

Special Council Meeting Agenda & Reports

10 June 2025

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

5 June 2025

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:

Tuesday 10 June 2025, 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

HOOR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 2 JUNE 2025**

2. **DEPUTATIONS**

2.1 DEPUTATION – RUNDLE STREET, KENT TOWN

REPORT AUTHOR:	General Manager, Infrastructure & Special Projects
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4523
FILE REFERENCE:	qA1041
ATTACHMENTS:	Nil

SPEAKER/S

Dr David Baker

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Rundle Street Community Inc.

COMMENTS

Dr David Baker has written to the Council requesting that he be permitted to address the Council in relation to Rundle Street, Kent Town.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Dr David Baker has been given approval to address the Council.

3. WRITTEN NOTICES OF MOTION

3.1 WRITTEN NOTICE OF MOTION – PAYNEHAM MEMORIAL SWIMMING CENTRE AND LONG-TERM FINANCIAL PLAN – SUBMITTED BY CR GRANT PIGGOTT

NOTICE OF MOTION:	Payneham Memorial Swimming Centre and Long-Term Financial Plan
SUBMITTED BY:	Cr Grant Piggott
FILE REFERENCE:	qA1039
ATTACHMENTS:	Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Grant Piggott.

NOTICE OF MOTION

That the Chief Executive Officer provide the Council at its meeting to be held on 7 July 2025, a plan to provide any strategies available to Council (for their consideration) which would reduce the following elements of the Long-Term Financial Plan:

- (a) the anticipated level of residential rates; and
- (b) the level of Net Financial Liabilities Ratio.

REASONS IN SUPPORT OF MOTION

The construction of Payneham Memorial Swimming Centre is well progressed and while some community discontent still exists regarding the process to progress the project, little gain can be made now to re-visit the decision. It will be an outstanding asset of the City.

However, Council needs to show its community that it is addressing the financial consequences in a way that addresses concerns that undue share of the burden is borne by the residents of the City of Norwood Payneham & St Peters.

The impact of the project on Council's Long-Term Financial Plan (included in the 2025/2026 Draft Annual Business Plan from page 84) includes, but not limited to:

- Net Financial Liabilities Ratio over 100% for the entire period, peaking at 166.83% in 2028-29 and remaining at 109.02% at the end of the ten years; and
- Rate increases over the assumed CPI for the entire period with a cumulative increase in rate revenue of 65.5% over the ten year period.

Having approved the construction of the Pool, it is a reasonable expectation of the community that Council proactively manages its affairs to ensure impacts on residents are not unreasonable.

**STAFF COMMENT
PREPARED BY CHIEF FINANCIAL OFFICER**

A report, as requested in the Motion, can be provided to the Council.

4. STAFF REPORTS

4.1 DRAFT 2025–2026 ANNUAL BUSINESS PLAN – CONSIDERATION OF PUBLIC SUBMISSIONS

REPORT AUTHOR: Manager, Strategic Communications & Advocacy
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4549
FILE REFERENCE:
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present for the Council's consideration, the submissions that have been received on the draft 2025–2026 Annual Business Plan and Budget.

BACKGROUND

Section 123 of the *Local Government Act 1999* (the Act), requires all Councils to have an Annual Business Plan and Budget for each financial year and ensure that citizens are provided with the opportunity to comment on the draft documents.

In accordance with the Act, at the Council Meeting held on 5 May 2025, the Council endorsed the draft 2025–2026 Annual Business Plan and Budget (the draft Plan) for community consultation.

Consultation has been undertaken and a total of forty (40) submissions have been received as part of the consultation process.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's long-term strategic directions are outlined in *CityPlan 2030—Shaping Our Future*. The draft Plan and supporting draft Budget 2025–2026 (the draft Budget) set out the proposed services, programs and initiatives for the 2025–2026 financial year and explains how the Council intends to fund them.

The Council's Long-term Financial Plan (LTFP) is a key document in the Council's strategic planning framework. It is the primary financial management tool that links the Council's strategic plan, *CityPlan 2030—Shaping Our Future*, Whole-of-Life Asset Management Plans and the Annual Business Plan and Budget.

The adoption of the draft plan will assist the Council to achieve its goals and objectives as set out in the suite of endorsed strategic planning documents outlined above.

FINANCIAL AND BUDGET IMPLICATIONS

If the Council resolves 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 that will impact the draft budget. The financial implications on the draft budget will be determined following the Council's consideration of the submissions. As such, should Elected members propose to put forward any amendments, they should contact the Chief Financial Officer before the meeting to discuss possible impacts of any amendments.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

- **Elected Members**

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

- **Community**

Citizens have been provided with an opportunity to provide input into and comment on the draft Plan and Budget as part of the consultation process that included the publication of a public notice in The Advertiser on 9 May 2025, inviting citizens to provide their comments on the draft Annual Business Plan and Budget, and on the projects, programs and initiatives that the Council plans to undertake in 2025–2026.

Promotion of the community consultation included:

- News story on the Council's website;
- News item in the Council's e-newsletter, Look East;
- Social media posts on Facebook, LinkedIn and Instagram; and
- A4 Posters at the Norwood Town Hall and the Council's Libraries.

The Advertiser also included aspects of the Council's draft 2025–2026 Annual Business Plan and Budget as a news article published on the Adelaide Now website.

The draft Plan and Budget was available for viewing at the Norwood Town Hall and at each of the Council's Libraries. A copy could also be download from the Council's website.

In addition, in accordance with Section 123 of *the Local Government Act 1999*, a public meeting was held on 26 May 2025, which was attended by 19 citizens.

Citizens were able to provide their comments via an online form on the Council's website, to a dedicated email address or in hard copy at the Norwood Town Hall.

The consultation period closed on Friday 30 May 2025, following a 21-day consultation period.

As previously stated, forty (40) submissions have been received as part of the consultation process.

A summary of the submissions received is set in the Discussion section of this report.

- **Staff**

The review of the operating expenditure, special projects and the draft Annual Business Plan process has been completed with the involvement of the Chief Executive Officer, Executive Leadership Team and the various responsible officers.

- **Other Agencies**

Not Applicable.

DISCUSSION

At the Council Meeting held on 5 May 2025, the Council endorsed the draft 2025–2026 Annual Business Plan and Budget ‘in principle’ for release for community consultation. As Elected Members will recall, the Draft Budget that was released for community consultation is based on an 8.5% Rate Revenue increase.

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

At the time, the draft Plan was released for community consultation, the proposed Rate Revenue increase translated to an increase in the average rates payable for the Average Residential Property of 9.49% (or \$194 per annum), which comprises of a property valuation increase 13.41% and a Rate-in-the-dollar increase of 2.05% and an increase in the Rates payable for the Average Commercial property of 0.91% (or \$31 per annum) comprising of a property valuation increase of 2.04% and a Rate-in-the-dollar increase of 2.05%.

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	8.5%
Average Residential Rate Revenue Increase	9.49%
Average Commercial Rate Increase	0.91%
Operating Surplus	\$754,356
Expenditure on continuing services and programs (excluding Regional Landscape Levy)	\$58.345 million
Expenditure on new initiatives and strategic operating projects (excluding 2024–2025 carry-forward projects)	\$1.319 million
Total Capital Works Program	\$26 million
Non-Rate Operating Revenue	\$12.507 million
Net General Rate Revenue (excluding Regional Landscape Levy)	\$49.518 million
Regional Landscape Levy**	\$1.61 million
Capital Grant Funding	\$5.924 million

*** The Council is acting as a revenue collector for Green Adelaide in this regard and does not retain this revenue – it is passed directly to Green Adelaide.*

Comments received on the draft 2025–2026 Annual Business Plan and Budget

Nineteen (19) citizens attended the public meeting held on 26 May 2025 and forty (40) written submissions have been received in respect to the draft Plan and Budget.

A full copy of all of the written submissions that have been received is contained in **Attachment B**.

A review of the submissions has been undertaken, and a summary of the submissions is set out below.

Submissions regarding the Payneham Memorial Swimming Centre Redevelopment

Of the forty submissions which have been received, ten (10) submissions have raised concerns regarding the Payneham Memorial Swimming Centre Redevelopment, in particular the cost of the project and the community need for the facility.

A summary of all comments received (in alphabetical order)

1. Comments submitted by Ms Emma Adamo

Ms Adamo's submission raises concerns with the Rate Revenue increase specifically in light of the current cost-of-living pressures, especially in comparison to neighbouring Councils.

2. Comments submitted by Mr Peter Adamp

Mr Adamp's submission raises concerns with the Rate Revenue increase particularly when compared with neighbouring Councils. While he understands the need to invest in infrastructure, he feels that the Payneham Memorial Swimming Centre is excessive in the current climate.

3. Comments submitted by Mr Thanasis Avramis

Mr Avramis' submission focuses on initiatives to achieve and report on carbon emissions.

4. Comments submitted by Ms Andrea Brown

Ms Brown's submission seeks further investment in designated dog off-leash areas, street lighting and traffic management strategies.

5. Comments submitted by Mr Roger Bryson, on behalf of the Kensington Residents Association

Mr Bryson's submission seeks further support for initiatives to address illegal dumping, heritage buildings, on-street parking, the implementation of a 40kmh speed limit in Kensington, playground equipment and a toilet at Borthwick Park.

6. Comments submitted by Ms Alana Catley

Ms Catley's submission raises concerns with the Residential Rate increase and suggests that the Payneham Memorial Swimming Centre was not wanted or needed and that more investment in parks is required.

7. Comments submitted by Mr Mark Catley

Mr Catley's submission raises concerns with the Residential Rate increase and suggests that the cost of the Payneham Memorial Swimming Centre should be passed on to the users of the pool rather than ratepayers.

8. Comments submitted by Ms Sophie Christian

Ms Christian's submission raises concerns with the Residential Rate increase.

9. Comments submitted by Mr Liam Connolly

My Connolly's submission focuses on funding for traffic management initiatives and road infrastructure.

10. Comments submitted by Mr Gerald Covino

Mr Covino's submission seeks more investment to address traffic management issues, parking and street maintenance.

11. Comments submitted by Ms Rhiannon Denison

Ms Dennison's submission raises concerns with the Residential Rate increase particularly in the context of cost of living pressures. The submission also questions investment in the Payneham Memorial Swimming Centre and its need within the community.

12. Comments submitted by Ms Margaret Dingle

Ms Dingle's submission acknowledges a number of environmental sustainability initiatives which she supports but notes concern at the lack of initiatives that aim to reduce greenhouse gas emissions and opportunities for footpath improvements.

13. Comments submitted by Ms Kate Eatts

Ms Eatts' submission supports the public realm upgrades in Kent Town that are proposed in the draft Plan and Budget.

14. Comments submitted by Ms Brittany Edwards

Ms Edwards' submission raises concerns with the Residential Rate increase.

15. Comments submitted by Mr Paul Flynn

Mr Flynn's submission seeks a decrease to the Rates increase and reconsideration of the capital works that are not necessary. Mr Flynn suggests that the Payneham Memorial Swimming Centre is surplus to needs and should be permanently closed.

16. Comments submitted by Mr Paul Garner

Mr Garner's submission seeks more investment for greening around Kent Town and inner Norwood.

17. Comments submitted by Ms Sarah Hazelager

Ms Hazelager's submission raises concerns with the Residential Rate increase and suggests that ratepayers who do not use the Payneham Memorial Swimming Centre should not pay for it.

18. Comments submitted by Mr Peter Holmes

Mr Holmes' submission raises concerns with the Residential Rate increase and requests that the Council consider amortising the project costs of the Payneham Memorial Swimming Centre over a longer term.

19. Comments submitted by S Hopton

Ms Hopton's submission opposes the Rate increase as unnecessarily high and in light of cost-of-living pressures, capital expenditure is excessive.

20. Comments submitted by Ms Isabela Kotz

Ms Kotz's submission raises concerns with the Residential Rate increase.

21. Comments submitted by Mr Sarry Kouskoumbekakis

Mr Kouskoumbekakis' submission raises concerns with the Residential Rate increase and suggests that rate increases should be capped at CPI.

22. Comments submitted by Ms Sierra Lever

Ms Lever's submission seeks more investment in upgrades for Linde Reserve playground and Norwood Library.

23. Comments submitted by Ms Steph Lipapis

Ms Lipapis' submission raises concerns with the Residential Rate increase and asks the Council to reconsider priorities.

24. Comments submitted by Ms Emma Marro

Ms Marro does not support the Rate increase.

25. Comments submitted by Mr Toby Mellor

Mr Mellor's submission raises concerns with the Residential Rate increase in comparison to other metropolitan Councils.

26. Comments submitted by Mr Angelo Minucci

Mr Minucci's submission expresses concern at the Residential Rate increase and cites the cost of the Payneham Memorial Swimming Centre having a long-term impact on ratepayers through ongoing debt.

27. Comments submitted by Ms Renata Pilijic

Ms Pilijic's submission raises concerns with the Residential Rate increase and employee costs.

28. Comments submitted by Ms Kyla Poyner

Ms Poyner's submission raises concerns with the Residential Rate increase.

29. Comments submitted by Mr Carlo Rinna

Mr Rinna's submission raises concerns with the Residential Rate increase particularly in relation to the current economic climate and financial pressures on households. He also raises concerns about debt servicing in light of the funding for the Payneham Memorial Swimming Centre.

30. Comments submitted by Mr Alan Rumsby

Mr Rumsby's submission raises concerns about the future rates burden and debt servicing.

31. Comments submitted by Ms Elizabeth Russell

Ms Russell's submission indicates her support for reduced city-wide speed limits and environmental initiatives while seeking funding for street lighting and playground improvements.

32. Comments submitted by Ms Catherine Sarre

Ms Sarre's submission expresses concern at the lack of innovative greening initiatives and seeks further investment in sustainability, traffic calming and greening measures.

33. Comments submitted by Mr Derek Seret

Mr Seret's submission raises concern about the two (2) swimming centre model, specifically the ongoing financial and operational feasibility, and questions the scope and scale of the Payneham Memorial Swimming Centre. Overall, he is interested in cost containment measures.

34. Comments submitted by Mr Murali Thanabal

Mr Thanabal's submission expresses concern regarding the Residential Rate increase.

35. Comments submitted by Mr Andy Tong

Mr Tong's submission raises concerns with the Residential rate increase specifically when compared with neighbouring Councils.

36. Comments submitted by Mr Beau Ushay

Mr Ushay's submission shares his support for the Council's vision, planning and programming. Mr Ushay also advises that he believes that rate rises are necessary to fund all of the things which make our community one of the greatest places to live in South Australia and that his family has enjoyed the activities and events the Council provides.

37. Comments submitted by Ms Jodie Wasserberg

Ms Wasserberg's submission raises concerns with the Residential rate increase and questions the need for the Payneham Memorial Swimming Centre and cost of the project.

38. Comments submitted by Ms Jingfen Wang

Ms Wang's submission raises concern about the Residential Rate increase when compared to neighbouring Councils. Ms Wang requests that the Council considers reducing non-essential staffing costs and non-urgent capital works.

39. Comments submitted by Mr Peter and Mrs Helen Williams

Mr and Mrs Williams' submission expresses their concern for the Residential Rate increase, especially in light of current cost-of-living pressures, and requests that the council undertake a review of expenditure.

40. Comments submitted by Mr David Baker

Mr Baker's submission was received following the conclusion of the consultation period, however the submission has been accepted and included as part of the consultation process.

Mr Baker's submission raises concerns regarding the conditions of roads in Kent Town and footpath on Rundle Street, Kent Town.

Summary

The majority of submissions have raised concerns regarding the proposed Rate Revenue increase and its subsequent impact on Residential Rates.

As Members are aware, the final 2025–2026 Annual Business Plan and Budget will be considered by the Council at its meeting to be held on 7 July 2025. At that time, further information will be provided to the Council regarding the Valuer-General's valuations for the City.

On this basis, staff will prepare updated Rates information based on the latest Valuer-General's valuations (as at 16 June 2025) and the Rate Revenue that the Council is seeking to raise. This will allow the Council to make its final decision in respect to the 2025-2026 Rate Revenue based on that information.

In addition, the Council will be provided with a comparison of rating information which benchmarks this Council with the Eastern Region Alliance (ERA) Councils - City of Burnside, Campbelltown City Council, City of Prospect, City of Unley and the Town of Walkerville.

Following the Council's consideration of the submissions and final adoption of the Budget, a response will be provided to all citizens who provided a submission as part of the consultation process. In addition, a number of submissions contain specific questions and these will be addressed as part of the responses to the submissions.

OPTIONS

On the basis of the submissions that have been received, there is no recommended action in respect to the submissions in terms of the draft 2025–2026 Annual Business Plan and Budget as this is a decision for the Council to make.

To this end, the Council can determine to amend its position as it sees fit.

CONCLUSION

Pursuant to Section 123(6a) of the Act, should the Council propose to make amendments to the draft 2025–2026 Annual Business Plan and Budget, the adopted Annual Business Plan must include a statement which sets out the significant amendments from the draft Plan and provide the reason for those amendments.

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 Chief Financial Officer on 8366 4548, prior to the meeting.

RECOMMENDATION

1. That the submissions which have been received in respect to the draft 2025–2026 Annual Business Plan be received and noted.
2. That the citizens and organisations who made written submissions in respect to the Draft 2025–2026 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 2025–2026 Annual Business Plan and Budget will be prepared for the Council's consideration at its meeting to be held on 7 July 2025.

Attachment A

Draft 2025-2026 Annual Business Plan Consideration of Public Submissions



Annual Business Plan

2025–2026



City of
Norwood
Payneham
& St Peters

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.

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Gather Round, Noorwood Oval

Mayor's Message

The City of Norwood Payneham & St Peters' 2025–2026 Annual Business Plan & Budget continues the Council's strong commitment to invest in infrastructure that benefits our community.



Against a backdrop of economic uncertainty both nationally and internationally, the City of Norwood Payneham & St Peters—like all other councils—faces a challenging financial environment.

While interest rates and inflation have fallen in recent times, the legacy of these additional impacts to operational costs and the cost of materials and labour required to deliver projects, has loomed large in the deliberations associated with the preparation of this budget.

Also taking into account the strong growth in property valuations as determined by South Australia's Valuer-General, the Council remains focused on adhering to the guiding principles of the Long-term Financial Plan (LTFP) by applying a Rate Revenue increase in 2025–2026 of 8.0%.

This approach will help ensure that the Council can continue to operate in a financially sustainable manner, which means its annual revenue will cover the costs of services and programs we deliver for our citizens.

This year's budget will result in an average residential rate increase of 8.9% or \$184.

The adopted budget will result in almost one third of residential properties paying the minimum rate of \$1,379.

The projected Operating Budget Surplus in the 2025–2026 financial year is \$516,065.

The 2025–2026 Budget sees the Council continuing its ongoing commitment to investing in infrastructure in response to the community's expectations.

A total of \$26 million has been allocated for capital projects, of which \$11 million will fund the continued construction of the state-of-the-art Payneham Memorial Swimming Centre, which is expected to reach practical completion in the first half of 2026.

The Council also understands the importance of ensuring it maintains its investment in core infrastructure of roads, footpaths, kerbs and stormwater drainage for the community.

The 2025–2026 Capital Works Program will include:

- Road reseals (\$3.5 million)
- Footpaths (\$1.2 million)
- Kerbs and water table (\$1.5 million)
- Stormwater drainage (\$2.1 million)
- Buildings (\$2.6 million)
- Kent Town Public Realm Upgrade (\$400,000).

The Budget will also include new playgrounds and shade sails at Adey Reserve, Firle and St Morris Reserve as part of the St Morris Reserve redevelopment, which forms Stage 1 of the Trinity Valley Stormwater

Drainage Upgrade—the final phase of the staged implementation of this multi-million dollar project to assist in protecting the community against the impacts of flooding.

While these projects will be delivered in different areas of our City, they will bring benefits to our entire community.

The Council has also committed funding an exciting events program, which includes a men's stage of the 2026 Tour Down Under, Norwood Christmas Pageant, Raising the Bar and Concerts in the Park series.

A key attraction during the AFL season, \$200,000 has also been allocated to the delivery of events and activations as part of the 2026 AFL Gather Round, which the Council hopes to be a part of for the fourth consecutive year.

All of these events and activities help to build on our already strong sense of community, bringing neighbours, friends and visitors together to enjoy the best of what Norwood Payneham & St Peters has to offer.

The Council is getting on with the job of delivering for our community to improve the lifestyle for all who call our City home and ensuring that our Council remains financially sustainable..

I look forward to your feedback regarding the draft 2025–2026 Annual Business Plan.

**Robert Bria
Mayor**

Executive Summary

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 2025–2026 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 Asset Management Plans.

The vision for the City continues to be underpinned by the four outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

In line with *CityPlan 2030: Shaping Our Future*, and in developing this Annual Business Plan, the Council continues to work towards these outcomes, through the delivery of programs, services and projects.

The accompanying Budget details the Council's revenue and how it proposes to fund the programs and initiatives which it intends to provide to the community during the 2025–2026 financial year.

The City of Norwood Payneham & St Peters' Annual Business Plan & Budget is required to be prepared in accordance with State Government legislation.

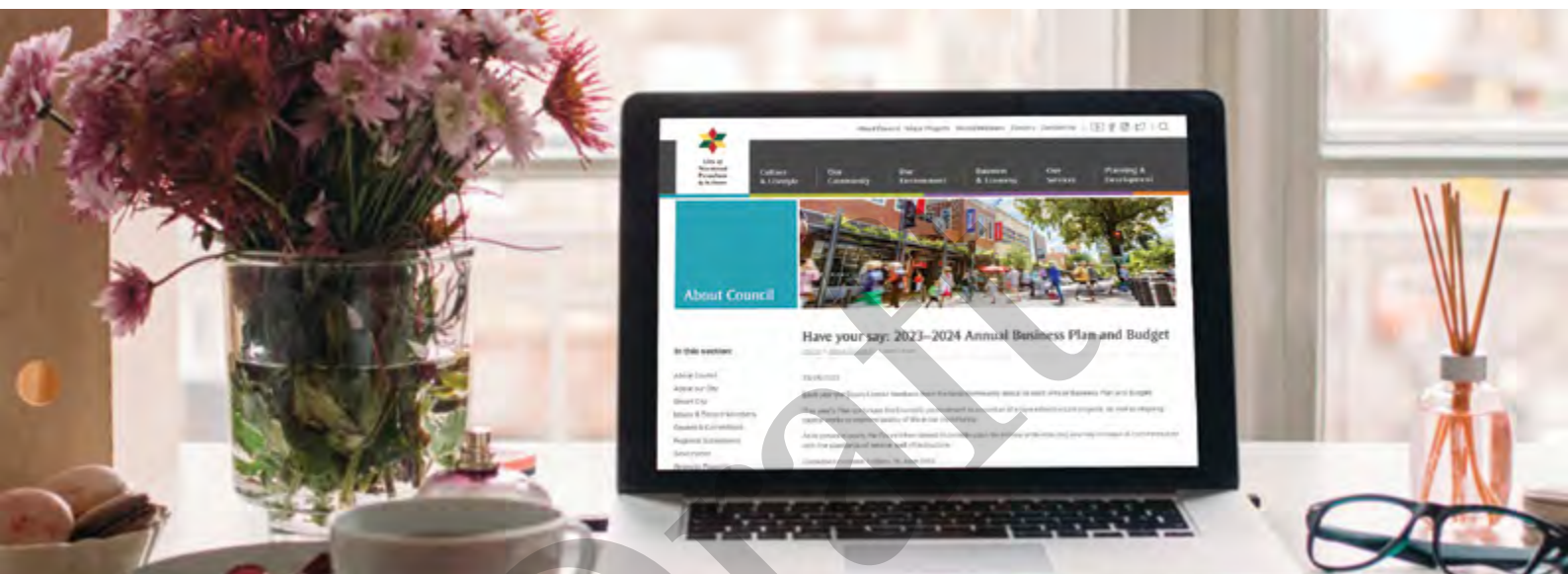
At its meeting held on 5 May 2025, the Council unanimously agreed that, subject to further consideration of the draft

2025–2026 Budget by the Council and following the receipt and consideration of any public submissions in respect to the draft 2025–2026 Annual Business Plan that:

- a Rate Revenue increase of 8.0% be endorsed 'in principle' from \$46.589 million in 2024–2025 to \$50.317 million in 2025–2026;
- an average residential rate increase of 8.94% be endorsed 'in principle';
- an average commercial rate increase of 0.45% be endorsed 'in principle'; and
- a rate cap on residential properties of two times the rate revenue increase of 8.0% be adopted 'in principle' for the 2025–2026 financial year and be applied to all eligible assessments without the requirement for an application to be made (as per the Council resolution made at its meeting held on 10 October 2005).

In addition, pursuant to the *Local Government Act 1999* and the Local Government (Financial Management) Regulations 2011, as detailed in the Statement of Comprehensive Income, the projected Operating Income is sufficient to meet the projected Operating Expenditure for the 2025–2026 financial year.

Consultation on the 2025–2026 Annual Business Plan & Budget



The Council is seeking comments on its Draft Annual Business Plan and Budget and we want to hear your views on the major projects, programs and services that the Council plans to undertake in 2025–2026.

Your comments can be provided by completing the on-line form on the Council's website: www.npsp.sa.gov.au or in writing to:

Annual Business Plan Consultation
City of Norwood Payneham & St Peters
PO Box 204, Kent Town SA 5071
or via email: ABPConsultation@npsp.sa.gov.au

Written submissions must be received by no later than 5.00pm on Friday 30 May 2025.

You are also invited to attend a public meeting to discuss your comments with Elected Members on Monday, 26 May 2025 at 7.00pm in the Mayor's Parlour at the Norwood Town Hall, 175 The Parade, Norwood.

The Draft 2025–2026 Annual Business Plan and Budget is available for viewing at www.npsp.sa.gov.au or you can view a hardcopy at:

- Norwood Town Hall,
175 The Parade, Norwood
- Norwood Library
110 The Parade, Norwood
- Payneham Library
2 Turner Street, Felixstow
- St Peters Library
101 Payneham Road, St Peters

For further information, please contact the Council's Manager, Strategic Communications & Advocacy Allison Kane on 8366 4528 or akane@npsp.sa.gov.au.

Strategic Direction

The Council's strategic direction is guided by four outcomes or Pillars which contribute to the realisation of the Council's Vision and are based on the four Pillars of the Quadruple Bottom Line (QBL) framework. The four outcomes are Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

We exist to improve the Well-being of our citizens and our community, through:

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City's unique character and sense of place.

The objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four outcomes, reflect the community's aspirations, the policy commitments of the Council and the likely trends and issues which our City will face over the course of *CityPlan 2030*.

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

It will also require a positive 'can-do attitude' and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just 'letting things happen'.

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.



Long-term Financial Plan

The City of Norwood Payneham & St Peters is driven by the need to deliver programs and services to our citizens through the most efficient and effective means possible. The ability to deliver on this and the strategic directions outlined in *CityPlan 2030: Shaping Our Future* is dependent on the Council's responsible management of its financial resources over the long-term.



The Local Government Act 1999, requires Councils to prepare a Long-term Financial Plan covering a period of at least ten years.

The Plan is a key document in the Council's Strategic Planning Framework. It is the primary financial management tool which links the Council's Strategic Plan, *CityPlan 2030*, 'Whole-of-Life' Asset Management Plans and the Annual Business Plan & Budget.

In line with *CityPlan 2030*, the Long-term Financial Plan focuses on these four strategic outcomes.

The Long-term Financial Plan is an important planning tool for the Council as it:

- reflects the future financial position based on delivering the services, activities, programs and initiatives undertaken by the Council;
- allows the costs of long-term strategic decisions to be quantified and debated; and
- assesses the financial sustainability of service levels.

A City that delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner.

To ensure that we deliver on our financial goal, the Council has committed to achieving the financial outcomes set out below;

- Outcome 1: A Balanced Budget
- Outcome 2: Rate Stability
- Outcome 3: Infrastructure and Asset Management
- Outcome 4: Debt Management

While the Local Government (Financial Management) Regulations 2011 Part 2 / 5 (4) prescribe that a Long-term Financial Plan must be prepared at least every four years, undertaking an annual update within this period is important to maintain its relevance and effectiveness.

Annual updates ensure that financial projections reflect updated assumptions, such as inflation rates, interest rates, known grant funding, phasing of capital projects and asset renewal needs.

The Long-term Financial Plan does not take into consideration grant funding that is not yet secured or known. The Council is committed to seeking grant funding and support where possible to assist in the delivery of capital and operational projects.

This regular review allows Council to proactively respond to emerging risks and opportunities, uphold financial sustainability, and support informed decision-making.

It also enhances transparency and accountability, providing confidence to the community that the Council is planning responsibly and managing its finances well into the future.

Updated long-term financial statements can be found in Appendix 7.

Objectives and Key Initiatives

In preparing the 2025–2026 Annual Business Plan & 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 services, programs and initiatives which the Council proposes to undertake during 2025–2026, 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.

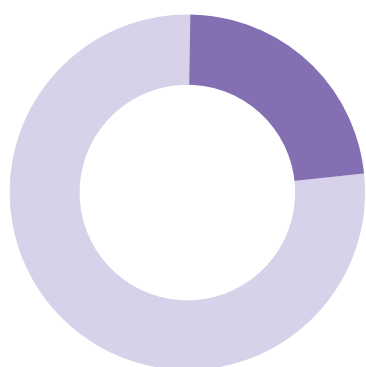
In some cases, projects and initiatives may contribute towards more than one of the four key outcomes. Projects and initiatives have been listed against the outcome with which it has the strongest alignment.

Other priorities which have influenced the preparation of the 2025–2026 Annual Business Plan & Budget include:

- an increase in operating expenditure taking into account the Local Government Price Index and Consumer Price Index (CPI) as well as the cost of building new and/or renovating facilities and infrastructure;
- ensuring the maintenance and renewal program for existing infrastructure assets, across the city including roads, footpaths, Council owned facilities and parks and reserves, are consistent with the Whole-of-Life Infrastructure and Asset Management Plans;
- consideration of financial commitments to major projects which span more than one financial year; and
- sensible and prudent financial management to ensure ongoing financial sustainability for our City.

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.

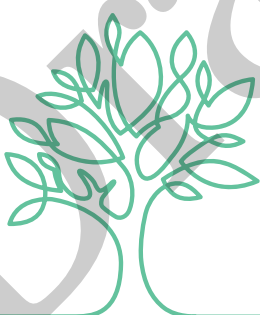


30.2%

of people in the City of Norwood Payneham & St Peters were born overseas, compared with 26.3% in Greater Adelaide.

341km
of footpaths

363km
of kerbing



171km of roads

20,000+ street trees

local businesses

7,800*

Our business community values the City's unique and diverse business mix with strong connections and ability to work together.



2 Swimming Centres[^]



1 Child Care Centre & Pre-School

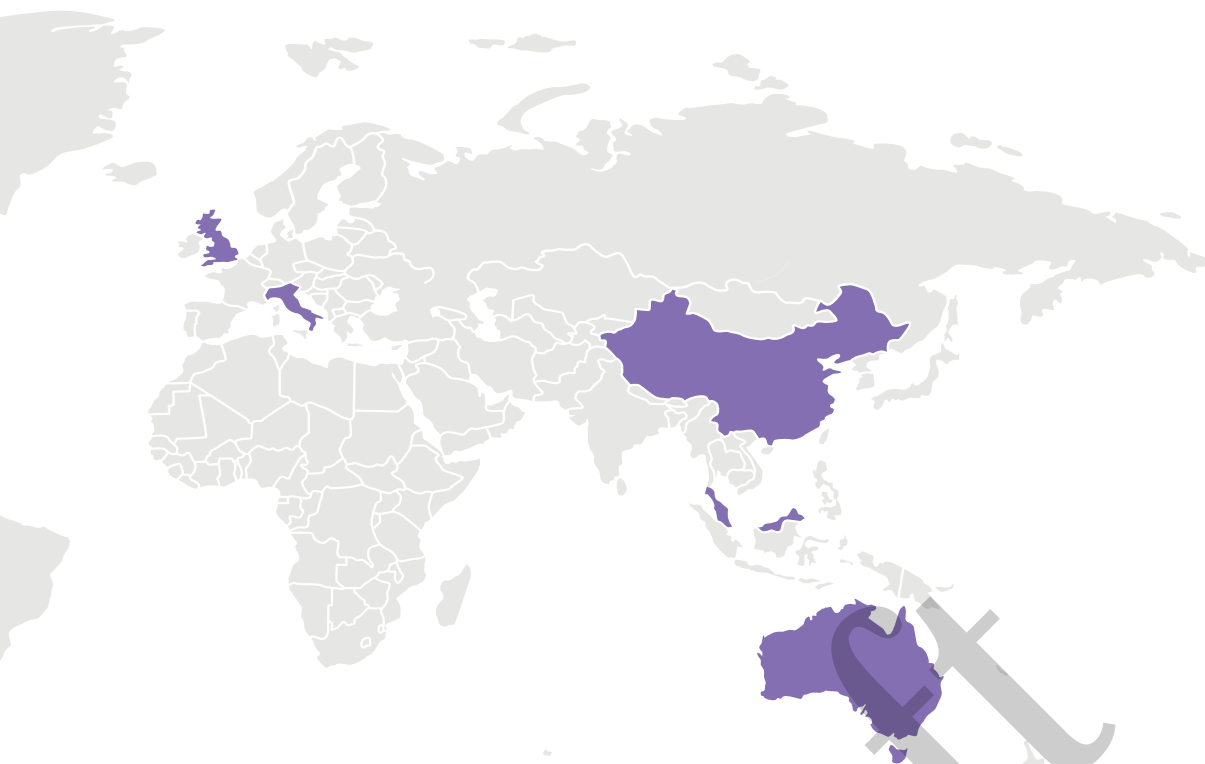


3 Libraries

[#] Source: Australian Bureau of Statistics 2019 Estimated Resident Population

^{*} Approximate figure

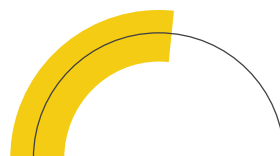
[^] See Major Projects page 24



residents

37,487[#]

The median age of people is 41 years.
Children aged 0–14 years make up 17% of the population and people aged over 65 years make up 20.1%.



29 playgrounds



72 parks and reserves



180 hectares of open space

Budget Overview

2025–2026

The Council's financial goal is to deliver on the strategic outcomes which are set out in *CityPlan 2030: Shaping our Future*, by managing financial and indeed all resources in a sustainable and equitable manner.

The 2025–2026 Budget has been developed within the Council's planning framework and sets the strategic direction over the medium and long term, converting these into annual actions, outputs and outcomes.

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

As South Australia, together with the rest of the nation, continues to deal with cost of living pressures and inflation, the focus has been on developing an Annual Business Plan & Budget, which ensures that 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 Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future*, and that those services receive the appropriate funding.

The Council is supporting both the State's and the local economic recovery and improving the quality of the City's infrastructure by continuing its commitment to a number of large infrastructure projects, some of which commenced in 2024–2025, with the aim of being delivered this financial year.

The 2025–2026 Budget is also focused 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 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 to the Council's long term financial objective of managing its financial resources in a sustainable 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 2025–2026 Budget continues to build on the principle of financial sustainability. This is demonstrated by adherence, over the term of the Long-term Financial Plan, to the overarching principles that require the Council to:

- achieve long term revenue, expenditure and cash flow neutrality while keeping rates growth within the average for the sector; and
- ensure the Council's long term Capital Works Program is fully funded to achieve asset renewal requirements asset renewal requirements.

In this respect, a number of significant factors have influenced the preparation of the 2025–2026 Budget, namely:

- the impact of the Consumer Price Index (CPI) and the Local Government Price Index increases;
- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, kerbing Council owned properties and open spaces (parks and reserves);
- Enterprise Bargaining Agreements, which provide for employee wage and salary increases of 3% from November 2024 for SA Municipal Officers Award and 3.5% for Local Government Employees until 31 October 2025 and 3% annually thereafter; and
- commitment to major projects that span more than one year, such as the redevelopment of Payneham Memorial Swimming Centre and the Trinity Valley Stormwater Drainage Upgrade.

Table 1 provides a comparison of the financial targets included in the Council's Long-term Financial Plan (LTFP) and how they are met by the 2025–2026 Budget.

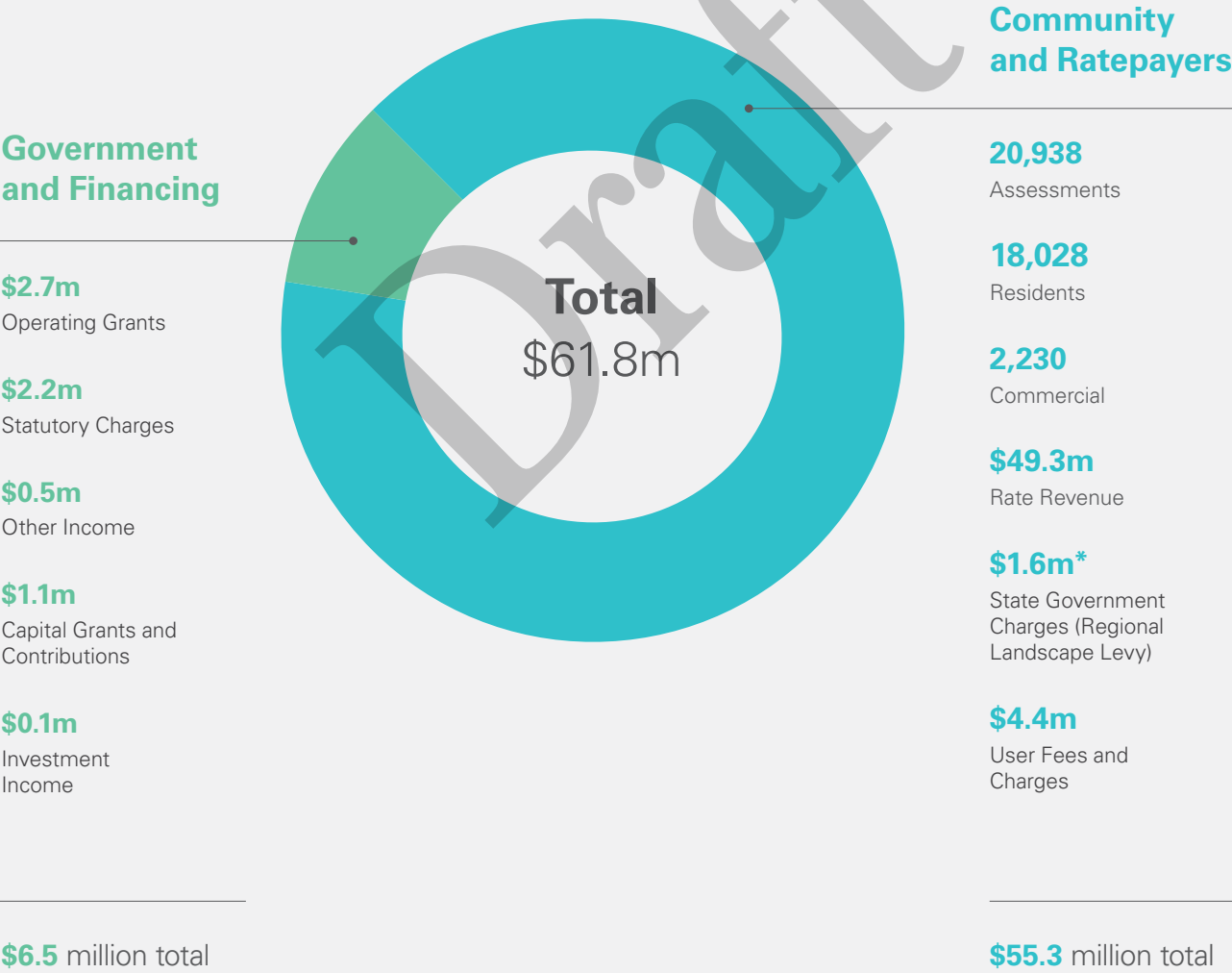
Table 1

Outcome	Indicator	LTFP Target
A balanced budget	Operating Surplus	\$0
	Operating Ratio	0–10%
Rate stability	Annual Rate Revenue increases	Between 4%–8%
Infrastructure and Asset Management	Asset Renewal Funding Ratio	Between 90%–110% on a rolling three year average
Debt Management	Net Financial Liabilities	less than 100%
	Debt Servicing Ratio	less than 15%

Budget Overview

2025–2026

Operating Income



**In 2025–2026, the Council will collect \$1.6 million 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.*

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

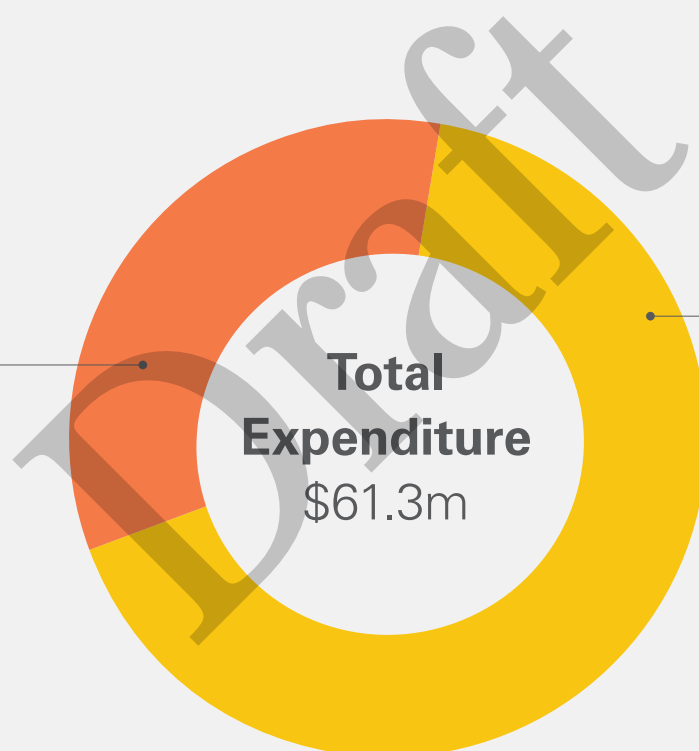
Operating Expenditure

Employee Expenses

174.9

Full-time Equivalent staff.

\$20.3 million total



Materials, Services and Investment

\$22.2m

Materials and Services

\$13.7m

Capital Expenditure

\$1.6m

State Government Charges (Regional Landscape Levy)

\$3.4m

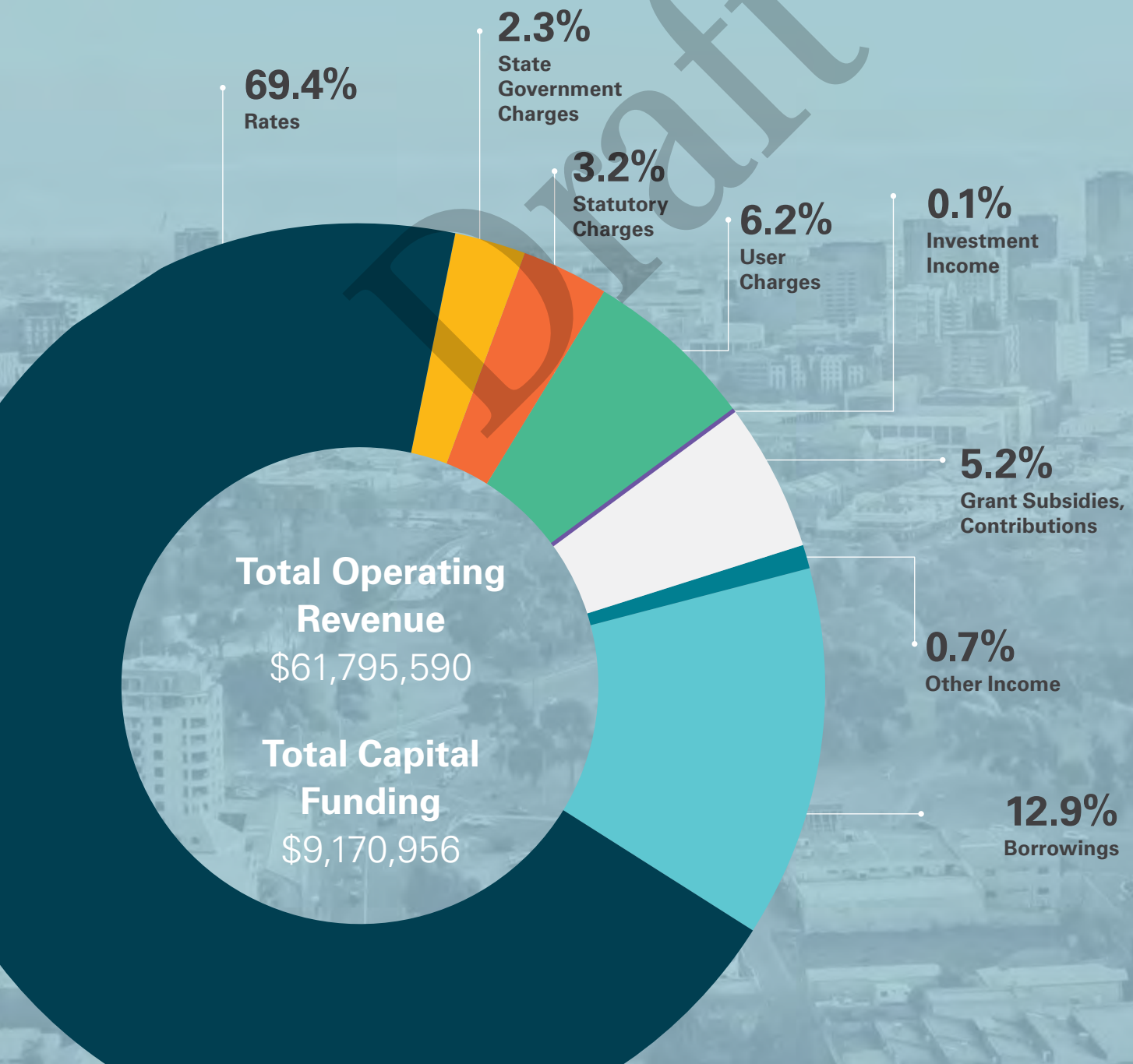
Finance costs

\$40.9 million total

Revenue & Expenditure

The 2025–2026 Annual Business Plan & 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

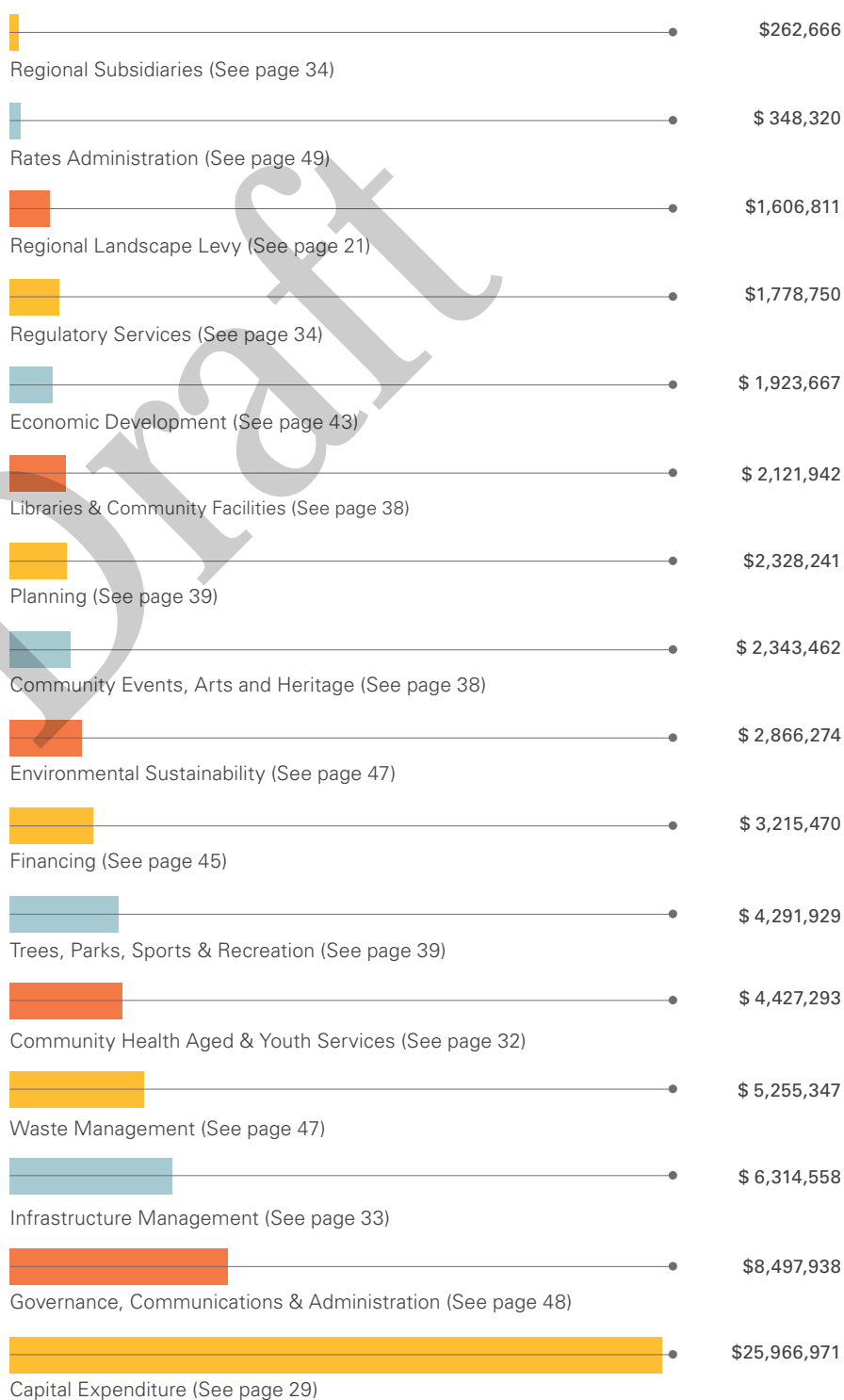


How the funds are spent

Total Expenditure \$ 73,549,639

Total Operating Expenditure (Excludes Depreciation) \$47,582,668

Total Capital Expenditure \$ 25,966,971



Your Rates Explained

Council rates are a form of property taxation and are the main source of income for the City of Norwood Payneham & St Peters. They fund essential services such as the management of infrastructure, public health and safety, as well as major capital projects, the provision of community programs, events and festivals.

The City of Norwood Payneham & St Peters is committed to financial sustainability and continuing to provide excellent services for our community.

Australia is experiencing unprecedented levels of cost of living pressures and inflation and the Council is not immune from these price increases, in particular electricity and the ever-increasing construction costs to build, maintain and replace Council assets.

As a result and to ensure it continues to be financially sustainable, the Council has endorsed an average residential rate increase of 8.94%, or an extra \$185 per annum compared to last year, bringing the average residential average rate to \$2,228.

One of the key objectives for the Council is to ensure that rate revenue increases are kept to a reasonable level, and are sufficient to maintain and improve the standard of the City's infrastructure, services and programs provided and to ensure that rates are applied across the community as fairly and equitably as possible.

For the 2025–2026 financial year, a total of \$50.3 million will be collected through General Rates (before any rebates are applied), an increase of \$3.71 million compared to 2024–2025.

The General Rate revenue is collected from property owners by applying a rate-in-the-dollar to the capital value of individual properties.

In preparing the Annual Business Plan & Budget, one of the key objectives for the Council is to ensure that rate revenue is kept to a responsible level, reflective of the service level of the City's infrastructure, services and programs provided and to ensure that rates are applied across the community as fairly and equitably as possible.

The State Government has recently made amendments to the *Local Government Act 1999*, which are intended to create consistency across all councils in South Australia when it comes to informing ratepayers about annual changes to their rates.

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

Method Used to Value Land

The Valuer-General is South Australia's independent statutory authority responsible for valuations for all properties in South Australia in accordance with the *Valuation of Land Act 1971*. All properties are required to be valued every five years, however to ensure equitable property-based rates and taxes, a General Valuation is undertaken annually.

The Council has continued to use the Capital Value as the basis for valuing land within the City of Norwood Payneham & St Peters. This method of valuing land provides the fairest method of distributing the rate revenue across all ratepayers as:

- property value is a good indicator of wealth and Capital Value, which closely approximates the market value of a property, therefore providing the best indicator of overall property value; and
- 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.

Through the Office of the Valuer-General (State Government), any property owner or occupier who does not agree with their valuation may lodge an objection to have their property valuation reviewed. An objection must be lodged within 60 days of receiving the first Rate Notice for the financial year.

Differential General Rates

The *Local Government Act 1999*, allows Councils 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
- Industrial - Other
- Commercial - Shops
- Primary Production
- Commercial - Office
- Vacant Land; and
- Commercial - Other
- Other
- Industrial - Light

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 different categories as detailed in *Table 2*.

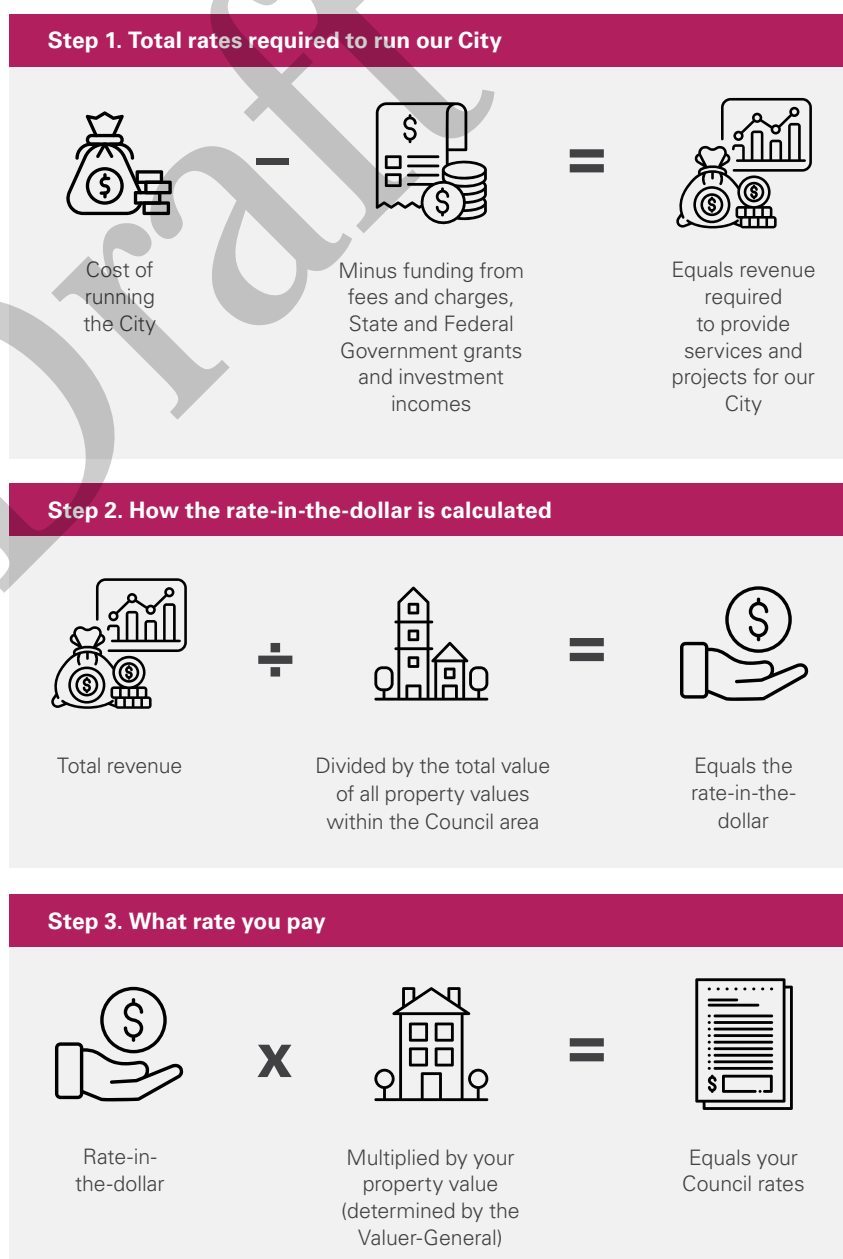
Table 2

Rate Revenue by Land Use

Residential	80.6%
Commercial	15.4%
Industrial	0.8%
Vacant Land	1.0%
Other	2.2%

How your rates are calculated

Figure 1



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.

For the 2025–2026 financial year, the Council has set a minimum rate of \$1,379. The minimum rate will be applied to 6,650 (32.16%) rateable properties, out of a total of 20,680 rateable properties

In determining the minimum rate, the Council is ensuring that all rateable properties make a base level contribution to the cost 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).

Separate Rate for The Parade Precinct

The Council has endorsed the continuation of the Separate Rate for The Parade Precinct during the 2025–2026 financial year. The Separate Rate is based upon achieving a total revenue of \$225,000 from the 409 tenancies located within The Parade Precinct.

Prior to resolving to extend the Separate Rate for a further year, the Council consulted and engaged with the business and property owners within The Parade Precinct.

The Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in an increasingly competitive market, whilst minimising the

additional cost to the property owners and businesses.

The Separate Rate collected in 2025–2026 will continue to be used for the purpose of marketing and promoting The Parade as South Australia's premier mainstreet.

The Separate Rate will be reviewed by the Council in early 2026, and consultation will be undertaken with the business and property owners within The Parade Precinct.

Proposed Rate Increases for 2025–2026

To fund the activities proposed within the 2025–2026 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 \$3.71 million or 8.0% in general rate income compared to 2024–2025.

Based on the valuations which have been received from the Valuer-General in June, this will in principle result in a proposed decrease in the 'rate-in-the-dollar' by 2.49%.

For the 2025–2026 financial year, the average rate per property by land use is shown in Table 3.

The actual rates payable by a rate payer will vary according to individual property valuations, the land use, and whether there has been any new development or capital improvement on the land.

The average residential property will be required to pay \$2,228 and the average commercial property will be required to pay \$3,446.

Table 3

**Average general rate per property by land use
2025–2026 financial year**

Land Use	Average Rate \$	Increase (Decrease) \$	% Change on 2024–2025
Residential	2,228	184	8.94%
Commercial	3,446	15	0.45%
Industrial	2,957	137	4.86%
Vacant Land	2,529	319	14.44%
Other	4,796	62	1.30%
Primary Production	2,210	(56)	-2.49%
All properties	2,378	165	7.44%

State Government 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 that is levied as the Regional Landscape Levy and is applicable to properties within its area of the Green Adelaide Region.

In 2025–2026, the Council will be required to collect \$1.6 million from property owners as part 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 that are above an approved threshold. As part of the 2025–2026 Budget, the Council has determined that rate increases will be capped (subject to meeting certain conditions) at two times the rate revenue increase as set in the Annual Budget. This means that the maximum increase in rates for individual residential properties for the 2025–2026 financial year will be capped at 16%.

Remission and Postponement of Rates

Section 182A of the *Local Government Act 1999*, provides the option for State 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.

Financial Hardship

If a ratepayer is experiencing financial difficulties and foresees challenges in paying council rates, it is recommended that they initially reach out to the Council's Rates & Revenue Officer for advice.

The Council has established a dedicated Financial Hardship Policy, and for more information, please refer to the policy document. All inquiries are strictly confidential.

Statement on Expected Rate Revenue

A copy of the Expected Rate Revenue can be found in Appendix 4.

Rate Policy and Rate Rebate Policy

A copy of the Council's Rate Policy and Rate Rebate Policy can be found in Appendix 5 and 6.

How the Council spends your rates and charges

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



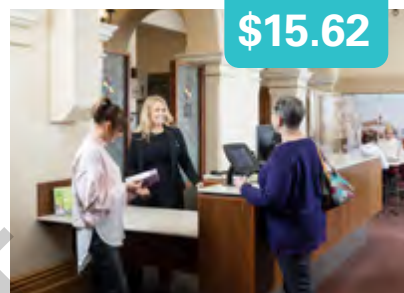
Infrastructure Management

- Asset management
- Civil infrastructure management
- Roads, kerbs and footpaths
- Streetscape maintenance
- Public lighting
- Stormwater drainage network
- Traffic management



Waste & Recycling Services

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



Governance, Communications & Administration

- Corporate governance
- Financial management
- Information management
- Customer services
- Organisational development
- Volunteer services
- Internal and external communications
- Media liaison
- Marketing
- Administration management
- Subsidiaries



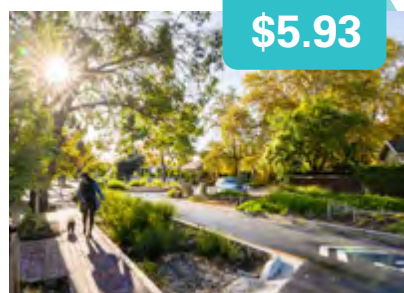
Community Health, Aged & Youth Services

- Community support and development
- Community programs
- Youth services
- St Peters Child Care Centre & Preschool



Trees, Parks, Sport & Recreation

- Reserve and open space maintenance
- Sports and recreational facilities
- Swimming centres

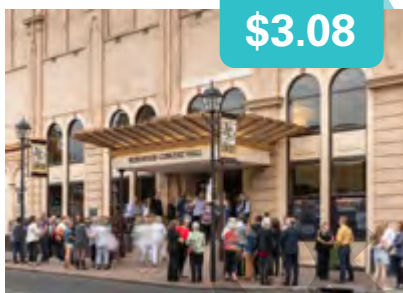


Environmental Sustainability

- Street sweeping
- Tree management
- Creek maintenance
- Street trees

**\$3.61****Community Events,
Arts and Heritage**

- Community events
- Community arts
- Cultural heritage
- Public Art

**\$3.08****Libraries &
Community Facilities**

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

**\$0.71****Regulatory
Services**

- Environmental health services
- On-street parking management
- Animal management
- Abandoned vehicles
- Pest management
- Building inspections

**\$3.39****Planning**

- Urban planning
- Health inspections
- Development assessments

**\$3.52****Economic Development**

- Management of business precincts
- Strategic projects
- Economic development

**\$6.55****Finance cost associated with
loan borrowings to fund
capital projects.**

- E.g. construction of Payneham Memorial Swimming Centre

Major Projects

The 2025–2026 Annual Business Plan & Budget continues the Council's ongoing commitment to a number of major infrastructure projects, some of which commenced in 2024–2025 or earlier, which aim to improve our City, the well-being and quality of life of our community and help to maintain a strong local economy. This year, the Council will continue its investment in the following major projects.



Payneham Memorial Swimming Centre Redevelopment

The transformation of Payneham Memorial Swimming Centre is well underway, with the \$60 million project taking shape following construction of two indoor pools and an Olympic sized 50 metre, ten lane outdoor pool.

Marking the Council's biggest investment in infrastructure to date, the state-of-the-art aquatic leisure centre is on track for completion in the last quarter of the 2025–2026 financial year.

In November 2024, construction of the two indoor pool shells—the learn to swim and 25 metre pools—were completed, closely followed in December by the outdoor 50 metre pool shell.

Following completion of the shells and associated works, the pools successfully underwent hydrostatic testing—a crucial quality control measure to identify any potential leaks or structural weaknesses prior to completing construction.

Following successful completion of hydrostatic testing, the pools were drained and construction continued as planned.

While the construction of the pools is underway, the building works around the pools have also been taking shape, with the erection of the structural steel components and installation of roofing for the indoor pool hall taking place during December 2024 and January 2025.

Installation of the roof allowed the internal fit out of the pool hall to commence, which included the feature timber ceiling a product sourced from Italy specifically for the project.



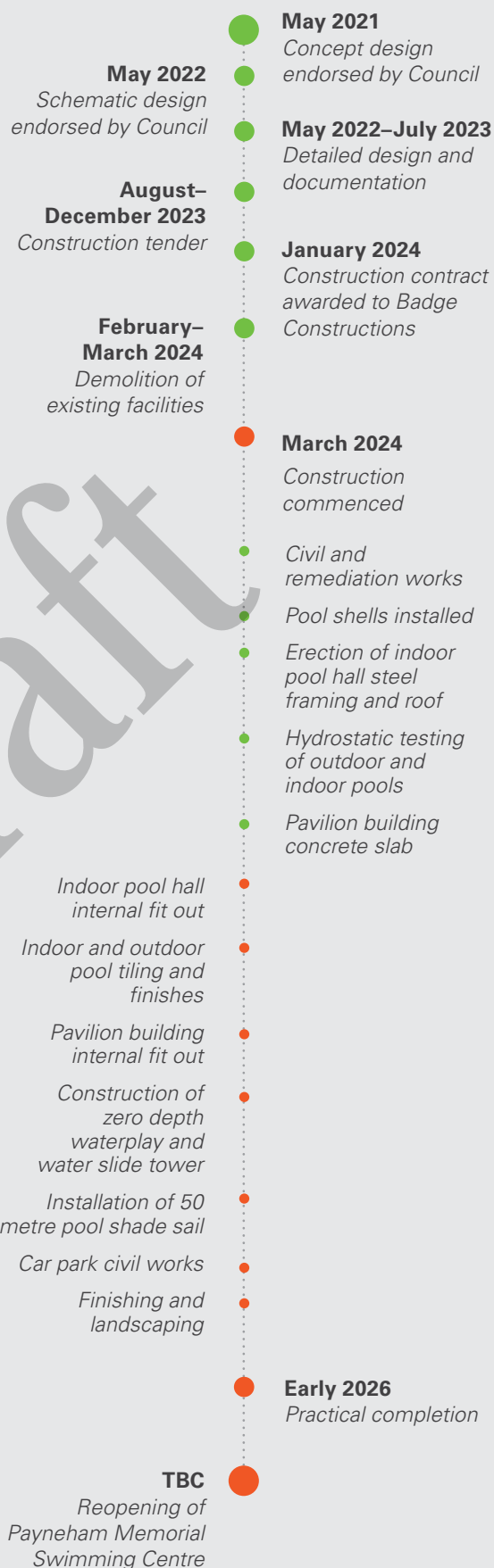
Most recently, the concrete slab for the pavilion building has been laid and installation of pool tiling and finishes for the 25 and 50 metre pools has commenced.

As the new financial year commences, passers-by will start to see construction of the pavilion building—the main entrance to the Centre that houses function and commercial areas.

Practical completion of the Payneham Memorial Swimming Centre is scheduled and on-track for early 2026.

To see progress images and time lapse footage of construction and to find out more visit www.npsp.sa.gov.au/PMSC

Project timeline



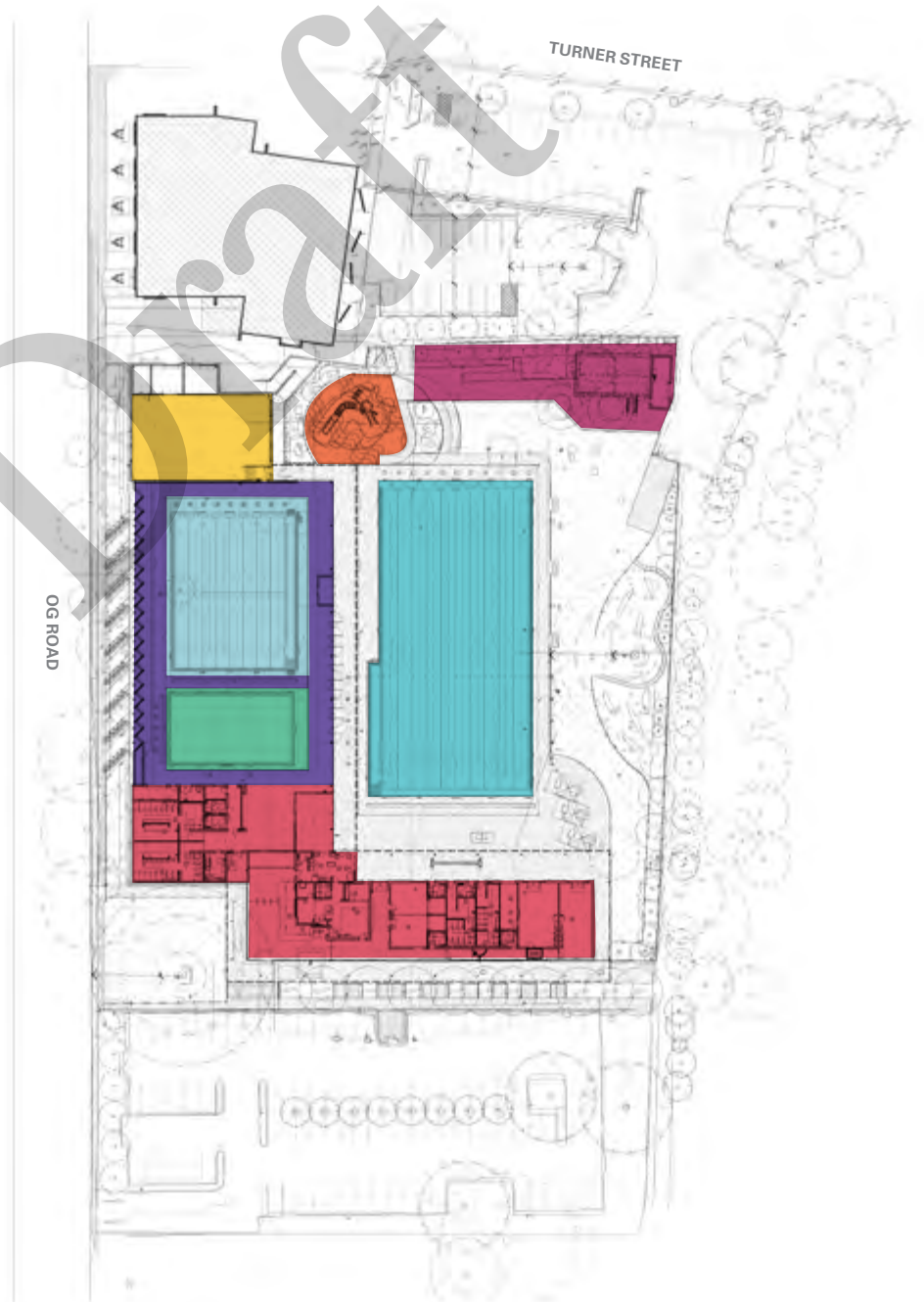


Concept design Payneham Memorial Swimming Centre

Payneham Memorial Swimming Centre Site Map

Legend

●	Waterslide tower
●	Zero depth
●	Plant room/Balance tank
●	Pool hall building
●	25m pool
●	Learn to swim pool
●	Pavillion building
●	50m pool





St Peters Childcare Centre

Kent Town Public Realm Upgrades

The Kent Town Public Realm Upgrade will deliver new footpath paving, landscaping and furniture adjacent new developments in Kent Town.

The upgrades will be delivered in accordance with the Kent Town Urban Design Framework and Public Realm Manual, that were endorsed by the Council in 2019 to guide streetscape enhancements, including how the Council will work with developers to make improvements adjacent new development sites.

With several residential developments now under construction, including the Parkline by Chasecrown, situated at 9-11 Dequetteville Terrace, the opportunity to improve the surrounding public realm has arisen.

While developers are required to renew any public infrastructure upon construction completion, the Council will take this opportunity to further upgrade the public realm and bring it into line with the vision for Kent Town.

The timing of the delivery of the Kent Town Public Realm Upgrades will be coordinated to align with the completion of new developments, with costs to be shared with developers.

Shade sails for playgrounds

To help create cooler and safer play spaces, the Council will install shade sails at two key locations — St Peters Child Care Centre & Preschool and Adey Reserve as part of the new playground.

Shade sails will be installed over the playground area at St Peters Childcare Centre & Preschool to ensure that adequate shade is provided for children and to minimise the temperature of the play space and the impact of ultraviolet radiation from the sun.

Shade sails will also be installed at Adey Reserve, in conjunction with an upgrade of the Adey Reserve Playground equipment.

Classified as a Category 1 playground in the Council's Playground Strategy, the Adey Reserve Playground therefore requires a suitable shade sail.

Installation of shade sails in this location will not only provide cooling effects and protective measures against the impact of ultraviolet radiation from the sun, but also serve to prolong the useful life of the play equipment and allow for an increased playtime for its users.

Investing to ensure our community is safe.



Infrastructure work at Second Creek

Capital Works Program Expenditure

2025–2026

The Council invests significant resources each year to ensure that the quality and standard of the City's infrastructure, including roads, footpaths, kerbs, buildings and recreation and open space assets, is maintained and meets community expectations.

To guide this investment, the Council's Asset Management Plans provide a comprehensive overview of the City's assets, including replacement value and condition, asset performance, service levels, and associated financial considerations.

Adopted by the Council in November 2024, the Asset Management Plans aim to ensure that the Council can deliver essential services, maintain assets and achieve strategic objectives in a financially sustainable, appropriate and prudential manner over the short, medium and long term.

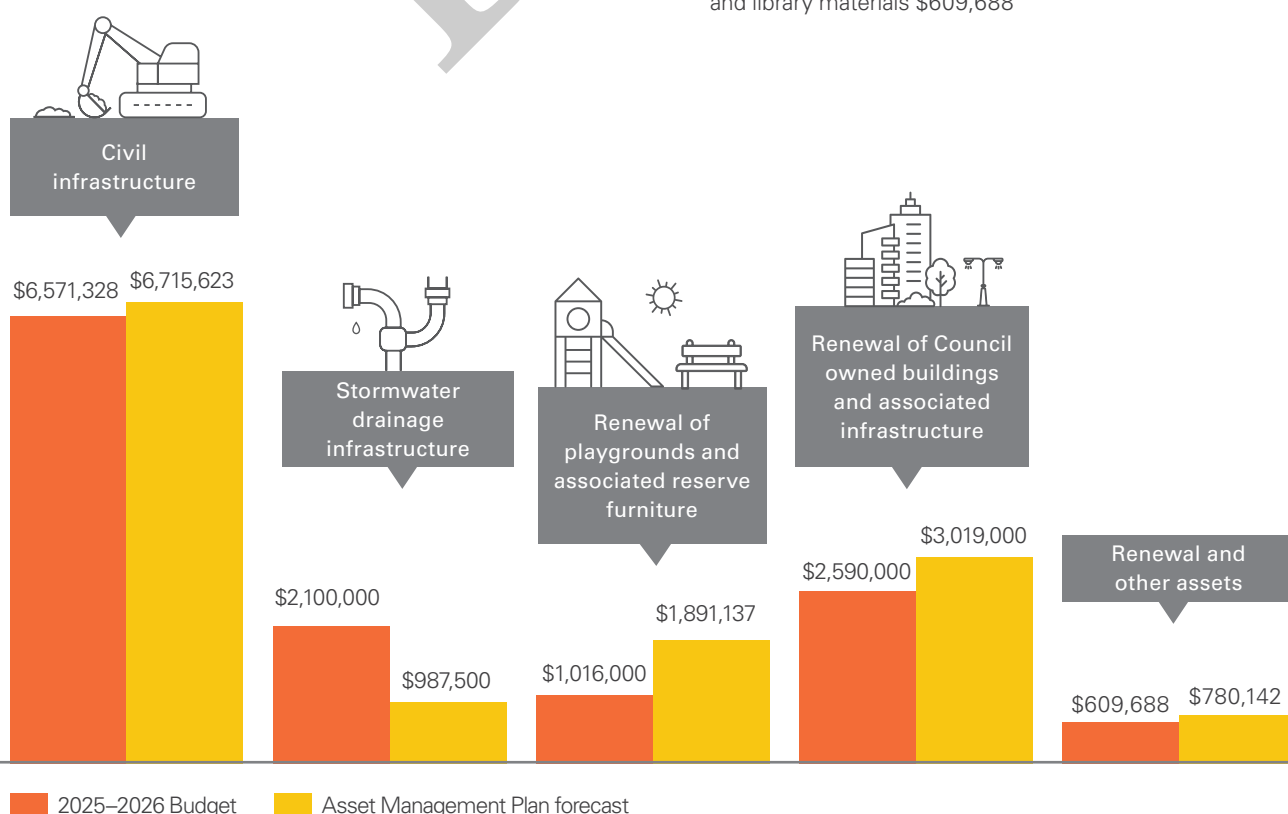
The chart below compares the expenditure proposed for 2025–2026 as part of the Council's Asset Management Plans with the 2025–2026 Budget.

Fluctuations of expenditure within asset classes are expected year-to-year, however, the overall 2025–2026 Budget is in line with Asset Management Plans.

Updated Asset Management Plan financial statements can be found in Appendix 8.

The 2025–2026 Capital Works Program expenditure of \$12,887,016 includes:

- Civil infrastructure works to the value of \$6,571,328 including resealing 5.16kms of roads, reconstructing 8,485 square metres of footpaths and replacing 3.16kms of kerbing.
- Building works to the value of \$2,590,000 including the various upgrade works at Norwood Concert Hall and St Peters Town Hall Complex lighting upgrade.
- Recreation and open space infrastructure works to the value of \$1,016,000 including Adey Reserve Playground Upgrade and shade sail, and Church Street Reserve Playground Upgrade.
- Stormwater drainage works to the value of \$2,100,000, including Little Flinders Street, Kent Town and Third Creek culverts, Payneham.
- Renewal of other assets such as plant and equipment and library materials \$609,688



Outcome 1

Social Equity

An inclusive, connected, accessible and friendly community.

2024–2025 Achievements

Payneham Memorial Swimming Centre

Reached the 12-month construction milestone in March 2025 with the project on track for completion in May 2026.

Broad Street Reserve Playground Upgrade

Created an imaginative new playspace for children of all ages to engage in active play.

Trinity Valley Stormwater Drainage Project

Significantly progressed construction of stormwater infrastructure and installation of new stormwater detention culverts.

Burchell Reserve Redevelopment

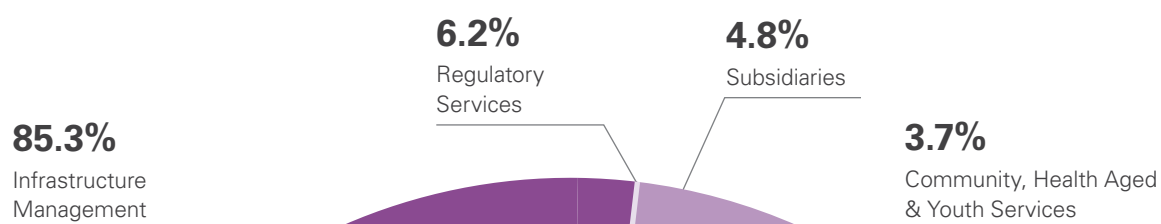
The newly developed playground and recreation facilities were officially opened on 27 October 2024 following a \$4.2 million redevelopment.

Annual Business Plan Objectives

- Continue to deliver services which are relevant, community focussed and in a cost effective manner.
- Continue to maintain and renew the City's infrastructure 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 which engage all citizens regardless of age and ability.
- Ensure fair and equitable rates for all ratepayers.

Proposed key initiatives for 2025–2026

- 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.
- Continue construction of the Payneham Memorial Swimming Centre.
- Playground upgrades and shade sail installation at Adey Reserve and St Peters Child Care Centre & Preschool.
- Implementation of traffic management initiatives include 40kph speed limits and the On-street Parking Policy.
- Kent Town public realm upgrades.
- William Street Bikeway street lighting upgrade.



Function	Income	Expense	(Surplus)/Net Cost
Community, Health Aged & Youth Services	(4,220,554)	4,427,293	206,739
Infrastructure Management	(1,606,119)	6,314,558	4,708,439
Regulatory Services	(1,437,025)	1,778,750	341,725
Subsidiaries	-	262,666	262,666

Community, Health, Aged & Youth Services

Services Provided

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

Community Services

Community Services which are offered by the Council include the Community Visitors Scheme that provides Volunteers to visit 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.

Home and Community Care Services

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

The services are 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.

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.

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 range of services and activities, includes the recruitment, recognition, training and retention of Council Volunteers.

St Peters Child Care Centre & Preschool

The Council owns and operates the St Peters Child Care Centre & 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.

Environmental Health Services

These services are provided on behalf of the Council by the Eastern Health Authority (EHA) which is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*. Through EHA, the Council aims to enhance public health by managing the registration of all premises as required under the *South Australian Public Health Act 2011* and the Council's immunisation program.

Infrastructure Management

Services Provided

- **Asset management**, which includes project management services for the annual Capital Works Program, which includes;
 - road reseals;
 - footpaths;
 - kerbing and watertable; and
 - stormwater drainage network system.
- **Civil infrastructure maintenance** which includes programmed and responsive maintenance of the Council's civil infrastructure assets
- **Road and traffic management**
- **Street lighting**
- **Streetscape maintenance**

Infrastructure Maintenance

Infrastructure maintenance involves both the programmed and responsive maintenance of the Council's civil infrastructure assets, so that these are maintained to the required standard.

Also included in this program is the management of the City-wide Street Cleansing and The Parade Footpath Sweeping Program.

Services undertaken by Civil Infrastructure Maintenance also includes:

- Footpath, kerb and watertable
- Road and Traffic management
- Stormwater drainage network
- Streetscape maintenance
- Street lighting.

Asset Management

The Council's Asset Management Unit is responsible for the maintenance, construction, renewal and disposal of Council's facilities and assets, including the preparation and implementation of the annual Capital Works Program. This unit is also responsible for the expenditure of external infrastructure grants such as the Federal Governments Roads to Recovery Program and project specific grants.

Specific areas which are mandated by the Asset Management Unit include:

- **Capital projects** — This includes the provision of 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. The unit manages external contracts associated with building maintenance services for Council buildings including cleaning, plumbing, carpentry, electrical, air conditioning, painting, general maintenance and renewal.
- **Open space planning and delivery** — This includes the development and implementation of open space policies and strategies; development of public open space asset; 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** — This involves maintenance of the Council's Whole-of-Life Asset Management Plans and prepares scope of works associated with major capital works projects.

Regulatory Services

Regulatory Services

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 City, it is important that provisions surrounding their care and control are in place. 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 kerbside trading, amenity and litter control and flammable growth.

Regional Subsidiaries

Regional collaboration is a key area of focus for the Council and it continually seeks and explores opportunities to work with other councils to establish networks, while it strives to fulfil its role as a responsible leader and provide best value.

Eastern Health Authority

The Eastern Health Authority (EHA) provides public and environmental health services on behalf of its constituent councils - the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

A wide range of environmental health functions and services are performed to maintain appropriate public health standards and to prevent and control disease, including:

- regularly inspecting food premises
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern;
- provision of immunisation via public clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas; and
- providing advice and information to the general public.

East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils.

The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect, City of Unley and the Adelaide Hills Council. East Waste provides the following services:

- waste management and recycling;
- co-ordinating waste education programs on behalf of its constituent councils; and
- working with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian councils.

ERA Water

ERA Water is a regional subsidiary established under Section 43 of the *Local Government Act 1999*. ERA Water is responsible for construction and operation of a stormwater and reuse scheme on behalf of its constituent councils; the Cities of Burnside and Norwood Payneham & St Peters and the Town of Walkerville.

- ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project.
- The project is to reduce reserve irrigation and green our suburbs and enhance the quality of water that is discharged to our gulf.
- Importantly, through the constructions of wetlands and bio-filters at locations such as Felixstow Reserve the project has also centralised the City's environmental sustainability as well as reducing reliance on mains waste for irrigation purposes.

Highbury Landfill Authority

The Highbury Landfill Authority is responsible for the post-closure management of the Highbury Landfill previously used by the Councils through East Waste as their waste landfill. Significant ongoing activities undertaken by the HLA, include the monitoring and harvesting of landfill gases and the monitoring of groundwater contamination and leachates from the landfill.

The HLA has completed the construction of a synthetic clay capping for the landfill, which allows for more efficient monitoring and harvesting of landfill gases and reduces the risk of groundwater contamination to allow for further site remediation and revegetation.

Outcome 2

Cultural Vitality

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

2024–2025 Achievements

Quadrennial Public Artwork

Concept design for the Council's fifth Quadrennial Public Artwork which will be installed on Osmond Terrace.

Hosted Popular Events

Movie Nights at the Pool
Twilight Carols
Concerts in the Park series
Tour Down Under Stage 3
Norwood Christmas Pageant

Events for Youth

The Council's Co-ordinator Youth Programs delivered a range of youth events and activities to a suit a diverse audience of age and abilities in our City.

AFL Gather Round & Norwood Food & Wine Festival

For the third year, the Council worked with the AFL and State Government to host Gather Round at Norwood Oval.

Library Events

The Council's three libraries hosted a range of events for diverse audiences including Music Month, Firstival and the Culturally Diverse Early Literacy Project .

Annual Business Plan Objectives

- Promote the City's 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, gender or cultural background.

Proposed key initiatives for 2025–2026

- Host the AFL Gather Round and associated events.
- Deliver a number of programs and activities that are focussed on achieving the objectives set out in the Council's Youth Action Plan.
- Continue to host the Concerts in the Park series.
- Continue to explore heritage protection opportunities through the Council's Built Heritage Strategy.
- Development of the Council's fifth Quadrennial Public Artwork to be installed on Osmond Terrace.
- Arts and Culture Plan Year 3 implementation.

45%Trees, Parks, Sport &
Recreation**19.7%**Community Events, Arts
and Heritage**18.5%**

Planning

16.8%Libraries &
Community Facilities

Function	Income	Expense	(Surplus)/Net Cost
Community Events, Arts and Heritage	(600,677)	2,343,462	1,742,785
Libraries & Community Facilities	(635,352)	2,121,942	1,486,590
Planning	(688,586)	2,328,241	1,639,655
Trees, Parks Sport & Recreation	(302,162)	4,291,929	3,989,767

Community Events, Arts & Heritage

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.
- **Cultural Heritage** — activities and services which recognise the heritage of the City.

Community Events

A number of events are held by the Council which cater to the wide demographic of our community and include:

- The Norwood Christmas Pageant;
- Twilight Carols and Christmas Market;
- St Peters Fair;
- Concerts in the Park;
- Australia Day Celebrations;
- Citizenship Ceremonies; and
- Tour Down Under.

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 Council's Public Art Policy.

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.

Libraries & Community Facilities

Services Provided

- **Libraries** - Library services are provided by the Council across three locations and include;
 - free use of computers and access to internet;
 - training programs;
 - home library service;
 - infant and children programs; and
 - book groups.
- **Norwood Concert Hall** is a versatile event space that is available for hire for musical theatre productions, functions and events.
- **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.

Libraries

The Council operates three Libraries 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.

Community Facilities

The Council has a number of buildings and facilities available for casual hire or long-term lease.

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, balls and weddings.

Planning

Services Provided

- City planning (including Development Assessment and planning policy)
- Health inspections
- Building Control

City Planning

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

Building Control

This area issues building permits and administers and enforces the building code and legal requirements concerning building safety.

Environmental Management

Delivery of projects which are aimed at achieving a sustainable environment for the City. This incorporates the support of a range of programs and events which are designed to engage the community on issues such as climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation

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

Parks, Sport & Recreation

Services Provided

- Sporting and recreational facilities include recreational and sporting facilities such as sporting fields and tennis courts
- Swimming Centres include the Norwood Swimming Centre and Payneham Memorial Swimming Centre.

Projects and Service Initiatives

- Recreation and Open Space Works Program
- Continuing construction of Payneham Memorial Swimming Centre
- Undertaking the Adey Reserve Playground Upgrade and shade sail installation
- Completion of the redevelopment of Dunstan Adventure Playground
- William Street Bikeway Lighting Upgrade.
- Kent Town Public Realm Upgrade.

Further details are provided in Appendix 1.

Sporting and Recreational Facilities

The Council provides a wide variety of recreational, sporting and leisure 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 managing the ongoing maintenance of the infrastructure which is provided at these facilities.

Swimming Centres

The Council owns and operates two Swimming Centres, the Norwood Swimming Centre and Payneham Memorial Swimming Centre.

The Payneham Memorial Swimming Centre is currently being redeveloped.

Outcome 3

Economic Prosperity

A dynamic and thriving centre for business and services.

2024–2025 Achievements

Raising the Bar

Held the highly regarded Raising the Bar event with a range of guest speakers and presenters in various venues, which provided a boost to the local economy.

Eastside Business Awards

Hosted the eighth Eastside Business Awards which saw a fourth business awarded with a Legends Award for winning the same category three times.

Business Initiatives and Competitions

Supported local businesses through a range of initiatives and competitions such as Shop to Win.

Food Secrets and Eastside Wine & Ale Trail Tours

Hosted Food Secrets together with Eastside Wine & Ale Trail Bus Tours around our City.

Business Networking

Hosted networking events to improve engagement amongst the business community and connectivity between Council staff and business operators.

Annual Business Plan Objectives

- Support the development of a prosperous local economy.
- Continue to engage, network and explore opportunities to grow local businesses.

Proposed key initiatives for 2025–2026

- Implement the ninth annual Eastside Business Awards to recognise the best small businesses, including retailers, restaurants, cafes, bars, venues, cultural experiences and entertainment venues in the City.
- Host Raising the Bar Adelaide in various venues, creating an environment of academia, learning and fun in laid back casual settings throughout the City.
- End of Year Business Networking event.
- Continue to implement initiatives from the Economic Development Strategy.

100%

Economic Development



Function	Income	Expense	(Surplus)/Net Cost
Economic Development	-	1,698,667	1,698,667
Precinct Management	(225,000)	225,000	-



Economic Development

Services Provided

- Marketing The Parade and other business precincts throughout the City
- Ongoing promotion of the Food Secrets and Eastside Wine & Ale Trail
- Business networking events.

Projects and Service Initiatives

- **Eastside Business Awards** is an annual awards program that recognises the best small businesses, restaurants, cafes bars, venues and boutiques within the City.
- **Raising the Bar** activates venues within the City as they are transformed into relaxed and fun learning environments with the aim of making education part of popular culture.

Futher details are provided in Appendix 1.

Economic Development

Provision of services programs, events and initiatives which facilitate economic development throughout the City.

Precinct Management

Services Provided

- Marketing The Parade and other business precincts throughout the City.
- Invest in NPSP website directory
- Social media , blogs and e-newsletters.

Projects and Service Initiatives

- Business Advisory Service
- Shop The Parade & Win and other competitions
- Business networking events.

Precinct Management

The City of Norwood Payneham & St Peters currently supports all of its business precincts, through the delivery of various initiatives, marketing and promotion.

Outcome 4

Environmental Sustainability

A leader in environmental sustainability.

2024–2025 Achievements

Tree planting

Planted 500 new street trees across the City to increase canopy coverage and create cooler, greener streets and a better environment for our citizens.

Smart Irrigation

Installed an additional 21 Hydrowise System irrigation controllers, completing the deployment of Smart Irrigation at all Council owned and managed Reserves.

Native Plant Giveaway

Continued the popular Native Plant Giveaway, to boost green cover and biodiversity on private properties.

Annual Business Plan Objectives

- Ensure any urban development that is undertaken enhances the environmental, social, cultural character and unique 'sense of place' 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 2025–2026

- Continued support of Resilient East which aims to strengthen the resilience of the Council and its community in respect to the impacts of climate change.
- Continuation of the Urban Greening Program including tree incentive vouchers.
- Development of a tree inventory system.
- Urban tree canopy mapping and analysis in partnership with Green Adelaide

64.5%

Waste Management

35.5%Enviromental
Sustainability

Function	Income	Expense	(Surplus)/Net Cost
Enviromental Sustainability	(2,000)	2,866,274	2,864,274
Waste Management	(41,200)	5,255,347	5,214,147

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City of
Norwood
Payneham
& St Peters



JOLT

Waste Management

Through its Regional Subsidiary East Waste, the Council provides waste collection services to the community, using a three-bin kerbside system for general waste, recyclables and green organics. This model maximises waste diversion from landfill by ensuring that recyclable and compostable materials are processed sustainably.

East Waste also delivers extensive waste and recycling education initiatives to improve citizen understanding about effective waste disposal and recycling practices that promote a circular economy.

Environmental Sustainability

Services Provided

- **Environmental management**
- **Open space maintenance** includes parks, gardens and reserves
- **Street trees** include the management of the City's 20,000+ street trees.

Environmental Management

Delivery of projects that are aimed at achieving a sustainable environment for the City. This includes a range of programs and events which are designed to engage the community on issues such as climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation.

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

Reserve Maintenance

The Council has more than 180 hectares of open space, 72 parks and reserves and gardens that are maintained to a high standard for the enjoyment of the community for outdoor recreation and activities..

Street Trees

More than 20,000 street trees are located throughout the City with several thousand more trees located on reserves, parks and gardens. The costs associated with the management of the Council's street trees includes inspection, condition assessment and ongoing maintenance such as watering, pruning, planting and removal.

The Council's tree network enhances urban greening and provides shade, habitat and aesthetic value for the community.

The Council also delivers initiatives that promote, encourage and support the planting of trees on private land through the Native Plant Giveaway and Tree Incentive programs,

Street Cleaning

An extensive street and footpath cleaning program is delivered by the Council to not only beautify our streets and neighbourhoods but minimise rubbish and waste being swept into the stormwater network.

Street Cleaning

An extensive street and footpath cleaning program is delivered by the Council to not only beautify our streets and neighbourhoods but to divert waste away from the stormwater network.

Corporate Management

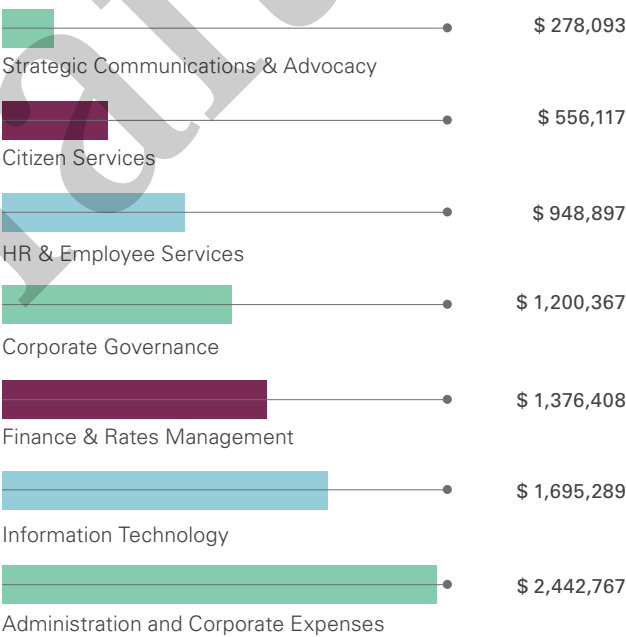
In addition to the Outcomes, the City of Norwood Payneham & St Peters also has costs associated with the corporate management and administration of operating the Council

Governance, Communications & Administration

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

Corporate Management Expenses



Governance

Corporate Governance ensures that the Council’s decision-making processes and legislative compliance seeks to minimise risk to enable the Council to meet community needs and legislative requirements.

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.



Strategic Communications & Advocacy

The Communications Unit manages the Council's internal and external communications including public relations, social media and preparation of publications, and supports the implementation of the Council's advocacy initiatives.

Council Administration

Financial Management

Financial Management includes the provision of strategic financial management advice, 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 and reporting.

Financial Services incorporates financial activities, including;

- accounts payable and accounts receivable services;
- monitoring the application of financial internal controls;
- payroll services;
- administration of the Council's insurance program;
- administration the Council's leased vehicle fleet; and
- asset reporting.

Rates

Rates staff maintain the Council's property rating database, facilitates the collection of rates and charges from residents and ratepayers and provides property information to the citizens.

Citizen Services

Citizen Services is the primary interface between the Council, the community and the delivery of services. Citizen Service staff provide information to the City's citizens via direct telephone, service desk and online and provide 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.

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.

Human Resources, Organisational Development and Work Health & Safety

These functions are managed through the Chief Executives Office and support the Council's management and staff by providing advice in the areas of human resources, organisational development, performance and work health and safety .

Appendix 1

2025–2026

Operational Projects & Initiatives

Capital Projects

Draft

Operational Projects & Initiatives

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Social Equity					
Traffic Management — Ninth Avenue Christmas lights display	The Ninth Avenue, St Peters Christmas Lights displays has evolved from residents participating in a small scale display of Christmas lights to a large-scale event that attracts many vehicles and pedestrians. This has resulted in significant traffic congestion during peak periods, accessibility issues for residents and raised concerns for pedestrian safety in recent years. To address these issues, the Council has approved funds to help manage traffic flows at the annual event.	\$50,000		\$50,000	
On-street Parking Policy implementation in Norwood and Kensington precincts	The project involves the implementation of the Council's On-street Parking Policy on an area or precinct basis, including community consultation.	\$40,000		\$40,000	
40kmp/h speed limit implementation in Kensington and Felixstow	Continues the preparation of a Traffic Impact Statement and signage layout plan associated with the implementation of 40kmp/h speed limits in the residential streets of Kensington and Felixstow, as well as funding for the procurement and installation of speed limit signage and temporary 'speed limit changed' signs, which are required to be installed for a minimum period of two months as part of the implementation process.	\$45,000		\$45,000	
Public consultation for traffic management concept design for Payneham South, Firle, Trinity Gardens, Glynde and St Morris	A traffic study was undertaken for the suburbs of Payneham, Glynde, Payneham South, Firle, Trinity Gardens and St Morris, which resulted in the preparation of concept designs for traffic management to improve road safety and primarily address vehicle speeds and 'rat running'. To progress this project further, funding will support community consultation to be undertaken on the concept plans.	\$40,000		\$40,000	
William Street bikeway— street lighting upgrade	Following the William Street Bikeway Upgrade works, a number of locations were identified as non-compliant with relevant Australian Standards for street lighting. Funding will support an upgrade of street lighting to ensure compliance and improve safety.	\$115,000		\$115,000	
Street lighting upgrade and renewal	With internal reviews identifying non-compliance with street lighting standards, the Council will undertake design and construction to ensure street lighting is appropriately upgraded and renewed to improve safety and meet standards.	\$15,000		\$15,000	

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Cultural Vitality					
Tour Down Under	The Tour Down Under, a nationally and internationally recognised cycling event that attracts media attention across the world, therefore providing an excellent platform for the Council to position the City as a tourism destination and showcase the Norwood Parade Precinct to an international audience. Funding will enable the City to host a stage of the 2026 Tour Down Under.	\$55,000		\$55,000	
Art & Culture Plan	The project enables the development of a searchable online catalogue to improve community access to the Council's heritage collection using personal or public devices.	\$25,000		\$25,000	
Culturally diverse early literacy project	The Council will provide bi-lingual early literacy sessions by engaging a provider (Chinese School of Music and Arts) to conduct sessions at the Council's Libraries. Sessions will include bi-lingual stories, songs and activities to build community knowledge of a range of cultures and languages.	\$3,300		\$3,300	
Firstival	Firstival is a festival of new experiences, introduced by the Public Libraries SA in 2023, which aims to increase citizen engagement with libraries, and drive visitation and membership among non-library goers.	\$4,000		\$4,000	
Library service catalogue & program review (motion)	Funds will enable the engagement of a consultant to support the delivery of recommendations as part of the Library Services Review. This includes reforming the libraries catalogue to provide accessible and quality community resources, releasing valuable floor space and developing a strategic approach to library programs.	\$50,000		\$50,000	
Public Health Plan	The project involves the review and development of the Council's Public Health Plan.	\$13,000		\$13,000	
CityPlan 2030 Outcome: Economic Prosperity					
Eastside Business Awards	The Awards recognise the best small businesses, retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters.	\$50,000		\$50,000	
Raising the Bar Adelaide	This annual event positions education as part of the City's popular culture by simply mixing learning and debate with a fun night out to support the City's hotels.	\$38,000		\$38,000	

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Economic Prosperity Continued					
AFL Gather Round	Hosting AFL matches at Norwood Oval during the 2026 AFL Gather Round provides an opportunity for the Council to position Norwood Oval as a premier venue for AFL matches, enhance the City's reputation as a must-visit destination, and attract local and interstate visitors thereby stimulating the local economy.	\$200,000		\$200,000	
CityPlan 2030 Outcome: Environmental Sustainability					
Development of tree inventory contractor	This project will deliver a detailed audit of the City's street trees and capture the data into the Council's tree asset management system, Forestree.	\$20,000		\$20,000	
Urban Greening Program	An action of the Council's tree Strategy, this program will provide the Council with an opportunity to promote the importance of improving greening and canopy cover on private land and assist in funding 100 established trees and 600 native plants to be planted on private property.	\$10,000		\$10,000	
Verge Upgrade	Funding will support the continuation of a Verge Greening Incentive Fund, to financially assist residents with the cost of growing greenery on verges to beautify our City and bring cooling to high surface temperatures and hotspots.	\$20,000		\$20,000	
Urban Tree Canopy Regional Mapping Contribution	Green Adelaide is in the early stages of planning for the next tree canopy and green spaces data capture, anticipated to occur January 2026. Green Adelaide has requested a financial contribution from each of the 18 affected councils in the Metropolitan Adelaide study area to cover the cost of the multispectral imagery and Light Detection and Ranging (LiDAR) data capture, data analysis and reporting.	\$10,000		\$10,000	
Corporate Management: Operations					
Authority Upgrade	Upgrade of the Council's management software.	\$516,000		\$516,000	
Total		\$1,319,300		\$1,319,300	

Capital Projects

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Social Equity					
Capital Renewal Program	To deliver the 2025–2026 Capital Works Program for the replacement and upgrade of civil, drainage, recreation and open space, and building assets, in accordance with the Council's Asset Management Plans, including the Trinity Valley Stormwater Drainage Upgrade.	\$12,887,016		\$12,887,016	
Payneham Memorial Swimming Centre (Year 3)	Continued redevelopment of the Payneham Memorial Swimming Centre, as per the Council's Swimming Centres Strategy.	\$11,071,956	\$2,800,000		\$8,271,956
Salary Capitalisation	Wages and salaries of Council staff who are involved in the delivery of projects involving physical assets.	\$1,108,999		\$1,108,999	
Adey Reserve playground shade sail structure	Renewal of the Adey Reserve playground as per the 2025–2026 Capital Works Program (funding for this component is from the renewals budget). will also include an accompanying new shade sail structure for the playground to enhance usability and safety.	\$60,000			\$60,000
St Peters Child Care Centre & Preschool shade sail structure	A new shade sail will be installed over the playground area the St Peters Child Care Centre & Preschool.	\$60,000			\$60,000
Kent Town Public Realm Upgrade	The Kent Town Urban Design Framework and Public Realm Manual were endorsed by the Council in 2019, providing guidance on how the Council will undertake streetscape enhancements, including working with developers to make improvements adjacent new development sites. Several development sites are now under construction with the budget allocation to fund the difference between renewal and upgrade costs for footpath paving, landscaping and furniture in Kent Town.	\$400,000			\$400,000
CityPlan 2030 Outcome: Social Equity continued					
Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding

Building accessibility improvements	In 2024, accessibility audits of Norwood Swimming Centre, Norwood Oval and St Peters Town Hall Complex were undertaken. This project will enable accessibility improvements to be undertaken at these sites to achieve compliance with the national building code and to improve access and safety.	\$100,000	\$100,000
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CityPlan 2030 Outcome: Cultural Vitality

Quadrennial Public Artwork	The Quadrennial Public Art Commission is an initiative that underpins the outcomes of Council's Public Art Policy, providing high quality works of art by contemporary professional artists for our public places. The project is delivered across two financial years. Funds were approved in 2021–2022 as \$75,000 annual budget for four financial years. The total budget will be spent in the 2025–2026 financial year and support detailed design, fabrication and installation of the artwork.	\$279,000	\$279,000
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Total	\$25,966,971	\$2,800,000	\$13,996,015	\$9,170,956
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2025–2026 Civil Whole-of-Life Infrastructure Renewal Program

Street	From	To	Re-seal	Kerb & Water Table	Footpath
College Park					
Harrow Road	Catherine Street	Richmond Street	-	-	✓
Evandale					
Morris Street	Janet Street	Llandower Avenue	✓	✓	✓
Felistow					
Fisher Street	Ashleigh Avenue	End (west)	✓	✓	✓
Pearce Avenue	Shirley Avenue	End	✓	✓	-
Glynde					
Almond Avenue	Davis Road	Loader Street	-	-	✓
Scott Street	Davis Road	Loader Street	-	-	✓
Joslin					
Sixth Avenue	Suburb Boundary	Lambert Road	-	-	✓
Marden					
Addison Avenue	Broad Street	Battams Road	-	-	✓
Norwood					
John Street	Fullarton Road	Charles Street	✓	✓	-
Payneham					
George Street	Henry Street	John Street	✓	✓	-
Henry Street	Avenue Road	Edward Street	✓	✓	-
John Street	George Street	Arthur Street	✓	✓	-
Payneham South					
Tarcoma Avenue	Portrush Road	Arthur Street	-	-	✓
Royston Park					
Battams Road	First Avenue	Sixth Avenue	✓	✓	-
St Morris					
Breaker Street	Magill Road	Seventh Avenue	✓	✓	-
St Peters					
Harrow Road	Third Avenue	Eighth Avenue	-	-	✓
Harrow Road	Payneham Road	First Avenue	-	-	✓
Second Avenue	Harrow Road	St Peters Street	✓	✓	-

Street	From	To	Re-seal	Kerb & Water Table	Footpath
Stepney					
Battams Street	Loch Street	Olive Road	✓	✓	-
Clifton Street	Portrush Road	Frederick Street	✓	✓	-
Henry Street	Nelson Street	Frederick Street	✓	✓	-
Laura Street	Ann Street	Frederick Street	✓	✓	-
Trinity Gardens					
Annesley Avenue	Aberdare Avenue	Magill Road	-	-	✓
Canterbury Avenue	Lechfield Crescent	Devitt Avenue	✓	✓	-
Lechfield Crescent	Canterbury Avenue	Hereford Avenue	✓	✓	✓

2025–2026 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works
Little Flinders Street	Upgrade of stormwater drainage infrastructure
Payneham	Upgrade of Third Creek culverts between Lewis Road and Henry Street

Appendix 2

Measures of Success

Draft

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

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

Non-Financial Indicators

Program Delivery

To ensure that the Council delivers the Strategic Objectives set out in *CityPlan 2030*, various projects and initiatives are required to be delivered.

For 2025–2026, the Council has proposed 20 Operating Projects and Initiatives and 6 Capital Projects. Progress on these projects will be reported in the 2025–2026 Annual Report.

Financial Indicators

When evaluating activities undertaken during any given financial year, the Council considers a number of factors, one being the ongoing 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, the 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 2025–2026, the forecast operating surplus of \$516,006 which will result in an Operating Surplus Ratio of 0.8%

Net Financial Liabilities Ratio

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

The Net Financial Liabilities Ratio measures the extent of what is owed by the Council, less any liquid assets (i.e. cash or receivables) against its Operating Revenue.

Where the Ratio is increasing, it indicates a greater amount of the Council's Operating Revenue is required to service its financial obligations. For 2025–2026, it is anticipated the net Financial Liabilities Ratio of the Council will be 148.6%.

Debt Servicing Ratio

The Debt Servicing Ratio measures the extent of the Council's commitment to interest costs and loan repayments, is met by general Rate Revenue. For 2025–2026, it is anticipated that 7.6% of the Council's General Rate Revenue will be committed to servicing the interest and principal repayments on its borrowings.

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings, etc.) at the same rate that the asset 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.

The Council can accelerate or reduce expenditure on asset 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 year rolling average, the Asset Renewal Funding Ratio is 100.2%.

Details on these ratios over the 10-year planning horizon are contained in the Council's Long-term Financial Plan.

Financial Ratios

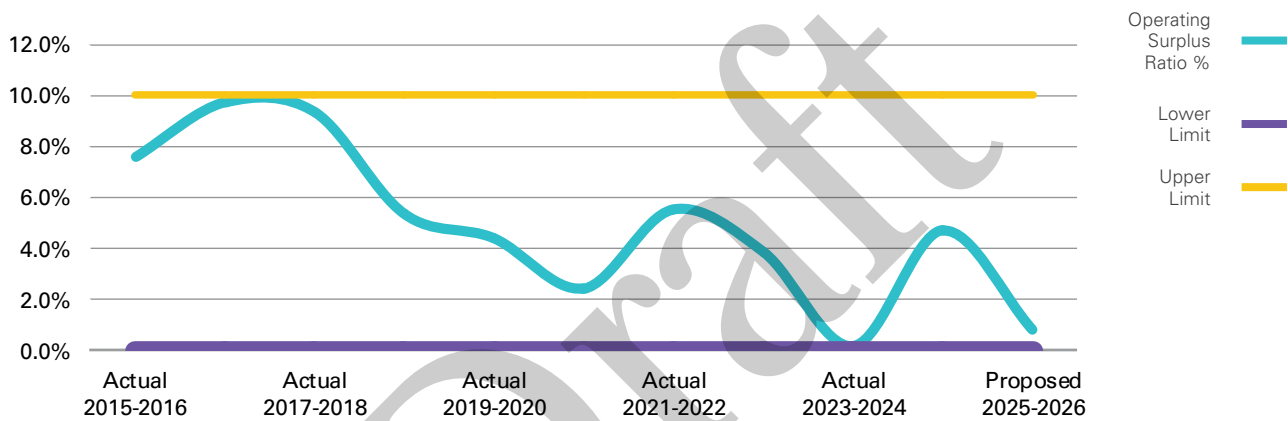
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council’s performance against these outcomes since the 2015–2016 financial year of Council is 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.

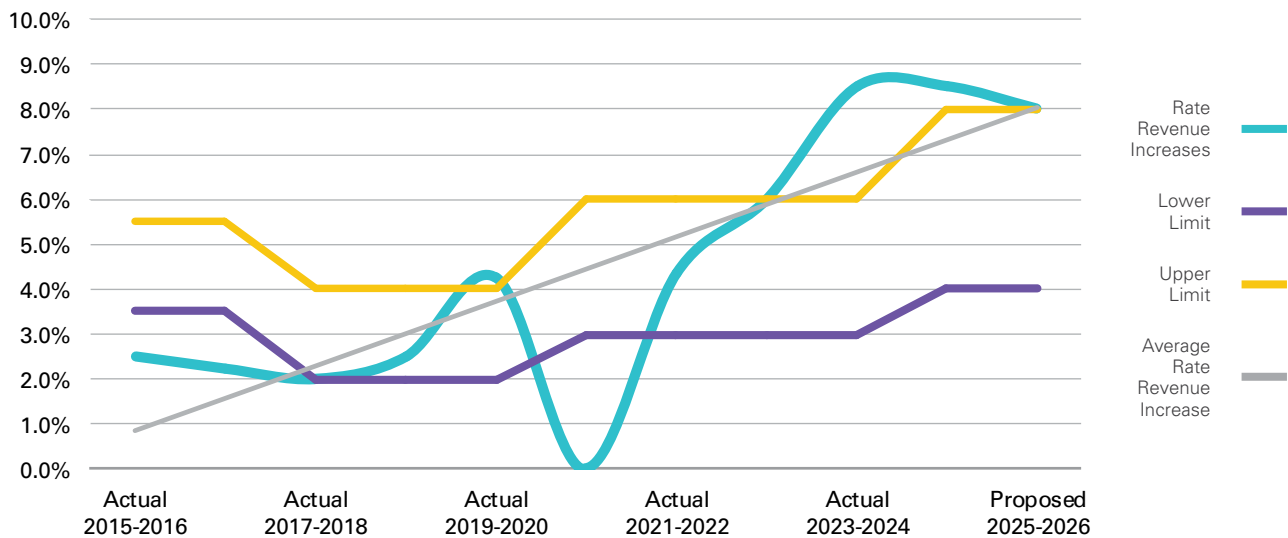
Operating Surplus Ratio %



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.

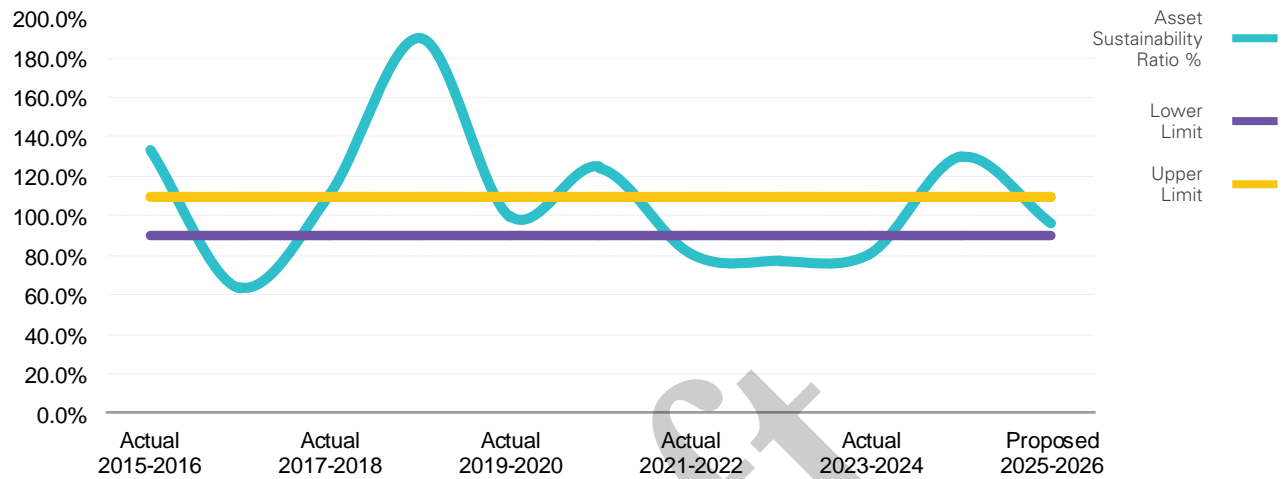
Rate Revenue Increase



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*.

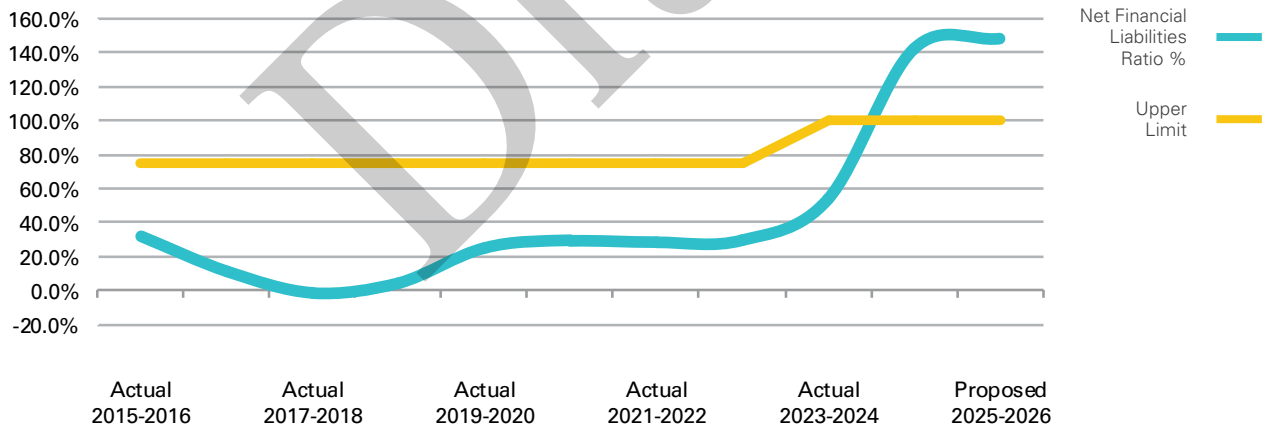
Renewal Funding Asset Ratio %



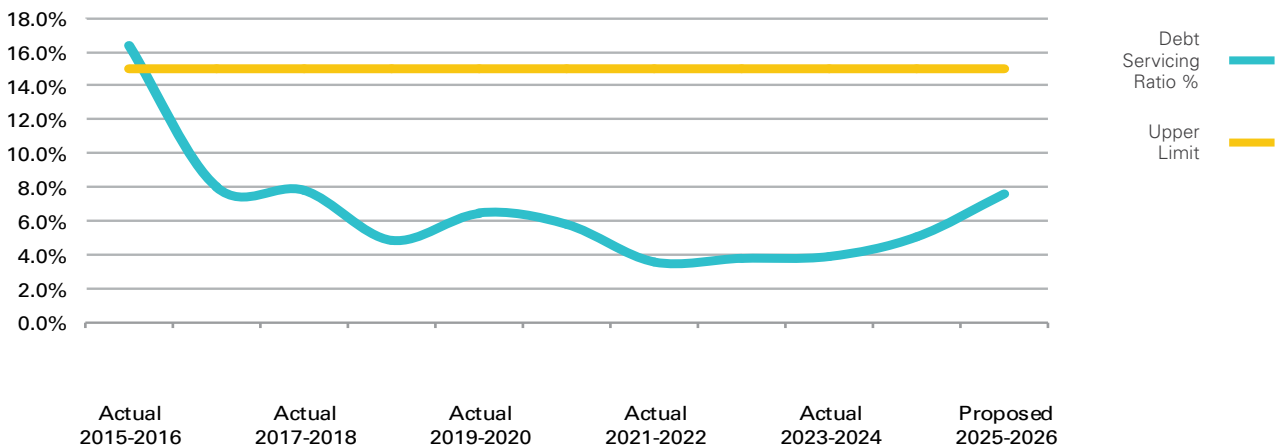
Outcome 4: Debt Management

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

Draft

**Statement of Comprehensive Income
for the year ended 30 June 2025**

	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates	37,938	39,974	43,667	47,230	50,905
Statutory charges	2,003	2,039	2,112	2,181	2,239
User charges	3,561	3,668	3,823	4,007	4,370
Grants, subsidies and contributions	3,433	3,540	1,643	3,943	2,654
Grants, subsidies and contributions		553	571	444	1,051
Investment income	24	171	61	78	55
Other income	848	852	1,019	461	522
Net loss joint ventures and associates	122	50	39	-	-
Total Income	47,930	50,846	52,935	58,345	61,796
Expenses					
Employee costs	14,126	14,531	16,700	18,533	20,340
Materials, contracts & other expenses	19,832	21,983	22,331	22,253	23,594
Depreciation, amortisation & impairment	10,766	11,562	12,852	13,377	13,697
Finance costs	346	458	611	1,155	3,386
Net loss Joint Ventures & Associates	214	357	334	263	263
Total Expenses	45,284	48,892	52,827	55,581	61,280
Operating Surplus (Deficit)	2,645	1,954	109	2,764	516
Net gain (loss) on disposal or revaluation of assets	(2,371)	(1,502)	(4,491)	36	37
Amounts specifically for new or upgraded assets	2,341	640	6,442	7,281	2,800
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
Net Surplus (Deficit) transferred to Equity Statement	2,615	1,092	2,060	10,081	3,353
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant and equipment	34,462	49,031	39,253	5,508	20,000
Share of other comprehensive income - joint ventures and associates	(5)	(12)	631	-	-
Total Other Comprehensive Income	34,457	49,019	39,884	5,508	20,000
Total Comprehensive Income	37,072	50,112	41,944	15,589	23,353

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 of \$61.796m is sufficient to meet the projected Operating Expenditure (\$61.28m) for the 2025–2026 Financial Year.

**Statement of Financial Position
for the year ended 30 June 2025**

	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	11,393	4,317	997	500	500
Trade and other receivables	2,675	2,193	3,720	2,632	2,459
Total Current Assets	14,068	6,511	4,717	3,132	2,959
Non-current Assets					
Financial assets	113	104	111	130	140
Equity accounted investments in Council businesses	1,931	1,949	3,175	2,912	2,650
Infrastructure, property, plant and equipment	543,710	594,771	645,596	716,407	748,677
Other non-current assets	4,324	5,707	8,873	8,873	8,873
Total Non-current Assets	550,078	602,531	657,755	728,322	760,340
Total Assets	564,146	609,041	662,472	731,454	763,299
Liabilities					
Current Liabilities					
Trade and other payables	13,031	8,819	8,828	10,749	12,088
Borrowings	1,021	1,097	1,136	1,081	3,295
Short-term provisions	3,004	3,872	3,624	3,301	3,301
Total Current Liabilities	17,056	13,789	13,588	15,132	18,684
Non-current Liabilities					
Long-term borrowings	8,527	7,522	19,020	70,546	75,486
Long-term provisions	1,280	288	460	782	782
Liability – equity accounted Council businesses	904	952	970	970	970
Total Non-current Liabilities	10,712	8,763	20,450	72,298	77,238
Total Liabilities	27,767	22,551	34,038	87,430	95,922
Net Assets	536,379	586,490	628,435	644,024	667,377
Equity					
Accumulated Surplus	62,709	63,789	66,480	76,562	79,914
Asset Revaluation Reserve	473,670	522,701	561,954	567,462	587,462
Total Equity	536,379	586,490	628,435	644,024	667,377

**Statement of Cash Flows
for the year ended 30 June 2025**

	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
Rates - general and other	37,859	39,979	43,219	47,011	51,202
Fees and other charges	2,010	2,039	2,112	2,331	2,236
User charges	4,592	3,668	3,823	4,275	4,349
Investment receipts	24	171	61	80	56
Grants utilised for operating purposes	3,440	3,540	1,643	3,950	2,723
Other income	913	1,120	134	525	477
Payments					
Employee costs	(15,627)	(15,075)	(16,241)	(18,664)	(20,294)
Contractual services and materials	(17,515)	(25,105)	(23,882)	(19,862)	(23,323)
Finance payments	(156)	(448)	(521)	(1,248)	(2,792)
Net Cash provided by (or used in) Operating Activities	15,540	9,888	10,348	18,398	14,633
Cash Flows from Investing Activities					
Receipts					
Amounts specifically for new or upgraded assets	5,785	753	7,133	7,777	3,067
Grants utilised for capital purposes			571	500	1,077
Sale of replaced assets	50	0	17	36	37
Repayments of loans by community groups	6	-	-	-	-
Capital Distributions from associated entities	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(8,937)	(11,193)	(12,994)	(27,015)	(12,887)
Expenditure on new/upgraded assets	(6,941)	(5,168)	(18,961)	(51,555)	(13,080)
Capital contributed to associated entities	(170)	(289)	(872)	-	-
Net Cash provided by (or used in) Investing Activities	(10,208)	(15,897)	(25,106)	(70,257)	(21,786)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	-	-	12,543	52,505	45,000
Payments					
Repayments of Borrowings	(1,010)	(1,067)	(1,105)	(1,144)	(37,847)
Net Cash provided by (or used in) Financing Activities	(1,010)	(1,067)	11,439	51,362	7,153
Net Increase (Decrease) in cash held	4,322	(7,076)	(3,320)	(497)	0
Cash and cash equivalents at beginning of period	7,071	11,393	4,317	997	500
Cash and cash equivalents at end of period	11,393	4,317	997	500	500

Statement of Changes in Equity for the year ended 30 June 2025	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
Balance at end of previous reporting period	60,099	62,709	63,789	66,480	76,562
Net Surplus/(Deficit) for year	2,615	1,092	2,060	10,081	3,353
Other comprehensive Income	-	-	-	-	-
Share of other Comprehensive Income- joint venture and associates	(5)	(12)	631	-	-
Balance at end of period	62,709	63,789	66,480	76,562	79,914
Asset Revaluation Reserve					
Balance at end of previous reporting period	439,208	473,670	522,701	561,954	567,462
Gain on revaluation of infrastructure, property, plant and equipment	34,462	49,031	39,252	5,507	20,000
Balance at end of period	473,670	522,701	561,954	567,464	587,465
Total Equity at end of reporting period	536,379	586,490	628,435	644,026	667,380
Uniform Presentation of Finances for the year ended 30 June 2025					
	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	47,930	50,846	52,935	58,345	61,796
<i>less</i> Expenses	(45,284)	(48,892)	(52,827)	(55,581)	(61,280)
Operating Surplus(Deficit)	2,645	1,954	109	2,764	516
Timing adjustment for grant revenue		(334)	1,405	-	-
Less: Grants, subsidies and contributions – Capital	-	(553)	(571)	(444)	(1,051)
Adjusted Operating Surplus / (Deficit)	2,645	1,068	942	2,320	(535)
less Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	(8,937)	(11,193)	(12,994)	(27,015)	(12,887)
Grants, subsidies and contributions – Capital Renewal	-	-	-	-	1,051
Depreciation, Amortisation and Impairment	10,766	11,562	12,852	13,377	13,697
Proceeds from Sale of Replaced Assets	48	0	17	36	37
	1,876	369	(126)	(13,603)	1,897

**Uniform Presentation of Finances
for the year ended 30 June 2025**

Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review 2024–2025	Proposed 2025–2026
\$'000	\$'000	\$'000	\$'000	\$'000

less Net Outlays on New and Upgraded Assets

"Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)"	(7,216)	(5,168)	(18,961)	(51,555)	(13,080)
Grants, subsidies and contributions – Capital New/ Upgraded	-	553	571	444	-
Amounts received specifically for New and Upgraded Assets	2,341	201	7,133	7,777	3,067
Asset Received Free of Charge	2	-	-	-	-
	(4,873)	(4,414)	(11,257)	(43,334)	(10,013)

Operating Surplus / (Deficit) Ratio

Operating Surplus/(Deficit)	5.5%	3.8%	0.2%	4.7%	0.8%
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Total Operating Revenue

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

Net Financial Liabilities Ratio

Net Financial Liabilities	28.3%	29.5%	53.4%	142.6%	148.6%
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Total Operating Revenue

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

Asset Renewal Funding Ratio

Expenditure on renewals	80.4%	77.1%	81.2%	129.9%	96.2%
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Asset Management Plan

Rolling three-year average	98.8%	89.2%	79.5%	93.5%	100.2%
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This Ratio measures the extent which 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.

Interest Cover Ratio

Net Interest Expense	0.7%	0.6%	1.0%	1.8%	5.4%
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Total Operating Revenue excl Interest income

This ratio expresses the net interest expense as a percentage of total operating revenue.

Appendix 4

Rate Revenue

Draft

Statement on Rate Revenue

	2024–2025	2025–2026	Change	Comment
	\$	\$	%	
Rates Revenue				
General Rates Revenue				
General Rates (GROSS)	46,589,340	50,316,971	(c)	8.0
Less Mandatory Rebates	(1,110,794)	(1,134,604)	(d)	
General Rates (NET)	45,478,546	49,182,367	(e)	8.1
Other Rates (inc. service charges)				
Regional Landscape Levy	1,594,523	1,606,811	(f)	
Separate and Special Rates	225,000	225,000	(g)	
Total Other Rates	1,819,523	1,831,811		0.7
Less Discretionary Capping	(67,980)	(115,823)	(h)	
Expected Total Rates Revenue	47,230,089	50,898,355	(i)	7.8

For the 2024–2026 financial year, the Council will collect \$50.3 million from Rate Revenue before Discretionary Rebates and remissions as determined by the Council.

The Regional Landscape Levy is a State tax, it is not retained by the Council.

The Council has determined to raise a Separate Rate, for the purposes of promoting and marketing The Parade Precinct. This Separate Rate is paid by property owners within The Parade Precinct and is only used for this purpose.

Including the State Government Regional Landscape Levy minus Mandatory and Discretionary Rebates.

Growth in number of rateable properties

Number of rateable properties	20,536	20,680	(l)	0.7
	<i>Actual</i>	<i>Actual</i>		

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to the Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

Average General Rates per rateable property after mandatory rebates

Average per rateable property	2,214	2,378	(l)	7.4
	<i>Actual</i>	<i>Actual</i>		

Councils use property valuations to calculate each rateable property's contribution to the required Rate Revenue that is required to be raised. Councils do not automatically receive more money because property values increase but this property value may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

The annual change in the rates that are payable by an individual ratepayer, will vary according the change in the individual property value, the land use and whether there has been development or improvements to the property.

Statement on Rate Revenue

	Total Expected Revenue			No. of Rateable Properties		Average Per Rateable Property			
	2024–2025	2025–2026	% Change	2024–2025	2025–2026	2024–2025	2025–2026	\$ Change	
Land Use (General Rates—Net)									
Residential	36,534,343	40,162,154	9.9%	17,874	18,028	2,044	2,228	(/)	184
Commercial	7,663,183	7,683,887	0.3%	2,234	2,230	3,430	3,446	(/)	15
Industry	389,169	405,120	4.1%	138	137	2,820	2,957	(/)	137
Vacant Land	435,277	482,954	11.0%	197	191	2,210	2,529	(/)	319
Other	454,308	446,041	-1.8%	92	93	4,734	4,796	(/)	62
Primary Production	2,266	2,210	-2.5%	1	1	2,266	2,210	(/)	(56)
Total Rateable Value	45,478,546	49,182,367	8.1%	20,536	20,680	2,214*	2,378*	(/)	165

* after rebate

The *Local Government Act 1999* allows the Council to apply differential rates. The Council has a differential rating system based on Land Use where by non-residential properties have a cent-in-the-dollar which is 20% higher than residential properties.

	Number of properties to which the minimum Rate will apply		Rate			
	2025–2026	% of total rateable properties	2024–2025	2025–2026	\$ Change	
Minimum Rate	6,650	32.16	1,277	1,379	(m)	102

The *Local Government Act 1999* allow for Council's to apply a minimum amount which is payable by way of rates. By applying a minimum rate, the Council is ensuring that all rateable properties, irrespective of their valuation make a base level contribution to the costs of administering Councils activities and services that are available to all rate payers (eg libraries, parks and reserves) and the provision of physical infrastructure that supports each property that is available to all rate payers.

Adopted valuation method

The Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

- Capital Value -** the value of the land and all improvements on the land;
- Annual Value -** a valuation of the rental potential of the property.

The Council uses Capital Value as the basis for valuing land within the Council area, as it is considered that this method provides the fairest way for distributing the rates across all ratepayers.

Notes

(d) Councils are required under the *Local Government Act 1999* to provide a rebate to qualifying properties under a number of categories:

- Health Services—100%
- Community Services—75%
- Religious purposes—100%
- Public Cemeteries—100%
- Royal Zoological Society of SA—100%
- Educational purposes—75%

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties which receive the rebate).

(e) Presented as required by the Local Government (Financial Management) Regulations 2011 Reg 6(1)(ea)
Please note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(i) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.

(j) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* Regulation 6(2)

(l) Average per rateable property after mandatory rebates calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by the number of rateable properties within that category in the relevant financial year.

(m) 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.

Appendix 5

Rating Policy

Draft



NAME OF POLICY: Rating Policy

POLICY MANUAL: Governance

BACKGROUND

Section 123 of the *Local Government Act 1999* (The Act) requires Councils, as part of the Annual Business Plan, to have a rating policy which must be prepared and adopted each financial year in conjunction with the declaration of rates. The Council's power to raise rates and the framework within which the Council must operate is outlined in Chapter 10 of the Act.

Scope

The purpose of the Policy is to outline the Council's approach to determining and collecting rates from the community. In determining the Policy, the Council is committed to the principles that apply to the imposition of taxes on the community.

Equity: Ratepayers with the same property value should pay the same level of tax.

Benefit: Ratepayers should receive some benefit from the tax paid, but not necessarily to the extent of tax paid. Rates are not a fee-for-service.

Simplicity: The tax must be understandable and easy to collect.

Consistent: Taxes should be internally consistent, based on transparent and predictable rules.

Economic Efficiency: The tax imposed should not distort economic behaviour. For example, a tax which is designed to change behaviour, and that behaviour changes, then the tax is considered efficient.

These principles may be in conflict with each other, therefore the Council must strike a balance between the:

- application of the principles of taxation;
- policy objective of levying rates;
- need to raise revenue; and
- the effect of the tax on the community.

The Council has considered each principle when determining its Rating Policy.

POLICY

Strategic Focus

The Council must balance its service levels, the needs and expectations of the community and the levying of rates to ensure it is adequately resourced to fulfil its roles and responsibilities. In determining rates for the financial year, the Council gives primary consideration to strategic directions, budget considerations, the current economic climate and the likely impacts on the community.

The resources required to successfully achieve this outcome are documented in the Annual Business Plan and Annual Budget. The Annual Budget directly supports and reflects the delivery of the Council's Strategic Plan, *City Plan 2030*.

The Council's major source of revenue is Rates Revenue, derived as a tax on land within the Council area. Rate levels are determined after consideration of expenditure priorities in relation to the Council's Strategic Plan *City Plan 2030*, the Long-Term Financial Plan, Asset Management Plans, the Annual Business Plan, ongoing service delivery requirements and community needs.

The Council recognises the importance of supporting and encouraging a diverse and healthy commercial sector and this is reflected in its strategic plans. As a result, specific business development initiatives are being introduced to support and attempt to broaden the City's economic base. Strategic and Business Planning for various precincts are an example of the work being progressed in this area.

Rating Structure

All land within a Council area is rateable, except for land specifically exempted under Section 147(2) of the Act. This includes:

- unalienated Crown land;
- land used or held by the Crown or an instrumentality of the Crown for a public purpose (including an educational purpose), except any such land—
 - that is held or occupied by the Crown or instrumentality under a lease or licence; or
 - that constitutes domestic premises;
- land (not including domestic or residential premises) occupied by a university established by statute;
- land that is exempt from rates or taxes by virtue of the *Recreation Grounds Rates and Taxes Exemption Act 1981*;
- land occupied or held by the Council, except any such land held from a Council under a lease or licence;
- land occupied by a subsidiary where the land is situated in the area of the Council that established the subsidiary or a constituent Council (as the case may be);
- land occupied or held by an emergency services organisation under the *Fire and Emergency Services Act 2005*;
- land that is exempt from Council rates under or by virtue of another Act.

Method Used to Value Land

Pursuant to Section 151 of the Act, the Council may adopt one of three valuation methodologies to value the properties. The valuation methodologies are:

- Capital Value – The value of the land and all of the improvements on the land.
- Site Value – The value of the land and any improvements which permanently affect the amenity of use of land such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – The valuation of the rental potential of the property.

The Council adopts Capital Value as the basis for valuing land within the Council area.

The Council considers the Capital Value method of valuing land, is the fairest method of distributing the rate burden across all ratepayers, on the following basis:

- property value is a good indicator of wealth. 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 taxpayers of similar wealth pay similar taxes, so taxpayers of greater wealth pay more tax than taxpayers of lesser wealth.

Adoption of Valuations

The Council adopts the Capital Valuations as assessed by Land Services SA, effective at 1 July as the Capital Value of each property.

If a ratepayer is dissatisfied with the valuation made by Land Services SA, the ratepayer may object to Land Services SA in writing, within sixty (60) days of receiving the first notice of the valuation, explaining the basis for the objection provided the ratepayer has not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is sixty (60) days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by Land Services SA.

Note: The sixty (60) day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause. Contact details to lodge an objection are included on the Rates Notice sent by the Council.

The Council has no role in the assessment of objections. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

Differential General Rates

Pursuant to Section 153 of the Act, the Council can impose a general rate on all rateable land/or a differential rate based on location of land and/or the use to which the land is put. In applying the equity and benefit principles, the Council will apply a differential rate based on the use of the land.

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

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

If a ratepayer believes a particular property has been incorrectly classified as to its land use, then an objection may be made to the Council within sixty (60) days of being notified of the land use classification. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

For the 2025-2026 financial year, the Council has determined that the following differential rates will be applied to all of its rateable assessments:

Land Use	Differential Rate Cents-in-the-Dollar	% of Rate Revenue
Residential	0.18279	80.6%
Commercial	0.21935	15.4%
Industrial	0.21935	0.8%
Primary Production	0.21935	0.01%
Vacant Land	0.21935	1.0%
Other	0.21935	2.2%

Minimum Rate

A Council may impose a minimum rate to properties within the Council area in accordance with Section 158 of the Act.

The minimum rate is imposed so 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;
- services provided that are available for use by all ratepayers e.g. Library and Parks and Gardens.

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.

The minimum rate will increase at the same percentage increase in general rate revenue. Pursuant to Section 158(2) (d), the minimum rate will not be applied to more than 35% of properties in the Council area.

For 2025-2026, the minimum rate is set at \$1,379. The minimum rate has been applied to 6,650 assessments or 32.16% of all rateable properties within the Council area.

The Parade Separate Rate

For the purposes of promotion, enhancing business viability and profitability of the businesses and traders along The Parade, pursuant to Section 154 of the Act, the Council has previously declared The Parade Separate Rate. The revenue raised from The Parade Separate Rate may only be used for the purpose of promotion and enhancing business viability for those businesses located within The Parade Precinct.

The Council declared a differential separate rate of 0.04235 cents-in-the-dollar will be levied against all properties which fall within The Parade Precinct with a land use classified as Category (b) – Commercial Shop or Category (c) – Commercial Office or Category (d) – Commercial Other or Category (e) - Industrial Light.

Pursuant to Section 166(1)(a) of the Act, the Council will grant a discretionary rebate of 50% of The Parade Separate Rate to all properties that fall within the geographical boundary described above and which have a land use of Category (c) – Commercial Office and Category (d) – Commercial Other land use classified as Professional Services.

Regional Landscape Levy

The Regional Landscape Levy is a State Government tax which the Council is required to collect under the *Landscape South Australia Act 2019*, in order to make a specified contribution to the funding of the operations of the Green Adelaide Board. Revenue collected from this levy is not retained by the Council and the Council does not determine how the revenue raised is allocated by the State Government.

The Council's contribution to the Green Adelaide Board is collected from property owners through a separate rate, the Regional Landscape Levy, based on Capital Value. The rate is fixed and calculated to raise the equivalent amount as Council's share to be contributed to the Green Adelaide Board, taking into account any rebates/remissions under Section 159-166 of the Act.

The Regional Landscape Levy is separate to the General Rates levied by the Council.

For the 2025-2026 Financial year, the Council will collect \$1.6million for the payment of the State Government Regional Landscape Levy. The Regional Landscape Levy has been set at 0.006598 cents-in-the-dollar against all rateable properties.

Private Laneways Separate Rate

Within the City of Norwood Payneham & St Peters, there are a number of Private Laneways which provide pedestrian and vehicular access to residential properties and businesses, and access routes to adjoining roads and destinations.

The Council recognises the difficulties that face residents and businesses that rely upon Private Laneways for access to their properties, and acknowledges that the Council is often the only authority which has the capacity to provide a solution. As such, the Council has determined to progressively assume responsibility for selected Private Laneways within the City, through implementation of the statutory process set out in Section 210 of the *Local Government Act 1999* (the Act), to convert Private Laneways to Public Roads, whereby its ownership will vest in the Council.

For the purposes of recovering the cost of converting a Private Laneway to a Public Road, the Council may declare a Separate Rate over the relevant part of the Council area amounting to a rates liability against each Adjoining Allotment to the laneway.

Pursuant to Section 154 of the Local Government Act 1999, the Council has not declared a Separate Rate for this purpose in 2025-2026.

Payment of Rates

Council rates will be due in four (4) instalments - 5 September 2025, 5 December 2025, 6 March 2026 and 5 June 2026. The total outstanding balance of rates may be paid in full at any time.

The Council provides various methods to enable the payment of rates. Payment methods are detailed on the Rates Notice.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard arrangements should contact the Council's Rates & Revenue Officer on 8366 4554 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

Late Payment of Rates

The Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Late payment fines are levied in accordance with the provisions of Section 181(8) of the Act.

Fines and interest will not be raised for those ratepayers who use formalised Payment Plan arrangement through Direct Debit methods (Weekly, Monthly, Quarterly) set up via 'Payble' platform.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Fines and interest are still levied in accordance with the Act while there is an arrears balance.

The Council will consider applications for remissions of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested, or may be submitted on the Application for Remission of Rates and/or Fines Form.

When the Council receives a payment in respect of overdue rates, the Council will apply the money received as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

Recovery of Rates

The Council will issue one (1) Reminder Notice for payment of rates when rates remain unpaid by the due date. Rates, which remain in arrears for a period exceeding 30 days, will be subject to recovery action in accordance with the Council's Credit Policy.

Sale of Land for Non-payment of Rates

Section 184 of the Act provides that a Council may sell any property where the rates have been in arrears for three (3) years or more.

Before a Council sells land in pursuance of this section, it must send a notice to the principal ratepayer at the address appearing in the assessment record stating:

- a) the period for which the rates have been in arrears; and
- b) the amount of the total liability for rates presently outstanding in relation to the land; and
- c) that if that amount is not paid in full within one (1) month of service of the notice (or such longer time as the Council may allow), the Council intends to sell the land for non-payment of rates.

Except in extraordinary circumstances, the Council will enforce the sale of land for arrears of rates.

Remission and Postponement of Rates

Application for remission of rates and charges or postponement of rates will be considered under the discretionary provisions of Sections 181 and 182 of the Act.

Requests must be lodged in writing or may be submitted on the Application for Remission or Postponement of Rates and/or Fines form. All requests must provide evidence of financial hardship. Monthly interest at the prescribed rate will be applied to rates postponed under the Section 182.

Such enquiries are treated confidentially by the Council.

Postponement of Rates for Seniors

Section 182A of the Act sets out the criteria that applies for a senior ratepayer to be eligible for the postponement of payment of rates.

Applications must be lodged in writing and must provide evidence of eligibility plus other evidence as required. Requests must be lodged on the Application Form for Postponement of Rates. Monthly interest at the prescribed rate will be applied to rates postponed under Section 182A.

Where an application for postponement under Section 182A is granted, a presumption of ongoing annual postponement will be assumed. If an entitlement of postponement ceases to exist, the owner of the land must inform the Council in writing of that fact.

Ratepayers requesting postponement of rates will initially be referred to the availability of reverse mortgage loans through financial institutions. Seniors granted postponement of rates are required to pay a minimum of \$500 of rates and charges levied in each financial year in compliance with the Local Government (General) Regulations.

Such enquiries are treated confidentially by the Council.

Rebate of Rates

Rebates of rates will be only granted when the applicant satisfies the requirements for Mandatory Rebates pursuant to Section 159 to Section 165 of the Act.

Applications for discretionary rebates lodged under Section 166 of the Act, will be considered under Council's Rate Rebate Policy.

Rate Capping Rebate

Pursuant to Sections 153(3) and 153(4) of the Act, the Council will grant a rebate of General Rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value, and where that property is their principal place of residence.

For the 2025-2026 financial year, the rebate will be automatically applied where the increase in rates payable from one financial year to the next financial year is greater than 16%.

Where this rebate is not automatically applied, ratepayers who consider they are eligible for the Rate Cap Rebate may lodge an application form, which will be assessed against the eligibility criteria. The application must be lodged by 30 June in the financial year that the rates are declared.

The rebate will not apply where:

- (a) any such increase is due in whole or in part to an increase in valuation of the land because of improvements made to it are worth more than \$30,000, or
- (b) any such increase is due in full or part to the use of the land for rating purposes on the date the Council declared its General Rates for the 2025-2026 financial year being different than the land use on the date the Council declared its General Rates for the 2024-2025 financial year, or
- (c) any such increase is in whole or part because of a change in the zoning of the land; or
- (d) the ownership of the property has changed since 1 January 2024.

Disclaimer

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

Where a ratepayer believes that the Council has failed to properly apply this policy, it should raise the matter with the Council. In the first instance contact the Rates and Revenue Officer on 8366 4554 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied, they should write to the Chief Executive Officer.

REVIEW PROCESS

The Council will review this Policy within 12 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Rates and Revenue Officer, telephone 8366 4554.

ADOPTION OF THE POLICY

The Rating Policy was adopted by Council on 3 July 2006.
The Rating Policy was adopted by Council on 2 July 2007.
The Rating Policy was adopted by Council on 7 July 2008.
The Rating Policy was adopted by Council on 6 July 2009.
The Rating Policy was adopted by Council on 5 July 2010.
The Rating Policy was adopted by Council on 4 July 2011.
The Rating Policy was adopted by Council on 2 July 2012.
The Rating Policy was adopted by Council on 1 July 2013.
The Rating Policy was adopted by Council on 7 July 2014.
The Rating Policy was adopted by Council on 6 July 2015.
The Rating Policy was adopted by Council on 4 July 2016.
The Rating Policy was adopted by Council on 3 July 2017.
The Rating Policy was adopted by Council on 2 July 2018.
The Rating Policy was adopted by Council on 1 July 2019.
This Policy was reviewed by the Audit Committee on 25 May 2020.
The Rating Policy was adopted by Council on 6 July 2020.
This Policy was reviewed by the Audit Committee on 24 May 2021.
The Rating Policy was adopted by Council on 5 July 2021.
This Policy was reviewed by the Audit Committee on 23 May 2022.
The Rating Policy was adopted by Council on 4 July 2022.
The Rating Policy was adopted by the Council on 10 July 2023.
The Rating Policy was adopted by the Council on 1 July 2024.

TO BE REVIEWED

May 2026

Appendix 6

Rate Rebate Policy

Draft



NAME OF POLICY: Rate Rebate Policy

POLICY MANUAL: Governance

BACKGROUND

The purpose of this Policy is to assist the Council in determining applications for rate rebates and to provide guidance to the community about the grounds upon which they may be entitled to a rebate of rates in accordance with the requirements of the *Local Government Act 1999* (the Act).

In accordance with the Act, this Policy sets out the type of use of land which the Council must grant a rebate of rates and the quantum of the rebate and those types of land uses where the Council has discretion to grant a rebate of rates.

KEY PRINCIPLES

The Act provides:

- for a mandatory rebate of rates in specified cases and specifies the amount of that rebate
- that where the Council must grant a rebate of rates under the Act, and the amount of that rebate fixed by the Act is at less than 100%, the Council may increase the amount of the rebate; and
- pursuant to Section 166, for the Council to provide, at its discretion, a discretionary rebate of rates in the cases set out in that Section (see Clause 2.0 below).

POLICY

1. Mandatory Rebates

- 1.1. Pursuant to Chapter 10, Division 5 – Rebates of rates, the Council will grant a 100% rebate on the rates payable for the following specified land use:
 - a. Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976 (Section 160);
 - b. Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes (Section 162);
 - c. Land used for the purpose of a public cemetery (Section 163)
 - d. Land (other than land used as domestic premises owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated (Section 164)
- 1.2. Pursuant to Chapter 10, Division 5 – Rebates of rates, the Council will grant a 75% rebate on the rates payable for the following specified land use:
 - a. Land that is predominantly being used for service delivery or administration (or both) by a community services organisation. (Section 161).
 - To be eligible for the Community Services Rebate applied under Section 161, the Community Services Organisations must meet the definition of a "community services organisation" as defined in Section 161 (2), (3).and (4) of the Act.
 - Community Services Organisations must meet all criteria set out in the definition of a Community Services Organisation to be eligible for the rebate.
 - b. Land occupied by a government school under a lease or licence and being used for educational purposes (Section 165 (1)(a)).

- c. Land occupied by a non-government school registered under Education and Early Childhood Services (Registration and Standards) Act 2011 and being used for educational purposes (Section 165 (1) (b)).
 - d. Land being used by a University or University Collage to provide accommodation or other forms of support for students on a not-for-profit basis (Section 165 (2)).
- 1.3. Where the Council is satisfied from its own records or from other sources, that a person or body meets the necessary criteria for a Mandatory Rebate, the Council will automatically apply the eligible rebate.
 - 1.4. Where a person or body is entitled to a rebate of 75%, the Council may, pursuant to Section 159(4) of the Act grant the further rebate of up to 25%. In its determination to grant a further mandatory rebate of up to 100%, the Council will take into account those matters set out in Section 166 of the Act.
 - 1.5. Persons who or bodies which are eligible for a mandatory rebate and seek additional rebate of up to 25%, are required to submit an application to the Council and provide the Council such information as stipulated on the application form and any other information that the Council may reasonably require.
 - 1.6. Persons who or bodies which have not received an automatic rebate and believe the criteria for a mandatory rebate have been met, can submit an Application for Rate Rebate to the Council.

2. Discretionary Rebates

- 2.1. Upon application, the Council may, pursuant to Section 166 of the Act, grant a Discretionary Rebate of rates. The granting of a rebate and the amount of the rebate will be at the absolute discretion of the Council.
- 2.2. In assessing an application for a Discretionary Rebate, the Council will consider the criteria set out in Section 166 of the Act.
- 2.3. Persons who or bodies which seek a discretionary rebate are required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require to assess the application.

3. Application for Rebates

- 3.1. The Council will inform the community of the provisions for Rate Rebates under the *Local Government Act 1999*, by the inclusion of suitable details on the Annual and Quarterly Rates Notice and within the Council's Rating Policy which is available on the Council's website. www.npsp.sa.gov.au
- 3.2. Persons or bodies who seek a rebate of rates (and/or service charges) must make a written application to the in the manner and form determined by the Council and supplying such information as the Council may reasonably require to assess the eligibility for a rebate.
- 3.3. Application forms are available on the Council's website www.npsp.sa.gov.au or may be obtained from the Council's Principal Office located at 175 The Parade, Norwood.
- 3.4. In considering applications for rebates, the Council will take into account the matters set out in Division 5 – Rebate of rates of the Act.
- 3.5. The Council may also take into account other matters which are considered relevant by the Council including, but not limited to, the following –
 - the outstanding rates balance at the time of the application;
 - the need for financial assistance through a rebate;
 - the appropriateness of the extent of the rebate (percentage and dollar amount) being sought;
 - the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
 - whether, and if so to what extent, the applicant is or will be providing a service within the City of Norwood, Payneham & St Peters;
 - whether the applicant is a public sector body, a not-for-profit body, a commercial body or community service organisation;
 - whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
 - consideration of the full financial consequences of the rebate for the Council;
 - the timeliness the application is received;
 - any other matters, and policies of the Council, which the Council considers relevant.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates to the Chief Executive Officer.

The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies. Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

The Council will, in writing, advise an applicant for a rebate of its determination of that application.

REVIEW PROCESS

This Policy will be reviewed within 24 months of the adoption date of the Policy, subject to any amendments to the relevant sections of the *Local Government Act 1999*.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Rates and Revenue Officer, telephone 8366 4554.

ADOPTION OF THE POLICY

The Rate Rebate Policy was endorsed by the Audit Committee on 28 July 2014.
The Rate Rebate Policy was adopted by the Council on 4 August 2014.
The Rate Rebate Policy was endorsed by the Audit Committee on 26 July 2016.
The Rate Rebate Policy was adopted by the Council on 1 August 2016.
The Rate Rebate Policy was endorsed by the Audit Committee on 23 July 2018.
The Rate Rebate Policy was adopted by the Council on 6 August 2018.
The Rate Rebate Policy was endorsed by the Audit Committee on 27 July 2020.
The Rate Rebate Policy was adopted by the Council on 3 August 2020.
The Rate Rebate Policy was endorsed by the Audit Committee on 25 July 2022.
The Rate Rebate Policy was adopted by the Council on 1 August 2022.
The Rate Rebate Policy was adopted by the Council on 10 July 2023.
The Rate Rebate Policy was adopted by the Council on 1 July 2024.

TO BE REVIEWED

May 2026

Appendix 7

Long-term Financial Plan Update

Draft

Financial Indicators

	Current Year	Projected Years									
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	%	%	%	%	%	%	%	%	%	%	%
Operating Surplus Ratio	4.7	0.8	0.1	1.3	3.4	2.1	3.1	4.2	5.5	6.8	8.4
Net Financial Liabilities Ratio	142.60	148.64	159.44	167.01	169.05	164.70	159.11	149.32	138.59	126.89	113.97
Asset Renewal Funding Ratio	129.90	96.22	96.77	104.42	103.22	96.83	108.38	105.03	106.33	111.84	111.60
Interest Cover Ratio	1.85	5.40	6.05	6.72	7.01	7.35	7.17	6.86	6.35	5.70	5.04
Debt Servicing ratio	5.06	7.61	12.73	13.67	13.27	16.37	16.24	15.98	15.49	14.83	14.17

Statement of Comprehensive Income—General fund

	Current Year	Projected Years									
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income											
Rates	47,230,089	50,904,915	54,468,259	58,008,696	61,489,218	63,948,787	66,506,738	69,167,008	71,933,688	74,811,036	77,803,477
Statutory Charges	2,180,953	2,239,311	2,284,163	2,329,914	2,376,581	2,424,183	2,472,738	2,522,266	2,572,786	2,624,318	2,676,882
User Charges	4,006,554	4,370,061	4,457,528	4,546,746	4,648,889	4,753,326	4,860,110	4,969,293	5,080,928	5,195,071	5,311,778
Grants, Subsidies and Contributions - operating	3,943,469	2,653,958	2,718,449	2,784,507	2,852,171	2,921,479	2,992,471	3,065,188	3,139,672	3,215,966	3,294,114
Grants, Subsidies and Contributions - capital	444,393	1,050,669	688,369	724,599	724,599	-	-	-	-	-	-
Investment Income	77,965	55,000	57,253	59,640	62,216	65,116	68,361	71,737	75,264	78,798	82,498
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	461,434	521,676	533,395	545,378	557,630	570,157	582,966	596,062	609,453	623,144	637,143
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	58,344,857	61,795,590	65,207,416	68,999,480	72,711,304	74,683,048	77,483,384	80,391,554	83,411,791	86,548,333	89,805,892

Statement of Comprehensive Income—General fund continued

	Current Year	Projected Years									
	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Expenses											
Employee Costs	18,533,321	20,340,052	20,950,254	21,578,762	22,226,125	22,892,909	23,579,696	24,287,087	25,015,700	25,766,171	26,539,156
Materials, Contracts & Other Expenses	22,253,010	23,593,705	24,672,272	25,782,174	26,203,566	27,401,746	28,166,520	28,868,787	29,704,027	30,615,242	31,303,759
Depreciation, Amortisation & Impairment	13,376,887	13,696,916	15,250,282	15,777,289	16,384,142	16,976,640	17,467,246	17,985,176	18,483,128	18,995,604	19,523,036
Finance Costs	1,155,037	3,386,186	3,997,653	4,690,234	5,157,302	5,548,556	5,615,187	5,584,341	5,370,539	5,004,210	4,604,137
Net loss - Equity Accounted Council Businesses	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666
Total Expenses	55,580,921	61,279,525	65,133,126	68,091,125	70,233,801	73,082,516	75,091,315	76,988,057	78,836,061	80,643,892	82,232,754
Operating Surplus/ (Deficit)	2,763,936	516,065	74,290	908,355	2,477,503	1,600,532	2,392,069	3,403,497	4,575,730	5,904,441	7,573,138
Asset Disposal & Fair Value Adjustments	36,000	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459	41,459
Amounts Received Specifically for New or Upgraded Assets	7,281,459	2,800,000	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	10,081,395	3,352,857	109,891	944,740	2,514,688	1,638,535	2,430,908	3,443,191	4,616,297	5,945,901	7,614,597
Other Comprehensive Income											
Amounts which will not be reclassified subsequently to operating result											
Changes in Revaluation Surplus - I, PP&E	5,508,000	20,000,000	37,366,909	39,838,990	42,443,826	45,104,124	47,472,361	49,989,773	52,486,866	55,086,310	57,791,892
Total Other Comprehensive Income	5,508,000	20,000,000	37,366,909	39,838,990	42,443,826	45,104,124	47,472,361	49,989,773	52,486,866	55,086,310	57,791,892
Total Comprehensive Income	15,589,395	3,352,857	37,476,800	40,783,730	44,958,515	46,742,659	49,903,270	53,432,963	57,103,163	61,032,211	65,406,489

Statement of Financial position—General fund

	Current Year 2024–25	2025–26	2026–27	2027–28	2028–29	Projected Years					
	\$	\$	\$	\$	\$	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
						\$	\$	\$	\$	\$	\$
Assets											
Current Assets											
Cash & Cash Equivalents	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Trade & Other Receivables	2,631,527	2,459,356	2,441,090	2,567,622	2,682,844	2,782,148	2,877,817	2,975,651	3,078,768	3,186,413	3,294,139
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as “Held for Sale”	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,131,527	2,959,356	2,941,090	3,067,622	3,182,844	3,282,148	3,377,817	3,475,651	3,578,768	3,686,413	3,794,139
Non-Current Assets											
Financial Assets	129,711	139,804	149,590	159,313	168,872	175,627	182,652	189,958	197,557	205,459	213,677
Equity Accounted Investments in Council Businesses	1,942,404	1,679,738	1,417,072	1,154,406	891,740	629,074	366,408	103,742	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	716,407,390	748,677,445	798,531,705	850,847,854	903,749,550	950,842,801	,001,289,355	1,051,737,378	1,104,667,307	1,160,180,962	1,218,383,932
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as “Held for Sale”	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785	8,872,785
Total Non-Current Assets	727,352,290	759,369,772	808,971,152	861,034,358	913,682,947	960,520,287	1,010,711,200	,060,903,863	1,113,737,649	1,169,259,205	1,227,470,394
Total Assets	730,483,817	762,329,128	811,912,242	864,101,980	916,865,792	963,802,435	1,014,089,018	,064,379,515	1,117,316,416	1,172,945,618	1,231,264,533

Statement of Financial position—General fund continued

	Current Year	Projected Years									
	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Liabilities											
Current Liabilities											
Cash Advance	-	-	-	-	-	-	-	-	-	-	-
Debenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	10,748,903	12,088,030	12,894,521	13,501,613	14,356,378	14,841,103	15,239,609	15,632,652	16,062,917	16,518,296	16,934,229
Borrowings	1,081,341	3,294,562	3,392,746	3,562,694	5,051,584	5,316,855	5,597,100	5,893,176	6,205,991	6,536,502	6,364,042
Provisions	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367	3,301,367
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	15,131,611	18,683,958	19,588,633	20,365,674	22,709,329	23,459,325	24,138,076	24,827,195	25,570,275	26,356,164	26,599,639
Non-Current Liabilities											
Cash Advance	65,005,412	28,240,080	27,635,411	41,628,019	21,942,190	26,503,978	31,606,587	33,469,124	34,407,795	34,293,679	32,864,952
Debenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,540,949	47,246,387	59,052,696	55,689,056	80,836,526	75,718,725	70,320,679	64,626,557	58,619,620	52,282,172	46,117,184
Provisions	781,912	781,912	781,912	781,912	781,912	781,912	781,912	781,912	781,912	781,912	781,912
Liability - Equity	-	-	-	-	-	-	-	-	-	-	-
Accounted Council	-	-	-	-	-	-	-	-	158,924	421,590	684,256
Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-
classified as “Held for	-	-	-	-	-	-	-	-	-	-	-
Sale”	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	71,328,273	76,268,380	87,470,019	98,098,987	103,560,629	103,004,616	102,709,178	98,877,593	93,968,251	87,779,353	80,448,304
Total Liabilities	86,459,884	94,952,338	107,058,652	118,464,660	126,269,957	126,463,941	126,847,254	123,704,788	119,538,526	114,135,517	107,047,943
Net Assets	644,023,933	667,376,790	704,853,590	745,637,320	790,595,834	837,338,494	887,241,763	940,674,727	997,777,890	1,058,810,101	1,124,216,589

Statement of Financial position—General fund continued

	Current Year 2024–25	2025–26	2026–27	2027–28	2028–29	Projected Years					
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Equity											
Accumulated Surplus	76,561,552	79,914,409	80,024,300	80,969,040	83,483,728	85,122,263	87,553,171	90,996,362	95,612,659	101,558,560	109,173,157
Asset Revaluation Reserves	567,462,381	587,462,381	624,829,290	664,668,280	707,112,106	752,216,231	799,688,592	849,678,365	902,165,231	957,251,541	1,015,043,433
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	644,023,933	667,376,790	704,853,590	745,637,320	790,595,834	837,338,494	887,241,763	940,674,727	997,777,890	1,058,810,101	1,124,216,589

[illegible]

Statement of Cash Flows—General fund continued

	Current Year 2024–25	2025–26	2026–27	2027–28	2028–29	Projected Years					
	\$	\$	\$	\$	\$	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
						\$	\$	\$	\$	\$	\$
Cash Flows from Investing Activities continued											
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(15,593,382)	(12,887,016)	(14,681,435)	(15,188,785)	(15,773,002)	16,343,399	(16,815,705)	(17,314,315)	(17,793,693)	(18,287,053)	(18,794,812)
Expenditure on New/ Upgraded Assets	(62,976,666)	(13,079,955)	(13,056,198)	(13,065,663)	(11,069,010)	(2,622,367)	(3,625,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(70,257,072)	(21,786,379)	(26,847,038)	(27,493,464)	(26,080,228)	(18,927,763)	(20,402,600)	(18,403,732)	(18,885,624)	(19,381,489)	(19,892,656)

[illegible]

Uniform Presentation of Finances— General fund

	Current Year 2024–25	2025–26	2026–27	2027–28	2028–29	Projected Years					
	\$	\$	\$	\$	\$	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income											
Rates	47,230,089	50,904,915	54,468,259	58,008,696	61,489,218	63,948,787	66,506,738	69,167,008	71,933,688	74,811,036	77,803,477
Statutory Charges	2,180,953	2,239,311	2,284,163	2,329,914	2,376,581	2,424,183	2,472,738	2,522,266	2,572,786	2,624,318	2,676,882
User Charges	4,006,554	4,370,061	4,457,528	4,546,746	4,648,889	4,753,326	4,860,110	4,969,293	5,080,928	5,195,071	5,311,778
Grants, Subsidies and Contributions - operating	3,943,469	2,653,958	2,718,449	2,784,507	2,852,171	2,921,479	2,992,471	3,065,188	3,139,672	3,215,966	3,294,114
Grants, Subsidies and Contributions - capital	444,393	1,050,669	688,369	724,599	724,599	-	-	-	-	-	-
Investment Income	77,965	55,000	57,253	59,640	62,216	65,116	68,361	71,737	75,264	78,798	82,498
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	461,434	521,676	533,395	545,378	557,630	570,157	582,966	596,062	609,453	623,144	637,143
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	58,344,857	61,795,590	65,207,416	68,999,480	72,711,304	74,683,048	77,483,384	80,391,554	83,411,791	86,548,333	89,805,892
Expenses											
Employee Costs	18,533,321	20,340,052	20,950,254	21,578,762	22,226,125	22,892,909	23,579,696	24,287,087	25,015,700	25,766,171	26,539,156
Materials, Contracts & Other Expenses	22,253,010	23,593,705	24,672,272	25,782,174	26,203,566	27,401,746	28,166,520	28,868,787	29,704,027	30,615,242	31,303,759
Depreciation, Amortisation & Impairment	13,376,887	13,696,916	15,250,282	15,777,289	16,384,142	16,976,640	17,467,246	17,985,176	18,483,128	18,995,604	19,523,036
Finance Costs	1,155,037	3,386,186	3,997,653	4,690,234	5,157,302	5,548,556	5,615,187	5,584,341	5,370,539	5,004,210	4,604,137
Net loss - Equity Accounted Council Businesses	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666
Total Expenses	55,580,921	61,279,525	65,133,126	68,091,125	70,233,801	73,082,516	75,091,315	76,988,057	78,836,061	80,643,892	82,232,754

Uniform Presentation of Finances— General fund continued

	Current Year	Projected Years									
	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Surplus / (Deficit)	2,763,936	516,065	74,290	908,355	2,477,503	1,600,532	2,392,069	3,403,497	4,575,730	5,904,441	7,573,138
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(444,393)	(1,050,669)	(688,369)	(724,599)	(724,599)	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	2,319,543	(534,604)	(614,079)	183,756	1,752,904	1,600,532	2,392,069	3,403,497	4,575,730	5,904,441	7,573,138
Net Outlays on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(15,593,382)	(12,887,016)	(14,681,435)	(15,188,785)	(15,773,002)	16,343,399	(16,815,705)	(17,314,315)	(17,793,693)	(18,287,053)	(18,794,812)
add back Depreciation, Amortisation and Impairment	13,376,887	13,696,916	15,250,282	15,777,289	16,384,142	16,976,640	17,467,246	17,985,176	18,483,128	18,995,604	19,523,036
add back Grants, subsidies and contributions – Capital Renewal	-	1,050,669	688,369	724,599	724,599	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	36,000	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459	41,459
Total Net Outlays on Existing Assets	(2,180,495)	1,897,361	1,292,817	1,349,488	1,372,924	671,244	690,380	710,555	730,002	750,010	769,684

Uniform Presentation of Finances— General fund continued

	Current Year	Projected Years									
	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(62,976,666)	(13,079,955)	(13,056,198)	(13,065,663)	(11,069,010)	(2,622,367)	(3,625,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
add back Grants, subsidies and contributions – Capital New/Upgraded	444,393	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	7,776,664	3,066,686	166,624	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(54,755,609)	(10,013,269)	(12,889,574)	(13,065,663)	(11,069,010)	(2,622,367)	(3,625,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
Annual Net Impact to Financing Activities (surplus / (deficit))	(54,616,562)	(8,650,512)	(12,210,836)	(11,532,419)	(7,943,182)	(350,591)	(543,285)	2,984,940	4,173,234	5,518,556	7,203,518

Appendix 8

*Asset Management Plan
Updates 2025–2026*

Draft

Updated Asset Management Plan

Capital Renewals	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030	2030–2031	2031–2032	2032–2033	2033–2034	2034–2035
Civil Renewal (AMP)	6,715,623	7,369,310	6,983,046	6,744,019	7,384,791	7,214,584	7,265,986	7,478,791	7,411,719	7,634,070
Building Renewal (AMP)	3,019,000	3,383,376	1,894,078	2,983,171	3,608,368	2,146,920	4,222,331	4,135,971	3,722,741	3,834,423
Stormwater Renewal (AMP)	987,500	2,636,463	2,376,713	3,155,963	3,457,273	2,942,968	2,168,913	2,652,048	2,187,095	2,252,708
Recreation & Open Space Renewal (AMP)	1,891,137	915,189	2,396,729	1,472,516	1,467,449	2,224,907	1,812,485	1,423,925	1,957,771	2,016,504
Total	12,613,259	14,304,338	13,650,565	14,355,669	15,917,881	14,529,379	15,469,715	15,690,735	15,279,326	15,737,705
Plants, Depot Equipment, Books, IT equipment, Fixtures and Fittings	780,142	820,182	848,170	876,921	908,861	935,296	962,191	988,685	1,015,967	1,046,446
Updated Asset Management Plan	13,393,401	15,124,520	14,498,735	15,232,590	16,826,742	15,464,675	16,431,906	16,679,420	16,295,293	16,784,152

Draft

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

Cultural Heritage Centre
101 Payneham Road, St Peters

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

Payneham Community Centre
374 Payneham Road, Payneham

Norwood Swimming Centre
Phillips Street, Kensington

The Council also operates two unique entities:

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

Norwood Concert Hall
175 The Parade, Norwood

The 2025–2026 Annual Business Plan can be viewed
online at www.npsp.sa.gov.au



Further information

For more information about the City of Norwood Payneham & St Peter's 2025–2026 Annual Business Plan and Budget, please contact the General Manager, Governance & Civic Affairs on 8366 4555 or email townhall@npsp.sa.gov.au

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

Draft

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 2025-2026 Annual Business Plan Consideration of Public Submissions

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 1:34 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Emma Adamo

Postal address

Suburb Evandale

Phone number

Email

Have you read... Yes

Written comments

I am extremely concerned about the proposed 8.5% rate revenue increase, which equates to an average residential rate rise of 9.49%. This is a significant hike, especially in comparison to neighbouring councils, and it places undue financial pressure on residents during a time when many are already managing increased living costs. While I understand that rates fund important services and infrastructure, the scale of this increase feels excessive and poorly justified. I urge the Council to reconsider the size of the rate rise and explore more balanced, sustainable ways to fund projects without disproportionately impacting ratepayers.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/18

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 1:39 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Peter Adamp

Postal address

[REDACTED]

Suburb St Peter's

Phone number

[REDACTED]

Email

[REDACTED]

Have you read... Yes

Written comments

I'm disappointed by the scale of the proposed rate increase. A nearly 9.5% rise for average residential properties is hard to justify, especially when neighbouring councils are keeping increases more reasonable. While I understand the need to invest in infrastructure, some of the planned spending—such as \$11 million on a swimming centre—feels excessive in the current climate. Residents are already facing rising living costs, and it's hard to see how such high-cost projects are being prioritised over more essential, everyday services. There needs to be a more balanced and responsible approach to budgeting that doesn't pass such a heavy burden onto ratepayers.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/20

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 12:46 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Thanasis Avramis

Postal address



Suburb Maylands

Phone number



Email



Have you read... Yes

I note that Council is required by legislation to report on specific categories of financial, community and environmental outcomes, and that NPSP Council has indeed followed what appears to be a pro forma reporting format also used by other councils.

What is disappointing however is that Council did not transcend the standard report structure to comment on additional outcomes of significance. I refer in particular to Council's impact on carbon emissions. At the very least the business plan could cross-reference to Council's own Corporate Emissions Reduction Plan. I might add that there are also other matters in Council's own Smart City plan which are also not explicitly cross-referenced either.

In the same way as the Business Plan provides financial projections through to 2035 (Appendix 7), some comment on when initiatives in other Plans relate to these projections might help provide some context to how and when these additional outcomes might appear.

Written comments

As it is, the only substantive reference in the Business Plan to environmental issues is at page 49 – and this is primarily about street cleaning and street trees. This is so even as many of the carbon emission initiatives are likely of equal impact - even if only financially.

I'll limit my questions below to the carbon emissions issue (even though this could apply more widely). Whether the answers appear in the Business Plan itself, an Appendix, or in a separate set of clearly cross-referenced documents will depend on the ease of presentation.

Some questions:

1. Did Council achieve a 50% reduction in carbon emissions by 2025?
2. Is Council on track to achieve zero corporate carbon emissions by 2030?
3. Is there is a means in the Plan to review outcomes to date and to continue monitoring in later years? Unless the audit of energy use is undertaken entirely by Council staff, it would be normally be the case that some form of consultancy

occurs. There is no immediately apparent line item in the budget for such an audit.

4. Given that, in South Australia, the average percentage of energy sourced from renewable sources was over 70% in 2024, it should be entirely possible that Council source this level of renewable energy for its own operations. Did Council's electricity contract (PPA) achieve its intended outcome of 100% renewable energy by 2023. If not, how will progress towards this intended outcome appear in 2025/26 and later years?

5. Given the extensive capital costs (\$11m) incurred in the swimming pool redevelopments, a short note on whether the use of renewable energy has substituted for gas heating would be instructive. Especially as this might help offset the ongoing operating costs.

6. In a similar vein, Council was intending to reduce the amount and cost of electricity consumption. What has been achieved and are current and future savings reflected somewhere within the budget?

In summary, the draft Business Plan as currently written seems disconnected from several outcomes it is intended to achieve except in the broadest of terms. In some cases, such as carbon emissions, the Plan remains silent on what is to be achieved in 2025/26.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/28

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

Social Equity

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Environmental Sustainability



City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 21 May 2025 12:32 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Andrea Brown

Postal address

Suburb MAYLANDS

Phone number

Email

Have you read... Yes

Disappointing there continues to be no funding for designated dog area upgrades and refurbishments, particularly post the 2020-21 survey results supporting upgrades and improvements to the Hannaford Reserve and Otto Park.

A fast track of the street lighting assessment is also required as walking at night through Stepney, Evandale and Maylands becomes more treacherous each winter with overgrown trees blocking light and tree roots disturbing footpaths.

Written comments

Traffic mitigation strategies post the Portrush/Magill Rds upgrade are also required to stop peak hour traffic 'short cutting' through the the Maylands, Stepney and Evandale side streets. There's little adherence to the 40km p/h speed limits as is, but let's keep rolling it out across the council area without addressing the shortfalls in the current traffic management strategies.

In my encounters with council staff in the past financial year, significant improvements need to be made in terms or responsiveness and follow up. Particularly in the loosely termed animal management team. In other areas of the council, you may as well be emailing the North Pole because you get no responses. The proposed increase in rates for the new FY should be reflected in customer service. Highly unlikely given the severe cost blowout of the Payneham pool redevelopment though I suppose.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/8

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Sunday, 1 June 2025 4:06 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Roger Bryson

Postal address

Suburb Kensington

Phone number

Email

Have you read... Yes

Portion of what was said at the Budget meeting at the Council last Monday evening.

Written coments

Looking through the budget we feel there is room there for a few concerns and requests we have :

- Illegal dumping on our footpaths, that process appears to have stalled.
- Continuing support on local heritage buildings, particularly where owners are neglectful of their responsibilities.
- On-street parking is an increasing problem.
- 40K speed implementation – narrow streets, schools
- Children's play equipment replacements due soon.
- Trade in the Christmas lights for just ONE toilet in our Borthwick Park.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/36

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 4:54 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Alana Catley

Postal address [REDACTED]

Suburb Stepney

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments

The rate rise is way too high and unacceptable compared to other local Councils. Families are already under financial strain and this huge hike in rates is not warranted. We didn't even want or need a Payneham Pool upgrade, we should not have to fund it, we won't even be utilising it! How about fixing up some of the rubbish local playgrounds: Richards Park, Maurice Clayton, Cruikshank Reserve and Linde Reserve. Worst playgrounds for children around!

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/33

Best Wishes

City of Norwood Payneham & St Peters

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City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 4:10 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Mark Catley

Postal address [REDACTED]

Suburb Stepney

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments

A 9.5% increase on the back of a significant rise last year in addition to revaluation of properties is excessive in a cost of living crisis. Large property projects including the Otto, Norwood Green and Parade precinct developments will bring increased revenue to council. If the rate increase is the result of the Payneham Pool refurbishment blow out, these costs should be passed on directly to users of the Payneham Pool when it opens rather than rate payers.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/32

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 8:17 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Sophie Christian

Postal address [REDACTED]

Suburb St Peters

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments Please keep rate increases to a minimum. 9% is too high.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/23

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 4:05 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name LIAM CONNOLLY

Postal address

Suburb Firle

Phone number

Email

Have you read... Yes

Written coments

Simply not enough funding is apportioned to traffic management and capital road infrastructure.

Sticking up a few signs is not traffic management and areas such as Firle, Payneham and Glynde are suffering from year of over development and under spending on real capital change.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/14

Best Wishes

City of Norwood Payneham & St Peters

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City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Thursday, 15 May 2025 12:25 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Gerald Covino

Postal address [REDACTED]

Suburb NORWOOD

Phone number [REDACTED]

Email [REDACTED]

Have you read... No

Written coments

One thing to increase rates, I could live with that if services matches. In my case I live in a street that is a traffic hazard, parking nightmare and severely in need of maintenance

I walk the streets with my puppy and see similar streets a little away from Wall St and notice works, controlled parking...it seems residents of my street are surplus to the requisites of the "fatted calf" of Parade business and users

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/6

Best Wishes

City of Norwood Payneham & St Peters

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City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Saturday, 24 May 2025 5:10 PM
To: Townhall
Subject: City of Norwood Payneham & St Peters - Form submission: Feedback Form

Feedback Form form submission

Name Rhiannon Denison

Email [REDACTED]

Phone [REDACTED]

Do you live here Yes

Postcode 5069

Feedback Feedback

Details

Hello, im writing to provide feedback/complain about the proposed council rates increase. Seeking 9.49% increase is very rich considering wages have not gone up to that extent and most people are struggling with the cost of living. I understand that upgrades and funding is required however not to that amount. I think the council needs to rework the budget and look at their own salary increases before putting this cost onto the members who live in the council. I also noticed that NONE of the proposed implementations include the suburb of Evandale. Why would I want to pay an increased council rate for no further benefit to the suburb I actually reside in?? If you're going to spend money on projects it should include ALL suburbs within the council not just a select few. Additionally rhe council need to monitor the expenditure on the payhnm pool as it has blown way out of budget/ time that you are now trying to pass on the cost to us. I suggest maybe looking at evandale and maylands to upgrade the parks or redo the footpaths. This is very disappointing that the council would consider increasing the rates that much when other councils are not. I would appreciate this feedback being passed on.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_27/2026

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: Margaret Dingle <margaret.dingle2@bigpond.com>
Sent: Friday, 30 May 2025 12:44 PM
To: Allison Kane
Subject: Comments on Corporate Plan

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Response to NP&SP Business Plan 2025-26

I consulted the Plan with a view to assessing Environmental Sustainability.

I found several positive aspects which included:

- A general aspiration towards achieving a sustainable environment for the city
- These included “a range of programs and events which are designed to engage the community on issues such as climate change and includes strategic planning”
However, there was no mention of what these programs were, except for the programs below. (p.41)
- These were mainly in the areas of water, greenhouse emissions and climate change adaptation.
- Street tree planting and aspirations to increase tree cover and issuing of tree vouchers are very positive as are the tree inventory. The Council is to be commended for planting 500 street trees, but whether these replaced other trees and were in new or existing streets is not stated. (P.49)
- The council is to be commended for “urban tree canopy mapping and analysis in partnership with Green Adelaide 2024–2025 Achievements Native Plant Giveaway Continued the popular Native Plant Giveaway. to boost green cover and biodiversity on private properties.”
- Also water management including of creeks. (p.49)
- Waste reduction and recycling initiatives. (P.49)
- An EV charging station. (P. 47 +?)

However there is little or no recognition in the document of the need to reduce greenhouse emissions from fossil fuel based activities.

Trees reduce greenhouse emissions both directly by removing CO₂ through photosynthesis, but also by such means as cooling adjacent buildings, leading to reduced use of electricity for cooling, and also encouraging walking by making streets more pleasant and reducing unnecessary motor vehicle use.

However, more attention needs to be paid to footpaths. My current area. Edward Street (Beulah Road to Magill Road) is currently having its kerbs replaced, but several raised bricks which are tripping hazards remain, thereby increasing the risk of pedestrian injury and

discouraging walking. While faults in the footpath are attended to in response to complaints, more money needs to be spent on improving footpaths.

I note with pleasure that the council does indeed have greenhouse reduction emissions for its own properties, including installation of photovoltaic systems and batteries at Council buildings in the past and plans for the electrification of council vehicles (12454_corporate_emissions_reduction_plan_2020-2030) but these are not mentioned in the current Corporate Plan. There needs to be some information about the Corporate Emissions Plan 2020-2025 in this document and information about the progress of its aims. I suggest that costs and benefits be included in the Corporate Plan (at least in a generalised way), for instance, the cost of installing solar cells and the savings in electricity bills that results. While increasing tree cover and giving away plants are commendable, it is to be regretted that the energy use aspects of environmental sustainability are not included in the current Corporate Plan.

Given SA's high component of renewable electricity in its electricity generation consideration of changing from gas (where used) to electricity.

Extracted from Council's Energy Management Actions

Energy reduction at Council owned sites

Significant energy reduction projects include:

- installation of solar photovoltaic panels on buildings
- use of thermal blankets at both Council pools
- use of activity-sensored lighting
- air-conditioning and refrigeration upgrades
- transition to LED lighting from Mercury Vapour street lights
- installation of energy-efficiency appliances
- introduced e-bikes for staff to use instead of combustion engine vehicles
- battery storage installed at Norwood Town Hall.

Education

I note with pleasure that council policy "includes a range of programs and events which are designed to engage the community on issues such as climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation." (p.49) However, this seems to consist of such initiatives as leaving leaflets at the Town Hall. Much more needs to be done to encourage the public to reduce emissions. The appointment of a Sustainability Officer would be a good start. This needs to be stated in the Corporate Plan.

Your sincerely

Margaret Dingle

[REDACTED]

Norwood SA 5067

[REDACTED]

[REDACTED]

[REDACTED]

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 28 May 2025 9:53 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Kate Eatts

Postal address [REDACTED]

Suburb Kent Town

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments

Pleased to see the Kent Town Public Realm Upgrade included as the number of developments underway will mean work is needed to improve the safety and enhance the appearance of footpath paving as well as adding landscaping and street furniture. The upgrade along King William Street adjacent to La Verde development is an example of how much better our streets could be.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/24

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

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Environmental Sustainability



City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 7:31 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Brittany Edwards

Postal address [REDACTED]

Suburb Payneham

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments - in a cost of living crisis the almost 10% increase in council rates is ridiculous. We pay more than enough already.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/34

Best Wishes
City of Norwood Payneham & St Peters

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City of
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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Sunday, 1 June 2025 7:20 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name	Paul Flynn
Postal address	[REDACTED]
Suburb	St Peters
Phone number	[REDACTED]
Email	[REDACTED]
Have you read...	Yes
Written comments	The council should reduce the annual increase to annualised inflation. Cancel or postpone capital works that are not absolutely necessary. Close Payneham pool permanently.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/37

Best Wishes

City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 19 May 2025 12:52 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Paul Garner
Postal address [REDACTED]
Suburb Kent Town
Phone number [REDACTED]
Email [REDACTED]
Have you read... Yes
Written coments More green spaces and street trees for Kent Town and inner Norwood please!

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/7

Best Wishes
City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 2:41 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Sarah Hazelager

Postal address [REDACTED]

Suburb Maylands

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments

While the council rates are the largest source of revenue, during a cost of living crisis when all other councils in the Adelaide region are not going up at the same rates, 9.49% is unacceptable. Capital expenditure is fine in principle but the over budget of the swimming pool should not be expected to be paid for by rate payers, who didn't ask for it & wont be using it

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/30

Best Wishes

City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 7:05 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Peter Holmes

Postal address

Suburb JOSLIN

Phone number

Email

Have you read... Yes

The proposed Rates include a 'Project Cost' recovery component that drives the FY26 Rates beyond a reasonable level causing Rate Shock to a significant number of residents. Whilst property values have increased, people's incomes have not similarly increased and in fact with other inflationary pressures, real incomes have declined. I suspect Council will find an increase in bad debt/long term unpaid debt. Even the Audit/Risk committee voted for a lower rate !

There is an opportunity for Council to better smooth out the Project Cost element by amortising the allowance into FY29, FY30, FY31.

Written comments

Council should be provided with scenarios that trade off a reduction in rate revenue increase and operating surpluses - why is there a need for or a desire for Operating Surpluses of over \$1m in this context, reaching \$2.8m in FY29 and nearly \$2m in FY30, FY31 - what is the financial effect of dropping that Project Cost element to say 2.5 % through to FY31? what are the tradeoffs in terms of Debt and Op Surplus over that period ?

That scenario analysis should form part of the response to the rate payers.

I look forward to reading Council minutes where such scenarios were debated.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/21

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 2 June 2025 9:00 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name S Hopton

Postal address [REDACTED]

Suburb St Morris

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments

I am opposed to the draft rate increase given it is a percentage of property values already and the increase in alleged value of properties will automatically increase the revenue you receive. The proposed increase (over 9% for residents) is extremely and unnecessarily high, far exceeding that of other areas, at a time when living costs are already hurting and CPI is so low (~2.4%). The council should work effectively and responsibly within the revenue it receives already. Excess capital expenditure is irresponsible and out of touch with residents' sentiments.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/38

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 7:45 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Isabela Kotz

Postal address [REDACTED]

Suburb Payneham

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments Rate rise too steep. Half of this should be enough (4.7% increase).

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/17

Best Wishes

City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 6:24 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Sarry kouskoumbekakis

Postal address [REDACTED]

Suburb Maylands

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments

Proposed increase to rates is unacceptable given cost of living pressures, minimal wage growth and other compulsory living expenses constantly on the rise. Any rate Increase should be pegged to CPI and suggest council revisit planned expenditure of non essential items in this paper to bring the increase in live with CPI.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/15

Best Wishes

City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 14 May 2025 4:09 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Sierra Lever

Postal address



Suburb Stepney

Phone number



Email



Have you read... Yes

Please consider upgrades to the play space at Linde reserve and relocation/expansion of Norwood library.

Written coments

The area is seeing significant population growth with the developments of apartments. The current library infrastructure is not sufficient to support children and families

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/4

Best Wishes

City of Norwood Payneham & St Peters

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Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 3:06 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Steph Lipapis

Postal address 5070

Suburb 5070

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments

- request funding for the massive blow out of the Payneham pool and don't put the costing on rate payers who are already having financial difficulty in our council area.
 - re look at the 2025/2026 priorities

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/31

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...
 Social Equity
 Economic Prosperity
 Cultural Vitality
 Environmental Sustainability



City of
 Norwood
 Payneham
 & St Peters



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Saturday, 31 May 2025 1:31 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Emma Marro

Postal address [REDACTED]

Suburb Trinity Gardens

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written comments NO TO THE INCREASE OF RATES.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/35

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

Social Equity

Economic Prosperity

Cultural Vitality

Environmental Sustainability



City of
Norwood
Payneham
& St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Friday, 30 May 2025 1:37 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Coby Mellor

Postal address

Suburb Maylands

Phone number

Email

Have you read... Yes

Written comments

The residential rate increase of 9.49% is excessive and at odds to council's own benchmark target of rate revenue increases between 4% and 8%. I do not support the proposed increase and ask that council and elected representatives consider other alternative approaches that result in any increase being in-line with other metropolitan councils, many of whom are proposing increases of approximately 3%. Other councils face similar operating conditions to NPSP and have many of the same challenges yet have managed to impose much smaller rate rises on residents. Elected representatives should consider what impact such a high rate rise may have amongst voters ahead of the next local government elections.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/29

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 28 May 2025 11:44 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Angelo MINUCCI

Postal address

Suburb St Peter

Phone number

Email

Have you read... Yes

Dear Sir / Madam,
Please see the letter I have sent to the Mayor Mr Bria below re the UNBELIEVABLE rate rise.

I would like to initially state as a self funded retiree (with no concessions), I currently pay \$4445.88 (2024/2025) in Council rates. This is almost double the average you quoted. This is after last years over \$600+ increase and before your proposed 9.49% increase (2025/2026).

I am writing to you to register my ABSOLUTE disbelief at the suggested 9.49% rise in the Council rates for 2025/2026, as displayed in the Advertiser today (17/5/2025). This is after last years incredulous rise and WAY ABOVE the current CPI (nearly 4x above!).

Written comments

This is just UNBELIEVABLE and continues to work towards pricing ratepayers from their homes as you and your Council continue to show NO concept of fiscal restraint in a cost of living crisis.

The "Grandiose Plans" are truly coming home to roost, where the ratepayers will carry the debt you have created long into the future. I would respectfully ask at what point would the ratepayers ever expect to see any return on a \$60 million dollar pool? Especially, given the \$135m World standard North Adelaide pool (10minutes away) or the already existing ARC complex at Campbelltown(also 10 min away).

Can I respectfully ask, at what point does the extravagant Payneham Pool become a cost neutral, or God forbid, a cost positive proposition, in the Council cost business plan? Essentially, at what point is the debt and running cost burden removed from the ratepayers? I am interested in the business plan /forecast.

This continues to display the ease with which it is to spend / commit ratepayers money to projects that are not core business of Council on an exaggerated scale, showing NO financial / fiscal restraint or consideration to the financial burden placed upon ratepayers.

It could be described as shameful.

We continue to see multi storey apartment blocks (with hundreds of new dwellings) being constructed, along with subdivision of blocks with multiple new dwellings built on the same site, continuing to add to the income of the Council and yet we see NO restraint in spending or fiscally responsible curtailing of expenditure, to focus on core Council business.

How do you reconcile this with yourselves as a group?

Ratepayers don't necessarily want easy methods of payment, as announced /introduced with the last rates notice (although this foreshadowed the excesses that were coming)....they want fair and reasonable CPI increases !!!!

NOT TO BE PRICED OUT OF THEIR HOMES.

Your Sincerely

Angelo

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/25

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

Social Equity

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Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Have your say: Draft 2025–2026 Annual Business Plan

The Council is seeking feedback on the draft Annual Business Plan and Budget for 2025–2026.

All residents, ratepayers and business owners in the City of Norwood Payneham & St Peters are encouraged to provide comments.

To be effective a submission should:

- Clearly state your opinion and reasons for or against components of the draft 2025–2026 Annual Business Plan and Budget.
- State how your concerns could be addressed or outline any suggestions for resolving a problem or issue (if possible).
- List any references or provide evidence, relevant material, or specific examples to help demonstrate your views or suggestions.
- Include the section, recommendation and page number of the proposal to which your comments refer (if relevant).
- To ensure accurate interpretation of your comments into the Schedule of Submissions, please keep your comments concise and number all matters you wish to address.

The draft 2025–2026 Annual Business Plan and Budget is available to:

- View and download online from www.npsp.sa.gov.au/consultation
- View at Norwood Town Hall, 175 The Parade, Norwood
- View at our three libraries in Norwood, Payneham and St Peters.

Your details (please complete all sections)

Name (first/last)	Renata Piljic
Postal address	[REDACTED]
Suburb	Payneham
Phone number	[REDACTED]
Email address	[REDACTED]

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 [f /cityofnpsp](https://www.facebook.com/cityofnpsp) [@cityofnpsp](https://www.instagram.com/cityofnpsp)



City of
Norwood
Payneham
& St Peters

Have your say!

Rate revenue is the major source of funding for the Council. Income collected through rates is used to pay for the provision of Council's services such as waste collection, maintenance of the Council's reserves, public libraries, city planning, community support and development programs, community events, public lighting and street sweeping.

This year, the Council has proposed an 8.5% Rate Revenue increase including growth in new assessments, which equates to an average residential rate increase of 9.49% in principle. The impact of the proposed rate revenue increase on the actual rates payable by a rate payer will vary according to individual property valuations, the land use, and whether there has been any new development or capital improvement on the land.

An average residential property, which is valued at \$1,147,000 will, in principle, be required to pay annual rates of \$2,238. An average commercial property, which is valued at \$1,518,000 million will, in principle, be required to pay annual rates of \$3,461.

The rate increase is considered appropriate given the level of investment in new and improved infrastructure and ongoing services and initiatives.

For the 2025–2026 financial year, the Council has allocated \$26 million for capital projects. This includes the renewal and/or replacement of existing Council infrastructure and assets such as stormwater drainage infrastructure, footpaths, road reseals, kerbs and buildings, and includes \$11 million to fund the ongoing construction of the state-of-the-art Payneham Memorial Swimming Centre, which is expected to reach practical completion in the first half of 2026.

The draft Annual Business Plan and Budget also highlights a raft of other initiatives, programs, services and events that will deliver social, cultural, environmental sustainability and economic outcomes that will bring benefits across our entire community.

Have you read the Council's draft 2025–2026 Annual Business Plan and Budget? *

- ☒ Yes
☐ No

Please provide comments on the Council's draft 2025–2026 Annual Business Plan and Budget

I do not support the proposed rate increase. The employee costs are budgeted to rise 19% in FY25 and another 12% in FY26. Clearly the rate rise is not solely due to the capital

works overspend and more information needs to be provided regarding this increase.

Is the increase due to headcount increases if so what additional areas have these headcounts been added? If they are wage increases how is that justified? What have the



employees achieved to warrant such increases given the significant overspend on capital works. If they are just normal salary rises these are not inline with the average rate payers wage increases and are over inflated.



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Sunday, 25 May 2025 8:47 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Kyla Poyner

Postal address 5068

Suburb St morris

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments The size of the rate increase is outrageous. Completely out of step with community expectations and ability of most people to accommodate within already tight personal budgets. What's more the increase is far greater than neighboring councils- what is going on at NPSP?

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/9

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...
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City of
 Norwood
 Payneham
 & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 14 May 2025 8:23 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Carlo Rinna

Postal address [REDACTED]

Suburb Stepney

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

I appreciate the opportunity to provide feedback on the Draft 2025–2026 Annual Business Plan and Budget. As a resident and ratepayer of the City of Norwood Payneham & St Peters, I am invested in the sustainable development and financial health of our community.

The proposed 8.5% increase in rate revenue for the 2025–2026 financial year raises concerns, especially in the context of ongoing economic challenges. While it's acknowledged that interest rates and inflation have recently declined, the cumulative financial strain on households remains significant. An increase of this magnitude may exacerbate financial pressures on residents, particularly those on fixed or lower incomes.

Written comments

Upon researching the draft 2025–2026 Annual Business Plans and Budgets of other metropolitan councils of similar size and location, it's clear that many are taking a more measured approach to rate increases. Several have acknowledged the ongoing cost-of-living pressures faced by their communities and are adjusting their financial strategies accordingly — balancing service delivery with a more modest rise in rates. This contrast highlights the need for the council to ensure that its proposed increase not only aligns with community capacity but also reflects a strong commitment to transparency, prioritisation, and value for money. The current proposal risks placing unnecessary financial strain on residents at a time when many are already under pressure..

The Council's commitment to maintaining financial sustainability is commendable. However, it's crucial to consider the long-term implications of accumulating debt, especially in light of significant projects like the redevelopment of the Payneham Memorial Swimming Centre, which has seen costs escalate from \$24 million to \$60 million.

If the Council could consider a more moderate rate increase that better balances financial requirements with residents' capacity to pay, it would be a welcome and responsible step forward.

Thank you for considering this feedback. I trust that the Council will take these

points into account.

Sincerely,
Carlo Rinna

Stepney

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/5

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

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Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 2:53 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Alan Rumsby

Postal address [REDACTED]

Suburb Norwood

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Thank you for the opportunity to comment on the City of Norwood, Payneham and St Peters Annual Business Plan. It is a slick, well presented and informative document.

I confine my comments to the Council's financial position, and do so from a perspective of having limited experience in reading and understanding financial reports and balance sheets. My concerns with the Council's evident financial position is both in terms of the likely future rate burden to be carried by ratepayers and also from the perspective of Council's ability to affordably fund ongoing infrastructure and environmental (streetscape and public assets) improvements. Those concerns may have been, at least partially, put to rest if debt servicing, net financial liabilities and long term borrowing projections were included as part of the long term financial plan.

Written comments

What is clear however from the financial information provided is that over the past 5 years the Council's long-term borrowings have increased almost 9 fold (\$8.5m to \$75m)., something that must impact on the Council's ability to service debt and continue to provide its services and run programs affordably. Concerningly, even prior to the Payneham pool project being commenced, it is made clear in the report that the debt servicing ratio and net financial liabilities position of the Council was deteriorating, something which can only be expected to accelerate over the next few years.

I hope that my concerns are misplaced.

Kind regards

Alan Rumsby

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/12

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 7:36 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Elizabeth Russell

Postal address



Suburb Kensington

Phone number



Email



Have you read... Yes

Written coments

As a rate payer and member of the KRA, I support the 40K speed zone, movie nights at the pool, tree incentive voucher, recycling opportunities and Gather Round.

I would like to see - more lighting in Kensington (very dark on Bridge St); removal of the blister over 2nd Creek on Bridge St, repairing of footpaths which are very uneven and a hazard at night, toilets in Borthwick Park and upgrade to a more "organic" playground in that park. Rerouting of trucks along Portrush Rd - a huge safety risk as they speed to get through the lights at The Parade!
Thankyou!

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/22

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 28 May 2025 5:49 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Catherine Sarre

Postal address

[REDACTED]

Suburb Norwood

Phone number

[REDACTED]

Email

[REDACTED]

Have you read... Yes

Written coments

I am disappointed that there isn't more innovation when it comes to greening our council area. More initiatives are required on sustainability, traffic calming, greening suburban streets, such as has been trialed in St Peters, using innovative green spaces to slow down traffic on local streets and reviewing and reducing the amount of paved and asphalted areas in our city, which are repositories of heat during summer. We know these things are vital and are needed to future proof our community. Why isn't more being done?

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/27

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 9:40 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Derek Seret

Postal address

Suburb Stepney

Phone number

Email

Have you read... Yes

I would like to provide feedback on the City of Norwood Payneham & St Peters' Draft Annual Business Plan 2025–2026, particularly concerning the financial management strategy outlined in the document.

1. Rate Increases and Debt Management:

The Plan projects an 8.5% rate revenue increase and an average residential rate increase of 9.49%. However, the Plan lacks transparency about what active decisions or initiatives are being taken to reduce operating costs or improve financial sustainability.

How is the Council proactively managing expenses to offset the rising operating loss of the pool complex and to maintain rate increases and debt levels within its target range?

2. Justification for Operating Two Swimming Facilities:

The continued operation of both the Payneham Memorial Swimming Centre and the Norwood Swimming Centre is questionable. The Plan does not provide a clear justification for operating two aquatic facilities, especially in light of significant cost escalations and ongoing financial pressures.

What evidence supports the need to maintain two facilities?

Has the Council evaluated the potential operational efficiencies and cost savings from consolidating into a single facility?

3. Scope and Scale of the Pool Redevelopment:

The dramatic cost escalation for the Payneham Memorial Swimming Centre redevelopment raises concerns.

Was it necessary to proceed with the full scope of the project, including features such as water slides?

Could the Council have delayed or staged non-essential elements of the redevelopment to manage costs better?

Written coments

In summary, while the Business Plan highlights ongoing investments and community services, it lacks a detailed explanation of the cost containment measures needed to sustain these investments. A clearer articulation of financial prudence, particularly around the swimming centre redevelopment and rate increases, is essential to maintain community trust and financial sustainability.

I look forward to the Council's response and encourage a transparent, accountable approach to long-term financial planning.

View the full submission

https://www.npsp.sa.gov.au/admin/edit/form_record_179/10

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...

Social Equity

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Cultural Vitality

Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 11:54 AM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Murali Thanabal

Postal address [REDACTED]

Suburb 5070

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments Totally unacceptable that the rates are going up whopping 10%. This hits home owners hard for Council's poor management

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/11

Best Wishes
City of Norwood Payneham & St Peters

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Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 1:36 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Andy tong

Postal address



Suburb Evandale

Phone number



Email



Have you read... Yes

Written coments

The proposed rate increase of 8.5% is far too high, especially when compared to surrounding councils. It's frustrating to see such a steep rise with limited explanation on why this level of funding is necessary. While investment in community services is important, this increase feels excessive and will put additional strain on households already dealing with rising costs. I hope the Council reconsiders and looks for more reasonable alternatives.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/19

Best Wishes

City of Norwood Payneham & St Peters

Community Well-being is...
Social Equity
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Cultural Vitality
Environmental Sustainability



City of
Norwood
Payneham
& St Peters



Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Wednesday, 28 May 2025 12:15 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Beau Ushay

Postal address [REDACTED]

Suburb College Park

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

Written coments

I support the council's plans and vision for our community. I also believe the rate rises are necessary to fund all of the things which make our community one of the greatest places to live in South Australia. I do not agree with the position of the St Peters Residents Association (SPRA) and believe their complaints are unfounded. Residents have enjoyed exponential home value increases and as such, we should pay rates commiserate with the wealth increases we have enjoyed. You can't benefit from the increased values in our wonderful suburbs and then complain when funds are required to maintain that value. I also support more trees and green spaces with fewer cars and parking. Make our community pedestrian friendly with a modern approach to planning. Personally, our young family have enjoyed the activities and events you put on. Keep up the good work.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/26

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Tuesday, 13 May 2025 4:09 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Jodie Wasserbaech

Postal address

Suburb St Peters

Phone number

Email

Have you read... Yes

Written comments

Last year our rates rose by more than 12%, well above CPI. This year council is proposing another increase well above CPI which is unacceptable, particularly given the cost of living crisis. It is unfair to expect the community to pay for the the cost blowout of the Payneham pool redevelopment which has TRIPLED from \$20m to \$60m. To blame this on the cost of rising building materials and labour (as per the Mayor's draft remarks) is ridiculous (especially given inflation and interest rates are falling and supply chains have been stable for a few years now) and points to an initial gross underestimation when the project was costed. The Mayor promised no "unnecessary impact on our ratepayers" when the cost blowout was announced but this latest increase clearly demonstrates that ratepayers are bearing the brunt of poor decision making. With an indoor pool at Campbelltown and another being built at North Adelaide, why do we need another indoor pool as opposed to an outdoor pool? The cost of the pool redevelopment alone in the 25/26 budget is \$11m, representing almost 18% of council's operating budget of \$62m. Ratepayers cannot afford another significant rate increase and needs to reign in spending to meet community expectations.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/3

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: City of Norwood Payneham & St Peters <website@npsp.sa.gov.au>
Sent: Monday, 26 May 2025 3:32 PM
To: Townhall; Allison Kane
Subject: City of Norwood Payneham & St Peters - Form submission: Draft Annual Business Plan 2025E280932026

Draft Annual Business Plan 2025–2026 form submission

Name Jingfen Wang

Postal address [REDACTED]

Suburb St Peters

Phone number [REDACTED]

Email [REDACTED]

Have you read... Yes

I am writing to express my concern regarding the proposed 9.49% increase in the average residential rate, which is significantly higher than the approximate 3% increase adopted by many other councils.

While I understand that the cost of redeveloping the Payneham Memorial Swimming Centre has risen due to inflation and other factors, the scale of the budget overrun is deeply concerning. It raises questions about whether the original budget approval process was sufficiently rigorous, and whether cost control during the construction phase has been adequately managed.

Written comments

It is not reasonable for residents to bear the full burden of this budget blowout through a sharp rate increase. I urge the Council to re-examine the cost management of this project and to explore alternative funding strategies that do not disproportionately impact ratepayers.

In addition, I strongly recommend that the Council look into reducing non-essential staffing costs and postponing non-urgent capital works to ease the financial pressure. With greater fiscal discipline, it should be possible to limit the rate increase to around 3–4%, in line with other local governments.

Thank you for the opportunity to comment.

View the full submission
https://www.npsp.sa.gov.au/admin/edit/form_record_179/13

Best Wishes

City of Norwood Payneham & St Peters

Lisa Mara

From: Scott Sims <SSims@electedmembers.npsp.sa.gov.au>
Sent: Tuesday, 27 May 2025 4:56 AM
To: Lisa Mara
Cc: Connie Granozio; Victoria McFarlane
Subject: Fwd: URGENT RE TONIGHT'S MEETING....Objection to NPSP's Proposed 9.49% Rate Increase – Draft 2025–2026 NPSP Business Plan

Hello Lisa,

Could you add this to the list of submissions.

Kind Regards

--

Cr Scott Sims
 Councillor for Maylands / Trinity Ward
 City of Norwood, Payneham and St Peters
 Mobile: [REDACTED]
 Personal Email: [REDACTED]
 Council Email: ssims@electedmembers.npsp.sa.gov.au

----- Forwarded message -----

From: Peter Williams [REDACTED]
Date: 26 May 2025 14:30
Subject: URGENT RE TONIGHT'S MEETING....Objection to NPSP's Proposed 9.49% Rate Increase – Draft 2025–2026 NPSP Business Plan
To: Victoria McFarlane <VMcFarlane@electedmembers.npsp.sa.gov.au>, Scott Sims <SSims@electedmembers.npsp.sa.gov.au>, Connie Granozio <cgranozio@electedmembers.npsp.sa.gov.au>
Cc: [REDACTED]

Cr Victoria McFarlane, Cr Connie Granozio and Cr Scott Sims
 Councillors for the Ward of Maylands & Trinity Gardens
 City of Norwood, Payneham and St Peters

Dear Victoria, Connie and Scott

I am writing to express concern regarding the City of Norwood, Payneham and St Peters' proposed 9.49% increase in annual council rates, as outlined in the draft 2025–2026 Business Plan. I understand that a public meeting is scheduled for this evening to discuss the draft plan, including this significant rate rise.

We request that you, as our elected representatives, convey our objection to this proposal, especially given that residents endured a 7.44% increase in rates last year. The growing financial burden on households is becoming increasingly difficult to manage, particularly as rising property valuations are already leading to higher rates independently of any further increases.

The St Peters Residents Association has indicated that this proposed rise stems from increased debt and borrowings by the council. This suggests a failure in long-term financial planning and budget management by the NPSP, raising serious concerns about the sustainability and accountability of council operations. Ratepayers should not be expected to carry the consequences of poor financial governance.

We urge you to reject the proposed rate increase and advocate for a thorough review of council expenditure, efficiency and fiscal responsibility. Our community deserves transparency and sensible budgeting practices, not continued above CPI increases that place pressure on families and households.

Thank you for your time and representation. We look forward to your advocacy on behalf of residents at tonight's meeting and beyond.

Please note that a copy of this correspondence has been CC'd to ABC Radio Adelaide for public awareness and transparency.

Yours sincerely
Peter and Helen Williams
Evandale

Lisa Mara

From: Lisa Mara
Sent: Tuesday, 3 June 2025 9:53 AM
To: Allison Kane
Subject: FW: submission for Council meeting 7 June
Attachments: Access Issues data 20 May.xlsx

Regards

Lisa Mara
GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

City of Norwood Payneham & St Peters
 175 The Parade, Norwood SA 5067
Telephone 8366 4549
Facsimile 8332 6338
Email lmara@npsp.sa.gov.au
Website www.npsp.sa.gov.au

From: Jared Barnes
Sent: Monday, 2 June 2025 9:10 AM
To: Lisa Mara
Subject: Fw: submission for Council meeting 7 June

Hi Lisa

FYI below.

Kind regards,

Jared Barnes AILA
GENERAL MANAGER, INFRASTRUCTURE & MAJOR PROJECTS

City of Norwood Payneham & St Peters
 175 The Parade, Norwood SA 5067 | *Kauma Country*
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From: david baker <[REDACTED]>
Sent: 02 June 2025 08:56
To: Townhall <townhall@npsp.sa.gov.au>
Cc: Jared Barnes <jbarnes@npsp.sa.gov.au>
Subject: submission for Council meeting 7 June

Chief Executive Officer

City of Norwood, Payneham and St Peters,

Please see below a written submission for the Council Meeting on 7 June 2025.

I also request to make an oral submission to the Council about the same matter, ie about Hazardous Conditions on Rundle Street, Kent Town

I had not realised that this submission was due 5 working days before the Council meeting, and hope that this written submission and request to make an oral submission will be accepted being submitted before 9am.

Dr David Bake
Convenor, Rundle Street Community Inc.

Mobile: [REDACTED]
[REDACTED]
[REDACTED]

Dear Council Members,

Submission Regarding Hazardous Conditions on Rundle Street, Kent Town

Rundle Street is a gateway corridor between the CBD and Norwood, is mixed-use precinct with untapped potential for activation and is a site for greening, walkability, and liveability upgrades in line with Council's environmental and public realm goals

However, this is under threat by the hazardous conditions of the roads and footpaths on Rundle Street in Kent Town. As a resident and member of this community for 27 years and of resident Associations, I have observed a concerning decline in the safety and accessibility of our streets, which I believe requires immediate attention.

As we all know, Rundle Street is a vital thoroughfare for both pedestrians and vehicles. However, the current state of its infrastructure presents serious safety risks. Uneven surfaces, potholes, and insufficient lighting have created an environment that endangers everyone—especially our children and elderly residents.

Rundle Street has seen increased urbanisation, pedestrian activity, greening initiatives, and mixed land use. However, it still features inconsistent footpath coverage, lacks sufficient safe pedestrian crossing infrastructure, and permits vehicle speeds that do not reflect its local character or active transport potential.

Hazardous Conditions

The current state of the road and footpaths on Rundle Street poses significant risks to pedestrians, cyclists, and motorists alike. Uneven surfaces, potholes and other impediments to safety, and inadequate lighting create a hazardous environment, particularly for vulnerable groups such as children and the elderly.

In a recent survey conducted in 2024, 78% of respondents expressed their concerns about pedestrian safety and the poor condition of footpaths on Rundle Street. Many shared stories of near-misses and accidents due to the poor infrastructure, highlighting the urgent need for action.

The Department of Infrastructure and Transport (DIT) **collected traffic and safety data this year** about Rundle Street which we believe will highlight an increase in incidents in our area, underscoring

the urgent need for improvements. We had hoped the data would be available in time for this meeting.

An **audit of the safety of the footpaths** in Rundle Street was conducted in May this year demonstrating the unsafe and dangerous conditions for all users but especially for older people, people with disabilities and children.

We found 154 issues which Council has the responsibility to address urgently to avoid injury to users. The results are in the spreadsheet attached, identifying the issues, and their nearby street numbers and geo-locations. They are marked to further assist in locating them. Photographs of all issues are available.

The audit was led by Becky Llewellyn, a retired consultant LINK and assisted by Dr Rochelle Woodley-Baker who has been a Social Planner with Salisbury Council, and by me, Dr David Baker, who was the Assistant State Manager for Disability Services in SA and the Commonwealth Rehabilitation Service and. It was conducted in accordance with National standards. LINK

Community Evidence

The community survey and the footpath audit referred to above, make it clear that our community is calling for action to enhance safety and accessibility.

Further, in November 2024, the Rundle Street Community Inc hosted a function about [Traffic and Safety in Rundle Street](#). It was attended by community members, NPSP Councillors and senior staff, senior managers of the Department of Infrastructure and Planning, representative of Minister Tom Koutsantonis M.P. and Cressida O'Hanlon MP for Dunstan.

There was general agreement about the need for urgent attention, hence the decision to conduct the Traffic and Safety survey by DIT.

Concern is also evident in the [Goals, Priorities and Actions for 2024/25](#) of the Rundle Street Community Inc especially Priority 1 for a safe and accessible street for all users including pedestrians, cyclists and vehicles.

Under-Tree Planting for Air Quality and Amenity

In addition, I would like to propose the case for under-tree planting of suitable plants and grasses along Rundle Street to contribute to air safety for residents, workers and school children. This could be addressed as a case study to further demonstrate that urban greenery can significantly improve air quality, absorb pollutants, provide oxygen, and contribute to a healthier urban environment and foster a more sustainable and liveable community.

Conclusion

In conclusion, addressing the hazardous conditions of Rundle Street is crucial for the safety and well-being of our residents. I urge the council to prioritize road and footpath repairs, as well as consider the integration of green spaces through under-tree planting. Together, we can create a safer, more inviting environment for all who live, work, and visit Kent Town.

These improvements would support Council goals related to walkability, public realm enhancement, and urban safety.

Thank you for considering this submission. I look forward to your response and hope to see positive changes in our community soon.

Dr David Bake
Convenor, Rundle Street Community Inc.

Mobile:

Issue & photo Number	Issue category: Camber; Crossing; Drain cover; Driveway; Impediments; Lighting; Trip; Utility; Vegetation	House No.	Comments North Side	Coordinates North Side
1N	Crossing	19	Fullarton Rd	34.91814° S, 138.62279° E
2N	Vegetation/trip	137		34.91820° S, 138.62268° E
2.5N	Vegetation/trip	133		34.91820° S, 138.62268° E
3N	Utility;	133		34.91820° S, 138.62264° E
3.5N	Drain cover;	133		34.91820° S, 138.62267° E
4N	Vegetation/trip	137		34.91820° S, 138.62267° E
5N	Drain cover;	137		34.91829° S, 138.62248° E
6N	Drain cover;	127?		34.91831° S, 138.62248° E
7N	Vegetation	129		34.91845° S, 138.62219° E
7.5N	Trip	127		34.91848° S, 138.62212° E
8N	Vegetation	127	Tree	34.91850° S, 138.62202° E
9N			Disregard	
10N	Drain cover;	123		34.91862° S, 138.62187° E
11N	Drain cover	121		34.91860° S, 138.62187° E
12N	Driveway;	115		34.91867° S, 138.62170° E
13N	Trip;	115	Uneven	34.91868° S, 138.62166° E
14N	Driveway; & Utility	111	Telstra	34.91876° S, 138.62149° E
15N	Drain cover	109		34.91881° S, 138.62144° E
16N	Trip;	105		34.91897° S, 138.62114° E
17N	Trip;	99		34.91903° S, 138.62106° E
18N	Drain cover;	99		34.91905° S, 138.62099° E
19.5N	Impediments	99	Tree	34.91907° S, 138.62094° E
19N	Drain cover;	99		34.91906° S, 138.62097° E
20N	Utility;	99	Telstra	34.91907° S, 138.62094° E
21N	Trip;	99	Brick	34.91910° S, 138.62086° E
22N	Trip;	99		34.91912° S, 138.62085° E
23N	Trip;/Drain cover	99		34.91914° S, 138.62082° E
24N	Utility;	97	Telstra	34.91920° S, 138.62073° E
25N	Drain cover;	97		34.91925° S, 138.62062° E

26N	Trip;/Drain cover	97		34.91928° S, 138.62059° E
27N	Trip;	95A		34.91932° S, 138.62050° E
28N	Crossing	93		34.91933° S, 138.62048° E
29N	Crossing	93		34.91935° S, 138.62038° E
30N			Disregard	
31N	Vegetation	College Rd corner		34.91939° S, 138.62024° E
32N			Disregard	
33N			Disregard	
34N	Vegetation	Bunnings		34.91944° S, 138.62007° E
35N	Driveway;	Bunnings		no photo
36N			Disregard	
37N			Disregard	
38N	Utility;	55	Telstra	34.92020° S, 138.61876° E
39N	Utility;	55	Telstra	34.92030° S, 138.61870° E
40N	Trip;	55		34.92055° S, 138.61822° E
41N	Drain cover;	61A		34.92009° S, 138.61900° E
42N	Trip/cover	59		34.92020° S, 138.61879° E
43N	Crossing	59		34.92082° S, 138.61761° E
44N	Utility;	55	EWS	34.92079° S, 138.61758° E
45N	Trip;	43		34.92056° S, 138.61822° E
46N	Impediments	41	Changed	34.92057° S, 138.61810° E
47N	Impediments	41	Changed	34.92058° S, 138.61807° E
48N	Drain cover;	31		34.92068° S, 138.61780° E
49N	Utility;	31	Telstra	34.92070° S, 138.61777° E
50N	Trip	31		34.92072° S, 138.61775° E
51N	Drain cover;	31		34.92079° S, 138.61763° E
52.5N	Crossing	31		34.92080° S, 138.61760° E
52N	Utility?	31		34.92071° S, 138.61775° E
53.5N	Drain cover;	33	Good example of drain cover	34.92087° S, 138.61742° E
53N	Drain cover;	31		34.92080° S, 138.61761° E
54N	Utility;	33	Telstra	34.92090° S, 138.61739° E
55N	Utility;	33	E&WS	34.92092° S, 138.61734° E
56N	Vegetation	25	Measuring	34.92090° S, 138.61740° E
57N	Utility;	29	Telstra	34.92094° S, 138.61728° E
58.5N	Trip	19		34.92106° S, 138.61702° E
58N	Utility;	23	Control valve, AMETEK	34.92102° S, 138.61714° E
59N	Trip	17		34.92111° S, 138.61696° E
60N	Trip	17		34.92115° S, 138.61693° E

61N	Drain cover	15		34.92119° S, 138.61687° E
62.5N	Utility;	5 to 9	VOCUS	34.92124° S, 138.61678° E
62.75N	Trip	5 to 9		34.92127° S, 138.61661° E
62N	Utility;	5 to 9	Telstra	34.92122° S, 138.61682° E
63N	Impediment Utility	3	Fence, E&WS	34.92145° S, 138.61626° E
64N	Utility;	3	Telstra	34.92134° S, 138.61652° E
65N	bus stop	1	Needs tiling	34.92145° S, 138.61626° E
66N	Trip	1		34.92145° S, 138.61626° E
67N	Utility;	Vacant block	Electricity "No 1379", needs tiling	34.92150° S, 138.61626° E
68N	Trip	Vacant block		34.92145° S, 138.61626° E
69N	Trip	Vacant block		34.92145° S, 138.61626° E
70N	Trip	Vacant block		34.92145° S, 138.61626° E
71N	Trip	Vacant block		34.92145° S, 138.61626° E
72N	Vegetation	Vacant block		34.92145° S, 138.61626° E
73N	Crossing		Dequetteville Tce	34.92165° S, 138.61580° E

5. CLOSURE