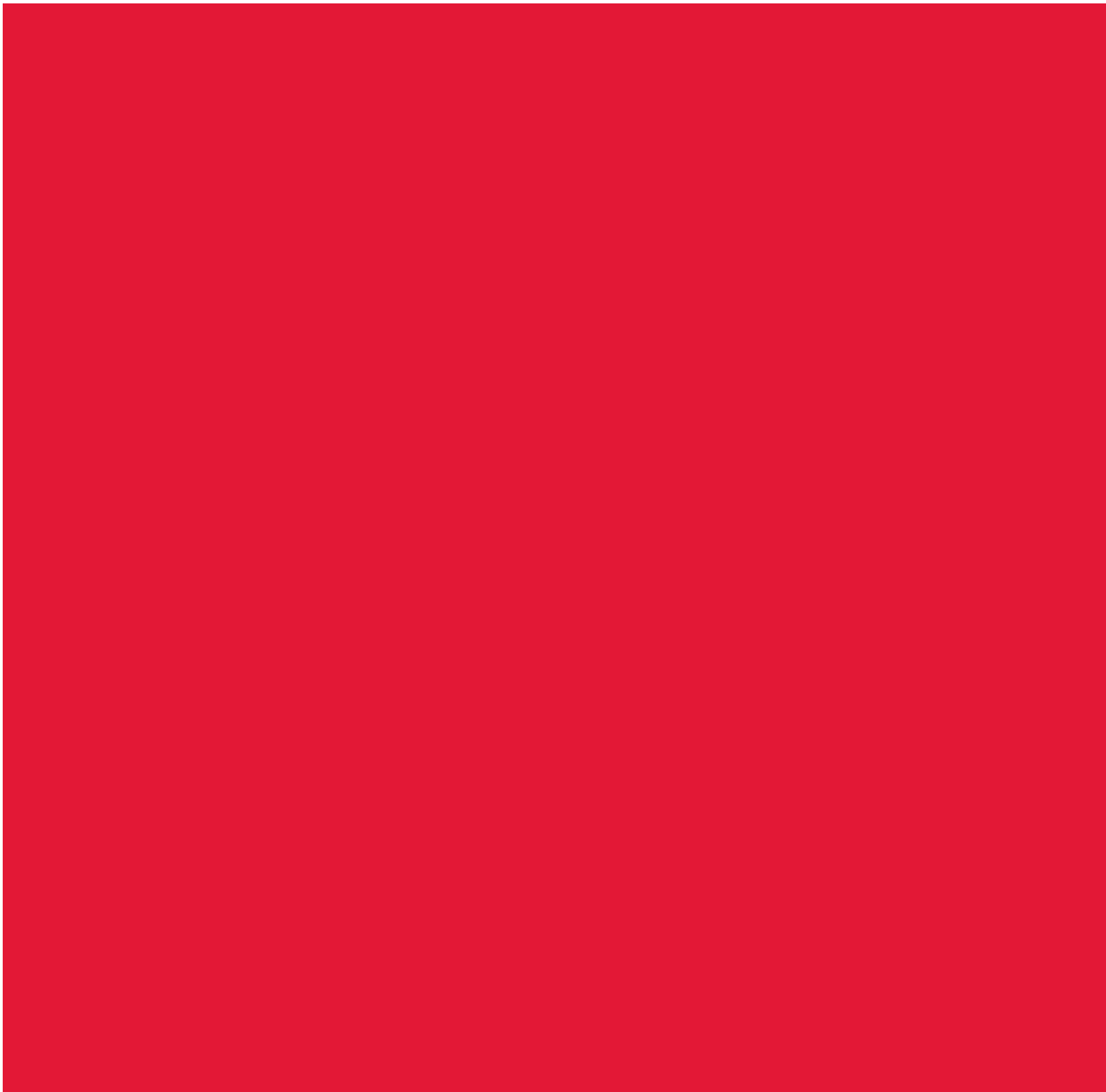


2004/2005 ANNUAL REPORT.

YOU
ARE
HERE



 DELAIDE
CITY COUNCIL



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CITY PROFILE.

YOU
ARE
HERE



The banks of the River Torrens host many colourful events each year.



Area:	
15.57km ²	
Estimated average daytime population:	200,000
Estimated overnight population:	21,090
Estimated permanent residents:	14,361
Visitors resident overnight:	6,729
Workers:	95,682
Visitors (daily from metro area, including students):	75,000
Daily student population:	59,240
Number of dwellings:	9,600
Office space:	1,100,215 sqm

(Statistics sourced from the ABS, Council Surveys and Australian Property Council July 2005 Office Market Report)

LORD MAYOR'S MESSAGE.



Australia Day Citizenship Ceremony.

I have great pleasure in introducing the Adelaide City Council's 2004 – 2005 Annual Report.

The residential population of Adelaide is growing at a rate nearly nine times the metropolitan average and is the third fastest growing inner city area in Australia. We are experiencing record levels of construction and development, reaching an approximate value of nearly \$1 billion during this financial year.

Exciting developments are underway in both the business and housing sectors. Projects recently completed, underway or about to commence include the Commonwealth Law Courts, Flinders Link and the new Santos Building, Admiral House, Hewlett Packard, the Alpha, Palais and Repco sites, the Sir Keith Murdoch Building, University Village, Sydney Place and Renaissance Arcade.

Some of these developments have occurred through the Council's strategic land purchasing program including the building sites for Alpha, Palais, Santos, Flinders Link IAG, Hewlett Packard, the new Adelaide Bus Station and the former Balfours' site.

The Council has been very productive and has achieved other significant highlights, including:

- Completion of Stage One of the North Terrace redevelopment and agreement with the State Government on Stage Two
- The opening of the new gateway to Chinatown by the People's Republic of China Ambassador to Australia, Her Excellency Madam Fu Ying
- The launch of Enterprise Adelaide jointly supported by the State Government, Business SA and the Council, which assisted more than 300 businesses in its first seven months of operations
- The completion and opening of the Council's first affordable housing apartments in Sydney Place

- The launch of the free Adelaide City Bikes program providing bikes for people wanting to ride in the City area
- The commencement of work to create a new Park Land off Frome Road which will create a link between the Botanic Gardens and the Universities

Big business has been setting up in the City, including Harvey Norman and BHP Billiton Base Metals Division. We have new educational opportunities with Carnegie Mellon to join the University of Ballarat as newcomers to Adelaide.

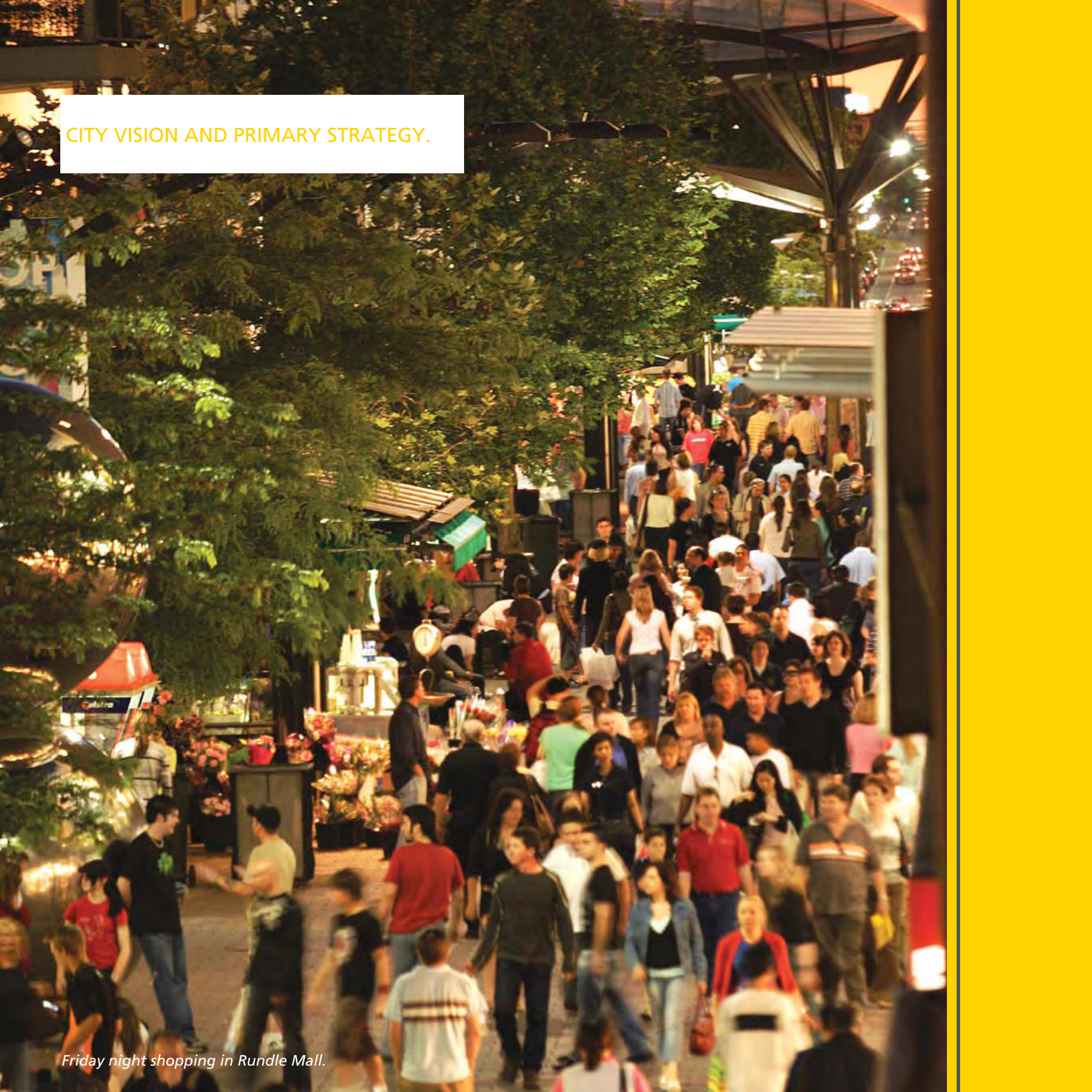
I pay tribute to the Councillors, the Chief Executive Officer and staff for their commitment this year, their adoption of bold growth plans for our resident, student and worker populations and their active representation of the people of Adelaide.

We all look forward to the challenges of the year ahead as we continue to move closer to the achievement of our vision.



Michael Harbison, Lord Mayor

CITY VISION AND PRIMARY STRATEGY.



Friday night shopping in Rundle Mall.

VISION

The City of Adelaide, as the Capital City of South Australia, will be a vibrant and populous central place for work, study, leisure and living, invigorating the cultural, commercial, educational and community life of the State.

PRIMARY STRATEGY

Increasing the number and mix of people in the City centre to an optimum level to sustain activity and vitality is essential to achieving the vision. Additional residents, workers, students and visitors will make a wider range of services, facilities and attractions viable. This will create a more vibrant City with a stronger community and cultural life and a more robust, innovative economy.

Increased capacity and vitality in the City will directly support the target of the South Australian Strategic Plan to increase South Australia's population to 2 million by 2050, as against the projected decline from the current 1.5 million. (South Australian Strategic Plan target T1.7)

The Council's primary strategy therefore is to:

"Increase the number of people living, visiting, working and learning in the city to an optimum sustainable level."

This can only be achieved through Council and State leadership and active engagement with the private sector and community.

It requires the development of cultural, economic, social and environmental programs and infrastructure to create the conditions for sustainable activity that will attract people to Adelaide and generate the work, study and lifestyle opportunities so that people choose to stay.

GUIDING PRINCIPLES.



WOMAD brings in crowds to the City.



The Adelaide City Council has established guiding principles to create the conditions for sustainable activity and quality of life for the City. The principles guide all decisions of the Council and are reflected throughout the Strategic Management Plan and Annual Report.

CULTURALLY VIBRANT

Recognising indigenous, migrant and other contemporary Australian cultures. Generating cultural and artistic activity, creativity and diversity to enrich the life of the City and bring vitality to its public spaces.

SOCIALLY JUST

Providing opportunities for people of different backgrounds, ages and abilities to live, work, learn and enjoy leisure in the City.

ENVIRONMENTALLY SUSTAINABLE

Meeting the needs of the present without compromising the needs of future generations in development of the City's built form, management of its Park Lands and public spaces and in the management of activities that consume non-renewable natural resources.

ECONOMICALLY VIABLE

Fostering conditions that support sustainable economic activity.

OUTWARD LOOKING

Responsive to the community, other Councils, the State and wider ideas and influences. Communicating and celebrating the things we do well.

THE COUNCIL.



Michael Harbison, Lord Mayor

Michael Harbison was elected as the Lord Mayor of Adelaide in May 2003 and has been a Councillor since 1998.

Michael is a keen advocate of information technology and played an integral part in our “wired city” as we know it today. He was the founder and former Managing Director of Ngapartji Multimedia Centre, which provided a hub for multimedia and internet facilities to our state.

An experienced businessman, Michael has managed well known companies such as Malcolm Reid and Woodroofes.

Michael was a founding board member of Adelaide 21, the founding Chairman of the East End Coordination Group and for 10 years was a governor of the Adelaide Festival of Arts. He published a weekly arts and community magazine in London and is a member of the Property Council of Australia, Australian Institute of Urban Studies and many other community and advisory bodies.



Dr Creston Magasdi, Deputy Lord Mayor

Dr Magasdi was born in Budapest, Hungary, and immigrated to Australia in 1951, and became naturalised three years later. He studied science at the University of Adelaide then transferred to medicine, graduating with distinction. In 1962 he won the Thomas Davis Scholarship and Cleveland Prize in Pathology, was an intern at the QEH, with subsequent studies in surgery and orthopaedics in London and the USA.

He was a Flt Lt in the RAAF and was attached for three years to the United States Forces as Flight Surgeon, with further studies at Bowman Gray School of Medicine, Dukes University, NC. He commenced his surgery and general practice in 1970 and has been a medico/legal consultant since 1982 in North Adelaide.

He has been a Branch President of the AMA and SA President of the General Practitioners' Society. He was first elected to Council in 1995 and re-elected in 1997. During his time on Council he was Chair of the Community and Development Services Committee, the Adelaide Austin Sister City Committee, the Sister Cities Controlling Authority, the Traffic Management Task Force, and Deputy Chair of the Aquatic Centre Controlling Authority. He is Chair of the Monitoring and Accountability Committee, a member of the Economic Task Force and on the Board of the Adelaide Convention and Tourism Authority.

Creston is a Rotarian and was President of the North Adelaide Rotary from 2002/2003.

He is also a Paul Harris Fellow, a Member of the RSL, the Naval Military and Air Force Club, the RACGP, the AMA and the North Adelaide Society. He is also a Director of the Southern Motors Group.



Bob Angove, AM, B.EC, Councillor

Bob was first elected to Council in 1980 and during his 24 years of unbroken service has held the positions of Councillor, Alderman and Deputy Lord Mayor.

Born in 1940, Bob is married to Helen and has been a North Adelaide resident since 1966. He was made a Member of the Order of Australia in the 2000 New Year's Honours List. He is Treasurer of the SA Branch of the Order of Australia Association.

Bob, an economics graduate and retired statistician, has for more than two decades served the Council and Community in many spheres. He has chaired many Council Committees and was a former Vice President of the Local Government Association. He is currently serving a second term as a Board Member of the Adelaide Festival of Arts Corporation. He is a member of the North Adelaide Community Centre Management Committee and of the Council of the Maughan Uniting Church. A Rotarian since 1989 he is a former President of his Club.

Other community involvement has included membership of the Libraries Board, a former Director of the SA Dental Services Board and the River Torrens Catchment Water Management Board. He has been a member of the chorus of the State Opera of South Australia for more than 30 years.



Judith Brine, AM, PH.D, B.ARCH, DIP. TRP, Councillor

Dr Brine has been a Councillor since 1998 and is a Life Fellow of the Royal Australian Institute of Architects and a Fellow of the Royal Australian Planning Institute. Between 1972 and 1988 she worked at the University of Adelaide and advised governments on planning and heritage. In 1988 she took up a post at the University of Canberra as Dean and Acting Vice Chancellor while working on the South East Economic Development Council; the ACT Electricity and Water Authority; and then as a Director of ACT Electricity and Water Corporation. She returned to the University of Adelaide in 1997 and served five years as an Executive Dean and then Pro Vice-Chancellor. Recently she has been Chair of the Steering Committee for the development of the South Australian Government's Ten Year Housing Plan, is a member of the Migration Museum Foundation Committee and is Chair of the University Senior College Board.



Sue Clearihan, Councillor

Susan Clearihan has been a resident of the City of Adelaide for over 30 years. She worked as a teacher for 22 years (1973-1995) including four years as an Education Officer at the Art Gallery of SA (1984-1987) and from 1996-1997 worked as a consultant and facilitator for various organisations including the Adelaide City Council.

From 1997-2004 Susan worked in Crime Prevention and Community Safety with a metropolitan council. She worked with business, developers, government and non-government agencies and residents to address crime and safety concerns in the community.

As an active community minded person over many years, Sue's extensive involvement includes; Coordinator, Area 313 Neighbourhood Watch (1994-97); inaugural Chairperson, North Adelaide Community Centre (1998 - 2002); spokesperson, North Adelaide Residents Group (1993-1996); Committee Member, North Adelaide Society (1996-1997); Board Member, Bowden Brompton Community Legal Service Inc (1998- 2001) and Board Member of the Come Out Festival.

Susan was elected to Adelaide City Council in May 2003.



Peter Darley, Councillor

Councillor Darley has been a businessman in the City of Adelaide since 1978 and a resident since 1998. He is actively involved in the hotel industry and has business interests in the CBD and North Adelaide, and is an inaugural member of the Grote Street Business Association.

His experiences range from the launching of 'Darley's Oyster Bar' to having been a State footballer - playing for the South Adelaide Football Club from 1962-1974 at the Adelaide Oval.

Peter is a Life Member of the South Adelaide Football Club and the South Australian National Football League and was recently inducted into their Hall of Fame.



Richard Hayward , Councillor

Elected to Council in 1998, Richard has owned and operated several successful businesses. Currently he owns and operates a food manufacturing business, Cornucopia Fine Foods Pty Ltd. Richard is also a board member of several private companies.

He is President of the American Chamber of Commerce in South Australia, a member of the Women's and Children's Hospital Foundation and Chair of the Helping Hand Development Appeal. Richard is Chair of the Business and Operational Committee, and Deputy Chair of the Monitoring and Accountability Committee.

Richard also represents the Council on the Motor Sport Board of SA.



Anne Moran, Councillor

Anne has been a City Councillor since 1995 and lives in North Adelaide. She gained a Bachelor of Arts and a Diploma of Education from the University of Adelaide and taught senior English and Modern History. Since 1995 she has devoted herself full time to council duties.

Anne is Chair of the Policy and Strategy Committee and sits on the Capital City Committee. She has Chaired the Central Market Authority, has been a member of the Adelaide Aquatic Centre Authority and the State Heritage Authority. She has been Deputy Lord Mayor and, apart from the Council Committees, she is also on the board of the Festival Centre Trust.



Bert Taylor, AM JP, Councillor

Bert has had over 20 years Local Government experience, including almost nine years as an elected member of the City of Adelaide. He is also a Past Chairman of the District Council of Tatiara and was a member of that Council for nine and a half years.

Bert has previously served a term as Deputy Lord Mayor, and was formerly the Chair of the Sister City Authority, a board member of the Adelaide International Horse Trials, the Adelaide Aquatic Centre Authority and the Hutt Street Precinct Group and is a past President of the Rotary Club of Prospect. He is Deputy Chair of the Local Government Finance Authority and the President of the Australia Business Council.

He was appointed as a Member of the Order of Australia in the Queen's Birthday 1999 Honours, in recognition of his service to Local Government.

PERFORMANCE AT A GLANCE
INITIATIVES AND HIGHLIGHTS
IN 2004 - 2005.



Opening ceremony celebrations for the new Chinatown Gateway on Gouger Street.

THE CITY

A Place to Work:

- Launch of Enterprise Adelaide to support new and existing businesses in the City, jointly supported by the Council, State Government and Business SA
- Commencement of the Flinders Link Development, a project facilitated by the Strategic Land Purchase program
- Completion of the commercial office building Flinders on Frome, a project facilitated by the Strategic Land Purchase program
- Creation and approval of the Adelaide City Council Workforce Growth Plan
- Commencement of the Retail Revolutions workshops to assist small and independent retailers improve business skills and thrive in a competitive market
- Commencement of the A-List program to assist young people launch their careers in the City
- Development of the City Works Guidelines booklet to minimise disruptions caused by capital works as the city grows

A Place to Live:

- Completion of stage one of Adelaide Affordable Housing, including the letting of apartments in Sydney Place
- Opening of the Alpha Apartments, completing a project facilitated by the Strategic Land Purchase program
- Eco Affordable Housing Design Competition completed for a development in the Whitmore Square precinct
- The creation of the North Adelaide Historic (Conservation) Zone

- Commencement of projects to re-establish Torrens Lake aquatic plant life and restore native plants on Torrens River banks
- East Park Land upgrade
- Water conservation projects including the installation and upgrade of irrigation systems in Park Lands and the investigation of aquifer storage and recovery
- Establishment of Council Watch to strengthen the relationship between Council and SA Police
- Upgrading City safety
- Completion of Torrens Park lighting loop
- Endorsement from Safe Communities Foundation, Canada, for the Adelaide Safe Community Plan
- Review of Adelaide City Liquor Licensing Accord and commencement of work to create an updated agreement

A Place to Visit:

- Completing Stage One of the North Terrace Redevelopment and approval of Stage Two
- Opening of the new UPark on Frome
- Launch of the free Adelaide City Bikes program providing a fun and healthy way for people to experience the City
- Commencement of the creation of new Park Land off Frome Road
- Opening of the new gateway to Chinatown by the People's Republic of China Ambassador to Australia
- More than \$1 million in funding for Adelaide's festivals
- Launch of the Early Sessions in the City program encouraging young people to stay longer in the City on summer nights

- New public artworks including Luminosity and Talking Our Way Home, the origami-style glass boats seen in the Torrens River
- Establishment of the Public Art Roundtable which is an idea and advice centre on public art works
- Lighting and illumination projects to feature public artworks and significant Adelaide locations
- The Liberty Swing Project in the Bush Magic Playground for children in wheelchairs
- Continuing upgrade of Adelaide Aquatic Centre
- Opening of Grote Street Library and Community Centre
- Opening of the City Classroom project and development of teaching resources
- Continuing support for Education Adelaide, attracting international students to Adelaide at rates above the national average
- Support for establishment of Carnegie Mellon University
- Immunisation program for students

Innovation and Quality in Local Government Services

- Involvement with the Capital City Council of Lord Mayors
- Continuing work with the Capital City Committee
- Recognition by Customer Service Benchmarking Australia for the standard of the Adelaide City Council Customer Centre
- Improvements to online self service facilities including public art, civic collection and business tender websites





A PLACE TO WORK.

By 2010 Adelaide will have a City workforce of at least 111,000

Strategic Management Plan 2004-07

Adelaide is experiencing record levels of construction and major works. Construction work has been driven by both the private and government sectors and has helped to support a booming City economy.

Landmark developments under construction include the \$60 million Advertiser Newspapers Building on Waymouth Street, the \$92 million Commonwealth Law Courts on Angas Street and the \$29 million Light Square Offices.

The Council continues to promote the City as a place to work and to do business. There has been continual positive growth during the year with vacant office space in the City falling to 7.5 per cent.

Approximately 96,000 people work either full or part time in the City.

Long term strategies contained in the Workforce Growth Plan ensure that the Council will continue to attract more businesses into the City. Endorsed by Council in May 2005, the Plan outlines actions to make the City a preferred place to work, to support the growth of existing businesses and to attract appropriate investment.

Figures at the end of the 2004 - 2005 financial year indicate that there has been an increase in the proportion of large businesses (over 100 employees) choosing to locate their operations into the City precinct. The City's central location is perceived as its main advantage.

At the end of the financial year approximately 104,000 square metres of additional office space were either under construction or approved for construction in the City. This equates to an additional capacity for approximately 6,500 workers.

With Adelaide smart-wired, take your work out for coffee.

Fostering Business Growth

Enterprise Adelaide, established in November 2004, provides information and assistance to people who are starting, growing or relocating a business in the City.

The service is jointly supported by the Council, the State Government and Business SA.

There were 341 businesses that used the service in the first seven months of operation to establish, improve or expand their businesses.

Retail Revolutions is an initiative of Council delivered by Enterprise Adelaide and is the first program of this nature for the City's retail sector. This initiative assists small and independent City retailers to increase business skills and to meet the challenges of a dynamic and competitive retail environment through a series of marketing and strategic management workshops.

Thirty one workshops were conducted in the last financial year by Enterprise Adelaide and were attended by staff from more than 200 businesses.

Council contributed towards the development of the Sustainable Business Directory through the International Council for Local Environmental Initiatives (ICLEI). The directory contains useful information on sustainable methods for ongoing business and is a useful resource for small businesses.

Strategic Land Purchases

The strategic land purchase program is an Adelaide City Council initiative to purchase significant land sites in the City to assist major development projects. Developments are undertaken by private developers and are designed to assist the Council to reach the strategic goals set in relation to City growth as a place to work, live, visit and study.

Work started on the Flinders Link Development consisting of the \$50 million IAG Building and the

\$60 million Santos Building. The four level commercial office building Flinders on Frome was completed offering an additional 4,600 square metres of commercial space in the City.

Increasing the City Workforce

The Adelaide City Council approved its 2005 – 2010 Workforce Growth Plan in May 2005. The plan includes partnerships with the State Government and the private sector.

The goal is to increase the City workforce from current levels of 95,000 to 111,000 by 2010. Additional funding of \$5.78 million has been committed by Council to be delivered over the next five years on top of existing funding.

Key actions include identifying key precincts and sites for commercial development, undertaking significant infrastructure works that support the City economy, establishing and funding a proactive business relocation and expansion program and working with other levels of government to set targets for public sector employees to be located in the City.

The Workforce Growth Plan also provides commitments to marketing initiatives, tourism infrastructure projects, improvements to Rundle Mall and Central Market and increasing the level of entrepreneurship in the City.

Developing City Works Guidelines

The number of businesses in the City continues to grow, as do the number of contracted builders and other services contractors working in the City. Part of the management and provision of City Works services to the retailers also includes the assurance that there will be minimum disruptions and inconvenience.

As part of this process, Council has developed the City Works Guidelines booklet to help contractors understand their responsibilities.

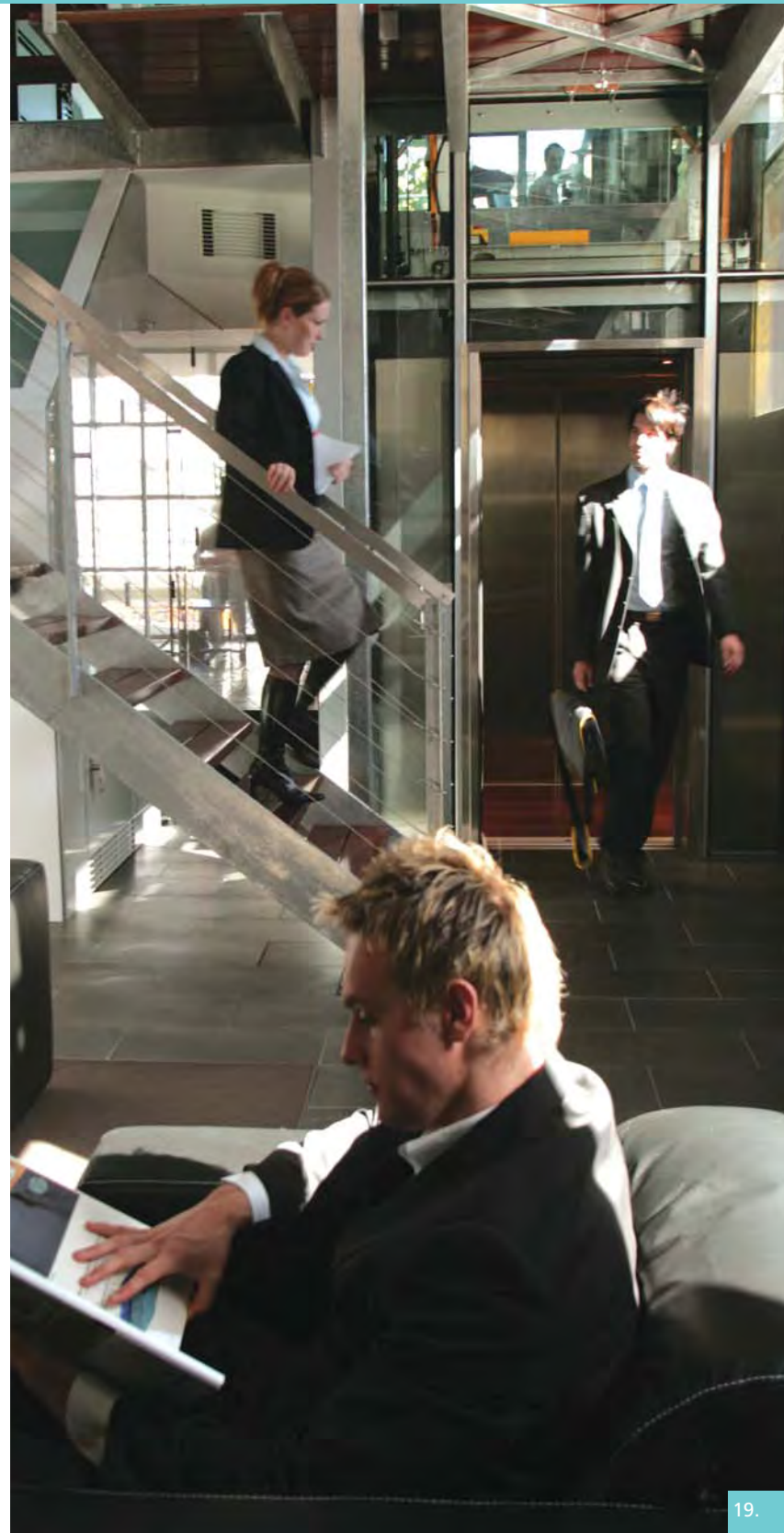
Supporting the A-List

The A-List is an individually tailored program for young people aged 18-24 who are keen to launch their careers in the City. The program is a strategic partnership with the State Government and offers training and mentoring.

There were 30 unemployed young people in the program in the last financial year. At the time of reporting, 28 participants in last year's program had been placed in paid employment or further training.

A second year of funding has been secured for the 2005 - 2006 financial year to fund a further 40 participants.

New multi-use buildings are providing office space as well as retail and living opportunities.



A PLACE TO LIVE.



Younger people enjoy the many benefits of living in the City.

By 2010 Adelaide will have an overnight population of 34,000 including at least 26,000 permanent residents
Strategic Management Plan 2004-07

The City is undergoing record growth as a place to live. The residential population is growing at almost 5 per cent, well above the State average.

During the year 2004 - 2005 some 445 dwellings, 25 serviced apartments and 132 student accommodation places were completed in the City. Development projects completed or underway include the \$32 million Domain Apartment Complex on Grenfell Street and the \$2.35 million Affordable Housing Project in Sydney Place, as well as a number of projects combining office, retail and apartment space.

This has created an estimated increase of over 900 people in the overnight population and brings the total overnight population of the City to around 20,400, including 15,000 permanent residents.

There is a growing appreciation of city living. More people prefer to live in apartments than ever before and the growth in student numbers has also helped.

Council continues to develop initiatives and maintain ongoing city services to ensure that Adelaide City continues to be the fastest growing Local Government Area in the State. In the last year there has been a significant increase in the number of people sharing the benefits of living, working and studying in the City and enjoying the leisure activities the City has to offer.

Developing Affordable Housing

The first stage of the Adelaide Affordable Housing initiative has been completed with a housing development in Sydney Place targeted at attracting younger people to City living. This \$2.35 million development consists of 12 two-bedroom apartments.

The Council continues to work with the State Government to create new opportunities to develop affordable housing. These projects are important in helping the State Government meet their strategic growth goals, as well as the Council's goals.

Further apartments are currently under construction at Hocking Court with other developments planned for Whitmore Square.

Strategic Land Purchases

As noted in the Place to Work section, the strategic land purchase program is an Adelaide City Council initiative to purchase significant land sites in the City to assist major development projects.

The Alpha Apartments were developed after a strategic land purchase and opened in January 2005. This first stage of the development consists of 46 apartments. Work has commenced on the next stage of this development.

Eco-affordable Apartments

A national design competition was held in late 2004 for an affordable housing scheme demonstrating a high level of environmental performance. The building is to be located on Whitmore Square. The competition was a joint project between Adelaide City Council, the State Government and the Royal Australian Institute of Architects as part of the Year of the Built Environment.

A total of 45 entries were received from architects around Australia, with Troppo Architects being awarded first prize.

Looking after North Adelaide's Heritage

The Adelaide City Council approved the creation of the North Adelaide Historic (Conservation) Zone during the financial year. The North Adelaide Heritage and Character Plan Amendment Report, which creates the zone, has since been adopted by the Minister for Urban Development and Planning.

The creation of the zone includes the development of a Public Realm Policy Charter which requires the Council to consider the impact of public works on the value and townscape of North Adelaide.

This provides protection for the low density, residential character and heritage value of North Adelaide.

Maintaining the Beauty of the Streets and Park Lands

The Adelaide City Council spent more than \$12 million overall on improving the Park Lands.

The Council is working with the State Government on the Adelaide Park Lands Bill and resolved to support the state heritage listing of the Park Lands. The Council has recognised the unique opportunity that exists to protect the Park Lands in the long term through these measures.

The Community Land Management Plans for each park assess cultural heritage, landscape values and management issues. In addition to establishing a vision for each Park, the plans also contain:

- future policy directions
- implementation strategies
- planting themes
- policies governing the use of the Park Lands



Adelaide residents enjoy the heritage character of North Adelaide.

Nineteen Community Land Management Plans have been developed in consultation with the City's stakeholders. Most of the draft plans have been endorsed by Council and will be open for final public consultation in the 2005 - 2006 financial year.

Native vegetation in the East Park Lands in Kadlitpinna (Park 13) and Ityamaitpinna (Park 15) has been replanted and replenished, and work has been completed on improvements to the creek.

Stage three of the re-vegetation of the Riparian zone in Tulya Wodli (Park 27) has also been completed. Considerable work has been done to stabilise the river bank. Additionally 40,000 local native plants were established.

Creating a Sustainable Environment

The City provides a sustainable way of life that brings benefits to the whole of South Australia. City living provides opportunities to stop the waste of resources as a result of urban sprawl and the development of character areas in the inner and middle suburbs.

The City has the potential to accommodate around 15% of anticipated metropolitan population growth between 2005 and 2016. This is an opportunity to achieve major reductions in greenhouse gas emissions through accommodating this growth in the City rather than in the suburbs

Council has a strong record in managing energy use and mitigation of greenhouse gas emissions through its involvement in the Cities for Climate Protection™ program. Council adopted its own Sustainable Energy and Greenhouse Action Plan in November 2000.

Setting targets using 1994 baseline data, the plan will:

- Reduce greenhouse gas emissions from Council's own operations, which contribute 2.6 per cent to Adelaide's total emissions, by 20 per cent by the year 2010

- Reduce greenhouse gas emissions from the Adelaide City Council community by 10 per cent by the year 2010
- Examples of greenhouse gas mitigation projects include:
 - Retrofit of traffic lights with light emitting diode technology
 - Procurement of renewable energy for Council operations
 - Energy efficient retrofit of ACC administration building
 - Generation of electricity at the Wingfield landfill
 - Solar Photovoltaic systems at community buildings

The Council is also a partner with the State Government in the Green City Program which operates through the Capital City Committee. One element of this program is the Building Tune Ups project which assists commercial office building owners to identify, implement and measure improved energy, greenhouse and water efficiency.

Council appointed a dedicated team to maintain and clean the Torrens Lake, the Torrens Weir and the surrounds of the Lake. This program ensures that less pollution enters the ocean.

Council has an ongoing program to reduce the incidence of blue green algae in the Torrens Lake over the summer months which includes planting trials. These trials will determine suitable planting methods for the restoration of aquatic plant communities within the Lake to improve its natural ecology.

A complete review of Council's Torrens Lake Algae Action Plan is also underway. This will look at advances in management of blue green algae and assess treatment technologies. Other strategies being assessed include ecological restoration through further aquatic plantings, habitat development and treatment with modified clays.

A further Gross Pollutant Trap (GPT) was installed in partnership with the Torrens Catchment Water Management Board at the corner of North Terrace and West Terrace, which will treat stormwater from a catchment extending as far as Victoria Square and remove debris and pollutants prior to entering Torrens Lake. This installation brings the total coverage by GPT's of stormwater from the CBD entering Torrens Lake to 91 per cent.

Conserving Water

Water conservation and better water management is a strong focus of the Council as it seeks not only to maintain the beauty of the City, but to do so with the best use of resources.

In the last financial year Council continued to investigate improved water conservation measures and initiatives including the Water Conservation Incentive Scheme for ratepayers, improved water saving measures in the City Park Lands and the continued rollout of the Maxicom irrigation system.

The installation of automatic and upgraded irrigation systems in various Park Lands and streetscapes at a cost of \$315,000 are part of Council's improved water management program.

In the last year Council commenced investigations into long term aquifer storage and recovery programs in the search for suitable aquifers for storage of winter stormwater excesses. The water collected in the aquifers will be used in summer months when water is scarce. Initial investigations to identify suitable locations have been completed in Victoria Park/Bakkabakkandi and the north bank of the Torrens Lake/Karrawirra Parri near the City Weir at a cost of \$20,000.

Maintaining City Safety

In the last financial year Council spent a total of \$1.3 million improving and maintaining traffic and pedestrian access and safety, including the upgrading of traffic and pedestrian signals within the City.

Closed circuit television cameras in Rundle Mall have been replaced at a cost of \$30,000 and are used to assist police with surveillance.

Council Watch, an initiative to facilitate the exchange of information between Council and the police has been set up. The program allows officers from both organisations to identify potential safety risks within the City and take timely action.

The ongoing project to replace the old yellow sodium vapour street lights across the City with new white light metal halide lights continued during the last financial year. The Council has spent \$1.5 million upgrading the ageing electrical system around the City on sections of King William Road and the Southern and Northern sides of the Torrens Lake.

The Torrens Park lighting loop project that commenced in the 2003 – 2004 financial year is complete, providing a well lit walkway around the Torrens.

The Adelaide Safe Community Plan received from the Safe Communities Foundation, Canada.

Council has also conducted a review of the Adelaide City Liquor Licensing Accord, originally established in 1996 to bring it in line with the changing demographics of the City. The Accord is a formal agreement between the Council, the police, individual licensees and the Commissioner for Liquor and Gambling. It supports the resolution of problems in and around licensed establishments including violence, disorderly behaviour, public safety, liquor licensing, policing and community liaison. The review will result in a new Accord to be signed in 2005-2006.



Adelaide City Council Staff plant eel grass to improve the ecology of Torrens Lake.

Supporting Community Organisations

The Council is committed to supporting community organisations through the Community Development under the Strategic Partnership Grants Program, funds are provided to selected community organisations to respond to homelessness, poverty, disadvantage and social isolation. This year funded organisations included The Big Issue – Vendor Support Program, the Multi Agency Community Housing Association and the Aboriginal Sobriety Group’s Mobile Assistance Program.

The annual Community Development Grants Program assists City based non-government organisations to participate in and make a positive contribution to the community.

Managing Waste

Council continues to support residents and businesses in maintaining a clean and healthy environment through waste management initiatives.

In addition to household and street rubbish collection, nearly 754 tonnes of recyclable waste including bottles, cans, paper and cardboard were collected from residential and domestic premises during the year. More than 17,500 green waste bins were emptied collecting 271 tonnes of recycling matter. The green waste collected is recycled into mulch and compost that is used around the City Park Lands.

The Council provided commercial cardboard recycling services to small businesses located within the Council area at a cost of \$54,000. More than 1,000 tonnes of cardboard recyclable material was collected during the year, diverting waste from landfill and river streams.



A young boy wearing a blue baseball cap and a black t-shirt is smiling and playing in a water fountain. He is splashing water with his hands. The fountain has multiple tiers of water. In the background, there is a modern building with large glass windows and a street lamp. The scene is outdoors and appears to be a public space.

A PLACE TO VISIT.

By 2010 Adelaide will attract average daily visitor numbers of at least 150,000

Strategic Management Plan 2004-07

In the year 2004 - 2005 an average of around 75,000 people visited the City daily for shopping, leisure and personal business.

This is a decline from the previous financial year and is an area of significant concern for Adelaide City Council.

There have been increases in attendance at major events, particularly the Clipsal 500. There are more than 200 conferences in Adelaide and the total attendance at conferences has also increased. There have also been increases recorded in pedestrian movements in Rundle Mall and the Central Market.

The competitive advantage of the City continues to be challenged by increased competition from major suburban retail and entertainment areas. These areas are perceived to provide advantages to visitors, because of modern lifestyles, such as lack of available time and working from home, and the belief that there are less parking issues outside the City.

The Council has taken decisions to reverse the decline. The perceptions about parking issues are being addressed, including the opening of UPark on Frome in March 2005.

The Council has also made decisions in its 2005-2006 Annual Plan and Budget which it will implement during the 2005-2006 financial year. Council will be working with the business, development and residential communities to ensure that all options are examined.

At the end of the financial year, \$41 million worth of asset maintenance programs and special capital works initiatives had been undertaken by Council. Ranging from major street upgrades, road and footpath resurfacing, street lighting, increased parking and the restoration and maintenance of public art, these programs and special initiatives improve the City.

Children enjoying the benefits of the North Terrace upgrade.

Developing North Terrace

This ongoing project worth more than \$21 million is jointly funded by the State Government and the Council. It provides a substantial and timely upgrade to Adelaide's principal cultural boulevard.

Stage one of this project, funded for \$14 million, is nearing completion with the Council contributing \$5.8 million to the redevelopment of the road reserve between Kintore Avenue/Gawler Place and Pulteney Street.

With redevelopment of adjoining forecourts in the State Library and the SA Museum, and major work to the frontages of The Art Gallery and the University of Adelaide, this project is set to revitalise South Australia's premier cultural boulevard. The work includes a new water feature by Adelaide artists Angela and Hossein Valamanesh to replace the Bonython Fountain outside the SA Museum and the upgrading and resurfacing of slate paving and footpaths along North Terrace.

Stage two of the project has been announced and will start in late 2005.

Increasing Parking in the City

UPark on Frome is Adelaide's most modern off-street undercover car park and the first entirely newly built facility within the City in the last three years. There are six levels of private and public car parking, with public parking space for up to 380 cars.

The Council also created more than 250 additional on-street parking spaces in locations around the City as a result of a strategic review into parking conditions.

Council also increased the ratio of disabled car parks in parking facilities around the City. Council's UParks in Gawler Place, Frome Road, Light Square, Wyatt Street and Grenfell Street now have additional disabled parking spaces.

Providing a Fun, Free Way to see the City

People can now enjoy our City at their own pace by bicycle. Adelaide City Bikes is a free service run in conjunction with Bicycle SA. The first two hours of use is free with charges applying for longer hires.

Forty bikes, initially operating from Hurtle Square, provide visitors a healthy and fun way to enjoy Adelaide. The service also includes a free roadside assistance program.

The new bicycle and pedestrian path from Prospect into the City also gives more people the opportunity to either ride or walk into the City. Built at a cost of \$125,000, this new track along the western side of Prospect Road also provides improved safety for users.

Creating a New Park Land

Council has commenced work on the creation of a new Park Land area in the City on Frome Road. Costing \$1.5 million the project will be completed over the next three years.

The Park will form an integral landscape feature for the City precinct and will provide a western entrance to the Botanic Gardens, a link with Botanic Park and a connection between the Botanic Gardens and the Universities.

Gateway to Chinatown

The People's Republic of China Ambassador to Australia, Her Excellency Madam Fu Ying, opened the Southern Gateway to Chinatown in August. The opening included the traditional Chinese ceremony of dotting the eyes of the marble lions. These lions were a gift from the People's Republic of China to Adelaide.

The gateway formed part of the three year \$1.4 million upgrade of Chinatown by the Council, which includes new street furniture, lighting and drainage works.

Festival Funding and Event Management

There were 31 major festivals and events held in the City that were supported by Council in the last year at a cost of \$1.3 million.

Showcasing the City, these events attracted a diverse range of local, interstate and international visitors. They included notable international events such as Jacob's Creek Tour Down Under, the Clipsal 500, the International Horse Trials, Wagner's Ring Cycle, the Adelaide Film Festival and the Come Out Festival.

In addition, Council also provided event management support to 1,300 community and other public events held in the City.

Council continues to support the Adelaide Convention & Tourism Authority (ACTA) in promoting the City of Adelaide as a premier Australian conference destination.

There were 198 conferences held in the City in the past year attended by 59,000 local, interstate and international participants. This was an increase of about 7 percent compared to the previous financial year.

Early Sessions in the City

The Early Sessions was an initiative to encourage young people to stay on in the City longer in the summer season. Held on Wednesday nights in the East End of the City, the pilot program included special events, extended trading hours, cheap car parking, restaurant specials, street markets and free recreation and entertainment.

The program was a key initiative of Council's Youth Policy and Action Plan 2004 – 2008 supporting Council's commitment to creating a City that is a vibrant and dynamic place for young people.

City workers enjoy life in the City after work.



Making the City Sparkle

Council's continuing maintenance program keeps the City beautiful and provides a safe environment for visitors, residents, workers and students within the City.

The ongoing repairs, replacement and maintenance of pedestrian footpaths, roads, lighting, public conveniences and leisure spaces forms the majority of Council's capital works program. Such programs ensure that the City surrounds are maintained on an ongoing basis.

Road works cost \$1.9 million of Council's capital works expenditure and included the upgrades of North and West Terraces. A total of 23 projects were undertaken to improve road surfaces and maintain serviceability.

The Council's City Pride Program is used to refurbish street furniture, repaint stobie poles and bollards and to replant and maintain trees, shrubs and median strips around the City.

The second stage of the refurbishment of the State Heritage listed Torrens Weir has also been completed. This four year project to refurbish the structural and mechanical components of the Torrens Lake Weir commenced in late 2003. Council repaired or replaced the water access ways, sluice gates and super structure of the Weir as part of this program during the last financial year.

Adding Vibrancy to City Spaces

Luminosity, launched in late June 2004, is an initiative of Council that demonstrates that the City is a centre for creativity and innovation.

This program supports established and new artists to develop quality new media public art. The artworks feature large scale images displayed on projection screens at strategic locations around the City with an emphasis on the East End precinct.

Council has also spent \$268,000 maintaining and restoring existing artworks around the City in the last financial year. This has included projects such as the restoration of the Queen Victoria Statue, the relocation of the plaques on Victoria Bridge, restoration of the Angas Palm Leaf and various lighting of monuments and statues.

With Help from Volunteers

Council's Ask About Adelaide initiative is supported by dedicated volunteers who continue to make the City a welcoming place for visitors with their ready smiles, abundant knowledge and helpful directions.

Over 5,000 visitors arriving on cruise ships that visited South Australia were welcomed and assisted by the volunteers. Volunteers were stationed at Outer Harbour and in the City centre to direct passengers to attractions and shopping areas during their daily visits to Adelaide City.

Council's volunteers are not only the welcoming face of Adelaide, but also contribute towards improving and maintaining the visual appeal of the City. Viewing the City through 'visitor's eyes', volunteers under the 'Adelaide Pride' program report on areas of concern or suggest minor repairs needed to improve unsightly or unsafe areas of the City.

In the last year these volunteers have made 1261 requests and suggested actions such as the removal of graffiti, repair of footpaths, rubbish removal or clearing of overgrown vegetation.

Supporting Recreation and Sport

The Council supported 22 recreation and sports organisations in the last year to deliver special projects in the City. Council funded facilities upgrades to ovals in the Park Lands, a multicultural youth basketball carnival at the City Skate Park, lunchtime 'Team Challenge' Games and Bocce for city workers.



One of the Council's many Volunteers helping out in the Rundle Mall Visitor Information Centre.

The City Skate Park was improved with the installation of a three-on-three basketball court and upgraded security facilities.

The Liberty Swing project created a swing to cater for children in wheelchairs in the Bush Magic Playground. This project was undertaken with Variety SA and the Rotary Club of Adelaide South.

Council continued the redevelopment of the Nanto Womma (Park 6) Recreation Hub with an upgrade to the irrigation system at the oval adjacent to the Park.

The North Adelaide Golf Links continue to record increases in patronage. Almost 90,000 local and international golfers visited the Links in the last financial year.

Continuing the Upgrade of the Adelaide Aquatic Centre

Council has continued with ongoing improvements to the Aquatic Centre with an allocation of \$1 million in the last financial year.

Work included a complete overhaul of the floor such as tiling and repainting, upgrade of the surfaces surrounding the pool and improvement of water quality at the Centre.

More people continue to enjoy this premier aquatic facility which is the venue for state, national and international events. The Centre recorded an increase of 6.5 per cent in visitors as compared to the previous financial year.





A PLACE TO STUDY AND LEARN.

By 2010 Adelaide will have at least 66,000 students in institutional learning

Strategic Management Plan 2004-07

Adelaide City Council has achieved the 2006 goals for student numbers outlined in the Strategic Management Plan more than twelve months ahead of time, as student numbers continue to grow.

Almost 60,000 students now regard Adelaide as the place to study and learn. South Australia has a 5.3 per cent share of the national total of international students and is experiencing growth above the national average.

Council commenced development of a Student Growth Plan to support learning and student satisfaction. During development, the Council will examine ways to attract new educational institutions and to promote Adelaide as an educating and learning City.

Adelaide City Council continues to work collaboratively with Education Adelaide and the State Government to identify and promote initiatives to increase student numbers.

Facilitating Learning

A new Library and Community Centre in Grote Street opened in November 2004. The Council's four Library and Community Centres offer activities and opportunities for residents, visitors, students and workers to expand and improve their knowledge.

The Grote Street Library and Community Centre is the third to be opened in the city in the last two years and cost \$558,000. Themed on culture, food and wine, it also has a large collection of books, videos and resources in languages other than English.

Adelaide proves an attractive location for international students.

Membership of the City libraries increased in the last year with 11,000 new members, taking total library memberships to 90,000. Book loans increased by 17 per cent with almost 800,000 books borrowed in the last year.

The appreciation for foreign culture and languages continues to grow and our collection of foreign language books has increased from covering four languages to 20 languages in the last year.

Creating a City Classroom

The City Classroom project provides a fully equipped classroom facility for metropolitan and rural school groups when visiting the City. This purpose built classroom has been used by over 1000 students since its opening in September 2004. Located within the Grote Street Library and Community Centre, the classroom helps increase the number of school visits to the City. Teaching resources, such as Adelaide Primary Unplugged and Adelaide Educational Attractions Listing have been developed to support the class visits.

International Education Opportunities

Education Adelaide is the key agency for marketing Adelaide as an educational destination in international markets. Council provides financial, board level and operational support for Education Adelaide. The positive trend of overseas student enrolments increasing in SA at a greater rate than the national average has continued.

Council supported the State Government in its successful efforts to attract Carnegie Mellon University to Adelaide. In its supporting role, Council participated in discussions with Carnegie Mellon and the State Government relating to identification of suitable premises, student accommodation options and linkages with potential partner organisations.

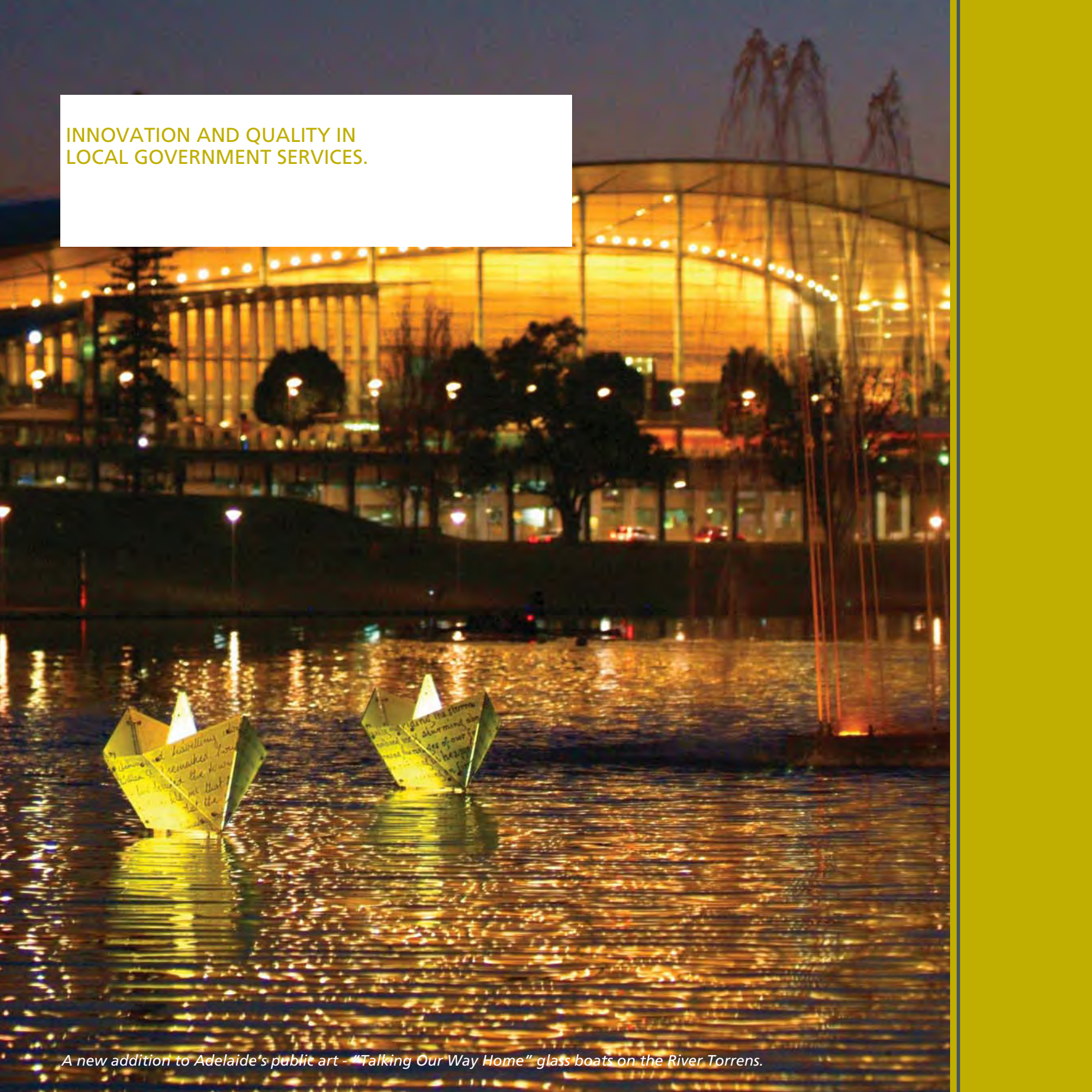
Caring for Children's Health

Council maintains its ongoing commitment to ensuring the health and wellbeing of its community. Over 2,700 students from primary and secondary schools within the Council's area were immunised in the last financial year. The school immunisation program in Adelaide continued to be administered on behalf of the Adelaide City Council by the Eastern Health Authority (EHA) and covers Meningococcal C, Hepatitis B, Diphtheria, Tetanus and Pertussis.



Another busy day in one of Adelaide's City Library and Community Centres.

INNOVATION AND QUALITY IN
LOCAL GOVERNMENT SERVICES.



A new addition to Adelaide's public art - "Talking Our Way Home" glass boats on the River Torrens.

As the Capital City Council for South Australia, the Adelaide City Council has a responsibility to be outward looking, to work collaboratively with the State Government and other Councils and to demonstrate excellence and innovation in service provision and in the quality of its management of the central area and Park Lands.

Strategic Management Plan 2004-07

Capital City Council of Lord Mayors (CCCLM)

Lord Mayors from each capital city meet on a regular basis to discuss issues of common interest.

The Lord Mayor and CEO attended CCCLM meetings in July 2004, November 2004 and February 2005 to discuss priority issues affecting modern capital cities.

These issues included:

- Drugs
- Undergrounding of telecommunication cables
- Homelessness
- Affordable housing
- Environmental sustainability
- Awareness of the threat of potential acts of terrorism and the significance of capital city infrastructure
- Capital city responses to the Tsunami disaster

Capital City Committee

The Capital City Committee was established by State Parliament and the Adelaide City Council under the City of Adelaide Act 1998 in recognition that a vital and successful capital city is critical to the overall success of the state.

The Committee provides regular opportunities for the Adelaide City Council to consider, debate and ensure the implementation of priorities for the development of the City in a constructive way.

Working with the Community

Community engagement, consultations and research into community attitudes drive the creation of a vibrant City.

Major consultation projects in the last financial year included:

- Annual Business Plan and Budget
- The major planning rules for the City including the Draft General Plan Amendment Report, North Adelaide Heritage and Character Report and Central West Plan Amendment Report
- Community Land Management Plans for the Park Lands
- Objects on Public Footpaths Policy & Operating Guidelines
- Liquor Licensing Accord and Precinct Licensing Statements

The Council also conducts research into community attitudes, much of which is published for use by City stakeholders. Examples of research undertaken in the last financial year include:

- Hutt Street Library & Community Centre programs seeking local community input to, and interest in, the types of programs to be run at the centre
- City Users, Business and Residential Segmentation Study Updates describing the types, numbers and needs of City stakeholders
- Rundle Mall Patrons Survey to analyse visitor behaviour, perceptions and attitudes

A special consultation project was also started in relation to the former Le Cornu site in North Adelaide. This was undertaken to re-examine Development Plan policy options and make an impact assessment of concept proposals to assist Council to finalise the General and Park Lands Plan Amendment Report. The importance of the Le Cornu site as a future development site is recognised by Council and this consultation will provide Council with important information to determine its policy position for future development proposals.

Community members have also provided ideas for improving specific areas of the City and are working in partnership with the Council to implement these. Community suggested initiatives implemented included the publication of a Chronicle of the South West Community and a clean up of the City West precinct.

Maintaining Quality Services

The installation of a new call centre system and payment integration system has improved our call quality through advanced call monitoring techniques. Customers calling the Council to make payments by phone can now complete their business at a much faster rate.

The service provided by the Adelaide City Council Customer Centre was recognised by Customer Service Benchmarking Australia with regard to the speed of answer and call quality. Our service was judged to be above the average of all industry groups and in the top three councils in the nation.

Usage of the self service facilities available online to ratepayers continue to increase recording an average 150,000 users per month. Substantial improvements have been made to Council's website including:

- Civic Collection On-Line is a compendium of the Council's archived civic collection items



- Public Art On-Line enables access to information to works of public art displayed around the City and included in the Art in Public Places Walking Guide
- Tenders On-Line is a joint service with other Local and State Government institutions that allows businesses easy access to Council tenders
- Spinach, the youth website which also includes Destination Adelaide, a site that helps young people find accommodation in the City

The Library and Community Centres also allow online bookings of library resources.

Similarly, Council has exceeded expectations in the number of on-street permits issued particularly relating to city works permits, residential parking permits and filming permits.

Our success at attracting funding from external sources continues to grow with \$4.4m worth of funding confirmed in the last year. Received from a variety of Federal and State Government sources, this income is used to progress Council's strategic projects such as the redevelopment of the Frome Road Park Land, the development of the Adelaide Park Lands trail, Retail Revolutions business training program and NAIDOC week celebrations.

Council has completed the construction of three weighbridges at the entrance to the newly built Wingfield Eco Resource Management Centre. These weighbridges, including the construction of the new Hanson Road overpass entrance, cost \$1.7 million to complete. They will provide reduced waiting times to users from within the City Council and other member Councils, and more accurate weighing services for waste transfer and recycling.

An Eco Resource Management Centre has now replaced the Waste Management Centre at Wingfield at a cost of \$1.3m. The Wingfield site provides ratepayers of Adelaide City Council and member Councils with a state-of-the-art recycling and waste management centre.

Towards Reconciliation

During the 2004 - 2005 period, the Council participated in special events demonstrating commitment to reconciliation with Aboriginal and Torres Strait Islander people. These included:

- The Aboriginal Flag Raising Ceremony signalling the official opening of NAIDOC Week 2004
- Supporting the Journey of Healing SA Inc with its National Sorry Day event in Victoria Square / Tarndanyangga
- Working collaboratively with the Aboriginal Legal Rights Movement and the Department for Environment and Heritage to convene a community BBQ during Reconciliation Week

Council also maintains its commitment to the Reconciliation Committee as a source of advice to Council on Aboriginal and Torres Strait Islander matters. This Committee meets monthly and consists of two Council members, 15 Aboriginal representatives and two Torres Strait Islander representatives.

The Council has also endorsed a proposal by the Local Government Association that will ensure closer collaborative partnerships with Kurna people when dealing with local government matters. It is proposed that all 26 Councils situated on Kurna land form a number of geographical groups to facilitate easier negotiations with the Kurna people.

Council's continuing Aboriginal Trainee Program provides opportunities for Indigenous people to find viable training and employment towards establishing long term career paths. A dedicated Aboriginal mentor further ensures that Council is able to attract and retain the services of Aboriginal people.



COUNCIL'S PEOPLE.

Council staff look after over 650 hectares of Park Lands every day.

As a progressive, forward thinking Council, we recognise and value the strengths and diversity of our skilled workforce. Our employees are supported and encouraged to develop their skills and knowledge through a variety of professional, personal development and mentoring programs.

Providing Cultural Development

An Employee Feedback program was introduced in line with Council's commitment to listening and responding to its employees. Under the program, feedback received through the anonymous monthly telephone surveys provided insight into employee's perceptions, allowing targeted and continuous improvement.

Cultural awareness training has been included as a core component of our Leadership Development Program to improve management's understanding and appreciation of the challenges facing Aboriginal and Torres Strait Islander communities, and the current and historical issues that have created those challenges. The training gives managers practical advice on how best to work with and lead indigenous workers.

Developing our People

Council continued to deliver on its commitment to employee development, with a broad range of training delivered throughout the year, enabling professional, personal and technical development of our workforce.

The Corporate Training program was developed in direct response to individual development plans established through Council's performance management processes and included topics such as:

- Negotiation skills
- Interpersonal skills
- Conflict resolution

- Leadership skills
- Report writing
- Presentation skills
- Media awareness
- Introduction to Local Government

The ongoing development of our employees also continues to be supported by Council's successful internal mentoring program which is now in its 4th year of operation.

Leadership Development

Leadership development continued to be a key priority for Council during the year 2004 - 2005. Following a successful pilot of the 'Lead the Way' program in 2004, supported by positive feedback from participants, a further 22 leaders were nominated for the program.

During the year program leaders receive targeted development, based on a core set of leadership competencies. The leadership competencies reflect the strategic challenges for leaders within Adelaide City Council.

A further eight leaders commenced tertiary study through the Professional Management Program conducted through Adelaide University. Both programs have a strong focus on transferable learning and practical work based assignments that ensure a strong return on Council's investment.

The 'InfoHRmalls' leadership learning series was also introduced as a flexible and fun opportunity for leaders to network and learn in a relaxed atmosphere. Guest speakers are invited to lead a discussion group with our leaders, introducing them to new leadership concepts and practices and allowing the group to learn from each other's experiences.

YOU
ARE
HERE



PART II – LEGISLATIVE INFORMATION.



STRATEGIC MANAGEMENT

The Council's Strategic Management Plan 2004 – 2007 sets out a clear long term vision for the future of the City and the means by which we propose to achieve that vision.

Major milestones and achievements for the 2004 – 2005 financial year are detailed on the following pages.



GUIDING PRINCIPLES

The Council's Strategic Management Plan states that

"Adelaide can be a model of urban living over future years, but risks stagnation and slow decline, with opportunities for the young and talented shifting elsewhere, unless positive initiatives are taken to realise its potential. The City of Adelaide needs to play a central role as a vibrant focus for work, study, leisure and living invigorating the cultural, commercial, educational and community life of the State and supporting the Government's Strategic Plan for South Australia."

The Council's 'guiding principles' will help shape its actions to stimulate population growth and activity to the optimum sustainable level and these principles are reflected in the day to day management of the City".

Adopted Milestone	Status	
Updated Economic Development Strategy adopted.	The Workforce Growth Plan incorporating Economic Development initiatives was adopted by Council in May 2005.	✓
Initiatives in place to involve young people in Council planning and decision making.	Over 544 students participated in the Schools Interaction - City Links initiative. The Innovative Youth Network now has 37 members that represent business units across Council. This group meets monthly and provides input into Council planning and programs.	✓
\$1 million allocated in financial support for effective conservation of listed heritage places.	\$1 million has been allocated.	✓
50,000 additional native shrubs and trees planted in the Park Lands.	65,000 additional native shrubs and trees planted in the Park Lands.	✓
Development Plan General and Park Lands PAR authorised.	Council finalised its position on the General and Park Lands PAR in September 2005. It is awaiting authorisation from the Minister. Considerable time was required to review over 90 submissions received on the PAR prior to reaching a final position.	X
Updated Social Development Strategy adopted.	Although several milestones had been achieved, the updated Social Development Strategy has been deferred to 2005-2006 pending completion of key growth plans.	X
Council Reconciliation Policy adopted.	The commitment has been maintained to Council's Reconciliation Committee and to reconciliation initiatives with Aboriginal and Torres Strait Islander communities. A Council decision was made on 21 April 2005 to defer the adoption of the Council Reconciliation Policy to 2005-2006 pending outcomes of the Local Government Association's Indigenous Land Use Agreement.	🕒

THE CITY AS A PLACE TO WORK

Base (2001)	89,000	Source: ACC estimate based on growth since ACC 1997 Land Use and Employment Survey
Target (2010)	111,000	(+25%)
Current:	95,429	Source: Estimated growth rate of collected via ACC 2004 Business Segmentation Study and applied to the 2002 Land Use Survey figure.

Adopted Milestone	Status	
Growth trend at least maintained in City Workforce numbers.	The growth trend in workforce numbers has been maintained. Estimated figures as at 30 June 2005 are 95,682. The office vacancy rate is now lowest on record.	✓
Business Enterprise Centre established and operational in the City.	Enterprise Adelaide established and fully operational with an estimated 66 additional workers employed as a result of assistance provided.	✓
Office development completed on Council strategic development site at corner of Frome and Flinders Streets.	Frome/Flinders office building complete.	✓
Active involvement maintained in development of the mNet Citylan wireless network.	Citylan operation contract re-tendered. New contract awarded.	✓
20 young people placed in paid and voluntary work experience with the Council.	20 young people aged 18-24 have successfully been placed in employment, work placements or training through this program.	✓
Futuris (Waymouth St), Admiral House (Hindmarsh Square) and Flinders Link (Flinders street) office developments substantially complete.	Construction has commenced on Flinders Link, Futuris and Admiral House and is well advanced (although not substantially complete).	X

THE CITY AS A PLACE TO LIVE

- By 2010 Adelaide will have an overnight population of 34,000 including at least 26,000 permanent residents.

Base (2001)	17,000	Source: ACC estimate of overnight population based on growth since 1996 ABS Census
Target (2010)	34,000	(+100%)
Overnight Population:	20,375	Source: ABS 2004 Estimated Resident Populations plus ACC estimate of overnight visitor population.
Permanent Residents:	14,361	Source: ABS provisional June 2004 Estimated Resident Population.

Adopted Milestone	Status		
Growth trend at least maintained in resident numbers.	Growth trend in resident numbers has been maintained. During 2004-2005 there has been an additional 445 residential dwellings completed, 132 student places and 25 serviced apartments totalling approximately 900 additional overnight population.		✓
Community involvement programs in the South West and Central West maintained and program commenced in the East End.	Neighbourhood Development Program continued in South West, strengthened in Central West & community issues identified in West End of the City. Through the program businesses, residents, social services, and community groups worked together to address local issues and improve their area through committees, working groups, activities and forums. The program was also expanded to include the East End of the City.		✓
Combined loans from the North Terrace, Tynte St, Hutt St and Grote St libraries increased by over 10% to 700,000.	Target exceeded with a total of 796,923 loans in 2004-2005.		✓
Grote St Library and Community Centre opened.	Grote Street Library and Community Centre opened in November 2004.		✓
First stage apartments completed on Council Vaughan / Palais strategic site and second stage commenced.	The first stage Vaughan Palais apartments were completed on 28/1/2005 and the Vaughan Place car park building was officially opened on 9/3/2005.	✓	X
	Second stage to commence October 2005	X	

Final development agreement ratified for redevelopment of the Balfours and Bus Station sites and planning consents obtained for commencement mid 2005. Development to include student housing and affordable housing components.	Planning consents for the bus station, car park building and residential housing were obtained in March 2005.	✓	X
	The development agreement is being finalised for execution.	X	
	Commencement not achieved.	X	
On-line rental and house sharing information service established with at least 2,500 hits.	Online rental and house sharing information service was finalised in June 2005. This was developed in partnership with realestate.com, Adelaide Living Online provides an electronic listing of properties for sale, rent or share accommodation ads to be posted online free of charge.	✓	X
	"Adelaide Living Online" was officially launched in September 2005 and as at 31/10/2005 has received 1,740 hits.	X	
Construction commenced of at least one major affordable housing project through the 'Adelaide Affordable Housing Company'.	Sydney Place apartments, which commenced in May 2004 and completed in March 2005, as the first 12 units under the Council's Affordable Rental Housing Program. The Hocking Place apartments, which is a joint project with the SA Community Housing Association and the Multi Agency Community Housing Association (MACHA), commenced in February 2005, with completion due in December 2005.	X	X
	The Affordable Housing Company was not established, although significant investigative analysis was undertaken.	X	

THE CITY AS A PLACE TO VISIT

Base (2001)	100,000	Source: ACC estimate based on 2001 metropolitan sample surveys
Target (2010)	150,000	(+50%)
Current	75,000	Source: ACC estimate based on average of metropolitan sample surveys over the year.

Adopted Milestone	Status	
Moonta Street Chinatown improvements completed.	Moonta Street Chinatown improvements have reached practical completion. Further work being completed by the contractor under the warranty period.	✓
North Terrace upgrade completed between Kintore Ave and Pulteney St.	The North Terrace upgrade that has been completed between Kintore Ave and Pulteney St has resulted in an attractive and dynamic public space in the City. This has the potential to develop this cultural boulevard as a State icon.	✓
Funding and timetable for future stages of North Terrace upgrade agreed with State Government.	Stage 2 commenced and funding agreed with the State Government for future stages of the North Terrace upgrade.	✓
Major coordinated marketing program launched.	An integrated advertising campaign launched 20/11/2004.	✓
At least 30 major events and community events held in the City through the year.	Over 45 major events have been held in the City during 2004-2005. Major has been defined as >5,000 attendees.	✓
Early Sessions program initiated and increased visitor levels recorded by Mall counters between 5.00 and 8.00pm.	Early Sessions program was initiated and increased visitor levels have been recorded by the Rundle Mall counters.	✓
Financial support for agreed projects and programs by at least 50 groups contributing to community development, cultural, recreational and sporting life in the City.	Financial support was provided for agreed projects and programs by over 50 groups contributing to community development, cultural, recreational and sporting life in the City.	✓
Concept design completed for Elder Park events area.	A draft concept design has been completed and will be presented to Council for consultation. The preferred final concept will form part of the overall Community Land Management Plan for Tarndanya Womma (Park 26).	✓

Grote Street Bus Station and car-park construction commenced.	Construction of Grote Street Bus Station and car park has been delayed to 2005-2006. Development applications have been approved, design documentation is substantially complete and coach operator registrations have been received.		X
Rundle Mall signage and lighting improvements completed and scramble crossing completed at Pulteney St end.	Rundle Mall signage has been designed and a prototype was placed in Twin St in February 2005. The signage is currently being completed.	X	X
	Lighting for various facades in the Mall has been completed and some pieces of public art such as the 'Rundle Mall Pigs' and 'Girl on the Slide' have been lit up and the lighting around Beehive corner has been completed.	✓	
	The scramble crossing has been completed.	✓	
Two Rundle Mall kiosks operating as cafes / food outlets with hours extending into the evening.	The criteria for restaurant business was set by Council in February 2005. Registrations for Interest were called in March 2005, nil were received by the close date of June 2005. Work is continuing to finalise the project and budget has been allocated in 2005-2006 to complete one of the kiosks.	X	
Pilot public information screen established in Rundle Mall.	The project scope changed from a pilot project in Rundle Mall to engaging consultants to develop a prospectus for an interactive multimedia information service, which is aligned to the outcomes of the draft Visitor Growth Plan. A new business case will be put forward for consideration in the 2006-2007 budget.	X	
Street markets popular and successful in the City.	Ongoing promotion of street market activity with potential operators, stall holders, local area groups and commercial organisations. Support provided through Early Sessions for markets in Union St and additional support for ongoing market activity in Vaughn Place.	X	
Growth trend at least maintained in average daily visitor numbers.	Growth trend has not been maintained. The average for metropolitan visitors in the City for 2004-2005 was 75,000.	X	

THE CITY AS A PLACE TO STUDY AND LEARN

- By 2010 Adelaide will have at least 66,000 students in institutional learning.

Base (2001)	50,000	Source: ACC estimate based on 2001 metropolitan sample surveys
Target (2010)	66,000	(+33%)
Current	59,240	Source: ACC commissioned survey of institutions, 2004.

Adopted Milestone	Status	
Growth trend at least maintained in City Student numbers.	Growth trend in student numbers has been maintained. Figure as at 30 June 2005 is 59,240, exceeding the target set for 2006.	✓
'City Classroom' in the Grote Street Library and Community Centre in use as a facility for visiting school classes.	City Classroom was opened in November 2004 with use increasing to over 300 student visits in June 2005.	✓
At least one additional institution / campus committed to locate in the City.	Carnegie Mellon University - Heinz School of Public Policy and Management is committed to the Torrens Building in Victoria Square in 2006.	✓
Funding support and active involvement maintained with Education Adelaide and growth in overseas student numbers sustained.	Funding support and active involvement maintained with Education Adelaide. Growth in overseas students has been maintained with a growth of 15.5% from June 2004.	✓
At least one opportunity for educational use of under-used floor-space identified and implemented.	University of Ballarat has established a new campus in Rundle Mall and has plans to expand.	✓
Destination Adelaide website maintained with at least 4,000 hits.	Site attracted 4,103 visitors.	✓

INNOVATION AND QUALITY IN LOCAL GOVERNMENT SERVICES

As the Capital City Council for South Australia, the Adelaide City Council has a responsibility to be outward looking, to work collaboratively with the State Government and other Councils and to demonstrate excellence and innovation in service provision and in the quality of its management of the central area and Park Lands. As the Capital City Council for South Australia, the Adelaide City Council has a responsibility to be outward looking, to work collaboratively with the State Government and other Councils and to demonstrate excellence and innovation in service provision and in the quality of its management of the central area and Park Lands.

Adopted Milestone	Status	
Average of at least 80% of Customer Centre calls answered within 20 seconds.	An average of at least 80% of Customer Centre calls answered within 20 seconds was maintained.	✓
Quality assurance testing initiated of Council customer service quality at the Customer Centre, U-Park, libraries, Aquatic Centre and Golf Course.	Quality assurance testing initiated of Council customer service quality at the Customer Centre, UPark, libraries and the Aquatic Centre findings show ACC outperformed the 'all other councils' average.	✓
Active involvement in LGA forums, Council of Capital City Lord Mayors (CCCLM) and joint initiatives with other councils.	Both the Lord Mayor and the CEO attended all the meetings and all actions arising from the meetings have been implemented.	✓
Coordinated response to joint City-State priorities through the Capital City Committee.	The Lord Mayor, 2 Councillors and the CEO have attended all Capital City meetings. Achievements have included a national and international campaign to promote SA as a destination for skilled and business migrants, signing of Social Sustainability Agreement between State Government and Adelaide City Council and the implementation of the Green City Program.	✓
Infrastructure and assets renewal expenditure increased to \$15 million.	Over \$22m infrastructure and assets renewal and improvement works completed.	✓
Workforce, succession and retention plans adopted.	Plans have been initiated.	X

Resident and Business satisfaction rates of at least 8.0 regarding recent contact with Council staff.	Results for 2004-2005 showed residents who had recent contact with Council staff satisfaction rate exceeded the target with a result of 8.2. The result for businesses fell short at 7.4.	Res ✓
		Bus X
Overall mean customer satisfaction ratings of at least 6.5 for each of the City residents, businesses, workers, students and visitors.	Overall mean customer satisfaction rating target was exceeded for City students (6.9) and visitors (6.7), results fell marginally short for residents and workers (6.4 for both segments) and the target was not met for businesses with a result of 6.2.	Stu ✓
		Vis ✓
		Res X
		Bus X
		Work X

ALLOWANCES

Council Member Allowances

The Lord Mayor and Councillors received the following annual allowance from the Council for performing and discharging official functions and duties.

Council Members	Allowance
Lord Mayor Michael Harbison	\$105,530
Deputy Lord Mayor (18 month appointment*) <ul style="list-style-type: none">• Councillor Richard Hayward (until 28 February 2005)• Councillor Creston Magasdi (from 1/3/2005)	\$22,395
Councillors <ul style="list-style-type: none">• Councillor Bob Angove• Councillor Judith Brine• Councillor Sue Clearihan• Councillor Peter Darley• Councillor Richard Hayward (from 1/3/2005)• Councillor Creston Magasdi (until 28/2/2005)• Councillor Anne Moran• Councillor Bert Taylor <p>*Note – A Councillor appointed to the position of Deputy Lord Mayor is entitled to the Deputy Lord Mayor Allowance only during the period of appointment.</p>	\$14,930

Remuneration for Independent Members of the City of Adelaide Development Assessment Panel

Appointment to the Development Assessment Panel for the Lord Mayor or Councillors has no associated payment of fees.

Appointment to the Panel for independent members (three) had an associated payment of \$90.00 per hour (or part thereof).

Reimbursement of reasonable out of pocket expenses will be considered for all members of the Panel.

STAFF ALLOWANCES AND BENEFITS

Adelaide City Council's senior executive officers are:

CEO

Mal Hemmerling

Managers

Justin Lynch (General Manager, City Services & Acting Deputy CEO), Helen Bailey (General Manager, Corporate Support), Michael Leyland (General Manager, City Assets), Stuart Moseley (General Manager, Policy & Strategy), Don Donaldson (Manager, Development Planning), Carol Burkevics (Manager, Corporate Strategic Planning), Sabine Jung (Manager, Social Development), Alan Faunt (Manager, Strategic Property Projects), Kevin Lowe (Manager, Park Lands and Sustainability), David Dercho (Manager, Economic Development), Adam Mrotek (Manager, Development Assessment); Johan Louw (Manager, Development and Transport Policy); David Banks (Manager, Infrastructure and Property Management), Barrie White (Manager, City Operations), Mark van der Pennen (Manager, Capital Works), Michael Lorenz (Manager Asset Management), Tom McCready (Executive Manager, City Businesses), Paul Thorne (Manager, Customer Service), Mike Thomas (Manager, Regulatory Services), Megan Berghuis (Manager, Libraries and Community Services), Daryl Buckingham (Manager, Marketing Services), Michael Carey (Manager, Finance), Kate O'Neill (Manager, Corporate Governance), Trevor Stutley (Acting Manager, Human Resources), Luu Nguyen (Manager, Information Management), Kaylene Karkafiris (Acting Manager, Lord Mayor and CEO's Office)

Remuneration packages may vary but can be summarised as:

- All packages contain the nine per cent compulsory superannuation.
- All packages include the option of a motor vehicle for unrestricted private use.
- All packages include an allowance for membership fees for two relevant professional associations.

- General Managers' and some Managers' packages include the option of a bonus based on performance.
- All managers are allocated \$2,000 per annum for their professional development.

The Council offers flexibility by allowing senior officers to choose how their remuneration package is constructed within a predetermined set total.

DECISION MAKING STRUCTURE OF COUNCIL

PURSUANT TO THE LOCAL GOVERNMENT ACT, 1999

Council

The Council is the main decision making body.

The Council pursuant to Section 41 of the Local Government Act, 1999 may establish Committees:

- to assist the Council in the performance of its functions;
- to inquire into and report to the council on matters within the ambit of the Council's responsibilities;
- to provide advice to the Council; and
- to exercise, perform or discharge delegated powers, functions or duties.

Council when establishing a Committee, determines the reporting and other accountability requirements that are to apply to the Committee.

All meetings of the Council or a Committee are open to the public unless the meeting decided to exclude the public having given consideration and taken into account the relevant requirements of the Local Government Act 1999. Documentation for each meeting [Agenda with reports/attachments and Minutes] was accessible on the website - www.adelaidecitycouncil.com. Ten hard copy Agenda [with reports/attachments] were available from the Customer Centre and the meeting rooms for Council and Committee prior to the meeting and ten hard copy Minutes were available from the Customer Centre within 5 days of the meeting.

Key Committees

The Adelaide City Council established three Key Committees, comprising of the Lord Mayor and all Councillors, to focus on the core business of:

- Providing accountability to stakeholders and electors
- Setting strategic direction
- Setting policy, within which management operates day-to-day
- Reviewing actual results and performance against budget/plan/policy/external legal and legislative requirements

Meetings of the Council and each Key Committee operated in accordance with the provisions of the Local Government Act 1999 and the provisions of Part 2 – Meetings of Councils and Key Committees contained in the Local Government (Procedures at Meetings) Regulations 2000.

With the exception of those matters that Council may not delegate (Division 4 – Delegations – Section 44 (3) of the Local Government Act 1999) the Key Committees described herein were delegated such of the powers, functions or duties of the Council under the Local Government Act, 1999, the City of Adelaide Act, 1998 or any other Act to enable them to perform and discharge their responsibilities.

Strategy & Policy Committee

Presiding Member: Councillor Anne Moran

Deputy: Lord Mayor Michael Harbison

Responsibility:

To link issues across the Council facilitating a strategic and comprehensive approach, this Committee exercised, performed and discharged the following responsibilities on behalf of the Council, including sub-delegation, to:

1. Set policy and strategy (including advisory committee recommendations) other than that directly concerned with the Capital City Committee intergovernmental matters.

2. Authorise the implementation of activity when determining a strategic direction for a strategic property within the Council approved Budget, Works Program, New Directions or Strategy.
3. Identify areas of policy/strategy development and review of existing policies and strategies.
4. Receive information relevant to the policy-making and strategic-setting of Council.

Monitoring & Accountability Committee

Presiding Member: Councillor Creston Magasdi

Deputy: Councillor Richard Hayward

Responsibility:

To fulfil a key accountability and risk management role, this Committee exercised, performed and discharged the following responsibilities on behalf of the Council, including sub-delegation, to:

1. Review of actual results achieved against plans, targets and budget (financial and other key outcomes).
2. Monitor compliance with laws, policies and regulations.
3. Determine and direct the implementation of activity as a result of review and monitoring (including reports presented by advisory committees).

Business & Operational Committee

Presiding Member: Councillor Richard Hayward

Deputy: Councillor Peter Darley

Responsibility:

To determine operational activities and regulatory activities of Council, this Committee exercised, performed and discharged the following responsibilities on behalf of the Council, including sub-delegation, to:

1. Advocate for the constituency on issues that may require changes to Council operational practices.
2. Guide the Strategy & Policy Committee in policy and strategy development to address identified need.

3. Determine matters that authorise the implementation of projects within the Council approved Budget, Works Program, New Directions or Strategy.
4. Determine matters that authorise activity in response to stakeholder requests.
5. Determine matters (including reports presented by advisory committees) that lie outside of current Council policy or delegation, or to which no current policy applies and matters not falling within the responsibility of the Strategy & Policy Committee and the Monitoring & Accountability Committee.

Other Committees

Adelaide City Council Reconciliation Committee

Co-Chairs: Shirley Peisley [to 17/3/2005],
Lee-Ann Buckskin [from 18/3/2005 to 19/5/2005];
Syd Sparrow [from 19/5/2005] & Councillor Judith Brine.

Membership of 19 consisting of 17 individuals representing Aboriginal and Torres Strait Islander communities & 2 Councillors.

Responsibility:

To address reconciliation in a meaningful way with Aboriginal communities, raise awareness of the process, provide strategic advice to Council and make recommendations to the Council.

The Reconciliation Committee operated in accordance with the provisions of the Local Government Act 1999 and the provisions of Part 3 – Meetings of Councils and Key Committees contained in the Local Government (Procedures at Meetings) Regulations 2000.

Adelaide Park Lands Committee

Presiding Member: Lord Mayor Michael Harbison [to 28/2/2005]; Councillor Clearihan [from 1/3/2005]
Deputy: Councillor Anne Moran

The Adelaide Park Lands Committee, comprised the Lord Mayor and all [8] Councillors and was delegated the responsibility to make recommendations to the Council to protect and enhance the Adelaide City Park Lands.

The Adelaide Park Lands Committee operated in accordance with the provisions of the Local Government Act 1999 and the provisions of Part 2 – Meetings of Councils and Key Committees contained in the Local Government (Procedures at Meetings) Regulations 2000.

PURSUANT TO THE DEVELOPMENT ACT 1993

Relevant Authority

To facilitate the expeditious assessment of applications, Adelaide City Council has established the City of Adelaide Development Assessment Panel as the relevant authority to exercise or perform its powers and functions in accordance with the Development Act 1993.

The Local Government Act 1999 does not apply to, or in relation to, the Development Assessment Panel (including with respect to its members when acting under Section 56A or its processes or procedures).

The Panel has Terms of Reference, Code of Practice, Instrument of Delegation and a Policy for Applying Delegations which was determined by the Council and is reviewed annually by the Council.

All meetings of the Panel are open to the public unless the meeting decided to exclude the public having taken into account the relevant requirements of the Development Act 1993. Documentation for each meeting [Agenda with reports/attachments and Minutes] was accessible on the website - www.adelaidecitycouncil.com and ten hard copy Agenda

[with reports/attachments] were available from the Customer Centre and the meeting room for the Panel prior to the meeting. Ten hard copy Minutes were available from the Customer Centre within 5 days of the meeting.

Composition – Nine Adelaide City Council Members; one person with experience and expertise in architecture and/or urban design; one person with experience and expertise in environmental and/or heritage management; one person with experience and expertise in property management and/or development.

Presiding Member: Mr Andrew Atkinson

Deputy: Councillor Anne Moran

Independent Members:

Andrew Atkinson (property management and/or development)

James Hayter (architecture and/or urban design) to 30 November 2004

Rob Cheesman (architecture and/or urban design) from 30 November 2004

Paul Downton (environmental and/or heritage management)

Ordinary Meetings of the Council, Committees & Development Assessment Panel

Council, three Key Committees and the Development Assessment Panel met in a fortnightly cycle on a Monday starting at 5.30pm. The Panel met in the alternate week to Council and the Key Committees.

Other Committees established by the Council met as and when required.

The Agenda [Reports with Attachments] for scheduled meetings were posted to the website www.adelaidecitycouncil.com on the Wednesday or Thursday prior to the scheduled Monday meeting.

Minutes of the scheduled meetings were posted to the website on the Friday after the meeting in the case of Monday meetings.

Public Forum – each ordinary meeting of the Council provided the opportunity for the Lord Mayor and Councillors to hear members of the public in a formal setting, in relation to issues in which the Council has a direct interest or responsibility. Guidelines & Registration Form for the Public Forum were available on the website.

Ten hard copy Agenda, [Reports with Attachments] were available at the Customer Centre and in the meeting room free of charge. Minutes of meetings were also available in hard copy at the Customer Centre free of charge.

Documentation for special meetings of the Council, a Committee or Panel were posted to the website and made available at the Customer Centre in accordance with the Local Government Act 1999, the Terms of Reference & Code of Practice for the Panel or the determination of the Committee. Minutes for all Special Meetings were made available within 5 days of the meeting.

Ordinary meetings of the Council were held in the Council Chamber, Town Hall, Adelaide. Special meetings of the Council were held in the Council Chamber or Colonel Light Room, Town Hall. All meetings of Committee and the Panel were held in the Colonel Light Room, Town Hall, Adelaide.

CONFIDENTIALITY PROVISIONS

PURSUANT TO THE LOCAL GOVERNMENT ACT, 1999

The Adelaide City Council is fully committed to the principle of open and accountable government. However there are some occasions when it may be necessary to restrict public access to discussion or documents in the public interest. Due diligence and professional consideration is applied to ensure that information is only restricted when absolutely necessary.

In accordance with Section 90(1) of the Local Government Act, 1999 all meetings held of Council and its Committees were conducted in a place open to the public.

Section 90(2) of the Local Government Act, 1999 enabled a meeting of the Council or a Committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive, discuss or consider in confidence any information or matter as prescribed in Section 90(3) of the Act.

On every occasion that the provision to exclude within Section 90(2) of the Local Government Act, 1999 was exercised, the Minutes of the meeting included the proceedings making an order and the grounds on which the order was made in accordance with Section 90(7) of the Act.

The Adelaide City Council found that possible embarrassment or loss of confidence in the Council or a Committee was irrelevant when considering whether or not to exclude the public from a meeting and did not use this as a ground for exclusion.

Section 91(7) of the Act enabled a Council or Committee to make a confidentiality order and also instruct on requirements [duration of order, review date and delegation to review/revoke] as identified in Section 91(9) of the Act.

The majority of reports that Adelaide City Council considered in confidence were business matters where the Council competes in the private marketplace, including strategic property matters. Adelaide City Council is considerably more active in the commercial business environment, compared to other local councils.

USE OF CONFIDENTIALITY PROVISIONS – LOCAL GOVERNMENT ACT 1999

When determining whether to order that the public be excluded from attendance at a meeting the Council or the Committee considered whether it was necessary and appropriate to act in a meeting closed to the public in order to receive, discuss or consider a matter in confidence.

When a matter was listed with a request for consideration in confidence on the grounds listed in Section 90(3) (b), (d) & (j) of the Act, the meeting of the Council or the Committee also determined whether the consideration of the matter in a meeting open to the public would, on balance, be contrary to the public interest.

Section 90(3) of the Act, lists the following information and matters that may be received, discussed or considered in confidence:

(a)	information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
(b)	information the disclosure of which— <i>(i)</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 <i>(ii)</i> would, on balance, be contrary to the public interest;
(c)	information the disclosure of which would reveal a trade secret;
(d)	commercial information of a confidential nature (not being a trade secret) the disclosure of which— <i>(i)</i> could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and <i>(ii)</i> would, on balance, be contrary to the public interest;
(e)	matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;
(f)	information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;
(g)	matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
(h)	legal advice;
(i)	information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;
(j)	information the disclosure of which— <i>(i)</i> would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the Council); and <i>(ii)</i> would, on balance, be contrary to the public interest;
(k)	tenders for the supply of goods, the provision of services or the carrying out of works;
(m)	information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act;
(n)	information relevant to the review of a determination of a council under the Freedom of Information Act 1991.

On 60 occasions in the financial year an order that the public be excluded from attendance at a meeting was implemented to receive, consider or determine a matter in confidence after identifying the relevant provision within the Local Government Act 1999.

One matter was listed on an Agenda for a meeting with a request for consideration in confidence which the meeting resolved to consider in public.

59 matters considered in confidence have a confidentiality order placed on all or part of the matter.

One matter was considered in confidence without the adoption of an order to retain confidentiality and was subsequently released from confidence and included in the Minutes of the meeting in its entirety.

Part of the proceedings in relation to 26 of the 59 matters the subject to confidentiality orders became public immediately and were included in the Minutes of the relevant meeting.

The Minutes for all meetings of the Council or a Council Committee included a confidentiality order made by a meeting in accordance with s91(9) of the Act.

The table below indicates the number of times and the provision within s90(3) of the Local Government Act 1999 identified as the relevant grounds on which to exclude the public to receive, discuss or consider in confidence a matter.

Local Government Act 1999	
Section 90 (3) - information and matters were utilised to receive, discuss or consider in confidence	[61]
(a)	2
(b)	-
(c)	-
(d)	-
(b) & (d)	45
(e)	-
(f)	-
(g)	-
(h)	-
(i)	6
(j)	3
(k)	1
(m)	1
(n)	-
(k), (b) & (d)	2
(e), (g) & (j)	1

The table below indicates the number of times and the relevant meeting which utilised s90(2) of the Local Government Act 1999 to order that the public be excluded from attendance at so much of a meeting as necessary to receive, discuss or consider a matter in confidence.

90(2) – Local Government Act 1999	Utilised [60]
Council	22
Strategy & Policy Committee	7
Business & Operational Committee	25
Monitoring & Accountability Committee	6
Adelaide City Council Reconciliation Committee	-
Development Plan Amendment Committee	-
Adelaide Park Lands Committee	-

The table below indicates the number of times the relevant meeting in utilising s91(7) of the Local Government Act 1999 to make a confidentiality order also instructed that part of the proceedings the subject of a confidentiality order become public immediately and included in the Minutes of the relevant meeting.

No. of times part of proceedings became public and included in the Minutes of the meeting	[26]
Council	9
Strategy & Policy Committee	4
Business & Operational Committee	10
Monitoring & Accountability Committee	3

The table below indicates the number of times the relevant meeting utilised s91(7) of the Local Government Act 1999 to make a confidentiality order and also instruct on requirements [duration of order, review date and delegation to review/revoke] as identified in Section 91(9) of the Act.

Confidentiality Orders Made	[59]
Council	21
Strategy & Policy Committee	7
Business & Operational Committee	25
Monitoring & Accountability Committee	6
Adelaide City Council Reconciliation Committee	-
Development Plan Amendment Committee	-
Adelaide Park Lands Committee	-

CONFIDENTIALITY PROVISIONS

PURSUANT TO THE DEVELOPMENT ACT 1993

Use of Confidentiality Provisions – Development Act 1993

The Local Government Act 1999 does not apply to, or in relation to, the Development Assessment Panel (including with respect to its members when acting under Section 56A or its processes or procedures).

Section 56A(12) of the Development Assessment Act 1993 contains the provision enabling the Development Assessment Panel to exclude the public from attendance at a meeting for specified information or matters and retain confidentiality.

Section 56A (16)(b) contains the provision enabling a development assessment panel to, before it releases a copy of any minutes, exclude from the minutes information about any matter dealt with on a confidential basis by the panel.

Section 56A(12) of the Development Act 1993 identifies that a development assessment panel may exclude the public from attendance during so much of a meeting as is necessary to receive, discuss or consider on a confidential basis any of the information or matters listed in the table below.

56A(12)(a)(i)	information that would, if disclosed, confer a commercial advantage on a person with whom a council is conducting (or proposes to conduct) business, or prejudice the commercial position of a council;
56A(12)(a)(ii)	commercial information of a confidential nature that would, if disclosed— (A) prejudice the commercial position of the person who supplied it; or (B) confer a commercial advantage on a third party; or (C) reveal a trade secret;
56A(12)(a)(iii)	matters affecting the security of any person or property;
56A(12)(a)(iv)	matters that must be considered in confidence in order to ensure that the panel does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
56A(12)(a)(v)	legal advice, or advice from a person who is providing specialist professional advice;
56A(12)(a)(vi)	information provided by a public official or authority (not being an employee of a council, or a person engaged by a council) with a request or direction by that public official or authority that it be treated as confidential.

On one occasion in this period the Development Assessment Panel excluded the public from attendance at a meeting for specified information or matters, namely that contained within 56A(12)(a)(v) of the Development Act 1993. The Panel excluded from the minutes information about this matter which was dealt with on a confidential basis by the panel.

Council's Representation Quota

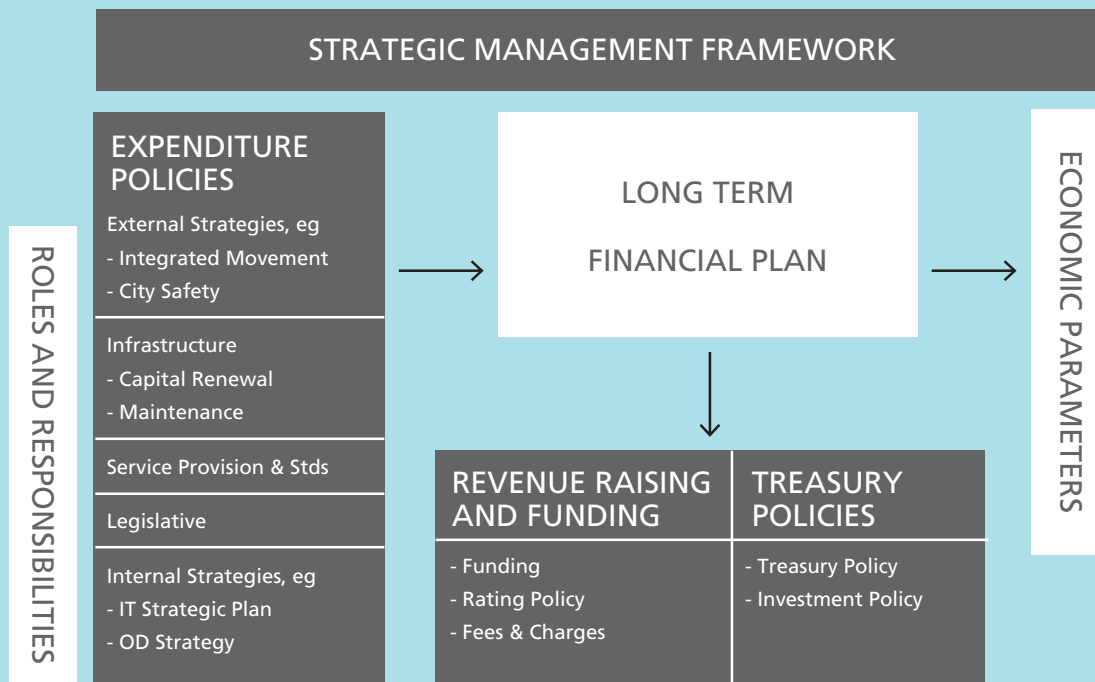
The total representation quota is the number of electors for each Elected Member, including the Lord Mayor. In February 2003, when the last election was held, the total representation quota was 1:2,193 and the total number of electors was 19,740. In February 2005 the representation quota was 1:2,386 with 21,474 electors on the combined Council and State Roll.

Adelaide City Council's representation quota compares with other similar Councils (using the Australian classification of Local Governments) as follows:

Council	Number of Electors	Representation Quota
Adelaide	21,474	1:2,386
Charles Sturt	85,836	1:4,087
Marion	66,936	1:5,148
Port Adelaide Enfield	84,218	1:4,678
Salisbury	95,340	1:5,608
Tea Tree Gully	78,505	1:6,038
Onkaparinga	117,262	1:5,583

The City of Adelaide Act 1998 (as amended) requires the Council to undertake a periodical review of the composition of Council or ward boundaries after the conclusion of the 2006 periodic election. Community consultation will be undertaken and submissions invited as part of the review. The Council will hear any representations.

RELATIONSHIP BETWEEN CORPORATE PLAN, RATING POLICY, GENERAL REVENUE RAISING POLICIES AND EXPENDITURE POLICIES



The Strategic Management Plan (Corporate Plan) sets out the long term vision for the future of the City and the way in which Council shall work towards this vision over the next few years. The Strategic Management Framework consists of various strategies, growth plans and policies which work together to achieve the outcomes of the Plan.

As part of this framework, the Council’s determination of their roles and responsibilities in terms of individual growth plans and other expenditure policies and their agreed targets will impact on the total amount of expenditure required to meet those targets. This will set the overall amount that will be required from Revenue Raising and Funding Policies to fund the agreed expenditure policies. An important element of this will be the Rating Policy. In addition, borrowings in line with the Treasury Policy will also be used as a funding source to address funding and intergenerational issues.

The Long Term Financial Plan summarises the financial impacts of the goals and objectives of the Strategic Management Plan and determines the sustainability of these plans. The population growth targets contained in the current Strategic Management Plan are challenging, requiring a more interventionist role and a corresponding increase in financial commitment to deliver the required outcomes. This has and will continue to put pressure on rating, borrowings and other revenue sources over the coming years. In addition, Council is currently developing Strategic Financial Parameters to provide a more robust medium term financial framework in line with recommendations from the recent independent Financial Sustainability Review of SA Councils initiated by the LGA.

Training and Development Activities available for members of the Council

Council members were provided with the opportunity to undertake training and development activities during 2004 – 2005. Most of the training opportunities were provided through the Local Government Association.

Council members also had the opportunity to attend conferences and other development opportunities subject to approval by the Council.

Report of implementation of equal employment opportunity programs and other Human Resource Management or development programs during 2004 - 2005

The Human Resources Business Unit delivered a number of employee initiatives during 2004 - 2005 including:

- Professional Management Program
- Employee Assistance Program
- Continuation of Indigenous Traineeship Program
- HR Forums
- Employee Mentoring Program
- Employee Climate and Communications Surveys
- Completion and re-establishment of "Lead the Way" leadership development program
- Professional Management Program in partnership with Adelaide University
- Corporate Training & Development Program
- Innovation Forums
- Employee of the Year Program
- Involvement in the Career Expo
- Employee Induction and Bus Tour of Council sites

FREEDOM OF INFORMATION

There were 33 requests for information from 1 July 2004 to 30 June 2005 made under the Freedom of Information Act.

In summary:

No. of Applications - 33
Access granted in full - 14
Access granted in part - 3
Access refused - 14

Inquiries or requests for information under the Act, should be forwarded to:

Freedom of Information Request
Adelaide City Council
GPO Box 2252
ADELAIDE SA 5001

LIST OF REGISTERS

List of registers required to be kept under the Local Government Act 1999 [LGA 99], Local Government Elections Act [LGEA 99] and the City of Adelaide Act, 1998 [CoA 98].

- Members Register of Interests [CoA 98]
- Members Register of Allowances and Benefits [LGA 99]
- Officers Register of Remuneration, Salaries and Benefits (Register of Salaries) [LGA 99]
- Officers Register of Interests [LGA 99]
- Schedule of Campaign Donations and Expenses Returns [LGEA 99]
- Community Land Classification and Management Plans [LGA 99]
- Register of Public Roads [LGA 99]
- City By-Laws [LGA 99]

LIST OF CODES OF CONDUCT OR PRACTICE

List of Codes of Conduct or Practice required to be kept under the Local Government Act 1999, Local Government Elections Act and City of Adelaide Act, 1998.

- Code of Conduct: Lord Mayor and Councillors [CofA 98]
- Code of Practice for Access to Meetings & Documents [LGA 99]
- Code of Practice for the Conduct of Council/ Committee meetings when the Local Government (Procedures at Meetings) Regulations 2000 are varied [LGA 99]
- Employee Code of Conduct [LGA 99]

LIST OF CURRENT STRATEGIES, GROWTH PLANS, ACTION PLANS & POLICIES

Adelaide Rental Housing Program Policy

This policy sets criteria for the leasing and management of dwellings owned by the Council under the Adelaide Rental Housing Program with the aim of developing a growing stock of affordable rental housing in the City to accommodate young people under the age of 30 years on low and moderate incomes.

Building Inspection Policy

The inspection policy clarifies the extent of inspections by Council during the construction process to mitigate Council's risk.

Cabling and Communications Policy

This policy outlines the provision and recording of cabling technology throughout the City of Adelaide.

Central Market Tenancy Policy

These guidelines establish principles against which proposals to change the existing use of Central Market stalls and shops should be considered prior to approval.

Children's Playspaces Policy and Operating Guidelines

This policy and guidelines outlines ways in which Council will provide fun and stimulating playspaces in the City that engage the community, foster growth and development of children and encourage an active lifestyle by residents and visitors.

City Arts and Living Culture Strategy

This strategy sets out the ways in which the development of the City's arts and living culture will directly assist in achieving Council's goals.

Code of Conduct Policy - Lord Mayor and Councillors

Adelaide City Council is committed to providing an open, responsive and accountable government. This document outlines the Code Conduct of the Members of the Adelaide City Council.

Community Safety Strategy

This strategy identifies the ways in which Council will provide leadership by creating a safer environment for everyone.

Companion Animal Policy and Operating Guidelines

This Policy seeks to manage the presence of companion animals in the City. The Operating Guidelines provide general comments on dealing with all companion animals but specifically dog management.

Competitive Tendering Policy

This policy outlines the criteria for ensuring a fair and transparent tender process for Council.

Complaints Handling Policy - Grievance Procedure

Complaints procedure - required under s270 Local Government Act.

Council Policy Framework Policy

Policy to establish a "Council Policy Framework" providing a structure for future review and development of policy documents.

Credit Policy

This Policy sets out the Corporation's principles in relation to the provision of credit and the management of related debt.

Crime Prevention through Environmental Design Policy

This policy ensures effective application of design principles and guidelines to reduce potential for crime in the City by specifying when principles of Crime Prevention Through Environmental Design should be applied.

Declaration of the City of Adelaide as a Nuclear Free Zone Policy

This policy declares the City of Adelaide a Nuclear Free Zone.

Dilapidated Buildings and Vacant Allotments Policy

The objective of this policy is to minimise the number of dilapidated buildings and vacant allotments to maintain a high quality of visual amenity and optimise development and occupancy of land in the City.

Disability Access Action Plan

An Action Plan for people with disabilities accessing Adelaide.

Economic Development Strategy

This strategy clarifies Council's role in economic development and defines a vision, objectives and strategies consistent with that role.

Elected Member Expenses, Facilities & Support Policy

The policy identifies expenses that will be paid, and facilities and support that will be provided, to the Lord Mayor and Councillors in relation to the performance or discharge of their official functions and duties on the business of the Council.

Elected Members' Private Use of Council Facilities and Services Policy

This Policy will ensure that the private use by elected members of the Council's facilities and services is accountable and transparent, and in accordance with the City of Adelaide Act 1998.

Election - Control of Election Signs Policy and Operating Guidelines

Administrative Policy regarding the erection of election signs.

Environment Policy

The purpose of this policy is to establish guidelines for the implementation of Council's Environmental Management Plan - Local Agenda 21.

Environmental Management Strategy

The Environmental Management Plan - Local Agenda 21 forms the basis of the City's Environment Policy with a clear vision focussed on the protection and enhancement of the environment.

Flags and Banners Policy and Operating Guidelines

This policy provides the basis for flying flags and banners in several designated locations, as well as underpinning operational guidelines for policy implementation.

Graffiti and Bill Poster Management Policy and Operating Guidelines

Through the policy the Corporation will meet its obligations in terms of both statutory responsibilities, corporate values and strategic priorities in managing graffiti and bill posters in the City.

Heritage (Built) Management Policy

This policy outlines ways in which Council manages built heritage.

Integrated Movement Strategy for the City of Adelaide

The City of Adelaide Movement Strategy brings together the various Council and State Government strategies and initiatives to maintain the advantages in Adelaide and further enhance the movement system.

International Relations Policy

This policy outlines ways in which Council can promote the interests of the City, metropolitan Adelaide, and the State of South Australia and establish international relationships which further the Council's strategic directions.

Investment Policy

This Investment Policy forms part of an overall Corporate Treasury Policy, encompassing investments, loans, cash management and associated reporting.

Litter Management Policy

This Policy ensures there is adequate provision of facilities for the collection of litter and encouragement for people to discard litter in a controlled manner.

Local Area Parking Action Plan - City South East

This Action Plan will manage existing parking and planning for additional parking needs of the City South East using on-street kerbside space and off-street parking facilities.

Objects on Public Footpaths Policy and Operating Guidelines

This Policy and the accompanying Operating Guidelines provide criteria for the commercial use of public footpaths to ensure that such use does not impinge on public safety or amenity.

On Street Parking Policy and Operating Guidelines

To optimise the use of on-street space available for parking in a manner that best meets local needs and complements the role of available off-street parking.

Order Making Policy

The Order Making Policy sets out the principles and steps that the Council will take in the exercise of its order making powers pursuant to Part 2 of Chapter 12 and Section 299 of the Local Government Act 1999.

Outdoor Dining Policy and Operating Guidelines

The purpose of the Policy is to manage the competing needs and interests of pedestrians and business owners by allowing outdoor dining in a manner that improves the usage, quality and image of the City's public realm. The guidelines have been developed in a spirit of collaboration and cooperation, to streamline the process of issuing Outdoor Dining Permits while also balancing the needs of all users.

Park Land Olive Management Plan

This document outlines the management of the Olive Trees.

Park Lands Management Strategy

The central aim of this report is to provide a strategy and framework for the future coordinated management City Park Lands.

Park Lands Signage Plan Policy

The Signage Plan deals with the placement and design of signs, specifically all Naming, Interpretative, Information & Regulatory signs controlled by Council throughout the Park Lands.

Precinct Licensing Statements

A series of agreements of the Council position regarding licensing conditions to be sought.

Public Art Policy - "Watch this Place"

The Public Art Policy overview formalises the Council's approach to commissioning, managing and promoting Public Art.

Public Communication & Consultation Policy

This Policy ensures that the Council's responsibilities to effectively communicate and consult with stakeholders are fulfilled.

Public Conveniences Policy

This policy is intended to cover the provision of all public conveniences in the City in which the Corporation has some level of involvement. The policy enables the main issues impacting on the provision of public conveniences to be addressed.

Purchasing Policy and Code of Tendering

This policy set out the Corporation's principles in relation to all activities associated with the purchasing and payment for goods and services.

Rating Policy

The City of Adelaide is required to publish a rating policy for each financial year.

Recreation and Sport Park Lands Facilities Policy and Operating Guidelines

This policy provides for the development of recreational and sporting opportunities in the Park Lands.

Recreation And Sport Plan - Light'n Up in Adelaide

The Plan sets direction for the future of recreation and sport provision in the City and identifies strategies and projects in a recreation and sport agenda.

Residential Growth Plan

The document elaborates the approach outlined in the Strategic Management Plan, and sets out actions by which Council intends to pursue its vision for residential growth in the City.

Retail Action Plan

This Action Plan includes short term and long term projects developed to help the retail sector build on strengths that ensure the most attractive retail "offer" possible.

Road Naming Policy and Operating Guidelines

The purpose of this Policy is to provide a framework for selecting and adopting new and replacement names for roads.

Sale and Disposal of Land and Other Assets Policy

This policy ensures Adelaide City Council's processes for calling of tenders for the sale and disposal of land and other assets are fair and transparent and define those circumstances with reasons for sale and disposal methods other than by tender.

Social Development Strategy

The aim of this strategy is to "provide a reference document for the achievement of the City's social development goal, including its relationship with other

levels of government with respect to social policy, the social impact of its core urban planning and infrastructure functions, and the co-ordination of City based community services and welfare agencies."

Sponsorship & Grants Scheme Policy

This Policy provides Adelaide City Council with strategic direction and guidance on an overarching sponsorship and grants scheme that offers support for services, events and activities to develop and sustain a healthy and vibrant Capital City.

Strategic Management Plan 2004-2007

Sets the Council's overall strategic direction for the City and for the organisation. Includes key actions and measures to 2007 and specific milestones targeted for 2004-05.

Street Tree Planting Policy and Operating Guidelines

This policy covers the provision of street trees in the City including the Squares.

Sustainable Energy and Greenhouse Action Plan

This plan outlines the prospects for sustainable energy and reduction of greenhouse gases.

Treasury Policy

This Treasury Policy provides clear direction to management, staff and Council in relation to the treasury function and establishes a decision framework.

Urban Design Framework

This strategy is under review and sets design guidelines for the public realm.

Use of Council's Civic Rooms Policy

This outlines the requirements for use of Council's Civic Rooms.

Workforce Growth Plan

This draft plan outlines the strategies and actions for Council to achieve its target of 111,000 workers in the City by 2010.

Youth Policy and Action Plan

This document outlines Council's youth policy and projects.

List of current operating guidelines (administrative policies & procedures) as at June 2005

Absenteeism Operating Guidelines
Adelaide Rental Housing Program Operating Guidelines
Air Travel By Corporation Staff Operating Guidelines
Alcohol and Other Drugs Operating Guidelines
Anti-Theft And Anti-Corruption Operating Guidelines
Archives - The Transfer Of Non-Current Records To Archives Operating Guidelines
Asbestos Management Administrative Policy
Badge Days Operating Guidelines
Bollards In Footpaths Operating Guidelines
Building Maintenance and Capital Improvements Operating Guidelines
Busking Operating Guidelines
Cashing In Of Long Service Leave Operating Guidelines
City Education Operating Guidelines
City Works Guidelines
Classification, Reclassification and Over Award Salary Remuneration Operating Guidelines
Collection of Monies, Pledges or Goods (incl selling raffle tickets) in the Public Realm - Operating Guidelines
Commemorative Plaques Operating Guidelines
Communicable Diseases Procedures Operating Guidelines
Community Facility Name Signs Operating Guidelines

Community Information and Displays in Library and Community Centres Operating Guidelines
Contractor Induction and Information package - OHS&W Obligations
Corporate Occupational Health Safety & Welfare Administrative Policy
Corporate Uniform Operating Guidelines
Correspondence Handling Operating Guidelines
Council Policy Framework Operating Guidelines
Council Publications Operating Guidelines
Crime Prevention Through Environmental Design Operating Guidelines

Dilapidated Buildings and Vacant Allotments Operating Guidelines
Disability Access Action Plan
Distribution of Free Samples Operating Guidelines
Distribution of Literature and Conduct of Preaching Operating Guidelines

Elected Member Expenses, Facilities and Support Operating Guidelines
Electrical Equipment Inspection, Testing and Tagging Operating Guidelines
Electrical Safety Administrative Policy
Emergency Management Administrative Policy
Equity & Diversity Operating Guidelines
Ergonomics Administrative Policy
Excavation and Trenching Operating Guidelines
Exit Interview Operating Guidelines

First Aid Administrative Policy
Flexitime System Rules Operating Guidelines
Funding of redeployed and relocated Employees and Temporary Replacement Staff to Cover Rehabilitates - Operating Guidelines

Gifts, Benefits and Hospitality Operating Guidelines
Guidelines for Targeted Voluntary Separation Packages Operating Guidelines

Hazard Management Administrative Policy
Home and Community Care Program (HACC) Operating Guidelines

Identification Cards Operating Guidelines
Incident Reporting and Investigation
Administrative Policy
Inclement Weather and UV Protection
Administrative Policy
Induction and Orientation Operating Guidelines
Information Technology IT Strategic Plan 03-07
Injury Management Operating Guidelines
Installation of Bud Lights in Street Trees
Operating Guidelines
International Relations Operating Guidelines
Internet Access and Usage Operating Guidelines
Investment Operating Guidelines

Library Collection Management Operating Guidelines
Light Vehicle Operating Guidelines
Local Area Parking Action Plan - City South East

Media Contact Operating Guidelines
Media Production Permit Operating Guidelines
Members - Certificates of Service - Operating Guidelines

Occupational First Aid Procedure Operating Guidelines
Occupational Stress Administrative Policy
Outgoing Correspondence Standards
Operating Guidelines

Park Land Olive Management Plan
Park Lands Signage Operating Guidelines
Personnel - Retirement - Operating Guidelines
Procedures for the Sealing and Signing of Documents
Operating Guidelines
Public Access to Council Records Operating Guidelines
Purchase and Management of IT Equipment, Software
and Services Operating Guidelines
Purchasing Operating Guidelines 2003

Records Management Operating Guidelines
Recruitment And Selection Operating Guidelines
Remote or Isolated Work Administrative Policy
Reporting Immediately Notifiable Work
Related Injuries and Dangerous Occurrences
Operating Guidelines
Research Library - Internal Operating Guidelines
Resident Permit & Visitor Permit Guidelines
Retail Action Plan

Risk Management Operating Guidelines
Road Closures Operating Guidelines
Rundle Mall Operating Guidelines

Sale and Disposal of Land and Other Assets Operating
Guidelines
Security of Corporate Data and Corporate Network
Operating Guidelines
Smoke Free Administrative Policy
Sponsorship & Grants and Built Heritage Management
(Heritage Incentive Scheme) Operating Guidelines
Statements Under S194 (Local Govt Act 1999) & S7
(Land & Business - Sale & Conveyancing - Act 1994)
Operating Guidelines
Street Parades or Marches Operating Guidelines
Street Trading Permits Operating Guidelines

Telephone Usage Operating Guidelines
Temporary Parking Controls Operating Guidelines
Thermal Comfort Administrative Policy
Training and Development Operating Guidelines
Travel Reimbursement Operating Guidelines
Treasury Operating Guidelines

Use of Council's Civic Rooms Operating Guidelines
Use of Electronic Mail and Electronic Diary
Operating Guidelines
Use of Mobile Telephones While Driving
- Administrative Policy

Volunteers Operating Guidelines

Waiving of Parking Expiation Notices
Operating Guidelines
War Memorials Operating Guidelines
Whistleblowers Operating Guidelines
Work Experience - Tertiary Students -
Operating Guidelines
Workplace Bullying Administrative Policy

COMPETITIVE TENDERING AND LOCAL PURCHASING

The Council has a Purchasing Policy, which covers all activities associated with the purchasing of all goods, services and works by the Council; a Code of Tendering (part of the Purchasing Policy), which sets out the conditions which apply to all public and selected tenders; and a Competitive Tendering Policy, which more specifically applies when works or services currently performed by the Council employees are publicly tendered.

Purchasing Policy

This Purchasing Policy will provide clear direction to management, staff and the Corporation in relation to the purchasing function and establishes a decision framework that:

- Ensures purchases are made in an open, fair, and transparent manner
- Delivers best value
- Ensures open and effective competition
- Supports environmental procurement and sustainability
- Appropriately manages risk
- Promotes efficient purchasing practices and their continuous improvement
- Encourages local suppliers and manufacturers
- Ensures Council's purchasing activities are in accordance with its legislative and common law responsibilities.

The Corporation will usually call for tenders for the supply of goods, the provision of services, or the carrying out of works in circumstances where the level of estimated gross value of expenditure exceeds \$50,000.

Council reserves the right to undertake open or selected tenders whenever considered appropriate by the Council.

In circumstances where the Corporation enters into purchasing contracts other than those resulting from a tender process, the Corporation will record the reasons for entering into those contracts.

For the supply of goods, the provision of services, or the carrying out of works in circumstances where the level of estimated gross value of expenditure amounts between \$10,000 and \$50,000, quotations will usually be obtained.

Code of Tendering

The Adelaide City Council is committed to achieving value for money for its community. The Council is committed to values of continual improvement, increased productivity, safe and healthy workplaces, enhanced performance and high quality works and services to support the economic, environmental, cultural and social life of the City. The ethics that govern best-practice tendering procedures underpin this Code, and this Code reflects the Council's commitment to these values. This Council believes significant benefits will flow to the community from encouraging high ethical standards in tendering.

This Code has been developed as a guide to good practice in tendering for the Council and potential tenderers. The objectives of the Code are to ensure high quality works, goods and/or services are obtained that are value for money. The Council aims to treat tenders in a fair and timely manner. The Code sets out the Council's expectations of tenderers and the steps that the Council will follow when tendering for goods, services or works.

This Code applies to all tendering which the Council undertakes. The Code gives guidance on the process of tendering and registrations of interest.

Other standards, codes and guidelines may be relevant to the Council's tendering. The principles in this Code of Tendering are consistent with national codes and standards.

Local Business

To enhance the opportunities for local business and industry (which operates and have business situated within the Corporation's geographical area), local suppliers will be considered for Council business on the basis of value for money, capability and efficient purchasing practices, in conjunction with the requirements of the Purchasing Policy and Code of Tendering.

COMPETITIVE NEUTRALITY

Adelaide City Council operates five significant businesses defined as Category 1 businesses under Competitive Neutrality Principles:

- U-Park - providing 6,365 car parking spaces at 8 multi-storey and 3 open lot car parks
- Wingfield Waste Management Centre - plays a major role in waste management for the wider Adelaide metropolitan area
- Adelaide Aquatic Centre - recreation, leisure and aquatic sports facility
- North Adelaide Golf Links - three courses (two 18-hole courses and one par three course) and clubhouse
- Central Market - a world renowned food market with 85 stalls

Category 1 applies to business activities with annual revenue in excess of \$2 million or employing assets with a value in excess of \$20 million.

The Council also operates the Adelaide Town Hall - which is hired for a range of events and functions.

All Council business activities include checks for competitive neutrality. In setting fees and charges the Council has taken into account:

- Relevant Government legislation and policies
- Community service obligations and impact on residents, ratepayers and visitors to the City of Adelaide

- Efficient allocation of Council resources and funds to reflect best value practices
- Impact on competitors - actual and potential - and local, State and national economies
- Council policies, including competitive tendering

Current Council bylaws have been in place since 1997 and have all been checked against principles of competitive neutrality prior to implementation. The Council will be reviewing its bylaws on the same basis.

There were no complaints in 2004/05 relating to the Council's application of competitive neutrality.

COMMUNICATION AND CONSULTATION

The purpose of the Council's Public Communication and Consultation Policy is to ensure that the Council's responsibilities to effectively communicate and consult with stakeholders are fulfilled.

The policy outlines the Council's commitment to consultation, including:

- Council recognises the important relationship it has with its community, the need to communicate clearly about those matters which affect them and the need to consult in a meaningful way when decisions need to be informed by community input.
- The Council recognises that communication and consultation are an important part of the democratic process. Communication keeps the community and stakeholders informed about the Council's activity and process. Consultation enables the Council Members and staff to be confident that the views of the community and stakeholders are considered and those activities will meet their requirements, while also meeting technical constraints.
- Consultation complements, but does not replace, the decision making role of Council.

- Whether community or stakeholder opinion is divided or overwhelmingly in one direction, it still rests with Council to make the decision.
- Council undertakes to effectively communicate and consult with its community to achieve informed decision making.

Key approaches to communicating with the public includes a commitment to:

- Be clear about the subject and the purpose of the contact
- Use clear and suitable language
- Use different methods for different situations
- Use processes that are open and accountable
- Listen with an open mind and treat public with respect
- Allow sufficient time and a range of ways for public to respond
- Identify others who are likely to be affected and talk with them
- Always give a contact name and number
- Have fair and clear complaint and conflict resolution processes
- Tell the public what happened and why and continue to learn and improve the approach

Copies of the policy are available for inspection at no cost at the Customer Service Centre, 25 Pirie Street and may be downloaded from Council's website.

Other Information: Meeting notices, agendas, minutes and reports are supplied to members of the public and can be viewed on the Council website.

COMMUNITY LAND

Under the Local Government Act 1999 as of 1 January 2000 all Council land (except roads) was classed as community land unless a Council resolved to exclude it from that classification under Section 193 before 1 January 2003. Any resolution along these lines is subject to appropriate community consultation.

After 1 January 2003 only the Minister for Local Government can revoke holdings classified as community land under a recommendation from a Council and further procedures defined under Section 194 of the Act.

Accordingly, Adelaide City Council has been required to establish a classification system for land owned by or under its care, control or management and whether such holdings have been excluded, revoked or subsequently purchased after 1 January 2000 but not included as community land as opposed to those that continue to be classified as community land.

All Park Lands and other land owned or held under reservation, dedication or trust cannot be excluded from the classification as community land, which effectively means that it cannot be sold. Also such community land cannot be leased or licensed without appropriate consultation.

As reported previously, on 20 December 2000 public notices were issued for consultation on the possible exclusion of 15 strategic development sites, commercial and core business properties from the classification as community land.

In addition four further properties were purchased by ACC in 2003/04 where acquisition was on the specific basis of not being classified as community land.

Community Land Management Plans are being developed for the buildings classified as community land and will be completed by June 2006. As at the end of financial year 2004/05, the status of the total 23 holdings on which public consultation was sought for possible exclusion under Section 193 is summarised as follows:

Status as at 30 June 2005:

ACC Strategic, Commercial and Business Property Holdings	Date Council Resolution	Community Land Status as at end 2003/04
Former Halifax Depot Site	24 May 1999	N/A (Last stage sold Dec 2002)
Adelaide Central Market Complex	5 Mar 2003	Retained as Community Land
Vaughan/Palais Car Park Sites	19 Mar 2001	Excluded (Sold Dec 2002)
Former BEA/Mortimer House Sites	17 Apr 2001	Excluded (Sold Feb 2004)
Franklin/Grote Street Development Site	30 Apr 2001	Excluded (ROI for Sale)
Frome/Flinders Street Car Park Site	25 Jun 2001	Excluded (Sold Jul 2002)
Sturt Street Car Park Site	6 Aug 2001	Retained as Community Land
Tynte Street Car Park Site	6 Aug 2001	Retained as Community Land
Colonel Light Centre and Meeting Hall	2 Oct 2001	Excluded (Part Lease No Plans to Sell)
London Road Depot	2 Oct 2001	Excluded (Part Lease No Plans to Sell)
Balfours Franklin Street Site	12 Oct 2001	Excluded Acquired 7 Jan 2002 (ROI for Sale)
Pirie Street Car Park	10 Dec 2001	Excluded (No Plans to Sell Consultation)
Rundle Street Car Park	10 Dec 2001	Excluded (No Plans to Sell Consultation)
Topham Mall Car Park Complex	10 Dec 2001	Excluded (No Plans to Sell Consultation)
Wyatt Street Car Park	10 Dec 2001	Excluded (No Plans to Sell Consultation)
T-Piece Land Wingfield	8 Jul 2002	Leased Car Park Not Owned By ACC
Gawler Place Car Park	Not Submitted	Excluded (ROI for Lease or Sale)
Hocking Place	9 Dec 2002	Excluded (Proposed residential redevelopment)
Whitmore Square Eco Affordable Housing site	11 Aug 2003	Excluded (Proposed residential redevelopment)
Wingfield Waste Management Centre	16 Dec 2003	Revoked (Proposed Long Term Leases for new WERM Centre)
Dean Rifle Range	16 Dec 2003	Revoked (Proposed Redevelopment and/or Sale Eco-Industrial Precinct)
Sydney Place	27 Jan 2004	Excluded (residential redevelopment)
Hindley Toilets	14 Feb 2005	Revoked (Proposed Redevelopment)

The Council's website includes full details on Adelaide's community land and facilities for lease, license and hire. There is also information on how to book these facilities.

RATING POLICY

The Adelaide City Council is required to publish a rating policy for each financial year to meet the requirements of the City of Adelaide Act 1998 and the Local Government Act 1999. This policy sets out how Council will set and collect rates from its community.

Council acknowledges that rates constitute a system of taxation for Local Government purposes, as required by the Local Government Act. Rates are determined by reference to the assessed annual value and the rate in the dollar.

Council's 2004/2005 rating policy builds on, and is a refinement of the 2003/2004 policy, including any changes to the City of Adelaide Act, the Local Government Act and feedback from the community.

A summary version of the rating policy is included with the Valuation & Rate Notice sent to ratepayers each year. Copies of the complete policy are available for inspection or a copy (free of charge) may be obtained from Council's Customer Service Centre, Ground Floor, 25 Pirie Street, Adelaide.

Rating Policy Statement 1 – Strategic Focus and Budget Considerations

In formulating the Rating Policy for 2004/2005, Council has taken into account the impact of the rates structure on key parameters including Council's Strategic Directions, Business Planning and Budget Documents. This framework allows Council to develop a rates structure that takes into consideration both the Strategic Focus and service delivery of Council.

In setting its rates for the 2004/2005 financial year, Council has considered the amount of revenue required to fund the delivery of services and activities set out in the budget and to meet the goals and objectives of Council's strategic directions. Council has taken into account other sources of revenue and how the rate burden is distributed amongst various categories of ratepayers including businesses.

With the closure of the Wingfield Waste Management Centre and the consequent loss of revenue, a redistribution of the rate burden has been unavoidable and Council has had to increase the general rates in the dollar.

Business Impact Statement

Businesses are vital to the economic development of the City and accordingly Council has considered the impact of rates on businesses in the area. A comprehensive Business Segmentation Study was conducted in May and June of 2003, the results of this study are assisting Council to develop strategies to achieve business and workforce growth. The study surveyed both business owners/managers and commercial property investors.

Among current business owners who were surveyed, very few (just 1%) listed high council rates as a disadvantage of being located in the City. Notably 23% said there were no disadvantages. When asked what Council could do to help them grow their business, the top responses (40%) were parking related, followed by 'nothing' (17%). All other responses were cited by fewer than 10% of current businesses including reducing rates (suggested by 6%). More detailed examination of the results shows that rates remained a minimal issue even among those businesses planning, at that stage, to close or relocate out of the City.

The study also interviewed people who invest in commercial property in the City. More than 90% of investors consider their investment successful, and this rose to 98% among those who own investment property elsewhere as well as in the City. When asked what did they consider to be barriers to investing in the City, 37% of commercial property investors said no barriers existed and 30% cited finance availability as a barrier. No one specifically stated council rates as a barrier, although 6% of respondents did cite the regulatory system of local government.

Although business owners and commercial property investors did not consider council rates to be so high that they were a barrier to running a business or owning commercial property in the City, Council recognises that the increase in council rates will impact on business and aims to continue supporting the business community by maintaining and implementing strategies to grow businesses.

Council has considered the impact of rates on all sectors of the community when setting the annual budget for 2004/2005.

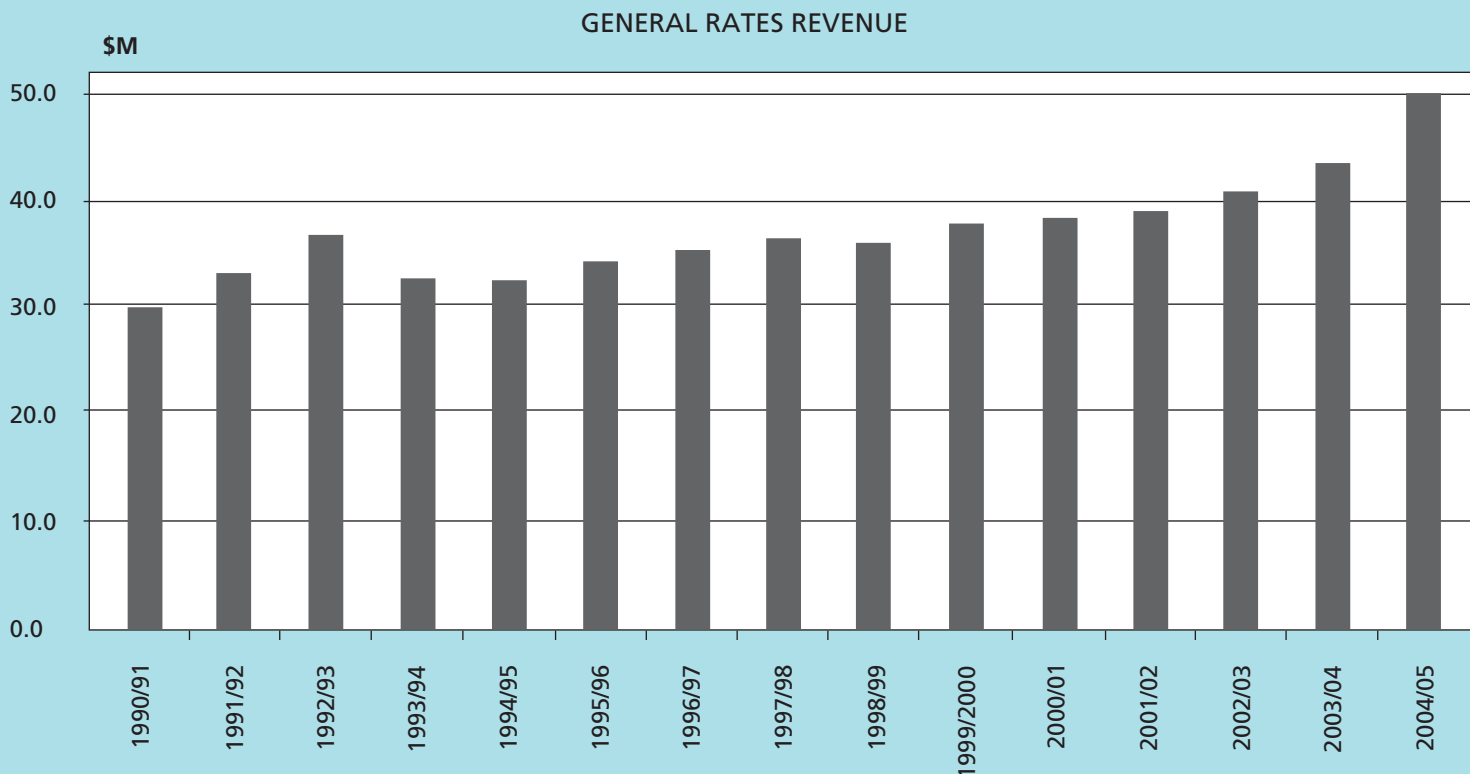
Reason for the Policy

Council believes that the rating structure should provide relative certainty and continuity to city ratepayers.

Historical Trends

The following graph indicates the actual increase in rate revenue. The total assessed value of rateable property has increased since 1993/1994. Over recent years, Council has been able to keep the rate in the dollar relatively stable, although the total rate revenue has increased due to new city developments and the increase in the real value of some assessed annual values. With the closure of the Wingfield Waste Management Centre and the consequent loss of revenue, a redistribution of the rate burden has been unavoidable and Council has had to increase the general rates in the dollar in 2004/2005.

Total rates revenue is calculated for each year as a product of the Assessed Annual Value (see graph Policy Statement 2) and the rate in the dollar (see graph Policy Statement 3).



Rating Policy Statement 2 – Valuation Method

Council has adopted the 'Annual Value' valuation method.

Reason for the Policy

Council reviews the valuation method as part of its yearly Rating Policy review to determine whether Annual Value continues to be the most appropriate method to distribute the rate tax burden amongst Council's ratepayers. As Adelaide's property base changes, the valuation method must continue to reflect relative changes to the tax base and reflect growth in existing values and the mix of new property developments.

Council employs its own property valuers to undertake an annual valuation program to ensure that rating valuations are equitable. This is achieved by ensuring that the valuations are assessed on the basis of the most recent market evidence and are consistent across the Council area.

For the following reasons, the 'Annual Value' valuation will continue to be adopted:

- For the majority of Council's ratepayers, it is a suitable valuation measure taking into account their ability to pay according to the income earning capacity of the property
- Based on the predominant commercial land use for the City, assessed annual value has been used for many years and is understood by the City's ratepayers
- The availability of a significant amount of market annual rental information makes the Assessed Annual Value method efficient to administer
- The method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation

Furthermore, a survey of 7 Australian capital cities indicates that 4 of the 7 use an annual rental-based property valuation method (Melbourne, Perth, Hobart and Adelaide).

Explanation

'Annual Value' is a valuation methodology principally based on the annual rental potential of the property.

The Valuation of Land Act 1971 defines annual value as:

A value computed as three-quarters of the gross annual rental that the land might reasonably be expected to realise if leased upon condition that the landlord were liable for all rates, taxes and other imposts on the land and the insurance and other outgoings necessary to maintain the value of the land, or as five per cent of the capital value of the land, but this definition is subject to the following qualifications:

- a) the annual value of land held by the Crown by virtue solely of a mining lease must not exceed the amount of the rental payable to the Crown under the lease, and if the annual value of any such land would, but for this paragraph, exceed that amount, the annual value must be reduced to that amount; and
- b) if the value of the land has been enhanced by trees planted on the land (other than commercial plantations), or trees preserved on the land for the purpose of shelter or ornament, the annual value must be determined as if the value of the land had not been so enhanced; and
- c) if the value of the land is enhanced by the existence on the land of any fixtures, consisting of prescribed machinery, plant or equipment the annual value of the land must (where the annual value is computed on the basis of gross annual rental, but not otherwise) be reduced by an amount representing depreciation on that machinery, plant or equipment; and
- d) where it is not reasonably practicable to determine a gross annual rental in relation to land, the annual value of the land must be computed on the basis of the capital value of the land.

Example A - Residential Property: This illustration demonstrates how residential differential rates payable is calculated using a property that has an assessed annual value of \$10,000. eg. $\$10,000 \times 11.5c/\$ = \$1,150$ pa

Example B - Non-Residential Property: This illustration demonstrates how the differential rates payable is calculated using a non-residential property that has an assessed annual value of \$10,000. eg. $\$10,000 \times 13.3c/\$ = \$1,330$ pa

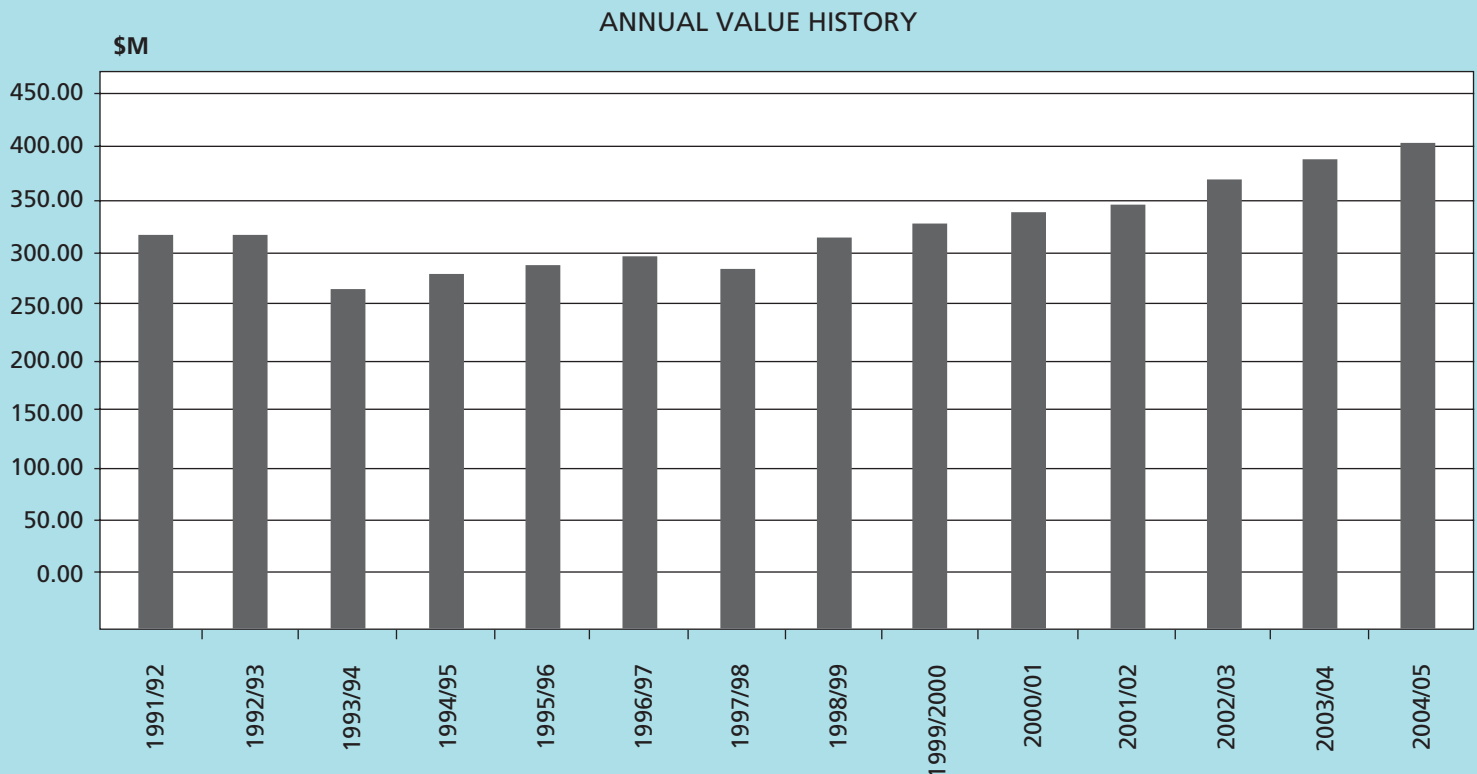
Ratepayers who wish to dispute the valuation of their property may lodge an objection within 60 days after the date of service of the Notice of Valuation. Council's valuer will inspect the property and reconsider the valuation. The ratepayer will be notified of the valuer's determination of value. Should the ratepayer be dissatisfied with this decision they may request Council to refer the valuation to the Valuer-General for further review by an independent licensed Valuer. Please refer to Rating Policy Statement 14 for further information on lodging objections to valuations.

If an objector, or the Council, is dissatisfied with the valuation after the further review, the objector or the Council may, in accordance with the appropriate rules of court, appeal against the valuation to the Land and Valuation Court.

Historical Trends

The adopted 'Annual Value' of the City for 2004/2005 is \$403.02m compared to \$383.1m in 2003/2004. The valuation for 2004/2005 represents an increase of 5.2% over 2003/2004.

The total Assessed Annual Value of rateable property has increased at a steady rate since 1993/94. Although the rate in the dollar has remained stable over recent years, the total rate revenue has increased due to new City developments and the increase in the real value of some assessed annual values.



Rating Policy Statement 3 – General Rate

Council has determined that one general rate will no longer be applied to the whole of the area of the City of Adelaide.

Reason for the Policy

Council determined that, based on a review of the impact on the ratepayers of the City of Adelaide of the ending of the Owner/Occupier Residential Rate Rebate, it was no longer appropriate to apply one general rate to the whole of the area of the City of Adelaide. Differential General Rates were introduced in 2003/2004 and continue to apply.

Explanation

Local Government utilises a property valuation taxation methodology. Implied in the application of that methodology is that the property valuation should be the basis by which the community's rates contribution for the Council is apportioned (namely for services).

See 'Differential General Rate Policy Statement 4'.

Historical Trends

Until 2003/2004, one General Rate for all property types was applied in the City of Adelaide. The rate in the dollar has remained relatively stable over recent years with total rate revenue increasing due to new City developments and the increase in the real value of some assessed annual values.

The ending of the Owner/Occupier Residential Rate Rebate on 30 June 2003 compelled Council to alter the incidence of the rates contribution. Council determined the most appropriate way to equitably deal with this change and maintain the equity, benefit, efficiency and simplicity principles of taxation was to introduce Differential General Rates. Differential General Rates started on 1 July 2003, (see Rating Policy Statement 4)

in conjunction with a new rebate limiting the impact of the Differential Residential Rate (see Rating Policy Statement 10).

Rating Policy Statement 4 – Differential General Rates

Council has determined that a Differential General Rate will be applied to all land uses (other than residential) and a Differential Residential Rate will be applied to all land with a residential land use in the 2004/2005 rate year. With the closure of the Wingfield Waste Management Centre and the consequent loss of revenue, a redistribution of the rate burden has been unavoidable and Council has had to increase the general rates in the dollar in 2004/2005.

The rates in the dollar for 2004/2005 are:

Non-Residential	13.3c
Residential	11.5c

In formulating the Rating Policy for 2004/2005, Council has considered issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community.

Reason for the Policy

The Local Government Act allows Councils to 'differentiate' rates based on the use of the land, the locality of the land or the use and locality of the land. Definitions of the use of the land are prescribed by regulation and the current definitions are:

- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other

- Primary Production
- Vacant Land
- Other

A change in the use of land after differential rates are declared does not affect the incidence of the rates.

Ratepayers who wish to dispute the land use ascribed to their property may lodge an objection within 60 days after the date of service of the Notice of Valuation. Please refer to Rating Policy Statement 14 for further information on lodging objections to land use.

Differentiating by locality is restricted to differentiation based on the planning zone in which the land is situated; whether the land is within or outside a township and differentiation between townships. Note: A 'zone' is defined in the Act as "...an area defined as a zone, precinct or locality by a Development Plan under the Development Act 1993."

Explanation

Local Government utilises a property valuation taxation methodology. Implied in the application of that methodology is that the property valuation should be the basis by which the community's rates contribution for the Council is apportioned (namely for services).

The property value approximates income or wealth, and therefore ratepayers in high value properties should have a greater ability-to-pay than taxpayers in low value properties. Because the value of the rates payable is linked to the property value, the tax meets the efficiency principle. A 'Differential General Rate' tax is simple, understandable and unavoidable and therefore meets the simplicity principle.

The equity and ability to pay principles, with the property valuation taxation methodology, imply that an equitable distribution of the rates burden is achieved through the use of a General Rate.

The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses, often to accord to the benefit

principle; ie that certain ratepayers benefit more or less in respect to the level of services consumed.

The Relief Rebate has been implemented to lessen the impact against what would otherwise amount to a substantial change in the rates payable due to a re-distribution of the rates burden arising from the change to the structure of the Council's rates in 2003/2004. (See Rating Policy Statement 10)

It is expected that the Residential Differential General Rate will raise gross rate revenue in the order of \$9.09m in 2004/2005.

It is expected that the Non-Residential Differential Residential Rate will raise gross rate revenue in the order of \$43.09m in 2004/2005.

Historical Trends

Council determined that Differential General Rates would be introduced for the 2003/2004 rate year. This determination was based on a review of the impact on the ratepayers of the City of Adelaide of the ending of the Owner/Occupier Residential Rate Rebate. Under section 151 of the Local Government Act 1999, Public Consultation must be undertaken prior to the introduction of a Differential Rate. Council undertook a public consultation process and the views of the community were considered in Council's determination. Council has also considered the equity, benefit, efficiency and simplicity principles of taxation in making its determination.

The rates in the dollar for 2003/2004 were:

Non-Residential	12.3c
Residential	10.5c

Rating Policy Statement 5 – Fixed Charge

Council has determined that, under current circumstances, it is not appropriate to apply a fixed charge component in conjunction with the General Rate.

Reason for the Policy

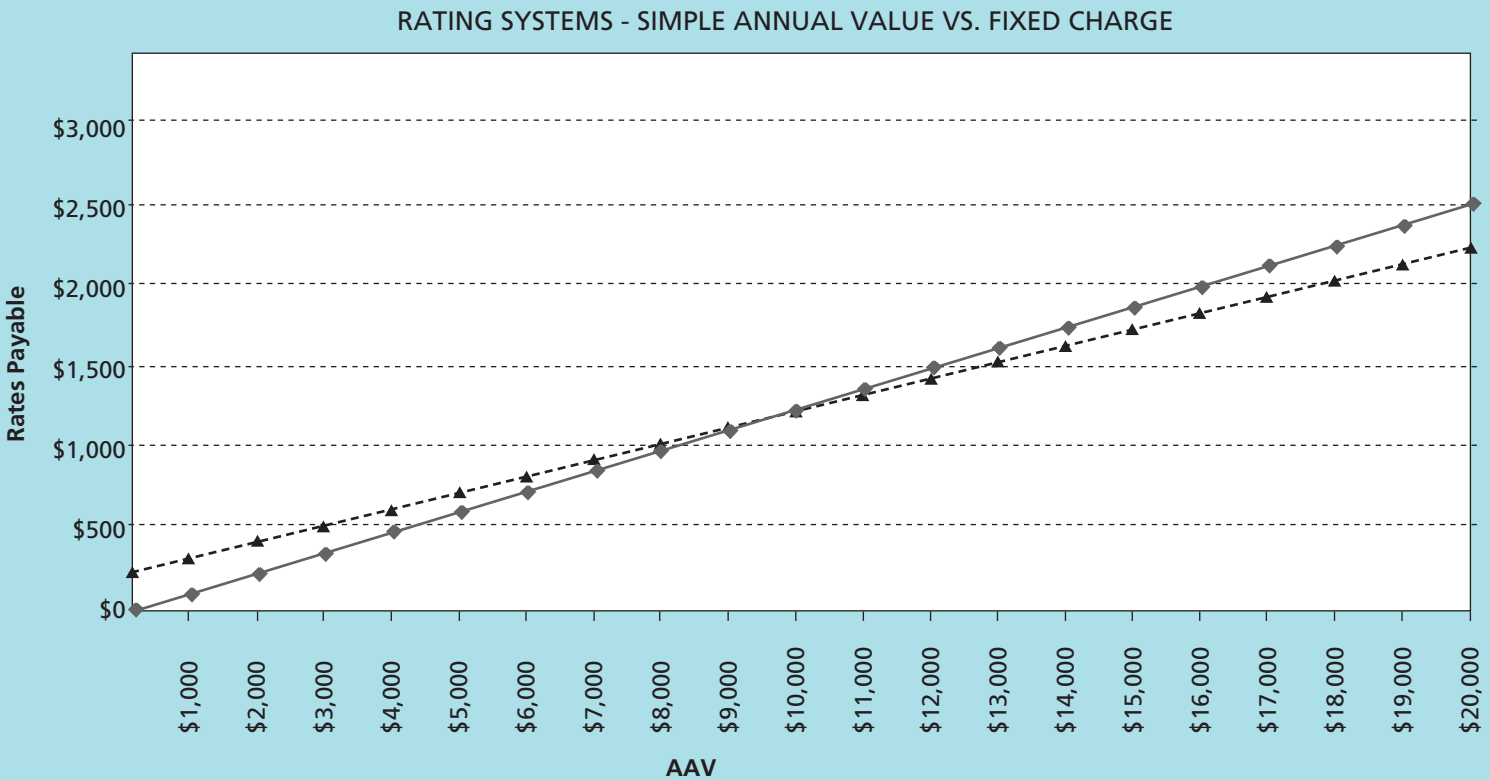
Council has determined that, based on a review of the impact on the ratepayers of the City of Adelaide, the application of a fixed charge alters the principles of taxation, and unfairly penalises those in the community least able to pay.

Explanation

The Local Government Act 1999 allows Councils to impose a fixed charge on every property in its area, provided that it has not also imposed a minimum rate. Where two or more adjoining properties have the same owner (contiguous) only one fixed charge is payable by the taxpayer.

The method requires that every contiguous rateable property pays rates being a total of a base fixed charge plus an amount calculated based on a rate in the dollar multiplied by the value of the property. For a given rate revenue, the method has the affect of reducing the rate in the dollar required to be applied to the valuation.

The effect of a fixed charge on ratepayers, compared with a simple annual value system, is shown in the following graph:



The graph illustrates that with the introduction of a Fixed Charge, ratepayers of lower value properties pay higher rates and ratepayers of higher value properties pay lower rates.

Historical Trends

The fixed charge was first considered as a rating policy option during the 1980s. To date, Adelaide City Council has chosen not to adopt fixed charges.

Rating Policy Statement 6 – Separate Rates, Services Rates and Service Charges

Council has determined that the use and level of the separate rate, service rate or service charge provisions should be limited to the use of a Separate Rate for the purposes of:

- Marketing the Rundle Mall Environs
- Recovery of funding requirements of the Water Catchment Boards
- Council will develop a Separate Rate Policy in 2004/2005 to provide a framework within which to assess the use of Separate Rates.
This policy will seek to:
 - Achieve clarity, transparency, consistency and equity in Council decisions about whether or not to apply a separate rate and how such rates should be administered
 - Promote the attainment of Council's strategic goals by providing a basis for securing additional resources
 - Provide a means of funding additional services

Reason for the Policy

A key issue for the future of Rundle Mall is the ongoing marketing of the Mall in all forms of media. Council supports the unique marketing effort for Rundle Mall.

The Water Resources Act 1997 imposes the duty on Councils to declare a separate rate under Chapter 10 of the Local Government Act 1999 on rateable land in the catchment area of the board. Such a rate must be fixed and calculated to raise the same amount as the Council's share to be contributed to the board

(taking into account any rebates/remissions under Section 159-166, Rebates of Rates, Local Government Act 1999).

Explanation

Rundle Mall Differential Separate Rate

Council, having taken into account the general principles of rating outlined in Section 150 of the Local Government Act 1999, declared a differential separate rate (to be known as the Rundle Mall Environs Separate Rate) of 2.64 cents in the dollar for the period 1 July 2004 to 30 June 2005 to apply to all land uses except residential within the Rundle Mall Environs for the purposes of marketing the Rundle Mall Environs, pursuant to Section 154 (1) of the Local Government Act 1999.

The Rundle Mall Environs Separate Rate will be payable by four equal instalments due on or before the first working days of September and December 2004 and the first working days of March and June 2005.

For the purposes of this resolution 'Rundle Mall Environs' is that area bounded by the:

- a) Southern alignment of North Terrace between Pulteney and King William Streets;
- b) Eastern alignment of King William Street between North Terrace and Grenfell Street;
- c) Northern alignment of Grenfell Street between King William and Pulteney Streets; and
- d) Western alignment of Pulteney Street between Grenfell Street and North Terrace.

Water Catchment Board

The Water Catchment Board advises the total amount of revenue required by Adelaide City Council ratepayers on an annual basis. Adelaide City Council acts as a revenue collector for the Torrens and Patawalonga River Catchment Management Boards

in this regard (under the Water Resources Act 1997). Council does not retain this revenue or determine how the revenue is spent.

The annual rate is calculated based upon the assessed value of that part of the city in either the Patawalonga or Torrens Catchment Board areas.

Historical Trends

Council has used the Separate Rate provisions of the Local Government Act since 1997 in respect of Water Catchment levies, and since 1999 in respect of the Rundle Mall Environs Rate. Prior to that period, a Special Rate was declared for Rundle Mall in accordance with the Rundle Mall Act. The rate was held at 1.64 cents for 12 years (1987-98), the rate was increased to 2.64 cents for 1999/2000 and has remained at that level in subsequent years.

It is expected that the Rundle Mall Environs Differential Separate Rate will raise rate revenue in the order of \$1.51m in 2004/2005.

Rating Policy Statement 7 - Minimum rates

Council has determined that it will not apply a minimum rate in conjunction with the general rate.

Reason for the Policy

Council has determined that, based on a review of the impact on the ratepayers of the City of Adelaide, the application of a minimum rate alters the principles of taxation, and has a regressive effect, ie it unfairly penalises those in the community least able to pay.

Explanation

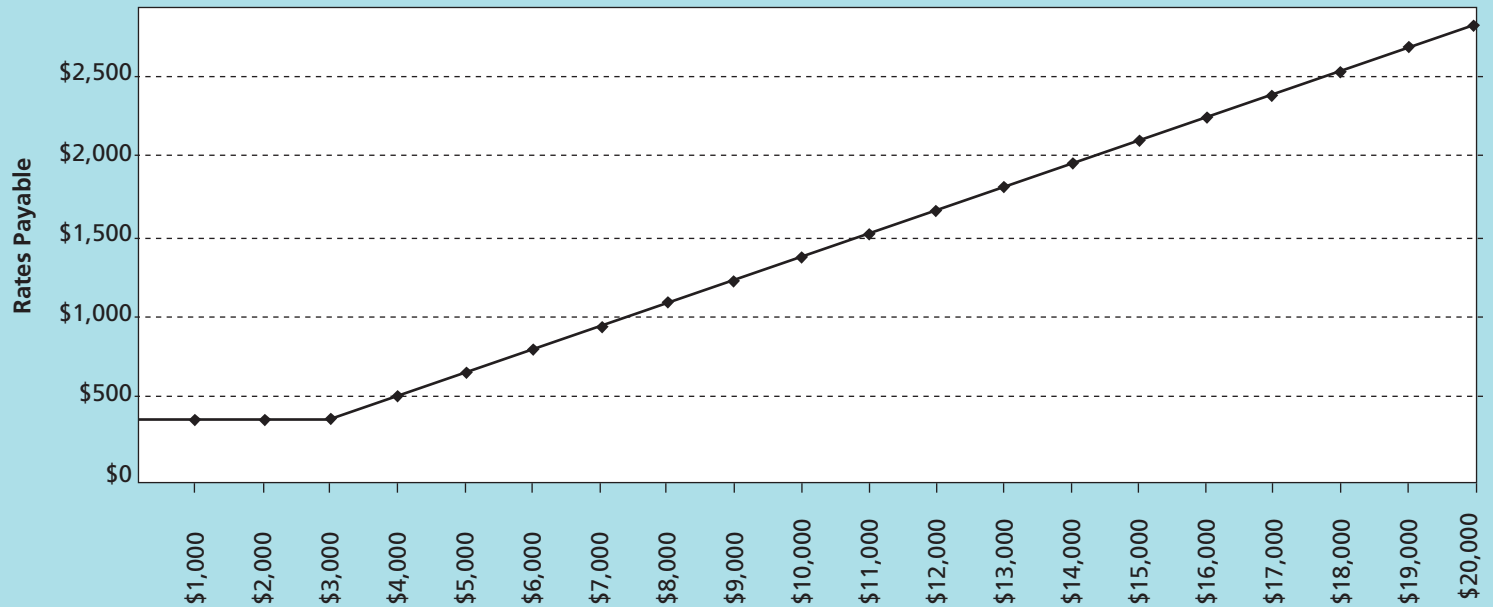
The Local Government Act 1999 permits Councils to impose a minimum rate. Only one minimum rate can be imposed on two or more adjoining properties with the same owner. A minimum rate cannot be used in conjunction with a fixed charge.

If a minimum rate were used, its effect would be to increase the rates payable by lower valued properties and reduce the rates paid by higher valued properties. This is well illustrated in the graph below.

When compared with a simple rating system, the effective rate in the dollar for properties above the minimum rate is less and the effective rate in the dollar for properties below the point at which the minimum ceases to apply is more (and increases as property value decreases).

Minimum rates are currently used by a number of South Australian Councils, including all other Councils in the metropolitan area. However, this is generally in conjunction with a capital property valuation.

RATING SYSTEMS - MINIMUM RATE



The graph illustrates that with the introduction of a Minimum Rate, ratepayers of lower value properties pay higher rates.

Historical Trends

To date, City of Adelaide has never applied a minimum rate in conjunction with the general rate.

Rating Policy Statement 8 – Rating Equity

Council has determined that issues concerning equity within the community and the impact of rates across the area are best addressed by joint application of the policies that make up the Rating Policy. These have regard to the equity, benefit, ability-to-pay, efficiency and simplicity principles of taxation.

Reason for the Policy

Council has determined that, based on a review of the impact on the ratepayers of the City of Adelaide, that it should ensure that all relevant land is assessed for rates. The provisions of the Local Government Act 1999 should be applied fairly and equitably to all landowners.

The Local Government Act defines rateability and exemption. In applying this law Council should act fairly and equitably; ie identical land uses should be treated in the same manner.

Equity and impact issues are best dealt with when considering all facets of Rating Policy, including valuation, rating and collection policies.

Explanation

An assessment for the purposes of rating may be against any piece of land subject to separate ownership or occupation or any aggregation of contiguous land subject to the same ownership or occupation. In this context land has been defined to include buildings, structures or improvements. For example, this may include automatic teller machines, showcases, signage rights, advertising signs, radio and mobile telecommunication masts.

Historical Trends

Adelaide City Council's practice is to assess all rateable property in the city and to ensure that up to date information is used. New evidence is acted upon when received.

In the 2004/2005 rate year, Council has undertaken a comprehensive review of rate exempt property. Where it has been found that a property no longer satisfies the eligibility criteria for a rates exemption, then rates will be levied.

Rating Policy Statement 9 – Payment of Rates

Council, in accordance with the provisions of the Local Government Act 1999, is required to provide a quarterly billing option for the 2004/2005 financial year. These four instalments fall due on the first working days of September, December, March and June each financial year.

Reason for the Policy

Council has determined that the provision of a quarterly billing option is required by the Local Government Act.

Based on a review of the impact on the ratepayers of the City of Adelaide, the quarterly instalment allows for a balance between the cashflow of most Ratepayers and the need to ensure sufficient funds for the Council.

Council offers a range of payment options for the convenience of ratepayers.

Explanation

Section 181 of the Local Government Act provides that:

(1) Rates declared or payable in respect of or during a particular financial year will fall due (according to the Council's decision) in four equal or approximately equal instalments...

(2) For the purposes of subsection (1)

(b) (ii) the day on which each instalment falls due will (subject to subparagraph (i)) be determined by the Council

(5) A Council may agree with a principal ratepayer that rates will be payable in such instalments falling due on such days as the Council thinks fit and in that event, that ratepayer's rates will be payable accordingly.

(6) A Council must, in relation to each instalment of rates, send a rates notice to the principal ratepayer shown in the assessment record in respect of the land at the address shown in the assessment record showing the amount of the instalment and the date on which it falls due and the account must be sent if rates are payable in four instalments at least 30 days but not more than 60 days before an instalment falls due;

(7) If the Council has entered into an agreement with a principal ratepayer under subsection (5), the Council may, as part of the agreement, vary the periods for the provision of accounts.

(14) A council must, from the beginning of the 2001/2002 financial year, offer its ratepayers the opportunity to pay rates in four equal (or approximately equal) instalments per year pursuant to subsection (2)(a).

Rating Policy Statement 10 – Rate Rebates

Council has determined that rebates of rates will be granted to ratepayers when the applicant satisfies the eligibility criteria for Mandatory Rebates under Sections 159 to Section 165 Local Government Act 1999.

Council has determined that applications for Discretionary Rebates (except the Relief Rebate) will be considered if they are submitted by 1 May prior to the commencement of the financial year for which the rebate has been sought.

For the 2004/2005 rate year, these applications will be assessed against the eligibility criteria provided for in Division 5, Chapter 10 of the Local Government Act and with reference to the guidelines published in the South Australian Local Government Financial Management Group report of March 2001.

It is proposed that a joint Rate Rebate and Community Services funding Policy be developed that offers financial assistance to eligible organisations within the city through an outcome based and coordinated corporate funding program in line with the Sponsorship and Grants Scheme.

The aim of this Scheme is to support targeted community service delivery within the city that matches Council's strategic directions and enables proactive social planning to meet expanding resident population needs. The Scheme will align the legislative and discretionary rate rebate requirements with Council's other funding programs.

This will enable Council to accurately identify the total amount of assistance provided to any one organisation and the overall level of financial support provided to the community.

Relief Rebate

Council is of the opinion that it is desirable to continue to provide relief against the substantial increase of rates payable by ratepayers due to the introduction of a Differential General Residential Rate and the loss of

the Owner/Occupier Residential Rate Rebate. The Relief Rebate has been in place since 1 July 2003.

For the 2003/2004 rating year, Council determined that in conjunction with the introduction of a Differential Residential Rate and the ending of the Owner/Occupier Residential Rate Rebate to exercise the powers contained in Section 166 (1)(l) of the Local Government Act, 1999, to provide relief against what would otherwise amount to a substantial change in the rates payable due to a re-distribution of the rates burden arising from a change to the structure of the Council's rates.

Subject to the restrictions and conditions set out below, the Relief Rebate, for the 2004/2005 financial year, will be a rebate of 20% of rates payable, up to a maximum of \$500, in respect of each assessment of rateable property where:

- a) the property would previously have enjoyed the benefit of the Owner/Occupier Residential Rate Rebate; and
- b) the property was within the defined "residential land use" on 30 June 2003.

Pursuant to Section 41 of the Local Government Act 1999 the City Valuer is delegated the power under Section 159(10) of the Local Government Act 1999 to remove a Relief Rebate during a financial year:

- a) if the rebate has been incorrectly applied; or
- b) where the use of the property changes prior to 30 June 2005, so that it becomes wholly used for non-residential purposes, from the date the property is wholly used for non-residential purposes; or
- c) where the residence is sold prior to 30 June 2005, from the settlement date; or
- d) if any of the criteria upon which the rebate is granted are no longer satisfied.

In addition, section 159(7) of the Act states that:

If a person or body has the benefit of a rebate of rates under this Division and the grounds on which the rebate has been granted cease to exist, the person or body must

immediately inform the council of that fact and (whether or not the council is so informed) the entitlement to a rebate ceases.

The City Valuer may grant a proportionate rebate granted to reflect the period (if any) during which the property was eligible to receive the rebate.

Only one rebate may be claimed from Council in any one financial year.

In accordance with the legislation (Section 166(1)(l) of the Act), the Relief Rebate may be granted for a period not exceeding three years and must finish on or before 30 June 2006.

Reason for the Policy

Based on a comprehensive review, including a public consultation, of the impact on ratepayers of the City of Adelaide, Council has determined that the introduction of the Relief Rebate will ensure that the equity, benefit, ability to pay, efficiency and simplicity principles of taxation are adhered to.

Explanation

Discretionary rate rebates are set out in the Local Government Act. These rebates will be considered on application and will only be granted if they meet the prescribed eligibility criteria.

Historical Trends

The 'Owner/Occupier Residential Rate Rebate' ceased on 30 June 2003.

The Relief Rebate was introduced from 1 July 2003 (for a period not exceeding three years) in conjunction with the Differential Residential Rate (see Rating Policy Statement 4).

Rating Policy Statement 11 – Remission and Postponement of Rates

Council has determined that it may utilise the discretionary remission of rates and charges provisions of the Local Government Act 1999.

Reason for the Policy

Council has determined that, based on a review of the impact on the ratepayers of the City of Adelaide, discretionary remissions should be applied as required in the cases of proven hardship, or other circumstances in accordance with Section 182 of the Local Government Act.

Explanation

If Council is satisfied on the application of a ratepayer that payment of rates in accordance with this Act would cause hardship, the Council may:

- a) remit the rates in whole or in part; or
- b) postpone payment for such period as Council thinks fit.

A postponement may, if Council thinks fit, be granted on the following conditions:

- a) that the ratepayer pay interest on the amount affected by the postponement at a rate fixed by Council (but not exceeding the cash advance debenture rate);
- b) the postponement ceases to operate if Council in its discretion revokes the postponement (in which case Council must give the ratepayer at least 30 days written notice of the revocation before taking action to recover rates affected by the postponement);
- c) the ratepayer ceases to own or occupy the land in respect of which the rates are imposed (in which case the rates are immediately payable); and
- d) any other conditions as Council thinks fit.

Council may grant other, or additional remissions of rates on the same basis, as applies under the Rates and Land Tax Remission Act, 1986 (and such remissions will be in addition to the remissions that are available under that Act); or on any other basis determined by Council. Council may require a ratepayer who claims to be entitled to a remission of rates to provide evidence verifying an entitlement. Council may revoke a determination at any time (the revocation will not affect any entitlement to remission in relation to rates declared before the revocation takes effect).

Important Information for Ratepayers

Ratepayers who are experiencing financial difficulties and are unable to make payments by the due date are encouraged to contact Council's Rates staff at the earliest opportunity to apply for a revised instalment payment scheme that fits their particular circumstances. The City Valuer has delegated authority to enter into alternative payment arrangements and all discussions relating to payment difficulties will be treated in the strictest of confidence.

For applications received before the due date, consideration will be given to permitting a payment plan without fines, interest or costs being incurred.

Where rates have been postponed, unless a payment plan is in place allowing for no fines, interest or costs to be incurred, the total payable is the postponed rates plus interest at the prescribed rate, in accordance with this policy.

It is important to note that seeking a remission does not change the due date for payment of rates.

Historical Trends

Council has rarely needed to consider applications for hardship. The provisions of the Local Government Act are mainly used to postpone rates for short periods that allow for payment of outstanding rates over a period that is suited to particular circumstances.

Rating Policy Statement 12 – Rate Payment Support

Council recognises that some ratepayers may experience difficulty paying their rates due to financial hardship or low/fixed incomes.

Reason for the Policy

This Policy Statement is to be read in conjunction with Rating Policy Statement 11 – Remission and Postponement of Rates and Rating Policy Statement 14 – Other Issues.

Council has determined that those ratepayers who are experiencing hardship may apply for a postponement or remission of rates. Council has also determined that those ratepayers who are in receipt of a pensioner concession administered by SA Water or Self-funded Retiree Concession administered by Revenue SA will be entitled to a further remission.

Explanation

Council has considered the impact a general increase of council rates will have on those people in the community who are least able to afford an increase. Accordingly this Policy has been introduced to provide ratepayers who are experiencing hardship, a confidential and simple process to seek a remission or postponement of rates.

Section 182 (4) of the Local Government Act allows Council to grant an additional remission of rates to those ratepayers who are currently receiving a concession. This Policy also introduces a new remission that Council has determined will apply to ratepayers who are currently receiving a Pensioner Concession or a Self-funded Retiree Concession.

Hardship

Council recognises there are varying degrees of hardship that may be encountered by people on a temporary or permanent basis. For example a person may experience a recent decrease in income due to a

relationship breakdown or illness, or experience a large or unexpected increase in expenses due to funeral costs or health issues. Alternatively a person may be experiencing prolonged and extreme financial hardship and it may be appropriate to enter into an agreement whereby Council postpones the payment of rates until the property is sold some time in the future.

Council has adopted the definition of Hardship as defined in Occasional Paper No. 4: Hardship in Australia – An analysis of financial stress indicators in the 1998-99 Australian Bureau of Statistics Household Expenditure Survey (2001) which states:

Hardship – being unable to afford heating and meals, or having had to pawn or sell possessions, or needed assistance from community organisations.

Applications for remission or postponement of rates based on hardship should be submitted, in writing, to the City Valuer who has delegated authority to remit or postpone rates based on hardship.

An application for a remission or postponement of rates will only be considered where:

- a) the applicant owns and occupies the rated property as their principal place of residence;
- b) ownership of the rated property has not changed since 1 July 2003;
- c) applicants have demonstrated the emergency nature of their situation and produced evidence in support; and
- d) for long term postponement, the rated property must not be subject to any mortgages.

Each application will be considered on merit, on a case by case basis. An applicant who meets the criteria set by the definition of Hardship does not automatically become eligible for a remission or postponement of rates. If appropriate, or where possible, consideration will be given to flexible payment options.

Pensioner Remission

If you have satisfied the eligibility criteria of SA Water and currently receive the Pensioner Concession, Council has determined you will also receive (on application) a Pensioner Remission of \$100 for the 2004/2005 financial year.

Self-funded Retiree Remission

If you have satisfied the eligibility criteria of Revenue SA and currently receive the Self-funded Retiree Concession Council has determined you will also receive (on application) a Self-funded Retiree Remission of \$50 for the 2004/2005 financial year.

Important Information for Ratepayers

Ratepayers who are experiencing financial difficulties and are unable to make payments by the due date are encouraged to contact Council's Rates staff at the earliest opportunity to apply for a revised instalment payment scheme that fits their particular circumstances. The City Valuer has delegated authority to enter into alternative payment arrangements and all discussions relating to payment difficulties will be treated in the strictest of confidence.

For applications received before the due date, consideration will be given to permitting a payment plan without fines, interest or costs being incurred.

Where rates have been postponed, unless a payment plan is in place allowing for no fines, interest or costs to be incurred, the total payable is the postponed rates plus interest at the prescribed rate, in accordance with this policy.

It is important to note that seeking a remission does not change the due date for payment of rates.

Rating Policy Statement 13 – Late Payment of Rates

Council has determined that the application of penalties for late payments will be in accordance with Section 181(8) of the Local Government Act 1999.

Reason for the Policy

Council has determined that, based on a review of the impact on the ratepayers of the City of Adelaide, late payment fines and penalties will be applied to any outstanding rates not paid by the due date.

To alleviate debate or discussion in respect to postal delays, a period of 1 business day's grace will be allowed.

Council may take legal action to recover any overdue amounts.

If an amount payable by way of rates in respect of land has been in arrears for three years or more, Council may sell the land (Local Government Act 1999).

A decision of Council will precede any sale of land.

Explanation

Late payment fines are calculated in accordance with section 181(8) of the Local Government Act.

Council has limited options to ensure all ratepayers pay promptly.

The Local Government Act provides that:

If an instalment of rates is not paid on or before the date on which it falls due:

the instalment will be regarded as being in arrears; and

a fine of 2 per cent of the amount of the instalment is payable; and

on the expiration of each full month from that date, interest at the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine but excluding interest from any previous month) accrues.

General Manager, Corporate Support, has delegated authority to consider the waiving of fines, should circumstances justify, incurred as a result of Councils policy. A request for the waiver of fines must be received in writing, setting out detailed reasons as to why a fine remission has been requested.

Council acknowledges that organisation and individual financial circumstances can change. If difficulties are anticipated, individuals and organisations should promptly initiate discussions seeking alternative payment arrangements.

Ratepayers who are experiencing financial difficulties and are unable to make payments by the due date should contact Council's Rates staff at the earliest opportunity to apply for a revised instalment payment scheme that fits their particular circumstances. The City Valuer has delegated authority to enter into alternative payment arrangements and all discussions relating to payment difficulties will be treated in the strictest of confidence. Please refer to Rating Policy Statement 11 – Remission and Postponement of Rates.

Historical Trends

Council has consistently imposed fines in accordance with the Local Government Act in order to be fair and equitable to the vast majority of Ratepayers who do pay promptly and on time.

Rating Policy Statement 14 – Other issues

Council has determined that it will fairly and equitably pursue the rateability of land.

Concessions

If you are a Pensioner, Self Funded Retiree, Centrelink recipient or low income earner you may be entitled to a concession on your council rates. Please note that seeking a concession does not alter the due date for payment of rates. Please also refer to Rating Policy Statement 12 – Rate Payment Support, an additional rate remission may be applicable.

Pensioner Concessions

If you are an eligible pensioner you may be entitled to a remission on your rates. Application forms, which include information about the concessions, are available from SA Water, its District Offices, or the State Taxes Department. The application should be lodged with SA Water for assessment of eligibility.

If you are a pensioner and do not own the property in which you live, but are responsible for paying rates on that property you should seek advice from SA Water.

Self-funded Retiree Concession

A concession up to a maximum of \$100 will be provided on council rates to Self Funded Retirees who hold a State Seniors Card. Revenue SA will be administering the council rate concession for Self Funded Retirees, for more information contact Revenue SA on 1300 366 150.

Centrelink Recipients and Low Income Earners

Family and Youth Services (FAYS) may provide a concession on Council Rates to Centrelink recipients and low income earners. You must own and occupy the rated property as your principal place of residence, for more information contact your nearest FAYS office.

Exempt Properties

The City of Adelaide has the highest proportion of 'rate-exempt' property of any Council in South Australia, which severely impacts on the delivery of services to the entire community, including those who do not directly contribute to the funding of such services.

Where 'exempt' organisations pursue commercial activities, then generally the land used for that purpose, subject to the legislation, should become rateable. Council will review the exempt status of land and bring into assessment any land that no longer satisfies exemption criteria.

Objections

Any ratepayer who is of the opinion that a particular use of land has been wrongly attributed to the ratepayer's land by the Council for the purpose of levying differential rates may formerly object to the attribution of that land use to the land.

The objection must:

- a) be made to the council in writing (setting out a full and detailed statement of the grounds on which the objection is based); and
- b) be made within 60 days after the date of service of the Rates and Valuation notice which attributes the particular land use to which the objection relates.

Any person, who is dissatisfied with their valuation, may formally object to the Adelaide City Council. All objections will be considered under the Local Government Act 1999 and the Valuation of Land Act 1971.

An objection must:

- a) be made to the Council in writing (setting out a full and detailed statement of the grounds on which the objection is based); and
- b) be made within 60 days after the date of service of the notice of the valuation to which the objection relates.

It is important to note that the lodgement of an objection does not change the due date for payment of rates.

Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

COUNCIL'S RATE REBATES

The following table provides information about the cost of all rate rebates provided by the Council in 2004/2005. The total amount of rebates provided for the financial year comprised 3.25% of gross rate income.

Type of Rebate/Remission	Amount
Rebate – Relief	695,774
Rebate – Relief	541,426
Rebate – Religious	514,758
Rebate – Community Service	71,674
Rebate – Royal Zoological Society	44,167
Rebate – Discretionary	6,760
Rebate – Hospital or Health	6,113
TOTAL REBATES	1,880,672

SUBSIDIARIES

WasteCare SA is a regional subsidiary under section 43 and schedule 2 of the Local Government Act 1999 and given that Adelaide City Council is a constituent council it is a subsidiary by definition of the Local Government Act. WasteCare SA was established by a number of constituent councils comprising the Cities of Charles Sturt, Campbelltown, Adelaide, Prospect, Norwood Payneham and St Peters and the Town of Walkerville in conjunction with Waste Management Pacific (SA) Pty Ltd to operate a Resource Recovery Waste Transfer Station (RRWTS) on leased land at Wingfield.

For WasteCare SA financial statements please refer to the following pages.

PART III – AUDITED FINANCIAL STATEMENTS.



OPERATING STATEMENT

For the year ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
OPERATING REVENUE			
Rates			
General		50,021	43,415
Other		2,015	2,005
Statutory charges		8,609	7,758
User charges		50,195	55,186
Operating grants and subsidies	2.	1,875	1,436
Investment income		283	157
Reimbursements and donations		219	255
Commercial revenue		390	300
Other		1298	866
Total Operating Revenue		114,906	111,378
OPERATING EXPENSES			
Employee costs	3.	39,265	36,875
Contractual services		25,411	23,836
Materials		7,628	8,438
Finance charges		1,096	1,178
Depreciation	4.	15,953	15,533
Loss on disposal of non-current assets	6.	314	205
Fees and Permits		2,823	5,547
Work in progress write-off		3,502	5,830
Other		10,745	9,699
Total Operating Expenses		106,738	107,141
OPERATING SURPLUS BEFORE CAPITAL REVENUES		8,168	4,237
Capital revenues			
Capital grants, subsidies & monetary contributions	2,5.	2,723	4,599
CHANGE IN NET ASSETS RESULTING FROM OPERATIONS		10,890	8,835

The above operating statement should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2005

	Note	2005 \$'000	2004 \$'000
CURRENT ASSETS			
Cash	7.	42	366
Receivables	8.	6,060	6,113
Inventory at cost		175	149
Investments	7.9.	1,164	272
Other	10.	373	137
Total Current Assets		7,814	7,037
NON-CURRENT ASSETS			
Receivables	11.	67	2,114
Land & Buildings	12.	658,081	658,677
Infrastructure	12.	219,671	204,364
Equipment, Furniture and Fittings	12.	13,262	12,711
Other	12.	51,063	52,188
Total Non-Current Assets		942,144	930,054
TOTAL ASSETS		949,958	937,091
CURRENT LIABILITIES			
Bank Overdraft	7.	29	-
Payables	13.	13,094	9,658
Provisions		5,241	5,855
Loans		326	306
Total Current Liabilities		18,691	15,819
NON-CURRENT LIABILITIES			
Provisions	13.	6,585	6,401
Loans	14.	16,944	18,022
Total Non-Current Liabilities		23,528	24,423
TOTAL LIABILITIES		42,219	40,242
NET ASSETS		907,739	896,849
EQUITY			
Accumulated surplus		714,290	703,400
Reserves	15.	193,449	193,449
TOTAL EQUITY		907,739	896,849

The above operating statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
ACCUMULATED SURPLUS:			
Balance at beginning of year		703,400	694,565
Change in net assets resulting from operations		10,890	8,835
Balance at end of year		<u>714,290</u>	<u>703,400</u>
RESERVES:			
Asset Revaluation			
Balance at beginning of year		193,449	149,125
Revaluation increment / (decrement)		-	44,324
Balance at end of year	15.	<u>193,449</u>	<u>193,449</u>
BALANCE AT END OF YEAR		<u><u>907,739</u></u>	<u><u>896,849</u></u>

The above operating statement should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

For the year ended 30 June 2005

		2005 \$'000	2004 \$'000
	Note	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES			
Total operating payments		(86,449)	(91,486)
Total operating receipts		116,983	112,492
NET CASH PROVIDED BY OPERATING ACTIVITIES	19.	30,534	21,006
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal repayments on loans		(1,058)	(12,075)
Receipts			
Loans received		-	9,470
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES		(1,058)	(2,605)
CASH FLOWS FROM INVESTMENT ACTIVITIES			
Payments			
Purchase of capital items		(32,695)	(29,103)
Receipts			
Capital grants/subsidies/contributions	2.	2,723	4,599
Proceeds from sale of land & buildings	6.	-	2,230
Proceeds from sale of equipment furniture & fittings	6.	1,012	1,183
Loans repaid		23	6
NET CASH USED IN INVESTMENT ACTIVITIES		(28,937)	(21,085)
Net increase (decrease) in cash held		539	(2,684)
CASH AT BEGINNING OF YEAR		638	3,322
CASH AT END OF YEAR	7.	1,177	638

The above operating statement should be read in conjunction with the accompanying notes.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

For the year ended 30 June 2005

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The financial report of the Corporation of the City of Adelaide has been prepared in accordance with the provisions of the Local Government Act 1999, as amended, the Local Government (Financial Management) Regulations 1999, as amended, the City of Adelaide Act 1998, and applicable Australian Accounting Standards. The report has been prepared on the accrual basis under the convention of historic cost accounting, with the exception that non-current assets, including infrastructure assets, other than investments and land held for resale have been revalued to their current cost less accumulated depreciation, and are then revalued on that basis at least every 5 years. The accounting policies adopted for the reporting period are consistent with those of the previous reporting period.

Local Government Reporting Entity

All funds through which the Corporation controls resources to carry on its functions have been included in the financial report. In the process of reporting on the Corporation as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated in full.

Acquisition of Assets

The cost method of accounting is used for the initial acquisition of all assets. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. Assets acquired at no cost of acquisition, or for nominal consideration, are initially recognised at their fair values as at the date of acquisition.

Materiality

Items of property, plant and equipment with a total value of less than \$3,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Recoverable Amount of Non-Current Assets

Non-current assets are written down to recoverable amount where the carrying value of any non-current asset exceeds recoverable amount. In determining the recoverable amount of non-current assets, the expected net cash flows have not been discounted to their present value.

Depreciation of Non-Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. Land is not a depreciable asset.

Depreciation is recognised on a straight-line basis over the estimated useful life of each asset, from the time the asset is first put into use or is ready for use. Depreciation rates are reviewed each year. The following estimated useful lives are used in the calculation of depreciation:

- Land & Buildings 30 - 250 years
- Infrastructure 5 - 100 years
- Equipment, Furniture and Fittings 2 - 20 years
- Other 40 - 100 years

Non-Current Assets Constructed by the Council

The cost of non-current assets constructed by the Corporation includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Maintenance and Repairs

Maintenance, repair costs and minor renewals are charged as expenses as incurred.

Employee Entitlements

(i) Wages, Salaries and Annual Leave

A liability is recognised, and is measured as the amount unpaid at balance date calculated at discounted amounts based on remuneration wage and salary rates that the Corporation expects to pay as at reporting date including related oncosts.

(ii) Long Service Leave

In accordance with AAS30 the method of calculation of long service leave liability is based on an estimate of:

- The number of employees classified by years of service;
- The service value, representing the expense incurred based on service to date;
- The inflated liability taking into account remuneration rate increases;
- The discounted liability as an estimate of the present value of future cash flows;
- The probability of employees attaining legal entitlement to a pro rata payment (based on actual experience over three financial years).

(iii) Sick Leave

Corporation employees accumulate non-vesting sick leave entitlements. In assessing its sick leave liability to comply with AAS30 the Corporation analysed employee payment and entitlement accrual experience and ascertained that in each year the amount paid was less than new entitlements accrued for that year. Therefore, in accordance with the view of the Urgent Issues Group of the Australian Accounting Standards Board, the Corporation has found that unused entitlements does not give rise to a liability at the end of the reporting period because it was probable that, based on past experience, sick leave expected to be taken in future reporting periods was less than entitlements which are expected to accrue in those periods.

(iv) Superannuation

The superannuation expense for the reporting period is the amount of the statutory contribution the Corporation makes to the Local Government Superannuation Scheme, which provide benefits to its employees.

During the year ended 30 June 1995, as a result of an actuarial assessment, the Corporation suspended contributions to the 'City of Adelaide Plan'. Details of those arrangements are set out in note 16.

Investments

Investments are brought to account at cost. Interest revenues are recognised as they accrue.

Land and Buildings Held for Resale

Non-current land and buildings held for development or resale are valued at the lower of cost and net realisable value. Revenue arising from the sale of land and buildings is recognised in the operating statement on the signing of a valid unconditional contract of sale. Details of Land and Buildings Held for Resale are set out in note 12.

Leases

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased non-current assets, and operating leases under which the lessor effectively retains substantially all such risks and benefits.

Assets acquired under finance leases are capitalised. The initial amount of the leased asset and the corresponding lease liability is the present value of the minimum lease payments. The assets are amortised over the life of the relevant lease or, where ownership is expected to be obtained, the expected economic life of the asset. Lease payments are allocated between interest expense and the lease liability. The interest expense is charged against operating surplus when paid. Operating leases are not capitalised and lease payments are expensed as incurred.

Revenue Recognition

Revenues are recognised when the Corporation obtains control over the assets arising from the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates. Control over granted assets is normally obtained upon their receipt or upon prior notification that a grant has been secured and the timing of commencement of control depends upon the arrangements that exist between the grantor and the Corporation.

Contributions not received, over which the Corporation has control, are recognised as receivables. In respect of uncollected rates, provision is made for amounts considered uncollectable, although the rate collection provisions of the Local Government Act are such that rates, as a charge on the land and collectible as a last resort by sale of the property, can be considered to be virtually certain of collection in most instances.

Where contributions, recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in the notes.

Cash

For purposes of the statement of cash flows, cash includes cash deposits which are readily convertible to cash on hand and which are used in the cash management function on a day-to-day basis, net of outstanding bank overdraft.

Inventories

Inventories have been valued at the lower of cost and net realisable value. Costs have been assigned on the basis of the "Average Cost" method.

Receivables

Receivables are recorded at amounts due less any provision for doubtful debts.

Other Payables

Other payables are recognised when the Corporation becomes obliged to make future payments resulting from the purchase of goods and services.

Loans

Debentures, bank loans and other loans are recorded at an amount equal to the net proceeds received. Interest expense is recognised on an accrual basis.

Financial Instruments

The Corporation has no forward foreign exchange contracts, forward interest rate contracts or other interest rate products. Exposure to interest rate and credit risk as at reporting date is detailed in Note 22.

Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- (i) where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- (ii) for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Comparatives

Where necessary to facilitate comparison, comparative figures have been adjusted to conform with changes in presentation in the current year.

International Financial Reporting Standards

Australian equivalents to International Financial Reporting Standards (AIFRS) will be adopted in the financial report for the year ending 30 June 2006 and the comparative information presented in that report for the year ending 30 June 2005. In preparation for the transition, opening balances as at 1 July 2004 for the comparative year ending 30 June 2005 will be converted to AIFRS in accordance with the new accounting standard AASB 1 "First Time Adoption of Australian International Financial Reporting Pronouncements".

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

For the year ended 30 June 2005

	2005	2004
	\$'000	\$'000
2. GRANTS AND SUBSIDIES		
Grants and subsidies were received in respect of the following functions:		
Administration	268	275
Social Security & Welfare	154	120
Housing and Community Amenities	422	345
Recreation and Culture	964	1,237
Transport & Communication	2,370	4,012
Economic Affairs	420	46
Total grant revenues	4,598	6,035
Operating	1,875	1,436
Capital	2,723	4,599
Total	4,598	6,035
3. EMPLOYEE COSTS		
Employee costs comprised:		
Wages and salaries	39,329	36,148
Workers' compensation premium	979	952
Superannuation contribution	3,176	2,924
Long service leave	180	862
	43,664	40,886
Less:		
Amounts capitalised	(4,399)	(4,011)
	39,265	36,875
Number of Employees at reporting date		
Full time	617	611
Part time	101	96

	2005	2004
	\$'000	\$'000
4. DEPRECIATION EXPENSE		
Depreciation expense for the year was charged in respect of:		
Buildings	5,453	5,148
Infrastructure	7,069	6,550
Plant, equipment, furniture and fittings	3,331	3,487
Other	100	348
	<u>15,953</u>	<u>15,533</u>
5. CONDITIONS OVER CONTRIBUTIONS		
For the year ended 30 June 2005 there were no conditions over contributions received.		
6. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS		
Proceeds on disposal of land and buildings	-	4,230
Less carrying amount of land and buildings	-	(4,144)
Gain / (Loss) on disposal of land and buildings	<u>-</u>	<u>86</u>
Proceeds on disposal of equipment, furniture & fittings	1,012	1,183
Less carrying amount of equipment, furniture & fittings	(1,326)	(1,274)
Gain / (Loss) on disposal of equipment, furniture & fittings	<u>(314)</u>	<u>(91)</u>
Less adjustment to carrying amount of land	-	(200)
Net Gain/ (Loss) on disposal of assets.	<u>(314)</u>	<u>(205)</u>
7. RECONCILIATION OF CASH		
For the purposes of the statement of cash flows, cash includes cash on hand and deposits at call, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:		
Cash at bank and on hand	42	366
Deposits at call	1,164	272
Less: Bank overdraft	(29)	-
Balances per statement of cash flows	<u>1,177</u>	<u>638</u>

12. NON-CURRENT ASSETS

Reconciliations of carrying amounts for each class of non-current asset are set out below:

Asset Type	Land & Buildings Held for Resale		Infrastructure		Equipment Furniture & Fittings		Other (incl WIP)	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Carrying Amount - beginning of year	658,677	613,746	204,364	198,289	12,711	11,440	52,188	57,819
Additions	4,857	10,002	22,376	12,625	5,120	6,032	342	444
Revaluations	-	44,221	-	-	-	-	-	103
Disposals	-	(4,144)	-	-	(1,238)	(1,274)	(88)	-
Movement in WIP	-	-	-	-	-	-	(1,279)	(5,830)
Depreciation	(5,453)	(5,148)	(7,069)	(6,550)	(3,331)	(3,487)	(100)	(348)
Carrying Amount - end of year	658,081	658,677	219,671	204,364	13,262	12,711	51,063	52,188

	2005 \$'000	2004 \$'000
12. NON-CURRENT ASSETS - Land & Buildings		
Land and Buildings Held for Resale		
At cost	12,598	12,404
	12,598	12,404
Park Land		
Land at deemed cost	388,400	388,400
Land improvements at valuation	33,145	32,450
Less: Accumulated depreciation	(3,319)	(2,434)
	418,226	418,416
Buildings (Operating)		
At valuation	236,301	232,333
Less: Accumulated depreciation	(9,044)	(4,476)
	227,257	227,857
Total Land & Buildings:	658,081	658,677

Net realisable value of land held for resale was internally reassessed in the year ended 30 June 1999 by the Corporation's valuation staff. Land at independent valuation was valued by First Pacific Davies in the year ended 30 June 1999 based on market value. Park lands, including city squares and sportsfields, were internally valued on 30 June 2003 by the Corporation's valuation staff at deemed cost. Infrastructure components located within the parks were internally valued to written down replacement cost on 30 June 2003 by the Corporation's engineers. Land and buildings (operating), excluding Wingfield Waste Management Centre and adjacent land, were independently valued by FPD Savilles at 1 July 2003 using market value where available and written down replacement cost. Buildings on community land were valued internally by the Corporation's valuation staff using written down replacement cost.

	2005 \$'000	2004 \$'000
NON-CURRENT ASSETS - Infrastructure		
At valuation	239,521	217,144
Less: Accumulated depreciation	(19,850)	(12,780)
	<u>219,671</u>	<u>204,364</u>

Infrastructure assets include road pavement, bridges, footpaths, lighting, street furniture, stormwater drainage and Torrens Lake. Road pavement values do not include the land beneath the roads. Infrastructure assets were internally valued by the Corporation's engineers on 30th June 2002. Valuation has been based on written down replacement cost discounted for age and condition.

NON-CURRENT ASSETS - Equipment/Furniture & Fittings

At cost	29,100	26,434
Less: Accumulated depreciation	(15,838)	(13,723)
	<u>13,262</u>	<u>12,711</u>

NON-CURRENT ASSETS - Other

At valuation	19,308	19,179
Less: Accumulated depreciation	(1,273)	(1,297)
WIP at cost	33,028	34,306
	<u>51,063</u>	<u>52,188</u>

Other assets include capital works in progress of \$33m (\$34.3m in 2004), civic collection items, antiques and library stock. Civic collection items and antiques were internally valued by the Corporation's staff on the 30th June 2004 at deemed value. Library stock was internally revalued in the year ended 30 June 2004 to written down replacement cost.

Restrictions on Assets

The nature of many of the Corporation's assets, and in particular Park Land, is such that they have restricted use either because of legal restrictions, heritage or community expectations so that these assets would continue to be held for the benefit of the community. Such assets would not be readily disposed.

	Note	2005 \$'000	2004 \$'000
13. LIABILITIES - Payables and Provisions			
Current			
Payables:			
Employee costs		1,147	1,230
Other Payables		11,362	7,789
Amounts received in advance		535	459
Interest on loans		50	180
		13,094	9,658
Provisions:			
Annual leave	20.	3,466	3,211
Long service leave	20.	591	710
Halifax Street remediation costs		-	879
Other Remediation works		235	235
Wingfield Waste Management Centre remediation		949	820
		5,241	5,855
Non-Current			
Provisions:			
Long Service Leave	20.	3,403	3,103
Wingfield Waste Management Centre remediation		3,182	3,298
		6,585	6,401
14. LIABILITIES - Loans (secured)			
Current			
Bank loans		326	306
		326	306
Non-current			
Bank loans		15,044	15,372
Commonwealth Government		1,900	2,650
		16,944	18,022
Loans are secured over General Rates income.			
15. RESERVES			
Asset Revaluation Reserve			
Balance at beginning and end of year		193,449	193,449

16. SUPERANNUATION

The Corporation contributes in respect of its employees to two defined benefit schemes; Local Super (formerly the Local Government Superannuation Scheme) and the Corporation of the City of Adelaide Superannuation Plan ("the Plans"). The Corporation of the City of Adelaide Superannuation Plan is now closed to new members.

The Corporation contributes to Local Super in accordance with statutory requirements and the Corporation of the City of Adelaide Superannuation Plan amounts determined by actuarial assessments. As such, assets accumulate in the Plans to meet members' benefits as they accrue. If the assets of the Plans were insufficient to satisfy benefits payable to its beneficiaries, the Corporation would be required to meet its share of the deficiency.

No liability of the Corporation has been recognised as at the reporting date in respect of superannuation benefits for its employees. The date of the most recent actuarial assessment of Local Super was 30 June 2002. The date of the most recent actuarial assessment of the Corporation of the City of Adelaide Superannuation Plan was 1 July 2002. The Actuary indicated that without improvements to benefit conditions, or other unanticipated events, current contribution rates to the Local Government Superannuation Scheme would be sufficient to meet members' benefits as they accrue.

As a result of the recommendations of the actuarial review the Corporation suspended contributions to the Corporation of the City of Adelaide Superannuation Plan.

	\$'000
Corporation of the City of Adelaide Superannuation Plan	
As at 1 July 2005, the date of the most recent audited financial report:	5,668
Vested benefits as at 1 July 2005	6,469
Net market value of assets as at 1 July 2005	801
Net market value of assets in excess of accrued benefits as at 1 July 2005	
As at 1 July 2002, the date of the most recent actuarial review:	
Accrued benefits as at date of last measurement - 1 July 2002	5,552
Net market value of assets as at 1 July 2002	7,213
Net market value of assets in excess of accrued benefits as at 1 July 2002	1,661

In accordance with the requirements of AAS30 details in respect of contributions paid to the defined benefits plan of the Local Government Superannuation Scheme are detailed at note 3.

17. COMMITMENTS FOR CAPITAL EXPENDITURE

	2005	2004
Capital expenditure commitments contracted for as at the reporting date which have not been recognised as liabilities in the statement of financial position are as follows:	\$'000	\$'000
Not longer than one year	2738	7,841
	2738	7,841

	Note	2005 \$'000	2004 \$'000
18. LEASE COMMITMENTS			
At the reporting date the Corporation had the following lease obligations which have not been recognised as liabilities in the Statement of Financial Position:			
Not later than one year		3,074	2,216
Later than one year and not later than two years		3,176	2,126
Later than two years and not later than five years		9,998	6,233
Later than five years		39,020	29,034
		55,268	39,609
19. RECONCILIATION OF INCREASE IN NET ASSETS RESULTING FROM OPERATIONS TO NET CASH INFLOW FROM OPERATING ACTIVITIES			
Net cash provided by operating activities		30,534	21,006
Depreciation expense		(15,953)	(15,533)
Net gain (loss) on disposal of non-current assets		(314)	(205)
Increase (decrease) in Capital WIP		(1,278)	(5,819)
Change in operating assets and liabilities			
Increase (decrease) in debtors		(2,077)	(1,114)
Increase (decrease) in inventories		26	31
Increase (decrease) in other current assets		236	(2,903)
(Increase) decrease in payables		(3,436)	9,018
(Increase) decrease in provisions		430	(244)
Operating surplus		8,168	4,237
Net cash provided by operating activities include:			
Interest Receipts		283	157
Interest Payments		1096	1,178
20. EMPLOYEE ENTITLEMENTS			
The aggregate employee entitlement liability recognised and included in the financial statements is as follows:			
Provision for employee entitlements:			
Current	13.	4,057	3,921
Non-Current	13.	3,403	3,103
		7,460	7,024

2005
\$'000

2004
\$'000

21. REMUNERATION OF AUDITORS

Auditing the financial report

43

43

Other services

7

70

50

113

22. FINANCIAL INSTRUMENTS

Interest Rate Risk

The following table details the exposure to interest rate risk as at the reporting date. All other financial instruments and liabilities are non-interest bearing.

	Note	Weighted Average Interest Rate %	Variable Interest Rate \$'000	Fixed Interest Rate Maturity				Total \$'000
				Less than 1 Year \$'000	1 to 5 Years \$'000	More than 5 Years \$'000	Non-Interest Bearing \$'000	
2005								
Financial Assets:								
Cash	7	5.00	-	-	-	-	42	42
Investments	7,9	5.25	886	278	-	-	-	1,164
Receivables	8,11	6.60	-	24	67	-	6,036	6,127
			886	302	67	-	6,078	7,333
Financial Liabilities:								
Loans	14	5.78	-	326	15,044	1,900	-	17,270
Payables	13		-	-	-	-	11,947	11,947
Employee Entitlements	13,20		-	5,204	3,403	-	-	8,607
			-	5,530	18,447	1,900	11,947	37,824
2004								
Financial Assets:								
Cash	7	4.75	334	-	-	-	32	366
Investments	7,9	4.50	-	272	-	-	-	272
Receivables	8,11	6.60	-	22	92	-	8113	8227
			334	294	92	-	8,145	8,865
Financial Liabilities:								
Loans	14	5.78	-	306	11,078	6,944	-	18,328
Payables	13		-	-	-	-	8,428	8,428
Employee Entitlements	13,20		-	5,151	3,103	-	-	8,254
			-	5,457	14,181	6,944	8,428	35,010

Credit Risk

The carrying amount of financial assets recorded in the financial statements, net of any provisions for losses, represents the economic entity's maximum exposure to credit risk without taking into account the value of any collateral or other security obtained.

Net Fair Value

The carrying amount of financial assets and financial liabilities recorded in the financial statements represents their respective net fair values, determined in accordance with the accounting policies disclosed in note 1 to the accounts.

23. FUNCTIONS / ACTIVITIES OF THE COUNCIL

Activities of the Council have been attributed to the following broad functions / activities:

Administration

General operations, Council Operations, elections, Council offices, rates, general grants.

Public Order & Safety

Fire protection, dog control.

Health

Health inspection, immunisation.

Social Security & Welfare

Aged and disabled services, families, children, and community welfare.

Housing & Community Services

Housing, town planning, community development, sanitation and garbage, urban storm water drainage and protection of the environment.

Recreation & Culture

Libraries, cultural services, sport and recreation.

Mining, Manufacturing, Construction

Building Act.

Economic Affairs

Tourism, city markets.

Other Purposes

Plant operations, investment properties and other.

(a) Operating Result by Functions

Functions/Activity	Revenue		Expenses		Net	
	2005	2004	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administration	52,598	47,421	33,438	29,232	19,160	18,189
Public Order & Safety	37	24	1,282	431	(1,245)	(407)
Health	84	142	582	1,050	(498)	(908)
Social security & welfare	92	120	1,008	745	(916)	(625)
Housing & community services	11,880	21,043	12,851	21,153	(971)	(110)
Recreation & culture	8,539	6,601	12,006	16,096	(3,467)	(9,495)
Agricultural services	5	16	4	56	1	(40)
Mining, manufacture, construction	431	32	1,492	402	(1,061)	(370)
Transport and Communication	36,106	30,395	23,669	28,193	12,437	2,202
Economic affairs	4,174	2,315	8,027	1,413	(3,853)	902
Other purposes	3,682	7,868	12,379	8,370	(8,697)	(502)
	117,628	115,977	106,738	107,141	10,890	8,837

(a) Assets & Liabilities

Functions/Activity		
	2005	2004
	\$'000	\$'000
Current assets	7,814	7,037
Current liabilities	(18,691)	(15,819)
Non-current assets		
Administration	49,966	50,340
Public Order & Safety	2	2
Health	112	112
Social security & welfare	1,135	1,068
Housing & community services	120,047	120,848
Recreation & culture	481,425	479,577
Agricultural services	23	23
Mining, manufacture, construction	13	13
Transport and Communication	275,144	258,795
Economic affairs	7,681	7,681
Other purposes	6,596	11,595
Non-current liabilities	(23,528)	(24,423)
Equity	907,739	896,849

24. ECONOMIC DEVELOPMENT

In accordance with the requirements of the City of Adelaide Act 1998, operating expenditure of \$4.0m was incurred in relation to Council's commitments under the Capital City Development Program. This represents 3.7% of the total operating expenditure for the year ended 30 June 2005.

In accordance with the requirements of the City of Adelaide Act 1998, operating expenditure of \$6.0m was incurred for works, services and activities that directly related to Council's economic development program. This represents 5.6% of the total operating expenditure for the year ended 30 June 2005.

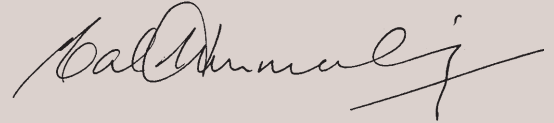
25. CONTINGENT LIABILITIES

WasteCare SA is a regional subsidiary under section 43 and schedule 2 of the Local Government Act 1999. WasteCare SA was established by a number of constituent councils comprising the Cities of Charles Sturt, Campbelltown, Adelaide, Prospect, Norwood Payneham and St Peters and the Town of Walkerville in conjunction with Waste Management Pacific (SA) Pty Ltd to operate a Resource Recovery Waste Transfer Station (RRWTS) on leased land at Wingfield.

In the event of winding up the subsidiary, the City of Adelaide would receive its equity share of any net assets after payment of all expenses of the subsidiary, or be liable to pay its equity share towards all expenses associated with winding up the subsidiary's operations. To offset this potential liability an agreement for the compulsory purchase of the leased land and the purchase of the RRWTS with Waste Management Pacific (SA) has been established. The City of Adelaide equity share is 23.75% and as at 30 June 2005 the total deficiency of WasteCare (SA) was \$70,574 (2004: \$31,844).

CHIEF EXECUTIVE OFFICER'S STATEMENT

I, Mal Hemmerling, the person for the time being occupying the position of Chief Executive Officer for the City of Adelaide do hereby state that the financial statements for the 2004/2005 financial year are to the best of my knowledge presented fairly and in accordance with accounting procedures which have been maintained in accordance with the Local Government Act 1999, as amended, and the City of Adelaide Act 1998.



Chief Executive Officer

Dated 8th November 2005

ADOPTION STATEMENT

Laid before the City of Adelaide and adopted on this day 14th November 2005.



Chief Executive Officer



Michael Harbison
Lord Mayor

INDEPENDENT AUDITOR'S REPORT

Scope

We have audited the financial report of the Corporation of the City of Adelaide for the year ended 30 June 2005, consisting of the operating statement, statement of financial position, statement of cash flows, statement of changes in equity, accompanying notes and the Chief Executive Officer's statement set out on pages 1 to 20. The Chief Executive Officer is responsible for the financial report. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the Corporation of the City of Adelaide.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatements. Our procedures included examination, on a test basis of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards and mandatory professional reporting standards in Australia, the Local Government Act 1999 and the Local Government (Financial Management) Regulations 1999, so as to present a view which is consistent with our understanding of the Corporation of the City of Adelaide's financial position, and performance as represented by the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis:

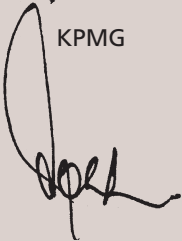
Audit Opinion

In our opinion, the financial report of the Corporation of the City of Adelaide is properly drawn up:

- (a) so as to present fairly;
 - (i) the Corporation's state of affairs as at 30 June 2005 and its operating results and cash flows for the year ended on that date; and
 - (ii) the other matters required by the Local Government Act 1999, and the Local Government (Financial Management) Regulations 1999 to be dealt with in the accounts;
- (b) in accordance with the provisions of the Local Government Act 1999, and the Local Government (Financial Management) Regulations 1999; and
- (c) in accordance with applicable Accounting Standards and mandatory professional reporting requirements in Australia.



KPMG



Grant D Drabsch
Partner



ADELAIDE CITY COUNCIL
WASTECARE SA.

WASTECARE SA
OPERATING STATEMENT
 For the year ended 30 June 2005

	Note	2005 \$	2004 \$
OPERATING REVENUE			
Members' Contributions		134,317	33,579
Investment Income		16,669	468
Commercial Activities	2.	515,541	-
TOTAL OPERATING REVENUE		666,527	34,047
OPERATING EXPENSES			
Contractual Services		265,044	40,836
Finance Charges		358,669	18,282
Employee Expenses		388	-
Amortisation Expense	3.	28,170	-
Other		52,987	6,773
TOTAL OPERATING EXPENSES		705,258	65,891
NET (DEFICIT) RESULTING FROM OPERATIONS		(38,730)	(31,844)

The accompanying notes form part of these financial statements.

WASTECARE SA
STATEMENT OF FINANCIAL POSITION

As at 30 June 2005

	Note	2005 \$	2004 \$
CURRENT ASSETS			
Cash	4	615,153	188,006
Receivables	8	235,211	-
Other	5	24,986	304,352
Total Current Assets		875,350	492,358
CURRENT LIABILITIES			
Creditors and Provisions	6	904,489	1,571,113
Other		94,962	13,059
Total Current Liabilities		999,451	1,584,171
NET CURRENT (LIABILITIES)		(124,101)	(1,091,813)
NON-CURRENT ASSETS			
Plant & Equipment	7	11,253,527	4,259,969
Total Non-Current Assets		11,253,527	4,259,969
NON-CURRENT LIABILITIES			
LGFA Loan		11,200,000	3,200,000
Total Non-Current Liabilities		11,200,000	3,200,000
NET (LIABILITIES)		(70,574)	(31,844)
EQUITY			
Accumulated Deficit		(70,574)	(31,844)
TOTAL (DEFICIENCY)		(70,574)	(31,844)

The accompanying notes form part of these financial statements.

WASTECARE SA
 STATEMENT OF CHANGES IN EQUITY
 For the year ended 30 June 2005

	2005	2004
Note	\$	\$
ACCUMULATED SURPLUS		
Balance at beginning of the year	(31,844)	-
Change in financial position resulting from operations	(38,730)	(31,844)
Transfer from Reserves	-	-
Transfer to Reserves	-	-
Balance at end of the year	(70,574)	(31,844)
TOTAL (DEFICIENCY)	(70,574)	(31,844)

The accompanying notes form part of these financial statements.

WASTECARE SA
STATEMENT OF CASH FLOWS

For the year ended 30 June 2005

	Note	2005 \$	2004 \$
		Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Contractual Services		(212,291)	(20,198)
Finance Charges		(190,916)	(6)
Other		(51,719)	(283)
Receipts			
Members Contributions		134,317	33,579
Commercial Activities		548,213	
Investment Income		16,669	468
Net cash Provided by operating activities	8	244,274	13,560
CASH FLOWS FROM OTHER ACTIVITIES			
Payments			
Payments to WIP for Capital Works including Capitalised Interest Payments LGFA loan		(7,848,572)	(3,038,612)
Receipts			
Prepaid Debtors		-	13,058
Loan LGFA		8,000,000	3,200,000
Other Receipts		13,445	-
Net cash provided by other activities		164,873	174,446
Net increase in cash held		427,147	188,006
Cash at beginning of the year		188,006	-
Cash at end of the year		615,153	188,006

The accompanying notes form part of these financial statements.

WASTECARE SA

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2005

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a general purpose financial report that has been prepared in accordance with applicable Australian Accounting Standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and the requirements of the Local Government Act 1999. The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

WasteCare SA is a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999. The Constituent Councils are Charles Sturt, Campbelltown, Norwood, Walkerville, Prospect and Adelaide.

The following is a summary of the material accounting policies adopted by the Subsidiary in the preparation of the financial report:

(a) Income Tax

WasteCare SA operates as a regional subsidiary of the member councils pursuant to section 43 of the Local Government Act 1999. Accordingly, it is not liable to pay income tax.

(b) Plant and Equipment

Plant and equipment is brought to account at cost, less, where applicable, accumulated depreciation. All assets are depreciated over their useful lives commencing from the time that the asset is held ready for use.

The depreciation rates used for items of plant and equipment are:

Furniture and fittings	20%
Computer equipment	33%
Other equipment and vehicles	20%

The Treatment facility is not depreciated on the basis that the full value will be recoverable at the end of the contract period.

(c) Cash

For the purposes of the statement of cash flows, cash includes deposit with banks and loans with the Local Government Financing Authority.

(d) Impact of Adoption of Australian Equivalents to International Financial Reporting Standards

The Regional Subsidiary is preparing and managing the transition to Australian Equivalents to International Financial Reporting Standards (AIFRS) effective for the financial years commencing 1 January 2005. The adoption of AIFRS will be reflected in the Regional Subsidiary's financial statements for the year ended 30 June 2006. On first time adoption of AIFRS, comparatives for the financial year ended 30 June 2005 are required to be restated. The majority of the AIFRS transitional Adjustments will be made retrospectively against accumulated deficit/surplus at 1 July 2004.

WASTECARE SA
 NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2005

(d) Adoption of Australian Equivalents to International Financial Reporting Standards (cont)

The Regional Subsidiary's management along with its auditors, have assessed the significance of the expected changes and are preparing for their implementation. The impact of the alternative treatments and elections under AASB 1: First time Adoption of Australian Equivalents to International Financial Reporting Standards has been considered where applicable.

- Impairment of Assets

Under ASB 136: Impairment of Assets, the recoverable amount of an asset is determined as the higher of fair value less costs to sell and value in use. In determining value in use projected future cash flows are discounted using a risk adjusted discount rate and impairment is assessed for the individual asset or at the 'cash generating unit' level. A cash generating unit is determined as the smallest group of assets that generates cash flows, which are largely independent of the cash inflows from other assets or groups of assets. The current policy is to determine the recoverable amount of an asset on the basis of undiscounted net cash flows that will be received from the assets use and subsequent disposal. It is likely that this change in accounting policy will lead to impairments being recognized more often.

	2005	2004
	\$	\$
NOTE 2: COMMERCIAL ACTIVITIES		
Gate Fees for delivery	140,432	-
Commercial Contributions	375,109	-
	<u>515,541</u>	<u>-</u>
NOTE 3: AMORTISATION		
Capitalised Interest	23,608	-
Disbursement Sum	4,562	-
	<u>28,170</u>	<u>-</u>
NOTE 4: CASH		
Cash at Bank	615,153	188,006
	<u>615,153</u>	<u>188,006</u>
NOTE 5: OTHER ASSETS		
CURRENT		
GST Claimable	24,986	304,352
	<u>24,986</u>	<u>304,352</u>
NOTE 6: CREDITORS & PROVISIONS		
CURRENT		
Creditors	904,489	1,571,113
	<u>904,489</u>	<u>1,571,113</u>

WASTECARE SA
 NOTES TO THE FINANCIAL STATEMENTS
 For the year ended 30 June 2005

	2005	2004
	\$	\$
NOTE 7: PLANT & EQUIPMENT		
IRMC - at Cost and disbursement	11,045,612	4,259,969
Capitalised Interest	236,084	-
	<u>11,281,696</u>	<u>4,259,969</u>
Less amortised disbursement/capitalised interest	(28,169)	-
	<u>11,253,527</u>	<u>4,259,969</u>

NOTE 8: RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET DEFICIT RESULTING FROM OPERATIONS

Net (Deficit) Resulting from Operations	(38,730)	(31,844)
Non cash item	-	18,276

Change in operating assets and liabilities

Increase in debtors	(235,211)	-
Decrease in GST paid	(22,070)	-
Increase in GST collected	50,458	-
Increase in Creditors and Provisions	489,827	27,128

Net cash provided by operating activities

<u>244,274</u>	<u>13,560</u>
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NOTE 9: RECONCILIATION OF CASH

Cash at the end of the year as shown in the statement of cash flows is reconciled to related to items in the Statement of Financial Position as follows:

Cash on hand	615,153	188,006
	<u>615,153</u>	<u>188,006</u>

WASTECARE SA
 NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2005

NOTE 10: FINANCIAL INSTRUMENTS

(a) Interest Rate Risk

The Authority's exposure to interest rate risk, which is the risk that the value of a financial instrument will fluctuate as a result of changes in market interest rates, and the effective weighted average interest rates on those applicable financial assets and liabilities is as follows:

	Weighted Average Interest Rate	Fair Value of variable interest rate instruments	Fair value of fixed interest rate instruments maturing within one year	Fair value of non-interest bearing instruments
		\$	\$	\$
Financial Assets:				
Cash	4.00%	615,153	-	-
Receivables	0.00%	-	-	235,211
Investments		-	-	-
Total Financial Assets		615,153	-	235,211
Financial Liabilities:				
LGFA Loan Fixed 10 yrs	6.93%	6,100,000		
LGFA Loan	6.30%		5,100,000	-
Creditors and Provisions	0.00%	-	-	904,489
Total Financial Liabilities		6,100,000	5,100,000	904,489

(b) Credit Risk

Credit risk represents the loss that would be recognised if other entities failed to perform as contracted.

The Authority's exposure to credit risk is summarised as follows;

- Trade and other debtors - the Authority's maximum exposure is disclosed in the financial statements net of any provision for doubtful debts.
- The LGFA investments included in Financial Assets above, are capital guaranteed.

(c) Net Fair Value

The net fair value of a financial instrument is defined as its value net of all costs to settle the asset or liability. The financial assets and liabilities as stated or referred to in notes (a) and (b) above, are stated at their face value (less provision for doubtful debts if applicable). Due to the nature of the financial instruments held by the Authority, the costs associated with their settlement would not be material, and hence, have not been considered.

WASTECARE SA (REGIONAL SUBSIDIARY) STATEMENT BY MEMBERS OF THE BOARD

The Board have determined that this general purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

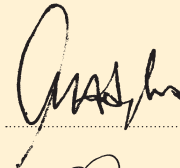
In the opinion of the members of the Board:

1. The financial statements and notes, as set out on pages 1 to 8:
 - (a) comply with Accounting Standards and the Local Government Act 1999 and Regulations; and
 - (b) give a true and fair view of the Authority's financial position as at 30 June 2005 and its performance for the year then ended.

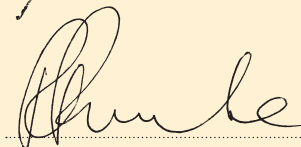
2. There are reasonable grounds to believe that the Authority will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the members of the Board by:

Member



Member



Dated this 22nd day of September 2005.

INDEPENDENT AUDIT REPORT TO THE MEMBER COUNCILS OF WASTECARE SA

Scope

We have audited the financial report of WasteCare SA for the year ended 30 June 2005, as set out on pages 1 to 9. The Board is responsible for the financial report. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the Board.

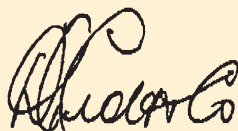
The financial report has been prepared for the purpose of fulfilling the requirements of the Local Government Act 1999. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to the extent that it relates to any person other than the members, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia so as to present a view which is consistent with our understanding of the financial position and performance of WasteCare SA as represented by the results of its operations and its cash flows.

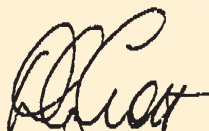
The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the WasteCare SA as at 30 June 2005, and the results of its operations and its cash flows for the year then ended.



D G SCOTT & CO



Dean G Scott F.C.A
Partner

Date: 23rd September 2005

83-89 Currie Street
ADELAIDE SA 5000



PORT ROAD

MEMORIAL DRIVE

PORT ROAD

GLOVER AVENUE

SIR DONALD BRADMAN DRIVE

ANZAC HIGHWAY

FITZROY TERRACE

JEFFCOTT RD

WELLINGTON SQUARE

MOLESWORTH ST

STRANGWAYS TCE

WELLINGTON SQUARE

WELLINGTON SQUARE

PROSPECT RD

JEFFCOTT STREET

WELLINGTON SQUARE

JEFFCOTT STREET

WELLINGTON SQUARE

WELLINGTON SQUARE

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MAIN NORTH RD

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KUNTINGGA (Park 7)

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WELLINGTON SQUARE

BARNGÜTTILLA (Park 6)

BARTON TCE

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

PARADE

BUNDEYS RD

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

WELLINGTON SQUARE

WARRYPANGGA (Park 10)

BUNDEYS RD

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