

OUR ADELAIDE.
BOLD.
ASPIRATIONAL.
INNOVATIVE.

City of Adelaide

Strategic Plan 2024-2028

Year 1 update

August 2025

Kaurna Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna yertangga
banbabanbalyarnendi (inbarendi). Kaurna meyunna yaitya mattanya
Womma Tarndanyako. Parnako yailtya, parnuko 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

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For further information and to download a copy of the Strategic Plan 2024 – 2028 visit www.cityofadelaide.com.au/strategicplan or email strategicplan@cityofadelaide.com.au

Introduction

Council adopted the City of Adelaide Strategic Plan 2024 – 2028 (the Strategic Plan) on 12 December 2023. This Strategic Plan guides Council’s work over the next four years in delivering the vision for Adelaide of:

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

The City of Adelaide developed the Strategic Plan in accordance with the *Local Government Act 1999* (SA), which requires councils to develop and adopt plans for the management of its area, and is informed by the provisions of the *City of Adelaide Act 1998*. Our Strategic Plan is also supported by a Resource Plan which guides the finance, infrastructure and resources that underpin delivery over the next four years.

We built this plan based on feedback from Council Members and the broader community as well as from research with key stakeholders. Over 100 pieces of feedback via community sessions, an online survey, and written submissions were received during the public consultation period on the draft Strategic Plan.

The City of Adelaide Strategic Plan 2024-2028 is our roadmap for the future, both as a capital city and a local government. It outlines what we want to achieve, the steps we need to take, and the direction we are heading.

The Strategic Plan 2024–2028 is structured as follows:

Vision: A vision for the future of Adelaide. It is an aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city.

Aspirations: Help articulate the vision and are expressed as outcomes which help shape future policy positions of Council.

Objectives and Outcomes: Describe what will be achieved and the strategies employed.

Key Actions: What is being delivered under each objective relevant to Council’s responsibilities (How we will do it)

Indicators of Success/Measures/Targets: Provide an understanding of what long term success looks like (Measures of Success)

Summary

This update on the Strategic Plan is for the work progressed / completed in Year 1 (period of January 2024 to June 2025) and highlights achievements against all 70 of the Strategic Plan Key Actions and provides progress updates against all 102 of the Strategic Plan Indicators of Success/ Measures/ Targets.

Across the whole Strategic Plan: Indicator of Success / Measure / Target snapshot:



Our Community: Vibrant, connected and inclusive

Indicator of Success / Measure / Target snapshot:



Our Environment: Resilient, protected and sustainable

Indicator of Success / Measure / Target snapshot:



Our Economy: Growing, innovative and responsive

Indicator of Success / Measure / Target snapshot:



Our Places: Interesting, purposeful and safe

Indicator of Success / Measure / Target snapshot:



Our Corporation: High performing, customer-centric and bold

Indicator of Success / Measure / Target snapshot:



How to read this report

Strategic Plan structure:

Within the Strategic Plan there are five aspirations: Our Community; Our Environment; Our Economy; Our Places; and Our Corporation.

Each aspiration consists of:

1. Headline statements
i.e.: Our Community – Vibrant, connected and inclusive
2. Objectives
i.e.: Our Community
 - *Support our communities to thrive*
 - *Create fun, lively and interesting experiences*
 - *Celebrate and honour community and cultures*
3. Outcomes, which articulated as:
 - Key Actions
 - Indicator of Success / Measures / Targets

This report provides updates on the following, grouped by Aspiration and Outcome:

Key Actions

Highlights the key achievements that have been delivered on in Year 1 of the Strategic Plan.

Indicators of Success/Measures/Targets:

Status:



Achieved:

We have completed this item and no further work is required



On track:

We have undertaken work on this item and believe we will be able to successfully deliver this item in future years



At Risk:

We have undertaken work on this item but requires attention to deliver this item in future years



No update:

There is no data currently available to provide an update

Baseline:

Where applicable data has been articulated to benchmark our success for future years.

Update

A summary of work undertaken in Year 1.

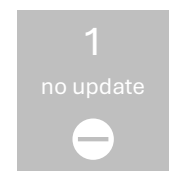
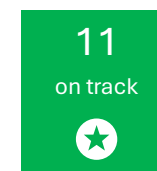
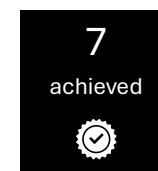


Our Community

Vibrant, connected
and inclusive

- Support our communities to thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures

Indicator of Success / Measure / Target **snapshot:**



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

- Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness
- Contribute towards achieving Zero Functional Homelessness
- Support increased residential growth and housing affordability through partnerships and advocacy
- Reduce rental pressures by increasing housing supply and unlocking properties for long-term tenants

Highlights of what we've delivered:

- Continued Council's commitment to ending homelessness in the City of Adelaide through a new Homelessness Strategy – Everyone's Business and our ongoing partnership with the Adelaide Zero Project.
- Partnered with 'Toward Home Alliance' to deliver 'Understanding and Responding to Homelessness' training to 139 City of Adelaide frontline workers and employees.
- Hosted the Lord Mayor's annual Homelessness Roundtable which showcased partnerships in action including the City of Adelaide's work to develop a social worker in library program.
- Funded the Adelaide Zero Project and continued our agreement with the SA Alliance to End Homelessness.
- Developed and commenced implementation of a Housing Strategy – Investing in our Housing Future.
- Hosted a Federal Government consultation workshop on the draft National Urban Policy which outlines the Federal Government's goals and objectives to enable urban areas to be liveable, equitable, productive, sustainable and resilient.
- Provided submissions to State and Federal Government consultations on Code Amendments, Urban Policy and the Greater Adelaide Regional Plan.
- Launched a new program to support building owners to transform spaces and to unlock housing potential through the Adaptive Reuse City Housing Initiative (ARCHI) – with incentives to owners co- funded with the State Government.

Indicator of Success / Measure / Target	Baseline	Update
 Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy	N/A	In the 12 months to 31 December 2024 (most recent figures), 152 rental homes were available to low-income households.
 Increase the number of people living in the city from 26,000 to 50,000 by 2036	26,183 <i>SOURCE: ABS, 2022 Estimated Resident Population</i>	29,118 (an increase of 2,935 people) <i>SOURCE: ABS, 2024 Estimated Resident Population</i>
 Increase the share of family households from 12.5% to 15% living in the city	2021 ABS Census 12.5% <i>SOURCE: ABS</i>	Update to be provided in 2027 following the next Census in 2026.
 Increase the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy	<i>Existing incentive scheme SOURCE: Housing Strategy</i>	The City of Adelaide and the State Government partnered in 2024/25 to deliver the Adaptive Reuse City Housing Initiative , which provided incentives to retrofit buildings in the City for housing outcomes. The State Government is making a \$250,000 contribution to the City of Adelaide's successful Heritage Incentives Scheme to increase funding for conversion of State Heritage Places. In 2024/25 the eligibility for the Heritage Incentives Scheme, Sustainability Incentives Scheme and Noise Incentive Scheme were updated to include funding for adaptive reuse projects.
 Reduce the incidences of people sleeping rough or experiencing homelessness to functional zero by 2026 in line with Council's Homelessness Strategy	212 active homelessness <i>SOURCE: Adelaide Zero Project (September 2023 analysis)</i>	In May 2025 there were 214 people on the Adelaide Zero Project By-name List. The City of Adelaide is partnering with organisations such as Adelaide Zero Project and the Homeless and Vulnerable People Project to address homelessness.
 UPDATED MEASURE: <i>Advocate for 29 State Government housing outcomes per month in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy</i>	<i>September 2023 zero housing outcomes delivered SOURCE: City of Adelaide</i>	There were 84 housing outcomes for 2024/25. Per month housing outcomes ranged from between 4 to 11, which is positive but below the target of 29 homes.

An interesting and engaging place to live, learn and visit

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Drive social change and strengthen communities through locally-led arts, cultural and recreational activities
- Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities
- Lead and create opportunities for people to expand knowledge, learn, and master new skills

Highlights of what we've delivered:

- Developed and consulted extensively with the community on the City of Adelaide Cultural Policy – a key guiding document for how Council will support arts and culture and provide opportunities for our community to connect and be celebrated.
- Delivered a diverse program of social, learning, wellbeing and cultural programs through our libraries and community centres.
- Celebrated our status as Australia's only UNESCO City of Music by continuing the City of Music Laneways initiative and co-locating the UNESCO City of Music offices within Council offices.
- Returned New Year's Eve celebrations to Elder Park – with a record attendance and night of music and fireworks.
- Activated our City through numerous events such as: East End Unleashed; Winter Weekends; Good Music Month; Music in the Square; Meander Market on Melbourne Street; Hutt Street Pitt Stop Party; Fringe Vibes on Hutt Street; Garden Oasis in Hindmarsh Square; Christmas Festival; Olympic Welcome home ceremony; Super Cycle in Whitmore Square; and Spring into Wellbeing.

Indicator of Success / Measure / Target	Baseline	Update
 Increase in residents' wellbeing from 70% to 75% life satisfaction	70% of city resident reporting a high level of life satisfaction. SOURCE: CoA Resident Survey 2022	The 2024 Resident Survey showed that, on average, residents had a life satisfaction of 6.7/10 (67%). Young people aged 18-24 had the lowest life satisfaction ratings (63%), and people aged 65-74 had the highest (81%).
 Develop a target for increasing participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide	1.9m + participants SOURCE: CoA Cultural Dashboard 2022/23	The City of Adelaide's Cultural Policy was adopted 10 June 2025. Metrics and evaluation tools will be included as part of implementation.
 Review the Active City Strategy by 2025	N/A	The review of the Active City Strategy is currently underway, with a condition audit and inventory of existing recreation and sport facilities completed, and participation data mapped.
 Develop an overarching grants policy to support diversity in arts, culture, community development, recreation and wellbeing by 2025	N/A	An updated Funding Policy that provides clarity and that outlines Council's support for community grants was endorsed by Council on 11 June 2024.
 Amplify Adelaide's status as a UNESCO City of Music	N/A	Activities undertaken included continued support for the Adelaide City of Music Office, expansion of City of Music Laneways, delivering strategic partnerships to expand access to local music, awarding a Key to the City to Electric Fields, live music forum and City Music sessions in Rundle Mall and City Squares.
 Investigate opportunities for a Centre of Music	N/A	Council has met with key stakeholders to understand opportunities in line with the February 2025 announcement from the State Government to undertake a feasibility study to co-locate alternative sites for Country Arts, State Theatre and State Opera.
 Review library and community centre service delivery model to better meet the evolving community's need by 2025	N/A	Reviews have been completed, or are underway in relation to Library Services, volunteer programs and community centre programs. A new Community Facilities Policy was also adopted by Council in April 2025.
 Review the Wellbeing (Public Health) Plan by 2026	N/A	A review of the current Public Health Plan has been completed. The next review will take place following the publication of the State Public Health Plan, anticipated late 2025
 Increase the diverse opportunities for volunteer participation in line with the Volunteering Australia national standards	N/A	243 volunteers contributed over 11,300 hours across 30+ programs—an increase of 23 volunteers over the past 12 months.

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

- Champion Reconciliation and recognition of Aboriginal and Torres Strait Islander peoples and culture by identifying opportunities to celebrate and elevate Kurna culture and connection to Country
- Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city
- Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all

Highlights of what we've delivered:

- The creation of a Place of Reflection in Rymill Park/ Murlawirrapurka honouring the Aboriginal Stolen Generation and creating a place to heal and feel safe, share stories, and feel together.
- Celebrated, recognised and respected our Aboriginal and Torres Strait Islander people and cultures through a range of initiatives including hosting the 50th anniversary of NAIDOC week, Kurna Voices – cultural mapping of the Adelaide Park Lands, and development of Council's Stretch Reconciliation Action Plan 2024-2027.
- Welcomed our community to the Adelaide Town Hall and created more opportunities to celebrate the successes of our community by hosting over 50 civic celebrations and quarterly citizenship ceremonies.
- In conjunction with our community and key stakeholders, Council developed and endorsed a new Disability, Access and Inclusion Plan to ensure the City of Adelaide is a city for everyone.
- Worked with our Access and Inclusion Advisory Panel to seek input into a range of Council strategies and policies, including drafts of the Transport Strategy and Cultural Policy.
- Hosted in our libraries and community centres a range of activities, events and programs to celebrate our community, including as part of the SALA Festival, Harmony Week and Neighbourhood Day.

Indicator of Success / Measure / Target	Baseline	Update
 Establish and deliver a new Stretch Reconciliation Action Plan by 2024	N/A	The City of Adelaide's Reconciliation Committee approved the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) on 4 December 2024 and was endorsed by the Council on 10 December 2024. The Stretch RAP was progressed to Reconciliation Australia for final approval, and the RAP was approved in July 2025. The City of Adelaide has established a Stretch RAP working group to assist in progressing reconciliation initiatives.
 Develop a target to increase the number of Aboriginal and Torres Strait Islander-led community reconciliation activities	N/A	The Stretch Reconciliation Action Plan (2024-2027) includes an action that considers funding and support for Aboriginal and Torres Strait Islander led programs.
 Support Aboriginal and Torres Strait Islander employment at the City of Adelaide to be higher than 2%	30 June 2023 11 of 992 or 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations. SOURCE: City of Adelaide data	Aboriginal Workforce Coordinator engaged in 2024, and work was undertaken in 2024/25 to scope and plan initiatives aimed at increasing First Nations employment. As of 30 June 2025, 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations.
 Promote multicultural events and activities in our city	N/A	Council has delivered a range of events and activities with a focus on multicultural communities. Examples include the NAIDOC March and family festival, Indian Mela, Unmasked African Festival, Latin Arts Festival, Lunar New Year, Nepal Festival and Yiasou Adelaide Greek Festival.
 Establish a new Diversity, Access and Inclusion Plan by 2024	N/A	The Disability Access and Inclusion Plan 2024-2028 was endorsed by Council in May 2024.
 Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs	N/A	Council endorsed the Community Facilities Policy (previously Social Infrastructure (Assets) Policy) on 8 April 2025.
 Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities	N/A	The City of Adelaide's Cultural Policy was adopted by Council on 10 June 2025.

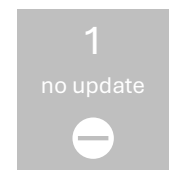
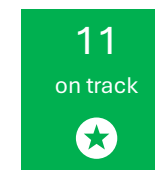
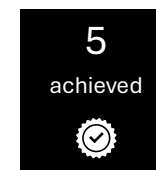


Our Environment

Resilient, protected
and sustainable

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Indicator of Success / Measure / Target **quick update**



Lead as a Low Carbon Emissions City

- Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services
- Generate, lead and support new circular economy activities to support sustainability and economic outcomes
- Work with partners including universities, and researchers to innovate and transform carbon reliance
- Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration
- Make public electric vehicle charging infrastructure available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions

Highlights of what we've delivered:

- Developed an Integrated Climate Strategy 2030 to set our vision for a resilient, protected and sustainable city where people can live, work, study and play and adapt to changes in the climate that bring social and economic opportunity and disruption.
- Adopted an Electric Vehicle Charging Network Roadmap and awarded a tender to implement, with early works identifying a possible expansion of up to 26 charging stations across the City and North Adelaide.
- Completed an embodied carbon project to look at material circularity in key infrastructure and assets projects and completed an assessment of Council fleet vehicles to inform asset management planning.
- Provided a submission as part of the Federal Government National Urban Policy consultation which spoke to Council's adopted Strategies and Plans and advocated for funding of an urban climate resilience and adaptation program, and further reform of the National Construction Code to create a consistent embodied carbon measurement method.
- Worked with key partners to submit a funding submission to "Race to 2030" a Federally funded, industry-led cooperative research centre that is focused on lowering energy costs and substantially reducing carbon emissions.
- Supported City users to be able to better understand sustainable consumer choices and make informed decisions by launching the 'Circular Adelaide' website to promote local businesses and through Adelaide Economic Development Agency (AEDA), promoted a range of slow and sustainable fashion brands during Adelaide Fashion Week.

Indicator of Success / Measure / Target	Baseline	Update
 Develop a target to increase green infrastructure in our assets to support and enhance our environment	N/A	The Integrated Climate Strategy 2030 sets targets for increases in green infrastructure. The AMPs establish renewal and maintenance targets for assets and considers, where practical, the increase in green infrastructure.
 Increase the number of electric vehicle charging stations from 54 in line with Council's Climate Strategy	<i>Baseline: 54 EV charging stations in the City</i> <i>SOURCE: City of Adelaide data</i>	The City of Adelaide entered a contract for the delivery of an Electric Vehicle (EV) Charging Station Network in accordance with the Council's EV Charging Network Roadmap and the Integrated Climate Strategy, which has identified an additional 26 electric charging stations.
 Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes	N/A	Council adopted an updated Procurement Policy on 18 February 2025 that embedded principles for the use of local goods and services, social enterprise engagement, environmental, cultural, circular economy, and Aboriginal and Torres Strait Islander support across all procurements.
 Support a 50% reduction in the city's community greenhouse gas emissions by 2030 from the 2020 baseline with an ambition to be net zero by 2035	<i>986,160 tCO₂e</i> <i>SOURCE: City of Adelaide community emissions inventory 2020</i>	In 2023/24 (latest data available) CoA reduced emissions by 54% from the 2020 baseline, and by 8% from 2022/23.

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

- Work with our partners to plan for, lead and educate our community on a climate resilient future
- Support the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes
- Work with partners to access data to track the number of green upgrades or new buildings
- Provide progressive waste management and resource recovery services
- Partner with the community to divert more waste from landfill

Highlights of what we've delivered:

- Continued to deliver a Sustainability Incentive Scheme and made available incentives that included appliance electrification, energy storage, solar PV, resource recovery, active transport (e-bike incentives) and urban greening.
- Initiated a feasibility study of residential and business waste management operations to identify cost-effective, reliable, and efficient service options that align with diversion targets and environmental goals and relaunched soft plastics recycling.
- Worked with Green Industries SA and 2XE to develop a best practice waste guide and training module for traders in the Adelaide Central Market.
- Undertook a range of activities, programs and information sessions with our community to support waste diversion, recycling and to be climate resilient, including partnering with 14 multi-unit dwellings (apartments) to undertake a waste signage audit, trialling 80L organic bins in laneways (with funding support from Green Industries SA) and hosting cycling events through Ride-to-Work Day and Super Cycle Sunday.
- Launched community climate change sessions by commencing drop-in sessions at the City Library to provide advice on the sustainability rebates and resources that Council has available.
- Advocated for our community through submissions to State Government and Environment Protection Authority reviews (i.e. Container Deposit Scheme, Single-Use Plastics).
- Installed 50 microclimate sensors across the city to establish baseline conditions and accurately plot urban heat island effect.

Indicator of Success / Measure / Target	Baseline	Update
 Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings	N/A	The management of climate risk was transitioned to the Integrated Climate Strategy 2030 and associated reporting and governance framework. The Integrated Climate Strategy Risk and Reporting Framework was noted by Council on 8 October 2024 to support the delivery and monitoring of the Integrated Climate Strategy 2030.
 All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures	N/A	Where possible, designs developed for projects consider climate resilience in the selection of specified materials and construction techniques. Delivered an embedded carbon study to support updates to Technical Standards and promote low carbon-circular material and practices in infrastructure projects
 Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy	N/A	Council endorsed the Integrated Climate Strategy on 11 June 2024. Key achievements include commencing procurement for an EV Infrastructure Charging Network, hosting of Super Cycle Sunday on 22 September 2024, ongoing works to complete the north-south separated bikeway, greening along Frome Road and the provision of a Sustainability Incentives Scheme.
 50 dwellings are delivered annually through adaptive reuse of underutilised buildings	<i>Baseline: 2023 Zero dwellings delivered through adaptive reuse of underutilised buildings.</i> <i>SOURCE: City of Adelaide data</i>	Council adopted the ARCHI in July 2024 and in 2024/25 supported delivery of 5 dwellings (8 bed rooms) with grants and approval for an additional 9 dwellings (12 bedrooms). An audit has identified 150 buildings with adaptive re-use potential. 12 projects are in the pipeline as of 30 June 2025 with potential to deliver 42 dwellings.

Continued next page

Indicator of Success / Measure / Target	Baseline	Update
 All new dwellings built from 2025 are fully electric (no internal gas supply)	N/A	Natural gas supplied for residential dwellings decreased from 62,236GJ in 2017 to 55,240GJ in 2024. The Sustainability Incentive Scheme delivered a natural gas reduction of 1.16K GJ/year, equivalent to an average household gas consumption of 325 dwellings.
 Establish a baseline to measure circularity in the City of Adelaide and initiate targets to increase circular economy outcomes	N/A	The Circular Adelaide platform is live, supporting the community to find businesses and services in the City and North Adelaide that contribute to a circular economy, and building an empirical base for baseline data measurement.
 Increase diversion from landfill for residential kerbside waste from 50% (2020) to 80% by 2030 UPDATED MEASURE: Increase diversion from landfill for residential kerbside waste from 50% (2022) to 80% by 2030	41% of material was diverted from residential kerbside. Note: The baseline from 2022 was reviewed following the development of a new data collection tool and new data sources. SOURCE: CoA Performance on Waste and Resource Recovery (PWRR) Tool, 2023/24	FY24-25 data is being analysed and is not yet available.

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

- Continue the support for the Kadaltilla/Adelaide Park Lands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans
- Lead and advocate for the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes
- Protect and restore native habitat in our city
- Work with partners to create innovative ways to create or convert underutilised areas to green space
- Advocate for no new development in the Park Lands and returning Park Lands that have been alienated

Highlights of the achievements we've delivered on:

- Continued support for the Kadaltilla/Adelaide Park Lands Authority Subsidiary, including \$0.328m in operational expenditure for 2024/25.
- The National Heritage Management Plan for the Adelaide Park Lands and City Layout was endorsed by the Australian Heritage Council in August 2024.
- A Biodiversity Survey of the Adelaide Park Lands was undertaken to provide input into identifying and managing biodiversity areas in the Park Lands and was presented to Council. An interactive data and mapping website was released in September 2024.
- Developed and consulted on a Draft Masterplan for Light Square / Wauwi which sought community feedback on how we can innovatively re-imagine the Square, with future potential to return space back to the Adelaide Park Lands, recognise Kaurana heritage and provide community spaces.
- Advocated to the State Government through a submission on the draft Greater Adelaide Regional Plan and the draft Urban Greening Strategy on the importance of the Adelaide Park Lands and River Torrens/Karrawirra Park.
- Partnered with Nature Glenelg Trust to enhance the biodiversity of the Victoria Park / Pakapakanthi Wetland.
- Implemented a program to 'green city streets' through an initial \$4m city greening fund. Priority is being given to streets with less than 5% canopy cover. Over 1,000 trees have been planted in the Adelaide Park Lands.

Indicator of Success / Measure / Target	Baseline	Update
 Achieve a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030	<i>Six Key Biodiversity Areas</i> <i>SOURCE: City of Adelaide</i>	A Biodiversity Survey of the Adelaide Park Lands resulted in an additional area, G S Kingston Park / Wirrarninthe (Park 23), being identified for management as a key biodiversity area.
 Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy	<i>Street trees total 9,338. (2022)</i> <i>SOURCE: City of Adelaide</i>	Council's target of planting 200 new street trees during the 2024/25 financial year has been achieved, with 273 new street trees planted to June 30 2025 across Adelaide and North Adelaide.
 Support 40% tree canopy cover by 2035	<i>Tree canopy cover equals 27.6%. (2022)</i> <i>SOURCE: City of Adelaide</i>	Tree canopy across the city increased to 33% in 2024/25.
 Develop a target to increase green spaces to support our environment	<i>Tree canopy cover equals 27.6%. (2022)</i> <i>SOURCE: City of Adelaide</i>	Council endorsed the Integrated Climate Strategy on 11 June 2024. The Strategy sets targets for greening supported by sustainable water resources, including a 40% canopy cover target by 2035.
 Achieve world heritage listing of our Park Lands, and protect their national heritage listing status and pursue State Heritage listing to strengthen protections	N/A	The Tentative List submission for the World Heritage Bid is progressing with work focused on establishing processes to enable consultation with Traditional Owners using the principles of Free, Prior, and Informed Consent (FPIC). The Tentative List submission is being prepared in 2025 and targeting submission to the Federal Government 2026/27.
 No loss of Park Lands and seek to reclaim Park Lands green space in line with the Kadaltilla Strategic Plan	<i>716 hectares of Park Lands (excludes identified hard surfaces and built forms)</i> <i>SOURCE: City of Adelaide</i>	The total hectares of Adelaide Park Lands remains at 716 hectares. Areas transferred to State Government care, control and management in the current term of State Government is expected to be in the order of 96.04 hectares following decisions including the new Women's and Children's Hospital and the North Adelaide Public Golf Course legislation.
 Deliver the Adelaide Park Lands Management Strategy	N/A	Kadaltilla / Adelaide Park Lands Authority approved the Adelaide Park Lands Management Strategy - Towards 2036 (APLMS - Towards 2036), which was subsequently endorsed by the Council on 12 November 2024.

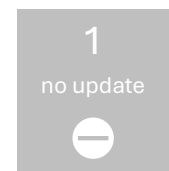
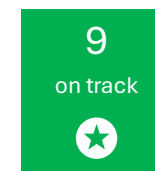
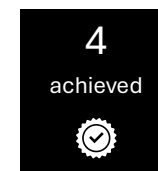


Our Economy

Growing, innovative and responsive

- Continue to grow our economy in alignment with the community
- Support existing businesses to be agile and responsive to change
- Create strong skilled workforces

Indicator of Success / Measure / Target **quick update**



Adelaide's unique experiences and opportunities attract visitors to our City

- Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans
- Partner with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities
- Refresh the way in which information is provided to visitors to the city
- Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business

Highlights of the achievements we've delivered on:

- ACMA and Council continue to collaborate on opportunities arising as part of the Market Expansion.
- Worked with key partners to ensure diverse events and activations across the city and throughout the year. This included issuing licences for major events in the Adelaide Park Lands, activations in Rundle Mall and the Adelaide Central Market, and a series of place and event experiences with more events distributed to mainstreets and neighbourhoods.
- Continued event and sponsorship and funding opportunities through AEDA to deliver an annual calendar of events to drive visitation, spend, and local business support such as for SALA, Feast Festival, Adelaide Film Festival, Illuminate and Cabaret Fringe Festival.
- Continued to work with key stakeholders on a reimagined Visitor Centre that is able to continue to service an expanding visitor market and tourism sector.
- Launched 'SeeADL' - a bold and dynamic destination marketing campaign to encourage the Greater Adelaide community to spend time and discretionary income in the city during a traditionally quieter time for visitation.
- Developed strategic partnerships that supported the City as a place to learn, work and start a business, including with Business Events Adelaide, Study Adelaide, Renew Adelaide, Festival City Adelaide, Uni Adelaide ThincLab, MTPConnect and SouthSTART.

Indicator of Success / Measure / Target	Baseline	Update
 Support the delivery of key actions of ACMA	N/A	Council continues to support the Adelaide Central Market Authority, including with over \$6m in operational expenditure and with \$0.22m for Strategic Projects budgeted in 2024/25.
 Increase the number of people who visit the city from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation NEW MEASURE: Increase in tourism nights across the City and North Adelaide through local, interstate and international visitation	Baseline: 12.33m (2023/24) Source: EconomyID (Tourism Visitor Summary) - using Tourism Research Australia data	No update available as new measure, however a baseline figure has been articulated to support future reporting.
 Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy UPDATED MEASURE: Increase in foot traffic across the City and North Adelaide annually in line with the Council's Economic Development Strategy	138.8m (2023) SOURCE: Kepler Analytics, foot traffic unique visitors	130.6m (2024) SOURCE: Kepler Analytics, foot traffic unique visitors Council initiated a review of precincts to better understand our definition of key and emerging precincts to determine more meaningful measures of foot-traffic in future years,
 Increase spending across the city UPDATED MEASURE: Increase in spending across the City and North Adelaide	\$3.99b (2023) SOURCE: Spendmapp by Georgrafia	\$4.17b (2024) SOURCE: Spendmapp by Georgrafia
 Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities	N/A	'See For Yourself', Christmas and Winter Festivals campaigns delivered along with the Experience Adelaide website / news which attracted over 1.6m views.

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

- Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans
- Provide services and information that contribute towards a high productivity economy
- Work with partners, universities and businesses to attract investment and improve employment opportunities
- Create partnerships to grow and develop current and emerging sectors such as medical, technology, creative and professional services sectors
- Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our city

Highlights of the achievements we've delivered on:

- AEDA and Council worked together to develop and adopt a new Economic Development Strategy so we can plan with a vision and ambition, the economic future of our city. Following the launch of this Strategy, a new AEDA Strategic Plan was also developed and finalised.
- Continued the provision of a Bilingual Community Liaison Officer for city businesses to support permit and safety enquiries, marketing and promotion, environmental health and communicating infrastructure projects.
- Launched a Business Accessibility Support Pilot Program to improve the accessibility and inclusivity of city businesses; engaged with 86 businesses in 2024/25 on relocation and investment opportunities that have the potential of an additional 3,850+ jobs.
- Provided regular data and insights to city businesses to outline economic data and opportunities, as well as hosted the Annual AEDA Summit which brought together hundreds of attendees including industry leaders, innovators, and business enthusiasts.
- Continued to partner with precinct groups through mainstreet funding and initiated a review into our Precinct Model to better align Council's and local businesses' economic aspirations.
- Collaborated with key stakeholders within the biomedical sector to understand opportunities to grow that sector in the City.

Indicator of Success / Measure / Target	Baseline	Update
 Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product	<i>City of Adelaide accounted for 18.04% of the State's Gross Regional Product, with a GRP of \$25.4 billion. (2022/23)</i> <i>SOURCE: Economy.id</i>	City of Adelaide accounted for 18.03% of the State's Gross Regional Product, with a GRP of \$25.5 billion. (2023/24) SOURCE: Economy.id
 Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth	N/A	Council endorsed its Economic Development Strategy - A thriving economy for all, at its meeting on 3 September 2024.
 Support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment	N/A	Council continues to support AEDA , including with over \$12.5m in operational expenditure and with \$4.19m for Strategic and Capital Projects budgeted in 2024/25. AEDA and Council continue to collaborate in line with the Economic Development Strategy and AEDA Strategic Plan for the benefit of the City.
 Deliver economic data and insights to our business community	N/A	In 2024/25 AEDA data and insight events had approximately 700 people attend. AEDA economic data web pages had 16,261 visits (page views), an increase of 68% and unique visitors (website users) an increased by 90%, over the previous financial year.
 An increase of businesses who think the city is a good place to do business from 64% to 75%	64% (2021) <i>SOURCE: City of Adelaide Business Survey 2021</i>	72% (2024) There has been an increase in the share of city businesses who think the city is a good place to do business. Reasons cited include an appreciation of the city's central location, networking opportunities, vibrant atmosphere and diverse events. <i>SOURCE: City of Adelaide Business Survey 2024</i>
 An increase in the number of new businesses and investment in the city	12,637 GST registered businesses (Q3 2023/24) <i>Building approvals valued at \$8.983 billion (2022/23)</i> <i>SOURCE: Economy ID (ABR data) and City of Adelaide</i>	12,717 GST registered businesses (2024) Building approvals valued at \$7.315 billion (2023/24) SOURCE: Economy ID (ABR data) and City of Adelaide
 Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement	N.A	Relevant procurement practices have been updated to support an increase in the use of social enterprises and Aboriginal Torres Strait Islander owned businesses.

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

- Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell Street, Market Square and the former Bus Station
- Maintain the Future Fund to support investment in revenue generating activities to reduce ratepayer burden

Highlights of the achievements we've delivered on:

- 88 O'Connell construction is nearing completion, anticipated for end July 2025. New residents forecast to move in beginning late August 2025, and commercial fit-outs are well advanced.
- Significant progress has been made on Market Square / Adelaide Central Market development. The Northern 'residential/ hotel' tower is up to level 12 and the southern 'commercial' tower is commencing level 8. Externally the hand laid brickwork on the façade is being installed on Grote St. Above on the towers, façade works have reached levels 5-6 on the northern tower. Basement levels to level 1 fit-out works are underway including internal walls and concrete blockwork walls up to levels 2 & 3.
- Completed the sale of the former Franklin Street bus depot to the State Government, with Renewal SA now leading the Tapangka project, which will seek to provide housing options (including 35% affordable) and contemporary commercial, civic and retail spaces.
- Council continues to strategically consider opportunities to utilise the Future Fund for revenue-generating activities, including the recent purchase of a former commercial car park on Flinders Street for housing.

Indicator of Success / Measure / Target	Baseline	Update
 Review the Strategic Property Action Plan by 2024 to manage opportunities including car parks and other commercial assets for our community	N/A	Review completed. Returns from commercial property activities, including acquisition, disposal and ongoing rental returns are considered confidential
 Develop sales and tenancy targets associated with City of Adelaide housing developments	N/A	Due to the commercial nature of these activities, sales and tenancy discussions are considered confidential.
 Manage the governance arrangements for the Future Fund	N/A	Council continues to strategically manage the Future Fund and in the past 12 months a review of the supporting policy has been undertaken. The review recommends no substantive amendments but has clarified and simplified wording of the current policy and proposes changing the policy name to Future Fund Reserve Policy to better reflect its scope and nature.

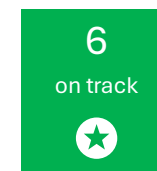
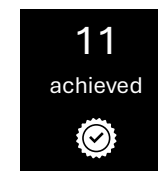


Our Places

Interesting, purposeful and safe

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Indicator of Success / Measure / Target **quick update**



Community assets are adaptable and responsibly maintained

- Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique
- Create new assets to meet emerging community needs with a focus on safe design, construction and maintenance
- Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, enabling connections into and out of the city
- Work with partners to increase active and diverse transport measures to ensure drivers, cyclists and pedestrians can safely and easily move within the city with a goal to minimise road incidents and decrease fatalities
- Work with partners to support safer road user behaviour

Highlights of the achievements we've delivered on:

- Strengthened partnerships that supported joint co-investment, including with Renewal SA (State Government) on the finalisation of the Market to Riverbank Laneways upgrade (Pitt Street) and to upgrade Charles Street and James Place (Rundle Mall Precinct).
- Reviewed, consulted and adopted a suite of Asset Management Plans (AMPs), resulting in new updates that have informed Council's record investment in asset maintenance and renewal.
- Committed to the future of community sports in the Park Lands through a dedicated fund and initiated building and infrastructure upgrades such as those in Mary Lee Park (Park 27B) and Golden Wattle Park (Park 21W).
- Undertook restoration of Adelaide Town Hall – the first major conservation works to be undertaken in its 157 year history.
- Initiated the final stage of the north-south bikeway along Frome Road to make cycling more convenient and to connect the City of Adelaide to suburban bikeways.
- Implemented incentives for e-bikes, cargo bikes and bike racks to further support active transport options.
- Undertook extensive engagement and consultation with the community and key stakeholders on a range of transport and safety strategies and plans, including school safety reviews and a significant long-term Transport Strategy, resulting in Council's adoption of the Integrated Transport Strategy in July 2025

Indicator of Success / Measure / Target	Baseline	Update
 Commence the design of the Hindley Street upgrade project by 2023/2024	N/A	Design of the Hindley Street Upgrade project has commenced.
 Commence the design of the Gouger Street upgrade project by 2023/2024	N/A	Design of the Gouger Street Upgrade project has commenced.
 Commence the design of the O'Connell Street upgrade project by 2024/2025	N/A	Design of the O'Connell Street Upgrade project has commenced.
 Commence the design of the Hutt Street upgrade project by 2024/2025	N/A	Design of the Hutt Street Upgrade project has commenced.
 Commence the design of the Melbourne Street upgrade project by 2025/2026	N/A	Design of the Melbourne Street Upgrade project is on track to commence in the 2025/26 financial year.
 Develop and implement an Integrated Transport Strategy and establish associated targets by 2024 that aligns to the South Australian Road Safety Strategy to 2031	N/A	Council formally adopted the Integrated Transport Strategy (ITS) in July 2025, which provides clear direction for our transport network and streets within the City of Adelaide.
 Revise the Asset Management Plans by June 2024	<i>Legislative requirement</i>	Asset Management Plans have been revised, consulted on with the community and adopted by Council.

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

- Lead the development of a City Plan that provides guidance on city growth, development, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home
- Create and advocate for multi-use green spaces such as open space, community gardens and pocket parks that enable shared use and community connection
- Encourage repurposing, adaptive reuse and improvement of buildings and facilities
- Support the development or conversion of diverse and affordable office spaces and housing
- Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings

Highlights of the achievements we've delivered on:

- Drafted, consulted on, and adopted the City Plan - Adelaide 2036, a spatial plan that will guide sustainable growth and development. It was nationally recognised for promoting better planning through adoption of innovative technology and received the Australian Good Design Gold Accolade for policy.
- Endorsed a draft Light Square / Wauwi Master Plan for community consultation. The Master Plan is a key project in the Adelaide Park Lands Management Strategy and responds to anticipated growth and the changing nature of the north-west of the city as set out in the City Plan - Adelaide 2036.
- Drafted, consulted and adopted a Housing Strategy – Investing in our Housing Future.
- Collaborated with the State Government and key stakeholders to implement an Adaptive Reuse City Housing Initiative (ARCHI). This initiative supports identifying building stock suitable for adaptive reuse and provides advice and grants to property owners to convert underutilised buildings to residential housing.
- Implemented a Code Amendment Program that supports the delivery of City Plan and the Housing Strategy – including work in relation to catalyst sites and historic areas.
- Secured greater protection for city heritage through a \$250,000 State Government grant that increased funding distributed through Council's Heritage Incentive Schemes program.

Indicator of Success / Measure / Target	Baseline	Update
 Develop the City Plan by 2024	N/A	Council endorsed its spatial plan for the city, City Plan - Adelaide 2036, on 10 September 2024.
 Increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%	82% SOURCE: City of Adelaide, 2022 City User Profile, 7+	77% SOURCE: City of Adelaide, 2024 City User Profile, 7+
 Increase in the number of dwellings in our city from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031	14,660 SOURCE: 2021 ABS Census, Total Dwellings City of Adelaide	Update to be provided in 2027 following the next Census in 2026.
 15% of new dwellings are available as affordable purchase or rental to low and moderate income earners	N/A	In the 12 months to 31 December 2024 (most recent figures), 8.5% of house sales and 9% of rentals were affordable to low-income households. (Source: Housing ID)
 No loss of local heritage places and consider options to increase the 1,850 places	N/A	Work has commenced on potential new local heritage listings.
 Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025	N/A	Council commenced the process to review Historic Areas and submitted a proposal to initiate a Code Amendment to the Minister for Planning for approval on 8 April 2025.
 Deliver conservation management plans for heritage assets by 2025	N/A	Conservation management plans for building assets, which form the majority of Council's heritage assets has been completed. Further work on heritage bridge assets has been re-timed by Council for 2026/27 consideration.

Create safe, inclusive and healthy places for our community

- Maintain and improve disability, LGBTQIA+ and vulnerable or minority group access and inclusion.
- Create opportunities for sustained activation in the city through outdoor dining, parking, leases and licences
- Encourage interesting and unique experiences in public spaces through permit management
- Support businesses to operate safely
- Provide services that encourage responsible pet ownership

Highlights of what we've delivered:

- Endorsed an updated Disability Access and Inclusion Plan to ensure the City of Adelaide is a city for everyone and initiated implementation by seeking to improve access to rest stops, sensory spaces in the Adelaide Park Lands, businesses, public toilets, and Council meetings.
- Adopted a new Cultural Policy which includes a core principle that we are 'culturally inclusive and socially connected'. It ensures that access to Adelaide's culture is easy and affordable for everyone with a focus on young people, older people, people living with disabilities, culturally and linguistically diverse communities, women and LGBTQIA+ communities.
- Collaborated with the State Government to deliver a Safer Places to Gather initiative in Edwards Park / Wirrarninthe (Park 23), to support remote and regional Aboriginal visitors.
- Completed the upgrade to Murlawirrapurka / Rymill Park, delivering a transformed and easily accessible Rymill Lake and surrounds.
- Undertook a review of outdoor dining in Leigh and Peel Streets and updated the approach to Council's activation of city streets through parklet permit management.
- Continued regulatory work with local businesses, SA Police and Consumer and Business Services in relation to environmental health, safety, building compliance and noise complaints.
- Continued to provide services for our residents' pet ownership and initiated a review of the Dog and Cat Management Plan.

Indicator of Success / Measure / Target	Baseline	Update
 Achieve Disability Access compliance in all new and upgraded infrastructure	N/A	All new and upgraded projects are designed to be compliant with the <i>Disability Discrimination Act 1999</i> where possible within the physical constraints of the site.
 Review the Disability Access and Inclusion Plan by 2024	N/A	The Disability Access and Inclusion Plan 2024-2028 was endorsed by Council in May 2024.
 Review the Wellbeing (Public Health) Plan by 2026 UPDATED MEASURE: <i>Deliver a new Public Health Plan by 2027</i>	N/A	A review of the current Public Health Plan has been completed with a new Public Health Plan proposed following the publication of the State Public Health Plan, which is anticipated for late 2025.
 Review the Dog and Cat Management Plan by 2024	N/A	A review of Council's Dog and Cat Management Plan has been completed and is being used to inform an updated version once State Government legislative reform has been completed.
 Review and implement by-laws which respond to community needs by 2025	N/A	Revised by-laws endorsed and became effective January 2025.

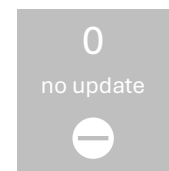
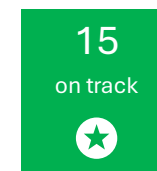
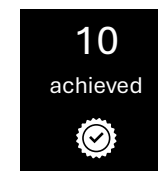


Our Corporation

High performing, customer-centric and bold

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Indicator of Success / Measure / Target **quick update**



Effective Leadership and Governance

- Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions
- Enable effective governance, risk management, accountability and transparency at all times in decision making

Exceptional Customer Experience

- Listen and respond to our community, embedding their perspective to support decision-making
- Focus on the experience of our customers to ensure outcomes meet expectations
- Promote and communicate the work of Council

Financial Sustainability

- Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services
- Achieve high value procurement and contracts management outcomes
- Improve service efficiency by identifying new revenue streams and creating new opportunities for income

People Engagement

- Attract and retain people with skills and behaviours which align with our organisational objectives and values
- Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, making the City of Adelaide an employer of choice
- Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation
- Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation

Strategy, Value and Efficiency

- Work with local, national and international partners to deliver the outcomes of the Strategic Management Framework to move our city into the future
- Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive
- Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency

Technology and Information

- Focus on integration, digital opportunities and innovative solutions to support business efficiency and customer focused performance improvements
- Continue to efficiently maintain the rich historical significance of our archival and civic collection

Highlights of what we've delivered:

- Demonstrated bold Capital City Leadership by implementing a new meeting structure, modernising a suite of Council Governance Policy documents including a transparency policy, behavioural policy, training and standing orders.
- Continued the 'Honouring Women in Leadership' initiative by unveiling the portraits of reformist Catherine Helen Spence and suffragist Mary Lee on International Women's Day.
- Council and community celebrations for our international connections reaching major milestones with George Town (50 years); Austin (40 years); and Qingdao (10 years).
- Celebrated our diverse community and welcoming new citizens through quarterly citizenship ceremonies.
- Completed Resident, Business and City User Profile surveys to better understand our community and worked across the organisation to provide these insights to inform decision making on Council services.
- Reviewed and implemented our approach to strategic communication so our community can better access and understand the work of Council.
- Delivered updates to Council's Procurement Policy and Long Term Financial Plan.
- Reviewed multiple avenues for new revenue streams and made 51 grant submissions to the value of \$27m, being successful for \$14m worth of investment.
- Strengthened partnerships across Federal and State Governments that supported joint co-investment to ensure delivery of Council priorities within the Business Plan and Budget.
- Supported young people entering the city workforce and creating pathways from tertiary education by launching a City of Adelaide Graduate Program.
- Undertook an organisational wide staff Cultural Survey and initiated workforce planning pilots to improve our long-term resource planning to respond future service delivery requirements.
- Completed Council projects as part of our biggest partnership with the Federal and State Governments – the City of Adelaide City Deal. This included upgrades to the City Safe CCTV Network and the next generation Adelaide Free Wi-Fi.
- Continuous improvement of our strategies and plans, including a re-alignment to Council's Strategic Plan 2024-2028, review of policy and guidelines and the development of a new Strategic and Corporate Planning Approach.
- Launched the Our Adelaide online community engagement portal, which is more accessible, community focused, provides new technology-based opportunities and aligns with the vision in the Strategic Plan 2024-2028.
- Completed a review and conservation of historical items held within the City Archives.

Indicator of Success / Measure / Target	Baseline	Update
Effective Leadership and Governance		
 Implement a Public Transparency Policy by June 2024	N/A	Public Transparency Policy was adopted in November 2023 and implemented across the organisation throughout 2024.
 Reduce the number of items and Council decisions considered and held in confidence	304 items held in confidence in the 2018/2022 term of Council SOURCE: City of Adelaide	186 items held in confidence (to 30 June 2025) in the 2022/2026 term of Council SOURCE: City of Adelaide
 Deliver a robust internal audit program that aligns to service outcomes	N/A	Council continues to deliver an internal audit program, supported by an independent contractor aligned to the organisation's Strategic Risk outcomes.
 Review and monitor the Governance Structure to ensure best practice decision making and enable effective advice for Council's undertakings	N/A	The Governance Committee structure was reviewed by Council on 25 February 2025. Chairs were appointed from 1 April 2025 until the end of the Council term.
 Review Emergency Management Plans and response by 2025	N/A	The review of the emergency management plans has progressed internally including endorsement by the Emergency Management Committee in December 2024.
Indicator of Success / Measure / Target	Baseline	Update
Exceptional Customer Experience		
 Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease	In line with CEO Key Performance Indicators	For 2024/25 Customer Satisfaction scores in line with CEO KPI were met for each quarter. Customer Ease scores in line with CEO KPI were met in 3 out of 4 quarters.
 Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services	N/A	Council has completed a review of marketing and communication policies and practices and continually seeks to ensure website and social media content is reflective of current decisions, projects and services.

Indicator of Success / Measure / Target	Baseline	Update
Financial Sustainability		
 Review the Rating System to ensure optimum outcomes by 2024	N/A	A review of the Rating system has been completed in-line with the Strategic Plan. Key outcomes include: - the introduction of a minimum rate - discontinuance of the Vacant Land rate rebate - review and confirmation of ongoing discretionary rate rebates
 Determine future funding requirements for community assets such as Torrens Weir enhancement and replacement/strengthening of Adelaide Bridge	N/A	Strategic projects to determine options and costs for the renewal and/or maintenance to extend the service life of significant community assets are progressing in line with expectations.
 100% of procurement is conducted in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets	N/A	100% of procurements managed by the Procurement Team (>\$150k) are in line with relevant policies. Data capture of procurements which support Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies were introduced in Stage 2 of the Procurement and Contract Management System which went live in October 2024.
 Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024	N/A	A review was completed in 2024 which supported the adoption of an adopted Procurement Policy in February 2025.
 Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with a focus on Asset Renewal Funding Ratio between 90% and 110% *	ARFR 90% – 110%	85.3% (Model Financial Statements) * 95.2% (adjusted reflecting contingency savings and accruals) *
 Grow the share of non-rates based revenue	42% (all income excluding rates) SOURCE: 2022/23 Annual Report (Statement of Comprehensive Income)	41% (all income excluding rates) SOURCE: 2024/25 Q4 Business Plan and Budget update (preliminary results, Uniform Presentation of Finances)

* The adopted 2024/25 budget assumed total renewal expenditure of \$56.022m (against the combined AMPs of \$60.564m), setting the targeted ARFR at 92.5% of the AMPs.

However the AMPs contained \$4.644m contingency and the adopted budget contained \$4.296m contingency. Only \$268k of net contingency was required to deliver the 2024/25 renewals program – effectively a \$4.222m saving resulting in less cash 'out the door' and consequently a lower ARFR.

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

85.3% ARFR will be reported in the Model Financial Statements, based on actual cash 'out the door' (\$51.655m), divided by \$60.564m required to deliver 100% of the AMPs.

However an adjusted ARFR of 95.2% more truly represents the ARFR, recognising both the contingency savings and accrual basis expenditure results.

Indicator of Success / Measure / Target	Baseline	Update
People Engagement		
 Aboriginal and Torres Strait Islander Employment at the City of Adelaide to be greater than 2%	30 June 2023 11 of 992 or 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations. SOURCE: City of Adelaide data	Aboriginal Workforce Coordinator engaged in 2024, and work undertaken in 2024/25 to scope and plan initiatives aimed at increasing First Nations employment. As of 30 June 2025, 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations.
 Deliver and maintain a Workforce Strategy by 2024	N/A	The City of Adelaide has developed and implemented an organisational-wide Workforce Planning Approach based on the draft principles of a Workforce Strategy.
 Deliver a City of Adelaide Graduate Program by 2025	N/A	City of Adelaide Graduate Program in place, with intakes occurring in 2024 and 2025.
 Action recommendations arising from employee feedback tools and risk assessment to generate positive employee outcomes	N/A	Organisational action plan developed following the 2024 Culture Survey. Additional team and organisational actions have been identified from other feedback tools including onboarding and offboarding surveys, and psychosocial risk assessments.

Indicator of Success / Measure / Target	Baseline	Update
Strategy, Value and Efficiency		
 Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities by 2024	N/A	The Strategic Partnerships Framework is under review. The deliverable is being worked through with Executive to ensure it is appropriately targeted and takes into consideration emerging opportunities such as the LIV Golf decision and COP31.
 Complete a review of the Strategic Planning Framework by 2024	N/A	A review of the approach to Strategy, Planning, Policy and reporting was completed in 2024 with Executive endorsing an updated "Strategic and Corporate Planning Approach" in January 2025.
 Strategic and Capital Projects are delivered on time and on budget (target 75%)	2022/23 89% of strategic and 81% of capital projects delivered on time and budget SOURCE: City of Adelaide data	Of the 43 Strategic Projects approved for 2024/25, 42 were delivered (97.6%) noting that some projects have approved budget to continue into 2025/26. Of the 112 Capital Projects planned to be constructed and delivered in 2024/25, 84 projects were delivered (75%).
 Business, Resident and City User Surveys identify overall satisfaction with Council services	43% of 2021 Business Survey identified overall satisfaction with Council services. 65% of 2022 Resident Survey identified overall satisfaction with Council services. 73% of 2022 City User Survey identified overall satisfaction with Council services.	38% of respondents to the Business Survey 2024 were satisfied with Council Services 67% of respondents to the 2024 Resident Survey were satisfied with Council services. 62 % of the respondents to the 2024 City User Survey Profile were satisfied with Council services.
 Review the Community Engagement approach by 2025	N/A	City of Adelaide has implemented a new community engagement online platform "Our Adelaide", which went live in early July 2024. The Council's Community Engagement Policy is under review in preparation for finalisation of the Local Government Community Engagement Charter.
 Develop baseline data for relevant measures in the Strategic Plan by 2024	N/A	City of Adelaide has developed an internal system for the capture, measurement and reporting on the delivery of the Strategic Plan over the next four years. Where relevant, baseline data has been identified for quantifiable measures in the Strategic Plan.

Indicator of Success / Measure / Target	Baseline	Update
Technology and Information		
★ Deliver and maintain Business Systems Roadmap to support business efficiency	N/A	Updated Business Systems Roadmap has been completed.
★ Deliver Workforce Management System upgrades	N/A	Phase 1 of CoA's new Workforce Management system went live in May 2025.
★ Implement data integration solutions for Customer Insights to drive efficiency outcomes	N/A	Undertook integration between Customer Insights platform (CRM) and operational systems for UPark to drive customer solutions and efficiency opportunities
★ Increase awareness and engagement of staff through the use of better systems	N/A	Re-establishment of the Business Systems committee has been completed.
★ Improve and drive efficiency outcomes through the integration of customer data and insights	N/A	Completed various integrations between CoA systems to support business efficiency and improve customer experience.