	-		-	-	(50)
Local Heritage Assessments – 20th Century Buildings	-		(70)	-	(50)
National Heritage Management Plan Implementation	-		-	-	(100)
Reconciliation Action Plan 2024-2027 Implementation	-		-	-	(150)
Social Planning Homelessness and Adelaide Zero Project resourcing	-		(208)	-	(208)
City Wide Waste and Recycling Program	-		(503)	-	-
Deliver the City Plan	-		(475)	-	-
Master Plan of Light Square	-		(90)	-	-
Park Lands Biodiversity Survey	-		(150)	-	-
Park Lands Greening	-		(15)	-	-
<b>TOTAL</b>	<b>250</b>		<b>(1,704)</b>	<b>290</b>	<b>(1,409)</b>

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	118		(4,767)	-	(2,300)
Renewal	-		-	-	-
<b>TOTAL</b>	<b>118</b>		<b>(4,767)</b>	<b>-</b>	<b>(2,300)</b>

# Regulatory Services

**Strategic Plan link:**  
Our Places, Our Environment

**Facilitates high-quality development and activation, provides safer places for all to enjoy, and enables easy access for those who visit, move around, and experience our city.**

**Functions supported:**

- Building Assessment
  - Building Compliance
  - Community Safety Compliance
  - Environmental Health
  - On Street Parking Compliance
  - Permits
  - Planning Assessment
- Enable stakeholders to activate public space for a variety of purposes, maintaining a balanced and risk-based approach to safety and community impacts
  - Enable access to on-street parking through monitoring compliance and encouraging kerbside turnover
  - Enhance the use of data and intelligence in making evidence-based decisions to improve service delivery

**Outputs for the year ahead**

- Facilitate high-quality built form outcomes through the assessment of Development Applications and engagement with the State Commission Assessment Panel
- Provide safer spaces and places through delivering Council’s legislative obligations regarding public health, building compliance, permit management, related legislation and by-laws

The following table provides a view of this Program’s budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget					
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating View</b>										
Revenue	-		14,968	-	14,968	-	16,712	-	16,712	
Employee Costs	83.0		-	(8,993)	(8,993)	82.0	-	(9,651)	(9,651)	
Materials	-		-	(818)	(818)	-	-	(726)	(726)	
Sponsorships	-		-	-	-	-	-	-	-	
Depreciation	-		-	-	-	-	-	-	-	
Finance Costs	-		-	-	-	-	-	-	-	
<b>TOTAL</b>	<b>83.0</b>		<b>14,968</b>	<b>(9,811)</b>	<b>5,157</b>	<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>	
<b>Activity view</b>										
Associate Director (office)		5.0	-	(836)	(836)		5.0	-	(868)	(868)
City Development		23.0	3,270	(2,637)	634		21.9	3,630	(2,791)	839
City Safety		19.0	442	(1,647)	(1,205)		19.1	521	(1,854)	(1,332)
On-Street Parking Compliance		36.0	11,256	(4,691)	6,564		36	12,560	(4,864)	7,696
<b>TOTAL</b>		<b>83.0</b>	<b>14,968</b>	<b>(9,811)</b>	<b>5,157</b>		<b>82.0</b>	<b>16,712</b>	<b>(10,377)</b>	<b>6,335</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
On-Street Parking Compliance Technology and Customer Analytics Reform	-	-	(100)	-	(148)
<b>TOTAL</b>	-	-	<b>(100)</b>	-	<b>(148)</b>

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	(119)	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	-	-	<b>(119)</b>	-	-





## City Services Portfolio

The City Services Portfolio delivers essential local government services for our community, making it easier to conduct business in our city, and providing a safe and attractive urban environment.

### Key Focus areas

- Capital Works Program, including New and Upgrades and Renewals
- Main street revitalisation and improvements
- Maintenance of public realm and city presentation

The Portfolio contains the City Operations; Infrastructure; and Strategic Property and Commercial Programs

	\$'000	23/24 Q3 Budget			24/25 Budget					
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating Budget</b>										
Revenue	-		62,758	-	62,758	-	59,082	-	59,082	
Employee Costs	343.2		-	(33,754)	(33,754)	345.1	-	(36,642)	(36,642)	
Materials	-		-	(39,951)	(39,951)	-	-	(38,333)	(38,333)	
Sponsorships	-		-	(140)	(140)	-	-	(162)	(162)	
Depreciation	-		-	(50,129)	(50,129)	-	-	(53,207)	(53,207)	
Finance Costs	-		-	(570)	(570)	-	-	(506)	(506)	
<b>TOTAL</b>	<b>343.2</b>		<b>62,758</b>	<b>(124,544)</b>	<b>(61,786)</b>	<b>345.1</b>	<b>59,082</b>	<b>(128,850)</b>	<b>(69,768)</b>	
<b>Program Budget</b>										
Office of the Director		3.0	-	(677)	(677)	3.0	-	(699)	(699)	
City Operations		226.4	3,251	(42,858)	(39,607)	227.9	2,720	(44,246)	(41,526)	
Infrastructure		68.9	762	(43,839)	(43,077)	69.3	-	(47,368)	(47,368)	
Strategic Property and Commercial		43.9	55,599	(31,663)	23,936	43.9	56,362	(33,224)	23,138	
Strategic Projects		1	3,146	(5,507)	(2,361)	1.0	-	(3,313)	(3,313)	
<b>TOTAL</b>		<b>343.2</b>	<b>62,758</b>	<b>(124,544)</b>	<b>(61,786)</b>	<b>345.1</b>	<b>59,082</b>	<b>(128,850)</b>	<b>(69,768)</b>	
<b>Capital Projects</b>										
							23/24 Q3 Budget	24/25 Budget		
							\$'000	Inc.	Exp.	
								Inc.	Exp.	
New and Upgrade							7,029	(34,126)	2,882	(42,929)
Renewal							1,352	(44,321)	-	(48,766)
<b>TOTAL</b>							<b>8,381</b>	<b>(78,447)</b>	<b>2,882</b>	<b>(91,695)</b>

**Strategic Plan link:**  
Our Community, Our Places,  
Our Environment, Our Economy

**Ensures our city's assets, including streets, parks and other public spaces, are attractive, clean, well presented and maintained, so we all have a city to enjoy and to be proud of.**

**Functions supported:**

- Green Waste Recycling and Mulch
- Kerbside Waste Collections and Recycling
- Monuments, Fountains and Public Art
- Park Lands and Open Space Management: Furniture and Fittings; Public Conveniences; Public Lighting; Roads and Footpaths; Stormwater; Tree Management
- Playground and Play Spaces
- Public Litter Bins
- Streets and Footpaths: Furniture and Fittings; Lighting; Public Conveniences; Signage and Line Marking; Stormwater; Streetscapes and Verges; Tree Management

**Outputs for the year ahead**

- Plan and deliver work for all Council's assets i.e. infrastructure, buildings, urban elements, horticulture, arboriculture, cleansing, waste and fleet through planned programs and responsive work
- Supporting the Strategic Outcome of an increase in canopy cover through delivering an accelerated greening program
- Provide safer spaces and places through delivering Council's legislative obligations regarding cleansing, waste collection and processing, building compliance, tree risk management and community lighting
- Contribute to the reduction of Council's greenhouse gas emissions through an increase in electric plant and fleet ownership, while providing a safe contemporary fleet for Council's operations.
- Undertake innovative trials across the city to improve customer experience in the public realm
- Provide out of hours service to respond to emerging issues within the public realm
- Delivery of Minor Capital Works to support Council's capital works program

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		3,251	-	3,251	-	2,720	-	2,720
Employee Costs	226.4		-	(22,996)	(22,996)	227.9	-	(24,715)	(24,715)
Materials	-		-	(17,916)	(17,916)	-	-	(17,568)	(17,568)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(1,946)	(1,946)	-	-	(1,963)	(1,963)
Finance Costs	-		-	-	-	-	-	-	-
<b>TOTAL</b>	<b>226.4</b>		<b>3,251</b>	<b>(42,858)</b>	<b>(39,607)</b>	<b>227.9</b>	<b>2,720</b>	<b>(44,246)</b>	<b>(41,526)</b>
<b>Activity view</b>									
Associate Director (office)	17.8		6	(3,025)	(3,019)	17.8	12	(3,070)	(3,058)
Mgr., City Maintenance	1.0		-	(384)	(384)	1.0	-	(200)	(200)
Mgr., City Presentation	1.0		-	(199)	(199)	1.0	-	(190)	(190)
Cleansing	49.0		7	(7,019)	(7,012)	48.5	7	(7,303)	(7,296)
Facilities	4.0		-	(2,942)	(2,942)	5.0	-	(3,169)	(3,169)
Horticulture	83.2		2,818	(14,329)	(11,511)	84.7	2,428	(14,948)	(12,520)
Infrastruct. Maintenance	33.0		100	(5,801)	(5,701)	33.0	-	(6,104)	(6,104)
Trades	26.0		292	(5,394)	(5,102)	25.0	253	(5,740)	(5,487)
Waste	1.0		28	(3,342)	(3,314)	1.5	20	(3,075)	(3,055)
Workshops	10.4		0	(423)	(423)	10.4	-	(447)	(447)
<b>TOTAL</b>	<b>226.4</b>		<b>3,251</b>	<b>(42,858)</b>	<b>(39,607)</b>	<b>227.9</b>	<b>2,720</b>	<b>(44,246)</b>	<b>(41,526)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
Safer City Program	-		(89)	-	(91)
Trainees and Apprentices	-		(1,043)	-	(1,074)
<b>TOTAL</b>	<b>-</b>		<b>(1,132)</b>	<b>-</b>	<b>(1,165)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Feasibility Studies - Waste and Recycling Collection	-		-	-	(100)
Private Laneways Fee-for-Service Trial	20		(50)	-	-
<b>TOTAL</b>	<b>20</b>		<b>(50)</b>	<b>-</b>	<b>(100)</b>

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-		(132)	-	(108)
Renewal	630		(2,700)	-	(1,492)
<b>TOTAL</b>	<b>630</b>		<b>(2,832)</b>	<b>-</b>	<b>(1600)</b>

# Infrastructure

**Strategic Plan link:**  
Our Environment, Our Places

**Provides effective whole of life planning, design, delivery and management of our diverse community infrastructure assets and seeks partnerships with government bodies to deliver on Council's strategic plans, supporting community needs and future growth.**

**Functions supported:**

- Asset Planning and Management
- Geographic Information Systems
- Infrastructure Delivery Plans
- Park Lands and Open Space Management
- Road and Footpath Management
- Sustainable and Climate Resilient City
- Traffic and Transport Management

**Outputs for the year ahead**

- Develop and manage Asset Management Plans, including reviews, maintenance advice and condition audits
- Provide the community with the agreed levels of service, through the management and delivery of efficient and effective infrastructure assets at the lowest whole of life costs
- Provide excellent community outcomes through whole of project delivery of asset renewal, and new and upgrade projects
- Support people movement through the development of key strategy and policy, designed public realm and strategic partnerships
- Support private development through the provision of support coordination services

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		762	-	762	-	-	-	-
Employee Costs	68.9		-	(3,591)	(3,591)	69.3	-	(3,926)	(3,926)
Materials	-		-	(4,801)	(4,801)	-	-	(5,131)	(5,131)
Sponsorships	-		-	(140)	(140)	-	-	(162)	(162)
Depreciation	-		-	(35,307)	(35,307)	-	-	(38,149)	(38,149)
Finance Costs	-		-	-	-	-	-	-	-
<b>TOTAL</b>	<b>68.9</b>		<b>762</b>	<b>(43,839)</b>	<b>(43,077)</b>	<b>69.3</b>	<b>-</b>	<b>(47,368)</b>	<b>(47,368)</b>
<b>Activity view</b>									
Associate Director (office)		1.9	-	(611)	(611)	1.9	-	(674)	(674)
Infrastructure Planning and Delivery		45.2	762	(42,719)	(41,957)	45.6	-	(46,030)	(46,030)
Technical Services		21.8	-	(509)	(509)	21.8	-	(664)	(664)
<b>TOTAL</b>		<b>68.9</b>	<b>762</b>	<b>(43,839)</b>	<b>(43,077)</b>	<b>69.3</b>	<b>-</b>	<b>(47,368)</b>	<b>(47,368)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Free City Connector	-		(1,326)	-	(1,301)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>(1,326)</b>	<b>-</b>	<b>(1,301)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adelaide Park Lands Strategic Water Resources Study	50		-	-	(50)
Asset Condition Audit	-		(223)	-	(595)
Bridge Maintenance Program	-		-	-	(400)
Conservation Management Plans – Bridges	-		-	-	(60)
Resilient Flood Mapping	3,076		(2,954)	-	(1,723)
SA Power Networks (SAPN) Luminaire Upgrades	-		(15)	-	(15)
Transport Strategy	-		(332)	-	(200)
Adelaide Central Market – Telecommunications Infrastructure	-		(124)	-	-
Climate Change Risk Adaptation Actions Year 2	-		(120)	-	-
Conservation Management Plans for Heritage Assets	-		(170)	-	-
Lighting and Electrical Data Collection	-		(285)	-	-
North Terrace West Masterplan	-		-	-	-
Stormwater Network Cleaning	-		(927)	-	-
West Pallant Street Improvements (construction)	-		(66)	-	-
<b>TOTAL</b>	<b>3,126</b>	<b>-</b>	<b>(5,216)</b>	<b>-</b>	<b>(2,983)</b>

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	7,029		(18,524)	2,882	(25,118)
Renewal	722		(40,890)	-	(47,076)
<b>TOTAL</b>	<b>7,751</b>	<b>-</b>	<b>(59,414)</b>	<b>2,882</b>	<b>(72,194)</b>

Note: Some of the new and upgrade budget reflected in 2023/24 income and expenditure, which has been retimed into 2024/25, is incorporated in the 2024/25 income and expenditure.

# Strategic Property and Commercial

**Strategic Plan link:**  
Our Environment, Our Places,  
Our Economy

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

**Functions supported:**

- Commercial Leasing
- North Adelaide Golf Course
- Off Street Parking (UPark)
- On Street Parking
- Property Development
- Property Management

**Outputs for the year ahead**

- Effectively manage Commercial Operations (Paid Parking and Golf) to grow visitation and net contribution
- Implement ticketless, frictionless parking solutions across all UPark locations to deliver an improved customer experience
- Procure and implement a best practice, ticketless, cashless on-street parking solution
- Review and update the City of Adelaide Property Strategy
- Progress with approved property development projects including Market Square, 88 O'Connell, and the former Bus Station site
- Progress master planning of the Flinders Street land acquisition for future housing
- Effectively manage CoA property leasing portfolio
- Prepare a golf strategy and action plan to increase visitation, improve service offering, and increase revenue

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		55,599	-	55,599	-	56,362	-	56,362
Employee Costs	43.9		-	(6,382)	(6,382)	43.9	-	(7,179)	(7,179)
Materials	-		-	(11,835)	(11,835)	-	-	(12,444)	(12,444)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(12,876)	(12,876)	-	-	(13,095)	(13,095)
Finance Costs	-		-	(570)	(570)	-	-	(506)	(506)
<b>TOTAL</b>	<b>43.9</b>		<b>55,599</b>	<b>(31,663)</b>	<b>23,936</b>	<b>43.9</b>	<b>56,362</b>	<b>(33,224)</b>	<b>23,138</b>
<b>Activity view</b>									
Associate Director (office)	1.8		-	(454)	(454)	1.8	-	(431)	(431)
Commercial	4.0		221	(768)	(547)	4.0	307	(850)	(543)
Parking	17.8		44,124	(13,936)	30,188	17.8	44,490	(14,433)	30,057
North Adelaide Golf Course	12.1		4,268	(4,460)	(192)	12.1	4,950	(5,100)	(150)
Strategic Property Development	4.0		584	(766)	(182)	4.0	-	(821)	(821)
Strategic Property Management	4.2		6,402	(11,279)	(4,877)	4.2	6,615	(11,589)	(4,974)
<b>TOTAL</b>	<b>43.9</b>		<b>55,599</b>	<b>(31,663)</b>	<b>23,936</b>	<b>43.9</b>	<b>56,362</b>	<b>(33,224)</b>	<b>23,138</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
218 - 232 Flinders Street Master Plan Investigations	-	-	-	-	(150)
88 O'Connell Project Delivery	-	-	(30)	-	(80)
Central Market Arcade Redevelopment	-	-	-	-	-
Strategic Property Action Plan Implementation	-	-	(150)	-	-
North Adelaide Golf Course – Water Feasibility Study	-	-	(61)	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>(241)</b>	<b>-</b>	<b>(230)</b>

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	(15,470)	-	(17,703)
Renewal	-	-	(731)	-	(198)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>(16,201)</b>	<b>-</b>	<b>(17,901)</b>



# Corporate Services

(including subsidiaries)

The Corporate Services Portfolio provides effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation.

The Portfolio contains the Customer & Marketing; Finance & Procurement; Governance; Information Management; People; and the Strategy, Insights & Performance Programs.

Additionally the Portfolio includes Council subsidiaries: Adelaide Central Market Authority, Adelaide Economic Development Agency; and Kadaltilla / Adelaide Park Lands Authority.

## Key Focus areas

- Revised Strategic Management Framework and new Strategic Plan
- New and different ways to engage our community
- City of Adelaide Graduate Program
- Update the Long Term Financial Plan
- Development of Program Plans

	23/24 Q3 Budget					24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating Budget</b>										
Revenue	-		144,288	-	144,288	-	152,890	-	152,890	
Employee Costs	202.4		-	(14,748)	(14,748)	212.0	-	(22,842)	(22,842)	
Materials	-		-	(32,086)	(32,086)	-	-	(26,577)	(26,577)	
Sponsorships	-		-	(3,965)	(3,965)	-	-	(3,264)	(3,264)	
Depreciation	-		-	(1,110)	(1,110)	-	-	(1,063)	(1,063)	
Finance Costs	-		-	(5)	(5)	-	-	(7)	(7)	
<b>TOTAL</b>	<b>202.4</b>		<b>144,288</b>	<b>(51,914)</b>	<b>92,374</b>	<b>212.0</b>	<b>152,890</b>	<b>(53,753)</b>	<b>99,137</b>	
<b>Program Budget</b>										
Office of the COO	5.0		-	(831)	(831)	5.0	-	(1,014)	(1,014)	
Customer and Marketing	41.0		1	(6,450)	(6,449)	40.0	2	(6,712)	(6,710)	
Finance and Procurement	30.8		104	(4,168)	(4,064)	30.8	138	(4,600)	(4,462)	
Governance	11.3		40	(4,335)	(4,295)	11.3	-	(4,301)	(4,301)	
Information Management	35.0		1,430	(13,583)	(12,153)	35.0	31	(13,994)	(13,963)	
People^	23.0		82	(4,133)	(4,051)	28.8	-	(4,658)	(4,658)	
Strategy, Insights and Performance	13.0		-	(1,508)	(1,508)	13.0	-	(1,617)	(1,617)	
Corporate Activities*	-		132,062	3,730	135,792	3.0	142,631	3,156	145,787	
ACMA	10.7		5,422	(5,410)	12	10.7	5,343	(6,081)	(738)	
AEDA	31.6		4,494	(13,203)	(8,709)	33.1	4,417	(12,576)	(8,159)	
Kadaltilla	1.0		253	(253)	-	1.3	328	(328)	-	
Strategic Projects	-		400	(1,770)	(1,370)	-	-	(1,028)	(1,028)	
<b>TOTAL</b>	<b>202.4</b>		<b>144,288</b>	<b>(51,914)</b>	<b>92,374</b>	<b>212.0</b>	<b>152,890</b>	<b>(53,753)</b>	<b>99,137</b>	

\*includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead.

^ includes 10.0 FTE Graduates allocated in business units across the Administration

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		5	(433)	3,954	(3,954)
Renewal		1,400	(3,600)	-	(1,591)
<b>TOTAL</b>		<b>1,405</b>	<b>(4,033)</b>	<b>3,954</b>	<b>(5,545)</b>

# Customer and Marketing

Strategic Plan link:  
Our Corporation

**Supports extraordinary customer experiences, celebrates our city through the delivery of creative and digital services, and enhances our reputation by promoting our achievements and initiatives.**

### Outputs for the year ahead

- Consolidate implementation of brand architecture program and continue marketing and media relations strategies that strengthen the City of Adelaide's reputation and celebrate our city by promoting achievements and initiatives
- Support the development and delivery of data driven customer experience programs including a revised channel strategy, comprehensive customer surveying, consolidation of customer service processes and by effectively closing the communications loop with customers
- Provide a customer centric business partnering service which provides expert advice and guidance for effective marketing, external communications, media relations, digital services and customer experience strategies and initiatives

### Functions supported:

- Content Development
  - Customer Advocacy
  - Customer Service
  - Digital Experience
  - Graphic Design
  - Media and Public Relations
  - Social Media
  - Website Management
- Support the improvement of customer experience for residents, businesses, city users, the Lord Mayor and Councillors by embedding the Customer Experience Strategy and measuring success through an expanded Voice of Customer Program
  - Design and implement website and digital services platforms, processes and quality assurance initiatives which strengthen the City of Adelaide's commitment to demonstrating best practice in access, inclusion and diversity needs
  - Provide brilliant customer experiences through first point of contact resolution of Council enquiries and information through a variety of channels and in accordance with relevant legislative/ regulatory requirements and council objectives

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget					
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating View</b>										
Revenue	-		1	-	1	-	2	-	2	
Employee Costs	41.0		-	(4,698)	(4,698)	40.0	-	(4,832)	(4,832)	
Materials	-		-	(1,752)	(1,752)	-	-	(1,880)	(1,880)	
Sponsorships	-		-	-	-	-	-	-	-	
Depreciation	-		-	-	-	-	-	-	-	
Finance Costs	-		-	-	-	-	-	-	-	
<b>TOTAL</b>	<b>41.0</b>		<b>1</b>	<b>(6,450)</b>	<b>(6,449)</b>	<b>40.0</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>	
<b>Activity view</b>										
Manager		1.0	-	(205)	(205)		1.0	-	(213)	(213)
Customer Experience		28.0	1	(3,978)	(3,977)		28.0	2	(4,280)	(4,278)
Marketing & Communications		12.0	-	(2,267)	(2,267)		11.0	-	(2,219)	(2,219)
<b>TOTAL</b>		<b>41.0</b>	<b>1</b>	<b>(6,450)</b>	<b>(6,449)</b>		<b>40.0</b>	<b>2</b>	<b>(6,712)</b>	<b>(6,710)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Finance and Procurement

Strategic Plan link:  
Our Corporation

**Ensures public resources are effectively managed to enable the delivery of Council's priorities and strategic plans, funding a long-term financially sustainable approach to delivery of services and infrastructure, and creating significant public value through sustainable procurement practices.**

**Functions supported:**

- Procurement, Purchasing and Contract Management
- Financial Planning, Analysis and Reporting
- Ratings and Receivables

**Outputs for the year ahead**

- Implement Phase II of the Procurement and Contract Management System
- Implement KPI/dashboard reporting for Procurement
- Consider including divestment, energy transition and carbon pricing within financial planning documents
- Institute monthly financial reporting to Council
- Update the LTFP Model to a scenario-based model
- Continue to review valuations and rates modelling systems
- Continue to review rating structure and approach

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget					
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating View</b>										
Revenue	-		104	-	104	-	138	-	138	
Employee Costs	30.8		-	(3,834)	(3,834)	30.8	-	(4,223)	(4,223)	
Materials	-		-	(334)	(334)	-	-	(377)	(377)	
Sponsorships	-		-	-	-	-	-	-	-	
Depreciation	-		-	-	-	-	-	-	-	
Finance Costs	-		-	-	-	-	-	-	-	
<b>TOTAL</b>	<b>30.8</b>		<b>104</b>	<b>(4,168)</b>	<b>(4,064)</b>	<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>	
<b>Activity view</b>										
Manager		1.0	-	(241)	(241)		1.0	-	(286)	(286)
Financial Planning & Reporting		13.0	-	(1,779)	(1,779)		13.0	-	(1,984)	(1,984)
Procurement & Contract Management		7.8	-	(970)	(970)		7.8	-	(1,063)	(1,063)
Rates & Receivables		9.0	104	(1,178)	(1,074)		9.0	138	(1,267)	(1,129)
<b>TOTAL</b>		<b>30.8</b>	<b>104</b>	<b>(4,168)</b>	<b>(4,064)</b>		<b>30.8</b>	<b>138</b>	<b>(4,600)</b>	<b>(4,462)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
N/A		-	-	-	-
<b>TOTAL</b>		-	-	-	-

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Banking Transition		-	(225)	-	-
External Property Valuations		-	(240)	-	-
<b>TOTAL</b>		-	<b>(465)</b>	-	-

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		-	-	-	-

**Focused expertise and effort to ensure the organisation balances rigour, excellence, accountability, innovation and transparency in delivering results for Council and our city. Maximising opportunities through responsible risk management.**

**Functions supported:**

- Compliance and Freedom of Information
- Council Governance
- Council administration
- Corporate Governance
- Enterprise Risk
- Legal Services
- Security and Emergency Management

**Outputs for the year ahead**

- Provide a customer centric service to the organisation which delivers expert advice and guidance in relation to council governance, Kadaltilla / Adelaide Park Lands Authority, corporate governance, internal controls, insurance, internal audit, emergency management, enterprise and legal risk
- Design and implement initiatives which support an organisational approach to risk and opportunity
- Support the delivery of reporting outcomes to Committees, Council and Kadaltilla / Adelaide Park Lands Authority, and transparent decision making, through the availability of an accessible and reliable meeting and agenda management system
- Monitor and maintain operational management systems and processes to support the

organisation's compliance with legislative requirements

- Provision of effective, accurate and timely legal services
- Design and deliver a strategic internal audit plan which provides assurance on the effectiveness of governance, risk management and internal controls
- Monitor and maintain an appropriate suite of insurance and perform claims management
- Provide high-level administrative support and appropriate advice to ensure Council Members fulfill their roles and responsibilities

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		40	-	40	-	-	-	-
Employee Costs	11.3		-	(1,570)	(1,570)	11.3	-	(1,624)	(1,624)
Materials	-		-	(2,780)	(2,780)	-	-	(2,677)	(2,677)
Sponsorships	-		-	15	15	-	-	-	-
Depreciation	-		-	-	-	-	-	-	-
Finance Costs	-		-	-	-	-	-	-	-
<b>TOTAL</b>	<b>11.3</b>		<b>40</b>	<b>(4,335)</b>	<b>(4,295)</b>	<b>11.3</b>	<b>-</b>	<b>(4,301)</b>	<b>(4,301)</b>
<b>Activity view</b>									
Manager	1.0		-	(207)	(207)	1.0	-	(215)	(215)
Corporate Governance	4.4		-	(2,109)	(2,109)	5.2	-	(2,976)	(2,976)
Council Governance	5.1		-	(1,044)	(1,044)	5.1	-	(1,110)	(1,110)
Legal Governance	0.8		40	(975)	((935)	-	-	-	-
<b>TOTAL</b>	<b>11.3</b>		<b>40</b>	<b>(4,335)</b>	<b>(4,295)</b>	<b>11.3</b>	<b>-</b>	<b>(4,301)</b>	<b>(4,301)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
N/A		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
ESCOSA review		-	-	-	(40)
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(40)</b>

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Information Management

Strategic Plan link:  
Our Corporation

To enable delivery of customer focused services to our community IM delivers integrated technology solutions that improve access to information, streamline processes, safeguard our information and systems, and encourage collaboration across the organisation.

### Functions supported:

- Archives and Civic Collection Management
- Corporate Records Management
- Projects and partnering
- Service Desk
- Technology, Infrastructure and Platforms

### Outputs for the year ahead

- Provide a customer-centric business partnering service with expert advice and guidance consistent with our enterprise architecture principles
- Support the delivery of business outcomes and making data-driven decisions through accessible and user-friendly systems, processes, and data
- Design and implement strategic and operational planning processes to ensure the ongoing management and safekeeping of corporate information and data assets
- Digitise records and archival materials to manage, find and store the backlog materials physically stored in the organisation more effectively
- Manage collecting and preserving historical and culturally significant archive materials and artifacts
- Support and deliver enterprise records management systems and guidance
- Provide simple, modern, and efficient customer focussed service delivery capability for IM and the wider Corporation
- Design and implement activities and initiatives from the cybersecurity roadmap to uplift the organisation's maturity in cyber resilience
- Deliver the planned initiatives of the business systems roadmap, including the delivery of customer insights, workforce management and enterprise analytics

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		1,430	-	1,430	-	31	-	31
Employee Costs	35.0		-	(4,550)	(4,550)	35.0	-	(4,657)	(4,657)
Materials	-		-	(8,030)	(8,030)	-	-	(8,398)	(8,398)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(1,003)	(1,003)	-	-	(939)	(939)
Finance Costs	-		-	-	-	-	-	-	-
<b>TOTAL</b>	<b>35.0</b>		<b>1,430</b>	<b>(13,583)</b>	<b>(12,153)</b>	<b>35.0</b>	<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>
<b>Activity view</b>									
Manager	10.0		7	(1,377)	(1,370)	10.0	8	(1,420)	(1,412)
Project Delivery	11.0		1,400	(2,554)	(1,154)	11.0	-	(2,603)	(2,603)
Service Desk	8.0		-	(1,172)	(1,172)	8.0	-	(1,168)	(1,168)
Technology, Infrastructure and Platforms	6.0		23	(8,480)	(8,457)	6.0	23	(8,803)	(8,780)
<b>TOTAL</b>	<b>35.0</b>		<b>1,430</b>	<b>(13,583)</b>	<b>(12,153)</b>	<b>35.0</b>	<b>31</b>	<b>(13,994)</b>	<b>(13,963)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Business Systems Roadmap	-		(1,600)	-	(1,600)
<b>TOTAL</b>	<b>-</b>		<b>(1,600)</b>	<b>-</b>	<b>(1,600)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Contact Centre Software Replacement	-		-	-	(450)
Cyber Security Enhancement	-		(60)	-	(85)
Adelaide Free Wi-Fi	400		(98)	-	-
Archives Digitisation	-		(80)	-	-
<b>TOTAL</b>	<b>400</b>		<b>(238)</b>	<b>-</b>	<b>(535)</b>

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-		(177)	-	-
Renewal	1,400		(3,600)	-	(1,591)
<b>TOTAL</b>	<b>1,400</b>		<b>(3,777)</b>	<b>-</b>	<b>(1,591)</b>

**Strengthens our organisation's capability to lead and deliver essential services for our community, corporate services for our organisation, and brilliant experiences in our city, by co-creating an environment where our people thrive, live our values, reach their potential, and learn and grow.**

### Outputs for the year ahead

- Provide a customer centric business partnering service which provides expert advice and guidance consistent with terms and conditions of employment and applicable work health and safety, payroll and industrial relations legislation
- Design and implement initiatives which support an organisational environment and culture which is engaged, diverse and inclusive
- Support the delivery of business outcomes and the making of data driven workforce decisions through the availability of accessible and user-friendly workforce management systems, processes, and data

### Functions supported:

- Human Resource Management
- Internal Communications and Connection
- Organisational Development
- Payroll
- Safety and Wellbeing

- Design and implement strategic and operational workforce planning processes to support the development of employees and enable the identification of future workforce needs
- Design and implement attraction and retention strategies and initiatives that strengthen the City of Adelaide's employer brand and position Council as an employer of choice
- Design and implement safety and wellbeing systems, processes and initiatives which provide a holistic approach to workplace safety and wellbeing

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		82	-	82	-	-	-	-
Employee Costs		23.0	-	(2,761)	(2,761)	28.8	-	(3,491)	(3,491)
Materials		-	-	(1,372)	(1,372)	-	-	(1,167)	(1,167)
Sponsorships		-	-	-	-	-	-	-	-
Depreciation		-	-	-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-	-	-
<b>TOTAL</b>		<b>23.0</b>	<b>82</b>	<b>(4,133)</b>	<b>(4,051)</b>	<b>28.8</b>	<b>-</b>	<b>(4,658)</b>	<b>(4,658)</b>
<b>Activity view</b>									
Manager		3.0	-	(445)	(445)	3.0	-	(470)	(470)
People Experience		10.0	-	(1,573)	(1,573)	15.8 <sup>^</sup>	-	(2,249)	(2,249)
People Safety and Wellbeing		4.0	-	(746)	(746)	4.0	-	(768)	(768)
People Services		6.0	82	(1,369)	(1,287)	6.0	-	(1,171)	(1,171)
<b>TOTAL</b>		<b>23.0</b>	<b>82</b>	<b>(4,133)</b>	<b>(4,051)</b>	<b>28.8</b>	<b>-</b>	<b>(4,658)</b>	<b>(4,658)</b>

<sup>^</sup> includes 10.0 FTE Graduates allocated in business units across the Administration

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Graduate Employment Program	-		(248)	-	(841)
<b>TOTAL</b>			<b>(248)</b>		<b>(841)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
N/A	-		-	-	-
<b>TOTAL</b>					

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-		-	-	-
Renewal	-		-	-	-
<b>TOTAL</b>					

# Strategy, Insights and Performance

Strategic Plan link:  
Our Corporation

**Enable our organisation to effectively implement Council's services in response to community needs and anticipate and adapt to a changing environment, by delivering on Council's visions and priorities through strategic, service and corporate planning, project management governance, and research and insights development.**

**Functions supported:**

- Business Planning
- Community Engagement
- Grants Management
- Organisational Performance
- Partnership Management
- Project Delivery and Performance
- Research and Insights
- Strategic Planning

**Outputs for the year ahead**

- Produce the Strategic Management Framework to deliver the Strategic Plan and associated governing policies, plans and documents that address risks and opportunities for our community
- Coordinate corporate planning activities including the BP&B and Program Plans to ensure that current and future services for our community are planned and resourced appropriately
- Provision of policy review schedules, Annual and Quarterly reports and the production of achievement focused data such as the Corporate and Council Member Dashboards, to support transparency, monitor, review, analyse and report on key corporate activities, ensuring effective performance and legislative compliance
- Provide ongoing advice and support for Council's engagement and research efforts and produce meaningful data and insights about our city and community to inform decision making
- Support the organisation in decision making by providing project management framework, tools and resources to support optimum capital and strategic project delivery whilst providing robust project governance, risk management, analysis and reporting
- To maximise community outcomes, coordinate access to external grant opportunities that enhance the delivery of Council's Strategic Plan, projects, programs and services

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget					24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating View</b>										
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	13.0	-	(1,328)	(1,328)	(1,328)	13.0	-	(1,478)	(1,478)	(1,478)
Materials	-	-	(180)	(180)	(180)	-	-	(139)	(139)	(139)
Sponsorships	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>13.0</b>	<b>-</b>	<b>(1,508)</b>	<b>(1,508)</b>	<b>(1,508)</b>	<b>13.0</b>	<b>-</b>	<b>(1,617)</b>	<b>(1,617)</b>	<b>(1,617)</b>
<b>Activity view</b>										
Manager	1.0	-	(187)	(187)	(187)	1.0	-	(197)	(197)	(197)
Project Management Office	5.0	-	(155)	(155)	(155)	5.0	-	(258)	(258)	(258)
Strategy & Insights	7.0	-	(1,166)	(1,166)	(1,166)	7.0	-	(1,162)	(1,162)	(1,162)
<b>TOTAL</b>	<b>13.0</b>	<b>-</b>	<b>(1,508)</b>	<b>(1,508)</b>	<b>(1,508)</b>	<b>13.0</b>	<b>-</b>	<b>(1,617)</b>	<b>(1,617)</b>	<b>(1,617)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Grant Management Software	-	-	(12)	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>(12)</b>	<b>-</b>	<b>-</b>

	\$'000	23/24 Q3 Budget		24/25 Budget	
		Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Adelaide Central Market Authority (ACMA)

**Strategic Plan link:**  
Our Economy

**Oversees the strategy, management and operation of the Adelaide Central Market as a commercially sustainable, diverse and iconic fresh produce market.**

## Functions supported:

- Commercial Leasing including Market Expansion
- Property management
- Trader engagement and support
- Customer Service & Visitor Information
- Events & Activations
- Management of the Adelaide Central Market Authority Board
- Market Operations (incl. security, cleaning, waste)
- Marketing, Social Media, Website Management
- Media and Public Relations
- Online Market Operations
- Wider Precinct contribution



## Outputs for the year ahead

- Ensure customer experiences are at the heart of all decisions every day
- Enable and partner with our traders to support them in the delivery of an exceptional shopping experience
- Take a responsible and sustainable approach to our business in pursuing positive long-term financial results
- Contribute to the economic, social and cultural wellbeing of our precinct and community
- Plan and deliver programs that address the current and emerging needs of our customers and traders
- Implement retail leasing strategy and transition to One Market

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		5,422	-	5,422		5,343	-	5,343
Employee Costs	10.7		-	(1,243)	(1,243)	10.7	-	(1,787)	(1,787)
Materials	-		-	(4,127)	(4,127)	-	-	(4,257)	(4,257)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(39)	(39)	-	-	(36)	(36)
Finance Costs	-		-	(1)	(1)	-	-	(1)	(1)
<b>TOTAL</b>	<b>10.7</b>		<b>5,422</b>	<b>(5,410)</b>	<b>12</b>	<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>
<b>Activity view</b>									
ACMA Operations	7.7		5,328	(5,174)	154	7.7	5,257	(5,250)	7
Market Expansion	3.0		-	-	-	3.0	-	(600)	(600)
Online Market Platform	-		94	(236)	(142)	-	86	(231)	(145)
<b>TOTAL</b>	<b>10.7</b>		<b>5,422</b>	<b>(5,410)</b>	<b>12</b>	<b>10.7</b>	<b>5,343</b>	<b>(6,081)</b>	<b>(738)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Adelaide Central Market Expansion Operational Preparedness	-	-	-	-	(220)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(220)</b>

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Adelaide Economic Development Agency (AEDA)

**Strategic Plan link:**  
Our Economy

**Accelerate economic growth in the City of Adelaide, by attracting investment, supporting businesses to grow, funding festivals, growing the visitor economy, supporting residential growth, managing Rundle Mall and marketing the city as a destination and 'magnet city'.**

## Functions supported:

- Business Support and Investment
- Economic Data and Insights
- Event and Festival Sponsorship
- Marketing the City
- Precinct Group Funding
- Residential Growth
- Rundle Mall Management, Activations and Marketing
- Funding for strategic partnerships
- Visitor Economy
- Visitor Information Services



## Outputs for the year ahead

- Rundle Mall management, marketing and attraction of new brands
- Provision of \$3 million+ of sponsorship to event organisers and partner organisations
- Events and data that stimulate thinking about the City's economy and investment into the economy
- Initiatives that increase the number of workers in the City by supporting businesses to grow or locate in the City
- Marketing campaigns that position the City as a place to work, invest and visit
- Deliver Visitor Information Services to more than 35,000 people and increase tourism products to grow the visitor economy

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		4,494	-	4,494	-	4,417	-	4,417
Employee Costs	31.6		-	(4,577)	(4,577)	33.1	-	(4,777)	(4,777)
Materials	-		-	(5,079)	(5,079)	-	-	(4,456)	(4,456)
Sponsorships	-		-	(3,482)	(3,482)	-	-	(3,249)	(3,249)
Depreciation	-		-	(62)	(62)	-	-	(88)	(88)
Finance Costs	-		-	(3)	(3)	-	-	(6)	(6)
<b>TOTAL</b>	<b>31.6</b>		<b>4,494</b>	<b>(13,203)</b>	<b>(8,709)</b>	<b>33.1</b>	<b>4,417</b>	<b>(12,576)</b>	<b>(8,159)</b>
<b>Activity view</b>									
General Manager AEDA	3.0		-	(748)	(748)	3.0	-	(630)	(630)
Business and Investment	6.0		50	(2,688)	(2,638)	7.5	-	(2,633)	(2,633)
Marketing	8.0		35	(1,882)	(1,847)	8.0	-	(1,917)	(1,917)
Rundle Mall Management	9.6		4,390	(4,608)	(218)	9.6	4,397	(4,439)	(42)
Visitor Economy	5.0		19	(3,277)	(3,258)	5.0	20	(2,957)	(2,937)
<b>TOTAL</b>	<b>31.6</b>		<b>4,494</b>	<b>(13,203)</b>	<b>(8,709)</b>	<b>33.1</b>	<b>4,417</b>	<b>(12,576)</b>	<b>(8,159)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Adelaide Fashion Week	35		(335)	-	(310)
AEDA Summit	50		(50)	-	-
Business Growth - Business Support	-		(179)	-	(172)
Data and insights	-		-	-	(213)
Event and Festival Sponsorship	-		(1,766)	-	(1,932)
General Marketing	-		(397)	-	(408)
Main streets Development Grants	-		(179)	-	(184)
New Years Events Incentives	-		(77)	-	-
Strategic Partnerships	-		(1,305)	-	(1,108)
Visitor Growth – Tourism Projects	-		(174)	-	(180)
WellFest Adelaide	-		(530)	-	-
<b>TOTAL</b>	<b>85</b>		<b>(4,992)</b>	<b>-</b>	<b>(4,507)</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
Rundle Mall Live Music Program	-		-	-	(100)
Tourism and Business attraction	-		-	-	(133)
Commercial Events Funding Program	-		(600)	-	-
Destination Adelaide Promotion	-		(300)	-	-
Promoting the City during Adelaide 500	-		(75)	-	-
Welcome to Adelaide	-		(80)	-	-
<b>TOTAL</b>	<b>-</b>		<b>(1,055)</b>	<b>-</b>	<b>(233)</b>

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	5		(256)	3,954	(3,954)
Renewal	-		-	-	-
<b>TOTAL</b>	<b>5</b>		<b>(256)</b>	<b>3,954</b>	<b>(3,954)</b>

# Kadaltilla / Adelaide Park Lands Authority

**Strategic Plan link:**  
Our Environment

To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands.



## Functions supported:

- Advocacy, advice and policy governance
- Adelaide Park Lands Management Strategy
- Stakeholder and intergovernmental relations
- Brand and Marketing

## Outputs for the year ahead

- Promote the cultural values of the Park Lands including Kaurna culture, heritage, and wellbeing
- Maintain and improve climate resilience and the landscape values of the Park Lands
- Treat the Park Lands holistically with an adaptive future focused approach
- Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget				24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
<b>Operating View</b>									
Revenue	-		253	-	253	-	328	-	328
Employee Costs		1.0	-	(143)	(143)	1.3	-	(175)	(175)
Materials		-	-	(110)	(110)	-	-	(138)	(138)
Sponsorships		-	-	-	-	-	-	(15)	(15)
Depreciation		-	-	-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-	-	-
<b>TOTAL</b>		<b>1.0</b>	<b>253</b>	<b>(253)</b>	<b>-</b>	<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>-</b>
<b>Activity view</b>									
Kadaltilla		1.0	253	(253)	-	1.3	328	(328)	-
<b>TOTAL</b>		<b>1.0</b>	<b>253</b>	<b>(253)</b>	<b>-</b>	<b>1.3</b>	<b>328</b>	<b>(328)</b>	<b>-</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
N/A	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-

	23/24 Q3 Budget		24/25 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-

# Office of the Chief Executive Officer

# Office of the Lord Mayor

### Strategic Plan link:

Our Community, Our Environment, Our Economy, Our Places, Our Corporation

Supports the CEO to lead a sustainable, successful organisation, to make well informed decisions to deliver on Council's priorities, and to foster productive partnerships both with industry, and local government and other government bodies through the delivery of effective intergovernmental relations.

Supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our Strategic Plan, and fulfill our Capital City leadership responsibilities.

### Functions supported by these offices:

- Advocacy, partnerships and intergovernmental relations
- Capital City oversight
- Civic protocols and events
- Communication and public relations
- Executive support and administration
- International and Sister City relationships
- Lord Mayor and Council administration

### Outputs for the year ahead

- Participate and advocate to Federal, State and Local Governments
- Manage stakeholder relationships that support city, community and civic development
- Facilitate strong connections through civic events, forums, local, national and international partnerships
- Ensure that the organisation is providing transparent and professional advice and delivering statutory requirements
- Provide high-level administrative support and appropriate advice to ensure the Lord Mayor, Council Members and Executive can fulfill their roles and responsibilities

The following table provides a view of this Program's budget by both operations and activity:

	23/24 Q3 Budget					24/25 Budget				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
<b>Operating View</b>										
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	10.3	-	(1,744)	(1,744)	(1,744)	10.3	-	(1,808)	(1,808)	(1,808)
Materials	-	-	(1,190)	(1,190)	(1,190)	-	-	(1,289)	(1,289)	(1,289)
Sponsorships	-	-	(5)	(5)	(5)	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>10.3</b>	<b>-</b>	<b>(2,939)</b>	<b>(2,939)</b>	<b>(2,939)</b>	<b>10.3</b>	<b>-</b>	<b>(3,097)</b>	<b>(3,097)</b>	<b>(3,097)</b>
<b>Activity view</b>										
Office of the Chief Executive	4.0	-	(1,401)	(1,401)	(1,401)	4.0	-	(1,457)	(1,457)	(1,457)
Civic Events, Partnerships, and Other Events	-	-	(416)	(416)	(416)	-	-	(482)	(482)	(482)
Lord Mayor's Office Administration	6.3	-	(1,122)	(1,122)	(1,122)	6.3	-	(1,158)	(1,158)	(1,158)
<b>TOTAL</b>	<b>10.3</b>	<b>-</b>	<b>(2,939)</b>	<b>(2,939)</b>	<b>(2,939)</b>	<b>10.3</b>	<b>-</b>	<b>(3,097)</b>	<b>(3,097)</b>	<b>(3,097)</b>

Operating Activities that this Program delivers (costs embedded in the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Strategic and Capital Projects that this Program delivers (costs in addition to the Program Budget):

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Strategic Projects</b>					
N/A	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	23/24 Q3 Budget			24/25 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
<b>Capital Projects</b>					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Capital Works

**Council owns and is responsible for the management, operations and maintenance of a diverse asset portfolio that provides services and facilities for city users.**

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

	\$'000	23/24 Q3 Budget	24/25 Budget
New and Upgrades		45,403	56,809
Renewal		54,153	56,022
<b>TOTAL</b>		<b>99,556</b>	<b>112,831</b>

A detailed breakdown of our Capital Works Program is provided on the following pages.

We categorise our capital projects expenditure to provide a better understanding of what is being delivered as:

## NEW AND UPGRADES:

These projects are identified through Council's Strategies and Plans and defined as:

- complex in nature
- installation of new infrastructure
- upgrades to existing infrastructure

*Note: Some projects have been retimed from 2023/24 and will continue to be delivered into 2024/25*

## RENEWALS

These projects are grouped against multiple categories and are directly aligned to maintenance service levels contained within Council's Asset Management Plans.

# New and Upgrades

	\$'000	2024/25 Budget
<b>City Shaping Portfolio</b>		
<b>City Culture</b>		
City of Music Laneways - The Angels Artwork		45
Golden Wattle Park / Mirnu Wirra (Park 21 West) – Community Sports Building (detailed design)		100**
Honouring Women in the Chamber - Portrait Commissions		12
Iparriyti Commission for Whitmore Square		140
Melbourne Street Public Art		200
Place of Courage		90**
Public Art Action Plan Deliverables		250
Ruby Hunter & Archie Roach Laneway Artwork		25
<b>Park Lands, Policy and Sustainability</b>		
Disability Access and Inclusion Plan 2024-2028 Implementation		100
Light Square / Wauwi – Master Plan (detailed design)		250
Public Realm Greening Program		1,700
Victoria Park / Pakapakapanthi (Park 16) – Master Plan (detailed design)		250
<b>City Services Portfolio</b>		
<b>City Operations</b>		
Plant and Fleet Replacement program		108
<b>Infrastructure</b>		
Bikeways (North-South)		1,250^
Bonython Park / Tulya Wardli (Park 27B) – Community Sports Building (detailed design)		100**
Botanic Catchment Water Course Rehabilitation		340**
Brown Hill Keswick Creek (financial contribution)		320
Charles Street - Streetscape Upgrade Major Project		5,925^
Communication Server Relocation and Associated Services (Central Market)		300
Frome Street - Footpath Upgrades		550
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements (detailed Design)		20*
Glen Osmond Road / Hutt Road Intersection Upgrade		22
Golf Links - Building Compliance Upgrades and Commercial Offering		80*
Greener City Streets Program		122^
Hutt Street and South Terrace – Stormwater Improvements		115*
Hutt Street Entry Statement Project		730**
James Place – Upgrade		100*
Jeffcott Street – Pavement and Stormwater Upgrades (concept design)		10*
Main Street Revitalisation – Gouger Street (detailed design)		1,250
Main Street Revitalisation – Hindley Street		4,980*
Main Street Revitalisation – Hutt Street (detailed design)		1,250
Main Street Revitalisation – Melbourne Street Improvements		612**
Main Street Revitalisation – Melbourne Street (planning)		100
Main Street Revitalisation – O'Connell Street (detailed design)		1,000

continued on next page

\*in addition to this budget there is a renewal amount which is reflected separately in the Renewal Program table  
\*\* fully grant funded / ^ partially grant funded

	\$'000	2024/25 Budget
<b>City Services Portfolio (continued)</b>		
<b>Infrastructure (continued)</b>		
Mistletoe Park / Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade		149
New Parents Room with store room		55
Park Land Buildings Upgrades		1,763
Royal Avenue - Improvements		100*
Rymill Park / Murlawirrapurka (Park 14) – Master Plan Safety and accessibility works		822*^
School Safety Implementation Project		250
Torrens retaining structure		1,600
Vincent Street and Vincent Place - Improvements		1,203*
<b>Strategic Property and Commercial</b>		
Central Market Arcade Options		285
Central Market Arcade Redevelopment		15,918
South West Community Centre		1,500
<b>Corporate Services Portfolio</b>		
<b>Corporate Activities</b>		
Project Delivery Management Costs (Overheads)		6,764
<b>Adelaide Economic Development Agency</b>		
Experience Adelaide Centre		3,954**
<b>Total New and Upgrade Program</b>		<b>56,809</b>

\*in addition to this budget there is a renewal amount which is reflected separately in the Renewal Program table  
 \*\* fully grant funded / ^ partially grant funded

## Renewals

	\$'000	2024/25 Budget
<b>Infrastructure</b>		
Bridges		694
Buildings		11,205
Pathways		7,863
Kerb and Water Table		1,711
Lighting & Electrical		2,233
Park Lands & Open Space		1,938
Roads		8,325
Water Infrastructure		5,735
Traffic Signal		3,931
Urban Elements		3,441
<b>Total Infrastructure</b>		<b>47,076</b>
Plant, Fleet & Equipment Replacement		1,492
Commercial Plant, Fleet & Equipment		198
IT Renewals		1,591
Delivery Resources		5,665
<b>Total Renewal Program</b>		<b>56,022</b>



# Our Resources and Budget

Resource Plan 2024 - 2028

How we Budget

Financial framework and indicators

Rates, Borrowings, Fees and Charges

Detailed financial overview

Amendments

Financial Statements



# Resource Plan 2024 - 2028

**Council's Strategic Plan 2024 – 2028 included a four year Resource Plan, which with the Long-Term Financial Plan (LTFP), Asset Management Plans and City Plan have all informed the development of this business plan and budget.**

**The Resource Plan supports the delivery of the Strategic Plan and outlines the financial and non-financial resources required to deliver our objectives and actions over the next four years.**

## Financial

The financial aspect of the Resource Plan is based on principles to ensure that Council has the capacity to be financially sustainable in the medium and long term.

Financial sustainability also helps to ensure intergenerational equity so that costs associated with expenditure are equitably spread over time relevant to the communities that will draw benefit. Financial principles include but are not limited to:

- Fees and charges are equitable and respond to the community's needs
- Ensuring an effective rating system
- Considering new and different revenue streams
- Using borrowings to fund new and upgrade projects
- Fund operations and expenses from within the operating budget

Council's LTFP has assumed that existing service levels will be maintained, while seeking efficiency improvements in line with appropriate planning, measures and benchmarks. The four year financial view embedded in the Resource Plan is taken from Council's LTFP and provides the funding for the Strategic Plan.

This period sees significant investment in Council priorities, including upgrades to main streets, partnerships with the State Government on major projects, strategic property developments and ongoing delivery of core services. Rates will continue to be an important source of revenue, accounting for approximately 60% of total annual revenue. In line with the LTFP, over the four year period Council assumes growth in future rate income aligned to CPI, in addition to rates from new properties, assumed at 1% per annum.

Factors that could impact on Council's finances over the next four years include increases to the Local Government Price Index on relevant goods and services, having a stronger focus on renewals and maintenance, changing service and infrastructure needs with a growing population, and interest rate impacts on Council's borrowings.

## Infrastructure and Property

Asset Management Plans (AMPs) help Council to manage the assets that provide services and facilities for our community. The AMPs provide guidance for the effective management of Council's assets and are reviewed every three years to ensure we deliver the required levels of services and meet strategic and legislative requirements. The AMP's then inform Council's yearly Capital Works Program, as identified in the Business Plan and Budget.

The Resource Plan outlines the need to manage infrastructure (capital) expenditure in a way which avoids disruptive adjustments to activities, programs and event raising efforts. Over the life of the plan, the capital expenditure for Council is forecast to be approximately \$300m (which is subject to an increase or decrease depending on each yearly review, through the Business Plan and Budget process).

The Strategic Property portfolio that Council manages seeks to address strategic objectives for growth in the City, while providing additional net revenue. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government.

## Resources

We also need to ensure we have appropriate resourcing from a people perspective so that we can deliver on the Strategic Plan and be responsive to emerging challenges. Workforce planning enables the corporation to attract, develop and retain the skills, knowledge and experience required to meet our strategic objectives and create a high performing culture. A focus on efficiencies and continuous improvement will enable resourcing numbers to be maintained at current levels over the four-year period.

Delivery of the Strategic Plan will also be facilitated by integrated technology solutions that improve access to information, streamline processes, and safeguard information and systems. The Business Systems Roadmap sets out the program of works over the next four years with a focus on four key themes – customers at the centre, secure and reliable, data driven, and seamless.

# How we Budget

**Councils are often referred to as 'long-term businesses' with ongoing service provision obligations and long-lived assets. From an overall community perspective, it is important that council rates are set at levels as low as sustainably possible while:**

- providing the standard and breadth of services that ratepayers value
- ensuring that council has robust, long-term asset management
- financing and operational plans which allow management of assets efficiently and effectively over the long term, so as to sustain the delivery of those services and minimise their lifetime cost.

The LTFP is used as base to guide Council's financial planning and includes a range of assumptions. In building the 2024/25 BP&B the core assumptions from the LTFP were:

- Continue budget repair
- Rates revenue in line with forecast inflation (excludes growth from new developments)
- Fees and charges in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, Wage Price Index (WPI) for SA applied
- Other revenue and expenditure growth, in general, in line with forecast inflation
- Interest rates relative to market expectations
- Capital renewal expenditure in line with Infrastructure and Asset Management Plans
- Capital enhancements (new and upgrade) in line with the Council decision to fund the Central Market Arcade Redevelopment, Mainstreets (\$15m per year) in addition to other items identified as a priority.

For 2024/25, to make sure that the budget repair required is done in a financially sustainable manner, Council also used the following principles to guide the BP&B build:

- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect the cost of services provided
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- Capital renewal expenditure will be based on Asset Management Plans
- Changes to services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/ or through savings
- Borrowings will be used to fund new and upgrade projects and not used to fund operations, expenses or renewal projects.

# Financial framework and indicators

**The budget process began by maintaining the 2023/24 Operating Budget throughout the year, updating the Base Budget to incorporate permanent changes to inform the following year's budget. The various parts of the organisation then built upon the Base Budget, from the ground up, to develop the budget required to deliver the same services at the same levels for the 2024/25 year. This effectively sets the required 2024/25 Base Budget, consistent with the approach of previous years.**

Identified service changes, strategic projects and operating initiatives, based on delivering the priorities of Council within the Strategic Plan were developed and presented to Council for endorsement and inclusion in the Budget. At the same time, revenue assumptions, particularly for Rates and Fees and Charges, were developed independently and applied to the revenue components within the Budget.

Council has also committed to a capital program of \$112.831m of which \$56.809m will deliver new and upgraded infrastructure. To do so, Council may have to utilise borrowings.

Council is budgeting to generate an operating surplus of \$9.367m in the 2024/25 financial year, in order to ensure investment at a level to achieve Council's Asset Renewal Funding Ratio target for 2024/25. This surplus will ensure our existing infrastructure is renewed in line with approved Asset Management Plans and funded via Operations for which \$7.340m is required. In addition, from 2024/25, 1.5% or \$2.027m of rates revenue has been quarantined and allocated to upgrade buildings in the Adelaide Park Lands.

Funding Pathway		Expenditure	
<b>Operations (\$000's)</b>			
Rates	144,908	Services	162,502
Fees and Charges	84,292	Strategic Projects	6,499
Grants and Subsidies	4,842	Renewal or replacement of existing assets	56,022
Other	1,183		
<b>Net Capital (\$000's)</b>			
Borrowings	21,581	New income generating assets	15,918
Capital Grants and Proceeds	6,026	New Community assets	40,891
Proceeds from the sale of assets	19,000		

### Operating Budget

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

### Capital Budget

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

Borrowings are mainly utilised for major infrastructure projects and major city shaping projects such as the development of Market Square (Central Market Arcade) and Main Street Upgrades, or commercially focused projects with a financial return on investment.

### Implications for Future Years

In developing the Business Plan and Budget, 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 where possible, known costs for projects and other known variables have been included in the Business Plan and Budget in alignment with Council decisions.

Borrowings at the end of 2023/24 will be impacted by the timing of cash inflows and cash outflows, and timing of when projects are delivered. The projected year-end position, monitored through the quarterly review forecast process, flows through to form the 2024/25 opening balance for borrowings. Any impact affecting the year-end balance of borrowings and the cumulative funding position will be considered to ensure that borrowings remain within our current Prudential Borrowing Limits.

Financial indicators for 2024/25	Target	2023/24 Q3 Budget	2024/25
<b>OPERATING SURPLUS RATIO</b> This ratio expresses the operating surplus as a percentage of operating revenue.	0%-20%	2.9%	4.0%
<b>NET FINANCIAL LIABILITIES</b> This ratio expresses the financial liabilities as a percentage of operating income.	Less than 80%	2.1%	21%
<b>ASSET SUSTAINABILITY RATIO</b> This ratio expresses the expenditure on asset renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	97%	92.5%
<b>ASSET TEST RATIO</b> The ratio expresses borrowings as a percentage of saleable property assets.	Maximum 50%	8%	17%
<b>INTEREST EXPENSE RATIO</b> Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Maximum 10%	2.5%	2.0%
<b>LEVERAGE TEST RATIO</b> The ratio expresses total borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.2	0.4
<b>CASH FLOW FROM OPERATIONS RATIO</b> The ratio expresses operating income as a percentage of operating expenditure plus expenditure on renewal/replacement of assets.	Greater than 100%	102%	103%
<b>BORROWINGS</b> The ratio expresses borrowings as a percentage of the Prudential Borrowing Limit (50% of saleable property assets).	Within Prudential Limits	15%	34%
<b>BORROWINGS</b> The ratio expresses borrowings (gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of saleable property assets).	Within Prudential Limits	36%	56%

# Rates, Borrowings, Fees and Charges

## Rate structure

Our Rating Structure is developed in accordance with the requirements of the *Local Government Act 1999 (SA)*. 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
- Our commitment 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
- Our continuing 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 (SA)*. Differentiation factors previously endorsed by Council are 'Residential', 'Non-Residential' and 'Vacant Land' land uses
- For 2024/25, residential properties identified as predominately used for short stay accommodation will incur the non-residential differential rate of Commercial-Other
- 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 2024/25, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue
- To protect ratepayers from large movements in property valuations a 10% cap on annual increases in general rates payable specific to individual ratepayers will be applied, subject to specific criteria.
- The reinstatement of a \$100 per household rebate for pensioners.

Differential rates are allocated through varied Rates in the Dollar by the following categories: Residential, Non-Residential and Vacant Land. Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

**The Rating Policy by which Council raises rates and information on our rate in the dollar, is available at [cityofadelaide.com.au/rates](http://cityofadelaide.com.au/rates)**

## Statement on Expected Rate Revenue

The 2022 Local Government reforms resulted in financial regulation changes requiring councils in South Australia to consistently show a statement on expected rate revenue. For the City of Adelaide, this information is provided below. Approximately 75% of the City of Adelaide's rateable properties are non-residential (i.e., commercial), which results in a skewed average rateable amount, when compared to suburban and regional Local Governments.

Expected Rates Revenue (\$000's)	2023/24 (as adopted)	2024/25 (estimated)	Change
<b>General Rates Revenue</b>			
General Rates (existing properties)	136,637	146,380	5.9%
General Rates (new properties)	1,524	1,380	1.0%
<b>General Rates revenue (GROSS)</b>	<b>138,161</b>	<b>147,760</b>	<b>6.9%</b>
Less: Mandatory Rebates (a)	(5,955)	(6,116)	-
<b>Total</b>	<b>132,206</b>	<b>141,644</b>	

*The percentage relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).*

Other Rates (including service charges)	2023/24 (as adopted)	2024/25 (estimated)	Change
<b>General Rates Revenue (net of rebates)</b>			
Regional Landscape Levy	1,772	1,873	5.7%
<i>The Regional Landscape Levy is a State tax, it is <b>not retained</b> by council.</i>			
Rundle Mall Management Levy	3,920	4,066	3.7%
<i>The Rundle Mall Management Levy is collected for the management and marketing of the Rundle Mall Precinct</i>			
	<b>137,898</b>	<b>147,583</b>	<b>8.0%</b>
Less: Discretionary Rebates	(2,853)	(4,151)	
<i>Includes the special discretionary rebate of 10% cap on general rates payable (excluding growth)</i>			
<b>Expected Total Rates Revenue</b>	<b>133,273</b>	<b>143,432</b>	<b>6.9%</b>

*Excluding the Regional Landscape Levy*

Summary of rateable properties	2023/24 (as adopted)	2024/25 (estimated)	Change
<b>General Rates Revenue (net of rebates)</b>			
Number of rateable properties	26,920	27,024	0.4%
<i>Estimated growth in number of rateable properties</i>			
Estimated average General Rates per rateable property	5,132	5,468	6.5%

*The average per rateable property is calculated on all rateable properties from the different land use categories, and are therefore not reflective of the \$ rate or % change that an individual ratepayer will experience.*

## Notes

(a) Councils are required under the *Local Government Act 1999 (SA)* to provide a rebate to qualifying properties under a number of categories: Health Services - 100 per cent; Community Services - 75 per cent; Religious purposes - 100 per cent; Public Cemeteries - 100 per cent; Royal Zoological Society of SA - 100 per cent; Educational purposes - 75 per cent.

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

Expected Rate Revenue (\$000's)	Total expected revenue			Rateable properties		Average per rateable property			Rate in the \$ 24/25	
	23/24	24/25	change	23/24	24/25	23/24	24/25	change		
<b>Land Use (General Rates - GROSS)</b>										
Residential	\$35,251	\$36,401	3.3%	16,870	16,995	\$2,090	\$2,142	(b)	\$52	0.111646
Commercial - Shop	\$20,304	\$21,289	4.9%	2,386	2,399	\$8,510	\$8,874	(b)	\$365	0.136813
Commercial - Office	\$43,126	\$47,942	11.2%	3,901	3,871	\$11,055	\$12,385	(b)	\$1,330	0.136813
Commercial - Other	\$34,036	\$36,561	7.4%	3,457	3,446	\$9,846	\$10,610	(b)	\$764	0.136813
Industry - Light	\$544	\$558	2.5%	101	100	\$5,389	\$5,580	(b)	\$191	0.136813
Industry - Other	\$4	\$4	13.6%	1	1	\$3,520	\$4,000	(b)	\$480	0.136813
Vacant Land	\$532	\$983	84.9%	36	51	\$14,765	\$19,275	(b)	\$4,510	0.223293
Other	\$4,364	\$4,023	-7.8%	168	161	\$25,979	\$24,988	(b)	-\$992	0.136813
<b>Total Land Use</b>	<b>\$138,161</b>	<b>\$147,760</b>	<b>6.9%</b>	<b>26,920</b>	<b>27,024</b>	<b>\$5,132</b>	<b>\$5,468</b>	<b>(b)</b>	<b>\$335</b>	
<b>Grand Total (gross)</b>	<b>\$138,161</b>	<b>\$147,760</b>	<b>6.9%</b>	<b>26,920</b>	<b>27,024</b>	<b>\$5,132</b>	<b>\$5,468</b>	<b>(b)</b>	<b>\$335</b>	

The general rate increase is based on net rates, which is gross rates less rebates applied.

#### Adopted valuation method

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value ceased to be an option from 1 Sept 2023); or

Annual Value – a valuation of the rental potential of the property.

Council adopts the use of Annual Value as the basis for valuing land within the council area. This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation. The majority of residential and non-residential properties in the City are leased (ie are not owner occupied), therefore it is a suitable valuation measure considering the ability to pay according to the income earning potential of the property.

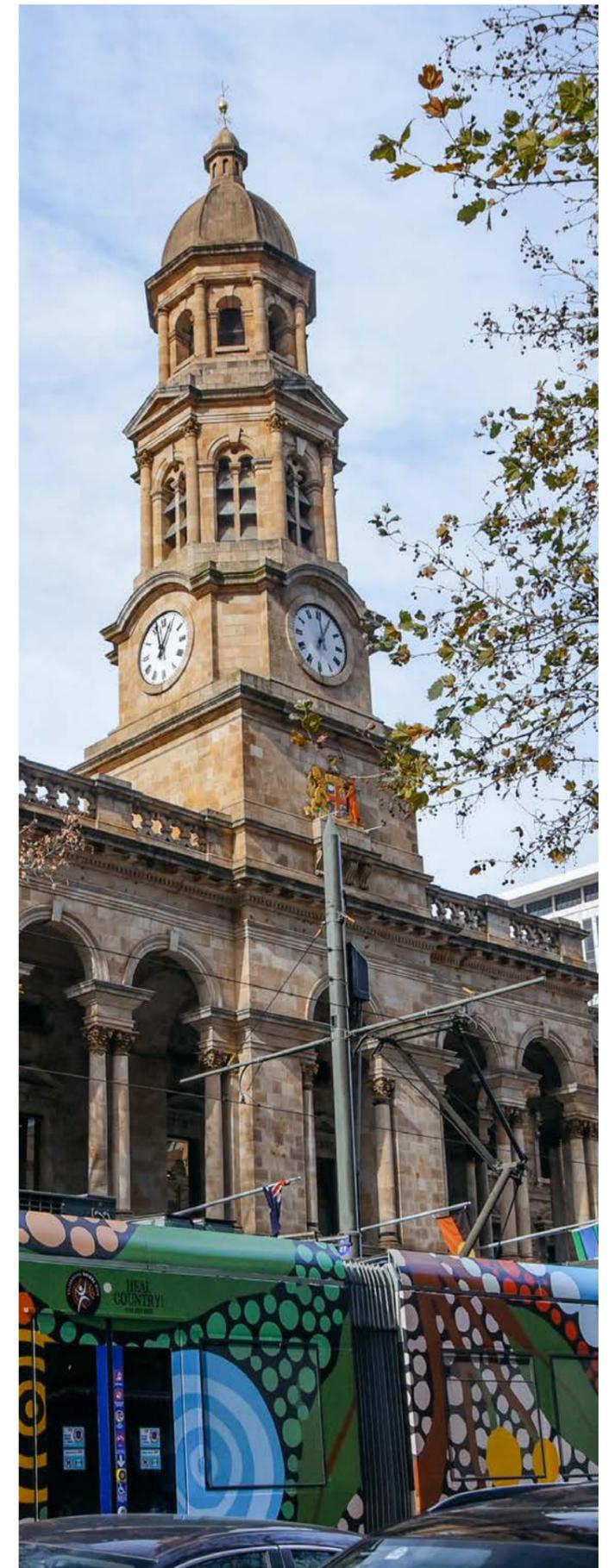
#### Notes

(b) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

#### Borrowings

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

- Strategic planning for the future of the City of Adelaide, covering short, medium and long term spending and investment issues
- Current and estimated future revenues and the ability to increase revenue through rating, user charges, additional grant funds or business activities
- Intergenerational equity considerations in terms of the ratepayers who contribute to and benefit from the related 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



# Detailed financial overview

## 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 fees:

- Reflect (or move progressively toward) the cost of the services provided
- 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 Financial Principles and related parameters

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers' expectations and relevant legislation.

Statutory Fees, set by the State Government, will be updated in line with the State Government Gazette and included in the Fees and Charges Schedule available online and for public inspection at Council's Customer Centre, 25 Pirie Street.

Section 188 of the *Local Government Act 1999 (SA)* provides the legal context for fees and charges:

- Fees and charges are determined by resolution of Council either as a direct resolution, through a 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.

Council, like any other organisation or household, has experienced a significant increase in costs in recent years and needs to respond accordingly.

Council recognises the need to repair its budget position in 2024/25 if it is to invest in the required public infrastructure and delivery of services, which align to the Strategic Plan, that our community needs both now and into the future.

As such, Council has reviewed its fees and charges, reinstating, making increases and introducing two new fees, in line with other capital city and Adelaide metropolitan councils and consistent with increased costs to deliver services and meet inflation.

As a base position, Council is increasing fees by 3.25% in 2024/25 to meet rising costs and inflation.

Fees reviewed include:

- A change to the fee model to public realm e-scooters, aiming to reduce e-scooter clutter and increase revenue
- An increase the City Works Permit daily fee cap, initially introduced in 2021
- Reinstatement of fees for initial inspections for food premises, to cover costs of the service
- Introduction of a fee for Local Nuisance Exemptions applications, to cover costs of the service
- Introduction of a minimum fee City Works Permit, to cover costs of the service
- An increase in encroachment fees

*A complete list of Council's fees and charges for 2024/25 is available online.*

Income (\$'000s)	2023/24 Q3 Budget	2024/25 Budget	Variance
Rates Revenues	135,131	144,908	9,777
Statutory Charges	15,107	16,893	1,786
User Charges	72,565	67,399	(5,166)
Grants, Subsidies and Contributions	8,876	4,842	(4,034)
Investment Income	944	166	(778)
Reimbursements	703	150	(553)
Other Income	1,143	866	(277)
<b>Total Income</b>	<b>234,470</b>	<b>235,225</b>	<b>755</b>

## Rates income - \$144.908m

In 2024/25 Council has determined that rates revenue of \$144.908m is required to fund the increase in Renewals as per the Asset Management Plans, which is an increase of 5.9% (plus growth) compared to 2023/24.

Property revaluations have been undertaken for the purposes of rating; the result of this valuation has reduced the Rate in the Dollar. This ensures Council generates the required level of rates revenue only.

Council anticipates 1% growth in revenue from new developments and additions. For the Rundle Mall Separate Levy, the revenue generated is used to directly advertise, promote and manage the Rundle Mall Precinct. The expected revenue for 2024/25 will, on average, increase in line with the inflation assumption of 3.25%.

## Statutory charges - \$16.893m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including Development Act fees, parking fines and dog registration fees. Most fees are set by State Government legislation and administered by Council.

## User charges - \$67.399m

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council-owned property. Fees have in general increased by 3.25%. Council also receives income from commercial aspects of the business through the operation of the UParks and Town Hall. The commercial revenue budgets have been based on historical performance overlaid with current market conditions and projections of activity. From 1 August 2024, the Adelaide Aquatic Centre is set to close. As a result, associated income is forecast to reduce by \$6.463m to \$0.130m.

**Grants, subsidies and contributions - \$4.842m**

Grants, subsidies and contributions are income received from Federal and State governments. Operating grants, subsidies and contribution income has decreased due to a higher level of once-off grants received in 2023/24. Over \$4.5m was received for the undertaking of a project to ensure resilient flood planning, as well as for Adelaide Free Wi-Fi and City Safe CCTV Network.

In addition to these operating grants, the City is also expecting to receive capital grants and subsidies to fund the construction or purchase of new or upgraded assets. These are capital in nature and presented in a separate section of the Financial Statements.

**Investment Income - \$0.166m**

Investment income is income derived from an asset, such as interest on bank accounts and investment properties. The 2024/25 budget has decreased by \$0.778m due to the unwinding of Non-Current Receivables in 2023/24. Receipts are expected in 2024/25.

**Reimbursement - \$0.150m**

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government.

**Other income - \$0.866m**

Other income is comprised of income from commissions, and other miscellaneous receipts, and varies from year to year.

Expenses (\$'000s)	2023/24 Q3 Budget	2024/25 Budget	Variance
Employee Costs	78,732	86,220	7,488
Materials, Contracts & Other Expenses	86,025	75,823	(10,202)
Sponsorships, Contributions and Donations	7,526	6,149	(1,376)
Depreciation, Amortisation & Impairment	54,482	56,857	2,374
Finance Costs	890	808	(82)
<b>Total Expenses</b>	<b>227,655</b>	<b>225,858</b>	<b>(1,798)</b>

**Employee costs - \$86.220m**

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour. Employee costs are budgeted to increase by \$7.488m, from \$78.732m to \$86.220m, largely due to the utilisation of temporary labour force through external providers to backfill vacant positions.

As a result of the expansion of services delivered to our community, an additional 9.9 FTE from 759.7 to 769.6, have been included in the 2024/25 budget.

Employee costs for 2024/25 also include the combined application of increases aligned with Enterprise Agreements, level changes required under the Enterprise Agreement and 0.5% increase in Superannuation Guarantee Charge.

**Materials, contracts and other - \$75.823m**

Materials cover many different expenses of Council including utility payments for water and electricity, library books, and consumable materials.

Contracts covers costs such as contractors, waste collection, equipment hire, software license fees and consultants.

Other Expenses include audit and legal fees, communication expenses, insurance and registration, levies paid to other organisations, elected member allowances, advertising, fringe benefits tax, training and travel expenses.

Materials, contracts and other expenses are budgeted to decrease by \$10.202m from \$86.025m. This is largely due to the closure of the Adelaide Aquatic Centre on 1 August 2024, whereby expenditure will reduce by \$7.057m to \$0.373m, as well as the use of external providers for temporary labour of \$5.330m. Offsetting this decrease is the expansion of services delivered to our community including new strategies, maintenance, greening, graduate programs, and the readiness for the expansion of the One Market footprint.

The existing expenditure base is generally indexed by 3.25% (forecast CPI) with additional increases for expenditure imposed on Council such as waste management, gas, security services and operating leases.

### **Sponsorships, Contributions and Donations \$6.149m**

Sponsorships, contributions and donations are paid to community groups and organisations. As Council considers a strategic view to partnerships, our funding allocation for 2024/25 has remained in line with 2023/24 funding allocation.

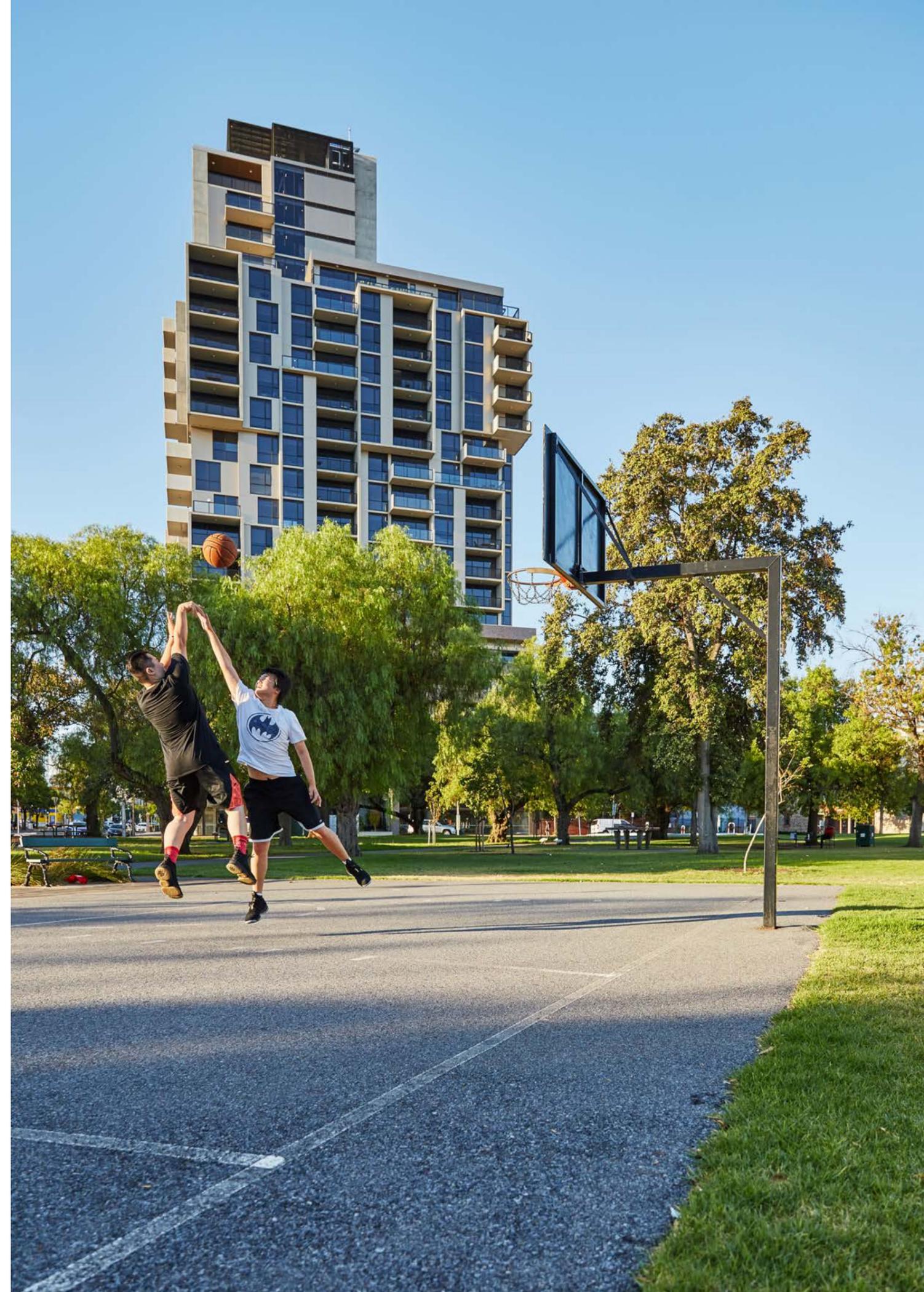
### **Depreciation - \$56.857m**

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned. Depreciation is increasing by \$0.384m from the 2023/24 budgeted depreciation. This is a result of indexation and the completion of key projects.

### **Finance costs - \$0.808m**

Finance costs include interest payable on borrowings and finance leases and other banking charges. Council is budgeting for a decrease of \$0.079m in 2024/25 largely due to the impact of finance leases.

*Note – Borrowings associated with the construction of new assets are capitalised against the assets during the construction phase.*



# Amendments

Under section 123(6a) of the *Local Government Act 1999 (SA)*, any significant change made to a Business Plan and Budget, compared to the Draft Business Plan and Budget for community consultation, must be outlined.

Changes made to the 2024/25 Business Plan and Budget, since the adoption of the Draft 2024/25 Business Plan and Budget for consultation in April 2024, include:

**2023/24 financial position** – the 2023/24 financial figures provided in this document have been updated to reflect the Quarter 3 2023/24 budget, which had not been endorsed by Council at the time of publishing the Draft 2024/25 Business Plan and Budget.

**Savings** – the Draft 2024/25 Business Plan and Budget included a savings target of \$3.159m in operating expenditure, to be identified prior to the adoption of the 2024/25 Business Plan and Budget. Savings found include \$1.453m in grants, sponsorships and strategic partnerships, which Council provides, and \$1.706m in other operating expenditure.

# Financial Statements

## Cash flow statement

Proceeds from borrowings (new draw downs) show \$30.084m to be provided in 2024/25. This is a result of the delivery of new and upgraded capital program in 2024/25 offset by proceeds from surplus assets.

## Balance sheet

Total Assets are projected to rise to \$1,978.216m in 2024/25. This is an increase of \$33.817m, largely the result of the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to increase to \$53.677m as at June 2025. This level of borrowings is within Council's Prudential Borrowing limits. Please see the financial indicator section for more information.

The Future Fund Reserve is a result of strategic property sales. This fund is to be utilised to purchase or construct income generating assets. The Future Fund is projected to increase to \$34.154m in 2024/25.

## Uniform Presentation of Finances

### Operating surplus / (deficit)

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

### Net outlays on existing assets

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

### Net outlays on new and upgraded assets

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

### Net lending / (borrowing) for financial year

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

## Statement of Comprehensive Income

\$'000s	2023/24 Q3 Budget	2024/25 Budget
Income		
Rates Revenues	135,131	144,908
Statutory Charges	15,107	16,893
User Charges	72,565	67,399
Grants, Subsidies and Contributions	8,876	4,842
Investment Income	944	166
Reimbursements	703	150
Other Income	1,143	866
<b>Total Income</b>	<b>234,470</b>	<b>235,225</b>
Expenses		
Employee Costs	78,732	86,220
Materials, Contracts and Other Expenses	93,551	81,973
Depreciation, Amortisation and Impairment	54,482	56,857
Finance Costs	890	808
<b>Total Expenses</b>	<b>227,655</b>	<b>225,858</b>
<b>Operating Surplus / (Deficit)</b>	<b>6,815</b>	<b>9,367</b>
Asset Disposal & Fair Value Adjustments	1,125	-
Amounts Received Specifically for New or Upgraded Assets	7,152	7,026
<b>Net Surplus / (Deficit)</b>	<b>15,091</b>	<b>16,393</b>
Changes in Revaluation Surplus - I,PP&E	(13,843)	-
<b>Total Other Comprehensive Income</b>	<b>(13,843)</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>1,248</b>	<b>16,393</b>

## Statement of Financial Position

\$'000s	2023/24 Q3 Budget	2024/25 Budget
ASSETS		
<i>Current Assets</i>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	41,448	45,116
Inventories	741	741
<b>Total Current Assets</b>	<b>42,989</b>	<b>46,657</b>
<i>Non-Current Assets</i>		
Financial Assets	754	679
Equity Accounted Investments in Council Businesses	1,938	2,258
Investment Property	2,939	2,968
Infrastructure, Property, Plant and Equipment	1,868,373	1,924,347
Other Non-Current Assets	1,306	1,306
Non-Current Receivable	26,100	-
<b>Total Non-Current Assets</b>	<b>1,901,410</b>	<b>1,931,559</b>
<b>TOTAL ASSETS</b>	<b>1,944,400</b>	<b>1,978,216</b>
LIABILITIES		
<i>Current Liabilities</i>		
Trade and Other Payables	20,434	19,071
Provisions	27,888	21,596
Other Current Liabilities	5,066	5,142
<b>Total Current Liabilities</b>	<b>53,388</b>	<b>45,808</b>
<i>Non-Current Liabilities</i>		
Trade and Other Payables	-	-
Borrowings	23,593	53,677
Provisions	2,042	2,103
Other Non-Current Liabilities	36,064	30,922
<b>Total Non-Current Liabilities</b>	<b>61,700</b>	<b>86,703</b>
<b>TOTAL LIABILITIES</b>	<b>115,088</b>	<b>132,511</b>
<b>Net Assets</b>	<b>1,829,312</b>	<b>1,845,705</b>
EQUITY		
Accumulated Surplus	793,358	807,169
Asset Revaluation Reserves	1,004,383	1,004,383
Future Fund Reserve	31,571	34,154
<b>Total Council Equity</b>	<b>1,829,312</b>	<b>1,845,705</b>

## Statement of Changes in Equity

\$'000s	2023/24 Q3 Budget	2024/25 Budget
Balance at the end of previous reporting period	1,828,064	1,829,312
a. Net Surplus / (Deficit) for Year	15,091	16,393
b. Other Comprehensive Income	(13,843)	-
Total Comprehensive Income	1,248	16,393
<b>Balance at the end of period</b>	<b>1,829,312</b>	<b>1,845,705</b>

## Statement of Cash flows

\$'000s	2023/24 Q3 Budget	2024/25 Budget
Cash Flows from Operating Activities		
<i>Receipts</i>		
Operating Receipts	232,116	232,801
<i>Payments</i>		
Operating Payments to Suppliers and Employees	(173,039)	(170,091)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>59,077</b>	<b>62,710</b>
Cash Flows from Investing Activities		
<i>Receipts</i>		
Amounts Received Specifically for New/Upgraded Assets	1,455	6,026
Proceeds from Surplus Assets	27,125	18,500
<i>Sale of Replaced Assets</i>	630	500
<i>Payments</i>		
Expenditure on Renewal/Replacement of Assets	(54,153)	(56,022)
Expenditure on New/Upgraded Assets	(45,083)	(56,489)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(70,347)</b>	<b>(87,805)</b>
Cash Flows from Financing Activities		
<i>Receipts</i>		
Proceeds from Borrowings	16,074	30,084
<i>Payments</i>		
Repayment from Borrowings	-	-
Repayment of Lease Liabilities	(4,877)	(4,989)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>11,198</b>	<b>25,095</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(71)</b>	<b>-</b>
plus: Cash and Cash Equivalents at beginning of period	871	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>

## Uniform Presentation of Finances

\$'000s	2023/24 Q3 Budget	2024/25 Budget
Income		
<i>Rates Revenues</i>	135,131	144,908
Statutory Charges	15,107	16,893
User Charges	72,565	67,399
Grants, Subsidies and Contributions	8,876	4,842
<i>Investment Income</i>	944	166
<i>Reimbursements</i>	703	150
Other Income	1,143	866
<b>Total Income</b>	<b>234,470</b>	<b>235,225</b>
Expenses		
<i>Employee Costs</i>	78,732	86,220
<i>Materials, Contracts and Other Expenses</i>	93,551	81,973
Depreciation, Amortisation and Impairment	54,482	56,857
Finance Costs	890	808
<b>Total Expenses</b>	<b>227,655</b>	<b>225,858</b>
<b>Operating Surplus / (Deficit)</b>	<b>6,815</b>	<b>9,367</b>
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	(54,153)	(56,022)
add back Depreciation, Amortisation and Impairment	54,482	56,857
add back Proceeds from Sale of Replaced Assets	630	500
<b>Net Outlays on Existing Assets</b>	<b>959</b>	<b>1,335</b>
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(45,403)	(56,809)
add back Amounts received specifically for New and Upgraded Assets	1,455	6,026
add back Proceeds from Sale of Surplus Assets	18,500	18,500
<b>Net Outlays on New and Upgraded Assets</b>	<b>(25,448)</b>	<b>(32,283)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(17,674)</b>	<b>(21,581)</b>

25 Pirie Street Adelaide  
South Australia 5000  
[cityofadelaide.com.au](http://cityofadelaide.com.au)

