



AUDIT AND RISK COMMITTEE

Agenda and Reports

for the meeting on

Friday, 15 August 2025

at 8.30 am

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

AUDIT AND RISK COMMITTEE
Meeting Agenda, Friday, 15 August 2025, at 8.30 am

Membership	The Lord Mayor (ex-officio) 1 Council Member 4 External Independent Members 2 Proxy Council Members
Quorum	3
Presiding Member	Nicolle Rantanen Reynolds
Committee Members	The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (ex-officio) Mark Davies Simon Rodger Councillor Janet Giles

Agenda

Item	Pages
1. Acknowledgement of Country 'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'	
2. Apologies and Leave of Absence Nil	
3. Confirmation of Minutes That the Minutes of the meeting of the Audit and Risk Committee held on 13 June 2025, be taken as read and be confirmed as an accurate record of proceedings. View public 13 June 2025 Minutes here .	
4. Declaration of Conflict of Interest	
5. Presiding Member Reports	
6. Workshop	
6.1 2025/2026 Long Term Financial Plan (LTFP) Roadmap	4 - 42
7. Reports	
7.1 Presiding Member's Annual Report	43 - 48
7.2 Q4 2024/25 BP&B Update	49 - 109
7.3 Privacy Policy Review	110 - 124
8. Emerging Key Risks	
9. Independent Member Discussion	
10. Other Business	
11. Exclusion of the Public In accordance with sections 90(2),(3) and (7) of the <i>Local Government Act 1999 (SA)</i>	125 - 127

the Audit and Risk Committee will consider whether to discuss in confidence the reports contained within section 12 of this Agenda.

12. Confidential Items

- | | | |
|-------------|---|-----------|
| 12.1 | Confidential - Paid Parking Review [S90(3) (b)] | 128 - 160 |
| 12.2 | Confidential - Provision of External Audit Services - Procurement Plan [S90(3) (k)] | 161 - 172 |
| 12.3 | Confidential - Penetration Testing Internal Audit - CyberCX [S90(3) (e)] | 173 - 224 |

13. Closure

2025/26 Long Term Financial Plan Update

15 August 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Presenter: Anthony Spartalis

Chief Operating Officer

Public

PURPOSE OF WORKSHOP

The workshop outlines the roadmap for updating the 2025/26 Long Term Financial Plan (LTFP), to be presented to the City Finance and Governance Committee at its meeting of 19 August 2025.

The LTFP is one of the City of Adelaide's key strategic management plans and is required to be updated annually. This workshop outlines its underpinning parameters, assumptions and the levers available to influence financial outcomes. The presentation includes core content for discussion in the workshop in addition to pre-reading towards the end of the presentation.

Audit and Risk Committee feedback is sought on the roadmap outlined, the underpinning LTFP assumptions, and the capital implications presented to date prior to public consultation commencing on 15 October 2025.

KEY QUESTIONS

What observations does the Audit and Risk Committee have regarding:

- preferred application of funding levers in the LTFP
 - assumptions about significant renewals
 - levels of new and upgrade investment.
-

- END OF REPORT -

Our Corporation

2025/26 Long Term
Financial Plan (LTFP)

Roadmap including
Key Assumptions,
Parameters, Levers

15 August 2025
Chief Operating Officer

2025/26 LTFP Roadmap

Date	Forum	Role	Topic
15 August	ARC (Workshop)	Discuss	Building the LTFP Roadmap + High level parameters and projections (current LTFP)
19 August	CFG (Report)	Note	LTFP Roadmap
26 August (Special)	CFG (Workshop)	Discuss	AEDA Funding Workshop
9 September (Special)	CFG (Workshop)	Discuss	Workshop 1 - Operating Budget - Baseline, Revenue Assumptions, Service Changes, & Strategic Projects
16 September	CFG (Workshop)	Discuss	Workshop 2 - Capital Renewals (AMPs, significant renewals, ARFR target, other adjustments) & Capital New and Upgrade (Level of investment)
25 September (Special)	CFG (Report)	Endorse	Draft LTFP for consultation
14 October	Council	Approve	Draft LTFP for consultation
15 October	Begin public consultation	Consultation	21 days public consultation ends (Strategic Management document)
5 November	End public consultation	Consultation	21 days public consultation ends (Strategic Management document)
11 November	Council (Report)	Note	Consultation feedback report
18 November	CFG (Report)	Endorse	Final draft LTFP (based on consultation feedback)
25 November	Council (Report)	Adopt	Adopt final 2025/26 LTFP

2025/26 LTFP Roadmap

LTFP shaped by:

- 2024/28 Strategic Plan
- AMPs
- 2025/26 Business Plan & Budget
- City Plan
- Other strategies and plans:
 - Housing Strategy
 - Homelessness Strategy
 - Integrated Climate Strategy
 - Economic Development Strategy
 - Integrated Transport Strategy (inc School Safety Review)
 - Heritage Strategy
 - Adelaide Park Lands Management Strategy

Key Discussion Points

What are ARC
Members'
views...

regarding
funding of
significant
renewals?

What are ARC
Members'
views...

regarding
funding of the
new and
upgrade capital
program?

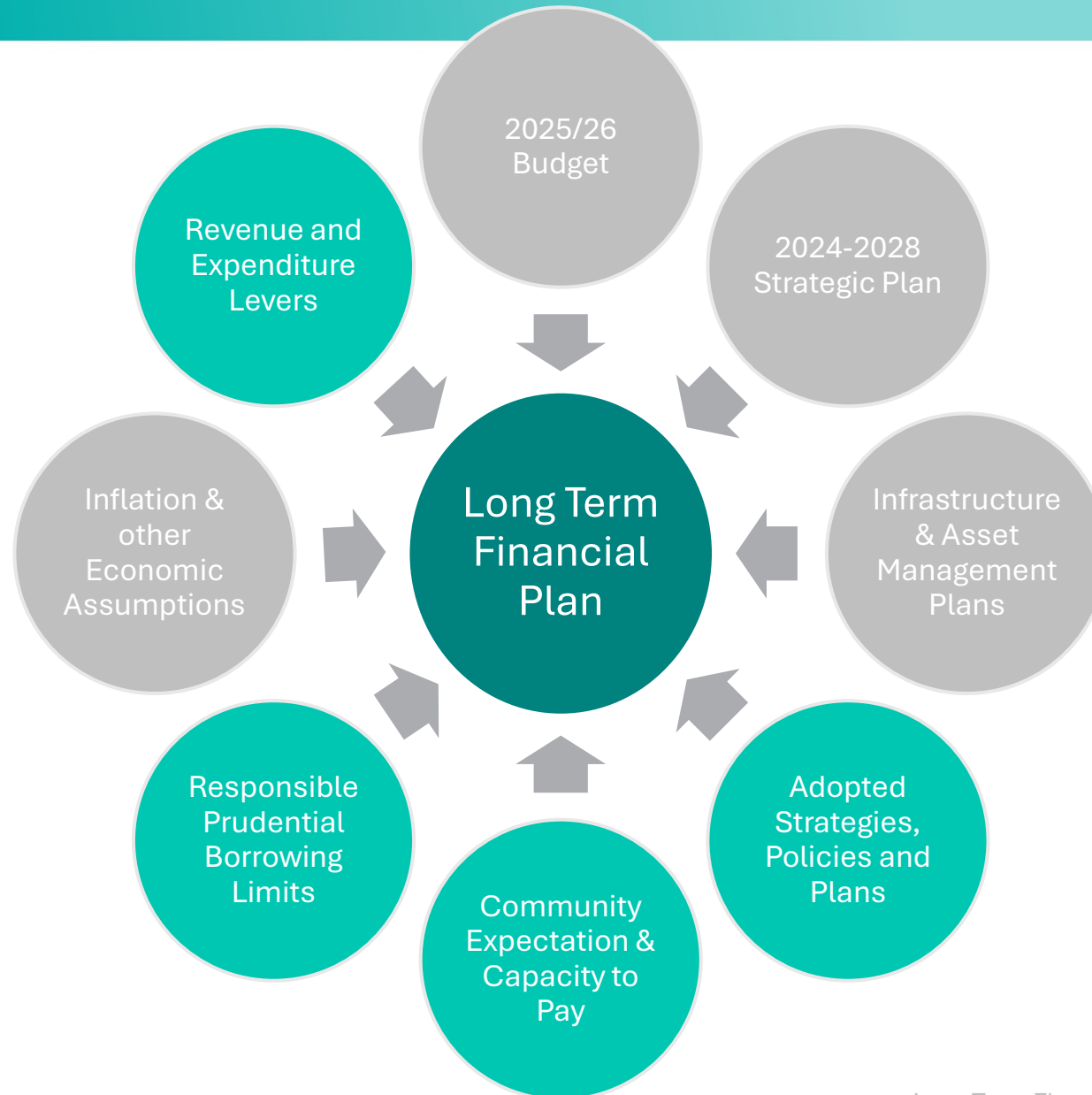
What are ARC
Members'
views...

on the current
path to 100%
ARFR?

What are ARC
Members'
views...

on the 1.5%
rate revenue
allocation to
upgrade
community
buildings in the
Park Lands?

Basis of Preparation



The 4 Funding Elements

Four areas to be funded, consistent with the budget:

- Operating Budget
- Strategic Projects
- Asset Renewal Capital Program
- New and Upgrade Capital Program

**The LTFP sets the parameters for the
Annual Business Plan & Budget**

Operating Budget

\$'000s	2025-26 Adopted Budget			2025-26 per Adopted LTFP			
	Operating	Projects	Total Adopted Budget	Operating	Projects	Total LTFP	Variance
Income							
Rates Revenues	154,908	0	154,908	154,896	0	154,896	12
Fees and Charges	87,948	170	88,118	86,341	0	86,341	1,777
Grants, Subsidies and Contributions	4,243	653	4,896	4,646	0	4,646	250
Other Income	1,047	0	1,047	1,218	0	1,218	(171)
Total Income	248,146	823	248,969	247,101	0	247,101	1,868
Expenses							
Employee Costs	89,686	1,106	90,792	88,853	0	88,853	(1,939)
Materials, Contracts & Other Expenses	72,906	5,175	78,081	71,063	6,694	77,757	(324)
Sponsorships, Contributions and Donations	5,467	865	6,332	6,334	0	6,334	2
Depreciation, Amortisation & Impairment	64,506	0	64,506	64,462	0	64,462	(44)
Finance Costs	717	0	717	3,626	0	3,626	2,909
Total Expenses	233,282	7,146	240,428	234,337	6,694	241,031	603
Operating Surplus / (Deficit)	14,864	(6,323)	8,541	12,764	(6,694)	6,070	2,471
Net Outlays on Existing Assets							
Capital Expenditure on Renewal & Replacement of Existing Assets		(67,937)	(67,937)		(67,936)	(67,936)	(1)
<i>add back</i> Depreciation, Amortisation and Impairment		64,506	64,506		64,462	64,462	44
<i>add back</i> Proceeds from Sale of Replaced Assets		500	500		500	500	0
Net Outlays on Existing Assets		(2,931)	(2,931)		(2,975)	(2,975)	44
Net Outlays on New and Upgraded Assets							
Capital Expenditure on New and Upgraded Assets		(46,361)	(46,361)		(39,119)	(39,119)	(7,242)
<i>add back</i> Amounts received specifically for New and Upgraded Assets		8,018	8,018		0	0	8,018
<i>add back</i> Proceeds from Sale of Surplus Assets		18,500	18,500		0	0	18,500
Net Outlays on New and Upgraded Assets		(19,843)	(19,843)		(39,119)	(39,119)	19,276
Net Lending / (Borrowing) for Financial Year	14,864	(29,097)	(14,233)	12,764	(48,788)	(36,024)	21,791
Borrowings			50,074			94,834	44,760

Key assumptions:

- Maintain operating surplus
- Rate revenue increases
- Inflation & interest charges
- Service changes
- Depreciation
- Renewals in line with Asset Management Plans

Operating Surplus

The Operating Surplus needs to be at a level to fund:

- New debt servicing
- 1.5% new and upgrade funding for community buildings in the parklands
- Rate revenue growth from new developments

**Operating Surpluses need to be
maintained**

Rate revenue is increased based on the following:

- CPI
- Growth from new developments
- Asset Renewal Funding Ratio increase (over 8 years)
- Asset Renewal Repair Fund (over 3 years)

**Rate revenue is needed to sustainably
fund asset renewals and services**

Inflation & Interest Rates

Adopted LTFP

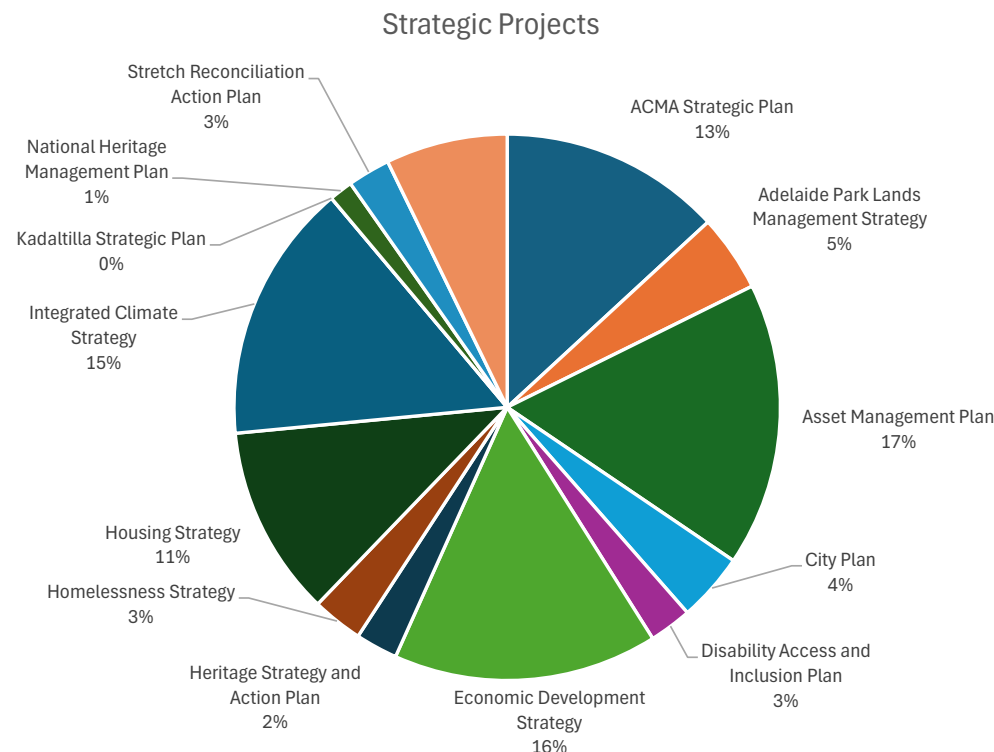
Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
CPI (SA)	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rate	4.50%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%

Current Assumption

Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
CPI (SA)	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Rate	5.15%	4.65%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%	4.45%

Strategic Projects

Endorsed Strategies/Plans	Expenditure \$'000	% of Project Pool (as per 25/26 BP&B)
ACMA Strategic Plan	939	13%
Adelaide Park Lands Management Strategy	325	5%
Asset Management Plan	1,200	17%
City Plan	290	4%
Disability Access and Inclusion Plan	180	3%
Economic Development Strategy	1,118	16%
Heritage Strategy and Action Plan	178	2%
Homelessness Strategy	215	3%
Housing Strategy	806	11%
Integrated Climate Strategy	1,100	15%
Kadaltilla Strategic Plan	-	-
National Heritage Management Plan	100	1%
Stretch Reconciliation Action Plan	180	3%
Other Strategies	515	7%
Total (net of related revenue)	7,146	100%



Balance needed to equitably fund initiatives for adopted strategies

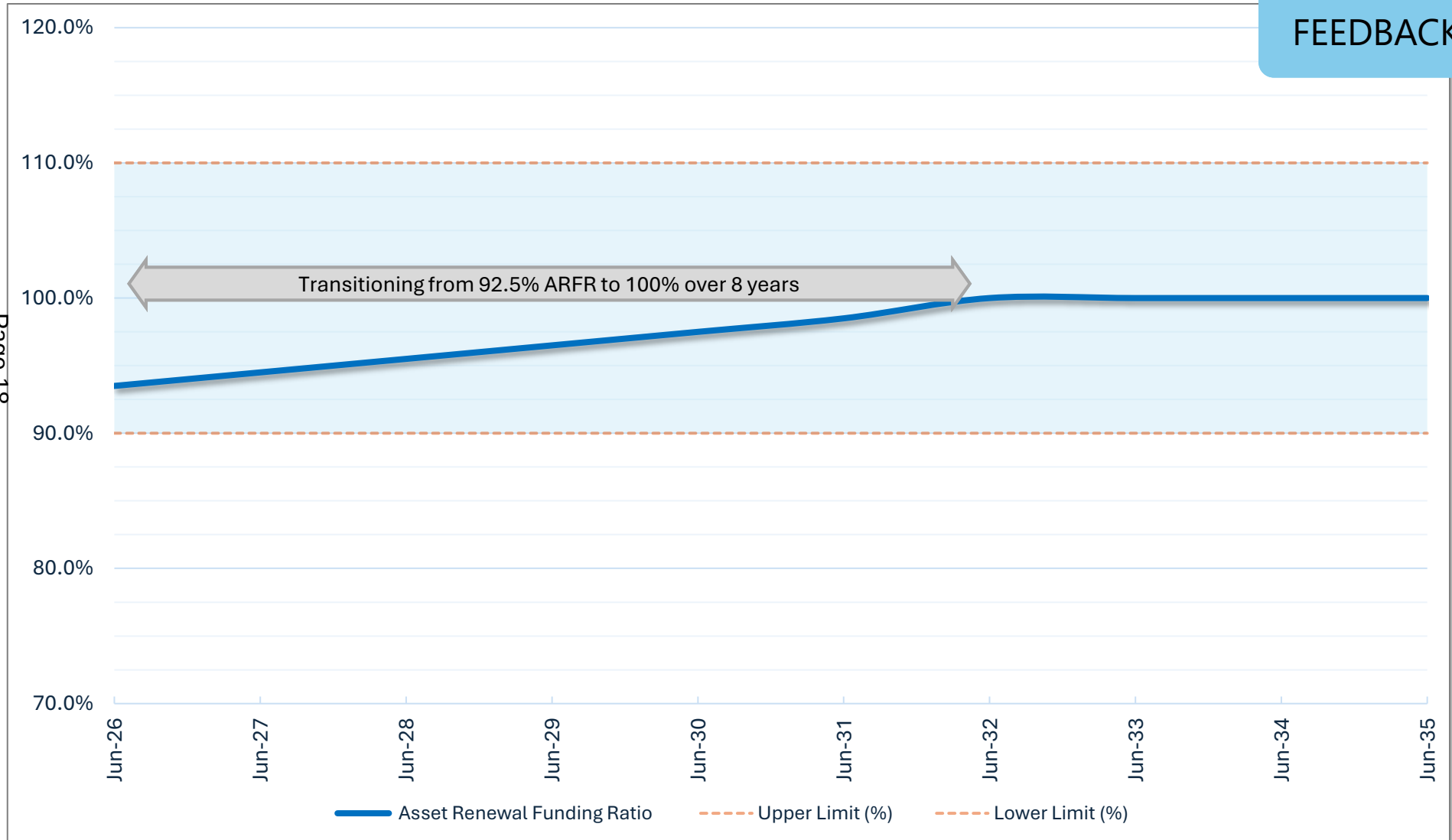
Key considerations:

- Maintain transitioning ARFR to 100% over an 8-year period
- Update AMPs to reflect the transition
- Confirm funding assumptions for significant renewals
- Treatment of North Adelaide Golf Course

Asset Renewal Funding Ratio (ARFR)

FEEDBACK

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Asset Management Plans

Asset Class*	(\$'000)						
	AMP 2025/26		Adopted LTFP 2025/26 Budget		Adopted 2025/26 Budget		Variance
	Budget	ARFR	Budget	ARFR	Budget	ARFR	Budget
Asset Renewal Delivery Resource	6,308	100%	5,898	93.5%	5,898	93.5%	-
Buildings	11,261	100%	10,529	93.5%	15,115	134.2%	(4,586)
Lighting & Electrical	5,305	100%	4,960	93.5%	4,960	93.5%	-
Park Lands & Open Space	3,019	100%	2,823	93.5%	1,600	53.0%	1,223
Plant, Fleet & Equipment	3,653	100%	3,415	93.5%	3,715	101.7%	(300)
Transport	28,823	100%	26,950	93.5%	24,489	85.0%	2461
Urban Elements	5,162	100%	4,826	93.5%	3,624	70.2%	1,202
Water Infrastructure	9,129	100%	8,536	93.5%	8,536	93.5%	-
TOTAL	72,659	100%	67,936	93.5%	67,937	93.5%	(1)

* Excludes Significant Renewals

Significant Renewals

- Current adopted LTFP assumes both Adelaide Bridge and Torrens Weir renewed in line with adopted AMPs - partially funded by external grants (not yet secured)
- Rundle UPark's life extended to 2029/30 – AMP to be updated to reflect this

Significant Renewals	Financial Year	Total Expenditure (\$'000s)	External Funding (\$'000s)	Net Expenditure (\$'000s)
Adelaide Bridge	2027/28 - 2028/29	60,000	(15,000)	45,000
Torrens Weir Structure	2028/29 – 2029/30	40,000	(26,666)	13,334
Rundle UPark*	2030/31 – 2031/32	15,000	-	15,000

*Total renewal cost = \$60m; \$15m extends life to end of current leases (current adopted assumption)

Significant Renewals

- These significant renewals are “once in a generation” projects - funding levers beyond operating revenue alone should be considered:
 - Advocacy and external grant funding
 - Asset ownership
 - Borrowings (fixed principal and interest structure)

**Confirm current assumptions to extend,
renew, replace or upgrade**

Council's current adopted LTFP has committed funding to:

- Mainstreet Revitalisation Upgrades
- Central Market
- Adelaide Aquatic Centre Community Playing Field
- 1.5% rates revenue to upgrade buildings in the Park Lands (in addition to Renewals)
- Forward commitment of \$23.2m from 2028/29, to fit within the current Prudential Borrowing Limits
- Brownhill and Keswick Creek - \$320k annual commitment

New and Upgraded Assets

The levers available to Council to deliver New and Upgraded Assets are:

- Surplus cash from operating and renewal activities
- External grant funding
- Borrowings
- Prioritising commitment

Confirm current assumptions for new and upgraded assets

Risks and Opportunities

- Council rate revenue growth
- Government priorities (State and Commonwealth)
- Interest rates
- Inflationary pressures - wages and materials
- Securing external funding
- Delivery of Property Strategy and Action Plan
- Delivery of endorsed Strategies not yet fully funded
- Asset valuations
- COP31 event
- North Adelaide Golf course changes
- Prudential Borrowing Limits

2025/26 LTFP Roadmap

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Key Discussion Points

What are ARC
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regarding
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What are ARC
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What are ARC
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What are ARC
Members'
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on the 1.5%
rate revenue
allocation to
upgrade
community
buildings in the
Park Lands?

Thank you – questions or comments?

What is the LTFP?

- The Long Term Financial Plan (LTFP) is a 10 year forecast of Council's financial performance and position based on its strategic plans, anticipated service levels and social, economic and political indicators.
- It provides guidance to support Council decision-making and confirm Council's financial capacity to deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.
- The LTFP is a projected report based on information known at the time. As such the review process of the LTFP is iterative and will change as new or updated information is presented.
- Legislatively, Council must adopt a LTFP within the first two years of being appointed. CoA's approach is to develop and adopt the LTFP in consultation with Council each year, and review it quarterly to reflect the latest available information.
- Key outputs include a comprehensive set of financial indicators and forecast financial statements in accordance with legislative requirements.

Financial Sustainability

PRE- READING

The Australian Local Government Association's definition of financial sustainability is as follows:

- "A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

It is based on the premise that:

- The current generation are able to 'pay their way' by funding the services and infrastructure they utilise, and
- Investments in new infrastructure and assets funded through borrowings will not over burden future generations.

Basis of Preparation

PRE- READING

Projecting forward, the LTFP considers:

- The 2025/26 budget, which forms the 'base' year, with assumptions applied to subsequent years, adjusted for known structural changes
- Council's 2024-2028 Strategic Plan, Infrastructure and Asset Management Plans, and adopted Strategies, including planned investment in new projects and infrastructure
- The social, economic and political environment, including indicators such as population growth, inflation and interest rates
- Anticipated changes in future service levels that reflect the needs and expectations of the community
- Funding and expenditure levers available to Council, including revenue and financing guidelines, such as Council's Rating Policy and Treasury Policy
- Revenue opportunities and cost drivers, including the impact of climate change and other factors on the city
- A rigorous assessment of Council's current financial position and financial sustainability

Financial Principles

Council has endorsed the following Financial Principles:

- Transparency in decision making
- 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 cost of services provided
- Maintain the rating system
- 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
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- 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

Financial Principles cont...

PRE- READING

- Capital renewal expenditure will be based on asset management plans
- Borrowings will be used to fund new and upgrade capital projects and not used to fund operations, expenses or capital renewal projects
- Short term borrowings will be used to fund the Asset Renewal Repair Fund (ARFR)
- Generate cash flow from operations ratio above 100% to generate adequate cash flow to replace assets over time and to service the principal and interest associated with borrowings
- New or enhanced 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
- Consider the disposal, purchase and /or repurposing of property assets to unlock the potential and future prosperity of the City, without incurring a financial loss

Key Assumptions

Underpinning this LTFP

PRE- READING

The current adopted LTFP incorporates the following assumptions and parameters:

- Rates Revenue increases in line with forecast inflation (excluding growth from new developments)
- Fees and charges increased in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, forecast inflation 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 (IAMPs), returning to 100% Asset Renewal Funding Ratio (ARFR) by 2027-28
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m over current term of council and assumed continuation.

Asset Renewal & Asset Management Plans

PRE- READING

- Infrastructure and Asset Management Plans (IAMPs), part of Council's suite of Strategic Management Plans, are reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning
- A desktop update is completed on an annual basis between the four-year cycle to ensure price escalation and asset condition is kept up-to-date
- Detailed modelling enables Council to optimise maintenance and renewal expenditure to ensure asset sustainability.

Asset Renewal Funding Ratio

PRE- READING

- The Asset Renewal Funding Ratio (ARFR) represents expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.
- It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans.
- The revised AMPs determine the renewal requirement based on condition of the asset as well as the service levels approved by Council.
- The Local Government Act 1999 (SA) recommends a target ratio between 90% and 110%. That is, council needs to renew between 90-110% of what is required within the AMPs for that given year
- The current adopted LTFP assumes a gradual ARFR increase from 93.5% in 2025/26 to 100% by 2030/31

Borrowings

PRE- READING

- Council must maintain and upgrade existing infrastructure, and provide new infrastructure to meet changing community needs
- To deliver these important projects and infrastructure, council utilises money from Local Government Financing Authority (a State-backed entity), which creates a debt, or money owed, to be repaid over a period of time (similar in concept to a housing loan)
- If council were to fund infrastructure via rates only, rates would be higher than they are now and have been in the past - the current community would foot the bill for this infrastructure, which has a significant lifespan and will be utilised and benefited by not only the current community that paid for it, but by future communities that have not contributed to it
- Debt assists with funding new infrastructure and upgrades to existing infrastructure without severely increasing rates to do so - this is what is known as intergenerational equity, where everyone contributes equitably over time to the infrastructure they utilise

Prudential Limits

PRE- READING

The maximum level of debt is prescribed by way of **prudential limits**. The upper limit is determined through financial indicators. When borrowing, Council will consider the following financial indicators:

Indicator	Asset Test Ratio	Interest Expense Ratio	Leverage Test Ratio
Calculation	Borrowings as a percentage of total saleable property assets	Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Total borrowings relative to General Rates Revenue (Less Landscape Levy)
Target	Maximum 50%	Maximum 10%	Maximum 1.5 years
Explanation	Similar to the Debt to Value Ratio (LVR) in that it compares the amount of borrowings against the value of assets, which are often used as security for loans. As many of council’s assets are not able to be sold, the calculation only includes the market value of building assets which can be sold	This ratio measures the affordability of Council’s debt. The ratio indicates the percentage of rates revenue attributed to servicing the debt on an annual basis.	Similar to a debt-to-income ratio (DTI), it compares the amount of debt to overall income. The Ratio indicates the time it would take to repay borrowings through council’s controllable revenue source, general rates revenue.

Council is conservative in setting the prudential limit. The appetite of the chamber for debt will be explored through the development of the LTFP and prudential limit settings.

Treasury Policy

PRE- READING

Council's Treasury Policy sets out the level of overall borrowing that Council can sustain, and considers the following:

- Strategic planning for the future, covering short, medium and long-term spending and investment requirements
- Current and estimated future revenues and the ability to increase the revenue stream through rates growth, user charges, additional grant funds or commercial activities
- That borrowings can be a critical component of the funding mix to enable Council to respond to immediate, unforeseen pressures, and to leverage future opportunities, including matching external grant funding for revenue generating assets, strategic infrastructure works, and non-revenue generating projects
- That the use of borrowings to fund capital expenditure can be effective in linking the payment for an asset to the successive ratepayer base who will benefit over the life of that asset - this user pays matching concept is known as intergenerational equity
- Current and future funding needs for both operating and capital expenditures

Treasury Policy cont...

PRE- READING

- The 'risk appetite' of Council, as defined by Council's prudential limits
- That the achievement of a low level of debt or even debt free status should not be primary goals in and of themselves, rather that long-term financial strategies should aim for a financial structure where annual operational expenditure and asset renewals are met from annual funding sources such as rates, fees and charges or operating grants

Risks and Opportunities

PRE- READING

- The LTFP, whilst based upon latest available information, is a future projection and subject to change and risk
- The LTFP is a tool for Council to assess the long-term financial impact of its decisions
- Council has endorsed several new Strategies and Plans during its current term - these need to be costed and prioritised for inclusion in the LTFP
- Inherent risks, such as unforeseen economic, political, environmental and market changes, are difficult to anticipate - on this basis, key risks should be considered to guide future actions and opportunities

Key risks

PRE- READING

Examples of key risks include:

- Interest Rate Risk: interest rate movements can impact council's ability to sustain and repay borrowings
- Inflationary pressures on materials: movement in materials costs, especially for infrastructure, can impact delivery cost, and the value of our assets and renewal commitments
- Inflationary pressures on wages: cost of living pressures may result in higher wage increases through Enterprise Agreements in the medium to long term
- Community capacity to pay: ability to generate required rate revenue increases to meet funding demands
- Growth aspirations: operational and capital cost pressures to provide necessary hard and soft infrastructure for a higher number of residents

Opportunities

PRE- READING

Examples of opportunities include:

- Growth aspirations: increased rate revenue (spread across more residents), boost to local businesses (through higher local spend) and shift in rate burden from business to residential properties
- Commercial initiatives: parking?
- Parking changes across the city: boost access to businesses through behavioural change
- Grant and co-contributions funding from external providers including State and Federal Government

Presiding Member's Annual Report

Strategic Alignment - Our Corporation

Public

Friday, 15 August 2025

Audit and Risk Committee

Program Contact:

Rebecca Hayes, Associate

Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The Presiding Member's Annual Report summarises the activities of the Audit and Risk Committee during the 2024/25 financial year.

Pursuant to section 126(9) of the *Local Government Act 1999* (SA), the Presiding Member's Annual Report will be included in the City of Adelaide's Annual Report 2024/25.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Receives the Presiding Member's Annual Report for the 2024/25 financial year as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the Audit and Risk Committee held on 15 August 2025.
2. Notes that the Presiding Members Annual Report for 2024/25 financial year as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the Audit and Risk Committee held on 15 August 2025 will be included in the City of Adelaide's Annual Report as per section 126 (9) of the *Local Government Act 1999* (SA).

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation The Audit and Risk Committee function is to support and enable effective governance, risk management, accountability and transparency at all times in decision making. It also enables bold capital city leadership and robust governance with the community at the heart of decision making.
Policy	Pursuant to the Audit and Risk Committee Terms of Reference, the Presiding Member shall report annually to the Audit and Risk Committee and Council summarising the activities of the Committee during the previous financial year.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Local Government Act 1999 (SA)</i>
Opportunities	Open, transparent and informed decision making.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Pursuant to the Audit and Risk Committee Terms of Reference, the Presiding Member shall report annually to the Audit and Risk Committee and Council summarising the activities of the Committee during the previous financial year (**Attachment A**).
2. During the 2024/25 financial year, the Audit and Risk Committee held 6 ordinary and 2 special meetings.
3. Member representation on the Audit and Risk Committee was updated in December 2024 following the expiry of the Council Member appointments.
4. Proxy member representation was updated in April 2025 following the vacancy created due to orders made by the Court of Disputed Returns in relation to the matter of *Alexander Hyde v Electoral Commissioner of South Australia, Jing Li*.
5. A comprehensive breakdown of substantive items dealt with by the Audit and Risk Committee during the 2024/25 financial year is provided in **Attachment A** to this report.
6. Section 126 (9) of the *Local Government Act 1999* (SA) states: A council must ensure that the annual report of its audit and risk committee is included in its annual report.
7. A copy of **Attachment A** will be included in the City of Adelaide's Annual Report.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – Presiding Member's Annual Report for the 2024/25 financial year

- END OF REPORT -

Audit and Risk Committee

Presiding Member's Annual Report

I am pleased to present the Presiding Member Report for the City of Adelaide Audit and Risk Committee for the year ended 30 June 2025.

Meetings and attendance

The Audit and Risk Committee met 8 times for the 2024/25 year with meeting attendance as follows:

Name	Details	Meetings held	Meetings attended
Nicolle Rantanen Reynolds	Presiding Member	8	8
Paula Davies	Independent Member until 21 February 2025	5	4
Mark Davies	Independent Member	8	8
Simon Rodger	Independent Member	8	8
The Lord Mayor Dr Jane Lomax-Smith	Ex-officio	8	4
Councillor Jing Li	Council Representative until 14 December 2024	4	-
Councillor Janet Giles	Council Representative from 15 December 2024	4	2
Councillor Henry Davis	Proxy until 14 December 2024	4	- *
Councillor Phillip Martin	Proxy until 14 December 2024 from 23 April 2025	6	5 *
Councillor David Elliott	Proxy from 15 December 2024 until 11 April 2025	2	- *
* Proxy attendance only required in the absence of the Lord Mayor or Council Representative			

Substantive issues

The substantive issues that were dealt with during the year were:

- Continuous review of the Climate Change Risk Adaptation Action Plan / Integrated Climate Strategy 2030
- Continuous review of the Council's Strategic Risk and Internal Audit Group
- Review and update of the Terms of Reference of the Audit and Risk Committee
- Receipt of quarterly business updates, including City of Adelaide subsidiary updates
- Confidential meetings with internal and external auditors
- Review of Council's 2023/24 Annual Report
- Review of the Audit and Risk Committee self-assessment results
- Adoption of the Audit and Risk Committee meeting schedule and work plan
- Review of the end of year financial reporting process and proposed timetable to ensure compliance with the legislative requirements
- Review of the Strategic Risk Register
- Review of Treasury Policy, Future Fund and Investment Policy
- Review of the Fixed Asset Accounting Policy

Internal audit program

A review of the progress of the internal audit program, detailed internal audit reports and implementation of the recommendations on a regular basis:

- Contract Management
- Culture Survey
- Record Keeping
- Fraud Prevention
- Lease Management
- Payment Card Industry Compliance
- Electric Vehicles Transition for Workshop Operations
- Penalty and Infringement Compliance
- TechnologyOne Post Implementation Review
- Site Contamination

Presentations / Workshops

The Audit and Risk Committee received one presentation during the year:

- Strategic Risk and Internal Audit Group presentation

The Audit and Risk Committee received three workshops during the year:

- Future Fund – function and operation
- The 2025/26 BP&B – priorities, parameters, assumptions and current position
- Update on the 2025/26 Business Plan & Budget

Financial Management

The Audit and Risk Committee has worked closely with the Administration in the area of Financial Management including the following:

- Quarterly 2024/25 Budget Reviews and updates to the Long Term Financial Plan
- Review of the 2023/24 Audited Financial Statements, including City of Adelaide subsidiaries
- Review of matters arising from External Audit – Finance
- Review of the Draft 2025/26 Business Plan and Budget
- Review of the Council's draft 2024/25 – 2033/34 Long Term Financial Plan
- Noting the Interim Report on the 2025 External Audit
- Receipt and consideration of the ESCOSA Report

Confidentiality

The Audit and Risk Committee considered 6 matters in confidence and applied 6 confidential orders. I am satisfied that these were an appropriate use of the provisions of Section 90 and 91 of the *Local Government Act 1999* (SA).

I would like to express my appreciation to the members of the Audit and Risk Committee for their participation, and to management and staff of the Council for their assistance and clarifications where required.

Nicolle Rantanen Reynolds

Presiding Member

Date: 24 July 2025

Q4 2024/25 BP&B Update

Friday, 15 August 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:

Rebecca Hayes, Associate
Director Governance & Strategy

Public

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the City of Adelaide's 2024/25 Business Plan and Budget (BP&B) preliminary financial performance for the fourth quarter (April to June 2025) for the Audit and Risk Committee's consideration. The report provides an overview of portfolio and project achievements, as well as the performance of Council subsidiaries.

The financial results contained within this report are preliminary. There are a number of items to be completed which may impact the final results presented in the audited financial statements. Audited financial statements will be presented to the Audit & Risk Committee meeting on Wednesday 24 September 2025, and the City Finance and Governance Committee at its meeting on Tuesday 21 October 2025.

Preliminary results indicate a year end operating surplus of \$12.135m, which is \$2.768m favourable to the approved Q3 budget of \$9.367m.

Results indicate capital expenditure as at 30 June 2025 of \$101.127m, which is \$11.782m lower to the Q3 budget of \$112.909m, noting \$8.532m of capital budget will be incorporated into the 2025/26 budget in a future quarterly review as required.

Quarterly reports are provided to support Council in monitoring the integrity of Council's financial statements and reporting, as well as reviewing and overseeing progress on the BP&B. This process supports Council's commitment to transparency and accountability.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 4 Update as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the Audit and Risk Committee held on 15 August 2025.
2. Notes the 2024/25 end of year preliminary financial position, which includes:
 - 2.1. Total operating revenue of \$243.168m (\$240.099m estimated in Q3)
 - 2.2. Total operating expenses (including depreciation) of \$231.033m (\$230.732m estimated in Q3)
 - 2.3. An operating surplus of \$12.135m (\$9.367m estimated in Q3)
 - 2.4. Total Capital Expenditure of \$101.127m (\$112.909m estimated in Q3)
 - 2.5. Net cash borrowings of \$22.043m, made up of borrowings of \$23.820m offset by cash held within the bank accounts of \$1.777m (\$30.739m borrowings estimated in Q3).
3. Notes results presented are estimates only and subject to completion of the external audit.

4. Notes the audited annual financial statements will be presented to the Audit and Risk Committee meeting on 24 September 2025.
5. Notes the audited financial statements will be presented to the City Finance and Governance Committee at its meeting scheduled for 21 October 2025 and the Council at its meeting scheduled for 28 October 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Quarterly reporting supports Council's <i>financial sustainability</i> objective within the 2024-2028 Strategic Plan.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Quarterly reporting is an important part of monitoring the organisation's performance and effectiveness against Council's planned activities, which is required under Section 122 (1) of the <i>Local Government Act 1999</i> (SA).
Opportunities	Quarterly reporting enables Council to make informed and timely decisions to maintain or change its services, assets, and budgets to meet community expectations and needs, maintaining or improving Council's financial position, and enabling Council to be responsive to risks and opportunities.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report. Project re-timings will be considered in a future forecast presented in Council in 2025/26
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

2024/25 BUSINESS PLAN PRIORITIES

1. Council continues to make good progress on delivering on its Strategic Plan 2024-2028 and the Key Actions prioritised in the 2024/25 Annual Business Plan and Budget (more detail is provided in the Spotlight on Strategic Plan Priorities and Projects section of **Attachment A**).
2. All Annual Priorities from the 2024/25 Business Plan and Budget have been completed or are on track to be completed.

Our Community

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

Our Environment

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

Our Economy

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

Our Places

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

Our Corporation

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

FINANCIAL SUMMARY

3. Preliminary end of year operating position for 2024/25 presents an operating surplus of \$12.135m, which is \$2.768m favourable to the approved Q3 budget of \$9.367m:
 - 3.1. Total operating income of \$243.168m.
 - 3.2. Total operating expenses (including depreciation) of \$231.033m.
4. Operating revenue increased by \$3.069m, rising from the Q3 budget of \$240.099m to a total income of \$243.168m. Of that increase:
 - 4.1. \$0.376m relates to additional rates revenue from interest and penalties applied to overdue rates balances.
 - 4.2. \$1.896m from additional fees and charges across parking \$0.778m, property management \$0.622m, expiations \$0.166m and ACMA leasing and property recovery \$0.167m.
 - 4.3. \$0.291m from early payment of additional external grant funding for the financial assistance grant \$0.574m of approximately 50% for 2025/26. This is partially offset by reduced recognition of ARCHI (\$0.218m – with corresponding reduction in expenditure).
 - 4.4. \$0.506m of additional other income from reimbursements \$0.575m and insurance claims \$0.178m, which is partially offset by reduced commission received \$0.167m.
5. Operating expenditure increased by \$0.301m from the Q3 budget of \$230.732m to a total expenditure of \$231.033m. The increase is due to:
 - 5.1. \$0.510m increase to the provision for Works-In-Progress (WIP) Write-off provision. The increase is in line with the overall increase in the WIP balance as at 30 June 2025, which has increased by \$60.132m (from \$76.385m in 2023/24 to \$136.517m in 2024/25) due to the status, timing of the completion and capitalisation of works.

- 5.2. \$1.124m increase to depreciation expense due to the capitalisation of completed projects.
- 5.3. \$0.510m of unbudgeted land tax.
- 5.4. \$0.453m net favourable impact on the revaluation in leases (depreciation expense of \$1.124m offset by finance costs \$1.612m).
- 5.5. Delivery of Strategic Projects funding of \$7.440m, \$0.463m favourable to budget.
- 5.6. Employee costs for ongoing service delivery is \$0.934m unfavourable, offset by favourable external temporary labour hire of (\$1.530m).
6. The preliminary year end Capital Expenditure as at 30 June 2025 is \$101.127m, which is \$11.782m lower to the Q3 budget of \$112.909m. This figure reflects a lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as required. The Renewal spend is \$2.634m lower than budget and will be managed through the Asset Management Plans.
7. As of 30 June 2025, Council had net cash borrowings of \$22.043m, with borrowings of \$23.820m offset by cash held within the bank accounts of \$1.777m.
8. Preliminary results are estimates only. There are a number of items to be completed which may impact the final results presented in the audited financial statements. Audited financial statements will be presented to the Audit & Risk Committee meeting on Wednesday 24 September 2025.
9. The Uniform Presentation of Finances is provided on page 55 in **Attachment A**. Complete financial statements will be provided as part of the audited financial statements.

Asset Renewal Funding Ratio

10. The 2024/25 original adopted budget assumed total renewal expenditure of \$56.022m (against the combined AMPs of \$60.654m), effectively 92.5% of the AMPs which set the targeted ARFR.
11. The ARFR to be reported within the Model Financial Statements is 85.3%. This calculation is based on actual cash expenditure 'out the door' (\$51.655m), divided by the amount required to deliver 100% of the AMPs (\$60.654m).
12. It should be noted that the AMPs contained a level of contingency (calculated at \$4.644m) and the adopted budget of \$56.022m contained \$4.296m of contingency. As previously reported, management of contingency saw only \$268k of net contingency being required to deliver the 2024/25 renewals program. This is effectively a saving of \$4.222m and the non-expenditure of these monies resulted in less cash 'out the door' and therefore a lower ARFR.
13. Further, on an accrual basis as reported, \$53.662m was expended in delivering the 2024/25 renewal program. This accounts for infrastructure physically in place as at June 30 that is yet to be paid for (eg payment made in July).
14. Recognising both the savings in contingency (including within the AMPs) and expenditure on an accrual basis results in an adjusted ARFR of 95.2%.

PROJECT DELIVERY SUMMARY

Strategic Projects

15. At the end of the 2024/25 financial year, including the adjustments outlined in this report, Council spent \$7.440m (\$5.734m net of grant funding) to deliver 46 Strategic Projects. Three new Strategic Projects have been identified during Q4. At the end of this quarter:
 - 15.1. 33 projects were on track to deliver on time and on budget.
 - 15.2. Two projects are at risk to deliver either on time or on budget and are being managed; these may exceed estimated time and adopted budget.
 - 15.3. 11 projects have been completed, of which six were completed this quarter.
16. For information on these projects refer to the Strategic summary from page 47 in **Attachment A**.

Capital Works Program

17. At the end of the 2024/25 financial year, including the adjustments outlined in this report, Council spent \$101.127m to deliver 385 projects as part of its Capital Works Program. To the end of this quarter:
 - 17.1. 33 new and upgrade projects were on track to deliver on time and on budget.

- 17.2. 15 new and upgrade projects are at risk to deliver either on time or on budget and are being managed but may exceed estimated time and adopted budget.
- 17.3. Two new and upgrade projects are at risk to deliver on time and on budget and are being managed but may exceed estimated time and adopted budget.
- 17.4. One new and upgrade projects are at risk to deliver on time but are on budget, which are experiencing delays that will exceed estimated time.
- 17.5. 33 new and upgrade projects have been completed.
- 18. For information on these changes refer to the Capital New and Upgrade summary from page 41 and Capital Renewal summary from page 45 in **Attachment A**.

COUNCIL SUBSIDIARIES SUMMARY

Adelaide Central Market Authority (ACMA) – Preliminary Financial Summary

- 19. The 2024/25 preliminary year end result for AMCA is an operating deficit of \$0.322m, which is \$0.347m favourable when compared to the Q3 budget of an operating deficit of \$0.669 million.
 - 19.1. Total operating revenue of \$5.647m.
 - 19.2. Total operating expenditure of \$5.969m.

Adelaide Economic Development Agency (AEDA) – Preliminary Financial Summary

- 20. The 2024/25 preliminary year end position for AEDA is an operating surplus of \$0.399m, which is \$0.372m favourable when compared to the Q3 budget of an operating surplus of \$0.027 million.
 - 20.1. Total operating revenue of \$13.140m, including \$8.420m appropriation of funds from the City of Adelaide.
 - 20.2. Total operating expenditure of \$12.741m.

Kadaltilla / Adelaide Park Lands Authority – Preliminary Financial Summary

- 21. The 2024/25 preliminary year end position for Kadaltilla is a break even position, in line with the approved budget. Kadaltilla is a wholly owned subsidiary of the City of Adelaide, and funding is provided to match expenditure.
 - 21.1. Total operating revenue of \$0.291m.
 - 21.2. Total operating expenditure of \$0.291m.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – 2024/25 Business Plan and Budget Q4 Update

- END OF REPORT -

2024/25

Business Plan & Budget

Our Adelaide. Bold. Aspirational. Innovative.

Attachment A



April to June 2025
Quarter 4 Update



Kaurna Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna yertangga banbabanbalyarnedi (inbarendi). Kaurna meyunna yaitya mattanya Womma Tandanyako. Parnako yailtya, panuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kaurna 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 Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Legend

Throughout this document, these icons represent:

Status

-  that the project timeline, delivery and budget are on track (based on latest adopted schedule and budget)
-  that the project has risks that are being managed and may exceed estimated time and adopted budget
-  that the project is no longer on track or within adopted budget / delivered outside of schedule and budget

Budget

-  that there is no change from the most recent adopted budget to the proposed budget
-  that there is an increase from the most recent adopted budget to the proposed budget
-  that there is a decrease from the most recent adopted budget to the proposed budget

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CEO Message

Delivering the 2024/25 Business Plan and Budget



The 2024/25 Business Plan and Budget has driven delivery on the first full year of the City of Adelaide Strategic Plan 2024-2028. This report highlights our progress for Quarter 4 against the objectives of the Business Plan and Budget and the corresponding aspirations of our Strategic Plan.

At the end of the financial year, all Annual Priorities from the 2024/25 Business Plan and Budget have been completed or are on track to be completed.

The 2024/25 Capital Program continued with strong progress being made across both New and Upgrade and Renewals. 32 New and Significant projects reached practical completion, including Charles Street – Streetscape Upgrade project, sections of the North-South Bikeway project, several greening projects under the Integrated Climate Strategy – City Public Realm Greening project, Adelaide Central Market Federal Hall Trade Waste and water connections project, Hutt Rd and South Tce Intersection Traffic Signal Upgrade Black Spot project, Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade, Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade and the first of the School Safety improvement projects at St Aloysius.

During the quarter, 97 renewal projects achieved practical completion including Unley Road stormwater culvert renewal, Royal Avenue Improvements project, several traffic signal renewals, Public Art renewal projects, various road and footpaths projects, Urban Element Renewal projects, and some ICT renewal projects.

At the end of the financial year the Strategic Projects program was delivered with 94% of the budget spent, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. Strategic Projects which were finalised in Quarter 4 include; the asset condition audit, City Activation program, tourism and business attraction investment campaign, and IT software and security improvements.

The ongoing financial planning and management over Quarter 4 has seen delivery of an operating result better than budget. The preliminary end of year operating surplus of \$12.135m, which shows our commitment in delivering on the 2024/25 Business Plan and Budget within the parameters adopted by Council, the Long-Term Financial Plan, and associated Asset Management Plans.

I encourage you to read through and review this progress report to recognise the Quarter 4 achievements towards the delivery of the City of Adelaide's 2024/25 Business Plan and Budget and the priorities of our Strategic Plan 2024-2028.

Michael Sedgman

Chief Executive Officer

Executive Summary

This report presents the performance and delivery status of Council's commitments against the 2024/25 Business Plan and Budget (BP&B) for the fourth quarter (April to June 2025). Included within this report is an overview of Portfolio and Project achievements, as well as the performance of Council subsidiaries.

The preliminary end of year operating position is an operating surplus of \$12.135m which is \$2.768m higher than the Q3 budget of \$9.367m. Operating income is \$243.168m, which is \$3.069m higher than the Q3 budget of \$240.099m. This is due to additional fees and charges of \$1.896m, other income of \$0.506m, interest applied to overdue rates \$0.376m, and external grant funding received of \$0.291m. Operating expenditure (including depreciation) is \$231.033m, which is \$0.301m higher than the Q3 budget of \$230.732m. This is due to an increase in depreciation of \$1.124m and employee costs of \$.0712m due to a reduction in backfill of vacant staff. Offsetting this is a reduction in materials of \$0.883m, sponsorships \$0.199m, and a net impact on the Right of Use assets of \$0.453m.

Preliminary Capital Expenditure for the financial year is \$101.127m, which is \$11.782m lower than the Q3 budget of \$112.909m. This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as required. The Renewal spend is \$2.634m lower, and will be managed through the Asset Management Plans.

Operating Position (Financial Performance)

\$000's	Actual	Q3 Budget	Variance
Total Revenue	243,168	240,099	3,069
Total Expenses	231,033	230,732	(301)
Operating Surplus / Deficit	12,135	9,367	2,768

Council's borrowings as of 30 June 2025 has decreased by \$6.919m from \$30.739m forecast at Q3 to \$23.820m as set out in the table below:

Borrowings Reconciliation (\$000's)	Actual	Q3 Budget	Movement
Opening Cash/(borrowings)	1,635	1,635	-
Operating Surplus	12,135	9,367	2,768
Net outlays on Renewal of Assets	1,737	(4,812)	6,549
Net outlays on New and Upgraded Assets	(41,218)	(50,840)	9,622
Movement in Net Payables and Receivables	1,891	(2,489)	4,380
Forecast Borrowings as at 30 June 2025	(23,820)	(30,739)	6,919

Council's Capital Program preliminary results are set out in the table below:

Capital Program

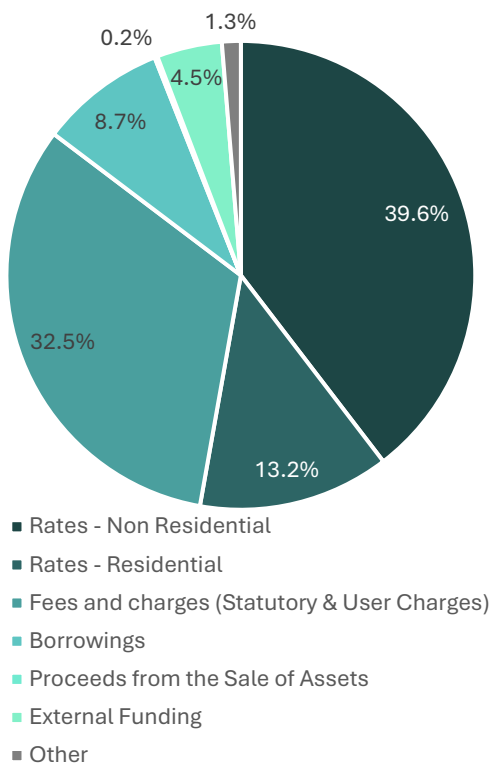
\$000's	Actual	Q3 Budget	Variance
New and Upgrades Projects	47,465	56,613	(9,148)
Renewal / Replacement of Assets	53,662	56,296	(2,634)
Total Revenue	101,127	112,909	(11,782)

Note: The actuals presented throughout this document are preliminary estimates only at this stage. There are a number of items to be completed which may impact the final numbers presented in the audited financial statements.

Business Plan and Budget Funding Overview

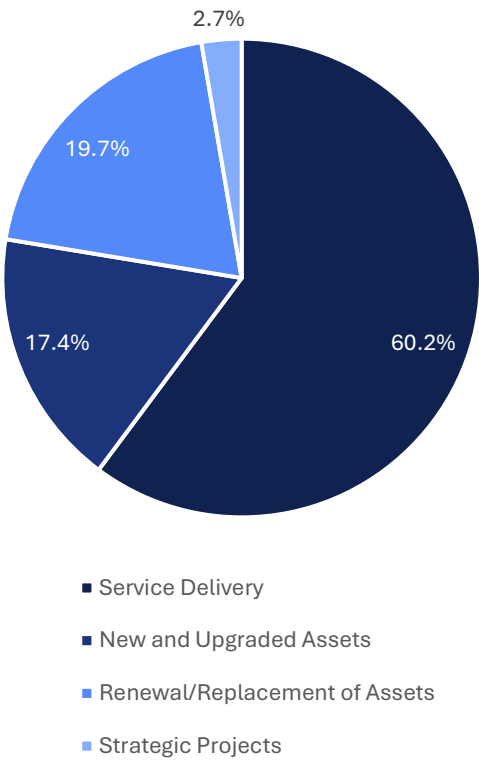
Where our funds come from

	Budget (\$m)	
Rates - Non Residential	\$ 108.064	39.6%
Rates - Residential	\$ 36.021	13.2%
Fees and charges (Statutory & User Charges)	\$ 88.822	32.5%
Borrowings	\$ 23.820	8.7%
Proceeds from the Sale of Assets	\$ 0.483	0.2%
External Funding	\$ 12.414	4.5%
Other	\$ 3.464	1.3%
TOTAL	\$ 273.088	



How our funds are spent

	Budget (\$m)	
Service Delivery	\$ 164.521	60.2%
New and Upgraded Assets	\$ 47.465	17.4%
Renewal/Replacement of Assets	\$ 53.662	19.7%
Strategic Projects	\$ 7.440	2.7%
TOTAL	\$ 273.088	



Spotlight on Strategic Plan Priorities and Projects

Our Community

Vibrant, connected and inclusive

Implement the Housing Strategy, actively seek partnership opportunities with private, public and community developers to increase supply of affordable housing.

In June 2025, the City of Adelaide made a submission to the State Planning Commission to support changes to reduce barriers to adaptive reuse for housing, thus enabling progressive certainty for developers and lending institutions required to progress the Council's population growth targets in the Strategic Plan 2024-2028 and City Plan – Adelaide 2036.

The Flinders Street Housing project has worked with stakeholders to establish a core consultant team to progress the governance structure and design evolution, and engagement with State and Federal government has commenced. This project will have a focus on affordable rental with key contributions from the community housing sector. Renewal SA are currently negotiating with shortlisted parties for the development of the Tapangka (Old Bus Station site), which has a commitment of delivering 35% affordable housing.

Establish a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.

At the meeting of 8 April 2025, Council endorsed the draft Cultural Policy for public consultation and noted the feedback and summary from Stage 1 consultation. Stage 2 consultation on the draft Cultural Policy was undertaken through April 2025 with the final Cultural Policy adopted by Council on 10 June 2025. The inaugural Cultural Policy sets a clear direction to celebrate the city's unique culture and strengthen its role as a global cultural capital and guides how the City and its partners invest in cultural places, programs, events, and partnerships to protect and promote Adelaide's identity and creativity.

The City of Adelaide's Access and Inclusion Advisory Panel met in May 2025 and provided feedback on a range of matters including support for the Cultural Policy, the Hutt Street—Main Street Revitalisation project, the Adelaide Park Lands Trail – Rest Stop Guidelines and Concept Designs, and the Integrated Transport Strategy—Stage Two.

The Reconciliation Committee met in May 2025 and considered a range of items including proposed funding of the Stretch Reconciliation Action Plan 2024-2027 for the 2025/26 financial year.



Homelessness Strategy Implementation

24/25 Budget \$0.040m **Status** On Track

Several initiatives were implemented to progress the Homelessness Strategy. These included working with Towards Home Alliance and the State Government to identify the early signs for private renters who may be falling behind in rent and risk eviction, contributing as part of the Council of Capital City Lord Mayors working group, to a discussion paper that advocates for a single definition of homelessness to support effective data collection and measurement, and continuing to support the Library Connections Officers to establish a range of program and service supports for library customers and staff.



Adelaide Town Hall Façade

24/25 Budget \$3.263m **Status** On Track

The restoration of the Adelaide Town Hall Façade has been ongoing since September 2023 to ensure that historic structures are maintenance work are carried out in accordance with our community land management plans. During the Quarter the King William façade stage continues to progress with works in Prince Alfred Lane.



Stretch Reconciliation Action Plan (RAP) 2024-2027 Implementation

24/25 Budget \$0.100m **Status** On Track

New artwork by Brooke Rigney-Lively was commissioned as part of the 2025 National Reconciliation Week program and marks the delivery of a key action under the Stretch RAP 2024–2027. This artwork demonstrates our ongoing commitment to elevating Aboriginal and Torres Strait Islander voices through visible and meaningful public art.

To increase visibility of the Stretch RAP, several branded resources were produced including lanyards and street sweeper wraps featuring RAP artwork. The street sweeper has featured in City of Adelaide social media sharing key messaging about the organisation's commitment to reconciliation.

Our Environment

Resilient, protected and sustainable

Deliver the Sustainability Incentive Scheme, supporting our partners and community to implement changes to enable a reduction in community carbon emissions.

In Quarter 4, there were 28 approved Sustainability Incentives Scheme applications receiving rebates totalling \$58,302 with out-of-pocket community expenses totalling \$261,161.

These incentives have resulted in an estimated emissions reduction of 419.5 tCO₂e over the lifespan of the products and services provided. The incentives included two active transportation incentives, 14 smart and green energy incentives, ten climate ready building incentives and two resource recovery incentives.

Partner with the State Government to undertake a Master Plan for Helen Mayo Park, improving community access.

The State Government and City of Adelaide continue to work on finalising funding arrangements to enable master planning for Helen Mayo Park to commence.



Public Realm Greening Program

24/25 Budget \$3.612m **Status** On Track

Design works progressing on some 200 plus tree locations. Contract packages currently being procured, with contractors engaged by end of March 25.

The Street Tree Greening Program is progressing well, with over 270 trees planted to the end of the financial year. Planting continues at pace with at various sites in Adelaide and North Adelaide.



Unley Road Culvert Replacement

24/25 Budget \$1.778m **Status** On Track

The progress of the Stormwater Management Plan (SMP) is on schedule. Flood modelling of catchments 2 and 3 have been completed and are now currently under review; modelling is continuing on the remaining catchments.



National Heritage Management Plan Implementation

24/25 Budget \$0.100m **Status** On Track

The Historic Plantings and Designed Landscapes project, along with the archaeological survey and mapping tool, is now complete. The information provided through these studies is being used to inform projects in the planning stage within the Adelaide Park Lands.

Our Economy

Growing, innovative and responsive

Deliver an investment attraction program as per the AEDA Business Plan

AEDA engaged with 86 businesses in 2024/25 on relocation and investment opportunities that have the potential of an additional 3,850+ jobs.



Central Market Arcade Redevelopment

24/25 Budget	\$21.842m	Status	On Track
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Progress has continued with the northern residential/hotel tower, which has reached level 12 while the southern commercial office tower has reached level 8. External Grote Street facade brickwork is being laid with facade works at levels 5 to 6 on the northern hotel/ residential tower.



88 O'Connell Project Delivery

24/25 Budget	\$0.080m	Status	On Track
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Construction is nearing completion, anticipated for end July 2025. New residents are likely to start moving in late August 2025 and commercial fit outs are well advanced.



Rundle Mall Live Music Program

24/25 Budget	\$0.100m	Status	On Track
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114 artists have provided performances that coincided with specific events throughout this financial year. In Q4, 26 performers participated over the Gather Round weekend as part of Gather Sounds, and 27 performers participated in 'Make Music' day/ weekend to round out the Live Music Program. The Rundle Mall City Sessions program is being delivered in partnership with the City of Adelaide and UNESCO City of Music, with all artists being paid for their performances.

Our Places

Interesting, purposeful and safe

Deliver the Adaptive Reuse City Housing Initiative (ARCHI), identifying building stock suitable for adaptive reuse.

As of Quarter 4 there were seven ARCHI Incentives Scheme Funding Agreements delivering 14 dwellings. \$80,720 has been allocated from the \$250,000 multi-year funding pool with \$31,727 of projects acquitted and five adaptive reuse dwellings delivered.

There are 12 additional projects in the ARCHI Incentives Scheme pipeline with the potential to deliver 42 dwellings. A further six general enquiries were received in Quarter 4 bringing the annual enquiries to 47 in total.

Commence construction of the Hindley Street Revitalisation project and progress design for Gouger Street, O’Connell Street and Hutt Street Revitalisation projects.

The City of Adelaide has finalised the revised Concept Design for the Hindley Street Revitalisation Project, which has been presented to Council. This has progressed to the development of Detailed Design in preparation for stakeholder consultation. The updated Detailed Design will be presented to Council for endorsement following the consultation period.

Design consultants have been engaged to progress the Gouger Street Detailed Design during 2024/25 and design works are currently progressing in accordance with the program.

Paving upgrade works adjacent to the new 88 O’Connell Street development are progressing in line with the completion of the development.

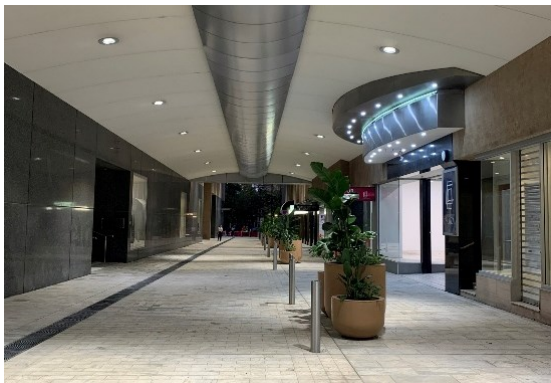
An extensive stakeholder engagement process was completed to understand communities' aspirations for on-street parking. A report will be presented to Infrastructure & Public Works Committee in August 2025.



Integrated Transport Strategy

24/25 Budget \$0.295m **Status** On Track

The Draft Integrated Transport Strategy was presented to Council in April 2025 to be approved for Stage 2 public engagement, which took place in May 2025 and included public open sessions and stakeholder workshop.



North-South Bikeway project

24/25 Budget \$1.648m **Status** On Track

Works are nearing completion on the North-South Bikeway project. Several opportunities have been identified to further improve safety, compliance and aesthetics, and these are being progressed by the project team.



South Terrace Streetscape

24/25 Budget \$0.252m **Status** On Track

Footpath and kerb renewal works started on South Terrace in June with works commencing at the Morphet Street/South Terrace intersection.

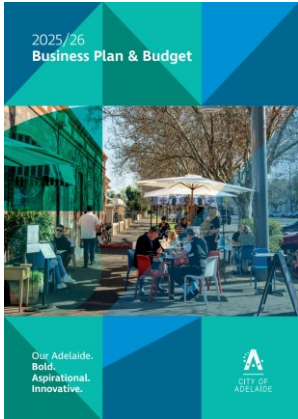
Works are scheduled for completion in August 2025.

Our Corporation

High performing, customer-centric and bold

Deliver the 2024/25 Business Plan & Budget (BP&B) within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

Priority to deliver the 2024/25 BP&B within the adopted parameters achieved. End of year operating position of \$12.135m. Asset Renewals \$53.662m. New and Upgraded Assets \$47.465m.



2025/26 Business Plan and Budget

24/25 Budget	N/A	Status	On Track
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The 2025/26 Business Plan and Budget was adopted by Council on 24 June 2025. The Business Plan and Budget is the key annual operational and financial planning document which describes the services and projects we will provide in the 2025/26 financial year.



2025 Supplementary Election

24/25 Budget	\$0.073m	Status	On Track
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A Central Ward Supplementary election was called in April 2025. The Voter’s Roll was certified by the CEO and provided to ECSA in June 2025. Voting closes on 25 August 2025.

Our Programs and Projects

Our Organisation

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

City Community

- Director City Community
- City Culture
- Customer and Marketing
- Regulatory Services

City Infrastructure

- Director City Infrastructure
- Infrastructure
- Strategic Property and Commercial

City Shaping

- Director City Shaping
- City Operations
- Park Lands, Policy and Sustainability
- Kadaltilla / Adelaide Park Lands Authority (Kadaltilla)

Corporate Services

- Chief Operating Officer
- Finance and Procurement
- Governance & Strategy
- Information Management
- People

Subsidiaries

- Adelaide Central Market Authority (ACMA)
- Adelaide Economic Development Agency (AEDA)

Offices

- Office of the Chief Executive Officer
- Office of the Lord Mayor

Operational Summary

	Actual		Budget		
	\$'000	Income	Expenditure	Income	Expenditure
City Community					
Director City Community	-	(328)	-		(334)
City Culture	5,920	(19,445)	6,199		(20,493)
Customer and Marketing	3	(6,718)	2		(6,812)
Regulatory Services	16,977	(9,804)	16,862		(10,367)
Strategic Projects	112	(829)	112		(762)
City Infrastructure					
Director City Infrastructure	-	(679)	-		(699)
Infrastructure	940	(49,792)	684		(48,850)
Strategic Property and Commercial	59,691	(32,725)	58,381		(32,478)
Strategic Projects	980	(3,172)	966		(3,132)
City Shaping					
Director City Shaping	-	(709)	-		(697)
City Operations	4,583	(45,620)	3,720		(45,325)
Park Lands, Policy and Sustainability	131	(7,023)	95		(7,346)
Kadaltilla / Adelaide Park Lands Authority	291	(291)	328		(328)
Strategic Projects	532	(1,858)	784		(2,359)
Corporate Services					
Chief Operating Officer	-	(992)	-		(1,014)
Finance and Procurement	120	(4,612)	138		(4,821)
Governance and Strategy	30	(5,728)	-		(6,065)
Information Management	18	(14,275)	31		(14,181)
People	102	(4,733)	88		(4,748)
Corporate Activities*	142,338	496	141,559		3,265
Adelaide Central Market Authority	5,597	(5,698)	5,430		(5,879)
Adelaide Economic Development Agency	4,720	(12,039)	4,637		(12,670)
Strategic Projects	83	(1,581)	83		(1,651)
Offices					
Office of the CEO	-	(1,471)	-		(1,507)
Office of the Lord Mayor	-	(1,407)	-		(1,479)
Total	243,168	(231,033)	240,099		(230,732)
Operating Surplus/(Deficit)		12,135	9,367		

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

City Community Portfolio

The City Community Portfolio strives to deliver exceptional experiences for our community and customers, providing opportunities for creativity, recreation and wellbeing in a city that is safe, accessible and supportive of all our communities.

Programs:

- City Culture
- Customer and Marketing
- Regulatory Services

Key Focus areas:

- Strategic communication that keeps our community informed
- Support safer public spaces and keep the city moving
- Community led services that increase wellbeing, social connection and active lifestyles
- City activation, events, initiatives, grants and sponsorship
- Provide brilliant customer service to all city users
- Facilitation of high-quality built form outcomes through the assessment phase.

Portfolio Quarterly Highlights

City Culture

Council adopted its inaugural Cultural Policy in June 2025 following extensive public and sector consultation.

The Community Building Detailed Design and associated Park Lands Community Lease Agreement for Park 21 West, was also endorsed, enabling this project to proceed to tender.

At the end of this quarter, 243 volunteers had contributed over 11,300 hours across 30+ city programs in 2024/25.

Other key highlights for the quarter included Music in the Square and the inaugural Play in May program, which attracted people into the city by showcasing the city's playgrounds.

Make Music Day on 21 June was a new, city-wide, free and inclusive music festival co-designed with our live music community and Alliance Francaise. Part of a global event 'Fete de la Musique', it was a highlight event on Adelaide's 10th anniversary as a UNESCO City of Music with 220 artists supported to perform in 40 city venues on one day.

Three place making initiatives were delivered with support from external stakeholders/city businesses including Meander Market in North Adelaide, Acoustic Beats and Brews in the Southeast, and Wauwi Park Party in the West End.

Major events facilitated in the city included Gather Round, Tasting Australia, Anzac Day and the Equestrian Festival.

Transition from the Commonwealth Home Support Program (CHSP) occurred following a Council decision in early 2025. All clients have received multiple contacts from CoA to ensure that they were appropriately supported through the transition process.

Customer and Marketing

The Voice of Customer showed best full-year results since commencement of surveying with all KPIs being met during the year. The new telephony system is performing well, and the pilot customer record management (CRM) project has commenced and is on track to go-live in early 2025/26.

Communications and Media have combined efforts to introduce a new, more strategic approach to communications resulting in higher levels of public engagement in City of Adelaide projects.

Regulatory Services

Increased building fire safety compliance has been undertaken through the completion of the first end-to-end process for Essential Safety Provision (ESP) maintenance requirements to meet new legislative changes. With the highest risk buildings prioritised, this will now extend to all buildings over time, contributing to the safety of the city's buildings.

City Community Portfolio Budget

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		23,012	-	23,012	23,175	-	23,175
Employee Costs		-	(22,697)	(22,697)	-	(24,636)	(24,636)
Materials		-	(10,214)	(10,214)	-	(9,882)	(9,882)
Sponsorships		-	(955)	(955)	-	(1,004)	(1,004)
Depreciation		-	(2,962)	(2,962)	-	(2,951)	(2,951)
Finance Costs		-	(296)	(296)	-	(295)	(295)
TOTAL		23,012	(37,124)	(14,112)	23,175	(38,768)	(15,593)
Program Budget							
Office of the Director		-	(328)	(328)	-	(334)	(334)
City Culture		5,920	(19,445)	(13,525)	6,199	(20,493)	(14,294)
Customer and Marketing		3	(6,718)	(6,715)	2	(6,812)	(6,810)
Regulatory Services		16,977	(9,804)	7,173	16,862	(10,367)	6,495
Strategic Projects		112	(829)	(717)	112	(762)	(650)
TOTAL		23,012	(37,124)	(14,112)	23,175	(38,768)	(15,593)

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		5	(4,275)	5	(4352)
Renewal		274	(714)	274	(728)
TOTAL		279	(4,989)	279	(5080)

City Culture

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 budget Exp.	Total(N)
Operating Budget							
Revenue		5,920	-	5,920	6,199	-	6,199
Employee Costs		-	(8,971)	(8,971)	-	(9,655)	(9,655)
Materials		-	(6,611)	(6,611)	-	(7,081)	(7,081)
Sponsorships		-	(606)	(606)	-	(511)	(511)
Depreciation		-	(2,961)	(2,961)	-	(2,951)	(2,951)
Finance Costs		-	(296)	(296)	-	(295)	(295)
TOTAL		5,920	(19,445)	(13,525)	6,199	(20,493)	(14,294)
Activity View							
Associate Director (office)		-	(397)	(397)	-	(397)	(397)
Adelaide Town Hall		2,524	(2,864)	(340)	3,130	(3,265)	(135)
Aquatic Centre		193	(686)	(493)	194	(756)	(562)
City Experience		944	(4,498)	(3,554)	770	(4,440)	(3,670)
City Lifestyle		1,660	(3,470)	(1,810)	1,542	(3,715)	(2,173)
Creative City		61	(2,347)	(2,286)	33	(2,438)	(2,405)
Libraries		538	(5,183)	(4,645)	530	(5,482)	(4,952)
TOTAL		5,920	(19,445)	(13,525)	6,199	(20,493)	(14,294)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
Aboriginal Protocol Grant		-	(40)	-	(41)
Adelaide's New Years Eve		-	(696)	-	(700)
Annual Delivery of Kaurua Initiatives		13	(27)	13	(81)
ANZAC Day Service - March & Related Activities		-	(49)	-	(55)
Arts and Cultural Grants		-	(265)	-	(262)
Business Activation and Support		29	(29)	20	(20)
Christmas Festival Action Plan		5	(543)	-	(529)
City Activation - West End Precinct		-	(46)	-	(45)
City Activation – East End Unleashed		40	(280)	40	(279)
City Activation - Gouger Street Precinct		-	(52)	-	(50)
City Activation - Hutt Street Precinct		-	(73)	-	(74)
City Activation - North Adelaide Precinct		-	(91)	-	(97)
City Activation - Precinct Support		-	(120)	-	(118)
Community Capacity Development		-	(3)	-	(3)
Community Impact Grants		-	(352)	-	(372)
Homelessness Social and Affordable Housing		3	(147)	-	(301)
International Relations (Sister Cities)		-	(19)	-	(15)
Live Music Industry and Venues Support		37	(82)	35	(93)
UNESCO Adelaide City of Music Ltd Partnership		-	(54)	-	(54)
Winter Weekends		-	(129)	-	(108)
TOTAL		127	(3,097)	108	(3,297)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Australia Day Partnership	-		(80)	-	-
City Activation	-		(496)	-	(502)
DHS Community Neighbourhood Development Funding	95		(95)	99	(99)
DHS Grant - Volunteer Connectors Program	5		(5)	-	-
Social Work in Libraries Evaluation Framework	13		(13)	13	(13)
TOTAL		113	(689)	112	(614)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		5	(4,275)	5	(4,352)
Renewal		274	(670)	274	(711)
TOTAL		279	(4,945)	279	(5,063)

Customer and Marketing

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		3	-	3	2	-	2
Employee Costs		-	(4,681)	(4,681)	-	(4,832)	(4,832)
Materials		-	(2,037)	(2,037)	-	(1,980)	(1,980)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		3	(6,718)	(6,715)	2	(6,812)	(6,810)
Activity View							
Associate Director (office)		-	(217)	(217)	-	(215)	(215)
Customer Experience		3	(4,288)	(4,285)	2	(4,398)	(4,396)
Marketing & Communications		-	(2,213)	(2,213)	-	(2,199)	(2,199)
TOTAL		3	(6,718)	(6,715)	2	(6,812)	(6,810)

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Strategic Projects					
N/A		-	-	-	-
		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	(17)	-	(17)
TOTAL		-	(17)	-	(17)

Regulatory Services

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		16,977	-	16,977	16,862	-	16,862
Employee Costs		-	(8,469)	(8,469)	-	(9,560)	(9,560)
Materials		-	(1,320)	(1,320)	-	(807)	(807)
Sponsorships		-	(14)	(14)	-	-	-
Depreciation		-	(1)	(1)	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		16,977	(9,804)	7,173	16,862	(10,367)	6,495
Activity View							
Associate Director (office)		-	(866)	(866)	-	(476)	(476)
City Development		3,773	(2,572)	1,201	3,631	(2,993)	638
City Safety		478	(1,755)	(1,277)	521	(1,884)	(1,363)
On-Street Parking Compliance		12,726	(4,611)	8,115	12,710	(5,014)	7,696
TOTAL		16,977	(9,804)	7,173	16,862	(10,367)	6,495

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Strategic Projects					
On-Street Parking Compliance Technology and Customer Analytics Reform		-	(141)	-	(148)
TOTAL		-	(141)	-	(148)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	(27)	-	-
TOTAL		-	(27)	-	-

City Infrastructure Portfolio

The City Infrastructure Portfolio is responsible for Council's infrastructure assets, strives to make it easier to conduct business in our City and leads the Council's property portfolio and commercial businesses to generate income.

Programs:

- Infrastructure
- Strategic Property and Commercial

Key Focus areas:

- Capital Works Program, including New and Upgrade and Renewals
- Main street revitalisation and improvements
- Delivery of initiatives as defined in the City of Adelaide Property Strategy
- Progress approved property development projects including Market Square, 88 O'Connell, and the Former Bus Station site.

Portfolio Quarterly Highlights

Infrastructure

The Infrastructure Program has continued to deliver through to the end of the financial year, with significant progress across both New & Upgrade and Renewals works to June 2025.

Key projects completed in Q4 include the Hutt Street & South Terrace Stormwater Improvements project which contributed to improved flood resilience in a critical area of the city, and the streetscape update of Royal Avenue.

Work is nearing completion on the Adelaide Town Hall Facade Upgrade and has also commenced on air handling unit replacement in the Colonel Light Centre.

The Street Tree Greening Program is progressing well with over 270 trees planted to the end of the financial year. Planting continues at pace with numerous contractors and City Operations crews continuing works at various sites in Adelaide and North Adelaide.

Strategic Property and Commercial

Market Square has progressed to the two-level basement and structurally built up to the level 4 podium. In addition, the northern residential/hotel tower has reached level 12 while the southern commercial office tower has reached level 8. External Grote Street facade brickwork is being laid with facade works at levels 5 to 6 on the northern hotel/ residential tower.

88 O'Connell construction is nearing completion, anticipated for end July 2025. New residents are forecasted to move in beginning to late August 2025, and commercial fit outs are well advanced.

City Infrastructure Portfolio Budget

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		61,611	-	61,611	60,031	-	60,031
Employee Costs		-	(9,714)	(9,714)	-	(12,143)	(12,143)
Materials		-	(23,460)	(23,460)	-	(20,368)	(20,368)
Sponsorships		-	(168)	(168)	-	(162)	(162)
Depreciation		-	(52,200)	(52,200)	-	(50,046)	(50,046)
Finance Costs		-	(826)	(826)	-	(2,440)	(2,440)
TOTAL		61,611	(86,368)	(24,757)	60,031	(85,159)	(25,128)
Program Budget							
Office of the Director		-	(679)	(679)	-	(699)	(699)
Infrastructure		940	(49,792)	(48,852)	684	(48,850)	(48,166)
Strategic Property and Commercial		59,691	(32,725)	26,966	58,381	(32,478)	25,903
Strategic Projects		980	(3,172)	(2,192)	966	(3,132)	(2,166)
TOTAL		61,611	(86,368)	(24,757)	60,031	(85,159)	(25,128)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		4,231	(35,050)	6,245	(41,657)
Renewal		867	(46,418)	684	(43,352)
TOTAL		5,098	(81,468)	6,929	(85,009)

Infrastructure

Actual				Q3 Budget		
\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget						
Revenue	940	-	940	684	-	684
Employee Costs	-	(1,932)	(1,932)	-	(3,941)	(3,941)
Materials	-	(8,180)	(8,180)	-	(5,563)	(5,563)
Sponsorships	-	(168)	(168)	-	(162)	(162)
Depreciation	-	(39,512)	(39,512)	-	(39,184)	(39,184)
Finance Costs	-	-	-	-	-	-
TOTAL	940	(49,792)	(48,852)	684	(48,850)	(48,166)
Activity View						
Associate Director (office)	57	(688)	(631)	-	(674)	(674)
Infrastructure Planning and Delivery	883	(48,837)	(47,954)	684	(47,512)	(46,828)
Technical Services	-	(267)	(267)	-	(664)	(664)
TOTAL	940	(49,792)	(48,852)	684	(48,850)	(48,166)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Free City Connector		-	(1,319)	-	(1,301)
TOTAL		-	(1,319)	-	(1,301)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Adelaide Park Lands Strategic Water Resources Study		-	(75)	-	(80)
Resilient Flood Mapping		950	(1,725)	966	(1,723)
Bridge Maintenance Program		-	-	-	(200)
CLC & Eagle Chambers - Accommodation Planning		-	-	-	(25)
Conservation Management Plans for Heritage Assets		-	(41)	-	(41)
Asset Condition Audit		-	(447)	-	(539)
SA Power Networks (SAPN) Luminaire Upgrades		-	(14)	-	(14)
Transport Strategy		-	(308)	-	(295)
North Adelaide Golf Course - Water Investigative Study		-	(26)	-	(26)
City Speed Limit Review		-	(27)	-	(27)
School Safety Review		-	(67)	-	(12)
TOTAL		950	(2,730)	966	(2,982)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		4,231	(13,146)	6,245	(17,690)
Renewal		867	(46,059)	684	(42,927)
TOTAL		5,098	(59,205)	6,929	(60,617)

Strategic Property and Commercial

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		59,691	-	59,691	58,381	-	58,381
Employee Costs		-	(7,010)	(7,010)	-	(7,380)	(7,380)
Materials		-	(12,201)	(12,201)	-	(11,796)	(11,796)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(12,688)	(12,688)	-	(10,862)	(10,862)
Finance Costs		-	(826)	(826)	-	(2,440)	(2,440)
TOTAL		59,691	(32,725)	26,966	58,381	(32,478)	25,903
Activity View							
Associate Director (office)		-	(382)	(382)	-	(410)	(410)
Commercial		317	(778)	(461)	295	(923)	(628)
Parking		47,132	(14,592)	32,540	46,351	(15,306)	31,045
North Adelaide Golf Course		4,959	(5,150)	(191)	4,977	(5,097)	(120)
Strategic Property Development		-	(1035)	(1035)	-	(771)	(771)
Strategic Property Management		7,283	(10,788)	(3,505)	6,758	(9,971)	(3,213)
TOTAL		59,691	(32,725)	26,966	58,381	(32,478)	25,903

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Strategic Projects					
218 - 232 Flinders Street Masterplan Investigations		-	(38)	-	(70)
88 O'Connell Project Delivery		30	(404)	-	(80)
TOTAL		30	(442)	-	(150)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	(21,904)	-	(23,967)
Renewal		-	(359)	-	(425)
TOTAL		-	(22,263)	-	(24,392)

City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that protect our heritage, Park Lands and urban environment and demonstrate our environmental leadership now and into the future.

Programs:

- City Operations
- Park Lands, Policy and Sustainability

Subsidiary

- Kadaltilla/Adelaide Park Lands Authority

Key Focus areas:

- Adelaide Park Lands greening, management and improvements
- Developing the City Plan
- Kaurua heritage and voice and cultural mapping of the Adelaide Park Lands
- Heritage promotion and protection
- Maintenance of public realm and city presentation

Portfolio Quarterly Highlights

City Operations

Events season has now wound down however, the post-event remediation period has been particularly busy. The City Operations teams have been focused on restoring impacted areas across the Park Lands to ensure they are safe, clean, and ready for community use. This work is also critical in preparing the landscape for the upcoming event season, helping to support ongoing park health and usability.

The Waste Services Feasibility Study is now nearing completion and is at the final stages of preparing the study report. The report will outline a range of future service delivery options, drawing on stakeholder engagement and detailed analysis conducted throughout the project. These options will be presented to the Executive team and Council in the coming months to support informed and strategic decision-making. The recommendations will also reflect alignment with the environmental targets outlined in our Strategic Plan and Integrated Climate Strategy, ensuring that future waste services contribute to broader sustainability and climate goals.

The Cleansing Service Standard pilot is now at its midpoint, with a community survey recently conducted to gather feedback on the program's effectiveness to date. In addition to informing service delivery adjustments, the survey also served as a valuable education tool, helping to build community awareness around the cleansing services provided. Feedback from the survey, along with ongoing audit results and input from frontline staff, is being used to refine service levels and inform the next stage of the pilot's evolution. Planning is now underway for the next iteration, with a focus on continuous improvement and alignment with community expectations and operational capacity.

The Maintenance Service Standard development is continuing. Phase One works are now complete for two of the six Asset Management Plans and the review of the maintenance Service Standards for the Buildings Asset Management Plan has commenced.

A proactive inspection and maintenance regime for pre-event bump-in is improving efficiency by reducing time spent providing maintenance activities during event bump-in.

Park Lands Policy & Sustainability

The Adelaide Park Lands Dry Area Regulation Review was completed and Council approved an application to the State Government to extend the current arrangements for the Adelaide Park Lands Dry Areas 1 (8pm on each day to 11am on the following day) and Area 2 (continuous) for a further three years until 22 June 2028. The City of Adelaide is continuing to work with the State Government to improve data collection and evaluation of the effectiveness of the Regulations.

Council adopted its Community Facilities Policy on 8 April 2025, following public consultation. The Policy guides investment decisions in new, upgraded or consolidated community facilities to meet current and future needs over and above what is currently outlined in Council's Asset Management Plans. The Policy is informed by a social infrastructure assessment, public toilets assessment, the City Plan – Adelaide 2036 and the Strategic Plan 2024-2028.

The City of Adelaide completed an archaeological assessment of the Adelaide Park Lands as part of delivering on the National Heritage Management Plan for the Adelaide Park Lands and City Layout.

South Australia's History Festival (the Festival), led by the History Trust of South Australia, was held from 1 May to 31 May 2025. The City of Adelaide was again the major event partner providing \$31,000 in sponsorship funding. In 2025, the Festival offered 597 events across South Australia presented by approximately 360 event organisers. 23% of all events were held within the City of Adelaide, 64% of which were free of charge (or by donation) to participate and 38% were new offerings to the Festival in 2025. The City of Adelaide registered 32 events providing a broad range of self-guided trails, exhibitions, digital offerings, tours, talks and workshops.

Kadaltilla/Adelaide Park Lands Authority

Key highlights for the quarter included Ministerial approval for the Adelaide Park Lands Management Strategy – Towards 2036 in June 2025, finalisation of the the Kadaltilla Business Plan and Budget 2025/2026 and the holding of an Eastern Park Lands Site Tour.

City Shaping Portfolio Budget

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		5,537	-	5,537	4,927	-	4,927
Employee Costs		-	(27,586)	(27,586)	-	(30,742)	(30,742)
Materials		-	(24,012)	(24,012)	-	(21,368)	(21,368)
Sponsorships		-	(2,198)	(2,198)	-	(2,213)	(2,213)
Depreciation		-	(1,705)	(1,705)	-	(1,732)	(1,732)
Finance Costs		-	-	-	-	-	-
TOTAL		5,537	(55,501)	(49,964)	4,927	(56,055)	(51,128)
Program Budget							
Office of the Director		-	(709)	(709)	-	(697)	(697)
Park Lands, Policy & Sustainability		131	(7,023)	(6,892)	95	(7,346)	(7,251)
City Operations		4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)
Kadaltilla / Park Lands Authority		291	(291)	-	328	(328)	-
Strategic Projects		532	(1,858)	(1,326)	784	(2,359)	(1,575)
TOTAL		5,537	(55,501)	(49,964)	4,927	(56,055)	(51,128)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		35	(3,529)	10	(4,149)
Renewal		-	(1,248)	-	(1,245)
TOTAL		35	(4,777)	10	(5,394)

City Operations

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		4,583	-	4,583	3,720	-	3,720
Employee Costs		-	(22,362)	(22,362)	-	(24,759)	(24,759)
Materials		-	(21,567)	(21,567)	-	(18,834)	(18,834)
Sponsorships		-	(5)	(5)	-	-	-
Depreciation		-	(1,686)	(1,686)	-	(1,732)	(1,732)
Finance Costs		-	-	-	-	-	-
TOTAL		4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)
Activity View							
Associate Director (office)		99	(3,257)	(3,158)	12	(3,037)	(3,025)
Manager, City Maintenance		-	(196)	(196)	-	(200)	(200)
Manager, City Presentation		-	(189)	(189)	-	(190)	(190)
Cleansing		32	(7,707)	(7,675)	7	(7,309)	(7,302)
Facilities		86	(3,777)	(3,691)	-	(3,204)	(3,204)
Horticulture		3,787	(16,256)	(12,469)	3,328	(16,022)	(12,694)
Infrastructure Maintenance		110	(5,575)	(5,465)	-	(5,852)	(5,852)
Trades		398	(5,410)	(5,012)	353	(5,843)	(5,490)
Waste		70	(2,705)	(2,635)	20	(3,116)	(3,096)
Workshops		1	(548)	(547)	-	(552)	(552)
TOTAL		4,583	(45,620)	(41,037)	3,720	(45,325)	(41,605)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
Safer City Program		2	(112)	-	(95)
TOTAL		2	(112)	-	(95)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Strategic Projects					
Feasibility Studies - Waste and Recycling Collection		-	(65)	-	(100)
TOTAL		-	(65)	-	(100)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	(1,245)	-	(1,245)
TOTAL		-	(1245)	-	(1245)

Park Lands, Policy & Sustainability

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		131	-	131	95	-	95
Employee Costs		-	(4,236)	(4,236)	-	(4,879)	(4,879)
Materials		-	(1,201)	(1,201)	-	(1,007)	(1,007)
Sponsorships		-	(1,567)	(1,567)	-	(1,460)	(1,460)
Depreciation		-	(19)	(19)	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		131	(7,023)	(6,892)	95	(7,346)	(7,251)
Activity View							
Associate Director (office)		-	(434)	(434)	-	(434)	(434)
City Planning and Heritage		45	(3,743)	(3,698)	45	(4,004)	(3,959)
Low Carbon & Circular Economy		71	(1,655)	(1,584)	35	(1,757)	(1,722)
Park Lands & Sustainability		15	(1,191)	(1,176)	15	(1,151)	(1,136)
TOTAL		131	(7,023)	(6,892)	95	(7,346)	(7,251)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
Integrated Climate Strategy - SIS		-	(241)	-	(226)
City of Adelaide Prize		-	(56)	-	(30)
Integrated Climate Strategy - Carbon Neutral		-	(425)	-	(436)
Integrated Climate Strategy - Sustainability		15	(135)	15	(106)
Economic Policy		-	(46)	-	(42)
Heritage Incentive Scheme		-	(1,262)	-	(1,163)
Heritage Promotion Program		-	(185)	-	(181)
History Festival		-	(31)	-	(32)
Homelessness - Social and Affordable Housing		-	(91)	-	(160)
Homeless and Vulnerable People Project		45	(48)	44	(44)
NAIDOC Week Celebrations		-	(46)	-	(54)
Noise Management Program Incentive Scheme		-	(32)	-	(46)
Safer City Program		-	(186)	-	(197)
TOTAL		60	(2,784)	59	(2,717)

	Actual		Q3 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Social Planning Homelessness and Adelaide Zero Project Resourcing		-	(208)	-	(208)
Reconciliation Action Plan 2024-2027 Implementation		-	(85)	-	(100)
National Heritage Management Plan Implementation		-	(106)	-	(100)
Local Heritage Assessments - 20th Century Buildings		-	(49)	-	(50)
Homelessness Strategy Implementation		-	(21)	-	(40)
Historic Area Statement - Code Amendment		-	(77)	-	(112)
Economic Development Strategy Implementation		-	(77)	-	(106)
Disability Access and Inclusion Plan 2024-2028 Implementation		-	(216)	-	(235)
Delivering the Planning and Design Code Amendment Program 23-26 (Yr 2)		-	(176)	-	(165)
Dry Areas Evaluation		-	(115)	-	(115)
Botanic Creek Rehabilitation (Community Planting)		-	(4)	34	(72)
Adaptive Reuse City Housing Initiative		250	(251)	250	(250)
Adaptive Reuse Housing Initiative Program (ARCHI)		32	(32)	250	(250)
Heritage Incentive Scheme - State Heritage Buildings		250	(250)	250	(250)
World Heritage Bid for the Park Lands - FPIC		-	(100)	-	(130)
Key Biodiversity Area Management Plans		-	(15)	-	(75)
O’Connell – Road Safety Investigation & Community Consultation		-	(11)	-	-
TOTAL		532	(1,793)	784	(2,258)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		35	(3,529)	10	(4,149)
Renewal		-	(3)	-	-
TOTAL		35	(3529)	10	(4149)

Kadaltilla / Adelaide Park Lands Authority

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		291	-	291	328	-	328
Employee Costs		-	(155)	(155)	-	(175)	(175)
Materials		-	(121)	(121)	-	(138)	(138)
Sponsorships		-	(15)	(15)	-	(15)	(15)
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		291	(291)	-	328	(328)	-
Activity View							
Kadaltilla		291	(291)	-	328	(328)	-
TOTAL		291	(291)	-	328	(328)	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Strategic Projects					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual Inc.	Actual Exp.	Q3 Budget Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Corporate Services Portfolio (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.

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 Long Term Financial Plan
- Development of Program Plans

Programs:

- Finance and Procurement
- Governance & Strategy
- Information Management
- People

Subsidiaries:

- Adelaide Central Market Authority
- Adelaide Economic Development Agency

Portfolio Quarterly Highlights

Finance & Procurement

Key highlights for the quarter included Council adoption of the 2025/26 Business Plan and Budget at its meeting on 24 June 2025, the management of 34 procurements with a value of \$55.3m, and finalisation of the Central Ward Voter's Roll, which was provided to the Electoral Commission of South Australia (ECSA).

Council also adopted the updated Rating Policy and Rate Rebate Policy and a review of the rating system was completed in line with the Strategic Plan. Key outcomes for the 2025-26 financial year include:

- the introduction of a minimum rate of \$400
- removal of the discretionary rate rebate for vacant land
- 25% discretionary rate rebate.

Governance & Strategy

BDO was appointed as the Council's Internal Auditor and is due to commence in October 2026 and a Legal Services Panel was appointed with six legal firms forming Council's panel.

CoA continued to provide regular performance updates to the community through the development of the 2024/2025 Quarter 4 Report as well as other internal quarterly reports to track progress against key objectives. Work has commenced on reporting on the achievements and progress on the City of Adelaide Strategic Plan 2024-2028.

Four community engagement activities that opened in Q3 continued into Q4 2024/25. The highest levels of participation were observed in the O'Connell Street - Revitalisation (Paver Trail), Integrated Transport Strategy, and Business Plan & Budget 2025/26 engagements.

Information Management

A Data Analytics Roadmap has been developed and communicated with the Senior Leadership Team and Phase 1 of Service Desk process improvements have been completed.

People

The new workforce management system went ‘live’ during the quarter, providing a new platform for recruitment, onboarding/offboarding, and employee management. Workforce planning activities were undertaken for five additional programs.

Adelaide Central Market Authority

Several highlights for customers included Easter trading (with an increase in visitation from the previous year), sold out school holiday program, and free Tasting Australia cooking demonstration program.

Over 2,000 responses from a community consultation provided valuable feedback on community expectations about the Market Expansion and the retail offering.

Stage One of the Green Industries SA LEAP Grant to deliver the Trader Sustainability Program was completed, with positive feedback from traders.

Adelaide Economic Development Agency

Engaged with 86 businesses in 2024/25 on relocation and investment opportunities that have the potential of an additional 3,850+ jobs. The AEDA Summit was also successfully delivered in May 2025 and attended by approximately 450 attendees.

Seven events/festivals were supported through the Events and Festivals Sponsorship program and four events/festivals were supported through the Commercial Events Sponsorship Program.

To attract more visitors, several Rundle Mall activations were delivered including Urban Kitchen (1,034 tickets sold across the program) and Gather Round (with extended trading, football themed attractions and pop-ups). Over 744,000 visitors came into Rundle Mall over Gather Round, with visitation up 9% compared to 2024.

Corporate Services Portfolio Budget

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue	153,008	-		153,008	151,966	-	151,966
Employee Costs	-	(17,858)		(17,858)	-	(9,550)	(9,550)
Materials	-	(26,296)		(26,296)	-	(33,199)	(33,199)
Sponsorships	-	(3,611)		(3,611)	-	(3,764)	(3,764)
Depreciation	-	(1,389)		(1,389)	-	(1,244)	(1,244)
Finance Costs	-	(8)		(8)	-	(7)	(7)
TOTAL	153,008	(49,162)		103,846	151,966	(47,764)	104,202
Program Budget							
Office of the COO	-	(992)		(992)	-	(1,014)	(1,014)
Finance and Procurement	120	(4,612)		(4,492)	138	(4,821)	(4,683)
Governance and Strategy	30	(5,728)		(5,698)	-	(6,065)	(6,065)
Information Management	18	(14,275)		(14,257)	31	(14,181)	(14,150)
People^	102	(4,733)		(4,631)	88	(4,748)	(4,660)
Corporate Activities	142,338	496		142,834	141,559	3,265	144,824
ACMA	5,597	(5,698)		(101)	5,430	(5,879)	(449)
AEDA	4,720	(12,039)		(7,319)	4,637	(12,670)	(8,033)
Strategic Projects	83	(1,581)		(1,498)	83	(1,651)	(1,568)
TOTAL	153,008	(49,162)		103,846	151,966	(47,764)	104,202

^ Includes 10.0 FTE Graduates allocated in business units across the Administration.

		Actual		Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		115	(382)	3,954	(1,591)
Renewal		-	(3,615)	-	(5,058)
TOTAL		115	(3,997)	3,954	(6,649)

Finance and Procurement

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		120	-	120	138	-	138
Employee Costs		-	(3,763)	(3,763)	-	(4,087)	(4,087)
Materials		-	(849)	(849)	-	(734)	(734)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		120	(4,612)	(4,492)	138	(4,821)	(4,683)
Activity View							
Associate Director (office)		-	(251)	(251)	-	(288)	(288)
Financial Planning & Reporting		-	(1,829)	(1,829)	-	(1,984)	(1,984)
Procurement & Contract Management		-	(1,099)	(1,099)	-	(1,063)	(1,063)
Rates & Receivables		120	(1,433)	(1,313)	138	(1,486)	(1,348)
TOTAL		120	(4,612)	(4,492)	138	(4,821)	(4,683)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Banking Transition		33	-	33	-
TOTAL		33	-	33	-

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Governance & Strategy

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		30	-	30	-	-	-
Employee Costs		-	(2,729)	(2,729)	-	(3,031)	(3,031)
Materials		-	(2,997)	(2,997)	-	(3,034)	(3,034)
Sponsorships		-	(2)	(2)	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		30	(5,728)	(5,698)	-	(6,065)	(6,065)
Activity View							
Associate Director (office)		-	(375)	(375)	-	(343)	(343)
Corporate Governance		30	(3,000)	(2,970)	-	(3,183)	(3,183)
Council Governance		-	(1,109)	(1,109)	-	(1,110)	(1,110)
Legal Governance		-	-	-	-	-	-
Project Management Office		-	(113)	(113)	-	(258)	(258)
Strategy & Insights		-	(1,131)	(1,131)	-	(1,171)	(1,171)
TOTAL		30	(5,728)	(5,698)	-	(6,065)	(6,065)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Strategic Projects					
ESCOSA Review		-	(40)	-	(40)
Supplementary Election 2025		-	(53)	-	(73)
TOTAL		-	(93)	-	(113)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Information Management

	\$'000	Inc.	Actual Exp.	Total(N)	Inc.	Q3 Budget Exp.	Total(N)
Operating Budget							
Revenue		18	-	18	31	-	31
Employee Costs		-	(3,818)	(3,818)	-	(4,116)	(4,116)
Materials		-	(9,202)	(9,202)	-	(8,946)	(8,946)
Sponsorships		-	-	-	-	-	-
Depreciation		-	(1255)	(1255)	-	(1,119)	(1,119)
Finance Costs		-	-	-	-	-	-
TOTAL		18	(14,275)	(14,257)	31	(14,181)	(14,150)
Activity View							
Associate Director (office)		2	(2,001)	(1999)	8	(1,419)	(1,411)
Project Delivery		-	(3,375)	(3375)	-	(2,603)	(2,603)
Service Desk		16	(8,549)	(8,533)	23	(8,991)	(8,968)
Technology, Infrastructure and Platforms		-	(350)	(350)	-	(1,168)	(1,168)
TOTAL		18	(14,275)	(14,257)	31	(14,181)	(14,150)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Operating Activities					
Business Systems Roadmap		-	(1,744)	-	(1,600)
TOTAL		-	(1,744)	-	(1,600)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Strategic Projects					
Contact Centre Software Replacement		-	(434)	-	(450)
Cyber Security Enhancement		-	(81)	-	(85)
TOTAL		-	(515)	-	(535)

	\$'000	Inc.	Actual Exp.	Inc.	Q3 Budget Exp.
Capital Projects					
New and Upgrade		-	(237)	-	(330)
Renewal		-	(3,615)	-	(4,978)
TOTAL		-	(3,852)	-	(5,308)

People

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		102	-	102	88	-	88
Employee Costs		-	(3,337)	(3,337)	-	(3,491)	(3,491)
Materials		-	(1,396)	(1,396)	-	(1,257)	(1,257)
Sponsorships		-	-	-	-	-	-
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		102	(4,733)	(4,631)	88	(4,748)	(4,660)
Activity View							
Associate Director (office)		-	(716)	(716)	-	(576)	(576)
People Experience		78	(1,932)	(1,854)	60	(2,309)	(2,249)
People Safety and Wellbeing		24	(782)	(758)	28	(796)	(768)
People Services		-	(1,303)	(1,303)	-	(1,067)	(1,067)
TOTAL		102	(4,733)	(4,631)	88	(4,748)	(4,660)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
Graduate Employment Program		-	(618)	-	(841)
TOTAL		-	(618)	-	(841)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
N/A		-	-	-	-
TOTAL		-	-	-	-

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Adelaide Central Market Authority (ACMA)

	\$'000	Inc.	Actual		Q3 Budget		
			Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		5,597	-	5,597	5,430	-	5,430
Employee Costs		-	(1,445)	(1,445)	-	(1,580)	(1,580)
Materials		-	(4,208)	(4,208)	-	(4,262)	(4,262)
Sponsorships		-	(5)	(5)	-	-	-
Depreciation		-	(39)	(39)	-	(36)	(36)
Finance Costs		-	(1)	(1)	-	(1)	(1)
TOTAL		5,597	(5,698)	(101)	5,430	(5,879)	(449)
Activity View							
ACMA Operations		5,525	(5,092)	433	5,344	(5,245)	99
Market Expansion		-	(406)	(406)	-	(399)	(399)
Online Market Platform		72	(200)	(128)	86	(235)	(149)
TOTAL		5,597	(5,698)	(101)	5,430	(5,879)	(449)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
N/A		-	-	-	-
TOTAL		-	-	-	-

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
ACMA Traders Sustainability Program Stage 1		50	(50)	50	(50)
Adelaide Central Market Expansion Operational Preparedness		-	(221)	-	(220)
TOTAL		50	(271)	50	(270)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Adelaide Economic Development Agency (AEDA)

	\$'000	Actual			Q3 Budget		
		Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		4,720	-	4,720	4,637	-	4,637
Employee Costs		-	(4,183)	(4,183)	-	(4,656)	(4,656)
Materials		-	(4,620)	(4,620)	-	(4,656)	(4,656)
Sponsorships		-	(3,134)	(3,134)	-	(3,264)	(3,264)
Depreciation		-	(95)	(95)	-	(88)	(88)
Finance Costs		-	(7)	(7)	-	(6)	(6)
TOTAL		4,720	(12,039)	(7,319)	4,637	(12,670)	(8,033)
Activity View							
General Manager AEDA		-	(631)	(631)	-	(587)	(587)
Business and Investment		86	(2,447)	(2,361)	100	(2,718)	(2,618)
Marketing		-	(1,831)	(1,831)	-	(1,918)	(1,918)
Rundle Mall Management		4,627	(4,226)	401	4,518	(4,490)	28
Visitor Economy		7	(2,904)	(2,897)	19	(2,957)	(2,938)
TOTAL		4,720	(12,039)	(7,319)	4,637	(12,670)	(8,033)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Adelaide Fashion Week		-	(382)	-	(310)
Business Growth - Business Support		-	(177)	-	(172)
Data and Insights		-	(351)	-	(359)
AEDA Summit		86	(73)	100	(100)
Event and Festival Sponsorship		-	(1,921)	-	(1,932)
General Marketing		-	(375)	-	(408)
Growth Precinct Support		-	(166)	-	(184)
Strategic Partnerships		-	(1,108)	-	(1,109)
Visitor Growth - Tourism Projects		-	(176)	-	(180)
TOTAL		86	(4,729)	100	(4,754)

	Actual		Q3 Budget		
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Rundle Mall Live Music Program		-	(100)	-	(100)
Tourism and Business Attraction		-	(131)	-	(133)
Commercial Events and Festivals Sponsorship Program		-	(471)	-	(500)
TOTAL		-	(702)	-	(733)

	\$'000	Actual		Q3 Budget	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		115	(145)	3,954	(1,261)
Renewal		-	-	-	(80)
TOTAL		115	(145)	3,954	(1,341)

Offices and Regional Subsidiary

Office of the Chief Executive Officer (OCEO) / Office of the Lord Mayor (OLM)

OCEO 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.

OLM supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our strategic priorities, plan, and fulfil our Capital City leadership responsibilities.

Key Focus Areas:

- Capital City oversight
- Communication and public relations
- Executive support and administration
- Grants and advocacy
- Partnerships and intergovernmental relations
- Civic protocols and events
- Communication and public relations
- Lord Mayor and Council administration
- Partnerships and intergovernmental relations

Quarterly Highlights

The Lord Mayor and CEO attended the Council of Capital City Lord Mayors Meeting on 3 April 2025.

On 4 April 2025, the Lord Mayor hosted the quarterly Citizenship Ceremony.

Dr Ooi Kee Beng, Executive Director of the Penang Institute, was our key speaker at the Colonel Light Ceremony held on 9 May 2025.

The Lord Mayor and CEO attend the Capital City Committee meeting on 28 May 2025.

The Key to the City was awarded to Keith Conlon OAM, the man affectionately known as "Mr South Australia". The South Australian broadcaster and heritage advocate has been the voice of our state for over 50 year and received the award on 5 June 2025 at a Civic Event hosted by the Lord Mayor.

A total of 9 civic events were delivered during the fourth quarter.

		Actual			Q3 Budget		
	\$'000	Inc.	Exp.	Total(N)	Inc.	Exp.	Total(N)
Operating Budget							
Revenue		-	-	-	-	-	-
Employee Costs		-	(1,736)	(1,736)	-	(1,808)	(1,808)
Materials		-	(1,080)	(1,080)	-	(1,128)	(1,128)
Sponsorships		-	(62)	(62)	-	(50)	(50)
Depreciation		-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-
TOTAL		-	(2,878)	(2,878)	-	(2,986)	(2,986)
Program Budget							
Office of the Chief Executive		-	(1,471)	(1,471)	-	(1,507)	(1,507)
Civic Event, Partnerships, and Other Events		-	(247)	(247)	-	(321)	(321)
Lord Mayor's Office Administration		-	(1,160)	(1,160)	-	(1,158)	(1,158)
TOTAL		-	(2,878)	(2,878)	-	(2,986)	(2,986)

	Actual			Q3 Budget	
	\$'000	Inc.	Exp.	Inc.	Exp.
Operating Activities					
International Relations (Sister Cities)	-	-	-	-	-
Supplementary Funding To Renew Adelaide	-	(50)	(50)	-	(50)
TOTAL	-	(50)	(50)	-	(50)

There are no Strategic or Capital Projects for OCEO and OLM.

Brown Hill and Keswick Creek Stormwater Board

The Regional Subsidiary, known as the Brown Hill and Keswick Creek Stormwater Board, was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five constituent Councils and subsequently approved by the Minister for Local Government.

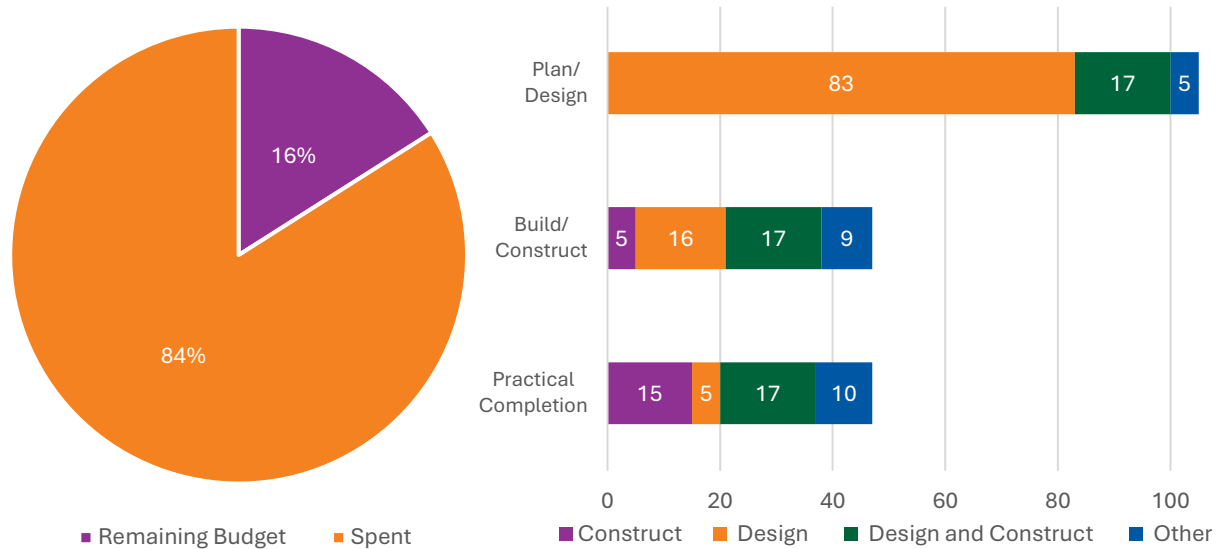
Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

Projects

Capital New and Upgrade

New and Upgrade projects are works of a capital nature that are either introducing new assets or significantly upgrading existing assets, usually by extending the footprint of an asset or increasing the level of service an asset provides.

Approved Budget



Key Achievements

During the quarter, 32 New and Upgrade projects achieved practical completion, including Charles Street – Streetscape Upgrade project, sections of the North-South Bikeway project, several greening projects under the Integrated Climate Strategy – City Public Realm Greening project, Adelaide Central Market Federal Hall Trade Waste and Water Connections project, Hutt Road and South Terrace Intersection Traffic Signal Upgrade Black Spot project, Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade, Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade and the first of the School Safety improvement projects at St Aloysius.

2024/25 New and Upgrade Projects

Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual		Q3 Budget	Variance	Stage
City Community Portfolio							
City Culture							
Aquatic Centre Community Playing Field - Park 2 (R)	●	Jun 26	●	3,543	3,589	46	Build/ Construct
Christmas 2024	●	Complete	●	177	177	-	Practical Completion
City Activation (Festoon Lighting)	▲	Complete	▲	91	90	(1)	Practical Completion
City of Music Laneways - The Angels Artwork (R)	●	Jun 25	●	46	61	15	Plan/ Design
Golden Wattle Park / Mirnu Wirra (Park 21 West) - Community Sports Building (detailed design) (R)	●	Mar 27	●	189	235	46	Design Only
Honouring Women in the Chamber - Portrait Commissions (R)	●	Sep 25	●	6	15	9	Build/ Construct
Iparrityi Commission for Whitmore Square	▲		●	-	-	-	Plan/ Design
Market to Riverbank Link Project^	●	Jul 25	●	-	43	43	Build/ Construct
Market to Riverbank Link Project^ (R)	●	Sep 25	●	162	510	348	Build/ Construct
Place of Courage^	◆		●	-	-	-	Plan/ Design
Public Art (R)	●		●	26	32	6	Plan/ Design
Public Art Action Plan Deliverables (R)	●		●	35	110	75	Plan/ Design
Ruby Hunter & Archie Roach Laneway Artwork	▲	Jun 26	●	-	-	-	Plan/ Design
City Infrastructure Portfolio							
Infrastructure							
Adelaide Central Market - Federal Hall Trade Waste & Water Connections - Z7015	●	Complete	●	32	-	(32)	Practical Completion
Adelaide Park Lands Trail – Sir Donald Bradman Drive - New Bike and Pedestrian Actuated Crossing (R)	●		●	-	50	50	Design Only
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall	●	Sep 24	●	82	82	-	Practical Completion
Automated External Defibrillators Installation on Designated Council Buildings	●	Complete	●	103	101	(2)	Practical Completion
Belair-City Bikeway / Adelaide Park Lands Trail – Glen Osmond Road - New Bike and Pedestrian Actuated Crossing (R)	●		●	-	50	50	Design Only
Bikeways (North-South)^	◆	Complete	●	1,898	1,648	(250)	Practical Completion
Black Spot Funding 23/24 Signage	●	Complete	●	3	3	-	Practical Completion
Black Spot program - O'Connell Street and Archer Street Intersection Traffic Signal Safety Upgrade (Construction)^	▲		●	-	-	-	Plan/ Design
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining Wall and Footpath Upgrade (Construction)** (R)	●	Feb 26	●	-	100	100	Plan/ Design
Botanic Catchment Water Course Rehabilitation** (R)	▲	Jun 26	●	29	353	324	Plan/ Design
Brown Hill Keswick Creek - Stormwater Project	●	Complete	●	320	320	-	Practical Completion
Charles Street – Streetscape Upgrade Major Project^	●	Complete	●	4,736	5,188	452	Practical Completion
Communication Server Relocation and Associated Services (Central Market)	●	Complete	●	140	140	-	Practical Completion
Field Street Improvements (Construction)*	●	Complete	●	547	538	(9)	Practical Completion
Field Street Planters	●	Complete	●	20	30	10	Practical Completion
Francis Street Public Art	●	Complete	●	28	28	-	Practical Completion
Frome Street - Footpath Upgrades	●	Complete	●	364	462	98	Practical Completion
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements (detailed design)**	●		●	6	20	14	Design Only

Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual		Q3 Budget	Variance	Stage
Glen Osmond Road / Hutt Road Intersection Upgrade	●		●	-	23	23	Design Only
Greener City Streets Program^	●	Complete	●	75	75	-	Practical Completion
Hutt Road and South Terrace Intersection Traffic Signal Upgrade Black Spot^	●	Complete	●	148	148	-	Practical Completion
Hutt Road / Park Lands Trail Signalised Crossing (Construction)^ (R)	▲	Complete	▲	234	258	24	Practical Completion
Hutt Street and South Terrace – Stormwater Improvements* (R)	▲	Oct 25	●	25	224	199	Build/ Construct
Hutt Street Entry Statement Project^ (R)	▲	Aug 25	●	1,146	1,126	(20)	Build/ Construct
Kingston Terrace Bus Stop Upgrades (Construction) (R)	▲	Sep 25	▲	5	157	152	Plan/ Design
Light Square Electrical Infrastructure Upgrade	●	Complete	●	131	131	-	Practical Completion
Main Street Revitalisation - Gouger Street (detailed design)* (R)	●		●	312	449	137	Plan/ Design
Main Street Revitalisation - Hindley Street** (R)	◆		●	331	640	309	Plan/ Design
Main Street Revitalisation - Hutt Street (detailed design)* (R)	●		▲	316	208	(108)	Design Only
Main Street Revitalisation - Melbourne Street (planning) (R)	●		●	-	100	100	Plan/ Design
Main Street Revitalisation - Melbourne Street Improvements^ (R)	●	Aug 25	●	171	697	526	Build/ Construct
Main Street Revitalisation - O’Connell Street (detailed design) (R)	●		●	613	1,024	411	Design Only
Mary Lee Park (Park 27B) Hellas Sports club building and lighting upgrade (grant)^ (R)	▲		▲	39	196	157	Design Only
Memorial Bench Seat - Alifia Soeryo - Bullrush Park/Warnpangga (Park 10)	●	Complete	●	5	11	6	Practical Completion
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●	Complete	●	-	-	-	Practical Completion
Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade**^	●	Complete	●	188	188	-	Practical Completion
New Access Ramps for Accessible Car Parks (Construction)	▲		●	-	-	-	Cancelled
New Parents Room with store room (Central Market) (R)	●		●	22	55	33	Design Only
North Terrace / Station Road Footpath Improvements	●	Complete	●	4	-	(4)	Practical Completion
Old Police Station Horticulture Shed - New Air Conditioning Install	●	Complete	●	5	6	1	Practical Completion
Peacock Road Cycle Route (R)	●		●	3	50	47	Design Only
Public Lighting Alterations - 176 Mackinnon Parade, North Adelaide	●	Complete	▲	23	23	-	Practical Completion
Rymill Park / Murlawirrapurka (Park 14) – Master Plan Safety and Accessibility Works** (R)	●	Sep 25	●	76	92	16	Build/ Construct
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)^	●	Complete	●	333	357	24	Practical Completion
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)**^	●	Complete	●	307	308	1	Practical Completion
School Safety Implementation Project (R)	●		●	77	100	23	Build/ Construct
Torrens retaining structure (R)	▲	Sep 25	●	233	1,011	778	Build/ Construct
Vincent Street and Vincent Place – Improvements* (R)	▲	Oct 26	●	16	258	242	Build/ Construct
West Pallant Project Steet Lighting Design*	▲	Jun 26	●	-	-	-	Plan/ Design
Strategic Property and Commercial							
218-232 Flinders Street	●	Complete	●	216	216	-	Practical Completion
Central Market Arcade Options (R)	●	Feb 26	●	238	409	171	Build/ Construct
Central Market Arcade Redevelopment (R)	●	Feb 26	●	21,450	21,842	392	Build/ Construct
South West Community Centre (R)	●	Jun 26	●	-	1,500	1,500	Plan/ Design

Project	Plan		Expenditure (\$'000)				
	Delivered by		Actual		Q3 Budget	Variance	Stage
City Shaping Portfolio							
City Operations							
Plant and Fleet Replacement Program	●		●	-	-	-	Cancelled
Park Lands, Policy & Sustainability							
Additional VivaCity Motion Sensor (V3) - Z0714 (R)	▲	Sep 25	●	4	-	(4)	Build/ Construct
Disability Access and Inclusion Plan 2024-2028 Implementation (R)	●		●	30	100	70	Plan/ Design
Integrated Climate Strategy – City Public Realm Greening Program^ (R)	●	Jun 26	●	3,236	3,612	376	Build/ Construct
Integrated Climate Strategy (ICS)	●	Complete	●	79	79	-	Practical Completion
Laneways Recycling Project**	●	Complete	●	7	10	3	Practical Completion
Light Square / Wauwi – Master Plan (detailed design) (R)	●		●	141	250	109	Design Only
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation (R)	●	Jun 26	●	32	250	218	Plan/ Design
Corporate Services Portfolio							
Corporate Activities							
Project Delivery Management Costs (Overheads)* (R)	●		●	4,227	4,864	637	Build/ Construct
Information Management							
GIS Spatial Laptops*	●	Complete	●	8	8	-	Practical Completion
HR System - Implementation of Integration Suite (R)	●	Jun 26	●	161	200	39	Build/ Construct
ICT Network Connectivity - Gardeners Shed* (R)	▲	Sep 25	●	-	80	80	Plan/ Design
Microsoft Teams Enabled Room - Lord Mayor's Office	●	Complete	●	25	25	-	Practical Completion
New Laptops for Graduate Program - Z0652	●	Complete		26	-	(26)	Practical Completion
Teams Room Equipment - COO Office and CLC3 Pirie	●	Complete	●	17	17	-	Practical Completion
Adelaide Economic Development Agency							
Experience Adelaide Visitor Centre^ (R)	●	Dec 25	●	115	1,170	1,055	Plan/ Design
Rundle Mall Sound System* (R)	●	Nov 25	●	-	50	50	Plan/ Design
Twin Street Lighting - request for new decorative lighting installation	▲		●	30	41	11	Cancelled
Total New and Upgrade Program				47,465	56,613	9,148	

* in addition to this budget there is a renewal amount which is reflected separately in the Renewal Program Table

** fully grant funded

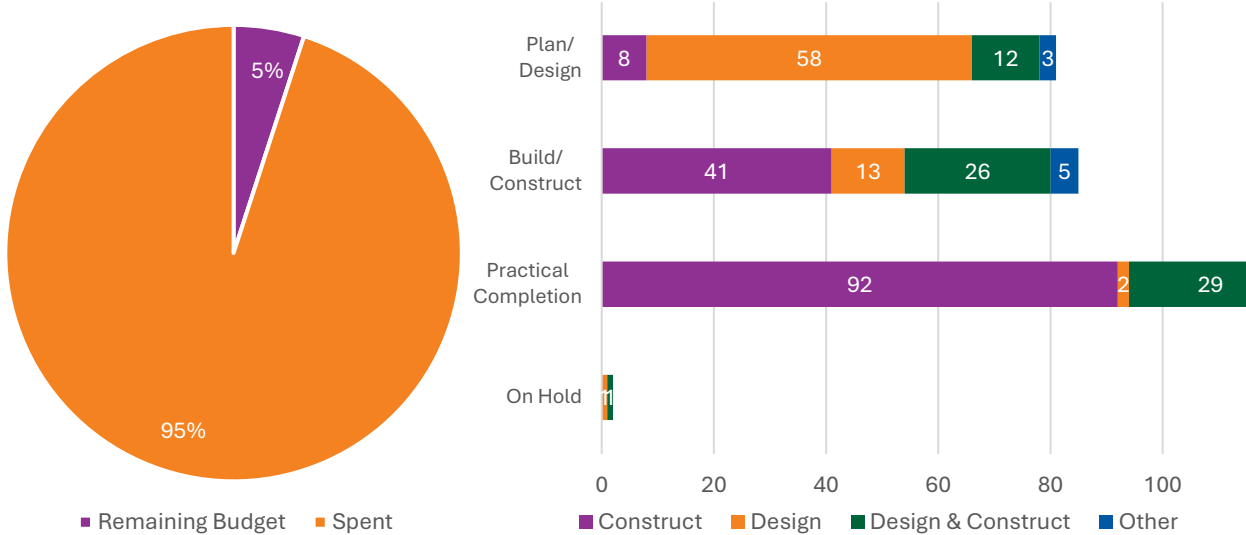
^ partially grant funded

(R) projects retime to be considered in 2025/26 future forecast

Capital Renewal

Renewals are works of a capital nature that are replacing an existing asset like for like, or like for modern equivalent.

Approved Budget



Key Achievements

During the quarter, 97 renewal projects achieved practical completion, including Unley Road stormwater culvert renewal, Royal Avenue Improvements project, several traffic signal renewals, Public Art renewal projects, various road and footpaths projects, Urban Element Renewal projects, and some ICT renewal projects.

2024/25 Renewal Budget by Category

\$'000	Actual	Q3 Budget	Variance
Bridges	250	266	16
Buildings	10,902	11,751	849
ICT Renewals	3,175	3,102	(73)
Lighting and Electrical	2,956	3,462	506
Park Lands Assets	1,658	1,984	326
Plant and Fleet	2,064	2,235	171
Traffic Signal	3,497	3,663	166
Transport	15,668	14,644	(1,024)
Urban Elements	2,081	2,488	407
Water Infrastructure	5,602	7,036	1,434
Project Management Delivery Costs	5,809	5,665	(144)
TOTAL	53,662	56,296	2,634

2024/25 Renewal Projects by Category and Project Phase

Category	Total*	Design only	Plan/Design	Build/ Construct	On Hold	Complete
Bridges	3	1	2	-	-	-
Buildings	52	8	1	21	1	21
ICT Renewals	16	-	1	3	-	12
Lighting and Electrical	31	15	1	7	-	8
Park Lands Assets	20	5	3	5	-	7
Plant and Fleet	10	-	2	4	-	4
Traffic Signal	12	-	-	3	-	9
Transport	94	18	9	24	1	42
Urban Elements	53	9	3	13	-	28
Water Infrastructure	10	2	1	5	-	2
TOTAL	301	58	23	85	2	133

*Total Project count: mixed funded projects are only counted once in the total project count.

Note:

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plant and Fleet
- Some projects have been broken down into sub-projects, so total appears different

Strategic

Strategic Projects are generally 'one off' or short-lived 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.

Key Achievements

Quarter 4 saw a number of projects successfully achieve their intended deliverables for 24/25, with recognised savings redirected to new and emerging projects.

Grant funded projects that commenced in 24/25 have either reached practical completion or are continuing into 25/26 and are on track to achieve grant aligned outcomes as per deeds.

2024/25 Strategic Projects	Plan		Expenditure (\$'000)		
	Delivered by		Actual	Q3 Budget	Variance
City Community					
City Culture					
Social Work in Libraries Evaluation Framework**	●	Nov 2025	13	13	-
DHS Community Neighbourhood Development Funding^	●	Jun 2025	95	99	4
City Activation	●	Jun 2025	496	502	6
Australia Day Partnership	●	Jan 2026	80	-	(80)
DHS Grant for Volunteer Connectors Program	●	Jun 2026	4	-	(4)
Regulatory Services					
On-Street Parking Compliance Technology and Customer Analytics Reform	●	Jun 2025	141	148	7
City Infrastructure					
Infrastructure					
Transport Strategy	●	Jun 2025	308	295	(13)
School Safety Review	●	Jun 2025	67	12	(55)
SA Power Networks (SAPN) Luminaire Upgrades	●	Sep 2024	14	14	-
Resilient Flood Mapping^	▲	Apr 2026	1,725	1,723	(2)
North Adelaide Golf Course - Water Investigative Study	●	Feb 2025	26	26	-
Conservation Management Plans for Heritage Assets	●	Jun 2025	41	41	-
CLC & Eagle Chambers - accommodation planning	●	Jun 2025	-	25	25
City Speed Limit Review	●	Aug 2024	27	27	-
Bridge Maintenance Program	▲	Jun 2025	-	200	200
Asset Condition Audit	●	May 2025	447	539	92
Adelaide Park Lands Strategic Water Resources Study	●	May 2025	75	80	5
Strategic Property & Commercial					
88 O'Connell Project Delivery	●	Jun 2025	404	80	(324)
218 - 232 Flinders Street Master Plan Investigations	●	Jun 2025	38	70	32

2024/25 Strategic Projects	Plan		Expenditure (\$'000)		
	Delivered by		Actual	Q3 Budget	Variance
City Shaping					
City Operations					
Feasibility Studies - Waste and Recycling Collection	●	Jun 2025	65	100	35
Park Lands, Policy & Sustainability					
World Heritage Bid for the Park Lands - FPIC	●	Jun 2026	100	130	30
Key Biodiversity Area Management Plan	●	Jun 2026	15	75	60
Social Planning Homelessness and Adelaide Zero Project Resourcing	●	Nov 2024	208	208	-
Reconciliation Action Plan 2024-2027 Implementation	●	Jun 2025	85	100	15
National Heritage Management Plan Implementation	●	Jun 2025	106	100	(6)
Local Heritage Assessments - 20th Century Buildings	●	Jun 2025	49	50	1
Homelessness Strategy Implementation	●	Jun 2025	21	40	19
Historic Area Statement - Code Amendment	●	Jun 2025	77	112	35
Heritage incentive Scheme - State Heritage Buildings**	●	Dec 2025	250	250	-
Economic Development Strategy Implementation	●	Jun 2025	77	106	29
Dry Areas Evaluation	●	Jun 2025	115	115	-
Disability Access and Inclusion Plan 2024-2028 Implementation	●	Jun 2025	216	235	19
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	●	Jun 2025	176	165	(11)
Botanic Creek Rehabilitation (Community Planting)^	●	Jun 2025	4	72	68
Adaptive Reuse Housing Initiative Program (ARCHI)**	●	Jun 2026	32	250	218
Adaptive Reuse City Housing Initiative^	●	Oct 2025	251	250	(1)
O'Connell - Road Safety Investigation & Community Consultation	●	Jun 2025	11	-	(11)
Corporate Services					
Governance and Strategy					
ESCOSA Review	●	Feb 2025	40	40	-
Supplementary Election 2025	●	Sep 2025	53	73	20
Information Management					
Cyber Security Enhancement	●	Jun 2025	81	85	4
Contact Centre Software Replacement	●	Mar 2025	434	450	16
ACMA					
Adelaide Central Market Expansion Operational Preparedness	●	Jun 2025	221	220	(1)
ACMA Traders Sustainability Program Stage 1**	●	Jun 2026	50	50	-
AEDA					
Tourism and Business Attraction	●	May 2025	131	133	2
Rundle Mall Live Music Program	●	Jun 2025	100	100	-
Commercial Events and Festivals Sponsorship Program	●	Jun 2025	471	500	29
TOTAL			7,440	7,903	463

Budget

Summary

Preliminary End of Year Operating Position

The preliminary end of year operating position for 2024/25 is an operating surplus of \$12.135m, which is \$2.768m favourable to the approved Q3 budget of \$9.367m. The variance is driven by:

- Income \$3.069m favourable to budget and includes the following key movements:
 - Additional rates revenue of \$0.376m from interest and penalties applied to overdue rates balances
 - Additional fees and charges of \$1.896m across parking \$0.778m, property management \$0.622m, expiations \$0.166m and ACMA leasing and property recovery \$0.167m
 - Additional external grant funding of \$0.291m due to early payment of the financial assistance grant \$0.574m of approximately 50% for 2025/26, partially offset by reduced recognition of ARCHI (with corresponding reduction in expenditure) \$0.218m
 - Additional other income of \$0.506m due to reimbursements \$0.575m and insurance claims \$0.178m partially offset by reduced commission received \$0.167m.
- Expenditure \$0.301m unfavourable to budget and includes the following key movements:
 - An increase to the provision for Works-In-Progress (WIP) Write-off provision of \$0.510m. The increase is in line with the overall increase in the WIP balance as at 30 June 2025, which has increased by \$60.132m (from \$76.385m in 2023/24 to \$136.517m in 2024/25) due to the status, timing of the completion and capitalisation of works
 - An increase to depreciation expense of \$1.124m due to the capitalisation of complete projects
 - Unbudgeted land tax \$0.510m
 - Net favourable impact on the revaluation in leases \$0.453m (depreciation expense of \$1.124m offset by finance costs \$1.612m)
 - Delivery of Strategic Projects funding of \$7.440m, \$0.463m favourable to budget and includes the following movements; ARCHI incentive scheme \$0.218m, bridge maintenance \$0.200m, Asset Condition Audit \$0.092m, and Botanic Creek Community Planting \$0.068m, offset by additional expenditure across 88 O'Connell St Development \$0.324m, Australia Day Sponsorship \$0.080m
 - Employee costs for ongoing service delivery is \$0.934m unfavourable, offset by favourable external temporary labour hire of (\$1.530m)

The preliminary year end Capital Expenditure as at 30 June 2025 is \$101.127m, \$11.782m lower to the Q3 budget of \$112.909m. This is made up of lower spend in New and Upgrade projects, which will be incorporated into the 2025/26 budget in a future quarterly review as required. The Renewal spend is \$2.634m lower and will be managed through the Asset Management Plans.

Council had a cash borrowings of \$23.820m as at 30 June 2025, which is \$6.919m favourable to the Q3 budgeted borrowing forecast of \$30.739m. This results from a combination of increased revenue and reduced capital expenditure.

There are a number of items to be completed which may impact the final numbers presented in the audited financial statements.

Operating Position (Financial Performance)

\$000's	Actual	Q3 Budget	Variance
Rates Revenue	144,085	143,709	376
Fees and Charges	88,822	86,926	1,896
Grants, Subsidies and Contributions	6,797	6,506	291
Other Income	3,464	2,958	506
Total Revenue	243,168	240,099	3,069
Employee Costs	79,591	78,879	(712)
Materials, Contracts and Other Expenses	85,062	85,945	883
Sponsorships, Contributions and Donations	6,994	7,193	199
Depreciation, Amortisation and Impairment	58,256	55,973	(2,283)
Finance Costs	1,130	2,742	1,612
Total Expenses	231,033	230,732	(301)
Operating Surplus / Deficit	12,135	9,367	2,768

Capital Program

	Actual	Q3 Budget	Variance
New and Upgrades Projects	47,465	56,613	(9,148)
Renewal / Replacement of Assets	53,662	56,296	(2,634)
Total Revenue	101,127	112,909	(11,782)

Financial Indicators

	Target	Adopted	Q1	Q2	Q3	Q4
Operating Surplus Ratio						
The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	4.0%	4.0%	3.9%	3.9%	5.0%
Net Financial Liabilities						
The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	21%	15%	13%	18%	N/A*
Asset Renewal Funding Ratio **						
The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	92.5%	92.5%	93.0%	93.0%	85.3% **
Adjusted Asset Renewal Funding Ratio						
The ratio expresses the expenditure on Asset Renewals (including accruals) as a percentage of forecast required expenditure according to the Asset Management Plans (excluding contingency).	90%-110%	94.0%	94.0%	94.4%	94.4%	90%
Asset Test Ratio						
The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	17%	8%	7%	9.7%	7.8%
Interest Expense Ratio						
Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	2.0%	2.0%	2.0%	2.0%	0.1%
Leverage Test Ratio						
The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.4 years	0.2 years	0.14 years	0.22 years	0.17 years
Cash Flow From Operations Ratio						
The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	103%	110%	110%	110%	N/A*
Borrowings						
The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	34%	15%	13%	19%	16%
Borrowings						
The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	56%	40%	35%	29%	25%

* The Net Financial Liabilities and Cash Flow from Operations Ratio will be updated with the audited Financial Statements.

** The 2024/25 original adopted budget assumed total renewal expenditure of \$56.022m (against the combined AMPs of \$60.654m), effectively 92.5% of the AMPs which set the targeted ARFR.

The ARFR to be reported within the Model Financial Statements is 85.3%. This calculation is based on actual cash expenditure 'out the door' (\$51.655m), divided by the amount required to deliver 100% of the AMPs (\$60.654m).

It should be noted that the AMPs contained a level of contingency (calculated at \$4.644m) and the adopted budget of \$56.022m contained \$4.296m of contingency. As previously reported, management of contingency saw only \$268k of net contingency being required to deliver the 2024/25 renewals program. This is effectively a saving \$4.222m and the non-expenditure of these monies resulted in less cash 'out the door' and therefore a lower ARFR.

Further, on an accrual basis as reported, \$53.662m was expended in delivering the 2024/25 renewal program. This accounts for infrastructure physically in place as at June 30 that is yet to be paid for (eg payment made in July).

Recognising both the contingency savings (including in AMPs) and accrual basis expenditure results in an adjusted ARFR of 95.2%.

On track	Within range
At risk	May be within range but at risk of going outside of range
Off track	Outside of range

Treasury Reporting

The tables below present the debt and cash investment information as required by Council's Treasury Policy.

Table 1 shows the borrowing facilities taken out by Council. Council had \$23.820m in borrowings as at 30 June 2025:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report	Maturity Date
LGFA CAD 555	\$70m	Variable	5.10%	\$23.820m	-	15/06/2033

* Note CAD facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

Table 2 shows cash invested by Council. Council had \$1.777m in cash investments at 30 June 2025:

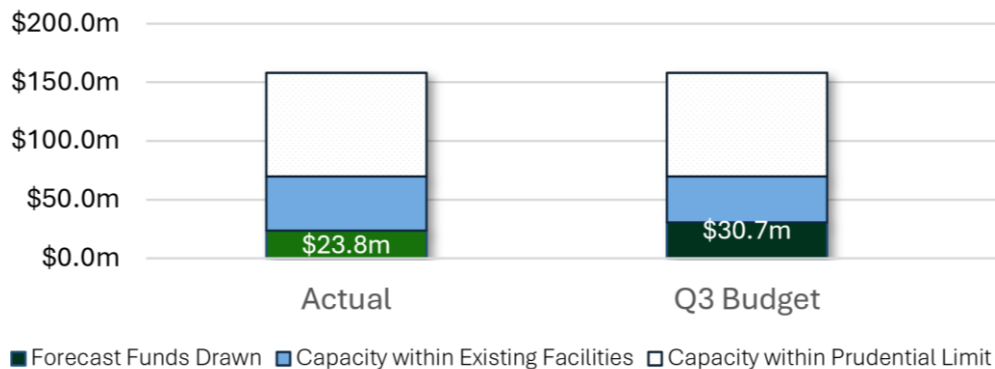
Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report	Maturity Date
LGFA General		Variable	4.15%	\$0.000m	(\$15.587m)	-
NAB		Variable	4.05%	\$0.001m	(0.073m)	-
CBA		Variable	3.85%	\$1.776m	(\$0.982m)	-
LGFA FT 64008		Fixed	4.69%	\$0.000m	(\$2.868m)	16/06/2025

Total cash position without the Future Fund offset (\$14.360m) would otherwise be \$36.403m in borrowings.

Table 3 provides the Prudential Limit Ratios as outlined in Council's Treasury Policy:

Prudential Limit Ratio**	Comments	Limits	YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy).	Maximum 10%	0.09%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0.17
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Maximum 50%	7.8%

Borrowings: showing current facilities against our prudential limit and forecasted position



Glossary

Budget

24/25 Budget: is the adopted budget for the 2024/25 financial year.

Financial Indicators: Measures used to assess Council's financial performance, to guide decision making on major projects, and ensure its continued financial sustainability.

Reallocation: Reallocation of funds from one source to another.

Reclassification: A change of a project categorisation to reflect the scope, size or funding source of a project (e.g. Renewal to Upgrade).

Retimed: Deliberate change of timing of a project into a future year based on an agreed decision.

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

Capital Works

New and upgrade: Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.

Renewal: Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

Project Management Phases

Commit/Concept: A project plan is being finalised with scope, and greater understanding of budget timing and stakeholder management.

Design: Projects for which only the design phase will be undertaken in the current year, with construction occurring in another financial year.

Design/Detail Planning: The planning and design phase of a project, which includes activities such as project planning and technical design.

Build/Construct (also Deliver): The build and construction phase of a project, which includes activities such as tendering, and construction/creating an asset.

Practical Completion: The practical completion phase of a project where an area/asset is open and created in our asset system. Depreciation commences at this point.

On Hold: Project status indicating a decision of Executive or Council is required and cannot proceed until a decision is reached.

Types of Projects

Capital Project: A long-term project to establish, develop, improve or renew a capital project.

Strategic Project: Delivers the Strategic Plan and are generally 'once off' that have been prioritised to be delivered in a specific timeframe. Strategic Project budgets are operational in nature (not capital) and are aligned to a relevant service.

Appendix: Risk and Opportunities

Risks and Opportunities

There have been several risks identified in Quarter 4 that have impacted on Council operations.

There is currently a high level of interest in external organisations collaborating with the Adelaide Economic Development Agency on various projects and opportunities. The agency does not have the capacity to effectively collaborate on many of these opportunities given the extent of the current work program.

There is no significant change in Australia's domestic economic environment, internationally however, the policy agenda of the Government of the United States of America and its potential impact on foreign trade, investment and consumer confidence is one that will continue to be monitored.

Safety and security are an ongoing risk in Rundle Mall with retail crime emerging as a significant issue. Multiple high-profile incidents have received media coverage with the negative sentiment beginning to emerge in consumer research initiatives. Rundle Mall will also see increased competition from suburban shopping centres such as with the Burnside Village \$350 million investment.

Resourcing, both internal and external, remains a challenge for facilitating major events, and progressing capital projects through design and construction. For project delivery, internal resources continue to be supplemented with short term contract staff and external consultants and contractors have high workloads due to a busy time in the industry, with pricing remaining at post-covid levels.

Delays have continued for the Community Building Project at Mary Lee Park (Park 27B) with Aboriginal Cultural and Archaeological legislative reporting requirements, putting at risk the grant funding from the State Government.

The City of Adelaide's World Heritage Tentative List Submission is working with Traditional Owners seeking consent to submit the bid. This process must adhere to the principles of Free Prior and Informed Consent (FPIC). First Nations groups have indicated the timeframe for submitting the bid may be in early 2027 rather than 2026 as planned.

The State Government passed legislation for the North Adelaide Public Golf Course redevelopment including transfer of the care, control and management of the golf course from the City of Adelaide to the State Government. This announcement has seen impacts relating to budget, memberships, operations and resourcing.

Delays with the Adelaide Town Hall facade restoration project impact bookings and revenue for the Adelaide Town Hall venue.

Due to budgetary reductions during this term of Council, and changes in the funding amounts available for the community grant categories, this risks deteriorating relationships with community groups reliant on this funding for their activities.

An announcement on the location of COP31 is anticipated in November 2025 and if Adelaide is successful as the host, this will likely impact resourcing from multiple areas across council and budget.

BDO will be undertaking a maturity review of the Council's Strategic Risk Register, Internal Audit Plan and the role of SRIA. Outcomes of this review will be presented to ARC in November 2026.

Appendix: Financial Statements

Uniform Presentation of Finances

Uniform Presentation of Finances	2024/25				
\$'000s	Adopted Budget	Q1	Q2	Q3	Q4
Income					
Rates Revenue	144,908	144,908	144,359	143,709	144,085
Statutory Charges	16,893	16,893	16,893	16,893	-
User Charges	67,399	67,567	68,271	70,033	88,822
Grants, Subsidies and Contributions	4,842	5,057	6,568	6,506	6,797
Investment Income	166	166	715	715	3,464
Reimbursements	150	150	150	150	-
Other Income	866	967	956	2,093	-
TOTAL INCOME	235,225	235,708	237,913	240,099	243,168
Expenses					
Employee Costs	86,220	86,489	83,584	78,879	79,591
Materials, Contracts and Other Expenses	81,973	82,187	86,952	93,138	92,056
Depreciation, Amortisation and Impairment	56,857	56,857	57,202	55,973	58,256
Finance Costs	808	808	808	2,742	1,130
TOTAL EXPENSES	225,858	226,341	228,546	230,732	231,033
Operating Surplus / (Deficit) before Capital Amounts	9,367	9,367	9,367	9,367	12,135
Net Outlays on Existing Assets					
Capital Expenditure on Renewal and Replacement of Existing	(56,022)	(56,022)	(56,296)	(56,296)	(51,655)
Finance lease payments for right of use assets on existing assets	-	(4,989)	(4,989)	(4,989)	(5,347)
add back Depreciation, Amortisation and Impairment	56,857	56,857	57,202	55,973	58,256
add back Proceeds from Sale of Replaced Assets	500	500	500	500	483
Net Outlays on Existing Assets	1,335	(3,654)	(3,583)	(4,812)	1,737
Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	(56,809)	(66,890)	(64,747)	(56,613)	(46,835)
add back Amounts received specifically for New and Upgraded Assets	6,026	4,556	5,773	5,773	5,617
add back Proceeds from Sale of Surplus Assets	18,500	18,500	18,500	-	-
New Outlays on New and Upgraded Assets	(32,283)	(43,834)	(40,474)	(50,840)	(41,218)
Net Lending / (Borrowing) for Financial Year	(21,581)	(38,121)	(34,690)	(46,285)	(27,346)

Note: Complete financial statements will be provided as part of the audited financial statements

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Privacy Policy Review

Strategic Alignment - Our Corporation

Public

Friday, 15 August 2025

Audit and Risk Committee

Program Contact:

Rebecca Hayes, Associate

Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to seek feedback from the Audit and Risk Committee on the revised Privacy Policy (the Policy), prior to presenting it to Council for adoption.

The Policy establishes the Privacy Governance Framework (the Framework) for the practices and procedures of the City of Adelaide (the CoA) in relation to the collection, use, storage and disclosure of personal information.

Council adopted the current Policy in March 2016 with minor amendments in February 2019, October 2021 and July 2022.

A review of the existing policy was completed following the conclusion of the Data Protection and Privacy Internal Audit (the Audit) in May 2024, which highlighted several areas for improvement, including the need to improve and streamline the Framework.

The current Policy is provided at [Link 1](#). A version of the updated Privacy Policy with changes tracked is shown at [Link 2](#), and a clean version is shown in **Attachment A**.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the updated Privacy Policy as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Audit and Risk Committee held on 15 August 2025 and provides the following feedback:
 - 1.1. _____
 - 1.2. _____

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.
Policy	This report proposes an update to the Privacy Policy, following the Data Protection and Privacy Internal Audit.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The Privacy Policy (the Policy) establishes the Privacy Governance Framework (the Framework) for the practices and procedures of the City of Adelaide (the CoA) in relation to the collection, use, storage and disclosure of personal information.
2. Council adopted the current Policy in March 2016, with minor amendments made in February 2019, October 2021, and July 2022.
3. A fulsome review of the Policy has been completed following the conclusion of the Data Protection and Privacy Internal Audit (May 2024), which highlighted several areas for improvement, including the need to improve and streamline the Framework.
4. It is important to highlight that the provisions of the *Privacy Act 1988* (Cth) (the Privacy Act) do not apply to the CoA or any other South Australian council, however it is the intention of the CoA that its policies and practices in relation to privacy should be, so far as is reasonably practicable, consistent with the Privacy Principles as set out in the Privacy Act, reflecting a best practice approach.
5. The CoA is, however, bound by the *Privacy (Tax File Number) Rule 2015* (the Ruling) issued under the Privacy Act. The Ruling requires an organisation in possession or control of a record that contains TFN information, to protect that information as it relates to individuals.
6. As part of the 2023–2024 Internal Audit Plan for the CoA, an internal audit was conducted to assess the design of the CoA's privacy compliance framework and to test the operating effectiveness of key controls against relevant privacy legislation.
7. The Data Protection and Privacy Internal Audit (the Audit) was performed by KPMG in May 2024 and the report presented to the Audit and Risk Committee at its meeting on 14 June 2024.
8. The Audit identified two findings, rated high and low respectively, and one process improvement opportunity. A summary of the Audit findings are:

Finding 1 – The CoA's Privacy Governance Framework should be improved and streamlined

High

Recommendation:

1. Define the roles and responsibilities of individuals from executive leadership to end-users.
2. Develop the privacy governance framework structure to include an operating charter that defines the roles, responsibilities and expectations of individuals.
3. Assign a dedicated Privacy Officer to assist with privacy related issues.

Action:

1. Roles and responsibilities are defined in the Privacy Policy.
2. The privacy governance approach has been developed in the Privacy Policy defining the roles and responsibilities of staff.
3. The Associate Director Governance & Strategy has been appointed as the Privacy Officer.

Finding 6 – Privacy Impact Assessments are not conducted on systems/applications processing personal information	
Low	
Recommendation: Develop and document Privacy Impact Assessment (PIA) policy and/or methodology along with supporting templates to ensure that PIAs are considered for new initiatives or projects that may have privacy impacts.	Action: The Privacy Impact Assessment Tool was already in the Privacy Policy; however, this has been further defined in the Policy.
PIO 1 – Frequency of review of privacy framework documentation to be reassessed.	
Improvement opportunity	
Recommendation: It is recommended that the CoA annually review the Privacy Policy to ensure compliance with the Privacy Act and any additional regulatory requirements, along with changes to those requirements.	Action: The Privacy Policy review frequency was scheduled for every three years. Administration has taken into consideration the recommendation and confirmed that the frequency of review should be set at every four years, in line with CoA's policies, unless legislative or operational change occurs beforehand.

Privacy Policy

9. The Policy currently provides for a review to be undertaken every three years. The most recent review of the Policy was undertaken in July 2022 (current policy at [Link 1](#)).
10. It is proposed that the Policy be scheduled for review every four years, aligned with the Council term, unless earlier review is required due to legislative or operational changes. A desktop review will be conducted annually. The main amendments to the Policy are as follows:
 - 10.1. Insertion of the Privacy Governance Framework.
 - 10.2. Insertion of Roles and Responsibilities for CoA staff.
 - 10.3. Appointment of a Privacy Officer being the Associate Director, Governance & Strategy.
11. A table outlining the changes and corresponding explanations is provided below.

Privacy Policy (2025) table of Key Changes and Comments

No.	Page	Item	Explanation
1	1	Statement	Inclusion of the Privacy Governance Approach which provides guidance and helps local government agencies to comply by - - Understanding of privacy risks and opportunities - Addressing roles and responsibilities - Maintaining the interests of the individual - Embedding a proactive approach - Implementing robust personal information lifecycles - Prompt notification of eligible data breaches - Ensuring up-to-date privacy policies and procedures - Ensuring there is privacy by default and a transparent and open governance approach - Embedding a culture of protecting personal information

2	2	Statement	Roles and Responsibilities – - key functions within CoA - appointment of a Privacy Officer (Associate Director Governance & Strategy)
3	3	Statement	Collection of Personal Information – CoA will take reasonable steps to inform the individual whose personal information it collects.
4	4	Statement	Collection of Sensitive Information - - removal of COVID-19 vaccination status and proof of vaccinations requirements - insertion of information that is considered sensitive information about individuals
5	6	Statement	Disclosure to Third Parties – removal of paragraph stating where the third-party provider is not subject to provisions of the Privacy Act
6	8	Statement	Privacy Impact Assessment Methodology – inclusion of steps to follow in identifying risks to privacy and develop appropriate solutions.
7	9	Statement	Freedom of Information – removed as a sub-heading as already included in Access to Personal Information.
		Overall	Other changes relate to the format of the report.

12. The updated Policy showing tracked changes is at [Link 2](#) with a clean copy of the Policy provided as **Attachment A**.
13. Following the consideration by the Audit and Risk Committee, the Policy will be presented to the City Finance and Governance Committee and Council in September for adoption.
14. Once the Policy has been adopted by Council, the two findings and the process improvement opportunity will be marked as completed internal audit actions.

DATA AND SUPPORTING INFORMATION

Link 1 – Current Privacy Policy

Link 2 – Privacy Policy – Tracked changes

ATTACHMENTS

Attachment A – Privacy Policy – no tracked changes

- END OF REPORT -

Privacy Policy

September 2025

Council

non-legislative

PURPOSE

The purpose of this Policy is to establish the basis for the practices and procedures of the City of Adelaide (the **Council**) in relation to the collection, use, storage and disclosure of personal information. The provisions of the *Privacy Act 1988* (Cth) (the **Privacy Act**) do not apply to this Council or any other South Australian Council, however it is the intention of the Council that its policies and practices in relation to privacy should be, so far as is reasonably practicable, consistent with the Privacy Principles set out in the Privacy Act. Council is bound by the Privacy (Tax File Number) Rule 2015 issued under the Privacy Act. This Privacy Policy (the **Policy**) is, therefore, a measure which is intended to promote what the Council considers to be "best practice".

STATEMENT Privacy Governance Approach

Privacy governance is an integral part of service provisions and is the responsibility of governing authorities, senior management, legal, information management and privacy officers. While effective governance and leadership are essential, collaboration across the Council is a critical factor in achieving a robust privacy program.

This Privacy Governance Approach (the **Approach**) can be used and incorporated into existing governance mechanisms within Council. Oversight and accountability for privacy and the management of personal information can be achieved through existing processes and risk management oversight processes.

The Approach, as articulated within this Policy, exists to provide guidance and help local government agencies to comply by:

- Better understanding of privacy risks and opportunities, including the potential use and implementation of new data-driven technologies (e.g. artificial intelligence (AI)).
- Addressing roles and responsibilities throughout the agency in relation to privacy management.
- Keeping the interests of the individual paramount in a user centric manner.
- Embedding a proactive approach to privacy management and privacy-by-design throughout the agency.
- Implementing robust personal information lifecycles – that is the collection, use, security and disposal of personal information.
- Prompt notification in the event of an eligible data breach and affected individuals where there is unauthorised access to or unauthorised disclosure of, or a loss of personal information that is likely to result in serious harm.
- Ensuring there are up-to-date privacy policies and procedures.
- Ensuring there is privacy-by-default and a transparent and open governance approach whatever the business practice or technology involved.
- Embedding a culture of protecting personal information within the agency.

Roles and Responsibilities

While the mix of roles and responsibilities will vary depending on the circumstances, effective privacy implementation includes the following key functions and roles:

- **Privacy Officer:** Associate Director Governance & Strategy – responsible for ensuring Council protects the privacy of individuals' personal information. This includes overseeing the implementation of privacy guidelines, and handling privacy-related enquiries and complaints.
- **Information Management and Cybersecurity staff** – responsible for identifying and monitoring data privacy breaches.
- **Associate Directors** – responsible for considering privacy issues, implementing the Policy and completing the Privacy Impact Assessment Tool as well as managing the handling of personal information across their business unit activities (projects, programs and service delivery).
- **People** – responsible for inducting and training staff on the Policy and procedures via online training.
- **CoA employees** – comply with the Policy and procedures set out by Council.
- **Governance & Strategy Program** – responsible for ensuring management of the Policy, compliance, reporting and providing advice about Council's privacy obligations and needs for flexibility.

For Council to achieve a robust privacy program, collaboration is essential across staff with key roles and responsibilities for privacy, information security and records.

Collection of Personal Information

The Council may collect and hold personal information about current, potential and former employees, customers, contractors and/or suppliers of the Council, and other persons that the Council has dealings within the course of conducting its functions and objectives.

The personal information that may be collected will depend on the particular purpose for which it is collected (see section 4 "Use and disclosure of personal information"), and may include:

- Telephone numbers
- Name and addresses (postal, residential and e-mail addresses)
- Age and/or date of birth
- Property ownership and/or occupier details
- Details of resident's/ratepayer's spouse or partner
- Development applications, including plans or specifications of buildings
- Pet ownership
- Electoral roll details
- Pensioner / concession information
- Payment history
- Financial, rental or income details
- Details of land valuation
- Preferred addresses and methods of contacts
- Details of employment
- Insurance details
- Records of Council's communications or dealings with an individual including any complaints,

incidents, requests or queries

- Information that an individual posts to the Council's Sites, Apps or Channels
- Information collected when an individual accesses the Council's Sites, Apps or Channels, including device ID, device type, IP address, geo-location, computer and connection information, referral URL, statistics on page views, traffic to and from the Council's Sites, Apps and Channels
- For job applicants, contractors and suppliers, information about their occupation, employment history, education and suitability for the role or relationships [including criminal history, social media profiles and whether they hold any licences/permits or police clearances required for the role]
- CCTV footage of your image and recording your voice from any of the Council's premises or broader council area
- Images and your voice from body worn cameras
- Photographs and videos of your image and/or voice from any events or functions organised by the Council or held within its premises or broader Council area.

The Council will take reasonable steps to inform the individual whose personal information it collects:

- of the purpose(s) for which the personal information is being collected;
- if the collection of the information is authorised or required by law, that the collection is so authorised or required;
- in general terms, of its usual practices with respect to the use and disclosure of personal information of the kind collected.

Council will take reasonable steps to ensure that personal information it collects is relevant to the purpose(s) of collection and is up to date and complete.

Council will take reasonable steps to ensure that its collection of personal information does not unreasonably intrude upon an individual's personal affairs.

Council may collect information concerning individuals from a number of private and public sector agencies, which may include, but are not limited to Transport SA, the State Electoral Office, Office of the Valuer General, SA Water, telecommunications companies, and from individuals or publicly available websites or sources.

If Council has been provided information from a third party about another person, the third-party warrants that they have the person's permission to do so.

Collection of Sensitive Information

Council may collect sensitive information where relevant to the particular purpose for which it is collected. For example, for current, potential and former employees and/or contractors, the Council may collect health and medical information, diversity information (eg ethnicity, gender etc) and/or information about their criminal history or police clearances (as may be required for their role/engagement).

Council may also collect sensitive information from individuals for the purpose of health and safety compliance established by the Australian Government, and the South Australia Government to enable the Council to make informed health and safety decisions.

Photographs or videos may contain sensitive information about individuals if any of the following

information is apparent:

- their racial or ethnic origin;
- their political opinions or associations;
- their religious or philosophical beliefs;
- their trade union membership or associations;
- their sexual orientation or practices;
- their criminal record; or
- their health information.

Council will not collect sensitive information about an individual unless:

- the individual has implied consent, and the collection is reasonably necessary for Council's functions or activities;
- the collection is required or permitted by law;
- the collection is necessary to prevent or lessen a serious and imminent threat to the life or health of any person;
- the collection is necessary for the establishment, exercise, or defence of a legal or equitable claim.

Maintenance and Storage of Personal information

Council will retain an individual's personal information for as long as required to fulfil the purpose for which it was collected, unless a longer retention period is required for the purpose of discharging its legal, accounting and reporting requirements. Council may disclose some personal information to an offshore third-party cloud computing services provider. In this event, Council will take adequate and reasonable steps to assure appropriate data security.

Council will take reasonable steps to:

- protect the personal information it holds from misuse and loss and from unauthorised access, modification, or disclosure, for example through the use of technical and physical security measures, including restricting access to electronic records through technical access restrictions;
- maintain its record keeping systems to ensure that all personal information collected is up to date, accurate and complete as far as reasonably practicable; and
- ensure that any person who, on behalf of the Council, uses or discloses personal information held by the Council has appropriate authorisation to do so.

Council will promptly and diligently comply with its legal obligations in the event of a data breach involving Tax File Number (TFN) information.

Use and Disclosure of Personal Information

In general, the Council collects, holds, uses and discloses personal information for the following purposes:

- to verify the identify and communicate with individuals;
 - to provide and market the Council's services;
 - to respond to any feedback, queries or complaints;
 - to help the Council to operate, protect, manage, improve, conduct and develop its services, and its customers' experiences, for example, by performing analytics and conducting research;
 - to maintain and administer records;
 - to process, administer, collect payments from or make payments to individuals, and if applicable, make appropriate taxation deductions;
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- to assess suitability of potential employees or contractors;
 - to assess performance of current employees or contractors;
 - to ensure health and safety on the Council's premises and in the broader council area;
 - to provide joint marketing initiatives with other service providers;
 - to perform data analysis and/or market research;
 - to comply with the Council's reporting and other legal obligations;
 - to communicate and promote the Council's activities, as well as progress on key strategic projects and initiatives within the Council area.

As otherwise may be required for the general management and conduct of the Council's legislative functions, CCTV footage specifically may be used for the following purposes:

- detecting and deterring unauthorised access to, and criminal behaviour on the Council premises/in the Council area;
- monitoring the safety and security of the Council's customers, employees, contractors, and suppliers, and completing incidents investigations;
- investigating the actions of staff, contractors and members of the public where an allegation of serious misconduct is identified by Council to have occurred in a Council workplace.

Photographs and videos taken at Council events or functions or held within the Council's premises or broader Council area may be used to:

- publicise and promote activities of the Council, or activities of third parties which are conducted within the Council area; and
- communicate Council initiatives to our residents, as well as the general public.

Where the Council collects personal information for a particular purpose, Council may use and disclose personal information for the purpose for which it was collected, unless specifically requested by the individual not to use the information for that purpose. Any other related purpose (or directly related, for sensitive information) and otherwise where permitted or required by law or with the individual's implied consent. Council reserves the right to use or disclose the individual's personal information if it is reasonably believed that:

- use or disclosure is reasonably necessary to prevent or lessen a serious or imminent threat to the life or health of the individual concerned or another person;
- use or disclosure is reasonably necessary for the enforcement of the criminal law or of laws imposing a pecuniary penalty.

Direct Marketing:

- Council may use an individual's personal information to contact them from time to time whether by email, phone or SMS, to tell them about services, offers, promotions and events;
- if an individual does not want Council to contact them for these purposes, they can withdraw implied consent and advise at any time by unsubscribing from the mailing list by clicking on the link in the marketing communication or contacting the Customer Services (at the contact details below).

Disclosure to Third Parties

The Council may disclose personal information to third parties contracted by the Council to provide advice or services for the purpose of assisting the Council in providing benefits to individuals (for example: State Electoral Office, Office of the Valuer General, insurers, legal service providers,

photographers or videographers).

The Council will take reasonable steps to contract only with third party service providers that are subject to the provisions of the *Privacy Act 1988* and the Australian Privacy Principles.

Integrity and Alteration of Personal Information

Council relies on individuals providing personal information that is accurate, complete and up to date. It is the responsibility of individuals to provide the Council with details of any changes to their personal information as soon as reasonably practicable following such change. Council does not accept responsibility to individuals for any loss or damage arising from reliance on personal information provided to them by Council.

An individual may apply to the Council, in a form determined by the Council, to have their personal information amended so that it is accurate, relevant, complete, up-to-date, and not misleading. If Council is satisfied that the personal information held by it is inaccurate, incomplete, or out of date, Council will take reasonable steps to amend its records accordingly.

Where the Council, on reasonable grounds, decides not to amend a resident's or ratepayer's personal information in the manner requested in the application, the Council will inform the individual of its decision and the reasons for refusing to make the requested amendments. For example, an individual may have signed a talent release form, allowing photos or videos of them to be used without further consultation with the individuals. If requested by a resident or ratepayer, the Council will take reasonable steps to attach to a record containing that individual's personal information a statement provided by that individual of the correction, deletion or addition sought.

Access to Personal Information

A person who wishes to access personal information held by the Council must make a written application to the Freedom of Information Officer. An applicant will be required to pay an application fee as determined by the *Freedom of Information Act 1991* (SA) (FOI Act).

Subject to the provisions of this legislation, the Council may grant or refuse access to personal information as it deems fit.

The Council recognises that there are certain documents, which may contain personal information, that the Council is legislatively required to make available for access by members of the public. An application to access personal information will be dealt with within 30 days of receipt of the request. In certain circumstances, an applicant may be required to satisfy Council staff as to their identity.

Personal information may be released to others if requested under the FOI Act, however, in accordance with this legislation, an individual will be consulted to obtain their opinion on release of the information. Should it be determined the information will be released against the views of the individual, they have the right to request a review of the decision, on payment of the prescribed fee, prior to the information being released.

Suppression of Personal Information

An individual's name or address may be suppressed from the Council's Assessment Record and Voters Roll where the Chief Executive Officer is satisfied that inclusion of the name or address on the Assessment Record and/or Voters Roll would place at risk the personal safety of that individual,

a member of their family, or any other person.

Enquiries regarding the suppression of personal information should be directed to Customer Services staff at the Customer Service Centre in the first instance.

Privacy Impact Assessment Methodology

The Privacy Impact Assessment Methodology allows decision-makers to systematically identify risks to privacy and develop appropriate solutions. The process is an on-going cycle with the following steps:

- Framing the business objectives: describe the functionality of the project/service and describe the business needs and benefits it serves.
- Framing privacy governance: it is important to know what levels of legal, institutional, or circumstantial requirements are applicable.
- Assessing the system design: identify and catalogue the inputs for the risk analysis (these inputs are the data actions performed by the system, the personal information processed by each data action).
- Assess privacy risks: determine the privacy risk of a particular data action (likelihood that a data action will be problematic and its impact). Assess the likelihood and impact, then calculate and prioritise the risk.
- Selecting privacy controls: support the selection of controls that mitigate the risks identified.
- Monitoring change.

A Privacy Impact Assessment (PIA) identifies the impact that a project may have on individuals' privacy and sets out recommendations for managing, minimising, or eliminating the impact. The assessment is an important component in protecting privacy and should be part of the overall risk management and planning when considering a project that will include the privacy of the City of Adelaide customers.

Privacy issues that are not properly addressed can impact on the community's trust of Council and undermine a project's success. For any project that will involve the handling of personal information the City of Adelaide should consider undertaking a PIA. Under the Privacy Act, information does not always have to include details such as the individual's name to qualify as personal information. It may include other information that can identify an individual or allow their identity to be determined.

A threshold assessment should be performed to determine if the project is considered to be a high privacy risk project:

- Identify whether your project involves new or changed ways of handling personal information, and screen for factors that may point to the potential for a high privacy risk project.
- If your project has the potential of being high privacy risk, it is recommended to complete a PIA as part of the project planning stage using the [Privacy Impact Assessment Tool](#).

Cookies and links to other IT sites

To improve the Council's Sites, Apps and advertising, and to help us better understand browsing behaviour, when an individual uses the Council's Sites and Apps, the Council may use website measurement software and other analytics tools and services (including Google Analytics) to gather information such as traffic patterns, mouse click activity, IP addresses, and any other information the individual may provide through use of the Sites or Apps. The Council may also use

analytics tools available on its Channels. This information is aggregated and anonymised so that the individual cannot be identified.

Like many other websites on the internet, the Council may use 'cookies' to store and track information about an individual when they are using its Sites or Apps. A cookie is a data file that is sent to an individual's browser from a web server and stored on the individual's computer (or other device), then sent back to the server by the individual's browser each time they access certain sections of the Council's Sites or Apps.

This information helps the Council to remember the individual's preferences and can help to provide them with a tailored experience and customised content and material on the Council's Site and Apps and subsequent websites they may visit. This information may be retained in an anonymous or aggregated form after the Council has erased personal information that identifies individuals from its systems.

The Council also uses cookies to target online advertising to site users. This enables the Council and its partners to target relevant advertising content to individuals. The Council may provide data in an anonymous form from cookies to third parties to enable those third parties to promote the City of Adelaide via online advertising.

Website users can choose to disable cookies via their device's website browser settings. However, if they choose to reject cookies, they may not be able to use or access some features of the services that Council offer.

The Council may have links or references to other websites from our Site and Apps. This policy does not apply to those third-party websites, and the Council takes no responsibility for any information collected by such third parties.

Queries, comments & complaints

Any individual who has any concerns regarding how the Council handles personal information or requires further information can contact the Customer Services staff at the Customer Service Centre in the first instance.

If the individual's concerns cannot be satisfied, they may lodge a formal complaint, under the Corporate Complaint Handling Guideline.

Application of this document

This Policy applies to all people with access to Council information, including but not limited to systems and stored information (computer-based or otherwise) including:

- Council staff
- Council Members
- Volunteers
- Work experience placements
- Trainees
- Independent contractors and consultants

OTHER
USEFUL
DOCUMENTS**Related documents**

- Code of Conduct for CoA Employees
- Elected Members Standing Orders (Operating Guideline)
- Council Members Allowances and Benefits Policy

Relevant legislation

- *Local Government Act 1999* (SA)
- *Privacy Act 1988* (Cth)
- [Information Privacy Principles](#)
- *Freedom of Information Act 1991* (SA)

Threshold Privacy Assessment - [SA Health Report Template - Blue and White - Helix Position A](#)

GLOSSARY

Throughout this Policy, the below terms have been used and are defined as:

Access means providing to an individual, information about themselves that is held by the Council. This may include allowing that individual to inspect personal information or to obtain a copy.

Assessment Record means Council's property listing showing owners and occupiers

Collection means gathering, acquiring, or obtaining personal information from any source and by any means, including information that the Council has come across by accident or has not asked for.

Implied consent means voluntary agreement to some act, practice or purpose.

Disclosure means the release of information to persons or organisations outside the Council. It does not include giving individuals information about themselves.

Eligible Data Breach means when the unauthorised access, disclosure or loss of TFN information is likely to result in serious harm to one or more individuals.

Freedom of Information Officer means an individual employed by the Council who ensures compliance with the *Freedom of Information Act 1991* (SA), who grants individuals the right to access information held by CoA. Freedom of Information Officers process requests for documents, assess whether information is exempt from disclosure and communicates decisions to applicants.

Notifiable Data Breach Scheme (NDB) means a scheme that the Council is subject to under the *Privacy Act 1988* (Cth) to the extent that TFN information is involved in an Eligible Data Breach.

Personal Information means information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about a natural living individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, including a photograph or other pictorial representation of an individual, but does not include information that is in:

- generally available publications;
- material kept in public records and archives such as the Commonwealth or State

- archives; or
- anything kept in a library, art gallery or museum for the purpose of reference, study or exhibition.

Sensitive Information means information or an opinion about an individual's:

- racial or ethnic origin;
- political opinions;
- membership of a political association, a professional or trade association or a trade union;
- religious beliefs or affirmations;
- philosophical beliefs;
- sexual preferences or practices;
- criminal record; or
- health or biometric information.

Voters Roll means a list of entities that are enrolled and entitled to vote in a Council election.

ADMIN

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed at least every four years unless legislative or operational change occurs beforehand. The next review is required in **August 2029**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
	CEO		Major Review
ACC2022/96413	CEO	29 July 2022	Minor Review
ACC2021/130146	CEO	25th Oct 2021	Minor review – added Privacy Impact Assessment Tool & Cookies
ACC2019/15874	AD Information Management	12th Feb 2019	Minor review – added in Chatbot provisions and new template
ACC2008/52652	Council	March 2016	Major Review

Contact:

For further information contact the Governance & Strategy Program
City of Adelaide
25 Pirie St, Adelaide, SA
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+61 8 8203 7203
city@cityofadelaide.com.au

Exclusion of the Public

Program Contact:

Anthony Spartalis, Chief
Operating Officer

Approving Officer:

Michael Sedgman, Chief
Executive Officer

Public

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Audit and Risk Committee meeting for the consideration of information and matters contained in the Agenda.

12.1 Confidential - Paid Parking Review [section 90(3) (b) of the Act]

12.2 Confidential - Provision of External Audit Services - Procurement Plan [section 90(3) (k) of the Act]

12.3 Confidential - Penetration Testing Internal Audit – CyberCX [section 90(3) (e) of the Act]

The Order to Exclude for Items 12.1, 12.2 and 12.3:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

ORDER TO EXCLUDE FOR ITEM 12.1

THAT THE AUDIT AND RISK COMMITTEE

1. Having taken into account the relevant consideration contained in section 90(3) (b) of the *Local Government Act 1999 (SA)*, this meeting of the Audit and Risk Committee dated 15 August 2025 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1 [Confidential - Paid Parking Review] listed on the Agenda.

Grounds and Basis

The confidential information in this report contains information that could prejudice the commercial position of the Council in respect to current system limitations. Release of the budget information could prejudice Council's position in respect of its tendering activities and commercial negotiations with a supplier. The Audit and Risk Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed because the disclosure of the budget figures and system limitations.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Audit and Risk Committee dated 15 August 2025 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.1 [Confidential - Paid Parking Review] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.

ORDER TO EXCLUDE FOR ITEM 12.2

THAT THE AUDIT AND RISK COMMITTEE

1. Having taken into account the relevant consideration contained in section 90(3) (k) of the *Local Government Act 1999 (SA)*, this meeting of the Audit and Risk Committee dated 15 August 2025 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2 [Confidential - Provision of External Audit Services - Procurement Plan] listed on the Agenda.

Grounds and Basis

This Item is confidential because the report outlines information and the process relating to the provision of external audit services to Council.

The disclosure of information in this report includes the procurement plan with the evaluation criteria and weightings outlined. Council is due to go to market this year for a new contract. Information released prior could compromise the outcome of the process.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Audit and Risk Committee dated 15 August 2025 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2 [Confidential - Provision of External Audit Services - Procurement Plan] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (k) of the Act.

ORDER TO EXCLUDE FOR ITEM 12.3

THAT THE AUDIT AND RISK COMMITTEE

1. Having taken into account the relevant consideration contained in section 90(3) (e) of the *Local Government Act 1999 (SA)*, this meeting of the Audit and Risk Committee dated 15 August 2025 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.3 [Confidential - Penetration Testing Internal Audit – CyberCX] listed on the Agenda.

Grounds and Basis

This Item is confidential as it affects the security of the council internal network.

The information in this report could reveal potential vulnerabilities in Council's internal network by highlighting areas where cyber security may need improvement and The Audit and Risk Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Audit and Risk Committee dated 15 August 2025 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.3 [Confidential - Penetration Testing Internal Audit – CyberCX] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (e) of the Act.

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of a Council Committee must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council Committee may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
 - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
 - (b) *cause a loss of confidence in the council or council committee; or*
 - (c) *involve discussion of a matter that is controversial within the council area; or*
 - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 87(10) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 12.1 - Confidential Paid Parking Review.
 - 6.1.1 Is not subject to an existing Confidentiality Order dated.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act
(b) information the disclosure of which—
 - (i) *could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - (ii) *would, on balance, be contrary to the public interest;*
 - 6.2 Information contained in Item 12.2 – Confidential - Provision of External Audit Services - Procurement Plan.
 - 6.2.1 Is not subject to an existing Confidentiality Order.
 - 6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (k) of the Act
(k) Tenders for the supply of goods, the provision of services or the carrying out of works.
 - 6.3 Information contained in Item 12.3 – Confidential - Penetration Testing Internal Audit – CyberCX.
 - 6.4.1 Is not subject to an existing Confidentiality Order.
 - 6.4.2 The grounds utilised to request consideration in confidence is section 90(3) (e) of the Act
(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person.

ATTACHMENTS

Nil

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