

Council Meeting Minutes

2 June 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 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)
Andrew Hamilton (General Manager, Community Development)
Jared Barnes (General Manager, Infrastructure & Major Projects)
Lisa Mara (General Manager, Governance & Civic Affairs)
Jenny McFeat (Manager, Governance)
Stuart Pope (Project Manager, City Projects)
Allison Kane (Manager, Strategic Communications & Advocacy)
Navian Iseut (Manager, Arts, Culture & Community Connections)
Marina Fischetti (Governance Officer)

APOLOGIES

Cr Josh Robinson

1 KAURNA ACKNOWLEDGEMENT

2 OPENING PRAYER

The Opening Prayer was read by Cr Connie Granozio.

3 CONFIRMATION OF MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 19 MAY 2026

Cr Sims moved:

That the Minutes of the Special Council Meeting held on 19 May 2026, be taken as read and confirmed.

Seconded by Cr Knoblauch and carried unanimously.

4 MAYOR'S COMMUNICATION

Tuesday, 5 May	<ul style="list-style-type: none">• Presided over a Council meeting, Council Chamber, Norwood Town Hall.
Tuesday, 12 May	<ul style="list-style-type: none">• Meeting with representatives of the Norwood Symphony Orchestra, Norwood Town Hall.
Tuesday, 12 May	<ul style="list-style-type: none">• Elected Members Training: Disabilities, Norwood Town Hall.
Wednesday, 13 May	<ul style="list-style-type: none">• Attended a Mainstreet SA Meeting.
Thursday, 14 May	<ul style="list-style-type: none">• Tour of Norwood Town Hall Complex for Year 4 Students, Loreto College.
Thursday, 14 May	<ul style="list-style-type: none">• Participated in a Mainstreet SA Meeting (Via Zoom).
Saturday, 16 May	<ul style="list-style-type: none">• Attended a meeting with a resident, Norwood.
Sunday, 17 May	<ul style="list-style-type: none">• Attended a meeting with a resident, Maylands.
Tuesday, 19 May	<ul style="list-style-type: none">• Presided over a Special Council Meeting, Council Chamber, Norwood Town Hall.
Thursday, 21 May	<ul style="list-style-type: none">• Attended a lunch meeting with Ms Amanda Grocock (Independent Member), Business & Economic Development Advisory Committee, Adelaide.
Thursday, 21 May	<ul style="list-style-type: none">• Attended the Order of Australia (SA) Association's New Recipient's Function, Payneham Library & Community Facilities.
Saturday, 23 May	<ul style="list-style-type: none">• Attended the Ashleigh Young Scholarship Fundraiser, Norwood Oval.
Saturday, 23 May	<ul style="list-style-type: none">• Attended the pre-match function followed by the North Adelaide versus Norwood football match, Prospect Oval.
Sunday, 24 May	<ul style="list-style-type: none">• Attended the Council's 2026 National Volunteer Week Barbecue, Linde Reserve, Stepney.
Monday, 25 May	<ul style="list-style-type: none">• Attended a meeting with Mr Roger Bryson (President), Kensington Residents Association, Norwood Town Hall.
Tuesday, 26 May	<ul style="list-style-type: none">• Participated in a Zoom meeting with Ms Katherin Lee, Crazy Ideas College.
Tuesday, 26 May	<ul style="list-style-type: none">• Presided over a Public Meeting for the 2026-2027 draft Budget and Annual Business Plan, Norwood Town Hall.
Thursday, 28 May	<ul style="list-style-type: none">• Attended a Mainstreet SA Twilight Tour of The Parade, Norwood.
Thursday, 28 May	<ul style="list-style-type: none">• Attended the South Australian Mayor's Dinner, Adelaide Town Hall.
Friday, 29 May	<ul style="list-style-type: none">• Presented honorary Freedom of the City Award to Ms Samela Harris
Sunday, 31 May	<ul style="list-style-type: none">• Attended the pre-match function followed by the Norwood versus Woodville/West Torrens football match, Norwood Oval.

5 DELEGATES COMMUNICATION

Nil

6 ELECTED MEMBER DECLARATION OF INTEREST

Cr Excell declared an interest in relation to Item 13.6.

7 ADJOURNED ITEMS

Nil

8 QUESTIONS WITHOUT NOTICE

Nil

9 QUESTIONS WITH NOTICE

Nil

10 DEPUTATIONS

10.1 UNSAFE VEHICLE MOVEMENTS ACROSS FOOTPATHS

SPEAKER/S

Dr David Baker

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Rundle Street Community Inc

COMMENTS

Dr David Baker has written to the Council requesting that he be permitted to address the Council in relation to unsafe vehicle movements across footpaths.

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

Dr David Baker was not present at the meeting.

10.2 NORWOOD SWIMMING CENTRE

SPEAKER/S

Ms Patricia Hansen

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Not Applicable.

COMMENTS

Ms Patricia Hansen has written to the Council requesting that she be permitted to address the Council in relation to the Norwood Swimming Centre.

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

Ms Patricia Hansen addressed the Council on this matter.

10.3 NORWOOD SWIMMING CENTRE

SPEAKER/S

Mr Tim O'Loughlin

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Not Applicable.

COMMENTS

Mr Tim O'Loughlin has written to the Council requesting that he be permitted to address the Council in relation to the Norwood Swimming Centre.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Mr Tim O'Loughlin has been given approval to address the Council.

Mr Tim O'Loughlin addressed the Council on this matter.

10.4 NORWOOD SWIMMING CENTRE

SPEAKER/S

Ms Jane Godsmark

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Kensington Residents Association

COMMENTS

Ms Jane Godsmark has written to the Council requesting that she be permitted to address the Council in relation to the Norwood Swimming Centre.

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

Ms Jane Godsmark addressed the Council on this matter.

11 PETITIONS

Nil

12 NOTICES OF MOTION

12.1 PAYNEHAM MEMORIAL SWIMMING CENTRE - VOUCHERS TO SCHOOLS WITHIN THE CITY OF NORWOOD PAYNEHAM & ST PETERS

SUBMITTED BY: Mayor Bria
ATTACHMENTS: Nil

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

NOTICE OF MOTION

1. *That Council provides to every child attending Pre-school or Kindergarten and every Primary and Secondary school aged student (who either lives in the Council area or attends a school in the Council area) with one (1) voucher for free entry to the Payneham Memorial Swimming Centre to be valid from the opening day of the 2026-2027 Swimming Season until, and including, the last day of the Season.*
2. *That the Mayor writes to the Directors of each Kindergarten, and the Principals of each Primary and Secondary School in the Council area advising them of this offer and requests the total enrolment number of their respective schools to facilitate the distribution of the vouchers.*
3. *That the Payneham Memorial Swimming Centre's management be advised of the resolution to assist with the distribution of the vouchers.*

REASONS IN SUPPORT OF MOTION

As Members are aware, the official opening of the Payneham Memorial Swimming Centre is scheduled for late August/ early September, with a Community Day scheduled for October when the 50-metre pool is ready.

The Council should be mindful it is unrealistic to expect every member of the community to be able to attend the Community Day of the swimming season, which means it should make a provision for other opportunities for people to access the pool at a time of their convenience.

This proposal is to give every young person aged 3-18, whether they live in the Council area or attend a preschool, kindergarten or school located within the City of Norwood Payneham & St Peters one (1) voucher for free entry into the PMSC during the 2026-27 Swimming Season.

The timing of the opening of the 10 lane 50- metre pool in October could not be better to maximise attendances during the initial months (Summer) after the opening. I believe the best way to do that is through free vouchers for local children and young people, thereby encouraging more members of the family to also visit the facility.

This proposal is a timely and genuine 'cost-of- living' measure offered by the Council to the families of our community, which I believe should be supported at this meeting to ensure the processing of the vouchers can occur to be ready for distribution for the opening of the swimming season.

The vouchers will also act as an incentive for families to visit the PMSC, with at least one parent/guardian needing to take their young child or children to the PMSC to take advantage of the offer. This has flow-on economic effects with parents paying and families spending money at the kiosk, which may not otherwise occur without the fee tickets.

The Norwood Payneham & St Peters community has been very patient for the past four years, waiting for the new facility to open.

Offering free vouchers to children and young people in addition to the free Opening Day, is a reasonable and proportional recognition of the inconvenience they have experienced.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, COMMUNITY DEVELOPMENT

Incentivising access to new aquatic facilities is a marketing strategy that can be utilised to introduce and associate people to the new PMSC. These types of approaches are typically timed with the opening of a facility to leverage the increased community interest and distributed at a population level.

Planning is currently underway for the delivery of a free community open day to celebrate the opening of the Payneham Memorial Swimming Centre. The event is intended to encourage broad community participation, provide residents with an opportunity to familiarise themselves with the upgraded facility and support activation of the venue at the commencement of operations. It is anticipated that the open day will include free public access and a range of community focused activities designed to promote awareness, visitation and ongoing participation in the facility and associated programs.

To this end, the proposal as set out in the Motion can be implemented, noting the following;

Primary and Secondary Schools

There are approximately 16,491 students enrolled in 16 public and private schools within the City of Norwood Payneham & St Peters. Of these, eight (8) are Primary schools with approximately 3,386 students, three (3) are combined Primary and Secondary with approximately 3,650 students and five (5) are Secondary with approximately 9,455 students.

Whilst the provision of free entry (as proposed) has a monetary value, it is difficult to determine a precise cost estimate. This is because a number of the private schools include Early Learning Centres. To avoid confusion (noting that Early Learning Centres represent a significant and different cohort of children), it is recommended that the vouchers be provided to full-time Reception to Year 12 students. Noting that as part of the contract arrangement with the operator of the PMSC, all children under the age of 3 will be admitted free of charge.

On the basis of the fees and charges that are proposed to be set for the PMSC, if all of the vouchers are used (ie a 100% take up) the cost of the proposed initiative would be \$138,524.

To implement the initiative, staff will develop vouchers which are then distributed direct to the schools who will assume responsibility for allocation of the vouchers to the students.

Pre-school/Kindergarten

The South Australian Department for Education's website identifies four (4) public Preschools/kindergartens within the City. As at Term 2, 275 children were reported as enrolled.

Based on the methodology described previously, the provision of one free child / concession entry per student for a 50% take-up rate would be valued at approximately \$1,155 or a 100% take-up would cost \$2,310.

If this Motion is approved, and to ensure all pre-schoolers can also be provided with a voucher, Council staff will contact all non-public Kindergartens and Early Learning Centres to determine if they include a preschool. Whilst no cost estimate is able to be provided, it is anticipated that costs would be similar to those outlined for public Pre-schools.

The total cost of printing the vouchers is estimated at \$4,300.

Cr Duke moved:

- 1. That Council provides to every child attending Pre-school or Kindergarten and every Primary and Secondary school aged student (who either lives in the Council area or attends a school in the Council area) with one (1) voucher for free entry to the Payneham Memorial Swimming Centre to be valid from the opening day of the 2026-2027 Swimming Season until, and including, the last day of the Season.*
- 2. That the Mayor writes to the Directors of each Kindergarten, and the Principals of each Primary and Secondary School in the Council area advising them of this offer and requests the total enrolment number of their respective schools to facilitate the distribution of the vouchers.*
- 3. That the Council provides all citizens who reside in the City with one (1) voucher for free entry to the Payneham Memorial Swimming Centre to be valid from the opening day of the 2026-2027 Swimming Season until, and including, the last day of the Season.*
- 4. That the Payneham Memorial Swimming Centre's management be advised of the resolution to assist with the distribution of the vouchers.*

Seconded by Cr Granozio.

Amendment

Cr Mex moved:

- 1. That Council provides to every child attending Pre-school or Kindergarten and every Primary and Secondary school aged student (who either lives in the Council area or attends a school in the Council area) with one (1) voucher for free entry to the Payneham Memorial Swimming Centre or Norwood Swimming Centre to be valid from the opening day of the 2026-2027 Swimming Season until, and including, the last day of the Season.*
- 2. That the Mayor writes to the Directors of each Kindergarten, and the Principals of each Primary and Secondary School in the Council area advising them of this offer and requests the total enrolment number of their respective schools to facilitate the distribution of the vouchers.*
- 3. That the Council provides all residents with one (1) voucher for free entry to the Payneham Memorial Swimming Centre or Norwood Swimming Centre to be valid from the opening day of the 2026-2027 Swimming Season until, and including, the last day of the Season.*
- 4. That the Payneham Memorial Swimming Centre's management be advised of the resolution to assist with the distribution of the vouchers.*

Seconded by Cr Wilkinson.

Cr Sims left the meeting at 7.46pm.

Cr Sims returned to the meeting at 7.48pm.

The amendment was put and carried.

The motion, as amended, was put and lost.

Division

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

Those in favour:

Cr Holfeld, Cr Knoblauch, Cr Duke, Cr Granozio and Cr Callisto.

Those against:

Cr Piggott, Cr Wilkinson, Cr Sims, Cr McFarlane, Cr Mex, Cr Excell and Cr Moorhouse.

The Mayor declared the motion lost.

12.2 PAYNEHAM MEMORIAL SWIMMING CENTRE - RECOGNITION OF RATEPAYER CONTRIBUTION

SUBMITTED BY: Cr Piggott
ATTACHMENTS: Nil

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

NOTICE OF MOTION

That administration present a report to the Council at the July 2026 meeting, detailing options for acknowledgement of the ratepayers and residents of Norwood Payneham & St Peters for their contribution to the new Payneham Memorial Swimming Centre. The report should include:

- (a) options for free or special access to the Centre for residents of the City of Norwood Payneham & St Peters;*
- (b) options which will be attractive to all age demographics of our residents; and*
- (c) only options which may be undertaken and completed within the 2026-2027 financial year.*

REASONS IN SUPPORT OF MOTION

The Payneham Memorial Swimming Centre (PMSC) is due to open later this year and will be an outstanding asset. The Centre, although constructed with funds primarily from the ratepayers of the City of Norwood Payneham & St Peters, will be a genuinely regional asset, available and welcome to residents throughout the Adelaide metropolitan area, particularly the Eastern suburbs. Widespread use and enjoyment of the Centre will be strongly promoted.

Ratepayers of the City of Norwood Payneham & St Peters have provided approximately \$3,000 plus interest per household to the construction of the Payneham Memorial Swimming Centre. It is appropriate to celebrate and recognise this central contribution made by implementing a strategy to offer and incentivise use of the PMSC in its inaugural year. Non ratepayer residents contributed indirectly through their rental payments.

This Motion requests a report on the options which could be progressed which provide one-off favoured access to the Centre for our ratepayers and residents in recognition of the special part they have played in its construction and ongoing operations.

Options should include ways to provide opportunities which may be comfortably accessed by all age demographics and household types including children, aged, families, etc. throughout the City and be reflective of mixed-use opportunities afforded by the design of the Payneham Memorial Swimming Centre.

Timing of any offers available to our residents exclusively should be limited to the 2026-2027 year, resulting in an appropriate recognition in the initial year, freeing future years to be focused entirely on the successful operation of the Centre. Additional engagement of our ratepayers and residents in the initial period of the Centre's operation will stimulate future visits, underpinning the profile and success of the Payneham Memorial Swimming Centre.

This Notice of Motion requests a report for the Council regarding the options available to it to recognise the contribution of ratepayers of the City of Norwood Payneham & St Peters to the delivery of the Payneham Memorial Swimming Centre. Council can deliberate and resolve their preferred method of this recognition.

STAFF COMMENT

PREPARED BY GENERAL MANAGER, COMMUNITY DEVELOPMENT

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

Cr Piggott moved:

1. *That administration present a report to the Council at the July 2026 meeting, detailing options for acknowledgement of the ratepayers and residents of Norwood Payneham & St Peters for their contribution to the new Payneham Memorial Swimming Centre. The report should include:*
 - (a) options for free or special access to the Centre for residents of the City of Norwood Payneham & St Peters;*
 - (b) options which will be attractive to all age demographics of our residents; and*
 - (c) only options which may be undertaken and completed within the 2026-2027 financial year.*
2. *Staff provide a report on ways to engage the community to increase visitation at the Norwood Swimming Centre for the 2026-2027 swimming season.*

Seconded by Cr Sims.

Amendment

Cr Mex moved:

1. *That administration present a report to the Council at the July 2026 meeting, detailing options for acknowledgement of the ratepayers and residents of Norwood Payneham & St Peters for their contribution to the new Payneham Memorial Swimming Centre. The report should include:*
 - (a) options for free or special access to the Centre for residents of the City of Norwood Payneham & St Peters;*
 - (b) options which will be attractive to all age demographics of our residents and schools; and*
 - (c) only options which may be undertaken and completed within the 2026-2027 financial year.*
2. *Staff provide a report on ways to engage the community to increase visitation at the Norwood Swimming Centre for the 2026-2027 swimming season.*

Seconded by Cr Holfeld.

The amendment was put and carried.

The motion, as amended, was put and carried.

Cr Sims moved:

That Item 13.2 be brought forward for consideration.

Seconded by Cr Duke and carried unanimously.

13 STAFF REPORTS

13.2 NORWOOD SWIMMING CENTRE - FUTURE OPERATING MODEL

REPORT AUTHOR: General Manager, Community Development
APPROVED BY: Chief Executive Officer
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to provide options for the future operation of the Norwood Swimming Centre in light of expected changes to customer demand (ie patronage) following the opening of the new Payneham Memorial Swimming Centre.

BACKGROUND

The Council owns and operates the Norwood Swimming Centre (NSC) and the Payneham Memorial Swimming Centre (PMSC).

The NSC is a seasonal outdoor 50 metre, 6 lane pool, that was constructed in circa 1957. In the 2025-2026 swimming season, the NSC operated from:

- 11 October 2025 to 12 April 2026; and
- included weekday opening hours from 6:00 am to 7:30 pm and weekend/public holiday opening hours from 8:00am to 7:00pm.

The PMSC is currently being redeveloped into a modern aquatic leisure centre with practical completion scheduled for the middle of 2026. The upgraded facility will include a 10 lane 50 metre outdoor pool, an 8 lane 25 metre indoor pool, a learn to swim pool, water play and waterslides.

The two Centres are located approximately 3.7 kilometres apart.

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 1.1.1: Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.

Strategy 1.1.3 Design and provide safe, high-quality facilities and spaces for all people.

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.

FINANCIAL AND BUDGET IMPLICATIONS

Four (4) operating models for the NSC are presented in this report for the Councils consideration. Each option incorporates different levels of service and hence, has a corresponding impact on the forecast operating cost as outlined below:

- Option 1 - maintain the current 26 week season and daily opening hours. This option retains the maximum access for all user groups and does not impact on the current operational arrangements. As per the Council's draft 2026-2027 Budget, the NSC is projected to record an operating deficit of around \$577 000.
- Option 2 – introduces a shorter swimming season from 26 weeks to 21 weeks. This results in a forecast saving of approximately \$70,000 per season.
- Option 3 - builds on Option 2 and incorporates the removal of early morning and early evening opening hours. This achieves a forecast net saving of approximately \$103,000 per season.
- Option 4 – maintains the current 26 week season and incorporates the removal of early morning and early evening opening hours. This achieves a forecast net saving of approximately \$47,000 per season.

It should be noted that the financial forecasts exclude depreciation and overhead allocations and are subject to seasonal variations to cost and participation (i.e. patronage) based on external influences such as weather, etc.

RISK MANAGEMENT

The following risks and associated mitigations have been identified:

Risk	Mitigation
Attendance declines more than expected	Seasonal review and modification based on participation behaviour.
Community perception of reduced service	Retain peak access and communicate opportunity to access the PMSC as an alternate venue.
Impacts to specific user groups	Stakeholder engagement and reschedule where possible.
Season pass value perception	Update product terms and communications.
Environmental benefits not demonstrated	Track electricity and gas usage.

The Norwood Swimming Centre is a much oved facility and enjoys strong local community commitment. The proposed reduction in season length and operating hours is likely to impact on a small number of community members who principally utilise the NSC for lap swimming.

Whilst the PMSC offers an alternative venue to undertake lap swimming at these times, it is expected that some community members will be concerned with any change to the swimming season.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

The PMSC is anticipated to open to the public in August/September 2026.

During the construction of the PMSC, the aquatic market changed as a result of the redevelopment and opening (i.e. Burnside and Adelaide) of a number of neighbouring aquatic centres. These centres, in addition to the forthcoming opening of the PMSC, are anticipated to impact on demand at the NSC. It is therefore instructive to firstly be aware of the changed environment and to plan for any consequent impacts.

On this basis, a review has been undertaken of the NSC's operating model to inform the Council of options for better alignment of the service delivery with likely demand, improving financial sustainability as well as supporting the Council's environmental objectives.

The review has considered the following:

- retaining a level of core peak season access for the community;
- protecting high value programs (school swimming carnivals / Department of Education and Children Services activities (e.g. water safety education);
- migration of all learn-to-swim activity to the fit for purpose Learn-To-Swim pool at the PMSC;
- reducing the Operating Deficit where feasible and practical; and
- supporting the achievement of the Councils carbon neutral targets (e.g. through the introduction of a shorter swimming season.)

Four (4) operating scenarios are detailed for the Council's consideration, including:

- Business-as-usual (current 26 week season length and opening hours);
- a shortened season (21 weeks aligned with known peak demand);
- a shortened season with reduced opening hours (21 weeks and removal of early morning and early evening opening hours); and
- maintaining a 26 week season with reduced opening hours (removing early morning and early evening opening hours).

Broader Aquatic Supply

The Adelaide Aquatic Centre (North Adelaide) opened on 27 January 2026 and provides a State level aquatic facility positioned approximately 7 kilometres to the northwest of the Norwood Swimming Centre and includes major indoor and outdoor pools, learn-to-swim facilities, four large waterslides and leisure features.

The George Bolton Swimming Centre (City of Burnside) is a seasonal outdoor pool located within Hazlewood Park and is located less than 3 kilometres east of the NSC. The facility has recently been upgraded (i.e. pool filtration and heating infrastructure) thereby enabling more efficient heating and extended usability during "shoulder seasons."

Whilst less impactful on the NSC, the redeveloped Salisbury Aquatic Centre and the Thebarton Aquatic Centre opened on the 24 June 2024 and 15 July 2024 respectively.

Whilst there are many barriers and drivers that influence participation behaviours, proximity to a facility is often a significant determinant to consumer choice. To illustrate this, during the 2025-2026 swimming season, participant's residential postcodes were captured to assist in informing customer origin (noting that this does not consider participant journey). This analysis revealed that of 33,034 participations captured:

- less than half of NSC consumers live in NPSP (46.09%);
- 36% of consumers reside in the Cities of Burnside, Campbelltown, Port Adelaide Enfield and Unley;
- 5% of consumers reside in non-Adelaide Local Government Areas and this patronage is often attributable to visitors attending events such as The Ashes, Tour Down Under, Fringe and school holiday periods)

A breakdown of consumer residence locations are set out in Table 1 below. It should be noted that students attending NSC as a part of a school event, were associated with the relevant school's postcode:

TABLE 1: NSC PARTICIPANTS BY RESIDENTIAL POSTCODE

Council Area	Participants	% of Attendance
City of Norwood, Payneham & St Peters	15225	46.09%
City of Burnside	4187	12.67%
Campbelltown City Council	3231	9.78%
City of Port Adelaide Enfield	2681	8.12%
City of Unley	1798	5.44%
Corporation of the Town of Walkerville	782	2.37%
City of Adelaide	733	2.22%
City of Charles Sturt	636	1.93%
City of Mitcham	535	1.62%
City of Prospect	503	1.52%
City of West Torrens	288	0.87%
City of Tea Tree Gully	250	0.76%
City of Marion	214	0.65%
City of Onkaparinga	147	0.44%
City of Salisbury	99	0.30%
City of Holdfast Bay	148	0.45%
Non-Adelaide Councils	1577	4.77%
Total	33034	100.00%

Current NSC Operations

In 2024-2025 the NSC was budgeted to record an Operating Deficit of \$468,000 (excluding depreciation and overhead allocation). While attendance and revenue were positively influenced by unusual operating conditions (including the temporary closure of the Adelaide Aquatic Centre and PMSC and unseasonally hot weather), the NSC recorded an Operating Deficit of (\$313k) (excluding depreciation and overhead allocation).

In 2025-2026, the NSC was budgeted to record an operating deficit of \$427,000 (excluding depreciation and overhead allocation). Sustained hot weather in the second half of the swimming season, compensated for very low levels of participation pre-Christmas, resulting in a recorded full year Operating Deficit of \$414,000 (excluding depreciation and overhead allocation).

With the reopening of the PMSC and increased regional aquatic supply from other redeveloped aquatic centres (i.e. Adelaide and Burnside) discretionary demand is expected to be spread across more facilities thereby placing significant downward pressure on NSC attendance and revenue.

In addition, it should also be noted that some of the Norwood Swimming Club squads that previously utilised the NSC for early morning and afternoon training, have transitioned to the Adelaide Aquatic Centre during the 2025-2026 season and are considered highly unlikely to return to NSC.

As per the Council's draft 2026-2027 Budget, the NSC is projected to record an Operating Deficit of \$577,000 (excluding depreciation and overhead allocation). This budget reflects an assumed substantial reduction in activity following the opening of the PSMC and Adelaide Aquatic Centre, both of which offer consumers a significantly higher level of amenity when compared to the NSC. Table 2 below provides an overview of the proposed NSC budget for 2026-2027:

TABLE 2: PROPOSED 2026-2027 NSC BUDGET

Norwood Swimming Centre	Proposed 2026-2027 Budget
Income	
KIOSK SALES	\$ 17,000
SWIMMING LESSONS	\$ 8,820
SCHOOL/VAC SWIM	\$ 12,496
VOUCHER/SEASON PASSES	\$ 32,445
TICKET SALES INCOME	\$ 8,693
HIRE INCOME	\$ 18,927
ADMISSION CHARGES	\$ 42,179
Income Total	\$ 140,560
Expenditure	
EMPLOYEE COSTS	\$ 493,236
PLANT & EQUIPMENT MAINTENANCE / ASSETS INSURANCE	\$ 4,244
FACILITIES MANAGEMENT / MINOR EQUIPMENT	\$ 5,150
FACILITIES MANAGEMENT / UNPLANNED MAINTENANCE	\$ 6,695
FACILITIES MANAGEMENT / PLANNED MAINTENANCE	\$ 30,900
FACILITIES MANAGEMENT / CLEANING	\$ 27,309
EVENT OPERATIONS / PARTS & CONSUMABLES	\$ 2,122
EVENT OPERATIONS / CONTRACTED SERVICES	\$ 13,792
SWIMMING CENTRE OPERATIONS / EMPLOYEE AMENITIES	\$ 1,500
SWIMMING CENTRE OPERATIONS / SUBSCRIPTIONS/LICENCES	\$ 4,392
SWIMMING CENTRE OPERATIONS / UNIFORMS	\$ 4,743
SWIMMING CENTRE OPERATIONS / MERCHANDISE	\$ 8,500
SWIMMING CENTRE OPERATIONS / WATER CHARGE	\$ 3,499
SWIMMING CENTRE OPERATIONS / GAS	\$ 44,691
SWIMMING CENTRE OPERATIONS / ELECTRICITY	\$ 36,014
SWIMMING CENTRE OPERATIONS / CHEMICALS	\$ 26,523
SWIMMING CENTRE OPERATIONS / SECURITY/FIRE	\$ 2,492
SWIMMING CENTRE OPERATIONS / CASH COLLECTION	\$ 1,400
Expenditure Total	\$ 717,202
Net Surplus/ (Deficit)	-\$ 576,642

Environmental and Strategic Alignment

The Council's 2020-2030 Corporate Emissions Reduction Plan has the primary objective of achieving net-zero corporate carbon emissions by 2030.

Aquatic centres are operationally energy intensive assets due to mechanical plant and equipment such as pumps, filters and water heating systems. NSC currently utilises gas heat pumps to maintain water temperature in the 50 metre pool, representing a technology which is no longer the most environmentally efficient means of heating.

In the near term, the most practical lever available to reduce both operating costs and emissions, without major capital upgrades, is to better align operating weeks and opening hours with demonstrated community demand.

The NSC is currently the second largest consumer of electricity across the Council's facilities, and the largest consumer of natural gas due to the water heating requirements. Once re-opened, the redeveloped PMSC is expected to become the largest consumer of electricity within the Council's facility portfolio.

It is important to note that there is a base level of energy required to filter and heat a swimming pool and hence, the operating cost and emission outputs per head scale in accordance with the number of users. In this respect, maximising operating hours with higher levels of participation, provides the greatest community value. From an environmental perspective, reducing operating weeks will lower electricity and gas consumption and associated emissions, supporting the Council's net-zero 2030 commitment.

Utilisation/Participation

An analysis of available data on patronage at the NSC indicates that:

- demand is concentrated, with 50.9% (i.e. 16,193 of 31,823 participations) of the 2025-2026 26 week seasonal attendance occurring within a nine (9) week peak period from 3 January to 6 March 2026;
- patronage at the NSC is concentrated in the middle of the day, while early morning and early evening periods record comparatively lower utilisation. This trend is likely to increase in 2026-2027, as Norwood Swimming Club squads (estimated at approximately 8.2% of total participation) who have historically used the facility during the 6:00 am timeslot have transitioned to an alternative facility;
- group and school bookings materially lift utilisation, with trading weeks that include schools, Department of Education and Childrens Services (DECS) programs or major organised bookings generating substantially higher attendance than weeks without such bookings; and
- the operating cost structure (excluding depreciation) includes approximately 43% fixed costs (i.e. these costs are incurred regardless of whether the NSC is open) and approximately 57% variable or semi variable costs, which means that reductions to operating weeks and opening hours, can yield reduced expenditure when focused on low use periods. Variable costs mainly include:
 - staff and lifeguarding; and
 - utilities (to the extent that a shorter season reduces the requirement to heat and filter water).

Scenario modelling based on attendance patterns during 2025-2026, indicates that a revised 21 week operating season (for indicative purposes, running from 1 November 2026 to 29 March 2027) could retain around 92% of the attendance that is achieved across a full season.

Whilst a shorter season will reduce the forecast revenue, this reduction is expected to be proportionally smaller than the cost savings. It is also anticipated that some of the affected users will transition to the PMSC.

Potential Operating Models

Option 1 – Business as Usual

Option 1 maintains the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.

However, it is expected that a higher Operating Deficit than experienced in previous years will result due to reduced demand and ongoing increases in operating costs as a result of aging infrastructure and higher utilities prices. As per the Council's draft 2026-2027 Budget, the NSC is projected to record an Operating Deficit of \$577,000(excluding depreciation and overhead allocation).

This option also includes the highest ongoing energy use and emissions footprint, including during low use weeks and opening hours.

Option 2 – Shortened Season

Option 2 introduces a shorter swimming season from 26 weeks to 21 weeks, positioning the season on the core summer period where the highest demand is experienced and removing approximately five shoulder weeks across the start and end of the season.

Provisionally, this would introduce a revised swimming season commencing on Sunday, 1 November 2026 and concluding on Sunday, 28 March 2027.

It is anticipated that Option 2 would retain approximately 92% of the seasonal attendance while operating for 19% fewer weeks than the current 26 week season. Importantly, the revised season would continue to service 'priority bookings' such as school carnivals etc (which typically occur in November).

As a part of the proposed fees and charges for the PMSC and NSC, the Council's preferred manager is recommending to introduce a reciprocal arrangement whereby multi- visit swim pass holders can utilise their pass at either the NSC or the PMSC. This initiative is intended to enhance the value of multi-visit swim passes, provide swimmers with flexibility as to which Centre they want to swim at and balance usage/participation across the PMSC and NSC.

This approach would assist, in part, to offset the impact to regular swimmers impacted as a result of a shortened season.

Financially, a shortened 21 week season is expected to deliver a material improvement to the operating result through reduced variable and semi-variable costs, particularly staffing, utilities and operating inputs (e.g. chemicals to maintain pool water quality)

Based on the draft 2026-2027 Budget, removing the five lower use shoulder weeks is estimated to reduce operating expenditure by approximately \$79,000 per season, partially offset by an estimated revenue reduction of approximately \$9,000. This results in an indicative net improvement of approximately \$70,000 per season (notwithstanding seasonal variations to cost and participation based on external influences such as weather etc).

Option 2 will also contribute to the Council's Corporate Emissions Reduction Plan objectives through a reduction in energy use and emissions.

Option 3 – Shortened Season and Reduced Opening Hours

Option 3 builds on Option 2 and incorporates the removal of early morning and early evening opening hours.

This would involve modifying the:

- weekday opening time from 6:00am to 8:00am whilst retaining existing weekend and public holiday opening times (8:00am);
- weekday closing time from 7:30pm to 6:00pm and weekend and public holiday closing time from 7:00pm to 6:00pm.

These changes cater for the primary participation which occurs between 10:00am and 4:00pm whilst removing the early morning and early evening hours which incur step cost staffing (e.g. to maintain minimum safe/regulatory staffing levels) and plant requirements (e.g. heating and filtration) for relatively low utilisation.

Option 3 provides the greatest opportunity to improve the operating result by combining a shorter season with the removal of low use weekday early morning and early evening opening hours.

It is anticipated that Option 3 would retain approximately 79% of seasonal attendance.

Based on modelling using the 2026-2027 budget, this Option is estimated to reduce operating expenditure by approximately \$126,000 per season, offset by an estimated revenue reduction of approximately \$23,000 associated with reduced hours (noting that it is expected that a portion of this will be redirected toward the PMSC).

The combined effect represents an indicative net improvement of approximately \$103,000 per season, driven predominantly by staffing, utilities and operating input savings during low utilisation periods.

This Option will also achieve similar reductions in energy use and emission to Option 2.

This is the recommended future operating model.

Option 4 – Maintain Existing Season with Reduced Opening Hours

Option 4 maintains the current 26 week season and incorporates the removal of early morning and early evening opening hours.

This would involve modifying the:

- weekday opening time from 6:00am to 8:00am whilst retaining existing weekend and public holiday opening times (8:00am);
- weekday closing time from 7:30pm to 6:00pm and weekend and public holiday closing time from 7:00pm to 6:00pm.

These changes cater for the primary participation which occurs between 10:00am and 4:00pm whilst removing the early morning and early evening hours which incur step cost staffing and plant requirements (e.g. heating and filtration) for relatively low utilisation.

It is anticipated that Option 4 would retain approximately 86% of seasonal attendance.

Based on modelling using the draft 2026-2027 Budget, this Option is estimated to reduce operating expenditure by approximately \$58,000 per season, offset by an estimated revenue reduction of approximately \$11,000 associated with reduced hours (noting that it is expected that a portion of this will be redirected toward the PMSC).

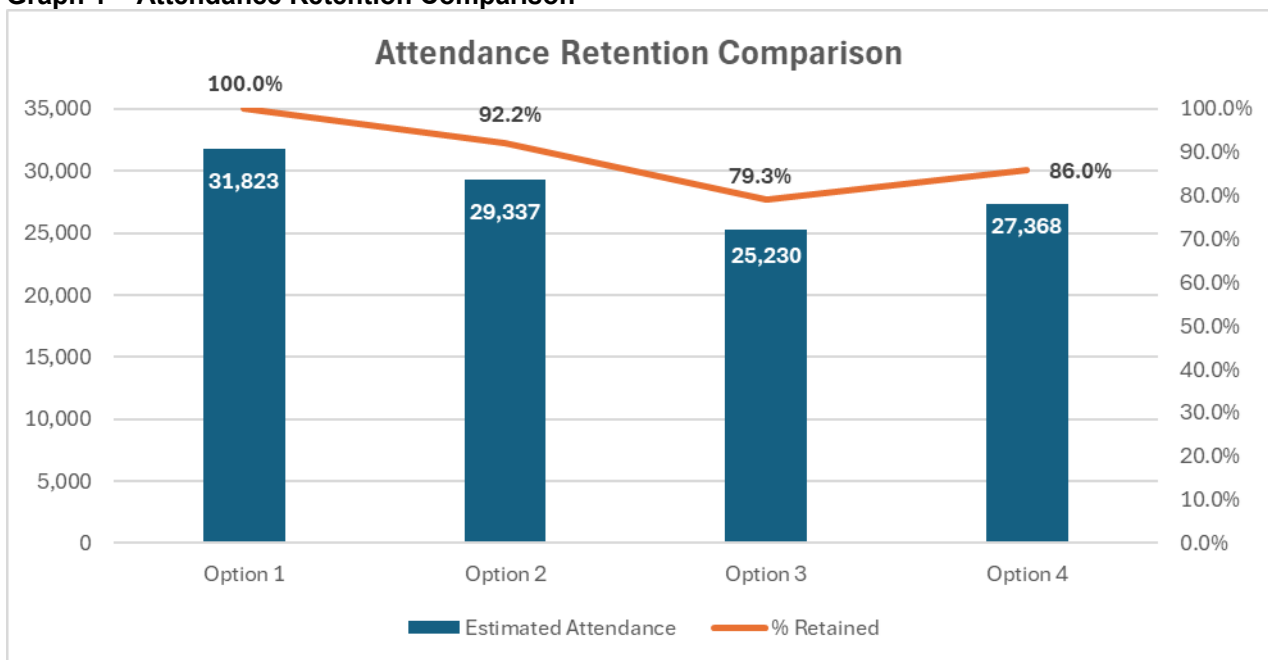
The combined effect represents an indicative net improvement of approximately \$47,000 per season, driven predominantly by staffing, utilities and operating input savings during low utilisation periods.

This option includes the second highest ongoing energy use and emissions footprint, including during low use weeks.

Attendance

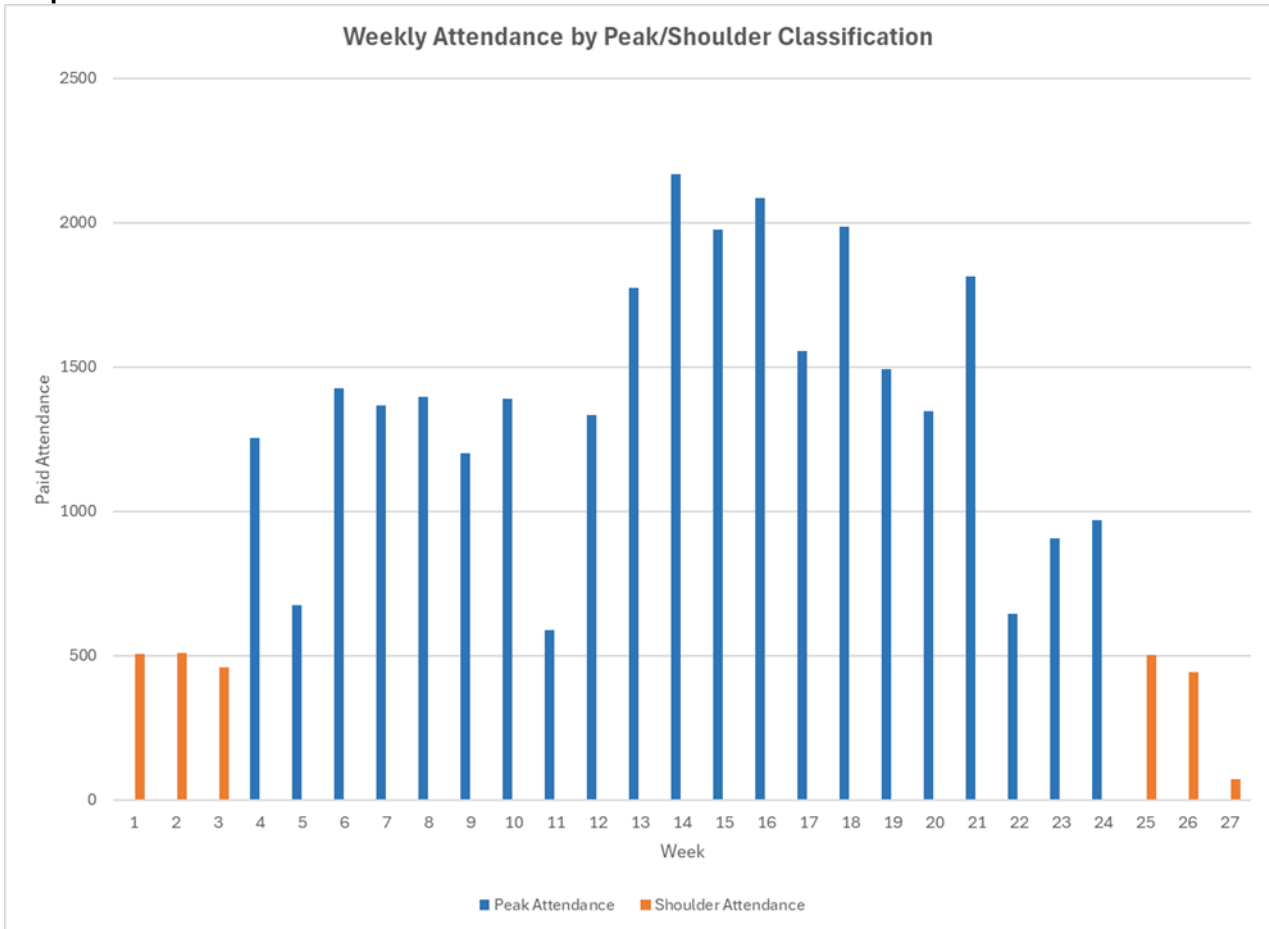
Graph 1 below illustrates the comparative attendance retention across the four (4) options discussed.

Graph 1 – Attendance Retention Comparison



Graph 2 below illustrates weekly participation levels at peak and shoulder periods, noting that peak attendance is depicted as a twenty-one (21) period as per Option 2 and 3.

Graph 2 – Seasonal Attendance Rates



OPTIONS

The reopening of the PMSC and increased supply of aquatic facilities, is likely to have a significant impact on participation at the NSC resulting in a forecast increase of \$109,000 in the Council’s annual Operating subsidy (i.e. \$468,000 in 2025-2026 to \$577,000 in 2026-2027).

Whilst the Council can elect to retain the existing operating model, three (3) alternate operating models as presented in this report, contract season length/opening hours to peak participation periods. These options achieve significant reductions in operational costs and energy use/emissions.

As a part of the proposed fees and charges for the PMSC and NSC, the Council's preferred manager is recommending the introduction of a reciprocal arrangement whereby multi-visit swim pass holders can utilise their pass at either the NSC or the PMSC. This initiative is intended to enhance the value of multi-visit swim passes, provide swimmers with flexibility as to which Centre they want to swim at and balance usage/participation across the PMSC and NSC. This approach would assist in ensuring that swimmers retain access to a local swimming pool in the event the Council elected to modify the NSC’s season/operating hours.

The following options are therefore presented for the Council's consideration:

- Option 1 - maintains the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.
- Option 2 – introduces a shorter swimming season from 26 weeks to 21 weeks. This results a forecast waving of approximately \$70,000 per season.
- Option 3 - builds on Option 2 and incorporates the removal of early morning and early evening opening hours. This achieves a forecast net saving of approximately \$103,000 per season.

This is the recommended option.

- Option 4 – maintains a 26 week season with the removal of early morning and early evening opening hours. This achieves a forecast net saving of approximately \$47,000 per season.

CONCLUSION

Commencing with the 2026-2027 season, the NSC will operate in a significantly more competitive environment where competing swimming facilities will provide consumers significantly improved amenity and value. This is budgeted to have a sustained impact to participation levels and revenue at the NSC and hence, result in higher net annual operating costs.

An analysis of the NSC's participation has been undertaken in an effort to identify future operating models to negate the impacts of declining participation whilst maintaining a level of service that enables the NSC to continue to support the majority of its customer base.

The recommended future operating model (Option 3) incorporates a 21 week summer season with weekday early morning and late evening opening hours removed.

This Option:

- protects peak season and highest use operating hours;
- targets a reduction in service levels during underutilised periods;
- improves financial sustainability, delivering an estimated \$103,000 annual improvement to the 2026-2027 budgeted operating; and
- provides measurable support to the Council's Corporate Emissions Reduction Plan and net-zero 2030 objective by reducing energy usage at NPSP's second largest energy emitting site.

The introduction of reciprocal rights to both the PMSC and NSC for some multi-use passes will ensure that swimmers are still able to access a local swimming pool and have flexibility of which Centre to utilise during those times both Centres are open.

RECOMMENDATION

That Option 3, as set out in this report, be approved as the future operating model for the Norwood Swimming Centre commencing in the 2026-2027 swimming season and that an associated budget be integrated into the management contract with the Council's preferred manager.

Cr Sims moved:

- 1. That the Council endorses Option 1 for the Norwood Swimming Centre by maintaining the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.*
- 2. That the Council reaffirms its commitment to keeping and operating the Norwood Swimming Centre for the benefit of the community, in line with the adopted Swimming Centres Long Term Strategy.*

Seconded by Cr Granozio.

Amendment

Cr Mex moved:

- 1. That the Council endorses Option 1 for the Norwood Swimming Centre by maintaining the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.*
- 2. That the Council reaffirms its commitment to keeping and operating the Norwood Swimming Centre for the benefit of the community, in line with the adopted Swimming Centres Long Term Strategy.*
- 3. That Council develops a marketing plan for the Norwood Swimming Centre with meaningful community engagement*

The amendment lapsed for want of a seconder.

Amendment

Cr Moorhouse moved:

- 1. That the Council endorses Option 1 for the Norwood Swimming Centre by maintaining the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.*
- 2. That the Council reaffirms its commitment to keeping and operating the Norwood Swimming Centre for the benefit of the community, in line with the adopted Swimming Centres Long Term Strategy.*
- 3. That Council develops a marketing plan for the Norwood Swimming Centre with meaningful community engagement.*

Seconded by Cr Mex.

The amendment was put and carried.

Further Amendment

Cr Wilkinson moved:

- 1. That the Council endorses Option 1 for the Norwood Swimming Centre by maintaining the current 26 week season and daily opening hours. This retains the maximum access for all user groups and does not impact on the current operational arrangements.*
- 2. That the Council reaffirms its commitment to keeping and operating the Norwood Swimming Centre for the benefit of the community, in line with the adopted Swimming Centres Long Term Strategy.*
- 3. That Council develops a marketing plan for the Norwood Swimming Centre with meaningful community engagement.*
- 4. That staff investigate the installation of a compliant diving board at the Norwood Swimming Centre.*

Seconded by Cr Mex.

The amendment was put and lost.

The motion, as amended, was put and carried.

Cr Sims left the meeting at 8.37pm.

Cr Sims returned to the meeting at 8.39pm.

Division

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

Those in favour:

Cr Piggott, Cr Wilkinson, Cr Holfeld, Cr Knoblauch, Cr Sims, Cr Granozio, Cr Callisto, Cr Mex, Cr Excell and Cr Moorhouse.

Those against:

Cr Duke and Cr McFarlane.

The Mayor declared the motion carried.

13.1 THE PARADE PRECINCT SEPARATE RATE AND 2026–2027 ANNUAL BUSINESS PLAN

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

PURPOSE OF THE REPORT

The purpose of this report is to present the results of the consultation on the proposed continuation of The Parade Precinct Separate Rate and to present the *2026-2027 Parade Precinct Annual Business Plan*, to the Council for adoption.

BACKGROUND

At its meeting held on Tuesday, 7 April 2026, the Council considered a report on the Separate Rate for The Parade Precinct and resolved the following:

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.*

Subsequent to this decision, consultation on the Separate Rate and the *draft 2026-2027 Parade Precinct Annual Business Plan*, was undertaken from Tuesday, 14 April 2026 to Close-of-Business on Monday, 4 May 2026, with all businesses and property owners located within The Parade Precinct.

A copy of the draft *2026–2027 Parade Precinct Annual Business Plan* is contained in **Attachment A**.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy 3.2.1: Retain, enhance and promote the unique character of all our City's business precincts.

FINANCIAL AND BUDGET IMPLICATIONS

Should the Council endorse the Separate Rate for 2026-2027, it is recommended that the total revenue that is collected through the Separate Rate be set at \$225,000.

The draft *2026-2027 Parade Precinct Annual Business Plan* is based on a budget allocation of \$225,000 and a copy of the Plan is contained in **Attachment A**.

The objective of raising the Separate Rate for The Parade Precinct is based on using the funds to ensure that The Parade remains viable in an increasingly competitive market, whilst bearing in mind the additional cost to the property owners and businesses.

The Separate Rate plays a vital role in ensuring The Parade, Norwood remains South Australia's leading mainstreet destination. 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 important, it enables the city 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 (as the overall marketing agent), 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

It is important to note that the revenue that is raised through the Separate Rate must be expressly used for the purpose for which it is collected. Any deviation from this would present a risk.

As such by preparing an Annual Business Plan and consulting on the Plan in tandem with the proposal to raise a Separate Rate ensure that all parties understanding how the revenue will be expended.

CONSULTATION

Elected Members

The Council previously considered this matter at its meeting held on 7 April 2026.

Community

All businesses within The Parade Precinct were invited to comment on the Annual Business Plan and the Separate Rate for a period of twenty-one (21) days, commencing on Tuesday, 14 April to Close -of -Business Monday, 4 May 2026.

Consultation was undertaken through face-to-face communication with business managers a direct approach to registered emails (property/business owners), as well as through the commercial and sales staff that have engaged with Council through workshop, forums and business networking opportunities.

Timeline:

Action	Date
Open	Tuesday 14 April
Letter Delivery to property owners and in-store	Tuesday 14 April & Wednesday 15 April
Marketing Collateral on the streets and social media	Tuesday 14 April
Email (Monitor CRMS)	Wednesday 15 April
Electronic Direct Mail (EDM)	Tuesday 21 April
Reminder Email (Monitor CRMS)	Thursday 30 April
Reminder Electronic Direct Mail (EDM)	Friday 1 May
Close	Monday 4 May

Staff

Nil

Other Agencies

Nil

DISCUSSION

Business and property owners within The Parade Precinct were invited to provide comment on the Annual Business Plan and the proposal to raise a Separate Rate for a period of twenty-one (21) days, from Tuesday, 14 April to close of business Monday, 4 May 2026 by emailing, or contacting staff from the Councils Place Activation & Economy Unit.

All information was housed on the Council's Have your Say website with all collateral, including the posters in display boxes on The Parade.

A letter was also sent to over 350 businesses within the Precinct on Tuesday 14 April, outlining the purpose of the consultation and invitation to participate. In the consultation process. While responses from this approach are not easily quantifiable, it provides a valuable opportunity for both direct to letterbox and face-to-face engagement with staff. This enables clear communication of the initiative and the opportunity to answer any questions in relation to the draft Plan or Budget.

The *Business on The Parade* Electronic Direct Marketing (EDM) campaign was distributed to 345 traders on the Tuesday 21 April, providing details of the consultation and an invitation to respond. The mailing list comprises organically sourced contacts, including workshop and forum participants, as well as businesses listed on The Parade website. The campaign reached 345 recipients and achieved an open rate of 26.8%, which is a similar percentage to all EDM's that are sent out to the same traders throughout the year.

Direct emails were sent to all registered email addresses through Monitor CRMS, a specialised Customer Relationship Management (CRM) software designed specifically for Economic Development and community teams within local government. These emails are all ABR registered businesses emails which reaches 395 registered businesses. Results returned a 45% conversion rate (open rate) for the initial email to invite a response and also the reminder email which was sent out a week before the consultation closed, that resulted in a 44% conversion rate (open-rate).

A subscription to the Monitor CRMS platform was purchased and this was used to communicate directly with businesses through registered emails. This approach has seen an uptake of new engagements with businesses and the average open-rate is around 36%-52%.

This avenue of communication was introduced as part of the 2026–2027 consultation to reach business registered emails with a result of 44-45% open-rate. This shows that emails sent through Monitor CRMS reached and were opened by almost half of the registered businesses within The Parade Precinct.

As mentioned above, consultation regarding the Separate Rate and Annual Business Plan was undertaken with businesses within The Parade precinct with a direct outreach approach. While no formal written submissions were received during this consultation period, this is broadly consistent with historical engagement trends, where only a small number of responses are typically submitted in response to proposals to apply a Separate Rate.

Importantly, the absence of formal feedback may indicate general alignment with the proposed direction of the Annual Business Plan and a level of confidence in the activities and priorities that are proposed to be delivered. Previous submissions have generally focused on operational matters or broader infrastructure requests outside the scope of the Annual Business Plan and Separate Rate funding framework, such as public realm upgrades and the provision of additional services.

Ongoing informal engagement with business and property owners throughout the year will continue to provide valuable insights into business sentiment, operational challenges and opportunities for support.

The allocation of the revenue from the Separate Rate for The Parade Precinct, is specifically used for marketing and promotion. The revenue generated from the Separate Rate is not collected for the purposes of providing or maintaining infrastructure.

Other key precincts across metropolitan Adelaide have a Separate Rate for the purpose of marketing and promotion. For comparison, the Separate Rate collected in 2024-2025 for other mainstreet precincts in metropolitan Adelaide are outlined in Table 1 below.

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.

OPTIONS

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

1. Apply the Separate Rate as proposed.

It is recommended that the Council endorses the proposal to extend the Separate Rate for the 2026-2027 financial year to generate a total revenue of \$225,000.

2. Not apply the Separate Rate as proposed. the Separate Rate.

Option 1 is recommended for reasons set out in the report.

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.

RECOMMENDATION

1. That a Separate Rate for The Parade Precinct be endorsed for the 2026–2027 financial year raising \$225,000.
2. That the 2026–2027 Parade Precinct Annual Business Plan be endorsed.

Cr Piggott moved:

1. That a Separate Rate for The Parade Precinct be endorsed for the 2026–2027 financial year raising \$225,000.
2. That the 2026–2027 Parade Precinct Annual Business Plan be endorsed.

Seconded by Cr Callisto and carried unanimously.

13.3 PROGRESS UPDATE ON THE ESSENTIAL SERVICES COMMISSION OF SOUTH AUSTRALIA LOCAL GOVERNMENT ADVICE TO THE COUNCIL

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

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council, a progress update on the recommendations from the Essential Services Commission of South Australia's (ESCOSA) Local Government Advice.

BACKGROUND

The Essential Services Commission of South Australia (ESCOSA) is an economic regulator for industries such as water, sewerage, electricity and gas.

In April 2022, ESCOSA was granted a new function under the *Local Government Act 1999* (the Act), to provide independent advice to Councils on their financial and asset management plans.

The introduction of ESCOSA into the Local Government Sector was in response to and an alternative to the previous State Government's policy to introduce rate capping for Local Government — a policy that has had severe financial impacts on councils in both New South Wales and Victoria where rate capping has been in place for many years.

In terms of providing advice to Councils, in accordance with Section 122 of the Act, ESCOSA provides advice on the following matters:

- material amendments made, or proposed to be made, to a Council's Long-term Financial Plan (LTFP) and Infrastructure and Asset Management Plan and the reasons for those amendments;
- revenue sources as set out in a Council's LTFP and Annual Business Plan, and
- any other matter prescribed by regulation.

As part of the implementation of the *Local Government Advice Scheme*, ESCOSA prepared a Schedule of Councils commencing in 2022-2023 and ending in 2025-2026. This Council was required to participate in the Scheme in 2025-2026. On Thursday, 19 February 2026, ESCOSA published its report, *Local Government Advice City of Norwood Payneham & St Peters February 2026*.

A copy of the ESCOSA Advice is contained in **Attachment A**.

Subsequent to this, an independent report to assist the Council in responding to the ESCOSA Advice was commissioned and prepared by Ms Bennetts from LGiQ (Consultants) and was presented to the Council for consideration at its meeting held on 5 May 2026.

A copy of the LGiQ Report is contained in **Attachment B**.

As identified in the LGiQ Report, while ESCOSA highlighted that the Council was doing a number of things well to reduce the potential of being financially unsustainable, ESCOSA provided the following recommendations:

1. *Adopt a more comprehensive and transparent Long-Term Financial Plan annual review process to ensure ongoing financial sustainability and accountability.*
2. *Improve the transparency of assumptions and explicitly state the basis of preparation of Annual Business Plans, budgets and the Long-Term Financial Plan.*
3. *Consider strategically rationalising assets in consultation with the community, to reduce debt, streamline the Council's cost structure and provide the service standards that the community wants and is prepared to pay for, aiming for a more robust and sustainable position.*

4. *Improve the reporting of debt reduction targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to assure the community of how debt will be reduced.*
5. *Review its pace of development of new and upgraded assets, having regard to debt levels, rates affordability, the affordability of the stream of future operating costs created by new and upgraded assets, and the need to prioritise and fully fund asset renewal and replacement.*
6. *Disclose cost savings targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.*
7. *Update the costings for The Parade Masterplan project, including indexing out-years of the staged implementation, based on the detailed design and before commencing the project, and consult with the community if the new costings exceed the earlier \$30 million projection.*
8. *Undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long-term financial impact of any future significant capital expenditure projects.*
9. *Consider providing more clarity around the risks and the impact on rates (and develop mitigation strategies) if the Council's expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.*
10. *Consider publicly separating out the finances of the Payneham Memorial Swimming Pool Centre in the Council's overall accounts, to provide transparency on its performance and adequacy of user charges*

In summary, the LGiQ Report contains a Financial Sustainability Improvement Plan (the Plan), which sets out a structured program of actions designed to address the Advice that has been provided by ESCOSA, in order to strengthen the Council's long-term financial position.

The Plan builds on the Council's existing strategies and incorporates a range of financial, operational and governance initiatives, aimed at improving resilience, enhanced transparency and ensuring sustainable service delivery.

LGiQ prioritised these Actions into Short Term (0 to 12 months) and Medium Term (1 to 3 years) in order to provide a clear and achievable pathway and supported by ongoing monitoring and reporting to the Council and the Council's Audit & Risk Committee.

- **Short Term (0-12 months)**
 - *Improved Annual LTFP Review;*
 - *Debt Reduction Strategy;*
 - *Inclusion in Strategic Risk Register;*
 - *Rating Strategy Review;*
 - *Financial Sustainability Performance Monitoring;*
 - *Future Grants Strategy;*
 - *Separate Reporting for Major Facilities;* and
 - *Treasury Management Review.*
- **Medium Term (1 - 3 years)**
 - *Cost Control;*
 - *Service Level Review Program;*
 - *Capital Program Prioritisation Framework;*
 - *Major Project Governance Framework;*
 - *Asset Rationalisation Strategy;*
 - *Fees and Charges Review;* and
 - *Asset Management Maturity (AMP Alignment).*

LGiQ has also advised that these measures will provide confidence that the Council is pro-actively managing its financial sustainability and is well positioned to respond to future challenges.

A response and the status of these Actions is set out in the Discussion section of this report.

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

From a risk management perspective, whilst it is important to note that ESCOSA's role is advisory only and that ESCOSA cannot require Councils to follow the Advice, ESCOSA is an independent body that provides independent and transparent information to inform a Council's decision making in respect to ongoing financial sustainability. It is therefore prudent for all Councils to consider the advice that is provided by ESCOSA and respond to that Advice, in a considered, strategic and practical manner to mitigate any financial risks that are identified by ESCOSA as part of their review of the Council's financial and asset management plans and revenue sources (ie rates).

CONSULTATION

Elected Members

An Elected Members Information Session was held on Tuesday, 28 April 2026, regarding ESCOSA's Advice.

The Independent Review of ESCOSA's Advice prepared by LGiQ, was presented to and considered by the Council at its meeting held on Tuesday, 5 May 2026.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

As set out above, LGiQ has recommended 15 Actions to ensure the Council can pro-actively manage its financial sustainability and is well positioned to respond to future challenges measures.

A number of the Actions are already in progress (ie Inclusion in the Council's Strategic Risk Register, Rating Strategy Review, Future Grants Strategy, etc), and consideration of a number of the other actions recommended actions in terms of practical implementation, resources and cost, has now been undertaken.

ESCOSA RECOMMENDATION 1 & 2

- *Adopt a more comprehensive and transparent Long-Term Financial Plan annual review process to ensure ongoing financial sustainability and accountability.*
- *Improve the transparency of assumptions and explicitly state the basis of preparation of Annual Business Plans, budgets and the Long-Term Financial Plan.*

LGIQ Recommendation:

Undertake a comprehensive annual review of the Long-Term Financial Plan during the annual business plan development with clearly articulated assumptions, including:

- *Rate revenue increases clearly detailing growth, CPI and other factors;*
- *Inflation;*
- *Debt levels, interest rates and debt servicing costs;*
- *Major projects costs and cost escalations;*
- *Operating results of major operating facilities such as the childcare centre and swimming centre.*

STATUS: Improved Annual LTFP Review – ONGOING

The recommendation that has been made by ESCOSA regarding the enhancement of the annual Long-Term Financial Plan (LTFP) review process, including clearer articulation of key assumptions to support improved transparency and decision-making, is supported.

Implementation of this recommendation has already commenced as part of the most recent LTFP review process that has been undertaken during the 2026 update cycle. The updated LTFP presented as part of Draft 2026-2027 Annual Business Plan, incorporated strengthened and clearly articulated assumptions relating to key financial drivers, including rate revenue increases (with explicit consideration of growth, CPI, and other contributing factors), inflation, debt levels, interest rates, and debt servicing costs. In addition, major project cost estimates and escalation factors were reviewed and updated to reflect current planning and delivery expectations, ensuring a more robust and realistic forward financial outlook.

Overall, it is considered that this approach appropriately balances improved transparency and financial clarity with practicality and consistency in reporting, while still supporting long-term financial sustainability and informed decision-making. LTFP updates will continue to be strengthened through future review cycles. To address this recommendation, the following actions will be implemented:

- enhanced disclosure of key assumptions; and
- improved transparency of major capital projects by incorporating updated cost estimates, project staging, affordability considerations, and long-term operating implications within LTFP reporting.

ESCOSA RECOMMENDATION 3

- *Consider strategically rationalising assets in consultation with the community, to reduce debt, streamline the Council's cost structure and provide the service standards that the community wants and is prepared to pay for, aiming for a more robust and sustainable position.*

LGIQ Recommendation:

Identify and assess underutilised or non-core assets for potential disposal or repurposing to reduce costs, optimise the asset base and support debt reduction.

STATUS: Asset Rationalisation Strategy – NOT COMMENCED

The recommendation to identify and assess underutilised or non-core assets for potential disposal or repurposing to support cost reduction, asset optimisation and debt reduction is supported. The potential value of periodically reviewing the Council's asset base to ensure assets remain aligned with service requirements, community needs and long-term financial sustainability objectives, is an important action, noting that it will take some time to progress.

In response to the recommendation, consideration will be given to incorporating an assessment of underutilised and non-core assets into future strategic asset planning processes. This would involve evaluating asset utilisation, service relevance, operating and maintenance costs, potential alternative uses, and broader financial implications, including opportunities to reduce ongoing costs or support debt management outcomes.

Future consideration of asset disposal or repurposing would be undertaken carefully and in consultation with the community where appropriate, ensuring decisions are balanced against service impacts, community value, and long-term strategic objectives. Some of the expected activities include:

- Develop an Asset Optimisation structured framework.
- Classify Asset Base (Core / Non-core / Discretionary). Develop a clear classification system to identify core service-delivery assets versus non-core or lower-priority assets to support decision-making.
- Undertake Asset Performance and Utilisation Review. Review asset utilisation, operating costs, renewal requirements, and service demand to identify underperforming or underutilised assets.
- Assess Financial Impact and Debt Reduction Opportunities. Evaluate the financial implications of potential rationalisation, including impacts on operating costs, maintenance expenditure, renewal liabilities, and debt reduction capacity.
- Develop Decision-Making Criteria for Rationalisation. Establish clear criteria and governance pathways for considering asset disposal, retention, repurposing, or consolidation, including financial, social, and service impact considerations.
- Align Service Standards with Affordability Framework. Link asset decisions to agreed service levels and affordability parameters to ensure alignment between community expectations and Council's financial capacity.

ESCOSA RECOMMENDATION 4

- *Improve the reporting of debt reduction targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to assure the community of how debt will be reduced.*

LGiQ Recommendation:

Develop and implement a clear debt reduction framework outlining:

- *Clear debt reduction targets;*
- *Clear timings of when the targets are to be achieved by;*
- *Strategies for debt reduction; and*
- *Risks associated with strategies.*

STATUS: Debt Reduction Strategy - ONGOING

The recommendation to develop a formal debt reduction framework, including defined targets, timeframes, strategies, and associated risks. Is considered appropriate. The Council has already commenced strengthening its debt management approach through the most recent update to its Long-Term Financial Plan, which included revised debt projections and a planned reduction in borrowings driven by a review and prioritisation of capital projects. This has effectively embedded the consideration of debt into broader financial planning and capital decision-making processes rather than treating it as a standalone framework. The Council's current approach manages debt levels through the annual budget and LTFP processes, with borrowing decisions assessed in the context of overall financial sustainability, service delivery requirements and project prioritisation. While explicit standalone debt reduction targets and formalised strategy documentation are not currently established, debt levels continue to be actively monitored and managed within sustainable limits through these integrated planning processes, with consideration given to interest rate exposure, cash flow impacts, and delivery risks associated with capital programs.

Proposed additional improvements:

- Include explicit debt trajectory reporting in the LTFP. Clearly present projected debt levels over the LTFP period, including movements year-on-year and key drivers influencing changes (capital investment, repayments, cash flow impacts).
- Link debt outcomes to capital program decisions. Clearly demonstrate how changes to the capital works program (including staging, deferral, or removal of projects) directly influence debt levels and long-term financial sustainability.
- Report productivity and cost containment initiatives. Include a structured summary of operational efficiencies, service reviews, procurement improvements, and cost control initiatives that contribute to reducing reliance on debt and rate revenue growth.

These actions will provide the community with clearer visibility of how the Council is managing and progressively reducing debt within a sustainable financial framework.

ESCOSA RECOMMENDATION 6

- *Disclose cost savings targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.*

LGiQ Recommendation:

Maintain an organisation of continuous improvement finding efficiencies and reducing waste and undertake formal structured reviews of:

- *Efficiency and productivity improvement across departments/service areas; and*
- *Procurement practices and contract efficiency.*

STATUS: Cost Control - ONGOING

The recommendation to improve transparency around cost savings and productivity improvements as evidence of ongoing efficiency and cost control across operations and service delivery, is supported.

While specific standalone “cost savings targets” are not currently set at an organisation-wide level within the Long-Term Financial Plan (LTFP), efficiency outcomes are implicitly embedded within key assumptions such as constrained operating expenditure growth, service prioritisation, and capital program review processes. These assumptions effectively reflect productivity and cost containment measures already applied through annual budget development.

Productivity improvements and cost control initiatives are presently managed and delivered at the service level. These are achieved through a range of mechanisms, including process and efficiency improvements overseen by the Manager, Organisational Improvement & Transformation in collaboration with Operational Managers; monthly financial reviews involving Operational Managers, General Managers, and Finance Business Partners; annual business planning processes; procurement practices; and ongoing continuous improvement activities. These efforts are undertaken in lieu of a consolidated corporate target framework.

In response to the recommendation, it is proposed to enhance future iterations of the LTFP and Annual Business Plan, by more explicitly documenting key efficiency assumptions and summarising major cost containment and productivity initiatives where appropriate. Maintain records of identified and delivered efficiency initiatives across departments, including procurement savings, service reviews, process improvements, and contract optimisation. This will improve transparency and provide clearer visibility of how the Council is managing cost growth over time while maintaining service delivery at the agreed levels.

LGiQ Recommendation:

Undertake a comprehensive review of fees and charges to understand the full cost of service delivery and the extent of subsidy (community service obligation) versus user-pays. This will support appropriate cost recovery, improve transparency, and ensure fees are set at an affordable level while aligning with financial sustainability and community expectations.

STATUS: Fees and Charges Review - ONGOING

A comprehensive review of fees and charges is already undertaken annually at the commencement of each budget cycle as part of the Annual Business Plan and Budget preparation process as part of Fees and Charges review.

This review considers the cost of delivering the service, affordability, benchmarking where appropriate, legislative constraints, and Council's broader financial sustainability objectives.

The review process also provides an opportunity to consider the extent of subsidisation for services where community benefit outcomes justify a level of cost recovery below full service cost, while balancing user-pays principles and affordability for the community. Fees and charges are subsequently presented to the Council as part of the annual budget process, supporting transparency and informed decision-making.

The Council will continue to refine this process over time, including opportunities to strengthen visibility of cost recovery levels and community service obligations where appropriate, to further align with the intent of the recommendation.

ESCOSA RECOMMENDATION 5, 7 & 8

- *Review its pace of development of new and upgraded assets, having regard to debt levels, rates affordability, the affordability of the stream of future operating costs created by new and upgraded assets, and the need to prioritise and fully fund asset renewal and replacement.*
- *Update the costings for The Parade Masterplan project, including indexing out-years of the staged implementation, based on the detailed design and before commencing the project, and consult with the community if the new costings exceed the earlier \$30 million projection.*
- *Undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long-term financial impact of any future significant capital expenditure projects.*

LGiQ Recommendation:

Strengthen governance, prioritisation and staging of major projects based on affordability and lifecycle cost to ensure projects are delivered within the Council's financial capacity and long-term financial sustainability.

- *Review recent major projects and apply lessons learned;*
- *Implement a clear capital/project prioritisation framework;*
- *Align projects with the Council's financial capacity and consider full lifecycle costs in decision-making; and Improve transparency and reporting on project costs and risks*

STATUS: Major Project Improved Governance Framework - ONGOING

To strengthen Council's long-term financial sustainability, as part of LTFP update included in the 2026-2027 Draft ABP, major capital projects have been reviewed and reprioritised to better align with the Council's financial capacity. As part of this process, **The Parade Masterplan Project** is proposed to be rescoped to deliver essential asset upgrades and renewal through the renewal capital program, rather than a major redevelopment requiring additional funding. The revised scope removes the need for substantial borrowings that would materially increase debt levels and place pressure on Council's long-term financial sustainability. This approach balances responsible financial management with the continued renewal and functionality of the asset.

This reflects a more disciplined approach to capital investment aligned with the Council's financial sustainability objectives.

The prioritisation of projects is already guided through existing annual budget processes, asset management planning, and governance frameworks, where affordability, service needs, and risk are key considerations. Lifecycle costing is increasingly being applied to inform decision-making, ensuring that both capital and ongoing operating impacts are considered in project assessments.

In response to the recommendation, the Council's capital projects governance approach will be strengthened by formalising and enhancing prioritisation criteria, with greater emphasis on financial capacity, risk, and whole-of-life costs. Transparency in reporting will be improved in respect to major project costs, staging, and associated risks through budget and LTFP reporting.

Additionally, the Council will continue to seek opportunities for improvement to inform future capital planning and delivery, ensuring continuous improvement in governance, cost control, and project assurance practices.

For example:

- Integrating consultation outcomes into LTFP and Annual Business Plan updates.
- Development of standardised capital project consultation templates, use consistent formats that explain project scope options, cost ranges, affordability impacts, and long-term financial implications to support informed community feedback.
- Enhancing financial information provided during consultation and clearly present lifecycle costs, debt implications, operating cost impacts, and cost escalation risks in community engagement materials for major projects.
- Ensuring community feedback and financial implications are directly reflected in updated long-term financial planning and budget decisions.

ESCOSA RECOMMENDATION 5 and 6

- *Review its pace of development of new and upgraded assets, having regard to debt levels, rates affordability, the affordability of the stream of future operating costs created by new and upgraded assets, and the need to prioritise and fully fund asset renewal and replacement.*
- *Disclose cost savings targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.*

LGiQ Recommendation:

Strengthen alignment between Asset Management Plans and the Long-Term Financial Plan.

STATUS: Asset Management Maturity (AMP Alignment) - ONGOING

Alignment between the Council's Asset Management Plans (AMPs) and Long-Term Financial Plan (LTFP), is already embedded within existing asset and financial planning processes, with asset renewal programs and major capital requirements informing long-term financial forecasts.

While Asset Management Plans are formally developed on a four-year cycle in accordance with the requirements of the Local Government Act 1999, the LTFP is reviewed and updated annually between the broader four-year strategic reporting periods. These annual reviews incorporate a reassessment of the capital program, including project reprioritisation, affordability considerations, and timing adjustments to better align infrastructure investment with Council's financial capacity.

The annual LTFP review process also incorporates updates to AMP assumptions, including cost escalation and indexation factors (for example, adjustments to capital renewal costs based on CPI and relevant construction cost increases), to ensure financial forecasts remain current and reflective of market conditions.

In response to this recommendation, integration of the LTFP and AMPs will continue by enhancing the consideration of lifecycle costing, asset renewal requirements, and associated operating costs within future LTFP updates and asset planning processes. This will improve visibility of the long-term financial implications of asset decisions and support more sustainable funding of infrastructure over time.

The importance of ensuring that future asset investment decisions appropriately consider affordability, service outcomes, and whole-of-life costs to maintain long-term financial sustainability and responsible asset stewardship, is recognised.

ESCOSA RECOMMENDATION 3 and 8

- *Consider strategically rationalising assets in consultation with the community, to reduce debt, streamline the Council's cost structure and provide the service standards that the community wants and is prepared to pay for, aiming for a more robust and sustainable position.*
- *Undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long-term financial impact of any future significant capital expenditure projects.*

LGiQ Recommendation:

Develop and implement a program of service level reviews to align service levels with community expectations, utilisation and affordability, ensuring resources are directed to areas of greatest value.

This would include:

*Developing a baseline service register detailing mandatory and discretionary services;
Reviewing service levels and utilisation of the Councils priority areas/services; and
Align services with community expectations and affordability constraints.*

STATUS: Service Level Review Program - IN PROGRESS

The Council is in the process of development and implementation of a structured program of service level reviews to better align services with community expectations, utilisation, and affordability, and to ensure resources are directed to areas of greatest value.

Service level considerations are already embedded within existing annual business planning, Long-Term Financial Plan development, and budget processes, where service priorities, funding constraints, and community expectations are routinely assessed at both organisational and service-area levels. This includes ongoing consideration of statutory obligations versus discretionary services and the allocation of resources in line with the Council's strategic priorities. The Council also recognises the importance of community input in determining appropriate service levels and associated costs.

As such, consultation on major capital projects and changes to service standards/levels is undertaken through established engagement processes, ensuring that community expectations are considered alongside financial sustainability and long-term affordability.

In response to this recommendation, the Councils approach to the review of service level will be strengthened by progressively developing a more structured service framework and formal reporting within Annual Business Plan. This will include the development of a service /baseline view that clearly identifies core, statutory, and discretionary services, providing improved transparency and a clearer foundation for decision-making.

The review processes will also be strengthened by more explicitly assessing service utilisation, demand, and cost-effectiveness within priority service areas, and ensuring these insights inform future budget and planning decisions. More detailed service level costing by outcomes will be incorporated as part of the budget preparation process in the next financial year, further strengthening the link between service delivery, resource allocation, and community value.

This will support more transparent alignment of services with community expectations and affordability constraints over time, while maintaining compliance with statutory responsibilities and Council's financial sustainability objectives.

ESCOSA RECOMMENDATION 9

- *Consider providing more clarity around the risks and the impact on rates (and develop mitigation strategies) if the Council's expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.*

LGiQ Recommendation:

Incorporate financial sustainability risks and mitigation actions into the Council's Strategic Risk Register to ensure risks are formally monitored, managed and regularly reviewed.

STATUS: Inclusion of financial sustainability in the Council's Strategic Risk Register - COMPLETED

This recommendation has been implemented. Financial sustainability risks, along with associated mitigation actions, have been incorporated into Council's Strategic Risk Register. This ensures that key risks relating to financial performance, including operating pressures, debt management, and long-term asset funding, are formally identified, monitored, and subject to regular review through Council's established risk management framework. This integration strengthens governance oversight and supports proactive management of financial sustainability risks as part of Council's broader strategic planning and reporting processes.

LGiQ Recommendation:

Undertake a review of the rating structure to improve equity, transparency and sustainability in the distribution of the rate burden across the community.

STATUS: Rating Strategy Review - COMPLETED

This recommendation has been implemented through the Rating Strategy Review that was undertaken in April and May 2026. The review was progressed via a series of workshops and meetings and is currently in consultation with the community as part of the engagement process. A key focus of the review was the fairness and equitability of the rate burden across residential, commercial, industrial, and vacant land ratepayers, with consideration given to the distribution of rates to ensure a balanced and transparent approach. The outcomes of the review will inform future rating decisions through the annual budget process, supporting Council's ongoing objectives of affordability, equity, and financial sustainability.

LGiQ Recommendation:

Establish and maintain a financial sustainability performance framework, including the following key indicators:

- *Net Financial Liabilities Ratio;*
- *Operating Surplus Ratio; and*
- *Debt servicing • Interest Cover Ratio.*

STATUS: Financial Sustainability Performance Monitoring - ONGOING

The recommendation to establish and maintain a formal financial sustainability performance framework incorporating key indicators such as Net Financial Liabilities Ratio, Operating Surplus Ratio, debt servicing, and interest cover ratio, together with improvement plan actions and associated outcomes is supported.

Several of these indicators are already reported as part of Council's regular financial reporting cycle, including during quarterly and year-end financial reporting, which provides ongoing visibility of financial performance and sustainability trends. These existing reports include key measures such as operating results, debt levels and servicing impacts, and other relevant financial indicators used to monitor Council's financial position.

The value of enhancing the structure, consistency, and presentation of this information is recognised and this recommendation will be progressed through improvements to reporting formats to strengthen clarity, transparency, and ease of interpretation.

Accordingly, while core elements of the framework are already embedded within the Council's existing reporting processes, further enhancements to reporting structure and content are planned to better align with the intent of the recommendation and support more comprehensive ongoing monitoring of financial sustainability.

Proposed additional improvements for the Annual Business Plan (ABP) / Budget (withing 12 month) are set out below:

- Establish a structured efficiency and productivity reporting section. Include a dedicated section summarising key efficiency initiatives, cost containment measures, and productivity improvements across Council operations.
- Enhance transparency of service level and cost trade-offs. Clearly communicate where efficiency gains have enabled service maintenance or where cost pressures have been managed through operational adjustments.
- Integrate productivity improvements into annual budget narratives. Ensure Annual Business Plans explicitly describes key efficiency initiatives that support constrained cost growth and improved financial outcomes.
- Enhance explanatory commentary in Annual Business Plan. Clearly communicate financial pressures, assumptions, and contingency responses in the annual budget documentation to improve community understanding.

These enhancements will improve transparency, strengthen accountability, and provide clearer evidence of how Council is actively managing cost growth while maintaining service delivery within a sustainable financial framework.

ESCOSA RECOMMENDATIONS 4 and 9

- *Improve the reporting of debt reduction targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to assure the community of how debt will be reduced.*
- *Consider providing more clarity around the risks and the impact on rates (and develop mitigation strategies) if the Council's expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.*

LGiQ Recommendation:

Develop and implement a targeted grants strategy to increase external funding opportunities and reduce reliance on debt and rate revenue.

STATUS: Future Grants Strategy - COMMENCED

As Elected Members will recall, the Council has adopted an Advocacy Strategy.

This document provides a framework for the Council's advocacy on a policy and capital projects. With this strategy in place, the Council can take a targeted approach as recommended by LGiQ.

ESCOSA RECOMMENDATION 10

- *Consider publicly separating out the finances of the Payneham Memorial Swimming Pool Centre in the Council's overall accounts, to provide transparency on its performance and adequacy of user charges.*

LGiQ Recommendation:

Develop separate reporting to improve transparency, accountability and understanding of their financial performance.

STATUS: Separate Reporting for Major Facilities – NOT COMMENCED

This recommendation will be progressed following the commencement of operations at the Payneham Memorial Swimming Centre, once sufficient actual operational and financial data becomes available. As the facility is newly established, meaningful separate reporting will be better informed by actual performance outcomes rather than assumptions or forecast estimates alone.

In the interim, relevant financial information will continue to be monitored and reported through Council's existing budget and financial reporting processes until sufficient operational data is available to support more robust standalone reporting.

In respect to the Council's other facilities and Business Units such as the Norwood Concert Hall and Childcare Centre, it is proposed to introduce quarterly performance reports which will provide financial information.

OPTIONS

As set out in the ESCOSA Advice, ESCOSA has made a number of recommendations to the Council to "*further strengthen the Council's financial sustainability*".

An independent review of the ESCOSA Advice has been undertaken by LGiQ and a number of actions have been recommended to the Council to respond to and progress implementation of ESCOSA's Advice.

The response and progress associated with the Actions as set out in this report will ensure that "*the Council is well placed to maintain long-term financial sustainability while continuing to deliver valued services and infrastructure to the community.*" (LGIQ Report)

For these reasons it is recommended that the Council endorses the response to the ESCOSA Advice as set out in this report.

CONCLUSION

The LGiQ report states that "*In summary, while ESCOSA has identified areas requiring ongoing attention, the Council's financial position remains sound and well managed. The risks that have been identified reflect a period of planned investment and are being actively addressed through established governance and planning processes. The proposed Financial Sustainability Improvement Plan provides a clear and structured pathway to further strengthen the Council's financial position and the progress of the plan will be regularly reported to the Council and the Audit and Risk Committee through formal reporting and informal briefings.*"

RECOMMENDATION

That the report on the response and status of the Actions undertaken regarding the Advice provided by ESCOSA, be received and noted.

Cr McFarlane moved:

That the report on the response and status of the Actions undertaken regarding the Advice provided by ESCOSA, be received and noted.

Seconded by Cr Duke.

Amendment

Cr Excell moved:

- 1. That the report on the response and status of the Actions undertaken regarding the Advice provided by ESCOSA, be received and noted.*
- 2. That the Council establishes a sub-committee of Elected Members to monitor the progress of the recommendations of the ESCOSA report.*

Seconded by Cr Piggott.

That amendment was put and lost.

The original motion was put and carried unanimously.

Adjournment of Council Meeting

At 9.04pm Cr Sims moved:

That the Council meeting be adjourned for 2 minutes.

Seconded by Cr Callisto and carried.

Resumption of Council Meeting

At 9.09pm the Council meeting resumed.

13.4 DRAFT COMMUNITY ENGAGEMENT POLICY

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

PURPOSE OF THE REPORT

The purpose of this report is to present the new draft Community Engagement Policy to the Council for endorsement for consultation with the community.

BACKGROUND

The *Statutes Amendment (Local Government Review) Act 2021* (Reform Act), contains the most significant reform to Local Government since the commencement of the *Local Government Act 1999* (the Act).

The final changes contained within the Reform Act commenced on 11 December 2025, coincide with the release of the Community Engagement Charter (the Charter) established by the Minister for Local Government pursuant to Section 50 of the Act.

The Charter replaces the old, detailed public consultation rules that were contained in the Act and sets different levels of engagement based on how important a decision is which has resulted in the following categories:

- Significant – Annual Business Plan and Rating Policy
- Significant
- Standard
- Local
- Inform

Each category has minimum engagement requirements.

In accordance with Section 50A of the Act, the Council is required to adopt a Community Engagement Policy that aligns with the Charter. This Policy will replace the Council's current Community Consultation Policy.

Before the Council adopts the Policy, community consultation must be undertaken.

The Community Engagement Charter is contained within **Attachment A**.
The Council's current Community Consultation Policy is contained within **Attachment B**.
The new draft Community Engagement Policy is contained within **Attachment C**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

In accordance with Section 50A(6) of the Act, before the Council adopts or alters its Community Engagement Policy, the Council must undertake public consultation on the Policy.

Staff

Not Applicable

Other Agencies

The Local Government Association of South Australia (LGASA), in conjunction with Norman Waterhouse (Lawyers), has developed a Model Policy which aligns with the requirements of the Act and the Charter.

DISCUSSION

The updated community engagement provisions contained within the Act, commenced on 11 December 2025. The previous Part 5 of Chapter 4 of the Act which was titled '*Public consultation policies*' was replaced with a new Part 5 called '*Community Engagement*'.

Section 50A of the Act requires that all Councils must prepare and adopt a policy relating to community engagement for the purposes of the Act. The Community Engagement Policy must be consistent with, and comply with the requirements specified by, the Charter.

In accordance with the transitional arrangements put in place by the State Government following the commencement of the Charter, Councils have been given nine (9) months to adopt the new Community Engagement Policy and therefore, the Council must adopt the new Policy by 11 September 2026.

Prior to adopting the Policy, public consultation must first occur in accordance with Section 50A(6) of the Act. Section 4(1aaa) of the Act provides that public consultation is undertaken if consultation is conducted in accordance with the relevant provisions of the Charter and Community Engagement Policy.

Given that the Council will not have an applicable Community Engagement Policy until it is adopted, consultation on the new Policy will be undertaken in accordance with the Charter.

Consultation on a Community Engagement Policy falls within the 'Standard' category in the Charter, which requires that the Council to:

- publish information on website;
- consult with the whole council area; and
- seek and consider feedback from the community.

To meet the above requirements, the draft new Community Engagement Policy will be available on the Council's website and feedback sought from the community. Any submissions received will be collated and presented to the Council to inform the Council's adoption of the Policy at the Council meeting to be held on 4 August 2026.

To ensure compliance with the Act and the Charter, the Council's new draft Community Engagement Policy has been prepared based on the Model Policy prepared by the LGASA.

A *Community Engagement Comparison Table* prepared by the LGASA, which summarises the former and new legislative requirements for Councils, is contained within **Attachment D**.

OPTIONS

Not Applicable.

The Council must adopt a Community Engagement Policy and must consult with the public prior to the adoption of the Policy.

CONCLUSION

Effective engagement assists the Council in making informed decisions that consider a number of factors, including legislative requirements, budget constraints, strategic directions, public safety, expert advice and community views. When making decisions, the Council must also weigh and balance a variety of competing factors which may include social, economic, technical, environmental and cultural considerations.

The new draft Community Engagement Policy ensures that the Council is meeting its legislative obligations.

RECOMMENDATION

That the draft Community Engagement Policy contained within Attachment C, be endorsed for the purposes of undertaking community consultation in accordance with the process set out in this report.

Cr Sims moved:

That the draft Community Engagement Policy contained within Attachment C, be endorsed for the purposes of undertaking community consultation in accordance with the process set out in this report.

Seconded by Cr Duke.

Amendment

Cr Piggott moved:

That the draft Community Engagement Policy contained within Attachment C, be endorsed for the purposes of undertaking community consultation in accordance with the process set out in this report with the following amendments:

7 Other decisions, activities and processes

- 7.1. Council recognises that the Act and Charter are silent in relation to some decisions, activities and processes where community engagement is appropriate. Examples include, but not limited to, major changes to the proposed use of Council property and significant changes in the actual cost of a capital projects identified after previously held community consultation.*
- 7.2. Council will undertake community engagement activities for community participation in relation to other decisions, activities or processes of the Council not specified in the Charter at its absolute discretion. Council will give consideration to major decisions to determine the appropriate level of community engagement prior to the decision.*

Seconded by Cr McFarlane.

Cr Wilkinson left the meeting at 9.25pm.

Cr Wilkinson returned to the meeting at 9.31pm.

The amendment was put and carried unanimously.

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

13.5 LEASES UPDATE - 49 GEORGE STREET & LINDE RESERVE

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

PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's endorsement for the key matters associated with two (2) new leases that will shortly be finalised with the current tenants of 49 George Street, Norwood (House of Health) and for a portion of the Linde Reserve (Linde Community Garden Inc.).

These leases will be finalised under delegation.

BACKGROUND

The Council has the ability to delegate many of its decision-making powers and functions under the *Local Government Act 1999* (the Act) and a number of other Acts and Regulations. 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.

Section 202 of the Act provides the power to grant a lease or licence over community land and this power was delegated to the Chief Executive Officer on 8 October 2024 and was subsequently sub-delegated by the Chief Executive Officer to relevant staff including the General Manager, Governance & Civic Affairs and the Manager, Governance.

The management of leases for Council's properties is undertaken by the Council's Governance Unit and decision-making is informed by legislative requirements, the Council's respective policies and contemporary property management principles.

The Council's lease documents contain standard clauses and use Special Conditions on an as needed and situational basis. All leases are legally checked and prepared using due diligence.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community.

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Objective 1.3: An engaged and participating community.

Strategy 1.3.1: Promote and facilitate volunteering opportunities in the community and within the Council.

Strategy 1.3.2: Provide opportunities for community input in decision-making and program development.

Strategy 1.3.3: Recognise and use the skills, knowledge and resources of the community and promote community-based initiatives where possible.

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

Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy 3.2.3: Promote the City as a visitor and shopping destination.

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.

Strategy 3.3.4: Promote and support local food and beverage manufacturing.

FINANCIAL AND BUDGET IMPLICATIONS

A commercial lease fee will continue to be applied to the House of Health lease of 49 George Street, Norwood.

A peppercorn rent is proposed to continue to apply to the NPSP Community Gardens Association lease of the portion of Linde Reserve.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

The preparation of the respective leases has been informed by collaboration between the Council's Governance, Community Development and Assets & Projects Units.

Other Agencies

Not Applicable.

DISCUSSION

House of Health Lease

The House of Health have been leasing 49 George Street, Norwood on a commercial basis since 1 July 2022. The current lease expires on 30 June 2026 and House of Health have advised the Council that they wish to enter into a new lease with the Council.

House of Health have, during the term of the current lease met all lease obligations and the current lease arrangements have been working well.

However, a new lease term of only five (5) years is proposed to ensure that the Council maintains flexibility in terms of any future potential works to the Norwood Concert Hall and the facilities that are currently occupied by the House of Health. House of Health are aware of this.

To this end, a new lease has been prepared based on a five (5) year term and in accordance with the *Retail and Commercial Leases Act 1995*. To inform the new lease a new commercial rent valuation was obtained and this valuation sets the lower range at \$62,000 per annum and the higher range at \$68,000 per annum.

It is proposed that the lease fee will be set at \$62,000 per annum recognising that this reflects a 5.5% increase from the current annual rent of \$58,739.40.

As the lease term is proposed to be five (5) years, community consultation is not required to be undertaken.

Linde Community Garden Inc.

The current lease with the Norwood, Payneham & St. Peters (NPSP) Community Garden Association Inc. (the Community Garden) commenced on 1 April 2021 and expired on 31 March 2026. The lease has been in holding over since the date of expiry.

The Linde Community Garden currently has 91 members, including some members with a disability. The Community Garden has two (2) plant days in Autumn and Spring which attract between 100 and 200 visitors.

The Community Garden operates on the basis that the beds are available for use by members. Members supply their plants and nurture them to harvest. All harvested plants are available for the use of all members.

Since the commencement of the Community Garden the members have been maintaining the site and have added improvements to the site, with the consent of the Council, which the members also maintain. These improvements include the construction of multiple storage sheds and compost bays, establishment of garden beds with recycled plastic borders, paving and irrigation systems.

The Community Garden contributes to achieving many of the objectives of the Council's *CityPlan 2030* and, in particular, those linked to Social Equity, Economic Prosperity and Environmental Sustainability. In addition, members of the Community Garden have maintained the site to a high standard, minimising costs to the Council.

Given the strategic alignment, community well-being and social connectivity benefits and the management of the asset by the Community Garden, it is appropriate that a peppercorn rent amount continue rather than apply the Council's policy position for community groups which is that rent will be calculated at 20% of the market rent.

The term of the lease is proposed to be five (5) years and therefore community consultation is not required to be undertaken.

OPTIONS

The Council may choose not to provide 'in principle' endorsement to the approach taken with respect to each lease, however this is not recommended given both parties at each location have been good tenants and have been negotiating with the Council in good faith.

CONCLUSION

The Council's endorsement of the approach that Governance staff have taken to progress these leases supports the appropriate delegation of Section 202 of the Act.

A draft Property Management Policy is being prepared which will encapsulate the respective policy decisions that the Council has made with respect to the leasing and licensing of Council's property. This policy will be presented to the Council for adoption in due course and will provide further guidance and a consistent framework for the decision-making process associated with Council leases and licences. The Policy will also provide clear guidance to the community on the Council's approach to leases and licences.

RECOMMENDATION

1. *That the Council endorses the approach taken as set out in this report regarding the lease negotiations with House of Health for the premises located at 49 George Street, Norwood and the Norwood, Payneham & St. Peters Community Garden Association Inc. for the Linde Community Garden located at Linde Reserve, Stepney.*
 2. *That the Council notes that the leases will be finalised under delegation in accordance with the approach contained in this report.*
-

Cr Sims left the meeting at 9.33pm.

Cr McFarlane moved:

- 1. That the Council enters into lease negotiations with House of Health for the premises located at 49 George Street, Norwood for a 3 year period and the Norwood, Payneham & St. Peters Community Garden Association Inc. for the Linde Community Garden located at Linde Reserve, Stepney for a period of 5 years.*
- 2. That the Council notes that the leases will be finalised under delegation in accordance with the approach contained in this report.*

Seconded by Cr Excell and the vote was tied.

Cr Sims returned to the meeting at 9.36pm.

Upon the casting vote of the Mayor against the motion, the motion was lost.

Division

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

Those in favour:

Cr Piggott, Cr Wilkinson, Cr Sims, Cr Granozio, Cr McFarlane and Cr Excell.

Those against:

Cr Holfeld, Cr Knoblauch, Cr Duke, Cr Callisto, Cr Mex, Cr Moorhouse and Mayor Bria (casting vote).

The Mayor declared the motion lost.

Cr Knoblauch moved:

- 1. That the Council endorses the approach taken as set out in this report regarding the lease negotiations with House of Health for the premises located at 49 George Street, Norwood and the Norwood, Payneham & St. Peters Community Garden Association Inc. for the Linde Community Garden located at Linde Reserve, Stepney.*
- 2. That the Council notes that the leases will be finalised under delegation in accordance with the approach contained in this report.*

Seconded by Cr Holfeld and carried unanimously.

13.6 FUNDING DEED FOR THE DELIVERY OF TREE PLANTING IN THE O.G. ROAD CENTRAL MEDIAN

REPORT AUTHOR: Project Manager, City Projects
APPROVED BY: General Manager, Infrastructure & Major Projects
ATTACHMENTS: A - B

PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's approval to sign and a funding deed (*the Deed*) between the Council and the Minister for Infrastructure and Transport for tree planting in the O.G. Road median strip between Pitt Street and Payneham Road, Marden.

BACKGROUND

As Elected Members will recall, at its Meeting held on Monday 3 February 2025, the Council resolved the following:

1. *Council supports, in principle, planting trees in the median strip on the following arterial roads as part of its 2025 tree planting program:*
 - *O.G. Road (between Pitt Street and Payneham Road, Marden);*
 - *Nelson Street (Stepney);*
 - *Payneham Road;*
 - *Portrush Road; and*
 - *Lower Portrush Road.*
2. *Staff engage the Department for Infrastructure and Transport seeking the appropriate approvals to plant trees in the locations referred to in Part 1 of the motion and advise Council of the outcome.*

In accordance with the Council's resolution, staff have engaged with the Department for Infrastructure and Transport (the Department) to understand the approval process and the specific requirements for undertaking tree planting in arterial roads. Additionally, a feasibility study including investigations of third-party assets (i.e. SA Power Networks, SA Water, Telstra, etc.) has been undertaken to ensure that tree planting considers the Department's and each asset owners' requirements.

The feasibility study, titled *Norwood Payneham & St Peters Council – Tree Planting in Central Medians Feasibility Study* and contained in **Attachment A**, was submitted to the Department's Network Management Services for review and consideration. The feasibility study was also provided to the the Department's Sustainability Unit to advocate for better greening outcomes and seek support in obtaining approval for the median strip tree planting proposals which have onerous technical requirements.

As a result, the Department's Sustainability Unit has recently advised Council that a grant of \$160,000 (GST exclusive) will be offered for the purpose of implementing a 'case study' which would be utilised as a resource for future applications for tree planting on the Department's roads. The grant funding is proposed to be used to undertake tree planting in the O.G. Road median strip between Pitt Street and Payneham Road, Marden.

A copy of the draft Funding Deed is contained in **Attachment B**.

The funding deed is required to be executed by affixing the Common Seal of the Council and signed by Chief Executive Officer and Mayor.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 4: Environmental Sustainability

A leader in environmental sustainability.

Objective 4.2: Generous tree canopy, and sustainable streets and open spaces.

Strategy 4.2.1: Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.

Tree Strategy 2022-2027 Alignment

The Council's 2022-2027 *Tree Strategy* is the Council's guide for the management, forward planning, planting and maintenance of all trees within the City, with a particular focus on street trees. It also sets out the Council's role in collaborating with various stakeholders and the community. The strategic objectives, themes, strategies and actions that are relevant are provided below:

Strategic Objective

Ensuring species diversity to support sustainability and biodiversity (Sustainability)

Theme 3: Plan for Growth and Renewal

A greener, cooler and more liveable City with an equitable distribution of trees for present and future generations

Strategy 3.1: Tree targets and priority areas. Increase the City's canopy cover by 20% by 2045 in a strategic and equitable manner.

Action 3.1.2: Continue to seek external funding where possible to boost the tree planting program.

Strategy 3.2: Tree species selection framework. Plant the right tree in the right place.

Action 3.2.2: Select and plant street trees in accordance with the Street Tree Planting Priority Criteria, Street Tree Palette and Street Tree Selection Criteria.

Action 3.2.5: Continue to collaborate with essential service providers such as SA Power Networks to influence the tree species appropriate for planting near utilities.

Strategic Objective

Adapting to climate change and mitigating against urban heat (Cooling)

Theme 5: Inspire and Influence

A City that recognises the power of collaboration to achieve an increase in the number of trees on private and public land to meet the City's tree canopy targets.

Strategy 5.2: Influence through Partnerships. Collaborate with others to share data, learnings and resources to strengthen impact and effect change.

Action 5.2.3: Continue to collaborate with the State Government to inform strategic directions that support the delivery of an increased tree canopy.

FINANCIAL AND BUDGET IMPLICATIONS

The grant funding from the Department will provide \$160,000 for the Council to deliver tree planting in the central median along O.G. Road. The Council is not required to contribute any money as a condition of the Funding Deed. However, the Council will provide in-house resources to manage the delivery of the tree planting including the preparation of detailed design documentation, procurement and construction management.

The Department has advised that the Funding Deed for the project must be executed prior to 30 June 2026, to be able to secure the grant.

The Department has also advised that any future grant funding from the Department for projects such as this are not guaranteed.

RISK MANAGEMENT

No significant risks have been identified with this proposal as it relates to the execution of a funding deed.

CONSULTATION

Elected Member

This report and the feasibility report contained in **Attachment A**, provides Elected Members with a status update regarding the ongoing review and approval process with the Department. Further information is provided in the Discussion section of this report.

Community

Community engagement in respect to the proposed works will include a letter to inform residents within close proximity of the proposed planting locations and traffic management arrangements prior to the commencement of the construction works.

Staff

General Manager, Infrastructure & Major Projects
Manager, Traffic & Integrated Transport
Manager, Assets & Projects
Manager, City Services

Other Agencies

Department for Infrastructure & Transport
Third party asset owners (e.g. SA Power Networks, SA Water)

DISCUSSION

The primary focus of this Project involved investigating the opportunities for undertaking tree planting and greening in the median islands of roadways which are under the care and control of the Department for Infrastructure and Transport.

The Department's approach to tree planting and the maintenance of trees and vegetation in urban road corridors, aims to balance the safety risk to road users with the Department's goals for a liveable city.

The Department has developed an Operational Instruction (*OI 19.8 – Trees in Medians and Roadsides in the Urban Environment*) to provide direction regarding tree planting in raised medians and footpaths within the Department's road corridors.

Councils are required to seek approval from the Department prior to planting trees along and within the Department's road corridors, which applies to both new planting and replacement planting. All proposals must be supported with evidence that the proposal complies with the Department's requirements including the following:

- sight distance and visibility requirements;
- tree setbacks;
- tree root control;
- tree selection;
- third party assets;
- maintenance operations; and
- traffic management.

Operational Instruction 19.8 also identifies that the delivery of landscaping work on arterial roads is likely to require work zone traffic management and may be subject to time restrictions, depending on traffic volumes and the nature of the work. The Operational Instruction encourages Councils to have visibility of roadworks permit applications to ensure they are not unnecessarily limiting work window and incurring additional costs.

As the roads that have been identified by the Council have different constraints and traffic volumes, it was determined that it would be prudent to submit a consolidated feasibility report to the Department to allow for internal consultation and preliminary feedback from the Department prior to submitting individual packages of drawings for each road for formal approval by the Department.

Feedback from the Department for Infrastructure and Transport

Preliminary comments from the Department have focussed on meeting the compliance requirements of the Operational Instruction and supporting Austroads guidance to ensure that sight lines and sight distance envelopes are maintained to existing traffic control devices such as lights, signs and pedestrian refuges.

When undertaking the feasibility study, it became evident that the minimum tree setbacks provided within the Operational Instruction cannot be achieved once the sight distance requirements for vehicles on arterial roads are applied, which would preclude almost all new tree planting in median strips. However, there are many existing trees within the Department's controlled medians that are currently located within the required sight distance envelopes. Therefore, Council staff have sought the Department's advice and have been requested to undertake additional analysis and provide supporting evidence as required to inform the Department consideration of the proposals.

The Department's Sustainability Unit facilitated a meeting with Council staff and the Department's Road Design and Network Management Units to work through the specifics requirements for seeking a departure from the Operational Instruction in order to obtain approval for median tree planting. The Department advised that in an urban environment, it would generally be comfortable with new trees being included within sight distance triangles provided that the trees do not result in entering vehicles and pedestrians losing reasonable sight of approaching vehicles. In addition, the Department advised that when there are obstructions present within sight triangles, applicants can raise a departure for consideration by the Department.

The departure will be required to be submitted in the form of a technical memo with supporting justification that the obstructions do not significantly obscure approaching vehicle visibility. The technical memo should also include check sketches which demonstrate reasonable visibility and be prepared by an independent road safety auditor who has Department accreditation.

Consolidated feedback from the Department on specific roads and elements is also provided below.

- **O.G. Road (between Pitt Street and Payneham Road, Marden)**

Tree planting was previously unsuccessful in the O.G. Road median. If new planting is to proceed, ensure existing road base is removed from the median.

- **Nelson Street (Stepney)**

There is currently a planning study being undertaken by the Department for this road and any tree planting should not proceed until the planning study is completed and the findings released.

- **Payneham Road**

Several proposed tree planting locations are likely to obstruct traffic signals and signs. Payneham Road opposite St Johns Lane is having a safety camera installed and any planting will need to ensure that the new camera is not obstructed. Tree planting locations will also need to consider overhead powerlines and be checked with the Office of the Technical Regulator.

- **Lower Portrush Road**

Underground electrical conduits for road lighting are located within the road median and are a constraint to tree planting in this area. Planting trees directly above or near these services increases the risk of root intrusion and potential damage as trees mature. The proposed spacing of the trees needs to consider the mature canopy spread. There is a risk that the canopy may interfere with existing road lighting poles, reducing lighting effectiveness and compromising road safety at night.

- **General**

Tree species selected should be in accordance with Operational Instruction 19.8 – Street tree species list.

Upon considering the feedback from the Department, Council staff believe that O.G. Road (between Pitt Street and Payneham Road, Marden) is the most suitable road to undertake tree planting at the present time. Planting at this location will also complement the new tree planting and landscaping to occur in front of the Payneham Memorial Swimming Centre.

To obtain the Department's approval for tree planting in the central median along O.G. Road, the Council needs to undertake further due diligence activities including the preparation of supporting documentation required to seek a departure from the Department for new tree planting for consideration and approval. A Department accredited consultant is currently undertaking this work for the Council.

Prior to undertaking the tree planting, the Council must also submit a detailed design and cost breakdown to the Department by August 2026. A significant component of the works will involve traffic management whilst working on a DIT road. As such, the Department acknowledges that the number of trees to be planted will be dependent on the Department's approvals and the available grant funding.

The funding period for the grant is from 1 July 2026 to 30 June 2029. The trees are proposed to be planted in March 2027, followed by a three-year establishment and maintenance period.

OPTIONS

There are two (2) options available to the Council in respect to this matter, namely;

Option 1 - The Council can decline the grant that has been offered.

If the Council does not accept the funding, the tree planting on O.G. Road (or other arterial road medians) will not proceed until a time that sufficient funding is available to undertake the works

Option 2 - The Council can accept the grant funding that has been offered.

This option is a pragmatic and financially sustainable approach. Under this option:

- the project realises multiple strategic objectives identified in the Council's *CityPlan 2030* and *2020-2027 Tree Strategy*;
- the costs of the tree planting construction works will be fully funded by the State Government; and
- the project will provide a case study for future tree planting work on Department roads.

It is recommended that Option 2 be approved for the reasons above.

CONCLUSION

The planting of trees in the O.G. Road median between Payneham Road and Pitt Street aims to balance the safety risk to road users with the Council's and the Departments objectives for an attractive, liveable City. Planting of trees in the medians along O.G. Road will increase the canopy cover in this road corridor which will contribute to reducing the urban heat island effect and improve climate resilience for the wider community. The State Government has agreed to fund the cost of the Project.

RECOMMENDATION

1. *That the work that has been undertaken by Council staff in progressing the Councils resolution in respect to this matter as resolved by the Council at its meeting held on 3 February 2026 be noted.*
 2. *That the grant funding of \$160,000 that has been offered by the Department of Infrastructure & Transport be accepted.*
 3. *That the Mayor and Chief Executive Officer be authorised to sign and seal the Funding Deed for the delivery of Tree Planting in the Central Median along O.G. Road.*
-

Cr Excell declared a General Conflict of Interest regarding this matter as her husband is an employee of the Department for Infrastructure and Transport. Cr Excell advised that she would remain in the meeting and take part in the discussion and vote in regard to this matter.

Cr Sims moved:

- 1. That the work that has been undertaken by Council staff in progressing the Councils resolution in respect to this matter as resolved by the Council at its meeting held on 3 February 2026 be noted.*
- 2. That the grant funding of \$160,000 that has been offered by the Department of Infrastructure & Transport be accepted.*
- 3. That the Mayor and Chief Executive Officer be authorised to sign and seal the Funding Deed for the delivery of Tree Planting in the Central Median along O.G. Road.*

Seconded by Cr Knoblauch.

Amendment

Cr Holfeld moved:

- 1. That the work that has been undertaken by Council staff in progressing the Councils resolution in respect to this matter as resolved by the Council at its meeting held on 3 February 2026 be noted.*
- 2. That the grant funding of \$160,000 that has been offered by the Department of Infrastructure & Transport be accepted.*
- 3. That Council staff endeavour to plant locally native species, otherwise native species for the outlined lower story shrub planting where possible.*
- 4. That the Mayor and Chief Executive Officer be authorised to sign and seal the Funding Deed for the delivery of Tree Planting in the Central Median along O.G. Road.*

Seconded by Cr Mex.

The amendment was put and carried unanimously.

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

Cr Excell voted in favour of the amended motion.

14 COMMITTEE REPORTS & RECOMMENDATIONS

14.1 COMMITTEE REPORTS & RECOMMENDATIONS

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

PURPOSE OF THE REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meeting for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Traffic Management & Road Safety Committee – 12 May 2026
(A copy of the minutes of the Traffic Management & Road Safety Committee meeting is included as **Attachment A**).

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Traffic Management & Road Safety Committee**

Cr Holfeld moved that the Minutes of the meeting of the Traffic Management & Road Safety Committee held on 12 May 2026, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council. Seconded by Cr Duke and carried unanimously.

15 OTHER BUSINESS

Cr Piggott moved:

That Council considers it inappropriate that the Mayor issued a personal statement to the Advertiser on 26 May 2026 (the day of the Public Meeting scheduled to receive community feedback to the 2026/2027 Annual Business Plan) which:

- a) expressed extreme negativity toward the PMSC gym and carpark business case, contrary to the information provided by independent consultant reports, presentations to Councillor workshops, sentiment of formal Audit & Risk Committee and Council considerations and information contained in the Council's Draft Annual Business Plan.*
- b) sought to dishonour Elected Members who voted to seek public consultation on the proposal based on their considered assessment of the project; and*
- c) compromised the community consultation process in respect to the gym project through inciting opposition to its progress without reference to the information provided to them in the Draft Annual Business Plan.*

Seconded by Cr Moorhouse.

Formal Motion

Cr Duke moved:

That the motion be put.

Seconded by Cr Knoblauch and carried.

The original motion was put and lost.

Division

Mayor Bria called for a division and the decision was set aside.

Those in favour:

Cr Piggott, Cr Sims, Cr McFarlane, Cr Excell and Cr Moorhouse.

Those against:

Cr Wilkinson, Cr Holfeld, Cr Knoblauch, Cr Duke, Cr Granozio, Cr Callisto, and Cr Mex.

The Mayor declared the motion lost.

Cr Granozio left the meeting at 10.17pm.

Cr Granozio returned to the meeting at 10.18pm.

16 CONFIDENTIAL REPORTS

16.1 PAYNEHAM MEMORIAL SWIMMING CENTRE

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:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -*
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; 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 Sims 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 [General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Community Development; General Manager, Infrastructure & Major Projects; Manager, Governance, Governance Officer and Michael Richardson, BRM Advisory], be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -*
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; 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 Holfeld and carried unanimously.

Cr Mex left the meeting at 10.20pm.

Cr Mex returned to the meeting at 10.21pm.

Cr Knoblauch moved:

- 1. Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the minutes and Attachments B and C, be kept confidential until the contract has been entered into.*
- 2. Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report, discussion and Attachments A, D and E be kept confidential for a period of five (5) years.*

Seconded by Cr Callisto and carried unanimously.

Cr Holfeld left the meeting at 10.33pm.

16.2 TRINITY VALLEY STORMWATER DRAINAGE UPGRADE

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 prejudice the commercial position of the council; and*
 - (ii) would, on balance, be contrary to the public interest.*

by the disclosure of sensitive commercial financial information 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 McFarlane 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 [General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Community Development; General Manager, Infrastructure & Major Projects; Manager, Governance and Governance Officer], 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 prejudice the commercial position of the council; and*
 - (ii) would, on balance, be contrary to the public interest.*

by the disclosure of sensitive commercial financial information 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 Holfeld returned to the meeting at 10.35pm.
Cr Sims left the meeting at 10.36pm.*

Cr Holfeld 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 of 12 months, after which time the order will be reviewed.

Seconded by Cr Knoblauch and carried unanimously.

16.3 CONFIDENTIAL ITEMS - PAYNEHAM MEMORIAL SWIMMING CENTRE AND RELATED MATTERS

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 conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - (ii) would, on balance, be contrary to the public interest.**
- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - (ii) would, on balance, be contrary to the public interest.**
- (k) tenders for the supply of goods, the provision of services or the carrying out of works.*

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 Duke 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 [General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Community Development; General Manager, Infrastructure & Major Projects; Manager, Governance and Governance Officer], 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 conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - (ii) would, on balance, be contrary to the public interest.**
- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - (ii) would, on balance, be contrary to the public interest.**
- (k) tenders for the supply of goods, the provision of services or the carrying out of works.*

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 Piggott 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 until the attached items are released.

Seconded by Cr McFarlane and carried unanimously.

16.4 RICHMOND STREET BIKEWAY (STAGE 1)

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 conducting, or proposing to conduct, business, or to 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 [General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Community Development; General Manager, Infrastructure & Major Projects; Manager, Governance and Governance Officer], 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 conducting, or proposing to conduct, business, or to 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 Piggott and carried unanimously.

Cr Callisto moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report and discussion be kept confidential until 5 May 2027.

Seconded by Cr Knoblauch and carried unanimously.

16.5 ST PETERS CHILD CARE CENTRE & PRE-SCHOOL

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 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 [General Manager, Governance & Civic Affairs; General Manager, Urban Planning & Environment; General Manager, Community Development; General Manager, Infrastructure & Major Projects; Manager, Governance and Governance Officer], 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 Knoblauch and carried unanimously.

Cr Holfeld moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the report and discussion be kept confidential for a period of five (5) years.

Seconded by Cr Callisto and carried unanimously.

17 CLOSURE

There being no further business, the Mayor declared the meeting closed at 10.52pm.

Mayor Robert Bria

Minutes Confirmed on _____
(date)