

# Council Meeting Minutes

**7 April 2026**

## **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.*

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City of  
Norwood  
Payneham  
& St Peters

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The Mayor declared the meeting open at 7.00pm.

**PRESENT**

**Council Members**

- Mayor Robert Bria
- Cr Kester Moorhouse
- Cr Rita Excell
- Cr Garry Knoblauch
- Cr Hugh Holfeld
- Cr John Robinson
- Cr Kevin Duke
- Cr Connie Granozio
- Cr Victoria McFarlane
- Cr Scott Sims
- Cr Grant Piggott
- Cr Sandy Wilkinson
- Cr John Callisto
- Cr Christel Mex

**Staff**

- Mario Barone (Chief Executive Officer)
- Carlos Buzzetti (General Manager, Urban Planning & Environment)
- Jared Barnes (General Manager, Infrastructure & Major Projects)
- Lisa Mara (General Manager, Governance & Civic Affairs)
- Andrew Hamilton (General Manager, Community Development)
- Jenny McFeat (Manager, Governance)
- Allison Kane (Manager, Strategic Communications & Advocacy)
- Navian Isuet (Manager, Arts, Culture & Community Connections)
- Denis Ardalic (Norwood Concert Hall Coordinator)
- Nicholas Carr (Manager, Assets & Projects)
- Ruby Gazzola (Youth Officer)
- Marina Fischetti (Governance Officer)

**APOLOGIES** Nil

**1 KAURNA ACKNOWLEDGEMENT**

**2 OPENING PRAYER**

The Opening Prayer was read by Cr Kevin Duke.

**3 CONFIRMATION OF MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 23 MARCH 2026**

*Cr Sims moved:*

*That the Minutes of the Special Council Meeting held on 23 March 2026, be taken as read and confirmed.*

*Seconded by Cr Granozio and carried unanimously.*

#### 4 MAYOR'S COMMUNICATION

|                     |  |
|---------------------|--|
| Tuesday 3 March     | <ul style="list-style-type: none"><li>• Presided over a Council meeting, Council Chamber, Norwood Town Hall.</li></ul>   |
| Sunday, 8 March     | <ul style="list-style-type: none"><li>• Attended a 'Community Catch-up' meeting, Borthwick Park, Kensington.</li></ul>   |
| Tuesday, 10 March   | <ul style="list-style-type: none"><li>• Workshop: Budget Funding Submissions, Mayor's Parlor, Norwood Town Hall.</li></ul>   |
| Wednesday, 11 March | <ul style="list-style-type: none"><li>• Attended the 2026 Economic Development Australia (EDA) National Roadshow, Adelaide Convention Centre.</li></ul>  |
| Wednesday, 11 March | <ul style="list-style-type: none"><li>• Participated in the Main Street SA Committee meeting (by Zoom), Norwood Town Hall.</li></ul>   |
| Wednesday, 11 March | <ul style="list-style-type: none"><li>• Attended a Briefing Session, Mayor's Parlour, Norwood Town Hall.</li></ul>   |
| Wednesday, 11 March | <ul style="list-style-type: none"><li>• Presided over a Special Council Meeting, Council Chamber, Norwood Town Hall</li></ul>  |
| Friday, 13 March    | <ul style="list-style-type: none"><li>• Attended the Eastern Region Alliance (ERA) Mayor's Monthly Breakfast, Adelaide.</li></ul>  |
| Saturday, 14 March  | <ul style="list-style-type: none"><li>• Attended the St Peters Fair, Dunstone Grove / Linde Reserve, Stepney.</li></ul>  |
| Monday, 16 March    | <ul style="list-style-type: none"><li>• Presided over a Citizenship Ceremony, Norwood Town Hall.</li></ul>   |
| Monday, 16 March    | <ul style="list-style-type: none"><li>• Presided over a meeting of the Chief Executive Officer's Performance Review Committee, Norwood Town Hall.</li></ul>  |
| Tuesday, 17 March   | <ul style="list-style-type: none"><li>• Presided over two (2) Citizenship Ceremonies, Norwood Town Hall.</li></ul>   |
| Thursday, 19 March  | <ul style="list-style-type: none"><li>• Attended a meeting of the ERA Mayors and CEOs Group, City of Unley Council offices, Unley.</li></ul>   |
| Sunday, 22 March    | <ul style="list-style-type: none"><li>• Attended the Feast of the Annunciation to Theotokos and Greek Independence Day service, Greek Orthodox Parish of Prophet Elias, Norwood and Eastern Suburbs.</li></ul> |
| Monday, 23 March    | <ul style="list-style-type: none"><li>• Presided over a Special Council Meeting, Council Chamber, Norwood Town Hall</li></ul>  |
| Wednesday, 25 March | <ul style="list-style-type: none"><li>• Presided over a City-wide Business Forum, Norwood Town Hall.</li></ul>   |
| Friday, 27 March    | <ul style="list-style-type: none"><li>• Attended the pre-match function followed by the Norwood versus Sturt football match, Norwood Oval.</li></ul>   |
| Saturday, 28 March  | <ul style="list-style-type: none"><li>• Attended the 'Symphony in the Park' concert, Richards Park, Norwood.</li></ul>   |
| Sunday, 29 March    | <ul style="list-style-type: none"><li>• Attended the Easter Festival, Russian Community Centre, Norwood.</li></ul>   |
| Monday, 30 March    | <ul style="list-style-type: none"><li>• Participated in the Elected Members Bus Tour to St Morris Reserve and the Payneham Memorial Swimming Centre.</li></ul>   |
| Tuesday, 31 March   | <ul style="list-style-type: none"><li>• Attended an Information Session: Rating Review, Mayors Parlour, Norwood Town Hall.</li></ul>   |
| Wednesday, 1 March  | <ul style="list-style-type: none"><li>• Attended a meeting with Ms Cressida O'Hanlon MP, Member for Dunstan.</li></ul>   |
| Thursday, 2 April   | <ul style="list-style-type: none"><li>• Filmed a video for the 2026 Quadrennial Major Art Work, Osmond Terrace, Norwood.</li></ul>   |

#### 5 DELEGATES COMMUNICATION

Nil.

**6 ELECTED MEMBER DECLARATION OF INTEREST**

Cr Excell declared an interest in relation to Item 12.2 of the Agenda.

Cr Moorhouse declared an interest in relation to Item 12.2 of the Agenda.

**7 ADJOURNED ITEMS**

Nil

**8 QUESTIONS WITHOUT NOTICE**

Nil

**9 QUESTIONS WITH NOTICE**

## 9.1 FOOD ORGANICS AND GARDEN ORGANICS (GREEN BIN) WEEKLY PICKUP TRIALS

**SUBMITTED BY:** Cr Moorhouse  
**ATTACHMENTS:** Nil

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### BACKGROUND

Cr Moorhouse has submitted the following Questions with Notice:

*Can staff provide an update on the status of Food Organics and Garden Organics (green bin) weekly pickup trials at other South Australian councils and any suggested legislative changes to allow Food Organics and Garden Organics weekly pickup to become a permanent service?*

### REASONS IN SUPPORT OF QUESTION

Nil

### RESPONSE TO QUESTION PREPARED BY CHIEF EXECUTIVE OFFICER

This Council currently provides a regular kerbside waste collection service using a three (3) bin system that consists of three (3) waste streams, namely waste-to-landfill (red bin), recycling (yellow bin) and food organics and garden material (green bin).

In 2012-2013 this Council, together with the Campbelltown City Council, introduced a kitchen organics collection service in as a trial. The trial enabled kerbside collection of kitchen organics through the green garden organics bin (green bin) to promote the diversion of waste from landfill. The Council supplied all households within the trial areas (St Peters and Kensington) with a Kitchen Organics Caddy, compostable bags and education material.

This trial was abandoned following complaints and intervention by the State Government. Based on data that was available in 2023-2024, across South Australia, only 11% of food waste that was generated is recycled through kerbside collections, with the remainder being placed in general waste (red bin) and taken to landfill sites.

East Waste's 2030 Strategic Plan includes a target of 75% landfill diversion through the kerbside collection service by 2030 and the State Government's 2024-2025 Waste Strategy has a target of 70%.

The current three (3) system and kerbside collection arrangements, yields an average landfill diversion rate in the order of 58% across the Constituent Councils of East Waste.

The disposal of collection of waste material by Local Government, is governed by the State Government's *Protection (Waste to Resources) Policy 2010*.

In this respect, Clause 10(2) of the Policy states as follows:

*"In order to facilitate the proper management of waste that is to be collected under sub-clause (1)(b), a metropolitan Council must provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area."*

Clause (1) (b) of the Policy states as follows:

*“A person must not dispose of waste except:*

*(a) at an appropriate licensed or approved depot; or*

*(b) by –*

*(i) depositing it in a receptacle provided by a Council for collection by a kerbside waste collection service; or*

*(ii) placing it in a collection as part of a kerbside waste collection service that is provided by a Council;*

*where it is the Council’s policy that waste of that kind may be deposited of by means of that service.”*

This Policy ostensibly mandates that all Councils in the metropolitan area, must provide a weekly general (red bin) kerbside waste collection service.

Whilst East Waste and its Constituent Councils provide both education and materials to assist residents in diverting kitchen organics from the red bin to the green bin, the diversion rate is still in the order of 58%. It is unlikely that the 70% and 75% targets will be met until there is behaviour change or until the collection regime is able to be changed.

However, through the trial that was conducted by this Council in 2012-2013 and the recent trials that are being conducted by other Constituent Councils of East Waste, diversion rates in the order of 70% to 75% are being achieved.

In short, the Food Organics and Garden Organics (FOGO) trials, have clearly established that the State Government target of 70%, can be achieved.

In respect to the current FOGO trials that are being conducted by Constituent Councils of East Waste, these have been approved by the Minister, as ostensibly an exemption from the Policy. In short, these are not permanent exemptions, they are trials and are not intended to be permanent.

As the current Policy does not allow the FOGO to be permanent, all Councils who are conducting trials, have allowed for residents to opt out of the trial. Reasons for opting out include family size, size of property, etc.

It remains unclear whether the State Government is open to allowing a permanent metropolitan-wide rollout of FOGO. In this respect, there is ongoing advocacy by East Waste, its Constituent Councils and the Local Government Association, to have a resolution to this issue to allow Councils to vary their kerbside waste collection service in consultation with its community to achieve better levels of diversion of waste from landfill.

Given that what has been approved by the Minister are simply trials, by definition these arrangements are not permanent – that is, there is uncertainty about the duration of the trials or whether trials will be ceased if there are complaints to the Minister. Obtaining a permanent resolution to this issue would also allow East Waste to plan for the deployment of its resources in a stable environment.

As there is little to be gained by this Council conducting a trial (as evidence from the trials that already have been conducted are clear), it is still the position of staff that the Council consider introducing the weekly kerbside food organics and garden organics (FOGO) waste collection, following any legislative changes that are made by the State Government. This would be undertaken in consultation with the community.

In this respect, Council staff will continue to advocate for the change to the Policy, to ensure that Councils can introduce FOGO.

## 9.2 ADEY RESERVE - MAINTENANCE

**SUBMITTED BY:** Cr Sims  
**ATTACHMENTS:** Nil

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### BACKGROUND

Cr Sims has submitted the following Questions with Notice:

1. Why have the assets at Adey Reserve, such as the public toilets, BBQ and children's playground been allowed to deteriorate to their current state?
2. What is the Council doing to address the lack of repair and maintenance of existing assets in poor condition, such as those at Adey Reserve?

### REASONS IN SUPPORT OF QUESTIONS

The condition of many of the Council's public facilities is poor. For example, as can be seen in the photos from Adey Reserve below, the public toilets, BBQ and children's playground have been neglected and need to be repaired or renewed.

The community and ratepayers expect better. They do not expect brand new, shiny assets all the time. However, basic, clean and functional community facilities should be the absolute minimum standard.







**RESPONSE TO QUESTIONS  
PREPARED BY GENERAL MANAGER, INFRASTRUCTURE & MAJOR PROJECTS**

In response to Question 1, the Council has funded the renewal of the Adey Reserve playground as part of the Recreation & Open Space Works Program. The scope of work also includes installation of a new barbecue (to replace the one that is pictured) and new shade sails.

Major projects such as construction of the Payneham Memorial Swimming Centre and the Trinity Valley Stormwater Drainage Projects have stretched resources and has resulted in delays to delivery of the Adey Reserve playground and several other renewal program projects. However, additional project management resources have now been secured to help deliver planned 2025-2026 improvements.

The design for the new Adey Reserve playground is near completion. The playground renewal and associated works will be tendered out prior to June 2026, with work commencing early in the 2026/2027 financial year.

The public toilets at Adey Reserve are scheduled for a deep clean, which has recently been organised. The toilets are part of an existing community building and the toilets will continue to be maintained in a clean and functional state until a strategic decision can be made regarding the future of the existing building.

In response to Question 2, the Chief Executive Officer has approved a minor restructuring of the Assets & Projects Unit which will enable staff to provide more effective reactive and preventative (or programmed) building maintenance. The Council's Building Maintenance Officer has been re-assigned from the City Services Unit to work in coordination with the Council's Building Assets Manager. Additionally, a new role titled 'Building Operations Officer' has been approved and recruitment will commence shortly.

This new role, created from a vacant position, will complement and assist the Building Assets Manager and Building Maintenance Officer, by overseeing the daily operation of Council-owned buildings (including public toilets) to ensure these facilities remain safe, functional and accessible for the community. This includes co-ordinating periodic inspections of Council's buildings (including leased properties) and managing the Council's cleaning and other building services contractors.

As recently advised, progress has also been made in filling vacant positions within the City Services Unit, including the Parks & Gardens and Civil Maintenance Units. The filling of these important frontline positions will help us to more effectively maintain our City's infrastructure.

## **10 DEPUTATIONS**

## **10.1 ST PETERS BILLABONG CARPARK - FENCE**

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### **SPEAKER/S**

Dr Phil Bagust

### **ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

Not Applicable.

### **COMMENTS**

Dr Phil Bagust has written to the Council requesting that he be permitted to address the Council in relation to St Peters Billabong Carpark – fencing.

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

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Dr Phil Bagust addressed the Council on this matter.

## **10.2 ST PETERS BILLABONG CARPARK - FENCE**

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### **SPEAKER/S**

Ms Joan Sedsman

### **ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

St Peters Residents Association

### **COMMENTS**

Ms Joan Sedsman has written to the Council requesting that she be permitted to address the Council in relation to St Peters Billabong Carpark – fencing.

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

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Ms Joan Sedsman addressed the Council on this matter.

### **10.3 ST PETERS BILLABONG CARPARK - FENCE**

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#### **SPEAKER/S**

Ms Katherine Goode

#### **ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

Not applicable

#### **COMMENTS**

Ms Katherine Goode has written to the Council requesting that she be permitted to address the Council in relation to St Peters Billabong Carpark – fencing.

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

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Ms Katherine Goode addressed the Council on this matter.

## **11 PETITIONS**

## 11.1 PETITION - SENIOR EXECUTIVE POSITIONS

**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:** A

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### PURPOSE OF THE REPORT

The purpose of this report is to table a Petition which has been received by the Council regarding the employment arrangements of senior staff.

### BACKGROUND

The Petitioners are requesting that the Council does not make, or renew, any senior executive appointments prior to the 2026 Local Government Election, for a term in excess of 12 months from the date of the Election.

A copy of the Petition is contained in **Attachment A**.

The Petition has been signed by a total of 58 citizens.

In accordance with the Council's *Privacy Policy*, the personal information of the petitioners, (i.e. the street addresses) have been redacted from the Petition. The names of the signatories and the suburb which have been included on the Petition, have not been redacted from the Petition.

### DISCUSSION

Within the Local Government sector, it is generally understood that the term "senior executives" refers to Directors and/or General Managers and the Chief Executive Officer

As set out in the petition, the request relates to the employment of "senior executives" however, the Petition does not specifically articulate which staff positions the request relates to.

This is an important distinction as the obligations in terms of the employment of the Chief Executive Officer and other "senior executives" differ.

For the purposes of this report, information regarding the employment of both the Chief Executive Officer and senior executives (ie General Managers) is set out below.

The Petition is a valid petition in accordance with Regulation 10 of the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations).

However, whilst the Petition is to be accepted by the Chief Executive Officer and dealt with in accordance with Regulation 10 of the Meeting Procedures (including placing it on the Agenda for the next ordinary Meeting of the Council following receipt of the Petition), aside from simply receiving and noting the same, there is no further work for the Council to do, as a governing body, regarding the nature of the request as set out in the petition.

In terms of the employment of the Chief Executive Officer, residents and ratepayers **do not** have any role with respect to the appointment, remuneration and employment conditions of the Chief Executive Officer. This is a matter that falls for consideration to the Council, as a governing body under the Contract of Employment between the Council and the Chief Executive Officer.

The *Local Government Act 1999* also sets out statutory obligations for the Council, as a governing body, with respect to:

- the requirement to have a Chief Executive Officer;
- minimum and maximum remuneration of the Chief Executive Officer as determined by the South Australian Remuneration Tribunal;
- the timeframes within which performance reviews are to be undertaken; and
- advice that the Council **is required to receive** and consider from a 'qualified independent person' in dealing at any time with the employment of the Council's Chief Executive Officer.

In terms of staffing matters such as '*senior executive appointments*' (ie General Managers), residents and ratepayers also **do not** have any role in respect to the employment arrangements of such positions, or indeed any staff employed by the Council. These staff matters are the sole responsibility of the Chief Executive Officer as set out in Section 103 of the *Local Government Act 1999*.

**For the reasons set out above, the Council is only required to receive and note the petition.**

### **RECOMMENDATION**

That the petition be received and noted.

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*Cr Robinson moved:*

*That the petition be received and noted.*

*Seconded by Cr Knoblauch and carried unanimously.*

*Cr McFarlane moved:*

*That Item 12.2 be brought forward for consideration*

*Seconded by Cr Piggott and carried unanimously.*

## **12 NOTICES OF MOTION**

## **12.2 ST PETERS BILLABONG CARPARK - FENCE**

**SUBMITTED BY:** Cr Moorhouse  
**ATTACHMENTS:** Nil

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

### **NOTICE OF MOTION**

*That an independent report be provided to Council into the feasibility of relocating the recently erected fence adjacent to the St Peters Billabong carpark, to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong, behind River Street.*

### **REASONS IN SUPPORT OF MOTION**

At its November 2025 meeting, the Council resolved to authorise fencing at the St Peters Billabong in response to geotechnical advice that identified risks associated with public access near the crest of the billabong cliff slope. In particular, the Golder (WSP) 2020 geotechnical assessment recommended “an exclusion zone of at least 3m for residents and the public is set up at the crest of the slope.” While the intent of Council’s decision to protect public safety and manage erosion risk remains appropriate, the two (2) metre high fencing that has since been installed extends well beyond this recommended exclusion zone, resulting in a substantially larger area of the public land being made inaccessible to the public. This outcome has prompted concern from regular visitors to the Torrens Linear Path Park, as highlighted by a recent article in *The Advertiser*, and has reduced access to a valued area of community land that has traditionally been used for walking, bird watching and looking out over the picturesque billabong waterscape. The Friends of the Billabong frequently visit this area for weeding, planting and for introductory tours.

This motion seeks an independent report to provide Council with objective expert advice on the options and issues involved in restoring safe public access to the spacious plateau area located away from the edge, while remaining consistent with geotechnical risk management and Council’s duty of care. An independent review would enable Council to better understand whether the current placement of the fencing is proportionate to the risks identified. The review would also consider whether a more targeted approach, such as restricting access to only within a 3m exclusion zone, or where the path narrows near 15 River Street, would be enough to adequately protect public safety, limit erosion, and preserve the stability of the surrounding land, while also allowing more significant community access.

### **STAFF COMMENT**

#### **PREPARED BY MANAGER, ASSETS & PROJECTS**

#### **Fencing and Public Access – Cliff Top Site**

At its meeting held on 4 November 2025, the Council authorised the installation of fencing to restrict access to the top of the bank following geotechnical advice that identified unacceptable public safety risks near the cliff crest, in accordance with the Council’s duty to manage public land and prevent foreseeable harm.

#### **Geotechnical Risk and Fence Alignment**

The recommended 3-metre exclusion zone represents a minimum setback, not a definitive safe boundary. The fence alignment adopted by staff, reflects a precautionary approach that accounts for variable conditions, potential future erosion and informal access and provides a clear, enforceable limit in terms of public access to the adjacent unstable areas. Importantly, it prevents access at night when the risk is greatest.

### **Proportionality and Duty of Care**

Although the fenced area extends beyond the minimum setback, the approach is considered proportionate given the severe consequences associated with cliff instability. The Council is required to prioritise safety where risk outcomes are high and the fencing restricts access to the general area where the risk progressively increases.

### **Community Use and Volunteer Activity**

Staff acknowledge the value of the area for community and Volunteers' use. However, allowing continued access near the cliff edge would expose members of the public and the Council to unacceptable risks. Staff will continue to work with Volunteers to identify alternative safe locations for their activities.

### **Independent Review**

A further independent review is not supported. The Council has already relied on qualified geotechnical advice and no new technical evidence has been submitted to justify another report, which would incur additional costs without a clear prospect of a different outcome.

It is considered that the current fencing arrangement:

- is consistent with the intent of the Council's original resolution;
- appropriately manages public safety and erosion risk that have been identified in reports that have been commissioned previously by the Council;
- reflects a prudent and defensible application of the geotechnical advice which has been provided to the Council; and
- discharges the Council's duty of care to the community.

For these reasons, it is recommended that altering the fence alignment or pursuing an additional independent review should not be undertaken at this stage. The fence location should remain in place, with ongoing monitoring of site conditions and risk and with community concerns addressed through engagement and communication rather than a reduction in safety controls.

However, it is ultimately at the Council's discretion in respect to whether it wishes to engage a consultant to prepare a report.

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*Cr Moorhouse moved:*

*That an independent report be provided to Council into the feasibility of relocating the recently erected fence adjacent to the St Peters Billabong carpark, to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong, behind River Street.*

*Seconded by Cr McFarlane.*

### Amendment

*Cr Mex moved:*

*That WSP be engaged to provide a report to the Council into the feasibility of relocating the recently erected fence adjacent to the St Peters Billabong carpark, to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong, behind River Street.*

*Seconded by Cr Granozio*

*The amendment was put and carried.  
The motion, as amended was put and carried.*

Division

*Cr Moorhouse called for a division and the decision was set aside.*

*Those in favour:*

*Cr Excell, Cr Granzio, Cr Holfeld, Cr McFarlane, Cr Mex, Cr Moorhouse, Cr Piggott, Cr Sims and Cr Wilkinson.*

*Those against:*

*Cr Callisto, Cr Duke, Cr Knoblauch and Cr Robinson.*

*The Mayor declared the motion carried.*

## **12.1 YOUNG ACHIEVERS PROGRAM**

**SUBMITTED BY:** Mayor Bria  
**ATTACHMENTS:** Nil

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

### **NOTICE OF MOTION**

*That, funding for the Young Achievers Program be increased from \$7,000 to \$10,000, with the additional \$3,000 funding to be redirected from the City of Norwood Payneham & St Peters Community Grant Program.*

### **REASONS IN SUPPORT OF MOTION**

Council staff have advised that \$84,460 was allocated for Community Grants in 2025-2026, of which \$7,000 (8%) was set aside for the Young Achievers Program. The Council's Community Grants Program provides a valuable financial resource for individuals and community organisations that want to make a positive difference to the Norwood Payneham & St Peters community.

The Young Achievers Program commenced in December 2004 and since that time approximately \$100,000 has been disbursed to support more than 300 local young people. Without this funding, many of recipients would not have been able to participate in a range of sporting, leadership and personal development opportunities, held in South Australia, other parts of Australia, or overseas.

On 1 March 2026, I attended the Great Aussie Athlete Barbecue after receiving an invitation from Ben Holliday, an 18 year old, who has received three (3) grants from the Young Achievers Program. Ben began racing karts at age seven and by age eight he finished in 2nd place in his first race at a national level. The grants have helped Ben meet the costs associated with racing karts before moving into cars.

Increasing the overall figure allocated from the Young Achiever's Program from \$7,000 to \$10,000 with the Council's Community Grants Program is a modest increase but has the potential for significant impact. Council can show its ongoing commitment to helping local young people such as Ben by increasing the amount of grant funding available through the Young Achiever's Program from \$7,000 to up to \$10,000. It would send a strong and welcome message to our community that Council is both appreciative and supportive of the many initiatives being undertaken and is, subject to eligibility, prepared to consider funding individual and communities who seek to improve the quality of life for others, promote social cohesion and be part of events to help them achieve their personal goals.

Importantly, this motion is not asking the Council to allocate any new or additional funding to an existing program, but rather redirect \$3,000 to the Young Achiever's program from within existing funding.

### **STAFF COMMENT**

#### **PREPARED BY MANAGER, ARTS, CULTURE & COMMUNITY CONNECTIONS**

The Council's Community Grants Program comprises three complementary funding streams designed to support community wellbeing, cultural development and youth participation across the City. This includes the Community Grants Scheme, the Public Art & Culture Grants Scheme and the Young Achievers Program.

The Community Grants Scheme and Public Art & Culture Grants Scheme operate through two competitive funding rounds annually, while the Young Achievers Program operates on a rolling basis (i.e. it is open all-year-round) which enables timely support for young residents aged 10-18 who represent South Australia in national and international competitions, or to participate in leadership development opportunities.

In total, \$84,460 was allocated in the 2025-2026 budget to be allocated as grant funding across these three programs. From this, a provisional allocation of \$7,000 was assigned to the Young Achievers Program, with the remaining funds split evenly across two rounds for the other grant streams. It should be noted that in 2024-2025 the Community Grants Scheme and the Public Art & Culture Grants Scheme attracted applications totalling \$256,245 from which a total grant value of \$73,982 was distributed.

In recent years, improved promotion of the Young Achievers Program has resulted in higher demand and better utilisation of the allocated funds, however, to date, demand for the Young Achievers Program has not exceeded the \$7,000 funding allocation. Over the last three financial years all eligible applicants to the Program have received funding.

Table 1 below illustrates the historic operation of the Young Achievers Program:

**TABLE 1: YOUNG ACHIEVERS PROGRAM OPERATION**

| Financial Year  | 2025-2026             |           |           |           |           |           |           |           |
|---|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|   | (as at 31 March 2026) | 2024-2025 | 2023-2024 | 2022-2023 | 2021-2022 | 2020-2021 | 2019-2020 | 2017-2018 |
| Number of Recipients  | 9                     | 23        | 23        | 19        | 12        | 6         | 20        | 19        |
| Total \$ Value of Grants Awarded<br><br>(min \$7K budget allocation per year) | 3,750                 | 6,950     | 6,900     | 4,750     | 3,250     | 4,400     | 5,700     | 4,400     |
| Number of applicants who did not meet criteria                                | 2                     | 4         | 4         | 1         | 2         | 1         | 1         | 2         |

**Funding Allocation by Category:**

|                                   |   |    |    |    |    |   |    |    |
|-----------------------------------|---|----|----|----|----|---|----|----|
| Sport competition (local)         | 0 | 0  | 0  | 0  | 0  | 2 | 0  | 0  |
| Sport competition (interstate)    | 7 | 14 | 16 | 18 | 11 | 2 | 12 | 14 |
| Sport competition (international) | 1 | 6  | 3  | 1  | 1  | 0 | 6  | 2  |
| Leadership Program                | 1 | 3  | 4  | 0  | 0  | 2 | 2  | 3  |

Historically, applications to the Program have primarily related to sport participation support, with successful applications representing (of all successful applications):

- 87% in 2024-2025;
- 83% in 2023-2024; and
- 100% in 2022-2023.

In this respect, it should be noted that the Australian Sports Commission's Local Sporting Champions program, also provides a similar funding opportunity, offering financial assistance of up to \$750 for coaches, officials and competitors aged 12-18 participating in state, national or international championships. Whilst the value of the Young Achievers Program could be increased from \$7,000 to \$10,000 annually, the combination of the Australian Sports Commission's grant and the Council's existing funding allocation appear to align appropriately with demand.

*Cr Wilkinson moved:*

*That, funding for the Young Achievers Program be increased from \$7,000 to \$10,000, with the additional \$3,000 funding to be redirected from the City of Norwood Payneham & St Peters Community Grant Program.*

*Seconded by Cr Holfeld.*

Amendment

*Cr Piggott moved:*

- 1. That, funding for the Young Achievers Program be increased from \$7,000 to \$10,000.*
- 2. That the increase in funding be allocated as part of the 2026-2027 Operating Budget.*

*Seconded by Cr Moorhouse.*

*The amendment was put and carried unanimously.*

*The motion, as amended, was put and carried unanimously.*

### **12.3 BUNNINGS - INDEPENDENT TRAFFIC REVIEW**

**SUBMITTED BY:** Cr Robinson  
**ATTACHMENTS:**

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

#### **NOTICE OF MOTION**

*That the Council's decision made at the Council Meeting held on 3 March 2026, regarding the traffic impact of the Bunnings Development in Glynde, (Item 13.4, page 38 of the Minutes), which reads as follows:*

- 1. That the report and the independent advice from BE Engineering Solutions, dated 8 January 2026, be received and noted.*
- 2. The Council notes that the Council's Manager, Development & Regulatory Services will undertake all of the administrative processes that are necessary to determine whether consent to the Deposit of the Plan of Division (pursuant to current delegations) will be granted, to enable the road widening associated with the upgrade of the Glynburn Road / Penna Avenue Intersection to proceed.*
- 3. That Bunnings be advised that Council is not opposed to its Development and that it is the Council's strong preference that the main entrance and exit for Bunnings customers is from Glynburn Road.*
- 4. That the Council monitors the effects of the traffic from this development and that it may introduce traffic management measures in the future to mitigate adverse impacts on the local area.*

*not be progressed until such time that the Council receives and considers written legal advice (which was presented verbally to the meeting), regarding the proposed development.*

#### **REASONS IN SUPPORT OF MOTION**

1. I am not trying to prevent the Bunnings development, however I do want to ensure that the Council is making fully informed decisions before we do so. We currently only have verbal advice, and therefore it would be remiss of us not to seek written legal advice to confirm.
2. This development will have an impact on not only residents but all road users of Glynburn Road. Noting we just approved a report into adding another set of lights at the Firlie Shopping Centre, we must make sure we are getting the best outcome for all involved.
3. Outside of the Payneham Memorial Swimming Centre, it is my opinion that this decision will affect the most people within the City than any other decision we have considered. The information provided to the Council about expected patronage included a visual showing a radius from the Bunnings at Glynde where traffic is expected originate from. The reality is that there is no other Bunnings in the area and there is a likelihood that people will travel from Beaumont, Burnside, Woodford and Newton which were well outside the catchment area shown. The development will add pressure to existing road networks and increase rat running. We must do our due diligence and ensure we are fully informed before accepting the recommendation based on verbal legal advice.

#### **STAFF COMMENT**

Written legal advice can be obtained as requested in the motion.

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*Cr Robinson moved:*

*That the Council's decision made at the Council Meeting held on 3 March 2026, regarding the traffic impact of the Bunnings Development in Glynde, (Item 13.4, page 38 of the Minutes), which reads as follows:*

- 1. That the report and the independent advice from BE Engineering Solutions, dated 8 January 2026, be received and noted.*
- 2. The Council notes that the Council's Manager, Development & Regulatory Services will undertake all of the administrative processes that are necessary to determine whether consent to the Deposit of the Plan of Division (pursuant to current delegations) will be granted, to enable the road widening associated with the upgrade of the Glynburn Road / Penna Avenue Intersection to proceed.*
- 3. That Bunnings be advised that Council is not opposed to its Development and that it is the Council's strong preference that the main entrance and exit for Bunnings customers is from Glynburn Road.*
- 4. That the Council monitors the effects of the traffic from this development and that it may introduce traffic management measures in the future to mitigate adverse impacts on the local area.*

*not be progressed until such time that the Council receives and considers written legal advice (which was presented verbally to the meeting), regarding the proposed development.*

*Seconded by Cr Sims and carried unanimously.*

*Cr Granozio left the meeting at 8:19 pm.*

*Cr Sims left the meeting at 8:19 pm.*

*Cr Granozio returned to the meeting at 8:21 pm.*

*Cr Sims returned to the meeting at 8:21 pm.*

*Cr Piggott moved:*

*That Item 13.10 be brought forward for consideration*

*Seconded by Cr Mex and carried unanimously.*

## **13 STAFF REPORTS**

## 13.10 DRAFT ANNUAL BUSINESS PLAN & DRAFT 2026-2027 BUDGET

**REPORT AUTHOR:** Chief Financial Officer  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:** A - D

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### PURPOSE OF THE REPORT

The purpose of this report is to present and obtain the Council's "*in principle*" endorsement of the Draft 2026-2027 Budget.

### BACKGROUND

Section 123(8) of the *Local Government Act 1999*, requires the Council to adopt an Annual Business Plan and a Budget for the ensuing financial year after 31 May and except in a case involving extraordinary administrative difficulty, before 15 August.

The Draft 2026-2027 Budget (the Draft Budget) comprises the Recurrent Budget, which incorporates the revenue and expenditure which is required to provide the "Business-as-Usual" services that are provided by the Council. The second component of the Draft Budget incorporates the Capital and Operating Projects Budget. The Operating Projects Budget encompasses services, programs and activities that are outside the "Business-as-Usual" services and that are generally considered discretionary in nature (the Council is under no legislative obligation to provide the services, activities or programs or if required to undertake the activity). Operating Projects generally include one-off activities or programs, an expansion of an existing service or program or proposals to introduce a new service or program. Operating Projects are funded from Rate Revenue or a fee for service charge (user pay).

The Capital Works Budget encompasses projects which involve the renewal, upgrading or creation of new infrastructure assets. Examples of some projects are the Civil Infrastructure Whole-of-Life Program (referred to as renewals) and Playground/Reserve Redevelopment (referred to as upgrades). Renewal Capital Projects are funded through Rate Revenue, via the depreciation charge, with new or upgrade works being funded through borrowings or cash reserves.

The final Draft 2026-2027 Annual Business Plan, will be considered at the Council Meeting scheduled for 5 May 2026.

The Draft 2026-2027 Annual Business Plan and Budget will be released for public consultation for a period of twenty-one (21) days as required by the *Local Government Act 1999*.

### STRATEGIC DIRECTIONS

#### *CityPlan 2030* Alignment

##### **Outcome 1: Social Equity**

*An inclusive, connected, accessible and friendly community.*

##### **Outcome 2: Cultural Vitality**

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

##### **Outcome 3: Economic Prosperity**

*A dynamic and thriving centre for business and services.*

##### **Outcome 4: Environmental Sustainability**

*A leader in environmental sustainability.*

## **FINANCIAL AND BUDGET IMPLICATIONS**

For the 2026-2027 Financial Year, the Draft Budget estimates an Operating Deficit based on a Rate Revenue increase of 7%. This report presents two (2) Budget Base Options to the Council for the Draft Budget and eight (8) Scenarios for consideration in terms of the Long-Term Financial Plan. Two (2) Options for the 2026-2027 Draft Budget include an option which is based on the information presented at the 2026-2027 Budget Information Briefing Session that was held on 10 March 2026, which included of all Funding submissions and an additional option that reflects a review that has been undertaken by the Executive Leadership Team of all Operational and Capital Funding submissions.

To ensure that the Council can deliver on its financial objectives, as set out in the Council's Long Term Financial Plan, the Draft Recurrent Budget has been prepared taking into account the Budget Parameters that were adopted by the Council at its meeting held on 3 February 2026.

At the time of writing this report, the rate increase for the average residential ratepayer is not available (noting that the Rate Revenue set out in the LTFP is set at 7% and does not necessarily translate to the same percentage increase in the average rate for property owners).

## **RISK MANAGEMENT**

The Draft 2026-2027 Budget will be impacted upon by the decisions made by the Federal Government and State Government through their respective budgets. No information regarding these budgets is available at the time of preparing this report.

As a result, the Draft 2026-2027 Budget presented in this report, has been prepared on the assumption that the Recurrent Operating Budget is and has for the Draft 2026-2027 Budget, been prepared on a "business as usual" basis. This means:

- no new services are proposed to be introduced by the Council;
- services that are currently provided as approved by the Council during the 2025-2026 financial year are included;
- incorporates revisions to the existing budgets to identify any savings, including indexation not being applied to some budget lines to reflect the actual costs incurred over the past couple of years;
- includes the new operational model for the Payneham Memorial Swimming Centre with revised cost phasing as proposed at the Council meeting held on 11 March 2026;
- includes salary increases in line with an assumption that the proposed Municipal Officers Agreement (MOA) indexation will be approved (November 2025 to November 2026 increase of 5% with 3.5% increase in the following year);
- finance costs have been re-calculated based on current interest rates and increase in Borrowings due to the proposed Capital Projects for 2026-2027; and
- the escalation in Depreciation due to the re-valuation of Capital Assets.

Any adjustments to the Draft Budget arising from the State and Federal Government Budget will be incorporated into the Council's 2026-2027 Budget when this information becomes available.

Notwithstanding this, the preparation of the Draft 2026-2027 Annual Business Plan and Budget has been prepared to ensure the Council meets its legislative responsibility in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

## CONSULTATION

### Elected Members

An overview of the Draft 2026-2027 Recurrent Budget, Operating Projects and Capital Works program was provided to Elected Members at the Briefing Session held on 10 March 2026.

### Community

The Audit & Risk Committee will consider a report on the Draft 2026-2027 Annual Business Plan and Budget at its Meeting to be held on 13 April 2026.

### Staff

The preparation of the Draft 2026-2027 Budget has been completed with the involvement of the Chief Executive Officer, General Managers and staff responsible for management of the Budget.

### Other Agencies

Not Applicable.

## DISCUSSION

The Draft Budget is based on the continuation of existing services and priorities, as determined by the Council, being appropriately resourced and that the Council can maintain the service standards for its existing services to support the delivery of the Strategic Objectives outlined in *CityPlan 2030: Shaping our Future* and that those services receive appropriate funding.

The key objective therefore, is to develop a Budget that not only contributes to the Council's broader strategic objectives of achieving *Community Well-being*, but also ensures that the Council is managing its financial resources in a sustainable, prudent and equitable manner and to ensure that future financial impacts can either be avoided or managed in a measured way, so that the funding requirements are balanced with ensuring that the community does not face unreasonable increases in their annual rates contribution.

### Budget Parameters/Assumptions

The following principles and assumptions have been applied to the 2026-2027 Draft Budget:

- the Recurrent Budget is based on the provision of existing services, programs and activities;
- the cost escalation for Material, Contracts and Other Expenses has been set at a 3%; with some material and contractor costs adjusted to reflect the actual increases in market prices greater than 3% (such as Street Tree Maintenance, Waste Collection, Street and Footpath Sweeping Services, Construction Materials etc); and
- Wages and Salaries increases are based on the Council's Enterprise Agreements i.e. the Municipal Officers Agreement (MOA) budgeted at 5% (for inside staff).

### Budget Overview

The Recurrent Budget incorporates the revenue and expenditure that is required to provide the "*Business as Usual*" services, which will then be used to fund the delivery of the proposed Operating Projects, which are set out in **Attachment A**, and additional interest costs to cover the finance costs associated with borrowings required to fund the delivery of the proposed Capital Works Program (ie. works in progress), which is contained in **Attachment B**.

It should be noted that while the cost to finalise any carry forward Operating Projects from 2025-2026 are not included in the Draft 2025-2026 Operating Surplus, the funding to undertake these projects will be sourced from cash reserves or delayed borrowings in the case of Carry Forwards for Capital Projects.

At this stage, the Draft Budgets of the respective Regional Subsidiaries (ie. ERA Water, East Waste, EHA and the Highbury Landfill Authority) have not been incorporated into the Council's Draft Operating result for 2026-2027, as the Council is yet to receive the budgets from the Regional Subsidiaries. The Council is required to report on its share of the Regional Subsidiaries operating results and while this will have an impact on the Council's reported Operating Result, this is a non-cash transaction that does not have an impact on the Council's cash position.

### **Draft Recurrent Budget - Income Elements**

Rate Revenue is the Council's major source of income and funds in the order of 83% of the Council's Operating Expenditure. The balance is funded from non-rate revenue. Non-rate revenue is predominately made up of **User Charges** (represents 42% of Non-rate income) which incorporate fees from the St Peters Child Care Centre & Pre-school, Swimming Centre charges, Hire and Lease fees associated with Council facilities, HACC Services; **Grants, Subsidies and Contributions** that are received by the Council (represents 32% of Non-rate income) and **Statutory Charges** (which represents 21% of Non-rate income) which incorporates Dog Registration fees, Parking Infringements, Residential Parking Permits, Planning & Development fees, Hoarding Licenses and Outdoor Dining Permits.

### **Rates Income**

The Rate revenue increase included for the Draft Budget is in line with the increase of 7% as set out in the LTFP. As Elected Members are aware, a Rating Strategy Review is currently in progress and will be conducted in tandem with the budget process. The outcome of this review will form part of the Rating Model which will be presented to the Council at its meeting to be held on 5 May 2026. The Total Rates revenue that has been factored into the Draft Budget will be adjusted based on the outcome of the Rating Review. The Draft Budget does not include the continuation of Separate Rate for The Parade Precinct (\$225,000) as it is still being finalised with the Precinct Business owners. If approved, it will add additional income but have no impact on the overall Budget due to corresponding expenditure. The Draft Budget incorporates an increase in the Regional Landscapes Levy in line with the State Government's 'Green Adelaide levy fees. This is "pass through" income for the Council and has no impact on the Budget except for a small administrative fee of \$10,000 that the Council receives from the State Government to process the levy fees.

### **Grant, Subsidies and Contributions**

The Draft Budget has been prepared with the assumption that the Federal Government *Financial Assistance Grants* will continue to be received in advance. The Draft Budget assumes a reduction in the *Federal Government's Roads to Recovery Grant* compared to 2025-2026. While the *Roads to Recovery Grant* for 2026-2027 is budgeted as scheduled, in 2025-2026 the grant income for this Grant covered two (2) years (2024-2025 and 2025-2026) versus one payment in 2026-2027. The Draft Budget also includes other grants such as the *Commonwealth Home Support Program Grant, Public Library Services Grant, etc.*

### **Statutory Charges**

Statutory charges for 2026-2027 have increased by 4.9% compared to the 2025-2026 Budget. Parking Infringements, Dog & Cat Registrations and Planning & Development fees, have been all increased in line with the schedule of Fees & Charges that have been endorsed in '*in principle*' by the Council. Planning & Development fees have been aligned with actuals, as a result of an increase in the volume of Development Applications, noting that additional costs will also be incurred by the Council depending on the complexity of the applications.

## User Charges

User Charges have increased by 8.8% compared to the 2025-2026 Budget. Some Fees and charges are not set by legislation and therefore, have been increased by 3.0% at a minimum. For instance, the St Peters Childcare Centre & Pre-school fees have increased by 5.9% based on benchmarking with other Centres in the area. The Norwood Concert Hall income has been budgeted to grow by 58.8% as a result of an increase in Commercial and Not-for-Profit hires and bar sales income, noting that additional costs are also incorporated in this budget. The abovementioned increases are partly offset by an anticipated reduction in income for the Norwood Swimming Centre, as a result of potential lower participation due to the opening of the Payneham Memorial Swimming Centre.

## Investment Income

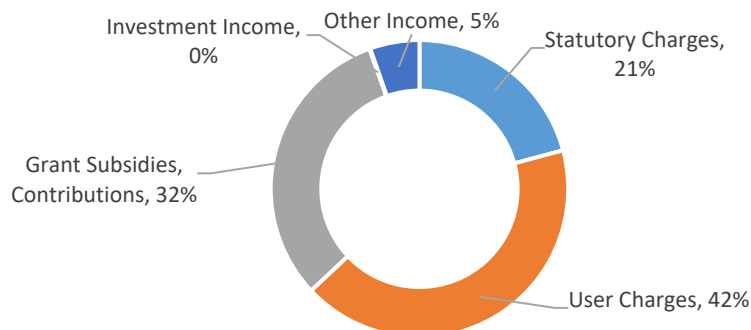
Investment income, which consists of interest income on the Council's cash deposits decreased by 80.9% compared to the 2025-2026 Budget. The Reduced Investment Income is in line with the expectation of cash balances being at a minimum to fulfill cashflow requirements for the Major Capital Projects and use of any available cash balances to reduce Cash Advance withdrawals.

## Other Income

Other income incorporates insurance rebates and other sundry income.

Non-rate revenue represents 17% of the Council's total revenue, with \$11.27 million being factored into the draft Recurrent Budget, an increase of 3.5% compared to the 2025-2026 Budget. The increase is mainly due to increase in Other Income as a result of the increase of insurance rebates and reimbursement income (cost recovery income for maintenance etc).

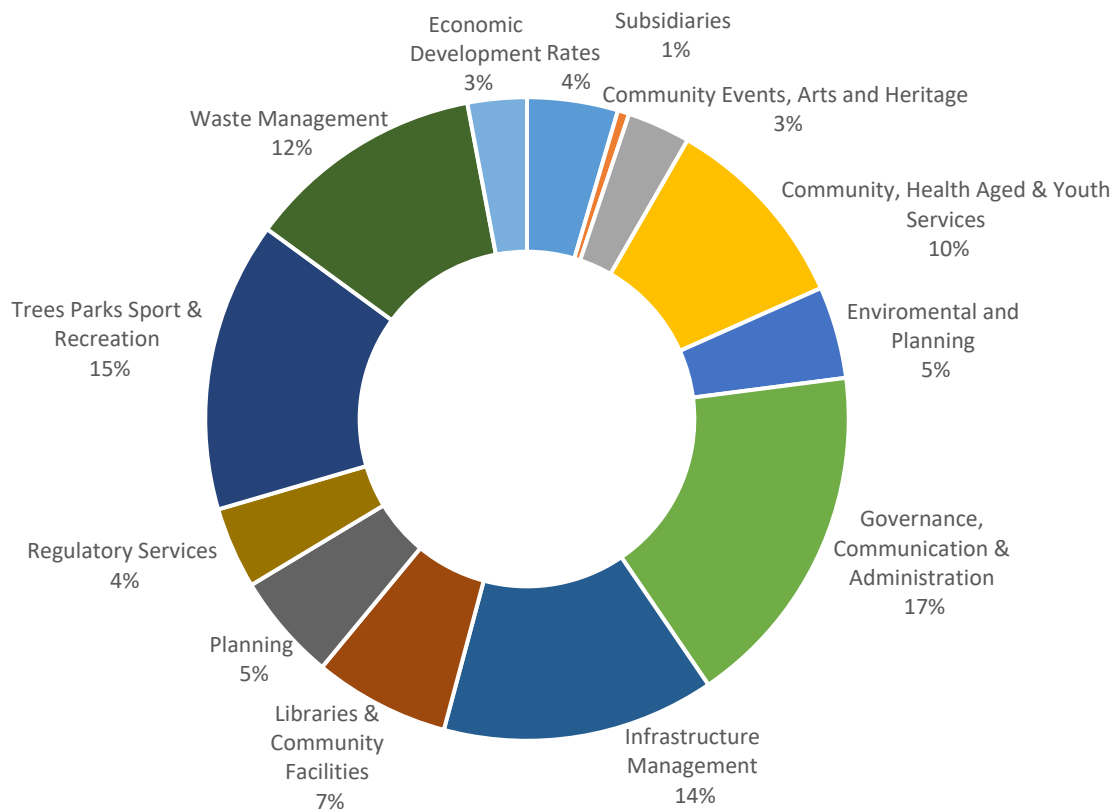
**FIGURE 1: BREAKDOWN OF NON-RATE REVENUE \$11.27M**



## Draft Recurrent Budget - Cost Elements

As set out in Figure 2 below, services, programs and activities that are delivered through the Recurrent Budget (excluding Operating Projects), represent the range of services, programs and infrastructure to meet the needs and expectations of the community. A number of these services are the responsibility of the Council by virtue of the requirements set out in the *Local Government Act 1999* and other relevant legislation. These services, programs and activities are supported by the Council's *Governance, Communication and Administration* structure which represent 17.5% (\$7.98m) of the Draft Recurrent Budget, excluding Depreciation and Finance costs.

**FIGURE 2: COMPONENTS OF THE DRAFT 2026-2027 RECURRENT EXPENDITURE BUDGET \$45.75M  
 (Excluding Depreciation and Finance costs)**



### Employee Expenses

The increase of 6.0% from 2025-2026 Budget is a result of the impact from Wages and Salaries increases in line with Enterprise Agreements or as a result of individual Employee changes (ie. re-classification). The Budget assumes all current established positions are and will be filled.

### Materials, Contracts and Other Expenses

Materials, Contracts and Other Expenses year-on-year increase has been set at CPI (3%), however in some areas, the increase is noticeably higher due to an increase on market prices (such as Power, Construction Materials, etc). Therefore, the cost increase compared to the 2025-2026 Budget is 6.5%. The increases are mainly attributed to an increase in contractor costs by 4.8% due to the new Street and Footpath Sweeping Contract and Waste Services contract, Payneham Memorial Swimming Centre operational costs as presented to the Council on 11 March 2026 that included the operational costs and an increase in levies by 6.6% which represent the Natural Resource Management fee that is collected on behalf and paid to Green Adelaide which is a "pass through" income for the Council. Staff have reviewed the Budget and released any unused Budgets in an attempt to partially offset higher than anticipated cost increases.

## Finance Costs

Finance costs included in the Draft Budget are based on existing loan repayments and banking transaction costs.

In Option 1 presented to the Council, the Finance costs have increased by 25% compared to the 2025-2026 Budget. This increase is in line with the additional borrowing requirements to fund Major Capital Projects, as outlined in Scenario 1 for the Long-Term Financial Plan (detailed later in the report) and Draft Budget, commencement of the implementation of The Parade Master Plan scheduled from 2026-2027 and to fund Capital Projects requested as part of funding submissions for 2026-2027. Under Option 2, the Finance costs have reduced to 17% year-on-year compared Option 1 discussed above. The 17% increase is consistent with the additional borrowing required to support Major Capital Projects outlined in Scenario 4 of the Long-Term Financial Plan (detailed later in this report) and the Draft Budget. It includes the commencement of the facilities at the PMSC from 2026–2027, updates to The Parade Master Plan delivered through the renewals program, and the funding of Capital Projects recommended by the Executive Leadership Team (ELT). This is coupled with the increase in LGFA Cash Advance Interest Rates to 5.35% (which is the result of an 'out of cycle' rate reduction on LGFA Variable Cash Advance Debentures facilities of 0.15% announced in January 2026 and an increase of 0.25% following the Reserve Bank of Australia (RBA) decision to increase the cash rate in February 2026) and increase in LGFA Fixed Interest rates to 6.07%. It is planned to convert \$35 million of borrowing from Cash Advance Debenture to a Fixed rate Loan to reduce exposure to variable rates and secure a lower than Cash Advance Interest rate, subject to further assessment, as the Fixed Interest rate is considerably higher than the Variable Rate at this point of time.

## Depreciation, Amortisation & Impairment

Depreciation increased by 22.7% compared to the 2025-2026 Budget due to a forecast increase as a result of the revaluation and capitalisation of Assets from Capital Projects that was undertaken in 2025-2026, including the Payneham Memorial Swimming Centre capitalisation and Trinity Valley Stormwater Drainage Project capitalisation and the impact of Asset Revaluations and unit cost updates (increases) for the Council's Transport Assets in 2025-2026.

A breakdown of the Recurrent Budget by Outcome is presented in **Attachment C**, outlining the distribution of the Recurrent Budget across the Council's operational functions.

## DRAFT BUDGET: 2026-2027 PROPOSED OPERATING PROJECTS

Operating Projects to the value of \$944,800 were submitted via Funding Submissions for consideration as part of the Draft 2026-2027 Budget. The Council's Executive Leadership Team have recommended an allocation of \$600,000 for the approved Funding Submissions for Operating Projects, noting that it is at the Council's discretion as to which Operating Projects are ultimately funded.

The proposed Operating Projects for 2026-2027 are set out in Table 1 below. The two columns to the right of Table 1, outline the budget options available to Council. Option 1 reflects all budget requests submitted through the Funding Submission process and presented at the Elected Member Workshop held on 10 March 2025. Option 2 presents the Funding Submissions that have been reviewed and recommended by the Executive Leadership Team.

**TABLE 1: OPERATING PROJECTS 2026-2027**

| Operating Projects  | Option 1:<br>All Funding<br>Submissions<br>\$ | Option 2:<br>Reviewed<br>by ELT<br>\$ | Comments   |
|---|---|---------------------------------------|--|
| Local Government Election   | 295,000                                       | 295,000                               |  |
| 2027 AFL Gather Round   | 200,000                                       | 100,000                               | Revise budget once the Council is advised that Norwood Oval is selected to host the 2027 AFL Gather Round.                     |
| Ninth Avenue Christmas Lights Traffic Management  | 70,000  | 70,000                                |  |
| 2027 Tour Down Under  | 60,000  | 60,000                                |  |
| Library Concept Designs   | 60,000  | -                                     | Project to be deferred   |
| Eastside Business Awards  | 50,000  | -                                     | Submission withdrawn as event is now scheduled to take place in September 2027 and there is no impact on the 2026-2027 Budget. |
| On-street Parking Policy Implementation   | 50,000  | 25,000                                |  |
| Community Electrification (One-off set up costs of \$10,000 + On-going Recurring Cost of \$35,000)  | 45,000  | -                                     |  |
| Green Connections   | 30,000  | -                                     |  |
| Raising the Bar   | 28,000  | 25,000                                | Reduced budget   |
| Development of Tree Inventory   | 20,000  | -                                     | Project to be deferred   |
| 40kmph Post Implementation Evaluation   | 15,000  | 15,000                                |  |
| Library Events & Programs   | 10,000  | 10,000                                |  |
| NSW Registration Search Agreement   | 8,800   | -                                     | Project to be deferred   |
| Traffic Radar Speed Sign (On-going Recurring Cost subject to approval of the purchase and installation of the 'Traffic Radar Speed Sign' Capital project) | 3,000   | -                                     |  |
| <b>Total Operating Projects Expenditure</b>   | <b>944,800</b>                                | <b>600,000</b>                        |  |

A review of the 2025-2026 Operating Projects is in progress and hence, the 2025-2026 Operating Projects to be carried forward (works in progress) into the Draft 2026-2027 Budget, have not been included. However, any Operating Projects carried forward, will be funded by cash reserves from revenue that is collected in 2025-2026 or borrowings delayed for unfinished Capital Projects that need to be carried forward.

### Proposed Statement of Comprehensive Income

Table 2 presents the Council's projected financial performance under Option 1, which includes all Funding Submissions presented for the 2026-2027 Budget and the financial impact of Capital Projects as included in the Long-Term Financial Plan Scenario 1 (included in this report).

**TABLE 2: 2026-2027 PROPOSED STATEMENT OF COMPREHENSIVE INCOME (OPTION 1)**

|  | Recurrent<br>Budget<br>2026-2027 | Other<br>2026-2027 | Operating<br>Projects<br>2026-2027 | Proposed<br>Budget<br>2026-2027 |
|--|----------------------------------|--------------------|------------------------------------|---------------------------------|
|  | \$                               | \$                 | \$                                 | \$                              |
| <b>INCOME</b>  |                                  |                    |                                    |                                 |
| Rates  | 54,409,361                       |                    |                                    | 54,409,361                      |
| Statutory Charges                                    | 2,349,065                        |                    |                                    | 2,349,065                       |
| User Charges   | 4,752,960                        |                    |                                    | 4,752,960                       |
| Grant Subsidies & Contributions                      | 2,868,077                        |                    |                                    | 2,868,077                       |
| Grants, Subsidies & Contributions - capital          | 688,369                          |                    |                                    | 688,369                         |
| Investment Income                                    | 10,500                           |                    |                                    | 10,500                          |
| Other Income   | 670,892                          |                    |                                    | 670,892                         |
| Net gain - equity accounted Council businesses       | -                                |                    |                                    | -                               |
| <b>Total Income</b>                                  | <b>65,749,224</b>                | -                  | -                                  | <b>65,749,224</b>               |
| <b>EXPENSES</b>                                      |                                  |                    |                                    |                                 |
| Employee Expenses                                    | 21,539,886                       |                    | -                                  | 21,539,886                      |
| Materials, Contracts & Other Expenses                | 23,767,246                       | 1,363,575*         | 944,800                            | 26,075,621                      |
| Depreciation, Amortisation & Impairment              | 16,804,050                       |                    | -                                  | 16,804,050                      |
| Finance Costs  | 4,239,407                        |                    | -                                  | 4,239,407                       |
| Net Loss - Joint Ventures & Associates               | 262,666                          |                    | -                                  | 262,666                         |
| <b>Total Expenses</b>                                | <b>66,613,255</b>                | <b>1,363,575</b>   | <b>944,800</b>                     | <b>69,921,630</b>               |
| <b>OPERATING SURPLUS / (DEFICIT)</b>                 | <b>(864,031)</b>                 | <b>(1,363,575)</b> | <b>(944,800)</b>                   | <b>(3,172,406)</b>              |
| Net gain (loss) on disposal or revaluation of assets | 35,601                           |                    |                                    | 35,601                          |
| Amounts specifically for new or upgraded assets      | -                                |                    |                                    | -                               |
| <b>NET SURPLUS (DEFICIT)</b>                         | <b>(828,430)</b>                 | <b>(1,363,575)</b> | <b>(944,800)</b>                   | <b>(3,136,805)</b>              |

\* Other Expenditure comprises IT Strategy operating project costs of \$882,700 and IT Strategy recurring costs of \$480,975 (A cost breakdown of the IT Strategy is presented below).

**PROJECT COSTS - IT STRATEGY:**

|   | 2025-2026         | 2026-2027          | 2027-2028           | 2028-2029  |
|---|-------------------|--------------------|---------------------|------------|
| Projects expenditure - Capital (new investment)                     | \$ 220,000        | \$ 150,000         | \$ 80,000           | TBA        |
| Projects expenditure - Operational (one off expense)                | \$ 661,000        | \$ 882,700         | \$ 450,000          | TBA        |
| New Ongoing expenditure *   | \$ 39,375         | \$ 441,500         | \$ 250,000          | TBA        |
| <i>*Net of reduction of existing costs and new additional costs</i> |                   |                    |                     |            |
| <b>TOTAL PROJECT COST including Capital Expenditure</b>             | <b>\$ 920,375</b> | <b>\$1,474,200</b> | <b>\$ 780,000</b>   | <b>TBA</b> |
| <b>Annual Recurrent Expenditure (cumulative)</b>                    | <b>\$ 39,375</b>  | <b>\$ 480,875</b>  | <b>\$ 730,875</b>   | <b>TBA</b> |
| <b>TOTAL INCLUDED IN OPERATING SURPLUS/(DEFICIT)</b>                | <b>\$ 700,375</b> | <b>\$1,363,575</b> | <b>\$ 1,180,875</b> | <b>TBA</b> |

Table 3 outlines the Council's financial position under Option 2, reflecting only those projects recommended by the Executive Leadership Team for inclusion in the 2026-2027 Budget and the financial impact of Capital Projects as included in Long Term Financial Plan Scenario 2 (included in this report).

**TABLE 3: 2026-2027 PROPOSED STATEMENT OF COMPREHENSIVE INCOME (OPTION 2)**

|  | Recurrent<br>Budget<br>2026-2027 | Other<br>2026-2027 | Operating<br>Projects<br>2026-2027 | Proposed<br>Budget<br>2026-2027 |
|--|----------------------------------|--------------------|------------------------------------|---------------------------------|
|  | \$                               | \$                 | \$                                 | \$                              |
| <b>INCOME</b>  |                                  |                    |                                    |                                 |
| Rates  | 54,409,361                       |                    |                                    | 54,409,361                      |
| Statutory Charges                                    | 2,349,065                        |                    |                                    | 2,349,065                       |
| User Charges   | 4,752,960                        |                    |                                    | 4,752,960                       |
| Grant Subsidies & Contributions                      | 2,868,077                        |                    |                                    | 2,868,077                       |
| Grants, Subsidies & Contributions - capital          | 688,369                          |                    |                                    | 688,369                         |
| Investment Income                                    | 10,500                           |                    |                                    | 10,500                          |
| Other Income   | 670,892                          |                    |                                    | 670,892                         |
| Net gain - equity accounted Council businesses       | -                                |                    |                                    | -                               |
| <b>Total Income</b>                                  | <b>65,749,224</b>                | -                  | -                                  | <b>65,749,224</b>               |
| <b>EXPENSES</b>                                      |                                  |                    |                                    |                                 |
| Employee Expenses                                    | 21,539,886                       |                    | -                                  | 21,539,886                      |
| Materials, Contracts & Other Expenses                | 23,767,246                       | 1,363,575*         | 600,000                            | 25,730,821                      |
| Depreciation, Amortisation & Impairment              | 16,804,050                       |                    | -                                  | 16,804,050                      |
| Finance Costs  | 3,954,110                        |                    | -                                  | 3,954,110                       |
| Net Loss - Joint Ventures & Associates               | 262,666                          |                    | -                                  | 262,666                         |
| <b>Total Expenses</b>                                | <b>66,327,958</b>                | <b>1,363,575</b>   | <b>600,000</b>                     | <b>68,291,533</b>               |
| <b>OPERATING SURPLUS / (DEFICIT)</b>                 | <b>(578,734)</b>                 | <b>(1,363,575)</b> | <b>(600,000)</b>                   | <b>(2,542,309)</b>              |
| Net gain (loss) on disposal or revaluation of assets | 35,601                           |                    |                                    | 35,601                          |
| Amounts specifically for new or upgraded assets      | -                                |                    |                                    | -                               |
| <b>NET SURPLUS (DEFICIT)</b>                         | <b>(543,133)</b>                 | <b>(1,363,575)</b> | <b>(600,000)</b>                   | <b>(2,506,708)</b>              |

\*Other Expenditure comprises IT Strategy operating project costs of \$882,700 and IT Strategy recurring costs of \$480,975.

\* Finance costs have been calculated based on the revised proposed capital expenditure for the 2026-2027 financial year as reflected in LTFP Scenario 4, which is outlined later in this discussion. The Operating Deficit for Option 2 will vary depending on the LTFP scenario adopted. The alternative LTFP scenarios are outlined later in this discussion.

### DRAFT BUDGET: 2026-2027 PROPOSED CAPITAL PROJECTS

The proposed Capital Projects incorporates both New Capital projects and Renewal Capital projects scheduled for 2026-2027. It also includes staff costs (existing staff **not** new positions) of \$1.08 million which are to be capitalised (i.e. staff involved in the delivery of the projects involving physical assets).

The proposed Capital Projects for 2026-2027, are set out in Table 4 below. The two (2) columns to the right of Table 4, outline the budget options available to the Council. Option 1 reflects all budget requests submitted through the Funding Submission process and presented at the Elected Member Information Briefing held on 10 March 2025. Option 2 presents the budget Funding Submissions that have been reviewed and recommended by the Executive Leadership Team.

**TABLE 4: CAPITAL PROJECT CATEGORIES**

| Capital Expenditure Project   | Option 1:<br>Funding<br>Submissions<br>\$ | Option 2:<br>Reviewed<br>by ELT<br>\$ | Comments                    |
|---|---|---------------------------------------|-----------------------------|
| <b>Whole-of-Life Capital Works Program</b>  |   |                                       |                             |
| * Road Resealing  | 3,780,256                                 | 3,780,256                             |                             |
| * Footpath Reconstruction   | 490,206                                   | 490,206                               |                             |
| * Kerb Reconstruction   | 1,873,056                                 | 1,873,056                             |                             |
| * Traffic Control Devices   | 251,299                                   | 251,299                               |                             |
| * Stormwater Drainage Program   | 2,200,283                                 | 2,200,283                             |                             |
| * Building Works Program  | 2,881,380                                 | 2,881,380                             |                             |
| * Recreation and Open Space   | 1,591,907                                 | 1,591,907                             |                             |
| * Plant & Depot Equipment Replacement   | 385,954                                   | 385,954                               |                             |
| * Other Infrastructure Asset Renewal<br><i>Includes Library Books, IT Equipment, Furniture &amp; Fittings</i> | 571,629                                   | 571,629                               |                             |
| <b>TOTAL CAPITAL RENEWAL PROGRAMM</b>   | <b>14,025,970</b>                         | <b>14,025,970</b>                     |                             |
| <b>SALARY CAPITALISATION (cost to be split between New and Renewals in line with actual services)</b>         | <b>1,080,358</b>                          | <b>1,080,358</b>                      |                             |
| * Stage 1 The Parade Master Plan Implementation   | 6,700,000                                 | -                                     | Update via renewal program* |
| Facilities at the PMSC  | 5,931,872                                 | 5,931,872                             |                             |
| Ninth Avenue Bikeway Upgrade Stage 1 Construction Works   | 1,300,000                                 | -                                     | Defer to later years        |
| Nelson Street Median Tree Planting & Irrigation   | 702,005                                   | -                                     | Defer to later years        |
| St Morris Bikeway (Aberdare Avenue Section) Upgrade Construction  | 700,000                                   | -                                     | Defer to later years        |
| Ann Street Pedestrian Crossing  | 380,000                                   | -                                     | Defer to later years        |
| Borthwick Park Public Toilet  | 250,000                                   | -                                     | Defer to later years        |
| * Twelftree Reserve Public Toilet   | 250,000                                   | -                                     | Defer to later years        |
| Glynde, Payneham, Firle, Trinity Gardens Traffic Detailed Design  | 150,000                                   | 150,000                               |                             |
| K9 Kube Animal Management WHS Upgrade   | 53,000                                    | 53,000                                |                             |
| Ninth Avenue Bikeway Upgrade Stage 2 Detailed Design Works  | 45,000                                    | -                                     | Defer to later years        |
| Stephen Street Upgrade Detailed Design Works  | 45,000                                    | 45,000                                |                             |
| Regent Street Emu Crossing Construction Works   | 45,000                                    | 45,000                                |                             |
| Osmond Terrace Pedestrian Crossing Upgrade  | 40,000                                    | -                                     | Defer to later years        |
| Minor Traffic Improvements  | 20,000                                    | 20,000                                |                             |
| Traffic Radar Speed Signs   | 16,000                                    | -                                     | Defer to later years        |
| New E-bikes   | 10,000                                    | -                                     | Defer to later years        |
| <b>TOTAL NEW CAPITAL PROJECTS EXPENDITURE</b>   | <b>16,637,877</b>                         | <b>6,244,872</b>                      |                             |
| <b>Grant Funding</b>  | -   | -                                     |                             |
| <b>Net Cost</b>   | <b>31,744,205</b>                         | <b>21,351,200</b>                     |                             |

\* Whilst The Parade Master Plan is proposed to be funded through the Renewals budget, no allocation for new capital expenditure has been forecast at this stage. New capital requirements will be determined during the Detailed Design phase of the project and will remain contingent on the availability of external grant funding.

\* The State Government has announced that if re-elected, it will allocate \$400,000 for the construction of new toilets at Twelftree Reserve. This will be confirmed once the Council has considered total costs including renewal component, scope and staging.

A review of the Capital Projects for the current year (2025-2026) is currently being undertaken based on year to date expenditure and project timelines, to evaluate if any project will need to be carried forward and included as part of the 2026-2027 Budget and therefore are not included in the Draft Budget.

A summary of all Operating and Capital Projects is contained in **Attachment A** and **Attachment B** respectively. Copies of the Funding Submissions for Operating and Capital projects are contained in **Attachment D**.

**Salary Capitalisation**

The key considerations for salary capitalisation include ensuring that only those costs that are directly attributable to the creation or enhancement of an asset are capitalised (ie. roles must work predominantly or exclusively on these activities, applying materiality thresholds so that minor expenses are excluded and maintain thorough documentation of time spent on capital projects to comply with accounting standards).

The roles under consideration for salary capitalisation include Project Management roles (such as Project Manager, Capital Works Coordinator and Infrastructure Planner) that manage projects involving new infrastructure construction or upgrades such as roads, bridges, and swimming centres and oversee the installation of assets like streetlights or park equipment, including supervision of contractors or consultants involved in capital works. Engineering and Technical roles (including Civil Engineers, Structural Engineers, and Design Technicians) contribute through designing new assets or infrastructure improvements, carrying out technical assessments, preparing project specifications, and conducting inspections related to asset construction or installation. Asset Management roles (such as Asset Manager, GIS Analyst and Asset Data Officer) support capital projects by capturing data for newly constructed or upgraded assets, updating asset registers, and developing systems for asset condition assessment. Field staff, support, and administrative roles (including Maintenance, Procurement and Administration Officers) also contribute by preparing reports, approvals, or funding submissions for capital projects, procuring materials and services for capital works and undertaking on-the-ground activities that directly support the construction or improvement of infrastructure.

At the City of Norwood Payneham & St Peters a conservative approach of using Job Descriptions and role specifications, as well as tasks and project allocations, has been adopted. At the end of each year, each role is reviewed and involvement in projects is confirmed to verify the correct split between allocation of time in New or Renewal Capital projects as well as reflecting correct resources in case of vacancies (if any).

Table 5 below shows a percentage breakdown on each role.

**TABLE 5: SALARY CAPITALISATION**

| <b>Role</b>                           | <b>Capitalisation</b> |
|---------------------------------------|-----------------------|
| Assets & Projects Manager             | 60%                   |
| Project Manager - Renewals            | 100%                  |
| Project Manager - Renewals            | 100%                  |
| Project Manager - New Projects        | 100%                  |
| Asset Manager                         | 80%                   |
| Project Manager - New Projects        | 100%                  |
| Building Asset Manager                | 60%                   |
| Building Operational Officer (vacant) | 80%                   |

## Borrowings

Capital expenditure as set out in **Attachment B** is proposed to be funded, under the two (2) options presented above, is set out in Table 6 below:

**TABLE 6: CAPITAL PROJECTS FUNDING**

|  | Option 1:           | Option 2:           |
|--|---------------------|---------------------|
| Use of depreciation recovered through Rate Revenue | \$16,804,050        | \$16,804,050        |
| Grant Funding                                      | -                   | -                   |
| Borrowings   | \$14,940,155        | \$4,547,150         |
| <b>TOTAL</b>                                       | <b>\$31,744,205</b> | <b>\$21,351,200</b> |

In determining the timing and the level of borrowings that are required to fund the proposed Capital Program, consideration has been given to the cash flow requirements and to intergenerational equity between current and future ratepayers (that is, an asset is funded from loan borrowings which is paid off over the life of the asset rather than raising rate revenue from current rate payers to pay for the asset).

The Council has an option in respect to its borrowing arrangements using financial instruments such as Cash Advance Debenture (CAD) or Traditional Loan (Loan) provided by the Local Government Financing Authority (LGFA). It is important that borrowing decisions are made strategically, considering factors such as cost, risk, and suitability to the Council's financial objectives and for its ongoing financial sustainability.

Following consideration of the borrowing options, the current economic climate and conducting a thorough assessment of the financial needs as part of the Draft 2026-2027 Budget, in order to minimise the interest costs and debt servicing needs, it is anticipated that \$35 million of the CAD Facilities in 2026-2027 will be converted into a Traditional Loan. This will be subject to further assessment as the Fixed Interest rate is considerably higher than the Variable Interest rate at this point in time (LGFA Fixed Interest rate 6.07% vs LGFA Variable CAD rate 5.35%).

The Reserve Bank of Australia (RBA) implemented another increase to the cash rate at its meeting held on 17 March 2026. The RBA's decision to increase rates by 0.25%, was influenced by a material increase to inflation in the second half of 2025 and the current conflict in the Middle East which has resulted in higher fuel prices, which if sustained, raises the risk that inflation may stay above the RBA's target for longer. The RBA's statement also reiterated its focus on its mandate to deliver price stability and full employment. A further 0.25% rate increase is anticipated at the RBA's May 2026 meeting, driven by persistent inflationary pressures, a tight labour market and elevated oil prices stemming from geopolitical tensions in the Middle East. This latest increase has not yet been reflected in the Draft Budget due to the number of scenarios and permutations proposed. Once a preferred option is determined by the Council, rates will be updated to the latest available information.

## DRAFT UPDATE LONG TERM FINANCIAL PLAN

Pursuant to Section 122 4 a(1) of the *Local Government Act 1999*, the Council must undertake a review of its Long-Term Financial Plan (LTFP) on an annual basis. To meet this legislative requirement, a review of the LTFP financial targets, which takes into account the Draft 2026-2027 Budget, as presented in this report and its impact on the financial projections set out in the Long-Term Financial Plan, has been undertaken.

The following section outlines the Long-Term Financial Plan capital project timelines and associated LTFP targets under alternative Budget scenarios.

| Scenario   | Budget Base | Funding Submissions       | IT Strategy | Gymnasium Commencement | The Parade Master Plan Commencement | Norwood Library Commencement | Notes   | Finance Comment              |
|------------|-------------|---------------------------|-------------|------------------------|-------------------------------------|------------------------------|---|------------------------------|
| Scenario 1 | Option 1    | All (Operating & Capital) | Included    | 2026-2027              | 2026-2027                           | 2028-2029                    | Presented at March Workshop                         | Financially Unsustainable    |
| Scenario 2 | Option 2    | As per ELT review         | Included    | 2026-2027              | 2026-2027                           | 2028-2029                    | —   | Financially Unsustainable    |
| Scenario 3 | Option 2*   | As per ELT review         | Included    | 2026-2027              | 2029-2030                           | 2031-2032                    | —   | Conditionally Sustainable    |
| Scenario 4 | Option 2*   | As per ELT review         | Included    | 2026-2027              | Update via renewals                 | Not included                 | No Nowrood Library update                           | Most Financially sustainable |
| Scenario 5 | Option 2*   | As per ELT review         | Included    | 2028-2029              | 2029-2030                           | 2031-2032                    | —   | Conditionally Sustainable    |
| Scenario 6 | Option 2*   | As per ELT review         | Included    | Not included           | 2026-2027                           | 2028-2029                    | No Gym  | Conditionally Sustainable    |
| Scenario 7 | Option 2*   | As per ELT review         | Included    | 2028-2029              | Update via renewals                 | 2031-2032                    | —   | Most Financially sustainable |
| Scenario 8 | Option 2*   | As per ELT review         | Included    | Not included           | Not included                        | Not included                 | All future capital projects removed pending funding | Most Financially sustainable |

\* Option 2 Budget Base will be updated for revised Finance costs depending on LTFP Scenario adopted

### Scenario 1 - Full program (highest cost):

Scenario 1 represents the position in which the Council approves:

- funding of all Operating and Capital projects as presented in the Funding Submissions;
- construction of the facilities at the PMSC in the 2026–2027 financial year; and
- Commence implementation of The Parade Masterplan from 2026-2027.

Table 7 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years incorporated into the Draft LTFP under Scenario 1.

**TABLE 7: CAPITAL PROJECTS TIMELINE (SCENARIO 1)**

| PROJECTS IN LTFP \$'000           | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | 6,700     | 11,950    | 8,950     | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         | -         | -         | -         |
| FACILITIES AT THE PMSC            | 5,932     | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 1)    | 4,003     | -         | -         | -         | -         | -         | -         | -         | -         | -         |

### Implications:

#### Benefits:

- full delivery of all strategic projects contained in the LTFP (no deferrals); and
- surpluses achieved in later years

#### Disadvantages:

- Operating deficits for ~6 years, breaches covenant with the LGFA
- Debt exceeds \$110m for multiple years (peaks ~\$118m)
- Net Financial Liability significantly above 100% across entire period
- High financial risk and limited flexibility

**Overall: Scenario 1 represents “Non-compliant / Unsustainable”.**

Table 8 sets out the Council’s forecasted financial position over the next ten (10) years if Option 1 of the Draft Budget and Scenario 1 of the LTFP are adopted.

**TABLE 8: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 1)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (3.5)     | (2.6)     | (1.3)     | (1.5)     | (0.6)     | (0.1)     | 0.5       | 1.7       | 3.2       | 3.4       |
| OPERATING SURPLUS RATIO              | -5.3%     | -3.7%     | -1.7%     | -2.0%     | -0.8%     | -0.1%     | 0.5%      | 2.0%      | 3.6%      | 3.7%      |
| NET FINANCIAL LIABILITIES RATIO      | 172.9%    | 181.5%    | 183.8%    | 179.0%    | 172.6%    | 162.9%    | 152.9%    | 141.4%    | 128.4%    | 116.5%    |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 6.4%      | 7.9%      | 8.3%      | 8.4%      | 8.2%      | 7.9%      | 7.6%      | 7.3%      | 6.5%      | 6.0%      |
| DEBT SERVICING RATIO                 | 17.1%     | 23.8%     | 24.2%     | 14.7%     | 17.0%     | 16.8%     | 16.5%     | 16.3%     | 15.5%     | 14.4%     |
| DEBT LEVEL (\$ Mn)                   | 98.2      | 110.3     | 118.6     | 118.0     | 117.8     | 114.6     | 110.8     | 105.4     | 98.0      | 90.7      |

**Scenario 2 - Reduced Operational and Capital Projects requested via Funding Submissions, but full capital investments:**

Scenario 2 represents the position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- construction of Facilities at the PMSC in the 2026–2027 financial year; and
- Implementation of The Parade Master Plan to commence from 2026-2027.

Table 9 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years incorporated into the Draft LTFP under Scenario 2.

**TABLE 9: CAPITAL PROJECTS TIMELINE (SCENARIO 2)**

| PROJECTS IN LTFP \$'000           | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | 6,700     | 11,950    | 8,950     | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         | -         | -         | -         |
| FACILITIES AT THE PMSC            | 5,932     | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

**Implications:**

**Benefits:**

- Slight improvement vs Scenario 1 (lower debt and deficits)
- Returns to surplus earlier (~2031/32)
- Debt trends downward over time

**Disadvantages:**

- Operating deficits still for ~5 years
- Debt levels exceeds \$110m (peak ~ \$113m) assuming all major projects in the LTFP are progressed
- Net Financial Liabilities remain greater than 100% for most of the term of the LTFP (~102% by Year 10)
- Still heavily exposed to borrowing

**Overall: Scenario 2 represents a “Marginal improvement but still non-compliant”.**

Table 10 presents the Council's forecasted financial position over the next ten (10) years if Scenario 2 is adopted.

**TABLE 10: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 2)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.7)     | (2.2)     | (1.1)     | (1.0)     | (0.1)     | 0.5       | 1.1       | 2.5       | 4.0       | 4.4       |
| OPERATING SURPLUS RATIO              | -4.1%     | -3.2%     | -1.5%     | -1.4%     | -0.1%     | 0.6%      | 1.3%      | 2.9%      | 4.5%      | 4.7%      |
| NET FINANCIAL LIABILITIES RATIO      | 165.6%    | 173.4%    | 175.4%    | 169.6%    | 162.3%    | 151.7%    | 140.8%    | 128.3%    | 114.3%    | 101.4%    |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 6.3%      | 7.5%      | 7.9%      | 7.9%      | 7.6%      | 7.3%      | 6.9%      | 6.6%      | 5.7%      | 5.1%      |
| DEBT SERVICING RATIO                 | 16.9%     | 23.3%     | 23.7%     | 14.2%     | 16.4%     | 16.1%     | 15.7%     | 15.4%     | 14.5%     | 13.3%     |
| DEBT LEVEL (\$ Mn)                   | 93.6      | 104.8     | 112.5     | 111.0     | 109.9     | 105.7     | 100.8     | 94.1      | 85.4      | 76.6      |

**Scenario 3 - Defer The Parade Master Plan and Norwood Library redevelopment:**

Scenario 3 represents a position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- construction of the facilities at the PMSC in the 2026–2027 financial year;
- Implementation of The Parade Masterplan delayed to commence from 2029-2030; and
- Norwood Library Redevelopment to commence from 2031-2032.

Table 11 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years under Scenario 3, and which have been incorporated into the Draft LTFP.

**TABLE 11: CAPITAL PROJECTS TIMELINE (SCENARIO 3)**

| PROJECTS IN LTFP \$'000           | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | -         | -         | -         | 6,700     | 11,950    | 8,950     | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | -         | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         |
| FACILITIES AT THE PMSC            | 5,932     | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

**Implications:**

Benefits:

- Earlier return to surplus (~2028-2029)
- Debt remains well below \$110m
- Net Financial Liabilities improves to less than 100% by Year 10 (~93%)
- Balanced delivery with some deferral

Disadvantages:

- Initial operating deficits (first 2 years)
- NFL above 100% for majority of early/mid years
- Requires budget discipline and ensuring that the Council focusses on the outcomes contained in the LTFP.

**Overall: Scenario 3 represents “Borderline compliant” (medium risk).**

Table 12 presents the Council's forecasted financial position over the next ten (10) years if Scenario 3 is adopted.

**TABLE 12: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 3)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.5)     | (1.4)     | 0.6       | 1.2       | 1.7       | 1.6       | 1.7       | 3.0       | 4.5       | 5.0       |
| OPERATING SURPLUS RATIO              | -3.9%     | -2.0%     | 0.9%      | 1.5%      | 2.1%      | 2.0%      | 2.1%      | 3.5%      | 5.0%      | 5.3%      |
| NET FINANCIAL LIABILITIES RATIO      | 155.1%    | 145.3%    | 133.2%    | 133.3%    | 137.8%    | 139.3%    | 130.0%    | 120.2%    | 106.0%    | 92.7%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 6.0%      | 6.5%      | 6.0%      | 5.7%      | 6.0%      | 6.3%      | 6.2%      | 6.0%      | 5.2%      | 4.5%      |
| DEBT SERVICING RATIO                 | 16.6%     | 22.1%     | 21.4%     | 11.6%     | 14.4%     | 14.9%     | 14.9%     | 14.7%     | 13.9%     | 12.7%     |
| DEBT LEVEL (\$ Mn)                   | 86.7      | 85.3      | 81.7      | 83.8      | 90.8      | 95.7      | 91.7      | 87.0      | 77.8      | 68.5      |

**Scenario 4 – Facilities at the PMSC to proceed, Update The Parade Master Plan via renewals and Norwood Library Redevelopment exclusion:**

Scenario 4 represents the position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- construction of the facilities at the PMSC in the 2026–2027 financial year;
- implementation of The Parade Master Plan funded through the renewal program (any redevelopment upgrade to be confirmed and included at later year subject to Grant funding); and
- Norwood Library Redevelopment not included in the LTFP.

Table 13 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years under Scenario 4, and which have been incorporated into the Draft LTFP. Table 3 of this report presents the proposed Statement of Comprehensive Income that reflects this scenario.

**TABLE 13: CAPITAL PROJECTS TIMELINE (SCENARIO 4)**

| PROJECTS IN LTFP                  | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FACILITIES AT THE PMSC            | 5,932     | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

Benefits:

- Strong and growing operating surpluses from 2028-2029 onward
- Debt reduces significantly over time (down to ~24m)
- Net Financial Liabilities drops below 100% relatively early and continues improving
- No breach of debt covenant (except Deficits first 2 years)

Disadvantages:

- Initial deficits for the first 2 years of the LTFP
- Reduced capital ambition (For example, re-scoping of The Parade Masterplan)

**Overall: Scenario 4 represents “Strongly aligned with LGFA covenants” (low risk).**

Table 14 presents the Council's forecasted financial position over the next ten (10) years, if Scenario 4 is adopted.

**TABLE 14: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 4)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.5)     | (1.4)     | 0.6       | 1.3       | 2.5       | 3.5       | 4.3       | 6.0       | 7.6       | 8.7       |
| OPERATING SURPLUS RATIO              | -3.9%     | -2.0%     | 0.9%      | 1.8%      | 3.2%      | 4.3%      | 5.1%      | 6.9%      | 8.5%      | 9.3%      |
| NET FINANCIAL LIABILITIES RATIO      | 155.1%    | 145.3%    | 133.2%    | 124.1%    | 112.7%    | 101.1%    | 89.0%     | 75.1%     | 59.8%     | 44.9%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 6.0%      | 6.5%      | 6.0%      | 5.5%      | 5.1%      | 4.5%      | 3.9%      | 3.3%      | 2.4%      | 1.6%      |
| DEBT SERVICING RATIO                 | 16.6%     | 22.1%     | 21.4%     | 11.4%     | 13.3%     | 12.8%     | 12.2%     | 11.6%     | 10.7%     | 9.3%      |
| DEBT LEVEL (\$ Mn)                   | 86.7      | 85.3      | 81.7      | 76.9      | 71.2      | 64.8      | 57.3      | 47.8      | 36.2      | 23.8      |

**Scenario 5 – Delay the Facilities at the PMSC and all other Major Capital projects:**

Scenario 5 represents the position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- construction of the Facilities at the PMSC in the 2028–2029 financial year;
- implementation of The Parade Master Plan to commence from 2029-2030; and
- Norwood Library Redevelopment to commence from 2031-2032.

Table 15 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years under Scenario 5, and which have been incorporated into the Draft LTFP.

**TABLE 15: CAPITAL PROJECTS TIMELINE (SCENARIO 5)**

| PROJECTS IN LTFP                  | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | -         | -         | -         | 6,700     | 11,950    | 8,950     | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | -         | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         |
| FACILITIES AT THE PMSC            | -         | -         | 5,932     | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

**Benefits:**

- Lower initial deficits vs earlier scenarios
- Debt remains under \$110m
- Net Financial Liability falls below 100% by Year 10
- Smoother financial profile than Scenario 3

**Disadvantages:**

- Budget deficits in first 2 years of the LTFP
- Net Financial Liabilities is greater than 100% for most of the term
- Delays delivery of key Capital Projects

**Overall: Scenario 5 represents “Moderately acceptable” (balanced but still pressured).**

Table 16 presents the Council's forecasted financial position over the next ten (10) years if Scenario 5 is adopted.

**TABLE 16: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 5)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.4)     | (1.0)     | 0.6       | 0.6       | 0.9       | 1.1       | 1.4       | 2.9       | 4.3       | 4.7       |
| OPERATING SURPLUS RATIO              | -3.6%     | -1.4%     | 0.8%      | 0.9%      | 1.2%      | 1.4%      | 1.6%      | 3.3%      | 4.7%      | 5.1%      |
| NET FINANCIAL LIABILITIES RATIO      | 145.9%    | 136.0%    | 132.7%    | 133.5%    | 139.0%    | 141.1%    | 132.2%    | 122.5%    | 108.4%    | 95.3%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 5.8%      | 6.0%      | 5.7%      | 5.7%      | 6.0%      | 6.3%      | 6.3%      | 6.1%      | 5.3%      | 4.7%      |
| DEBT SERVICING RATIO                 | 16.3%     | 21.5%     | 21.1%     | 11.6%     | 14.4%     | 15.0%     | 15.1%     | 14.9%     | 14.1%     | 12.9%     |
| DEBT LEVEL (\$ Mn)                   | 80.6      | 78.9      | 81.2      | 83.8      | 91.5      | 97.1      | 93.5      | 89.0      | 80.0      | 70.9      |

**Scenario 6 - No Facilities at the PMSC, The Parade Master Plan proceeds in 2026-2027, the Norwood Library Redevelopment to commence in 2028-2029**

Scenario 6 represents the position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- No new facilities at the PMSC;
- implementation of The Parade Master Plan to commence from 2026-2027; and
- Norwood Library Redevelopment to commence from 2028-2029.

Table 17 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years under Scenario 6, and which have been incorporated into the Draft LTFP.

**TABLE 17: CAPITAL PROJECTS TIMELINE (SCENARIO 6)**

| PROJECTS IN LTFP                  | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | 6,700     | 11,950    | 8,950     | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         | -         | -         | -         |
| FACILITIES AT THE PMSC            | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

Benefits:

- Lower debt than Scenarios 1 & 2
- Returns to surplus eventually
- Debt stays below \$110m

Disadvantages:

- Operating Budget deficits for ~5 years
- Net Financial Liabilities remains high (>100% until late years)
- Strategic imbalance (without the Facilities at the PMSC benefit)
- Weaker financial improvement vs Scenario 3/4

**Overall: Scenario 6 represents “Not optimal / still pressure on achieving the LGFA covenants”.**

Table 18 presents the Council’s forecasted financial position over the next ten (10) years if Scenario 6 is adopted.

**TABLE 18: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 6)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.6)     | (1.8)     | (1.0)     | (1.1)     | (0.4)     | 0.1       | 0.7       | 2.1       | 3.5       | 3.9       |
| OPERATING SURPLUS RATIO              | -3.9%     | -2.6%     | -1.3%     | -1.5%     | -0.6%     | 0.2%      | 0.8%      | 2.4%      | 3.9%      | 4.1%      |
| NET FINANCIAL LIABILITIES RATIO      | 156.3%    | 164.2%    | 166.6%    | 161.3%    | 154.8%    | 145.0%    | 135.0%    | 123.3%    | 110.1%    | 98.0%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 6.0%      | 7.0%      | 7.4%      | 7.4%      | 7.2%      | 6.9%      | 6.5%      | 6.2%      | 5.4%      | 4.8%      |
| DEBT SERVICING RATIO                 | 16.6%     | 22.8%     | 23.1%     | 13.6%     | 15.8%     | 15.6%     | 15.3%     | 15.0%     | 14.2%     | 13.0%     |
| DEBT LEVEL (\$ Mn)                   | 87.5      | 98.4      | 106.0     | 104.6     | 103.9     | 100.2     | 95.7      | 89.6      | 81.4      | 73.2      |

**Scenario 7 - Delay the Facilities at the PMSC + Update The Parade Master Plan via renewals + Delay Norwood Library**

Scenario 7 represents the position in which the Council approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- construction of the new Facilities at the PMSC delayed until the 2028–2029 financial year;
- implementation of The Parade Masterplan funded out of renewal program (no new development); and
- implementation of the Norwood Library Redevelopment to commence from 2031-2032.

Table 19 sets out the forecasted timeline for Capital projects proposed to be undertaken by the Council over the next ten (10) years under Scenario 7, and which have been incorporated into the Draft LTFP.

**TABLE 19: CAPITAL PROJECTS TIMELINE (SCENARIO 7)**

| PROJECTS IN LTFP                  | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | -         | -         | -         | 1,000     | 1,500     | 2,500     | -         | -         |
| FACILITIES AT THE PMSC            | -         | -         | 5,932     | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

**Benefits:**

- Strong and sustained surpluses from 2028-2029
- Debt reduces materially (to ~\$33m)
- Net Financial Liabilities improves below 100% earlier than most scenarios
- Meets LGFA debt covenant comfortably

**Disadvantages:**

- Initial deficits (2 years)
- Deferral/removal of major capital projects

**Overall: Scenario 7 represents “Very strong financially” (low risk, high discipline).**

Table 20 presents the Council's forecasted financial position over the next ten (10) years if Scenario 7 is adopted.

**TABLE 20: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 7)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.4)     | (1.0)     | 0.6       | 0.8       | 1.8       | 2.9       | 3.8       | 5.5       | 7.0       | 8.0       |
| OPERATING SURPLUS RATIO              | -3.6%     | -1.4%     | 0.8%      | 1.1%      | 2.3%      | 3.6%      | 4.5%      | 6.3%      | 7.7%      | 8.6%      |
| NET FINANCIAL LIABILITIES RATIO      | 145.9%    | 136.0%    | 132.7%    | 124.4%    | 113.9%    | 104.1%    | 94.3%     | 83.6%     | 68.6%     | 54.0%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 5.8%      | 6.0%      | 5.7%      | 5.5%      | 5.1%      | 4.6%      | 4.1%      | 3.7%      | 2.9%      | 2.1%      |
| DEBT SERVICING RATIO                 | 16.3%     | 21.5%     | 21.1%     | 11.3%     | 13.4%     | 12.9%     | 12.5%     | 12.1%     | 11.3%     | 9.9%      |
| DEBT LEVEL (\$ Mn)                   | 80.6      | 78.9      | 81.2      | 76.9      | 72.0      | 67.2      | 61.7      | 55.2      | 44.1      | 32.3      |

**Scenario 8 – Remove all Major Capital projects until costing, grants etc confirmed**

Scenario 8 represents the position in which Council only approves:

- funding for the Operating and Capital projects as recommended by the Executive Leadership Team;
- no Facilities at the PMSC;
- not undertaking The Parade Masterplan as new Capital investment. Potentially could be funded out of renewal program (no new development) or the Project being added back in when costs and available grants confirmed; and
- not progressing the Norwood Library Redevelopment until funding or available grants confirmed.

Table 20 sets out the forecasted timeline for Capital projects proposed to be undertaken by Council over the next ten years under Scenario 8, and which have been incorporated into the Draft LTFP.

**TABLE 20: CAPITAL PROJECTS TIMELINE (SCENARIO 8)**

| PROJECTS IN LTFP                  | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| QUADRENNIAL ART PROJECT           | 12        | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| IMPLEMENTATION PARADE MASTER PLAN | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| NORWOOD LIBRARY REDEVELOPMENT     | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FACILITIES AT THE PMSC            | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| FUNDING SUBMISSIONS (OPTION 2)    | 303       | -         | -         | -         | -         | -         | -         | -         | -         | -         |

Benefits:

- Strongest financial position
- Rapid improvement in budget surpluses
- Debt declines significantly (~\$20m by end)
- Net Financial Liabilities well below 100% long term
- Fully compliant with debt covenant

Disadvantages:

- Initial deficits (2 years).
- No major capital projects
- Risk of underinvestment in new community assets, however renewals can still proceed

**Overall: Scenario 8 represents “Most financially compliant” (but least strategic).**

Table 21 presents the Council's forecasted financial position over the next ten (10) years if Scenario 8 is adopted.

**TABLE 21: DRAFT UPDATE TO LONG TERM FINANCIAL PLAN (SCENARIO 8)**

|                                      | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | 2033-2034 | 2034-2035 | 2035-2036 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING SURPLUS/ (DEFICIT) (\$ Mn) | (2.4)     | (1.0)     | 0.8       | 1.3       | 2.2       | 3.1       | 3.9       | 5.6       | 7.1       | 8.1       |
| OPERATING SURPLUS RATIO              | -3.6%     | -1.4%     | 1.0%      | 1.7%      | 2.8%      | 3.8%      | 4.6%      | 6.4%      | 7.9%      | 8.7%      |
| NET FINANCIAL LIABILITIES RATIO      | 145.9%    | 136.0%    | 124.4%    | 115.8%    | 105.2%    | 94.4%     | 83.1%     | 70.0%     | 55.6%     | 41.6%     |
| ASSET RENEWAL FUNDING RATIO          | 92.7%     | 97.7%     | 94.9%     | 89.0%     | 99.6%     | 98.6%     | 99.9%     | 102.8%    | 100.7%    | 104.8%    |
| INTEREST COVER RATIO                 | 5.8%      | 6.0%      | 5.5%      | 5.0%      | 4.6%      | 4.1%      | 3.5%      | 2.9%      | 2.1%      | 1.4%      |
| DEBT SERVICING RATIO                 | 16.3%     | 21.5%     | 20.9%     | 10.8%     | 12.8%     | 12.3%     | 11.8%     | 11.2%     | 10.4%     | 9.1%      |
| DEBT LEVEL (\$ Mn)                   | 80.6      | 78.9      | 75.1      | 70.5      | 65.2      | 59.2      | 52.2      | 43.3      | 32.2      | 20.5      |

**2026-2027 Budget & LTFP Scenarios – Covenant Assessment Matrix**

| Scenario  | Operating Deficits            | Debt > \$110m | NFL > 100%                    | Overall Covenant Position | Financial Sustainability | Strategic Delivery                   |
|---|-------------------------------|---------------|-------------------------------|---------------------------|--------------------------|--------------------------------------|
| <b>1 – Full Program</b>   | Significant (approx. 6 years) | Yes           | Yes (all years)               | Non-compliant             | Very High Risk           | Full delivery of all initiatives     |
| <b>2 – Reduced Funding Submissions Projects, Full Capital</b>                             | Moderate (approx. 5 years)    | Yes           | Yes (most years)              | Non-compliant             | High Risk                | High level of delivery               |
| <b>3 – Proceed with new Facilities at the PMSC and defer The Parade Masterplan</b>        | Short-term (approx. 2 years)  | No            | Above 100% in early/mid years | Borderline                | Medium Risk              | Balanced delivery with some deferral |
| <b>4 – Proceed with new Facilities at the PMSC, Remove Master (Renewals)</b>              | Short-term (approx. 2 years)  | No            | Improves below 100% over time | Compliant                 | Low Risk                 | Reduced capital scope                |
| <b>5 – Delay new Facilities at the PMSC &amp; implementation of The Parade Masterplan</b> | Short-term (approx. 2 years)  | No            | Above 100% for most years     | Borderline                | Medium Risk              | Delayed delivery                     |

|  |                              |    |                               |                    |                  |   |
|--|------------------------------|----|-------------------------------|--------------------|------------------|---|
| <b>6 – No new Facilities at the PMSC and Proceed with The Parade Masterplan</b>                | Moderate (approx. 5 years)   | No | Above 100% for most years     | Weak / At risk     | Medium–High Risk | Unbalanced delivery                               |
| <b>7 – Delay new Facilities at the PMSC and Remove implementation of The Parade Masterplan</b> | Short-term (approx. 2 years) | No | Improves below 100% over time | Compliant          | Low Risk         | Reduced capital program                           |
| <b>8 – No Major Capital Projects unless grant funding is achieved</b>                          | Short-term (approx. 2 years) | No | Well below 100% over time     | Strongly compliant | Very Low Risk    | Minimal capital delivery for new Capital Projects |

## Summary

There are a number of options set out above for the Council's consideration.

However, Budget Option 2 will ensure the Council continues to be financially sustainable.

In terms of the Long-Term Financial Plan, Scenarios 4, 7 and 8 are the Scenarios which demonstrate that the Council will continue to be financially sustainable.

It is now up to the Council to determine its position in respect to the 2026-2027 Budget.

## OPTIONS

The Council has a number of options in respect to this matter and these have been set out within the report.

To achieve the Council's objectives of financial sustainability, the following option is recommended:

- endorse *'in principle'* the Draft 2026-2027 Budget Option 2 adjusted to the Capital Projects as outlined in Scenario 4, as set out in the Report, which incorporates the proposed Option 2 reviewed by ELT for Operating and Capital Projects that are contained in Attachments A and B.

The Council can also vary the Draft 2026-2027 Budget, as set out in the Report, which incorporates the proposed Operating and Capital Projects contained in Attachments A and B by either:

- reducing Operating and Capital Projects; and/or
- increasing or decreasing non-rate revenue; or
- increasing or decreasing the proposed Rate Revenue increase; or
- increasing or decreasing recurrent expenditure.

## CONCLUSION

The Draft 2026-2027 Budget is based on the Council continuing to deliver its existing services, programs and activities, at the existing/current endorsed standard.

To ensure that a responsible budget is adopted by the Council, a series of Budget Parameters have been adopted by the Council, to guide staff in the preparation of the respective budget estimates and submissions. As detailed in this report, the Draft 2026-2027 Recurrent Budget has been prepared with reference to these guidelines and where the parameters have not been achieved, the reasons for the departure have been provided.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long-Term Financial Plan. In general terms, financial sustainability is about ensuring that the Council has the financial resources to meet the long-term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

From an operational perspective, financial sustainability is being able to manage the conflict between keeping Rate Revenue increases to a reasonable level and without significant fluctuation, maintaining existing service standards and expenditure on new services and major capital investments that are required to ensure that the objective of Community well-being is achieved.

As previously advised, decisions regarding the Draft 2026-2027 Budget, need to take into account the impact on the Council's ability to continue to meet its operational and financial outcomes in the future.

In respect to the financial targets set out in the Draft Long-Term Financial Plan, Table 22 below sets out the performance of the Draft 2026-2027 Budget, as set out in this report, against the LTFP Financial Outcomes.

**TABLE 22: LONG TERM FINANCIAL PLAN TARGETS**

| <b>Outcome</b>                             | <b>Measure</b>  | <b>Target</b>  | <b>Draft Budget (Option 1)</b> | <b>Draft Budget (Option 2)</b> |
|--|---|--|--------------------------------|--------------------------------|
| <b>A Balanced budget</b>                   | <b>Operating Ratio</b><br><i>Measures the Councils Operating result, whether that be a surplus or deficit as a percentage of operating revenues.</i>                              | Between 0% and 10%                                       | -5.3%                          | -3.9%*                         |
| <b>Rate Stability</b>                      | <b>Rate Revenue Increase</b><br><i>The annual increase in revenue generated from general rates.</i>   | Between 4% and 8%  | 7.0%                           | 7.0%                           |
| <b>Infrastructure and Asset Management</b> | <b>Asset Renewal Funding Ratio</b><br><i>Measures the rate at which the Councils assets are being renewed or replaced against the Infrastructure &amp; Asset Management Plan.</i> | Between 90% and 110% on a rolling three (3) year average | 92.7%                          | 92.7%                          |
| <b>Debt Management</b>                     | <b>Net Financial Liabilities Ratio</b><br><i>Measures the percentage operating revenues that would be required to settle the net amount owed by the Council.</i>                  | Less than 100%   | 172.9%                         | 155.1%*                        |
|  | <b>Debt Servicing Ratio</b><br><i>Measures the Council's commitment to interest costs and debt repayments are met by general rate revenue.</i>                                    | Less than 15%  | 17.1%                          | 16.6%*                         |

\* Budget Outcome results will vary in line with the chosen LTFP Scenario

Based on the information set out above and the detailed analysis that has been undertaken on the various Budget scenarios, it is recommended that the Council adopts Budget Draft Option 2.

The information contained in this report will form the basis of the Draft 2026-2027 Annual Business Plan, that will be presented to the Council at its meeting to be held on 5 May 2026.

If Elected Members have any questions in relation to specific budget items or proposed allocations, please contact the Chief Financial Officer on 8366 4548, prior to the meeting as these discussions may assist in resolving any enquiry.

## **RECOMMENDATION**

1. *That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle".*
  2. *That the Draft 2026-2027 Budget, which incorporates the proposed Operating and Capital Projects contained in Attachments A and B Option 2, be endorsed "in principle".*
  3. *The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.*
- 

Cr Wilkinson left the meeting at 8:27pm.  
Cr Wilkinson returned to the meeting at 8:28pm.  
Cr Moorhouse left the meeting at 8:43pm.  
Cr Moorhouse returned to the meeting at 8:44pm.

### Adjournment of Council Meeting

*At 8.56pm Cr Sims moved:*

*That the meeting be adjourned for a period of 2 minutes.*

*Seconded by Cr McFarlane and carried.*

### Resumption of Council Meeting

At 9:01pm the Council meeting resumed.

Cr Granozio returned to the meeting at 9.03pm.  
Cr Sims returned to the meeting at 9.04pm.  
Cr Wilkinson returned to the meeting at 9.04pm.

Cr Piggott moved:

1. That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle" with the following inclusions:
  - Capital Projects
    - Ann Street Pedestrian Crossing
    - Borthwick Park Public Toilet
    - Traffic Radar Speed Sign
  - Operating Projects
    - On-Street Parking Policy Implementation (increase to \$50,000)
    - Library Concept Designs
    - Development of Tree Inventory
    - Traffic Radar Speed Sign.
2. That Administration provide a Report to the May 2026 Council meeting outlining the specific implications of a 2% decrease in the 2026-2027 budget for each Expense grouping (except Rates, depreciation and Financing) set out in Attachment C.
3. The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.

Seconded by Cr Sims.

#### Amendment

Cr Moorhouse moved:

1. That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle" with the following inclusions:
  - Capital Projects
    - Ann Street Pedestrian Crossing
    - Borthwick Park Public Toilet
    - Traffic Radar Speed Sign
  - Operating Projects
    - On-Street Parking Policy Implementation (increase to \$50,000)
    - Library Concept Designs
    - Development of Tree Inventory
    - Traffic Radar Speed Sign.
2. That Administration provide a Report to the May 2026 Council meeting outlining the specific implications of a 2% decrease in the 2026-2027 budget for each Expense grouping (except Rates, depreciation and Financing) set out in Attachment C.
3. The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.

4. *That the Twelftree Reserve Public Toilet project be included in the Draft 2026-2027 Annual Budget, subject to full external funding being received.*
5. *That a letter be written to the Member for Dunstan, requesting confirmation of the Twelftree Reserve election commitment, and inquiring if any surplus arising from the election commitment of \$400,000 for a public toilet in Twelftree Reserve be allocated to a public toilet in Borthwick Park.*

*Seconded by Cr Wilkinson.*

*The amendment was put and carried.*

#### Amendment

*Cr Mex moved:*

1. *That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle" with the following inclusions:*
  - *Capital Projects*
    - *Ann Street Pedestrian Crossing*
    - *Borthwick Park Public Toilet*
    - *Traffic Radar Speed Sign*
  - *Operating Projects*
    - *On-Street Parking Policy Implementation (increase to \$50,000)*
    - *Library Concept Designs*
    - *Development of Tree Inventory*
    - *Traffic Radar Speed Sign.*
2. *That Administration provide a Report to the May 2026 Council meeting outlining the specific implications of a 2% decrease in the 2026-2027 budget for the Economic Prosperity Budget Line and a 1% decrease in Corporate Management Budget Line as set out in Attachment C.*
3. *The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.*
4. *That the Twelftree Reserve Public Toilet project be included in the Draft 2026-2027 Annual Budget, subject to full external funding being received.*
5. *That a letter be written to the Member for Dunstan, requesting confirmation of the Twelftree Reserve election commitment, and inquiring if any surplus arising from the election commitment of \$400,000 for a public toilet in Twelftree Reserve be allocated to a public toilet in Borthwick Park.*

*The amendment lapsed for want of a seconder.*

#### Formal Motion

*Cr Duke moved:*

*That the motion, as amended, be put.*

*Seconded by Cr Callisto and carried.*

*The motion, as amended, was put and lost.*

*Cr Robinson moved:*

- 1. That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle".*
- 2. That the Draft 2026-2027 Budget, which incorporates the proposed Operating and Capital Projects contained in Attachments A and B Option 2, be endorsed "in principle".*
- 3. The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.*
- 4. That the Twelftree Reserve Public Toilet project be included in the Draft 2026-2027 Annual Budget, subject to full external funding being received.*
- 5. That a letter be written to the Member for Dunstan, requesting confirmation of the Twelftree Reserve election commitment and inquiring if any surplus arising from the election commitment of \$400,000 for a public toilet in Twelftree Reserve be allocated to a public toilet in Borthwick Park.*

*Seconded by Cr Granozio.*

Amendment

*Cr Holfeld moved:*

- 1. That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle".*
- 2. That the Draft 2026-2027 Budget, which incorporates the proposed Operating and Capital Projects contained in Attachments A and B Option 2, be endorsed "in principle".*
- 3. The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.*
- 4. That the Twelftree Reserve Public Toilet project be included in the Draft 2026-2027 Annual Budget, subject to full external funding being received.*
- 5. That a letter be written to the Member for Dunstan, requesting confirmation of the Twelftree Reserve election commitment and inquiring if any surplus arising from the election commitment of \$400,000 for a public toilet in Twelftree Reserve be allocated to a public toilet in Borthwick Park.*
- 6. That the Green Connections Project be included.*

*Seconded by Cr Mex.*

*The amendment was put and carried.*

*Cr McFarlane left the meeting at 10.15pm.*

*Cr Sims left the meeting at 10.15pm.*

*Cr McFarlane returned to the meeting at 10.17pm.*

*Cr Sims returned to the meeting at 10.17pm.*

## Amendment

*Cr Moorhouse moved:*

1. *That the proposed Operating and Capital Projects as set out in Attachments A and B Option 2 be endorsed "in principle".*
2. *That the Draft 2026-2027 Budget, which incorporates the proposed Operating and Capital Projects contained in Attachments A and B Option 2, be endorsed "in principle", including the following projects:*
  - *Green Connections Project; and*
  - *On-street Parking Policy Implementation (increase to \$50,000).*
3. *That Administration provide a Report to the May 2026 Council meeting outlining the specific implications of a 2% decrease in the 2026-2027 budget for each Expense grouping (except Rates, depreciation and Financing) set out in Attachment C.*
4. *The Council notes that a report on the adoption of the Draft 2026-2027 Annual Business Plan and Budget, which includes the 2026-2027 Rating Strategy, will be prepared for the Council's consideration at its meeting to be held on 5 May 2026.*
5. *That the Twelftree Reserve Public Toilet project be included in the Draft 2026-2027 Annual Budget, subject to full external funding being received.*
6. *That a letter be written to the Member for Dunstan, requesting confirmation of the Twelftree Reserve election commitment and inquiring if any surplus arising from the election commitment of \$400,000 for a public toilet in Twelftree Reserve be allocated to a public toilet in Borthwick Park.*

*Seconded by Cr Piggott.*

*The amendment was put and carried.*

*The motion, as amended, was put and carried.*

## 13.1 PROGRESS REPORT ON THE ARTS AND CULTURE PLAN 2024-2027 - YEAR 2

**REPORT AUTHOR:** Manager, Arts, Culture & Community Connections  
**APPROVED BY:** General Manager, Community Development  
**ATTACHMENTS:** A

### PURPOSE OF THE REPORT

The purpose of this report is to provide the Council with an update on the implementation of the 'Year Two' actions of the *Arts and Culture Plan 2024-2027* and to outline the key deliverables for 'Year Three' of the Plan.

### BACKGROUND

At its meeting held on 22 January 2024, the Council endorsed the *Arts and Culture Plan 2024-2027*. The Plan sets out the initiatives and actions that support the achievement of the Cultural Vitality Objectives of the *City Plan: 2030: Shaping our Future*.

At its meeting held on 3 February 2025, the Council resolved the following:

1. *That staff prepare a progress report on the implementation of the City of Norwood Payneham & St Peters Arts and Culture Plan 2024-2027 ("the Plan") to be presented to the Ordinary Council meeting scheduled for 7 April 2025, and that the report include examples of Council's updates to and communications with the local arts and culture community as part of the implementation of the Plan.*
2. *That the Council be presented with additional progress reports on the Plan in October 2025 and April 2026, prior to the review and development of a new Arts and Culture Plan, beginning in 2027.*

At its meeting held on 3 March 2025, the Council considered the 'Year One' progress report on the *Arts and Culture Plan 2024-2027* and resolved the following:

1. *That the report be received and noted.*
2. *The Council notes and endorses the following:*
  - a. *Revised timing of actions due to resource or other considerations; and*
  - b. *The revised list of actions to be progressed during the second year of implementation.*

At its meeting held on 1 September 2025, the Council considered the Cultural Heritage Program Review Report and resolved the following:

- (d) *That the responsibilities relating to the Cultural Heritage Program as outlined in the Council's 2024-2027 Arts & Culture plan be considered as part of a future Arts & Culture Plan.*

At its meeting held on 7 October 2025, the Council received and noted the 'Year Two' mid-year progress report on the *Arts and Culture Plan 2024-2027*.

This report provides an update on the progress of the 'Year Two' priorities outlined in the Plan, implemented during the 2025 calendar year.

### STRATEGIC DIRECTIONS

#### *CityPlan 2030 Alignment*

#### **Outcome 2: Cultural Vitality**

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

*Objective 2.1: An artistic, creative, cultural and visually interesting City.*

*Strategy 2.1.1: Use the arts to enliven public spaces and create a 'sense of place'.*

*Strategy 2.1.2: Provide opportunities and places for creative expression for all people.*

*Strategy 2.1.3: Attract and support cultural and creative organisations, businesses and individuals.*

*Objective 2.2: A community embracing and celebrating its cultural diversity and heritage.*

*Strategy 2.2.1: Acknowledge, protect and celebrate local Aboriginal heritage.*

*Strategy 2.2.2: Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.*

*Objective 2.5: Dynamic community life in public spaces and precincts.*

*Strategy 2.5.2: Host and facilitate community events and activities.*

*Strategy 2.5.3: Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.*

## **FINANCIAL AND BUDGET IMPLICATIONS**

To support the year two implementation of the Plan, the Council approved the following budget allocations via the 2025-2026 financial year budget process:

**TABLE 1: ARTS AND CULTURE PLAN 2025-2026 BUDGET**

| <b>Item</b>  | <b>Expenditure</b> | <b>Progress</b>   |
|--|--------------------|---|
| Year 2 Heritage Collection Digitisation Project          | \$25,000           | Budget on track to be expended in 2025-2026 financial year. |
| Public Art Masterplan: Stage 1, map public art locations | \$20,000           | Complete  |

## **RISK MANAGEMENT**

The *Arts and Culture Plan 2024-2027* actions are delivered in accordance with the Council's risk management framework.

## **CONSULTATION**

### **Elected Members**

Not Applicable.

### **Community**

Not Applicable.

### **Staff**

Not Applicable.

### **Other Agencies**

Not Applicable.

## **DISCUSSION**

The implementation of the 2024-2027 *Arts and Culture Plan* commenced in January 2024. An important aspect of the Plan included acknowledgement of the need to monitor each year's implementation progress through annual reporting. In 2025, the Council resolved to increase progress reporting to bi-annual.

A copy of the *Arts and Culture Plan 2024-2027* is contained in **Attachment A**.

The Plan's implementation remains on schedule. **Table 2** below summarises the 'Year Two' actions delivered between January and December 2025, with further detail provided in the following '2025 Outcomes' section of this report.

**TABLE 2: ARTS & CULTURE PLAN 2024-2027 – YEAR 2**

| Action  | Status             | Project Completion                            |
|---|--------------------|---|
| Develop a Public Art Masterplan.  | In Progress        | Multi-year project due for completion in 2027 |
| Develop stobie pole guidelines.   | Complete           | 2025  |
| Review and update the artist register on the Council's website  | In progress        | 2026  |
| Investigate artists in residence program including collaborative partnerships with arts and culture organisations and businesses to co-deliver the program. | Complete & Ongoing | 2025  |
| Encourage local music in businesses and at Council funded events.   | Complete & Ongoing | 2025  |
| Identify and support participatory literary arts opportunities.   | Complete & Ongoing | 2025  |
| Provision of rehearsal spaces for hire to develop new theatre productions.  | Complete & Ongoing | 2025  |
| Showcase contemporary First Nations artists.  | Complete           | 2025  |
| Build connections with established and emerging cultural organisations.   | Complete & Ongoing | 2025  |
| Explore being part of Play Streets  | Complete           | 2025  |

## 2025 Outcomes

- **Develop a Public Art Masterplan**

### *Strategic Outcomes*

The Public Art Masterplan is a multi-year project scheduled for completion in early 2027. During 2025, project stages one to three were completed and stage four commenced. The development of a Public Art Masterplan will provide the Council with a clear strategic framework to guide growth, management, and community engagement of public art across the City. By documenting existing artworks, auditing assets, and mapping potential sites, the Masterplan ensures informed decision making, sustainable stewardship of Council owned public art and guides the long-term cultural development of the City.

### *Progress (2025)*

The completed project stages have focused on documenting public artwork across the City. Found Wayfinding Pty Ltd was commissioned to document core information relating to both Council owned and privately commissioned public artworks for the purpose of:

- developing an online interactive public art map (currently in progress and scheduled for release in 2026);
- Undertaking a comprehensive public art collection audit detailing the proximity, typology and distribution of existing artworks to inform the development of the Public Art Masterplan and identify potential locations for future public art outcomes; and
- providing advice in relation to public art asset management for Council owned artworks, including condition reporting.

### *Public Art Masterplan 2026 Project Stages*

- Stage 4: Development of the draft Public Art Masterplan and creation of the interactive Public Art map for publication on the Council's website.

### *Public Art Masterplan 2027 Project Stages*

- Stage 5: Consultation on the draft Public Art Masterplan.
- Stage 6: Preparation and adoption of the final Public Art Masterplan.
- Stage 7: Promotion and implementation of the Public Art Masterplan.
  
- **Develop Stobie Pole Art Guidelines**

At its meeting held on 3 November 2025, the Council endorsed the new Stobie Pole Art Guidelines. These Guidelines are now available on the Council's website. One stobie pole art application has been received, approved and installed since the Guidelines were approved.

- **Review and update the artist register on the Council's website**

#### *Strategic Outcomes*

Reviewing and updating the Artist Register on the Council's website is a strategic action that strengthens the visibility, connectivity, and sustainability of the local creative sector. A refreshed, user-friendly approach will better showcase artists across all media beyond public art, making it easier for community members, businesses, and organisations to discover and engage local talent.

The updated register has the potential to expand opportunities for artists, encourage collaboration and reinforce the City's cultural identity by celebrating the breadth and diversity of creative practice within the community. Ensuring the Artist Register remains contemporary, accessible, inclusive of all artforms, and responsive to community needs will maximise its value as a dynamic cultural resource.

#### *Progress*

Testing and implementation of the newly expanded artist register webpage format has commenced. To date, the register has attracted seventy-six (76) artists working across a diverse range of media. Additional webpage enhancements are scheduled for completion in mid-2026 before promoting the register more broadly, ensuring it is refined, user friendly, and positioned to deliver maximum value to both artists and the wider community.

- **Investigate Artists in residence programs, including collaborative partnerships with arts and culture organisations and businesses to co-deliver the program.**

#### *Strategic Outcomes*

As a result of partnering with the Helpmann Academy and local studios, the Council has provided emerging artists with access to professional mentorship, specialised facilities and equipment, and expanded networks, aligning with Create SA's *A Place to Create* objective 2.3 to 'support practicing artists and creatives to have professional opportunities at every stage of their careers.' The residency also delivered a public exhibition outcome, ensuring the work developed through the program was shared with the community in an accessible gallery setting. This partnership has broadened opportunities for artists, increased the Council's visibility through high profile platforms such as the Adelaide Fringe Festival, and fostered sector connections.

Importantly, this model represents a strong cost-benefit for the Council. By providing exhibition space, the Council maximises the value of its resources while relying on partners to deliver specialist assistance and program management. This shared approach reduces operational costs and program risks, while delivering high quality outcomes that benefit artists, audiences, and the broader community. The Council's investment in space, curation and installation support generates professional, visible, and innovative residency outcomes, strengthens the local creative sector, builds long term partnerships, and enhances the City's cultural profile, all with greater efficiency and impact than a Council run model.

#### *Progress*

The partnership with the Helpmann Academy and local studios, fab Studio and 215 Magill, has culminated in four (4) local emerging artists who created work during a twelve-month residency, exhibiting their creative outcomes in the exhibition *Thick and Thin* at the Gallery at St Peters Town Hall Complex as a feature in the Adelaide Fringe Festival 2025.

Providing free access to art by emerging artists in an accessible public gallery offers important cultural benefits for the community. By removing financial and social barriers, the exhibition invited a broad audience to engage with contemporary art, encounter new ideas and perspectives, and experience work developed within a local context. Presenting fresh voices and experimental approaches enriches the local cultural landscape while encouraging curiosity, conversation and reflections, strengthening community connection to the arts.

#### *2026 Artist in Residence Program*

In 2026, residency artists Marlize de Klerk, Aidan Hughes and Gemma Slattery will exhibit a group show, *Holding / Carrying*. The exhibition opens on Friday 6 March and runs until Saturday 11 April 2026 with Helpmann Academy Chief Executive Officer, Jane MacFarlane, opening the exhibition. Through handcrafted porcelain, embodied movement and digital gestures, each artist draws from a personal practice to examine how memory, gesture, sound and feeling become inscribed in form.

- **Encourage local music in businesses and at Council funded events**

Encouraging local music at Council events is a key initiative that supports the growth of the City's creative sector while enhancing community vibrancy. In 2025, eleven (11) local musicians or groups were showcased across eight (8) Council run events providing paid opportunities and professional exposure for emerging talent.

#### **Identify and support participatory literary arts opportunities.**

Supporting participatory literary arts enhances learning, encourages creative expression and builds social connection while also elevating the City's cultural profile and reinforcing the role of libraries and community spaces as vibrant centres for lifelong learning and artistic participation.

In 2025 the Council hosted twenty-three (23) literary arts activities within libraries and community venues, attracting over two thousand (2,000) participants.

Activities included author talks, live-streamed festival conversations, book discussion groups, Kaurua Language workshops with First Nations artists, life journal, poetry and writing workshops.

- **Provision of rehearsal spaces for hire to develop new theatre productions.**

#### *Promotion of Rehearsal Spaces*

The promotion of the Council's community facilities as rehearsal spaces encourages greater utilisation of the Council's venues for local creative development. This targeted approach responds to an identified gap in accessible rehearsal space and intentionally positions Council facilities as affordable, flexible, and suitable environments for theatre, music, dance and screen development.

In this respect, venues are actively promoted through specific channels including CreateSA's statewide venue resource and the Council's Arts and Culture e-newsletter.

#### *2025 Utilisation and Hirers*

As a direct outcome of this targeted approach, twelve (12) performance-based groups hired the Council's community facilities in 2025 (excluding the Norwood Concert Hall).

The 2025 hirers included:

- No Strings Attached Theatre of Disability, South Australia's premier disability theatre company, creating professional productions that tour nationally and internationally;
- Allegria Choir, an award winning women only choir who rehearse weekly and perform flash mobs;
- Panache French Theatre Company, an amateur, not-for-profit theatre group performing French language theatre productions with English subtitles;

- Theatre Bugs, who offer a range of singing, dancing and acting-skills classes and school holiday programs for the 3-5 year age group and programs aimed at building confidence, creativity, perseverance and teamwork for the 5-14 year age group;
- Centre Stage Dance Academy, who offer classes in musical theatre and dance;
- Tango Adelaide, who offer Tango workshops and practice sessions to prepare for milongas (Tango social dance) which are held each month;
- Soul Song Choirs, representing an all-inclusive community where singers of all abilities come together to sing. Weekly rehearsal sessions include vocal warm-ups before working on two songs and finishing with a celebratory song at the end of the session, known as the Soulster Parade;
- Sihalaka Dance Academy, a Sri Lankan dance group who regularly rehearse and perform at the Payneham Community Centre;
- Chronosonder Productions, a film production company that utilise the Payneham Community Centre for rehearsals and script readings;
- Tabhu theatre group, a children's theatre group who utilise the Payneham Community Centre for rehearsals and performances;
- Kalanandhanam dance group, an Indian Classical dance group who regularly rehearse and perform at the Payneham Community Centre; and
- Mostly Kids, who provide TV, film and media workshops for children and teenagers during the school holidays.

- **Showcase contemporary First Nations artists.**

In 2025, the Council showcased contemporary First Nations artists at the St Peters Town Hall Gallery, presenting four (4) exhibitions featuring thirty-two (32) artists during NAIDOC Week. Highlights included *Gathered – Art in Connection*, *Tjukula Tjuta* by Iwiri Arts, and *Water Stories* in collaboration with Ku Arts. These activations provided platforms for both emerging and established artists to share culturally significant works rooted in storytelling, resilience, and heritage.

NAIDOC week is a significant event in our City as it celebrates and acknowledges the history, culture, and achievements of Kaurna people, the traditional custodians of the area. The week promotes cultural awareness, community engagement, and reconciliation. It also supports local Indigenous artists and initiatives, fostering inclusion and strengthening connections between Indigenous and non-Indigenous residents. In essence, NAIDOC week provides the City with a meaningful opportunity to honor our First Nations heritage and build a more inclusive and culturally aware community.

#### *NAIDOC Week 2026*

The upcoming 2026 NAIDOC Week exhibition by emerging Ngarrindjeri Wirangu artist Jackie Saunders, who has work acquired by the Art Gallery of South Australia. Jackie's work is deeply rooted in her heritage and lived experience as a person with disability. Drawing from the rich traditions of her ancestors, she creates compelling visual narratives that celebrate Indigenous culture while also addressing themes of identity, resilience, and the intersectionality of disability.

- **Build connections with established and emerging cultural organisations.**

#### *Community Funding Program – Strengthening Cultural Partnerships*

Through the Council's Community Funding Program, three (3) initiatives were supported in 2025 that actively build connections with cultural organisations, increase cultural vitality, and create shared community experiences. The three initiatives were:

- **Multicultural Art Gallery – Glynde Lutheran Church**

Funding supported the installation of a professional tracking system to transform the foyer at the Glynde Lutheran Church into a multicultural art gallery. This initiative has created an accessible and shared cultural space for established and emerging artists from diverse backgrounds. Strengthening partnerships with Chinese, Korean and Nuer (Sudanese) communities provides an ongoing platform for intercultural storytelling and artistic expression.

Importantly, the gallery is a sustained initiative that deepens relationships between communities and encourages long-term collaboration aligned with the Church's vision of welcoming people from all cultural and language backgrounds.

- **NAIDOC Week Event – Centacare**

Council funding supported Centacare's NAIDOC week event which showcased and invested in First Nations performers, artists and musicians. The event created a culturally significant opportunity for community celebration, visibility, and education, while strengthening partnerships between service organisations and First Nations communities.

By directly supporting artists and performers, the initiative ensured authentic cultural representation and fostered meaningful collaboration.

- **Hands and Hearts: A Community Mural Celebrating Aboriginal Heritage**

Delivered at Regent Gardens in partnership with McKellar Stewart Kindergarten and First Nations artist David Booth, this project connected children, educators, families and the broader community through collaborative art making workshops.

The resulting public artwork celebrates First Nations heritage and fosters respect, understanding and long-term community pride. By embedding cultural learning in early childhood education, the project strengthens intergenerational connection and cultural awareness.

Collectively, these initiatives demonstrate the Council's commitment to building meaningful relationships with both established and emerging cultural organisations, strengthening community cohesion and creating inclusive spaces for cultural expression and collaboration.

- **Explore being part of Play Streets**

At a local level, Play Streets provides an opportunity to establish a process to support neighbourhood led temporary road closures for play activities and the creation of an online map of streets that can host a play streets activation. This would enable residents to reclaim and close quiet residential streets for up to three (3) hours as safe open spaces to connect and play.

The Council's Arts and Culture Plan included an action to investigate the feasibility of Play Streets for deployment within the City. A scoping exercise has been undertaken and determined:

- Play Streets necessitates the closure of public streets. This introduces a range of traffic management considerations including traffic control and temporary traffic management plans for each Play Street event. These plans must be developed by a qualified Traffic Controller, Traffic Management Implementor, and Traffic Management Designer. The Council currently does not provide traffic management services or have qualified staff to perform this function. Therefore, any traffic management plans would need to be sourced from an external traffic management provider. It is estimated that each plan would cost in the range of \$2,000 to \$4,000 depending on the complexity and size of the street.

- Lightweight, temporary road closure and community event signs would need to be purchased by the Council to support each Play Street Event. Staff would be required to deliver the signs to residents hosting the event and collect them afterward. This process would necessitate staff resources, most likely on weekends, to ensure timely setup and removal, representing an additional cost to the Council.

The cost of delivering Play Streets is high and it is considered that other initiatives, such as the Council's annual event program, community spaces, and libraries, can achieve similar community connection outcomes. On this basis, it is recommended that Play Streets not be pursued at this time.

## **ONGOING ARTS AND CULTURE ACTIVATIONS**

In addition to the actions identified within the *Arts and Culture Plan 2024-2027*, a range of activations have been progressed during the 2025 calendar year, including:

- 2025 Exhibition Program

In its second year of activation, the Gallery at the St Peters Town Hall Complex has demonstrated strong momentum and growing community impact. In partnership with the arts community, the 2025 exhibition program consisted of:

- seventeen (17) exhibitions;
- showcased artworks of sixty-two (62) artists;
- six (6) community arts workshops and engagement programs; and
- sixty-four (64) artworks sold (total value: \$49,454)

The Gallery's co-location alongside the Library and Cultural Heritage service further enhances the collective impact of these services, creating an integrated cultural hub that encourages cross-engagement, supports lifelong learning and deepens local storytelling through connections between contemporary art, literature, and cultural heritage. This collaborative environment strengthens community identity and positions the precinct as a dynamic centre for creativity, knowledge, and cultural discovery.

- **Quadrennial Public Art Commission**

The Council's fifth *Quadrennial Major Public Artwork* Commission continues to expand the City's contemporary public art collection shaping an outdoor gallery that invites residents and visitors alike to engage more deeply with their surroundings, fostering curiosity, movement and a sense of discovery across the City.

Partially supported by Create SA funding, Will's Projects have been commissioned to fabricate and install their major new artwork, *Rain*. Fabrication is now underway with installation scheduled for June 2026.

### *Artwork Concept*

'Rain' is a poetic reflection of life, death and renewal. Inspired by the remarkable Rain Moth found across southern Australian regions, particularly in creeks and gullies around eucalyptus trees, the artwork celebrates the extraordinary lifecycle of this little-known insect.

To document the project's fabrication, story behind the artwork, and installation, Tayla Stabile of Taylrdmedia has been engaged to capture and produce video content to share with the broader community via the Council's website and social media platforms.

- **Open Access Festival Fee Subsidy**

As part of the Arts and Culture Plan, the Council introduced an open access fee subsidy in 2024. By reducing financial barriers for local artists and producers to participate in open access festivals, the initiative encourages greater concentration and diversity of festival programming within the local area. Providing this subsidy is a strategic investment that strengthens the City's cultural and economic vitality.

This initiative has continued in 2025, resulting in the Council supporting fifty-six (56) open access festival events across the Adelaide Fringe Festival, the South Australian Living Artists Festival (SALA) and the Feast Festival. This support has activated venues and public spaces, increased visitation, and enhanced the City's reputation as a vibrant cultural destination.

- **Arts and Culture Database**

To maintain regular contact with the local arts community, the Council has established an Arts and Culture Database. The Database provides strategic value by strengthening sector connectivity and enabling consistent engagement with the local creative community. Importantly, it improves access to opportunities, ensuring artists and organisations receive timely information, resulting in the community and creative sector gaining greater access to resources, professional development, and engagement opportunities. This transparent and consistent communication builds trust, strengthens relationships, and encourages collaboration, while aligning creative initiatives with the Council's objectives. By keeping stakeholders and the community informed and engaged, the Council fosters a more empowered, connected, and vibrant cultural ecosystem, enhancing both community participation and the sustainability of the local creative sector.

The database currently comprises four hundred and forty-three (443) members, consisting of local artists, creative practitioners, cultural organisations and art appreciators.

Communication with members occurs through a quarterly e-newsletter, specifically designed to appeal to the arts and cultural sector, featuring a visually engaging layout and tailored content, ensuring information is accessible, concise, and inspiring. This targeted communication provides updates aligned with creative opportunities, including:

- grants and funding support (such as the open access festival fee subsidy and the Council's Community Funding Program);
- workshop facilitation opportunities;
- expressions of Interest (EOIs) for creative commissions;
- participation opportunities, such as exhibition openings, artist talks, workshops and events;
- networking opportunities; and
- updates on the *Arts and Culture Plan 2024-2027* projects.

- **Develop a Digital Marketing and Promotion Plan.**

The development of the Digital Marketing and Promotion Plan is identified as an initiative to be completed in 2026. It is essential that it aligns with the newly created Strategic Communications and Advocacy role objectives and priorities. As a result, the project is temporarily on hold to enable its consideration within the strategic planning to be undertaken by the Strategic Communications and Advocacy function.

**2026 DELIVERABLES**

**Table 3** below summarises the priority actions scheduled for delivery in the 2026 calendar year.

**TABLE 3: 2026 PRIORITIES**

| Action  | Status                           | Projected Completion |
|---|----------------------------------|----------------------|
| Develop a Public Art Masterplan & online public art map (stage 4)   | In Progress (multi-year project) | Mid 2027             |
| Develop Creative Hoardings Guidelines.  | To be commenced                  | End 2026             |
| Trial installation of interactive artwork at Council Libraries.   | To be commenced                  | End 2026             |
| Explore creative wayfinding and signage options for Council owned buildings.  | In Progress                      | End 2026             |
| Curate live music event(s) to fill gaps in live music experiences across our City.  | In Progress                      | Mid 2026             |
| Conduct an annual review of the Council's event program   | In Progress                      | End 2026             |
| Foster cross sector partnerships that leverage the arts to promote awareness of environmental issues and encourage positive actions, such as recycling and sustainable practices. | In Progress                      | End 2026             |
| Review the Council's Community Grant Program  | In Progress                      | 2026-2027            |

**OPTIONS**

Not Applicable. This report is for information purposes only.

**CONCLUSION**

The *Arts and Culture Plan 2024-2027* reflects the Council's commitment to embedding arts and culture at the heart of community life. Cultural vitality is built not through a single initiative, rather, through a connected network of actions, partnerships, and celebrations that enrich everyday life.

The achievements realised within the first two years of implementation of the Plan have established a solid and strategic foundation. These early accomplishments position the City to advance the remaining objectives with confidence, while continuing to foster a vibrant, inclusive, and culturally rich community.

**RECOMMENDATION**

*That the report be received and noted.*

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*Cr Mex moved:*

*That the report be received and noted.*

*Seconded by Cr Callisto and carried unanimously.*

## 13.2 LOCAL GOVERNMENT 2026 GENERAL ELECTION CARETAKER POLICY

**REPORT AUTHOR:** Manager Governance  
**APPROVED BY:** General Manager, Governance & Civic Affairs  
**ATTACHMENTS:** A

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### PURPOSE OF THE REPORT

The purpose of this report is to present the draft *Local Government Elections Caretaker Policy* (the Policy), to the Council for adoption.

### BACKGROUND

The next Local Government General Election will be held in November 2026.

It is a long-established democratic principle within Local Government, that outgoing elected bodies should not use public resources for election campaigning, nor make decisions during a caretaker period which may unreasonably, inappropriately, or unnecessarily bind an incoming Council. This principle is reflected in the *Local Government (Elections) Act 1999* (the Elections Act), in terms of the provisions governing the conduct of a Council during the Election Period (also commonly referred to as the Caretaker Period).

Section 91A of the (the Elections Act), provides for mandatory provisions during a Local Government Election Period, which requires the Council to adopt a Caretaker Policy to govern the conduct of the Council (Elected Members and staff) during the Election Period.

As a minimum, the Policy must prohibit the:

- making of a designated decision; and
- use of the Council's resources for the advantage of a particular candidate or group of candidates, during an Election Period.

The draft *Local Government Elections Caretaker Policy* is contained in **Attachment A**.

### STRATEGIC DIRECTIONS

Not Applicable.

### FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

### RISK MANAGEMENT

The Council's Local Government Elections Caretaker Policy and associated Guidelines provide guidance to minimise the risks associated with potential legislative non-compliance during the Local Government General Election.

### CONSULTATION

#### Elected Members

Not Applicable.

#### Community

Not Applicable.

#### Staff

Not Applicable.

## Other Agencies

The Local Government Association of South Australia supports all Councils with the preparation of a model Caretaker Policy and Guidelines. Information in these documents has been used in the preparation of the Council's draft Policy.

## DISCUSSION

The Council's current *Local Government Elections Caretaker Policy* was adopted by the Council at its meeting held on 1 August 2022 and applied to the Local Government General Election that were held in November 2022.

The draft Policy has been prepared to reflect the current legislative requirements and affirms the Council's commitment to fair and democratic elections. The draft Policy aims to ensure that the Council conducts its business throughout the Election Period in a responsible and transparent manner and in accordance with the relevant statutory requirements and that the Council, Elected Members and staff, avoid actions and decisions which could be perceived as intended to affect the results of an election or have a significant impact on the incoming Council.

The draft Policy stipulates that the Election Period, commences at the close of nominations on 8 September 2026 and will expire at the conclusion of the election, being the time at which the final result of the election is officially declared.

In addition to the prohibition of both making designated decisions and using the Council's resources for the advantage of a particular candidate or group of candidates, the draft Policy also provides for the treatment of significant decisions (including major policy decisions) during the Election Period.

Following amendments to the Elections Act which commenced on 1 January 2026, Section 91B of the Elections Act requires a Council to hold a public meeting of candidates relating to issues in the community relevant to the election and to inform members of the public of the policies and views of candidates. The Council is not required to hold a public meeting of candidates where the Council's Caretaker Policy includes a statement, certified by the Mayor, setting out the Council's reasons for not holding such a public meeting.

The public meeting of candidates is separate to informing candidates of Council and Elected Member related processes and information as part of preparing for their role as an Elected Member should they be elected.

The public meeting requirements of Section 91B of the Elections Act, appear to shift the responsibility from candidates engaging with their community during the election process which seems inconsistent with the independence of the Council from the election process, which has always been an important principle for fair and democratic elections. In addition, the engagement efforts of candidates with the community are an important precursor to their role as an Elected Member, should they be elected. Practically, issues may also arise in terms of timing and access and perceived 'fairness' which are not matters that the Council should be drawn into but rather are matters relating to the conduct of the election by the Electoral Commission of South Australia.

The draft Policy has therefore been prepared on the basis that the Council does not hold a public meeting of candidates. This is in keeping with previous elections and to support the 'independence' of the Council in the election process. The reasons included in the draft Policy are as follows:

- a meeting equivalent to a public meeting of candidates will be arranged by another person, body or group within its area as has occurred in previous General Elections (ie Residents Associations etc);
- there are the other statutory mechanisms provided for in the Elections Act for informing members of the public of the issues in the community relevant to the election and of the policies and views of candidates are sufficient to allow electors to make informed decisions at the election; and
- the task of informing members of the public of the issues in the community relevant to the election and of the policies and views of candidates, is best left to individual candidates rather than the Council.

## **OPTIONS**

The Council is required to adopt a Caretaker Policy to govern the conduct of the Council and its staff during the Election Period.

The Council may consider that it is appropriate to hold a public meeting in accordance with Section 91B of the Elections Act. If so, the draft Policy can be updated accordingly.

## **CONCLUSION**

The draft *Local Government Elections Caretaker Policy* has been prepared in accordance with the statutory requirements and the principles of a fair and democratic election.

Once the Council has adopted the draft Policy, the accompanying Guidelines will be finalised and shared with Elected Members and staff. It is also envisaged that an Information Briefing Session will be convened closer to the commencement of the Election Period to provide awareness of the practical application of the Policy.

## **RECOMMENDATION**

*That the Local Government Elections Caretaker Policy, as contained within Attachment A, be adopted.*

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*Cr Robinson moved:*

*That the Local Government Elections Caretaker Policy, as contained within Attachment A, be adopted.*

*Seconded by Cr Holfeld and carried unanimously.*

Cr Sims left the meeting at 10.23pm.

### 13.3 NORWOOD CONCERT HALL REVIEW AND BUSINESS PLAN

**REPORT AUTHOR:** Manager, Arts, Culture & Community Connections  
**APPROVED BY:** General Manager, Community Development  
**ATTACHMENTS:** A - B

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#### PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's approval of the recommendations resulting from an independent review of the Norwood Concert Hall operations.

#### BACKGROUND

Listed on the South Australian State Heritage Register, the Norwood Concert Hall (NCH) is an outstanding example of late Edwardian architecture. Since its opening in 1918, it has served as a prominent landmark on George Street and played a vital role in the cultural, social, and economic development of the local community and the main street precinct.

With a capacity of 790 people (seated) in the Main Hall and 280 people in the Don Pyatt Hall, the venue is uniquely placed to host a range of arts and cultural events aligned with the Council's strategic management plan, *CityPlan2030: Shaping our Future*. With its large capacity, the venue enables commercial programming that draws high attendance and boosts local economic activity.

Currently operating as a venue for hire, the NCH serves a diverse range of users including commercial, not-for-profit, and to a lesser extent, community groups. The venue supports creative expression and provides a platform for artists and performers at all career stages, from school productions that foster confidence in young people to professional performances that reinforce the venue's role as a cultural and entertainment focal point for the City.

To support the growth and continued success of the NCH's operations, Strategic Solutions Co was engaged in 2025, to:

- assess the opportunities, levers and budget implications for the Norwood Concert Hall, as a unique asset and consider its position within the associated market to strengthen:
  1. community impact;
  2. expand utilisation; and
  3. underpin economic activity.
- identify existing operational barriers (excluding major capital renewal);
- develop a draft budget which aims to achieve a net profit/cost neutral result and includes a mechanism to scale resources with activation levels which provides business development capability; and
- develop a 3-year business and implementation plan which:
  - responds to the opportunities/barriers outlined;
  - achieves a revenue positive/cost neutral operation;
  - outlines a pragmatic and achievable growth strategy;
  - aligns with the City's values and strategic objectives;
  - leverages the asset to achieve strategic community outcomes; and
  - provides a strategy for promotion and/or business development.

An Elected Member Information Session was held on 25 August 2025 at which the draft findings of the Review were presented, and an opportunity was provided for Elected Members to provide feedback.

## STRATEGIC DIRECTIONS

### *CityPlan 2030 Alignment*

#### **Outcome 1: Social Equity**

*An inclusive, connected, accessible and friendly community.*

#### **Outcome 2: Cultural Vitality**

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

*Objective 1.1: Convenient and accessible services, information and facilities.*

*Strategy 1.1.5: Ensure Council facilities, services, programs and events are well promoted.*

*Objective 2.1: An artistic, creative, cultural and visually interesting City.*

*Strategy 2.1.1: Use the arts to enliven public spaces and create a 'sense of place'.*

*Strategy 2.1.2: Provide opportunities and places for creative expression for all people.*

*Strategy 2.1.3: Attract and support cultural and creative organisations, businesses and individuals.*

*Objective 2.2: A community embracing and celebrating its cultural diversity and heritage.*

*Strategy 2.2.2: Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.*

*Objective 2.5: Dynamic community life in public spaces and precincts.*

*Strategy 2.5.2: Host and facilitate community events and activities.*

## FINANCIAL AND BUDGET IMPLICATIONS

**Table 1** below provides a summary of estimated costs associated with the Recommendations arising from the Review, together with the associated projected increases in revenue. A more detailed analysis of the financial implications and assumptions underpinning these forecasts is provided in the Discussion section of this report.

**TABLE 1: COST OF OPERATIONAL RECOMMENDATIONS AND INCREASED REVENUE\***

| <b>Additional Revenue</b>  | <b>Year 1</b>     | <b>Year 2</b>     | <b>Year 3</b>    |
|--|-------------------|-------------------|------------------|
| Additional bar takings from shifting community shows to early week slots                                 | \$16,500          | \$16,500          | \$16,500         |
| Revenue from additional shows (cumulative increase of 30 shows in 3 years. 10 commercial shows per year) | \$33,493          | \$70,987          | \$119,791        |
| Revenue from increased venue hire on existing number of shows  | \$54,423          | \$61,226          | \$68,880         |
| Revenue from additional bar sales – Don Pyatt Hall   | \$20,000          | \$40,000          | \$40,000         |
| <b>TOTAL ADDITIONAL REVENUE</b>  | <b>\$124,418</b>  | <b>\$188,713</b>  | <b>\$245,171</b> |
| <b>Additional Operational Costs</b>  |                   |                   |                  |
| Additional 1.2FTE  | -\$101,200        | -\$103,730        | -\$106,323       |
| PAC Australia Membership   | -\$2,000          | -\$2,000          | -\$2,000         |
| Seed funding for new Festival or creation of Fringe on Parade Festival                                   |                   | -\$30,000         | -\$30,000        |
| <b>TOTAL ADDITIONAL OPERATIONAL COSTS</b>  | <b>-\$103,200</b> | <b>-\$135,730</b> | <b>-138,323</b>  |
| <b>NET POSITION</b>  | <b>\$21,217</b>   | <b>\$52,983</b>   | <b>\$106,848</b> |

\* *Figures reflect the operational recommendations contained in this report only and exclude the Norwood Concert Hall Coordinator salary, overheads, facility maintenance costs and revenue generated from the main bar.*

Implementation of all of the Review report's recommendations is projected to improve the net operating position of the NCH by \$21,217 in year one, \$52,983 in year two and \$106,848 in year three.

To maximise financial efficiency and community benefit, the Review report recommends the following:

- Maintain the current commercial 'receiving' only model of operations and seek to prioritise commercial and high attendance programming to ensure the financial efficiency of the venue and to maximise the economic benefit generated for the local area. (Recommendation 2, page 15, **Attachment A**);
- Discounted venue usage should be limited to sub-prime time slots early in the week (Monday to Wednesday) to preserve higher-value prime nights for commercial bookings and reduce opportunity-cost loss. By replacing five community shows per year on prime nights with commercial events, the venue is projected to increase annual income by \$16,500. (Recommendation 4, page 19, **Attachment A**);
- Aim to boost annual performances by thirty (30) bookings over the next three (3) years, raising the utilisation rate to 51% in year three (185 days), surpassing the national average of 171 days. The increased revenue from the 30 additional shows, incrementally increasing each year over a three (3) year period, is forecast to be \$33,493 in Year 1; \$70,987 in Year 2 and \$119,791 in Year 3. (Recommendation 8, page 25, **Attachment A**); and
- Increase the daily hire fee by 12.5% each year over the next three years. The Review identified that the NCH is currently priced approximately \$825 below the prevailing market daily hire rate. Based on the current baseline of 138 hires at a rate of \$3,155, the projected additional revenue generated from these incremental increases are \$54,423 in Year 1, \$61,226 in Year 2, and \$68,880 in Year 3.

The Review report also touched on matters outside the scope of the Review. While these were noted as important considerations, they were not explored in detail and hence, no cost analysis was provided. Additional analysis would be required should the Council determine to pursue these recommendations:

- Development of a marketing strategy. (Recommendation 10, page 33, **Attachment A**);
- Capital infrastructure priorities (Recommendation 13 to 20, page 48, **Attachment A**); and
- Explore a private management model (Recommendation 21, page 50, **Attachment A**).

## **RISK MANAGEMENT**

The Review report identified the following key risks:

- *Resource Risk*

The existing 1 FTE staffing allocation (venue operations) is insufficient to deliver the Review report's recommended actions, including expanding the hirer base through enhanced community engagement and strengthening stakeholder relationships to attract commercial presenters.

Implementing the Review report's recommendation to increase venue operational staffing by an additional 1.2 FTE (Recommendation 11, page 37, **Attachment A**) will provide the operational capacity required to achieve the targeted 51% utilisation rate, surpassing the current national average of 46.8% and support progress toward the projected revenue increase (Recommendation 9, page 30, **Attachment A**). Further details regarding resourcing are provided in the Discussion section of this report.

- *Financial Risk*

On occasion, the NCH is provided free of charge for both Council operated and community-based events. In each instance, consideration must be given to both the direct cost incurred and the opportunity cost of foregone revenue. Typically, these costs are:

- direct minimum cost to the Council of \$2,443 per event incorporating staffing, cleaning and utilities; and
- opportunity cost loss of up to \$10,008 per booking, reflecting lost hire fees, bar revenue, and staff margin (based on 2025-2026 financial year income information).

For Council events, NCH operating expenses are often absorbed by the NCH rather than allocated to individual event budgets. This approach distorts the NCH performance data and fails to accurately reflect the true cost of delivering the associated Council initiative. Additionally, some Council programming utilises non-NCH resources to deliver NCH specific services, such as ushering functions. This potentially introduces unnecessary additional costs.

It is therefore proposed that all future Council programming that utilise the NCH incorporate a budget allocation for the actual costs incurred by the venue.

Similarly, any future consideration of waiving fees for non-Council activities should also be weighed against the direct and opportunity costs. It is noted that no fees have been waived over the last two years.

## CONSULTATION

### Elected Members

An Information Session was held with Elected Members on 25 August 2025.

### Community

Not Applicable.

### Staff

Not Applicable.

### Other Agencies

Strategic Solutions Co engaged with a range of stakeholders including:

- Novatech Creative Event Technology;
- Remplan (a data collection and reporting company used to provide strategic insights); and
- Performing Arts Centres (PAC) Australia.

## DISCUSSION

The NCH is a unique and valuable asset which provides significant opportunity to deliver community strengthening and economic benefit. An independent Review of the NCH was commissioned in 2025 to provide advice on how to position the venue operations to enable the Council to maximise these benefits while maintaining a responsive, pro-active and financially sustainable operation.

### Methodological Approach to Inform the Review

To inform the future direction of the NCH, the Review adopted a comprehensive methodological approach, including:

- detailed benchmarking of performing arts centres, drawing on standards and data from a control group of 18 council run venues across Australia with annual incomes between \$500,000 and \$3 million, as reported through the PAC Australia Survey;
- identification and assessment of the building's physical constraints and the operational limitations imposed by those conditions;
- analysis of the venue's current performance to identify opportunities to improve utilisation, impact and operational efficiency;
- identifying and clarifying the venue outcomes sought by the Council. This was informed by discussions and feedback captured during the Elected Member Information Session held on 25 August 2025; and
- consideration of contemporary patron expectations and evolving engagement models.

### Key Findings and Rationale

The Recommendations presented in the Review report are underpinned by the following key findings and rationale:

#### Industry Affiliation

- *Recommendation 1: Consider membership of Performing Arts Centres (PAC) Australia (page 8, Attachment A). This Recommendation is supported.*

Historically, the NCH management has relied solely on limited internal data to understand and inform performance. This has precluded comparison with industry performance and trends.

PAC Australia is the national peak body for performing arts centres, presenters and producers, providing sector-wide advocacy, training, and industry-leading insights. Membership offers access to the biannual Australian Venue Benchmarking Survey which is a key resource for understanding sector trends, challenges and opportunities and provides insight into best practice operations, financial performance and programming trends, enabling more informed strategic decisions. PAC Australia membership expenditure has been incorporated into the proposed 2026-2027 financial year operating budget allocation.

### Operating Model

- *Recommendation 2: Maintain the current commercial 'receiving-only' model of operations and seek to maximise commercial and high attendance programming (page 15, Attachment A). This Recommendation is supported.*

The NCH currently operates as a 'receiving-only' venue, whereby, the Council does not develop or produce its own programming. Instead, the venue is made available for hire to external touring companies, artists, schools, and promoters.

This approach minimises financial risk as revenue and costs are largely known in advance through hire fees and charges, reducing the Council's exposure to box-office volatility and underperforming shows. It also lowers governance and compliance requirements, including artist contracting, insurance, and intellectual property management. Operational responsibilities for programming, marketing, ticketing, and production rest with hirers, allowing the Council to focus on venue management, asset stewardship, and customer service. By providing affordable access rather than competing as a presenter, the venue supports the local creative eco-system and maintains a clear separation between public service delivery and commercial risk.

An alternate operational model, often referred to as a 'receiving/presenter' model, is where the venue curates and presents its own program to deliver public purpose outcomes. While such an operating model could be adopted for the NCH, the Review report found that the existing 'receiving model' was yielding strong results in terms of community benefit and financial and economic performance. The Review report indicated that a budget of approximately \$500,000 per annum would be required to adopt a 'receiver/presenter' model.

### Preferred Users

- *Recommendation 3: The current community discount rates should not be extended or increased (page 29, Attachment A). This Recommendation is supported;*
- *Recommendation 4: A number of steps should be considered to ensure that any community benefit from the discount is maximised and that the cost to the financial efficiency of the venue is minimised (page 19, Attachment A). This Recommendation is supported; and*
- *Recommendation 5: Consideration should be given to consolidating the two discount rates into a single discount set at 15% (page 19, Attachment A). This Recommendation is supported.*

The NCH accommodates a diverse range of hirers, including schools, theatre productions, live audience podcasts, comedy shows, dance performances, children's concerts, live music performances, author talks and body building competitions. In the 2024-2025 financial year the venue hosted 108 hirers, of which 98 were commercial full fee hires. Of these, 10 qualified for the Council's not-for-profit fee, and no main hall hirers were eligible for the Council's community fee.

Users who currently access the Council's community-rate fee are concentrated within the Don Pyatt Hall which is appropriately scaled to accommodate community activities (noting that the Don Pyatt Hall is considered to be a part of the NCH). Five regular hirers make use of this space, including:

- Probus Combined (monthly weekday meetings);
- Norwood Symphony Orchestra (weekly rehearsals);
- Kensington & Norwood Writers Group (fortnightly meetings);
- Rita Stock Allegria Choir (weekly rehearsals); and
- Soka Gakkai (monthly Sunday gatherings).

Options to support the five regular users of the Don Pyatt Hall are explored in Recommendation 14 which is discussed further in this report.

As a purpose-built, large-scale venue, the NCH achieves the greatest community value when it is utilised in accordance with its intended scale, capacity and technical capability. The Review found that events unable to maximise the venue's size and infrastructure often deliver a sub-optimal experience for hirers and audiences, while still generating operational costs.

To support long-term financial sustainability and maximise overall community benefit, the Review report recommends prioritising programming that aligns with the venue's scale and purpose. To support this, the Review report recommends concentrating discounted access to lower-demand periods (Monday to Wednesday) and reserving peak nights for high attendance and commercially viable events. This approach reduces opportunity cost loss, strengthens financial sustainability and supports higher quality programming that attracts broader audiences.

As outlined in the Review report, it is proposed that exemptions to this approach will apply to multi-day bookings and large-scale high-capacity activities delivered by hirers eligible for the discounted rate. These activities align with the venue's purpose and generate measurable economic output through increased visitation, local hospitality spend, supplier engagement and employment. In addition, they contribute significant social impact by fostering cultural participation, community connection, skills development and local pride.

Importantly, the proposed model does not displace existing community and not-for-profit organisations that utilise the venue. Analysis of 2024-2025 booking data indicates that of the ten (10) not-for-profit bookings, five (5) were scheduled between Monday to Wednesday, one (1) was a multi-day booking and the remaining four (4) were high-attendance events at or near capacity. Under the proposed framework, these bookings would continue to be accommodated, either within lower-demand periods or through exemption provisions.

Overall, the proposed Review report recommendations are designed to strengthen the financial sustainability of the NCH while maintaining appropriate and meaningful access through discounted hire arrangements.

By better aligning venue utilisation with scale, demand and community impact, the Council can optimise both economic return and social value for the broader community. The recommendations also ensure that the venue is used in a manner consistent with its intended scale and technical capability, while bringing discount arrangements into alignment with those applied across other Council operated venues.

### **Extended Community Benefit**

- *Recommendation 6: Ways to derive community benefit from the commercial programming should be considered. Ticket holds should be made available to be distributed to local volunteers or provided as fundraising items for local community groups or local schools (page 19, **Attachment A**). **This Recommendation is supported.***

The Review report identified an opportunity to leverage the NCH to benefit community organisations within the City by establishing a process to allocate up to six ticket holds per event to local volunteers or to be used as fundraising items for local community groups or schools. This approach is supported subject to agreement by hirers. Guidelines will be developed for the Council's consideration to guide the initiatives operation.

## Improved Record Keeping

- *Recommendation 7: Improving record keeping in relation to utilisation and attendance should be prioritised (page 21, **Attachment A**). **This Recommendation is supported.***

As a venue for hire, all ticketing is undertaken by the hirer and there is no obligation for the hirer to share participation data. As a result, no attendance data is captured. However, capturing this type of information will support a more detailed understanding of venue operations and financial impacts associated with different performance types.

During the Review, a visual method of estimating event attendance was introduced for all performances. Future opportunities exist, and will be explored, to strengthen data quality through the introduction of complementary methodologies, such as post event attendance reporting by hirers and more consistent internal recording of actual hours used. Together, these approaches would support more informed analysis, planning and decision making. As the Council's information technology evolves, there is likely to be further opportunity to explore longer term and robust solutions, such as integrated digital tools to support improved data capturing, reporting and long-term operational insight.

## Increase Performances, Utilisation and Economic Impact

- *Recommendation 8: The Norwood Concert Hall should target to increase the number of performances by 30, to a total of 168 performances and a utilisation rate of 51% (186 days) (page 25, **Attachment A**). **This Recommendation is supported;***
- *Recommendation 9, 9.1 and 9.2: In order to obtain the recommended 30 additional performances per year, there are several potential hirers staging non-professional (amateur) performances the Norwood Concert Hall should target (page 30, **Attachment A**). **This Recommendation is supported;** and*
- *Recommendation 9.3: The venue should adopt a more proactive approach to attracting new commercial hirers and encouraging existing hirers to hire the venue more often (page 33, **Attachment A**). **This Recommendation is supported.***

The Review report finds that a target utilisation of 186 days per annum is achievable and appropriate for the NCH. Achieving 185 utilisation days is realistic given the venue's prime location, strong local demographics, high cultural participation and its role in filling a market gap for a flexible, mid-scale performance venue. NCH also benefits from Adelaide's established festival ecosystem, which drives seasonal demand. At approximately three (3) to four (4) bookings per week, 185 days represents a modest uplift of fourteen (14) days above the national average and is commercially achievable following the implementation of the Review report's operational and resourcing recommendations.

Performing arts centres in comparable suburban locations typically achieve a balanced mix of professional and non-professional (or amateur) performances accounting for approximately 48% of hires nationally. Currently, non-professional performances at the NCH represent 31% of all hires, highlighting a clear and achievable growth opportunity.

To reach the target utilisation, the venue must adopt a proactive approach to attracting new hirers and increasing repeat bookings from existing users. The venue is well suited to growth in key segments, including dance schools, performing arts schools, primary and secondary schools, amateur theatrical groups and State and Commonwealth government agencies.

Projected financial returns from increased utilisation are significant and are forecast to achieve:

- year 1: \$33,493 hire revenue;
- year 2: \$70,987 hire revenue;
- year 3: \$119,791 hire revenue; and
- \$16,500 per annum in bar income.

Recommendation 11 of the Review report outlines that the realisation of this growth requires an additional 1.2 FTE to manage expanded venue operations, strengthen hirer relationships, support front-of-house demands and maintain service quality. The NCH is currently operating at full staff capacity, limiting its ability to proactively grow venue utilisation, community impact and revenue. Without increased staffing capacity, the venue will remain in a reactive operational position, constraining revenue growth and limiting its ability to deliver the Review report's broader recommendations.

The proposed 1.2 FTE is therefore a strategic enabling investment that underpins revenue growth, strengthens community access and participation, and supports the sustainability of the venue.

#### *Local Economic Contribution and Employment Impact*

The NCH is a critically important economic contributor. To understand the NCH's economic contribution, an independent economic modelling tool, REMPLAN, was used. The modelling assesses how expenditure associated with events held within the NCH support local businesses, employment and services across the City.

Specifically, the NCH's economic contribution is derived from two primary sources:

- venue operations (spending related to the delivery and operation of events at NCH); and
- visitor spending (money spent by event patrons within the City, including food and beverage, transport, accommodation and other services).

Based on an estimated annual attendance of 69,000 people, the REMPLAN modelling highlighted that attendance at the NCH generated a significant economic contribution ranging from increased business activity, job creation, and ongoing flow-on spending throughout the local economy. The economic contribution generated by the NCH during 2024-2025 is estimated to be worth \$11.7 million (page 2, **Attachment A**). This includes:

- a direct expenditure of \$6.9 million as a result of spending by visitors and event organisers within the local area, including restaurants, accommodation, transport services, and other local businesses; and
- an indirect expenditure of \$4.7 million flow-on spending generated when local businesses benefiting from attendance at NCH events purchase goods and services from their suppliers, creating additional economic activity.

#### *Employment Impact*

Events at NCH (based on 69,000 attendees) supported an estimated 57 jobs, encompassing:

- direct employment through 42 jobs associated with the planning, managing, and delivery of events; and
- indirect employment through 15 jobs in related industries including hospitality, transport, and suppliers to local businesses.

#### *The Parade - Economic Growth Opportunity and Precinct Impact*

If implemented successfully, the addition of thirty (30) commercial bookings by year three is projected to attract approximately fifteen thousand (15,000) additional attendees, generating an estimated \$3 million in additional economic output and support the creation of fifteen (15) new jobs (page 26, **Attachment A**).

The Review report identified a clear and compelling opportunity to strengthen the NCH's role as a major economic anchor within the Parade Precinct. With its large capacity and distinctive cultural heritage, the venue is strategically positioned to drive visitation, employment and broader local economic activity.

The NCH plays a pivotal role in the precinct ecosystem. In this regard, the NCH's proximity to The Parade and the types of audience it attracts are unique when compared to other similar venues. In this respect, both the programming within the NCH and the consumer interests align strongly with a desire and means to compliment visitation at the NCH with food and beverage related entertainment which is immediately available along The Parade. In contrast, for the purpose of example, venues such as the Thebarton Theatre have significantly reduced capacity to maximise the local community impact. This is in part associated with different main-street cultures/offerrings, but also because of the nature of the programming and consumer profiles.

As highlighted in the REPLAN analysis, attracting large audiences to the NCH generates significant pre- and post-event spending that supports local businesses, strengthens the main street economy and contributes to long-term precinct vitality.

As a key anchor business, the NCH delivers a range of measurable economic benefits, including:

- **Increased Foot Traffic and Retail Spend:** the NCH attracts a consistent flow of visitors, significantly increasing pedestrian activity and supporting surrounding businesses. This regular influx contributes to a vibrant main street environment and strengthens local trading outcomes.
- **Direct Economic Contribution and Job Creation:** in 2024-2025, the venue contributed an estimated \$11.7 million to the local economy and supported 57 local jobs. This demonstrates the NCH direct economic importance and its role as a core driver of precinct-level activity.
- **Enhance Precinct Identity and Sense of Place:** the NCH contributes a distinctive cultural character that helps define the precincts' identity. By creating memorable visitor experiences, the venue enhances the area's reputation as a destination and increases repeat visitation.
- **Investment Attraction and Property Value Uplift:** a successful anchor business, such as the NCH, attracts further private investment, with other businesses eager to capitalise on the increased foot traffic. Evidence shows that precincts anchored by major cultural venues often experience property value uplift, reinforcing local economic resilience.
- **Broader Audience Reach:** a diverse programming calendar enables the NCH to attract varied demographic groups, supporting inclusive and sustained visitation across the year. This broader audience base drives consistent economic activity beyond peak periods.
- **Cultural Vibrancy that Drives Economic Outcomes:** the NCH strengthens the precinct's cultural and social fabric, generating additional visitation and reinforcing the area's reputation as a vibrant hub for arts and entertainment.

#### **Open Access Festival Participation**

- *Recommendation 9.4: The venue should endeavour to participate in Festival platforms that are State-run, for example the Adelaide Fringe, Good Music Month and Adelaide Writers' Week. It could also endeavour to build a unique festival platform, such as 'Norwood Comedy Festival.'* (page 33, **Attachment A**). **This Recommendation is supported.**

The Review report proposes that seed funding for a new festival, or the establishment of a Fringe on the Parade Festival, be progressed in year two of the Business Plan and that stakeholder engagement, partnership exploration, feasibility assessment, demand analysis and commercial modelling be undertaken in year one.

The Council currently partners with established open access festival platforms including the Adelaide Fringe Festival, Cabaret Festival, South Australian Living Artist (SALA) and Music Month, with the NCH promoted as a hireable venue through these festival channels. This approach enhances the venue's visibility during peak cultural periods while maintaining its hire based operating model.

An Open-access Festival Registration Fee Subsidy has also been established to support event activation throughout the City during these festivals. Through collaboration with festival platforms, the subsidy is automatically applied when performers register events within the City, including at the NCH. This approach supports participation in major festivals while mitigating financial risk and avoiding the substantial upfront investment, staff allocation and programming exposure associated with delivering a Council led festival. For example, four (4) events comprising seventeen (17) performances are scheduled at the NCH as part of the 2026 Adelaide Fringe Festival, contributing to a total of fifty (50) shows presented across the City.

It is recommended to continue the Open-access Festival Registration Fee Subsidy initiative and the ongoing recurrent budget allocation, as has been in place for the previous three financial years. This approach allows the venue to remain an active participant in a broader dynamic cultural ecosystem while focusing on its core strength, providing a great space for events.

The development of a unique branded festival platform, or partnership with a commercial producer to deliver a curated event within an existing festival framework, represents a more significant strategic and operational commitment. Delivery of any curated festival initiative is interdependent with Recommendation 11 (increase of 1.2 FTE) and the broader marketing actions identified in Recommendation 10, as additional staffing and promotional capacity would be required to ensure successful implementation.

Accordingly, while continued participation in established State-run festivals is supported, any expansion into co-produced festival programming should be subject to detailed investigation and a future report to the Council outlining detailed costings, resource implications, projected economic return and associated risks.

### **Strategic Communications**

- *Recommendation 10: A strategic marketing plan should be developed to assist in the implementation of Recommendations 9, 9.1, 9.2, 9.3 and 9.4. This should be diversified to include print, digital media and hold space for paid marketing. (Page 33, Attachment A). This Recommendation is supported.*

A comprehensive and strategically aligned marketing plan will be critical to successfully implementing the Review report's recommendations, particularly those pertaining to venue positioning and hirer growth.

While the Review report has identified key target sectors for hirer attraction, further work is required to translate these into a detailed marketing strategy and implementation plan. This initiative is currently uncosted, therefore, a detailed scope and procurement process will be undertaken, with a subsequent report to the Council outlining final costs, delivery model and resource implications prior to committing funds.

Engagement of an external consultant is recommended due to the specialised expertise required, including business to business venue marketing expertise, competitive venue benchmarking, value proposition development, lead generation strategy and industry specific market analysis. Importantly, the development of this type of plan necessitates a strong commercial skill set with a record of success within an aligned industry. An external consultant would also provide independent market insight and ensure the plan is evidence based, commercially informed and aligned with best practice across comparable venues.

It is proposed that the Strategic Marketing Plan be developed following completion of the Capital Recommendations outlined within the Capital Expenditure section below, to ensure all collateral and promotional materials reflect the refurbished facility and present the venue to a professional standard.

## Resourcing

- *Recommendation 11: That staffing levels be increased by 1.2 FTE to support the implementation of the Recommendations outlined in the Review. (Page 33, Attachment A). This Recommendation is supported.*

Historically, the NCH has been supported by a single 1.0 FTE Coordinator role focussed primarily on managing bookings and coordinating hirer requirements and venue operations. This resourcing level has not increased despite growth in activity and operational complexity, with 108 events (155 days) delivered in the 2024-2025 financial year, compared to 105 in 2023 –2024 and 54 in 2022-2023. As a result, capacity remains largely reactive and transactional, limiting the ability to drive utilisation growth, improve operational systems or pursue strategic development opportunities.

Importantly, the existing model provides no business continuity. The reliance on a single specialised role presents a material operational risk to the Council. Any period of extended leave, unplanned absence, or staff turnover would significantly disrupt operations, stakeholder relationships and risk venue reputation.

The Review report highlighted that the Venue Coordinator requires additional support in the following key areas:

- permanent site supervision through the use of a dedicated supervisor who can function as a deputy, act as a constant point of contact for hirers, and back-fill the Venue Coordinator as needed;
- business development capacity to proactively seek out new professional and non-professional hirers to increase bookings and strengthen the venue's profile; and
- administration support: assistance with rostering, stock ordering, responding to potential hirer enquiries, and liaising with current hirers to ensure service quality and timely responses.

A benchmarking exercise undertaken as part of the Review compared staffing levels across eighteen (18) Council operated venues with annual revenues under \$1 million (i.e. venues considered comparative to the NCH). The lowest staffing level identified within this control group was 2.2 FTE.

On this basis, the Review report recommends an increase of FTE from 1.0 to 2.2 FTE. This uplift would enable:

- **scalable event delivery**, supporting a target of 10 additional performances per year and a utilisation rate of 51% in year three (i.e. 185 days in year three, from 155 days utilisation in the 2024-2025 financial year);
- **improved financial performance**, with a projected positive net position (after additional staffing costs and PAC Australia membership) of \$21,217 in year one, \$52,983 in year two and \$106,848 in year three;
- **enhanced business development capacity**, allowing a greater focus on attracting new hirers, increasing repeat bookings, and strengthening relationships with promoters and producers; and
- **reduced operational risk**, by providing business continuity and succession planning, ensuring continuity of operations and resilience during periods of staff absence and turnover.

This resourcing uplift is essential to unlocking utilisation growth, reducing operational risk and positioning the NCH to deliver sustained economic and community value. Importantly, it is a critical dependency to progressing many of the Review report recommendations.

It is important to note, in addition to the venue hire fee, supervisor and usher functions are currently structured as on-charge costs to hirers (supervisor charge out rate of \$74, actual weekend hourly rate of \$67.62 and weekday rate of \$51.84). Cost recovery from the supervisor on-charge is estimated at approximately \$50,000 per annum. As the proposed additional 1.2 FTE includes supervisory responsibilities (0.8 FTE), a portion of the increased salary expenditure is therefore expected to be offset through these on-charge recoveries.

## Increase Fees

- *Recommendation 12: Do not introduce a recoverable fee regime and increase the hire rate by 12.5% every year for the next three years, subject to improvements being made, as outlined in the Review. (Page 41, **Attachment A**). This Recommendation is supported.*

The Review report benchmarked NCH fees against comparable facilities and found that the current NCH hire rate of \$3,155 is 33% below the market average of \$4,208.

The Review report recommends retaining the existing on-charge model for supervisor, usher, audio visual and security functions. It does not support expanding this approach to introduce a recoverable fee regime for additional operational expenses, such as utilities and cleaning.

However, the Review report observed that the venue building presents as tired and that its features do not meet current consumer expectations. In this regard, there is a clear relationship between the condition of the venue and the fees it can command.

Renewal of the NCH is not currently an approved project identified within the Council's Long Term Financial Plan. However, the administration has commenced planning to undertake a range of renewal works which prioritises improvements to the venue foyer and patron seating. It is expected this renewal work will be undertaken between 2026 and 2027.

These improvements will enhance the venue's functionality and presentation and provide a stronger basis to consider the escalation of hire fees. In this respect, it is recommended that fee adjustments occur in the 2027-2028 financial year, once the renewal works are completed. This ensures fees reflect enhanced service standards, improved venue condition, and market expectations, while avoiding distortion of the private market.

## Capital Expenditure

The amenity of the NCH has a relationship to both the customer and hirer experience and hence, in this regard, plays an integral role in attracting quality performances and generating consumer demand. In this respect, the NCH is reflective of its age and lacks contemporary features.

The renewal of the NCH is not currently an approved project identified within the Council's Long Term Financial Plan. However, the administration has commenced planning to undertake staged renewals as part of the Council's annual Capital Works Plan. The works recommended in the Review report (Recommendations 13 to 14, 16, and 18 to 20, as detailed below) are consistent with existing plans and priorities.

In this respect, renewal works must be sequenced in a logical order to meet business need in the context of available funding. In some instances, additional investment beyond renewal budgets will be required where it is deemed that investment creates new assets at a higher service level e.g. expansion of footprint of amenities areas and introduction of new internal features such as additional lighting or upgraded interior finishes.

- *Recommendation 13: Replace the current seating in the stalls. (Page 44, **Attachment A**). This Recommendation is supported.*

As identified in both the Review report and the Norwood Concert Hall 2024–2025 Operating Report presented to the Council at its meeting on 4 August 2025, the existing seating has surpassed its useful life and no longer meets contemporary expectations or operational requirements. Consequently, the replacement of the seating has been prioritised within the Council's 2025-2026 asset renewal program.

- **Recommendation 14:** The Don Pyatt Hall should be converted into a foyer space and the kitchen converted into a bar. (Page 45, **Attachment A**). **This Recommendation is supported.**

The visitor experience at the NCH begins on arrival, and the pre-show environment significantly influences enjoyment of the event and the venue, playing a critical role in shaping audience perception, overall satisfaction and repeat visitation. At present, this experience is limited largely to queuing outside the venue, representing a missed opportunity to positively influence customer sentiment and commercial outcomes.

The programming at NCH increasingly attracts audiences seeking a holistic entertainment experience, one that extends beyond the performance itself to include social interaction and shared anticipation. Contemporary audiences expect venues to provide welcoming, activated spaces that support this broader experience.

In this respect, the Don Pyatt Hall represents a strategically significant opportunity that is currently underutilised. Reassigning and activating this space as a pre-show bar and foyer area would directly respond to evolving customer expectations while strengthening the NCH's positioning within the local performance venue for hire market.

Converting the Don Pyatt Hall into a bar and gathering space would:

- provide a safe, weather protected and welcoming environment for pre-show socialising;
- encourage earlier arrival and increased dwell time;
- deepen audience engagement with programming; and
- generate incremental bar revenue.

Operationally, reassigning the Don Pyatt Hall would also enable the use of the ground floor amenities during events, increasing the total provision of toilets from six (6) to twelve (12), which in turn, would bring the venue closer to a contemporary standard of twelve (12) Female and three (3) Male toilets, improving customer comfort, reducing interval congestion, and supporting higher patron satisfaction.

Importantly, this opportunity can be delivered through a staged approach. Immediate activation can be achieved using a 'lighter, quicker, cheaper' methodology. A twelve-month operational review would then inform a more permanent design solution, ensuring capital expenditure is evidence-based and aligned with demonstrated demand.

The conversion of the Don Pyatt Hall would also enable increased activation by hirers and the Council through pre-show initiatives, such as:

- live or recorded pre-show music aligned with the event theme;
- digital screens promoting upcoming performances;
- meet and greet with artists or cast members;
- short flash performances by local groups (eg. dance, calisthenics and circus)
- merchandise and promotional material available for purchase;
- themed props or interactive installations that tie into the performance theme; and
- pre-show tastings in collaboration with local cafes and restaurants.

These activations would strengthen community connection and reinforce the NCH as a vibrant cultural hub rather than solely a performance venue.

Reassigning the Don Pyatt Hall will preclude its availability as a room for hire. While the room is rarely used by casual hirers, there are currently five (5) regular hirers. These include:

1. Probus Combined, first Monday of the month, 9.30 am to midday;
2. Norwood Symphony Orchestra, every Monday night, 7.30 pm to 9.30 pm;
3. Kensington & Norwood Writers Group, every second Wednesday, 7 pm to 9 pm;
4. Rita Stock Allegria Choir, every Thursday night; and
5. Soka Gakkai (chanting), once a month on a Sunday, 9.30 am to 4.30 pm.

The Norwood Symphony Orchestra also holds four annual performances within the Main Hall under a ticket share arrangement that historically covers venue hire costs. It is proposed that this arrangement continue.

Affected groups will be supported to transition to one of five alternative Council-managed community facilities offering comparable spaces suitable for meetings, rehearsals, and small-scale performances.

Notably, the Beulah Road Community Hall, within walking distance of the NCH, presents a practical and timely opportunity to establish a dedicated rehearsal space to support local orchestras and broader community music group rehearsals. This relocation represents a meaningful opportunity to create a rehearsal environment that aligns with community needs. A twelve-month trial is proposed, utilising the venue's existing acoustic qualities and infrastructure, which, following informal engagement with the Norwood Symphony Orchestra, are suitable for orchestral rehearsals. The trial would require no new capital investment and would operate within existing resources. Importantly, this initiative would activate the venue more consistently, strengthen cultural partnerships, and provide a structured framework to assess long term viability through measurable performance indicators.

Council staff will work directly with each of the five regular hirers to identify the most suitable venue, facilitate revised booking arrangements and ensure continuity of community activities with minimal disruption. The intent is to support affected groups through a structured transition process that prioritises stability, usability and long-term sustainability of programs.

While conversion will remove one hireable room, accommodating regular hirers across the Council's broader facilities network is operationally achievable. In contrast, establishing a dedicated foyer and bar space is critical to improving patron experience, increasing venue activation, and supporting expanded community and economic outcomes.

Concept designs for the NCH foyer upgrade have been finalised, with State Heritage approvals being sought. Priority upgrades will be funded from the 2025-2026 capital renewal program. It is proposed that design themes from the foyer be extended into Don Pyatt Hall, with works funded through the 2026-2027 capital renewal budget. Additional capital will be sought in subsequent years to support more significant upgrades.

Conversion of the Don Pyatt Hall represents, a low-risk, high impact opportunity to enhance visitor experience, increase commercial returns, improve amenity provision, and align the NCH with contemporary audience expectations.

### **Building Uplift**

- *Recommendation 15:* The venue would benefit from a general uplift. This could be managed by creating a sinking fund which is suggested to increase in a manner that is commensurate with the increase in revenue from hire fees and additional hire activity. (Page 45, **Attachment A**). **This Recommendation is not supported.**

As outlined throughout the Review report, the NCH has strong potential to deliver significant community and economic benefit. However, establishing a revenue-linked sinking fund within the operational business model is not considered appropriate. Asset renewal and capital upgrades should be determined and funded through the Council's established Long Term Financial Planning process.

Embedding a sinking fund within the venue's operating model would have direct impacts on operations. Transferring a portion of hire revenue to a renewal reserve would reduce the venue's capacity to reinvest in service and operational improvements, resources and initiatives designed to increase utilisation. This could unintentionally limit the venue's ability to respond to market demand and secure new opportunities.

Linking renewal funding to fluctuations in hire revenue also introduces financial variability and operational rigidity. In lower revenue years, contributions to the sinking fund may reduce operation flexibility at precisely the time the administration needs to stimulate demand or adjust pricing. Conversely, in stronger revenue years, automatically diverting funds to a reserve may constrain strategic reinvestment in growth initiatives that could further strengthen long-term sustainability.

Future upgrades should therefore be considered strategically alongside broader Council Long Term Financial Planning, rather than a dedicated revenue-linked sinking fund embedded within the operational business model.

The renewal of the NCH is not currently an approved project identified within the Council's Long Term Financial Plan. However, the administration has commenced planning to undertake staged renewals as part of the Council's annual Capital Works Plan. While these renewals will not impact on the fundamental elements of the asset, they will provide a tangible and visible uplift in the foyer area.

Separating operational performance from asset renewal funding ensures financial transparency and sound governance. The business plan will focus on service delivery, utilisation, revenue generation, and cost management, while capital renewal decisions remain aligned with whole of Council asset management frameworks, risk assessments, and long-term financial sustainability.

### **Undertake An Architectural and Engineering Study to Provide Space for Toilets**

- *Recommendation 16:* Commission an architectural and engineering study on where additional toilets could be situated and have the solution costed so that it can form part of the longer-term investment strategy for the venue. This could be part of a larger infrastructure study to establish the cost of the capital works suggested in Recommendations 13, 15, 16 and 18-20. (Page 45, **Attachment A**). **This Recommendation has been implemented.**

A venue with a capacity close to 800 patrons supported by six toilets presents a significant operational constraint. Peak demand during pre-show and intermission periods results in extended queuing, reduced patron comfort, and lost bar revenue, while also impacting overall event flow and satisfaction. Amenity provision at this level falls below contemporary expectations for venues of comparable size and may limit the ability to attract larger-scale performances. Increasing toilet capacity is therefore a functional necessity to support audience growth, improve visitor experience, and strengthen the venue's commercial viability.

A previous study undertaken by Phillips Pilkington Architects (October 2023) provided a location and indicative floor plans for expanded and upgraded male and female amenities. Early concepts for internal fittings and finishing have been prepared to integrate with the ground floor foyer design scheme. These works will be included as part of the staged upgrade of the facility.

In the interim, conversion of the Don Pyatt Hall into a foyer space and bar, as outlined in Recommendation 14, will provide access to an additional six (6) ground floor toilets via the Hall, partially addressing the current shortfall while longer-term upgrades are planned.

## Upgrade Technical Equipment

- *Recommendation 17:* A permanent hire solution is recommended to upgrade the technical equipment in the venue. The market should be examined and, if there is a viable make, an open or select tender process should be undertaken. If Novatech is the only one viable option, direct negotiations should be entered into with Novatech. (Page 47, **Attachment A**). **This Recommendation is supported.**

The current technical equipment at the NCH is outdated, limiting the venue's ability to offer high-quality, flexible lighting and audio solutions to hirers. The existing lighting package, included in the venue hire, is due for renewal, however the timing of this has not yet been confirmed. The existing reliance on outdated equipment risks discouraging potential hirers who require modern, reliable systems, affecting the venue's competitiveness and its ability to attract higher-value events.

As part of the Review, preliminary investigation was undertaken to identify potential suppliers for a permanent hire solution. This process revealed that only one supplier, Novatech, was viable to meet the venue's needs.

An assessment will be conducted to define the scope, technical requirements for upgrading the venue's technical equipment through a permanent hire solution. A market review and internal due diligence will confirm whether any other suppliers emerge, and if Novatech remains the sole option, direct negotiations will proceed in line with the Council's procurement procedures.

This solution will provide hirers with access to the latest technology, potentially at no additional cost to the Council, enhancing flexibility and ensuring hirers benefit from a modern lighting and audio-visual systems.

## Improve Venue Presence

- *Recommendation 18:* A number of steps could be undertaken to increase the physical and virtual presence of the venue including:
  - improving external signage on George St and The Parade; and
  - improving venue and program promotion through existing Council communication channels. (Page 47, **Attachment A**). **This Recommendation is supported.**

To enhance the venue's physical and virtual presence, improvements should be made to external signage and the George Street entrance, alongside strengthened promotion of the venue as outlined in Recommendation 10. As an initial step, the renewal and enhancement of the stairs and ramp are being delivered through the George Street streetscape upgrade, complemented by a proposed NCH foyer renewal, as briefly discussed in Recommendation 14 above.

## Improved Flooring

- *Recommendation 19:* An updated costing on the flooring solutions (timber floor in main hall) should be obtained and considered as part of a broader infrastructure assessment study suggested in Recommendation 16. (Page 48, **Attachment A**). **This Recommendation is supported.**

The timber flooring in the main hall of the NCH has suffered from cumulative wear and tear due to high patron use and repeated minor repairs over time. These conditions pose a significant Workplace Health and Safety (WH&S) risk, as uneven or damaged flooring increases the potential for trip hazards, accidents and injuries to both patrons and staff.

A temporary repair to the floor surface was undertaken in February 2026. To ensure this short-term solution remains effective, regular inspections will be conducted, with any emerging issues reported to the Asset Renewal Team, until a full floor upgrade can be implemented.

## Goods Lift

- *Recommendation 20:* A cost estimate for a goods lift and loading dock should be obtained as part of the proposed infrastructure assessment. The Review considers that a goods lift would benefit operations of the venue but is not a priority. (Page 48, **Attachment A**). **This Recommendation is supported.**

The NCH currently faces operational challenges due to the absence of a dedicated goods lift and loading dock. The existing external hoist and passenger lift are unsuitable for transporting goods between floors posing safety concerns, capacity limitations and risks to asset longevity. Additionally, the high costs of using the external hoist due to traffic management, staff supervision and disruption to foot traffic, particularly impact theatrical productions that require the transportation of props and sets. The use of the passenger lift for goods transport has also resulted in damage to the foyer carpet, leading to increased maintenance costs and deterioration of the venue's appearance.

These logistical constraints not only compromise the efficiency of event operations but also reduce the venue's attractiveness to potential hirers, particularly those with complex production needs, while also shortening the lifespan of floor coverings. Over time, these factors may lead to higher ongoing maintenance and replacement costs, negatively impacting the venue's financial sustainability.

A previous study by Phillips Pilkington Architects (October 2023) identified a potential location for a goods lift, with indicative floor plans. Further design development and cost estimates will be undertaken as part of broader infrastructure planning in the future, however there is no immediate plan to install a goods lift and current arrangements must be managed carefully to mitigate operational and safety risks.

## External Management

- *Recommendation 21:* If the Council wishes to pursue a private management model, it should commission an independent business case to consider the benefits and disadvantages, examine different options and consider the financial implications. (Page 50, **Attachment A**). **This Recommendation is subject to Council consideration, approval and budget allocation.**

Historically, the NCH has been managed by the Council, while there are pros and cons associated with either an internal or external management solution, the scope of the Review report has focussed on the existing internal management solution.

If the Council is interested in exploring the feasibility of a private management model, it is recommended that a consultant be engaged to conduct a preliminary analysis which would include:

- a comprehensive evaluation of the advantages and disadvantages, and overall value of a private management model;
- an assessment of supplier expectations and market value, considering that the asset is aging, heritage listed and may require capital works or upgrades to make it a viable proposition; and
- an examination of the complexities involved in negotiating Council access to key areas, such as the Chamber and Mayor's parlour.

This investigation falls outside the scope of the Review and has not been accurately costed. The Review Report provided an estimate of \$50,000. Additional planning and analysis would be required if the Council chooses to proceed with this recommendation.

## OPTIONS

While the Council could choose not to implement the recommendations outlined in the Review report, this is not recommended. A comprehensive plan is needed to support growth, enhance community and economic impact and ensure the financial sustainability of the NCH.

The Council could choose to implement all the recommendations outlined in the Review report as presented in **Attachment A** or endorse with the minor adjustments detailed within this report.

## CONCLUSION

The Norwood Concert Hall is a vital cultural asset with a long history of providing enriching arts and cultural experiences that benefit both residents and visitors. It plays a significant role in driving economic activity, cultural and social vibrancy within the Council area and The Parade, stimulating local spending, supporting artists, and strengthening community engagement.

The Review report's recommendations collectively strengthen the NCH's position as a cultural and economic anchor for The Parade precinct. By adopting a more commercially focused programming model and enhancing operational capacity, the venue is positioned to increase utilisation, attract greater visitation, support local businesses and deliver sustainable growth.

Implementation of the operational recommendations is projected to steadily improve financial performance, with the net operating position increasing from \$21,217 in year one, \$52,983 in year two and \$106,848 in year three.

Overall, these recommendations present a clear, sustainable pathway for the NCH, enhancing its cultural and economic contribution while improving financial performance over the three-year period.

## RECOMMENDATION

1. *That the Final Review Report of the Norwood Concert Hall operations prepared by Dr Dominic Stefanson of Strategic Solutions Co be received and noted.*
2. *Excluding Recommendation 15, that Recommendations 1 to 21 as set out in this report be adopted.*
3. *The Council notes that future Council programming held at the Norwood Concert Hall will include provision within the relevant program budget for the full recovery of venue costs incurred.*
4. *That the addition of 1.2 Full-Time Equivalent (FTE) positions to support the operational requirements of the Norwood Concert Hall, effective 1 July 2026, with associated costs to be incorporated into the 2026-2027 financial year operating budget, be adopted.*
5. *That a budget of \$30,000 be provided as seed funding for a new co-produced festival within the NCH to be progressed in year two of the Business Plan (2027–2028), and that in year one, stakeholder engagement, partnership exploration, feasibility assessment, demand analysis and commercial modelling be undertaken, with a proposal and budget subsequently presented to the Council.*

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Cr McFarlane moved:

1. *That the Final Review Report of the Norwood Concert Hall operations prepared by Dr Dominic Stefanson of Strategic Solutions Co be received and noted.*
2. *Excluding Recommendation 15, that Recommendations 1 to 21 as set out in this report be adopted.*
3. *The Council notes that future Council programming held at the Norwood Concert Hall will include provision within the relevant program budget for the full recovery of venue costs incurred.*
4. *That the addition of 1.2 Full-Time Equivalent (FTE) positions to support the operational requirements of the Norwood Concert Hall, effective 1 July 2026, with associated costs to be incorporated into the 2026-2027 financial year operating budget, be adopted.*
5. *That a budget of \$30,000 be provided as seed funding for a new co-produced festival within the NCH to be progressed in year two of the Business Plan (2027–2028), and that in year one, stakeholder engagement, partnership exploration, feasibility assessment, demand analysis and commercial modelling be undertaken, with a proposal and budget subsequently presented to the Council.*

Seconded by Cr Duke and carried unanimously.

### **13.4 2025-2026 THIRD BUDGET REVIEW**

**REPORT AUTHOR:** Senior Finance Business Partner  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:**

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#### **PURPOSE OF THE REPORT**

The purpose of this report is to provide the Council with a summary of the forecast Budget position for the year ended 30 June 2026, following the Third Budget Review. This forecast is based on the year-to-date February 2026 results.

#### **BACKGROUND**

Pursuant to Section 123 (13) of the *Local Government Act 1999*, the Council must, as required by the Regulations reconsider its annual business plan or its budget during the course of a financial year and, if necessary or appropriate, make any revisions.

The Budget Reporting Framework set out in Regulation 9 of the *Local Government (Financial Management) Regulations 2011* ("the Regulations") comprises two (2) types of reports, namely:

1. the Budget Update; and
2. the Mid-year Budget Review.

#### **1. Budget Update**

The Budget Update Report sets out the revised forecast of the Council's Operating and Capital investment activities compared with the estimates for those activities set out in the Adopted Budget. The Budget Update is required to be presented in a manner consistent with the note in the Model Financial Statements entitled *Uniform Presentation of Finances*.

The Budget Update Report must be considered by the Council at least twice per year between 30 September and 31 May (both dates inclusive) in the relevant financial year, with at least one (1) Budget Update Report being considered by the Council prior to consideration of the Mid-Year Budget Review Report.

The Regulations requires a Budget Update Report to include a revised forecast of the Council's operating and capital investment activities compared with estimates set out in the Adopted Budget, however it is recommended by the Local Government Association that the Budget Update Report should also include at a summary level:

- the year-to- date result;
- any variances sought to the Adopted Budget or the most recent Revised Budget for the financial year; and;
- a revised end of year forecast for the financial year.

#### **2. Mid-Year Review**

The Mid-Year Budget Review must be considered by the Council between 30 November and 15 March (inclusive) in the relevant financial year. The Mid-Year Budget Review Report sets out a revised forecast of each item shown in its Budgeted Financial Statements compared with estimates set out in the Adopted Budget presented in a manner consistent with the Model Financial Statements.

The Mid-Year Budget Review Report must also include revised forecasts for the relevant financial year of the Council's Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Sustainability Ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The Mid-year Budget Review is a comprehensive review of the Council's Budget and includes the four principal financial statements, as required by the Model Financial Statement, detailing:

- the year-to-date result;
- any variances sought to the Adopted Budget; and
- a revised full year forecast of each item in the budgeted financial statements compared with estimates set out in the Adopted budget.

The Mid-year Budget Review Report should also include information detailing the revised forecasts of financial indicators compared with targets established in the Adopted Budget and a summary report of operating and capital activities consistent with the note in the Model Financial Statements entitled *Uniform Presentation of Finances*.

## **STRATEGIC DIRECTIONS**

Not Applicable.

## **FINANCIAL AND BUDGET IMPLICATIONS**

The Third Budget Review provides the opportunity to reflect any changes in projections based on the actual year-to-date results to February 2026 and forecast the 2025-2026 Operating result.

Details of material movements in the forecast from the Adopted Budget are contained in the Discussion section of this Report.

## **RISK MANAGEMENT**

Not Applicable.

## **CONSULTATION**

### **Elected Members**

The Council considered the First Budget Update and the Mid-year Budget Review at its meetings held on 7 October 2025 and 3 March 2026 respectively.

### **Community**

Not Applicable.

### **Staff**

Responsible Officers and General Managers.

### **Other Agencies**

Not Applicable.

## **DISCUSSION**

### **Budget Review**

In determining the Adopted Operating Surplus, the Council considers the financial resources which are required to provide the ongoing services, programs and facilities (Recurrent Operating Budget), which encompass the responsibilities, which the Council is required to provide under the *Local Government Act* and other relevant legislation, plus ongoing services and programs as a result of community needs and expectations as determined by the Council.

Such on-going services include regulatory services, such as animal management and parking management, street cleaning and rubbish collection, maintenance of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage, development planning and control, library and learning services, community support programs, environmental programs, community events, community recreational facilities and home assistance service.

In addition, the Council considers the funding requirements associated with the introduction of new services and initiative or the enhancement to existing services (Operating Projects).

The 2025-2026 Adopted Operating Budget projected an Operating Surplus of \$754,356. At the Council meeting held on 7 October 2025, the Council considered and endorsed the First Budget Update, which reported a forecast Operating Surplus of \$424,693, that included Works in Progress (Operational and Capital Projects Carried Forward) from the 2024-2025 Financial Year of \$329,663 and \$32,592,499 respectively. Subsequently, at the Council meeting held on 3 March 2026, the Council endorsed the Mid-Year Budget Update, which reported a forecast Operating Surplus of \$422,693.

Following the Third Budget Review, the Operating Surplus is now forecasted to reduce to \$396,657.

The material movements in the components that make up the Operating Surplus following the Third Budget Review detailed below.

**A. Recurrent Operating Budget changes to the Adopted Budget – surplus decrease by \$15,036**

The Council adopted a 2025-2026 Recurrent Operating Budget Surplus of \$2.07 million. In the First Budget Update, this Budget remained unchanged. As a result of the Mid-Year Budget Update, the Recurrent Operating Surplus increased by \$11,000 to \$2.08 million.

Following the Third Budget Review, the Recurrent Operating Surplus is forecast to decrease by \$26,036 from the Mid-Year Update, resulting in a Recurrent Operating Surplus of \$2.06 million. The major reasons for the movement in Recurrent Operating Surplus are detailed in Table 1.

**TABLE 1: MAJOR VARIANCES IN RECURRING BUDGET – THIRD BUDGET REVIEW**

|   | Increase/<br>(Decrease) \$ |
|---|----------------------------|
| Increase in street tree pruning budget reflects an increase in the cost of contractors, which were hired in line with an increase in residents' requests resulting in additional pruning to trees throughout the City.  | 150,000                    |
| Unbudgeted expenditure associated with conducting two supplementary councillor elections for the St Peters and West Norwood/ Kent Town Wards.   | 67,031*                    |
| Net impact on Depreciation arising from an \$886,969 increase due to asset revaluation and updated unit rates for the civil infrastructure asset class (i.e. roads, kerbs, footpaths) in 2025–2026, offset by a \$202,500 reduction resulting from the timing of the Trinity Valley whole asset capitalisation. | 684,196                    |
| Decrease in employee costs due to the timing of filling vacancies throughout the year.  | (445,389)                  |
| Increase in Development Assessment fee income as a result of an increase in volume of Development Applications received during the year.  | (150,046)                  |
| The construction works linked to the Local Roads and Community Infrastructure Program (LRCI) Phase 4 funding were completed towards the end of 2024-2025 Financial Year. The Council received the LRCI Phase 4 funding in current year Financial Year 2025-2026 instead of 2024-2025.                           | (177,757)                  |
| Higher than forecasted insurance rebates.   | (142,000)                  |
| Unbudgeted expenditure arising from the cost of the review undertaken by the Essential Services Commission of South Australia (ESCOSA). The cost of ESCOSA underken reviews is borne by all Councils in South Auastralia.   | 40,000*                    |

\* Expenditure associated with the Essential Services Commission of South Australia (ESCOSA) represents a one-off cost that occurs on a five-year cycle. These costs are not part of the ongoing Recurrent budget.

\* The costs arising from supplementary elections conducted by the Electoral Commission of South Australia (ECSA) are one-off in nature.

## Operating Projects Budget changes to the Adopted Budget – cost increase \$342,663

The Adopted Budget includes a proposed estimate of operating project expenditure for the year under review and the following changes:

- previously approved First Budget Review which included carried forward projects from the prior budget year as well as additional fund requests,
- previously approved additional funding request in Second Budget Review,
- identified increments or reductions to the current year approved projects proposed in current Third Budget Review.

The Adopted Budget that was endorsed by the Council for 2025-2026, included a total expenditure on Operating Projects of \$1.32 million. As a result of the First Budget Update, the total forecast expenditure on Operating Projects increased to \$1.65 million, due to inclusion of the Carry Forwards totalling \$329,663 from the 2024-2025 Financial Year. As a result of the Mid-Year Budget Review, the total forecast expenditure on Operating Projects increased to \$1.66 million, due to inclusion of additional budget to support traffic management requirements for the Ninth Avenue Christmas Lights event by \$13,000.

No changes are proposed to be made to the Operating Projects Budget as part of the Third Budget Update.

In reviewing the progress of the endorsed the Operating Projects, the projects that may be carried forward into the next financial year are detailed in Table 2 below. The total value of the Carry Forward budget required will be confirmed at year end validation.

### **TABLE 2: OPERATING BUDGETS LIKELY TO BE CARRIED FORWARD TO 2026-2027**

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#### **Operating Projects**

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The ***Heritage Protection Opportunities*** project continues to be implemented. Due to timing of the Code Amendment processes, it is anticipated that part of the budget may need to be carried over into the next financial year (2026-2027).

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The ***40 km/h Implementation in Kensington / Norwood*** project has been submitted to the Department for Infrastructure and Transport (DIT) for review and approval. Based on past experience, DIT's approval process can take up to 2-6 months and therefore, there is a potential risk that the supply and implementation phases may extend into the next financial year.

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The ***Public Consultation for Traffic Management Concept Design for Payneham South, Firle, Trinity Gardens, Glynde and St Morris*** project is likely to be carried over into the next financial year. Staff are currently working with the Council's Traffic Management & Road Safety Committee to determine the preferred approach for several streets.

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The ***Public Health Plan*** budget of \$13,000 is likely to be carried forward into the next financial year, because the State Health Plan which sets the priorities for individual local government public health plans, has not yet been released. It is expected that the State Public Health Plan will be released in late May 2026. As a result, the process for developing the Councils local plan has not yet commenced.

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A status report on the Operating Projects is contained in **Attachment A**.

### C. Capital Projects Budget changes to the Adopted Budget – cost increase \$36,192,499

The Council endorsed the Adopted Budget for Capital Projects of \$25.97 million for 2025-2026. As a result of the First Budget Update, the total forecast expenditure on Capital Projects increased to \$58.56 million, due to the inclusion of Carry Forwards from the 2024-2025 Financial Year of \$32.59 million which relates predominantly to the Trinity Valley Stormwater Project and the Payneham Memorial Swimming Centre (both of which are multi-year projects). In the Mid-Year update, the Capital Project expenditure was increased by \$3.6 million to \$62.16 million, due to inclusion of additional Design & Construct items at the Payneham Memorial swimming Centre.

Following the Third Budget Review, no changes are proposed to be made to the Capital Expenditure budget.

In reviewing the progress of the endorsed Capital Projects, the projects that are likely to be carried forward into the next financial year are detailed in Table 3. The total value of carry forward budget required will be confirmed at year end validation.

**TABLE 3: CAPITAL BUDGETS LIKELY TO BE CARRIED FORWARD TO 2026-2027**

| Capital Projects  |
|---|
| Renewals program for <b>Recreation &amp; Open Space infrastructure works</b> to be partially carried forward. The program is lagging due to resources and major project pressures on 2025. Additional project management resources have been secured to help progress projects. Stacey Reserve and Maurice Reserve playground renewals are scheduled to be completed this financial year. Adey Reserve playground design is nearing completion, with construction to occur in Q1 2026-2027. Joslin Reserve tennis and basketball courts have been rescheduled for Q1 2026-27. |
| Renewal Program for <b>Road Resealing</b> is on track for majority of program delivery by 30 June 2026, subject to weather and contractor availability. Road renewals associated with Trinity Valley Stormwater Drainage Project Stage 1 (Clifton Street, Maylands) will be carried forward as previously advised as these works will occur after the final stage of this major project.  |
| Renewal Program for <b>Kerbing</b> is on track for majority of program delivery by 30 June 2026. Kerb renewals associated with the Payneham Memorial Swimming Centre and Trinity Valley Stormwater Drainage Project Stage 1 (Clifton Street, Maylands) will be carried forward as these items need to be undertaken at the end of these major projects.   |
| Renewal Program for <b>Footpaths</b> is on track for full program delivery by 30 June 2026. Budget for removal on redundant crossovers will be partially spent, with balance of works programmed for next financial year.   |
| Renewal program for <b>Stormwater Drainage</b> to be partially carried forward. Trinity Valley Stormwater Drainage Upgrade Stage 4 in St Morris is complete. As previously advised, Stage 1 in Maylands will commence in April 2026, with full costs incurred to meet Federal Government funding requirements by 30 June 2026. Design progressing on other stormwater drainage projects, with associated construction budgets to be carried forward.  |
| Renewal program for <b>Building works</b> to be partially carried forward, approximately \$2M of budget spend forecast by 30 June 2026. Norwood Concert Hall and Norwood Pool renewal projects will be deferred pending strategic direction. St Peters Town Hall Complex solar panel and battery installation deferred for integration with proposed air conditioning upgrade. St Peters Childcare Centre Playground design is progressing, with construction planned to occur in 2026-2027.  |
| <b>Implementation of The Parade Master Plan</b> (Detail design) to be partially carried forward. The design and cost planning are well progressed. The balance of funds to be carried forward to complete the detailed design.  |
| <b>Shade Sails Structure to be partially carried forward</b> , new shade sails have been installed at St Peters Childcare Centre. Adey Reserve shade sail to be delivered with upgraded playground in 2026-2027.  |

A status report on the endorsed Capital Projects is contained in **Attachment B**.

Regulation 9 (1) (a) of the Regulations states the Council must consider,

*“at least twice, between 30 September and 31 May (both dates inclusive) in the relevant financial year (where at least 1 report must be considered before the consideration of the report under subregulation (1)(b), and at least 1 report must be considered after consideration of the report under subregulation (1)(b)) - a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances.”*

The revised, Budgeted Financial Statement, resulting from the Third Budget Update entitled “Uniform Presentation of Finances” is included in **Attachment C**.

## **OPTIONS**

The Council has the following options in respect to this issue:

1. adopt the Third Budget Review as recommended; or
2. amend the Third Budget Review as it sees fit.

The Third Budget Review is forecasting an Operating Surplus in line with the Adopted Budget. Therefore Option 1 is recommended.

## **CONCLUSION**

Nil.

## **RECOMMENDATION**

1. *That the Third Budget Update Report be received and noted.*
2. *That project progress report contained in **Attachment A**, be received and noted.*
3. *That project progress report contained in **Attachment B**, be received and noted.*
4. *That Pursuant to Regulation 9 (1) (a) of the Local Government (Financial Management) Regulations 2011, Budgeted Financial Statement as contained within **Attachment C**, be adopted.*

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*Cr Duke moved:*

1. *That the Third Budget Update Report be received and noted.*
2. *That project progress report contained in **Attachment A**, be received and noted.*
3. *That project progress report contained in **Attachment B**, be received and noted.*
4. *That Pursuant to Regulation 9 (1) (a) of the Local Government (Financial Management) Regulations 2011, Budgeted Financial Statement as contained within **Attachment C**, be adopted.*

*Seconded by Cr Callisto and carried unanimously.*

Cr Robinson left the meeting at 10:31pm.  
Cr Robinson returned to the meeting at 10:33pm.  
Cr Granozio left the meeting at 10:33pm.  
Cr Granozio returned to the meeting at 10:34pm.  
Cr Sims left the meeting at 10:31pm.  
Cr Sims returned to the meeting at 10:33pm.  
Cr Callisto left the meeting at 10:33pm.  
Cr Callisto returned to the meeting at 10:33pm.  
Cr Piggott left the meeting at 10:37pm.

## 13.5 CONTINUATION OF THE SEPARATE RATE FOR THE PARADE PRECINCT

**REPORT AUTHOR:** Manager, Marketing & Place Activation  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:** Nil

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### PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's endorsement to continue to apply a Separate Rate on The Parade Precinct for one (1) financial year (2026-2027). If endorsed, the proposal to continue the collection of the Separate Rate will be released for consultation.

### BACKGROUND

The Parade Separate Rate was extended for a one (1) term in 2025 as part of the @025 –2026 Annual Business Plan and Budget.

It is important to continue the Separate Rate to support the Precinct to maintain its position as Adelaide's Premier Mainstreet. To achieve this, there is a need for coordinated marketing and promotion, together with implementing other initiatives for The Parade.

In this respect, unlike a major 'box' shopping centre such as Westfield or the Burnside Village where there is one individual property responsible for the marketing and coordination of the Centre, The Parade has numerous landowners and as such, in these situations, the best mechanism to promote, market and coordinate activities is for the local Council to assume this role. As with all major 'box' shopping centres, tenants pay a fee for marketing and promotion and in the case of mainstreets such as The Parade, the Separate Rate is akin to a marketing fee.

### STRATEGIC DIRECTIONS

#### *CityPlan 2030 Alignment*

#### **Outcome 3: Economic Prosperity**

*A dynamic and thriving centre for business and services.*

*Objective 3.3: An attractive and supportive City for business and new enterprise.*

*Strategy 3.3.1: Provide an 'easy to do business with' and supportive experience for businesses, organisations and social enterprises.*

### FINANCIAL AND BUDGET IMPLICATIONS

Historically, the rate revenue that is collected through The Parade Separate Rate, was increased in line with the Consumer Price Index (CPI) annually. However, to simplify the process and provide The Parade businesses and property owners with a level of certainty, the decision was made to apply a fixed rate of \$215,000 for the three (3) financial years (2021-2022, 2022-2023 and 2023-2024). This was increased to \$225,000 for the 2024-2025 and 2025-2026 financial years.

To assist the Council, **Table 1** below sets out a comparison of the Separate Rate for similar mainstreet precincts within Metropolitan Adelaide, noting that the amount collected by the City of Holdfast Bay for Jetty Road, includes the payment of employee costs for two (2) Staff Members.

**TABLE 1: COMPARISON OF THE SEPARATE RATE COLLECTED FOR SIMILAR MAINSTREET PRECINCTS IN METROPOLITAN ADELAIDE**

| Year      | Mainstreet                   | Separate Rate Revenue |
|-----------|------------------------------|-----------------------|
| 2025–2026 | The Parade, Norwood          | \$225,000*            |
| 2025–2026 | Goodwood Road, Goodwood      | \$64,297              |
| 2025–2026 | Unley Road, Unley            | \$146,440*            |
| 2025–2026 | King William Road, Hyde Park | \$169,145             |
| 2025–2026 | Fullarton Road               | \$16,500*             |
| 2025–2026 | Jetty Road, Glenelg          | \$724,790**           |

\* no increase from 2024–2025.

\*\* this is calculated dynamically based on property valuations in the precinct.

This comparison demonstrates that the quantum that is raised through the Separate Rate that is collected for The Parade Precinct, is commensurate for the size of the Precinct and the number of businesses that are located within the Precinct noting that the best comparison of the mainstreets contained in Table 1 above is Jetty Road, Glenelg.

Should the Council resolve to extend the Separate Rate, it is recommended that the Separate Rate be maintained at \$225,000 for the 2026-2027 financial year.

The application of a Separate Rate for The Parade, has been designed to ensure that the Precinct can continue to remain viable in the increasingly competitive mainstreet and indoor shopping centre markets and the retail sector generally, particularly given the increasing impacts of on-line shopping..

The Separate Rate plays a vital role in ensuring The Parade, Norwood remains South Australia’s leading mainstreet destinations. It provides dedicated funding to promote the Precinct , deliver vibrant events and support local businesses in an increasingly competitive retail and hospitality market..

Just as importantly, it enables us to showcase The Parade’s distinctive character from its diverse dining and retail mix to its strong sense of place. This investment helps attract visitors, support business growth, and ensure The Parade continues to evolve while retaining the qualities that make it uniquely valued by the community.

A Separate Rate revenue of \$225,000 would ensure that the Council, is able to continue to deliver initiatives for the size and diversity of the businesses, properties and visitors to the Precinct. The reasons for proposing an increase to the amount that is collected is explained in the Discussion section of this report.

**RISK MANAGEMENT**

The success of the *2025-2026 Parade Precinct Annual Business Plan* may be impacted by external broader economic conditions such as interest rates and inflation.

**CONSULTATION**

**Elected Members**

Nil

### **Community**

If the Council resolves to continue to collect a Separate Rate, consultation is required to be undertaken with the key stakeholders (The Parade businesses and property owners) as required by the provisions set out in the *Local Government Act 1999*.

To ensure that all affected property and business owners are informed of the Council's proposal to apply the Separate Rate, a variety of different platforms will be used to communicate with the key stakeholders, including written letters sent to all businesses located within the Precinct and information posted on both The Parade and Council websites. In addition, the monthly eNewsletter, *Business on The Parade*, will also be used to inform The Parade businesses of the Council's intentions.

It should be noted that in addition to the consultation regarding the Separate Rate, the business and property owners within The Parade Precinct are consulted annually on the development of the Annual Business Plan for the Precinct. The *Draft 2026-2027 Parade Precinct Annual Business Plan* will be released for consultation at the same time as the Separate Rate, to demonstrate what the Council proposes to do with the revenue which is collected through the Separate Rate.

### **Staff**

Nil

### **Other Agencies**

Nil

## **DISCUSSION**

Prior to implementing a Separate Rate, the Council must comply with the provisions of the *Local Government Act 1999*, in respect to the consultation requirements regarding a Separate Rate. For this reason it is important that the Council undertakes comprehensive consultation with the business and property owners regarding the extension of the Separate Rate and the proposed increase in revenue collected prior to resolving to extend the application of a Separate Rate.

Subsequent to the Council decision and on the assumption that a Separate Rate will again be applied, consultation with all relevant stakeholders will be undertaken.

In accordance with the *Local Government Act 1999*, the revenue that is collected by the Council as part of The Parade Separate Rate, is required to be used expressly and exclusively used for the benefit of the area from which it is raised and for the benefit of the ratepayers in that area.

More specifically, the revenue raised through the Separate Rate, is used to perform the following functions:

- to develop and recommend to the Council in each financial year, an Annual Business Plan and budget for The Parade Precinct;
- to have oversight of the implementation of the Annual Business Plan as approved by the Council;
- to deliver initiatives as set out in the Annual Business Plan that contribute to the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors, and
- to initiate and encourage communication between businesses within the Precinct.

The draft budget must be considered in conjunction with the Norwood Parade Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.

In general, the Parade Precinct Annual Business Plan contain strategies to promote and market The Parade with the overarching objective of attracting more people to The Parade, which will ultimately enhance the prosperity and sustainability of The Parade. This in turn is likely to attract additional business opportunities, which contributes to the diversity of the businesses and services available and has the spinoff effect of increasing local employment opportunities.

Through the collection of the Separate Rate the Council is ensuring that The Parade continues to maintain its status as South Australia's Premier Mainstreet. Achieving a dynamic and thriving commercial centre, which in turn creates a community hub and a sense of pride for residents, business owners and employees.

In considering whether to recommend an extension of the Separate Rate and to increase the revenue that is collected, the Council must consider whether it supports the proposal of a Separate Rate in the first instance. A summary of these reasons along with some of the successful outcomes which have been achieved as a result of charging a Separate Rate, are set out below:

- The Parade faces increased competition from master planned, shopping centres, in particular Burnside Village, which has completed a multi-million dollar redevelopment. Other centres such as Westfields and Rundle Mall (with the Rundle Mall through the Adelaide Development Agency having a budget of more than \$2 million for marketing, promotion and initiatives) are also in competition with The Parade. These centres enjoy coordinated management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of tenancy mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without applicable budgeting and strategic approach. It has been determined that a clear Strategy for The Parade needs to be developed to help define The Parade's role and determine the priorities for investment. With the redevelopment of Burnside Village currently underway, defining and promoting The Parade's uniqueness will be critical;
- continuous and consistent marketing and the delivery of various initiatives has resulted in expenditure increasing throughout the Precinct as highlighted by *Spendmapp by Geografia* data. While it can be argued that there may be a number of factors that have contributed to this increase in expenditure (ie inflation), given the scale of the overall increase in overall expenditure on The Parade it is clear that The Parade Precinct is attracting more customers. Even more importantly is that the average value of each transaction has remained consistent at around \$100 per transaction, which suggests that there are more transactions occurring each year – more transactions means more people spending on The Parade;
- other Council's in Metropolitan Adelaide are continuing to implement a Separate Rate to ensure that those Councils, in the absence of a single landlord such as a Westfields are able to implement new initiatives and strong marketing and promotional campaigns to encourage visitation and expenditure (i.e. Jetty Road, Glenelg, Unley Road and King William Road, Hyde Park). Without a separate rate, the Precinct will be unable to implement new initiatives and invest in an integrated marketing and promotion strategy; and
- each financial year, a shopping competition is conducted within The Parade Precinct to encourage greater visitation and expenditure within the Precinct. An attractive prize is often successful at achieving an increase in visitation and expenditure and is generally the reason why mainstreets around Australia run an annual shopping competition. Through these competitions, staff are able to monitor the number of entries, which provides insights into the effectiveness of specific campaigns. The information collected also enables staff to determine the level of interest, the amount of each transaction, the age group of the entrants, The Parade's main catchment areas (suburbs), as well as people's shopping habits.

Economic development and social issues are invariably intertwined. Business and economic development impacts on both the business sector and the local community and the future development of key business precincts such as The Parade also impacts on the broader community. The collection of a Separate Rate that enables a range of incentives to be delivered will not only assist in delivering economic benefits but will also assist in developing social capital and substantially contribute to the ongoing development of a vibrant local community.

Council Staff work to maintain and enhance The Parade as the Premier Mainstreet in South Australia, providing a single precinct where residents and visitors can access a variety of services including major banks and credit unions, employment agencies and a Centrelink office, amongst the extensive commercial and retail offerings. One of the greatest challenges for the Precinct in the short to medium term, will be the potential closure of retail banks, which will represent a significant gap in the business offering as well as the impact on The Parade by the newly developed Burnside Village.

## OPTIONS

The Council has a number of options available to it, including determining that a Separate Rate no longer be collected. However, given that a Separate Rate has now been collected since 2008, each time following consultation with The Parade business community and property owners, the option of no longer collecting the Separate Rate is **not recommended**. Recommending to no longer collect the Separate Rate would be detrimental to the long-term survival and sustainability of The Parade. In the absence of a single owner or single managing entity, the collection of a Separate Rate is the only way to provide a unified brand and consistent marketing.

Alternatively, the Council can endorse to increase the revenue that is collected through the Separate Rate, for example to \$250,000 or \$300,000. Whilst this is an option, it would add an additional cost to the businesses and property owners. This option is **not recommended**.

It is **recommended** that the Council endorses that it supports the proposal to extend the Separate Rate for the 2026-2027 financial year at a rate of \$225,000 and that The Parade business community be consulted with regard to again declaring a Separate rate for the Precinct.

## CONCLUSION

The Separate Rate enables the Council to raise sufficient revenue to ensure integrated marketing and promotion and the implementation of initiatives for The Parade Precinct can occur. This year, with the proposal to only extend the Separate Rate for one (1) financial year, the Council will once again have the opportunity to evaluate the effectiveness of the Separate Rate, and business and property owners will also be given the opportunity to once again determine its value to their business.

## RECOMMENDATION

1. *That the continuation of the Separate Rate for The Parade Precinct for one (1) financial year, be endorsed 'in principle'.*
  2. *That the revenue raised by the Separate Rate for The Parade Precinct to be set at \$225,000 for the 2026-2027 financial year.*
  3. *That consultation with business and commercial property owners located within The Parade Precinct be undertaken on the proposal to extend the application of a Separate Rate for The Parade Precinct into the 2026-2027 financial year, for a period of twenty-one (21) days.*
-

*Cr Wilkinson moved:*

- 1. That the continuation of the Separate Rate for The Parade Precinct for one (1) financial year, be endorsed 'in principle'.*
- 2. That the revenue raised by the Separate Rate for The Parade Precinct to be set at \$225,000 for the 2026-2027 financial year.*
- 3. That consultation with business and commercial property owners located within The Parade Precinct be undertaken on the proposal to extend the application of a Separate Rate for The Parade Precinct into the 2026-2027 financial year, for a period of twenty-one (21) days.*

*Seconded by Cr Callisto and carried unanimously.*

Cr Duke left the meeting at 10:38pm.

Cr Duke returned to the meeting at 10:40pm

Cr Piggott returned to the meeting at 10:41pm.

### 13.6 BY-LAW DELEGATIONS

**REPORT AUTHOR:** Manager Governance  
**APPROVED BY:** General Manager, Governance & Civic Affairs  
**ATTACHMENTS:** A

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#### PURPOSE OF THE REPORT

The purpose of this report is to enable the Council to delegate powers within the Council's By-laws.

#### BACKGROUND

In accordance with Section 246 of the *Local Government Act 1999* (the Act), the Council made the following By-laws at the Council Meeting held on 4 August 2025:

- By-law 1 - Permits and Penalties;
- By-law 2 - Moveable Signs;
- By-law 3 - Roads;
- By-law 4 - Local Government Land;
- By-law 5 - Dogs;
- By-law 6 - Waste Management; and
- By-law 7 – Cats.

The By-laws came into effect on 15 December 2025.

Section 44(1) of the Act provides that the Council may delegate a power or function vested or conferred under this or another Act, which includes a power and function of a By-law made under the Act.

The Instrument of Delegation providing for the delegation of powers and functions in the Council's By-laws to the Chief Executive Officer, is contained in **Attachment A**.

#### STRATEGIC DIRECTIONS

Not Applicable.

#### FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

#### RISK MANAGEMENT

Not Applicable.

#### CONSULTATION

##### **Elected Members**

Not Applicable.

##### **Community**

Not Applicable.

##### **Staff**

Not Applicable.

##### **Other Agencies**

Not Applicable.

## DISCUSSION

Council decision making occurs either by resolution of the Council in a Council Meeting or through a delegation of powers to make decisions.

The primary purpose of delegating powers and functions, is to facilitate an efficient and effective organisation by allowing decisions to be made by the staff who carry out the day-to-day operations and to ensure that decisions are made at the appropriate level within the organisation.

In accordance with Section 44(2) of the Act, a delegation may be made to:

- a Council Committee; or
- a subsidiary of the Council; or
- a joint planning board established under a planning agreement to which the Council is a party; or
- an employee of the Council; or
- the employee of the Council for the time being occupying a particular office or position; or
- an authorised person.

Section 44(3) of the Act, places some limitations on the powers and functions which can be delegated, by identifying a number of matters that must remain solely with the Council for decision. These include:

- (a) the power to make a by-law or to determine that a by-law applies only within a part or parts of the area of the Council;
- (b) the power to declare rates or a charge with the character of a rate;
- (c) the power to borrow money or to obtain other forms of financial accommodation;
- (d) the power to adopt or revise a strategic management plan of the Council;
- (e) the power to adopt or revise an annual business plan or budget of the Council;
- (f) the power to approve expenditure of money on works, services or operations of the Council not contained in a budget adopted by the Council;
- (g) the power to approve payment or reimbursement of expenses that may be paid at the discretion of the Council and for which the Council has not adopted a formal policy or made specific financial provision;
- (h) the power to establish a subsidiary, or to participate in the establishment of a regional subsidiary;
- (i) the power to make an application or recommendation, or to report or to give a notice, to the Governor or the Minister, being an application, recommendation, report or notice for which provision is made by or under this or another Act;
- (j) the power to fix, vary or revoke a fee under section 188(1)(d) to (h) of the Act;
- (k) the power to revoke the classification of land as community land under section 194 of the Act;
- (l) a power or function excluded from delegation by the regulations.

Section 44(4) of the Act, provides that a delegation:

- is subject to conditions and limitations determined by the Council or specified by the Regulations;
- if made to the Chief Executive Officer, authorises the sub-delegation of the delegated power or function unless the Council directs otherwise and if made to anyone else authorises the sub-delegation of the delegated power or function with the approval of the Council; and
- is revocable at will and does not prevent the Council from acting in a matter.

If the Council resolves to grant the delegations provided for in the Instrument of Delegation, then the delegations will come into effect on 8 April 2026.

## OPTIONS

Delegations are an essential component in the operation of any organisation and an important governance requirement. The delegations are necessary for the efficient and effective implementation of decisions and the administration of Council business and operations and the efficient use of limited resources.

Without appropriate delegations, a significant number of minor matters would need to be referred to the Council for decision and the task of running the Council's operation efficiently and effectively would be made unnecessarily more difficult, complex, unwieldy and unsustainable.

## **CONCLUSION**

The delegation of the powers and functions within the Councils By-laws to the Chief Executive Officer enables those powers and functions to be sub-delegated to the relevant staff member by the Chief Executive Officer. This process ensures compliance with the Act and the effective administration of the Council's powers and functions.

## **RECOMMENDATION**

*That the Council resolves to grant the delegation of the Council's powers and functions within the Councils By-laws to the Chief Executive Officer, as provided for in the Instrument of Delegation contained in Attachment A, effective from 8 April 2026.*

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*Cr Holfeld moved:*

*That the Council resolves to grant the delegation of the Council's powers and functions within the Councils By-laws to the Chief Executive Officer, as provided for in the Instrument of Delegation contained in Attachment A, effective from 8 April 2026.*

*Seconded by Cr Knoblauch and carried unanimously.*

## **13.7 LIVE STREAMING AND AUDIO RECORDING OF COUNCIL MEETINGS**

**REPORT AUTHOR:** Manager Governance  
**APPROVED BY:** General Manager, Governance & Civic Affairs  
**ATTACHMENTS:** A

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### **PURPOSE OF THE REPORT**

The purpose of this report is to present information to the Council regarding the potential for audio recording or live streaming of Council Meetings.

### **BACKGROUND**

At its meeting held on 3 February 2026, the Council considered a Notice of Motion regarding the potential for the Council to make audio recordings of Council Meetings available to the community.

Following consideration of the matter, the Council resolved the following:

- 1. That a report be prepared regarding the potential for making audio recordings of Ordinary and Special Council Meetings for the purpose of making the recordings available to the community via the Council's website within seven (7) days of each meeting, for the Council's consideration.*
- 2. That the report include the potential for live-streaming of Special and Ordinary Council Meetings.*
- 3. The report is to include the costs, benefits and potential challenges associated with making recordings publicly available, with examples provided from other South Australian Councils.*
- 4. That the report be presented to the Council Meeting to be held in April 2026.*

Investigations, in accordance with the resolution, have been undertaken and are now presented to the Council for consideration.

### **STRATEGIC DIRECTIONS**

Not Applicable.

### **FINANCIAL AND BUDGET IMPLICATIONS**

The Council has not allocated funding for either audio recording or live streaming of Council Meetings.

There are financial implications associated with purchasing software and hardware for the Council Chamber if the Council resolves to pursue either or audio recordings or live streaming of Council Meetings.

Details of the costs associated with implementing these facilities are set out in the Discussion section of this report.

### **RISK MANAGEMENT**

Not Applicable.

### **CONSULTATION**

#### **Elected Members**

Not Applicable.

#### **Community**

Not Applicable.

## Staff

This report has been prepared with input from the Manager, Information Services and staff from the Information Services department.

## Other Agencies

Information has been obtained from other Councils in South Australia.

## DISCUSSION

### Information from other Councils

Consultation has been undertaken with 22 Councils across South Australia, in respect to the provision of audio recordings and/or live streaming of Council Meetings. In addition, information which was obtained by another Council as part of their research into similar matters, was provided to staff for consideration as part of this investigation.

Of the 22 Councils, 14 Councils are currently live streaming their respective Council Meetings. Six (6) Councils are recording the meeting (some just the audio and some including a video) and two (2) Councils do not provide audio recordings or live streaming.

Whilst a number of Councils provide audio recordings, video recordings or live streaming, there are many different methods of recording and/or live streaming which rely on a range of various equipment and programs which are usually driven by budgetary constraints or the technological capacity specific to the respective Council.

In addition, there were differences in how the livestream or recording is hosted. Some Councils utilise their website and some Councils utilise their social media account.

Some of the Councils do not keep a recording of the livestream and remove access to it straight after the meeting, while other Councils keep the video available for a defined period (eg 3, 6 or 12 months) or retain the link to the live stream indefinitely.

In terms of the different software and platforms used, two (2) Councils use their Council Meeting Agendas and Minutes system which has built in recording capabilities, while others rely on Zoom, You Tube, Vimeo or Teams.

The rationale for live streaming or audio recording, varied between Councils with some simply continuing to provide these services following the COVID-19 Pandemic requirements and others only recording audio for the purposes of the minutes (ie cross checking and then deleting the audio recording). Other Councils implemented solutions based on a specific Council resolution and budget.

A summary of the comments received in relation to experiences from other Councils is set out below:

- *We find that some Council Members are hesitant to speak openly when the recordings start for fear they may be quoted verbatim. Others feel that it can provide clarity for media to use for quotes. (by the time we publish the recording the paper has already been issued.);*
- *Our Elected Members are quite good at rectifying any disinformation about Council decisions as they are very active on social media and a number of them provide their own video update on the decisions made at Council meetings. Our Mayor provides a video update on the important decisions which is posted to the Onkaparinga Facebook page. She then shares this on her Facebook page;*
- *The only feedback I have here is that it's now very easy for the local media to sit back and watch a Council meeting online and then report stories from there – it often means that they won't specifically ask Council for quotes etc., and sometimes their stories can be inaccurate, especially if they don't read the corresponding meeting agendas and minutes).*
- *I would definitely recommend that if Council wishes to do this they give you the funds to execute it efficiently. We had a motion moved and no money allocated so we use a handheld Dictaphone which is so troublesome and looks very unprofessional;*

- *No non-IT issues apart from the odd glitch with the Zoom link but this is rare. Some Elected Members are not completely comfortable with having meetings livestreamed. There has been one occasion where content from a recording was used by a member of the public to report the poor behaviour of an Elected Member.*
- *We do have a member of the public that has recorded the meeting and used snippets in Facebook posts etc.*
- *I have learned not to start recording too early (i.e. before the meeting) or not to let it run during breaks etc as it's all admissible evidence if there is ever a legal challenge. Even though it may simply be social conversation being picked up. It could result in pre-meeting commentary between Members being made public.*
- *Our preference is audio capture and upload only. This is less work for staff and provides more control over recordings (eg ensuring confidential discussion isn't accidentally released).*

## **Benefits**

In terms of the audio recording of Council Meetings, there may be an advantage in terms of having a resource to assist with finalising the Minutes of the Meeting (noting however that this has not been required to date). That is, the Minute taker can review the recording to clarify any matters prior to the final distribution of the Minutes. For such purposes, the recording can then be deleted as it is not an official record of the Council in those circumstances.

Audio recordings and live streaming of Council Meetings can provide a mechanism for those members of the community who are unable to attend a Council Meeting in person to watch the Council proceedings.

It is however difficult to determine the level of public demand for these provisions. Anecdotal evidence from other Councils suggests that viewing numbers are low (between 5 – 10 people) and often it is staff who are interested in a particular matter.

## **Costs**

In terms of the costs, from a Council comparison perspective, it is hard to quantify without a deeper dive into the technology available at each Council.

For example, some Councils incorporated the technology when undertaking a complete upgrade of their Council Chamber, while other Councils already had some technological capacity and therefore were only required to install the specific software or hardware (and meet the associated costs with the supply of the software and/or hardware).

Comparative costs with other Councils are therefore not particularly useful and in any case, are specific to the time at which the technology was installed, the systems and licences already in place and the technological capability of the respective Council and Council Chamber.

The costs associated with recording or live streaming are variable as these costs are based on software requirements which may include a one-off purchase price as well as annual subscriptions or user licences. From a hardware perspective, costs vary significantly too depending on whether the setup is only for an audio recording and therefore related to how the microphones and speakers are set up, or for video recordings and live streaming which can be determined, variations arise depending on how many cameras are used and whether they are 'smart' or fixed. Associated with these costs are the respective cabling and labour costs.

In terms of the provision of audio recordings and live streaming of this Council's meetings, a detailed quotation has not been obtained at this stage. The preparation of a detailed quotation needs to be informed by engineering and audio-visual (AV) experts and a concept design is required to be prepared to form the basis of the quotation. However, to inform this report, the Councils IT Services staff contacted Leedall, who had installed the equipment in the Council Chamber in 2016 and have extensive experience working with other Councils in respect to Council Chamber AV requirements who advised that a concept design would cost approximately \$8,000.

On the basis of recent work undertaken at other Councils, Leedall advised that the typical investment is in the order of between \$185,000 and \$250,000 for a complete AV solution that includes audio and video streaming/recording, displays, directional cameras, microphones, and associated infrastructure. Leedall advised that costs vary significantly depending on the structure of the building, its age, etc.

At this stage, approximately \$200,000, is the most realistic first order estimate that has been able to be obtained without a formal design and scope being developed.

This Council's current AV infrastructure in the Council Chamber is not able to accommodate audio recording and the Council's IT Services staff have advised that a considerable level of investment would be required to accommodate this service.

While the Council was able to live stream during COVID restrictions to meet the mandatory requirements associated with electronic Council Meetings at that time, this was managed with the existing equipment by having an audio technician contractor in attendance to connect all the microphones, audio and video into a single stream prior to each meeting. The audio technician was also present throughout the meeting to monitor the live stream and pause it for confidential items. This is not considered a sustainable solution given the costs associated with this arrangement.

### IT Strategy & Roadmap

As Elected Members are aware, staff are in the process of implementing the IT Strategic Roadmap. This significant project includes work to improve the Council's underlying Information Technology (IT) infrastructure to meet future needs.

Given the technological challenges, financial constraints and competing priorities for the Council as the IT Strategic Roadmap is implemented, ideally the Council's foundational IT infrastructure components will be dealt with first before adding additional costs or burden on the existing systems. It is intended that the implementation of the IT Strategic Roadmap will identify and explore solutions for systems/software moving forward, with the overall objective of having a fully integrated IT system and architecture.

### Related Principles

Legislation prohibits Council Meetings from being conducted electronically. This is based on the principle of local representation and therefore, Elected Members and other participants (eg those speaking to the Council via a Deputation) are required to be physically present in the meeting.

While this does not prohibit the recording or live streaming of a Council Meeting, those wishing to participate in the meeting can do so in person by way of watching proceedings from the public gallery or speaking to the Council by way of a Deputation. Potentially, the rationale for investing in live streaming or recording capabilities in regional areas and larger Council areas is to compensate for the "tyranny of distance" which makes the physical presence by members of the public more difficult.

At the Council Meeting held on 3 February 2026 where consideration was given to whether to investigate audio recordings of Council Meetings, one of the potential benefits raised was to allow members of the public to listen back to proceedings after a meeting has concluded, including the questions asked, Deputations, arguments put forward and reasoning behind decisions by the Council.

One of the concerns with recordings of Council Meetings being used to dissect individual contributions by Elected Members is inconsistent with the legislated role of the Council and Elected Members. In accordance with Section 6 of the *Local Government Act 1999*, the principal role of the Council is to represent and serve the overall public interest and decisions are made as a whole elected body (ie individual Elected Members do not have decision-making powers except for the Principal Member in certain circumstances).

In addition, and in accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, procedures should be fair and contribute to open, transparent and informed decision-making. While it may not be the intention, there is an unfortunate side effect and unintended consequence where a meeting recording can be dissected and used against an individual Elected Member inappropriately and out of context. Recording of the meeting and having it publicly available may also inadvertently constrain debate and restrict the contribution from certain Elected Members, who may be concerned about how comments made in Council Meetings, can be edited or misconstrued by those with opposing views or who are seeking to disrupt Council business.

Interestingly, a Discussion Paper funded through the Resilient Democracy Research and Data Network with support from the Department of Home Affairs, and published by the Australian National University, has been recently released on '*Information Manipulation & Harassment of Local Leaders: Impacts & Implications*'. One of the key points made on page 5 of the Discussion Paper is that harassment is enabled by new technologies and capabilities to manipulate information and that "*Technology has rapidly advanced capabilities for both creating and disseminating false and harassing content. This includes deep-fake imagery, audio and films as well as the development of bots and AI generated content that can significantly increase the volume and breadth of harassment that can occur*". The '*Information Manipulation & Harassment of Local Leaders: Impacts & Implications*' Discussion Paper is contained in Attachment A.

There is also a risk with Artificial Intelligence (AI) being used with extracted voice recordings being manipulated for nefarious purposes (eg to commit fraud or create 'fake' videos, etc). The fraud incidents at the Gold Coast City Council (2023) and Noosa Council (2025), are recent examples involving the use of AI. It is understood that the Noosa Council fraud which resulted in a loss of \$2.3 million, was perpetrated through the use of a sophisticated social engineering tactic to impersonate a legitimate supplier to change banking and contact details – in other words an AI voice used to impersonate someone in a conversation with a Council staff member.

As AI tools become more sophisticated, the risk will increase and the costs required to manage the risks will also increase.

The above risks are potentially higher when an audio recording or video is left available online well after the meeting has finished. This is likely to be one of the reasons why some Councils only live stream the Meeting and then remove it straight after the meeting. The other reason is to minimise the data storage requirements.

## **OPTIONS**

Not Applicable. This report is provided for information purposes only.

## **CONCLUSION**

The decision in respect to whether to approve the allocation of funds into the hardware and software that is required to facilitate either the recording (audio or video) or the live streaming of Council Meetings, should be made as part of the Annual Business Plan and Budget process at some point in the future.

In addition to the costs and impact on other projects, there are other matters that should also influence the Council's decision on whether to invest, including the need for such expenditure in terms of competing priorities, the progress of the technological journey that the Council is on through implementation of the IT Strategy and the potential unintended negative outcomes of live streaming of Council Meetings.

## **RECOMMENDATION**

*That the Report be received and noted.*

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Cr Callisto left the meeting at 10:44pm.

*Cr Duke moved:*

*That the Report be received and noted.*

*Seconded by Cr Knoblauch and carried.*

### 13.8 NOMINATION TO EXTERNAL BODIES - DOG AND CAT MANAGEMENT BOARD

**REPORT AUTHOR:** Governance Officer  
**APPROVED BY:** General Manager, Governance & Civic Affairs  
**ATTACHMENTS:** A

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#### PURPOSE OF THE REPORT

The purpose of this report is to advise the Council of the call for nominations by the Local Government Association of South Australia (LGA) for the appointment of two (2) local government representatives to the Dog and Cat Management Board.

#### BACKGROUND

The Dog and Cat Management Board (the Board), is a statutory authority which is governed by the *Dog and Cat Management Act 1995* (the Act).

The Board works closely with key organisations and the State Government, to improve dog and cat management in South Australia.

The Board meets on the third Tuesday of each month except in January. Board meetings and workshops alternate every second month.

The sitting fee for Board members is currently \$206 per meeting for ordinary members and successful candidates must attend 11 meetings per year, with meetings being held at both metropolitan and regional Council offices.

A person nominated for appointment to the Board must have:

- practical knowledge of and experience in Local Government, including Local Government processes, community consultation and the law as it applies to Local Government;
- experience in the administration of legislation;
- experience in financial management; and
- experience in education and training.

A copy of the Selection Criteria and Nomination form is contained within **Attachment A**.

All nominees must provide an up-to-date Resume, together with the LGA Nomination Form which are required to be forwarded to the LGA by Friday, 1 May 2026.

#### STRATEGIC DIRECTIONS

Not Applicable.

#### RECOMMENDATION

1. *The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Dog and Cat Management Board.*

*or*

2. *The Council nominates \_\_\_\_\_ to the Local Government Association for the Dog and Cat Management Board.*
-

*Cr Moorhouse moved:*

*The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Dog and Cat Management Board.*

*Seconded by Cr Holfeld and carried unanimously.*

### 13.9 ST PETERS CHILD CARE CENTRE & PRE-SCHOOL

**REPORT AUTHOR:** Chief Executive Officer  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:** A - B

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#### PURPOSE OF THE REPORT

The purpose of this report is to formally advise the Council of Emergency Action Notice that has been issued by the Education Standards Board (ESB).

#### BACKGROUND

The St Peters Child Care Centre & Pre-School is owned and operated by the Council.

The Centre has been in operation since 1977 and is licensed to accommodate 105 children per day.

The Centre provides care for babies from six (6) weeks of age through to children aged up to and including five (5) years of age, offering long day care and pre-school activities.

As an Approved Provider, the Centre holds primary responsibility for maintaining and improving the quality of the service. Providers, supervisors and educators are responsible for meeting their respective obligations under the *Education and Care Services National Law Act 2010* and the *Education and Care Services National Regulations 2011*, for ensuring the safety, health and wellbeing and improving the educational and developmental outcomes of children in their care.

As Elected Members are aware on 25 March 2026, Authorised Officers from the Education Standards Board (ESB) conducted a reactive visit to the Centre, following a complaint. During the visit, ESB officers observed a number of instances of non-compliance with the National Law and National Regulations.

Officers also attended the Centre on 26 March 2026, to conduct further inspections and investigations. These inspections ultimately led to an Emergency Action Notice being issued.

#### DISCUSSION

In issuing the Emergency Action Notice, the ESB was satisfied that breaches occurred. These are set out in **Attachment A** of this report.

Essentially, the non-compliances can be categorised as poor maintenance, cleanliness and poor housekeeping, including not following policy, procedures and approved practices. To remedy these non-compliances, ESB has directed that a number of actions are required to be implemented. These actions are contained in **Attachment B** of this report.

Arrangements to implement these actions were immediately put in place on 26 March 2026 and are progressively being completed to ensure that the Centre can re-open on 10 April 2026.

From a maintenance standpoint, all of the actions have, at the time of preparing this report, either been completed or are in the process of being completed by Tuesday, 7 April 2026. This includes painting, cleaning, re-positioning of emergency evacuation diagrams, electrical, removal of broken toys and equipment from cupboards.

In respect to the training requirements, all staff have again been provided with training on the *National Model Code of Taking Images in Early Childcare*, medication and keeping of required documentation, hygiene processes such as storage of bedding and sleep materials and general following of policies and procedures.

All of the tasks that have been undertaken to comply with the Notice, including the list of actions that have been identified, are being documented including photographic evidence and will be provided to the ESB, as requested, so that the Notice can be reviewed and the Centre re-opened.

In respect to communication with the parents and carers of all enrolled children of the service of the directions that have been made by the ESB, this has been undertaken. In addition, parents and carers who have paid fees for the period 27 March 2026 to 9 April 2026 will be reimbursed.

Given that the required actions have not all been completed at the time of writing this report, the Council will be provided with complete details that are provided to the ESB at its meeting to be held on 5 May 2026.

Currently all of the required actions are scheduled to be completed in sufficient time for the Centre to re-open on 10 April 2026.

From a staff perspective, all of the staff from the Centre and those staff who have been tasked with completing or organising the required actions, have done an excellent job to ensure that the Centre can re-open on 10 April 2026.

Based on information available on the ESB website, in respect to Action Notices that have been issued for the 2025-2026 financial year, the ESB has issued a total of 363 Notices (112 in 2024-2025 and 103 in 2023-2024) including a total of 54 Emergency Action Notices (20 in 2024-2025 and 7 in 2023-2024).

## **RECOMMENDATION**

- 1. That the report be received and noted.*
  - 2. The Council notes that a report outlining all of the work that has been undertaken to close off the actions set out in Emergency Action Notice issued by the Education Standards Board, will be provided to the Council at its meeting on 5 May 2026.*
- 

Cr Knoblauch left the meeting at 10:52pm.

Cr Mex left the meeting at 10:52pm.

Cr Sims left the meeting at 10:53pm.

### Extension of Council Meeting

*At 10:53pm Cr Robinson moved:*

*That the Meeting be extended to 11:30 pm.*

*Seconded by Cr Duke and carried unanimously.*

Cr Knoblauch returned to the meeting at 10:54pm.

Cr Mex returned to the meeting at 10:54pm.

Cr Sims returned to the meeting at 10:55pm.

*Cr Duke moved:*

- 1. That the report be received and noted.*
- 2. The Council notes that a report outlining all of the work that has been undertaken to close off the actions set out in Emergency Action Notice issued by the Education Standards Board, will be provided to the Council at its meeting on 5 May 2026.*

*Seconded by Cr Sims and carried unanimously.*

**14 COMMITTEE REPORTS & RECOMMENDATIONS**

Nil

**15 OTHER BUSINESS**

Nil

**16 CONFIDENTIAL REPORTS**

## **16.1 CONFIDENTIAL NOTICE OF MOTION - RICHMOND STREET BIKEWAY (STAGE 1)**

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### **RECOMMENDATION 1**

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

*(b) information the disclosure of which –*

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is proposing to conduct business and prejudice the commercial position of the council; and*
- (ii) would, on balance, be contrary to the public interest;*

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

---

*Cr Holfeld moved:*

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

*(b) information the disclosure of which –*

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is proposing to conduct business and prejudice the commercial position of the council; and*
- (ii) would, on balance, be contrary to the public interest;*

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

*Seconded by Cr Callisto and carried unanimously.*

*Cr Callisto moved:*

*Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.*

*Seconded by Cr Holfeld and carried unanimously.*

## 16.2 STAFF RELATED MATTER

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### RECOMMENDATION 1

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

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

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

---

*Cr Knoblauch moved:*

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

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

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

*Seconded by Cr Duke and carried unanimously.*

*Cr Robinson moved:*

*Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.*

*Seconded by Cr Sims and carried.*

**17 CLOSURE**

There being no further business, the Mayor declared the meeting closed at 11:45pm.

\_\_\_\_\_  
**Mayor Robert Bria**

**Minutes Confirmed on** \_\_\_\_\_

(date)