

Special Council Meeting Agenda & Reports

16 June 2021

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
Norwood
Payneham
& St Peters

10 June 2021

To all Members of the Council

NOTICE OF SPECIAL MEETING OF COUNCIL

I wish to advise that pursuant to Section 83 of the *Local Government Act 1999*, the next Special Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Wednesday 16 June 2021, commencing at 7.00pm.

Please advise Tina Zullo on 8366 4545 or email tzullo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
**Norwood
Payneham
& St Peters**

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 7 JUNE 2021**

2. **STAFF REPORTS**

2.1 DRAFT 2021-2022 ANNUAL BUSINESS PLAN – CONSIDERATION OF PUBLIC SUBMISSIONS

REPORT AUTHOR: General Manager, Corporate Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA72303/A173271
ATTACHMENTS: A – E

PURPOSE OF REPORT

The purpose of this report is to present for the Council's consideration, the submissions which have been received on the Draft 2021-2022 Annual Business Plan.

BACKGROUND

As required by Section 123 of the *Local Government Act 1999* (the Act), the Council must have an Annual Business Plan and Budget (the Plan) for each financial year and the community must be given an opportunity to comment on that Plan.

At the Council Meeting held on 3 May 2021, the Council endorsed the Draft 2021-2022 Annual Business Plan, as required by the Act, for release for community consultation.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Long-term Strategic directions are outlined in the *City Plan 2030 – Shaping our Future*. The Draft Plan and supporting Draft 2021-2022 Budget (Budget), set out the proposed services and programs and initiatives for the 2021-2022 Financial Year and explains how the Council intends to finance its continuing services, programs and initiatives which are to be undertaken during the year.

The Council's Long-term Financial Plan (LTFP), is a key document in the Councils Planning Framework. It is the primary financial management tool which links the Councils Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans and the Annual Business Plan and Budget.

The adoption of the Draft 2021-2022 Annual Business Plan will, assist the Council in the achievement of its goals and objectives as set out in the suite of endorsed suite of Strategic Planning documents set out above.

FINANCIAL AND BUDGET IMPLICATIONS

If the Council chooses to amend the Draft Plan as a result of its consideration of the submissions which have been received. It should be noted that there may be financial implications on the Draft Budget. These will be determined following Council's consideration of the submissions. As such, if Elected Members are proposing to put forward any amendments, please contact the General Manager, Corporate Services to discuss the possible impacts of any amendments.

EXTERNAL ECONOMIC IMPLICATIONS

Nil.

SOCIAL ISSUES

Nil.

CULTURAL ISSUES

Nil.

ENVIRONMENTAL ISSUES

Nil.

RESOURCE ISSUES

Nil.

RISK MANAGEMENT

Nil.

COVID-19 IMPLICATIONS

Nil.

CONSULTATION

- **Elected Members**

Elected Members have been involved throughout the preparation of the Draft Plan and Budget and have considered the various components of the Draft Plan and made 'in-principle' decisions as appropriate.

- **Community**

Through the public consultation process the citizens have been provided with the opportunity to have input into and comment on the Draft Plan.

- **Staff**

The review of the Operating Expenditure and Special Projects and the draft Annual Business Plan process has been completed with the involvement of the Chief Executive Officer, General Managers and the various responsible officers.

- **Other Agencies**

Not Applicable.

DISCUSSION

At the Council Meeting held on 3 May 2021, the Council approved the Draft Plan for release for community consultation, subject to any editorial changes as authorised by the Chief Executive Officer.

The draft 2021-2022 Budget, was also released for consultation in conjunction with the draft Annual Business Plan and is based on a 4.35% rate revenue increase. At the time the Draft Plan was released for community consultation, the proposed rate revenue increase translated to an Average Residential Rate increase of 3.70% (\$56 per annum), which comprises of a rate-in-the-dollar increase of 2.3% (\$35) and a property valuation increase 1.4% (\$21) and an Average Commercial Rate increase of 2.24% (\$58 per annum), rate-in-the-dollar increase of 2.3% (\$60) and a property valuation adjustment of minus 0.06% (-\$2) due to the slight reduction in the average property value for commercial properties.

Key aspects of the Draft Budget are set out in Table 1 below:

TABLE 1: DRAFT BUDGET AS RELEASED ON COMMUNITY CONSULTATION

Rate Revenue Increase	4.35%
Average Residential Rate Increase	3.71%
Average Commercial Rate Increase	2.24%
Rate-in-the-Dollar increase (based on 3 May 2021 valuations)	2.31%
Operating Surplus	\$425,000
Expenditure on continuing services and programs (excluding Regional Landscapes Levy)	\$44.831 million
Expenditure on new initiatives and strategic operating projects (including 2020-2021 Carry-forward projects)	\$642,000
Total Capital Works Program (including 2020-2021 Carry-forward projects)	\$26.089 million
Non- Rate Operating Revenue	\$9.088 million
Net General Rate Revenue (excluding Regional Landscapes Levy)	\$36.154 million
Regional Landscapes Levy **	\$1.632 million
Capital Grant Funding	\$4.216 million

** The Council is acting as a revenue collector for the Green Adelaide Board in this regard and does not retain this revenue.

A copy of the draft Plan which was released for community consultation is contained in **Attachment A**.

Public Consultation

Pursuant to Section 123 (3) and (4) of the Act, a Public Notice was published in The Advertiser on 10 May 2021, advising citizens that:

- the Council's Draft Annual Business Plan was be available for comment; ; and
- written feedback was to be received by 5pm, Wednesday 1 June 2021.

Promotion of the Community Consultation also included:

- a News Item on the Council's website at www.npsp.sa.gov.au;
- an article distributed via the Councils Social Media Channels; and
- A4 posters displayed at the Council Buildings.

The Draft Plan, was also available for viewing at the Norwood Town Hall and at each of the Council's Libraries. Interested citizens could also download a copy of the Draft Plan from the Council's website.

Interested citizens have been provided with the opportunity to provide feedback and comments on the Draft 2020-2021 Plan via the following methods:

- attending the Public Meeting which was held on Wednesday 2 June 2021;
- completing an on-line form via the Council's website;
- completing a hard copy Feedback Form, which was available at the Reception Foyer at the Norwood Town Hall;
- email: ABPConsultation@npsp.sa.gov.au; or
- write to the Council, attention to the General Manager, Corporate Services, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

Six (6) written submissions were received by the closing date for written submission (5.00 pm on 2 June 2021). As Elected Members are aware, no members of the public attended the Public Meeting that was held on 2 June 2021.

A copy of the written submissions which have been received are contained in **Attachment B**.

Comments which have been prepared by staff in respect to the written submissions are provided below.

**1. Comments on the 2021-2022 Annual Business Plan
Submitted by Mr Tony Camporeale**

Submission:

Mr Camporeale has raised concerns with the proposed average residential rate increase of 3.71%, however not withstanding this, requested that a shelter similar to those installed at Coke Park and Felixstow Reserve be installed at Linde Reserve.

Staff Comment:

Prepared by General Manager, Corporate Services and Project Manager, Urban Design & Special Projects

Average Residential Rate Increase

In determining any increase in rate revenue, the Council considers the expenditure which is required to provide its existing services and programs, plus the additional funds required to provide enhancement to those services and programs, through increased service levels and infrastructure upgrades. Upon determining the level of expenditure, the Council then determines the additional revenue needed to meet the financial commitments during the year. Given the nature of the Council's operations, Rate Revenue is the major source of revenue to meet the expenditure and financial commitments of the Council, however where possible, the Council will seek other funding opportunities, such as grant funding, to meet the expenditure commitments.

The increase in Rate Revenue required to be collected for any given year, is raised from property owners through the general increase in the Capital value of properties, with the balance being collected through an increase in the Rate-in-the-Dollar, which is applied to the respective property value. The Council considers the use of Capital Value as the fairest method of distributing and collecting rates.

To communicate the proposed Rate increase, the Council determines an average residential property by dividing the Capital Value for all residential properties by the number of residential assessments. For the 2021-2022 financial year, the "average residential property" is valued at \$682,759, compared to the 2020-2021 "average residential property" value of \$673,775. The average residential rate increase takes into account the impact of the growth in capital value of the property plus the change in the rate-in-the-dollar. For the 2021-2022 financial year, the increase in the rate-in-the-dollar is 2.3% (\$35), with the increase in rates payable from valuation growth is 1.4% (\$21).

In comparison to CPI, while the March Quarter CPI for Adelaide has been reported at 1.2%, given the increasing supply pressures, which is of particular relevance to the Council and Local Government generally due to the nature the major inputs utilised in the provision of Council services, programs and construction activities, core inflation is forecast to be in order of 2.5% for the 2021-2022 financial year. As such the proposed rate increase is in line with the suggested rate increase outlined in the submission from Mr Camporeale.

While the proposed Rate increase of 2.3% plus valuation growth, is higher than recent years, 79% of the residential property owners will have an increase in their rates payable of \$35 or less, which given the record level of investment in not only renewing the City's roads and footpaths but also enhancing the City's open spaces and recreational facilities, is a valid justification for the increase in the quantum of rate revenue which is required.

Installation of a Shelter at Linde Reserve

While there is no shelter currently located on Linde Reserve, there is a substantial amount of tree canopy surrounding and in proximity to the existing barbeque and picnic area. Given that the trees are on the north side of the existing picnic setting, barbeque and seat, the tree canopy would provide sufficient shade in sunny and hot weather. Given the existing tree canopy, it is considered that the installation of a shelter at this location would provide a cramped feeling and therefore not recommended. If a shelter was considered to be an essential element to increase the functionality of Linde Reserve, it would be better suited in a location which was more open and not shaded (e.g. adjacent the existing basketball court) however such locations are away from the existing facilities.

It recommended that the installation of a shelter at Linde Reserve be considered as part of future Recreation and Open Space asset renewal programs as it is not seen as a priority for the 2021-2022 financial year.

2. Comments on the Draft 2021-2022 Annual Business Plan. Submitted by Mr Nathan Cunningham

Submission:

Mr Cunningham's submission raised concerns with the proposed average residential rate increase of 3.71%.

Staff Comment:

Prepared by General Manager, Corporate Services

As outlined in the response provided to the submission received from Mr Camporeale, while the proposed Rate increase of 2.3% plus valuation growth, is higher than recent years, 79% of the residential property owners will have an increase in their rates payable of \$35 or less, which given the record level of investment in not only renewing the City's roads and footpaths but also enhancing the City's open spaces and recreational facilities, provides the justification for the increase.

3. Comments on the Draft 2020-2021 Annual Business Plan Submitted by Mr Robert Turnbull

Mr Turnbull's submission does not support the proposed average residential rate increase of 3.71% and raised concerns with the Council's position in respect to infrastructure spend to create employment as the State recovers from the COVID-19 Pandemic.

Staff Comment:

Prepared by General Manager, Corporate Services

While it is acknowledged that job creation is primarily the responsibility of Federal and State Governments, as the third tier of Government, Local Government has a role in supporting the Federal and State Governments in this endeavour. In fact, Local Government is expected by State and Federal Governments, to be part of the COVID-19 recovery program, as many of the infrastructure projects and initiatives are expected to be delivered by Local Government.

Both the Federal Government and the State Government have provided grant funding to Local Government to undertake infrastructure projects, which not only create jobs for the local community, but also improve the City's infrastructure such as, roads, footpaths, parks and reserves and community facilities. The Council has been fortunate in obtaining \$9.2 million in grant funding, which will assist from a financial perspective to the reconstruction of local roads, footpath improvements and major projects which have been scheduled to be undertaken in the Council's *Asset Management Plans* and *Long-Term Financial Plan*.

4. Comments on the Draft 2020-2021 Annual Business Plan. Submitted by Ms Dina Hatwell

Ms Hatwell's submission raises concerns with the following;

- proposed Average Residential Rate increase of 3.71%;
- Councils position on undertaking infrastructure projects to create employment as the State recovers from the COVID-19 Pandemic; and
- lack of notification of Community Consultation and the financial support package included in the *2020-2021 Annual Business Plan and Budget*

Staff Comment:

Prepared by General Manager, Corporate Services

As outlined in the comments to the other responses, comments have been provided with respect to the proposed Average Residential Rate increase and the Council's role in the recovery from the COVID-19 pandemic.

As outlined earlier in this report, the *Annual Business Plan Consultation* has been promoted via the Council's Website, social media, media releases, a Public Notice and posters. Given the cost to produce and distribute such information, the use of postcards to inform residents of consultations are limited to consultations, which target a specific group or location, such as the 40km speed limit, rather than City-wide consultations, such as the *Annual Business Plan and Budget*.

As Elected Members are aware, as part of the 2020-2021 Budget, the Council endorsed and implemented a *COVID-19 Financial Support Package* which included:

- a zero (0%) rate increase for all property owners, except where the rate increase is a result of new development, property improvements, a change in land use or zoning or a result of a sale, which is currently estimated to be 0.64%;
- a rate cap of 1% to eligible residential and commercial ratepayers;
- waiving *The Parade Development Separate Rate* for businesses within the Norwood Parade Business Precinct;
- three (3) month rent relief for Commercial and Community tenants of Council owned buildings (subject to demonstrating financial hardship resulting from the COVID-19 Pandemic);
- waiving permit fees for community sporting groups which utilise the Council's sporting grounds;
- rebating Outdoor Dining Permit fees from 1 July 2020 until 31 December 2020; and
- additional Economic Development expenditure to promote Councils business precincts.

In addition, the Council relaxed the enforcement of time-limited parking controls to assist local businesses and residents during the peak of the COVID-19 restrictions (which were imposed by State and Federal Governments).

The details of the *Financial Support Package* was included in the *2020-2021 Annual Business Plan*, the *Look East* newsletter and on the Council's website.

As requested by Ms Hatwell, a response to the questions raised in the submission has been provided to Ms Hatwell and a copy of the response is contained in **Attachment C**.

5. Comments on the Draft 2020-2021 Annual Business Plan. Submitted by Mr Maxwell Sugars

Submission:

Mr Sugar's submission does not support the draft 2021-2022 Annual Business Plan and Budget, however no additional comments were provided in the submission to indicate what elements of the Plan that were not supported.

6. Comments on the Draft 2020-2021 Annual Business Plan Submitted by Ms Adriana Coscia

Submission:

Ms Coscia's submission requests that gates and lights be installed at St Morris Reserve.

Staff Comment:

Prepared by General Manager, Governance & Community Affairs

Installation of Gates

In late 2018, the Council endorsed the *Dog & Cat Management Plan* which sets out the conditions and criteria for off-leash areas in the City. As Elected Members are aware, St Morris Reserve allows dogs off leash between 5.00pm and 8.00am on any day. This reserve is adjacent to the St Morris Childcare Centre and the off-leash hours were determined in order to avoid any potential conflicts between users.

The Council has considered the establishment of a dedicated dog park within the City and at its meeting held 2 December 2019 resolved the following:

- to establish a dedicated dog park at Hannaford Reserve;
- to undertake community consultation with regards to the installation of timed lighting at Otto Park; and
- not to install gates at any other reserve and/or park within the City on the basis that the installation of gates at reserves/parks creates 'de-facto' dog parks.

The decision not to install gates at any other reserves or parks includes St Morris Reserve.

As advised at the time, there is considerable evidence to suggest that as a result of decisions to fully fence Reserves, there is an intensification of the use of the reserve by dog owners, as the installation gates to a fenced park/reserve effectively results in the creation of a dog park. Given the Council resolution not to install gates at any other reserve and/or park within the City on the basis that the installation of gates at reserves/parks creates 'de-facto' dog parks, it is therefore not recommended to install gates at St Morris Reserve.

Installation of Reserve Lights

As part of the Trinity Valley Stormwater Drainage upgrade, St Morris Reserve has been identified as a potential site for a detention basin to address the flooding issues. It is therefore recommended that considerations regarding the installation of lights be deferred until the design works for this section of the Trinity Valley Stormwater Drainage upgrade is finalised.

Draft Budget

Since releasing the 2021-2022 Annual Business Plan and Budget for consultation, there have been a number of decisions and a review of original budget submissions which have been undertaken which impact on the Draft Budget.

In addition to any changes that the Council determines and which are considered at this meeting to incorporate into the Draft Budget as a result of the submissions which have been received, the following amendments have been made to the Draft Budget.

- Home and Community Care Services – Under 65's

At its Meeting held on 3 May 2021, the Council considered a report to amend the Council Decision made on 6 April 2021 regarding the continuation of funding of up to \$40,000 per annum for the provision of Home Support Services (Domestic Assistance, Home Maintenance and Shopping Services) to clients aged under 65 years of age living with a disability.

Based on advice received from the *State Department of Human Services* which advised the Council that clients currently in receipt of Council services through the *South Australian Home and Community Care Program* (HACC), will be offered services through the *Royal District Nursing Society* (RDNS), therefore the need for the Council to fund existing client services no longer existed.

As such the Council resolved to amend the resolution made at its meeting held on 6 April 2021, in respect to the funding arrangements for future home support services for citizens aged under 65 living with a disability, as follows:

1. *That the Council resolves to allocate funding of up to \$10,000 per annum for the provision of Home Support Services (Domestic Assistance, Home Maintenance and Shopping Services) to new clients aged under 65 years of age living with a disability, who do not qualify for either the National Disability Insurance Scheme or My Aged Care or the Community Connections program for an initial two (2) year period.*
2. *That the Council notes a report will be presented to the Council regarding the progress of the program at the end of the two (2) year period.*
3. *That the Council forwards a letter to The Hon Steven Marshall MP, State Member for Dunstan and Mr James Stevens MP, Federal Member for Sturt, to bring the Council's concerns regarding this matter to their attention.*

As a result of the amendment, the Community Services Recurrent Budget was reduced by \$30,000.

- Youth Development Strategy

The *Youth Development Strategy* identifies there are benefits to young people through participating in physical activities such as organised sport. It is proposed to introduce, as part of the implementation of the *Youth Development Strategy*, a *Sports Voucher Program* to assist high school aged resident in low income households to access sporting opportunities within the City. The *School Voucher Program* has been designed as a trial program which provides a \$100 Sport Voucher, similar to the voucher provided by the Office for Recreation, Sport and Racing provided to Primary School aged children, to eligible young people to be put toward registration fees and other costs associated with organised sports or recreation activities.

The anticipated cost of the trial program is \$5,000. Details of the Program are outlined in the Funding Submission contained in **Attachment D**.

- Financial Assistance Grant - Supplementary Road Funding

As part of its 2021-2022 Budget, the Federal Government announced it will provide \$40 million over two (2) years from 2021-2022 in *Supplementary Local Road* funding to South Australia to assist councils to upgrade and maintain the local road network. The *Supplementary Local Road* program was originally introduced in 2004-2005 to rectify South Australia's unfair share of the local roads component of Financial Assistance Grant funding. The Council's draft 2021-2022 Budget did not include *Supplementary Local Road* funding, as it was not confirmed that this funding would continue, as such the recurrent Grant Funding budget has been increased by \$180,000.

- Revaluation Initiative

As Elected Members may recall, in 2015, the Valuer-General identified that the data which formed the basis of the General Valuation would benefit from a comprehensive review. As part of the 2016-2017 State Budget, funds were allocated to the Office of the Valuer-General to undertake an in depth data collection and analysis program, '*The Revaluation Initiative*'. Due to the commercialisation of the then State Valuation Office, the project was deferred, with the first cycle of the Revaluation Initiative being undertaken as part of the 2019-2020 General Valuation. The Council was included in Cycle 2, which was to be undertaken as part of the 2020-2021 General Valuation, however due to the COVID-19 pandemic, Cycle 2 was put on hold. The *Revaluation Initiative* subsequently recommenced as part of the 2021-2022 General Valuation.

The *Revaluation Initiative* does not replace the General Valuation, but rather enhance the accuracies of those valuations. The scope of the *Revaluation Initiative* for this Council included:

- a. a review and where required an update to the site and capital valuation of the valuation records associated with:
 - Residential Property;
 - Commercial (retail & office) & Industrial Property; and
 - Specialist complex valuation records associated with Medical Centres and Child Care Centres; and
- b. the capture of missing and new property attributes where required associated with each valuation record in scope.

As part of the General Valuation, the City has seen a valuation increase of 2.01%, which is below the Metropolitan Council increase of 3.76%. While this City's overall valuation increase has been quite modest, the *Revaluation Initiative* has resulted in an increase in the number of residential properties being eligible for Rate Capping, as the rate increase, as a result of an increase in property valuation, is in excess in of the Rate Cap, which has been set at 8.7%. The draft Budget estimated the Rate Capping expense at \$10,000, however following the review of those properties which have experienced a valuation increase, around 1000 residential properties will now be eligible for a Rate Cap, with an estimated cost of \$120,000.

In addition, the value of mandatory rebates has increased by \$155,000, up from \$975,000 to \$1.130 million due to an increase in property values relating to those properties which are eligible for mandatory rebates.

Additional COVID-19 Cleaning

During the height of the COVID-19 pandemic, the Council increased the cleaning of the public access spaces and public amenities, such as the front counter at the Norwood Town Hall, Libraries etc. during business hours. The draft 2021-2022 Recurrent Budget proposed for the cleaning regime to continue during the 2021-2022 financial year. Following a review of this cleaning program, it is proposed that the additional cleaning regime be suspended, with the proposed allocation of \$76,000 being removed from the Recurrent Budget. Should an outbreak of COVID-19 occur, the Council will respond accordingly and re-introduce the additional cleaning to address any health concerns if required.

Budget Summary

As part of the Annual Rates Declaration, the Council is required to provide a summary of the Adopted Annual Business Plan with the Annual Rates Notice, which is issued in August each year.

The *Local Government Act 1999*, prescribes that the Council must, after adopting the Annual Business Plan and Budget ensure that:

- a summary of the Annual Business Plan is prepared to assist in promoting public awareness of the nature of its services and its rating and financial management policies, taking into account its objectives and activities for the ensuing financial year; and
- a copy of the summary of the Annual Business Plan accompanies the first rates notice sent to ratepayers after the declaration of its rates for the financial year; and
- copies of the adopted Annual Business Plan and Budget are available for inspection or purchase; copies of the summary of the annual business plan are available for inspection and to take (without charge), at the principal office of the council; and
- electronic copies of the adopted Annual Business Plan and Budget are published on a website.

Other than the inclusion of an assessment of the extent to which the Council's objectives for the previous financial year have been attained, the form of the required summary is at the discretion of the Council.

The past practice for this Council is to include the Annual Business Plan Summary (the Summary) in the first edition of *Look East*, with *Look East* being distributed with the Annual Rates Notice. Given the size of the *Look East* publication, the cost to distribute *Look East* with the Rates notice is significant, with the 2020-2021 cost being \$48,000, which comprised of postage of \$37,000 and envelope insertion costs being \$11,000. This is compared to the \$10,000 spent to distribute the second edition, which is hand delivered. It should be noted that these costs are in addition to the printing and distribution of the Annual Rates Notice.

Given the cost for the distribution of the Summary, alternative options have been considered for meeting the Legislative requirement to provide a Summary with the Annual Rates Notice.

To meet the legislative requirement, most Councils provide a 12-16 page DL sized flyer included within the Rates Notice. The cost to produce a 12-16 page DL sized Summary document, which will be printed and distributed as part of the print job for the Annual Rates Notice is in the order of \$8,000, a saving of \$40,000. Given that *Look East* would still be produced, the savings would be offset by the distribution costs, which based on December 2020 *Look East* would be in the order of \$15,000, a potential saving of \$25,000.

As a result of the above, the Draft Operating Surplus (based on a 4.35% rate revenue increase) is \$515,000, a \$90,000 increase on the Operating Surplus of \$425,000, as presented in the draft Annual Business Plan and Budget which was released for community consultation.

Capital Grant Funding

The Council was successful in receiving Grant funding for the *Dunstan Adventure Playground Upgrade Project* (\$450,000) and *River Torrens Linear Park Shared Path Upgrade Project – Stage Two* (\$1,350,000) as part of the State Governments Open Space Program.

Funding and associated expenditure with these projects were not include within the draft 2021-2022 Annual Business Plan and Budget. Given the nature of these projects, the funding applications assumed that the construction works will be undertaken over an 18 month timeframe. As a result, the draft Capital Works Budget has been amended to include the following funding allocations:

- Dunstan Adventure Playground – Detailed Design (\$100,000).
- River Torrens Linear Park Shared Path Upgrade – Stage Two – Detailed Design and Construction (\$1,350,000).

At the Council Meeting held on 7 June 2021, the Council resolved to remove funding for the following projects from the draft 2021-2022 Capital Budget:

- the detailed design for the extension of the Reclaimed Water System;
- Year three (3) funding allocation for the Quadrennial Art Installation; and
- the conversion of Salisbury Lane and Kingsborough Lane to Public roads.

The financial impact of these adjustments is a reduction in the draft 2021-2022 Capital Budget by \$305,720.

The Draft 2021-2022 Financial Statements, updated for the above-mentioned amendments are contained in **Attachment E**.

OPTIONS

The Council can incorporate all, none or some of the proposals contained in the submissions which have been made in respect to the Draft 2021-2022 Annual Business Plan and Budget.

The recommended actions in respect to each of the submissions are contained within each of the comments within the Discussion Section of this report.

CONCLUSION

Nil

COMMENTS

If Elected Members have any questions or require clarification in relation to specific budget items, and/or any issues raised in this report, do not hesitate to contact the General Manager, Corporate Services, Sharon Perkins on 8366 4585, prior to the meeting.

RECOMMENDATION

1. That the submissions which have been received in respect to the Draft 2021-2022 Annual Business Plan, be received and noted and where considered appropriate by the Council, the Draft 2021-2022 Annual Business Plan and Budget be amended for consideration and final adoption by the Council at the Council meeting scheduled to be held on 5 July 2021.
2. That the citizens and organisations who have made written submissions in respect to the Draft 2021-2022 Annual Business Plan, be thanked and advised of the Council's decision in respect to their submissions.
3. The Council notes that a further report in respect to the adoption of the Draft 2021-2022 Budget will be prepared for the Council's consideration at its meeting to be held on 5 July 2021.

Attachment A

Draft 2021-2022 Annual Business Plan Consideration of Public Submissions

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City of
**Norwood
Payneham
& St Peters**



Draft Annual Business Plan 2021–2022



City of
Norwood
Payneham
& St Peters

2021–2022

Draft Annual Business Plan

The City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan and Budget sets out the Council’s proposed projects, services and programs for the 2021–2022 financial year.

This Annual Business Plan has been prepared in accordance with the *Local Government Act 1999*.

Further information

For more information about the City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan and Budget, please contact the Council’s General Manager, Corporate Services, on 8366 4585 or email townhall@npsp.sa.gov.au

For further information, visit www.npsp.sa.gov.au

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Jazz in the Park - February 2020

Mayor's Message

The City of Norwood Payneham & St Peters remains focused on financial sustainability by maintaining modest rate increases during what have been difficult times for our community. This focus is balanced against the need to generate sufficient revenue to meet the demands for services and improvements to infrastructure - as well as the repayment of loan borrowings, in order to fund capital works, while, at the same time, focusing on the recovery of our community from the COVID-19 pandemic.



The City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan, contains a Budget which highlights the Council's strong financial position and its ability to deal with the challenges and opportunities of the future.

In preparing this year's Budget, the Council has taken into account the current economic environment as the State recovers from the economic impacts of the COVID-19 pandemic.

The Council continues to strive to achieve a balance between providing value for money in the high standard of services which are expected by our community, whilst ensuring that the rate increase is commensurable to the service standards provided.

As a level of Government, the Council is conscious of its role in the economic recovery from the COVID-19 pandemic. As such, the 2021–2022 Annual Business Plan and Budget, commits to a number of large scale infrastructure projects, which create jobs for the local economy, as well as enhance the well-being for our community.

This year's Annual Business Plan continues its focus on a number of footpath and street tree issues that have been raised by the community. Our citizens can be confident that their rates are being spent to improve amenities and quality of life in our City.

In this regard, the Council believes that a \$56 increase a year in the average residential rate is a reasonable response to the level of investment being made to improve the amenity of the City and takes into account the recovery phase of our economy.

Commercial property owners will also experience an average rate increase in the order of \$58 a year.

The projected Operating Surplus of \$425,000 continues the Council's recent record of surpluses—money which is used to repay loan borrowings, which are required for improvements to the City's much valued infrastructure, and in doing so reduces the future debt burden on ratepayers.

This year, the Council will invest \$21.8 million in its projects budget, which includes a number of new initiatives.

The Council was fortunate to receive \$5.6 million from the State Government to assist with the redevelopment of the Payneham Memorial Swimming Centre, with works commencing during the 2021–2022 financial year. Other major projects include the St Peters Street Streetscape Upgrade and Burchell Reserve upgrade, which includes flood mitigation works to prevent downstream flooding through the use of on-site stormwater detention, cleaning and reuse.

The Council's Whole-of-Life Capital Works Program includes \$11.1 million to provide for the renewal of the City's stormwater drainage system, footpaths, kerbing, and resealing of roads.

I encourage you to read the Council's Annual Business Plan and Budget and the details of the projects to be undertaken during 2021–2022.

**Robert Bria
Mayor**

Introduction



The City of Norwood Payneham & St Peters' Annual Business Plan is a key document in the Council's overall Planning Framework. It sets out the Council's proposed projects, services and programs for the 2021–2022 financial year.

The Annual Business Plan supports the Council's long-term strategic directions, which are outlined in the Council's strategic management plan: *CityPlan 2030: Shaping Our Future*, as well as the Long-term Financial Plan and Whole of Life Infrastructure and Asset Management Plans.

First endorsed by the Council in 2008, *CityPlan 2030 Shaping Our Future*, focuses on developing the things which the community love, changing the things the community don't and creating the things our community wants in order to achieve a preferred future of our City.

As reflected in *CityPlan 2030: Shaping Our Future* the future can be shaped, modelled and influenced by our actions today, for both the benefit of our community today and future generations.

In 2020, a mid-term review of *CityPlan 2030* was undertaken to ensure that it continues to capture the community's aspirations for the City. This assists the Council to establish directions which shape the City's future with the overall aim of achieving Community Well-being.

The vision for the City continues to be underpinned by the four outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These four Outcomes are the foundation upon which *CityPlan 2030: Shaping Our Future* is based and this approach is referred to as "Quadruple Bottom Line"

Quadruple Bottom Line is a management tool which ensures that the Council's sustainability principles are embedded across all of its operations, projects and undertakings.

In line with *CityPlan 2030* and in developing this Annual Business Plan, the Council continues to work towards these Outcomes, through the delivery of the programs, services, projects and initiatives set out within the Plan. The accompanying Budget details the Council's revenue and how it proposes to finance the programs, services, projects and initiatives which it intends to provide to the community during the 2021–2022 financial year.

Diagram 1. 'Quadruple Bottom Line' Framework for Community Well-being.



Our Vision

A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, with a strong community spirit.

37,056[#] residents

4,103 children (0-11) **16,828** adults (25-59)

5,552 young people (12-24) **8,879** older people (60+)

48% males **52%** females

30.2% of the population born overseas

Top 5 birthplaces in the City	64.7%	4.8%
Australia		United Kingdom
4.3%	4.0%	2.6%
Italy	China	India

120 ethnicities

- 3** libraries
- 16** schools
- 2** swimming centres

6,996 local businesses

341km of footpaths

171km of roads **363km** of kerbing

More than **23,000** street trees

29 playgrounds

72 parks and reserves

180 ha open space

City Snapshot

The City of Norwood Payneham & St Peters enjoys a reputation as one of Adelaide's most desirable places to live, work and visit.

*Information collected in 2016 by Profile ID (<https://profile.id.com.au/npspl/language>).
Source: Australian Bureau of Statistics 2019 Estimated Resident Population

Strategic Direction

The City of Norwood Payneham & St Peters' strategic management plan, *CityPlan 2030: Shaping Our Future*, provides the strategic framework and directions which guide the Council's decision making towards achieving the overall aim of Community Well-being.

All programs, projects and services delivered by the Council fall under four outcome areas: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These outcome areas uphold and work towards Community Well-being.

The mid-term review of *CityPlan 2030* was undertaken in 2020.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

Objectives

1. Convenient and accessible services, information and facilities.
2. A people friendly, integrated and sustainable transport network.
3. An engaged and participating community.
4. A strong, healthy resilient and inclusive community.



Outcome 2 Cultural Vitality

A culturally rich and diverse City, with a strong identity, history and sense of place.

Objectives

1. An artistic, creative, cultural and visually interesting City.
2. A community embracing and celebrating its social and cultural diversity.
3. A City which values and promotes its rich cultural and built heritage.
4. Pleasant, well designed, and sustainable urban environments.
5. Dynamic community life in public spaces and precincts.



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

Objectives

1. A diverse range of businesses and services.
2. Cosmopolitan business precincts contributing to the prosperity of the City.
3. Attract new enterprises and local employment opportunities to our City.
4. A leading centre for creative industries.
5. A local economy supporting and supported by its community.



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

Objectives

1. Sustainable and efficient management of resource.
2. Sustainable streets and open spaces.
3. Thriving and healthy habitats for native flora and fauna.
4. Mitigating and adapting to the impacts of a changing climate.

Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the ‘Four Pillars’ of Community Well-being.



Objectives and Key Initiatives

In preparing the 2021–2022 Annual Business Plan and Budget, the Council has considered the strategic directions set out in *CityPlan 2030: Shaping Our Future* and has determined to undertake initiatives which respond to the Council’s vision and contribute to the overall well-being of our City and its community.



The projects, programs and initiatives which the Council proposes to undertake during 2021–2022, must meet the objectives of at least one of the four key outcome areas of *CityPlan 2030*: social equity, cultural vitality, economic prosperity and environmental sustainability. In some cases, projects and initiatives may contribute towards more than one outcome. Projects and initiatives have been listed against the Outcome with which it has the strongest alignment.

Other priorities which have influenced the preparation of the 2021–2022 Annual Business Plan and Budget include:

- An increase in operating expenditure in line with the Local Government Price Index;
- Ensuring the maintenance and renewal program for existing infrastructure assets, including roads, footpaths, Council owned properties and open spaces, are consistent with the Whole of Life Infrastructure and Asset Management Plans;
- Consideration of financial commitment to major projects which span more than one financial year; and
- Sensible and prudent financial management to ensure financial sustainability for our City.

Major Projects



Payneham Memorial Swimming Centre Redevelopment



The full redevelopment of the Payneham Memorial Swimming Centre - as per the Council's Swimming Centres Strategy and endorsed Concept Plans - includes the following proposed key features:

- Refurbishment of the main 50 metre Pool - in its current location, with provision for a roof to be constructed at a later date;
- Replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System;
- New plant room to service the 50m Pool, new 25m Pool and the Aquatic Recreational Equipment and Facilities;
- New semi-enclosed eight lane, 25 metre outdoor Lap Pool and Learn to Swim Pool with an all-weather lid;
- New two story Sports and Leisure Centre providing pool facilities, administration facilities, and café, gym/dry pool training space, clubrooms and multi-use function areas,
- New leisure Pools with interactive water play and high platform water slides integrated with the building; zero depth splash pad;
- The installation of shade, barbeques and picnic facilities on a grassed embankment.

The Council has secured \$5.6 million in grant funds from the State Government's Local Government's Infrastructure Partnership Program to assist in funding the water elements of the project.

The complete redevelopment is estimated to cost \$24 million, with the project being delivered over two financial years, with the estimated spend being incurred as follows:

- 2021–2022 - \$3.0 million
- 2022–2023 - \$21.0 million

St Peters Street Streetscape Upgrade



The St Peters Street Streetscape Upgrade builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve-Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honor from Payneham Road to Second Avenue. Once completed, St Peters Street will provide improved amenity and connection between the River Torrens Linear Park and other major focal points within the Precinct. The key features proposed include:

- a reduction in the overall paved road width;
- improved amenity and accessibility for pedestrians and cyclists;
- wider footpaths;
- new tree planting and landscaping, including Water Sensitive Urban Design (WSUD) elements;
- revitalised central median;
- improved local stormwater management, with seasonal detention at Cliff Goodwin Reserve; and
- improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong.

The estimated project cost is \$4.5 million, which includes civil infrastructure renewal works and stormwater drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted Infrastructure & Asset Management Plans.

The Project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:

- 2021–2022 - \$2.470 million
- 2022–2023 - \$2.030 million

The Council has secured \$1.270 million as part of the Federal Government's Local Government and Community Infrastructure Program Extension.

Burchell Reserve Upgrade



The redeveloped Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.

The key features proposed include:

- A multipurpose court featuring two community tennis courts, basketball and netball rings;
- New toilets, shelter, barbeque and picnic facilities;
- Play-space improvements and new equipment;
- New furniture, lighting and fencing;
- A ramp access to/from Sixth Avenue and internal paths;
- New tree planting and landscaping, including WSUD elements; and
- On-site stormwater detention, cleaning and reuse.

The upgrade will be delivered over two financial years, with the total project costs estimated to be \$2.6 million

- 2021–2022 - \$2.026 million
- 2022–2023 - \$0.574 million



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

2020–2021 achievements

-  Completed the mid-term review of *CityPlan 2030: Shaping Our Future* to confirm the ongoing relevance of our strategic directions.
-  Completed the annual Capital Works Program, which includes upgrades to civil infrastructure (roads, footpaths and kerbing), buildings and open space assets.
-  Converted Charlotte Lane to a public road in accordance with the Council's Private Laneway Policy.
-  Completed the two year footpath defect rectification program.



Outcome 2 Cultural Vitality

A culturally rich and diverse city, with a strong identity, history and sense of place.

2020–2021 achievements

-  Hosted Movie on the Oval as part of Christmas in NPSP.
-  Hosted Canvas Youth Arts + Design Exhibition
-  Hosted Art on Parade
-  Hosted Concerts in the Park series

Annual Business Plan Objectives

- Deliver services which are relevant, citizen focused and cost effective.
- Continue the maintenance and renewal of infrastructure assets in line with the Council's whole-of-life framework for infrastructure.
- Deliver programs and activities which engage our young people in the City's future.
- Provide a variety of events and programs that engage all citizens regardless of age, ability, race, gender or background.
- Ensure fair and equitable rates for all ratepayers.

Proposed key initiatives for 2021–2022:

- Deliver the annual Capital Works Program in accordance with the respective infrastructure and asset management plans, including civil infrastructure (roads, footpaths and kerbing), buildings and open space assets.
- Purchase books and other resources to replenish library collections at the Council's three libraries.
- Commence the re-development of the Payneham Memorial Swimming Centres, in line with the Swimming Centres Strategy.
- Continue the implementation of the 15 year Stormwater Drainage Program.
- Continue the implementation of the Council's Private Laneway Policy with the conversion of endorsed private laneways into public roads.
- Commence the upgrade of Burchell Reserve.

Annual Business Plan Objectives

- Promote our cultural diversity through the use of public art and events that complement the City's cultural heritage and enhance its sense of place.
- Provide opportunities for the community to contribute to the social and creative life of the City through events, activities, arts and cultural initiatives.
- Provide a variety of events and programs which engage all citizens, regardless of age, ability, race, gender or background.

Proposed key initiatives for 2021–2022:

- Deliver a number of programs and activities which are focused on achieving the objectives set out in the Council's Youth Strategy.
- Host an art exhibition which showcases work created by the City's young people aged 10–18 years as part of the Canvas Youth Arts program.
- Host Art On Parade.
- Concerts in the Park series.



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

2020–2021 achievements



Hosted Raising the Bar Adelaide events across the City.



Promoted local fashion retailers and designers by hosting A Day of Fashion on The Parade, Norwood.



Hosted the Eastside Business Awards to recognise the best small businesses in the City, as voted by the public.



Outcome 4 Cultural Vitality

A leader in environmental sustainability.

2020–2021 achievements



Completed year three of the Street Tree Planting Program, which will see 300 additional trees planted over a three year period.



Endorsed the Greenhouse Gas Emissions Reduction Plan, which is aimed at ensuring the Council can achieve its 2030 target of zero corporate carbon emissions.

Annual Business Plan Objectives

- Support the development of a prosperous local economy.

Proposed key initiatives for 2021–2022:

- Host the Eastside Business Awards to recognise the best small businesses, including retailers, restaurants, cafes, bars, venues and boutiques in the City of Norwood Payneham & St Peters, as voted by the public.
- Host Raising the Bar in venues across the City to promote education as part of the City's popular culture by fusing learning and discussion with a fun night out.
- Continue offering support for local businesses by hosting networking functions.

Annual Business Plan Objectives

- Ensure any urban development that is undertaken enhances the environmental, social and cultural character of the City.
- Maximise use of the City's open space by providing a range of active and passive open space recreation opportunities.
- Promote recycling and environmentally sustainable practices throughout the City.

Proposed key initiatives for 2021–2022:

- Increase the Council's Street Tree Planting Program from 300 street trees to 500 street trees per year.
- Continued support of the Resilient East project which aims to strengthen the resilience of the Council and its community in respect to the impacts of climate change.
- Implement an Urban Green Trial Program, aimed at encouraging the planting of trees and natives on private land.
- Commence the upgrade of St Peters Street to improve connection to key places of of the River Torrens and upgrade existing infrastructure.

Services

For every \$100 paid in rates, the breakdown in Council expenditure is as follows:




\$36.67

Infrastructure Management

- Asset management
- Strategic projects
- Civil infrastructure maintenance
- Streetscape maintenance
- Public lighting
- Stormwater drainage network
- Traffic Management




\$12.35

Waste & Recycling Services

- Kerbside collection of
 - Household waste
 - Recyclables
 - Green organics
- Hard waste collection and disposal
- Public litter bins
- Illegal dumping




\$2.91

Community, Health, Aged & Youth Services

- Environmental health and services
- Community programs
- Home care assist
- Youth services
- St Peters Child Care Centre & Pre-school
- Volunteer




\$ 7.20

Libraries & Community Facilities

- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall




\$14.62

Trees, Parks, Sport & Recreation

- Reserve maintenance
- Sports and recreational facilities
- Street trees
- Swimming centres




\$5.45

Economic Development, Regulatory Services, Environment & Planning

- City planning
- Building inspections
- Parking management
- Animal management
- Abandoned vehicles
- Business precinct management
- Economic development
- Environmental sustainability initiatives




\$2.61

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage




\$18.19

Governance, Communications & Administration

- Corporate governance
- Financial management and services
- Information management and services
- Customer services
- People and organisational development
- Internal and external communications
- Media liaison
- Marketing

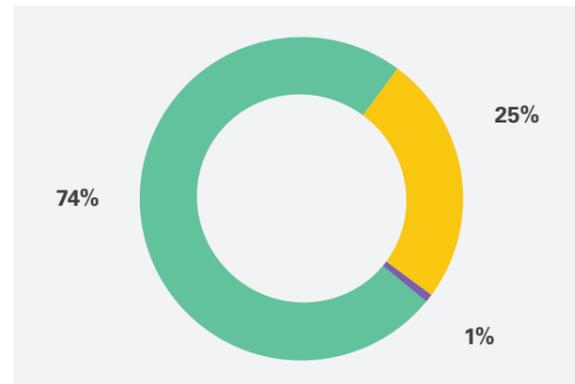


Infrastructure Management



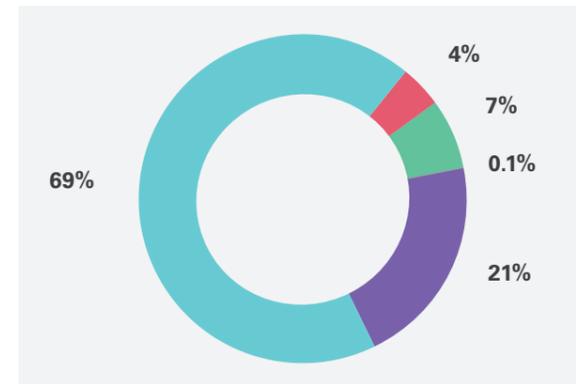
2021–2022 Budget \$19.265 million*

Where it is spent



Recurring expenditure	\$4,673,881
Service initiatives	\$185,000
Capital expenditure	\$14,081,853

Source of funds



Operating Grant Funding	\$727,298
Rates	\$13,258,506
Capital Grant Funding	\$1,270,347
Other capital funding	\$18,000
Borrowings	\$3,991,654

Services Provided

- **Asset management**, which provides project management services for capital works program, which includes:
 - Road reseals;
 - Footpath;
 - Kerbing and watertable; and
 - Stormwater network system.
- **Civil infrastructure maintenance** which includes programmed and responsive maintenance of the Council’s civil infrastructure assets
- **Road and traffic management**
- **Public lighting**
- **Streetscape maintenance**

Projects and Service Initiatives

- **Civil Infrastructure and Drainage Capital Works Program**
- **Private Laneways Project** which involves the transfer of ownership of private laneway to public laneways
- **Replacement of small plant and equipment used in maintenance activities**
- **Rectification of footpath defects**
- **Street lighting renewal and upgrade**
- **Improvements to the Second Creek Stormwater Outlet**

Further details are provided in Appendix 1.

Infrastructure Maintenance

Infrastructure Maintenance is responsible for the administration for both the programmed and responsive maintenance of the Council’s civil infrastructure assets, to maintain infrastructure to the required standard.

Also included, is the management of the City-wide Street Cleansing and the Norwood Parade Footpath Sweeping Program.

Services undertaken by Civil Infrastructure Maintenance also includes:

- **Footpath, Kerb & Watertable**

Income	-
Expenditure	\$1,045,571
Net Cost/(Net Contribution)	\$1,045,571

- **Road & Traffic Management**

Income	\$365,000
Expenditure	\$885,185
Net Cost/(Net Contribution)	\$520,185

- **Stormwater Network**

Income	-
Expenditure	\$160,325
Net Cost/(Net Contribution)	\$160,325

- **Streetscape maintenance**

Income	-
Expenditure	\$1,058,369
Net Cost/(Net Contribution)	\$1,058,369

- **Management of the Council’s public lighting**

Income	-
Expenditure	\$595,000
Net Cost/(Net Contribution)	\$595,000

Asset Management

The Council’s strategic asset management staff are responsible for the maintenance, construction, renewal and disposal of Council’s facilities and assets, including the preparation of the Capital Works Program. This unit is responsible for the expenditure of external infrastructure grants such as the Roads to Recovery Program and project specific grants.

Specific areas covered by Asset Management include:

- **Capital project services** – This area provides project management services for capital works; construction and contract management associated with Council assets, in particular the delivery of road, kerb, footpath, water table and stormwater drainage capital works renewal projects. Staff also oversee external contracts for the provision of building maintenance services for Council buildings including cleaning, plumbing, carpentry, electrical, air conditioning, painting, general maintenance and renewal.
- **Open space planning and delivery** – Staff in this area develop and implement open space policies and strategies; develop the public open space asset renewal and improvements program; undertake project management for capital works relating to open space improvements; provides internal technical advice and provide assistance to local community groups.
- **Assets and special projects** – Staff in this area maintain the Council’s Whole-of-Life Asset Management Plans and prepares scope of works for major capital works projects.

Income	-
Expenditure	\$560,982
Net Cost/(Net Contribution)	\$560,982

*Excludes carry forward projects



The Council's staff undertaking hazardous disposal tasks at the Glynde Depot.



Waste & Recycling Services



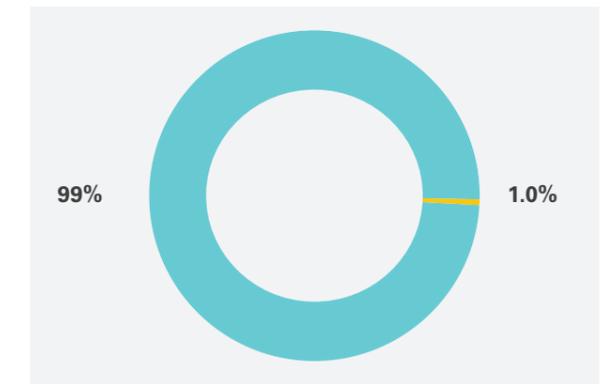
2021–2022 Budget \$4.508 million*

Where it is spent



● Recurring expenditure \$4,400,346

Source of funds



● User fees and charges \$43,000
● Rates \$4,465,603

This area oversees external contracts responsible for kerbside rubbish collection, illegally dumped rubbish, hard and green waste collection, street and parks rubbish bin collection.

*Excludes carry forward projects

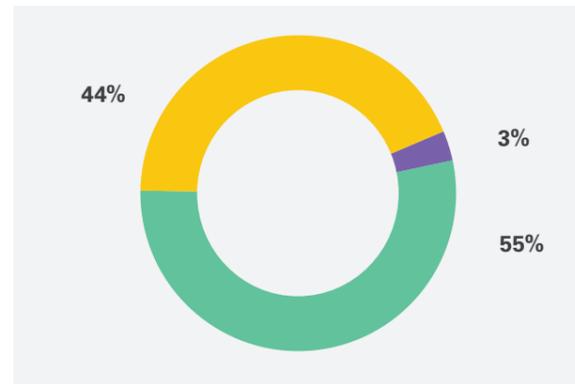


Trees, Parks, Sport & Recreation



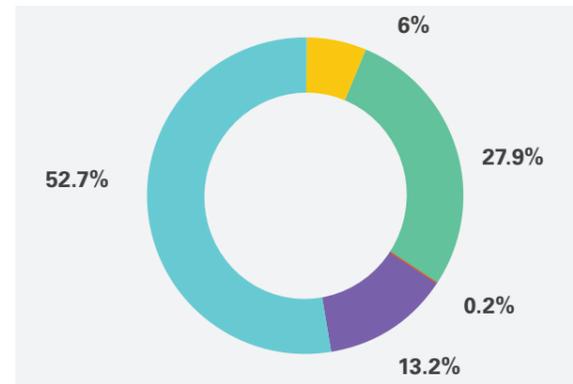
2021–2022 Budget \$10.033 million*

Where it is spent



Recurring expenditure	\$4,310,574
Service initiatives	\$260,000
Capital expenditure	\$5,334,932

Source of funds



User fees and charges	\$600,732
Rates	\$5,285,423
Other income	\$21,550
Capital Grant Funding	\$2,800,000
Borrowings	\$1,325,932

Services Provided

- Reserve maintenance includes parks, gardens and reserves
- Sporting and recreational facilities include recreational and sporting facilities such as sporting fields and tennis courts
- Street trees include the strategic management of the Council's 23,000 street trees
- Swimming centres include Norwood Swimming Centre and Payneham Memorial Swimming Centre

Projects and Service Initiatives

- Recreation and Open Space Works Program
- Additional street tree planting
- Commencement of the redevelopment of Payneham Memorial Swimming Centre
- Commence Burchell Reserve Upgrade

Further details are provided in Appendix 1.

Reserve Maintenance

The Council has more than 180 hectares of reserves, parks gardens. This area is responsible for the ongoing maintenance of the Council's reserves, parks and gardens.

Income	-
Expenditure	\$2,017,215
Net Cost/(Net Contribution)	\$2,017,215

Sporting and Recreational Facilities

The Council provides a wide variety of recreational and sporting facilities such as sporting fields and tennis/netball courts, which are available for either casual hire or seasonal hire or leased to home sporting clubs within the City. This also includes administration of the hire of the Council's sporting facilities, as well as manages the ongoing maintenance of the open space and associated infrastructure provided at these facilities.

Income	\$95,450
Expenditure	\$479,486
Net Cost/(Net Contribution)	\$384,036

Street Trees

Approximately 23,000 street trees are located throughout the City with several thousand more trees located on reserves. This area is responsible for the management of the Council's street trees, which includes inspection, condition assessment and ongoing maintenance such as watering, pruning, planting and removal.

Income	-
Expenditure	\$1,318,968
Net Cost/(Net Contribution)	\$1,318,968

Swimming Centres

The Council owns and operates two swimming centres, the Norwood Swimming Centre and Payneham Memorial Swimming Centre. Both centres provide for lap swimming, swimming lessons and general recreational swimming.

Income	\$526,832
Expenditure	\$1,014,082
Net Cost/(Net Contribution)	\$487,250

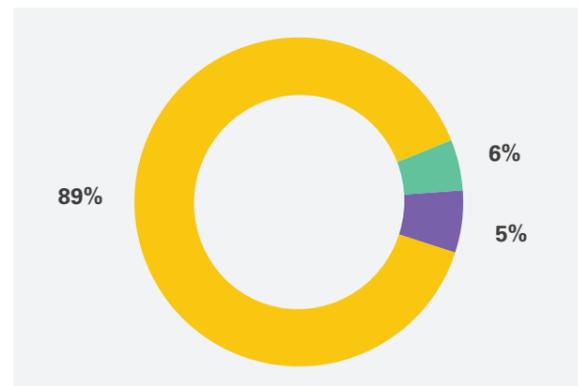
*Excludes carry forward projects

Economic Development, Regulatory Services, Environment & Planning



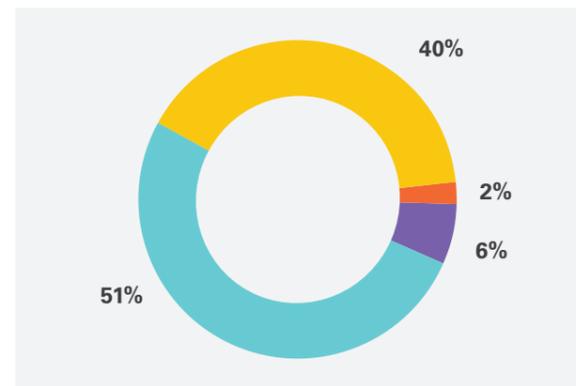
2021–2022 Budget \$4.305 million*

Where it is spent



● Recurring expenditure	\$3,789,815
● Service initiatives	\$192,500
● Capital expenditure	\$275,000

Source of funds



● User fees and charges	\$1,750,875
● Rates	\$2,183,665
● Other income	\$95,500
● Borrowings	\$275,000

Services Provided

- Networking events
- Marketing The Parade and other business precincts throughout the City
- Food Secrets of Glynde and Stepney Tours
- Promotion of the Eastside Wine & Ale Trail
- City planning
- Regulatory services
- Environmental management

Projects and Service Initiatives

- **Eastside Business Awards** – is an awards program that recognises the best small business, retailers, restaurants, cafes bars, venues and boutiques within the City.
- **Raising the Bar** – activates venues with the City as they are transformed into relaxed learning environments with the aim of making education part of popular culture.
- **Urban Greening Program**
- **Borthwick Park Creek Improvements**
- **Implementation of Year 1 priority item** - set out in the Smart City Plan
- **Dog & Cat Management Plan education campaign**

Futher details are provided in Appendix 1.

City Planning

Responsible for the development of strategic policy and planning across the City, this area issues planning permits, controls the use and development of land, land divisions, liquor licenses, administers heritage controls and advice, and sustainable urban design advice.

Income	\$371,500
Expenditure	\$1,674,845
Net Cost/(Net Contribution)	\$1,303,345

Building Inspections

This area issues building permits and administers and enforces building regulations, siting provisions and legal requirements concerning building safety.

Income	\$26,000
Expenditure	\$243,934
Net Cost/(Net Contribution)	\$217,934

Economic Development

Provision of services and events which facilitate economic growth in the retail and commercial precincts throughout the City.

Income	\$349,875
Expenditure	\$818,261
Net Cost/(Net Contribution)	\$468,386

Environmental Management

This area leads the delivery of projects aimed at achieving a sustainable environment for the City and the organisation. This incorporates the support of a range of programs and events designed to engage the community to take action on climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation and sustainable transport.

Environmental Management also includes the management of Second, Third and Fourth Creeks; and environmental pests such as European wasps and noxious weeds.

Income	\$51,500
Expenditure	\$379,386
Net Cost/(Net Contribution)	\$327,886

Regulatory Services

This area is responsible for administration of the Council's by-laws, policies and other legislation which the Council is charged with administering. Specific areas covered by Regulatory Services include:

- **Animal Management** – With more than 3,000 dogs residing in our Council, it is important that certain provisions surrounding their care and control are applied. Regulatory Services staff administer the provisions of the *Dog & Cat Management Act 1995* which includes annual dog registration, managing barking and noise complaints, and ensuring dogs are not found wandering at large where they pose a significant threat to their own safety, as well as to that of other members of our community who may not be familiar with the best way to handle a distressed or wandering dog.
- **On-street Parking Management** – The Council is responsible for ensuring that the parking provisions (Part 12) of the Australian Road Rules as well as the *Private Parking Areas Act 1986* are observed by motorists. In addition this area leads the management of resident parking permits in line with the Council's Resident Parking Permit Policy.

Regulatory Services is also responsible for the management of abandoned vehicles and the investigation and enforcement of alleged breaches of Council's local laws including issues associated with building site management, kerbside trading, amenity and litter control and flammable growth.

Income	\$1,262,500
Expenditure	\$673,389
Net Cost/(Net Contribution)	(\$589,111)

*Excludes carry forward projects



Community, Health, Aged & Youth Services



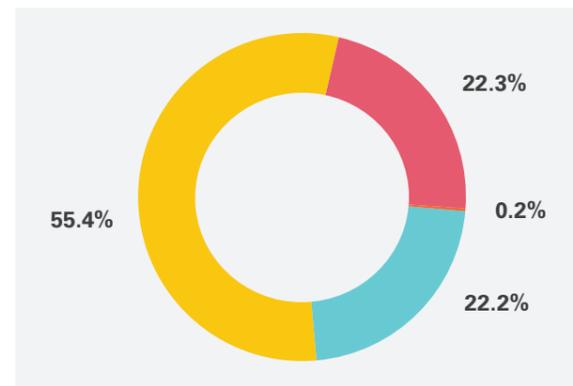
2021–2022 Budget \$7.748 million*

Where it is spent



● Recurring expenditure	\$4,683,752
● Service initiatives	\$39,000

Source of funds



● User fees and charges	\$2,551,402
● Rates	\$2,628,309
● Other income	\$10,000
● Grant funding	\$1,057,869

Services Provided

- St Peters Child Care Centre & Preschool
- Home and community care
- Domestic care
- Home modifications
- Personal care
- Transport
- Health and fitness programs
- Social inclusion programs
- Youth programs
- Immunisations
- Environmental health inspections
- Volunteer services
- Community Visitors Scheme

Projects and Service Initiatives

- Canvas Youth Art and Events Project – is a youth art program which provides young people with the opportunity to work alongside industry professionals in visual art, photography and film.
- Youth Development Strategy - a program of events which include:
 - Sport Week;
 - Community Cooking;
 - Skills Development; and
 - Wheel Park.

Community Programs

Community programs offered by the Council include the Community Visitors Scheme that provides Volunteer visitors to socially or culturally isolated residents living in Federal Government subsidised aged care homes. Community Visitors are Council Volunteers who visit on a one-to-one basis.

Other programs provided include:

- Health and fitness programs; and
- A range of social support activities designed to improve social connectedness and quality of life.

Income	\$78,500
Expenditure	\$112,188
Net Cost/(Net Contribution)	\$33,688

Home and Community Care Programs

The Council's Home and Community Care (HACC) Program is jointly funded by the Federal and State Government to provide community care services for our City's frail aged and younger disabled residents and their carers.

The program is designed to prevent social isolation, and provides individuals with assistance to maintain their independence and remain in their own homes for as long as possible. The range of services - which are available to help the frail and aged, people with a disability and their carers, who live within the community - include:

- Home maintenance and safety and security assistance;
- Personal care and cleaning; and
- Transport services.

Income	\$1,127,369
Expenditure	\$1,216,875
Net Cost/(Net Contribution)	\$89,506

Youth Development

The Council is committed to providing opportunities for young people aged 12–25 years to be visible, valued and involved in shaping the current and future direction of the community. Services and programs delivered include Youth FM, Young Achievers Program, and Eastern Region Youth Projects.

Income	-
Expenditure	\$159,086
Net Cost/(Net Contribution)	\$159,086

Volunteer Services

Volunteers play a vital role in ensuring that the Council can deliver a range of important services to our community. Volunteer services is responsible for the development and promotion of volunteering opportunities across the Council's full range of services and activities, including the recruitment, recognition and training of Council Volunteers.

Income	-
Expenditure	\$153,898
Net Cost/(Net Contribution)	\$153,898

St Peters Child Care Centre & Preschool

The Council owns and operates the St Peters child Care Centre and Preschool community based child care centre and preschool. The Centre is licensed to provide child care and preschool services for 105 children between the ages of six weeks and five years of age. The St Peters Child Care Centre & Preschool provides a preschool program under the Government's Universal Access Program.

Income	\$2,490,309
Expenditure	\$2,469,705
Net Cost/(Net Contribution)	(\$20,604)

Environmental Health Services

The area aims to enhance public health by managing the registration of all premises as required under the *South Australian Public Health Act 2011* along with the City's immunisation program. These services are provided on behalf of the Council by the Eastern Health Authority.

Expenditure	\$572,000
Net Cost/(Net Contribution)	(\$572,000)

*Excludes carry forward projects

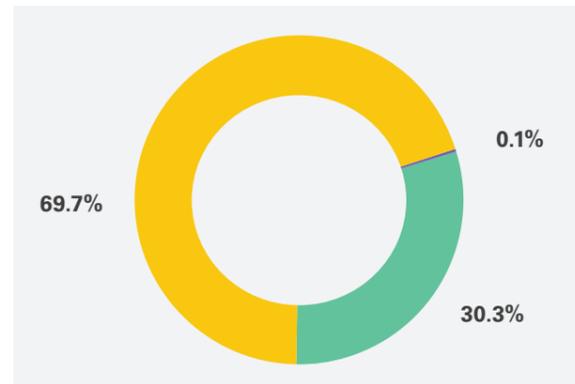


Libraries & Community Facilities



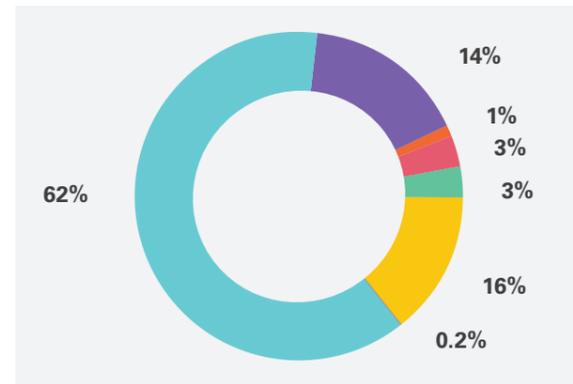
2021–2022 Budget \$4.165 million*

Where it is spent



Recurring expenditure	\$2,858,544
Service initiatives	\$2,500
Projects	\$1,241,513

Source of funds



User fees and charges	\$670,570
Rates	\$2,601,247
Other income	\$43,440
Grant funding	\$123,000
Capital Grant funding	\$123,000
Borrowings	\$600,000
Other capital funding	\$7,000

Services Provided

- **Libraries** – Library services are provided by the Council across three locations and include:
 - Free use of computers and internet;
 - Training programs;
 - Home Library;
 - Infant and children programs; and
 - Book groups.
- **Norwood Concert Hall** is a versatile event space that is available for hire for musical theatre production and functions such as balls.
- **Community Facilities** – are provided by the Council and are available to hire — from rooms to entire buildings, on a casual basis or under a long-term lease. From rooms for hire to entire buildings which can be hired on a casual basis or under a long-term lease.

Projects and Service Initiatives

- **Council Building Works Program**
- **Acquisition of Library resources** such as books, DVDs and other resources
- **Children’s’ Book Week** activities for local school students

Further details are provided in Appendix 1.

Libraries

The Council operates three Libraries, located at Norwood, St Peters and Payneham. The services provided include free access to educational and recreational resources including books, magazines, DVDs and CDs; online databases; public internet access; programs and events; local history services; and inter-library loans.

Income	\$148,000
Expenditure	\$1,772,213
Net Cost/(Net Contribution)	\$1,624,213

Community Facilities

The Council has a number of buildings and facilities available for casual hire or long-term lease. This area is responsible for the management of these facilities.

Income	\$313,410
Expenditure	\$747,807
Net Cost/(Net Contribution)	\$434,397

Norwood Concert Hall

The Norwood Concert Hall caters for events of all sizes, including Adelaide Festival productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

Income	\$375,600
Expenditure	\$338,524
Net Cost/(Net Contribution)	(\$37,076)

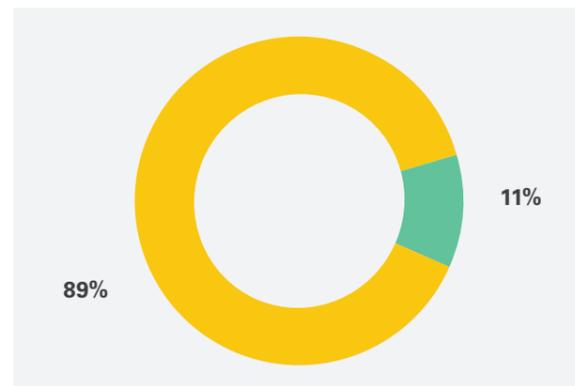
*Excludes carry forward projects

Community Events, Arts & Heritage



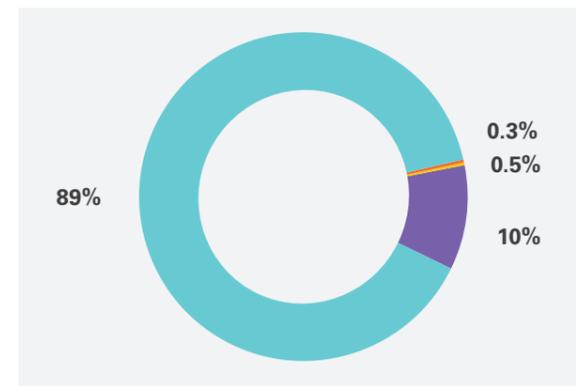
2021–2022 Budget \$1.063 million*

Where it is spent



● Recurring expenditure	\$930,139
● Projects	\$110,620

Source of funds



● User fees and charges	\$2,800
● Rates	\$945,049
● Other income	\$5,200
● Borrowings	\$110,620

Services Provided

- **Community Events** – are hosted by the Council across a diverse range of areas including festivals, concerts, performances and activities.
- **Community Arts** – initiatives are delivered in accordance with the Council's Public Art Policy and Program, which includes:
 - Art on the Parade;
 - Public art throughout the City; and
 - Support of local artists through SALA Festival; and
 - Exhibitions in the Norwood Town Hall
- **Cultural Heritage** activities and services which recognise the heritage of the City, including:
 - Cultural Heritage Centre;
 - SA History Festival Program of events; and
 - Cultural Heritage signs, walks and trails.

Projects and Service Initiatives

- Concerts in the Park
- Annual allocation to Major Public Art Funding Program

Futher details are provided in Appendix 1.

Community Events

This area coordinates and delivers a number of events held by the Council which cater to the wide demographic of our community. Events include:

- Norwood Christmas Pageant;
- Twilight Carols and Christmas Market;
- St Peters Fair;
- A Day of Fashion;
- Concerts in the Park series of outdoor live music events;
- Australia Day Celebrations;
- Citizenship Ceremonies; and
- Tour Down Under.

Income	\$3,000
Expenditure	\$592,551
Net Cost/(Net Contribution)	\$589,551

Community Arts

As a culturally rich and socially diverse community, the City of Norwood Payneham & St Peters has a long tradition of valuing creativity and artistic expression. This area supports the Council's Public and Community Arts Programs which are informed by the Thinking through the City Minor Public Artworks Strategic Plan 2009–2019 and the Council's Public Art Policy.

Income	\$5,000
Expenditure	\$170,573
Net Cost/(Net Contribution)	\$165,573

Cultural Heritage

The Council's Cultural Heritage Program assists the community to understand, celebrate and benefit from the City's rich and distinctive history through the provision of a number of specialist historical services and activities.

Income	-
Expenditure	\$167,015
Net Cost/(Net Contribution)	\$167,015

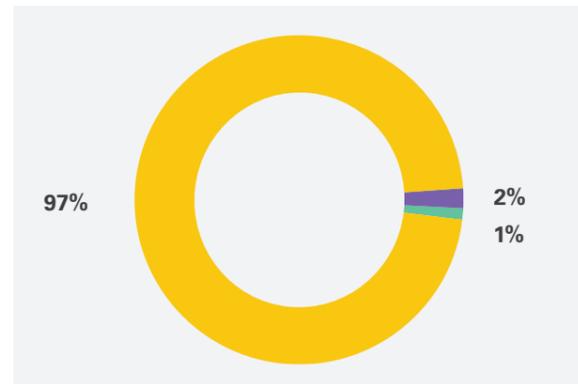
*Excludes carry forward projects

Governance, Communications & Administration



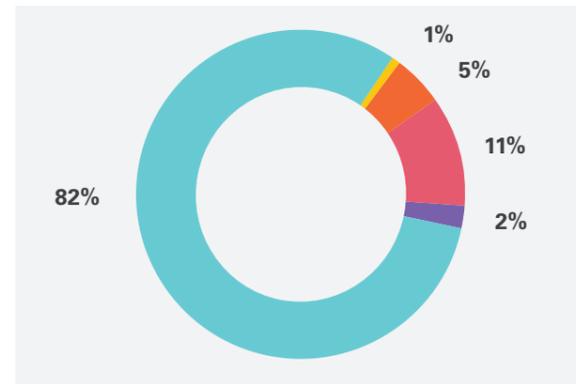
2021–2022 Budget \$7.257 million*

Where it is spent



● Recurring expenditure	\$6,817,157
● Service initiatives	\$63,000
● Projects	\$118,440

Source of funds



● User fees and charges	\$80,000
● Rates	\$5,939,904
● Other income	\$329,250
● Grant funding	\$790,000
● Borrowings	\$118,440

Services Provided

- Financial management and services
- Customer service
- Human resources and employee services
- Communications and public relations
- Information management
- Rates administration
- Governance
- Elected Members
- Risk management

Projects and Service Initiatives

- Upgrades to the Council's Electronic Document Management System
- Website upgrades and refresh
- Audio Visual Upgrade of Council meeting rooms and Council Chamber

Further details are provided in Appendix 1.

*Excludes carry forward projects

Governance

Corporate Governance supports the Council's decision-making processes, compliance with legislation and minimisation of risk to enable the Council to meet community needs and legislative requirements transparently.

This area provides administrative support and assistance to the Mayor and Elected Members, and handles enquiries and complaints from the public. Corporate Governance also includes the Chief Executive's Office which provides executive leadership through the coordination of policy development, communication of strategic directions and performance monitoring.

Income	\$300,000
Expenditure	\$2,174,691
Net Cost/(Net Contribution)	\$1,874,691

Communications

The Communications team manages the Council's internal and external communications including public relations, social media, and various publications.

Income	\$20,000
Expenditure	\$655,682
Net Cost/(Net Contribution)	\$635,682

Council Administration

Financial Management and Services

Financial Management and Services ensure the effective management and control of the Council's financial resources.

Financial management includes the provision of strategic financial management and leadership, budgeting and financial performance monitoring, preparation of annual financial statements and treasury management. Financial management also includes the Council's annual business planning, provision of project management support and advice and undertakes long-term financial planning, performance monitoring and reporting.

Financial Services incorporates the provision of financial activities to the Council, including:

- Cost effective and efficient accounts payable and accounts receivable services;
- Monitoring the application of financial internal controls;
- Cost effective and efficient payroll services whilst contributing to the maintenance and development of the Council's Human Resource Information System;
- Administration of the Council's insurance program;
- Administration the Council's leased vehicle fleet; and
- Asset reporting.

Income	\$790,000
Expenditure	\$911,216
Net Cost/(Net Contribution)	\$121,216

Rates

The Rates area maintains the Council's property rating database, facilitates the collection of rates and charges from the residents and ratepayers of the Council and provides property information to the general public.

Income	\$127,500
Expenditure	\$123,805
Net Cost/(Net Contribution)	(\$3,695)

Customer Service

Customer Service is the primary interface between the Council, the community and the delivery of services. Customer Service staff provide information to the City's citizens via direct telephone, service desk and online request services, and provides over the counter payment options for the payment of rates and other fees and charges for Council services and administers the Council's electronic payment options.

Income	\$1,750
Expenditure	\$509,306
Net Cost/(Net Contribution)	\$507,556

Information Management and Services

This area provides support to deliver on organisational priorities and improved service delivery to the community through information and communication technology. Information management incorporates the maintenance of the Council's corporate records.

Income	-
Expenditure	\$1,705,578
Net Cost/(Net Contribution)	\$1,705,578

Organisational Development and Work Health and Safety

Organisational Development supports the Council's management and staff by providing advice in the areas of human resources and organisational development.

Services provided include industrial advice and human resources, recruitment support and training and development programs. Organisational Development staff also manage the business excellence program and the Council's work health and safety program.

Income	-
Expenditure	\$736,878
Net Cost/(Net Contribution)	\$736,878

Long-term Financial Plan

Overview

Financial sustainability is a key objective of the Council, as a sound financial base is essential to delivering on the strategic directions contained in *CityPlan 2030: Shaping Our Future* and the delivery of programs and services set out in the Annual Business Plan.

The Council's Long-term Financial Plan supports the Council to achieve financial sustainability, particularly in the face of the significant challenge of being expected to deliver more with minimal increases in rate revenue. The Plan sets out the Council's financial strategies and commitment over the long-term to ensure that as a Council, we can meet this challenge. The Plan is driven by the need to deliver enhanced and improved services to our ratepayers and residents, by the most efficient and effective means possible.

The Council's long-term financial sustainability is dependent on ensuring that, on average over time, the Council's income can cover the cost of its operational expenses and generate sufficient cash flows to meet loan servicing requirements.

The Council's Operating Result, as shown in Graph 1, demonstrates how the Council has been able to achieve financial sustainability with sustained operating surpluses.

The Long-term Financial Plan provides a high level framework to guide the preparation of the Annual Business Plan and Budget, so that the Council understands the impact of decisions that are made today, have on the future, so we can be over the long-term.

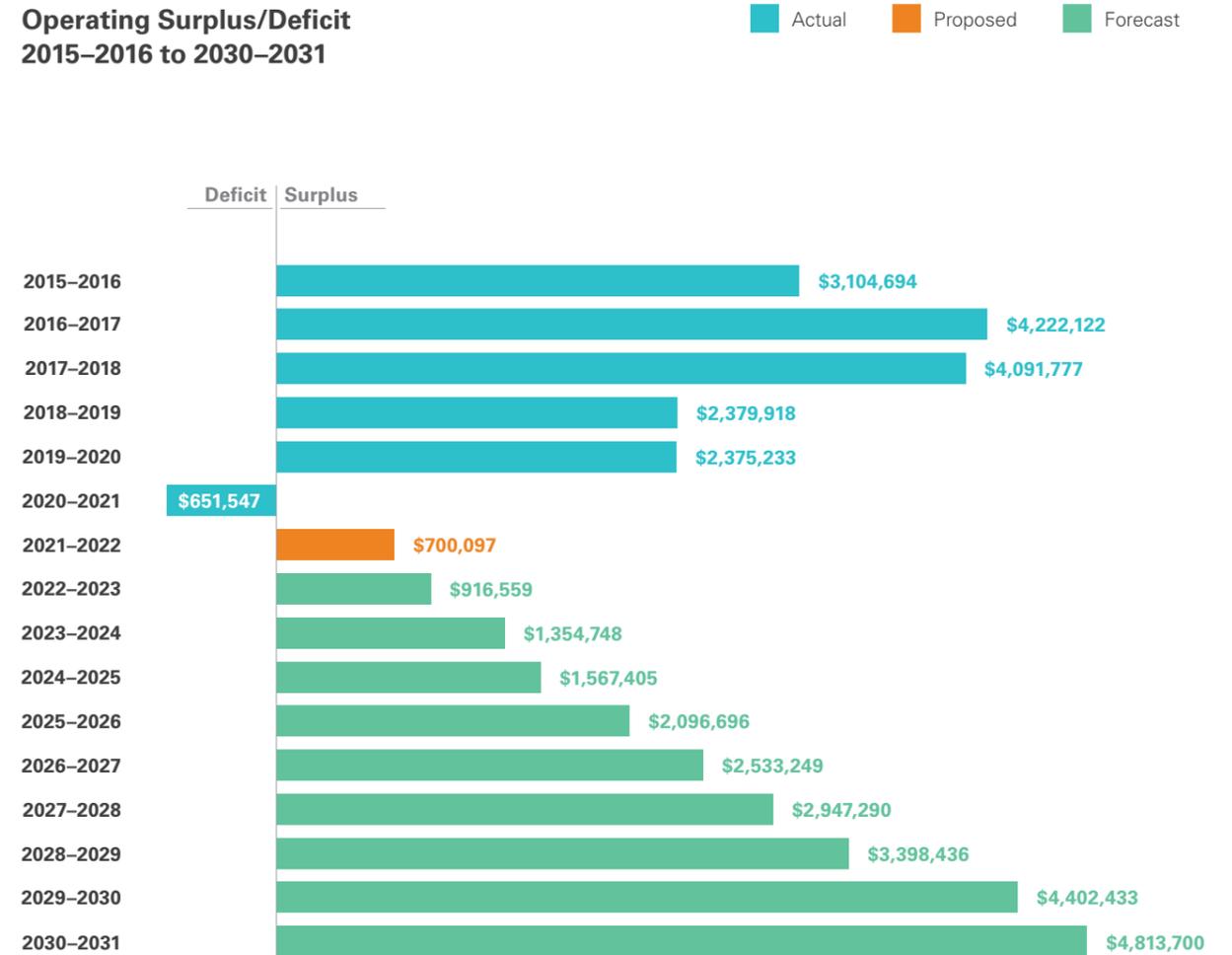
The 2020–2021 Budget included a Financial Support Package aimed at minimising the financial impact of the pandemic on members of our City. The Council's response to the pandemic has had future impacts on the Council's future forecasts.

The Council reviewed its Long-term Financial Plan during 2020, with the current plan being endorsed by the Council in January 2021.

A copy of the Council's Long-term Financial Plan is available at www.npsp.sa.gov.au

Graph 1

Operating Surplus/Deficit 2015–2016 to 2030–2031



Rates

Council rates are a form of property taxation and are the main source of income which the Council uses to fund the planned projects, programs and services detailed in this Annual Business Plan, on behalf of the City.



For the 2021–2022 financial year, the Council has increased its total rate revenue by 2.40% plus growth or \$1.507m, with the increase in rate revenue being driven by general property valuation increases (\$452,000, or 1.3%), new properties and development (\$218,000, or 0.6%) and cost and service level increases (\$837,000 or 2.4%). The average residential property value has increased by 1.0%, to \$683,000, which when compared to the average residential property from 2020–2021, with a value of \$673,000 means an increase of \$14 per quarter on the amount of rates payable. The average commercial property value remained stable, with an average property value of \$967,000, the average commercial property owners will have a \$58 increase a year in the amount of rates payable for 2021–2022.

3.71%
Average Residential Rate Increase 2021–2022

= \$56/year increase based on a valuation of \$683,000

2.24%
Average Commercial Rate Increase 2021–2022

= \$58/year increase on a valuation of \$967,000

In setting its rates for 2021–2022, the Council has taken into account its strategic management plan *CityPlan 2030: Shaping Our Future*, the current economic climate post the known impacts of COVID-19, legislative changes, the need to maintain and improve the Council’s infrastructure and enhance Community Well-being through services, programs and facilities.

The fundamental principle of ensuring equity across the community and an assessment of the impact of rates, have also been taken into consideration.

Having determined the total budget in terms of expenditure and the consequent impact on revenue, the Council divides the portion of the budget to be raised from rates, by the total of all individual property values, to determine the ‘rate-in-the-dollar’ figure. The ‘rate-in-the-dollar’ is then applied to individual property values to determine the rates for each property.

In preparing the Annual Business Plan and Budget, one of the key objectives for the Council is to ensure that rates revenue is kept to a responsible level and ensure that rates are applied across the community as fairly and equitably as possible.

This year, the Council has budgeted for a 2.4% rate revenue increase, plus growth. In line with the principles set out in the Long-term Financial Plan, the proposed rate increase is reflective of anticipated input cost increases to deliver existing services, programs, and activities, new development growth and increase in life-cycle costs arising from increased service level from new and upgraded assets.

Rates are the main source of funding for the activities which are undertaken by the Council. Representing 81% of total revenue, a total of \$36.4 million will be collected through rates this year to fund essential services such

as waste collection, management of infrastructure, public health and safety, as well as major capital projects and the provision of community programs, events and festivals.

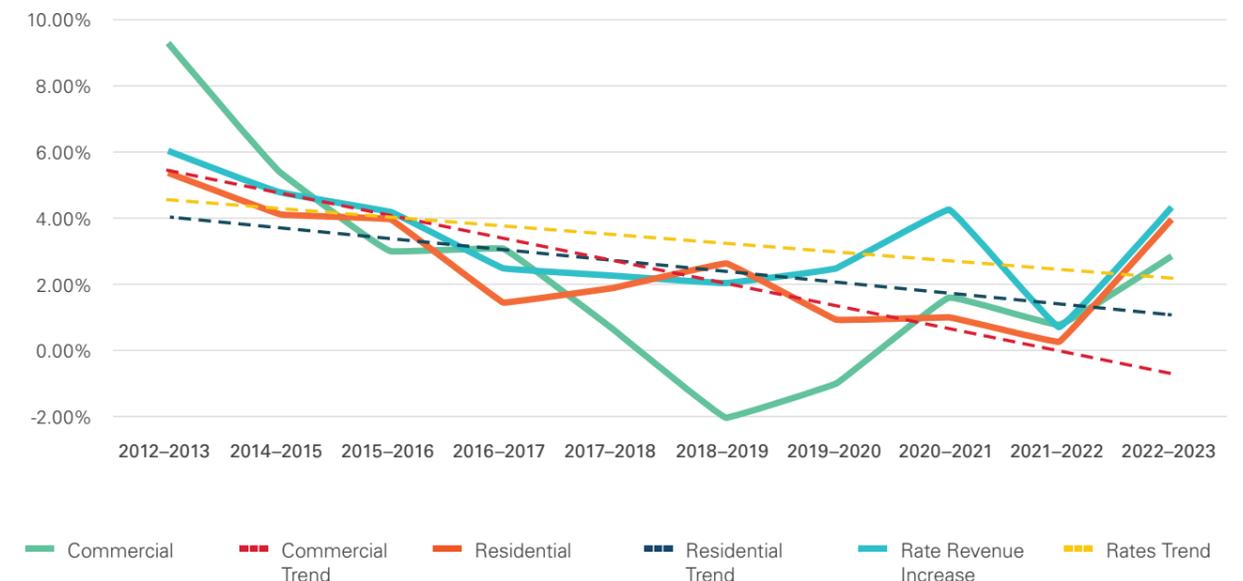
The Council supplements rates revenue with funding from other sources, such as fees and charges, State and Federal Government grants, investment incomes and loan borrowings.

Details of the Council’s Rating Policy is included in Appendix 4 of this document with the complete policy available at www.npsp.sa.gov.au

As illustrated in Graph 2, the average rate has been trending down for both residential and commercial ratepayers in our City, and this meets the Council’s objective of keeping rates at a responsible level.

Graph 2

Impacts of Council's Rating Policy



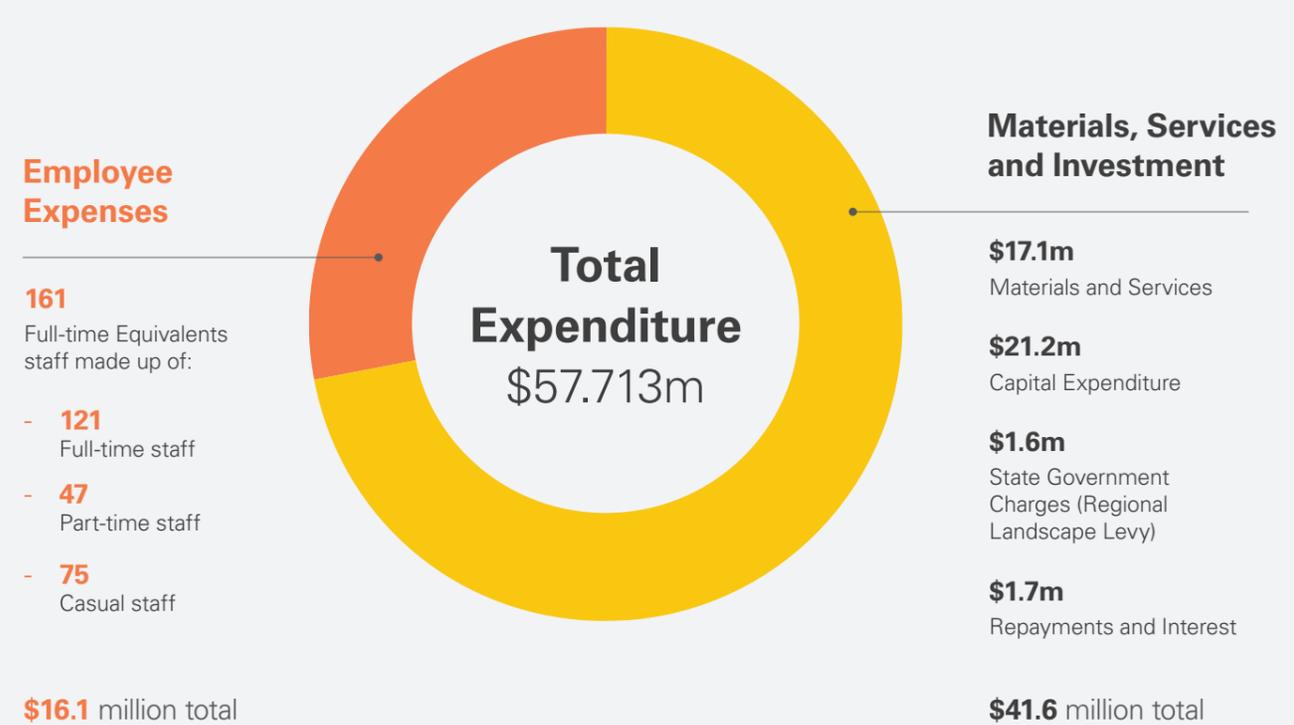
Budget Overview

2021–2022

The Budget shapes the projects, services and events held each year. The revenue from the community, government and financing allows the Council to deliver more than 40 services, programs and events and will enable the delivery of 70 special projects.

Income and Funding

Expenditure and Investment



Budget Overview

2021–2022

Our financial goal is to be a Council which delivers on its Strategic Outcomes by managing our financial resources in a sustainable and equitable manner.

The 2021–2022 Budget has been developed within the Council’s planning framework and sets the strategic directions over the medium and long term, converting these into annual actions and outputs.

The development of the Budget has been undertaken in consultation and review by Elected Members and Council staff and in consultation with the community

As the State undertakes the economic recovery from the COVID-19 pandemic, the focus in developing the 2021–2022 Annual Business Plan and Budget, has been on ensuring the Council maintains the standards for its existing range of services which are aimed at supporting the delivery of the Strategic Objectives outlined in the Councils’ Strategic Management Plan *CityPlan 2030: Shaping Our Future*, and that those services receive appropriate funding.

The Budget reflects decisions which have assumed that the social distancing and mass gathering restrictions - which were in place during 2020–2021 - have been relaxed, with the provision of services, programs and activities being delivered in a post COVID-19 safe manner.

In addition, as the third tier of government, the Council is supporting the economic recovery by proposing a number of large scale infrastructure projects, which are aimed to be delivered over the next two financial years.

The 2021-2022 Budget remains focussed on the future and aims to ensure that the Council’s emerging and continuing priorities are appropriately resourced and to this end, the Budget is built upon the strategic outcomes set out in the Councils’ Asset Management Plans and its Long Term Financial Plan.

The key driver is to ensure that the Budget priorities not only contribute to the Council’s broader strategic objectives, but also the Council’s long term financial objective of managing its financial resources in a sustainable and equitable manner.

The focus continues to be on initiatives which have been identified to support the delivery of the strategic objectives outlined in *CityPlan 2030: Shaping Our Future* and to ensure that our services are delivered in the most efficient and effective manner, thereby satisfying community needs and expectations.

The 2021–2022 Budget builds on the principle of financial sustainability. This is demonstrated by adherence, over the term of the Plan, to the overarching principles that require the Council to:

- achieve long term income, expenditure and cash flow neutrality while keeping rates growth within the average for the sector.
- ensure the Council’s long term Capital Works Program fully funds asset renewal requirements.

A number of significant factors have influenced the preparation of the 2021–2022 Budget, namely;

- impact of the Consumer Price Index (CPI) and the Local Government Price Index increases on relevant inputs of the Budget;
- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, Council owned properties and open spaces (parks and reserves);
- Enterprise Bargaining Agreements, which provide for employee wage and salary increases of 2.0% and
- commitment to major projects which span more than one year.

Table 3 provides a comparison of the financial targets included in the Council’s Long Term Financial Plan and how they are met by the 2021–2022 Budget

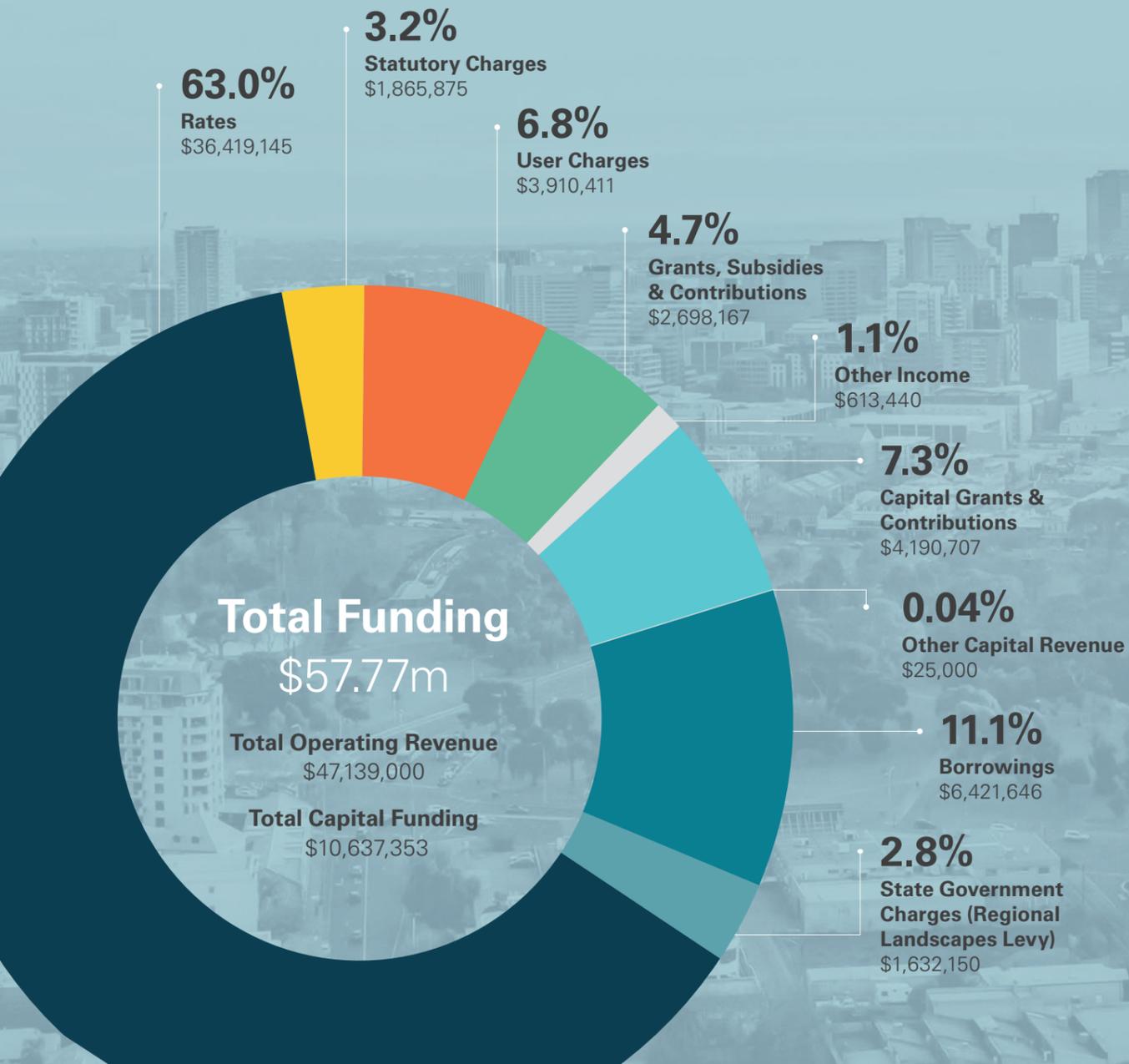
Table 3

Outcome	Indicator	LTFP Target	Target Met
A balanced budget	Operating Surplus	\$0	✓
	Operating Ratio	0–10%	✓
Rate stability	Annual Rate revenue increases	Between 3%–6%	✓
Infrastructure and Asset Management	Asset Sustainability Ratio	Between 90%–110% on a rolling three year average	✓
Debt Management	Net Financial Liabilities	≤ 75%	✓

Revenue & Expenditure

The 2021–2022 Annual Business Plan and Budget focuses on ensuring that the Council can maintain and improve its existing service standards while appropriately funding new projects and initiatives in a sustainable way.

How Council services are funded

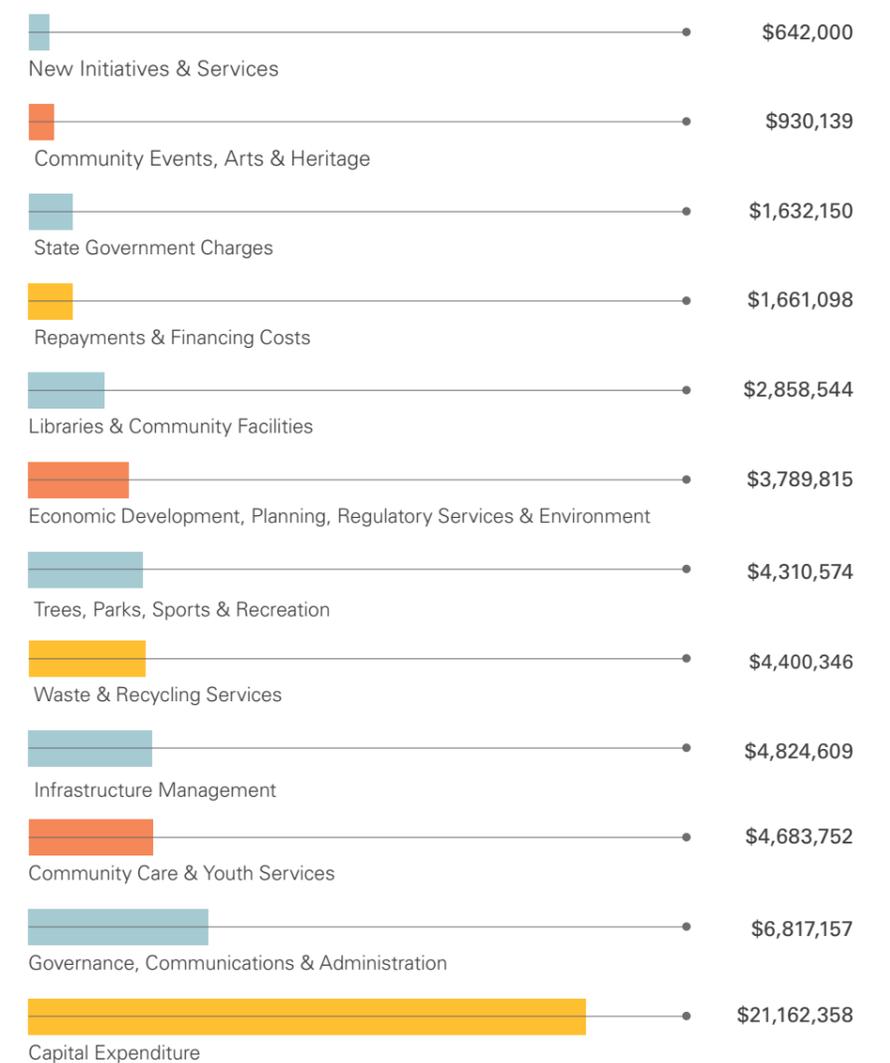


How the funds are spent

Total Expenditure \$57.713m

Total Operating Expenditure \$35,619,086

Total Capital Expenditure \$22,093,456



Appendix 1

2021–2022
Key Initiatives & Projects

CityPlan 2030 Outcome	Project Name	Project Description	Funded by			
			Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management						
* ● ● ●	St Peters Street Streetscape Upgrade	<p>This project builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve–Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honor from Payneham Road to Second Avenue. Once completed, St Peters Street will provide improved amenity and connection between the River Torrens Linear Park and other major focal points within the Precinct. The key features proposed include:</p> <ul style="list-style-type: none"> • A reduction in the overall paved road width; • Improved amenity and accessibility for pedestrians and cyclists; • Wider footpaths; • New tree planting and landscaping, including Water Sensitive Urban Design (WSUD) elements • Revitalised central median • Improved local storm water management, with seasonal storm water detention at Cliff Goodwin Reserve; and • Improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong. <p>The estimated project cost is \$4.5 million, which includes civil infrastructure renewal works and storm water drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted Infrastructure & Asset Management Plans.</p> <p>The Project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> • 2021-2022 - \$2.470 million • 2022-2023 - \$2.030 million <p>The Council has secured \$1.270 million as part of the Federal Governments Local Government and Community Infrastructure Program Extension.</p>	2,470,000	1,270,347	-	1,199,653

CityPlan 2030 Outcome	Project Name	Project Description	Funded by			
			Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management						
* ● ● ●	Civil Infrastructure Capital Works Program	Delivery of the 2021–2022 Civil Infrastructure Capital Works Program which encompasses the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the “Whole-of-Life” allocation set out in the Council’s Roads, Footpaths & Kerbs Infrastructure & Asset Management Plan (2020).	6,713,957	362,298	5,621,343	730,316
* ● ● ●	Stormwater Drainage Program	Delivery of the 2021–2022 Stormwater Drainage Program which involves enhancement of the Council’s drainage network. The Program includes the design and upgrade of the Council’s trunk storm water drainage network as directed by the City Wide Floodplain Mapping project. The Program has been developed in accordance with the objectives and goals contained in the Council’s Storm water Drainage Infrastructure & Asset Management Plan (2020)	2,646,000	-	2,646,000	-
+ ● ● ●	Street Lighting Renewal and Upgrade	In response to street lighting non-compliances identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, the Council will undertake design and construction works to ensure that non-compliant and inadequate street lighting within the City’s streets are renewed or upgraded.	40,000	-	40,000	-
* ● ● ●	Plant Replacement	Replacement of plant and vehicles utilised by City Services Field staff in the delivery of maintenance services associated with Council’s assets.	105,000	-	87,000	18,000
+ ● ● ●	40 kph Speed Limit Norwood and Kent Town	Subject to the community support which is currently being undertaken, the Council plans to implement a 40km/h speed limit are in Norwood and Kent Town. The proposed area excludes The Parade, The Parade West and Osmond Terrace.	25,000	-	25,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management Continued						
* ●	Private Laneways Conversion Project	<p>To convert and upgrade two (2) private laneways per year to public roads in accordance with the Council’s Private Laneways Policy.</p> <p>Each Laneway conversion is undertaken over two (2) years, with Stage 1 being the Public Road Conversion and Design and Stage 2 being the Capital Upgrade Works once the laneway has been converted to a public road.</p> <p>During the 2021–2022, Rosemont Lane, Norwood will be upgraded following the supported conversion to a Public Road in 2020–2021.</p> <p>Subject to property owners’ support, the conversion of Salisbury Lane, Royston Park and Kingsborough Lane Norwood, to a Public Road and subsequent design of upgrade works will also be undertaken.</p>	210,100	-	-	210,100
+	Footpath Rectification Program	The project objectives is to address all currently identified defects within the footpath network, ensuring efficient and effective use of resources to complete the tasks to the desired outcomes and standards.	100,000	-	100,000	-
* ●	Traffic Study	<p>To ensure that the Council appropriately addresses resident concerns regarding traffic speeds and volumes, a traffic study is planned for the suburbs of Glynde, Payneham, Payneham South, and Trinity Gardens & St Morris - the area bound by Payneham Road, Glynburn Road, Portrush Road and Magill Road.</p> <p>The proposed traffic study would consider neighborhood traffic-related problems in the context of the local area as opposed to isolated locations as they arise.</p>	15,000	-	15,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management Continued						
* ●	Cycling Plan 2021–2026 Year 1 Implementation	<p>The Council’s Citywide Cycling Action Plan was updated in 2021 with a list of priority actions to implement high priority cycling projects between 2021 and 2026. The delivery of the priority actions are based on:</p> <ul style="list-style-type: none"> The completion of cycling routes partially established throughout the City; Critical safety issues and gaps in the cycling network; Works to be undertaken can be integrated into existing Capital Works Programs; and Encourage and promote people to cycle more frequently. <p>During 2021-2022, the Council will upgrade the Marden Bikeway by improving the connection between Beasley Street Marden and the off-road path through Marden Senior Collage. Works will include the installation of a cyclist ramp on Beasley Street and the widening of the path from Beasley Street through to the pedestrian crossing on Lower Portrush Road.</p> <p>In addition, the Council will deliver a Cyclist Education and Promotion campaign, which includes promotion of Ride to Work day, bike maintenance workshops and improved bike parking across the City.</p>	25,000	-	5,000	20,000

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation						
* ● ● ●	Payneham Swimming Centre Redevelopment	<p>The full redevelopment of the Payneham Memorial Swimming Centre, as per the Council's Swimming Centres Strategy and endorsed Concept Plans. The key features proposed include:</p> <ul style="list-style-type: none"> Refurbishment of the main 50 metre pool in its current location with provision for a roof to be constructed at a later date; Replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System; New Plant Room to service the 50m Pool, new 25m Pool and the Aquatic Recreational Equipment and Facilities; New semi-enclosed eight lane 25 metre outdoor Lap Pool and Learn to Swim Pool with all-weather lid; New two (2) story sports and leisure centre providing pool facilities, administration, and café, gym/dry pool training space, clubrooms and multi-use function areas, New leisure pools with interactive water play and high platform water slides integrated with the building; zero depth splash pad; The installation of shade, barbeques and picnic facilities on grassed embankment. <p>The Council has secured \$5.6 million in grant funds from the State Governments Local Government Infrastructure Partnership Program to assist in funding the water elements of the project.</p> <p>The complete redevelopment is estimated to cost \$24 million, with project being delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> 2021-2022 - \$ 3.0 million 2022-2023 - \$21.0 million 	3,000,000	2,800,000	-	200,000
* ●	Recreation and Open Space Works Program	To deliver the Recreation & Open Space Works Program 2021-20212 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020)..	1,033,000	-	1,033,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation Continued						
* ● ● ●	Burchell Reserve Upgrade	<p>The redeveloped Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.</p> <p>The key features proposed include:</p> <ul style="list-style-type: none"> A multipurpose court featuring two (2) community tennis courts, basketball and netball rings New toilets, shelter, barbeque and picnic facilities; Play-space improvements and new equipment; New furniture, lighting and fencing; A ramp access to/from Sixth Avenue and internal paths; New tree planting and landscaping, including WSUD elements; and On-site storm water detention, cleaning and reuse. <p>The upgrade will be delivered over two financial years, with the total project costs estimated to be \$2.6 million</p> <ul style="list-style-type: none"> 2021-2022 - \$2.026 million 2022-2023 - \$0.574 million 	2,026,000	-	-	2,026,000
+ ●	Street Tree Planting	Increase the Council's Street Tree Planting program from 300 street trees to 500 street trees per annum	240,000	-	100,000	140,000
	Willow Bend Lighting Upgrade	The installation of thirteen (13) Solar powered bollard path lights at Willow Bend Reserve.	17,000	-	-	17,000

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation Continued						
	● Open Space Asset Condition Assessment	To undertake condition assessment of Council's recreation and open space infrastructure in accordance with the necessary and required financial and asset management principles.	50,000	-	50,000	-
●	● Tree Management Software	To ensure the City's tree stock being managed strategically to industry standard, specifically with regards to the efficient documentation and scheduling of audit, and inspection of high risk/high value trees, the Council will implement public tree management software to assist the Council to effectively and efficiently managing its existing and future Tree Stock.	10,000	-	10,000	-
Economic Development, Regulatory Services, Environment & Planning						
* ● ●	Eastside Business Awards	To recognise the best small businesses – retailers, restaurants, cafes, bars, venues and boutiques within the City of Norwood Payneham & St Peters	37,000	-	37,000	-
+	● ● Raising The Bar Adelaide	The event is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.	35,000	-	35,000	-
* ●	Extension of Reclaimed Water Scheme	To undertake the design and specification to extend the distribution network of the existing reclaimed water projects (ERA Water and Linde Reserve ASR) to enable more reserves to be irrigated with reclaimed water and reduce Council's use of potable water.	175,000	-	-	175,000
+	● Dog & Cat Management Plan - Year 3 Implementation	To implement an education campaign as required by the Council's 2019–2024 Dog & Cat Management Plan. The campaign will be implemented over the five (5) -year life of the Plan, with 2021–2022 being the year 3 of the implementation plan. The purpose of the education campaign is to educate the community in relation to: <ul style="list-style-type: none"> The new legislative requirements relating to microchipping and desexing of dogs and cats; and The general principles of responsible dog and cat ownership. This year's program includes the Dogs Day Out event, which was deferred due to COVID-19.	30,000	-	30,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Economic Development, Regulatory Services, Environment & Planning Continued						
+	● ● ● Borthwick Park Creek Improvements	Second Creek is a major creek which traverses the City of Norwood Payneham & St Peters, and more specifically, a small section of Borthwick Park. It enters the City in the suburb of Marryatville, and runs through Kensington, Norwood, Stepney and St Peters before entering the River Torrens just downstream of the St Peters Billabong. For the most part, Second Creek has been channelised or placed into underground pipes and culverts. During 2019-2020, the Council developed a Concept Plan to improve the section of Second creek that passes through Borthwick Park. The delivery of the proposed improvements are aimed at improving water quality and creek accessibility from within Borthwick Park.	100,000	-	-	100,000
+	● Energy and Water Audits	To undertake energy and water audits of the Council's top four (4) energy consuming facilities, which include Payneham Libraries & Community Facilities, St Peters Library, Works Depot, and the Payneham Community Centre to understanding the energy and water efficiencies that could be gained.	11,000	-	11,000	-
+	● ● Greening the Verges Program	In line with changes the Council's Verge Policy, the Greening of Verges is a trial program, where the Council will assist residents with approved Verge applications (subject to meeting eligibility criteria) by covering the cost of excavating compacted materials and supply and spread loam .	25,000	-	25,000	-
* ●	Urban Greening Program	A trial Program, which is aimed at encouraging residents to plant trees plant trees and natives within private land that increases, enhances and adds value to the City green cover including canopy and increases biodiversity and habitat. The project includes: <ul style="list-style-type: none"> The implementation of a Tree Incentive to citizens by giving vouchers towards purchasing a tree; A Native Plant Giveaway by giving a native plant pack (six seedlings/tube stock) to citizens on private property. 	12,500	-	12,500	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Economic Development, Regulatory Services, Environment & Planning Continued						
+ ●	● Resilient East Project	The Councils contribution to Resilient East, a regional partnership to strengthen the resilience of Councils and their communities to climate change impacts and demonstrates that the financial and legal risks of climate change are understood and managed.	7,000	-	7,000	-
+	● Transition to the SA Planning Portal	The Planning, Development and Infrastructure Act 2016 (the Act) requires the Department of Planning, Transport and Infrastructure (DPTI) to establish and maintain the SA Planning Portal website as part of new planning system, which came into effect on 19 March 2021. As part of the transition to the new system, the Council will undertake an audit of the Councils core development assessment process, delegations and approach to the assessment of Development Applications to ensure that the Council complies with the new planning system.	20,000	-	20,000	-
+ ●	● Smart City Plan - Year 1 Implementation	In December 2020, the Council endorsed a Smart City Plan and a Priority Action Plan. Implementation of the Smart City Plan objectives will commence in 2021–2022, with the delivery of the Year 1 Priority Actions, which are set out in the Smart City Plan, available at www.npsp.sa.gov.au	15,000	-	15,000	-
Libraries & Community Facilities						
*	● Buildings Capital Works Program	To deliver the 2021–2022 Buildings Works Program for the upgrade of various Council building components, in meeting the strategies and objectives of the Council’s Community Buildings Infrastructure & Asset Management Plan (2020).	1,032,500	-	1,032,500	-
	● Annual Acquisition of Library Stock	The Annual acquisition of Library stock through the State Government Materials Grant Funding in order to replenish Library Service collections across the three Council Libraries.	209,013	120,360	81,653	7,000
+	● Children’s Book Week	To deliver a program of events with local school students and families to celebrate Children’s Book Week in August 2020.	2,500	-	2,500	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Community Services, Health, Aged & Youth Services						
+	● Youth Development Strategy	<p>A program of events and activities that will deliver the Council's Youth Development Strategy. Programs for 2021-2022 include:</p> <ul style="list-style-type: none"> Sports Week: A week long program incorporating a come and try focus on a range sport options (i.e. basketball, netball, soccer, cricket) including some which may not be considered mainstream sports such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation. Youth Community Cooking: This program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group. Wheel Park: Host Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in, as well as the opportunity to practice their riding skills on a flat, sealed surface. Youth Skill Development: Three (3) new programs focused on skill development and being able to apply for work. These program include a Work Experience, Job Ready and School Advisory program. 	39,000	-	39,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Community Events, Arts & Heritage						
* ●	Major Public Art Funding Program	The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, Year three (3) contribution to the Council's fourth quadrennial public art project which will be installed in July 2022.	110,620	-	-	110,620
Governance Communications & Administration						
* ●	Biennial Community Survey	The Council commissions the survey every two years to measure community well-being and the level of community satisfaction with Council Services and facilities. The data collected also measures the Council's progress on achieving a number of the CityPlan 2030 Targets.	30,000	-	30,000	-
* ●	Annual Website Upgrades and Improvements	Annual upgrades and improvements to the City of Norwood Payneham & St Peters website, which focus on increasing responsive online tools and services to better service and engage with citizens, business and visitors.	10,000	-	10,000	-
+ ●	Culture and Business Excellence Development Program	Implementation of a number of key initiatives to drive continuous improvement and to improve the performance of the organisation.	13,000	-	13,000	-
+ ●	Digitisation of Council's Civil and Building Plans	To index, scan, uniquely identify and electronically store all the Councils' civil and building plans to ensure that they are easily retrievable electronically, with the hard copied plan subsequently being stored off-site and retained in accordance to the State Records Act and the Local Government General Disposal Schedule	20,000	-	20,000	-
+ ●	Electronic Document Management System Upgrade	To upgrade the Council's Electronic Document Management System to the latest release, to take advantage of product improvements and bug fixes.	60,000	-	-	60,000

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Governance Communications & Administration Continued						
+ ●	Meeting Room Audio Visual Upgrade	Upgrade the Council's meeting rooms to: <ul style="list-style-type: none"> • Include a 65" mobile interaction panel for use in all meeting rooms; • Replace the white board and projector with a wall mounted interactive panel and install a webcam and ceiling microphones in the main meeting room; and • Enable live streaming of Council meetings and participants to join remotely for the Council chambers. 	48,440	-	-	48,440

2021–2022 Civil Whole-of-Life Infrastructure Renewal Program

Suburb	Street	From	To
Felixstow			
Road Re-sealing	Pembury Grove	The Bend	Cardigan Avenue
Firle			
Footpaths	Glynburn Road	Seventh Avenue	Marian Road
Glynde			
Road Re-sealing	Davis Court	Davis Road	Davis Court - End
	Stempel Street	Edward Street	Glenora Court
	Sunbeam Road	Provident Avenue	Lewis Road
	Lewis Road	Avenue Road	Barnes Road
Kerb & Water Table	Barnes Road	Sunbeam Road	Lewis Road
Footpaths	Penna Avenue	Barnett Avenue	Glynburn Road
	Provident Avenue	Sunbeam Road	Barnett Avenue
	Provident Avenue	Barnett Avenue	Glynburn Road
Hackney			
Kerb & Water Table	Richmond Street	Hatswell Street	Torrens Street
Footpaths	Richmond Street	Hatswell Street	Torrens Street
Kensington			
Road Re-Sealing	Shipsters Road	Kensington Road	The Parade
	The Parade	Portrush Road	Shipsters Road
	Bishops Place	Regent Street	Shipsters Road
Kerb & Water Table	Bishops Place	Regent Street	Shipsters Road
Marden			
Road Re-sealing	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippett Avenue	Addison Avenue
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
	Addison Avenue	Broad Street	Battams Road
	Kent Street	Marden Road	OG Road

Suburb	Street	From	To
Marden Continued			
Kerb & Water Table	Addison Avenue	Broad Street	Battams Road
	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippet Avenue	Addison Avenue
	Kent Street	Marden Road	OG Road
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
Footpaths	Battams Road	Second Avenue	Addison Avenue
	Lower Portrush Road	Beasley Street	Council Boundary
Maylands			
Road Re-sealing	Stacey Court	South End	Janet Street
Norwood			
Road Re-sealing	Boswell Place	Brown Street	End
	Threlfall Avenue	Charles Street	Northern End of break
	Threlfall Avenue	Southern End of Break	Charles Street
Kerb & Water Table	Threlfall Avenue	Southern End of Break	Charles Street
Payneham			
Road Re-sealing	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
	Marian Road	Arthur Street	Ashbrook Avenue
Kerb & Water Table	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
	Marian Road	Arthur Street	Ashbrook Avenue

Suburb	Street	From	To
Royston Park			
Road Re-sealing	Battams Road	Second Avenue	Addison Avenue
Kerb & Water Table	Battams Road	Second Avenue	Addison Avenue
Footpath	Battams Road	Second Avenue	Addison Avenue
St Morris			
Road Re-sealing	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
Kerb & Water Table	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
St Peters			
Road Re-sealing	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Sixth Avenue	Suburb Boundary	Lambert Road
Kerb & Water Table	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Footpaths	Harrow Road	Second Avenue	Third Avenue
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Stepney			
Road Re-sealing	Henry Street	Stepney Street	Nelson Street
	Ann Street	Henry Street	Payneham Road
Kerb & Water Table	Ann Street	Henry Street	Payneham Road
	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street

Suburb	Street	From	To
Stepney Continued			
Footpaths	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street
	Union Street	Stepney Street	Nelson Street
Trinity Gardens			
Road Re-sealing	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent
Kerb & Water Table	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent

2021-2022 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works	From	To
Trinity Valley	Stormwater Capacity upgrade	Linde Reserve, Stepney	Clifton Street, Maylands
Marryatville	Overland Flow Path and First Creek pedestrian bridge	The Crescent	Dean Grove
St Peters	Stephen Terrace Flow diversion	Stephen Terrace	
Various	Minor Drainage Designs		

Appendix 2

Measures of Success

Measures of Success

The measure of the Council's success is driven by the achievement of the objectives outlined in *CityPlan 2030*.

A set of performance indicators have been developed to monitor our progress against these objectives and are reported on in our Annual Report. In addition to the *CityPlan 2030* indicators, the Council also measures its achievements through the following non-financial and financial Indicators;

Non-Financial Indicators

Program Delivery

To ensure that the Council delivers on the Strategic Objectives set out in the *CityPlan 2030*, various projects and initiatives must be delivered. During 2020–2021, the Council approved 22 Capital Projects and 21 Service Initiatives. The Council's performance against the 2020–2021 programs is detailed on the following page.

For 2021–2022, the Council has proposed 14 Capital Projects and 19 Service Initiatives projects. Progress on these projects will be reported in the 2021–2022 Annual Report and 2022–2023 Annual Business Plan.

Financial Indicators

When evaluating activities undertaken during any given financial year, the Council considers a number of factors, one being the future financial sustainability of the Council.

A series of financial indicators have been developed by local government to assist in determining whether a council is financially sustainable or moving to a position of financial sustainability.

Financial indicators which are used by the Council to measure performance and financial sustainability are;

Operating Surplus/(Deficit) Ratio

The Council's long term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the associated revenues.

As the major source of income for the Council is rates revenue, Operating Surplus ratio measures operating surplus/ (deficit) as a percentage of total operating revenue. This indicator represents the percentage by which the major controllable income source varies from the day to day operating expenditure.

In 2021–2022, the forecast operating surplus is \$425,000, resulting in an Operating Surplus ratio of 0.9%.

Net Financial Liabilities Ratio

A Council's indebtedness must be managed to ensure its liabilities and associated costs are met without impinging on the financial sustainability of the Council.

Net Financial Liabilities ratio measures the extent of what is owed by the Council less any liquid assets (i.e. cash or receivables) of the Council are met by its operating revenue.

Where the ratio is increasing, it indicates a greater amount of the Council's operating revenues is required to service its financial obligations. For 2021–2022, it is anticipated the net Financial Liabilities ratio of the Council will be 61.1%.

Debt Servicing Ratio

Debt servicing ratio measures the extent Council's commitment to interest expense and loan repayments is met by general rate revenue. For 2021–2022, it is anticipated that 4.5% of the Council's general rate revenue will be committed to service the interest and principal repayments on its borrowings.

Asset Sustainability Ratio

Asset Sustainability Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.) at the same rate the stock of assets is wearing out. The ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the planned expenditure outlined in the Council's Asset Management Plans.

In 2021–2022, the Council has planned to spend \$16.7 million on asset renewal compared to the Asset Management Plan spend of \$13.7 million.

The Council can accelerate or reduce asset expenditure over time to compensate for prior events, or invest in assets by spending more now so that it costs less in the future to maintain. On a three (3) year rolling average, the asset sustainability ratio of 99.6%.

Non-Financial Indicators 2020–2021 Program Delivery

CityPlan 2030 Outcome	Project Description	Status
Infrastructure Management		
* ●	Civil Infrastructure Capital Works Program	✓
* ●	Drainage Program	✓
* ●	Payneham Oval Precinct Parking	✓
+ ●	Street Lighting Renewal and Upgrade	✓
* ●	Private Laneways Conversion Project	✓
* ●	Plant Replacement Program	✓
+ ●	Rectification of Footpath Defect	✓
* ● ●	Stephen Street, Norwood Streetscape Upgrade	–
* ● ●	St Peters Street Upgrade	✓
+ ● ●	Condition Assessment of Storm water Drainage Infrastructure / Irrigation System / Linear Park Cliff Face	✓
Trees, Parks, Sport & Recreation		
* ●	Recreation and Open Space Works Program	✓
* ● ●	Hannaford Reserve Masterplan	●
* ●	Payneham Memorial Swimming Centre Main Pool Covers	✓
+ ●	Street Tree Planting	✓
Economic Development, Regulatory Services Environment & Planning		
+ ●	Dog & Cat Management Plan Education Campaign	✓
+ ●	Business Readiness for New Planning System	✓
+ ●	Traffic & Integrated Transport Investigations and Initiatives	✓
* ●	Second Creek Outlet Upgrade	–
* ● ●	Borthwick Park Creek Improvements Detail Design and Construction	–
* ● ● ●	George Street Upgrade	●
* ● ● ●	The Parade Masterplan Detail Design	–
+ ●	Resilient East Implementation	✓
+ ●	Sustainable Garden Awards Program 2020	✓
+ ●	Emissions Reduction Plan	✓
+ ● ●	Raising The Bar Adelaide	✓
+ ● ●	Eastside Business Awards	✓

✓ Completed – In Progress ● Not Yet Started
 ● Social Equity ● Cultural Vitality ● Economic Prosperity ● Environmental Sustainability
 * Assets – New, Upgrades and Renewal + New Service and Program Initiatives

CityPlan 2030 Outcome	Project Description	Status
Community, Health, Aged & Youth Services		
+ ● ●	Age Friendly Wayfinding Walking Route Pilot	–
+ ● ●	Canvas Youth Art Exhibition	✓
Libraries & Community Facilities		
* ●	Buildings Capital Works Program	✓
* ● ●	Annual Acquisition of Library Stock	✓
+ ● ●	Children's Book Week	✓
* ● ● ●	Don Pyatt Community Hall Chairs	–
* ● ●	Norwood Library Strategic Review and Concept Plan	–
Community Events, Arts & Heritage		
* ● ●	Major Public Art Funding Program	✓
* ●	Permanent Signage for Promotion of Council Events and Consultations	✓
+ ● ●	2021 Tour Down Under and Community Event (cancelled due to COVID-19)	●
+ ●	Christmas Movie on the Oval	✓
+ ●	Concerts in the Park	✓
Governance, Communications & Administration		
+ ●	Authority Content Migration to Councils EDMS, Objective ECM	–
+ ●	Objective ECM Consulting Services Program (CSP)	✓
* ●	Corporate Uniform	✓
* ●	Organisational Culture Survey (Human Synergistic)	✓
* ●	Annual Website Upgrades and Improvements	✓
* ●	Civica Authority BIS Upgrade	✓

✓ Completed – In Progress ● Not Yet Started
 ● Social Equity ● Cultural Vitality ● Economic Prosperity ● Environmental Sustainability
 * Assets – New, Upgrades and Renewal + New Service and Program Initiatives

Financial Ratios

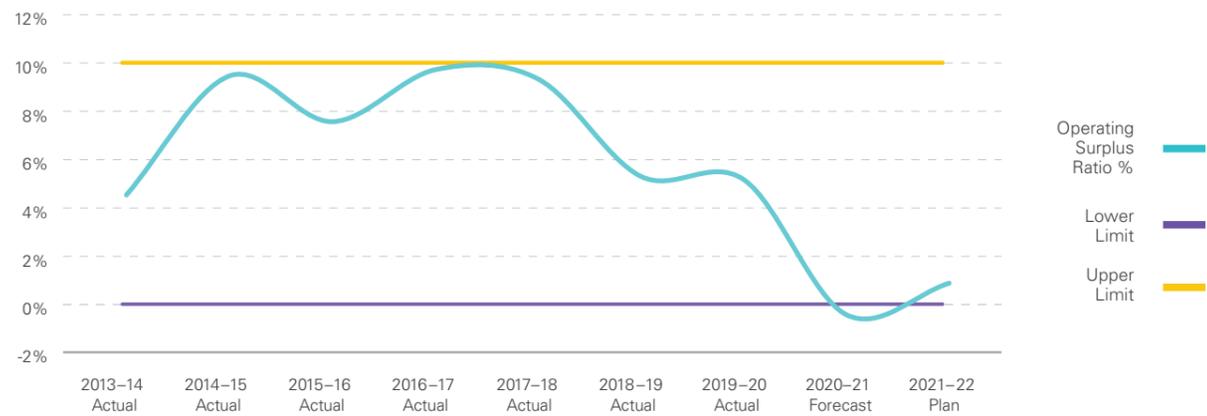
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council's performance against these outcomes are detailed below.

Outcome 1: A balanced budget

The Council's services and programs, including depreciation of infrastructure and assets, are fully funded and the costs are shared equitably between current and future ratepayers.

Operating Surplus Ratio %



Outcome 2: Rate Stability

Annual rate collections are fair and equitable for residents and ratepayers with the aim to keep rate revenue increases stable over the medium term.

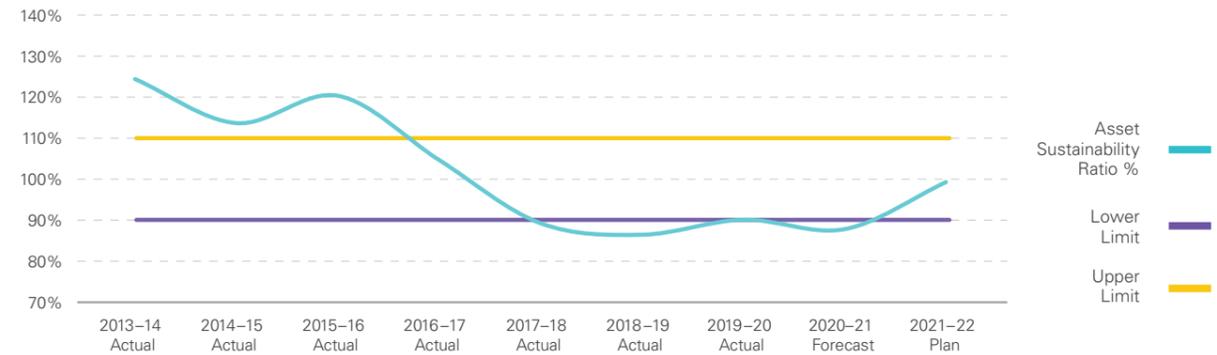
Rate Revenue Increase



Outcome 3: Infrastructure and Asset Management

Maintain infrastructure and assets in line with the Council's Whole-of-Life Infrastructure Framework to achieve the outcomes and objectives, as set out in *CityPlan 2030*.

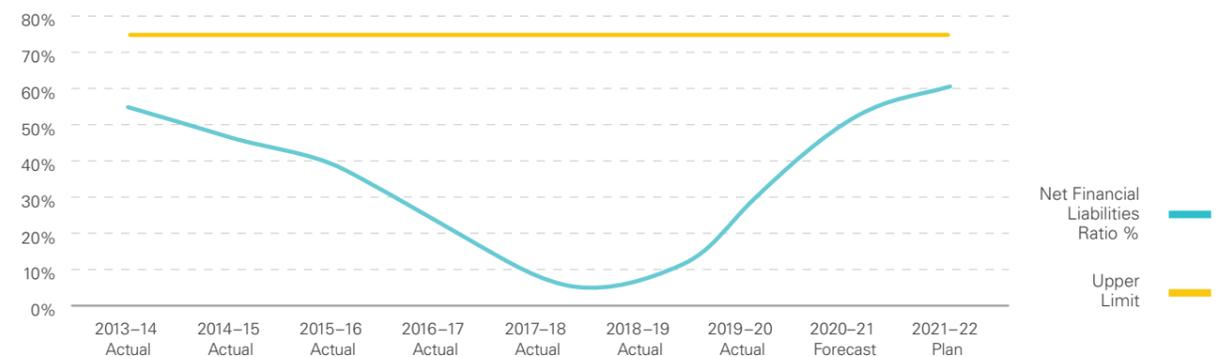
Asset Sustainability Ratio %



Outcome 4: Debt Management

Prudent use of debt to invest in new long term assets, to ensure intergenerational equity between current and future users.

Net Financial Liabilities Ratio %



Debt Servicing Ratio %



Appendix 3

Financial Statements

Statement of Comprehensive Income for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates	38,001	36,278	36,181	34,845	33,947
Statutory charges	1,866	1,547	1,595	1,760	1,819
User charges	3,910	3,608	3,408	3,701	3,443
Grants, subsidies and contributions	2,703	2,921	2,959	3,152	3,198
Investment income	111	65	88	206	251
Other income	498	702	1,527	1,013	1,072
Net loss joint ventures and associates	2	-	28	35	42
Total Income	47,091	45,121	45,786	44,711	43,772
Expenses					
Employee costs	16,116	15,498	14,050	13,739	13,074
Materials, contracts and other expenses	18,977	19,118	18,937	18,774	17,527
Finance costs	730	620	405	489	600
Depreciation, amortisation and impairment	10,640	9,734	9,503	8,984	8,285
Net loss joint ventures and associates	203	319	515	346	193
Total Expenses	46,666	45,290	43,411	42,331	39,680
Operating Surplus (Deficit)	425	(169)	2,375	2,380	4,092
Net gain (loss) on disposal or revaluation of assets	25	27	(1,529)	(1,207)	(910)
Amounts specifically for new or upgraded assets	4,191	2,581	744	1,131	1,741
Physical resources received free of charge	-	-	-	24	-
Net Surplus (Deficit) transferred to Equity	4,641	2,439	1,590	2,327	4,923
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant and equipment	2,000	2,000	3,542	32,993	(150,421)
Share of other comprehensive Income - joint ventures and associates	-	-	13	9	(12)
Total Other Comprehensive Income	2,000	2,000	3,555	33,001	(150,433)
Total Comprehensive Income	6,641	4,439	5,145	35,329	(145,510)

Pursuant to S123(10)(b) of the Local Government Act 1999 and Clause 7 of the Local Government (Financial Management) Regulations 2011, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$47.088m) is sufficient to meet the projected Operating Expenditure (\$46.463m) for the 2021–2022 Financial Year.

Statement of Financial Position for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	1,253	6,928	9,177	12,152	15,812
Trade and other receivables	2,800	2,619	2,889	2,945	2,475
Total Current Assets	4,053	9,547	12,067	15,097	18,287
Non-current Assets					
Financial Assets	105	105	105	136	159
Equity accounted investments in Council businesses	2,546	2,437	2,463	2,890	3,196
Infrastructure, property, plant and equipment	520,833	504,235	476,469	473,423	437,409
Other non-current Assets	-	-	17,891	6,119	3,715
Total Non-current Assets	523,484	506,776	496,929	482,569	444,478
Total Assets	527,537	516,323	508,995	497,666	462,765
Liabilities					
Current Liabilities					
Trade and other payables	5,833	6,378	7,310	6,272	5,462
Borrowings	931	1,547	1,651	1,781	1,858
Short-term provisions	2,843	2,801	3,135	2,752	2,761
Total Current Liabilities	9,607	10,726	12,095	10,805	10,081
Non-current Liabilities					
Long-term borrowings	19,911	14,420	10,357	5,388	6,513
Long-term provisions	1,161	1,163	1,160	1,203	1,129
Liability - equity accounted Council businesses	1,792	1,589	1,397	1,429	1,529
Total Non-current Liabilities	22,863	17,172	12,913	8,020	9,171
Total Liabilities	32,471	27,898	25,008	18,825	19,252
Net Assets	495,067	488,426	483,987	478,842	443,513
Equity					
Accumulated Surplus	63,905	59,264	56,825	55,222	52,886
Asset Revaluation Reserve	431,162	429,162	427,162	423,620	390,627
Total Equity	495,067	488,426	483,987	478,842	443,513

Statement of Cash Flows for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
Rates - general and other	37,819	36,549	36,107	34,696	33,670
Fees and other charges	1,866	1,547	1,646	1,694	1,786
User charges	3,910	3,608	3,297	4,014	4,542
Investment receipts	2,703	2,921	88	204	252
Grants utilised for operating purposes	111	65	3,677	2,744	2,835
Other income	498	702	1,474	1,244	1,324
Payments					
Employee costs	(15,870)	(15,795)	(13,486)	(14,322)	(13,668)
Contractual services and materials	(19,521)	(19,895)	(19,030)	(17,593)	(15,381)
Finance payments	(730)	(620)	(407)	(489)	(615)
Net Cash provided by (or used in) Operating Activities	10,788	9,081	13,368	12,191	14,746
Cash Flows from Investing Activities					
Receipts					
Amounts specifically for new or upgraded assets	4,191	2,581	1,165	1,049	1,742
Sale of replaced assets	25	27	58	9	790
Repayments of loans by community groups	-	-	43	13	21
Capital distribution from associated entities	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(16,742)	(11,474)	(8,919)	(9,009)	(6,589)
Expenditure on new/upgraded assets	(9,347)	(6,427)	(13,175)	(6,615)	(2,673)
Capital contributed to associated entities	(81)	(100)	(81)	(96)	(132)
Net Cash provided by (or used in) Investing Activities	(21,954)	(15,394)	(20,909)	(14,649)	(6,841)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	6,422	5,871	6,500	-	-
Payments					
Repayments of Borrowings	(931)	(1,807)	(1,934)	(1,202)	(2,045)
Net Cash provided by (or used in) Financing Activities	5,491	4,063	4,566	(1,202)	(2,045)
Net Increase (Decrease) in cash held	(5,675)	(2,249)	(2,975)	(3,660)	5,860
Cash and cash equivalents at beginning of period	(6,928)	9,177	12,152	15,812	9,953
Cash and cash equivalents at end of period	1,253	6,928	9,177	12,152	15,812

Statement of Changes in Equity for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
Balance at end of previous reporting period	59,264	56,825	55,222	52,886	47,975
Net Surplus/(Deficit) for year	4,641	2,439	1,590	2,327	4,923
Share of other comprehensive income	-	-	-	-	(12)
Balance at end of period	63,905	59,264	56,812	55,213	52,886
Asset Revaluation Reserve					
Balance at end of previous reporting period	429,162	427,162	423,620	390,627	541,048
Gain on revaluation of infrastructure, property, plant and equipment	2,000	2,000	3,542	32,993	(150,421)
Balance at end of period	431,162	429,163	427,162	423,619	390,627
Total Equity at end of reporting period	495,067	488,427	483,974	478,842	443,513

Uniform Presentation of Finances for the year ended 30 June 2020	Proposed 2021-2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	47,091	45,121	45,786	44,711	43,772
less Expenses	(46,666)	(45,290)	(43,411)	(42,331)	(39,680)
Operating Surplus(Deficit)	425	(169)	2,375	2,380	4,092
less Net Outlays on Existing Assets					
Capital expenditure on renewal and replacement of existing assets	18,831	11,474	8,919	15,624	9,262
Depreciation, amortisation and impairment	(10,640)	(9,734)	(9,503)	(8,984)	(8,285)
Proceeds from sale of replaced assets	(25)	(27)	(57)	(9)	(790)
	8,166	1,713	(641)	6,631	186
less Net Outlays on New and Upgraded Assets					
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	7,258	6,427	13,174	6,615	2,673
Amounts received specifically for new and upgraded assets	(871)	(2,581)	(1,165)	(1,049)	(1,742)
Asset Received Free of Charge	-	-	-	(24)	-
	6,387	3,846	12,009	5,542	931
Net Lending/(Borrowing) for Financial Year	(14,128)	(5,728)	(8,992)	(9,793)	2,975

Statement of Comprehensive Income for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2021–2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	Indicator	Indicator	Indicator	Indicator	Indicator
Operating Surplus Ratio						
Operating Surplus	425	0.9%	(0.4%)	5.2%	5.3%	9.3%
Total Operating Revenue	47,091					

This ratio expresses the Operating Surplus as a percentage of total Operating Revenue.

Net Financial Liabilities Ratio	Proposed 2021-2022	Forecast 2021–2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	Indicator	Indicator	Indicator	Indicator	Indicator
Net Financial Liabilities	28,313	60.1%	40.4%	28.0%	8.0%	1.8%
Total Operating Revenue	47,091					

This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

Asset Sustainability Ratio	Proposed 2021-2022	Forecast 2021–2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	Indicator	Indicator	Indicator	Indicator	Indicator
Net Asset Renewals	16,742	122%	82%	99%	109%	79%
Infrastructure & Asset Management Plan required expenditure	13,724					

This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets

Rolling three-year average	99.6%	88.1%	90.4%	86.7%	89.6%
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Appendix 4

Rating Policy

Rating Policy

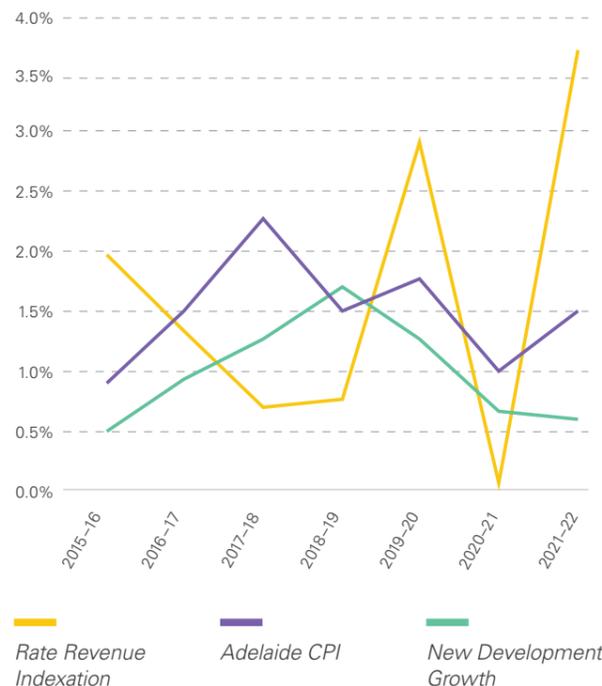
Method Used to Value Land

The Council has continued to use Capital Value as the basis for valuing land within the City of Norwood Payneham & St Peters. It is considered that this method of valuing land provides the fairest method of distributing the rates across all ratepayers on the following basis:

- Property value is a good indicator of wealth and Capital Value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth; and
- The distribution of property values throughout the City of Norwood Payneham & St Peters is such that only just over one third of residential ratepayers will pay more than the average rate per property.

Information received from the Valuer General indicates a number of changes in the City’s property values to date. 0.6% of the increase can be attributed to growth related to new development within the City to date.

Graph 3
Rate Revenue Increase



Differential General Rates

The *Local Government Act 1999* allows council's to apply differential rates based on the use of the land, the locality of the land or the use and locality of the land. The City of Norwood Payneham & St Peters applies differential rates on the basis of land use.

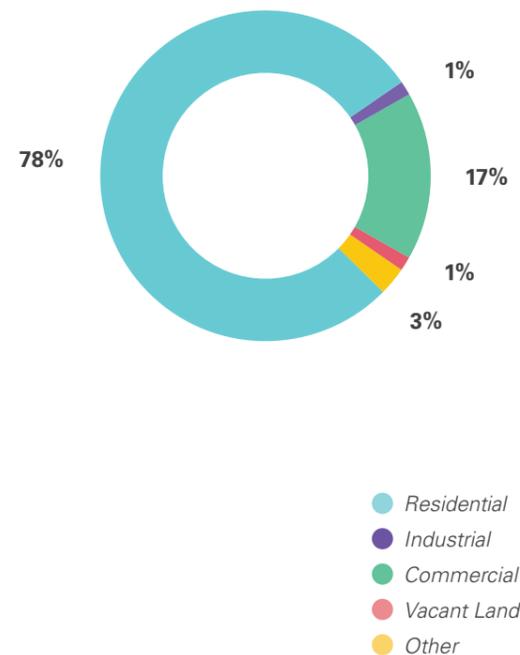
Definitions of land use are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other
- Primary Production
- Vacant Land; and
- Other

The City of Norwood Payneham & St Peters applies differential rates on the basis of land use whereby non-residential properties have an increased rate-in-the-dollar of an additional 20% of the rate-in-the-dollar which is applied to residential properties.

Based on information provided by the Valuer General to date, the payment of rates will be distributed across the difference categories as detailed in Graph 4 below.

Graph 4



Minimum Rate

Pursuant to the *Local Government Act 1999*, a council may impose a minimum amount which is payable by way of rates. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a council imposes a minimum rate it must not apply to more than 35% of properties in the Council area.

The Council has set a minimum rate of \$1,068. The minimum rate will be applied to 6,003 (29.93%) of all rateable properties.

In determining the minimum rates, the Council is ensuring that all rateable properties make a base level contribution to the costs of:

- Administering the Council’s activities;
- The provision of the physical infrastructure that supports each property and is available for use by all ratepayers; and
- Services provided that are available for use by all ratepayers (e.g. Libraries, parks and gardens).

The Parade Precinct Separate Rate (TBC)

The Council has determined to raise a Separate Rate, for the purposes of promoting and enhancing business viability and employment generation within The Parade Precinct. The Parade Precinct Separate Rate is levied against all commercial properties located along The Parade between Fullarton Road and Portrush Road, and the revenue raised will only be used for this purpose.

Proposed Rate Increases for 2021–2022

To fund the activities proposed within the 2021–2022 Annual Business Plan and to ensure that the Council continues to provide the level of services required and expected by the community, the Council estimates that it will require an additional \$1.507 million (tbc) in general rate income.

Based on the initial valuations which have been received from the Valuer-General, this will result in an increase in the “cents-in- the-dollar”.

The average residential property will be required to pay \$1,561 (tbc) and the average commercial property will be required to pay \$2,655 (tbc).

Regional Landscape Levy

Pursuant to the *Landscape South Australia Act 2019*, the Council is required to collect funds on behalf of the State Government, for the operations of the Green Adelaide Board.

The Council collects the funds through a separate rate levied as the Regional Landscape Levy and is applicable to land within its area of the Green Adelaide Region.

In 2021-2022, the Council will collect \$1.386 million (tbc) for the payment of the Regional Landscape Levy. The Council is acting as a revenue collector and as such does not retain this revenue, but simply forwards it through to the Green Adelaide Board.

Rate Capping

Rate Capping is provided in the form of a Rebate or Remission of Rates above an approved threshold. In the 2020–2021 Budget, the Council has determined that rates will be capped (subject to certain conditions) at two times the rate revenue increase in set in the Annual Budget. This means that the maximum increase in rates for individual properties will be 8.7% for the 2021–2022 Financial Year.

Remission and Postponement of Rates

Section 182A of the *Local Government Act 1999*, provides the option for South Australian Senior Card Holders to apply to postpone part of their council rates on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property.

For complete details on these items and additional information please refer to the Rating Policy and Rebate Policy which is available online at www.npsp.sa.gov.au.

Council Facilities**The Council's Principal Office is located at:**

Norwood Town Hall
175 The Parade, Norwood

Additional sites of operation include:

Council Works Depot
Davis Road, Glynde

Norwood Library
110 The Parade, Norwood

St Peters Library
101 Payneham Road, St Peters

Payneham Library & Community
Facilities Complex (Tirkandi)
2 Turner Street, Felixstow

Payneham Community Centre
374 Payneham Road, Payneham

Cultural Heritage Centre
101 Payneham Road, St Peters

Norwood Swimming Centre
Phillips Street, Kensington

Payneham Memorial Swimming Centre
OG Road, Felixstow

The Council also operates two unique entities:

St Peters Child Care Centre
42–44 Henry Street, Stepney

Norwood Concert Hall
175 The Parade, Norwood

Additional Copies

The 2021–2022 Annual Business Plan can be viewed online
at www.npsp.sa.gov.au

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
**Norwood
Payneham
& St Peters**

Attachment B

Draft 2021-2022 Annual Business Plan Consideration of Public Submissions

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters

Sharon Perkins

From: [Redacted]
Sent: Thursday, 13 May 2021 10:28 PM
To: Julie Adair-Cullen; Townhall; ABP Consultation
Subject: Draft Annual Business Plan & Budget 2021-2022 [#1]

Follow Up Flag: Follow up
Flag Status: Flagged

Objective: -1

Name * Tony Camporeale

Postal address [Redacted] Norwood
*

Suburb * Adelaide

Contact [Redacted]
number *

Email * [Redacted]

Please provide NPSP's financial strategy seems sustainable and prudent.
any
comments
you have
regarding the
Council's
Financial
Goal. *

Do you Yes - to some
support the
New Projects
and Service
Initiatives
included in
the 2021-
2022 Plan? *

Do you Yes
believe that

this level of financial commitment is appropriate, to maintain the Council's infrastructure?

*

Do you support the proposed Rate Revenue increase? * No

Please provide any comments you have regarding the Council's proposed rate revenue increase. An average increase of 3.71% seems excessive in the current economic circumstances for average / low income earners, young families with single income, the unemployed and retirees. Suggest Rate increase restricted to CPI or within CPI+1%. I anticipate property valuations are likely to rise and hence will drive increased Corporation Rates even without changing the actual rate %.

Comments

As a member of the St Peters Rotary Club and on behalf of the broader Norwood & St Peters community, I submit a request for NPSP Council to add shelters at the Linde Reserve as part of the NPSP Annual Business Plan, within the Trees, Parks, Sports & Recreation budget allocation. Linde Reserve lacks any form of all-weather shelter against wet weather and very sunny/hot weather, particularly in open areas, and therefore limiting its use in these conditions. I acknowledge there are trees providing shade in some areas but are still quite limited on sunny days and absolutely no protection in wet weather.

Providing shelters similar to those at Coke Park and Felixstowe Reserve will enhance the attraction and community use of the Linde Reserve. It is suggested such shelters could be placed in proximity to bbqs with seating facilities incorporated.

If required, I may be contacted to discuss this proposal on [redacted] or by email [redacted]

Submitted for your consideration and, we trust, adopted for implementation in 2021/22.

Regards,

Tony Camporeale

Sharon Perkins

From: [REDACTED]
Sent: Tuesday, 18 May 2021 1:21 PM
To: ABP Consultation; Julie Adair-Cullen
Subject: Draft Annual Business Plan & Budget 2021-2022 [#2]

Follow Up Flag: Follow up
Flag Status: Flagged

Objective: -1

Name * Nathan Cunningham

Postal address * [REDACTED]

Suburb * JOSLIN

Contact number * [REDACTED]

Email * [REDACTED]

Please provide any comments you have regarding the Council's Financial Goal. *

The language of the Goal appears shallow. I am not convinced that the significant Rate Rise is required. I acknowledge the 0% of last FY, but all the goodwill is undone by whacking the community with nearly 4% (on properties which are also increasing in value – increasing the burden on residents, and for what?? Next FY doesn't read as anything particularly extraordinary. Control yourselves and control your appetites, while looking for recurrent and operating savings.

Do you support the New Projects and Service Initiatives included in the 2021-2022 Plan? *

Yes – to some

Please provide any further comments you have regarding the Council's Strategic Projects

This needs greater discipline. The rate rise is unacceptable, so projects or services might need reconsideration.

Do you believe that this level of financial commitment is appropriate, to maintain the Council's infrastructure? *

Yes

Please provide any further comments you have regarding the Council's Infrastructure and Asset Renewal Program.

Most Council's struggle to put sufficient funding towards Asset Renewal. This is critical and speaks directly to the liveability of a city.

Do you support the proposed Rate Revenue increase? *

No

Please provide any comments you have regarding the Council's proposed rate revenue increase.

The 2.4% is potentially a false economy when growth or increased valuations are considered in a hot Real Estate market. I note the media are reporting a figure near 4% and this is not palatable to the average residents. Rising property values do not help the home owners in managing expenses and we risk seeing asset rich and cash poor residents struggle with their capacity to pay. The figure needs to drop under 2%

Comments

Control yourselves and show some discipline with expenditure. The Rate rise is simply too high in this current financial climate. I expect the Council to do better and not simply whack the ratepayers double after last years 0%. That should have been a reset, but instead is just a gap being covered by a bigger hit next year. You don't want to be THE Council in the media for high rate rises, and this is what you have achieved. That tells me there is some poor fiscal management.

Sharon Perkins

From: [REDACTED]
Sent: Wednesday, 26 May 2021 10:02 PM
To: ABP Consultation; Julie Adair-Cullen
Subject: Draft Annual Business Plan & Budget 2021-2022 [#3]

Follow Up Flag: Follow up
Flag Status: Flagged

Objective: -1

Name *	Maxwell Sugars
Postal address *	[REDACTED]
Suburb *	Marryatville
Contact number *	[REDACTED]
Email *	[REDACTED]
Please provide any comments you have regarding the Council's Financial Goal. *	<p>I say No to the speed limit being dropped to 40kph. That will have more cars on all these minor streets for more time and congest the streets even more than it is at the moment. This is not a strategic financial plan.</p> <p>The Council will only revenue raise for their own pockets.</p>
Do you support the New Projects and Service Initiatives included in the 2021-2022 Plan? *	No - none
Do you believe that this level of financial commitment is appropriate, to maintain the Council's infrastructure? *	No
Do you support the proposed Rate Revenue increase? *	No

Sharon Perkins

From: [REDACTED]
Sent: Wednesday, 26 May 2021 10:02 PM
To: ABP Consultation; Julie Adair-Cullen
Subject: Draft Annual Business Plan & Budget 2021-2022 [#3]

Follow Up Flag: Follow up
Flag Status: Flagged

Objective: -1

Name * Maxwell Sugars

Postal address * [REDACTED]

Suburb * Marryatville

Contact number * [REDACTED]

Email * [REDACTED]

Please provide any comments you have regarding the Council's Financial Goal. *
I say No to the speed limit being dropped to 40kph. That will have more cars on all these minor streets for more time and congest the streets even more than it is at the moment. This is not a strategic financial plan.
The Council will only revenue raise for their own pockets.

Do you support the New Projects and Service Initiatives included in the 2021-2022 Plan? * No - none

Do you believe that this level of financial commitment is appropriate, to maintain the Council's infrastructure? * No

Do you support the proposed Rate Revenue Increase? * No

Sharon Perkins

From: [REDACTED]
Sent: Monday, 31 May 2021 12:50 PM
To: ABP Consultation; Julie Adair-Cullen
Subject: Draft Annual Business Plan & Budget 2021-2022 [#4]

Follow Up Flag: Follow up
Flag Status: Flagged

Objective: -1

Name * Adriana Coscia

Postal address 5068

*

Suburb * St Morris

**Contact
number *** [REDACTED]

Email * [REDACTED]

Please provide –
 any
 comments
 you have
 regarding the
 Council's
 Financial
 Goal. *

Do you Yes – to some
support the
New Projects
and Service
Initiatives
included in
the 2021–
2022 Plan? *

Please provide A big push for environmental sustainability. We are a community filled with young people, including
any further myself, that feel very passionately about a better future. To make this area appeal to younger

comments members, it must align with their values. This includes not only more and more trees but creating
 you have opportunities for the community to as well. This may be having 2> rubbish compartments for
 regarding the recycling and organics instead of one large bin.

Council's
 Strategic
 Projects

Do you Somewhat agree
 believe that
 this level of
 financial
 commitment
 is
 appropriate,
 to maintain
 the Council's
 infrastructure?

*

Please provide I believe the kerbs are not a major renewal asset. Safety, in regards to fencing and gates is a more
 any further appropriate renewal avenue.

comments
 you have
 regarding the
 Council's
 Infrastructure
 and Asset
 Renewal
 Program.

Do you Yes
 support the
 proposed Rate
 Revenue
 increase? *

Comments

A request for lighting and gates to be considered in St Morris Reserve. The fencing around the park is inadequate
 and unsafe for our community members. Including myself, a large number of frequent park visitors have had our
 beloved dogs leave the park due to the four openings available. Without gates, our dogs and young children are

exposed to the busy and narrow streets outside the park. The visibility from both the Gage St and Seventh Ave intersection is poor. As the quality of these roads are compromised, it would seem only logical to ensure the safety of both pedestrians / dogs off leash and drivers to install gates. In conversation with others community members who use the park, all share the same view and understanding regarding installation of gates at St Morris Reserve. This park also needs lighting. With the dog off leash hours being 5pm – 8am, only 1 – 3 hours (depending on day light savings) are actually available for dog owners to safely access the park. This seems to discourage late night and early morning dog owners to use the park during their designated times, due to the light availability.

Sharon Perkins

From: [REDACTED]
Sent: Wednesday, 19 May 2021 7:17 PM
To: Townhall
Subject: Rates Rise

Dear Mr Bria,

As a Norwood resident and homeowner my annual council rates are \$3,700. That is a big chunk of my wages.

The council has undertaken record infrastructure projects and consequently rates for homeowners are to rise by 3.75%. Our council rates are already high. The council needs to budget and work within its means. Homeowners must live within their means and can not approach their employers to request a 3.75% wage increase to pay for their new home extensions or improvements. Likewise the council should not undertake record investment in infrastructure, but instead plan carefully long term for infrastructure work.

It is not the council's place to provide jobs in the community. That is the role of the S.A. government. I did not receive any information requesting feedback on the council budget and if I would support increase in rates to support jobs in SA.

Please explain why it is the council job to support the wellbeing of our community during Covid and also what initiatives has the Norwood Council provided in 2020/21. As a resident I'm unaware of any initiatives.

Community consultation should be actively sought and I appreciate the card in my letterbox informing residents of the opportunity to provide feedback on the proposed 40km speed limit in suburban Norwood streets. However, the council needs to improve in informing residents of community consultation. Not long ago the only advertising for community consultation on parking issues in Norwood was a board on Osmond Tce.

Lastly, I request a copy of the role statement for local council in SA and the role statement of the Norwood Council.

Yours sincerely,
Dina Hatwell

Sharon Perkins

From: Robert Turnbull [REDACTED]
Sent: Thursday, 20 May 2021 11:39 AM
To: Sue Whittington; Fay Patterson
Subject: Proposed NPSP Rate increase

Dear councillors,

I am writing to you, having seen in yesterday's Advertiser, that the council has proposed a 3.71% rate increase.

I urge you to strongly oppose this ill-judged measure, that is most inappropriate at this present time, when the majority of residents are still suffering the effects of Covid, lockdowns, unemployment and a stagnant economy.

We are fortunate to live in a large old heritage listed home that requires constant repairs, but attracts rates of \$4406 p/a. I am 77 yrs and retired, my wife is 70 and still working, we are supporting my daughter and family who live with us, so every extra cost matters to us. There are many other retirees like us, who are asset rich but income poor, who will be impacted by this rise.

Mr Bria is quoted as saying the Council is planning a record investment in projects and infrastructure to create jobs and improve the wellbeing of our community.

I think generally we are well provided with services from the Council, but a rate increase for vanity projects is not increasing our wellbeing, nor is it the role of the Council to create employment.

At this time, with a worldwide threat of inflation or recession, money printing running rampant, the Council should be looking for economies and securing a stable future for our community.

If you wish to speak further with me, my mobile is [REDACTED]

Yours sincerely,

Mr R J Turnbull

Attachment C

Draft 2021-2022 Annual Business Plan Consideration of Public Submissions

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

File Number: qA72303
 Enquiries To: Sharon Perkins
 Direct Telephone: 8366 4585



City of
 Norwood
 Payneham
 & St Peters

7 June 2021

Ms Dina Hatwell

Via email: [REDACTED]

Dear Ms Hatwell

Thank you for your email dated 19 May 2021, regarding your concerns with the **proposed** rate increase for the 2021-2022 financial year.

The Council recently undertook community consultation on the draft *2021-2022 Annual Business Plan and Budget*.

The comments and issues outlined in your email, together with other comments which have been received through the consultation process, will be considered by the Council at a Special Council Meeting which is scheduled for 16 June 2021. Any decisions and/or amendments to the draft *Annual Business Plan and Budget* which are made by the Council at that meeting, including any increase in rate revenue, will be incorporated into the final draft *Annual Business Plan and Budget* and is scheduled to be adopted by the Council on 5 July 2021.

The *Annual Business Plan Consultation* has been promoted via the Council's Website, social media, media releases, a Public Notice and posters. Given the cost to produce and distribute such information, the use of postcards to inform residents of consultations are limited to consultations, which target a specific group or location, such as the 40km speed limit, rather than City-wide consultations, such as the *Annual Business Plan and Budget*.

In respect to your question regarding the initiatives which the Council undertook during the 2020-2021 financial year to assist with the COVID-19 Pandemic, I can advise that, as part of the *2020-2021 Budget*, the Council endorsed and implemented a *COVID-19 Financial Support Package* which included;

- a zero (0%) rate increase for all property owners, except where the rate increase is a result of new development, property improvements, a change in land use or zoning or a result of a sale, which is currently estimated to be 0.64%;
- a rate cap of 1% to eligible residential and commercial ratepayers;
- waiving *The Parade Development Separate Rate* for businesses within the Norwood Parade Business Precinct;
- three (3) month rent relief for Commercial and Community tenants of Council owned buildings (subject to demonstrating financial hardship resulting from the COVID-19 Pandemic);
- waiving permit fees for community sporting groups which utilise the Council's sporting grounds;
- rebating Outdoor Dining Permit fees from 1 July 2020 until 31 December 2020; and
- additional Economic Development expenditure to promote Councils business precincts.

OFFICE OF
 THE MAYOR

175 The Parade
 Norwood SA 5067

PO Box 204
 Kent Town SA 5071

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 8366 4555

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Website
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 Recycled Paper

Community
 Well-being is...

Social Equity

Cultural Vitality

Economic Prosperity

Environmental
 Sustainability

In addition, the Council relaxed the enforcement of time-limited parking controls to assist local businesses and residents during the peak of the COVID-19 restrictions (which were imposed by State and Federal Governments). The details of the *Financial Support Package* was included in the *2020-2021 Annual Business Plan*, which was contained in the Council's *Look East* newsletter – a copy which I have enclosed for your information - and on the Council's website.

While it is acknowledged that job creation is primarily the responsibility of Federal and State Governments, as the third tier of Government, Local Government has a role in supporting the Federal and State Governments in this endeavour. In fact, Local Government is expected by State and Federal Governments, to be part of the COVID-19 recovery program, as many of the infrastructure projects and initiatives are expected to be implemented by Local Government. To this end, both the Federal Government and the State Government have provided grant funding to Local Government to undertake infrastructure projects, which not only create jobs for the local community, but also improve the City's infrastructure such as, roads, footpaths, parks and reserves and community facilities. The Council has been fortunate in obtaining \$9.2 million in grant funding, which will assist from a financial perspective to the reconstruction of local roads, footpath improvements and major projects which have been scheduled to be undertaken in the Council's *Asset Management Plans* and *Long-Term Financial Plan*.

The use of grant funds for these purposes, off-sets the total costs of these projects and initiatives which in-turn, benefits property owners and rate payers and has the associated impact of creating local jobs for South Australians – an objective which we must keep a focus on as we recover from the COVID-19 Pandemic and the associated restrictions and the consequent impacts which these restrictions have on South Australia and Australia.

In respect to your request for a copy of the role statement for Local Government and the Council, details of the role of Councils in South Australia. I have enclosed for your information, a copy of Sections 6, 7 and 8 of the *Local Government Act 1999 (SA)*. These Sections set out what the Parliament of South Australia has determined in respect to the function of Local Government. I have also enclosed for your information, a copy of the Council's Strategic Management Plan, *City Plan 2030: Shaping Our Future*, which was recently updated and endorsed by the Council on 7 December 2020 and a copy of the current *Long-Term Financial Plan* which was recently endorsed by the Council on 18 January 2021.

Again, thank you for your email and as advised, the comments contained in your email together with other comments which have been received, will be presented and considered by the Council at the Special Council meeting which is scheduled for 16 June 2021.

Should you have any further queries, please do not hesitate to contact me on 0431 754 077 or by email rbria@electedmembers.npsp.sa.gov.au or the Councils' General Manager, Corporate Services, Sharon Perkins on 8366 4585 or by email sperkins@npsp.sa.gov.au.

Yours sincerely



Robert Bria
MAYOR

Attachment D

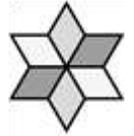
Draft 2021-2022 Annual Business Plan Consideration of Public Submissions

City of Norwood Payneham & St Peters
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City of
**Norwood
Payneham
& St Peters**



FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Sports Voucher Program

RESPONSIBLE GENERAL
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Coordinator, Youth Programs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Youth Development Strategy highlights the benefits and importance of being active through organised physical activity for young people.

The Sports Voucher Program is to assist high school aged residents in low income households to access sporting opportunities within the City.

The Australian Sports Commission report one of the main barriers to participating in physical activity and structured sports programs for young people is cost. Families from lower socio economic households may experience difficulties with costs associated with registration and equipment.

The Office for Recreation, Sport and Racing (ORSR) provides a program for primary school aged children from Reception to Year 7 to receive up to a \$100 discount on sports, dance and learn to swim membership and registration fees. A review of the Sports Vouchers programs in Australia carried out by Reece et al, found that the Sports Voucher programs helped alleviate the burden of cost and increase participation amongst young people in sports programs. However, this program only caters to primary school students.

It is proposed therefore to trial a program to provide financial assistance to young people in low income households residing in the City.

To be eligible the young person must be studying full-time at secondary school. Eligible young people would receive up to \$100 toward sport and recreation club registration and associated fees. If the total club fees are less than the suggested \$100 amount, then this is the maximum that can be claimed, for example if the fees are \$80 then the applicant will only receive \$80 and forgo the remaining \$20. If there are additional fees for the child to participate, for example uniform, equipment and entry fees, these can be included in the total.

The objective of the Program is to facilitate connections between local young people and recreation groups and clubs which is an action set out in the Council's Youth Development Strategy 2019-2021.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The program aims to:

- remove the financial barrier to physical activity felt by low income households;
- promote local sport and recreation opportunities;
- engage local young people to take part in a sporting and recreation opportunities and develop connections with local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

The program will ease the financial burden on low income households by supporting young people to pay for registration and associated costs in taking part in sport and physical activity.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.1 Convenient and accessible services, information and facilities

Strategy: Maximise access to services, facilities, information and activities

Assisting low income households to access sporting and recreation activities for young people.

Objective 1.4 A strong, healthy, resilient and inclusive community

Strategy: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

Income levels can significantly affect young people's participation in structured physical activities outside of school hours. The Proposed Program would reduce these barriers and would assist in providing equal opportunities to all young people.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

An unlikely, minor reputational risk

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

Promotional restraints

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 2: Young people are active and healthy

Action - Support community and local service providers to deliver activities that enhance well-being and mental health in young people.

- Facilitate connection of young people to local sport and recreation opportunities.

Income is a barrier for young people to participate in physical activity. The Proposed Program will assist in reducing these barriers giving young people financial assistance in taking part in a structured sport or recreation activity.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Coordinator, Youth Programs
Manager, Community Services
Communications Team

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						

• Other Operational Delivery Costs	\$5,000
Total Funds Requested (b)	\$5,000
Net Funds Requested (a-b)	
Ongoing Operational Savings	
• Labour	
• Contractors/materials	
Potential on-going Savings	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick
Co-ordinator Youth Programs

18 February 2021 _____
(Date)

Supported by

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						

Attachment E

Draft 2021-2022 Annual Business Plan Consideration of Public Submissions

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

2021-2022 Financial Statements



City of
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& St Peters

Statement of Comprehensive Income for the year ended 30 June 2022

	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates	37,811	36,278	36,181	34,845	33,947	33,185
Statutory charges	1,866	1,662	1,595	1,760	1,819	1,712
User charges	3,910	3,545	3,408	3,701	3,443	3,540
Grants, subsidies and contributions	2,883	2,907	2,959	3,152	3,198	3,470
Investment income	111	28	88	206	251	148
Other income	498	782	1,527	1,013	1,072	1,068
Net loss joint ventures & associates	2	-	28	35	42	238
Total Income	47,081	45,201	45,786	44,711	43,772	43,359
Expenses						
Employee costs	16,116	15,305	14,050	13,739	13,074	12,461
Materials, contracts & other expenses	18,877	18,420	18,937	18,774	17,527	17,639
Finance costs	730	614	405	489	600	724
Depreciation, amortisation & impairment	10,640	9,734	9,503	8,984	8,285	8,111
Net loss Joint Ventures & Associates	203	319	515	346	193	203
Total Expenses	46,566	44,393	43,411	42,331	39,680	39,137
Operating Surplus (Deficit)	515	808	2,375	2,380	4,092	4,222
Net gain (loss) on disposal or revaluation of assets	25	27	(1,529)	(1,207)	(910)	(486)
Amounts specifically for new or upgraded assets	5,541	2,581	744	1,131	1,741	165
Physical resources received free of charge	-	-	-	24	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-	2,498
Net Surplus (Deficit) transferred to Equity Statement	6,081	3,416	1,590	2,327	4,923	6,399
Other Comprehensive Income						
Changes in revaluation Surplus- infrastructure, property, plant & equipment	2,000	2,000	3,542	32,993	(150,421)	12,806
Share of Other comprehensive Income - joint ventures and associates	-	-	13	9	(12)	3
Total Other Comprehensive Income	2,000	2,000	3,555	33,001	(150,433)	12,810
Total comprehensive Income	8,081	5,416	5,145	35,329	(145,510)	19,209

Pursuant to S123 (10)(b) of the *Local Government Act 1999* and Clause 7 of the *Local Government (Financial Management) Regulations 2011*, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$47.081m) is sufficient to meet the projected Operating Expenditure (\$46.566m) for the 2021-2022 Financial Year.

2021-2022 Financial Statements



City of
Norwood
Payneham
& St Peters

Statement of Financial Position as at 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Assets						
Current Assets						
Cash and cash equivalents	1,376	2,980	9,177	12,152	15,812	9,953
Trade & other receivables	2,772	2,478	2,889	2,945	2,475	3,074
Total Current Assets	4,149	5,458	12,067	15,097	18,287	13,027
Non-current Assets						
Financial Assets	45	45	105	136	159	105
Equity accounted investments in Council	2,546	2,463	2,463	2,890	3,196	3,259
Infrastructure, Property, Plant & Equipment	520,321	490,296	476,469	473,423	437,409	591,000
Other Non-current Assets	-	10,829	17,891	6,119	3,715	1,271
Total Non-current Assets	522,912	503,632	496,929	482,569	444,478	595,635
Total Assets	527,060	509,091	508,995	497,666	462,765	608,662
Liabilities						
Current Liabilities						
Trade & Other Payables	5,175	3,088	7,310	6,272	5,462	3,743
Borrowings	931	94	1,651	1,781	1,858	2,045
Short-term Provisions	2,961	3,388	3,135	2,752	2,761	2,769
Total Current Liabilities	9,067	6,570	12,095	10,805	10,081	8,557
Non-current Liabilities						
Long-term Borrowings	17,512	10,323	10,357	5,388	6,513	8,371
Long-term Provisions	1,160	1,160	1,160	1,203	1,129	1,148
Liability - Equity accounted Council Businesses	1,838	1,635	1,397	1,429	1,529	1,562
Total Non-current Liabilities	20,510	13,117	12,913	8,020	9,171	11,082
Total Liabilities	29,577	19,688	25,008	18,825	19,252	19,639
Net Assets	497,484	489,403	483,987	478,842	443,513	589,023
Equity						
Accumulated Surplus	66,322	60,241	56,825	55,222	52,886	47,975
Asset Revaluation Reserve	431,162	429,162	427,162	423,620	390,627	541,048
Total Equity	497,484	489,403	483,987	478,842	443,513	589,023

2021-2022 Financial Statements



City of
Norwood
Payneham
& St Peters

Statement of Changes in Equity for the year ended 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Accumulated Surplus						
Balance at end of previous reporting period	60,241	56,825	55,222	52,886	47,975	41,574
Net Surplus/ (Deficit) for year	6,081	3,416	1,590	2,327	4,923	6,399
Other comprehensive Income	-	-	-	9	(12)	2
Balance at end of period	66,322	60,241	56,812	55,222	52,886	47,975
Asset Revaluation Reserve						
Balance at end of previous reporting period	429,162	427,162	423,620	390,627	541,048	528,241
Gain on revaluation of infrastructure, property, plant & equipment	2,000	2,000	3,542	32,993	(150,421)	12,806
Balance at end of period	431,162	429,163	427,162	423,619	390,627	541,048
Total Equity at end of reporting period	497,484	489,404	483,974	478,841	443,513	589,023

Statement of Cash Flow for the year ended 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Cash Flow from Operating Activities						
<u>Receipts</u>						
Rates - general & other	37,517	36,572	36,107	34,696	33,670	32,946
Fees & other charges	1,866	1,662	1,646	1,694	1,786	1,678
User Charges	3,910	3,545	3,297	4,014	4,542	2,403
Investment receipts	111	28	88	204	252	152
Grants utilised for operating purposes	2,883	2,907	3,677	2,744	2,835	3,425
Other Income	498	782	1,474	1,244	1,324	1,070
<u>Payments</u>						
Employee Costs	(16,543)	(15,052)	(13,486)	(14,322)	(13,668)	(13,111)
Contractual services & materials	(16,790)	(20,487)	(19,030)	(17,593)	(15,381)	(18,123)
Finance payments	(730)	(614)	(407)	(489)	(615)	(737)
Net Cash provided by (or used in) Operating Activities	12,721	9,343	13,368	12,191	14,746	9,702
Cash flow from Investing Activities						
<u>Receipts</u>						
Amounts specifically for new or upgraded assets	5,541	556	1,165	1,049	1,742	1,165
Sale of replaced assets	25	27	58	9	790	30
Repayments of loans by community groups	-	-	43	13	21	8
Capital Distributions from associated entities	-	-	-	-	-	-
<u>Payments</u>						
Expenditure on renewal/replacement of assets	(11,682)	(10,800)	(8,919)	(9,009)	(6,589)	(3,318)
Expenditure on new/upgraded assets	(15,290)	(3,651)	(13,175)	(6,615)	(2,673)	(884)
Loans made to community groups	-	-	-	-	-	-
Capital contributed to associated entities	(81)	(81)	(81)	(96)	(132)	(119)
Net Cash provided by (or used in) Investing Activities	(21,487)	(13,949)	(20,909)	(14,649)	(6,841)	(3,118)
Cash Flow from Financing Activities						
<u>Receipts</u>						
Proceeds from Borrowings	8,120	-	6,500	-	-	-
<u>Payments</u>						
Repayments of Borrowings	(931)	(1,591)	(1,934)	(1,202)	(2,045)	(1,923)
Net Cash provided by (or used in) Financing Activities	7,189	(1,591)	4,566	(1,202)	(2,045)	(1,923)
Net Increase (Decrease) in cash held	(1,577)	(6,197)	(2,975)	(3,660)	5,860	4,662
Cash & cash equivalents at beginning of period	2,953	9,177	12,152	15,812	9,953	5,291
Cash & cash equivalents at end of period	1,376	2,980	9,177	12,152	15,812	9,953

2021-2022 Financial Statements



City of
Norwood
Payneham
& St Peters

Uniform Presentation of Finances for year ended 30 June 2021

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Income	47,081	45,201	45,786	44,711	43,772	43,359
less Expenses	(46,566)	(44,393)	(43,411)	(42,331)	(39,680)	(39,137)
Operating Surplus (Deficit)	515	808	2,375	2,380	4,092	4,222
less Net Outlays on Existing Assets						
Capital Expenditure on renewal and replacement of Existing Assets	11,682	10,800	8,919	15,624	9,262	3,318
Depreciation, Amortisation and Impairment	(10,640)	(9,734)	(9,503)	(8,984)	(8,285)	(8,111)
Proceeds from Sale of Replaced Assets	(25)	(27)	(58)	(9)	(790)	(30)
	1,017	1,038	(642)	6,631	186	(4,823)
less Net Outlays on New and Upgraded Assets						
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	15,290	3,651	13,175	6,615	2,673	884
Amounts received specifically for New and Upgraded Assets	(5,541)	(556)	(1,165)	(1,049)	(1,742)	(1,165)
Asset Received Free of Charge	-	-	-	(24)	-	-
	9,749	3,095	12,010	5,542	931	(281)
Net Lending / (Borrowing) for Financial Year	(10,251)	(3,325)	(8,993)	(9,793)	2,975	9,326

Financial Indicators

	Proposed 2021-2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)							
\$							
Operating Surplus Ratio							
<u>Operating Surplus/(Deficit)</u>	<u>515,215</u>	1.1%	1.8%	5.2%	5.3%	9.3%	9.7%
Operating Revenue	47,081,234						
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>							
Net Financial Liabilities Ratio							
<u>Net Financial Liabilities</u>	<u>25,383,520</u>	53.9%	31.4%	28.0%	8.0%	1.8%	15.0%
Total Operating Revenue	47,081,234						
<i>This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).</i>							
Asset Sustainability Ratio							
<u>Net Asset Renewals</u>	<u>11,682,292</u>	85%	88%	99%	109%	79%	64%
Asset Management Plan	13,724,228						
<i>This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets</i>							
Rolling three-year average		91.3%	89.9%	90.4%	86.7%	89.6%	105.0%
Requested by Council							
Debt to Total Income Ratio							
<u>Debt Servicing</u>	<u>1,661,098</u>	4.6%	6.3%	6.7%	5.0%	8.1%	8.3%
Rate Revenue less NRM Levy	36,424,867						
<i>The Debt to Rate Reveue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)</i>							

3. CONFIDENTIAL REPORTS

3.1 COUNCIL RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999*, the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (g) matters that must be considered in confidence in order to ensure that the Council does not breach any duty of confidence;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report, discussion and minutes be kept confidential until the official announcement has been made.

4. CLOSURE