Kadaltilla/Adelaide Park Lands Authority

Draft Business Plan & Budget 2026/27

Kadaltilla
Adelaide Park Lands Authority

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The Adelaide Park Lands are the largest inner urban park system in Australia.

Nationally Heritage listed for their unique design – they are the city's lungs, backyard, playground, meeting space and more. The Adelaide Park Lands are there for everyone to enjoy, enhancing physical and mental well-being. They secure Adelaide's place as one of the planet's most liveable cities.

Acknowledgement of Country

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) acknowledges the Kaurna People as the traditional owners of the Adelaide Plains and pays respect to Elders past and present. Kadaltilla recognises and respects the cultural heritage, beliefs and relationship which the Kaurna People have with the land and acknowledges that they are of continuing importance to the Kaurna People living today.

Kadaltilla extends that respect to other Aboriginal Language Groups and other First Nations.

Kadaltilla is the principal advisor to both the City of Adelaide and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.

Kadaltilla is a traditional Kaurna word meaning Green place/Green lands/Parklands.

Introduction

The City of Adelaide and the Government of South Australia are committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians.

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) is the principal advisory body to both the City of Adelaide and the State Government on the protection, management, enhancement, and promotion of the Adelaide Park Lands.

Kadaltilla is established pursuant to section five of the *Adelaide Park Lands Act 2005 (SA)* and operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999 (SA)*. Kadaltilla acts in accordance with its Charter and the *Adelaide Park Lands Act 2005 (SA)*.

The City of Adelaide and the Government of South Australia, are committed to ensuring that Kadaltilla delivers benefit for the future of Adelaide's Park Lands as a defining feature of Adelaide.

Annual Business Plan and Budget Overview

Kadaltilla is required to prepare an Annual Business Plan and Budget consistent with the Adelaide Park Lands Management Strategy, it's Strategic Plan and Charter. Kadaltilla must consult with and obtain approval from the City of Adelaide for its Annual Business Plan and Budget.

The Annual Business Plan and Budget must:

- Identify the performance targets of Kadaltilla
- Set the performance measures that are to be used to monitor and assess performance and achievement of targets
- Specify the financial and other resources and internal processes required to achieve the performance targets.

Kadaltilla Board

About Us

Kadaltilla operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999* (SA).

Kadaltilla and its Board are the same entity.

The Board is responsible for managing the business of Kadaltilla and acting in accordance with the Charter and all relevant legislation.

The Board is skills based including expertise across biodiversity/environment, recreation/open space, cultural heritage, landscape design/park management, tourism/events, indigenous culture/reconciliation, financial and local government.

The Board comprises a Presiding Member (the Lord Mayor), and four other members appointed by Council and five members appointed by the Minister for Planning.

The Board receives administrative support from the City of Adelaide.

Dr Jane Lomax-Smith AM
Lord Mayor
Presiding Member

Ms Elinor Walker
Deputy Presiding Member

Mr Daniel Bennett

Mr Ashley Halliday

Ms Sally Underdown

Ms Stephanie Johnston

Mr Tim Agius

Councillor Keiran Snape

Mr Warwick Keates

Ms Kirsty Bevan

Functions of Kadaltilla

Kadaltilla is established to undertake the following functions, set out in section nine of the *Adelaide Park Lands Act 2005* (SA) and its Charter:

- To undertake a key policy role with respect to the advocacy and promotion of the values of the Adelaide Park Lands and their management and protection.
- To prepare and, as appropriate, to revise, the Adelaide Park Lands Management Strategy in accordance with the requirements of the *Adelaide Park Lands Act 2005* (SA).
- To provide comments and advice on any management plan prepared by the City of Adelaide or a State Authority under the *Adelaide Park Lands Act 2005* (SA) or the *Local Government Act 1999* (SA) that relates to any part of the Adelaide Park Lands, and to monitor and, as appropriate, to provide comments, advice, or reports in relation to, the implementation or operation of any such plan.
- To provide comments or advice in relation to the operation of any lease, licence, or other form of grant of occupation of land within the Adelaide Park Lands.
- On the basis of any request, or on its own initiative, to provide advice to the City of Adelaide or to the Minister on policy, development, heritage or management issues affecting the Adelaide Park Lands.
- To promote public awareness of the importance of the Adelaide Park Lands and the need to ensure that they are managed and used responsibly.
- To ensure that the interests of South Australians are taken into account, and that community consultation processes are established and undertaken, in relation to the strategic management of the Adelaide Park Lands.
- To promote and administer the Adelaide Park Lands Fund.
- To undertake or support other activities that will protect or enhance the Adelaide Park Lands, or in any other way promote or advance the objects of the *Adelaide Park Lands Act 2005* (SA).

Adelaide.
Designed for Life.

Adelaide Park Lands Management Strategy – Towards 2036

Executive Summary

Partnering to preserve and celebrate our precious Adelaide Park Lands

The Adelaide Park Lands Management Strategy – Towards 2036 (APLMS) has been developed by Kadaltilla in accordance with the requirements of the *Adelaide Park Lands Act 2005* (SA) to prepare a Management Strategy to determine the Adelaide Park Lands directions and priorities.

Vision

Located on Kaurna Yarta, the Adelaide Park Lands support our environment, provide connections to nature and offer places for people to participate in events, cultural experiences, sporting and recreational activities. We will work together to enhance and protect the Adelaide Park Lands for future generations.

Goals

Goal 1 – Places and Spaces

Places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing; offer diverse landscapes and natural beauty and provide a range of sport, recreational, sensory and stimulating experiences.

Goal 2 – Connections and Networks

A system of connected and legible places and spaces enabling safe movement via paths and trails linking the city to the suburbs, hills and coast.

Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience

Places that thrive in the face of a changing climate and celebrate Adelaide's unique natural and cultural heritage.

Strategic Priorities & Performance

Kadaltilla has adopted a Strategic Plan 2023–2028 with the following purpose and guiding principles:

Purpose

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

Guiding Principles

- Preserve and strengthen the integrity of the Adelaide Park Lands
- Promote the values of the Park Lands – as Adelaide's defining feature, and an internationally unique asset
- Partner with Council and the State Government to advocate the benefits of the Adelaide Park Lands
- Advise Government at all levels on the management and usage of the Adelaide Park Lands for the benefit of all South Australian's

The 2026/27 activities of Kadaltilla align with the performance targets and measures 2023–2028 set out in Kadaltilla's Strategic Plan (as per reference number in the following tables).

Cultural Value

Promote the cultural values of the Park Lands including Kaurna culture, heritage and wellbeing.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.1	Seek Kaurna cultural authority in everything we do	Partner with Kaurna culture authority	Each matter that comes before Kadaltilla considers Kaurna culture	Kadaltilla and the City of Adelaide's employees will ensure that each matter that comes before Kadaltilla considers Kaurna culture. Strengthen Kadaltilla's engagement with Kaurna Yerta Aboriginal Corporation and the Kaurna community.	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.2	Assist with Kaurna cultural mapping	Support Kaurna cultural mapping progress	Kaurna cultural mapping completed and used to inform Kadaltilla considerations	Phase 2 will build on the foundational work completed during Phase 1.	Within Council operational allocations
Goal 1 – Places and Spaces	1.3	Advocate for the featuring of the Adelaide Park Lands in relevant promotional campaigns	Develop specialist branding and promotion of Kadaltilla and the Park Lands	Adelaide Park Lands featured in relevant promotional campaigns	The Adelaide Park Lands are marketed using website, social media, brochures, and financial support for the (biennial) Adelaide Park Lands Art Prize.	$21,974 ($6,974 marketing plus $15,000 Adelaide Park Lands Art Prize)
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.4	Champion the development of World Heritage listing nomination	Regularly review World Heritage listing submission progress	State Government support for World Heritage listing submission by 2026	Progress opportunities for World Heritage Listing with Adelaide and Mount Lofty Ranges Councils subject to a City of Adelaide budget bid.	Within Council operational allocations

Environmental Performance

Maintain and improve climate resilience and the landscape values of the Park Lands.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.1	Define, protect, and enhance landscape values and design qualities	Establish performance principles for the Adelaide Park Lands	Landscape values of the Adelaide Park Lands have been defined, protected and enhanced	The landscape values and design principles defined in the APLMS – Towards 2036 will continue to be embedded in decision-making and project delivery during 2026/27.	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.2	Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality	Regularly review tree canopy cover, biodiversity, and environmental sustainability in the Adelaide Park Lands	Ecologically sustainable initiatives promoted, and tree canopy cover, biodiversity, and environmental sustainability and design quality are regularly reviewed	Tree canopy cover, biodiversity, and environmental sustainability data and insights included in the digital APLMS and used to inform discussions, decision-making and prioritisation of projects.	Board operational allocation (Note separate City of Adelaide allocation to the tree planting program)
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.3	Consider climate resilience in everything we do	Undertake a climate impact assessment of the Adelaide Park Lands	Deliver a climate impact assessment of the Adelaide Park Lands	Completion of a climate impact assessment for the Adelaide Park Lands.	Subject to a separate City of Adelaide budget proposal in 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.4	Research the impact of climate change on the Adelaide Park Lands	Develop a better understanding of environmental values and trends	Environmental values and trends presented to Kadaltilla	Environmental values and trends data and insights included in the digital APLMS.	Board operational allocation
Goal 1 Places and Spaces	2.5	Increase the accessibility of evidence-based information	Regular online Adelaide Park Lands updates (inclusive of events, trends, gardens and botanical features and items dealt with at Kadaltilla)	Customers are well-informed through regular online Adelaide Park Lands updates	Regularly update the Kadaltilla website, digital APLMS, and social media platforms to sahre information. .	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.6	Improved irrigation and water management across the Adelaide Park Lands	Investigate options for alternative recycled water sources to reduce reliance on bores	Reduction in use of bore water and increase in use of recycled water	Commence the Park Lands Smart Irrigation Project.	Subject to a separate City of Adelaide budget proposal in 2026/27

Management and Protection

Treat the Park Lands holistically with an adaptive future focused approach.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	3.1	Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy	Regular review progress of the Adelaide Park Lands Management Strategy priority projects	Adelaide Park Lands Management Strategy priority projects implemented	Monitor and assess the progress of priority projects within the Adelaide Park Lands Management Strategy.	Board operational allocation
Charter	3.2	Advocate for and establish Funding Mechanisms to support delivery of the Adelaide Park Lands Management Strategy	Identify funding opportunities for priority projects in the Adelaide Park Lands Management Strategy	Funding secured for priority projects in the Adelaide Park Lands Management Strategy	Investigate funding opportunities for priority projects in the Adelaide Park Lands Management Strategy.	Board operational allocation
Charter	3.3	Review State Government Management Plans	Partner with the State Government to advise on management plans for areas of Adelaide Park Lands controlled by State Government	Advice provided to the State Government for the preparation of management plans for areas of Adelaide Park Lands controlled by State Government	Engage the State Government to provide advice on its Management Plans in line with Section 20(1) of the *Adelaide Park Lands Act 2005* (SA).	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	3.4	Advocate for progression of State Heritage Listing by the State Government	Continued support provided for the State Heritage listing	State Heritage listing progressed by the State Government	Continue to monitor progress and pursue opportunities for State Heritage listing	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	3.5	Assess Park Lands including economic, environmental and cultural significance	Undertake an assessment of economic, environmental and cultural significance of the Adelaide Park Lands	Board Members are well informed through regular updates	Assess the economic, environmental, social and cultural value of the Adelaide Park Lands.	Within Council operational allocations

Expert Advice

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	4.1	Provide advice on plans, projects, and policies for the Adelaide Park Lands	Regularly review all plans, projects, and policies for the Adelaide Park Lands to ensure they have undergone review by Kadaltilla where appropriate	Advice of Kadaltilla is endorsed and adopted	Identify items requiring consideration by Kadaltilla. Forward agenda maintained by Kadaltilla / Adelaide Park Lands Authority Advisor. Convene and support Kadaltilla meetings, workshops and field trips. Members remunerated in accordance with the provisions of Kadaltilla's Charter and Council's specific determination on fees.	$272,815 (comprising $84,220 for Kadaltilla sitting fees and $188,595 for salaries and associated on-costs)
Charter	4.2	Engage with City of Adelaide and State Government including input into State Government initiatives	Partner with Council and the State Government to increase the accessibility of Kadaltilla	State Government engages with Kadaltilla on State Government initiatives	Connect with the State Government to increase the accessibility of Kadaltilla.	Board operational allocation
Goal 1 – Places and Spaces	4.3	Review leasing and licensing and event management policies together with other relevant Park Lands use policies	Create a Policies section on the Kadaltilla portal	Kadaltilla makes policy submissions on State and Local Government matters where deemed necessary	Maintenance of the Policies section on the Kadaltilla portal. Reporting of lease, license, and events on Adelaide Park Lands, as required.	Board operational allocation
Goal 2 – Connections and Networks	4.4	Strengthen Kadaltilla's engagement with the City of Adelaide, State Government, and adjoining Councils	Strategic stakeholder engagement on Adelaide Park Lands related matters	The City of Adelaide, the State Government, and adjoining Councils actively engage with Kadaltilla	Strategic stakeholder engagement on Adelaide Park Lands related matters.	Board operational allocation

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	4.5	Increase the profile of the Kadaltilla Board	Create and maintain a social media profile detailing the business of Kadaltilla	The public is aware and informed of business of Kadaltilla	Promotion of the business of Kadaltilla and management of a social media profile.	$20,000

Governance

The City of Adelaide governance support enables Kadaltilla to meet legislative requirements and obligations arising from its Charter.

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.1	Maximise utilisation of skills, known and enthusiasm of Kadaltilla through effective meetings that foster dialogue and the development of shared thinking	Appointments to Kadaltilla are based on skills and expertise set out in Part 2, Division 2, Section 6 of the *Adelaide Park Lands Act 2005* (SA)	Formal and informal opportunities to provide advice and expertise on Adelaide Park Lands (such as meetings, workshops and Kadaltilla portal).	Board operational allocation
Charter	5.2	Develop a high level of knowledge and understanding of the Adelaide Park Lands amongst Members through regular site visits and briefings	Undertake at least one Adelaide Park Lands field trip per year to facilitate greater understanding of Adelaide Park Lands projects, facilities and landscapes	Field trip(s) to be scheduled as part of the Kadaltilla forward agenda.	$3,100
Charter	5.3	Seek early input into issues relating to the Adelaide Park Lands to ensure Kadaltilla advice is timely and relevant	Number of submissions reviewed by Kadaltilla	Kadaltilla Advisor to be represented in Adelaide Park Lands Advisory Group (APLAG) meetings to ensure relevant issues are identified and sent to Kadaltilla in a timely manner.	Board operational allocation
Charter	5.4	Monitor developments subsequent to Kadaltilla advice	Assessment of outcome for alignment with Kadaltilla advice	Quarterly external scan of developments subject to Kadaltilla advice.	Board operational allocation
Charter	5.5	Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based Board that advises on Park Lands management and protection	Receive at least two State presentations on Park Lands planning and management related matters per year	Advice provided to Council and / or the State Government on strategic matters relating to the Adelaide Park Lands. Advice provided to the Minister responsible for the *Adelaide Park Lands Act 2005* (SA).	Board operational allocation
Charter	5.6	General purpose accounts are operational	Council's accounting procedures met	General purpose accounts are maintained by the City of Adelaide.	Within Council operational allocations
Charter	5.7	Annual Business Plan and Budget is in place for Kadaltilla	Annual Business Plan and Budget prepared in accordance with legislative and Charter requirements	Prepared by the City of Adelaide as part of internal processes. Subject to consultation with, and approval from, the Council.	Board operational allocation

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.8	Kadaltilla makes appropriate use of available finances provided by the Council	Quarterly finance reports adopted and presented to the Council Council's external auditor and Audit Committee is satisfied the requirements are met Kadaltilla financial management is in accordance with legislative and Charter requirements	Financial updates provided as required. Council's external auditor and Audit Committee performs the necessary tasks.	Within Council operational allocations
Charter	5.9	The Adelaide Park Fund is operational and maintained by Kadaltilla	Monies are received and expended according to the provisions of Kadaltilla's Charter	The Adelaide Park Lands Fund is operational and administered by the City of Adelaide on behalf of Kadaltilla.	Within Council operational allocations
Charter	5.10	Host an Annual Community Forum	A public forum is held by the end of October each year at a place and time determined by resolution of the Board	Prepared by the Kadaltilla Advisor as part of internal administrative processes. Subject to consultation with, and approval from, the Council. Incorporated in the City of Adelaide's Annual Report. Copy provided to Minister responsible for the *Adelaide Park Lands Act 2005* (SA).	$6,100
Charter	5.11	Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the Adelaide Park Lands Management Strategy, Strategic Plan, and Business Plan and Budget	Kadaltilla's Annual Report is prepared in accordance with legislative and Charter requirements Submitted to Council by 30 September in each Financial Year	Prepared by the Kadaltilla Advisor as part of internal administrative processes. Subject to consultation with, and approval from, the Council. Incorporated in the City of Adelaide's Annual Report. Copy provided to Minister responsible for the *Adelaide Park Lands Act 2005* (SA).	Board operational allocation

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.12	The Council provides administrative support to the Board for the purpose of undertaking day-to-day management of the Board including, but not limited to, the exercise of Kadaltilla's Functions, powers and duties and the preparation for and attendance at meetings of the Board and implementation of the decisions of the Board	Council ensures that a senior officer manages the business of the Board at a strategic level, and provides the Board with suitable administrative support	Annual progress reports on the Strategic Plan, Business Plan, Budget, and Annual Report will be provided. Coordinate and initiate key matters for Board consideration, ensuring timely implementation of decisions. Efficiently manage and maintain the Board's assets and resources. Perform duties and exercise powers in accordance with the *Local Government Act 1999* (SA) and other legislative requirements, as directed by the Board. Financial outcomes to be achieved in alignment with the Board's adopted plans and budgets.	$5,581
Charter	5.13	Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme	The Local Government Mutual Liability Scheme insures Kadaltilla	Insurance for Kadaltilla is maintained by the City of Adelaide.	$29,135 ($23,856 insurance plus $5,279 advice)

Kadaltilla Budget Summary

Income Summary	2026/27 Draft Budget	2025/26 Budget
City of Adelaide Contribution	$358,705	$322,609
Total Income	**$358,705**	**$322,609**
Income Summary		
Employee Costs	$188,595	$180,350
Kadaltilla/Park Lands Authority (sitting fees)	$84,220	$74,204
Brand and Marketing	$26,974	$26,317
Insurance, Audit and Legal	$23,856	$22,168
External Advice	$5,279	$5,150
Sponsorships (eg Adelaide Park Lands Art Prize)	$15,000	$0
Kadaltilla Operations	$14,781	$14,420
Total Expenditure	**$358,705**	**$322,609**

Kadaltilla

Adelaide Park Lands Authority

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