

# Audit & Risk Committee Meeting Minutes

**13 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.*

---

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

Telephone 8366 4555  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
Socials  /cityofnpsp  @cityofnpsp



City of  
Norwood  
Payneham  
& St Peters

<b>1 CONFIRMATION OF MINUTES OF THE AUDIT &amp; RISK COMMITTEE MEETING HELD ON 25 FEBRUARY 2026 .....</b>	<b>3</b>
<b>2 PRESIDING MEMBER'S COMMUNICATION .....</b>	<b>3</b>
<b>3 COMMITTEE MEMBER DECLARATION OF INTEREST .....</b>	<b>3</b>
<b>4 PRESENTATIONS .....</b>	<b>3</b>
4.1 ERA Water .....	4
<b>5 STAFF REPORTS .....</b>	<b>5</b>
5.1 Review of Library Services - Implementation Progress .....	6
5.2 Draft Annual Business Plan & Draft 2026-2027 Budget.....	12
5.3 2025-2026 Third Budget Review.....	15
5.4 St Peters Child Care Centre.....	16
<b>6 CONFIDENTIAL REPORTS .....</b>	<b>18</b>
<b>7 OTHER BUSINESS .....</b>	<b>18</b>
<b>8 NEXT MEETING .....</b>	<b>18</b>
<b>9 CLOSURE .....</b>	<b>18</b>

The Presiding Member declared the meeting open at 6:00pm.

**PRESENT**

**Committee Members** Ms Cate Hart (Independent Member) (Presiding Member)  
Mayor Robert Bria  
Cr Grant Piggott  
Ms Tami Norman (Independent Member)  
Mr Kym Holman (Independent Member)

**Staff** Mario Barone (Chief Executive Officer)  
Lisa Mara (General Manager, Governance & Civic Affairs)  
Jenny McFeat (Manager, Governance)  
Natalia Axenova (Chief Financial Officer)  
Andrew Hamilton (General Manager, Community Development)  
Josephine Gaskell (Manager, Library Services)  
Marina Fischetti (Governance Officer)

**APOLOGIES** Mr Kym Holman (Independent Member)

**1 CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 25 FEBRUARY 2026**

*Ms Tami Norman moved:*

*That the Minutes of the Audit & Risk Committee Meeting held on 25 February 2026 be taken as read and confirmed.*

*Seconded by Cr Piggott and Carried Unanimously.*

**2 PRESIDING MEMBER'S COMMUNICATION**

Nil.

**3 COMMITTEE MEMBER DECLARATION OF INTEREST**

Nil.

**4 PRESENTATIONS**

---

#### **4.1 ERA Water**

---

##### **PRESENTER/S**

Mr Jeff Tate, General Manager, ERA Water

##### **Comments**

A presentation on ERA Water (a Regional Subsidiary of the City of Burnside, the City of Norwood Payneham & St Peters and the Town of Walkerville), will be provided by Mr Jeff Tate, General Manager, ERA Water.

---

Mr Jeff Tate addressed the Committee on this matter.

## **5 STAFF REPORTS**

## 5.1 REVIEW OF LIBRARY SERVICES - IMPLEMENTATION PROGRESS

**REPORT AUTHOR:** Manager, Library Services  
**APPROVED BY:** General Manager, Community Development  
Chief Executive Officer  
**ATTACHMENTS:** A - B

---

### PURPOSE OF THE REPORT

The purpose of this report is to provide an update on the implementation of the recommendations of the BRM Advisory Service Review - Library Services report.

### BACKGROUND

Over the last 20 years, library networks have observed a change in how people use public libraries, experiencing stronger participation trends towards internet devices, digital mediums, and attendance at library programs. Meanwhile, library membership and visitation has declined.

These trends underpin a need for change within the library network's business model including re-prioritising services and the renewal of infrastructure in a way that is responsive to emerging priorities and opportunities.

The Council owns and operates three (3) libraries which are part of the South Australian Public Library, network namely:

- Payneham Library;
- St Peters Library; and
- Norwood Library.

Whilst regular customers are largely satisfied with the Council's library service, a number of workforce, management and service design challenges have been observed, which in turn impede the ability of Council's Library Services to evolve to respond to the changing needs of the community and the strategic reforms being led by Public Libraries South Australia.

In response, BRM Advisory were engaged to undertake a Service Review of the Council's library function to provide benchmarked comparison and advice on how to transition to an improved service.

At its meeting held on the 3 February 2025, the Council considered the report prepared by BRM Advisory and resolved as follows:

1. *That the Final Review Report prepared by BRM Advisory and the recommendations contained therein, be received and noted.*
2. *That in respect to the Final Service Review of the Council's Library Service, the Council resolves to:*
  - a. *maintain its current three (3) Library strategy;*
  - b. *with the exception of Recommendation 5.2 of the Final Service Review Report, which endorses "in principle" the recommendations contained in the Report;*
  - c. *authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority; and*
  - d. *request subsequent reports regarding the implementation of the remaining recommendations contained in the Final Service Review Report, as required.*

3. *That Administration engage an external assessment of the future programming opportunities and advice on a strategic library catalogue that supports the well-being of the NPSP community, to be ready for consideration as part of the 2025-2026 Budget.*
4. *That initial concept designs for all Council libraries, including identifying indicative costs, are to be reported to the Council for consideration as part of the 2026/2027 Budget.*

## **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 1.3: An engaged and participating community.*

*Strategy 1.3.4: Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.*

*Objective 1.4: A strong, healthy, resilient and inclusive community.*

*Strategy 1.4.1: Provide all ages and abilities programs and spaces for sport, recreation and play to support physical and mental wellbeing.*

*Strategy 1.4.2: Encourage and provide opportunities for lifelong learning.*

*Strategy 1.4.3: Provide spaces and programs for people to meet, share knowledge and connect with each other.*

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

*Strategy 3.3.3: Provide spaces for people, business and organisations to collaborate.*

## **FINANCIAL AND BUDGET IMPLICATIONS**

The Australian Library and Information Association (ALIA) standards, when applied to this Council's Library Service, suggest a workforce need of between 16.6 to 21 FTE (reference 3.2.1 BRM Advisory – Service Review of Library Services).

The new Library Services staff structure, as recommended by BRM Advisory, aims to achieve a high level of efficiency whilst introducing much needed capability through a structure of 17.8 FTE. The projected cost (including oncosts) of the structure is approximately \$1.63 million which is consistent with the Library Services budget allocated for 2025-2026 and which is less than the 2024-2025 actual expenditure of \$1.659 million. Table 1 below illustrates current and historic workforce budget activity for Library Services.

**TABLE 1 – LIBRARY SERVICES WORKFORCE BUDGET**

BUDGET	22/23		23/24		24/25		25/26	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$
Permanent	12.45	\$ 1,207,053.28	13.73	\$ 1,369,052.15	14.90	\$ 1,493,952.31	13.85	\$ 1,487,554.01
Casuals	?	\$ 104,231.26	1.87	\$ 131,876.32	0.70	\$ 120,226.13		\$ 145,771.00
	12.45	\$ 1,311,284.54	15.60	\$ 1,500,928.47	15.60	\$ 1,614,178.44	13.85	\$ 1,633,325.02
<b>ACTUALS</b>	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>
Permanent	11.32	\$ 1,157,406.26	12.59	\$ 1,202,972.08	15.60	\$ 1,399,039.10		
Casuals	2.47	\$ 277,848.74	3.02	\$ 327,439.92	3.20	\$ 195,525.90		
	temps	\$ 65,131.00	temps	\$ 65,131.00	temps	\$ 65,131.00		
	13.78	\$ 1,435,255.00	15.61	\$ 1,530,412.00	18.80	\$ 1,659,696.00	-	-

This new staff structure excludes the ongoing use of casual employees. Whilst the new structure aims to significantly minimise the use of casual employees, casuals will still be required to maintain customer service during absenteeism and to support staff development etc. On this basis, it is reasonable to assume 20 days Annual Leave, up to 10 days Personal Leave, and up to 5 days training and development for each of the customer facing staff (approximately four (4) FTE). A review of this methodology will be undertaken twelve months post the full implementation of the new staff structure to inform future budget requirements.

**RISK MANAGEMENT**

Nil

**CONSULTATION**

**Elected Members**

Nil

**Community**

Not Applicable.

**Staff**

Not Applicable.

**Other Agencies**

BRM Advisory.

**DISCUSSION**

The BRM Advisory Service Review Report identified a broad range of recommendations representing a staged approach to the transformation of NPSP's libraries. These stages include:

- design and implementation of a new staff structure to improve service delivery and community impact;
- development and implementation of catalogue and program strategies to strengthen alignment with strategic community priorities;
- library design – create spaces that best meet the needs of the community and which support the effective operation of library services and programs; and
- renewal of the Norwood Library and thematic design/fit-out changes at the St Peters and Payneham Libraries.

**Attachment A** details the specific Review recommendations and progress to date. Detail on the areas of current focus is discussed in more detail below.

## Staff Structure

The Service Review explored a range of improvements to the Library Services staff structure including the development of a new staff structure that supports holistic library outcomes under a 'One Library' concept. In particular, the Review explored a range of needs/opportunities, including:

1. Staffing structural design
  - addressing inefficient roster management as a result of the high utilisation of part-time and casual staff;
  - improving capacity to cease the use of leadership roles for customer service functions (e.g. weekend shifts); and
  - implementing strategies to address weekend rosters (e.g. creation of specific weekend roles).
2. Capability
  - improving digital capability and strategic focus in programs, services and collections;
  - increasing the focus on staff development; and
  - adopting of a 'One library' model incorporating a thematic approach (i.e. Norwood = Digital Connection, Payneham = Child/Youth and Family, St Peters = Art, Culture and History).
3. Service Improvement
  - centralising operations to improve the efficient use of floor-space;
  - improving library design to create efficiencies e.g. introduce self-help services;
  - improving wayfinding;
  - review the hours of operation which are currently a) under ALIA standard b) inconsistent across sites, and c) provide no evening service/access; and
  - address the below median participation of Active Memberships and Program involvement.

## Staff Structure Design

A new staff structure has been designed that incorporates an emphasis on the necessary capability to respond to the Review findings and to meet the needs of the community. Features of this structure include:

- separation of the customer service function from the catalogue and program functions to enable a focus on specific areas of specialisation;
- introduction of two leadership roles to assist in managing the two key and separate aspects of library operations i.e. customer service, catalogue, and programming, and thereby introducing the capacity required at the management level to develop strategic direction;
- introduction of weekend specific roles to assist in addressing a range of rostering and wellbeing considerations;
- significant removal of casual dependency through the establishment of permanent positions; and
- introduction of a new digital role.

An organisational chart depicting the previous and new staff structure is included in **Attachment B**.

An important consideration of the re-structure, centred on the retention of the existing ten 'ongoing' staff (inclusive of the Manager, Library Services). In all instances, the new staff structure was able to incorporate existing positions with minor changes to reporting relationships, titles etc.

The new staff structure introduces new weekend specific roles in response to the recommendations made by BRM Advisory, removing the requirement for the existing staff to be rostered on weekends. Accordingly, impacted staff were invited to no longer be rostered on weekends. All staff supported this invitation.

In addition, an assessment of long-serving casual staff was undertaken to identify any staff who had a sustained and/or regular level of engagement as a casual employee and consequently, had gained an appropriate level of corporate knowledge. Similar to the consideration of ongoing staff, the intent of this exercise was to maximise the retention of existing staff by identifying individuals who may be interested in being converted into an ongoing position. Nine (9) staff were identified through this process.

### **Staff Structure – Implementation**

The new Staff Structure was finalised in October 2025. All staff have been engaged and involved throughout the organisational review process. An incremental approach is currently underway to implement the structure to ensure service continuity. All vacant positions have recently been advertised and recruitment for all new positions is almost complete.

### **Span of Hours**

Design of new staff structure is based on existing Library opening hours. Any changes to opening hours may have a correlating impact to FTE levels, particularly within the Customer Experience staff.

The Council's libraries open (collectively) inconsistent hours across the three libraries for 46.5 hours per week. The current ALIA standards are 48 hours per week. The Review recommended that the library opening hours be reviewed and that later closing hours be implemented.

Consideration of opening hours is planned post implementation of the new staff structure. In this regard, it is intended to undertake community consultation to better understand demand of the community and access requirements to inform potential future opening hours and advice to the Council.

### **Strategic Re-alignment of the Library Catalogue and Programming**

A procurement is currently underway to engage a consultancy for the purpose of undertaking an assessment of future Library programming opportunities and to provide advice on a strategic library catalogue. This will provide appropriate direction for Library Services to ensure their resources and community development activity is targeted and impactful within the community. It is anticipated that this consultancy will commence in April 2025.

### **Library Design**

A budget bid for \$60,000 has been developed as a part of the 2026-2027 budget process for a consultancy to undertake initial concept designs for all Council libraries to inform how their design may align with the recommendations of the Review. Consideration of the Council's broader budget position will be required when determining the priority/timing of this bid.

### **OPTIONS**

Not Applicable.

### **CONCLUSION**

BRM Advisory were engaged to undertake a Service Review of the Council's Library Services function, to provide benchmarked comparison and advice on how to transition to an improved service.

A key recommendation from the Review and a significant dependency to other recommendations, relates to the implementation of a new staff structure. Whilst progress has been made across several of the recommendations, the design and implementation of a new staff structure has been prioritised. Recruitment activity commenced in late 2025 and is anticipated to be finalised before the end of the financial year.

A range other actions are currently underway, and planned, to support progression of work to support Library opening hours, collection and programming design and library design (subject to availability of budget).

## **RECOMMENDATION**

*That the report be received and noted.*

---

Cr Piggott left the meeting at 6:52pm.  
Cr Piggott returned to the meeting at 6:53pm.

*Mayor Bria moved:*

*That the report be received and noted.*

*Seconded by Cr Piggott and carried unanimously.*

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

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

---

### PURPOSE OF THE REPORT

The purpose of this report is to present the Draft 2026-2027 Annual Business Plan and Draft 2026-2027 Budget report to the Audit & Risk Committee (the Committee), for review prior to the Council's endorsement of the Draft 2026-2027 Annual Business Plan and 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.

Following the Council's '*in principle*' adoption of the Budget Objectives and Parameters to be applied in the development of the 2026-2027 Annual Business Plan and Budget, the Audit & Risk Committee received and noted a report on the Objectives and Parameters at its meeting held on 3 February 2026.

The Objectives and Parameters which were adopted '*in principle*', have guided staff in preparing the respective budget estimates and submissions, to further inform the preparation of the Draft Budget. A workshop was held with Elected Members on 10 March 2026, which provided an opportunity to provide Elected members with a comprehensive review of the proposed 2026-2027 Recurrent Budget and Operating Projects.

The Draft 2026-2027 Budget (the Draft Budget) was subsequently prepared and 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 in addition to 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, 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.

At its meeting held on 7 April 2026, the Council considered the Draft 2026-2027 Budget and resolved the following:

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 Projects*
  - *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.*

A copy of the report that was considered by the Council regarding the Draft 2026-2027 Annual Business Plan and Draft 2026-2027 Budget, at the Council meeting held on 7 April 2026, is contained in **Attachment A**.

The report is now presented to the Audit & Risk Committee, for the purpose of reviewing the Draft 2026-2027 Budget and to provide an opportunity for the Committee to provide any comments and recommendations to the Council for consideration by the Council when the Council next considers the Draft Annual Business Plan and Draft Budget at its meeting to be held on 5 May 2026.

In this respect, at the Council Meeting to be held on 5 May 2026, the Council will consider and adopt "in principle" the Draft 2026-2027 Annual Business Plan and Budget, prior to its release public consultation in accordance with the legislative requirements.

As a result of amendments made by the Council at its meeting held on 7 of April 2026 (as set out above, the Draft Budget was updated and is summarised in Table 1 below. In summary, these changes are:

Additional **Operational Project** Expenditure:

- On-Street Parking Policy Implementation which results in an increase of \$25,000 to the total Operational Project cost.

Additional **Recurring Budget** Expenditure:

- Inclusion of the Green Connections Program which results in an additional expenditure of \$30,000,
- Increase to Youth Achiever Program of \$3,000 and,
- Continuation of the Separate Rate for the Parade Precinct which has no financial impact on the Budget, as the Separate Rate Income of \$225,000, is offset by expenditure of \$225,000.

**TABLE 1: 2026-2027 PROPOSED STATEMENT OF COMPREHENSIVE INCOME**

	Recurrent Budget	Other	Operating Projects	Proposed Budget
	2026-2027	2026-2027	2026-2027	2026-2027
	\$	\$	\$	\$
<b>INCOME</b>				
Rates	54,699,944			54,699,944
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 and Contributions - capital	688,369			688,369
Investment Income	10,500			10,500
Other Income	605,309			605,309
Net gain - equity accounted Council businesses	-			-
<b>Total Income</b>	<b>65,974,224</b>	-	-	<b>65,974,224</b>
<b>EXPENSES</b>				
Employee Expenses	21,539,886		-	21,539,886
Materials, Contracts & Other Expenses	24,025,246	1,363,575	625,000	26,013,821
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>66,585,958</b>	<b>1,363,575</b>	<b>625,000</b>	<b>68,574,533</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(611,734)</b>	<b>(1,363,575)</b>	<b>(625,000)</b>	<b>(2,600,309)</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>(576,133)</b>	<b>(1,363,575)</b>	<b>(625,000)</b>	<b>(2,564,708)</b>

In respect to Part 3 of the Council's resolution, a 2% reduction in operational budget expenditure, has not yet been reflected in the updated figures presented in Table 1, as consideration of the potential impacts on service levels is currently being undertaken. An analysis of these implications will be reported to the Council at its meeting scheduled on 5 May 2026.

Generally speaking, a flat 2% reduction across all budget lines would provide an immediate improvement to the operating result and demonstrate fiscal discipline; however, it is a broad, non-targeted approach that does not account for service priorities, statutory obligations, or the high proportion of fixed and contract-driven costs. As a result, the total quantum of savings expected through this process, may be difficult to achieve. While useful as a short-term measure, this approach does not address underlying cost drivers or long-term financial sustainability and may shift costs or risks into future years. As such, careful consideration of the impacts of this process will need to be worked through.

**RECOMMENDATION**

*That the report be received and noted.*

*Mayor Bria moved:*

*That the report be received and noted.*

*Seconded by Cr Piggott and carried unanimously.*

### 5.3 2025-2026 THIRD BUDGET REVIEW

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

---

#### PURPOSE OF THE REPORT

The purpose of this report is to present the 2025-2026 Third Budget Review report to the Audit & Risk Committee (the Committee).

#### DISCUSSION

This report is provided to assist the Committee in meeting the requirements of Section 126 (f) of the *Local Government Act 1999*, which provides that one of the functions of the Committee is:

*'reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.*

The purpose of Budget Reviews 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. The forecast is based on the year-to-date, 28 February 2026 results.

Pursuant to Section 123 (13) of the *Local Government Act 1999* (the Act), 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 Review Report has been prepared in accordance with the requirements of Regulation 9 of the *Local Government (Financial Management) Regulations 2011*.

The Council considered the 2025-2026 Third Budget Review at its meeting held on 7 April 2026.

A copy of the 2025-2026 Third Budget Review as presented to the Council is contained in **Attachment A**.

#### RECOMMENDATION

*That the report be received and noted.*

---

*Ms Tami Norman moved:*

*That the report be received and noted.*

*Seconded by Mayor Bria and carried unanimously.*

## 5.4 ST PETERS CHILD CARE CENTRE

**REPORT AUTHOR:** Manager, Governance  
**APPROVED BY:** Chief Executive Officer  
**ATTACHMENTS:** A - B

---

### PURPOSE OF THE REPORT

The purpose of this report is to advise the Audit & Risk Committee of a recent Emergency Action Notice that was issued by the Education Standards Board (ESB) in relation to the St Peters Child Care Centre & Pre-School.

### 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.

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.

The various actions that are required to be completed, have, at the time of writing this report, been completed and staff are awaiting confirmation from the ESB the Centre can re-open on 10 April 2026.

A verbal update on the status of this matter will be provided at the Committee Meeting.

### 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 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 have, at the time of writing this report, been completed to ensure that the Centre can re-open on 10 April 2026.

From a maintenance standpoint, all of the actions have been completed. 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 the associated 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, have been documented, including photographic evidence and have been provided to the ESB, as requested, so that the Notice can be reviewed and the Centre re-opened.

Communication with the parents and carers of all enrolled children of the service regarding the directions that have been made by the ESB, has been undertaken. In addition, parents and carers who have paid fees for the period 26 March 2026 to 9 April 2026, will be reimbursed.

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**

*That the report be received and noted.*

---

*Cr Piggott moved:*

- 1. That the report be received and noted.*
- 2. That the Audit & Risk Committee notes that a report outlining the processes to ensure ongoing compliance with the Education Standards Board requirements for the St Peters Childcare Centre & Preschool, will be presented to the Council at its meeting to be held on 5 May 2026.*

*Seconded by Ms Tami Norman and carried unanimously.*

**6 CONFIDENTIAL REPORTS**

Nil.

**7 OTHER BUSINESS**

Nil.

**8 NEXT MEETING**

Monday, 13 July 2026

**9 CLOSURE**

There being no further business, the Presiding Member declared the meeting closed at 7.53pm.

---

**Ms Cate Hart**

**Minutes Confirmed on** \_\_\_\_\_  
**(date)**