

Council Meeting Agenda & Reports

7 July 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

To all Members of the Council

NOTICE OF MEETING

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

Tuesday 7 July 2026, commencing at 7:00 pm.

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

Yours faithfully



Mario Barone PSM
CHIEF EXECUTIVE OFFICER

3 July 2026

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City of
**Norwood
Payneham
& St Peters**

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PRESENT

Council Members

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

Staff

Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Civic Affairs)
Carlos Buzzetti (General Manager, Urban Planning & Environment)
Jared Barnes (General Manager, Infrastructure & Major Projects)
Rosanna Busolin (Acting General Manager, Community Development)
Natalia Axenova (Chief Financial Officer)
Jenny McFeat (Manager, Governance)
Allison Kane (Manager, Strategic Communications & Advocacy)

APOLOGIES

Cr John Callisto
Cr Hugh Holfeld

1 KAURNA ACKNOWLEDGEMENT

2 OPENING PRAYER

3 CONFIRMATION OF MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 9 JUNE 2026

That the Minutes of the Special Council Meeting held on 9 June 2026, be taken as read and confirmed.

4 MAYOR'S COMMUNICATION

5 DELEGATES COMMUNICATION

6 ELECTED MEMBER DECLARATION OF INTEREST

7 ADJOURNED ITEMS

Nil

8 QUESTIONS WITHOUT NOTICE

9 QUESTIONS WITH NOTICE

9.1 LOSS OF TREE CANOPY - TREE CANOPY OFFSET INCENTIVE SCHEME

SUBMITTED BY: Cr Moorhouse
ATTACHMENTS: Nil

BACKGROUND

Cr Moorhouse has submitted the following Questions with Notice:

1. *There is ongoing community concern over the loss of tree canopy cover in the City. What barriers are there, if any, for this Council in considering a similar framework to the City of Unley's proposed Tree Canopy Offset Incentive Scheme, which seeks to address this issue?*
2. *What progress has been made towards investigating 'loss of amenity' methodology for street tree removal as an identified action in the Council's Tree Strategy 2022-2027?*

REASONS IN SUPPORT OF QUESTION

Nil

RESPONSE TO QUESTIONS

PREPARED BY MANAGER, URBAN PLANNING & SUSTAINABILITY

The questions relate to two potential approaches to responding to tree canopy loss: a financial mechanism to incentivise canopy retention on private land and a loss-of-amenity methodology to enable the Council to charge an amenity related fee to proponents, who obtain approval to remove Council owned street trees.

The Council's *Tree Strategy 2022-2027* provides the relevant strategic direction, particularly the actions relating to tree protection, valuation and investigation of financial mechanisms, that recognise the public value of canopy and street trees.

Response to Question 1 – Tree canopy offset incentive scheme

The City of Unley's proposed Tree Canopy Offset Incentive Scheme is intended to address canopy loss on private land associated with development. The current proposal is a Development Application based approach, intended to apply where a proponent proposes to increase a building footprint (site coverage) via a Development Application and where such a proposal results in canopy cover below a nominated threshold. Funds collected through this fund would be directed to tree planting or land acquisition for canopy restoration.

In summary, through the proposed Scheme, the City of Unley is seeking to promote the retention and planting of trees on private property. It is understood that under the proposed Scheme, an additional fee equivalent to 10% of the Council rates applicable to the respective property would be charged to the property on which the development is being undertaken and which increases the built footprint and results in a tree canopy on the property of less than 15%.

The key opportunity is that such a scheme could provide a clearer financial signal about the value of retaining canopy on private land, particularly where infill development contributes to canopy decline. It may also create a dedicated funding source for canopy restoration and strengthen community awareness about property-level canopy outcomes.

However, a new financial mechanism of this nature would need to be carefully considered, having regard to, among other things, equity considerations, the capacity of property owners to pay an additional 10% in Council rates and the extent of community support (or lack thereof) for such a proposal.

There are also several barriers and considerations that need to be resolved before such a scheme can be applied.

Firstly, the Scheme requires State Government approval and is likely to require changes to the planning legislative framework before it can be implemented. Until the position of the Minister for Planning on the City of Unley Scheme is known, the legal pathway and transferability of such a scheme to other Local Government Areas remains uncertain.

Secondly, administration of such a Scheme also relies on being able to access accurate, repeatable property-level canopy data and integration with development, rates, GIS and compliance information systems. The City of Unley has invested significantly in aerial data capture, GIS capability, public-facing tools and workflow processes. As such, there would need to be an assessment of the cost, staff capacity and system changes required to administer such a scheme effectively. There may be substantial cost implications regarding the system changes that are required, however, the quantum of these costs cannot be quantified without substantial investigation being undertaken.

In considering this, the benefits and return on investment would also need to be tested. For this Council, the extent to which development is contributing to private land canopy loss would need to be quantified accurately. In addition, consideration would need to be given as to whether a threshold-based scheme would materially change behaviour and whether funds collected would be sufficient to deliver meaningful canopy outcomes on private property.

Given that the Scheme proposed by the City of Unley requires State Government approval and is likely to require changes to the planning legislative framework before it can be implemented, this barrier is considered too significant to warrant the investment of limited staff resources into investigating this matter further at this point in time. It is considered prudent to wait until such time as the State Government formally approves the City of Unley scheme and effects legislative change to support its implementation.

Response to Question 2 – Loss of amenity methodology for street tree removal

Question 2 relates to the implementation of an amenity-based fee where an applicant obtains approval to remove a street tree.

The Council's *Tree Strategy 2022-2027*, includes Action 2.1.7 (referenced below) to investigate loss-of-amenity options associated with the removal of a street tree. This relates primarily to circumstances where the removal of a street tree is sought to facilitate a development and where the broader public value of that tree warrants recognition and compensation for its loss.

Under this theme and Strategy sits an Action Plan to further advance the implementation of the protection and valuation of the City's trees.

Protect and Value

A City where the existing tree population is valued and retained.

Strategy 2.1 – Council owned trees are retained wherever possible and requests to remove Council owned trees are only considered where they satisfy the Council's criteria and processes.

2.1.7

Investigate the introduction of 'loss of amenity' charges for street tree removals associated with development, to reflect the true value of the tree loss.

Year 1

Applications to remove a street tree in association with a Development Application are delegated to the Manager, Development & Regulatory Services for determination. Before making any decision to approve or reject an application, the Manager, Development & Regulatory Services takes into account advice from the Council's City Arborist about the health and amenity value of the tree as well as the consideration of all reasonable alternative design options, that would obviate the need to remove the Council owned tree.

If the Manager Development & Regulatory Services is satisfied that all reasonable alternative design options have been exhausted and determines to approve the removal of the street tree, a condition of approval is applied which requires a fee to be paid by the applicant prior to the development commencing. The fee is based on an estimate of the cost of removing the existing street tree and the cost of planting a replacement street tree elsewhere.

This process has worked extremely well since its introduction.

Since July 2020, 68 separate fee transactions have been received for street tree removals (an average of 11 times per annum). Due to the variable cost of labour and infrastructure works, applicants were charged varying amounts of between \$188 to \$2496 for a street tree removal and substitute planting (with an average cost of \$1092 per applicant). A total of \$74,301 has been received over this period.

The existing methodology used to charge proponents for the removal and replacement of a street tree, places no value on the amenity value of the tree. An alternative valuation methodology, usually referred to as “amenity value” recognises that an established public tree is worth more than just the cost of tree removal and replacement planting and could be charged to proponents in addition to the costs associated with the removal and replacement of the street tree.

Many metropolitan Councils choose to use this methodology to recover the amenity value of public trees, where a public tree is removed for private benefit. Metropolitan Adelaide Councils that charge an amenity value for the loss of street trees include the Cities of Burnside, Charles Sturt, Holdfast Bay, Marion, Tea Tree Gully, Unley, Playford and West Torrens and the Campbelltown City Council. The Mt Barker District Council also charges an amenity value for the loss of street trees.

For the City of Norwood Payneham & St Peters, the introduction of a similar methodology would reinforce the message that street trees are public assets with environmental, amenity and financial value.

The City of Melbourne tree amenity valuation methodology is a commonly referenced approach for assigning a monetary value to public trees. In simple terms, it estimates the amenity value of a tree by considering factors such as:

- the tree’s size, usually based on trunk diameter;
- its species and expected performance in an urban setting;
- its health and condition;
- its useful life expectancy;
- its location, including prominence and contribution to the streetscape; and
- its broader visual, environmental and community value.

There are also alternative valuation methods to the City of Melbourne methodology available, including the Burnley method and the McAlister method, which are used by some local government authorities.

Progress in relation to Action 2.1.7 of the Councils 2022-2027 *Tree Strategy* has, to date, focussed on the procurement of ForesTree software and the auditing of the Council’s street tree stock to establish a robust database of information that will in turn, allow staff to use the data to calculate the amenity value of public trees.

The audit of street trees and uploading of data to ForesTree has been completed for approximately 70% of the Council’s street trees. It is worth noting that ForesTree has an embedded formula in its software that calculates the amenity value based on each tree’s individual attributes. However, the extent to which the ForesTree methodology mirrors or differs from the City of Melbourne methodology has not been investigated.

If the Council seeks to introduce an amenity charge associated with the removal of a street tree, further investigations will need to be undertaken to ensure that whatever methodology is chosen, it is ‘fit-for-purpose’, warranted and justifiable to our community.

Now that approximately 70% of the Council's street trees have been audited with the data captured in ForesTree, staff can progress further investigate Action 2.1.7 of the *Tree Strategy 2022-2027*.

To this end, report can be prepared for the Council's consideration outlining available methodologies as well as a draft policy to clearly document how the preferred methodology would be calculated and in what circumstances it would be applied. The earliest a report can be prepared is early 2027.

9.2 ON-STREET PARKING POLICY - KENSINGTON IMPLEMENTATION

SUBMITTED BY: Cr Mex
ATTACHMENTS: Nil

BACKGROUND

Cr Mex has submitted the following Question with Notice:

Can the administration give an update on the implementation of the On-street Parking Policy in Kensington and the associated parking restrictions that were approved at the February Council Meeting, including any reasons for the delay?

REASONS IN SUPPORT OF QUESTION

At its meeting held on 3 February 2026, the Council resolved to implement the Kensington On-Street Parking Management Plan, which includes the introduction of time-limited on-street parking controls and associated signage, as recommended by the Council's Traffic Management Committee.

The Question with Notice seeks an update on this matter.

RESPONSE TO QUESTION

PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

Council staff have continued to progress implementation of the Kensington On-Street Parking Management Plan following the Council's endorsement of the proposed parking controls at its meeting held on 3 February 2026.

Council staff have prepared detailed parking control signage plans in accordance with the relevant Australian Standards and traffic engineering requirements. The design process also required coordination with the proposed area-wide 40 km/h speed limit signage to ensure both projects can be implemented in a coordinated and efficient manner once State Government approval for the speed limit reduction has been received.

Following completion of the design of the signage infrastructure, Council staff undertook a procurement process to engage a suitably qualified contractor to manufacture and install the required signage. A contractor has now been appointed.

Council staff have finalised the consultation close-out material, including a mail-out to all residents and property owners within the Kensington precinct and updates to the Council's website. The close-out communications advises affected stakeholders of the Council's decision, the endorsed parking controls and the anticipated implementation timeframe. Distribution of the consultation close-out material will commence from 1 July 2026 through Council's print and mail service provider.

Subject to final project coordination and contractor programming, the new parking controls are anticipated to become operational in mid to late July 2026.

As Elected Members are aware, the Council has received a legal challenge relating to the implementation of the endorsed on-street parking controls in Kensington. This matter is being managed by Council staff.

9.3 KENSINGTON AREA-WIDE 40 KM/H SPEED LIMIT PROJECT

SUBMITTED BY: Cr Mex
ATTACHMENTS: Nil

BACKGROUND

Cr Mex has submitted the following Questions with Notice:

The Council allocated funding for a speed limit reduction in Kensington to 40kph in the 2025-2026 (current) Budget. Can administration give an update on when the new speed limit will be implemented in Kensington and provide the reasons for the delay?

REASONS IN SUPPORT OF QUESTION

Nil

RESPONSE TO QUESTIONS PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

The Kensington Area-Wide 40 km/h Speed Limit Project was subject to approval from the Department for Infrastructure and Transport (DIT).

As Council does not have delegated authority under the Road Traffic Act to introduce or amend speed limits, an application is required to be submitted to DIT for assessment and approval prior to implementation.

Historically, the approval process has typically taken between three and six months from the submission of the required documentation to the receipt of all necessary approvals.

Throughout DIT's assessment process, Council staff have responded to a number of requests for amendments to the signage plans. These requests have been received progressively throughout the process, with additional matters identified as earlier comments were addressed, resulting in an iterative review process.

In addition, Council staff identified further refinements through the coordination of the proposed 40 km/h speed limit signage with the area-wide parking control signage being implemented as part of the Kensington On-Street Parking Policy Project. This required coordination to ensure that the placement of both speed limit and parking control signage was clear, compliant and provided motorists with appropriate guidance regarding the applicable traffic controls.

As implementation of the speed limit change could not commence until the required approval had been obtained from DIT, the project extended beyond the original 2025–2026 delivery timeframe. This delivery risk was identified and reported to Council through the Quarterly Budget Review process, with a recommendation that the unspent project funding be carried forward into the 2026–2027 financial year to enable implementation once the necessary statutory approvals had been received.

Council staff received all necessary approvals from the Department for Infrastructure and Transport (DIT) on 1 July 2026, enabling the project to proceed to implementation.

Council staff will now progress to the delivery phase of the project. This will include finalising the implementation program, preparing and distributing communications to notify residents and stakeholders of the upcoming changes, procuring a contractor to install the new signage, and coordinating the installation of the new 40 km/h speed limit signage throughout the Kensington precinct. The new speed limit will be implemented as soon as practicable.

10 DEPUTATIONS

10.1 STRENGTHENING LOCAL DEMOCRACY FOR RATEPAYERS

SPEAKER/S

Mr Greg Mackie OAM

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Not Applicable.

COMMENTS

Mr Greg Mackie has written to the Council requesting that he be permitted to address the Council in relation to Strengthening Local Democracy for Ratepayers.

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

11 PETITIONS

Nil

12 NOTICES OF MOTION

12.1 PAYNEHAM MEMORIAL SWIMMING CENTRE - GYMNASIUM AND CARPARK

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

That the Council does not include the Gymnasium and Carpark Project at the Payneham Memorial Swimming Centre as part of the 2026-2027 Annual Business Plan & Budget on the basis of the timing of the project and the associated additional borrowings of \$5.9 million required to complete the project.

REASONS IN SUPPORT OF MOTION

It is my view that the Council should not proceed with the Gymnasium and carpark proposal as part of the 2026-2027 Budget and Annual Business Plan for the following reasons:

Now is not the time for the Council to add an additional \$5.9million to its debt when the revised draft Long Term Financial Plan shows a more sustainable pathway with lower projected rate revenue increases in the years ahead. A number of Elected Members have cited the need to pay attention to the ESCOSA report at Council meetings, so supporting this Project would send the wrong message to our community.

In addition, it is clear from the views expressed in the submissions to the Council as part of the consultation which was undertaken regarding the draft 2026-2027 Annual Business Plan and Budget, the gymnasium is not supported by our community. Most of the Speakers at the Public Meeting held on 21 May 2026, expressed concerns about the cost of the project and/or the assumptions set out in the Prudential Report.

In addition, at no stage was this project requested by ratepayers.

Instead, I believe the Council should put its energy into the new Payneham Memorial Swimming Centre over the next three (3) years, collating the revenue data and reconciling that data against the projected revenue assumptions in the Prudential Report for the PMSC. Having collated this data, the next Council will at least have real numbers - not projected revenue - upon which to decide whether it wants to revisit the gym proposal at a later date. By that time, the next Council will be informed about the trajectory of revenue and expenses associated with the PMSC and will be in a position, should it choose, to present a sound argument to ratepayers about its intent moving forward.

I believe it is problematic for the Council to approve this project without at least pausing for a period of consolidation for the PMSC.

The third consideration is the saturated gym market within the City of Norwood Payneham & St Peters. At last count, there are more than 30 gyms operating in the Council area, with another large gym currently under construction opposite Trinity Gardens School (corner of Portrush Road and Jones Avenue). In this regard, it is not unreasonable that ratepayers are questioning why the Council as a public authority is considering entering the private market place as far as gyms are concerned, when there is already do much competition.

STAFF COMMENT

PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

As Elected Members are aware, the Draft 2026-2027 Annual Business Plan & Budget, is being considered by the Council as a separate item as part of the Agenda for this meeting.

From a good governance perspective and in keeping with the process that is undertaken in respect to the adoption of draft Budgets by this Council, it is considered that any changes to the Draft 2026-2027 Annual Business Plan and Budget should not be considered as standalone motions that are detached from consideration of the Draft Budget by the Council.

12.2 ESTABLISHMENT OF A COUNCIL-WIDE CUMULATIVE COST SAVINGS REGISTER

SUBMITTED BY: Cr McFarlane

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 McFarlane.

NOTICE OF MOTION

That Council Administration:

1. *Establish a Council-wide cumulative Cost Savings Register from 2026-2027 to identify, quantify and monitor cost savings, productivity improvements, revenue enhancements and efficiency initiatives across all Council operations.*
2. *Require all realised savings and efficiency initiatives to be recorded and tracked on both a monthly and cumulative basis.*
3. *Require the Savings Register to be presented to Council at each Council meeting, including:*
 - *cost savings, productivity and debt reduction achieved during the preceding month;*
 - *year-to-date cumulative savings achieved since commencement; and*
 - *significant cost reduction initiatives underway or proposed.*

REASONS IN SUPPORT OF MOTION

Rationale

In February 2026, ESCOSA identified emerging financial sustainability risks for the Council, including rising debt levels, increasing operating costs, affordability pressures on ratepayers and reliance on achieving lower expense growth than historically achieved.

ESCOSA specifically recommended that Council:

- improve reporting of productivity improvements and debt reduction strategies;
- disclose cost savings targets and efficiency improvements;
- improve transparency and accountability in financial planning; and
- provide evidence of constraining cost growth across operations and service delivery.

Community consultation on the 2026–2027 Annual Business Plan and Budget similarly highlighted concerns regarding:

- the forecast operating deficit of more than \$2.1 million;
- employee and contractor cost growth;
- increasing debt levels;
- above-inflation rate increases; and
- the need for stronger financial discipline and operational efficiency.

A cumulative Savings Register provides a practical and transparent mechanism to address both ESCOSA's recommendations and community expectations by ensuring savings and efficiency initiatives are systematically identified, measured, monitored and reported.

Expected Benefits

- Strengthen financial sustainability and cost discipline.
- Improve transparency and accountability to Council and the community.
- Support debt reduction and reduce pressure for future rate increases.
- Encourage innovation, ownership and continuous improvement across the organisation.
- Provide measurable evidence of productivity gains and operational efficiencies.
- Demonstrate Council's commitment to prudent financial management and implementation of ESCOSA's recommendations.
- Enable Council and the community to track cumulative savings and assess progress against strategic financial objectives.

STAFF COMMENT

PREPARED BY CHIEF FINANCIAL OFFICER

At its meeting held on 5 May 2026, the Council considered a report seeking endorsement of the Draft 2026-2027 Annual Business Plan and Budget.

Following consideration of the matter, the Council endorsed the Draft 2026-2027 Annual Business Plan and Budget for the purpose of undertaking community consultation in accordance with the *Local Government Act 1999*.

As part of the Council's consideration of this matter, a motion was moved by Cr McFarlane to establish a Cost Savings Register.

The motion lapsed for want of a Secunder.

Notwithstanding this, the following comments are provided in response to the Motion on Notice that is now before the Council.

The *Local Government (Financial Management) Regulations 2011*, prescribe the legislative framework for the reporting of budget performance information to the Council. This framework comprises of three (3) specific reports:

1. Budget Update (at least twice per year);
2. Mid-year Budget Review (once per year); and
3. Financial Results (a report after the completion and audit of the Council's Annual Financial Statements for the previous financial year).

These reports collectively provide a transparent and comprehensive reporting regime that allows a Council, among other things, to track performance against the financial targets set out in its Annual Budget and its Annual Business Plan including any cost savings that are achieved against the budget.

Many operational efficiencies are realised through process improvements, service redesign, procurement outcomes, technology enhancements, vacancy management, in addition to direct reductions in budgeted expenditure that are ultimately determined by the Council when it sets the annual Budget.

Efficiency initiatives and cost savings are already incorporated into the annual budget development process, and the continuous improvement activities such as Service Reviews (that are also reported to the Councils audit & Risk Committee) and the financial reporting provided to the Council.

Establishing and maintaining monthly reporting of a Council-wide Savings Register, to every Council meeting, would require additional administrative resources to collect, validate and report information across all business units. The cost of this has not been incorporated in the Draft 2026-2027 Budget and the impact on existing resources has not been determined.

Staff from across the organisation, seek to identify and implement cost savings, productivity improvements and efficiency initiatives through continuous improvement processes and these are in turn, incorporated into the annual budget.

These initiatives are reported on at a high level when preparing the Annual Business Plan (ABP) and Budget thereby demonstrating the overall financial strategies and efficiency measures that underpin the budget.

As Elected Members may also recall, at its meeting held on 5 May 2026, a report was presented to the Council in response to the Essential Services Commission of South Australia's (ESCOSA) *Local Government Advice-City of Norwood Payneham & St Peters February 2026* (the Advice).

The report that was presented to the Council, included an independent review of ESCOSA's Advice which was prepared by Ms Michele Bennetts of LGiQ, titled *April 2026 Review of ESCOSA Advice* (the LGiQ Report). The purpose of this independent report is to assist the Council with formulating a strategy to address the Advice that has been provided by ESCOSA.

The LGiQ Report recommended a "*Financial Sustainability Improvement Plan*" (the Plan), which included a series of recommended actions to respond to the issues that have been identified by ESCOSA in its Advice and to strengthen the Council's long-term financial position.

The Plan incorporates a range of initiatives to enhance transparency and ensure sustainable service delivery. The recommended actions contained within the Plan, have been prioritised over a short and medium term timeframe to ensure a cohesive, strategic and efficient approach to managing the various actions.

Following consideration of the LGiQ Report, the Council noted that a report providing an update on the progress of the implementation of the recommendations within the LGiQ Report, would be presented at the Council Meeting be held on 2 June 2026.

To this end, its meeting held on 2 June 2026, a progress report was presented to and considered by the Council regarding the implementation of the recommendations within the LGiQ Report, including the LGiQ recommendation in response to the ESCOSA Recommendation 3 in respect to cost savings or productivity improvements as set out below:

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.*

The **LGiQ Recommendation** in response to the ESCOSA Recommendation 6 is to:

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.*

The Council was advised that:

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.

In accordance with the Advice and Recommendations that have been provided by ESCOSA and as set out above, progression of the ESCOSA Recommendations are already in train with the associated reporting arrangements to the Council's Audit & Risk Committee. The most methodical way of progressing cost control in addition to the ongoing review of expenditure to determine both "one-off" or ongoing savings is through structured service reviews provided there is a focus on reducing costs rather than expanding a particular service.

Importantly, the ongoing review of the Council's procurement processes as recommended by ESCOSA, are also being progressed.

12.3 STRATEGIC REVIEW OF COUNCIL ASSETS AND SERVICES

SUBMITTED BY: Cr McFarlane

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 McFarlane.

NOTICE OF MOTION

That Council Administration:

1. *Undertake a Strategic Review of Council-owned assets, facilities and services associated with Council facilities, with a focus on:*
 - *underutilised, surplus or underperforming assets; and*
 - *opportunities to improve efficiency, reduce costs and strengthen financial sustainability.*
2. *Present a report to Council within twelve (12) months detailing:*
 - *findings and recommendations;*
 - *financial and service impacts;*
 - *opportunities for asset rationalisation and service efficiencies; and*
 - *implementation priorities and timelines.*

REASONS IN SUPPORT OF MOTION

Rationale

In February 2026, ESCOSA identified emerging financial sustainability risks, including rising debt, increasing operating costs, affordability pressures on ratepayers and reliance on lower expenditure growth to restore long-term sustainability.

Council subsequently engaged LGiQ to develop a Financial Sustainability Improvement Plan, which concluded that further financial, operational and governance reforms are required to strengthen Council's long-term position.

Administration has already commenced a number of initiatives in response to these findings. This motion builds on that work through a targeted review of Council's asset base, service levels and facility utilisation to identify further opportunities to improve efficiency, reduce duplication and maximise community value.

A Strategic Review will provide an evidence-based framework to ensure Council assets and services remain aligned with community priorities, service expectations and financial capacity.

Key ESCOSA Findings

ESCOSA recommended that Council:

- improve Long-Term Financial Plan transparency and review processes;
- strategically rationalise assets in consultation with the community;
- strengthen reporting of debt reduction, productivity improvement and cost savings;
- review the affordability and prioritisation of capital projects;
- improve transparency regarding financial risks and future rate impacts; and
- strengthen community consultation on major projects.

Key LGiQ Findings

LGiQ identified the following priority reforms:

- 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 Improvements.

LGiQ advised these measures would strengthen financial resilience, governance and long-term sustainability.

Expected Benefits

- Strengthen long-term financial sustainability.
- Support debt reduction and responsible financial management.
- Improve transparency and accountability.
- Align assets and services with community priorities.
- Reduce duplication and operating costs.
- Maximise value from Council-owned assets.
- Support evidence-based investment decisions.
- Demonstrate implementation of ESCOSA and LGiQ recommendations.
- Reduce pressure for future rate increases.

STAFF COMMENT

PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

At its meeting held on 5 May 2026, a report was presented to the Council in response to the Essential Services Commission of South Australia's (ESCOSA) *Local Government Advice-City of Norwood Payneham & St Peters February 2026* (the Advice).

The report that was presented to the Council, included an independent review of ESCOSA's Advice which was prepared by Ms Michele Bennetts of LGiQ, titled *April 2026 Review of ESCOSA Advice* (the LGiQ Report). The purpose of this independent report is to assist the Council with formulating a strategy to address the Advice that has been provided by ESCOSA.

The LGiQ Report recommended a "*Financial Sustainability Improvement Plan*" (the Plan), which included a series of recommended actions to respond to the issues that have been identified by ESCOSA in its Advice and to strengthen the Council's long-term financial position.

The Plan incorporates a range of initiatives to enhance transparency and ensure sustainable service delivery. The recommended actions contained within the Plan, have been prioritised over a short and medium term timeframe to ensure a cohesive, strategic and efficient approach to managing the various actions.

Following consideration of the LGiQ Report, the Council noted that a report providing an update on the progress of the implementation of the recommendations within the LGiQ Report, would be presented at the Council Meeting be held on 2 June 2026.

To this end, its meeting held on 2 June 2026, a progress report was presented to and considered by the Council regarding the implementation of the recommendations within the LGiQ Report, including the LGiQ recommendation in response to the ESCOSA Recommendation 3 in respect to rationalising assets as set out below.

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.*

The **LGiQ Recommendation** in response to the ESCOSA Recommendation 3 is to:

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

The Council was advised that:

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.*

As part of this process, on Tuesday, 23 June 2026 an Elected Member Information Session was held to present a strategic review of the Council's Webbe Street Carpark, Norwood.

As such, the review of the Council's assets, including the duplication of assets, as set out in the Motion on Notice, is underway and progressing and the outcomes of the review will be presented to both the Council's Audit & Risk Committee, for consideration and provision of advice and to the Council.

If the Council determines that the approach as set out above needs to be prioritised and progressed over other Projects as set out in the 2026-2027 Annual Business Plan and progressing all of the other recommendations associated with the ESCOSA Advice and in doing so, supports the Notice of Motion as set out above, funding will be required to engage an external consultant to undertake this project.

Whilst an exact estimate in terms of cost cannot be provided at this stage, discussions with another Council that has been undertaking a similar project indicate that at least \$100,000-\$150,000 would be required to progress such a project.

12.4 INFORMATION AND CONSULTATION ON THE MOTOGP EVENT TO BE HELD IN THE ADELAIDE PARKLANDS

SUBMITTED BY: Cr Sims
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 Sims.

NOTICE OF MOTION

With the announcement by the State Government of the additional motor and motorcycle events to be held in the Park Lands, adjacent to the City of Norwood Payneham & St Peters, it is moved that

- 1. The City of Norwood, Payneham & St Peters recognises and affirms the significant cultural heritage and environmental values of the Adelaide Park Lands to the local community and all South Australians.*
- 2. The Mayor writes to the Premier of South Australia seeking advice on the impact of works associated with the events, including but not exclusive to the duration of likely road closures, public access to Victoria Park, where the tree removals will occur and any impact to cycling routes.*
- 3. The letter addresses and acknowledges the significant concerns raised by the local community and requests consultation to be undertaken with our community and our Council.*
- 4. That a copy of the letter be forwarded to the President of the Local Government Association of South Australia and that the President be requested to acknowledge receipt of the letter.*

REASONS IN SUPPORT OF MOTION

There is significant and growing community concern regarding the environmental and logistical impacts of additional motor sport activity being staged in the Park Lands adjacent to the City of Norwood Payneham & St Peters.

In February 2026, the Premier of South Australia announced that the 2027 MotoGP will be held in Adelaide, to take place as a street circuit along the former Grand Prix track. The race is planned for three (3) days in November in the period before the Adelaide Grand Final Supercar race. The legislative instrument used was the *South Australian Motor Sport Act 1984* and will be first time a MotoGP will be held on a street circuit.

Many residents have expressed profound dissatisfaction and distress over the extensive timeframe and scale of the proposed infrastructure works, particularly in Kent Town. Works will cause disruptions and closures for 159 days from 2 September 2026 until 7 February 2027.¹ This will reduce access to Victoria Park for recreation, cycling commuters, sport and general amenity.

Furthermore, the logistical fallout will heavily congest our local road networks. Commuter traffic heading into the city will be forced to divert to either North Terrace or Greenhill Road, adding significant street congestion and impacting local businesses. There will also be a significant number of trees, including Regulated and Significant, permanently felled. The MotoGP circuit and its associated infrastructure will heavily impact the Council's streets and adjacent arterial roads, including:

- Wakefield Road / Street;
- East Terrace (between Wakefield Street and Bartels Road);
- Bartels Road;
- East Terrace (between Bartels Road and Rundle Street);
- Rundle Road; and
- Dequetteville Terrace.

¹ SA Motor Sports Board Declared Area 2026

To adapt the historic Adelaide Grand Prix Circuit to meet contemporary FIM circuit and safety standards, the MotoGP track will require extensive remodelling of the Eastern Adelaide Park Lands and roads.²

Of greatest concern is the permanent, wholesale destruction of the environmental canopy within the Adelaide Park Lands. Impacts will include loss of trees (estimated 45 to 200³) key biodiversity areas including the Chequered Copper Butterfly protected area, extensive infrastructure works, significant impacts to transport and egress in and out of the CBD, major structural changes for rider safety, stormwater and power works. It will require reshaping parks and changes to the O'Bahn tunnel. All of this will seriously impact residents, lessees and businesses, with cumulative impacts arising from year-round infrastructure and event builds.

According to media reports, MotoGP riders have seen several iterations of the design for the Adelaide MotoGP track not publicly release, which cite "wholesale changes to the Victoria Park section are clearly aimed at both events"⁴ (Supercars and MotoGP). The City of Adelaide has not been briefed on any of these design iterations and have only seen what has been released publicly.⁵

In the City of Adelaide agenda papers of 9 June 2026 in response to a Question on Notice, it was confirmed that the official MotoGP track alignment is yet to be provided by the State Government⁶.

To provide an estimation on the number of trees likely to be removed, the City of Adelaide administration mapped the existing Adelaide Park Lands and city street trees against the MotoGP circuit layout released by the State Government on 19 February 2026. Assuming the FIM standards will be met, the administration estimates that a total of 83 trees would need to be removed to accommodate the circuit. Of those, 22 are Regulated trees and 8 are Significant (a conservative estimate).

According to the report, the above estimates relate only to the impact of the circuit and new pit area. When the addition of safety fencing, gravel pits and other safety run off areas, spectator stands, commercial and corporate areas et, the City of Adelaide administration advised that there will be more impacts to trees and other vegetation in the Adelaide Park Lands and city street infrastructure. Of note, the report also states:

- a conservative estimate when factoring in potential gravel pit safety areas for MotoGP riders could result in at least a further 100 trees to be removed. This increases the estimated tree removals required to host the Adelaide MotoGP for the next six years, towards 200 trees removed.
- it should be noted that dependant on the final Adelaide MotoGP circuit layout and the requirement for the State Government through the SAMSB to adhere to FIM standards, this number could also be higher.
- additionally, based on the current MotoGP circuit layout, there are concerns relating to other vegetation, key biodiversity areas, playgrounds, and a series of other community assets across the Adelaide Park Lands and the city's street and footpath network.

The report stresses that the above figures are estimates and deliberately conservative, noting that the final Adelaide MotoGP circuit design has not been made available publicly, nor to the City of Adelaide Council or its administration.

It is important to note that the MotoGP will also impact NPSP local city streets and adjacent roads, including Wakefield Road/Street, East Terrace between Wakefield Street and Bartels Road, Bartels Road, East Terrace between Bartels Road and Rundle Street, Rundle Road and Dequetteville Terrace.

² The Federation Internationale De Motocyclisme (FIM) sets the standards for Circuits. See Circuits Standards Update 18 March 2026.

³ City of Adelaide Council Meeting reports, 9 June 2026.

⁴ Bartholomaeus, Stefan "Key details of Adelaide MotoGP track layout explained", SpeedCafe.com, 19 February 2026 and Oxley, Mat "MotoGP at an F1 street circuit? Are they insane?" Motor Sport Magazine, 18 February 2026/

⁵ City of Adelaide Council Meeting reports, 9 June 2026.

⁶ City of Adelaide Council Meeting reports, 9 June 2026.

Being that the MotoGP will have significant impact to residents of NPSP, it is important that the State Government also consults with our Council and residents to minimise any impacts, and especially permanent changes to Victoria Park such as the loss of trees that make Victoria Park an important asset to our residents.

According to recent media reports, the City of Adelaide was criticised by members of the State Government for raising questions about the effect of increased motor sport events in the Park Lands^{7,8,9}. It is imperative that all Councils in South Australia retain the right to advocate for their residents on issues and developments that affect them.

The *Local Government Act 1999 (SA)* clearly affirms that the role of Councils is to advocate for their communities. This is stated in Section 6(d) where it states a principal role of a Council is to “*represent the interests of its community to the wider community*”¹⁰. This is the legislative basis for raising concerns from the community and why we need to ensure the Local Government Association of South Australia is aware of the Council's position.

The Act is quite clear: speaking up for residents on matters affecting their area isn't optional – it's a statutory function.

By taking this proactive step, the City of Norwood Payneham & St Peters demonstrates its strong commitment to address crucial constituent issues, protecting our shared environmental heritage, and fostering a transparent, collaborative approach to representing our community on matters of significant state policy.

STAFF COMMENT

Nil.

⁷ Dowdell, Rory “Council hopes to mend broken relationship with govt over city events”, [InDaily](#), 24 June 2026

⁸ Cooper, Hamish “AUSGP Adelaide Council at War”, [Australian Motor Cycle](#), 19 June 2026

⁹ Frayne, Alex “This is Adelaide .. Park lands fog”, [CityMag](#), 4 June 2026

¹⁰ [Local Government Act 1999](#)

13 STAFF REPORTS

13.1 AGED CARE WHISTLEBLOWER PROTOCOL

REPORT AUTHOR: Manager, Community Services

APPROVED BY: General Manager, Community Development

ATTACHMENTS: A

PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's approval of the *draft Aged Care Whistleblower Protocol*.

BACKGROUND

The *Aged Care Act 2024 (Cth)* (the Act), came into effect from 1 November 2025. The Act seeks to put the rights, dignity and well-being of older people at the centre of the aged care system. To achieve this objective, the Act introduces a broad range of measures that are designed to improve the quality, safety and accountability of aged care services.

A legal framework to protect individuals who disclose suspected breaches of aged care laws, provider obligations or conduct that may place older people at risk, has been established by the Act. This framework seeks to safeguard whistleblowers from victimisation and other detrimental treatment.

As a Registered Provider of aged care services, the Council is required under the Act to have appropriate systems and processes in place to support the reporting, assessment and management of these protected disclosures.

In response, to the new legislative requirements, a draft *Aged Care Whistleblower Protocol* has been prepared to provide a process for responding to and protecting whistleblower disclosures and to strengthen the Council's governance and risk management practices in relation to the provision of aged care services to ensure that concerns can be raised and addressed in a safe, confidential and timely manner.

The *National Aged Care Standards* require that the governing body (in this case the Council) has oversight of relevant programs, policies and procedures. In this regard, the proposed *Aged Care Whistleblower Protocol* (the Protocol) is provided in **Attachment A** for the Council's consideration and approval.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community.

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

Strategy 1.1.2: Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

The Council currently has an *endorsed Public Interest Procedure* which is compliant with the South Australian *Public Interests Disclosure Act 2018* and includes provisions in respect to dealing with public interest disclosures which have many similarities with the whistleblower disclosures that are required under the *Aged Care Act 2024*.

There are risks associated with the Council having two (2) similar but none-the-less related processes that deal with disclosures. Given the unique range of operational, compliance, governance and reputational requirements of the whistleblower protections required under the *Aged Care Act 2024*, best practice requires a process separate from that set out in the *Public Interest Procedure*.

While the Act requires the Council to publish the adopted Protocol on the Council's website, it will also be provided directly to all recipients of the Council's aged care services as needed and the Responsible Officers (as defined in the Protocol), will ensure the correct treatment for any disclosures that are received, and this will assist to manage the risks of confusion with the two (2) processes.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Other Agencies

- Local Government Association of South Australia
- City of Burnside

DISCUSSION

The *Aged Care Whistleblower Protocol* (the Protocol), has been developed to establish a clear, transparent and consistent framework for the reporting and management of whistleblower disclosures relating to the delivery and/or management of the Council's Commonwealth Home Support Packages (CHSP services)

The Act provides that a disclosure can be made by a person who reasonably suspects that a Registered Provider, Responsible Person or aged care worker, has contravened, is contravening or may contravene the Act, Aged Care Rules or other aged care law.

A disclosure may relate to conduct including, but not limited to:

- abuse, neglect or mistreatment of an individual receiving funded aged care services;
- failure to comply with obligations associated with aged care legislation;
- misuse of Australian Government funding;
- serious risks to the safety, health or wellbeing of individuals receiving funded aged care services;
- conduct that compromises the quality or safety of aged care services; or
- conduct that may otherwise constitute non-compliance with aged care law.

The draft Protocol applies to all Council employees, volunteers, contractors, consultants and other persons who are engaged in the delivery and/or management of CHSP services.

The draft Protocol provides a compliant framework for the Council to respond to whistleblower disclosures and provides guidance on:

- what is a whistleblower disclosure;
- how the public can submit a disclosure;
- protections for whistleblowers under the *Aged Care Act 2024*;
- confidentiality;
- processes for processing a disclosure;
- engagement with the Aged Care Quality Commission; and
- training for staff.

To ensure confidentiality for all potential whistleblowers, a dedicated email address will be established. To ensure the appropriate levels of confidentiality, access to communications that are forwarded to this email will be restricted to Responsible Officers as nominated within the Protocol.

OPTIONS

There are no options associated with this issue.

To this end, it is a legal requirement for the Council to have processes in place to respond to whistleblower disclosures as these relate to aged care services. The draft Protocol contained in **Attachment A** satisfies the Council's associated responsibilities as defined within the Act. The consequences of not adopting the Protocol include:

- legislative non-compliance;
- potential failure to detect and address issues affecting the safety, wellbeing and rights of CHSP clients;
- potential investigations, sanctions, fines or adverse findings by the Aged Care Quality and Safety Commission;
- increased exposure to legal claims, complaints and disputes arising from unmanaged or poorly managed disclosures; and
- reputational damage resulting from allegations that were not addressed.

CONCLUSION

The draft *Aged Care Whistleblower Protocol* has been developed to support the Council's compliance with the Australian *Aged Care Act 2024* and aims to strengthen governance, accountability and risk management practices associated with the delivery and management of CHSP services that are provided by the Council.

The Protocol provides a framework for the reporting, assessment and management of protected disclosures and provides safeguards for individuals who may wish to raise concerns regarding the quality, safety and integrity of aged care services and complements the Council's existing aged care services governance framework which includes the Code of Conduct for Aged Care Workers and the Council's Complaints Management processes and Risk Management Framework.

Together, these mechanisms ensure support for a culture of accountability, ethical behaviour and continuous improvement across the Council's aged care services.

RECOMMENDATION

That the Aged Care Whistleblower Protocol as contained in Attachment A, be adopted.



City of
Norwood
Payneham
& St Peters

NAME OF POLICY: Aged Care Whistleblowers Protocol

POLICY MANUAL: Governance

1. Introduction and Purpose

- 1.1. The City of Norwood Payneham & St Peters (the Council) is committed to fostering a culture of integrity, accountability, and transparency in the delivery of aged care services.
- 1.2. The Council will provide reasonable assistance to enable disclosures to be made by people with disability, cognitive impairment, communication difficulties or language barriers.
- 1.3. Some of the services provided by the Council (as a Registered Provider) are funded through the Commonwealth Home Support Program (CHSP) which provides entry-level support services and programs to assist older people to remain living independently in their own homes.
- 1.4. These CHSP services are subject to the requirements of the *Australian Aged Care Act 2024* (the Act) which includes the requirement to implement a Whistleblower Protocol to ensure safe, transparent and accountable aged care services.
- 1.5. This Protocol is established in accordance with Part 5, Chapter 7 of the Aged Care Act and relevant provisions of the [Commonwealth Aged Care Rules](#) (the Rules), which outline protections for individuals making disclosures about serious non-compliance.

2. Definitions

- 2.1. *Whistleblower* - An individual who makes a disclosure because they reasonably suspect that a person or organisation is not complying with the Aged Care Act.
- 2.2. *Disclosure* - A disclosure is information provided by a person who reasonably suspects that a registered provider, responsible person or aged care worker has contravened, is contravening, or may contravene the Aged Care Act 2024, the Rules, or other aged care law.

A disclosure may relate to conduct including, but not limited to:

- abuse, neglect or mistreatment of an individual receiving funded aged care services;
 - failure to comply with obligations under aged care legislation;
 - misuse of Australian Government funding;
 - serious risks to the safety, health or wellbeing of individuals receiving funded aged care services;
 - conduct that compromises the quality or safety of aged care services; or
 - conduct that may otherwise constitute non-compliance with aged care law.
- 2.3. *Protected Information* - a disclosure that meets the requirements of section 547 of the *Australian Aged Care Act 2024* and is therefore entitled to the protections provided under Part 5 of Chapter 7 of the Act.
 - 2.4. *Responsible Person* - someone who is in charge of, or has a significant influence over the work of, a Registered Provider of Aged Care services. It also includes someone who has day-to-day responsibility for the provider's operations. A Responsible Person has their own legal obligations under the Aged Care Act.
 - 2.5. *Whistleblower Responsible Officer* – the person appointed by the Council's Chief Executive Officer to be responsible for receiving and managing Whistleblower Disclosures.

3. What is difference between a complaint and a whistleblower disclosure?

- 3.1. A Whistleblower Disclosure is a report made when someone reasonably suspects that a person or organisation is not complying with the Act. Such disclosures typically relate to serious or suspected misconduct, including abuse, neglect, fraud, or other significant wrongdoing. Whistleblowers are protected by law and are entitled to immunity from liability, protection from victimisation, and confidentiality of identity.
- 3.2. A complaint is a report or expression of dissatisfaction about a service, experience, or conduct. General protections may apply, but not specific Whistleblower protections.

4. Who can make a whistleblower disclosure?

- 4.1. The following people can make a Whistleblower Disclosure:
- 4.1.1. Someone receiving funded aged care services.
 - 4.1.2. A supporter of someone receiving funded aged care services.
 - 4.1.3. A Responsible Person.
 - 4.1.4. An Aged Care Worker.
 - 4.1.5. An independent advocate.
 - 4.1.6. Anyone who becomes aware of information which constitutes as a disclosure under the Aged Care Act.

5. Responsible Officers

- 5.1 The Council's responsible officers are:

General Manager, Governance & Civic Affairs

Telephone: 8366 4539

Email; agedcarewhistleblower@npsp.sa.gov.au

Manager Governance

Telephone: 83664549

Email; agedcarewhistleblower@npsp.sa.gov.au

6. Submitting a Whistleblower Disclosure

- 6.1. A person can make a Whistleblower Disclosure directly to the Council anonymously or by disclosing their name via any one of the following methods:
- Email: agedcarewhistleblower@npsp.sa.gov.au.
 - Post: Confidential- Whistleblower Responsible Officer ,PO Box 204, Kent Town SA 5071
 - Phone either of the Responsible Officers nominated in 5.1;
 - In person: Meet with the Whistleblower Responsible Officer at the Council 175 The Parade, Norwood SA 5067.
 - Speak directly with an Aged Care Worker or staff member.
- 6.2. Whistleblower Disclosures can also be made to the following organisations/people:
- 6.2.1. Aged Care Quality Safety Commission: 1800 951 822.
 - 6.2.2. Department of Health, Disability and Ageing :1800 020 103.
 - 6.2.3. Police officer : 131 444;or
 - 6.2.4. Independent advocate from the Aged Rights Advocacy Service (ARAS): 1800 700 600.

7. Whistleblower Protections under the Aged Care Act 2024 (Part 5 of the Act)

7.1. Victimisation

- 7.1.1. Under the Act, it is prohibited to victimise, or threaten to victimise, individuals who make a whistleblower disclosure.
- 7.1.2. The Council prohibits any form of retaliation, discrimination, or disadvantage against individuals who make a whistleblower disclosure. This includes changes to employment conditions, denial of services or reputational harm.
- 7.1.3. Any instance of victimisation (whether actual or suspected) arising from a Whistleblower Disclosure, or the belief that a disclosure has been or may be made, must be reported to the Whistleblower Responsible Officer. This obligation applies to the Whistleblower themselves or any other individual who becomes aware of the victimisation.
- 7.1.4. Individuals who engage in victimisation or make threats of victimisation may be subject to disciplinary action. Such conduct may also constitute a breach of the Aged Care Act and attract regulatory penalties.

7.2. Confidentiality

- 7.2.1. The Council will take all reasonable steps to maintain the confidentiality of a Whistleblower's identity and the information that is likely to lead to the identification of the discloser.
- 7.2.2. The Council will securely store all records relating to Disclosures and restrict access to authorised persons on a need-to-know basis. Information likely to identify a Whistleblower will only be disclosed where authorised by law.
- 7.2.3. The Aged Care Act outlines specific circumstances in which the identity of a Whistleblower, or information likely to lead to their identification, may be lawfully disclosed. Disclosure of Protected Information is authorised in the following situations:
 - the disclosure is made to an Appointed Commissioner or a member of the staff of the Aged Care Quality Safety Commission (the Commission);
 - the disclosure is made to the System Governor, or an official of the Commonwealth Department of Health, Disability and Ageing;
 - the disclosure is made to the Inspector-General of Aged Care;
 - the disclosure is made to a Police Officer;
 - the disclosure is made to a legal practitioner for the purpose of obtaining legal advice or legal representation;
 - the Whistleblower consents to the disclosure;
 - the disclosure is necessary to lessen or prevent a serious threat to the safety, health or wellbeing of one or more individuals;
 - the disclosure is made to a court, tribunal or a Royal Commission;
 - the Whistleblower elects to have the disclosure managed or dealt with as a complaint or feedback;
 - the confidential information is already in the public domain before the disclosure is made; or
 - In certain circumstances, it may be necessary for Council to share information related to a Whistleblower Disclosure to investigate or resolve the matter. However, the identity of the Whistleblower will not be disclosed. Where information must be shared, the Council will take all reasonable steps to protect the Whistleblower's identity and minimise the risk of identification.

7.3. Legal Protections

7.3.1. Under the Aged Care Act, Whistleblowers are protected from:

- civil, criminal or administrative liability (including disciplinary action) for making a Disclosure; and
- any contractual or other rights or remedies enforced against them solely because they made a Disclosure. This includes, for example, being terminated on the grounds that the Disclosure constitutes a breach of contract.

- 7.3.2. Whistleblowers may still be liable for any unlawful conduct revealed in the disclosure.
- 7.3.3. The Council will comply with all obligations imposed on registered providers under section 553 of the Act.

8. What happens when a Whistleblower Disclosure is made?

- 8.1. The Whistleblower Responsible Officer receives the Disclosure and will record all information regarding the disclosure while ensuring confidentiality. Information is only shared with the Council's Chief Executive Officer, the Whistleblower Responsible Officer and the Investigator.
- 8.2. The Whistleblower Responsible Officer will acknowledge receipt of the Disclosure within three (3) business days.
- 8.3. Upon receipt, the disclosure will be assessed as soon as reasonably practicable to determine how it should be managed and whether it may qualify for protection under the Act.
- 8.4. The Whistleblower Responsible Officer will assist the Whistleblower to access support (e.g. the Council's Employee Assistance Program, Advocacy Services for older people, counselling, psychological support), as required.
- 8.5. The Whistleblower Responsible Officer will appoint an Investigator, either internal or external, which will be determined based on the nature and complexity of the Disclosure.
- 8.6. The investigation will be conducted in a fair, impartial and timely manner, with adherence to procedural fairness principles. Evidence is gathered through interviews, document reviews, and other relevant methods.
- 8.7. The Whistleblower Responsible Officer will keep the Whistleblower informed of progress at regular intervals.
- 8.8. If a disclosure involves suspected criminal conduct or regulatory breaches, the Council will escalate the matter to the appropriate authority, such as the SA Police or the Aged Care Quality and Safety Commission (as required under Act).
- 8.9. A written report outlining the findings, conclusions and recommended actions will be completed and submitted to the Council's Chief Executive Officer within 90 days of receiving the Disclosure, where practicable.
- 8.10. If an extension beyond the 90-day timeframe is required, the Whistleblower will be notified in writing, including the reasons for the delay and an updated expected timeframe.
- 8.11. The Whistleblower will be advised of the key findings and any actions taken, subject to confidentiality obligations and legal constraints.
- 8.12. Following the completion of an investigation, the Council is committed to ensuring that the recommended actions to address outcomes are implemented effectively and that the wellbeing of the Whistleblower is safeguarded. To assist with this commitment the Council will:
 - 8.12.1. monitor the implementation of any corrective or remedial actions arising from the investigation findings;
 - 8.12.2. periodically review the whistleblower's wellbeing and safety to ensure they remain protected from any form of retaliation or disadvantage;
 - 8.12.3. identify and document any lessons learned during the investigation process; and
 - 8.12.4. use insights to inform continuous improvement, including updates to policies, procedures, and staff training where appropriate.

9. Interaction with the Aged Care Quality and Safety Commission

- 9.1. The Council acknowledges the authority of the Commission and will fully cooperate with any investigation or inquiry initiated by the Commission in relation to a whistleblower disclosure. This includes:
 - 9.1.1. Promptly referring disclosures to the Commission where appropriate or required to do so by law.
 - 9.1.2. Providing access to relevant documentation, records, and personnel to support the Commission's investigation.
 - 9.1.3. Ensuring that any actions taken by the Council do not interfere with or compromise the Commission's investigative process.
 - 9.1.4. Maintaining confidentiality and protecting the identity of the Whistleblower throughout the referral and investigation process.
- 9.2. Council also recognises that the Commission may:
 - 9.2.1. Conduct independent investigations into matters raised through Whistleblower Disclosures.
 - 9.2.2. Issue directions or recommendations for corrective action.
 - 9.2.3. Refer matters to other regulatory or enforcement bodies, including the Department of Health, Disability and Ageing or law enforcement agencies.
- 9.3. The Council will act in good faith and with transparency in all interactions with the Commission and will implement any required actions or improvements resulting from Commission findings or recommendations.
- 9.4. This cooperative approach ensures that disclosures are handled with the seriousness they deserve and contributes to a culture of accountability and continuous improvement in aged care service delivery.

10. False Reports

- 10.1 Vexatious, malicious or knowingly false Disclosures will not be tolerated. Whistleblower protections will not apply to any such disclosures.
- 10.2 Disciplinary action may be taken against individuals who make vexatious, malicious or knowingly false Disclosures.

11. Training

- 11.1. The Council will ensure that all Community Care Staff ,Responsible Persons are trained to understand how the Whistleblower Protocol is applied, including:
 - 11.1.1. How to handle personal information and data.
 - 11.1.2. How to recognise and respond to Protected Disclosures.
 - 11.1.3. How to manage relationships and communicate with disclosers.
 - 11.1.4. When and how to escalate Disclosures.
 - 11.1.5. Roles and responsibilities, including individual obligations as recipients of Disclosures and positive duties to ensure disclosers are not victimised or identified.
 - 11.1.6. Penalties for breaching confidentiality.

Information regarding whistleblower protections and reporting pathways will be made available through induction programs, client information materials, Council's website, staff communications and other appropriate channels.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Community Services, telephone 8366 4600.

ADOPTION AND REVIEW

The Council will review these Protocols every three (3) years or more frequently if legislation, relevant standards or organisational needs change.

This Policy was adopted by the Council on XXXX and it will be reviewed XXXXX.

13.2 INCREASING PARTICIPATION AT THE COUNCIL'S SWIMMING CENTRES

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

PURPOSE OF THE REPORT

The purpose of this report is to:

- 1) outline options for the Council to acknowledge ratepayers and residents for their contribution to the construction of the Payneham Memorial Swimming Centre; and
- 2) seek the Council's approval to progress an engagement and marketing strategy aimed at increasing visitation to the Norwood Swimming Centre.

BACKGROUND

At its meeting held on 2 June 2026, the Council resolved the following:

1. *That administration present a report to the Council at the July 2026 meeting, detailing options for acknowledgment 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.*
3. *That Council develops a marketing plan for the Norwood Swimming Centre with meaningful community engagement.*

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community.

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 1.1.2: Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.

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

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

FINANCIAL AND BUDGET IMPLICATIONS

At its meeting held on the 2 June 2026, the Council approved a management contract, including an associated operating budget, for the Payneham Memorial Swimming Centre (PMSC). In addition to operational costs, the options that are available to the Council in response to the decision made at the Council meeting held on 2 June 2026, if approved, will also impact on the PMSC's 2026-2027 forecast operating result and potentially increase the amount of subsidy that is required to be paid by the Council.

Whilst cost estimates are provided in this report, these should be used as a guide only. This is due to uncertainty associated with utilisation of the vouchers. Full or partial utilisation of the vouchers will have a corresponding impact on the forecast cost.

The cost estimates for each Option are outlined below:

- Option 1 - The composition of households within the City are diverse. Of the approximate 18,105 households, 9% are not occupied. Occupied households are characterised as (of total households) 60% families, 28% single person, and 4% group (e.g. shared living arrangement).

Based on an anticipated 50% rate of utilisation, Option 1 is forecast to cost approximately \$188,831 (assuming 64% at the family rate of \$28 and 28% at the adult rate of \$10.50). This does not include any consideration of Concessional discount that may have otherwise been claimed plus \$15,000 administration costs.

In the event full utilisation is achieved the forecast cost is \$377,662 plus \$15,000 administration costs.

In the event that the Council seeks to expand Option 1 to include both households and the 8,000 businesses located within the City, an additional budget of \$60,000 would be required (based on 50% utilisation). The inclusion of businesses is not, however, recommended.

- Option 2 provides the sixteen (16) schools located within the City a \$500 discount for the first booking. This Option is anticipated to be fully utilised at a forecast cost of \$8,000.
- Option 3 provides two (2) free swimming lessons for local school students. An estimated cost of \$105,000 is based on an assumed utilisation of 2,000 students at \$25 per lesson and \$5,000 for administration and marketing.
- Option 4 provides 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 PMSC to be valid from the opening day of the 2026-2027 swimming season until, and including, the last day of the Season.

Option 4 is forecast to cost \$145,134 (excluding non-public kindergartens and early learning centres).

Norwood Swimming Centre - Engagement and Marketing Strategy

The proposed NSC management contract requires the Council's preferred manager of the NSC, to develop an annual operating budget. The proposed 2026-2027 NSC budget incorporates \$32,300 for marketing and activation (representing \$15,914 to promote day-to-day NSC operations and an additional \$16,386 to support the promotion of the NSC's 70th anniversary). This proposed budget for the NSC, which is to be considered by the Council as part of a separate Agenda Item, incorporates this additional expenditure whilst continuing to achieve a similar financial result as currently included within the Council's 2026-2027 Draft Budget.

An additional \$20,000 is proposed to support the provision of community grants for the purpose of supporting community organisations from within the City of Norwood Payneham & St Peters, to undertake activations at the NSC that promote the NSC's 70th anniversary. The Council may choose to fund this \$20,000 directly or, alternatively, utilise funding from the Council's existing community grant program, noting that the outcomes of the investment align with achieving a community benefit, albeit for a more targeted and specific purpose.

RISK MANAGEMENT

The proposed 'voucher options' are susceptible to demand. In this respect, higher levels of utilisation than forecast will incur additional cost. Council staff will therefore need to monitor utilisation rates and advise the Council where significant increased levels of utilisation is likely to result in a materially higher level of expense than forecast.

In addition, there is also a risk that the vouchers might be utilised by residents and ratepayers from outside the City of Norwood Payneham & St Peters. Whilst the administration process proposed will provide a degree of scrutiny, it will not be possible to verify every participant (e.g. a participating child may be a friend or grandchild etc. that resides outside of the City). However, such use may be deemed to be within the spirit of the initiative as potentially, in most of these cases a resident or ratepayer from the City of Norwood Payneham & St Peters is likely to be in attendance.

The proposed marketing and activation associated with the NSC may not result in a material increase in participation noting that the features of the NSC (i.e. the asset mix and age of facilities) may not present competitively with other aquatic centre offerings. In addition, where an increased level of participation is realised, this will not necessarily correlate with a retained level of increased participation in future swimming seasons. An assessment of the impact of the marketing and activation strategy will be undertaken as a part of the normal operational review of the NSC's performance and be reported to the Council post the 2026-2027 swimming season.

CONSULTATION

Elected Members

The Council considered this matter at the Council Meeting held on 2 June 2026.

Community

Not Applicable.

Staff

Discussions have been held between Council staff and the Council's preferred manager for the PMSC and NSC.

Other Agencies

Not Applicable.

DISCUSSION

Marketing and Engagement Plan (PMSC) – Business as Usual Context

The PMSC is an important community facility and asset which will strengthen the community through education, health and wellbeing and recreation outcomes. The Council's preferred PMSC manager, in partnership with Council staff, are in the process of developing the 2026-2027 PMSC Marketing and Engagement Plan to promote the Centre and ensure the community has a high level of awareness of the various participation opportunities.

This Plan will provide a structured framework to support participation across local communities, schools, families and priority groups through health promotion, education, inclusion and community engagement and is realised through a year-round calendar of targeted activations and offers, with a strong focus on water safety education, learn to swim promotion, inclusion initiatives, and community wellbeing partnerships.

Currently, forty-four (44) core activities are being considered as potential activations for implementation throughout 2026-2027 as a part of the PMSC Marketing and Engagement Plan. The potential activations are outlined in **Attachment A**.

In addition to the aforementioned activations being considered as a part of the development of the PMSC Marketing and Engagement Plan, four (4) additional options are outlined as a mechanism to acknowledge ratepayers and resident's contribution to the PMSC.

Options 1 – 3 are designed to operate throughout 2026-2027.

Option 1: Free Swim Pass

Option 1 is designed to reach all households within the City and provide an introductory swim offer for local residents and enable households to nominate a single use free access pass to the PMSC which reflects the size of their household.

This would be facilitated through a letterbox drop commencing in September 2026 and include the distribution of a physical pass card containing a QR code linking to an online redemption form providing a single use free swim pass up to the value of a Family Casual Swim (i.e. depending on the household composition, participants could access a single free entry up to two (2) adults and two (2) children).

Residents would be required to scan the QR code and enter basic contact details to activate the offer.

In addition to the 18,105 households within the City, there are approximately an additional 8,000 businesses. The Council can choose to also distribute the vouchers to businesses. However, it is noted that many businesses would include a much larger number of people and hence, the limitation of a maximum of a single family pass may not appear as attractive and hence, is not recommended.

Based on an anticipated 50% utilisation rate, Option 1 is forecast to cost approximately \$188,831 plus \$15,000 administration (total of \$203,831)

Option 1 assumes the free vouchers remain eligible for use throughout 2026-2027, as this provides residents the greatest flexibility to use the vouchers and spreads the demand at the PMSC. However, the Council can reduce the period in which the vouchers are valid (e.g. to one month, or weekdays only etc.), which may assist in managing/reducing the cost of the voucher system.

Alternatively, the Council can also consider placing a cap on the number of vouchers that may be utilised. This would provide the following benefits:

1. provide greater certainty about the maximum cost of the initiative;
2. enable the Council to pre-determine an initial investment and make future adjustments based on utilisation, if required; and
3. stimulate demand as a result of limited supply.

Option1 offers the greatest versatility and access for the City's ratepayers and residents and supports recreation, health and wellbeing outcomes.

Option 2: School Booking Incentive

Option 2 aims to position the PMSC as the 'facility of choice' for schools by incentivising schools within the City, to book a swimming carnival or school swimming program.

This Option would be implemented by offering a \$500 discount to schools located within the City for utilisation during the 2026-2027 financial year. The discount would be applied at the time of booking.

The incentive would be promoted directly to schools through existing education networks, with uptake managed through the standard booking processes and absorbed within existing operational resources.

It is expected that all sixteen (16) schools located within the City would utilise the offer. The estimated cost of Option 2 is \$8,000 (i.e. \$500 per school).

This option aims to incentivise schools located within the City to utilise the PMSC as a part of their education programming.

Option 3: Two Free Swimming Lessons for Local School Students

Option 3 aims to increase the engagement of young people with the PMSC, by encouraging participation in structured learn to swim lessons through a free introductory offer for local school students.

This would be facilitated by providing schools located within the City with passes (e.g. cards or flyers) to distribute to students, enabling access to two free swimming lessons at the PMSC. The offer would be redeemed at the time of booking, with the discount applied through the standard learn to swim enrolment process.

There are 16 public and private schools located within the City with an estimated student population of 9,455 students. It is estimated that approximately 2,000 students would utilise the offer at an estimated cost of \$105,000 (based on two (2) lessons at \$25 per lesson) and \$5,000 for administration and marketing.

This option assists to incentivise local school children (and families) into the Learn To Swim program at the PMSC for the purpose of education.

Option 4: Free Entry for Pre-School/Kindergarten/Primary/Secondary School Aged Student

Option 4 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 PMSC to be valid from the opening day of the 2026-2027 swimming season until and including, the last day of the season.

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 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 Councils preferred manager 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 (i.e. a 100% take up) the cost of the proposed initiative would be \$138,524.

To implement the initiative, vouchers will be prepared and then distributed directly to the schools, who would then assume responsibility for allocation of the vouchers to the students.

In respect to Pre-schools and kindergartens, 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.

To ensure all pre-schoolers can 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, the cost methodology would be similar to that outlined for public pre-schools.

The total cost of printing the vouchers for Option 4 is estimated at \$4,300 (excluding non-public kindergartens and early learning centres).

This option incentivises children (and families) who attend education facilities within the City to access the PMSC for the purpose of recreation.

Norwood Swimming Centre

The NSC will celebrate its 70th anniversary during the 2026-2027 swimming season. This provides a unique opportunity to leverage this milestone to promote the NSC and aim to stimulate increased participation.

As a part of the new management arrangements for the NSC, an annual marketing / activation strategy will be adopted as 'business as usual'. This is represented as a \$15,914 expense in the proposed NSC operating budget.

In addition, two (2) additional strategies are proposed specifically framed around the Centre's 70th anniversary which includes: the following:

1. 70th Anniversary Promotions

It is proposed to develop a series of activations across the 2026-2027 swimming season based on the theme '70 Years of Swimming', with these initiatives integrated within the broader 2026-2027 NSC Marketing and Communication Plan that is currently being developed.

The activations will be delivered progressively across the season, enabling multiple touchpoints for engagement and sustained visibility throughout the year. This approach ensures that the anniversary is celebrated in an inclusive, meaningful and high-profile way and aims to:

- celebrate the NSC's history and legacy within the community;
- strengthen participation and social connections with users and non-users;
- provide inclusive engagement opportunities for families, schools, long term swimmers and the broader community, supporting sustained participation throughout the season; and
- support ongoing media, digital, and social engagement aligned to the broader marketing strategy.

Potential activations could include:

- a community memory wall;
- visitor storytelling videos;
- a school poster competition; and
- incentives such as a '70 Lap Challenge' or anniversary passport program allowing participants to earn points or stamps across multiple visits.

These examples are illustrative only and are subject to further development and operational planning.

An additional budget of \$16,386 would be required to support the proposed '70 Years of Swimming' promotion. It should be noted that the Council's preferred manager of the NSC has incorporated this additional expenditure into the proposed NSC 2026-2027 Budget for consideration by the Council as part of a separate Agenda Item. This proposed budget achieves a similar financial result for the NSC as currently included within the Council's 2026-2027 Draft Budget.

2. Community Grants to Activate the NSC During its 70th Anniversary

The NSC enjoys strong local community support. This provides a unique opportunity to leverage this support during the 2026-2027 swimming season through the provision of small grants to community organisations from within the City to stimulate participation at the NSC.

The program would open in the pre-season period (late September 2026) and support activities delivered across the 26-week season. A total funding pool of \$20,000 is proposed, with individual grants of up to \$4,000 available per successful applicant.

Funding will be limited to Incorporated community organisations (or community groups who are auspiced by an Incorporated community organisation) based within the City. All funded activities will be required to incorporate the 70-year Anniversary theme and demonstrate how the proposed activations will contribute to increased and sustained participation at the NSC.

The program seeks to encourage a diverse range of community led activations, strengthen local connections to the Centre's milestone and support broader awareness and participation throughout the 2026-2027 swimming season.

The Council can choose to fund this \$20,000 directly or alternatively, utilise funding from the Council's Community Grant Program, noting that the outcomes of the investment align with achieving similar community benefit, albeit for a more targeted and specific purpose.

CONCLUSION

In respect to the proposed vouchers as set out in the Councils resolution made at its meeting held on 6 June 2026, four options have been outlined in this report which aim to support the Council to acknowledge ratepayers and residents for their contribution to the construction of the Payneham Memorial Swimming Centre during 2026-2027, namely;

1. provide all households with a single use free pass to access the PMSC up to the value of a Family Casual Swim. Based on an anticipated 50% rate of utilisation, Option 1 is forecast to cost approximately \$188,831 plus \$15,000 administration (total cost of \$203,831) or a maximum of \$407,662 based on a 100% utilisation rate;
2. provide all sixteen (16) schools located within the City, with a \$500 discount off the schools first hire of the PMSC for a swimming carnival or school swimming program. It is estimated that approximately 2,000 students would utilise the offer at an estimated cost of \$8,000 (based on two (2) lessons at \$25 per lesson);
3. provide two (2) free swimming lessons for local school students. It is estimated that approximately 2,000 students would utilise the offer at an estimated cost of \$105,000 (based on two (2) lessons at \$25 per lesson) and \$5,000 for administration and marketing; and/or
4. provide every child attending pre-school or kindergarten and every primary and secondary school aged student (who either lives in the City or attends a school in the City) with one (1) voucher for free entry to the PMSC to be valid from the opening day of the 2026-2027 swimming season until, and including, the last day of the season. Option 4 is forecast to cost \$145,134 (excluding non-public kindergartens and early learning centres).

Considering both cost and alignment with the 'business as usual' marketing and engagement plan for the PMSC, Option 2 is the preferred option as it offers the greatest value for money and assists to build relationships with schools resulting in a sustained participation benefit.

Norwood Swimming Centre Marketing and Engagement

Two strategies have been developed to leverage the NSC's 70th Anniversary during the 2026-2027 swimming season to increase participation. This includes:

1. a program of activations across the 2026-2027 swim season based on the theme '70 Years of Swimming' which are integrated within the broader 2026-2027 NSC Marketing and Communication Plan currently being developed.

An additional budget of \$16,386 would be required to support the proposed '70 Years of Swimming' promotion. It should be noted that the Council's preferred manager of the NSC has incorporated this additional expenditure into the proposed NSC 2026-2027 Budget for consideration by the Council as part of a separate Agenda Item. This proposed budget achieves a similar financial result for the NSC as currently included within the Councils 2026-2027 Draft Budget; and

2. the establishment of a community grant initiative to activate the NSC during its 70th Anniversary. Open to Incorporated community organisations (or community groups who are auspiced by an Incorporated community organisation) based within the City, the program would open in the pre-season period (late September 2026) and support activities delivered across the 26-week season. A total funding pool of \$20,000 is proposed, with individual grants of up to \$4,000 available per successful applicant.

The Council can choose to fund the cost of this initiative (\$20,000) directly or, alternatively, utilise funding from the Council's community grant program noting that the outcomes of the investment align with achieving similar community benefit, albeit for a more targeted and specific purpose.

RECOMMENDATION

1. *That the Council notes that the development of the Marketing & Engagement Plans for both the Payneham Memorial Swimming Centre and Norwood Swimming Centre for the 2026-2027 financial year, are currently being finalised in consultation with the Council's preferred manager of the PMSC and NSC.*
2. *That Option 2: \$500 School Booking Incentive, as outlined in this report, be approved as an additional community incentive in association with the Marketing and Engagement Plan currently being planned for the Payneham Memorial Swimming Centre.*
3. *That Option 1: 70 Years of Swimming – Engagement Activations for the Norwood Swimming Centre, as set out in this report, be approved and that an additional allocation of \$16,336 be integrated into the NSC 2026-2027 marketing budget to support associated community engagement activities.*
4. *That Option 2: the establishment of a 70 Years of Swimming Community Activation Grant Program for the NSC 2026-2027 swimming season be approved and \$20,000 be allocated to support the program, with individual grants of up to \$4,000 to eligible community groups or organisations within the City of Norwood Payneham & St Peters.*

Attachment A - Increasing Participation in the Council's Swimming Centres

EXAMPLE ACTIVATIONS OF THE DRAFT PMSC MARKETING AND ENGAGEMENT PLAN

Activation	Month	Audience	Offer	Objective
National Carers Week	October 2026	Carers	Free entry for carers to visit on their own for the entire week (free entry is usually only offered when the carer attends with the person they are caring for).	Recognise and support carers through accessible recreation opportunities.
National Children's Week	October 2026	Young People	Free water safety talks and interactive activities within the community.	Strengthen water safety awareness and encourage early swimming engagement.
Seniors Week	October 2026	Older Adults	Free targeted aquatic classes and workshops.	Support active ageing, mobility and social connection.
International Day of Disability	November 2026	People with a disability	Free inclusive aquatic experience.	Reduce barriers and promote accessible recreation opportunities.
CPR Safe Summer	January 2027	Parents	Free come and try CPR sessions for parents.	Build community confidence in life saving and water safety skills.
International Women's Day	March 2027	Women	Free classes.	In partnership with local organisations provide specific classes for people experiencing barriers to participation.
World Autism Day	April 2027	People on the autism spectrum	Free come and try activity.	Provide inclusive and supportive participation opportunities.
Youth Week	April 2027	Young People	Free come and try or fun activity.	Encourage youth engagement in physical activity and facility use.
Mindful May	May 2027	Participants of local mental health organisation	Facility tour and wellbeing session.	Support mental wellbeing and social connection.
Reconciliation Week	May 2027	First Nations peoples and broader community.	Cultural engagement activities TBC.	Strengthen cultural awareness and relationships.
Buy a 20 Visit Multi-pass & get 5 free	June 2027	All	Buy a 20 visit multi-pass and get 5 visits free.	Encourage community members to purchase a pass prior to the annual price rise and receive 5 visits free.
Refugee Week	June 2027	CALD and refugee communities	Facility orientation and program introduction.	Support inclusion and access to aquatic services.
Members Breakfast	June 2027	Regular users - early morning swimmers	Free coffee and breakfast.	Strengthen member engagement and gather feedback.

Attachment A - Increasing Participation in the Council's Swimming Centres

National Men's Health Week	June 2027	Men	Free program for local men.	Promote men's health awareness and participation. Partnership based health and activity program with local men's group/ organisation
Splash-time	Ongoing	Babies 0-4 months and parents / guardians	Free class.	Water familiarisation for infants and parents/guardians.
Water Safety Talks	Ongoing	Pre-school through to Year 12	Free program delivered in schools and libraries	Educating the local community on the importance of water safety.
School based traineeships	Ongoing	Year 11 & 12	School based traineeship in sport and recreation.	School based trainees through Leisure Employment Australia – a key local employment initiative to engage young people and provide career progression in the aquatics industry.
Subsidised Aquatic Qualification Courses	Ongoing	16+	Subsidised Swim Teacher; Lifeguard; First Aid and CPR courses.	Provide local employment opportunities.
BlueFit Foundation	Ongoing	Community members experiencing financial hardship or additional support needs.	Providing financial support to local families or children to be able to participate in programs within PMSC.	Remove access barriers for children to participate in water safety and aquatic programs.

13.3 ST PETERS BILLABONG CARPARK - FENCE

REPORT AUTHOR: Manager, Assets & Projects
APPROVED BY: General Manager, Infrastructure and Major Projects
Chief Executive Officer
ATTACHMENTS: A - C

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council, the findings of investigations into the feasibility of relocating the recently erected fence adjacent to the St Peters Billabong carpark.

BACKGROUND

At its meeting held on 3 November 2025, the Council considered a report regarding the assessment that was undertaken of the stability of the banks at the St Peters Billabong.

The information presented in the report was informed by various geotechnical studies which confirmed that there has been no significant change in the condition of the slope/embankment since 2000, with no greater than one (1) metre of retreat being observed over the 20-year period.

This level of natural "retreat" falls within the parameters of the estimated "retreat" rates that were quoted by Coffee (Geotechnical Consultants) in 2000. To this end, there is no evidence of significant slope slippage, either generally or localised. The advice provided by Coffee also recommended restricting public access to the top of the riverbank slopes.

The 2020 study undertaken by Golder (Consultants) recommended the establishment of an exclusion zone for the public of at least three (3) metres from the slope edge. This measure is considered critical to ensure the safety of the public due to the potential for serious injury (or worse) from tripping and falling which is exacerbated by the close vicinity of the steep embankment. Restricting public access also mitigates the risks associated with erosion and slope stability.

The Council has also been advised that every geotechnical investigation that has been undertaken since 2000, has consistently and unequivocally recommended restricting public access to the area behind the River Street and Eighth Avenue properties, between the River Street carpark and Cliff Goodwin Reserve.

The geotechnical advice provided by WSP (engineering consultants) in June 2025, recommended the implementation of non-engineering measures consistent with all previous geotechnical reports, including continuation of the monitoring program and restriction of public access.

As such, staff recommended to restrict access while retaining access for Council staff to carry out maintenance. A fence was recommended to be installed at the River Street carpark end. These works have been completed.

In summary, the various consultants that have been commissioned by the Council have recommended restricting public access to the top of the banks due to the risk to public safety and bank stability.

To this end, following consideration of the staff report on 3 November 2025, the Council unanimously resolved the following:

1. *That the implementation of an ongoing monitoring program (Observational Method), with status reporting to Council every five (5) years, covering the Billabong slopes and condition of the three (3) trees to the rear of the property of 7 River Street, St Peters and the undertaking of interim reporting if required due to monitoring findings be endorsed.*
2. *That additional fencing to restrict public access to the top of the riverbank slopes, while maintaining access for Council maintenance staff be authorised for installation.*

3. *That development controls for properties adjoining the river, be continued to be enforced and the State Government be requested to provide greater controls to restrict future development within the ten-metre exclusion zone.*
4. *That the planning or design of engineered infrastructure to further stabilise or reinforce the banks not be progressed unless a need is triggered by the results of monitoring which provides evidence of instability or significant retreat.*

Consistent with the Council's decision, fencing was subsequently installed at the River Street carpark end of the banks to restrict public access while maintaining access (via a gate) for Council staff to access and undertake any required maintenance.

Image A was included in the Council report of 3 November 2026 to show the location of where the additional fencing was proposed.



Image A – Before Additional Fencing Installed

Image B shows the same location with fencing installed in line with the Council resolution of 3 November 2026 and description provided to Council as part of the report. The installation of the existing fence and locking the gate has largely eliminated the public safety risk.

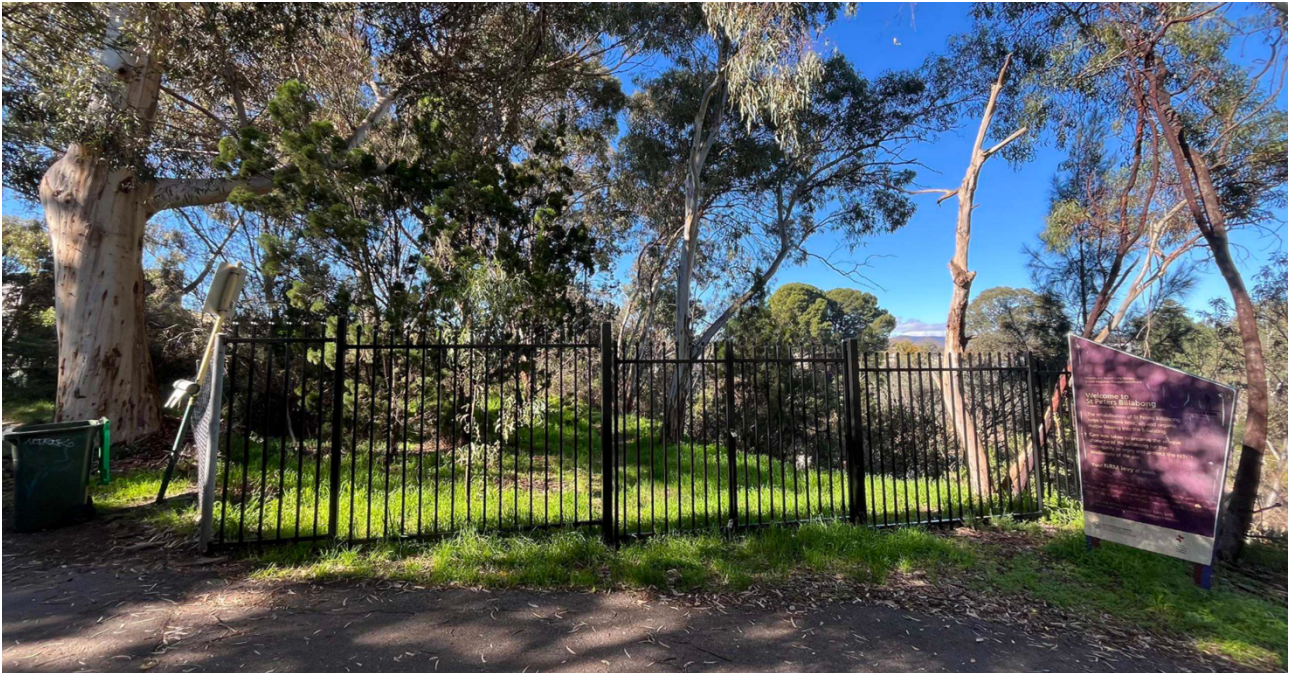


Image B – After Additional Fencing Installed

Following installation of the fence, complaints have been received from some residents, the St Peters Residents Association and volunteers from the Friends of St Peters Billabong, requesting that access to this public land for passive recreation and environmental stewardship be maintained. The Council also received comments from residents who support the Council's decision to install fencing at the current location.

The Friends of St Peters Billabong are a group of Council volunteers who undertake environmental management activities such as control of invasive weeds and plantings at and around the Billabong. Their activities have previously extended to the plateau area at the top of the embankment that is accessible from near the end of the River Street carpark.

At its meeting held on 7 April 2026, the Council received three (3) deputations regarding the fence that has been installed as per the Council's resolution and requesting that public access to the plateau area be reinstated.

Following consideration of the deputations and a Motion on Notice, the Council resolved the following:

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

The following staff comments were provided as part of the Motion on Notice, to assist the Council in its consideration of the Motion on Notice at the Council Meeting held on 7 April 2026;

"...it is considered that the current fencing arrangement:

- a. Is consistent with the intent of the Council's original decision;*
- b. Appropriately manages public safety and erosion risk that have been identified in reports commissioned previously by the Council;*
- c. Reflects a prudent and defensible application of the geotechnical advice that has been provided to the Council; and*
- d. Discharges the Council's duty of care to the community."*

This report presents information in response to the Council's decision, namely the advice that has been provided by WSP in respect to the feasibility of relocating the fence that has been erected.

In addition, advice has also been sought from Council's insurers, the Local Government Mutual Liability Scheme (LGMLS).

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 4.2.2: Protect, enhance, expand and link public open space.

Objective 4.3: Thriving and healthy habitats for native flora and fauna.

Strategy 4.3.1: Identify and protect existing native vegetation and enhance biodiversity habitat quality.

Strategy 4.3.2: Revegetate designated areas with local native species, including understorey plantings, where appropriate.

Strategy 4.3.3: Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.

FINANCIAL AND BUDGET IMPLICATIONS

The cost of installing the fence in the location that was approved by the Council at its meeting held on 3 November 2025 was in the order of \$10,000.

While quotations have yet to be obtained, the cost of erecting new fencing, as described in the Discussion section of this report, is estimated at between \$25,000 and \$40,000 (ex GST) as approximately 65 metres of fencing would be required. The cost of the works would be impacted by the need to undertake all works by hand (rather than with machinery) as well as site access restrictions.

The Council has not allocated funding for the works should the Council resolve to change the current access arrangements. As a new capital project, it would need to be funded from loan borrowings.

RISK MANAGEMENT

The report that was considered by the Council at its meeting held on 3 November 2025, addressed all the relevant issues associated with risks in respect to the stability of the banks and public safety.

In making a recommendation to the Council, staff sought to eliminate (not mitigate) all risks as far as it is reasonably practical. Whilst it is feasible to relocate the existing fence, the associated risks also need to be taken into consideration. In doing so, the Council needs to be cognisant of whether it is still seeking to eliminate risk as far as is practical, or whether it is seeking to mitigate risks and accept the consequent impacts of this change.

The risks associated with relocating the fence from its current location are set out in the Discussion section of this report.

CONSULTATION

Elected Members

This matter was considered by the Council at its meeting held on 3 November 2025 and again, through a Motion on Notice, at its meeting held on 7 April 2026.

Community

After the Council's decision made at its meeting held on 7 April 2026, Council staff met with representatives of the Friends of the St Peters Billabong to inspect the site and to better understand the activities that the volunteers have been undertaking on the plateau area at the top of the embankment.

Council staff have also considered the issues that have been raised via deputations that were made at the Council meeting held on 7 April 2026.

Staff

Manager, Assets & Projects
General Manager, Infrastructure & Assets
General Manager, Governance & Civic Affairs
Chief Executive Officer

Other Agencies

Local Government Mutual Liability Scheme.

DISCUSSION

Feasibility of moving the fence

In accordance with the Council's decision, WSP Australia Pty Ltd (WSP) was engaged to provide advice on the feasibility of relocating the recently erected fence. Council staff and staff from WSP, met on site on 8 May 2026 and the final advice of WSP was received on 26 May 2026. A copy of the letter setting out the advice that has been provided by WSP and supporting analysis, is contained in at **Attachment A**.

WSP's assessment has been undertaken from a slope stability perspective only, in accordance with WSP's geotechnical engineering expertise. WSP confirm that it is feasible to relocate the existing fence in accordance with their guidelines. WSP have advised that works associated with relocating the fence are not expected to affect the stability of the existing slope provided the excavation of footings for the fence posts is undertaken by hand (auger or post hole digger) and all materials and equipment are located at least three (3) metres from the crest of the embankment. In this respect, WSP have advised that using machinery to undertake this work, has the potential to generate vibrations that may affect the stability of the existing slope, so this construction methodology is not preferred.

In addition, WSP has also advised that *"people walking on or above the embankment crest will probably have negligible impact to slope stability if opportunities to access the embankment crest are minimised or discouraged through the implementation of an appropriate safety control measures."*

Location of new fence to enable continued safe public enjoyment of the plateau

Given that the feasibility of relocating the fence has been confirmed by WSP, a new location for the fence *"to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong, behind River Street"* as per the Council resolution of 7 April 2026, requires consideration by the Council.

An aerial map and survey of the subject area adjacent the St Peters Billabong embankment and images of the existing site conditions are contained in **Attachment B**.

In line with previous geotechnical advice, safe public enjoyment is concluded as keeping the public at least three (3) metres back from the slope edge at all locations to reduce the likelihood of a person falling from top of the embankment and being injured (or worse).

Should the Council resolve to relocate the existing fence or install a new fence “*to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong*”, it is recommended that a fence is installed adjacent to the rear of 17 River Street. This point is approximately 65 metres from the existing fence adjacent the River Street carpark. Beyond this point, the plateau narrows in width and a 3-metre exclusion zone from the top of the slope cannot be achieved before encroaching on private land.

In addition, installing a new fence parallel with the bank top to create a minimum 3-metre exclusion zone for the approximately 65 metres between the River Street carpark and the rear of 17 River Street, would be required. Signage would also be installed on the fence at regular intervals to warn public of the risks and possibility of slope instability in accordance with WSP’s advice.

It is recommended that the fence that is installed to run parallel with the top of the bank be a minimum 1200mm tall post and wire (or wire mesh) fence, with no solid top rail. This type of fencing is recommended given it would be:

- visually unobtrusive, and suits the natural setting, whilst being robust;
- not easy to climb as there is no top rail;
- more flexible and easier to install around existing vegetation; and
- less expensive to install and maintain than other fencing types.

An aerial photo showing the approximate location and distance for the new fence, offset 3.0 metres from the crest of the embankment, is contained in **Attachment C**. The actual alignment of this new fence may need to vary slightly to avoid existing trees and other established vegetation.

In respect to providing assurance to the Council in respect to risk and public safety, Council staff met with a LGMLS representative on Friday 17 April 2026, to inspect the site and identify and discuss potential safety control measures (risk mitigation/elimination options) to manage public safety.

As part of its advice, the LGMLS indicated a preference to remove the risk completely (i.e. the existing arrangement-retention of the existing fence and locked gate). However, the LGMLS has advised that it understands that excluding all public access to the plateau area, may not necessarily be a practical solution or one that might be acceptable to the Council and the community.

The LGMLS has advised that if Council chooses to allow public access to the plateau area, Council will need to have ongoing monitoring of the embankment and if bank stability changes, it will be imperative that access restrictions be reviewed and addressed.

The LGMLS also suggested restricting access to the plateau after dark and keeping the existing fence and gate in its place so that if Council needs to completely restrict access, a physical barrier is in place to do so.

Recent Incident - Slippage of the Bank

On 23 June 2026, an email was forwarded to the Council from Ms Joan Sedsman, Secretary of the St Peters Residents Association to advise the Council of a soil slippage that had occurred on the bank of The Billabong below the property located at 12 Eighth Avenue, St Peters. The email queried whether the slippage could have occurred due to construction works that are currently being undertaken at 12 Eighth Avenue.

Staff subsequently conducted an inspection of the development occurring at 12 Eighth Avenue.

There was no evidence that the construction methodology or materials associated with the construction of the dwelling had destabilised the slope of the Billabong. In addition, there was no evidence of any direct run-off over the upper bank of the Billabong at the rear of the property as a result of the construction works.

Essentially the slippage, albeit minor, was attributed to natural erosion.

OPTIONS

Based on the assessment of public safety risk and the previously adopted position by the Council to eliminate, as far as is reasonably practical, the risks that have been identified, documented and brought to the Council's attention, the Council has the following options in respect to this matter.

- **Option 1: Maintain the existing fence and locked gate.**

This option retains the existing steel picket fence and gate, with the gate always locked to exclude public access to the plateau above the Billabong embankment. With this option, warning signage will be installed on the fence and/or gate to warn public of the risk of falling and possibility of slope instability.

Retaining the existing fence with locked gates fulfils the Council's prior objective to eliminate public safety risk as much as is reasonably practical.

- **Option 2: Relocate the existing fence and install new fencing at the top of the slope.**

This option seeks to strike a meaningful and pragmatic balance between public safety and public enjoyment, and comprises the following:

- retention of the existing fence that has been erected adjacent to the River Street carpark (but keep the gates open) so that in the event of any bank instability future access can be restricted if required;
- installation of a new fence adjacent to the rear of 17 River Street at the point at which a 3-metre exclusion zone can no longer be achieved;
- construction of a new post and wire (or wire mesh) fencing at minimum 3 metre distance from the crest of slope for the 65 metres between the River Street carpark and the rear of 17 River Street.
- installation of signage at regular intervals along the fencing to warn public of the risk of falling and possibility of slope instability.

A new project budget will be needed to implemented to progress this option.

CONCLUSION

Nil

RECOMMENDATION

That the report be received and noted.



Our ref: 618671-WSP-ADL-GEO-LTR-001 Rev1

By email
JBarnes@npsa.gov.au

26 May 2026

Jared Barnes
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www.wsp.com

Dear Jared

**St Peters Billabong
Slope Instability Safety Control Measures**

City of Norwood Payneham and St Peters (Council) has engaged WSP Australia Pty Ltd (WSP), to provide geotechnical commentary on options proposed by Council to install control measures to mitigate risks to the public the site.

1. Background

Previous studies undertaken by WSP recommended setup of an exclusion zone of at least 3m for residents and the public from the crest of the slope, including installation of signage to warn of the possibility of slope instability.

Council installed a fence at the end of the 'River Street' carpark to exclude the public from accessing the crest of slope on the northeast side of the St Peters Billabong.

In response to concerns raised by local residents, the Council resolved *“that WSP be engaged to provide a report to the Council into the feasibility of relocating the recently erected fence adjacent to the St Peters Billabong carpark, to enable continued safe public enjoyment of the plateau area of the community land overlooking the St Peters Billabong, behind River Street”*. Council and WSP staff met on site on 8 May 2026 to discuss the feasibility of relocating the existing fence. At the site meeting, it was agreed that Council would provide multiple safety control measure options to maintain the exclusion zone recommended by WSP, while enabling safe public access to the plateau area from the River Street Carpark. WSP’s geotechnical commentary on each of the safety control measure options is outlined in Section 2 of this letter.

2. Commentary on safety control options

The following table summarises the safety control measure options being considered by Council and our commentary on the options from a slope stability perspective.

Our commentary on the options is based on the following assumptions:

- Only handheld equipment will be used during construction; no vehicular access to the crest of the slope is permitted.
- No surcharge loads, including any construction equipment and excavated spoil, will be placed within 3 m of the riverbank crest.
- Construction workers will be positioned on the north side of the sign and/or fence during installation and will remain at least 3 m from the crest at all times.
- Footing installation to be undertaken during dry conditions, such that no open holes are left on site where water could accumulate.

WSP acknowledges that every project we work on takes place on First Peoples lands.
We recognise Aboriginal and Torres Strait Islander Peoples as the first scientists and engineers and pay our respects to Elders past and present.

WSP Australia Pty Limited ABN 80 078 004 798



Table 2.1 Summary of options

Option	Footings details ¹	Commentary
1 WARNING MARKERS		
Option 1a – Install recycled plastic bollard sign	225 x 225mm bore, 450-600mm deep, rapid set concrete or similar footing, 10m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Under these conditions, this option is not expected to affect the stability of the existing slope.
Option 1b – Install trackmarker sign	300 x 200mm bore, 450-600mm deep, rapid set concrete or similar footing, 15m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Under these conditions, this option is not expected to affect the stability of the existing slope.
Option 1c – Install recycled plastic paddle sign	200 x 200mm bore, 450-600mm deep, rapid set concrete or similar footing, 20m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Under these conditions, this option is not expected to affect the stability of the existing slope.
Option 1d – Install typical regulatory sign post	Collard groundsleeve or ground spike, 20m C/C Spacing	It is assumed that the collar ground sleeve or ground spike will be driven into the ground using a jackhammer or similar equipment. The vibrations generated during installation may affect the stability of the existing slope. Accordingly, this option is not preferred.
Option 1e – Install guideposts	Directly driven into ground, 3m C/C Spacing	It is assumed that the guideposts will be driven into the ground using a jackhammer or similar equipment. The vibrations generated during installation may affect the stability of the existing slope. Accordingly, this option is not preferred.
Option 1f – Install stardroppers	Directly driven into ground, 3m C/C Spacing	It is assumed that the stardroppers will be driven into the ground using a jackhammer or similar equipment. The vibrations generated during installation may affect the stability of the existing slope. Accordingly, this option is not preferred.
2 FENCING		
Option 2a – Install recycled plastic ‘Arris Fencing’	325 x 325mm bore, 600mm deep, rapid set concrete or similar footing, 1.2m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Footing construction to be sequenced such that adjacent newly cast footings are not disturbed. Under these conditions, this option is not expected to affect the stability of the existing slope.



Option	Footing details ¹	Commentary
Option 2b – Install recycled plastic post and rail fencing	300 x 300mm bore, 500mm deep, rapid set concrete or similar footing, 1.8m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Footing construction to be sequenced such that adjacent newly cast footings are not disturbed. Under these conditions, this option is not expected to affect the stability of the existing slope.
Option 2c – Install recycled plastic post with galvanised wire	300 x 300mm bore, 500mm deep, rapid set concrete or similar footing, 2.4m C/C spacing	It is assumed that a hand auger or post hole digger will be used for footing excavation. All materials and equipment must be located at least 3 m from the embankment crest. Footing construction to be sequenced such that adjacent newly cast footings are not disturbed. Under these conditions, this option is not expected to affect the stability of the existing slope.

(1) Footing details was inferred from the following documents based on the structure dimension:

- Replas Recycled Plastic Product – Post & Rail installation.
- Replas Recycled Plastic Product – Specification Sheet (Arris Fencing).
- Replas Recycled Plastic Product – Specification Sheet (REPLAS Bollards).



3. Summary

The safety control options include consideration of the proposed footing construction methodology and potential impact on the slope stability. Options where footing excavation can be carried out using handheld non-vibratory equipment such as handheld auger or post hole digger is generally preferred over the use of options which would require of machine mounted equipment.

Our assessment of the safety control options has been undertaken from a slope stability perspective only. It is feasible to relocate the existing fence or install a proposed safety control measure option in accordance with WSP's commentary. However, the selection of the preferred safety control measure option will be subject to other Council and stakeholder requirements (e.g. cost, visual, aesthetic, tree and vegetation impact, etc.).

People walking on or above the embankment crest will probably have negligible impact to slope stability if opportunities to access the embankment crest are minimised or discouraged through the implementation of an appropriate safety control measure. Findings and recommendations provided in previous reports should continue to be followed (e.g. maintain vegetation, inspections to assess slope and crest for signs of instability, preventing stormwater run-off from properties, etc.).

4. Limitations statement

Your attention is drawn to the document – 'Limitation Statement' which is included in Attachment A of this letter. The statements presented in this document are intended to advise you of what your realistic expectations of this letter should be.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Derek Arnott'.

Derek Arnott
Technical Executive (Geotechnical)

Attachment A

Limitation statement



Limitation statement

This Letter is provided by WSP Australia Pty Limited (*WSP*) for City of Norwood Payneham & St Peters (*Client*) in response to specific instructions from the Client via email on 15 May 2026.

Permitted purpose

This Letter is provided by WSP for the purpose described in the Agreement and no responsibility is accepted by WSP for the use of the Letter in whole or in part, for any other purpose (*Permitted Purpose*).

Qualifications and assumptions

The services undertaken by WSP in preparing this Letter were limited to those specifically detailed in the Letter and are subject to the scope, qualifications, assumptions and limitations set out in the Letter or otherwise communicated to the Client.

Except as otherwise stated in the Letter and to the extent that statements, opinions, facts, conclusion and/or recommendations in the Letter (*Conclusions*) are based in whole or in part on information provided by the Client and other parties identified in the Letter (*Information*), those Conclusions are based on assumptions by WSP of the reliability, adequacy, accuracy and completeness of the Information and have not been verified. WSP accepts no responsibility for the Information.

WSP has prepared the Letter without regard to any special interest of any person other than the Client when undertaking the services described in the Agreement or in preparing the Letter.

Use and reliance

This Letter should be read in its entirety and must not be copied, distributed or referred to in part only. The Letter must not be reproduced without the written approval of WSP. WSP will not be responsible for interpretations or conclusions drawn by the reader. This Letter (or sections of the Letter) should not be used as part of a specification for a project or for incorporation into any other document without the prior agreement of WSP.

WSP is not (and will not be) obliged to provide an update of this Letter to include any event, circumstance, revised Information or any matter coming to WSP's attention after the date of this Letter. Data Lettered and Conclusions drawn are based solely on information made available to WSP at the time of preparing the Letter. The passage of time; unexpected variations in ground conditions; manifestations of latent conditions; or the impact of future events (including (without limitation) changes in policy, legislation, guidelines, scientific knowledge; and changes in interpretation of policy by statutory authorities); may require further investigation or subsequent re-evaluation of the Conclusions.

This Letter can only be relied upon for the Permitted Purpose and may not be relied upon for any other purpose. The Letter does not purport to recommend or induce a decision to make (or not make) any purchase, disposal, investment, divestment, financial commitment or otherwise. It is the responsibility of the Client to accept (if the Client so chooses) any Conclusions contained within the Letter and implement them in an appropriate, suitable and timely manner.

In the absence of express written consent of WSP, no responsibility is accepted by WSP for the use of the Letter in whole or in part by any party other than the Client for any purpose whatsoever. Without the express written consent of WSP, any use which a third party makes of this Letter or any reliance on (or decisions to be made) based on this Letter is at the sole risk of those third parties without recourse to WSP. Third parties should make their own enquiries and obtain independent advice in relation to any matter dealt with or Conclusions expressed in the Letter.

Disclaimer

No warranty, undertaking or guarantee whether expressed or implied, is made with respect to the data Lettered or the Conclusions drawn. To the fullest extent permitted at law, WSP, its related bodies corporate and its officers, employees and agents assumes no responsibility and will not be liable to any third party for, or in relation to any losses, damages or expenses (including any indirect, consequential or punitive losses or damages or any amounts for loss of profit, loss of revenue, loss of opportunity to earn profit, loss of production, loss of contract, increased operational costs, loss of business opportunity, site depredation costs, business interruption or economic loss) of any kind whatsoever, suffered on incurred by a third party.

Map of subject area of St Peters Billabong

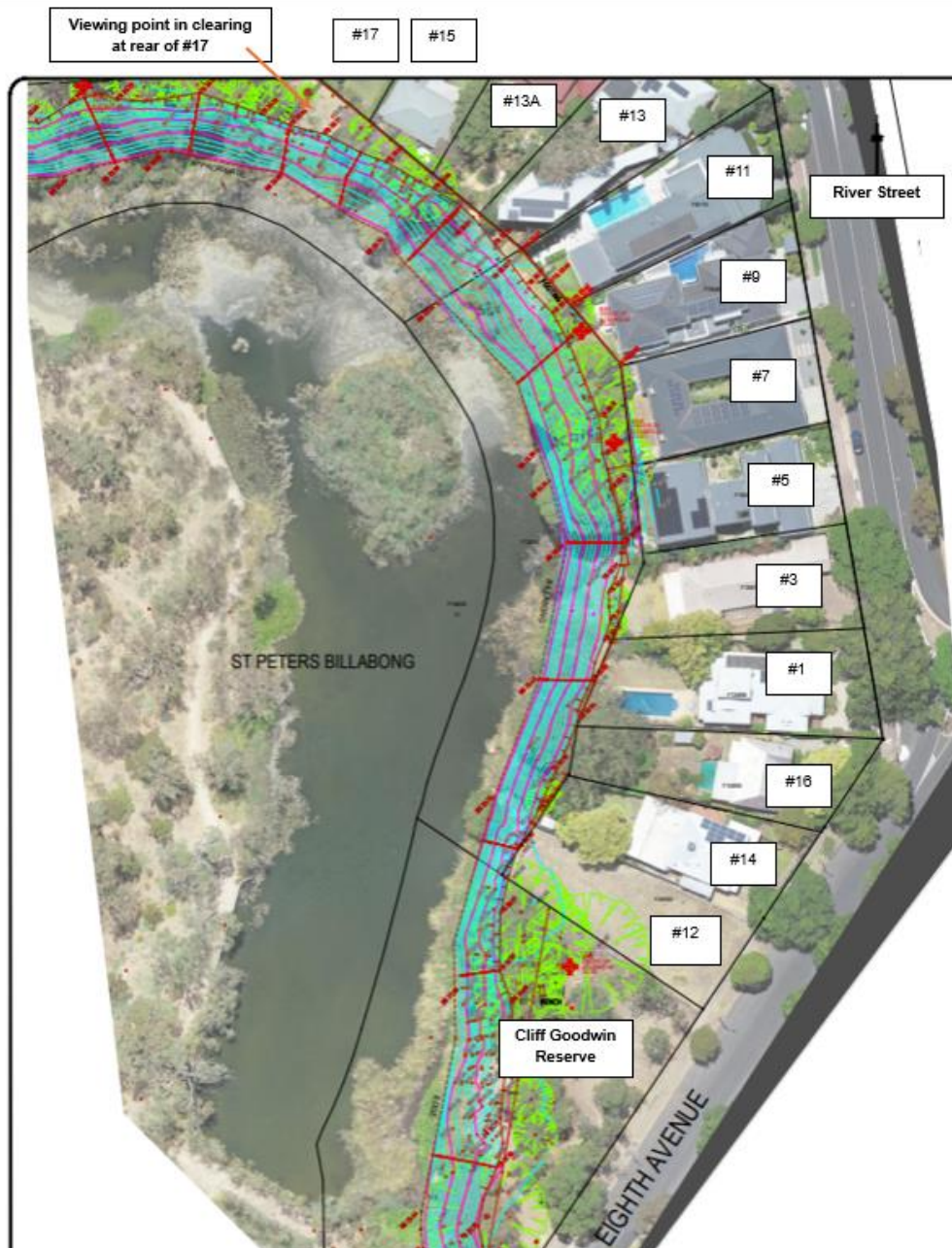
The numbers on the property parcels refer to their street address:

- 12 – 14 Eight Avenue
- 1 – 21 River Street



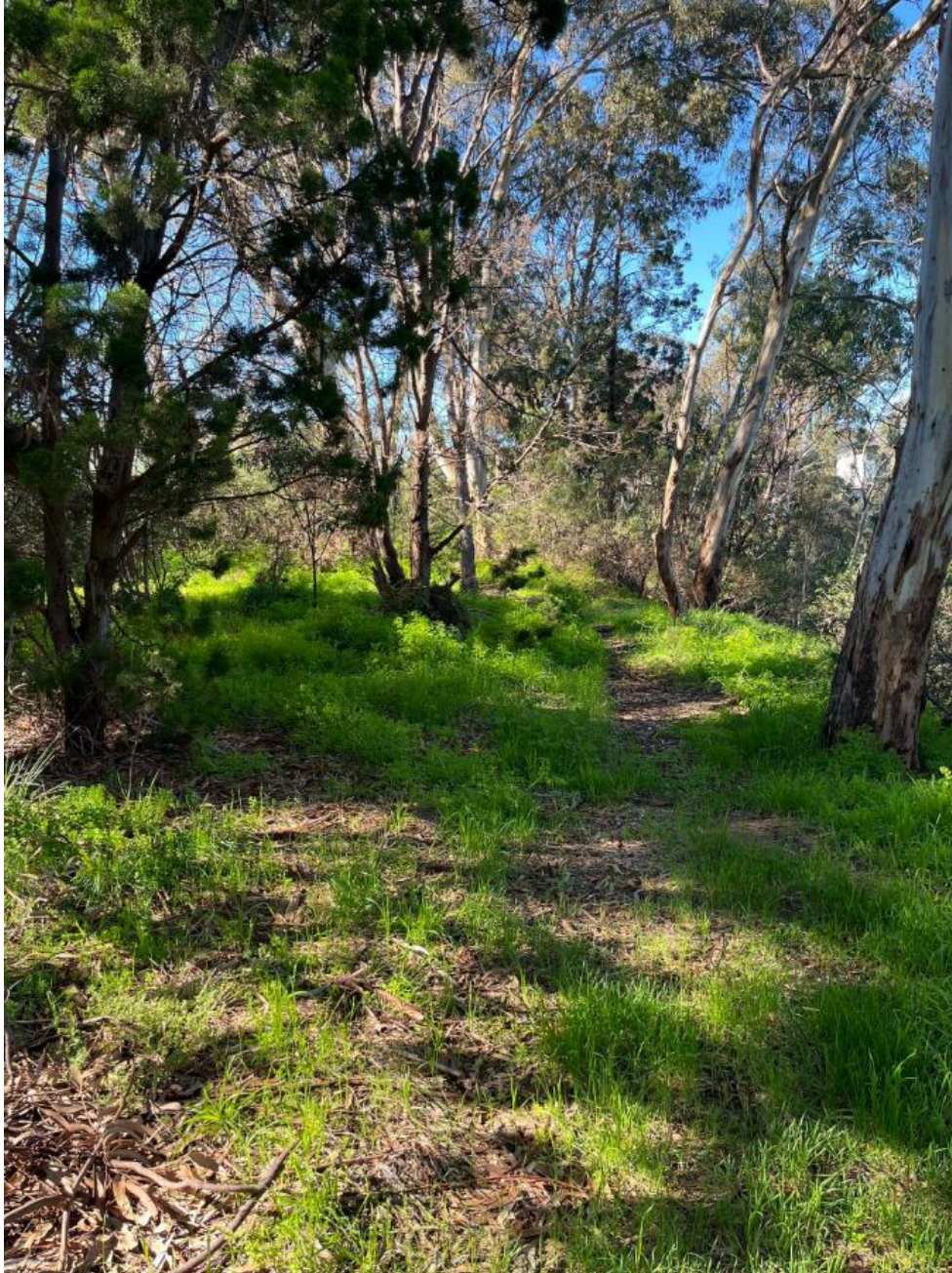
Survey of subject area of St Peters Billabong

Aqua lines depict the face of the slopes.

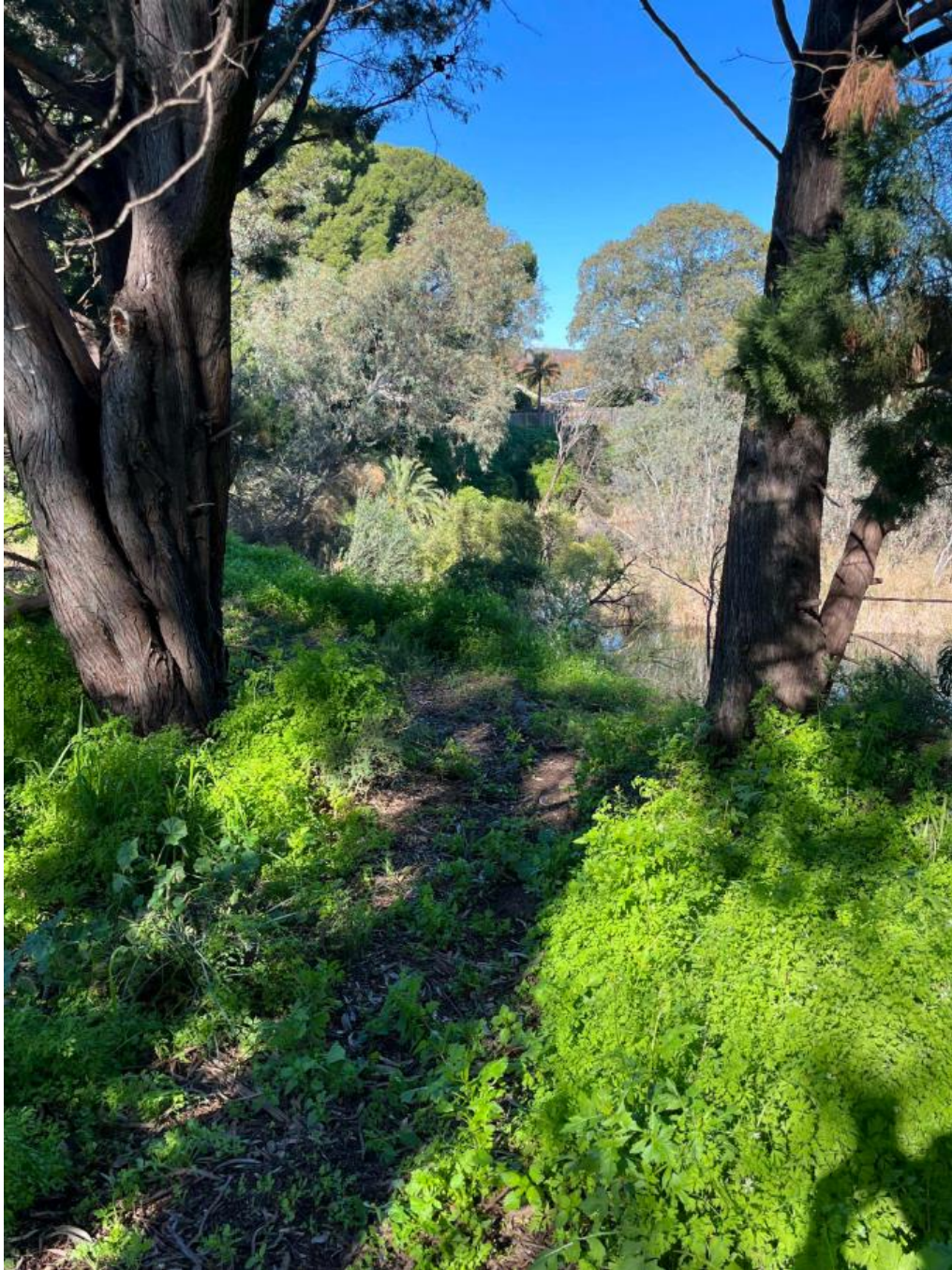




Point adjacent River Street Car Park and sealed path to Billabong where people would enter the "plateau" and commence walk along top of banks



View from immediately inside the fence adjacent the car park, with the narrow walking track leading into the distance.



Approximately 40 metres in from the fence adjacent the car park, the track alignment (located between the two trees) moves within 0.5m of the bank edge.



Approximately 50 metres in from the fence adjacent the car park, there is a clearing. This area is located immediately behind # 17 River Street. This is the first location along the track where there is no trees and there is a clear view of the Billabong.

The measuring wheel in the foreground is located approximately 3 metres back from the bank edge – noting all reports recommend this 3 metre “exclusion zone”.

At this point the distance between the top of the bank and the private property boundary is approximately 8 metres at its widest point.



This is a photo taken 3 metres back from the bank edge at the viewing area.



This photo is taken from the viewing area behind # 17 River Street, looking toward the rear of the property at # 15 River Street.

The measuring wheel in the foreground is located at the top of the bank, which is approximately 3 metres from the property boundary.

The width of the public land between the rear property boundaries and the edge of the slope narrows significantly beyond this point, to approximately 1 metre at the rear of # 13A and 13 River Street.



This photo is taken from the rear of # 11 River Street, looking back toward the point at the rear of # 13A and 13 River Street where the width of the public land between the rear property boundaries and the edge of the slope narrows to approximately 1 metre.

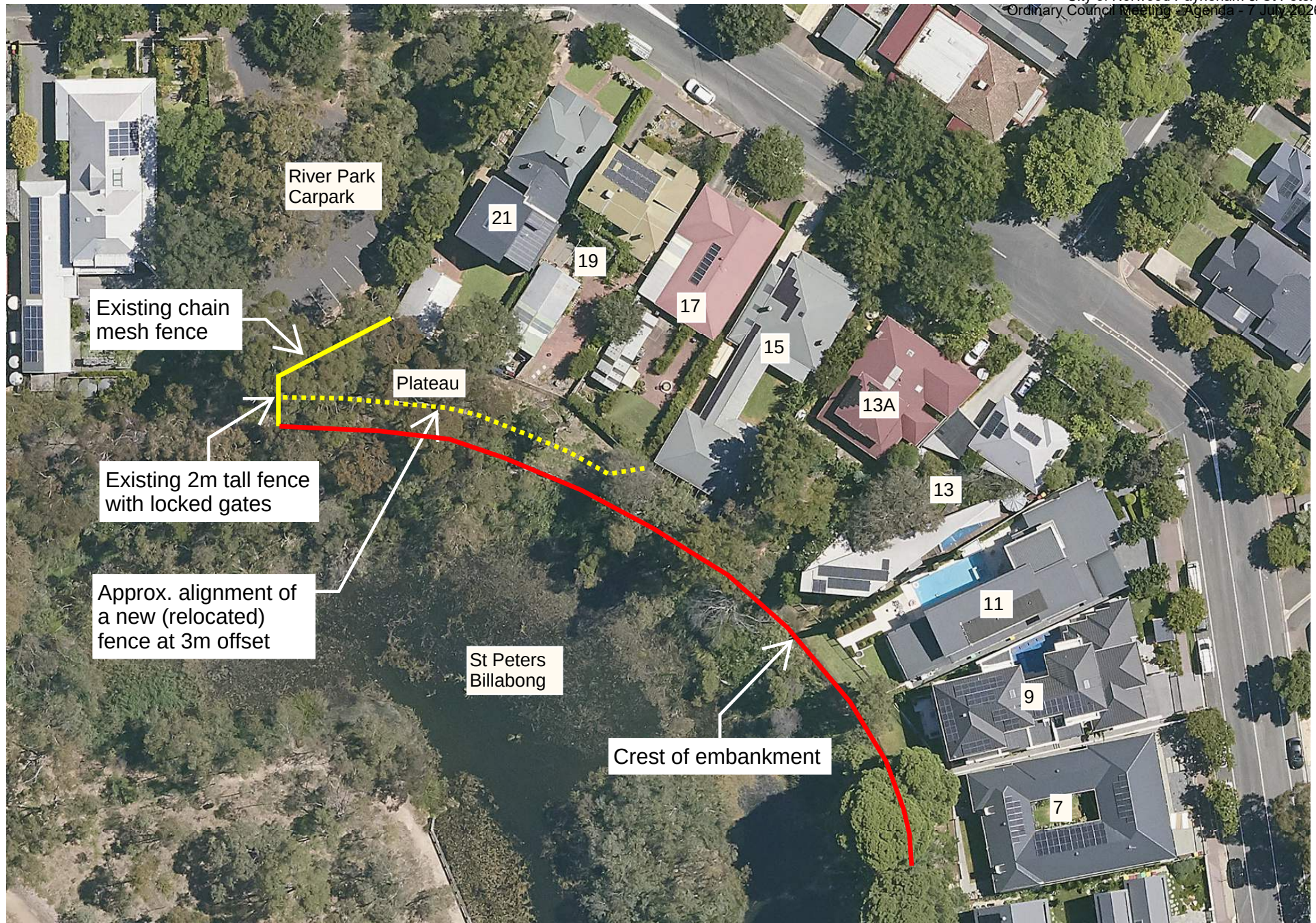
The measuring wheel in the foreground is located at the top of the bank, which is approximately 3 metres from the property boundary.



This photo is taken from the rear of # 13 River Street, looking back toward the rear of the properties located at # 11 River Street through to # 7 River Street. Through this section the width of the public land between the rear property boundaries and the edge of the slope increases from approximately 3 metres to approximately 6 metres at its widest point.



This photo shows where the side fences of the property located at # 5 River Street extend across public land to the top of the bank. Beyond this point, the rear boundaries of the next five (5) properties located from #3 River Street through to 12 Eight Avenue, are located at the top of the bank in whole or part. Therefore no safe public access is possible.



13.4 THE PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT - LOCAL GOVERNMENT FINANCE AUTHORITY PROGRESS REPORT

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

PURPOSE OF THE REPORT

The purpose of this report is to provide the latest update that has been provided to the Local Government Finance Authority (LGFA) regarding the Payneham Memorial Swimming Centre.

BACKGROUND

As Elected Members are aware, the Council has entered into a Loan Arrangement with the Local Government Finance Authority (LGFA) for the Payneham Memorial Swimming Centre Project.

As part of the Special Conditions of the loan, the Council is required to provide the LGFA with information regarding the status of the Project.

On 5 June 2026, the *Payneham Memorial Swimming Centre Redevelopment Project Progress Report* (the Project Progress Report), was forwarded to the LGFA, in accordance with the Special Conditions of the loan.

A copy of the Progress Report is contained in **Attachment A**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

In compliance with the Special Conditions imposed by the Local Government Finance Authority (LGFA) on the loan approval for this Project, the Council provides the LGFA with information on the status of the Project.

The update that has been provided to the LGFA is the period ending 31 March 2026.

As stated in the Progress Report which has been provided to the LGFA, the contract works component of the Project is currently tracking on time as scheduled, with all key milestones being met in accordance with the Project Schedule and/or revised approved timeframes.

There have been no unexpected construction delays or issues to date and construction is progressing as planned. The updated cost estimate to complete the Project has been endorsed by the Council at its meeting held at its meeting held 7 October 2025. In addition, \$3.05m was added to the project budget to accommodate the revised design for the Design & Construct Items (ie water slide and water play components)

Funding milestones have been met and all grant income and expenditure remain in alignment with Budget expectations. Overall, the project is well positioned, maintaining steady momentum in both delivery and financial management. Progress on the Project remains aligned with strategic goals and achievable milestones.

Final project costs will be fully reconciled and reported following practical completion of the Project. Based on current forecasts, committed expenditure and remaining works, total project costs are expected to remain within the approved budget of \$63.9m, with no budget overrun currently anticipated. Financial performance will continue to be monitored and any material variations will be reported as part of the project close-out process.

A copy of the *Payneham Memorial Swimming Centre Redevelopment Project Progress Report* that has been provided to the LGFA South Australia, is contained in **Attachment A**.

OPTIONS

The report is provided for information purposes only.

CONCLUSION

Nil.

RECOMMENDATION

That the report be received and noted.

File Number: qA181672
Enquiries To: Natalia Axenova
Direct Telephone: 8366 4548



City of
**Norwood
Payneham
& St Peters**

5 June 2026

Mr Davin Lambert
Local Government Finance Authority of South Australia
147 Pirie Street
ADELAIDE SA 5000

Email: davin.lambert@lgfa.com.au

Dear Davin

**PROGRESS REPORT
PAYNEHAM MEMORIAL SWIMMING CENTRE**

In accordance with the Special Conditions of the loan approval for the Payneham Memorial Swim Centre, the purpose of this letter is to provide information regarding progress of the *Payneham Memorial Swimming Centre Project*.

EXECUTIVE SUMMARY

Project Name: Payneham Memorial Swimming Centre

Project Objective: Redevelopment of the Payneham Memorial Swimming Centre to modernize facilities, improve community accessibility, and enhance sustainability.

Status Project is: On Track

Key Financial Impacts:

- Stage Government grant approved: \$5,600,000
- Total cost to build budget: \$63,980,000 (*revised from \$60,222,958, due to revised design of the Design & Construct items*).

TABLE1: PROJECT MILESTONES

Milestone Name	Target Completion Date	Actual Completion Date	Status	Remarks
Feasibility Study Completion			Completed	NIL
Design Finalization			Completed	NIL
Construction Phase Start	5-Feb-24	5-Feb-24	Completed	NIL
Practical Completion	27-Jan-26	29-Jun-26	Revised	Approved Extension
Expected Opening	Mar-26	Aug-26	Revised	

**CHIEF
EXECUTIVE'S
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Economic Prosperity
Environmental Sustainability

TABLE 2: DETAILED MILESTONES

Key Milestone	Completion Date
Works Commenced on Site	5-Feb-24
Demolition of Existing Centre	22-Mar-24
Bulk Civil & Remediation Works	1-Aug-24
Structural Piling Mobilisation #1 (Building, Balance Tank & Pool Piling)	30-Sep-24
Pool Balance Tank Substructure	23-Oct-24
Indoor 25m & Learn to Swim Pool Shells	1-Nov-24
Outdoor 50m Pool Shell	13-Dec-24
Erection of Structural Steel Roof Framing for Pool Hall Building	20-Dec-24
Hydrostatic Testing of Indoor Pools	15-Jan-25
Pool Hall Building Roof Sheetting	31-Jan-25
Pavilion Building Concrete Slab	3-Mar-25
Piling Mobilisation #2 (Zero Depth)	27-May-25
Structural Steel and Roofing to Southern Plant Room	19-May-25
Aquatic Plant Room Fit Out	5-Aug-25
Pavilion Roof Sheetting	19-Sep-25
Pool Hall Timber Ceiling	25-Nov-25
Water Slide Drainage & Services	9-Dec-25
50m Pool Tiling	19-Dec-25
Building Watertight Milestone	15-Jan-26
25m Pool Tiling	22-Jan-26
LTS Pool Tiling	9-Feb-26
Pool Hall Concourse Concrete	2-Feb-26
Zero Depth Water Play Subsurface Works	5-Mar-26
Water Slide Balance Tank (Walls & Floor)	17-Mar-26

FINANCIAL OVERVIEW

Funding Sources for Expenditure:

- State Government grant \$5,600,000
- Borrowings \$58,380,000 (*revised from \$54,622,958*)

Financial status:

The contract works component of the Project is currently tracking on time as scheduled, with all Key Milestones being met in accordance with the Project Schedule and/or revised approved timeframes. Grant funding has been received as planned and costs that have been incurred are in line with budget forecasts. Overall, the project remains "on track" both in terms of timeline and financial performance, as per the revised project budget. Expenditure mainly includes costs from the Construction Supplier, Badge Construction (S.A.) Pty Ltd (Badge), costs in relation to Utility Services and Design Consultant Fees. All costs are tracked on daily basis.

TABLE 3: FINANCIAL POSITION AS AT MARCH 2026

Amounts in thousands (000) k

	Actuals 2023-2024	Actuals 2024-2025	Actuals 2025-2026	Total Actuals to date	Full Budget	Balance to complete
Grants received	\$ 560	\$ 2,240	\$ -	\$ 2,800	\$ 5,600	\$ 2,800
Expenditure	\$ 4,257	\$ 32,709	\$ 15,817	\$ 52,783	\$ 63,980	\$ 11,197
	\$ 3,697	\$ 30,469	\$ 15,817	\$ 49,983	\$ 58,380	\$ 8,397

Cost Variations:

The approved construction contract included provisional sums for Design & Construct (D&C) items, namely:

- the 50 metre pool shade structure;
- Zero-depth play area;
- Water slides and tower; and
- Glulam ceiling connections (feature timber ceiling in Main Pool Hall)

The final pricing of all D&C elements have been received and as a result, an updated cost estimate has been provided to complete the Project.

To this end, a report was considered by the Council at its meeting held 7 October 2025, noting the revised final cost to complete the Project and endorsed a Budget Revision of \$3.05m to the original project allocation of \$60,931,400, to allow completion of the Project, as scoped. This Revision relates to the Design & Construct items.

The current list of variations by Badge Construction (S.A.) Pty Ltd (Badge), as confirmed by WT (Cost Consultant), the Claim Assessment Report (dated March 2026) is summarised in Table 3 below:

TABLE 4: VARIATIONS SUMMARY

Contract Schedule Items	Approved Variations
Demolition and soil repository works	-297,652.91
Updates to feature ceiling and Pool wall design	-947,652.53
Epoxy Grout Treatment	-1,049,304.66
Electrical Updates	184,910.62
Roof Safety Updates	121,412.76
Facility Ceiling Changes	-93,102.11
Miscellaneous Project Scope Change	-189,894.27
Miscellaneous Design Updates	1,084,394.52
Miscellaneous Latent Conditions	190,765.86
Miscellaneous Commercial	-888,430.00
	- \$ 1,884,552.72

Approved cost variations mainly relate to savings in Demolition and on-site soil repository, an alternative GluLam timber ceiling supplier and revised epoxy grout treatments.

Miscellaneous variation items include minor design changes and project scope updates that have progressively approved as the project evolves. Miscellaneous latent variations largely include unknown findings uncovered during initial demolition and excavation works at the site.

The Project Team are working through the review process for a series of pending variations and will continue to provide updates as these are finalised.

Risk Management

As with any major complex project, a comprehensive risk assessment has been conducted for the Payneham Memorial Swimming Centre Project and a detailed Risk Register is in place. This Register is regularly reviewed and updated to identify, assess, and mitigate potential risks that may impact project timelines, costs, or deliverables. Ongoing monitoring ensures that emerging risks are proactively managed and appropriate mitigation strategies are implemented to minimize disruptions. Regular reviews by the Project Team and key stakeholders, assists in maintaining a structured approach to risk management, ensuring the project remains on track while addressing any challenges that may arise.

Next Steps and Timeline

In respect to construction, these are the scheduled services of works:

- tiling and internal fit out;
- filling of pools;
- testing and commissioning;
- landscaping and external works;
- Slide Tower construction; and
- Zero Depth Splash Pad works.

Summary:

The *Payneham Memorial Swimming Centre Project* is progressing well, with current works proceeding according to the established schedule. There have been no unexpected construction delays or issues to date and construction is moving forward as planned. The updated cost estimate to complete the Project has been endorsed by the Council and the total budget has increased by \$3.05m. Funding milestones have been met and all grant income and expenditure remain in alignment with expectations. Overall, the project is well positioned, maintaining steady momentum in both delivery and financial management. Progress on the Payneham Memorial Swimming Centre remains aligned with strategic goals and achievable milestones.



Mario Barone PSM
CHIEF EXECUTIVE OFFICER



Robert Bria
MAYOR

13.5 ERA WATER DRAFT UPDATED 2025-2034 LONG-TERM FINANCIAL PLAN

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

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council for endorsement, the ERA Water Draft 2025-2034 Updated Long-Term Financial Plan.

BACKGROUND

ERA Water is a Regional Subsidiary which has been established pursuant to Section 43 of the *Local Government Act 1999*, for the primary purpose of implementing the Waterproofing Eastern Adelaide Project (the Scheme), which involves the establishment of wetland bio-filters, aquifer recharge and recovery, pipeline installations and water storage facilities. ERA Water manage the Scheme on behalf of the Constituent Councils and provide recycled stormwater for the irrigation of parks and reserves to Constituent Councils. The City of Norwood Payneham & St Peters, together with the City of Burnside and the Town of Walkerville make up the Constituent Councils of ERA Water.

Pursuant to Clause 5.5.1 of the Charter, ERA Water must prepare and submit a Long-Term Financial Plan covering a period of at least three (3) years to the Constituent Councils for approval.

At its meeting held on 26 March 2026, the Board of ERA Water reviewed and approved the Draft 2025-2034 Updated Long-Term Financial Plan and resolved to submit the updated Plan to the Constituent Councils for approval.

A copy of ERA Water's Draft 2025-2034 Updated Long-Term Financial Plan is contained in **Attachment A**.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no immediate financial impacts on the Council resulting from the adoption of the ERA Water Draft 2025-2034 Updated Long-Term Financial Plan.

As a Constituent Council of ERA Water, the Council is required to account for its share of ERA Water in the Council's Financial Statements. The Council has a one-third (equal share holding with the other Constituent Councils) ownership share of ERA Water.

Based on the forecasts set out in the Plan contained in **Attachment A**, the Council will be reporting an operating loss from ERA Water of \$187,081 in the 2026-2027 Financial Year.

RISK MANAGEMENT

A Long-Term Financial Plan (LTFP), is based on assumptions and information available at the time the LTFP is prepared. However, unanticipated events (ie interest rates, increased costs associated with materials and labour, climate changes (in the case of ERA Water), etc), can significantly impact the financial projections contained in a LTFP.

On this basis, a LTFP is reviewed annually to reassess assumptions and update the LTFP as required.

CONSULTATION

Elected Members

Cr Grant Piggott is a Member of the ERA Water Board.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

ERA Water's 2025-2028 Strategic Business Plan outlines three (3) strategic priorities:

1. *Enhance supply capacity and pressure;*
2. *Optimise administrative and business processes; and*
3. *Enhance security of supply.*

These strategic priorities have provided the direction for ERA Water's Draft 2025-2034 Updated Long-Term Financial Plan (the Draft Plan).

At the same time, the Draft LTFP recognises that there are numerous external and operational factors that will impact on its financial performance.

The Draft LTFP therefore has been prepared on the basis of the following assumptions:

- Economic

Annual cost increases have been set at 2.5% over the life of the LTFP. This assumption is intended to provide a realistic estimate of inflationary pressures over the planning period, considering historical trends and the Reserve Bank's inflation control objectives.

The Draft LTFP assumes that ERA Water will continue to maintain a variety of debt facilities sourced from the Local Government Finance Authority (LGFA) with interest based on Variable and Fixed loans. Interest rates on borrowings are modelled on the LGFA indicative rates as at March 2026.

- Financial

ERA Water's pricing policy currently sets water prices at 90% or, in some instances where network extension costs are being recovered, 95%, of the SA Water price. In this respect, price increases have been aligned with the ESCOSA Regulatory Determination applying to SA Water prices covering the period 1 July 2024 to 30 June 2028.

The Water Security Charge that has been in place since 2023, is assumed to continue, indexed at 2.5% annually, as a means of accelerating the reduction of debt and the interest cost (budgeted at approximately 62% of total revenue in ERA Water's 2025-2026 Adopted Budget).

The base line volume of water sales has been assumed to be 240ML for the life of the LTFP, which is reflected in the 2025-2026 Budget. ERA Water's sales have varied from 165ML in 2022-2023 to 316ML in 2023-2024. A volume of 240ML is mid-point between those figures and an analysis of data for the first five (5) year period shows mean and median figures of around 240ML.

Additional sales of 120ML per annum have been assumed in coming years from projects to be undertaken as a result of the funding that ERA Water has received as part of the *Alternative Water Supply Efficiency Measures Program* (AWSEM).

In addition, the Draft Plan assumes that ERA Water will purchase its groundwater entitlement of 129ML at a cost of \$3 per ML over a three (3) year period.

The final capital contribution of \$200, 000 from the Town of Walkerville as part of the Water Security Charge that has been agreed to by the Constituent Councils, has also been included.

The cap on debt levels that has been placed on ERA Water by the Constituent Councils is \$15.3 million. Based on the modelling undertaken by ERA Water, ERA Water should remain well within its borrowing cap over the life of the Draft LTFP.

The Draft LTFP assumes that ERA Water's assets will be revalued in years five (5) and ten (10). For planning purposes, a 2.5% uplift (equivalent of CPI) of the written down replacement value of ERA Waters assets, has been included in the Draft LTFP.

A structured increase in the annual provision for repairs of infrastructure has also been included in the Draft LTFP.

The 2025-2034 Long-Term Financial Plan will be reviewed and updated annually following the finalisation of each annual Budget.

OPTIONS

The Council can choose not to endorse the Draft ERA Water Long Term Financial Plan, however, there are no specific issues or activities which present a financial or risk management issue for this Council which would warrant the Council taking this course of action.

CONCLUSION

As with any Long-Term Financial Plan, the financial projections contained within the Draft LTFP, are meant to provide an indication of the direction and financial capacity, rather than predicting the future financial performance and position of ERA Water.

The Draft Plan is based on a number of assumptions, which have been determined with reference to available information and knowledge at the time of preparing the Draft LTFP. These assumptions have been reviewed and on the premise that the assumptions hold true, the financial projections provide a fair and reasonable prediction of the future financial performance and capacity of ERA Water.

RECOMMENDATION

The Council advises ERA Water that pursuant to Clause 5 of the ERA Water Charter, the Council has considered and hereby approves the Draft Updated 2025-2034 Long-Term Financial Plan, as contained in Attachment A.



2025-34 Updated Long Term Financial Plan



CONTENTS

1. About ERA Water
 2. Purpose
 3. Future directions
 4. Plan assumptions
 5. Plan review
 6. LTFP statements (Uniform Presentation of Finances, Statement of Comprehensive Income, Statement of Financial Position)
-

1. ABOUT ERA WATER

ERA Water is a regional subsidiary established under Section 43 of the Local Government Act 1999, established in 2015 by the City of Burnside, the City of Norwood Payneham & St Peters, and the Town of Walkerville.

The purpose of ERA Water is to:

- Harvest and treat stormwater for injection into underground aquifers.
- Extract and distribute the treated water and other suitable non-potable water sources for irrigation of public spaces across the constituent councils and neighbouring areas.

The scheme was initiated by the three Constituent Councils following the Millennium Drought and the need for sustainable and secure irrigation water.

2. PURPOSE

This Long Term Financial Plan (LTFP) reflects the proposed financial outcomes of ERA Water's strategic directions, while recognising that there are numerous external and operational factors that will impact on its financial performance. The LTFP will be updated after the adoption of each annual budget, maintaining a 10 year focus.

3. FUTURE DIRECTIONS

The ERA Water **2025–28 Strategic Business Plan** outlines three strategic priorities:

- 1 *Enhance supply capacity and pressure:*
 - 1.1 *Subject to funding, implement improvements to the distribution network to address capacity and pressure problems.*
 - 1.2 *Work with the Constituent Councils to identify the potential for connecting additional sites.*
 - 1.3 *Continue to engage with other potential purchasers of our water.*
- 2 *Optimise administrative and business processes:*
 - 2.1 *Review and refine administrative and business processes to support our main focus being on the business of supplying water for irrigation purposes.*
 - 2.2 *Identify and implement the best path to manage business data in a more holistic way.*
 - 2.3 *Work with the Constituent Councils to implement and formalise arrangements for assistance with organisational processes.*
- 3 *Enhance security of supply:*
 - 3.1 *Adopt a target for the quantity of alternative water that can be accessed for distribution.*
 - 3.2 *Procure groundwater entitlements as part of our supply mix of water for distribution.*
 - 3.3 *Seek to increase the supply of stormwater from Third and Fourth Creeks and the River Torrens as part of our supply mix of water for distribution.*
 - 3.4 *Pursue opportunities for collaboration with other organisations, including other councils and SA Water.*

These strategic priorities have provided the direction for the LTFP. A key enabler for ERA Water is securing government funding for infrastructure and resilience projects.

4. PLAN ASSUMPTIONS

A LTFP is developed based on assumptions about what may happen. In a volatile global environment, assumptions regarding external matters become more challenging. As a rolling 10 year Plan the external and operating assumptions will be revisited each year.

For this Plan, the approach to uncertainty is to take a mid-point view of what may happen. This is particularly important for ERA Water as external factors of interest rates, cost increases, and weather and climate changes and variabilities have significant impacts.

4.1 Economic assumptions

- The Reserve Bank of Australia has an inflationary target of between 2% and 3% per annum. Consistent with the mid-point concept mentioned above, cost increases have been set at 2.5% annually for the life of the Plan. This assumption is intended to provide a realistic estimate of inflationary pressures over the planning period, considering historical trends and the RBA's inflation control objectives.
- Having been established with a high level of debt, interest rates are particularly significant for ERA Water. The LTFP assumes that ERA Water will continue to maintain a variety of debt facilities sourced from the Local Government Finance Authority (LGFA) with interest based on a similar structure to the current split between variable (floating) and fixed loans.

Interest rates on borrowings are modelled on the following, reflecting the latest LGFA indicative rates as at the time of this report (3 March 2026) for all years of the Plan:

- Floating - 5.35% (updated to rate announced by LGFA on 5 February 2026).
- Fixed Rates 2 years, interest only - 5.29%.
- Fixed Rate 3 years, interest only - 5.30%.

4.2 Financial assumptions

- ERA Water's pricing policy currently sets water prices at 90% or, in some instances where network extension costs are being recovered, 95%, of the SA Water price. In this respect price increases have been aligned with the ESCOSA Regulatory Determination applying to SA Water prices covering the period 1 July 2024 to 30 June 2028.

For FY26 the LTFP includes a water price increase of 5.5%, and for FY27 and FY 28 increases of 6.0% (2.5% CPI plus an additional 3.5%) are included.

For FY29 and beyond the water price increase has been indexed by CPI each year given that there is no regulatory determination for SA Water yet for that period.

- The Water Security Charge that has been in place since 2023 is assumed to continue, indexed at 2.5% annually, as a means of accelerating the reduction of debt and the interest cost (budgeted at approximately 62% of total revenue in ERA Water's 2025-26 Original Budget) that goes with it.
- The base line volume of water sales has been assumed to be 240ML for the life of the Plan, which is the same as for the 2025-26 Budget. For the first five full years of operation, ERA Water's sales have varied from a low of 165ML in 2022-23 to a high of 316ML the following year in 2023-24. A volume of 240ML is mid-point between those figures and an analysis of data for the five year period also shows mean and median figures of around 240ML.

Additional sales of 120ML per annum have been assumed in coming years from projects to be undertaken with anticipated funding from the Alternative Water Supply Efficiency Measures (AWSEM) Program.

- Based on the latest information currently proposed for AWSEM funding, estimated project costs have been calculated at \$2.994m over the period March 26 to September 27.
- In addition, the Plan assumes that ERA Water will purchase its groundwater entitlement of 129ML at a cost of \$3/ML over a three year period with 20ML purchased in FY27, 20ML in FY28 and the balance of 89ML in FY29.
- For the FY27 year, the final capital contribution of \$200k for the Town of Walkerville has been included.

- The debt cap on ERA Water determined by the Constituent Councils is \$15.3 million. It provides some head room in the case of the occurrence of known risks such as a series of continued dry years. Based on the modelling, ERA Water should remain well within its borrowing cap over the LTFP period.
- Depreciation, based on the written down replacement value of an asset and calculated on a straight-line basis, is an estimation of the consumption of the service potential of assets. ERA Water is an asset intensive body in that it exists to deliver a product, irrigation water, rather than services.

The Plan assumes that the assets are revalued in years five and year ten of the LTFP. For planning purposes, a 2.5% uplift (equivalent of the CPI) of the written down replacement value has been included.

Asset classes and their useful life estimates are shown in the following table from the ERA Water Asset Management Plan 2025-34.

Period	Replacement Cost at Current Values	Current Annual Depreciation	% of Total Assets
2025–2034	\$0.004M	\$4k	0.0%
2035–2044	\$2.085M	\$100k	7.1%
2045–2054	\$0.053M	\$1.8k	0.2%
2055–2064	\$1.745M	\$43.7k	6.9%
2065–2074	\$0.966M	\$19.2k	3.9%
2075–2084	\$2088M	\$33.6k	8.7%
2095–2104	\$17.030M	\$213k	72.0%
2115–2124	\$0.286M	\$2.8k	1.2%
Total	\$24.258M	\$415k	100%

- As indicated in the Asset Management Plan 2025-34, the above table shows minimal replacement costs for the 2025-34 period based on nominal asset lives. However, it is recognised that there may be additional upgrades, significant maintenance and repairs, and possibly some electrical and mechanical asset replacements required. A structured increase in the annual provision for repairs has been included in the LTFP and will be monitored and factored into future iterations.

5. PLAN REVIEW

The LTFP will be reviewed and, consistent with it being a rolling Plan, new iterations for 10 year periods will be developed after the adoption of each future Annual Budget and Business Plan.

6. LTFP STATEMENTS

The Uniform Presentation of Finances, Statement of Comprehensive Income, Statement of Financial Position appear on the following pages.

Uniform Presentation of Finances
ERA Water LTFP

\$	Jun-24 Act Yr 1	Jun-25 Act Yr 2	Jun-26 Budget Yr 3	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12
All error checks															
OK															
Income															
User Charges (Sales)	879,854	899,665	754,600	1,073,697	1,254,922	1,286,296	1,318,453	1,351,414	1,385,200	1,419,830	1,455,325	1,491,708			
Water Security Charge	250,000	250,000	250,000	256,250	262,656	269,223	275,953	282,852	289,923	297,171	304,601	312,216			
Grants, Subsidies and Contributions	-	-	-	164,821	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	24,032	14	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total (Income)	1,153,886	1,209,645	1,044,600	1,522,368	1,545,179	1,583,118	1,622,006	1,661,866	1,702,723	1,744,601	1,787,526	1,831,524			
Expenditure															
Employee costs	115,617	20,724	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials, contracts and other expenses	640,187	676,199	664,000	856,779	714,004	785,155	836,132	866,539	897,944	920,392	963,871	998,458			
Expenses excluding depreciation and interest	755,804	696,923	664,000	856,779	714,004	785,155	836,132	866,539	897,944	920,392	963,871	998,458			
Earnings before interest, tax and depreciation and amortisation (EBITDA)	398,082	512,722	380,599	665,589	831,175	797,964	785,875	795,328	804,779	824,209	823,655	833,066			
Depreciation, amortisation and impairment	415,533	417,475	417,300	467,966	498,623	547,097	552,018	552,018	552,018	552,018	552,018	552,018	615,214	621,027	
Finance costs	593,710	680,349	622,480	648,272	657,950	673,434	670,284	663,253	657,124	646,144	634,533	623,512			
Total Depreciation and Interest	1,009,243	1,097,824	1,039,780	1,116,238	1,156,573	1,220,531	1,222,302	1,215,271	1,209,142	1,198,162	1,249,747	1,244,539			
OPERATING SURPLUS/(DEFICIT)	(611,161)	(585,102)	(659,180)	(450,649)	(325,399)	(422,568)	(436,427)	(419,943)	(404,362)	(373,953)	(426,092)	(411,473)			
Net Outlays on Existing Assets															
Capital Expenditure on Renewal and Replacement of Existing Assets	(19,551)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	415,533	417,475	417,300	467,966	498,623	547,097	552,018	552,018	552,018	552,018	552,018	552,018	615,214	621,027	
NET OUTLAYS ON EXISTING ASSETS	395,982	417,475	417,300	467,966	498,623	547,097	552,018	552,018	552,018	552,018	552,018	552,018	615,214	621,027	
Net Outlays on New and Upgraded Assets															
Capital Expenditure on New and Upgraded Assets & Remediation costs	(33,380)	(1,557)	(640,000)	(2,083,085)	(208,050)	(267,000)	-	-	-	-	-	-	-	-	-
Capital Grants & Monetary Contributions - New & Upgraded Assets	-	-	1,590,682	444,637	494,170	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET OUTLAYS ON NEW AND UPGRADED ASSETS	(33,380)	(1,557)	950,682	(1,638,448)	286,120	(267,000)	-	-	-	-	-	-	-	-	-
NET LENDING/ (BORROWING) RESULT	(248,559)	(169,184)	708,802	(1,621,131)	459,345	(142,470)	115,590	132,074	147,655	178,065	189,122	209,554			
Net Financial Liabilities at Beginning of Year	(14,835,903)	(13,283,862)	(13,253,046)	(12,344,244)	(13,765,375)	(13,306,030)	(13,448,500)	(13,332,910)	(13,200,836)	(13,053,180)	(12,875,116)	(12,685,994)			
Contributions from Constituent Councils	1,800,000	200,000	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-
Net Financial Liabilities at End of Year	(13,283,862)	(13,253,046)	(12,344,244)	(13,765,375)	(13,306,030)	(13,448,500)	(13,332,910)	(13,200,836)	(13,053,180)	(12,875,116)	(12,685,994)	(12,476,440)			

In any one year, the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Financing Transactions

NET LENDING/(BORROWING) RESULT FOR FINANCIAL YEAR

(Increase)/Decrease in Cash & Investments
(Increase)/Decrease in Working Capital
Contributions from Constituent Councils

Reduction in Borrowings(New Borrowings) for Financial Year

BORROWINGS

13,195,122 13,069,431 12,176,255 13,593,817 13,138,884 13,285,322 13,173,893 13,046,536 12,902,260 12,727,120 12,538,677 12,333,310

Statement of Financial Position

	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34	Jun-35
\$	Act	Act	Budget	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Assets												
Current Assets												
Cash & cash equivalents	88,752	26,869	42,495	38,926	43,338	47,306	51,467	56,184	59,564	62,488	63,167	67,354
Trade & Other Receivables	50,152	44,880	44,880	405,805	44,880	44,880	44,880	44,880	44,880	44,880	44,880	44,880
Total Current Assets	138,904	71,749	87,375	444,731	88,218	92,186	96,347	101,065	104,444	107,369	108,047	112,234
Non-current Assets												
Financial assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	21,809,602	21,393,684	21,616,384	23,231,502	22,940,929	25,033,131	24,481,114	23,929,096	23,377,078	22,825,061	25,203,196	24,582,170
Total Non-current Assets	21,809,602	21,393,684	21,616,384	23,231,502	22,940,929	25,033,131	24,481,114	23,929,096	23,377,078	22,825,061	25,203,196	24,582,170
Total Assets	21,948,506	21,465,433	21,703,758	23,676,234	23,029,147	25,125,317	24,577,461	24,030,161	23,481,523	22,932,429	25,311,243	24,694,404
Liabilities												
Current Liabilities												
Trade & Other Payables	214,976	255,364	1,206,046	255,364	255,364	255,364	255,364	255,364	255,364	255,364	255,364	255,364
Provisions	12,668	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	227,644	255,364	1,206,046	255,364	255,364	255,364	255,364	255,364	255,364	255,364	255,364	255,364
Non-current Liabilities												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	13,195,122	13,069,431	12,176,255	13,593,817	13,138,884	13,285,322	13,173,893	13,046,536	12,902,260	12,727,120	12,538,677	12,333,310
Total Non-current Liabilities	13,195,122	13,069,431	12,176,255	13,593,817	13,138,884	13,285,322	13,173,893	13,046,536	12,902,260	12,727,120	12,538,677	12,333,310
Total Liabilities	13,422,766	13,324,795	13,382,301	13,849,181	13,394,248	13,540,686	13,429,257	13,301,900	13,157,624	12,982,484	12,794,041	12,588,674
NET ASSETS	8,525,740	8,140,638	8,321,458	9,827,053	9,634,899	11,584,631	11,148,204	10,728,261	10,323,898	9,949,945	12,517,203	12,105,730
Equity												
Accumulated Surplus	3,627,408	3,042,306	3,023,126	4,328,721	4,136,567	3,713,999	3,277,572	2,857,629	2,453,267	2,079,314	1,653,221	1,241,748
Capital Contributions	2,400,000	2,600,000	2,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Asset Revaluation Reserves	2,498,332	2,498,332	2,498,332	2,498,332	2,498,332	4,870,631	4,870,631	4,870,631	4,870,631	4,870,631	7,863,981	7,863,981
TOTAL EQUITY	8,525,740	8,140,638	8,321,458	9,827,053	9,634,899	11,584,631	11,148,204	10,728,260	10,323,898	9,949,945	12,517,202	12,105,729
Net Financial Liabilities												
Total Borrowings	13,283,862	13,253,046	13,294,926	13,404,450	13,306,030	13,448,500	13,332,910	13,200,835	13,053,180	12,875,116	12,685,994	12,476,440
Total Borrowings	13,195,122	13,069,431	12,176,255	13,593,817	13,138,884	13,285,322	13,173,893	13,046,536	12,902,260	12,727,120	12,538,677	12,333,310

13.6 APPOINTMENT OF MEMBER TO THE EAST WASTE AUDIT & RISK COMMITTEE

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

PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's approval of the appointment of Mr Andrian Wiguna as a Member of the East Waste Audit & Risk Committee.

BACKGROUND

The Eastern Waste Management Authority Incorporated (East Waste) is a Regional Subsidiary, established under Section 43 of the *Local Government Act 1999*, to provide at-cost kerbside waste collection services to its Constituent Councils. The membership base of East Waste comprises the Corporation of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, the City of Prospect, the Adelaide Hills Council and the City of Unley.

East Waste is governed by a Board of Management which comprises Members appointed by each of the Constituent Councils.

In addition, Clause 31 of the East Waste Charter requires that East Waste must establish an Audit Committee (now referred to as the Audit & Risk Committee).

Clause 31 of the East Waste Charter requires that appointments to the Audit & Risk Committee are made in accordance with Schedule 2, Clause 30(3) of the *Local Government Act 1999* which specifies:

Subject to the regulations, an audit committee will comprise persons determined or approved by the constituent councils (and may include persons who are members of a constituent council's audit committee).

At its meeting held on 30 April 2026, the East Waste Board resolved to seek the Constituent Council's approval of the appointment of Mr Andrian Wiguna to the East Waste Audit & Risk Committee.

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial implications for the Council associated with approving the appointment of Members to the East Waste Audit & Risk Committee.

RISK MANAGEMENT

The East Waste Charter requires the establishment of an Audit & Risk Committee. As such, appointment of the Audit & Risk Committee Members in accordance with the Charter, will ensure compliance with the Charter.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

Mr Wiguna has over 20 years of experience in Local Government and is currently employed as the General Manager Infrastructure, Planning & Sustainability Services at Campbelltown City Council.

Mr Wiguna has served as a Deputy Director on the East Waste Board for a number of years and in November 2025 was appointed as a Director, following the resignation of Mr Paul Di Iulio, Chief Executive Officer, Campbelltown City Council.

The Constituent Councils, (Adelaide Hills Council, the City of Burnside, Campbelltown City Council, City of Mitcham, City of Prospect, City of Unley and the Town of Walkerville), have approved Mr Wiguna's appointment to the East Waste Audit & Risk Committee.

OPTIONS

The Council can choose to approve the appointment of Mr Wiguna's appointment to the East Waste Audit & Risk Committee or it can choose not to approve the appointment.

Based on the position of the East Waste Board and the approval of the appointment of Mr Wiguna by the other Constituent Councils, there are no specific issues which would indicate that the Council should not approve the appointment.

CONCLUSION

The appointment of Mr Wiguna to the East Waste Audit & Risk Committee must be approved by all Constituent Councils in accordance with the East Waste Charter.

RECOMMENDATION

That the appointment of Mr Andrian Wiguna as a Member of the Eastern Waste Management Authority (East Waste) Audit & Risk Committee, be approved.

13.7 ADOPTION OF THE 2026-2027 ANNUAL BUSINESS PLAN AND BUDGET AND DECLARATION OF RATES FOR 2026-2027

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

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council, the Draft 2026-2027 Annual Business Plan, Annual Budget and Rates Policy for consideration and adoption.

BACKGROUND

Pursuant to Section 123(8) of the *Local Government Act 1999* (the Act), the Council is required to adopt an Annual Business Plan and Budget, after 31 May and before 15 August each year.

Section 123(7) of the Act requires the Council to consider its budget in conjunction with the Council's Annual Business Plan and the Budget can only be adopted after the Council has adopted its Annual Business Plan.

The Draft 2026-2027 Annual Business Plan and Budget, were considered by the Council at its Meeting held on 7 April 2026, and was endorsed to be released for community consultation by the Council at its Meeting held on 5 May 2026.

In accordance with Section 123(4) of the Act, community consultation on the Draft 2026-2027 Annual Business Plan and Budget and the *April 2026 Final Report - Review of the Basis of Rating* report which was prepared by LgiQ, was subsequently undertaken for a period of 22 days, commencing on 9 May 2026 and concluding on 31 May 2026. Twenty-nine (29) written submissions were received as part of the consultation, thirty-four (34) people chose to attend a Public Meeting held on 26 May 2026, that was convened specifically for the purpose of receiving submissions on the Draft 2026-2027 Annual Business Plan and Draft Budget and fourteen (14) citizens made a submission at the Public Meeting.

At the Special Council Meeting held on 9 June 2026, the Council formally considered the written submissions that had been received during the community consultation period.

This report presents the Draft 2026-2027 Annual Business Plan and Budget, based on rates modelling that has been undertaken up to 15 June 2026.

A copy of the Draft 2025-2026 Annual Business Plan and Budget is contained within **Attachment A**.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community.

Outcome 2: Cultural Vitality

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

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Outcome 4: Environmental Sustainability

A leader in environmental sustainability.

FINANCIAL AND BUDGET IMPLICATIONS

The Draft Budget has been prepared in line within the Council's Budget Guidelines that were endorsed by the Council on 3 February 2026 and incorporates the various '*in principle*' decisions which have been made by the Council at its meetings held on 7 April 2026 and 5 May 2026.

The Draft Budget, as presented for consideration in this report, is based on a Rate Revenue increase of 7.9%. To achieve this Rate revenue, as a result of valuation growth, the Rate-in-the-Dollar has decreased by 0.05% and in turn, the average residential rate will increased by 5.37%.

RISK MANAGEMENT

Financial Management and the processes required to prepare the Annual Business Plan are governed by the *Local Government Act 1999* and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*. The 2026-2027 Annual Business Plan and Budget has been prepared in accordance with the relevant statutory requirements to ensure the legislative provisions of the *Local Government Act 1999* and associated Regulations have been met.

CONSULTATION

Elected Members

Elected Members have been involved throughout the preparation of the Draft 2026-2027 Annual Business Plan and Budget process and have considered the various components of the Draft 2026-2027 Annual Business Plan and Budget at meetings held on 3 February 2026, 7 April 2026 and 5 May 2026 and made various '*in principle*' decisions to arrive at a Draft Annual Business Plan and Budget before it was released for community consultation.

Community

In line with the requirements of the Act, all ratepayers and citizens had the opportunity to comment on the Draft 2026-2027 Annual Business Plan. Twenty-nine (29) written submissions were received as part of the consultation and a total of fourteen (14) citizens provided a submission to the Council at the Public Meeting held on 26 May 2026. Thirty-four (34) citizens attended the Public Meeting that was held on 26 May 2026. These submissions were considered by the Council at the Special Council Meeting held on 9 June 2026.

Staff

The review of Operating Expenditure, Operating and Capital Projects and the Draft Annual Business Plan process has been completed with the involvement of the Chief Executive Officer, the Chief Financial Officer, Executive Leadership Team and the various Responsible Officers from across the organisation.

Other Agencies

Not Applicable.

DISCUSSION

Budgeted Recurrent costs and Operating Projects

Following the community consultation period, a number of refinements have been made to the Recurrent Budget and these have been incorporated into the Draft Budget. These adjustments include an increase in operating revenue of \$50,000 based on the latest available rates calculation information, together with a reduction in depreciation expense due to the alignment of the practical completion date for the Payneham Memorial Swimming Centre Project (post 30 June 2026), thereby delaying recognition of the new asset by approximately 1.5 months. As a result, the forecast Operating Deficit has been reduced from \$2,119,486, as presented in the Draft Budget that was released for community consultation, to \$1,919,486, as reflected in the Draft Budget contained in this report.

As detailed in Table 1 below, based on 7.9% increase in Rate Revenue (as approved '*in principle*' by the Council at the Special Meeting held on 9 June 2026) the Draft Operating Deficit is estimated to be \$1,919,486 which is based on a Recurrent Operating Deficit of \$441,786 and an Operating Deficit relating to Operating Projects of \$1,477,700.

It should be noted that the Draft Operating Surplus also includes the Council's share of the Net Loss (\$194,326) from the Regional Subsidiaries of which this Council is a Constituent Council, but does not include Carry Forward expenditure relating to projects that have been approved in prior financial years and which have yet to be completed once 2025-2026 results are finalised.

It is important to note, that funding and budgets for the projects that are proposed to be carried forward (ie works-in-progress) have already been allocated and accounted for in 2025-2026. Any underspend or unused funds will need to be transferred to the 2026-2027 financial year in line with revised completion dates for the respective projects. While this alignment will create variances to the budgets in each of these years, there is no impact to the overall project budgets as Carry Forwards represent time phase reallocations.

The Budget Papers, which are set out in the prescribed format, are contained in **Attachment A - Appendix 3**.

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

	Recurrent Budget 2026-2027	Operating Projects 2026-2027	Capital Projects 2026-2027	Proposed Budget 2026-2027
	\$	\$	\$	\$
INCOME				
Rates	54,947,025			54,947,025
Statutory Charges	2,349,065			2,349,065
User Charges	4,752,960			4,752,960
Grants, Subsidies & Contributions	2,868,077			2,868,077
Grants, Subsidies & Contributions - capital	688,369			688,369
Investment Income	10,500			10,500
Other Income	720,892			720,892
Net Gain - Joint Ventures & Associates				
Total Income	66,336,888			66,336,888
EXPENSES				
Employee Expenses	21,539,886			21,539,886
Materials, Contracts & Other Expenses	24,317,799	1,477,700		25,795,499
Depreciation, Amortisation & Impairment	16,654,050			16,654,050
Finance Costs	4,072,613			4,072,613
Net Loss - Joint Ventures & Associates	194,326			194,326
Total Expenses	66,778,674	1,477,700		68,256,374
OPERATING SURPLUS / (DEFICIT)	(441,786)	(1,477,700)		(1,919,486)
Net gain (loss) on disposal or revaluation of assets			35,601	35,601
Amounts specifically for new or upgraded assets			-	-
NET SURPLUS (DEFICIT)	(441,786)	(1,477,700)	35,601	(1,883,885)

Budgeted Capital Projects Including Capital Works

At the Special Council Meeting held on 5 May 2026, the Council endorsed '*in principle*', the Draft Capital Works Program with a combined value of \$21.731 million, excluding the expenditure required to finalise the 2025-2026 Capital Projects which are not anticipated to be completed by 30 June 2026.

The total amount includes staff costs of \$1.080 million which will be capitalised and included in the final cost of the asset. The Draft 2026-2027 New Capital Budget expenditure of \$6.624million will be funded through cash borrowings and as usual, the Renewal Program will be funded through Depreciation (via Rate Revenue).

The funding allocation includes \$14.026 million for the Council's *Whole-of-Life Capital Works Program* as detailed in Table 2 below:

TABLE 2: WHOLE-OF-LIFE CAPITAL WORKS PROGRAM

ITEM	EXPENDITURE \$'000
Civil Infrastructure	6,635
Stormwater Drainage Program	2,045
Building Works Program	2,795
Recreation and Open Space	1,592
Plant and Depot Equipment Replacement	386
Other Infrastructure Asset Renewal (<i>includes Library Books, IT Equipment, Furniture & Fittings</i>)	572
TOTAL Whole-of Life	14,026

On a full accrual basis, the Capital Expenditure will not affect the Operating Result before Capital Revenues, except through future years' depreciation and financing costs on any associated loan borrowings. Any Grant income that is received and which relates to Capital Projects, will as standard practice, be included as Capital Income within the Budgeted Income Statement after the Operating Surplus/(Deficit), as required by the Model Financial Statements prescribed by the *Local Government Act 1999*.

Borrowings

Proposed capital expenditure of \$21.731 million is proposed to be funded as follows:

- Use of depreciation recovered through rate revenue \$15,106 million
- Grant Funding -
- Borrowings \$ 6,624 million

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

Whilst these considerations form part of the Council's budget model, as per the Council's standard approach, these borrowings will be reviewed before a decision is made to lock in borrowings, as this is the most financially prudent method.

In respect to loan borrowings, the Council can use various financial instruments such as a Cash Advance Debenture (CAD) or Traditional Loan (Loan) provided by the Local Government Financing Authority (LGFA). It is important that borrowing decisions are made strategically, considering factors such as cost, risk, and suitability to the Council's financial objectives and for its ongoing financial sustainability.

The Total Borrowings drawdown by Council as at 31 May 2026 is set out below:

Cash Advance Debenture (CAD) used	\$ 65,975,000
Fixed Rates Loan balance	\$ 5,341,895
Total Borrowings	\$ 71,316,895

Following consideration of the various borrowing options, the current unstable economic climate and conducting a thorough assessment of the Council's financial needs as part of the Draft 2026-2027 Budget, in order to minimise the interest costs and debt servicing needs, it is anticipated that \$35 million of the CAD Facilities in 2026-2027, will be converted into a Traditional Loan.

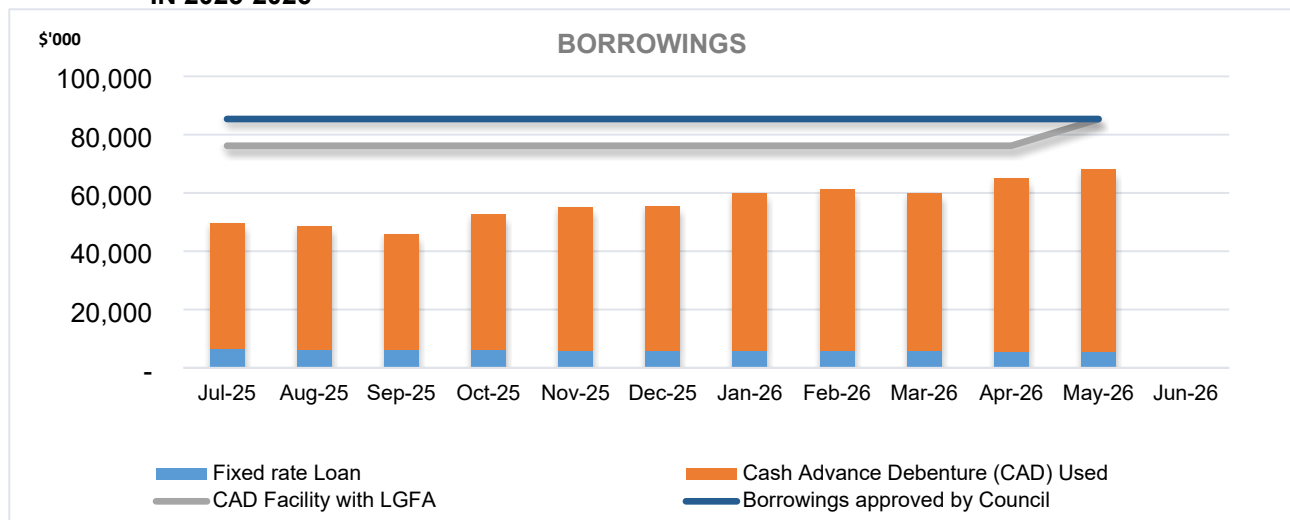
This will however be subject to further assessment as the Fixed Interest rate is considerably higher than the Variable Interest rate at this point in time (LGFA Fixed Interest rate 6.08% vs LGFA Variable CAD rate 5.85%).

This conversion from CAD to a Traditional Loan, is intended to secure long-term certainty as well as savings in interest costs. As such, staff will continue to monitor financial markets and borrowing requirements to ensure that funding strategies remain aligned with the Council's evolving financial position, market conditions and strategic priorities.

Consideration will be given to a structured approach to new borrowings (conversion) by assessing the optimal mix between short-term and long-term debt, including length of the borrowing period. This strategy aims to reduce financial pressure on on rates not only in the immediate years but across the full span of the Long-Term Financial Plan. To this end, borrowing arrangements will be adjusted as needed to optimise financial outcomes and effectively manage financial risks.

Graph 1 below, demonstrates 2025-2026 Actual Borrowings (funds drawn from the facility) against Projected Borrowings for the same year as per the Budget approved.

GRAPH 1: APPROVED FUNDING REQUIREMENTS FOR 2025-2026 VS. ACTUAL BORROWINGS IN 2025-2026

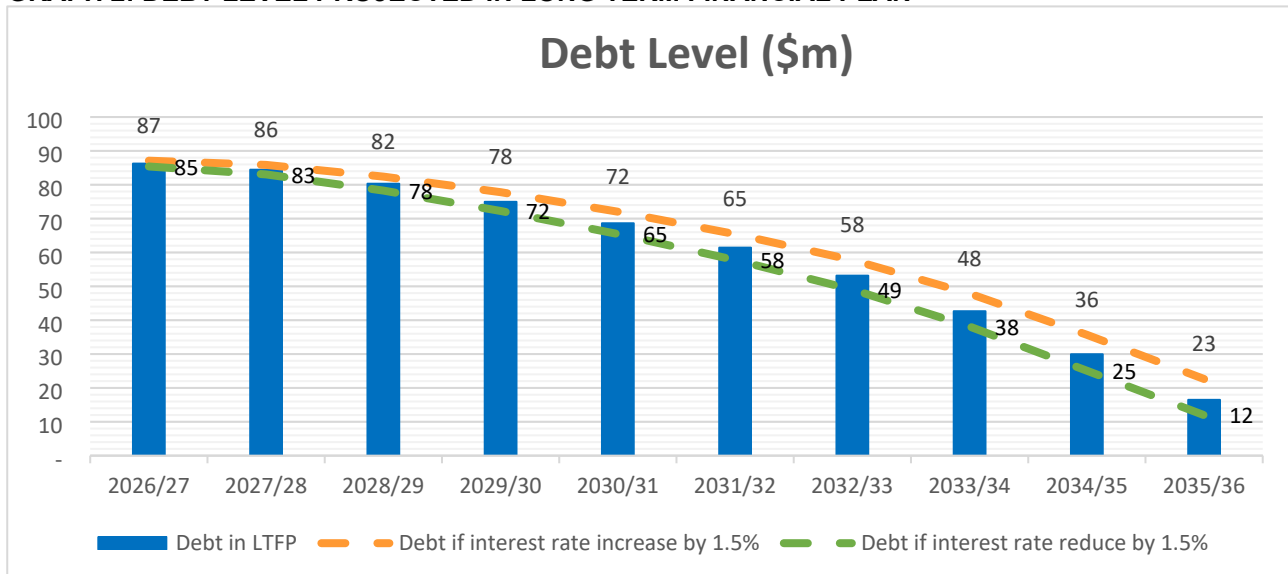


As detailed in the Budgeted Cash Flow Statement (**Attachment A - Appendix 3**), the closing cash balance is projected to be \$500,000 at the end of the 2025-2026 financial year.

Graph 2 below, presents the Long-Term Financial Plan (LTFP) debt projections over the next ten (10) years, together with a sensitivity analysis showing the potential impact of changes in interest rates on the Council's Cash Advance Debenture (CAD) borrowings.

The sensitivity analysis, models scenarios where interest rates increase or decrease by 1.5% from the base forecast assumptions, illustrating the effect on projected debt levels and debt servicing costs over the ten (10) planning period.

GRAPH 2: DEBT LEVEL PROJECTED IN LONG TERM FINANCIAL PLAN



As previously advised, the Council's debt reduction strategy will focus on progressively reducing reliance on external borrowings through a combination of disciplined capital investment, improved operating outcomes, and enhanced financial sustainability measures as previously provided to the Council as part of its response to the ESCOSA Advice and Recommendations..

This will be achieved by prioritising renewal expenditure and essential infrastructure over discretionary capital expansion (new projects), actively reviewing and optimising the timing and scope of the capital program and limiting new borrowings to projects that are financially sustainable and aligned with Council's long-term strategic priorities.

In parallel, there will be a focus on improving operating performance through ongoing efficiency and productivity initiatives, strengthening cost recovery through regular review of fees and charges and pursuing external funding opportunities (Grants) where available to reduce pressure on rates and debt. These initiatives are part of the Councils response to the ESCOSA Advice and Recommendations.

This strategy will be embedded within the Long-Term Financial Plan update and reviewed annually to ensure debt levels remain within sustainable parameters, while maintaining service delivery and intergenerational equity.

Long Term Financial Plan and Asset Management Plan Update

As part of Council's ongoing commitment to sound financial governance, an annual review of the Long-Term Financial Plan (LTFP) and Asset Management Plan, has been undertaken in accordance with legislative recommendations and Council's strategic financial management framework.

The review has incorporated the following:

- the 2025-2026 Third Budget Review;
- revising the scope and assumptions for capital and operational expenditure (mainly rescoping of The Parade Masterplan);
- Operational Model for the Payneham Memorial Swimming Centre Operations Management by an external manager;
- inclusion of the Gymnasium (noting that a final decision on the Gymnasium will be made by the Council at this meeting);
- interest rate and other key assumptions forecast;
- including any additional services as approved by Council during 2025-2026; and
- update to the Renewal Program to incorporate revised asset valuations (in line with the approved Asset Management Plans)

The update of the Long-Term Financial Plan is based on providing a realistic and forward-looking view of the Council's financial position, based on a set of key assumptions that reflect current economic conditions, known commitments and the endorsed strategic priorities. These assumptions have been informed by a combination of external benchmarks, including inflation and wage indices and internal factors such as service delivery requirements, asset management needs and the approved Capital Program.

Given the inherent uncertainty of long-term forecasting, particularly over a ten (10) year horizon, the Long-Term Financial Plan update incorporates a structured approach to identifying and assessing risks and opportunities that may impact financial outcomes. Key areas of sensitivity include inflation and cost escalation, wages growth, interest rates, availability of external funding and the scale and timing of capital investment (Capital Projects).

	2026- 2027	2027- 2028	2028- 2029	2029- 2030	2030- 2031	2031- 2032	2032- 2033	2033- 2034	2034- 2035	2035- 2036
Inflation	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Population Growth	1.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Capital Investments	3.5%	3.0%	2.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Rate Revenue	7.9%	6.5%	6.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Wages	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Income & Expenses	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Interest rate - Loans	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%
Cash Advance (CAD)	5.6%	6.2%	6.1%	6.1%	6.1%	6.3%	6.5%	6.6%	6.9%	7.0%

This approach ensures that the LTFP remains responsive to the current economic environment and continues to guide sustainable decision-making. The updated projections confirm that the Council remains financially sustainable over the forecast period, with a number of strategies already in place as well as development of new strategies to manage cost pressures, maintain service delivery and supports investment in key infrastructure.

Fees and Charges

At the Council Meeting held on 3 February 2026, the Council adopted "*in-principle*" the Draft 2026-2027 Schedule of Fees & Charges, as amended.

The amendments include the introduction of a Tier 4 Category fees for the hire of all community rooms providing a 75% discount for smaller community organisations and locally led community programs, as well as the provision of Cultural Heritage research and information requests of up to two hours at no cost for residents of the City.

At the Council meeting held on 2 June 2026, the Council considered and approved "*in-principle*" the proposed Fees and Charges for the Payneham Memorial Swimming Centre and the Norwood Swimming Centre. These new Fees have now been reflected in the 2026-2027 Schedule of Fees and Charges.

A copy of the 2026-2027 Schedule of Fees and Charges, as amended, is contained in **Attachment B**.

Rates Modelling

In 2025-2026, Council conducted the review of the Rating Strategy. The objective of the review was to ensure that the distribution of rates across the community is equitable, transparent and aligned with contemporary principles. In practical terms, the review considered how the total rate revenue requirement is apportioned between different categories of ratepayers. The review recommended that the Council adopt a revised differential rating framework to improve equity, transparency and alignment with taxation principles. It was recommended that the Council move toward a 150% differential for commercial, industrial land and vacant land uses over time, commencing with a 130% differential in 2026-2027 and increasing in a staged manner over a period of three to five years or as determined by the Council. The Differentials for Primary Production and other land uses, were recommended to be retained and have been retained at 120% to ensure consistency.

A copy of the *Final Report – Review of the Basis of Rating (April 2026)* that was prepared by LGiQ is contained in **Attachment C**.

The Average Rate

As Elected Members are aware, the average rate is calculated by dividing the total rate revenue by the number of properties within each land use category.

The change in the Average Residential Rate for 2026-2027, is influenced by a number of factors, including growth associated with new property development, changes in the residential proportion of the overall valuation base, the proposed increase in rate revenue and the impact of the revised basis of rating. For 2026-2027, it is proposed to redistribute the rate burden across the various land use categories, which affects the relative change in average rates compared to previous years.

In this context, the proposed rating structure is expected to influence the distribution of the overall rate increase, with the impact on residential ratepayers differing from that which would occur under the current rating approach.

The rate modelling information, that includes changes to the Differential Rates for commercial, industrial land and vacant land uses differential rate of 130% as per Rate Strategy review, formed part of the Draft 2026-2027 Annual Business Plan and Budget that was released for consultation and was based on property valuations as issued by the SA Valuer-General, as at 18 April 2026. Final valuations as at 15 June 2026, are now available and these valuations have been used to prepare the final Draft 2026-2027 Budget.

The rating structure, as summarised in Table 3 below, is based on a Rate Revenue increase of 7.9%.

TABLE 3: RATING STRATEGY

	2025-2026	2026-2027
Proposed Rate Revenue Increase	8.50%	7.90%
	\$'000	\$'000
Gross General Rate Revenue	\$50,548	\$54,476
Net Increase on Previous Year	\$3,959	\$3,928
Operating Surplus/(Deficit) after rate revenue increases *	\$755	-\$1,911
Residential Rate		
Rate Payable per Average Residential Property	\$2,236	\$2,356
Average Rate Difference	\$192	\$120
Increase from previous year	9.39%	5.37%
Rate-in-the-Dollar	0.0018297	0.0018287
Increase/(Decrease) from previous year	-2.40%	-0.05%
Commercial Rate		
Rate payable per Average Commercial Property	\$3,459	\$3,827
Average Rate Difference	\$29	\$368
Increase/(Decrease) from previous year	0.85%	10.64%
Rate-in-the-Dollar	0.0021956	0.0021944
Increase/(Decrease) from previous year	-2.39%	8.27%
Minimum Rate	\$1,386	\$1,386
Percentage of Assessment on Minimum Rate	31.94%	27.07%

For the 2026-2027 financial year, the “average residential property” has a capital value of \$1,236,123, compared to the 2025-2026 “average residential property” capital value of \$1,150,455. For the 2026-2027 financial year, the Capital Value of the “average residential property” has increased by 9.08% (as determined by the SA Valuer-General).

Table 4 sets out the details of the impact of the rates modelling on the rates payable across the residential ratepayers.

TABLE 4: RATES PAYABLE FOR RESIDENTIAL LAND USE

Change in Rates Payable	Residential Properties	
	Number	%
Reduction or remain unchanged	5,492	29.9%
Increase greater than 0% and less than 8%	5,186	28.3%
Increase greater than 8% and less than 10%	2,090	11.4%
Increase greater than 10% and less than 15%	4,601	25.1%
15% increase or greater (<i>eligible for Rate Capping</i>)	414	2.3%
Increase greater than 15% (<i>ineligible for Rate Capping</i>)	566	3.1%
Total	18,349	100%
Value of Rates Payable		
\$0 to \$1,500*	5,923	32.3%
\$1,500 to \$2,000	3,255	17.7%
\$2,000 to \$3,000	5,404	29.5%
\$3,000 to \$5,000	3,135	17.1%
over \$5,000	632	3.4%
Total	18,349	100%

* Includes 5,691 (or 27.07% of total Residential properties) properties on minimum rate of \$1,386

Minimum Rates

A minimum rate is the lowest amount of general rates that a property owner must pay, regardless of the property's value. The minimum rate ensures all ratepayers make a reasonable contribution towards the cost of providing and maintaining the broad range of services and infrastructure that benefit all properties within the City.

In the absence of a minimum rate, very low-valued properties would contribute a small amount despite benefiting from and having access to many of the same services as higher-value properties.

Minimum rates generally shift a greater proportion of the rating burden onto lower-valued residential properties (units, apartments) and small retail and commercial properties and vacant land with lower valuations.

As a general rule, a lower minimum rate results in lower rates being paid by lower-value properties and a relatively higher contribution from higher-value properties, whereas a higher minimum rate has the opposite effect.

Legislative provisions limit the application of a minimum rate to a maximum of 35% of rateable properties within a Local Government Area. This safeguard is intended to prevent over-reliance on the minimum rate, as a higher proportion would disproportionately impact lower-value property owners and undermine rating equity.

The key policy consideration for is about balancing Equity (higher-value properties vs lower-value properties), and Benefit received (all properties receive a base level of services).

Table 5 below details the impact of the proposed options in respect to the minimum rate. Unlike previous years the minimum rate is not proposed to be increased in line with the rate revenue increase, in order to maintain an appropriate margin below the maximum threshold of 35% of assessments as prescribed under Section 158(2)(d) of the *Local Government Act 1999*.

TABLE 5: IMPACT OF RATING STRATEGY ON MINIMUM RATES

	2025-2026 \$'000	2026-2027 \$'000
	8.50%	7.90%
Minimum Rate	\$ 1,386	\$ 1,386
\$ difference from prior year	\$109	\$0
No. of assessments on Minimum Rate	6,613	5,691
% of assessments on Minimum Rate	31.94%	27.07%

Rate Capping

The Council currently applies a maximum increase, or capping, to residential ratepayers under Section 153 of the *Local Government Act 1999*. It is proposed that this approach continue in 2026-27.

In addition, to support the implementation of the revised rating structure, for 2026-2027, it is also recommended that the capping mechanism be introduced for commercial, industrial and vacant land ratepayers, under Section 166(1)(l) of the Act.

This is being applied specifically to manage the impact of the redistribution of the rate burden arising from the proposed changes to Differential Rates.

The application of capping for commercial, industrial and vacant land ratepayers provides a transitional mechanism to moderate year-on-year increases and support a staged implementation of the revised rating structure.

Regional Landscape Levy (formally known as the Natural Resource Management Levy)

For 2026-2027, the Council will be required to collect \$1.608 million on behalf of *Green Adelaide* for the payment of the State Government Regional Landscape Levy. In this respect, Local Government acts as the revenue collector for the *Green Adelaide Board* (the Board) and the eight (8) Regional Landscape Boards and as such, the Council does not retain this revenue. The property owners within the City of Norwood Payneham & St Peters will contribute 4.47% of the total quantum of the Levy which is collected on behalf of the Board for 2026-2027 Financial year.

Councils can also charge the Regional Landscape Boards for the administrative cost associated with collecting the Regional Landscape Levy. For 2026-2027, the fee has been calculated using a fixed fee of \$3,190 plus \$0.32 per rateable assessment. The proposed collection fee, which has been incorporated within the draft Budget, for this Council is \$10,000.

Capital Value

For 2026-2027, the Capital Value has increased (as advised by the Valuer-General) across the City of Norwood Payneham & St Peters by 8.5%. Table 6 details the Capital Value movements by land use for all property classes within the City of Norwood Payneham & St Peters.

TABLE 6: VALUATION INCREASE FROM 2025-2026 BY LAND USE

Land Use	2025-2026	2026-2027	Valuation Increase	% Increase
	Capital Value \$'000	Capital Value \$'000		
Residential	20,793,329	22,681,628	1,888,299	9.1%
Commercial	3,404,383	3,558,240	153,858	4.5%
Industrial	184,001	177,056	- 6,946	-3.8%
Vacant Land	176,753	219,590	42,838	24.2%
Other	508,099	535,532	27,433	5.4%
Primary Production	1,008	1,040	33	3.2%
Total Rateable	25,067,572	27,173,086	2,105,515	8.4%
Non Rateable	490,119	546,179	56,060	11.4%
Total	25,557,691	27,719,265	2,161,574	8.5%

Pursuant to Regulation 6(1)(ec) of the *Local Government (Financial Management Regulations) 2011*, the Council is required to express the increase in rate revenue for each land use, as the average change in the expected rates for the financial year (expressed as a whole number of dollars) for each land use category declared, compared to the expected rates for each category for the previous financial year. This is expressed as the Average Rate and is calculated by dividing the total rate revenue by the number of assessments. Table 7 below details the Average Rate (based on a Rate Revenue increase of 7.9%) and the change for each land use category compared to the 2025-2026 financial year.

TABLE 7: AVERAGE RATE BY TOTAL LAND USE

Land Use	Average Rate	Increase	% Change
Residential	2,356	120	5.37%
Commercial	3,827	368	10.64%
Industrial	3,336	368	12.39%
Vacant Land	2,798	349	14.26%
Other	4,904	278	6.02%
Primary Production	2,282	70	3.17%
Total Rateable	2,536	150	6.30%

Draft 2026-2027 Rating Policy

As part of the implementation of the revised rating methodology for 2026-2027, the Council has undertaken a review of its Rating Policy to ensure it reflects the updated approach to the basis of rating. The revised policy incorporates the application of differential rates, the updated approach to setting the minimum rate, and the use of capping mechanisms in accordance with the Local Government Act 1999. It also articulates the principles underpinning the Council's rating decisions, including equity, capacity to pay and benefit received, to provide a clear and transparent framework for the distribution of rates across the community.

The draft Rating Policy is provided in **Attachment A – Appendix 5** and incorporates the most up to date valuation data and incorporates the Rate Revenue increase of 7.9%.

BUDGET SUBMISSIONS

As Elected Members will recall, the Council has received twenty-nine (29) submissions in response to the consultation process that was conducted on the Draft 2026-2027 Annual Business Plan and Budget.

In addition, thirty-four (34) citizens attended the Public Meeting that was held on 26 May 2026 and a total of fourteen (14) citizens provided a submission to the Council at the Public Meeting. Elected Members will recall that a number of questions were asked at the Public Meeting and a commitment was made to ensure a response would be provided to those questions.

A copy of the questions and the response is set out in **Attachment D**.

Most submissions from residents and organisations raised concerns about Council's proposal to invest in the construction of a gymnasium and associated car park at the Payneham Memorial Swimming Centre, particularly given the Council's current debt level.

There were also concerns raised regarding the proposed rate increases.

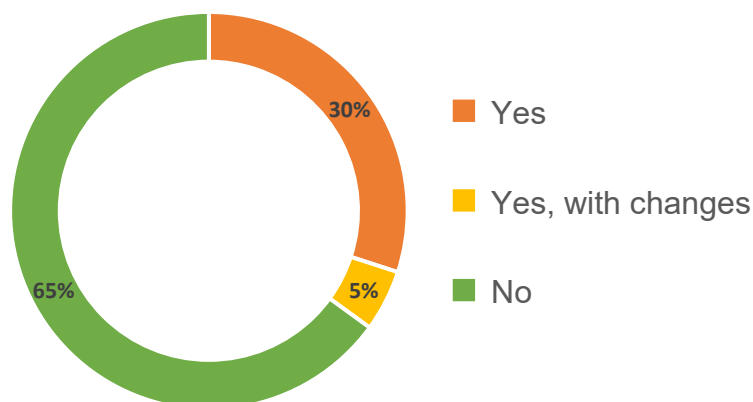
In respect to the Gymnasium and associated carpark at the northern end of Patterson Reserve, as Elected Members will recall at its meeting held on 11 March 2026, the Council specifically resolved to undertake consultation on the Gymnasium Project as part of the Draft 2026-2027 Annual Business Plan and Budget, to assist in determining its position on the Project.

To this end, respondents were asked if they supported the Project through the following question:

Do you support the Council's proposal to invest in the construction of a gymnasium and associated car park at the Payneham Memorial Swimming Centre in order to reduce operating costs of the Payneham Memorial Swimming Centre.

Of the 20 Feedback Forms that were submitted the feedback is shown in the graph below.

Do you support the Council's proposal to invest in the construction of a gymnasium and associated car park at the Payneham Memorial Swimming Centre in order to reduce operating costs of the Payneham Memorial Swimming Centre?



One (1) respondent supported the Project with changes regarding a range of improvements to Patterson Reserve, including protection for cars utilising the carpark, additional lighting in the south-western corner of the playing field, new storage facilities and alternate greenspace to be used for pre-game warm-up activities.

Based on the written submissions that have been made in respect to the draft 2026-2027 Annual Business Plan and budget, in respect to the proposed Gymnasium and carpark a number of themes have emerged.

A significant number of submissions have opposed the proposal to add a \$5.9million Gymnasium at the PMSC citing:

- Financial risk: a number of respondents viewed the Project as an unnecessary additional expense given the substantial investment that has already been made at the PMSC;
- Market competition: Respondents argued that the local area is already well-served by private operated gymnasiums and that the Council should not use ratepayers funds to compete with private operations;
- Fiscal restraint: Several submissions labelled the Gymnasium as a “nice to have” rather than a must have, suggesting that the funds would be better invested in core infrastructure such as roads and footpaths.

As the Council has yet to make a final decision on whether it will approve the Gymnasium and Carpark Project, in addition to taking into consideration the outcome of the consultation that has been undertaken, as set out above, the financial implications of this investment are set out in the table below. The information in the table below, compares the projected Operating Surplus/(Deficit) under two (2) scenarios: proceeding with the Gymnasium Project and not proceeding with the Project.

The comparison illustrates the impact of the proposed investment on the Council's operating result over the life of the Long-Term Financial Plan.

	2026- 2027	2027- 2028	2028- 2029	2029- 2030	2030- 2031	2031- 2032	2032- 2033	2033- 2034	2034- 2035	2035- 2036	Total
SURPLUS WITH GYMNASI UM	(\$1,919)	(\$762)	\$1,324	\$2,147	\$3,422	\$4,435	\$5,333	\$7,245	\$8,897	\$10,071	\$40,193
SURPLUS WITHOUT GYMNASI UM	(\$1,759)	(\$314)	\$1,492	\$2,096	\$3,134	\$4,116	\$4,974	\$6,812	\$8,383	\$9,423	\$38,359
CHANGE IN SURPLUS	(\$160)	(\$447)	(\$168)	\$51	\$288	\$319	\$359	\$432	\$513	\$648	\$1,834

At the time the Draft 2026-2027 Annual Business Plan and Budget was released for consultation, the proposed Rate Revenue increase of 7.9% translated to an increase in the Average Residential Rate of 5.45% (or \$122 per annum). In respect to Commercial properties, this translated to an increase of 11.39% (or \$397 per annum).

As set out in this report, based on a Rate Revenue increase of 7.9% and based on the updated property valuations provided by the SA Valuer-General (as at 15 June 2026), the value of the average residential property is now \$1,236,123 (compared to \$1,150,455 in 2025-2026). On the basis of an increase in Rate Revenue of 7.9%, the Average Residential Rate increase is 5.37% (or \$120 per annum) and the Average Commercial Rate is 10.64% (or \$368 per annum).

To assist the Council in determining the final increase, a comparison of residential rates of the City of Burnside, City of Unley, City Prospect, Campbelltown City Council, Town of Walkerville and the City of Tea Tree Gully for 2025-2026 presented below.

Declared cent in a dollar for 2025-2026 for residential rates

Council	Average Property Value in NPSP in 2025-2026	2025-26 Rate in Dollar	Calculated Rates
City of Tea Tree Gully	\$ 1,150,455	0.00270020	\$ 3,106.46
Campbelltown City Council	\$ 1,150,455	0.00217122	\$ 2,497.89
City of Prospect	\$ 1,150,455	0.00213770	\$ 2,459.33
City of Norwood Payneham & St Peters	\$ 1,150,455	0.00182970	\$ 2,104.99
City of Burnside	\$ 1,150,455	0.00168550	\$ 1,939.09
City of Unley	\$ 1,150,455	0.00165000	\$ 1,898.25
Town of Walkerville	\$ 1,150,455	0.00161989	\$ 1,863.61

For comparison purposes, the Average Residential Rate increase as per the draft 2026-2027 Annual Business Plans and Budgets that was released for consultation by the comparison Councils is set out below:

Council	2026-2027 proposed Average Residential Rate Increase
City of Burnside	5.69%
City of Tea Tree Gully	5.50%
Town of Walkerville	4.90%
City of Unley	4.90%
City of Campbelltown	4.09% (3.30% + 0.79% growth)

OPTIONS

The Council has a number of options in respect to progressing its adoption of the Draft 2026-2027 Budget. For the purposes of simplicity, the following options are put forward for the Council's consideration:

- Adopt the Draft 2026-2027 Annual Business Plan and Budget, which plans to deliver an Operating Deficit of \$1,919,486 and an overall Net Deficit (including Capital Income) of \$1.884 million, as contained in **Attachment A**, which:
 - is in line with the components which have been adopted '*in principle*' by the Council at its Meetings held on 3 February 2026, 7 April 2026 and 5 May 2026;
 - incorporates the adjustments approved '*in principle*' at those meetings; and
 - is based on a Rate Revenue increase of 7.9%.
- Amend the Draft 2026-2027 Annual Business Plan and Budget by either:
 - increasing or decreasing rate revenue; and/or
 - amending the Capital works or Operating Projects expenditure; and/or
 - amending the Recurrent Income and Expenditure Budget.

The Council is required to adopt a budget which it believes is fair and reasonable, while also positioning the Council to achieve and maintain on-going financial sustainability.

In this respect, Option 1 is recommended, noting that as part of its decision, the Council will need to determine its final decision on the proposed Gymnasium and Carpark Project.

CONCLUSION

Through the adoption of the *Long-term Financial Plan*, the Council already has and continue evolve a clear strategy of achieving financial sustainability. Financial sustainability means having a financial position capable of meeting long term service and infrastructure levels and standards, which are acceptable to the community plus having the financial capacity to meet its financial obligations from cash generated from operations or cash reserves.

The Draft Annual Business Plan and Budget, as contained in **Attachment A**, aims to ensure that the Council's emerging and continuing priorities are appropriately funded.

RECOMMENDATION

That in exercise of the powers contained in Chapters 8, 9 and 10 of the Local Government Act 1999 and in respect to the Financial Year ending 30 June 2027, the following recommendations be adopted by the Council.

1. **Final Report – Review of the Basis of Rating (April 2026)**

*Pursuant to and in accordance with Section 151(5) of the Local Government Act 1999, the Final Report – Review of the Basis of Rating (April 2026) prepared by LGiQ, as contained within **Attachment C**, and the public consultation undertaken during the period 9 May 2026 to 31 May 2026 regarding the aforementioned report (of which no public submissions were received), be noted.*

2. **Adoption of 2026-2027 Annual Business Plan**

- (a) Pursuant to and in accordance with the provisions of Section 123 of the Local Government Act 1999 and Regulation 6 of the Local Government (Financial Management) Regulations 2011, and having considered all submissions received in accordance with Section 123 (6) of the Local Government Act 1999, the Annual Business Plan for the 2026-2027 Financial Year, as contained within **Attachment A** and the Council's Rating Policy as contained in **Attachment A - Appendix 5**, be adopted.*
- (b) That the Chief Executive Officer be authorised to make any required editorial changes to the 2026-2027 Annual Business Plan as contained within **Attachment A** prior to the final publication.*

3. **Adoption of 2026-2027 Annual Budget**

That having adopted the 2026-2027 Annual Business Plan and having considered the Budget for the 2026-2027 Financial Year in conjunction with, and determined it to be consistent with, the 2026-2027 Annual Business Plan:

Pursuant to and in accordance with Section 123 of the Local Government Act 1999 and Regulation 7 of the Local Government (Financial Management) Regulations 2011:

- (a) the Budgeted Income Statement, Budgeted Balance Sheet, Budgeted Cash Flow Statement, the Budgeted Statement of Changes in Equity as contained within **Attachment A**, be adopted;*
- (b) the statement regarding the Operating Surplus Position contained within **Attachment A**, be adopted;*
- (c) the Uniform Presentation of Finances as contained within **Attachment A**, be adopted; and*
- (d) the Financial Indicators as contained within **Attachment A**, be adopted.*

4. Adoption of Valuation

Pursuant to the provisions of Section 167(2) (a) of the Local Government Act 1999, the Council adopts, for rating purposes, the Valuer-General's Valuation of Capital Values applicable to land within the area of the Council for the 2026-2027 Financial Year totalling \$27,719,265,760 (an increase of 8.5%) and that 1 July 2026, is specified as the date on which such valuations are adopted.

5. Rate Capping

- a. *That pursuant to Section 153(3) of the Local Government Act 1999, the Council determines to fix a maximum increase on rateable land within its area that constitutes the principal place of residence of a principal rate payer for the Financial Year ended 30 June 2027. For 2026-2027, the maximum increase will be set at 15.8%.*
- b. *That pursuant to Section 166(1)(l) of the Act, the application of capping to the maximum increase of 15.8% for commercial, industrial and vacant land ratepayers to provide a transitional mechanism to moderate year-on-year increases and support a staged implementation of the revised rating structure.*

6. Declaration of Rates

Having taken into account the general principles of rating contained in Section 150 of the Local Government Act, 1999 and the requirements of Section 153 (2) of the Local Government Act, 1999, in exercise of the powers in Section 153(1)(b) and pursuant to Section 156(1)(a) of the Local Government Act 1999, the Council declares differential general rates, based on the Capital Value of rateable land, such differential rates varying according to the use of the land as designated in Regulation 14(1) of the Local Government (General) Regulations 2013, for the Financial Year ending 30 June 2027, as follows:

<i>Residential</i>	<i>0.0018287 cents-in-the-dollar</i>
<i>Commercial – Shop</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Commercial – Office</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Commercial – Other</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Industry – Light</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Industry – Other</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Vacant Land</i>	<i>0.0023773 cents-in-the-dollar</i>
<i>Primary Production</i>	<i>0.0021944 cents-in-the-dollar</i>
<i>Other</i>	<i>0.0021944 cents-in-the-dollar</i>

7. Minimum Rate

Pursuant to the provisions of Section 158(1) (a) of the Local Government Act 1999 and in accordance with the provisions of Section 158 (2) of the Local Government Act 1999, the Council fixes \$1,386 as the minimum amount payable by way of general rates for the Financial Year ending 30 June 2027.

8. Separate Rate

Pursuant to the provisions of Section 154(1) of the Local Government Act 1999 and Section 69 of the Landscape South Australia Act 2019, in order to reimburse to the Council the amount contributed to The Green Adelaide Board, the Council declares a separate rate based on the value of the land the subject of the rate of 0.00006035 cents-in-the-dollar on the Capital Value of rateable property within the area of the Council and of the Board for the Financial Year ending 30 June 2027.

9. The Parade Precinct Development Separate Rate

For the Financial Year ending 30 June 2027, pursuant to the provisions of Section 154 of the Local Government Act 1999 and Regulation 14 of the Local Government (General) Regulations 2013, in order to support and improve business viability, profitability, trade and commerce, being an activity that is intended to be of particular benefit to the land in that part of the Council's area comprising the following geographical boundary:

- *Urban Corridor (Main Street) Zone surrounding The Parade, Norwood between Portrush Road to the east and Osmond Terrace to the west*
- *Suburban Main Street surrounding The Parade, Norwood between Osmond Terrace to the east and Eastry Street to the west*
- *Suburban Business on The Parade, Norwood between Elizabeth Street to the east*
- *Business Neighbourhood Zone between Harris Street, Norwood and Webbe Street, Norwood*
- *Business Neighbourhood Zone on The Parade Norwood between Eastry Street to the east and Fullarton Road to the west.*

where such zones are identified in the SA Property and Planning Atlas:

the Council declares pursuant to sections 154(7) and 156(1)(a) of the Act a differential separate rate of 0.000412 cents-in-the-dollar on the Capital Value of all land classified as Category 2 – Commercial Shop, Category 3 – Commercial Office Category 4 – Commercial Other and Category 5 - Industrial Light. the Council grants a discretionary rebate of 50% of The Parade Precinct Development Separate Rate under Section 166(1) (a) of the Local Government Act 1999, to all properties that fall within the geographical boundary described above and which have a land use of Category 3 – Commercial Office.

10. Payment of Rates

Pursuant to Section 181 of the Local Government Act 1999, all rates, for the Financial Year ending 30 June 2027, shall be payable in four (4) equal or approximately equal instalments, falling due on 4 September 2026, 4 December 2026, 5 March 2027 and 4 June 2027 provided that in cases where the account requiring payment of rates is not sent out at least 30 days prior to the due date for payment, the authority to fix the date by which rates must be paid in respect to those assessments, be determined by the Chief Executive Officer.

11. Loan Borrowings

- (a) *That the Council endorses 'in principle', Loan Borrowings for the 2026-2027 Financial Year, up to a maximum of \$7.0 million in addition to the existing borrowings and Cash Advance Facilities for the purposes of funding Capital Expenditure.*
- (b) *The Chief Executive Officer is authorised to negotiate the most beneficial financial terms for the Council with a lending authority after obtaining competitive written quotes at a time considered appropriate by management and arrange the drawdown of the loan.*
- (c) *The Chief Executive Officer is authorised to sign all documentation associated with the Loan Borrowings referred to in (a) and (b) above. Further, where any such documentation is executed under seal that in accordance with the Local Government Act 1999, the Mayor and Chief Executive Officer will attend to the affixation of the common seal.*

12. Fees & Charges

*Pursuant to Section 188 (1) of the Local Government Act 1999, the Schedule of Fees and Charges for the 2026-2027 Financial Year detailed in **Attachment B**, be adopted.*



Draft Annual Business Plan

*Incorporating Long-term Financial
Plan Update 2026–2027*



City of
Norwood
Payneham
& St Peters

Our Vision

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

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



The new upgraded St Morris Reserve



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Gather Round, Noorwood Oval

Mayor's Message

The City of Norwood Payneham & St Peter's, like all other Councils and indeed all levels of Government, is facing unprecedented financial challenges.



The ongoing conflict in the Middle East, which has contributed to inflation, is and will continue to have an impact on costs, particularly materials, for the foreseeable future.

Despite the challenges of dealing with these unknowns, the Council must continue to focus on our community's priorities by providing quality services and infrastructure.

For several months, the Council has been reviewing several factors related to its finances to not only inform the 2026–2027 Annual Business Plan and Budget, but also its Long-term Financial Plan to ensure its ongoing financial sustainability.

In considering the Council's current financial position, which includes advice provided by ESCOSA (Appendix 8), the Council has undertaken a number of policy reforms.

Importantly, in its report ESCOSA found that over the last 10 years the Council has been financially sustainable and that the Council is currently mostly sustainable, however it projected that it is potentially unsustainable.

To ensure that the Council remains financially sustainable, ESCOSA advised that, amongst several actions, the Council reduce its debt levels.

To address all of ESCOSA's recommendations, the Council has received and considered an independently prepared action plan that will now be implemented to ensure that the Council continues to maintain its financial sustainability.

A key policy reform being undertaken by the Council is the Rating Strategy review, which aims to strike a more equitable balance for rates payable across the ratepayer base, such as residential, commercial, industrial and vacant land. This includes:

- retaining the Minimum Rate paid by residential property owners at \$1,386;
- a slight increase to the differential rate for owners of commercial and industrial property, and vacant land from 120% to 130% (baseline of 100% for residential property owners), with incremental annual increases to reach 150% over a five year period; and
- progressively reducing the percentage of residential property owners paying the Minimum Rate over time (currently 27% of ratepayers).

By comparison, the Council's proposed Differential Rate for commercial and industrial property still compares favourably against other councils such as the City of West Torrens (270%) and City of Unley (280%).

A second key policy reform is the review of the Council's Long-term Financial Plan, with a view to reducing the amount of projected loan borrowings for new capital projects and by extension, potential rate revenue increases over the next decade, while also projecting budget surpluses.

For the 2026–2027 financial year, the Council is proposing an average residential rate increase of 5.37%, slightly above the current Adelaide CPI of 4.9%.

This is significantly lower than the 2025–2026 average rate increase and is line with the figure in the current Long-term Financial Plan.

As with previous years, the 2026–2027 Budget reflects the Council's ongoing strong commitment to maintaining and enhancing our City's assets, with infrastructure investment remaining a core focus to ensure future generations benefit from what we build today.

In addition to the Council's investment in the Capital Works Program, and in a bid to ensure ongoing financial sustainability of the Payneham Memorial Swimming Centre operations, the Council is proposing the integration and construction of a gym at the Payneham Memorial Swimming Centre.

Project forecasts indicate total capital expenditure of \$5.9 million with a payback period of 11 years, at which time the gym is forecast to have a positive net financial benefit to swimming centre operations. Read more on pages 26–28).

The Annual Business Plan and Budget also highlights a range of activities and initiatives designed to strengthen our community, connect neighbourhoods, improve the health and well-being, and ensure the ongoing maintenance of our City's parks, reserves and streetscapes.

Robert Bria
Mayor

Executive Summary

The City of Norwood Payneham & St Peters' Annual Business Plan is a key document in the Council's overall Planning Framework. It sets out the Council's projects, services and programs for the 2026–2027 financial year.



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

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

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

The Budget details the Council's revenue and how it proposes to fund the programs and initiatives which it intends to provide and deliver to the community during the 2026–2027 financial year.

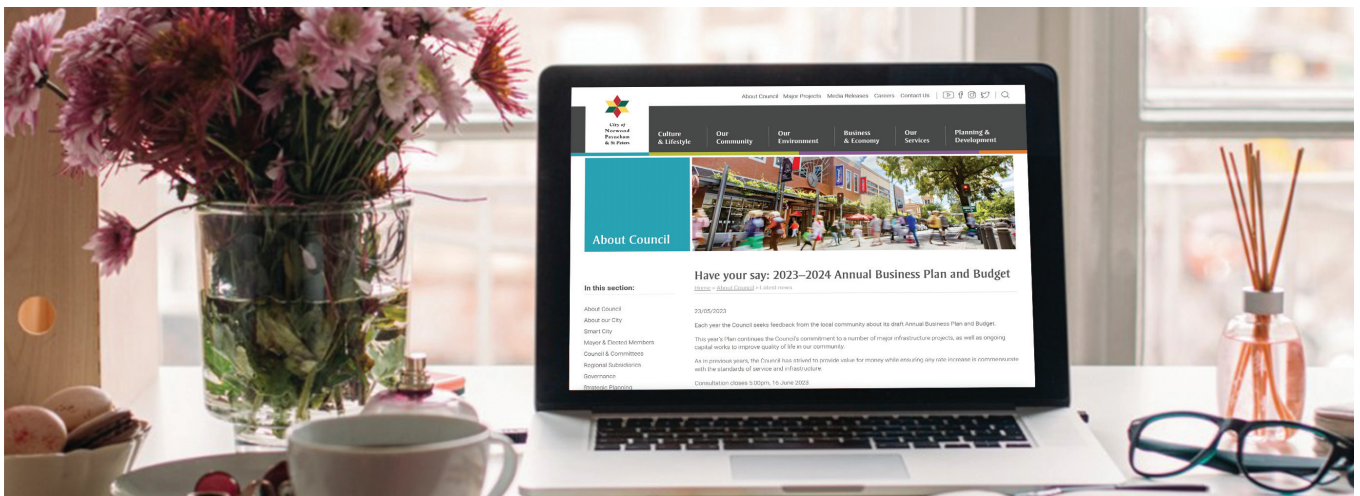
The City of Norwood Payneham & St Peters' Annual Business Plan and Budget is required to be prepared in accordance with the *Local Government Act 1999*.

At its meeting held on 5 May 2026, the Council agreed that, subject to further consideration of the draft 2026–2027

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

- an average residential rate increase of 5.37% be endorsed 'in principle';
- an average commercial rate increase of 10.64% be endorsed 'in principle';
- a General Rate Revenue increase of 7.9% be endorsed 'in principle' from \$49.4 million in 2025–2026 to \$53.3 million in 2026–2027;
- a rate cap on residential, commercial, industrial properties and vacant land of two times the rate revenue increase of 7.9% be adopted 'in principle' for the 2026–2027 financial year and be applied to all eligible assessments without the requirement for an application to be made (as per the Council resolution made at its meeting held on 10 October 2005).

Consultation on the 2026–2027 Annual Business Plan and Budget



Pursuant to the *Local Government Act 1999*, the Council undertook community consultation on the 2026–2027 Draft Annual Business Plan and Budget, incorporating the Long-term Financial Plan Update.

The consultation period concluded on Sunday, 31 May 2026 following a 23-day consultation period.

The Council promoted the consultation via:

- a Latest News article on the Council's website;
- Social media posts;
- A4 posters at the Council's Citizen Service Centre and three Libraries;
- A1 posters on The Parade and at the St Peters and Payneham Libraries;
- AO roadside signs; and
- a Public Notice published in The Advertiser.

The Plan was also available for viewing at the Citizen Service Centre at Norwood Town Hall and at each of the Council's three Libraries.

A copy could also be downloaded from the Council's website in addition to the Payneham Memorial Swimming

Centre Gymnasium Project Prudential Report and the LGIQ Review of the Basis of Rating report.

Citizens were provided with the opportunity to provide comments on the draft 2026–2027 Annual Business Plan and Budget by:

- attending the Public Meeting which was held on Tuesday, 26 May 2026;
- completing an on-line form via the Council's website; and
- completing a hard copy feedback form.

A total of 29 written submissions were received and 34 citizens attended the Public Meeting, of which 14 provided a verbal submission.

The submissions were subsequently considered by the Council at its meetings held on Tuesday, 9 June 2026.

Following consideration of the submissions, no changes were made and the 2026–2027 Annual Business Plan and Budget was adopted by the Council at its meeting on Tuesday 7 July 2026.

Strategic Direction

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

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

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



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

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

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

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

Strategic Planning Framework

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



Long-term Financial Plan

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



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

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

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

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

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

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

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

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

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

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

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

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

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

The draft Long-term Financial Plan Update is contained within this document from page 52.

Objectives & Key Initiatives

In preparing the 2026–2027 Annual Business Plan and Budget, the Council has considered the strategic directions set out in *CityPlan 2030: Shaping Our Future* and has determined to undertake initiatives which respond to the Council’s vision and contribute to the overall well-being of our City and its community.



The services, programs and initiatives which the Council proposes to undertake during 2026–2027, must meet the objectives of at least one of the four key outcome areas of *CityPlan 2030*: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

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

Other priorities that have influenced the preparation of the 2026–2027 Annual Business Plan & Budget include:

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

City Overview

Situated on the fringe of Adelaide's CBD, the City of Norwood Payneham & St Peters is a vibrant community comprising people of diverse cultures, backgrounds and demographics.

Cosmopolitan main streets dotted with award-winning cafes, restaurants and boutiques are complemented by world class food manufacturing precincts, numerous parks, playgrounds and community facilities.

Who we are

Population

40,062

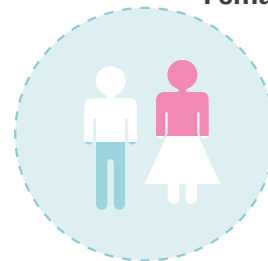
Up 710 (1.8%) from previous year.*

Expected population growth by 2041**

44,107

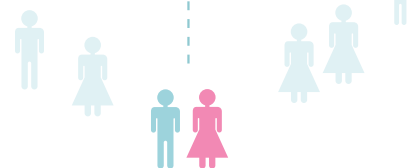
51.8%

Females#



48.2%

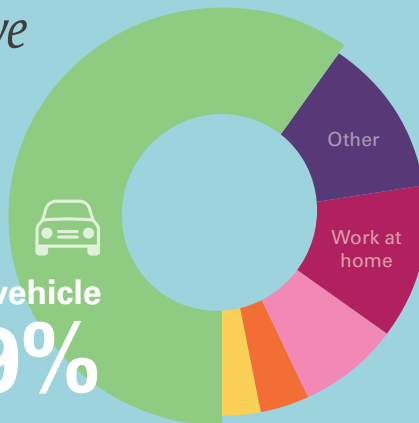
Males#



How we live

How we travel/commute to work

Private vehicle
59.9%



Private vehicle 59.9%

Other 12.7%

Work at home 12.6%

Public transport 7.9%

Cycling 3.9%

Walking 3%

Participation

19.3%

volunteer through an organisation or group

Greater Adelaide 15.5%.#

221

volunteer for the Council



53%

young people aged 15–24 engaged in employment or education^

* profile.id ABS ERP 2024

** PlanSA

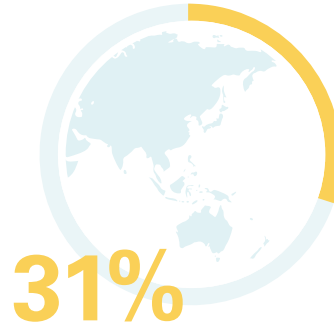
profile.id ABS 2021

^ REMPLAN ABS 2021

40
years
Median age



Greater Adelaide
39 years. *



31%
**of NPSP population
born overseas#**
Up 1.1%

76
countries of origin

26.5%
speak languages other
than English at home

55
languages spoken

34
religious faiths

Indigenous Australian#

0.6%

people identify as Aboriginal or
Torres Strait Island living in NPSP
Greater Adelaide 1.7%.

Accessibility#

5.8%

reported needing assistance for
day-to-day activities due to disability
Greater Adelaide 6.6%.

SEIFA index of disadvantage#

1038

The Socio-Economic Indexes for Areas
(SEIFA) ranks areas according to their
relative socio-economic advantage and
disadvantage, with 143 the highest level
of disadvantage and 1,207 being least
disadvantaged. The City of Norwood
Payneham & St Peters ranks 468 out of
547 local government areas with SEIFA
scores across Australia.
Greater Adelaide 992.

Housing stress#

13.1%
households with
mortgages experience
mortgage stress

29.5%
renters experience
rental stress



Land use#

The City of Norwood
Payneham & St Peters is
predominantly a residential
area, with opens spaces,
parks and reserves, retail/
commercial land use and
some industrial land use.

Residential

77%

- Residential 77%
- Other 17%
- Reserves/open space 5%



Housing**

The Council area has a high concentration of home ownership with 56.4% of households purchasing or fully owning their home. 8.4% of household tenure is other/not stated.



31.3%
Fully owned



30.6%
Renting private
housing



25.1%
Mortgage



4.6%
Renting social
housing



49.6%
Medium or
high density

compared
to 26% in
Greater
Adelaide.

Our natural environment

20,000+
street trees

20.35%
canopy cover
in 2022 *

28.97%
target canopy
cover by 2045 **

180 ha.
Open space

2023–2024
Corporate carbon
emissions ***



1,287 (tCO₂-e)
decrease of 32%
since 2018–2019

Our local economy

7,010 includes
913 new

**Businesses in
our City as at
30 June 2023[#]**
6,963 as at 30 June 2022[#]

27,445

**Local jobs as at
30 June 2023[#]**
26,459 as at 30 June 2022[#]

4,597

**Live and work in
the City of NPSP
in 2024[^]**

**2024 Top 5
industry sectors
— output[^]**



\$1.675b
Construction



\$1.210b
Professional, Scientific
& Technical Services

\$0.92b

Manufacturing

\$0.852b

Rental, Hiring &
Real Estate Services

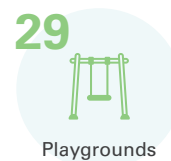
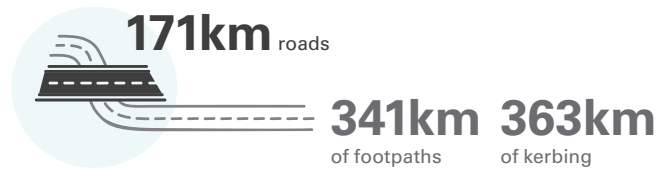
\$0.741b

Health Care &
Social Assistance

* Urban tree canopy, green spaces and built environment data
analysis and reporting, NPSP Technical Report (June 2023),
Green Adelaide

** NPSP Tree Strategy
*** Trellis

*Provided and
maintained by the
Council for the
community*



2.9%
Unemployment
rate as at
June 2024[^]
3.21% as at June 2023[^]

\$1.892b
Total local spend
Year ending
June 2025[‡]



**2024 Top 5
employment
sectors[^]**



4,777
Health Care &
Social Assistance jobs



3,922
Professional, Scientific
& Technical Services jobs

3,371
Retail Trade jobs

2,776
Construction jobs

2,671
Education &
Training jobs

[#] ABS Regional Summary – NPSP
[^] REMPLAN

[‡] Spendmapp

Budget Overview

2026–2027

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

The 2026–2027 Budget has been developed within the Council's planning framework and sets the strategic direction over the medium and long term, converting these into annual actions, outputs and outcomes.

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

As South Australia, together with the rest of the nation, continues to deal with cost of living pressures and inflation, the focus has been on developing an Annual Business Plan and Budget, which ensures that the Council maintains the standards for its existing range of services which are aimed at supporting the delivery of the Strategic Objectives outlined in the Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future*, and that those services receive the appropriate funding.

The Council is supporting both the State's and the local economic recovery and improving the quality of the City's infrastructure by continuing its commitment to a number of large infrastructure projects, some of which commenced in 2025–2026, with the aim of being delivered this financial year.

The 2026–2027 Budget is also focused on the future and aims to ensure that the Council's emerging and continuing priorities are appropriately resourced and to this end, the Budget is built upon the strategic outcomes set out in the Councils' Asset Management Plans and Long-term Financial Plan.

The key driver is to ensure that the Budget priorities not only contribute to the Council's broader strategic objectives, but also to the Council's long term financial objective of managing its financial resources in a sustainable manner. The focus continues to be on initiatives which have been identified to support the delivery of the strategic objectives outlined in *CityPlan 2030: Shaping Our Future* and to ensure that our services are delivered in the most efficient and effective manner, thereby satisfying community needs and expectations.

The 2026–2027 Budget continues to build on the principle of ongoing financial sustainability. This is demonstrated by adherence, over the term of the Long-term Financial Plan, to the overarching principles that require the Council to:

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

In this respect, a number of significant factors have influenced the preparation of the 2026–2027 Budget, namely:

- the impact of the Consumer Price Index (CPI) and the Local Government Price Index increases;
- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, kerbing Council owned properties and open spaces (parks and reserves);
- Enterprise Bargaining Agreements, which sets the employee wage and salary increases across two agreements: the Municipal Officers Award provides increases of 5% from November 2025 and 3.5% from November 2026 and November 2027. The Local Government Employees Award expires on 1 November 2026, with negotiations for future increases to commence prior to 30 June 2026 and take effect following expiry of the current agreement; and
- commitment to major projects that span more than one year.

Table 1 provides a comparison of the financial targets included in the Council's Long-term Financial Plan (LTFP) and how they are met by the 2026–2027 Budget.

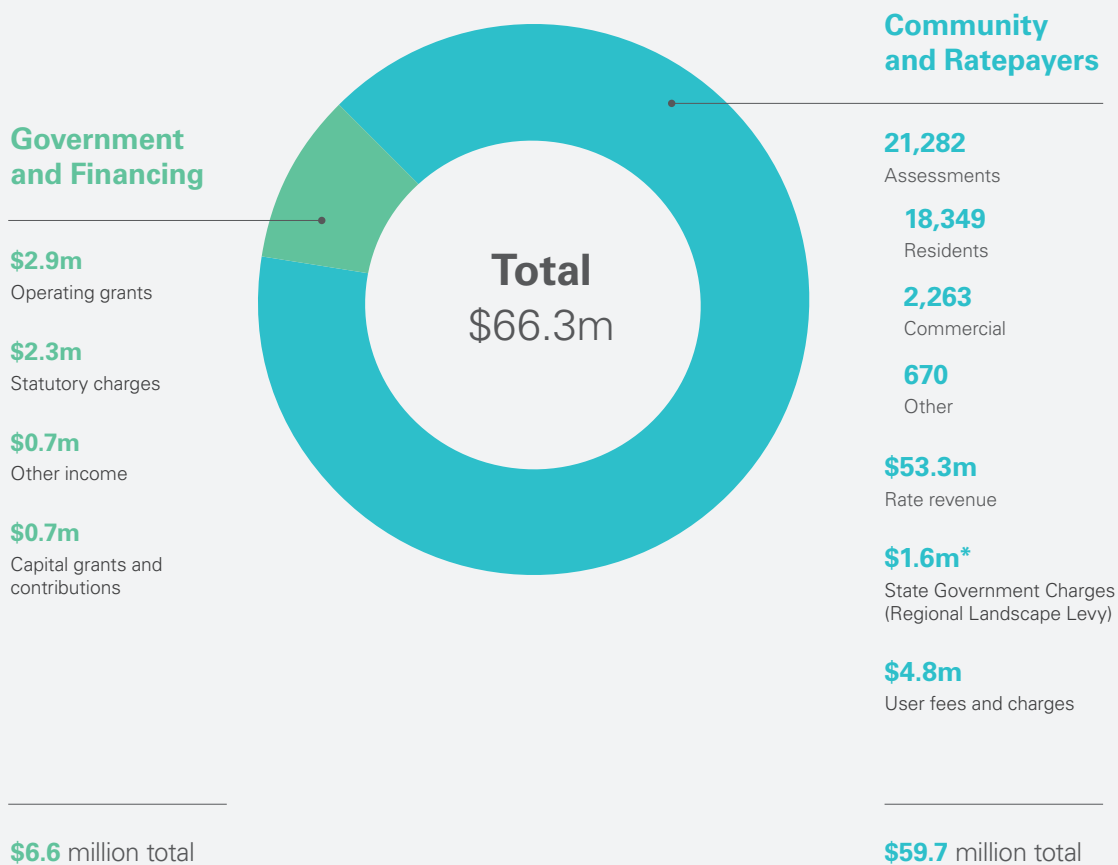
Table 1

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

Budget Overview

2026–2027

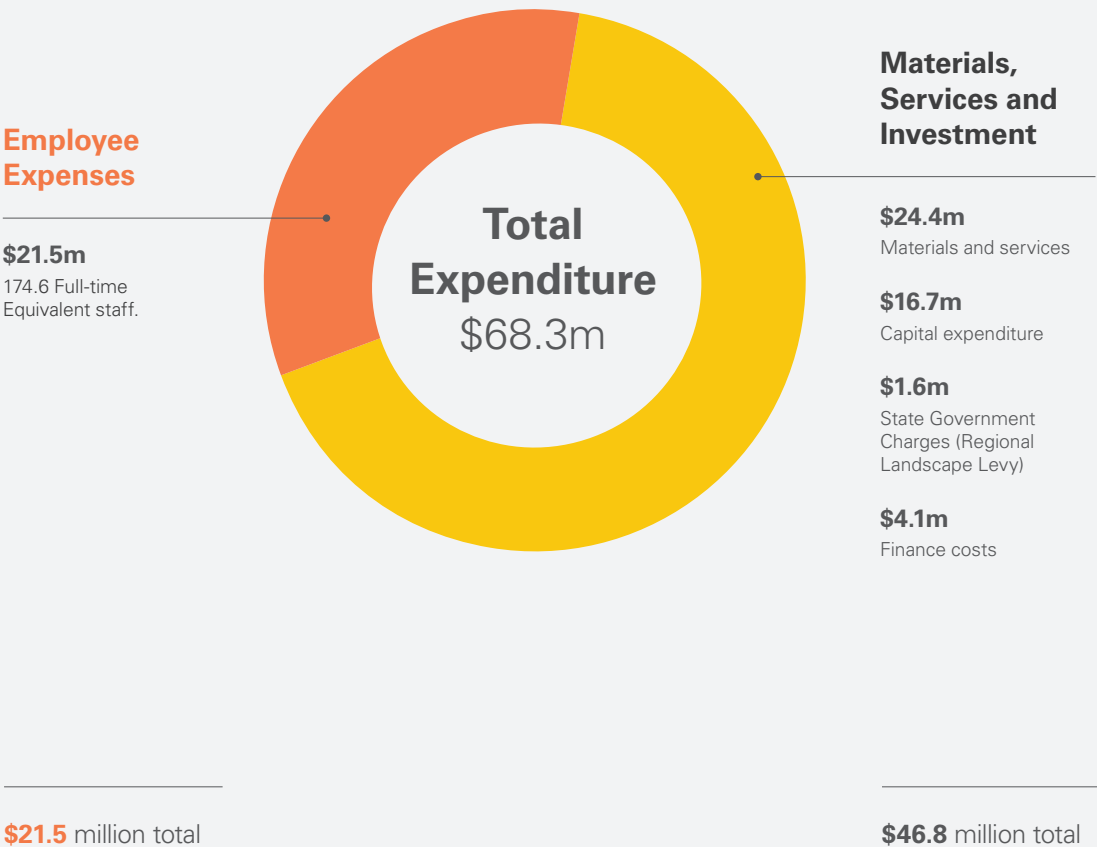
Operating Income



*In 2026–2027, the Council will collect \$1.6 million for the payment of the Regional Landscape Levy. The Council is acting as a revenue collector and as such does not retain this revenue, but simply forwards it through to the Green Adelaide Board.

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

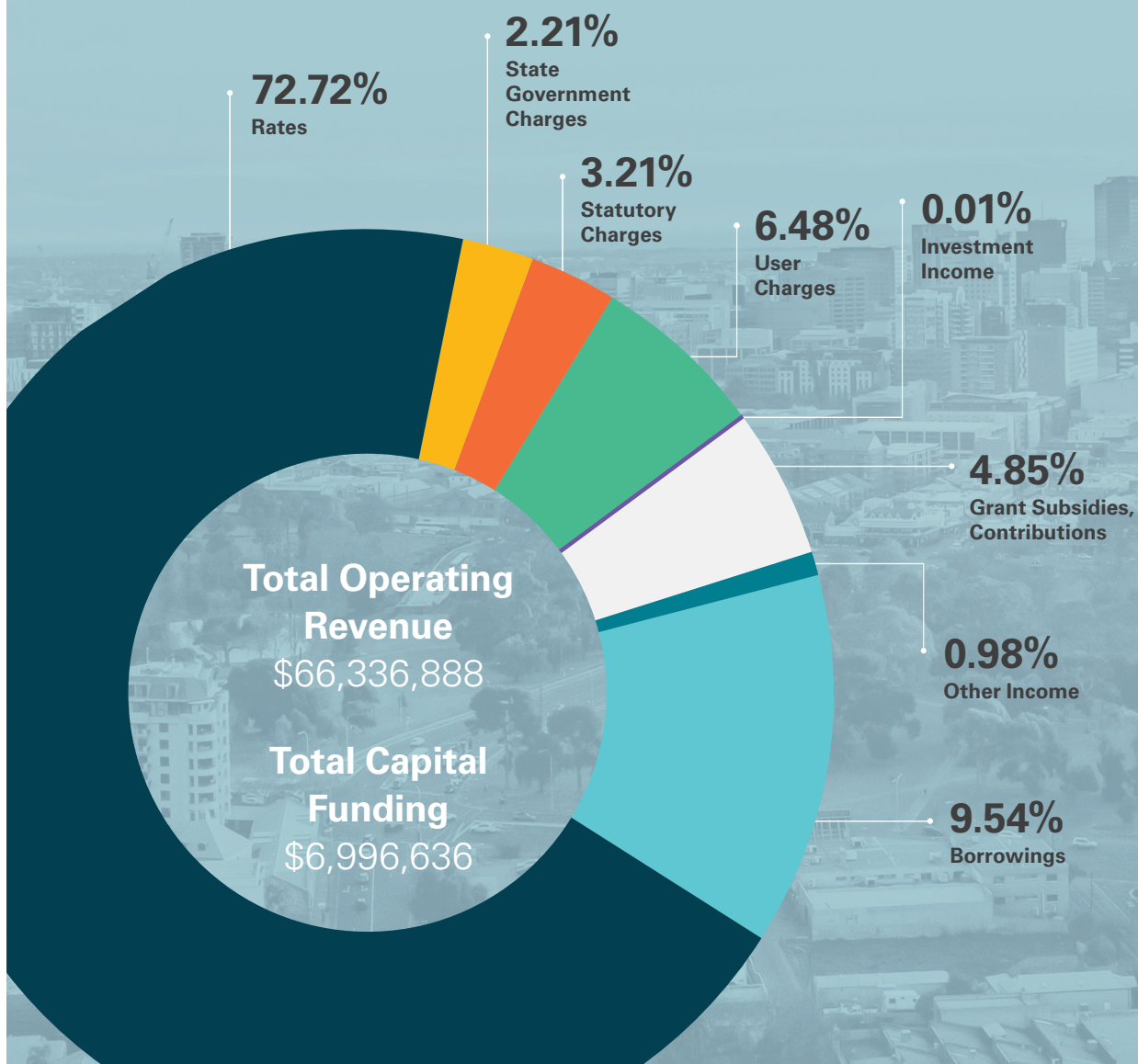
Operating Expenditure



Revenue & Expenditure

The 2026–2027 Annual Business Plan and Budget focuses on ensuring that the Council can maintain and improve its existing service standards while appropriately funding new projects and initiatives in a sustainable way.

How Council services are funded

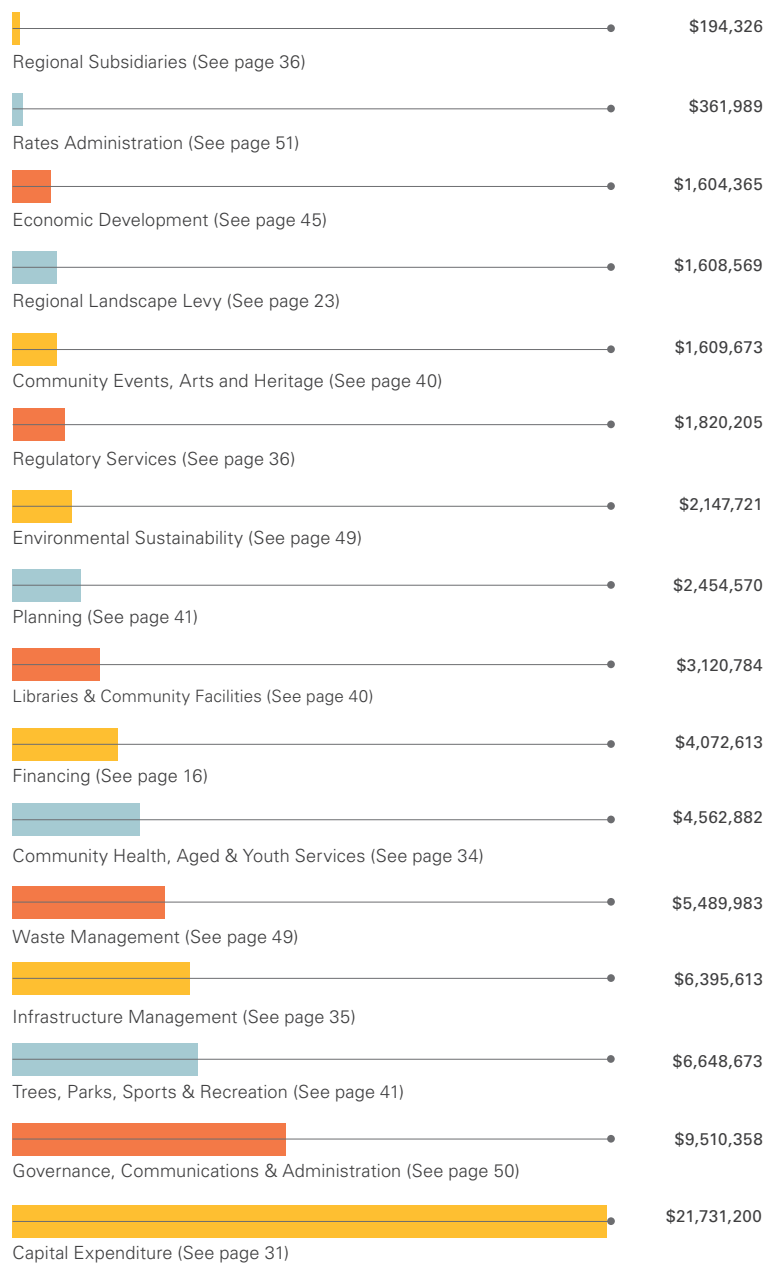


How the funds are spent

Total Expenditure \$73,333,524

Total Operating Expenditure (excludes depreciation) \$51,602,324

Total Capital Expenditure \$21,731,200



Your Rates Explained

Council rates are a form of property taxation and are the main source of income for the City of Norwood Payneham & St Peters. Rate income funds essential services such as the management of infrastructure (e.g. local roads, footpaths and stormwater), public health and safety, as well as major capital projects investment in the City's facilities, the provision of community programs, events and festivals.

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

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

As a result and to ensure it continues to be financially sustainable, the Council has endorsed an average residential rate increase of 5.37%, or an extra \$120 per annum compared to last year, bringing the average residential average rate to \$2,356.

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

For the 2026–2027 financial year, a total of \$53.3 million will be collected through General Rates, an increase of \$3.9 million compared to 2025–2026.

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

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

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

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

Method Used to Value Land

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

The Council has continued to use the Capital Value as the basis for valuing land within the City of Norwood Payneham & St Peters. This method of valuing

land provides the fairest method of distributing the rate revenue across all ratepayers as:

- property value is a good indicator of wealth and Capital Value, which closely approximates the market value of a property, therefore providing the best indicator of overall property value; and
- the equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.

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

Differential General Rates

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

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

- Residential
- Industrial—Other

- Industrial—Light
- Commercial—Shops
- Commercial— Office
- Commercial—Other
- Primary Production
- Vacant Land
- Other

The City of Norwood Payneham & St Peters applies differential rates on the basis of land use whereby non-residential properties, such as commercial, industrial and vacant land, have an increased rate-in-the-dollar of an additional 30% of the rate-in-the-dollar that is applied to residential properties. Primary production properties attract an additional 20%.

Based on information provided by the Valuer-General to date, the payment of rates will be distributed across the different categories as detailed in Table 2.

Table 2

Rate Revenue by Land Use

Residential	80.1%
Commercial	16.0%
Industrial	0.8%
Vacant Land	1.0%
Other	2.2%

How your rates are calculated

Figure 1



2026–2027 Annual Business Plan

Minimum Rate

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

For the 2026–2027 financial year, the Council has set a minimum rate of \$1,386. The minimum rate will be applied to 5,691 (27.07%) rateable properties, out of a total of 21,022 rateable properties.

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

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

Separate Rate for The Parade Precinct

The Council has endorsed the continuation of the Separate Rate for The Parade Precinct during the 2026–2027 financial year. The Separate Rate is based upon achieving a total revenue of \$225,000 from the 403 tenancies located within The Parade Precinct.

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

The Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in an increasingly competitive market, whilst minimising the additional cost to the property owners and businesses.

The Separate Rate collected in 2026–2027 will continue to be used for the purpose of marketing and promoting The Parade as South Australia's premier mainstreet.

The Separate Rate will be reviewed by the Council in early 2027, and consultation will be undertaken with the business and property owners within The Parade Precinct.

2026–2027 Rate Increases

To fund the activities set out within the 2026–2027 Annual Business Plan and to ensure that the Council continues to provide the level of services required and expected by the community, the Council estimates that it will require an additional \$3.94 million or 7.9% in general rate income compared to 2025–2026.

For the 2026–2027 financial year, the average rate per property by land use is shown in Table 3.

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

The average residential property will be required to pay \$2,356 and the average commercial property will be required to pay \$3,827.

Table 3

**Average general rate per rateable property by land use
2026–2027 financial year**

Land Use	Average Rate \$	Increase (Decrease) \$	% Change on 2026–2027
Residential	2,356	120	5.37%
Commercial	3,827	368	10.64%
Industrial	3,336	368	12.39%
Vacant Land	2,798	349	14.26%
Other	4,904	278	6.02%
Primary Production	2,282	70	3.17%
All properties	2,536	150	6.30%

State Government Regional Landscape Levy

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

The Council collects the funds through a Separate Rate that is levied as the Regional Landscape Levy and is applicable to properties within its area of the Green Adelaide Region.

In 2026–2027, the Council will be required to collect \$1.6 million from property owners as part of the Regional Landscape Levy. The Council is acting as a revenue collector and as such does not retain this revenue, but simply forwards it through to the Green Adelaide Board.

Rate Capping

Rate Capping is provided in the form of a Rebate or Remission of Rates that are above an approved threshold. As part of the 2026–2027 Budget, the Council has determined that rate increases will be capped (subject to meeting certain conditions) at two times the rate revenue increase as set in the Annual Budget. This means that the maximum increase in rates for individual residential, commercial, industrial properties and vacant land for the 2026–2027 financial year will be capped at 15.8%.

Remission and Postponement of Rates

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

Financial Hardship

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

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

Statement on Expected Rate Revenue

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

Rate Policy and Rate Rebate Policy

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

How the Total Revenue is Allocated by the Council

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



\$39.52

Infrastructure Management

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



\$9.95

Waste & Recycling Services

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



\$15.22

Governance, Communications & Administration

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



\$0.21

Community Health, Aged & Youth Services

Excluding Federal Government funding

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



\$11.82

Trees, Parks, Sport & Recreation

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



\$3.92

Environmental Sustainability

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



\$2.93

Community Events, Arts and Heritage

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



\$2.77

Libraries & Community Facilities

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



\$0.63

Regulatory Services

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



\$3.09

Planning

- Urban planning
- Health inspections
- Development assessments



\$2.52

Economic Development

- Management of business precincts
- Strategic projects
- Economic development



\$7.42

Finance cost associated with loan borrowings to fund capital projects.

- E.g. construction of Payneham Memorial Swimming Centre, Trinity Valley Stormwater Drainage Upgrade and traffic improvements



Payneham Memorial Swimming Centre construction progress

Creating a Wellness Destination

Gym proposed for Payneham Memorial Swimming Centre to enhance community well-being and improve financial sustainability

The highly anticipated redevelopment of Payneham Memorial Swimming Centre is scheduled for completion in mid- 2026 and set to open to the public ahead of the summer season as a modern state-of-the-art aquatic leisure centre.

The new Centre will feature year-round indoor facilities with an 8-lane 25-metre lap pool, a learn to swim pool and café.

From October each year, summer season visitors will also enjoy the 10-lane, 50-metre Olympic size outdoor pool, children's water play area and two water slides with ample shade and landscaped lawn areas.

The Centre is intentionally designed with convenient and inclusive features that support the needs of our community and diverse users, including access ramps, secure locker storage, multiple bathroom and changeroom facilities, including accessible amenities, and enhanced pool safety features such as an AI lifeguard monitoring system.

Payneham Memorial Swimming Centre will be run by experienced leisure facility management company, which will oversee the day-to-day operations and management on behalf of the Council.

Ensuring sustainability, expanding the offering

Community swimming centre facilities offer endless opportunities for enjoyment, but ensuring an acceptable standard of service does come at a cost, which is not fully recuperated through attendance fees or commercial revenue.

The Council is committed to reducing the financial impact of operational costs of the Payneham Memorial Swimming Centre on ratepayers—which, depending on future demand may require an annual Council operating subsidy of approximately \$1 million to operate.



A modern gym:

Integrated with swimming centre facilities

Designed to support health and well-being

Large weights area

Separate fitness program rooms

52 additional car parks in the precinct

\$5.9 million investment into our local area

Anticipated opening mid-2027

11 year capital expenditure payback period

After 11 years, all gym revenue will help cover the ongoing costs of the Payneham Memorial Swimming Centre reducing reliance on Council subsidies

To reduce reliance on this subsidy and enhance the offering at the Payneham Memorial Swimming Centre by providing a full aquatic and fitness service, the Council is proposing to construct a new gym as part of the precinct.

The proposal would see the integration of a gym facility, including a large open gym weights space, flexible programming rooms, lockers, and storage facilities, with round the clock access for members, in addition to access to the Payneham Memorial Swimming Centre during operating hours.

Based on independent financial forecasts and industry feedback, the gym is expected to generate a net financial benefit (operating surplus) to Payneham Memorial Swimming Centre operations over its expected life.

Additional car parking

The proposed gym is approximately a 600m² extension to the new Payneham Memorial Swimming Centre pavilion building, thereby reducing car parks at the Centre by 30.

To offset this and provide additional car parking for members and visitors to the Payneham Memorial Swimming Centre and proposed gym, the Council will construct a new car park comprising 82 parking spaces at the northern end of Patterson Reserve, adjacent Turner Street.

The new car park would require the relocation of the existing sheds and batting cages on Patterson Reserve.

A new footbridge linking the walking paths between the Patterson Reserve car park and the Payneham Memorial Swimming Centre would be constructed over Third Creek as part of this project and include lighting to enhance safety.

2026–2027 Annual Business Plan



Budget and timing projections

Subject to community support, the Council proposes to finalise detailed designs and construct a gym facility and associated car park and pedestrian bridge in the 2026–2027 financial year, with an anticipated opening in mid-2027.

The construction and provision of a gym and associated car park and pedestrian bridge as part of the Payneham Memorial Swimming Centre offering, would positively impact the overall operating budget of the Centre.

The proposed gym and car park concept design and construction cost estimate, forecast a total cost of \$5.9 million.

The capital expenditure required to build the gym is forecast to achieve a payback period of 11 years, after which all revenue generated by the gymnasium will offset the operational costs of the Payneham Memorial Swimming Centre.

A prudential report was prepared by accounting and advisory firm Dean Newbery which is available to review on the Council's website.

Community consultation

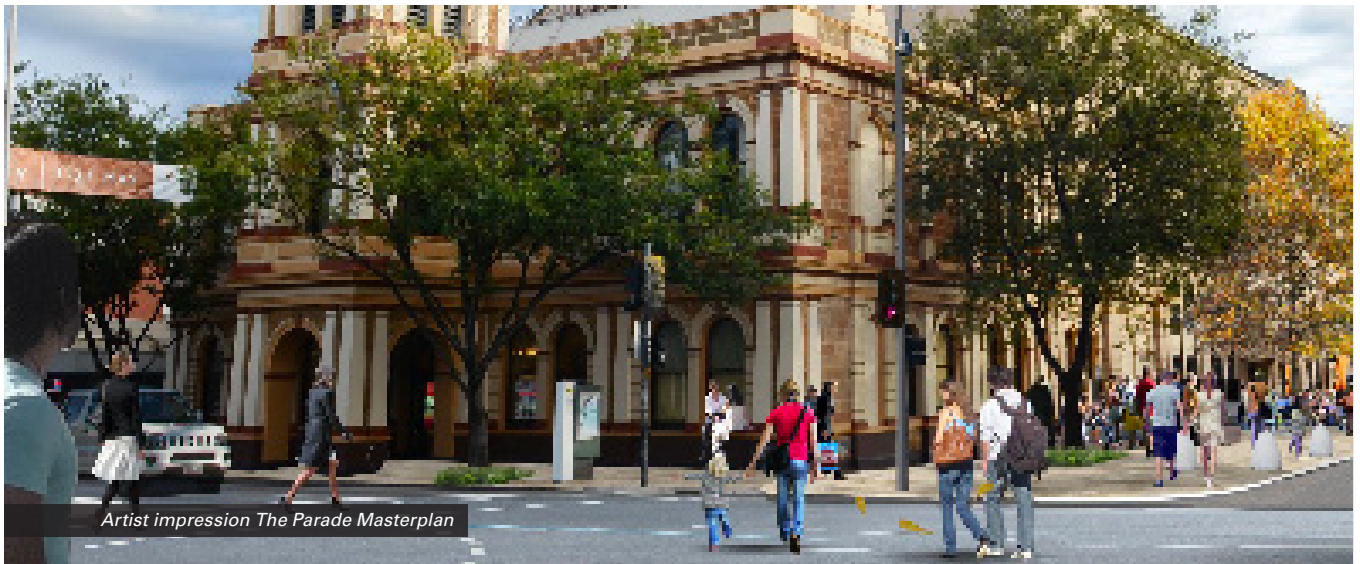
Through the draft 2026–2027 Annual Business Plan and Budget consultation, the Council sought to understand community support for the construction and provision of a gym at Payneham Memorial Swimming Centre and the associated car park in Patterson Reserve and pedestrian bridge over Third Creek.

**Payneham Memorial Swimming Centre
including proposed gymnasium and
associated car park and pedestrian footbridge.**

Legend

- Proposed gymnasium
- Proposed associated car park and pedestrian footbridge
- Swimming centre car park
- Library and precinct car park





The Parade Masterplan Implementation

The Parade Masterplan, endorsed by the Council in May 2019, sets the vision for protecting the identity. Appeal and ‘sense of place’ of The Parade and supporting the significant economic, social and cultural elements that enhance the experience of people who choose to live, work and visit The Parade, Norwood.

Since the Masterplan was endorsed, the Council has undertaken extensive planning, investigations and consultation to explore opportunities for delivery of The Parade Masterplan.

Recent works, including the George Street Upgrade, have demonstrated the scope of improvements that could be delivered over time to improve amenity, accessibility, greening, lighting and the overall visitor experience.

As part of the Council’s ongoing commitment to responsible and sustainable long-term financial management prior to proceeding further with the project, updated project cost estimates and funding considerations have recently been reviewed.

Following this review, the Council is proposing to rescope the project with a focus on renewing existing infrastructure along The Parade, while pursuing external grant funding to fund future upgrade works. This means that

works will be funded from existing budget funds over a period of years rather than borrowing funds to undertake the works.

In line with the proposed revised approach and funding structure, the Council’s 2026–2027 Long-Term Financial Plan update, as provided in this document, no longer includes borrowed funds to facilitate delivery of the Masterplan.

The asset renewal works are proposed to be funded through the Council’s annual renewal programs, as is the case with all of the City’s infrastructure (eg footpaths and kerbing), funded through general rate revenue, while any major upgrades would only proceed subject to securing external State or Federal Government grant funding.

Under the revised and financially prudent approach:

- infrastructure renewal works would continue along the full length of The Parade, from Fullarton Road to Portrush Road, as assets reach the appropriate stage of their lifecycle;
- future upgrade works would focus on key activity areas where the greatest community, economic and public realm benefits can be achieved; and

- any significant enhancement works would be subject to securing external State and/or Federal Government funding support.

The Council is also proposing to prioritise improvements within the “Heart” of The Parade, between Edward Street and George Street, recognising this section as the area of highest pedestrian activity, business visitation and community activation.

Next steps

IN addition to consultation on the draft 2026–2027 Annual Business Plan consultation (which incorporates the Long-term Financial Plan update), the Council will be undertaking separate community consultation on the proposed revised approach to delivering The Parade Masterplan.

Community feedback will help inform the Council’s future planning, advocacy and delivery of priorities for The Parade.

Updated information about The Parade Masterplan and future consultation will be available on the Council’s website in the near future.

Capital Works Program Expenditure

2026–2027

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

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

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

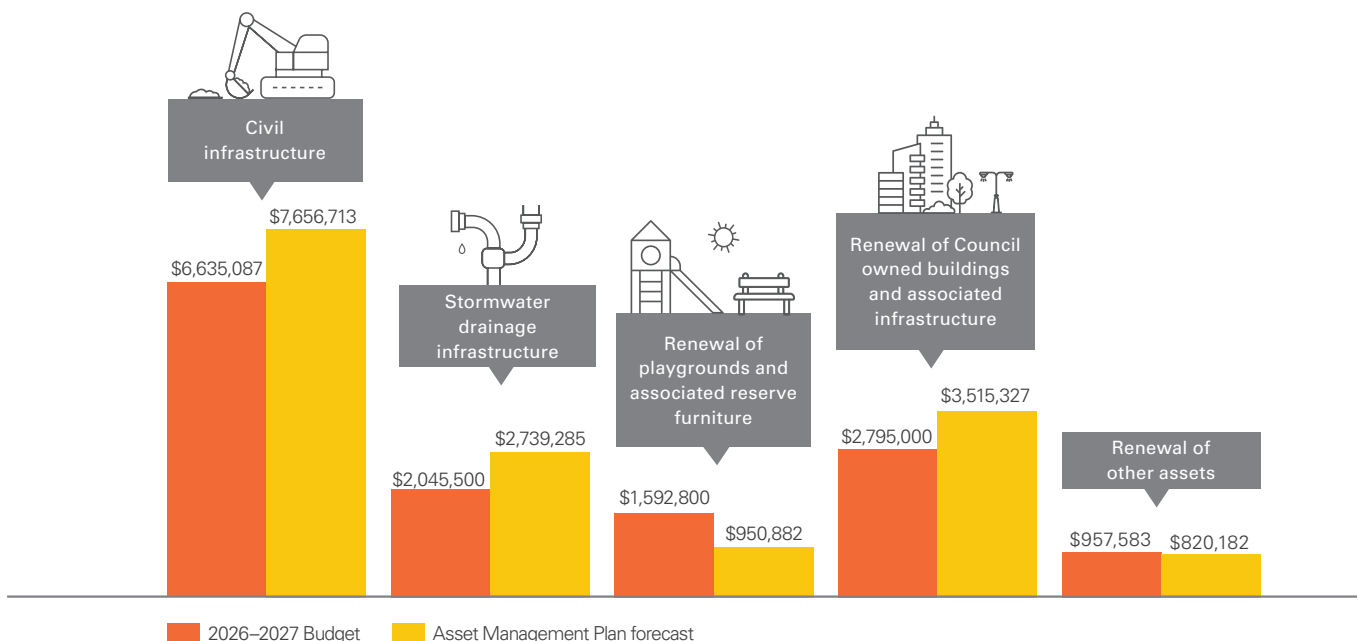
The chart below compares expenditure for 2026–2027 as part of the Council's Asset Management Plans with the 2026–2027 Budget.

Fluctuations of expenditure within asset classes are expected year-to-year, however, the overall 2026–2027 Budget is in line with Asset Management Plans.

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

The 2026–2027 Capital Works Program expenditure of \$14,025,970 includes:

- Civil infrastructure works to the value of \$6,635,087 including resealing 5.76kms of roads, reconstructing 2,311 square metres of footpaths and replacing 4.29kms of kerbing. See page 68 for the full program.
- Building works to the value of \$2,795,000 including the upgrade of the Adey Reserve toilet facilities and the St Peters Town Hall Complex airconditioning system upgrade.
- Recreation and open space infrastructure works to the value of \$1,592,800 including investigation and design works for Twelfthree Reserve playground and Borthwick Park playground upgrades.
- Stormwater drainage works to the value of \$2,045,500 including Lambert Road, Royston Park and First Creek, Norwood. See page 69 for the full program.
- Renewal of other assets such as plant and equipment and library materials \$957,583.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

2025–2026 Achievement Highlights

Payneham Memorial Swimming Centre

Construction reached practical completion in June 2026 with the Centre scheduled to reopen in mid 2026.

Rosemont Lane Reconstruction

Completed the reconstruction of Rosemont Lane including stormwater drainage infrastructure, permeable paving, kerbing and asphalt surfacing, pedestrian footpaths and driveway crossovers.

Trinity Valley Stormwater Drainage Upgrade

Completed Stage 4 construction of stormwater infrastructure and installation of a new stormwater detention basin in St Morris Reserve.

George Street Upgrade

Completed the upgrade of George Street, Norwood from The Parade to Harris Street as Stage 1 Implementation of The Parade Masterplan. Works included stormwater drainage and streetscape upgrade.

St Morris Reserve Upgrade

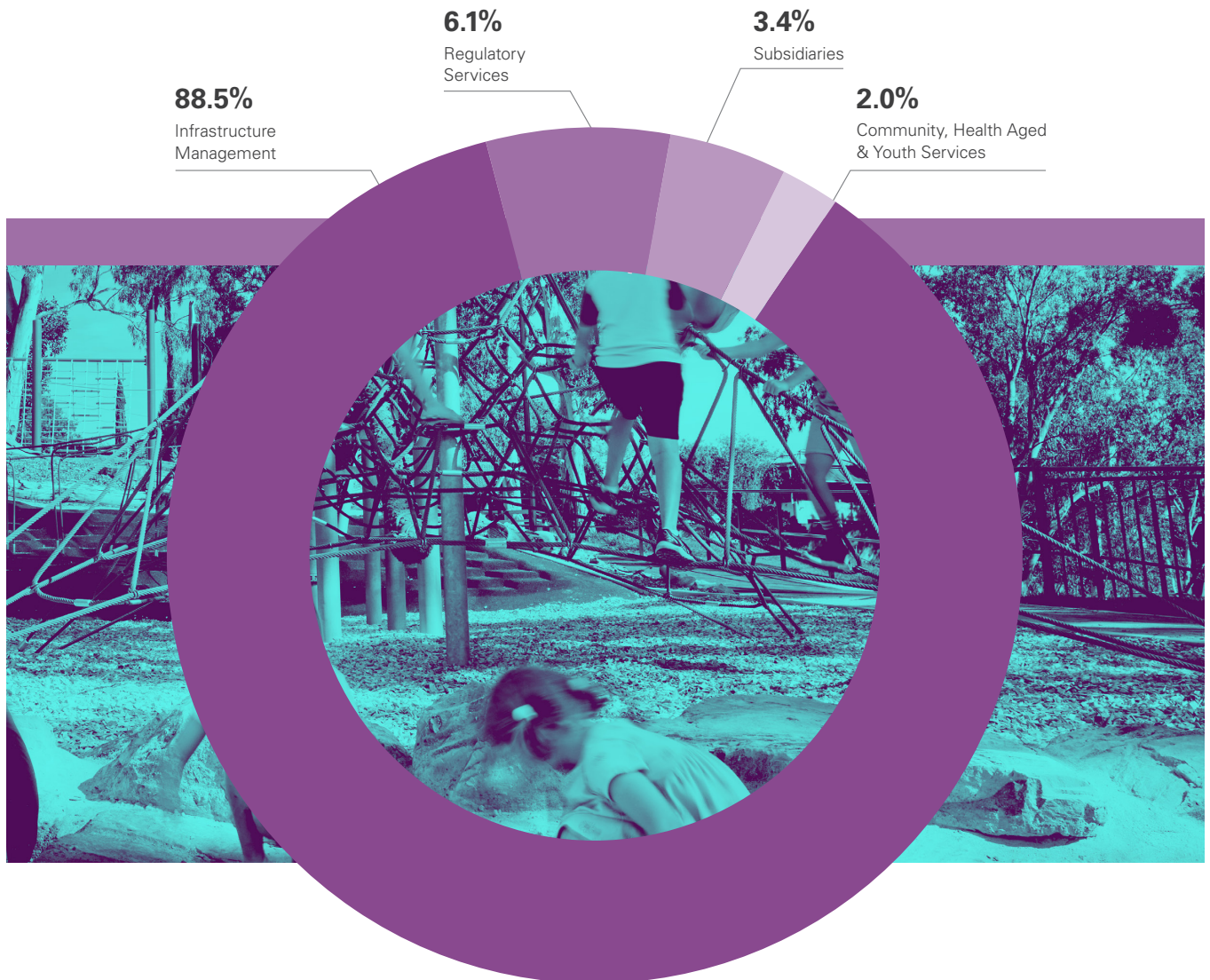
Delivered as part of the Trinity Valley Stormwater Drainage Upgrade Stage 4, St Morris Reserve underwent a significant transformation of open space, playground and recreation equipment and facilities suitable for children of all ages to engage in active play.

Annual Business Plan Objectives

- Continue to deliver services which are relevant, community focussed and in a cost effective manner.
- Continue to maintain and renew the City's infrastructure in line with the Council's whole-of-life framework for infrastructure.
- Deliver programs and activities that engage our young people in the City's future.
- Provide a variety of events and programs which engage all citizens regardless of age and ability.
- Ensure fair and equitable rates for all ratepayers.

Key initiatives for 2026–2027

- Deliver the annual Capital Works Program in accordance with the respective infrastructure and asset management plans, including civil infrastructure (roads, footpaths and kerbing), buildings and open space assets.
- Prepare the Payneham Memorial Swimming Centre for opening in mid 2026.
- Construction of new playground at St Peters Childcare Centre and Preschool.
- Post implementation review of 40km/h speed limit reductions.
- Implementation of On-street Parking Policy actions.



Function	Income	Expense	(Surplus)/Net Cost
Community, Health Aged & Youth Services	(\$4,447,411)	\$4,562,882	\$115,471
Infrastructure Management	(\$1,404,620)	\$6,395,613	\$4,990,993
Regulatory Services	(1,475,409)	\$1,820,205	\$344,796
Subsidiaries	-	\$194,326	\$194,326

Community, Health, Aged & Youth Services

Services Provided

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

Community Services

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

Other programs provided include:

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

Community Care Services

The Council's Home Support Program are funded by the Federal and State Governments and the Council to provide community care services for our City's frail, aged and younger residents with a disability and their carers, who live within the community.

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

- home maintenance and safety and security assistance;
- personal care and cleaning; and
- transport services.

Youth Development

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

Volunteer Management

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

St Peters Child Care Centre & Preschool

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

Environmental Health Services

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

Infrastructure Management

Services Provided

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

Infrastructure Maintenance

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

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

Services undertaken by Civil Infrastructure Maintenance also includes:

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

Asset Management

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

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

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

Regulatory Services

Regulatory Services

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

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

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

Regional Subsidiaries

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

Eastern Health Authority

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

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

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

East Waste

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

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

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

ERA Water

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

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

Highbury Landfill Authority

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

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

Outcome 2 Cultural Vitality

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

2025–2026 Achievement Highlights

Quadrennial Public Artwork

Progressed detailed design and fabrication of the Council's fifth Quadrennial Public Artwork which will be installed on Osmond Terrace.

AFL Gather Round & Norwood Food & Wine Festival

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

Hosted Popular Events

Movie Nights at the Pool
Twilight Carols
Concerts in the Park series
Tour Down Under Women's Stage 3 Start and Men's Stage 2 Start
Norwood Christmas Pageant
St Peters Fair

Events for Youth

Delivered a range of youth events and activities to suit a diverse audience of age and abilities in our City.

Library Events

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

Annual Business Plan Objectives

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

Key initiatives for 2026–2027

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



Function	Income	Expense	(Surplus)/Net Cost
Community Events, Arts and Heritage	(\$5,151)	\$1,609, 673	\$1,604,522
Libraries & Community Facilities	(\$1,606,178)	\$3,120,784	\$1,514,606
Planning	(\$763,535)	\$2,454,570	\$1,691,035
Trees, Parks Sport & Recreation	(\$177,263)	\$6,648,673	\$6,471,410

Community Events, Arts & Heritage

Services Provided

- **Community Events** are hosted by the Council across a diverse range of areas including festivals, concerts, performances and activities.
- **Community Arts** initiatives are delivered in accordance with the Council's Public Art Policy.
- **Cultural Heritage** activities and services which recognise the heritage of the City.

Community Events

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

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

Community Arts

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

Cultural Heritage

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

Libraries & Community Facilities

Services Provided

- **Library services** are provided by the Council across three locations and include;
 - free use of computers and access to internet;
 - training programs;
 - home library service;
 - infant and children programs; and
 - book groups.
- **Norwood Concert Hall** is a versatile event space that is available for hire for musical theatre productions, functions and events.
- **Community Facilities** are provided by the Council and are available to hire, from rooms to entire buildings, on a casual basis or under a long-term lease.

Libraries

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

Community Facilities

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

Norwood Concert Hall

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

Planning

Services Provided

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

City Planning

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

Building Control

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

Environmental Management

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

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

Parks, Sport & Recreation

Services Provided

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

Projects and Service Initiatives

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

Further details are provided in Appendix 1.

Sporting and Recreational Facilities

The Council provides a wide variety of recreational, sporting and leisure facilities such as sporting fields and tennis/netball courts, which are available for either casual hire or seasonal hire or leased to home sporting clubs within the City.

This also includes administration of the hire of the Council's sporting facilities, as well as managing the ongoing maintenance of the infrastructure which is provided at these facilities.

Swimming Centres

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

The Payneham Memorial Swimming Centre redevelopment is scheduled for practical completion in mid-2026 and will reopen in mid 2026.

Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

2025–2026 Achievement Highlights

Raising the Bar

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

Eastside Business Awards

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

Business Initiatives and Competitions

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

Food Secrets and Eastside Wine & Ale Trail Tours

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

Business Networking

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

Annual Business Plan Objectives

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

Key initiatives for 2026–2027

- Finalise the Council's new Economic Development Strategy.
- Host Raising the Bar Adelaide in various venues, creating an environment of academia, learning and fun in laid back casual settings throughout the City.
- Advocate to host AFL Gather Round matches and activations in Norwood in 2027.
- Host business networking and learning events.



Function	Income	Expense	(Surplus)/Net Cost
Economic Development	-	1,284,380	1,284,380
Precinct Management	(225,000)	319,985	94,985



Cheeky Grin Coffee, Glynde

Economic Development

Services Provided

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

Projects and Service Initiatives

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

Futher details are provided in Appendix 1.

Economic Development

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

Precinct Management

Services Provided

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

Projects and Service Initiatives

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

Business Development

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

Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

2025–2026 Achievement Highlights

Tree planting

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

Native Plant Giveaway

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

Installation of TreeNet inlets

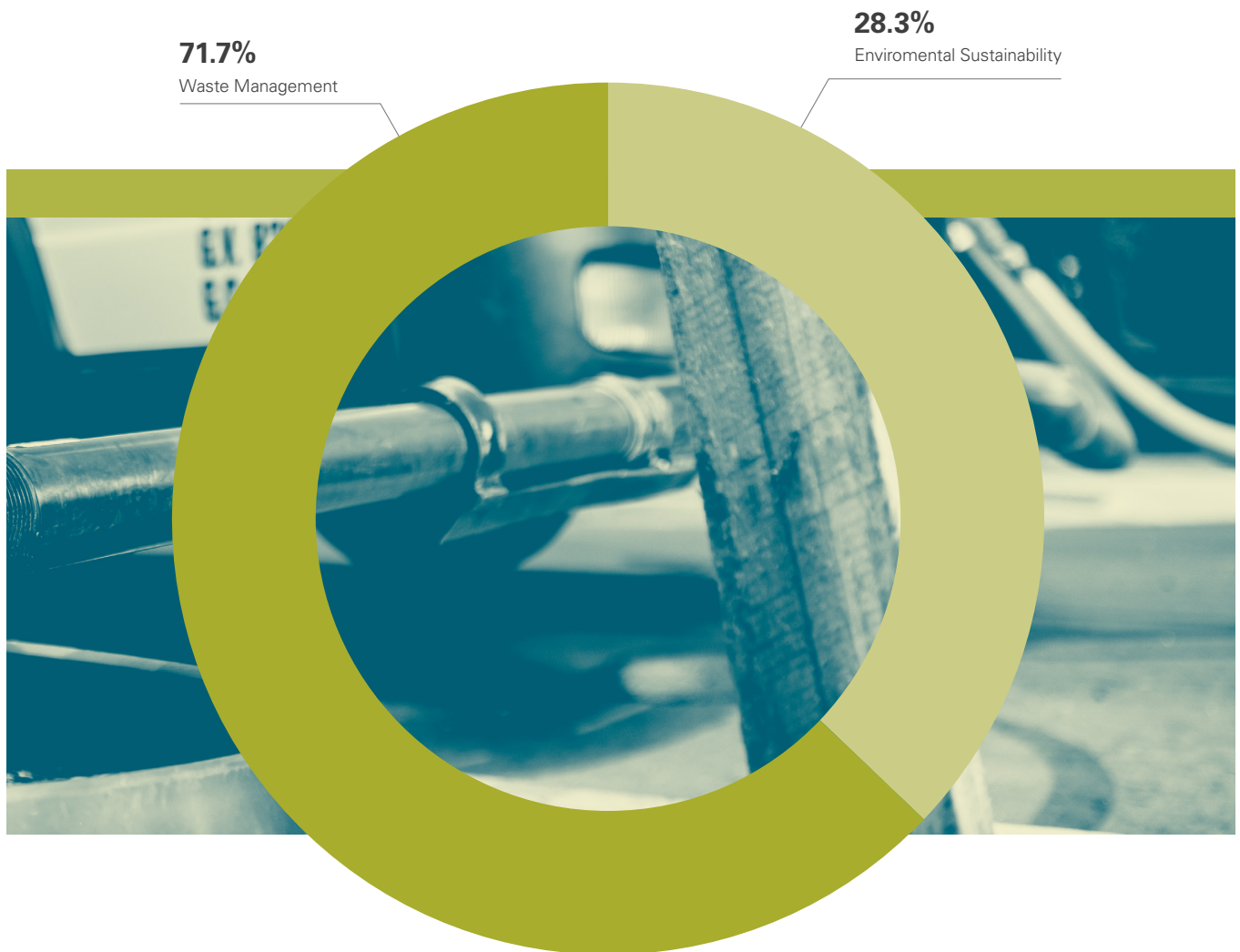
The Council secured a \$25,000 grant through Green Adelaide to support the Greening Felixstow project, an initiative designed to revitalise the local environment and combat rising urban temperatures. The project included installation of 15 TreeNet inlets along Shirley Avenue, Felixstow.

Annual Business Plan Objectives

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

Key initiatives for 2026–2027

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



Function	Income	Expense	(Surplus)/Net Cost
Environmental Sustainability	(\$2,000)	\$2,147,721	\$2,145,721
Waste Management	(\$42,436)	\$5,489,983	\$5,447,547



Jolt electric vehicle chargers, Payneham Road, Payneham

Waste Management

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

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

Environmental Sustainability

Services Provided

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

Environmental Management

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

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

Reserve Maintenance

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

Street Trees

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

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

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

Street and Footpath Sweeping

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

Corporate Management

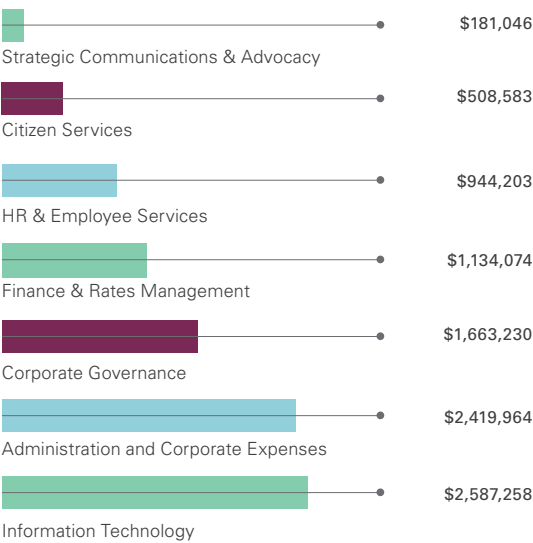
In addition to the Outcomes, the City of Norwood Payneham & St Peters also has costs associated with the corporate management and administration of operating the Council

Governance, Communications & Administration

Services Provided

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

Corporate Management Expenses



Governance

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

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



Strategic Communications and Advocacy

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

Council Administration

Financial Management

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

Financial Services incorporates financial activities, including;

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

Rates

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

Citizen Services

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

Information Management and Services

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

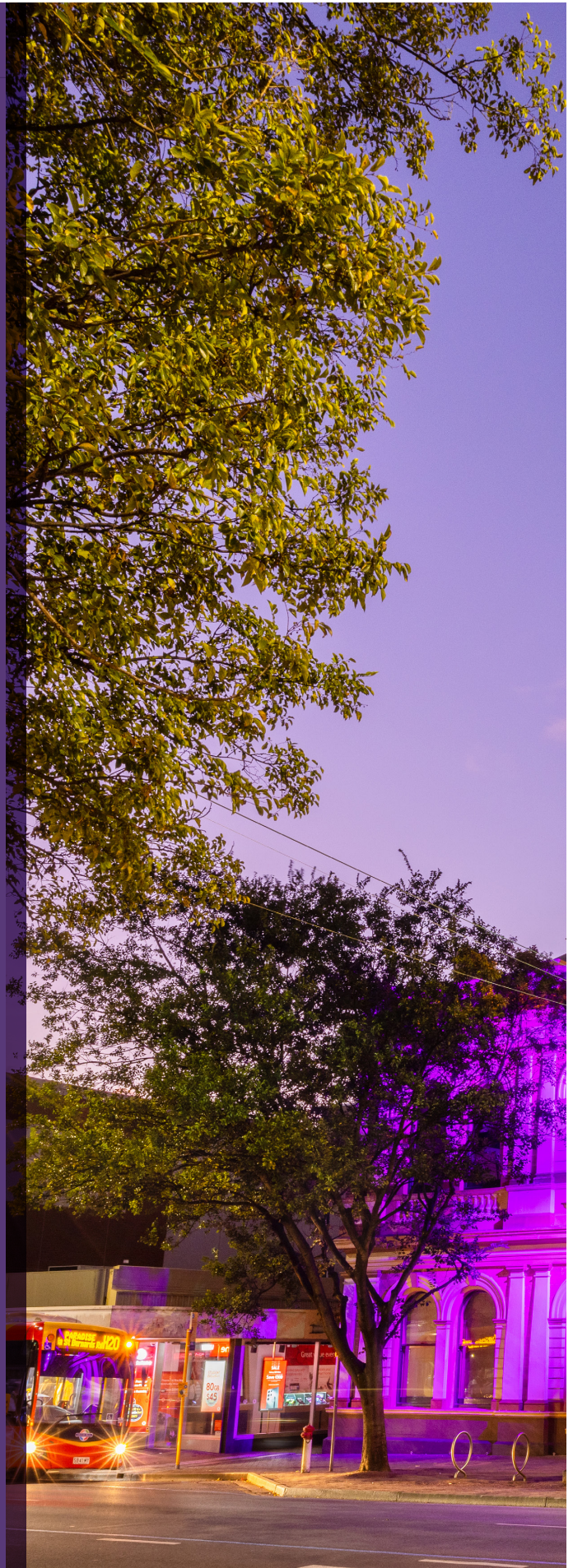
Human Resources, Organisational Development and Work Health & Safety

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

2026–2027 Annual Business Plan

Long-term Financial Plan Update

The draft Long-term Financial Plan update has been prepared to support the Council's ongoing commitment to achieving and maintaining long-term financial sustainability, while continuing to deliver essential services, maintain community infrastructure and respond to future growth and renewal requirements.





The Long-term Financial Plan provides a 10-year strategic financial outlook and has been developed in conjunction with the Council's strategic planning framework, Annual Business Plan, Asset Management Plans and proposed capital investment program.

In response to advice from ESCOSA and to improve transparency and accountability, this updated Long-term Financial Plan includes enhanced disclosure of the key assumptions underpinning the Plan, together with a revised approach to the delivery and timing of capital projects to improve ongoing financial sustainability and reduce debt levels.

The Long-term Financial Plan has been prepared using a defined basis of preparation that outlines the assumptions adopted for inflation, wage growth, interest rates, operating revenue growth, capital cost, asset renewal requirements, borrowing costs, and future service delivery levels.

These assumptions have been informed by current economic conditions, historical trends, known contractual commitments, updated project information and professional judgement at the time of preparation.

The Long-term Financial Plan also recognises the financial risks and uncertainties associated with long-term forecasting, including economic conditions, cost escalation pressures, project delivery timing and operational performance outcomes.

Accordingly, the Plan will continue to be reviewed and updated annually to ensure emerging risks, opportunities, mitigation strategies, and changes in the Council's priorities or community expectations are appropriately considered and transparently reported.

Chief Executive Officer's Statement on Financial Sustainability

This Long-term Financial Plan not only sets out the future financial projections, as shown on the following pages, it also demonstrates how the Council has performed against the financial outcomes it has developed to measure its financial sustainability.

In summary, financial sustainability is achieved and indeed maintained when services and the maintenance of the City's infrastructure is delivered according to a Long-term Financial Plan and without the need to significantly increase rates or reduce services or service levels.

The Council's Long-term Financial Plan has been developed on the principle of maintaining financial sustainability and sets out the Council's financial strategies and commitments over the long term. It explains how the organisation will meet its obligations now and in the future, taking into account the services, our workforce, our finances and our assets.

In preparing the Long-term Financial Plan, the Council has also had regard to the advice that has been provided by the Essential Services Commission of South Australia (ESCOSA). In reviewing the Council's financial position, ESCOSA found that the Council has been financially sustainable over the last 10-year period (the term of ESCOSA's review), it is currently mostly sustainable, however it is projected to be potentially financially unsustainable.

In providing its advice, ESCOSA has made a number of recommendations for the Council to continue to ensure that it remains financially sustainable.

ESCOSA's advice and recommendations have been taken into account in preparing both the draft 2026–2027 Budget and this draft Long-term Financial Plan Update. To this end, at its meeting held on Tuesday 5 May 2026, the Council considered and endorsed an Action Plan prepared by independent consultants LGIQ. A final report on implementation of the actions will be considered by the Council in June 2026 and their recommended actions will be progressed commencing from the 2026–2027 financial year.

Financial sustainability means having a financial position capable of meeting long-term service and infrastructure levels and standards that are acceptable to the community, without substantial increases in rates or cuts to services.

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

Financial sustainability also implies equity between generations, to ensure that today's ratepayers pay only for their share of the City's assets. Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets through revenue sources including rates. This means the cost of replacing assets which benefit existing ratepayers are being funded by those ratepayers.

The Long-term Financial Plan is driven by the need to deliver enhanced and improved services to our citizens, through the most efficient and effective means possible.

Key financial indicators used to assess the Council's long-term financial sustainability, as set out in the Long-term Financial Plan, are in line with the Council's established benchmarks to ensure the sustainability of the Council's long-term financial performance and position.

Continuously improving our Asset Management Plans to ensure that we continue to appropriately maintain our City's infrastructure and facilities, using debt where appropriate and applying rate revenue increases that are reflective of the service levels provided to the community, will ensure that the Council has the financial capacity to meet the needs of our community in a financially sustainable way.

While the decision to increase loan borrowings carries inherent risks, the Council has identified and will implement several mitigation strategies in line with the advice provided by ESCOSA and the Action Plan prepared by LGIQ, such as enhanced oversight and governance measures to monitor the progress of projects and financial performance, conducting a comprehensive review of its recurrent operational costs, assessing inefficiencies, budgeted costs, disposal of non-performing assets and other income generating activities.

The objective of the Council's Treasury Management Policy is to ensure that the Council mitigates the risks associated with increased loan borrowings.

The Council's Operating Result since 2017–2018, as shown in Appendix 2, demonstrates how the Council has been able to achieve and maintain financial sustainability over the last ten years and how it will continue to maintain this into the future.

The financial goal and outcomes that the Council will use to measure the Council's Financial Sustainability are set out on the following pages.

Mario Barone PSM
Chief Executive Officer

2026–2027 Update

The financial projections contained within the Long-term Financial Plan update provide an indication of the Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council.

The Long-term Financial Plan should be viewed as a guide to future actions or opportunities that encourage the Council to consider the future impact of its decisions on the Council's long-term and on-going financial sustainability.

To this end, reference is made each year to the Long-term Financial Plan when preparing the Annual Business Plan and Budget, to ensure that the broad financial outcomes, which the Council has set and agreed upon, continue to be achieved.

The Long-term Financial Plan is updated annually to reflect changes between reporting periods and to incorporate emerging risks, opportunities and mitigation strategies.

In developing the updated Plan, the following key risks and considerations have been identified:

- revised inflation and cost escalation assumptions;
- updated wage growth projections and staffing levels;
- a higher-than-previously forecast level of operational and capital investment approvals over the previous three years, resulting in higher operational costs, decreased surplus and increased debt levels;
- changes to the scope and timing of capital projects (including major projects such as the Payneham Memorial Swimming Centre redevelopment);
- changes to capital project scope and/or timing (for example major projects such as the Payneham Memorial Swimming Centre redevelopment); and
- updated interest rate assumptions and borrowing strategy.

The Long-term Financial Plan has been prepared to provide a realistic and forward-looking view of the Council's financial position, based on a set of key assumptions that reflect current economic conditions, known commitments and strategic priorities.

These assumptions have been informed by a combination of external benchmarks, including inflation and wage indices, and internal factors such as service delivery requirements, asset management needs and the approved capital program.

Given the inherent uncertainty of long-term forecasting, the Long-term Financial Plan incorporates a structured approach to identifying and assessing risks and opportunities that may impact financial outcomes.

Key areas of sensitivity include inflation and cost escalation, wage growth, interest rates, availability of external funding and the scale and timing of capital investment.

Particular attention has been given to the impact of recent increases in operational and capital commitments, which have contributed to higher projected debt levels over the short to medium term.

The key assumptions adopted in the preparation of the Annual Business Plan and updated Long-term Financial Plan have been developed with reference to the guidance, economic indicators and sector information available from the Local Government Information Paper, Local Government Association of South Australia, Local Government Finance Authority and the Reserve Bank of Australia .

These assumptions reflect the most current information available as at 30 April 2026 and have been prepared based on the best knowledge, forecasts and information available at the time of development.

While every effort has been made to ensure the assumptions are reasonable and support prudent financial planning, actual outcomes may vary due to changes in economic conditions, inflation, interest rates, legislative requirements and other external factors, including any updated information or revised assumptions that may arise prior to the formal adoption of the Budget and Long-term Financial Plan by the Council.

2026–2027 Annual Business Plan

Key assumptions

- **CPI / Inflation** — Inflation assumptions are based on a combination of the Local Government Price Index (LGPI) and Adelaide CPI, as published by the Local Government Association, for the first three years of the Plan. These rates are then extrapolated across the remaining years of the Long-term Financial Plan. A minor sensitivity allowance of 0.1% has been incorporated to account for potential fluctuations.
- **Rate Revenue** — Rate revenue growth is assumed to align with CPI, supplemented by growth in rateable properties and the financial impact of proposed capital investments. The Long-term Financial Plan assumes that the Council will continue to experience growth in new rateable properties, on the basis that this will increase the Council's costs to service those new ratepayers. It is assumed that there will be on average 0.5% growth per annum across the full 10 years of the Long-term Financial Plan.
- **Wages** — Assumes current staffing level. Employee cost increases are based on current Enterprise Bargaining Agreements as well as those under negotiation and are informed by the Wage Price Index.
- **Borrowings** — For Cash Advance Debenture (CAD) borrowings, interest rate assumptions are based on Reserve Bank of Australia Government bond yields, with an appropriate risk margin consistent with guidance from the Local Government Finance Authority (LGFA). For traditional loans, fixed-term interest rates are based on LGFA quoted rates and are carried forward in the model until updated.

A key focus of the updated Long-term Financial Plan is the management of peak debt levels and timing, including strategies for debt containment and reduction.

The proposed operating deficits in the Long-term Financial Plan are limited to the next two financial years and represent a deliberate and managed outcome in response to evolving financial conditions. This is a planned, short-term position due to rising costs and the timing of major projects, and is not a long-term issue.

These short-term deficits were not previously forecast in the Long-term Financial Plan and have prompted a comprehensive reassessment of future capital investment. Importantly, the Council has reviewed its spending on infrastructure and facilities to limit the impact on ratepayers. As part of this process, some large projects have been removed, scaled back, or will be delivered more efficiently through existing renewal programs where appropriate.

These decisions have significantly improved the Council's financial position, with expected debt reducing to around \$17 million over time and with Net Financial Liabilities improving to approximately 36% over the term of the Long Term Financial Plan.

Table 4: Key assumptions

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CPI Increase	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Population Growth	1.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Capital Investments	3.5%	3.0%	2.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Rate Revenue	7.9%	6.50%	6.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Wages	3.5%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Income & Expenses	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Interest rate - Loans	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%
Cash Advance (CAD)	5.6%	6.2%	6.1%	6.1%	6.1%	6.3%	6.5%	6.6%	6.9%	7.0%

Strategic outcomes based on current assumptions

Asset renewal

The Asset Renewal Funding Ratio (Asset Renewal Expenditure divided by Asset Management Plan Renewal Expenditure) indicates the extent to which we are renewing infrastructure assets in line with Asset Management Plans, thereby maintaining our service levels to the desired standard. A ratio of 100% means that Council is budgeting to renew assets as initially planned.

New infrastructure

Planned and unplanned expenditure on new assets has been reduced in line with the management of peak debt levels.

Financing

Borrowings are expected to reduce over the life of the Long-term Financial Plan and specifically during the second half of the 10-year period, as revenue growth and lower average capital expenditure allows for repayment of borrowings.

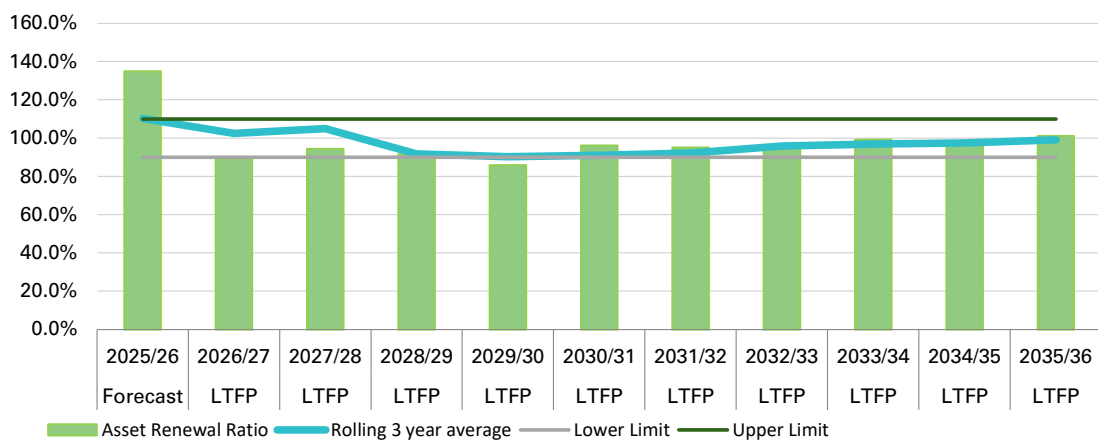
The Council's current approach reflects prudent financial governance and a proactive approach to maintaining long-term sustainability, ensuring that investment is aligned with the Council's financial capacity. It is designed to avoid sudden or significant rate increases, while still delivering essential services and maintaining community assets.

While there is a short-term deficits impact on the budget, the Council's long-term plan shows a return to balanced budgets. This means services will continue to be delivered and infrastructure maintained in a way that is financially responsible and sustainable for the community over time.

Table 5: New infrastructure

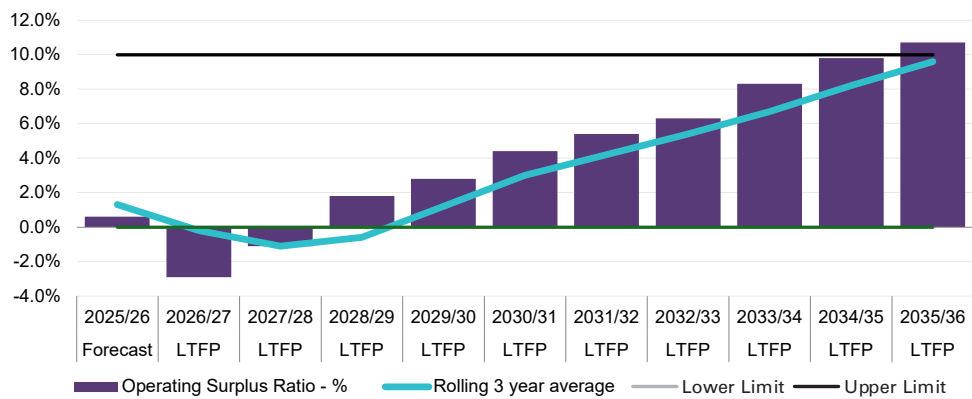
Projects in LTFP (k\$000)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Quadrennial art project	12	-	-	-	-	-	-	-	-	-
Gym at the PMSC	5,932	-	-	-	-	-	-	-	-	-
Funding Submissions Various	693	-	-	-	-	-	-	-	-	-

Asset Renewal Funding Ratio

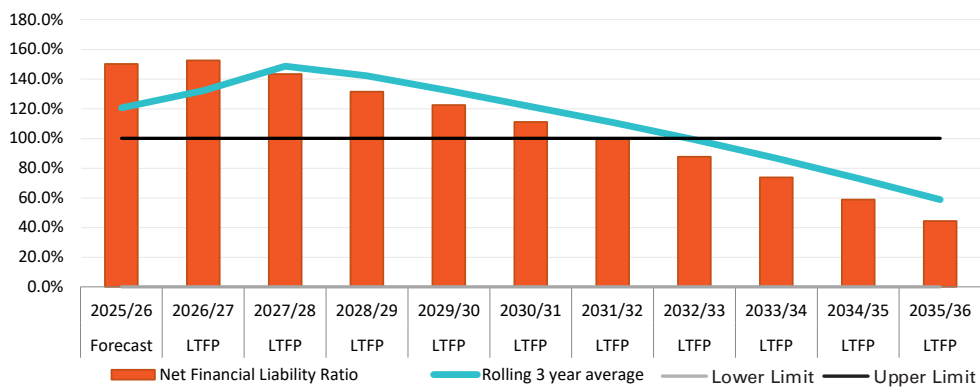


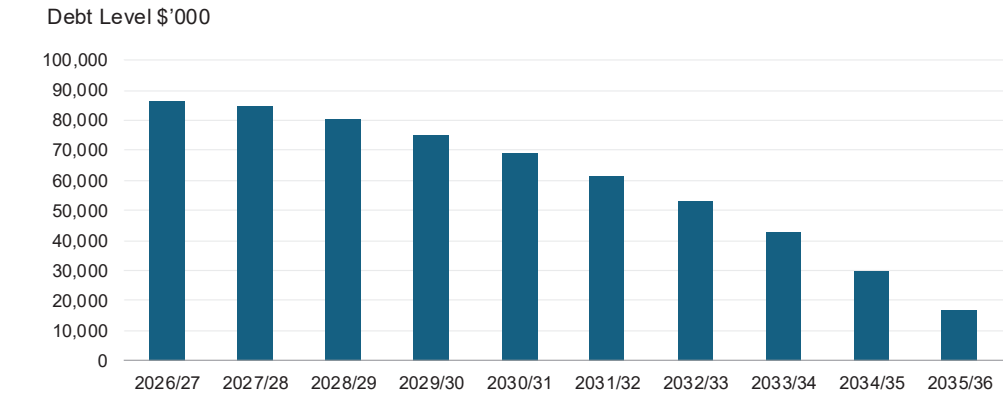
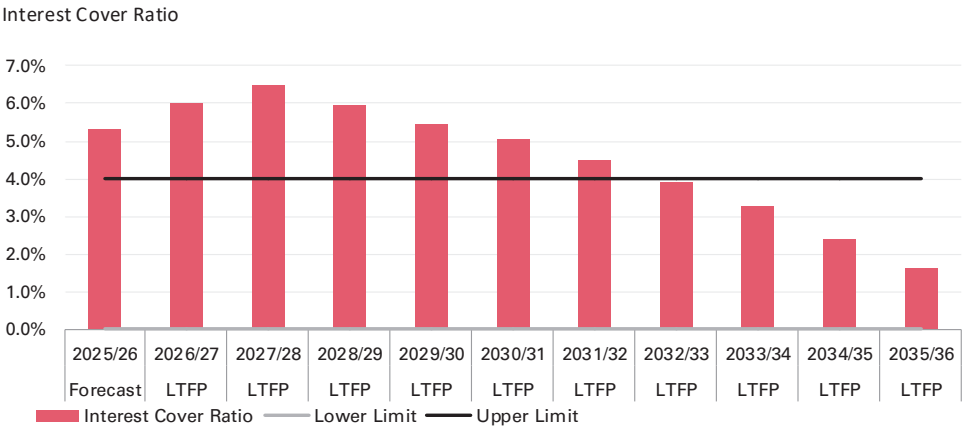
2026–2027 Annual Business Plan

Operating ratio



Net Financial Liability Ratio





2026–2027 Annual Business Plan

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2036

FINANCIAL INDICATORS	Current Year 2025/26	Projected Years									
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Surplus Ratio	0.6%	-2.9%	-1.1%	1.8%	2.8%	4.4%	5.4%	6.3%	8.3%	9.8%	10.7%
Net Financial Liabilities Ratio	151.70%	153.16%	142.82%	130.26%	120.58%	108.47%	96.13%	83.33%	68.60%	52.51%	36.84%
Asset Renewal Funding Ratio	134.93%	89.44%	94.26%	91.51%	85.82%	96.10%	95.13%	96.32%	99.15%	97.12%	101.06%
Interest Cover Ratio	5.32%	6.12%	6.65%	6.08%	5.47%	4.96%	4.35%	3.70%	2.92%	2.09%	1.26%
Debt Servicing ratio	8.47%	16.61%	22.17%	21.41%	11.30%	13.14%	12.54%	11.91%	11.12%	10.29%	8.81%
Debt Level	81,176,857	86,249,774	84,443,534	80,306,700	74,962,237	68,627,560	61,428,743	53,157,009	42,650,377	29,946,330	16,480,476
STATEMENT OF COMPREHENSIVE INCOME											
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Income											
Rates	51,135,218	54,947,025	58,518,582	62,029,697	64,510,885	67,091,320	69,774,973	72,565,972	75,468,611	78,487,355	81,626,849
Statutory Charges	2,389,357	2,349,065	2,396,116	2,444,109	2,493,063	2,542,998	2,593,933	2,645,888	2,698,884	2,752,941	2,808,081
User Charges	4,370,061	4,752,960	4,848,091	4,957,004	5,068,363	5,182,224	5,298,643	5,417,677	5,539,385	5,663,827	5,791,065
Grants, Subsidies and Contributions - operating	2,653,958	2,868,077	2,784,507	2,852,171	2,921,479	2,992,471	3,065,188	3,139,672	3,215,966	3,294,114	3,374,161
Grants, Subsidies and Contributions - capital	1,228,426	688,369	724,599	724,599	-	-	-	-	-	-	-
Investment Income	55,000	10,500	10,962	11,444	11,948	12,474	13,023	13,596	14,194	14,819	15,471
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	663,735	720,892	737,087	753,646	770,577	787,888	805,588	823,686	842,190	861,110	880,455
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	62,495,755	66,336,888	70,019,944	73,772,670	75,776,315	78,609,375	81,551,348	84,606,491	87,779,230	91,074,166	94,496,082
Expenses											
Employee Costs	19,894,665	21,539,886	22,293,782	22,962,595	23,651,473	24,361,017	25,091,848	25,844,603	26,619,941	27,418,539	28,241,095
Materials, Contracts & Other Expenses	24,182,399	25,795,499	26,216,018	26,875,127	27,186,311	27,741,314	28,737,248	29,983,591	30,455,360	31,353,312	32,865,848
Depreciation, Amortisation & Impairment	14,381,112	16,654,050	17,408,531	17,917,361	18,440,843	18,979,415	19,533,527	20,103,645	20,690,246	21,293,824	21,914,865
Finance Costs	3,378,256	4,072,613	4,668,966	4,498,801	4,156,243	3,911,426	3,559,022	3,146,880	2,574,853	1,917,531	1,208,929
Net loss - Equity Accounted Council Businesses	262,666	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326
Total Expenses	62,099,098	68,286,374	70,761,623	72,448,210	73,629,196	75,167,497	77,115,971	79,273,046	80,534,726	82,177,533	84,425,063
Operating Surplus / (Deficit)	396,657	(1,919,486)	(761,679)	1,324,460	2,147,119	3,421,878	4,435,377	5,333,445	7,244,504	8,896,633	10,070,999
Asset Disposal & Fair Value Adjustments	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459	41,459	42,703
Amounts Received Specifically for New or Upgraded Assets	3,977,266	-	-	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	4,410,715	(1,883,884)	(725,294)	1,361,645	2,185,123	3,460,717	4,475,071	5,374,012	7,285,963	8,938,093	10,113,703
Other Comprehensive Income											
Amounts which will not be reclassified subsequently to operating result											
Changes in Revaluation Surplus - I/P&E	20,000,000	37,366,909	39,838,990	42,443,826	45,104,124	47,472,361	49,989,773	52,486,866	55,086,310	57,791,892	57,791,892
Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	20,000,000	37,366,909	39,838,990	42,443,826	45,104,124	47,472,361	49,989,773	52,486,866	55,086,310	57,791,892	57,791,892
Total Comprehensive Income	24,410,715	35,483,024	39,113,696	43,805,471	47,289,247	50,933,079	54,464,843	57,860,878	62,372,274	66,729,984	67,905,594

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF FINANCIAL POSITION											
	Current Year	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets											
Cash & Cash Equivalents	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Trade & Other Receivables	2,518,173	2,489,164	2,581,064	2,702,687	2,791,281	2,885,726	2,988,319	3,097,084	3,200,835	3,312,963	3,435,689
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,018,173	2,989,164	3,081,064	3,202,687	3,291,281	3,385,726	3,488,319	3,597,084	3,700,835	3,812,963	3,935,689
Non-Current Assets											
Financial Assets	141,643	152,202	162,095	171,821	178,694	185,841	193,275	201,006	209,046	217,408	226,104
Equity Accounted Investments in Council Businesses	2,106,207	1,911,881	1,717,555	1,523,229	1,328,903	1,134,577	940,251	745,925	551,599	357,273	162,947
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	803,645,449	846,118,148	883,829,300	923,923,386	966,678,938	1,011,700,467	1,059,487,679	1,109,654,468	1,161,930,746	1,216,461,888	1,271,556,721
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366	8,855,366
Total Non-Current Assets	814,748,665	857,037,597	894,564,316	934,473,801	977,041,901	1,021,876,251	1,069,476,571	1,119,456,764	1,171,546,757	1,225,891,935	1,280,801,138
TOTAL ASSETS	817,766,838	860,006,761	897,645,380	937,676,489	980,333,182	1,025,261,977	1,072,964,890	1,123,053,848	1,175,247,592	1,229,704,898	1,284,736,827
LIABILITIES											
Current Liabilities											
Cash Advance Debtenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	12,998,342	14,682,324	15,013,487	15,375,958	16,087,867	16,418,261	16,855,148	17,354,961	17,883,063	18,114,432	18,706,621
Borrowings	5,856,446	8,085,214	8,545,285	3,450,690	4,774,032	5,052,240	5,347,270	5,660,158	5,991,997	5,822,273	6,139,454
Provisions	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007	3,236,007
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	22,090,795	26,003,545	26,794,779	22,062,654	24,097,906	24,706,508	25,438,425	26,251,126	26,911,067	27,172,712	28,082,082
Non-Current Liabilities											
Cash Advance Debtenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	60,638,952	36,568,315	42,847,289	47,255,740	30,361,966	28,801,321	26,654,744	23,730,281	18,883,806	12,171,756	4,528,175
Borrowings	14,661,459	41,596,245	33,050,960	29,600,270	39,826,238	34,773,999	29,426,728	23,766,571	17,774,574	11,952,301	5,812,847
Provisions	554,955	554,955	554,955	554,955	554,955	554,955	554,955	554,955	554,955	554,955	554,955
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	75,875,366	78,719,515	76,453,204	77,410,965	70,743,160	64,130,275	56,636,428	48,051,806	37,213,335	24,679,012	10,895,977
Total Non-Current Liabilities	75,875,366	78,719,515	76,453,204	77,410,965	70,743,160	64,130,275	56,636,428	48,051,806	37,213,335	24,679,012	10,895,977
TOTAL LIABILITIES	97,966,161	104,723,060	103,247,983	99,473,620	94,841,066	88,836,783	82,074,852	74,302,932	64,124,402	51,851,724	38,978,059
Net Assets	719,800,677	755,283,702	794,397,398	838,202,869	885,492,116	936,425,195	990,890,038	1,048,750,916	1,111,123,190	1,177,853,174	1,245,758,768
EQUITY											
Accumulated Surplus	75,032,327	73,148,443	72,423,149	73,784,794	75,969,916	79,430,634	83,905,704	89,279,716	96,565,680	105,503,772	115,617,475
Asset Revaluation Reserves	644,768,350	682,135,259	721,974,249	764,418,075	809,522,200	856,994,561	906,984,334	959,471,200	1,014,557,510	1,072,349,402	1,130,141,293
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	719,800,677	755,283,702	794,397,398	838,202,869	885,492,116	936,425,195	990,890,038	1,048,750,916	1,111,123,190	1,177,853,174	1,245,758,768

2026–2027 Annual Business Plan

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF CASH FLOWS	Current Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash Flows from Operating Activities											
Receipts:											
Rates Receipts	52,891,608	55,293,264	58,842,998	62,348,623	64,736,259	67,325,709	70,018,738	72,819,487	75,732,267	78,761,557	81,912,019
Statutory Charges	2,487,269	2,351,424	2,393,362	2,441,299	2,490,197	2,540,075	2,590,951	2,642,846	2,695,782	2,749,776	2,804,853
User Charges	4,502,353	4,730,544	4,842,522	4,950,628	5,061,844	5,175,558	5,291,828	5,410,709	5,532,260	5,656,542	5,783,616
Grants, Subsidies and Contributions (operating purpose)	2,882,682	2,858,397	2,788,917	2,848,600	2,917,821	2,988,724	3,061,350	3,135,741	3,211,940	3,289,990	3,369,936
Investment Receipts	54,463	11,368	10,953	11,435	11,938	12,464	13,012	13,585	14,182	14,807	15,458
Reimbursements	6,884	-	-	-	-	-	-	-	-	-	-
Other	705,736	683,570	736,139	752,677	769,586	786,875	804,552	822,627	841,107	860,002	879,323
Payments:											
Payments to Employees	(19,952,163)	(21,494,805)	(22,273,125)	(22,944,269)	(23,632,597)	(24,341,575)	(25,071,823)	(25,823,977)	(26,598,696)	(27,396,657)	(28,218,556)
Payments for Materials, Contracts & Other Expenses	(26,091,431)	(25,443,957)	(26,125,939)	(26,731,923)	(27,118,495)	(27,620,362)	(28,520,205)	(29,711,976)	(30,352,547)	(31,157,622)	(32,536,222)
Finance Payments	(3,248,116)	(3,269,111)	(4,889,879)	(4,734,399)	(3,837,823)	(4,043,048)	(3,698,314)	(3,294,307)	(2,730,906)	(2,082,733)	(1,369,452)
Net Cash provided (or used in) Operating Activities	14,239,276	15,720,694	16,325,948	18,942,670	21,398,731	22,824,420	24,490,089	26,014,735	28,345,388	30,695,663	32,640,977
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	4,114,382	242,260	-	-	-	-	-	-	-	-	-
Grants utilised for capital purposes	1,255,706	686,369	724,599	724,599	-	-	-	-	-	-	-
Sale of Replaced Assets	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459	41,459	42,703
Repayments of Loans by Community Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(18,072,288)	(14,025,970)	(14,168,366)	(14,451,957)	(14,973,261)	(15,406,215)	(16,205,232)	(16,654,457)	(16,747,717)	(16,897,180)	(18,078,523)
Expenditure on New/Upgraded Assets	(44,087,181)	(7,733,871)	(1,112,326)	(1,115,663)	(1,119,010)	(1,122,367)	(1,125,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(56,752,589)	(20,793,611)	(14,519,708)	(14,805,836)	(16,054,268)	(16,489,743)	(17,291,272)	(17,743,001)	(17,838,756)	(17,991,616)	(19,175,123)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from CAD	27,108,952	-	6,278,974	4,408,451	-	-	-	-	-	-	-
Proceeds from Borrowings	15,000,000	35,000,000	-	-	15,000,000	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayments of CAD	-	(24,070,637)	-	-	(16,893,773)	(1,560,645)	(2,146,577)	(2,924,464)	(4,846,474)	(6,712,050)	(7,643,581)
Repayments of Borrowings	(1,081,341)	(5,856,446)	(6,085,214)	(8,545,285)	(3,450,690)	(4,774,032)	(5,052,240)	(5,347,270)	(5,660,158)	(5,991,997)	(5,822,273)
Repayment of Principal Portion of Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	41,027,611	5,072,917	(1,806,240)	(4,136,834)	(5,344,463)	(6,334,677)	(7,198,817)	(8,271,734)	(10,506,632)	(12,704,047)	(13,465,854)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,485,703)	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	1,985,703	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Cash & Cash Equivalents - end of the year	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2034

UNIFORM PRESENTATION OF FINANCES											
	Current Year	Projected Years									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income											
Rates	51,135,218	54,947,025	58,518,582	62,029,697	64,510,885	67,091,320	69,774,973	72,565,972	75,468,611	78,487,355	81,626,849
Statutory Charges	2,389,357	2,349,065	2,396,116	2,444,109	2,493,063	2,542,998	2,593,933	2,645,888	2,698,864	2,752,941	2,808,081
User Charges	4,370,061	4,752,960	4,848,091	4,957,004	5,068,363	5,182,224	5,298,643	5,417,677	5,539,385	5,663,827	5,791,065
Grants, Subsidies and Contributions - operating	2,653,958	2,868,077	2,784,507	2,852,171	2,921,479	2,992,471	3,065,188	3,139,672	3,215,966	3,294,114	3,374,161
Grants, Subsidies and Contributions - capital	1,228,426	688,369	724,599	724,599	-	-	-	-	-	-	-
Investment Income	55,000	10,500	10,962	11,444	11,948	12,474	13,023	13,596	14,194	14,819	15,471
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	663,735	720,892	737,087	753,646	770,577	787,888	805,588	823,686	842,190	861,110	880,455
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	62,495,755	66,336,888	70,019,944	73,772,670	75,776,315	78,609,375	81,551,348	84,606,491	87,779,230	91,074,166	94,496,082
Expenses											
Employee Costs	19,894,665	21,539,886	22,293,782	22,962,595	23,651,473	24,361,017	25,091,848	25,844,603	26,619,941	27,418,539	28,241,095
Materials, Contracts & Other Expenses	24,182,399	25,795,499	26,218,018	26,875,127	27,186,311	27,741,314	28,737,248	29,983,591	30,455,360	31,353,312	32,865,848
Depreciation, Amortisation & Impairment	14,381,112	16,654,050	17,408,531	17,917,361	18,440,843	18,979,415	19,533,527	20,103,645	20,690,246	21,293,824	21,914,885
Finance Costs	3,378,236	4,072,613	4,666,966	4,498,801	4,156,243	3,911,426	3,559,022	3,146,860	2,574,853	1,917,531	1,208,929
Net loss - Equity Accounted Council Businesses	262,666	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326	194,326
Total Expenses	62,099,098	68,256,374	70,781,623	72,448,210	73,629,196	75,187,497	77,115,971	79,273,046	80,534,726	82,177,533	84,425,083
Operating Surplus / (Deficit)	396,657	(1,919,486)	(761,679)	1,324,460	2,147,119	3,421,878	4,435,377	5,333,445	7,244,504	8,896,633	10,070,999
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions - Capital	(1,228,426)	(688,369)	(724,599)	(724,599)	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	(831,769)	(2,607,855)	(1,486,278)	599,861	2,147,119	3,421,878	4,435,377	5,333,445	7,244,504	8,896,633	10,070,999
Net Outlays on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(18,072,288)	(14,025,970)	(14,168,366)	(14,451,957)	(14,973,261)	(15,406,215)	(16,205,232)	(16,654,457)	(16,747,717)	(16,897,180)	(18,078,523)
add back Depreciation, Amortisation and Impairment	14,381,112	16,654,050	17,408,531	17,917,361	18,440,843	18,979,415	19,533,527	20,103,645	20,690,246	21,293,824	21,914,885
add back Grants, subsidies and contributions - Capital	-	-	-	-	-	-	-	-	-	-	-
Renewal	1,228,426	688,369	724,599	724,599	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459	41,459	42,703
Total Net Outlays on Existing Assets	(2,425,958)	(3,352,051)	(4,001,148)	(4,227,188)	(3,505,585)	(3,612,039)	(3,367,989)	(3,489,755)	(3,983,989)	(4,438,104)	(3,879,065)
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(44,087,181)	(7,733,871)	(1,112,326)	(1,115,663)	(1,119,010)	(1,122,367)	(1,125,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
(including Investment Property & Real Estate Developments)	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions - Capital	-	-	-	-	-	-	-	-	-	-	-
New/Upgraded	-	-	-	-	-	-	-	-	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	4,114,382	242,260	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-
(including Investment Property, Real Estate Developments & non-current assets held for sale)	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(39,972,799)	(7,491,611)	(1,112,326)	(1,115,663)	(1,119,010)	(1,122,367)	(1,125,734)	(1,129,111)	(1,132,498)	(1,135,895)	(1,139,303)
Annual Net Impact to Financing Activities (surplus / deficit)	(43,230,526)	(6,747,415)	1,402,544	3,711,386	4,533,694	5,911,550	6,677,632	7,694,090	10,095,995	12,198,842	12,810,762

Appendix 1

Capital Projects

Operational Projects & Initiatives

Civil Whole-of-Life Infrastructure Renewal Program

Capital Projects

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Social Equity					
Capital Renewal Program	To deliver the 2026–2027 Capital Works Program for the replacement and upgrade of civil, drainage, recreation and open space, and building assets, in accordance with the Council's Asset Management Plans, including the Trinity Valley Stormwater Drainage Upgrade.	\$14,025,970		\$14,025,970	
New gym construction	Construction of a gym at the Payneham Memorial Swimming Centre. See page 26.	\$5,931,872			\$5,931,872
Salary Capitalisation	Wages and salaries of Council staff who are involved in the delivery of projects involving physical assets.	\$1,080,358		\$1,080,358	
Ann Street Pedestrian Crossing	Construction of a pedestrian priority wombat crossing on Ann Street, Stepney adjacent The Avenues Shopping Centre.	\$380,000			\$380,000
Glynde, Payneham, Firle and Trinity Gardens Traffic Management Controls — Detailed Design	Detailed design of traffic management and control devices for Glynde, Payneham, Firle and Trinity Gardens as identified in a targeted traffic study and consultation to complement implemented 40 km/h speed limits and to further improve road safety.	\$150,000			\$150,000
Stephen Street Upgrade — Detailed Design	Detailed design of a proposed wombat crossing on Stephen Street, Norwood and pedestrian refuge on the adjacent Sydenham Road to improve pedestrian safety. The project also includes early construction of DDA (Disability Discrimination Act) compliant pram ramps to enhance accessibility to Chimney Park.	\$45,000			\$45,000
Regent Street Emu Crossing — Construction	Construction of an emu crossing on Regent Street, Kensington, adjacent to Marryatville Primary School, to enhance safety for pedestrians and road users.	\$45,000			\$45,000
Minor Traffic Management Improvements	A dedicated budget to address identified and emerging minor traffic issues and enable timely delivery of low-cost, high-benefit traffic improvements across the City.	\$20,000			\$20,000
CityPlan 2030 Outcome: Cultural Vitality					
K9 Kube — Animal Management Vehicle WHS Upgrade	Procurement of a new lease vehicle (ute) to replace the existing van and installation of a K9 Kube to safely load and unload dogs into and out of the vehicle.	\$53,000			\$53,000
Total		\$21,731,200		\$15,106,328	\$6,624,872

2026–2027 Annual Business Plan

Operational Projects & Initiatives

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Social Equity					
Library programs and events	To engage consultants to advise on a program of workshops, events, and activities across the Council's three library branches.	\$10,000		\$10,000	
On-street Parking Policy implementation	The project comprises the Norwood Precinct Community Consultation and Final Recommendations and the Kent Town, Hackney and College Park Investigations and Recommendations. This staged approach ensures continued momentum in implementing the Policy while balancing resource demands and community expectations across the City	\$50,000		\$50,000	
40kmp/h speed limit post-implementation evaluation	To deliver a comprehensive post-implementation review of streets subject to 40 km/h speed limit reductions. The project will entail hiring a consultant to assist in the collection of post-implementation traffic data on streets with reduced speed limits, comparison and analysis of post-implementation data against baseline conditions, assessment of the impact and effectiveness of the speed reductions and identification of streets where additional traffic management interventions may be required.	\$15,000		\$15,000	
CityPlan 2030 Outcome: Cultural Vitality					
Tour Down Under 2027	The Tour Down Under, a nationally and internationally recognised cycling event that attracts media attention across the world, therefore providing an excellent platform for the Council to position the City as a tourism destination and showcase the Norwood Parade Precinct to an international audience. Funding will enable the City to host a stage of the 2027 Tour Down Under.	\$60,000		\$60,000	
Traffic Management — Ninth Avenue Christmas lights display	Implementation of traffic management measures at the Ninth Avenue Christmas Lights display in St Peters.	\$10,000		\$10,000	
CityPlan 2030 Outcome: Economic Prosperity					
AFL Gather Round	Hosting AFL matches at Norwood Oval during the 2026 AFL Gather Round provides an opportunity for the Council to position Norwood Oval as a premier venue for AFL matches, enhance the City's reputation as a must-visit destination, and attract local and interstate visitors thereby stimulating the local economy.	\$100,000		\$100,000	

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2030 Outcome: Economic Prosperity Continued					
Raising the Bar Adelaide	This annual event positions education as part of the City's popular culture by simply mixing learning and debate with a fun night out to support the City's hotels	\$25,000		\$25,000	
CityPlan 2030 Outcome: Environmental Sustainability					
Development of tree inventory	A detailed audit of the City's street trees and capturing of the data into the Council's tree asset management system, 'Forestreet'.	\$20,000		\$20,000	
Biodiversity Strategy 2027–2032	The Council's former Biodiversity Strategy 2006–2016 will be updated.	\$10,000		\$10,000	
Corporate Management: Operations					
Local Government Election 2026	Funding is required to undertake the 2026 Local Government Elections.	\$295,000		\$295,000	
IT Strategy	The IT Strategy, adopted in September 2025, has set out a comprehensive three year plan to ensure that the Council's IT systems and functions evolve to remain relevant and contemporary. The funding required in 2026–2027 is for the implementation of the remaining Year 1 projects.	\$882,700			\$882,700
Total		\$1,477,700		\$565,000	\$882,700

Capital Projects Pending State Government Funding

Twelftree Reserve Public Toilets

This project is to provide for new public toilet facilities at Twelftree Reserve, College Park. The project will proceed in 2026–2027 subject to funding of the project in its entirety by the South Australian Government.

2026–2027 Civil Whole-of-Life Infrastructure Renewal Program

Street	From	To	Re-seal	Kerb & Water Table	Footpath
Evandale					
Janet Street	Frederick Street	Phillis Street	✓	✓	-
Felixstow					
Beaufort Crescent	Cardigan Avenue	Maple Street	✓	✓	-
Briar Road	Turner Street	Payneham Road	✓	✓	✓
Cardigan Avenue	Beaufort Crescent	Langman Grove	✓	✓	-
Maple Street	Cardigan Avenue	Beaufort Crescent	✓	✓	-
Reid Avenue	Langman Grove	Fisher Street	✓	✓	-
Turner Street	Briar Road	OG Road	✓	✓	-
Wicks Avenue	Cadna Avenue	Payneham Road	-	-	✓
Firle					
Scarratt Avenue	Pam Street	Gage Street	✓	✓	-
Hackney					
Bertram Street	Hackney Road	Hatswell Street	✓	✓	✓
Eton Court	Eton Lane	End	✓	✓	-
Joslin					
First Avenue	Suburb boundary	Lambert Road	✓	✓	-
Kent Town					
Fullarton Road	Kensington Road	Angas Street	-	-	✓
Little Rundle Street	Dequetteville Terrace	College Road	✓	✓	-
The Parade West	Rundle Street	Capper Street	✓	-	-
Marden					
OG Road	Payneham Road	Turner Street	-	✓	-
Pitt Street	OG Road	Marden Road	✓	✓	-
Maylands					
Ford Street	Clifton Street	Victor Street	✓	✓	-
Frederick Street	Dover Street	Janet Street	✓	✓	-
Phillis Street	Clifton Street	Nora Street	✓	✓	-
Norwood					
Montrose Avenue	Fullarton Road	Charles Street	-	-	✓
Polomka Lane	John Street	Wadham Lane	✓	✓	-
Payneham					
Lewis Road	Thelma Street	Ashbrook Road	-	-	✓

Street	From	To	Re-seal	Kerb & Water Table	Footpath
Royston Park					
Bide Street	Ninth Avenue	Tenth Avenue	✓	✓	-
Lambert Road	Tenth Avenue	End	✓	✓	-
St Morris					
Third Avenue	Green Street	Glynburn Road	✓	✓	-
St Peters					
First Avenue	Stephen Terrace	Suburb boundary	✓	✓	-
First Avenue	Harrow Road	St Peters Street	✓	✓	-
First Lane	St Peters Street	Stephen Terrace	✓	✓	-
River Street	First Bend	Tenth Avenue	-	-	✓
Seventh Avenue	Harrow Road	St Peters Street	-	-	✓
Westminster Street	Payneham Road	First Avenue	✓	✓	
Stepney					
Laura Street	Mary Street	Frederick Street	-	-	✓

2026–2027 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works
Eighth Lane, St Peters	Upgrade of laneway pump infrastructure
First Creek, Norwood	Improvement works of Brown Street culvert/bridge infrastructure
Lambert Road, Royston Park	Upgrade of Lambert Road outlet
Little Wakefield Street, Kent Town	Upgrade of stormwater drainage infrastructure
Theresa Street, Norwood	Upgrade of stormwater drainage infrastructure
William Street / Elizabeth Street roundabout	Upgrade of stormwater drainage infrastructure

Appendix 2

Measures of success

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

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

Non-Financial Indicators

Program Delivery

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

During 2026–2027, the Council will deliver nine Operating Projects and Initiatives and eight Capital Projects. Progress on these projects will be reported in the 2026–2027 Annual Report.

Financial Indicators

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

A series of financial indicators have been developed by Local Government to assist in determining whether a Council is financially sustainable or moving to a position of financial sustainability.

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

Operating Surplus/(Deficit) Ratio

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

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

In 2026–2027, the forecast operating deficit of \$1,919,486 will result in an Operating Surplus Ratio of -2.9%.

Net Financial Liabilities Ratio

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

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

Where the Ratio is increasing, it indicates a greater amount of the Council's Operating Revenue is required to service its financial obligations. For 2026–2027, it is anticipated the net Financial Liabilities Ratio of the Council will be 153.2%.

Debt Servicing Ratio

The Debt Servicing Ratio measures the extent of the Council's commitment to interest costs and loan repayments, is met by general Rate Revenue. For 2026–2027, it is anticipated that 16.6% of the Council's General Rate Revenue will be committed to servicing the interest and principal repayments on its borrowings.

Asset Renewal Funding Ratio

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

The Council can accelerate or reduce expenditure on asset over time to compensate for prior events, or invest in assets by spending more now so that it costs less in the future to maintain. On a three year rolling average, the Asset Renewal Funding Ratio is 102.4%.

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

Financial Ratios

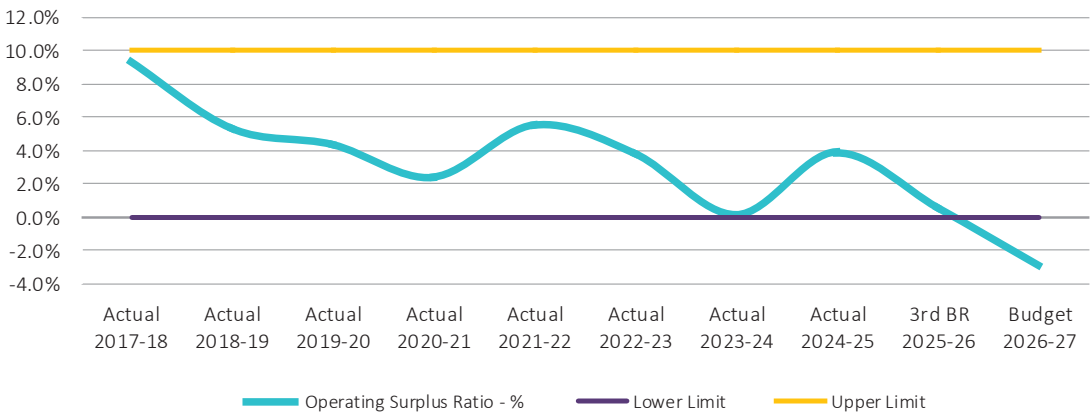
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council's performance against these outcomes since the 2017–2018 financial year of Council is detailed below.

Outcome 1: A balanced budget

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

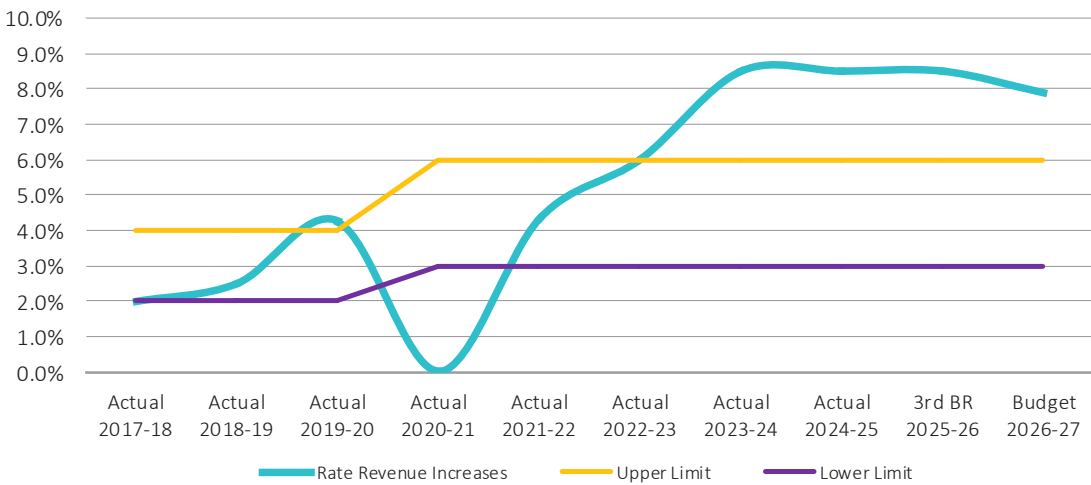
Operating Surplus Ratio %



Outcome 2: Rate Stability

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

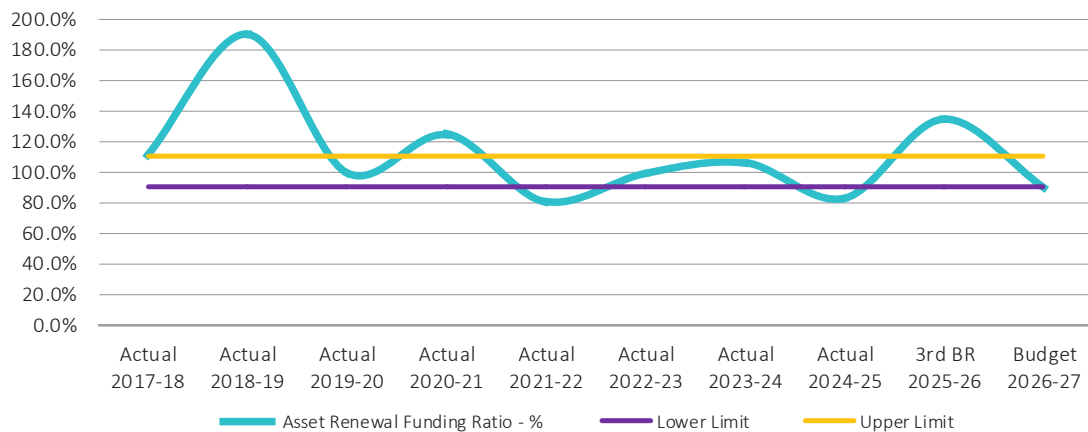
Rate Revenue Increase



Outcome 3: Infrastructure and Asset Management

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

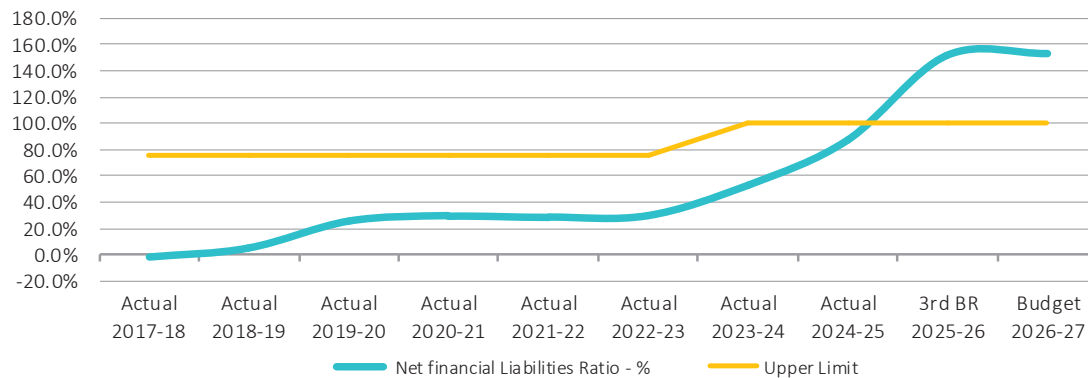
Renewal Funding Asset Ratio %



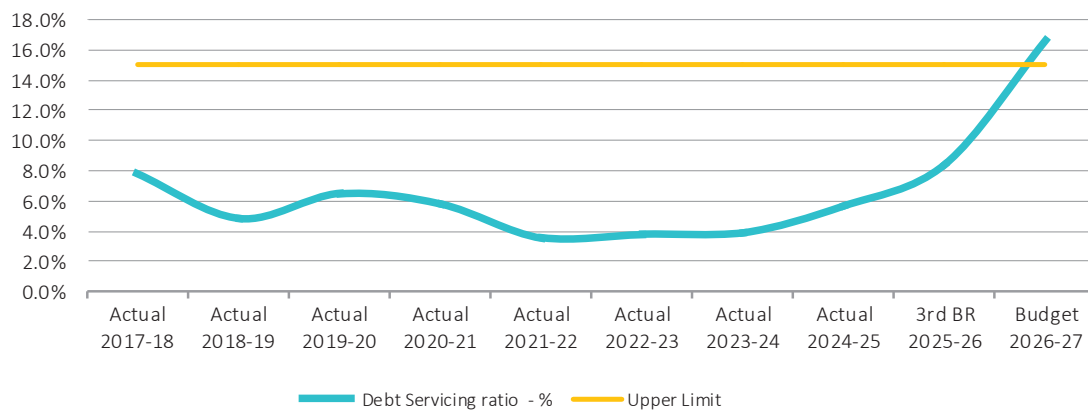
Outcome 4: Debt Management

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

Net Financial Liabilities Ratio %



Debt Servicing Ratio %



Appendix 3

Financial Statements

Statement of Comprehensive Income for the year ended 30 June 2027	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates	39,974	43,667	47,346	51,135	54,947
Statutory charges	2,039	2,112	2,467	2,389	2,349
User charges	3,668	3,823	4,027	4,370	4,753
Grants, Subsidies and Contributions - operating	3,540	1,643	3,843	2,654	2,868
Grants, Subsidies and Contributions - capital	553	571	267	1,228	688
Investment income	171	61	11	55	11
Other income	852	1,019	981	664	721
Net loss joint ventures & associates	50	39	208	-	-
Total Income	50,846	52,935	59,150	62,496	66,337
Expenses					
Employee costs	14,531	16,700	17,490	19,895	21,540
Materials, contracts & other expenses	21,983	22,331	23,238	24,182	25,795
Depreciation, amortisation & impairment	11,562	12,852	14,376	14,381	16,654
Finance costs	458	611	1,550	3,378	4,073
Net loss Joint Ventures & Associates	357	334	195	263	194
Total Expenses	48,892	52,827	56,848	62,099	68,256
Operating Surplus (Deficit)	1,954	109	2,301	397	(1,919)
Net gain (loss) on disposal or revaluation of assets	(1,502)	(4,491)	(1,910)	37	36
Amounts specifically for new or upgraded assets	640	6,442	3,708	3,977	-
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
Net Surplus (Deficit) transferred to Equity Statement	1,092	2,060	4,099	4,411	(1,884)
Other Comprehensive Income					
Changes in revaluation Surplus- infrastructure, property, plant & equipment	49,031	39,253	62,814	20,000	37,367
Share of Other comprehensive Income - joint ventures and associates	(12)	631	42	-	-
Total Other Comprehensive Income	49,019	39,884	62,856	20,000	37,367
Total comprehensive Income	50,112	41,944	66,955	24,411	35,483

2026–2027 Annual Business Plan

Statement of Financial Position as at 30 June 2027	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	4,317	997	1,986	500	500
Trade & other receivables	2,193	3,720	3,266	2,518	2,469
Total Current Assets	6,511	4,717	5,252	3,018	2,969
Non-current Assets					
Financial Assets	104	111	140	142	152
Equity accounted investments in Council businesses	1,949	3,175	3,110	2,106	1,912
Infrastructure, Property, Plant & Equipment	594,771	645,596	699,867	803,645	846,118
Other Non-current Assets	5,707	8,873	44,855	8,855	8,855
Total Non-current Assets	602,531	657,755	747,973	814,749	857,038
Total Assets	609,041	662,472	753,225	817,767	860,007
Liabilities					
Current Liabilities					
Trade & Other Payables	8,819	8,828	13,153	12,998	14,682
Borrowings	1,097	1,136	1,172	5,856	8,085
Short-term Provisions	3,872	3,624	3,393	3,236	3,236
Other Current Liabilities	-	-	-	-	-
Liabilities relating to Non-current Assets held for Sale	-	-	-	-	-
Total Current Liabilities	13,789	13,588	17,718	22,091	26,004
Non-current Liabilities					
Long-term Borrowings	7,522	19,020	38,978	75,320	78,165
Long-term Provisions	288	460	398	555	555
Liability - Equity accounted Council Businesses	952	970	741	-	-
Total Non-current Liabilities	8,763	20,450	40,117	75,875	78,720
Total Liabilities	22,551	34,038	57,835	97,966	104,723
Net Assets	586,490	628,435	695,390	719,801	755,284
Equity					
Accumulated Surplus	63,789	66,480	70,622	75,032	73,148
Asset Revaluation Reserve	522,701	561,954	624,768	644,768	682,135
Total Equity	586,490	628,435	695,390	719,801	755,284

Statement of Changes in Equity for the year ended 30 June 2027	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
Balance at end of previous reporting period	62,709	63,789	66,480	70,622	75,032
Net Surplus/ (Deficit) for year	1,092	2,060	4,099	4,411	(1,884)
Other comprehensive Income	-	-	-	-	-
Share of other Comprehensive Income- joint venture and associates	(12)	631	42	-	-
Balance at end of period	63,789	66,480	70,622	75,032	73,148
Asset Revaluation Reserve					
Balance at end of previous reporting period	473,670	522,701	561,954	624,768	644,768
Gain on revaluation of infrastructure, property, plant & equipment	49,030	39,252	62,813	19,999	37,367
Balance at end of period	522,701	561,954	624,768	644,768	682,135
Total Equity at end of reporting period	586,490	628,435	695,390	719,801	755,284

Statement of Cash Flow for the year ended 30 June 2027	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flow from Operating Activities					
Receipts					
Rates - general & other	39,979	43,219	47,261	52,892	55,293
Fees & other charges	2,039	2,112	2,467	2,487	2,351
User Charges	3,668	3,823	4,018	4,502	4,731
Investment receipts	171	61	11	54	11
Grants utilised for operating purposes	3,540	1,643	3,843	2,883	2,858
Other Income	1,120	134	1,615	713	684
Payments					
Employee Costs	(15,075)	(16,241)	(17,783)	(19,952)	(21,495)
Contractual services & materials	(25,105)	(23,882)	(18,156)	(26,091)	(25,444)
Finance payments	(448)	(521)	(1,299)	(3,248)	(3,269)
Net Cash provided by (or used in) Operating Activities	9,888	10,348	21,977	14,239	15,721
Cash flow from Investing Activities					
Receipts					
Amounts specifically for new or upgraded assets	753	7,133	2,586	4,114	242
Grants utilised for capital purposes	-	571	267	1,256	688
Sale of replaced assets	0	17	10	37	36
Repayments of loans by community groups	-	-	-	-	-
Capital Distributions from associated entities	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(11,193)	(12,994)	(9,964)	(18,072)	(14,026)
Expenditure on new/upgraded assets	(5,168)	(18,961)	(33,662)	(44,087)	(7,734)
Capital contributed to associated entities	(289)	(872)	(109)	-	-
Net Cash provided by (or used in) Investing Activities	(15,897)	(25,106)	(40,872)	(56,753)	(20,794)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	-	12,543	21,030	42,109	35,000
Payments					
Repayments of Borrowings	(1,067)	(1,105)	(1,146)	(1,081)	(29,927)
Net Cash provided by (or used in) Financing Activities	(1,067)	11,439	19,884	41,028	5,073
Net Increase (Decrease) in cash held	(7,076)	(3,320)	988	(1,486)	(0)
Cash & cash equivalents at beginning of period	11,393	4,317	997	1,986	500
Cash & cash equivalents at end of period	4,317	997	1,986	500	500

2026–2027 Annual Business Plan

Uniform Presentation of Finances for year ended 30 June 2027	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	50,846	52,935	59,150	62,496	66,337
<i>less Expenses</i>	(48,892)	(52,827)	(56,848)	(62,099)	(68,256)
Operating Surplus (Deficit)	1,954	109	2,301	397	(1,919)
Timing adjustment for grant revenue	(334)	1,405	-	-	-
Less: Grants, subsidies and contributions – Capital	(553)	(571)	(267)	(1,228)	(688)
Adjusted Operating Surplus / (Deficit)	1,068	942	2,035	(832)	(2,608)
less Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	(11,193)	(12,994)	(9,964)	(18,072)	(14,026)
Grants, subsidies and contributions – Capital Renewal	553	571	267	1,228	688
Depreciation, Amortisation and Impairment	11,562	12,852	14,376	14,381	16,654
Proceeds from Sale of Replaced Assets	0	17	10	37	36
	922	446	4,689	(2,426)	3,352
less Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(5,168)	(18,961)	(33,662)	(44,087)	(7,734)
Grants, subsidies and contributions – Capital New/Upgraded	-	-	-	-	-
Amounts received specifically for New and Upgraded Assets	201	7,133	2,586	4,114	242
Asset Received Free of Charge	-	-	-	-	-
	(4,967)	(11,828)	(31,076)	(39,973)	(7,492)
Net Lending / (Borrowing) for Financial Year	(2,978)	(10,440)	(24,353)	(43,231)	(6,747)

Financial Indicators	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	3rd Budget Review 2025- 2026	Draft Budget 2026-2027
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Operating Surplus Ratio

Operating Surplus/(Deficit)	3.8%	0.2%	3.9%	0.6%	-2.9%
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Total Operating Revenue

This ratio expresses the operating surplus as a percentage of total operating revenue

Net Financial Liabilities Ratio

Net Financial Liabilities	29.5%	53.4%	87.5%	151.7%	153.2%
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Total Operating Revenue

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

Asset Renewal Funding Ratio

Expenditure on renewals	99.5%	106.1%	82.9%	134.7%	89.2%
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Asset Management Plan

Rolling three-year average

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

Debt Servicing to Rate Income Ratio

Debt Servicing	3.8%	3.9%	5.7%	8.5%	16.6%
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Rate revenue

The Debt Servicing to Rate Revenue Ratio measures ability to repay debt obligations (interest and principal) using Rate income.

Appendix 4

Rate Revenue

Statement of General Rate Revenue

	2025-2026	2026-2027	Change	Comment
	\$	\$	%	
Rates Revenue				
General Rates Revenue				
General Rates (GROSS)	50,548,190	54,476,098		
Less Mandatory Rebates	(1,152,827)	(1,170,255)	(d)	
General Rates (NET)	49,395,364	53,305,844	(e)	7.9
Less Discretionary Capping	(14,508)	(85,831)	(h)	
Other Rates (inc. service charges)				
Regional Landscape Levy	1,606,811	1,608,569	(f)	The Regional Landscape Levy is a State tax, it is not retained by the Council.
Separate and Special Rates	225,000	225,000		The Council has determined to raise a Separate Rate, for the purposes of promoting and marketing The Parade Precinct. This Separate Rate is paid by property owners within The Parade Precinct and is only used for this purpose.
Total Other Rates	1,831,811	1,833,569		0.1
Expected Total Rates Revenue	51,212,667	55,053,582	(i)	7.5 Including the State Government Regional Landscape Levy minus Mandatory and Discretionary Rebates.

Growth in number of rateable properties

Number of rateable properties	20,707	21,022	(l)	1.5
		<i>Actual</i>		

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

Average General Rates per rateable property after mandatory rebates

Average per rateable property	2,385	2,536	(l)	6.3
		<i>Actual</i>		

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

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

Statement of General Rate Revenue

	Total Expected Revenue			No. of Rateable Properties		Average Per Rateable Property			
	2025–2026 \$	2026–2027 \$	% Change	2025–2026	2026–2027	2025–2026 \$	2026–2027 \$	\$ Change	
Land Use (General Rates—Net)									
Residential	40,412,844	43,232,944	7.0%	18,074	18,349	2,236	2,356	(/)	120
Commercial	7,738,399	8,661,516	11.9%	2,237	2,263	3,459	3,827	(/)	368
Industry	412,542	426,970	3.5%	139	128	2,968	3,336	(/)	368
Vacant Land	399,181	526,061	31.8%	163	188	2,449	2,798	(/)	349
Other	430,185	456,071	6.0%	93	93	4,626	4,904	(/)	278
Primary Production	2,212	2,282	3.2%	1	1	2,212	2,282	(/)	70
Total Rateable Value	49,395,364	53,305,844	7.9%	20,707	21,022	2,385 *	2,536 *	(/)	150

* after rebate

The *Local Government Act 1999* allows the Council to apply differential rates. The Council has a differential rating system based on Land Use where by non-residential properties, namely commercial, industrial and vacant land have a cent-in-the-dollar which is 30%, while primary production and other properties attract 20% higher than residential properties.

	Number of properties to which the minimum Rate will apply		Rate			
	2026–2027	% of total rateable properties	2025–2026 \$	2026–2027 \$	\$ Change	
Minimum Rate	5,691	27.07	1,386	1,386	(m)	0

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

Adopted valuation method

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

Capital Value The value of the land and all improvements on the land;

Annual Value A valuation of the rental potential of the property.

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

2026–2027 Annual Business Plan

Notes

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

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

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

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

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

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

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

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

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

(m) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

Appendix 5

Rating Policy

NAME OF POLICY: Rating Policy

POLICY MANUAL: Governance

BACKGROUND

Councils are required to raise revenue for governance, administration and the delivery of goods and services to the community.

The Councils major source of revenue is rates, derived as a tax on land within the Council area. All ratepayers receive benefits from paying rates, but those benefits are consumed in different quantities and types over the life of the ratepayer.

This document sets out the Council's ("the Council") policy for setting and collecting rates from its community.

Rates are not fees for services. They constitute a system of taxation for Local Government purposes. Local Government functions are defined broadly in the Act.

Chapter 10 of the *Local Government Act 1999* ("the Act"), prescribes a council's powers to raise rates. Section 123 of the Act requires councils, as part of the Annual Business Plan, to have a rating policy which must be prepared and adopted each financial year in conjunction with the declaration of rates.

Scope

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

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

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

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

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

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

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

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

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

POLICY

Strategic Focus

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

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

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

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

Rating Structure

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

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

Communication of the Policy

Section 123 of the *Local Government Act 1999*, requires a Council to prepare an Annual Business Plan and Budget. As per Section 123 (2)(d) of the Act, the Annual Business Plan must set out the rates structure and policies for the financial year. A summary of the Annual Business Plan must be included with the first rates notice.

Council's Duties and Powers

The Council's powers to raise rates are found in Chapter 10 of the *Local Government Act 1999*. The Act provides the framework within which the Council must operate and provides the rating options available.

All land within a council area, except for land specifically exempt (e.g. Crown land, council occupied land and other land prescribed in Section 147 of the *Local Government Act 1999*), is rateable.

The *Local Government Act 1999* provides for a council to raise revenue for the broad purposes of the council. Rates are not fees for services. They constitute a system of taxation for Local Government purposes.

In addition to rates, the Council can also raise revenue through:

- Service rates or charges for specific services (e.g. waste service charge);
- Optional user charges (e.g. hire of community facilities); and
- Expiation fees (e.g. parking infringements).

Principles of Taxation

This Policy represents the Council's commitment to balancing the main principles of taxation:

Benefits received (services available, or resources consumed)

Reliance on this principle suggests that (all other things being equal) a person who received more benefits should pay a higher share of tax. The relative benefits received/available per property are effectively factored into property values.

Capacity to pay

This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.

Administrative simplicity

This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.

Economic efficiency

This refers to whether or not the tax distorts economic behaviour.

Policy consistency

The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

Valuation of Land

A council is permitted to adopt the following valuation methodologies to value the properties in its area:

- **Capital Value** – the value of the land and all the improvements on the land. The value reflects, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.
- **Annual Value** – a valuation of the rental potential of the property.

The Council will continue to use capital value as the basis for valuing land. The Council considers that this method provides the fairest way to distribute the rate burden across all ratepayers on the following basis:

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth; and
- property value is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

The Council will adopt the most recent valuations made by the Valuer- General at the time of the annual declaration of rates.

Objection to Valuation

If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the valuation referred to in the rate notice by writing served personally or by post on the Valuer-General within 60 days after the date of service of the notice, provided they have not:

- (a) previously received a notice or notices under the *Local Government Act 1999* referring to the valuation and informing them of a 60-day objection period, the objection period is 60 days after service of the first such notice; or
- (b) Previously had an objection to the valuation considered by the Valuer-General.

The Valuer-General may extend the 60-day objection period where it can be shown that there is reasonable cause to do so by a person entitled to make an objection to a valuation.

Objections can be submitted to the Office of the Valuer-General via:

Online: www.valuergeneral.sa.gov.au

Email: OVGobjections@sa.gov.au

Post: GPO Box 1354, Adelaide 5001

Fax: 08 8115 5709

In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

Pursuant to the provisions of the *Local Government Act 1999*, the Council shall either refund any rate amount overpaid as a result of a valuation objection, or, where determined by the Council, credited against future rates liabilities on the relevant land.

Notional Values

Certain properties may be eligible for a "notional value" under the Valuation of Land Act 1971. This may apply if the property is the principal place of residence, and its value is enhanced by unrealised subdivision potential or a different potential land use. A notional value is generally less than the capital value and therefore would result in reduced rates.

Application by the ratepayer for a notional value must be made to the Office of the Valuer-General.

Minimum Rate

A minimum rate provides a mechanism whereby lower-valued properties do not pay less than a minimum amount, as determined by the Council.

The Council has elected to apply a minimum rate to ensure that all rateable properties make a base level contribution to the costs of maintaining assets and delivering services.

Provisions of the Local Government Act under section 158 (2)(d), allow for no more than 35% of properties to pay the set minimum amount.

The Council has determined that approximately 27% of properties will pay the minimum rate.

There are conditions regarding applying a minimum rate, with the imposition of the rate only once to properties constituting a single farm enterprise and contiguous/adjoining land. A minimum rate cannot be applied to marina berth properties.

The amount of the minimum rate is indicated on the rates notice where applicable.

Differential Rates

In addition to the use of a minimum rate, the Council has declared differential general rates in the dollar according to the use of the land.

The *Local Government Act 1999* allows councils to differentiate rates based on the use of the land, the locality of the land or on both the use and locality of the land.

The categories of land use are defined by the *Local Government (General) Regulations 1999*.

The Council will progressively increase the differential for commercial and industrial land uses to 150%, recognising their higher demand on infrastructure, the greater economic benefit derived from Council services, and their stronger capacity to pay.

To support a managed transition, the Council has adopted a staged implementation approach commencing with a 130% differential in 2026-2027, with incremental increases to 150% over a period of five years.

2026–2027 Annual Business Plan

The adopted differential rates for the current year are:

Land Use	Differential Rate %	Rationale
Residential	100%	The residential rate is set as the base differential from which all other differentials are measured. This category receives no loading or discount, reflecting a standard level of service consumption.
Commercial	130%	The 130% differential represents their higher infrastructure demand, greater economic benefit derived from the Council's initiatives, programs and services as well as their greater capacity to pay.
Industrial	130%	
Primary Production	120%	The 120% differential recognises their commercial purpose and potential access to business deductions.
Vacant Land	130%	The 130% differential recognises the benefits derived from Council infrastructure and planning services and is intended to encourage the timely development and efficient utilisation of land.
Other	120%	This category retained its differential percentage to maintain equity.

The land use attributed to a property is provided by the Office of the Valuer-General. If a ratepayer is of the opinion that a particular land use has been wrongly attributed to the ratepayer's land by the Council for the purpose of levying differential rates, the ratepayer may object to the attribution of that land use.

The Council is responsible for accepting objections to land use. The objection must be lodged in writing and directed to the Council within 60 days of being notified of the land use.

Lodgement of an objection does not change the due date for the payment of rates.

Landscape Levy

The Council is required under the Landscape South Australian Act 2019 to make a specified contribution to the Green Adelaide Board. It does so by imposing a separate rate against all rateable properties.

This separate rate is effectively a State tax that councils are required to collect, and return to a State Government agency, the local Landscape Board. Even though it appears on the Council's rates notice, enquiries about this component should be directed to the Green Adelaide Board. The contact details are as follows:

Phone Number: (08) 8463 3733
Email: dew.greenadelaide@sa.gov.au
Address: GPO Box 1047, Adelaide SA 5001
Website: www.greenadelaide.sa.gov.au

Separate Rate

Section 154 of the Act allows a council to declare a separate rate on rateable land within a part of its area for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, the occupiers of the land, or visitors to that part of the area.

The Council has adopted the following Separate Rate:

The Parade Precinct Separate Rate

The Separate Rate for The Parade is levied for the purpose of promoting and marketing the Parade Precinct. This rate is applied to property owners within the precinct and is used solely for this purpose.

Cost of Living Concessions

A number of years ago, the State Government replaced rate concessions with a 'cost of living concession' that is paid directly to pensioners and concession card holders.

Information is available at:

Online: www.sa.gov.au/topics/care-and-support/concessions/household-concessions/cost-of-living-concessions

Email: concessions@sa.gov.au

Phone: 1800 307 758 - 9:00 am to 5:00 pm, Monday to Friday

Rate Capping Rebate

The Council considers it appropriate to grant pursuant to Section 166 (1)(l)(i) of the *Local Government Act 1999* a rebate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to a redistribution of the rates burden within the community arising from the change in the basis of rating.

A rebate will be granted* to commercial and industrial properties to limit the increase of the general rate to 15.8% over the amount of the general rate payable in the prior financial year.

*Exclusions apply where:

- any such increase is due in whole or in part to an increase in valuation of the land because of improvements made to it are worth more than \$30,000
- the ownership of the land has changed from the previous rating year
- the land use has changed from the previous rating year
- any such increase is in whole or part because of a change in the zoning of the land

Where a ratepayer is eligible to benefit from the application of the rate capping rebate, the Council's policy is to reflect the rate cap rebate on the rates notice when it is issued.

Maximum Rate Increase

Pursuant to Section 153 of the *Local Government Act 1999*, the Council has determined to fix a maximum increase in the general rate on any rateable land that is the principal place of residence of a principal rate payer.

For the 2026/27 financial year, the rebate will be automatically applied where the increase in rates payable from one financial year to the next financial year is greater than 15.8%.

Remission of Rates

The Council has a discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship. If you are suffering financial hardship, you may contact the Council's Rates Administrator to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits.

Postponement of Rates

Any person holding a State Seniors Card issued by the State Government may make application to Council for a postponement of the prescribed proportion of rates for the current or future financial years.

All applications of postponement will need to be considered in accordance with the relevant legislative provisions.

Mandatory Rebates

The *Local Government Act 1999* requires councils to rebate the rates payable on some land uses.

A 100% rebate must be applied to land used for:

- health services
- religious purposes
- public cemeteries
- the Royal Zoological Society

A 75% rebate (or more, at the Council's discretion) must be applied to land used by:

- community service organisations
- schools and universities

Discretionary rebates

The *Local Government Act 1999* enables the Council (upon application and subject to certain eligibility criteria) to grant discretionary rebates of up to 100% for land used for the purposes, such as:

- securing proper development of an area
- assisting or supporting a business
- preservation of historically significant places
- facilities or services for children or young persons
- accommodation for the aged or persons with disability
- other purposes

Upon receipt of your application, the Council will take into account:

- why there is a perceived need for financial assistance through a rebate.
- the level of rebate being sought.
- the extent of financial assistance, if any, being provided and/or in respect of the land by Commonwealth or State agencies.
- whether, and if so to what extent, you are or will be providing a service within the Council area.
- whether you are a public sector body, a private not for profit body or a private or profit body.
- the nature and extent of Council services provided in respect of the land, in comparison to services provided elsewhere in the Council's area.
- the community need, if any, that is being met by activities carried out on the land.
- the extent to which activities at the land provide assistance or relief to disadvantaged persons.
- consideration of the full financial consequences of the rebate for the Council.
- the time the application is received.
- whether you may be eligible for a Council community grant; any other matters and policies of the Council, which the Council considers relevant.

For eligibility criteria, application processes, and conditions, please refer to the Council's Rebate Policy available on the Council's website or by contacting the Council's Rate Administrator.

Payment of Rates

The Council will collect rates quarterly on the dates to be specified on the rates notice, generally in the following months:

- September
- December
- March
- June

Rate notices will be issued quarterly however the total outstanding balance of rates may be paid at any time.

Rates may be paid via the following methods:

- **Online:** <https://ecouncil.npsp.sa.gov.au/eservice/shopCartPayTypesInit.do?nodeNum=8802>
- **Telephone:** Call Citizen Services on 08 8366 4555 to pay with Visa or MasterCard.
- **In person:** Visit the Norwood Town Hall at 175 The Parade, Norwood or any of our three libraries to make payment via cash, cheque, money order, debit or credit card.
- **BPay:** Please enter the biller code 3251 and use the 'Payment Reference Number' found on your rates notice.
- **Direct debit:** via Paybles <https://pay.npsp.sa.gov.au/biller/city-of-npsp/login>
- **Australia Post outlet:** Visit an Australia Post outlet to make payment via cash, cheque, money order or debit card.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Fines and interest on overdue amounts will be applied in accordance with the Act.

Late Payment of Rates

The *Local Government Act 1999* provides that councils impose a penalty of 2% on any late payment for rates, whether instalment or otherwise. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Interest charged on late payments is charged on both the amount of the rate arrears and any interest that has previously been imposed. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow the Council to recover the administrative cost of following up unpaid rates and to cover any interest cost the Council may incur because it has not received the rates on time.

The Council imposes late payment penalties strictly in accordance with the *Local Government Act 1999*. The ability to remit penalties in whole or part is a power vested in the Council. Each case will be considered on its merit based on the information provided.

When the Council receives a payment in respect of overdue rates the Council applies the money received in accordance with Section 183 of the *Local Government Act 1999*, as follows:

- Firstly – to satisfy any costs awarded in connection with court proceedings
- Secondly – to satisfy any interest costs
- Thirdly – in payment of any fines imposed; and
- Fourthly – in payment of rates, in date order of their imposition (starting with the oldest account first).

Outstanding Rates

The Council will apply prudent debt collection practices in the recovery of outstanding rates in compliance with the Act and follow an ongoing assessment of arrears and systematic approach to debt recovery.

In accordance with the provisions of the Act, where an instalment of rates is not paid on or before the date on which it falls due, the Council will:

- (a) Send a reminder notice to the principal ratepayer with outstanding rate balances advising that payment is overdue;
- (b) Proceedings for collection of outstanding rate balances after that time may be collected by legal process.

Sale of Land for Non-Payment of Rates

The Local Government Act 1999 provides that the Council may sell land where rates have been in arrears for three years or more.

Before selling land under this provision, the Council must give notice to the principal ratepayer stating the period of arrears, the total outstanding liability, and that the land may be sold if the amount is not paid in full within one month of service of the notice, or such longer period as the Council may allow.

The Council must also provide notice to the registered owner (if different from the principal ratepayer), any registered mortgagee, any caveator, and, where applicable, the relevant Minister where the land is held under Crown lease, licence or agreement to purchase.

Changes to Assessment Records

All changes to postal address of ratepayer/owner and changes of ownership of a property must be notified promptly to the Council in writing.

Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions. Where a ratepayer believes that the Council has failed to properly apply this policy it should raise the matter with the Council.

REVIEW PROCESS

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

INFORMATION

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

ADOPTION OF THE POLICY

The Rating Policy was adopted by the Council on 3 July 2006.
The Rating Policy was adopted by the Council on 2 July 2007.
The Rating Policy was adopted by the Council on 7 July 2008.
The Rating Policy was adopted by the Council on 6 July 2009.
The Rating Policy was adopted by the Council on 5 July 2010.
The Rating Policy was adopted by the Council on 4 July 2011.
The Rating Policy was adopted by the Council on 2 July 2012.
The Rating Policy was adopted by the Council on 1 July 2013.
The Rating Policy was adopted by the Council on 7 July 2014.
The Rating Policy was adopted by the Council on 6 July 2015.
The Rating Policy was adopted by the Council on 4 July 2016.
The Rating Policy was adopted by the Council on 3 July 2017.
The Rating Policy was adopted by the Council on 2 July 2018.
The Rating Policy was adopted by the Council on 1 July 2019.
The Policy was reviewed by the Audit Committee on 25 May 2020.
The Rating Policy was adopted by Council on 6 July 2020.
The Policy was reviewed by the Audit Committee on 24 May 2021.
The Rating Policy was adopted by the Council on 5 July 2021.
The Policy was reviewed by the Audit Committee on 23 May 2022.
The Rating Policy was adopted by the Council on 4 July 2022.
The Rating Policy was adopted by the Council on 10 July 2023.
The Rating Policy was adopted by the Council on 1 July 2024.
The Rating Policy was adopted by the Council on 7 July 2025.
The Rating Policy was adopted by the Council on 7 July 2026.

TO BE REVIEWED

May 2027

Appendix 6

Rate Rebate Policy

NAME OF POLICY: Rate Rebate Policy

POLICY MANUAL: Governance

BACKGROUND

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

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

KEY PRINCIPLES

The Act provides:

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

POLICY

1. Mandatory Rebates

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

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

2. Discretionary Rebates

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

3. Application for Rebates

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

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

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

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

REVIEW PROCESS

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

INFORMATION

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

ADOPTION OF THE POLICY

The Rate Rebate Policy was endorsed by the Audit Committee on 28 July 2014.
The Rate Rebate Policy was adopted by the Council on 4 August 2014.
The Rate Rebate Policy was endorsed by the Audit Committee on 26 July 2016.
The Rate Rebate Policy was adopted by the Council on 1 August 2016.
The Rate Rebate Policy was endorsed by the Audit Committee on 23 July 2018.
The Rate Rebate Policy was adopted by the Council on 6 August 2018.
The Rate Rebate Policy was endorsed by the Audit Committee on 27 July 2020.
The Rate Rebate Policy was adopted by the Council on 3 August 2020.
The Rate Rebate Policy was endorsed by the Audit Committee on 25 July 2022.
The Rate Rebate Policy was adopted by the Council on 1 August 2022.
The Rate Rebate Policy was adopted by the Council on 10 July 2023.
The Rating Policy was adopted by the Council on 1 July 2024.
The Rating Policy was adopted by the Council on 7 July 2025.
The Rating Policy was adopted by the Council on 7 July 2026.

TO BE REVIEWED

May 2027

Appendix 7

Asset Management Plan Updates 2026–2027

Capital Renewals	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036
Civil Renewal (AMP)	6,715,623	7,656,713	7,255,385	7,007,036	7,672,798	7,495,952	7,549,360	7,770,464	7,700,776	7,931,799	8,169,753
Building Renewal (AMP)	3,019,000	3,515,327	1,967,947	3,099,514	3,749,094	2,230,650	4,387,002	4,297,274	3,867,928	3,983,966	4,103,485
Stormwater Renewal (AMP)	987,500	2,739,285	2,469,404	3,279,045	3,592,106	3,057,743	2,253,500	2,755,477	2,272,392	2,340,563	2,410,780
Recreation & Open Space Renewal (AMP)	1,891,137	950,882	2,490,201	1,529,944	1,524,680	2,311,679	1,883,172	1,479,458	2,034,124	2,095,147	2,158,002
	12,613,259	14,862,207	14,182,937	14,915,540	16,538,678	15,096,025	16,073,034	16,302,674	15,875,219	16,351,476	16,842,020
Plants, Depot Equipment, Books, IT equipment, Fixtures and Fittings	780,142	820,182	848,170	876,921	908,861	935,296	962,191	988,685	1,015,967	1,046,446	1,046,447
Updated Asset Management Plan	13,393,401	15,682,389	15,031,107	15,792,461	17,447,539	16,031,321	17,035,225	17,291,359	16,891,187	17,397,922	17,888,468

Appendix 8

ESCOSA Report

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Advice

Local Government Advice

City of Norwood Payneham & St Peters

February 2026

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2026–2027 Annual Business Plan

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

Local Government Advice

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City of Norwood Payneham & St Peters AT A GLANCE

OVERVIEW

The Essential Services Commission finds the City of Norwood Payneham & St Peters Council's historical financial performance to be **sustainable**, its current financial performance to be **mostly sustainable** and its forecast financial performance to be **potentially unsustainable**. This is due to elevated capital expenditure, that is to be funded using substantial debt, creating a stream of future operating costs for the community to bear. The current and planned development of new and upgraded infrastructure poses risks for affordability and long-term sustainability.

FINANCIAL PERFORMANCE



Past 10 years
Sustainable



Current
Mostly Sustainable



Projected
Potentially Unsustainable

RISKS IMPACTING SUSTAINABILITY

- ⚠ The Council's plans to reduce debt and achieve consistent operating surpluses will depend upon increases in rates above CPI and limiting growth in expenses to levels below what it has achieved historically.
- ⚠ The Council will need to double its renewal spending in its Forecast Period to ensure it adequately maintains its growing infrastructure asset base.
- ⚠ The development of new and upgraded assets that must be maintained, renewed and replaced over time contributes to affordability risks.

KEY FACTS

- ▶ population in 2024 was **40,062** residents
- ▶ the Council covers **15.1** square kilometres
- ▶ **20,536** rateable properties in 2024-25
- ▶ **\$59.2 million** of income in 2024-25
- ▶ value of infrastructure, property and equipment assets held in 2024-25 equals **\$699.9 million**

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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2026–2027 Annual Business Plan

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1 Executive summary

1.1 Summary of observations

The City of Norwood Payneham and St Peters (the Council) has a range of robust financial and asset management practices that has enabled it to operate sustainably over the 10 years to 2023-24 (the Historical Period), however, some risks to its future sustainability are emerging.

This is primarily due to high expenditure on new and upgraded assets, rising debt levels, and increasing affordability risks for ratepayers.

While the redevelopment of the Payneham Memorial Swimming Centre will deliver improved services to the community, the significant cost escalation raises serious concerns about governance and financial sustainability. Greater community consultation should have occurred to ensure transparency and manage expectations regarding levels of debt and rate impacts.

The Council's borrowings are forecast to peak at \$106.7 million in 2028-29 before declining to \$81.3 million by 2034-35. Achieving this debt reduction and forecast surpluses is contingent upon the Council increasing rates higher than CPI, and constraining expense growth below historical trends, while also servicing the higher debt levels.

The Council will need to double its spending on asset renewal and replacement over the Forecast Period (10 years to 2034-35) compared to the Historical Period, to maintain its growing infrastructure base. The Commission encourages the Council to assess the long-term service and financial implications of its asset stock and consider asset sales to reduce future liabilities, if consultation with ratepayers determines some assets are no longer required, noting that the Council has two swimming centres, three libraries and a childcare centre.

The Commission notes with concern that the Council appears to be consciously transitioning from a historically sustainable financial position to one of elevated financial risk, without a clear or compelling rationale. This shift is occurring without demonstrable community support and includes the duplication of assets - such as swimming centres and libraries - at considerable expense. These decisions reflect a departure from prudent financial management, placing a growing burden on ratepayers who have not been adequately consulted or given the opportunity to consent to these cost implications.

In addition to these observations, the Commission notes that rate revenue per property is projected to grow at an average of 4.3 percent per annum - almost double the forecast inflation rate raising affordability concerns. The Commission makes a range of recommendations geared to improving financial sustainability and reducing the need for future rate increases, while delivering the services that the Council's community wants and is prepared to pay for.

The community would also benefit from improved transparency in the Council's financial planning, including clearer disclosure of assumptions, cost savings targets, and debt reduction strategies. Separating the Payneham Memorial Swimming Centre's financials in published accounts would further improve transparency and help the community to understand the extent of subsidisation and adequacy of user charges.

1.2 Summary of recommendations

The Council has a range of sound practices in its strategic planning and asset management, including:

- Sensitivity analysis in its Long-Term Financial Plan to provide its ratepayers with a better understanding of the variables, such as interest rate changes, that impact its operating performance and financial sustainability

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- ▶ maintaining a rolling program of asset valuations to inform its AMPs and depreciation charges and annually indexing asset values between formal valuations and
- ▶ Setting out in its 2023-24 to 2033-34 Long-Term Financial Plan the intention to reduce debt repayments through refinancing, increasing operational efficiencies, asset liquidation, improved cash flow management and strict monitoring.

To further strengthen the Council's sustainability, the Commission recommends that the Council:

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.

2 About the advice

2.1 Background

The State Parliament has tasked the Commission, South Australia's independent economic regulator and advisory body, to provide advice on material changes proposed by local councils in relation to elements of their Strategic Management Plans (**SMP**), and on the proposed revenue sources, including rates, which underpin those plans.¹

A primary purpose of the Local Government Advice Scheme (**Advice or the Scheme**) is to support councils to make financially sustainable strategic decisions in their annual business plans and budgets, in the context of their Long-Term Financial Plans (**LTFP**) and Infrastructure and Asset Management Plans (**IAMP**).² IAMPs are commonly referred to as Asset Management Plans (**AMP**). The LTFP and the IAMP are both required as part of a council's SMP.³ Financial sustainability encompasses intergenerational equity,⁴ program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of all revenue sources, as outlined in the LTFP.⁶ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁷

The first cycle of the scheme extends over four years from 2022-23 to 2025-26. The Commission has selected 19 councils for advice in the fourth year (2025-26) of the Scheme, including the City of Norwood Payneham & St Peters.

This report provides the Local Government Advice for the Council in 2025-26.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2026-27 Annual Business Plan (including any draft Annual Business Plan) and in subsequent plans until the next cycle of the Scheme.⁸ Decision-making remains in the control of the Council.

The Commission thanks the Council for meeting with Commission staff and for providing information to assist the Commission in preparing this advice.

2.2 The Commission's approach

In providing its Advice for the Council, the Commission has followed the approach set out in the Framework and Approach – Final Report (**F&A**).⁹

¹ Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

² Commonly referred to as Asset Management Plans (**AMP**).

³ The objectives of the advice with reference to a council's LTFP and IAMP are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMP.

⁴ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

⁵ Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

⁶ LG Act s122(1f)(a) and (1g)(a)(ii).

⁷ LG Act s122(1f)(b) and (1g)(b).

⁸ LG Act s122(1h).

⁹ Commission, *Framework and Approach – Final Report*, August 2022, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

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The Commission has considered the Council's SMP documents and other documents (set out in the box below), with a particular focus on its performance and outlook against three financial indicators: the Operating Surplus Ratio (**OSR**), the Net Financial Liabilities Ratio (**NFLR**) and the Asset Renewal Funding Ratio (**ARFR**).¹⁰ Analysis of these three indicators captures financial and service sustainability, cost control and affordability risk.¹¹

The Commission reviews 10 years of historical data, being the years 2014-15 to 2023-24 (**Historical Period**) the "current year" 2024-25 and 10 forecast years, being 2025-26 to 2034-35 (**Forecast Period**).

Table 1: Strategic management documents referred to

- ▶ City of Norwood Payneham & St Peters, Annual Report 2024-25
- ▶ City of Norwood Payneham & St Peters, Annual Report 2023-24
- ▶ City of Norwood Payneham & St Peters, Annual Business Plan 2025-26 (July 2025)
- ▶ City of Norwood Payneham & St Peters, Annual Business Plan 2024-25 (July 2024)
- ▶ City of Norwood Payneham & St Peters, Long-Term Financial Plan 2023-24 to 2033-34 (August 2024)
- ▶ City of Norwood Payneham & St Peters, Building Infrastructure Asset Management Plan 2025-2034 (November 2024)
- ▶ City of Norwood Payneham & St Peters, Civil Infrastructure Asset Management Plan 2025-2034 (November 2024)
- ▶ City of Norwood Payneham & St Peters, Stormwater Management Infrastructure Plan 2025-2034 (November 2024)
- ▶ City of Norwood Payneham & St Peters, Recreation and Open Space Infrastructure Plan 2025-2034 (November 2024)
- ▶ City of Norwood Payneham & St Peters, CityPlan 2030 Shaping Our Future (November 2024)
- ▶ City of Norwood Payneham & St Peters, Payneham Memorial Swimming Centre Redevelopment Project Information
- ▶ Prudential Management Report - Payneham Memorial Swimming Centre Updated December 2023

Given that the Commission must, in providing its advice, have regard to the objective of councils maintaining and implementing their IAMPs and LTFPs,¹² it has also considered the Council's performance in that context. Findings regarding the content of the Council's AMPs, and the alignment between its LTFP and AMPs,¹³ are discussed in Section 5.

¹⁰ The three financial indicators are specified in the Local Government (Financial Management) Regulations 2011. Since 2011, each council has been required to include these three indicators in its plans, annual budget, mid-year budget review and annual financial statements. Councils can adopt their own target range for each ratio, but the Commission is guided by the Local Government Association (**LGA**) target ranges, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).

¹¹ The F&A listed 29 analytical questions that the Commission has considered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.

¹² LG Act s122(1g)(a)(i).

¹³ As required under s122(1b) of the LG Act.

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The Commission has also reviewed the financial template provided by the Council, including its 2025-26 LTFP forecasts for 2025-26 to 2034-35, historical financial data, the number of rateable properties and Council staff (Full Time Equivalent or **FTE**) numbers from 2014-15 onwards.¹⁴ The charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports, and other public information, as appropriate.

The Commission has reported estimates in nominal terms to identify 'real' rather than 'inflationary' effects. In the charts, the Consumer Price Index (**CPI**) line for the Historical Period is calculated as the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24, being 2.9 percent¹⁵. Each financial year is the average of the four quarterly results. The CPI for the Forecast Period is calculated as the compound annual growth rate in the CPI (Australia) series from 2025-26 based on the Reserve Bank of Australia (RBA) (Australia-wide) inflation forecasts to the December 2027 quarter, and the midpoint of the RBA target range (2.5 percent) thereafter, yielding an average inflation rate for the Forecast Period of 2.5 percent. Similarly, for the current year 2024-25, we have observed a CPI (Adelaide) of 2.4 percent.

Finally, in formulating this Advice, the Commission has had regard to all discussions and engagement with the Council, including the face-to-face onsite meeting at the Council offices and the individual circumstances of the Council, including:

- ▶ its location as an Urban Development and Urban City Centre
- ▶ its income level (\$59.2 million in 2024-25¹⁶), and
- ▶ the size of its rates base (around 20,536 ratepayers in 2024-25¹⁷).

Throughout this Advice, the Commission has identified several key points and assigned the following risk category to those points:

Legend:  Low-risk  Moderate-risk  High-risk

¹⁴ The Council's estimates for the 2024-25 financial year were unaudited at the time of preparing this advice.

¹⁵ The assumed CPI for the Historical Period is 2.9 percent, being the compound annual growth rate in the CPI (Adelaide) series from 2014-15 to 2023-24. Source: [Consumer Price Index, Australia, June Quarter 2024 | Australian Bureau of Statistics](#).

¹⁶ Based on the Council's financial reporting template provided to the Commission.

¹⁷ Based on the Council's financial reporting template provided to the Commission.

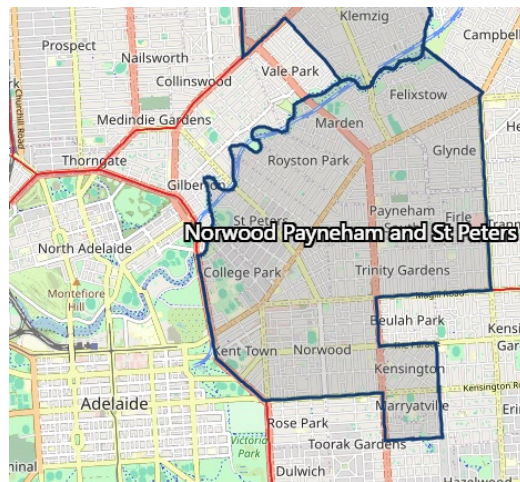
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3 Council profile

The Council is classified by the Commission as an 'Urban Development and Urban City Centre' council and is one of 16 in this category in South Australia.¹⁸ It covers an area of 15.1 square kilometres, has an estimated resident population of 40,062 (at 30 June 2024),¹⁹ and approximately 20,536 rateable properties (at 1 January 2025).²⁰

Figure 1: Council Area



The Council region has the following attributes:

- ▶ stable rateable property growth of approximately 0.5 percent per annum²¹
- ▶ population density of 2,652 persons per square kilometre²²
- ▶ 173 kilometres of sealed roads and no unsealed roads²³
- ▶ employment sectors mainly in health care and social assistance (17.8 percent), professional, scientific and technical services (12.2 percent) and education and training (10.9 percent),²⁴ and
- ▶ a median population age of 39.9 years.²⁵

¹⁸ Commission, *Fact Sheet - Local Government Advice Scheme – Schedule of Councils*, May 2023, available at <https://www.escosa.sa.gov.au/ArticleDocuments/21947/20240731-Advice-ScheduleOfCouncils-FactSheet.pdf.aspx?Embed=Y>.

¹⁹ Refer to Australian Bureau of Statistics, *Data by region*, available at <https://dbr.abs.gov.au/region.html?lga&rgn=45290>.

²⁰ Based on the Council's Financial Reporting template provided to the Commission.

²¹ Based on the Council's Financial Reporting template provided to the Commission.

²² Refer to Australian Bureau of Statistics, *Data by region*, available at <https://dbr.abs.gov.au/region.html?lga&rgn=45290>.

²³ Refer to the Department of Infrastructure and Transport - Local Government Grants Commission, *2023-24 Database Reports*, available at: <https://www.dit.sa.gov.au/local-government/grants-commission/publications#database>.

²⁴ Refer to Australian Bureau of Statistics, *Data by region*, available at: <https://dbr.abs.gov.au/region.html?lga&rgn=45290>.

²⁵ Refer to Australian Bureau of Statistics, *Data by region*, available at: <https://dbr.abs.gov.au/region.html?lga&rgn=45290>.

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4 Material plan amendments in 2025-26

The Council has made various amendments to its 2024-25 budget and forward projections, compared with the previous year's LTFP, partly for inflation and partly for other revenue and spending initiatives. The material amendments to some of its main financial forecasts are listed in the table below (in nominal terms).²⁶ To ensure a comparable analysis of estimates between the 2024-25 and 2025-26 LTFPs, the Commission has reviewed the nine overlapping years' statistics: 2025-26 to 2033-34 and identified material amendments accordingly.

4.1 Key points

	The Council has a structured strategic planning approach, integrating LTFP reviews into its ABP process and aligning with its CityPlan 2030 goals.
	Key assumptions—such as inflation rates and projected rate increases—are not explicitly stated for the Council's 10-year forecast within its ABP. This limits public understanding and engagement.
	Given the material impact of its capital expenditure decisions on its 10-year financial forecast, the Council should prepare a stand-alone LTFP on an annual basis.

Table 2: Historical and forecast financial items

Selected Financial Item	Sum of 2025-26 to 2033-34 estimates in 2024-25 LTFP (\$ million)	Sum of 2025-26 to 2033-34 estimates in 2025-26 LTFP (\$ million)	Change in 2025-26 estimates (\$ million)	Change in 2025-26 estimates (percent)
Employee costs	234.4	206.6	(27.8)	(11.8)
Infrastructure, property, plant and equipment	6,944.8	8,570.5	+1,625.7	+23.4
Capital expenditure on renewal of assets ²⁷	130.4	145.1	+14.7	+11.3
Capital expenditure on new and upgraded assets ²⁸	71.3	59.9	(11.4)	(15.9)

4.2 General observations on the LTFP, ABP

The Council has demonstrated a structured approach to strategic planning, with annual LTFP reviews integrated into its Annual Business Plan (ABP) process and considered by its Audit and Risk Committee

²⁶ Table 2 shows only selected financial items to demonstrate the material amendments made by the Council in its 2024-25 estimates. It excludes various financial items, and individual items do not sum to totals.

²⁷ The capital expenditure estimates are based on the 2024-25 LTFP estimates provided by the Council to the Commission (in an Excel template).

²⁸ The capital expenditure estimates are based on the 2024-25 LTFP estimates provided by the Council to the Commission (in an Excel template).

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and Council meetings.²⁹ However, major strategic reviews of the LTFP occur less frequently. The current advice is based on the Council's proposed 2025-26 LTFP forecast, endorsed in its 2025-26 ABP and submitted to the Commission on 30 September 2025, following community consultation in May 2025.

In the Commission's view, the Council should prepare a stand-alone LTFP³⁰ annually, given the material impact of its capital expenditure decisions on its financial forecasts, particularly the construction of the Payneham Memorial Swimming Centre.

The Council's comprehensive review of its 2023-24 LTFP outlines a financial strategy focused on maintaining expenses below revenue and achieving intergenerational equity through long-term borrowings. Forecasts are based on its adopted 2025-26 budget and a mix of internal and market-driven assumptions over a 10-year horizon. The strategic framework is anchored in CityPlan 2030, using the Quadruple Bottom Line approach—Social Equity, Cultural Vitality, Economic Prosperity, and Environmental Sustainability.

Supporting AMPs, covering civil infrastructure, stormwater, recreation, open space, and buildings, were reviewed and adopted in November 2024, consistent with the legislative requirement to review SMPs within two years of a council election.³¹ These AMPs incorporate asset condition assessments and valuation reviews, including unit rates and indexation.

Given the scale and financial implications of recent capital decisions, the Commission recommends that the Council:

1. **Adopt** a more comprehensive and transparent LTFP annual review process to ensure ongoing financial sustainability and accountability.

4.3 Indexation adjustments

Ratepayers would benefit from a clearer LTFP updated annually, that sets out its assumptions for projected rate income, projected fees, charges and grants, and future operational and capital expenditure.

The Council last published a stand-alone LTFP for the 2023-24 to 2033-34 period, outlining its financial assumptions and projections. While the Council includes an updated 10-year LTFP forecast in the appendix of its Annual Business Plan and Budget each year, the Commission notes that key assumptions—such as inflation and rate increases—are not explicitly stated.

This lack of transparency may limit the ability of ratepayers and stakeholders to fully understand the Council's financial strategy. Clearer disclosure of yearly assumptions would improve accountability and public understanding. To support financial transparency and community engagement, the Commission recommends that the Council:

2. **Improve** the transparency of assumptions and explicitly state the basis of preparation of ABPs, budgets and the LTFP.

²⁹ Under s.122(4)(a)(i) of the LG Act the Council must undertake a review of its Long-Term Financial Plan on an annual basis.

³⁰ A 'stand-alone' Long-Term Financial Plan (LTFP) refers to a complete, separately published document that sets out the Council's 10-year financial forecasts, key assumptions, cost drivers, funding strategies and risks.

³¹ LG Act s122(4)(a) and (b). General elections were last held for SA Councils on 11 November 2022.

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4.4 Capital expenditure estimates

The Council's 2025-26 LTFP indicates an increase in capital expenditure for asset renewals (by \$14.7 million or 11.3 percent), and a decrease for new and upgraded assets (by \$11.4 million or 15.9 percent), compared to the previous year's LTFP (for the period from 2025-26 to 2033-34). For the nine-year projections in the 2025-26 LTFP, the Council has factored in a total of \$145.1 million in capital renewal and replacement works and \$59.9 million in new and upgraded capital works, accounting for 70.8 percent and 29.2 percent of the total capital expenditure program respectively.

The Council provides a capital expenditure forecast for its ABP (2025-26) that includes a breakdown of all of its planned capital renewal and replacement works and new and upgraded capital works.

Assets, the AMPs, and the Council's capital expenditure outlook are discussed further in Section 5.3.

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5 Financial sustainability

5.1 Overview

The Council has consistently achieved operating surpluses over the Historical Period and forecasts that surpluses will continue through the Forecast Period, however, risks to the Council's financial sustainability are emerging.

- ▶ The Council is taking on significant debt to fund the Payneham Memorial Swimming Centre project and other projects, peaking at \$106.7 million. As a result, the Council's NFLR is projected to exceed the LGA-suggested target range throughout the Forecast Period, peaking at 166.8 percent in 2028- 29 and averaging 145.2 percent.
- ▶ Operating surpluses over the Forecast Period will depend upon rates growing at an average of 4.8 percent and the Council containing growth in operating expenses to below historical levels, while also servicing the increased debt. The LTFP does not state how the lower growth in expenses will be achieved.
- ▶ The services that the Council provides include two (upon completion) swimming centres and three libraries and a childcare centre over an area of only 15.1 square kilometres.
- ▶ The LTFP mentions³² reviewing and assessing assets to potentially identify and sell non-performing assets but does not show commitment to asset rationalisation to reduce debt.
- ▶ The Council is undertaking detailed design for The Parade Masterplan project, for which the Council has allocated \$30 million, based on costings prepared in 2020 that are likely to be significantly under-stated, depending upon the scope at that time relative to the scope in forthcoming detailed designs.
- ▶ The Council has fully funded asset renewal and replacement in line with requirements set out in its AMPs over the Historical Period and plans to continue to do so over the Forecast Period, however, the cost of that work over the Forecast Period is double that of the Historical Period.
- ▶ Heavy historical and forecast investment in new and upgraded assets contributes additional future liabilities that ratepayers must bear.

5.2 The Commission's recommendations on financial sustainability

The Commission has observed that the Council has a range of good practices that support its financial sustainability and effective asset management.

- ▶ It regularly updates its strategic planning documents, which are supported by a range of documented assumptions.
- ▶ It uses sensitivity analysis in its LTFP.
- ▶ It provides additional disclosure/transparency using interest cover ratio and debt service ratio.
- ▶ It has outlined in its 2023-24 to 2033-34 LTFP the intention to reduce debt repayments through refinancing, increasing operational efficiencies, asset liquidation, improved cash flow management and strict monitoring.

³² City of Norwood Payneham & St Peters, Long-Term Financial Plan 2023-24 to 2033-34, p. 24

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The Commission recommends that the Council:

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 LTTPs and ABPs (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 LTTP and ABPs (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.

5.3 Operating performance

5.3.1 Key points

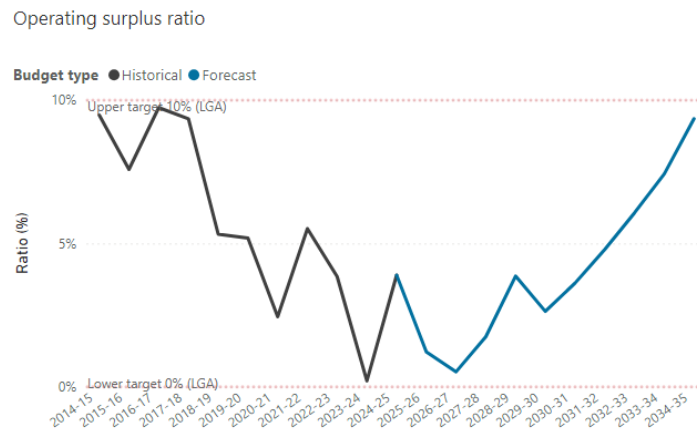
-  The Council has consistently achieved operating surpluses over the Historical Period, with surpluses at the higher end of the target range (zero to 10.0 percent) in seven of the past ten years.
-  The Council risks further rate increases if it cannot limit expense growth in line with its forecast.
-  The capital expenditure projects have caused significant increases to the Council's depreciation and finance costs, requiring forecast rate increases almost twice the rate of projected CPI and significantly higher than Historical Period rate increases.
-  The Council risks further cost increases if it has underestimated the cost of The Parade Masterplan.

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5.3.2 Operating surpluses, income and expenses

Figure 2: Operating surplus ratio – historical and forecast



5.3.2.1 Over the Historical Period:

- ▶ Average OSR was 5.7 percent,³³ indicating that on average, the Council has sufficient funds to cover its operational costs and has surplus funds available for future investment.
- ▶ Operating surpluses ranged from \$0.1 million to \$4.2 million.

5.3.2.2 Over the Forecast Period:

- ▶ The Council projects an average OSR of 4.4 percent, with annual OSRs ranging from 0.5 percent to 9.4 percent, which is dependent upon a rate of growth in operating expenses that is lower than the Council has achieved historically, while increasing rate revenue at nearly twice the projected average inflation rate.
- ▶ Operating surpluses forecast to range from \$0.3 million to \$8.4 million.

Table 3: Growth in income and expenses – historical and forecast

	Average (CAGR) growth over Historical Period	Average (CAGR) growth over Forecast Period
Total income	3.0 %	4.2 %
Rates component of income	3.7 %	4.8 %
Operating expenses	4.1 %	3.3 %
Expenses per rateable property	3.6 %	2.7 %
Depreciation	6.3 %	4.0 %
Employee costs	3.7 %	3.0 %
Materials contracts other	3.6 %	3.2 %

³³ Which is within the LGA target range of zero to 10.0 percent.

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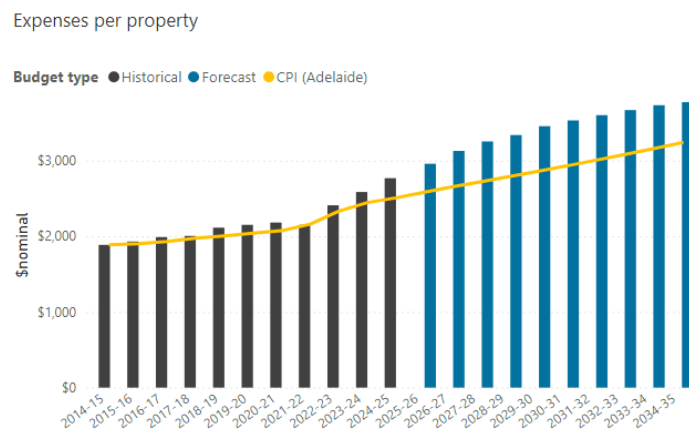
Average growth rates are compared with average CPI of 2.9 percent over the Historical Period and 2.5 percent over the Forecast Period.

Table 4: Finance costs – historical and forecast

Finance costs as a percentage of total operating expenses	
Average over Historical Period	Average over Forecast Period
1.4% of total expenses	6.6 % of total expenses
\$0.6 million per annum	\$4.8 million per annum

The Council forecasts average expense growth of 3.3 percent, even though it will be servicing loan repayments on a significantly higher level of debt.

Figure 3: Expense by rated property - historical and forecast



5.4 Net financial liabilities

5.4.1 Key points

- ▲ The Council's (NFLR) is projected to exceed the suggested target range throughout the Forecast Period, peaking at 166.8 percent in 2028-29 and averaging 145.2 percent.
- ▲ The Council's capital expenditure program, in particular the \$60 million Payneham Memorial Swimming Centre redevelopment, has significantly increased its financial liabilities.
- ▲ The Council has allocated \$30 million to The Parade Masterplan.

5.4.2 Changes in financial liabilities

5.4.2.1 Over the Historical Period

- ▶ The Council's NFLR averaged 25.4 percent, indicating that the Council had capacity to service its liabilities.

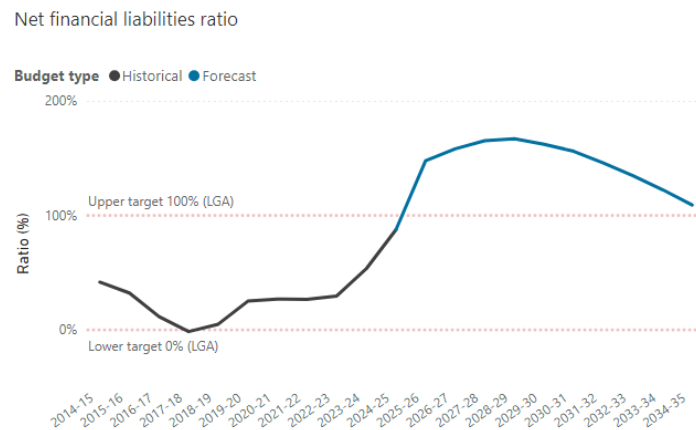
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5.4.2.2 Over the Forecast Period

- ▶ The NFLR is forecast to peak at 166.8 percent in 2028-29, averaging 145.2 percent. It increases sharply from 2025-26 and remains high throughout the Forecast Period brought about by the Council's capital expenditure projects that are financed mostly through borrowings. Projects include:
 - Payneham Memorial Swimming Centre Redevelopment (2023–2026)
 - The Parade Masterplan (2023–2029)
 - Norwood Library Redevelopment (2028–2031)
 - Trinity Valley Stormwater Drainage Upgrade (2023–2025)
 - George Street Upgrade (2024–2025).

Figure 4: Net financial liabilities ratio – historical and forecast



The LGA recommends that the Council's net financial liabilities do not exceed total income. The Council forecasts that it will exceed that level throughout the Forecast Period.³⁴ This might indicate difficulty in servicing its financial liabilities, depending upon its borrowing arrangements (See Figure 4)

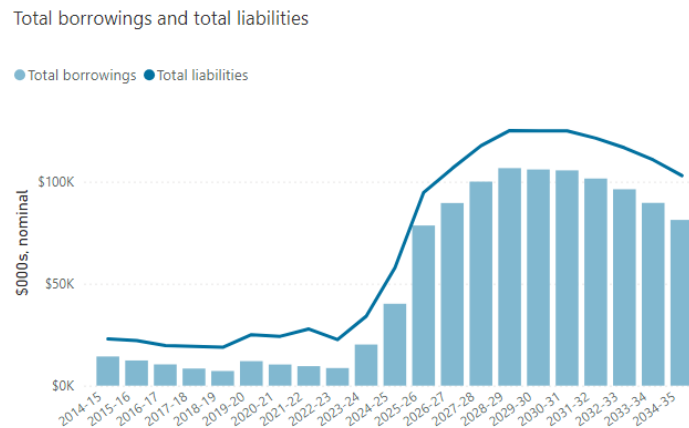
Figure 5 shows that borrowings are forecast to rise from \$20.2 million in 2023-24 to \$106.7 million in 2028–29 before declining. The average debt for the Forecast Period is \$95.5 million, compared with \$11.3 million over the Historical Period. The Council's capacity to reduce debt towards the end of the Forecast Period will depend upon containing growth in costs to below historical trends and achieving forecast surpluses – or further rate increases might be necessary.

³⁴ The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100.0 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

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Figure 5: Total borrowings and total liabilities – historical and forecast



5.4.3 Impact of the Payneham Memorial Swimming Centre project on financial liabilities

The Council's increased debt is primarily due to the redevelopment of the Payneham Memorial Swimming Centre, which escalated in cost from \$24 million to \$60 million, raising concerns about scope and project management, community consultation and financial transparency.

5.4.3.1 Project timeline:

- ▶ In 2021, the Council received a \$5.6 million grant via the Local Government Infrastructure Partnership Programme and set an initial budget of \$24 million based on its Masterplan.³⁵
- ▶ The initial project budget of \$24 million was based on a cost estimate of the Masterplan concept adopted by the Council in December 2020.
- ▶ In May 2022, the Council adopted the schematic design for the Payneham Memorial Swimming Centre as the basis for preparing the construction documentation. The Council also resolved to construct a new 50 metre main pool at the Payneham Memorial Swimming Centre (instead of refurbishing the existing 50 metre pool), and that the new 50 metre main pool be a ten (10) lane pool.
- ▶ October 2022: revised estimate of \$32.6 million due to post-pandemic economic pressures.³⁶
- ▶ November 2023: final cost increased to \$60 million following updated financial assessments and tender evaluations.³⁷ Financial impacts presented to elected members.

³⁵ City of Norwood Payneham & St Peters, Payneham Memorial Swimming Centre Redevelopment Project Information, p. 4, available at <https://www.npsp.sa.gov.au/projects/payneham-memorial-swimming-centre-redevelopment>.

³⁶ City of Norwood Payneham & St Peters, Payneham Memorial Swimming Centre Redevelopment Project Information, p. 4, available at <https://www.npsp.sa.gov.au/projects/payneham-memorial-swimming-centre-redevelopment>.

³⁷ City of Norwood Payneham & St Peters, Payneham Memorial Swimming Centre Redevelopment Project Information, p. 5, available at <https://www.npsp.sa.gov.au/projects/payneham-memorial-swimming-centre-redevelopment>.

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- ▶ December 2023: updated Prudential Management Report presented to the Audit & Risk Committee and committee recommendations adopted by Council.
- ▶ January 2024: it is the Commission's understanding that the Council awarded the construction contract to Badge Constructions in January 2024;³⁸ construction began in February 2024 and is expected to be completed by early 2026.
- ▶ May 2024: The Council's draft ABP 2024-25 and LTFP 2024-25 to 2033-34 were released to its community later in 2024, after the Council had signed the construction contract.

5.4.3.2 Observations

- ▶ The extent to which the Council consulted with its community regarding the increased cost and/or scale of the project and impact on rates, before committing to the project, is not clear.
- ▶ The project has a significant impact on the Council's financial sustainability.
- ▶ Separating out the finances of the asset in published accounts would help the Council and community to understand whether or the extent to which general rates subsidise the asset's operations.

5.5 Asset renewals expenditure

5.5.1 Key points

-  The increasing value of asset stock creates an increasing stream of future operating costs that the community will have to pay for.
-  Over the Forecast Period the cost of asset renewal and replacement is double that of the Historical Period.
-  The community would benefit from a detailed review and consultation on the financial and service delivery implications of the Council's capital expenditure plans, what service levels the community wants and is willing to pay for and opportunities for asset rationalisation to support long-term financial sustainability.

5.5.2 Asset management practices

The Council has established a structured and strategic approach to asset management, supported by updated plans, regular assessments, and lifecycle planning, that includes indexing its asset values between revaluations. The Council has individual AMPs for major asset classes, updated in 2024. Expenditure requirements per the AMPs are aligned with the LTFP.

The Council has a rolling schedule for condition assessment and revaluation (in subsequent years) for all major asset classes.

³⁸ City of Norwood Payneham & St Peters, Payneham Memorial Swimming Centre Redevelopment Project Information, p. 6, available at <https://www.npsp.sa.gov.au/projects/payneham-memorial-swimming-centre-redevelopment>.

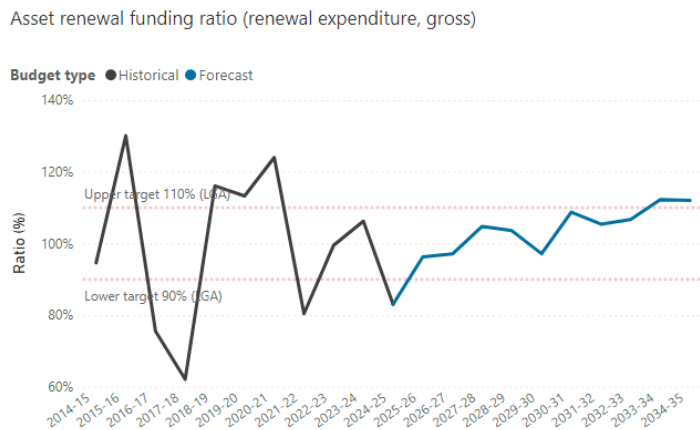
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The Council's gross ARFR³⁹ averaged 98.5 percent⁴⁰ over the Historical Period and it forecasts 104.6 percent over the Forecast Period, indicating that asset renewal and replacement requirements were sufficiently funded relative to the requirements set out in its Asset Management Plans (AMPs) (See Figure 6).

The cost of asset renewal and replacement averaged \$8.1 million per annum over the Historical Period and is planned to cost \$16.4 million over the Forecast Period, indicating that the Council will need to double its renewal spending compared to its Historical Period to ensure it adequately maintains its growing infrastructure asset base.

Figure 6: Asset renewal funding ratio (renewal expenditure gross) – historical and forecast



³⁹ The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90.0 to 110.0 percent (LGA SA Financial Indicators Paper, p. 9).

⁴⁰ The quoted averages for the ratio are based on 'gross asset renewal expenditure' (before the sale of replaced assets) rather than 'net asset renewal expenditure'.

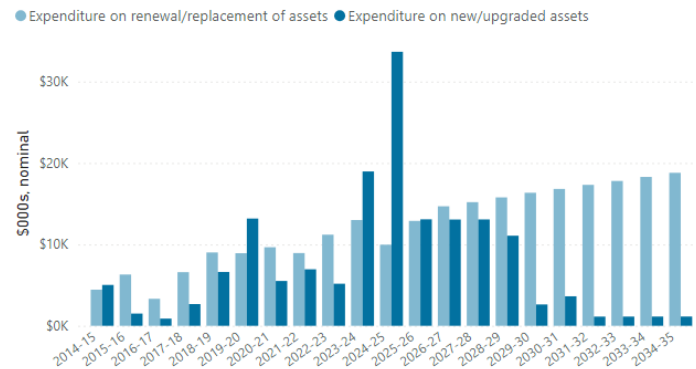
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Figure 7: Total capital expenditure by category – historical and forecast

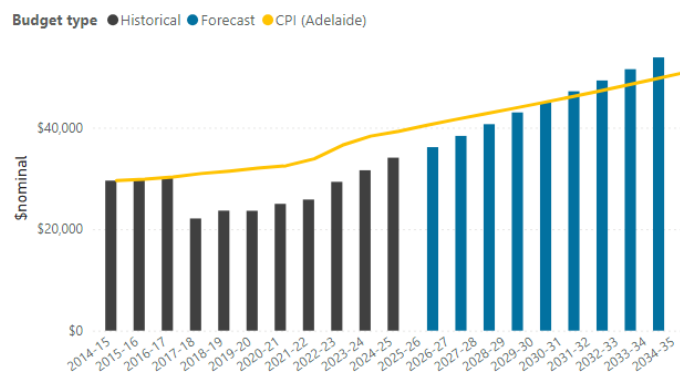
Total capital expenditure by category



As shown in Figure 7, over the Historical Period, 45.0 percent of capital expenditure was on new and upgraded assets. This is planned to be 27.1 percent over the Forecast Period. While expenditure on new and upgraded assets adds amenity and level of service, it also creates a stream of future operating costs for renewal and replacement that the community must fund.

Figure 8: Value of asset stock per rateable property – historical and forecast

Value of asset stock per rateable property



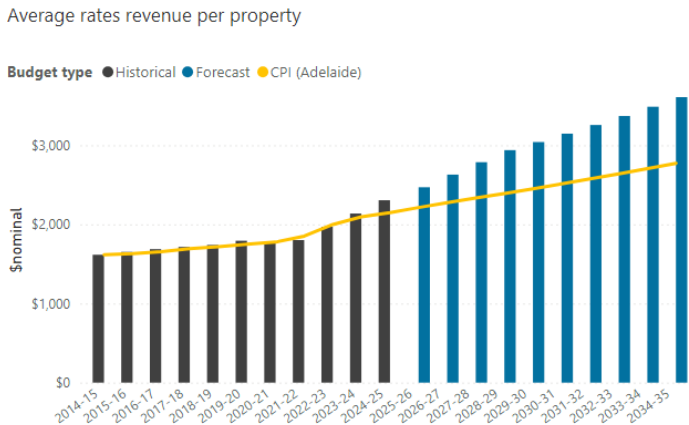
The Council's asset stock per rateable property declined in real terms over the Historical Period, despite recent increases in capital investment, primarily due to a significant downward revaluation of land and buildings in 2017-18 (See Figure 8). The Council's asset stock per rateable property is forecast to increase at an annual average rate of 5.0 percent over the Forecast Period, which is twice the rate of forecast inflation.

6 Advice on current and projected rate levels

6.1 Key points

- ✓ Rate revenue per property increased at an average rate of 3.2 percent per annum over the Historical Period, which is slightly above the average rate of inflation (2.9 percent over the Historical Period).
- ✗ Over the Forecast Period rate revenue per property is proposed to increase at a rate significantly higher than the Historical Period, at 4.3 percent.
- ✗ Affordability risk among the community for the further rate increases appears to be emerging.

Figure 9: Average rates revenue per property – historical and forecast



6.2 Historical rates increases

Over the Historical Period, rate revenue per property increased at an average annual rate of 3.1 percent (See Figure 9). This growth was slightly above the average annual CPI increase of 2.9 percent, indicating an increase in real terms, noting that the number of rateable properties grew by 0.5 percent per annum over that period.

6.3 Proposed rates increase for 2025-26

The Council states in its 2025-26 ABP that it considered both the CPI and the Local Government Price Index (LGPI) when determining the 8.5 percent overall rate revenue increase,⁴¹ to account for inflationary pressures on operational and capital costs, particularly in materials, labour, and construction. The Council's average residential rates are broadly in line with the state average, however, the Commission notes that included in the overall rate revenue increase is an average residential rate revenue increase of 9.4 percent.

⁴¹ City of Norwood Payneham & St Peters, 2025-26 Annual Business Plan, p. 9.

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The Council uses a differential rating system based on land use, under which non-residential properties' cent-in-the-dollar is 20.0 percent higher than that for residential properties, to reflect their typically higher demand on infrastructure and services.

The Council also raises separate rates from The Parade precinct, in consultation with traders, for promotion and projects in those areas.

6.4 Projected further rate increases

Over the Forecast Period, the Council projects annual average rate revenue increases of 4.8 percent. Taking into consideration the forecast growth in the numbers of rateable property, this represents an increase of 4.3 percent growth per annum per property.

6.5 Affordability risk

The Commission notes the Council has relatively mid-range Socio-Economic Indexes for Areas (SEIFA) economic resources ranking.⁴² However, affordability risk among the community for these further rates increases appears to be emerging on balance, when considering:

- ▶ the cumulative effect of further planned increases in rates per existing ratepayer of approximately 4.3 percent per annum for the Forecast Period, which is above the forecast rate of CPI of 2.5 percent per annum
- ▶ community concerns expressed through 42 written submissions received during the 2025-26 budget process regarding the planned 2025-26 residential rate rise of 9.4 percent and concerns about the cost and scope of the Payneham Memorial Swimming Centre Redevelopment
- ▶ doubt about the feasibility of forecast constraint in expense growth, with a risk of further rate increases, and
- ▶ the cost of maintaining the Council's expanding asset base.

6.6 The Commission's recommendations on affordability risk

The Council's public consultation report concluded that there was a strong message within the consultation findings that the community is concerned about the impact the rate increases will have on their household budgets in the current economic climate.

The Commission's recommendations on financial sustainability in this report are designed to help to reduce the need for future rate increases above CPI.

⁴² City of Norwood Payneham & St Peters area is ranked 36 among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (e.g., 1) denotes relatively lower access to economic resources in general, compared with other areas, available at <https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/latest-release>.

7 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon:

- ▶ how the Council has addressed emerging financial sustainability risks and affordability risks
- ▶ achievement of debt reduction and its continued reporting of debt reduction strategies
- ▶ ongoing performance against its LTFP forecasts, including containment of costs and rate increases
- ▶ the identification of opportunities for cost savings, including the disposal of assets that are surplus to requirements to reduce debt and exposure to future streams of operating costs, and
- ▶ greater reporting transparency, including more in-depth discussions in its LTFP of its approach to capital expenditure projects, and how these relate to ratepayer affordability and asset/service rationalisation.

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8 Appendix: Glossary of terms

Term	Explanation
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
ARFR	Asset Renewal Funding Ratio: renewal expenditure based (gross): $\text{Asset Renewal Expenditure} / \text{IAMP Renewal Expenditure}$ (where IAMP expenditure includes sale of replaced assets) Asset Renewal Funding Ratio - renewal expenditure based (net) - if IAMP excludes sale of replaced assets: $\text{Asset Renewal Expenditure} / \text{IAMP Renewal Expenditure}$ (where IAMP expenditure excludes sale of replaced assets) Asset Renewal Funding Ratio (depreciation based): $\text{Asset Renewal Expenditure} / \text{Depreciation}$ (IAMP Renewal Expenditure is that required according to the IAMP.)
CAGR	Compound Annual Growth Rate: $\text{CAGR} = (\sqrt[t]{V_{\text{final}} / V_{\text{begin}}}) - 1$ CAGR represents the mean annualized growth rate for compounding values over a given time period. CAGR smooths the effect of volatility of periodic values that can render arithmetic means less meaningful. (Source: Wikipedia)
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Norwood Payneham and St Peters
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	<u>Local Government Advice: Framework and Approach – Final Report</u>
Forecast Period	10 years from 2025-26 to 2034-35
FTE	Full Time Equivalent
Historical Period	10 years 2014-15 to 2023-24
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019

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Term	Explanation
LTFP	Long-term financial plan
NFLR	Net Financial Liabilities Ratio Net Financial Liabilities are defined as: Total Liabilities LESS Current Assets (Cash and Cash Equivalents) LESS Current Assets (Trade and Other Receivables) LESS Current Assets (Other Financial Assets) LESS Non-Current Assets (Financial Assets - excluding equity accounted investments in council businesses) The net financial liabilities ratio is: Net financial liabilities ÷ Total Operating Income
OSR	Operating Surplus Ratio The Operating Surplus (Deficit) is defined as: Total Operating Income LESS Total Operating Expenses The Operating Surplus Ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
The scheme or advice	Local Government Advice Scheme

Local Government Advice

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2026–2027 Annual Business Plan



The Essential Services Commission
Level 1, 151 Pirie Street Adelaide SA 5000
GPO Box 2605 Adelaide SA 5001
T 08 8463 4444

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Council Facilities

The Council's Principal Office is located at:

Norwood Town Hall
175 The Parade, Norwood

Additional sites of operation include:

Council Works Depot
Davis Road, Glynde

Norwood Library
110 The Parade, Norwood

St Peters Library
101 Payneham Road, St Peters

Cultural Heritage Centre
101 Payneham Road, St Peters

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

Payneham Community Centre
374 Payneham Road, Payneham

Norwood Swimming Centre
Phillips Street, Kensington

The Council also operates two unique entities:

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

Norwood Concert Hall
175 The Parade, Norwood

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

Further information

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

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

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Socials  /cityofnpsp  @cityofnpsp



City of
**Norwood
Payneham
& St Peters**

CITY OF NORWOOD PAYNEHAM & ST PETERS

Fees and Charges



City of
Norwood
Payneham
& St Peters



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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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City of Norwood Payneham & St Peters

Council Licenses Permits and Authorisations

Authorisation to Alter and Use a Public Road / Footpath

Temporary and Semi-Permanent Structures	N	Nil	
Permanent Structures	N	By negotiation	

Mobile Food Vendor Permit Fee

Mobile Food Vendor Permit (1 Month)	N	\$224.00	per month
Mobile Food Vendor Permit (1 Week)	N	\$59.00	per week

Stallholders Permit Fee

General	N	\$74.50	per day
Not-for-profit / Community	N	\$74.50	per day

Permit for Commercial Filming & Photography on Council Land

General	N	By negotiation	
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Authorisations – Temporary Public Space Occupancy

Public Space Occupancy	N	\$4.00	per square metre, per week
Public Space Occupancy – Application Fee (New)	N	\$40.00	per application
Public Space Occupancy – Skip Bin Authorisations	N	\$76.50	per application
Work Zone Parking Bays Occupancy	N	\$4.00	per square metre, per week

Footpath Occupation (Outdoor Dining)

The Parade Core Sydenham to Portrush – Enclosed/Licensed	N	\$143.00	per chair per annum
The Parade Core Sydenham to Portrush – Open/Licensed	N	\$95.00	per chair per annum
The Parade Core Sydenham to Portrush – Enclosed/Unlicensed	N	\$95.00	per chair per annum
The Parade Core Sydenham to Portrush – Open/Unlicensed	N	\$48.00	per chair per annum
Other Areas – Enclosed/Licensed	N	\$95.00	per chair per annum
Other Areas – Open/Licensed	N	\$68.00	per chair per annum
Other Areas – Enclosed/Unlicensed	N	\$68.00	per chair per annum
Other Areas – Open/Unlicensed	N	\$30.50	per chair per annum
Installation of New Outdoor Dining Areas Bollards	Y	10% of cost + GST	per annum for 10 years
Replacement of Existing Outdoor Dining Areas Bollards	Y	5% of cost + GST	per annum for 10 years
Application Fee	N	\$61.50	per application

Parking Permits - Trades Temporary Permit

Trades Temporary Permit (1 to 42 Days)	N	\$50.00	per permit
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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Parking Permits – Resident & Visitor Permit (New/Renewal)

Resident Only Parking Areas

First Residential Parking Permit (2 years)	N	\$60.00	for 2 years
First Visitor Parking Permit (1 year)	N	\$30.00	per year
First Visitor Parking Permit (2 years)	N	\$60.00	for 2 years
Second Residential Parking Permit (2 years)	N	\$110.00	for 2 years
Second Visitor Parking Permit (1 year)	N	\$55.00	per year
Second Visitor Parking Permit (2 years)	N	\$110.00	for 2 years
Transferable Residential Permit	N	\$55.00	per permit
First Residential Parking Permit (1 year)	N	\$30.00	per year
Second Residential Parking Permit (1 year)	N	\$55.00	per year
First Residential Pensioner and Full time Student Permit	N	50% rebate	per year
Second Residential Pensioner and Full time Student Permit	N	50% rebate	per year
Residential Replacement Permit	N	\$15.00	per year

Time Limited Parking Areas

First Residential Parking Permit (2 years)	N	Free	for 2 years
First Visitor Parking Permit – 2 Year Permit	N	Free	for 2 years
First Visitor Parking Permit (1 year)	N	Free	per year
Second Residential Parking Permit (2 years)	N	\$60.00	for 2 years
Second Visitor Parking Permit – 2 Year Permit	N	\$60.00	for 2 years
Second Visitor Parking Permit (1 year)	N	\$30.00	per year
Transferable Residential Permit	N	\$30.00	per permit
First Residential Parking Permit (1 year)	N	Free	per year
Second Residential Parking Permit (1 year)	N	\$30.00	per year
First Residential Pensioner and Full time Student Permit	N	Free	per year
Second Residential Pensioner and Full time Student Permit	N	50% rebate	per year
Residential Replacement Permit	N	\$15.00	per year

Dog & Cat Management Act 1995

Puppy registration (under 6 months old)	N	\$43.50	per year / per dog
Accredited Assistance Dog Registration	N	Free	per year / per dog
Standard Dog registration (Desexed & Microchipped)	N	\$43.50	per year / per dog
Non Standard Dog Registration	N	\$87.00	per year / per dog
Dog Impounding Fee	N	Fee set by Impounding facilities	

Rebates Applicable on Dog Registrations Listed Above

Pensioner/Concession Card Holder	N	50% rebate	per dog
Dog Registration Late Payment Fee	N	\$15.00	per dog
Replacement disc	N	\$11.00	per disc

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Statutory Fees

Freedom of Information Act 1991

Application for Access to document	N	As per statute	per application
Information concerning personal affairs of the applicant – first two hours dealing	N	As per statute	per initial two hours
Information concerning personal affairs of the applicant – each 15 minutes spent by agency subsequent to first two hours	N	As per statute	per 15 minute interval
Information not concerning personal affairs of the applicant - each 15 minutes spent by agency	N	As per statute	per 15 minute interval
Access in form of photocopy	N	As per statute	per page
Access in form of written transcript	N	As per statute	per page
Access in other form	N	As per statute	per item

Property Searches

Property Search Fees (Certificate of Title to Land under the Real Property Act 1886)	N	As per statute	per property title
Full Section 7 Search	N	As per statute	per property title
Certificate of Liabilities – Section 187 Search (Rate Search)	N	As per statute	per property title

Council Documents (Hard Copy)

Assessment Records Copy	N	\$4.00	per entry
Strategic/Corporate Plan, Annual Business Plan	Y	\$25.00	per copy
Annual Report	Y	\$25.00	per copy
Voters Roll, Ward Candidate's first copy free, copies 1+	N	\$16.00	per ward
Archived Material Retrieval – Normal 48 Hours	Y	\$35.50	per search
Archived Material Retrieval – Urgent 24 hours	Y	\$91.50	per search

Planning Development and Infrastructure Act 2016

Council Street Tree Removal / Replacement Fee	N	\$500 + Removal Costs	
Development Application Extension of Time Fee (under the Development Act 1993)	N	Fee set by the State Government under the Planning, Development & Infrastructure Act 2016	per application
Public Notice on Land	Y	\$230.00	per plan

Additional Annual Bin Service

Household Bin	Y	\$176.00	per bin
Recycling Bin	Y	\$106.00	per bin
Green Organics Bin	Y	\$106.00	per bin
Additional Green Organics Compostable Bags	Y	\$10.00	per bundle
2nd Hard Waste Additional Collection	Y	\$56.50	per collection

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Reinstatements

Corporate Bodies	Y	Cost + 10% admin fee + GST	per job
Ratepayers	Y	Cost + 10% admin fee + GST	per job

Directional Signage (as per Directional Signage Policy)

Cost of Sign	Y	Cost + 10% admin fee + GST	per sign
Installation of Sign	Y	Cost + 10% admin fee + GST	per sign

Possum / Cat Trap

Bond	N	\$50.00	per trap
Hire Fee in excess of 2 weeks	N	Free	

Hall Hire

Payneham Community Centre

Tier 1: Full Fee

Main Hall

Daily Rate	Y	\$300.00	per day
Hourly Rate	Y	\$50.00	per hour

Small Hall

Daily Rate	Y	\$240.00	per day
Hourly Rate	Y	\$40.00	per hour

Rooms

Daily Rate	Y	\$180.00	per day
Hourly Rate	Y	\$30.00	per hour

Meeting Room

Hourly Rate	Y	\$22.00	per hour
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Tier 2: NPSP Based Commercial

Main Hall

Daily Rate	Y	\$225.00	per day
Hourly Rate	Y	\$37.50	per hour

Small Hall

Daily Rate	Y	\$180.00	per day
Hourly Rate	Y	\$30.00	per hour

Rooms

Daily Rate	Y	\$135.00	per day
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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Rooms [continued]

Hourly Rate	Y	\$22.50	per hour
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Meeting Room

Hourly Rate	Y	\$16.50	per hour
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Tier 3: Not for Profit

Main Hall

Daily Rate	Y	\$150.00	per day
Hourly Rate	Y	\$25.00	per hour

Small Hall

Daily Rate	Y	\$120.00	per day
Hourly Rate	Y	\$20.00	per hour

Rooms

Daily Rate	Y	\$90.00	per day
Hourly Rate	Y	\$15.00	per hour

Meeting Room

Hourly Rate	Y	\$11.00	per hour
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Tier 4: Local Community Groups

Main Hall

Daily Rate	Y	\$75.00	per day
Hourly Rate	Y	\$12.50	per hour

Small Hall

Daily Rate	Y	\$60.00	per day
Hourly Rate	Y	\$10.00	per hour

Rooms

Daily Rate	Y	\$45.00	per day
Hourly Rate	Y	\$7.50	per hour

Meeting Room

Hourly Rate	Y	\$5.50	per hour
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Payneham Library Complex

Tier 1: Full Fee

Payneham Hall

Daily Rate	Y	\$1,089.00	per day
Hourly Rate	Y	\$181.50	per hour

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Torrens & Trinity Room

Daily Rate	Y	\$273.00	per day
Hourly Rate	Y	\$45.50	per hour

Tier 2: NPSP Based Commercial

Payneham Hall

Daily Rate	Y	\$816.00	per day
Hourly Rate	Y	\$136.00	per hour

Torrens & Trinity Room

Daily Rate	Y	\$205.00	per day
Hourly Rate	Y	\$34.00	per hour

Tier 3: Not for Profit

Payneham Hall

Daily Rate	Y	\$544.00	per day
Hourly Rate	Y	\$91.00	per hour

Torrens & Trinity Room

Daily Rate	Y	\$136.50	per day
Hourly Rate	Y	\$22.75	per hour

Tier 4: Local Community Groups

Payneham Hall

Daily Rate	Y	\$272.50	per day
Hourly Rate	Y	\$45.50	per hour

Torrens & Trinity Room

Daily Rate	Y	\$68.50	per day
Hourly Rate	Y	\$11.50	per hour

St Peters Town Hall Complex Banquet Hall

Tier 1: Full Fee

Banquet Hall

Daily Rate	Y	\$546.00	per day
Hourly Rate	Y	\$91.00	per hour

Tier 2: NPSP Based Commercial/ Private

Banquet Hall

Daily Rate	Y	\$408.00	per day
Hourly Rate	Y	\$68.00	per hour

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Tier 3: Not for Profit

Banquet Hall

Daily Rate	Y	\$273.00	per day
Hourly Rate	Y	\$45.50	per hour

Tier 4: Local Community Groups

Banquet Hall

Daily Rate	Y	\$136.50	per day
Hourly Rate	Y	\$23.00	per hour

St Peters Youth Centre

Tier 1: Full Fee

Daily Rate	Y	\$444.00	per day
Hourly Rate	Y	\$74.00	per hour

Tier 2: NPSP Based Commercial/ Private

Daily Rate	Y	\$333.00	per day
Hourly Rate	Y	\$55.50	per hour

Tier 3: Not for Profit

Daily Rate	Y	\$222.00	per day
Hourly Rate	Y	\$37.00	per hour

Tier 4: Local Community Groups

Daily Rate	Y	\$111.00	per day
Hourly Rate	Y	\$18.50	per hour

Common Fees and Charges

Additional Cleaning Fee	Y	Cost+ %15 Admin Fee	per event
Security Bond	N	50% of Hire Fee	per booking
Security Guard	Y	\$74.00	per hour

Don Pyatt Community Hall

Tier 1: Full Fee

Daily Hire	Y	\$290.00	per day
Hire Hourly Rate	Y	\$73.50	per hour

Tier 2: NPSP Based Commercial/ Private

Daily Hire	Y	\$217.50	per day
Hire Hourly Rate	Y	\$55.00	per hour

Tier 3: Not for Profit

Daily Hire	Y	\$145.00	per day
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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Tier 3: Not for Profit [continued]

Hire Hourly Rate	Y	\$37.00	per hour
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Tier 4: Local Community Groups

Daily Hire	Y	\$72.50	per day
Hire Hourly Rate	Y	\$18.50	per hour

Common Fees and Charges

Security Bond	N	50% of Hire Fee	per day
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Beulah Road Community Hall

Tier 1: Full Fee

Daily Rate	N	\$480.00	
Hourly Rate	N	\$80.00	

Tier 2: NPSP Based Commercial/ Private

Daily Rate	N	\$360.00	
Hourly Rate	N	\$60.00	

Tier 3: Not for Profit

Daily Rate	N	\$240.00	
Hourly Rate	N	\$40.00	

Tier 4: Local Community Groups

Daily Rate	Y	\$120.00	
Hourly Rate	Y	\$20.00	

Common Fees & Charges (All Halls excluding Norwood Concert Hall)

Alarm Call Out	Y	\$165.00	per call out
Cleaning	Y	\$165.00	per clean
Damage/Breakage (General)	Y	Cost+ 15% Admin Fee + GST	
Damaged Carpet Tile	Y	\$55.00	per damaged tile
Emergency Services Call Out	N	\$700.00	per emergency service vehicle
Loss of Equipment	Y	Cost+ 15% Admin Fee + GST	
Missing / Lost key (Replacement of barrel)	Y	Cost+ 15% Admin Fee + GST	per lock
Missing / Lost key or fob	Y	\$110.00	per key

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Norwood Concert Hall

Commercial Organisations

Standard Daily Rate	Y	\$3,250.00	per day
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Non-Profit Organisations

Standard Daily Rate	Y	\$2,600.00	per day
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Common Fees and Charges

Access between 1am to 7.30am	Y	\$181.50	per hour
Additional Cleaning Fee	Y	\$227.00	per callout
Additional Technical Hires	Y	Cost+ 15% Admin Fee + GST	per event
Mayor's Parlour Hire	Y	\$165.00	per day
Use of Grand Piano	Y	\$400.00	per event
Use of Hoist Crane/ Cage	Y	Cost+ 15% Admin Fee + GST	per event
Use of Projector	Y	\$600.00	per event
Security Bond	N	50% of Hire Fee	per booking
Front House Staff	Y	\$76.50	per hour
Security	Y	\$84.00	per hour
Rehearsal/Bump-in (other than day of hire)	Y	\$179.00	per hour
Technician	Y	\$90.00	per hour
Technician (1am to 7am)	Y	\$179.00	per hour

Park and Reserve Hire

Gatherings and Events

Not-for-profit / Community

Gathering without Hired Equipment	Y	Nil	
Gathering with Hired Equipment	Y	\$74.50	per day
Event	Y	Nil	per day

Private / Commercial

Gathering without Hired Equipment	Y	Nil	
Gathering with Hired Equipment	Y	\$156.50	per day
Event	Y	As negotiated	

Short-Term Hire

Not-for-profit / Community

Sports Group Hire	Y	Nil	
Dog Obedience Hire	Y	Nil	
Fitness Group Hire	Y	Nil	
Other	Y	Nil	

Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Private / Commercial

Sports Group Hire	Y	\$13.40	per session
Dog Obedience Hire	Y	\$13.40	per week
Fitness Group Hire	Y	\$13.40	per week
Other	Y	As negotiated	

Long-Term Hire

All	Y	As negotiated	
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Tennis Courts Hire

Payneham Oval – Tennis Courts – General Public

The Payneham Oval Tennis Courts are now managed by the East Adelaide Payneham Tennis Club and can be booked online by the general public through BOOK-A-COURT. The Club will retain any revenue.	Y	N/A	
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Tennis Courts – Joslin Reserve

General Public – casual use	Y	Free	
Reserve Hirers	Y	Free	
Tennis Clubs or Coaches	Y	Free	

Payneham Memorial Swimming Centre

Memberships - Weekly Direct Debit

Direct Debit - Aquatic Only Membership - Adult	Y	\$16.50	per week
Direct Debit - Aquatic Only Membership - Concession	Y	\$13.20	per week

Casual Entry Fee and Visit Passes

Adult Casual Swim (16 years and above)	Y	\$10.51	per visit
Child Casual Swim (4 years to 15 years)	Y	\$8.40	per visit
Child Entry (3 years and under)	N	Free	per visit
Concession Casual Swim	Y	\$8.40	per visit
Family Casual Swim	Y	\$28.00	per visit
Spectator	Y	\$4.50	per visit
Vac Swim Entry	Y	\$7.00	per visit
Education Department Access	Y	\$6.50	per visit
Slide add on - per slide	Y	\$3.50	per visit
Slide add on - unlimited	Y	\$10.00	per visit
Adult Aqua Aerobics	Y	\$21.00	per visit
Adult Aqua Aerobics Concession	Y	\$16.80	per visit
Visit Pass - 20 Swim	Y	\$197.50	per 20 visits
Visit Pass - 20 Swim Child/ Concession	Y	\$147.00	per 20 visits

Programs and Services

Program - Learn to Swim (Adult)	Y	\$25.00	per week
Program - Learn to Swim (Child)	N	\$25.00	per week
Program - Private Learn to Swim (Child)	N	\$80.00	per lesson

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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Programs and Services [continued]

Lane Hire - 25m Pool (School Groups)	Y	\$15.00	per hour
Lane Hire - 50m Pool	Y	\$45.00	per hour
Lane Hire - 50m Pool (School Groups)	Y	\$30.00	per hour
Lane Hire - 25m Pool	Y	\$30.00	per hour

Room Hire

Community Room(s)	Y	\$20.00	per hour
Meeting Room	Y	\$30.00	per hour

Additional Staffing Costs

Outside of Hours Bookings - Duty Manager	Y	\$58.00	per hour
Outside of Hours Bookings - Lifeguard	Y	\$42.00	per hour

Norwood Swimming Centre

Membership - Season Pass Holders

Season Pass - 7 Day	Y	\$399.00	per pass
Season Pass - Family	Y	\$870.00	per pass
Season Pass - Concession	Y	\$296.00	per pass

Casual Entry Fees and Visit Passes

Adult Casual Swim (16 years & above)	Y	\$9.00	per visit
Child Casual Swim (4 years to 15 years)	Y	\$6.70	per visit
Child Entry (3 years and under)	Y	Free	per visit
Concession Casual Swim	Y	\$6.70	per visit
Family Casual Swim	Y	\$27.00	per visit
Spectator	Y	\$4.50	per visit
Vac Swim Entry	Y	\$5.50	per visit
Education Department Access	Y	\$6.50	per visit
Adult Aqua Aerobics Concession	Y	\$16.80	per visit
Adult Aqua Aerobics	Y	\$21.00	per visit
Visit Pass (Reciprocal Access) - 20 Swim	Y	\$197.50	per 20 visits
Visit Pass - 20 Swim	Y	\$157.50	per 20 visits
Visit Pass (Reciprocal Access) - 20 Swim Child/ Concession	Y	\$147.00	per 20 visits
Visit Pass - 20 Swim Child/ Concession	Y	\$117.25	per 20 visits

Program and Services

Program - Learn to Swim (Adult)	Y	\$21.50	per week
Program - Learn to Swim (Child)	N	\$21.50	per week
Lane Hire - 50m Pool	Y	\$30.00	per hour
Lane Hire - 50m Pool (School Groups)	Y	\$25.00	per hour
Centre Hire (Conditions Apply)	Y	\$335.00	per hour

Additional Staffing Costs

Outside Hours Bookings - Duty Manager	Y	\$58.00	per hour
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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Additional Staffing Costs [continued]

Outside Hours Bookings - Lifeguard	Y	\$42.00	per hour
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Child Care

St Peters Child Care Centre & Preschool

Daily	N	\$135.00	per day
Late fee – first 15 minutes	N	\$40.00	per 15 minutes
Late fee – each 10 minutes thereafter	N	\$32.00	per 10 minutes
Place Holding Deposit	N	\$100.00	

Community Services

Come and Try Program	N	\$10.00	per session
This is the top range of the fees that will apply for this program fees may vary between \$5.00 - \$10.00			
Excursions (non CHSP)	N	\$15.00	per person
Strength and Balance (non CHSP)	N	\$10.00	per session
Zest for Life Festival	N	Free to \$20 per session	per person

Over 50s Fitness (Strength & Balance) Commonwealth Home Support Programme

Each Session	N	\$7.00	per session
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Home Maintenance Commonwealth Home Support Programme

Cancellation Fee - Window Cleaning & Gutter Cleaning	N	\$17.00	each
Labour	N	\$20.00	per hour per worker
Gutter cleans	N	\$20.00	per hour per worker
Specialist Gutter Cleaning	N	\$30.00	per hour per worker
Window Cleaning	N	\$20.00	per hour per worker
Materials	N	Cost of materials	per material
Material removal	N	\$15.00	per trailer load

Home Modification Commonwealth Home Support Programme

Home Modification (Non-HealthCare Card Holder)	N	Contributes 50% of the Total Cost of Home Modifications	
Home Modifications (Healthcare Card Holder)	N	Contributes 25% of the Total Cost of Home Modifications	
Lunch @the Pub (CHSP)	N	\$15.00	per session
Domestic Assistance (CHSP)	N	\$12.00	per hour
Domestic Assistance (CHSP) Cancellation fee	N	\$10.00	per session
Personal Care (CHSP)	N	\$12.00	per hour
Personal Care (CHSP) Cancellation fee	N	\$10.00	per session
Community Transport Car (CHSP)	N	\$11.00	per person
Shopping List (CHSP)	N	\$10.00	per hour

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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Home Modification Commonwealth Home Support Programme [continued]

Escorted Shopping (CHSP)	N	\$13.00	per hour
Excursions (CHSP)	N	\$10.00	per person

Community Bus

Burnside Shopping Centre	N	\$5.00	per return trip
Tea Tree Plaza Shopping Centre	N	\$10.00	per return trip
Set Fee	N	\$2.00	each way
Transport for Community Care Social Programs – Gold coin donation	N	\$2.00	each way
Fixed Fee – Full Day Hire	Y	\$122.00	per day
Fixed Fee – Part Day Hire	Y	\$90.00	per part day
Variable Hire fee	Y	\$1.00	per kilometre

Library Services

Photocopying / Printing

A4 black & white	Y	\$0.20	per page
A3 black & white	Y	\$0.40	per page
A4 colour	Y	\$1.00	per page
A3 colour	Y	\$2.00	per page

Other Library Fees

Damaged / Lost Items Fee	N	Fee set by Public Library Services	per item
Sale of Library Discontinued Items	N	Price set by Library	per item
Assumed Lost Notice Fee	N	Fee set by Public Library Services	per notice
Replacement Item Processing Fee	N	Fee set by Public Library Services	per notice
USB Storage Device	Y	\$9.00	per device
Earphones	Y	\$9.00	per item
Library Bags	Y	\$3.00	per bag
Inter-Library Loan Fee	Y	Fee set by National Library of Australia	per item

Library Services & Lifelong Learning

Community Programs	N	Fee set by Library	per program
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Art & Culture

Common Fees and Charges

Commission - Sale of Artworks	Y	20% Commission on Sale + GST	
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Name	GST	Year 26/27 Fee (incl. GST)	Unit (if applicable)
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Cultural Heritage

Photographic Scanning and Reproduction (for Commercial use)	Y	\$125.00	per image
Photographic Scanning and Reproduction (for Commercial use)	Y	\$125.00	per image
Photographic Scanning and Reproduction (for Research & Private use)	Y	\$20.00	per image
Programmed workshops & training sessions (for NPSP residents) - volunteer assisted service	N	Free	
Research and information request (for Commercial and Non-residents)	Y	\$40.00	per hour
Research and Information Requests	Y	\$40.00	per hour
Research and information requests (for NPSP residents)	Y	\$20.00	per hour
Research and information requests likely to exceed 5 hours	N	Price set by Library	
Research and information requests up to 2 hours (for NPSP residents) - volunteer assisted service	N	Free	



April 2026

Final Report

Review of the Basis of Rating

Norwood Payneham St Peters Council

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1. Executive Summary

Under the Local Government Act 1999, councils have flexibility in determining how rates are distributed across their community. This review has assessed the current rating structure of the City of Norwood Payneham & St Peters, to determine whether it remains equitable, transparent and aligned with contemporary taxation principles, particularly capacity to pay and the benefits that are received.

The review included detailed analysis of the existing rating system, benchmarking against comparable metropolitan councils and modelling of alternative scenarios, using current and forecast financial data. Engagement with Council staff and Elected Members has informed the development of a preferred approach to improve equity while maintaining financial sustainability.

Key Findings

The current rating structure is broadly functional but lacks a clearly articulated rationale for differential rates and shows some divergence from peer councils in respect of the following:

- Commercial and industrial ratepayers are contributing below benchmark levels relative to comparable councils;
- the minimum rate is approaching the legislative cap, limiting future flexibility; and
- the existing structure does not fully reflect differences in service demand; and
- economic benefit and capacity to pay across land uses.

Recommended Rating Approach

It is recommended that the Council adopt a revised differential rating framework that improves equity, aligns with strategic objectives, and is supported by a clearly documented rationale.

Differential Rates

The Council should move toward a 150% differential for commercial and industrial land category, reflecting their higher infrastructure demand, greater economic benefit derived from the Council's initiatives, programs and services as well as their uses stronger capacity to pay.

To manage the impact of this change, it is recommended that the Council adopt a staged implementation approach, commencing with Model 3 (130% differential) in Year 1, and progressively increasing to 150% over a period of 3 to 5 years. This approach balances improved equity outcomes with affordability and transition management for those affected by this change.

The Primary Production differential should be maintained at approximately 120%, recognising infrastructure usage while avoiding undue impacts on the viability of operations.

The Vacant Land differential should be maintained at 120% to maintain consistency with previous financial year.

Minimum Rate

It is recommended that the Council revise its Minimum Rate strategy to target approximately 25% of rateable properties, rather than increasing annually in line with revenue. This approach maintains an appropriate buffer below the 35% legislative limit, improves long-term flexibility, and better balances equity considerations.

Transition and Implementation Measures

To support the implementation of this strategy, the Council should:

- apply rate capping mechanisms (where appropriate) to smooth the impact of changes, particularly for commercial and industrial ratepayers;
- consider staging changes over multiple years to reduce financial shock; and
- monitor impacts annually to ensure outcomes remain aligned with policy objectives.

Policy and Governance

If adopted, the revised rating approach will require updates to the Council's Rating Policy to clearly articulate the rationale for differential rates and ensure compliance with legislative requirements.

In accordance with Section 151 of the Act, the Council must also undertake formal community consultation prior to implementing any changes to the basis of rating.

Strategic Outcome

The recommended approach will deliver a more equitable and defensible distribution of rates across the community, better reflecting relative benefits received and capacity to pay, while supporting the Council's long-term financial sustainability.

This review is occurring during a period where rate revenue is increasing above CPI and growth, reflecting the need to fund infrastructure, services and long-term financial sustainability objectives. In this context, it is important that the basis on which rates are distributed is fair and clearly aligned to consistent principles.

The proposed changes improve how the total rate revenue is shared across different property types, ensuring that rate increases are distributed more appropriately based on service demand, benefit and capacity to pay.

This provides a structured and transparent approach to reform, aligning the rating system with contemporary practice while recognising the broader financial environment in which the Council is operating.

2. Introduction

Councils are tasked with providing a wide range of services to their communities, each of which has its own relatively unique needs and priorities. Some of these services are mandatory, but most are discretionary. To fund these services, councils receive income from various sources, with general rates usually being the largest contributor.

Under the *Local Government Act 1999*, councils have the authority to levy rates and are provided with specified flexibility in how they do so. It is important for councils to regularly assess and determine the most suitable rating approach for their communities to ensure the method remains equitable, effective and relevant.

The Norwood Payneham & St Peters Council ('the Council') is currently reviewing its approach to setting general rates, exploring whether alternative methods might better serve the community. This process, known as a rating review, examines the council's rating needs to ensure distribution is equitable and defensible.

It is important to note that this review does not evaluate the amount of rates charged, the services provided by the Council or how much revenue is raised from general rates. Its focus is to consider if the distribution of rates is equitable across the Council's existing ratepayer base.

The review has been informed by:

- Council Elected Members who have attended informal briefings and workshop and provided feedback;
- independent advice and analysis provided by LGiQ; and
- feedback from the Norwood Payneham & St Peters Council staff on the scenarios that have been modelled.

3. Background and Scope

As part of the Council's ongoing focus on financial sustainability, the need to undertake a full review of the Council's rating structure was identified and supported by Elected Members during the 2025/26 budget development process.

The review was recognised as a critical next step in the Council's broader financial sustainability work program, which aims to ensure a balanced, transparent, and equitable approach to funding the services and infrastructure the community values.

Throughout the 2025/26 budget deliberations, the Council explored a range of financial sustainability "budget levers", including service reviews, asset rationalisation, cost containment, and revenue diversification.

Among these levers, the rating structure was identified as a key area requiring a comprehensive, evidence-based review to ensure the Council's current approach remains fair, sustainable, and aligned with long-term financial planning objectives.

The current rating methodology, as detailed in its Annual Business Plan for 2025/2026, outlines the following:

- *Adopted Valuation Method* - Capital value is used as the valuation basis for rating purposes.
- *Number Of Rateable Properties* - There were 20,707 rateable properties in 2025/26.
- *Assessment Growth* - The number of rateable properties increased by 0.7% compared to 2024/25.
- *Minimum Rates* - For 2025/26, the minimum rate is set at \$1,386, applying to 6,613 properties (31.94% of the total 20,707 rateable properties). Legislation limits the minimum rate to no more than 35% of properties, and the Council is approaching this threshold. The minimum rate ensures all properties make a base contribution toward the Council's administration, shared infrastructure, and community services such as libraries, parks, and gardens.
- *Rate Capping (Maximum)* - For 2025/26, the rebate is automatically applied where the annual increase in rates exceeds 17%. Ratepayers not automatically receiving the rebate may apply by 30 June of the relevant financial year. Applications are assessed against eligibility criteria.

The rebate does not apply if the increase is:

- o due in whole or part to land improvements valued over \$30,000;
- o due in whole or part to a change in land use between 2024-25 and 2025-26;
- o due in whole or part to a change in zoning; or
- o a result of a change in property ownership since 1 January 2024.

- *Differential rates* - The Norwood Payneham & St Peters Council applies differential rates by land use under Section 156 of the Local Government Act 1999. Non-residential properties have a cent in the dollar at 20% above the residential rate, as illustrated in the graphs and table in Section 10: Analysis of Current Rating System.
- *The Parade Precinct Separate Rate* - The Separate Rate for The Parade has been designed to ensure that The Parade remains viable in an increasingly competitive market, whilst minimising the additional cost to the property owners and businesses. The Separate Rate total of \$225,000 collected in 2025–2026 will continue to be used for the purpose of marketing and promoting The Parade as South Australia's premier main street. The Separate Rate will be reviewed by the Council in early 2026, and consultation is being undertaken with the business and property owners within The Parade Precinct.

In October 2025, the Council engaged LGiQ to undertake a rating review with a view to:

- Undertaking a desktop review of the Council's current rating system, to determine if it reflects a fair and equitable distribution of the rating burden across the community.
- Reviewing the full range of rating levers available to the Council and develop recommendations for the Council's consideration, including (but not limited to):
 - Appropriate level of the minimum rate or change to fixed charge;
 - Review of the impact of short-term accommodation (noting that this was not included in the final scope);
 - Comparison with other councils that are in the same Australian Classification of Local Governments in South Australia, or neighbour the Council
 - Overview of Rating Methods (where appropriate the associated advantages and disadvantages);
 - Any other pertinent matters as determined by the Consultant;
 - Conducting briefing sessions with Council staff and elected members to discuss findings; and
 - Preparing a report for the Council's consideration including recommendations for any changes to the basis of rating.

A review of service charges and separate rates is outside of the scope of a rating review.

4. Legislative Framework of Rating

The legislative provisions relating to council rates are contained within:

Local Government Act 1999 (SA)

Chapter 10 – Rates and Charges

Section 146 – Rates and charges that a council may impose

Section 147 – Rateability of land

Section 148 – Land against which rates may be assessed

Section 149 – Contiguous land

Section 150 – General Principles

Section 151 – Basis of Rating

Section 152 – General Rates

Section 153 – Declaration of general rate (including differential general rates)

Section 154 – Separate rates

Section 156-157 – Differential rates

Section 158 – Minimum Rates and special adjustments for specified values

Section 159-166 - Rebates of rates

Section 167 – Valuation of land for the purpose of rating

Section 168 - Valuation of land

Local Government (General) Regulations 2013 (SA)

Section 14 - Differentiating factors

Local Government (Financial Management) Regulations 2011 (SA)

Section 6 - Annual Business Plans

5. Principles of Taxation

Council rates are a tax, and in accordance with the principles of taxation, all other things being equal, those with greater capacity to pay should pay more, and those who receive greater benefits should pay more.

In determining the most appropriate method of charging council rates, it is important to give appropriate weight to the main principles of taxation, as outlined in the LGA Financial Sustainability Paper #20 'Rating and Other Funding Policy Options'.

Benefits received (services available, or resources consumed)

Reliance on this principle suggests that (all other things being equal) a person who receives more benefits should pay a higher share of tax.

Capacity to pay

This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.

Income is considered the best indicator of capacity to pay; however, this is not an option for councils. The capital value of a property is often a reasonable indicator of lifetime income and can be used in the determination of the rates payable under the *Local Government Act 1999*.

Administrative simplicity

This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.

Economic efficiency

This refers to whether or not the tax distorts economic behaviour.

Policy consistency

The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

6. Principles of Rating

Valuation of Land

In accordance with the *Local Government Act 1999*, a council may value land for rating purposes using either capital value or annual value.

Councils may use valuations provided by the Valuer-General or a valuer authorised under the *Land Valuers Act 1994* engaged by a council.

Capital Value is the value of a parcel of land including improvements such as buildings and structures, wells, dams, reservoirs and planting of trees for commercial purposes. In principle, capital value should reflect the amenities of the property and access to services.

Single General Rate

Councils have a number of options they can use in determining how rates will be structured, to ensure a fair and equitable system of rating for their community.

Councils can adopt a single general rate, whereby the same rate-in-the-dollar is applied to all rateable properties regardless of what the land is being used for or where it is located. A single general rate is calculated by multiplying a property's capital value by the rate-in-the-dollar.

An example of the calculation of rates under a single general rating system is shown below:

Rate-in-the-Dollar	0.0050
x Capital Value of a property	\$250,000
= Rates Payable	\$1,250

*examples provided are for illustrative purposes only

Differential Rates

A council may elect to charge differential general rates in accordance with Section 156 of the *Local Government Act 1999*. Under this method, a different rate-in-the-dollar can apply depending on whether the land is used for residential, commercial, primary production, industrial, vacant land or other purposes. Additionally, different rates may be established for different areas within the council area, such as townships and rural areas, or zones. Differential rating can also be based on a combination of both the land use and its location.

Section 14 of the *Local Government (General) Regulations 2013* outlines differentiating factors permissible for rating purposes. This includes land use categories and locality factors.

Under a differential rating system, a lower differential rate for one set of ratepayers will result in a higher differential rate for other ratepayers.

If differential rating is applied, a council should have clear justification for doing so, and rationale documented in the council's Rating Policy as required under section 123(2)(d) of the Act.

An example of the calculation of rates under a differential rating system are shown below:

	Residential - Township	Residential - Rural	Commercial / Industrial	Primary Production	Vacant / Other
Differential Rate %	100%	80%	120%	90%	110%
Rate-in-the-dollar	0.0050	0.0040	0.0060	0.0045	0.0055
x Capital Value of a property	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
= Rates Payable	\$1,250	\$1,000	\$1,500	\$1,125	\$1,375

*examples provided are for illustrative purposes only

Minimum Rate

A Minimum Rate provides a mechanism whereby lower-valued properties do not pay less than a minimum amount, as determined by the council. Provisions of the *Local Government Act 1999* under section 158 (2)(d), allow for no more than 35% of properties to pay the set minimum amount.

There are conditions regarding applying a Minimum Rate, with the imposition of the rate only once to properties constituting a single farm enterprise and contiguous/adjoining land.

The application of a Minimum Rate results in lower valued properties paying proportionately higher rates, therefore giving less consideration to the principle of capacity to pay.

An example of the calculation of rates under a Minimum Rate system is shown below:

Rate-in-the-dollar	0.0050
x Capital Value of a property	\$250,000
= Estimated Rates Payable	\$1,250
Application of Minimum Rate of \$1,300	
= Rates Payable	\$1,300

* examples provided are for illustrative purposes only

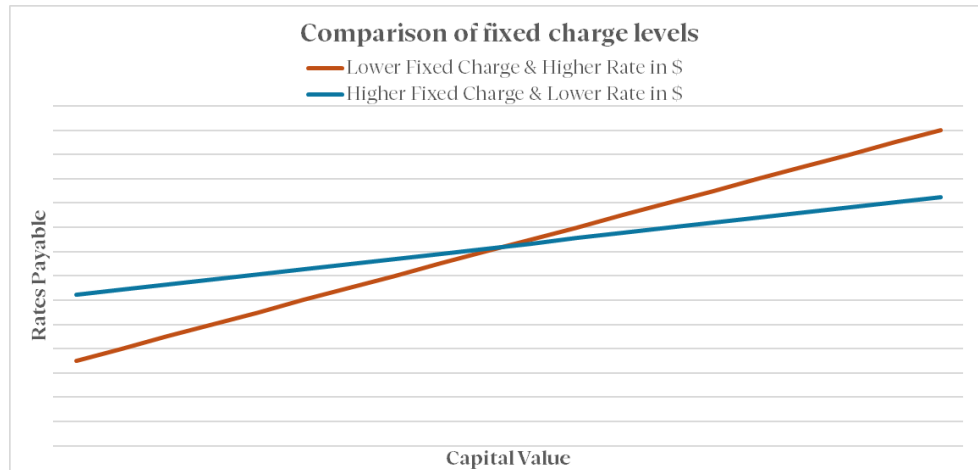
Fixed Charge

A Fixed Charge can be applied as an alternative to the Minimum Rate. The *Local Government Act 1999* allows up to 50% of general rate revenue to be raised via a Fixed Charge.

Under this approach, all rateable properties pay a set amount towards the cost of the council's activities and maintaining the services and infrastructure that support the council area. In addition to the Fixed Charge, a general rate will be calculated based on the property's capital value.

The basis of a Fixed Charge is the 'benefit principle' - if some services benefit all properties relatively equally or equally benefit people then it may be appropriate that a share of costs be recovered via a Fixed Charge.

As demonstrated in the graph below, a higher Fixed Charge results in a lower rate-in-the-dollar (and less impact of a property's capital value on rates payable and therefore by implication a lesser weighting given to capacity to pay). A lower Fixed Charge results in a higher rate-in-the-dollar (and more impact of a property's capital value on rates payable and effectively a higher weighting given to capacity to pay).



Similar to the Minimum Rate, there are conditions for applying a Fixed Charge, with imposition of the charge only once to multiple properties constituting a single farm enterprise and contiguous/adjoining land.

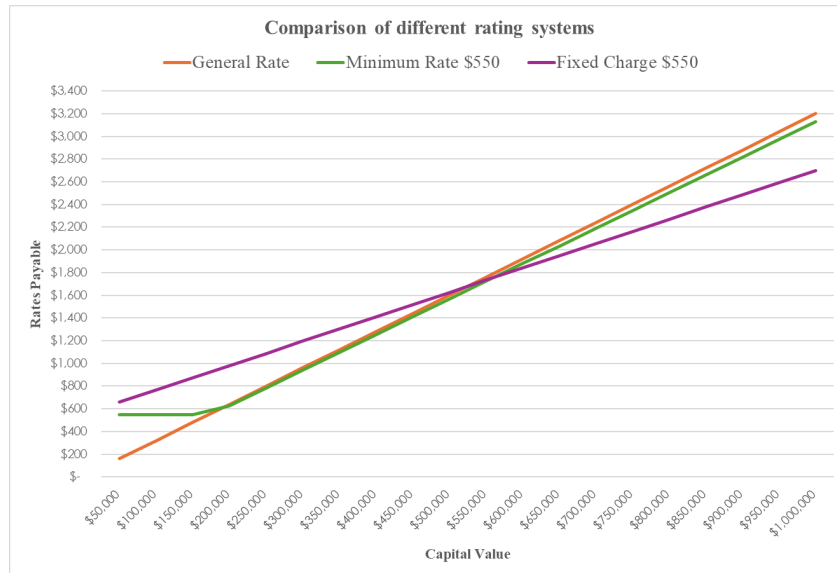
An example of the calculation of rates under a Fixed Charge system is shown below:

Rate-in-the-dollar	0.0030
x Capital Value of a property	\$250,000
= General Rate Payable	\$750
+ Fixed Charge	\$500
= Total Rates Payable	\$1,250

*examples provided are for illustrative purposes only

Compared to a Minimum Rate, a Fixed Charge enhances equity as all eligible ratepayers contribute an equal amount towards council services, with the remainder of their rates payable dependent upon their capital value.

The graph below illustrates the potential impact of a property's capital value on the rates payable under different rating systems, subject to the variation in mix of values and the level of a Minimum Rate or Fixed Charge.



Rate Rebates

A council is required to provide mandatory rate rebates in conjunction with Sections 160 to 165 of the Act.

A council may also grant discretionary rate rebates under section 166 of the Act. The majority of these rebates are intended to support ratepayers who deliver a community benefit. In this context, such rebates are analogous to grants provided to community organisations. Accordingly, they should be treated as an expense of the council and excluded from rate modelling. If incorporated into the rate model, these rebates would reduce the rates payable by approved recipients and redistribute the associated revenue burden across other ratepayers.

However, section 166(1)(l) provides for a specific discretionary rebate to “provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to ... a redistribution of the rates burden within the community arising from a change to the basis or structure of the council’s rates.” In this circumstance, the rebate should not be treated as a council expense. Instead, it should be incorporated into the rate modelling, as its purpose is to reduce the rates payable for affected ratepayers and redistribute the associated revenue burden across the broader rate base.

The rate modelling undertaken for the rating review for the City of Norwood Payneham & St Peters is based on the 2025/26 and 2026/27 financial years and incorporates the rebates applicable for those years.

Rate Capping

Sections 153 (3) of the Act allows a council to provide rate capping for residential ratepayers only to limit the increase in rates payable by an individual property. A rate cap is applied as a percentage increase and does not limit the quantum of revenue generated or result in less revenue overall. The application of rate capping essentially re-distributes the rates payable for some ratepayers to other ratepayers.

Rate capping can be an effective tool to 'smooth' and phase in the impact of a large change in relative property values or a change in the basis of rating.

Service Rates and Service Charges

Under Section 155 a council may impose a service rate, an annual service charge, or a combination of a service rate and an annual service charge on rateable and non-rateable land within the area to which it provides or makes available a prescribed service.

prescribed service means any of the following services:

- (a) the treatment or provision of water*
- (b) the collection, treatment or disposal (including by recycling) of waste*
- (ba) a television transmission (or retransmission) service*

Service rates and services charges are not included within the scope of this rating review.

Rating Policy

The *Local Government Act 1999*, Section 123 (2)(d), requires a council to adopt a Rating Policy, which will outline the rationale for the rating method utilised. It will include the justification for applying differential rates and the Minimum Rate or Fixed Charge level.

7. Reasons for a Rating Review

It is important for a council to undertake a periodic rating review from time to time to assess the methodology of the distribution of rates relative to their circumstances and be able to defend their rating system in terms of equity between different classes of ratepayers. This includes the reasoning for the use and magnitude of differential rating.

A change in rating system does not raise more or less rate revenue. A change in the basis of rating will inevitably result in some ratepayers paying more and others less.

The *Local Government Act 1999* outlines the requirements of a council considering a change to the basis of rating, under Section 151, which states that:

(5) Before a council —

- (a) changes the basis of the rating of any land (including by imposing differential rates on land that has not been differentially rated in the preceding financial year, or by no longer imposing differential rates on land that has been differentially rated in the preceding financial year); or*
- (b) changes the basis on which land is valued for the purposes of rating; or*
- (c) changes the imposition of rates on land by declaring or imposing a separate rate, service rate or service charge on any land,*

the council must—

- (d) prepare a report on the proposed change; and*
- (e) follow the relevant steps set out in its public consultation policy.*

(6) A report prepared for the purposes of subsection (5)(d) must address the following:

- (a) the reasons for the proposed change;*
- (b) the relationship of the proposed change to the council's overall rates structure and policies;*
- (c) in so far as may be reasonably practicable, the likely impact of the proposed change on ratepayers (using such assumptions, rate modelling and levels of detail as the council thinks fit);*
- (d) issues concerning equity within the community and may address other issues considered relevant by the council.*

8. Council Profile

A council should understand the demographics and needs of its community to inform the range and level of council services and the impact that council rates have on its ratepayer base.

Data relating to the Norwood Payneham & St Peters Council, collected during the Australian Bureau of Statistics 2021 Census, is shown below:

People	37,487
Median age	41
Average number of people per household	2.2
In the labour force (People aged 15 years and over)	20,354
Median household income (per month)	\$7,211
Median rent (per month)	\$1,477
Median mortgage repayments (per month)	\$2,000

The ABS also collects data to calculate Socio-Economic Indexes for Areas (SEIFA) and the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD), which summarises information about the economic and social conditions of people and households within an area. This index includes both relative advantage and disadvantage measures.

A low score means that there is relatively greater disadvantage and a lack of advantage in general. An area could have a low score if there are:

- many households with low incomes, or many people in unskilled occupations, AND
- a few households with high incomes, or few people in skilled occupations.

A high score means a relative lack of disadvantage and greater advantage in general. An area may have a high score if there are:

- many households with high incomes, or many people in skilled occupations, AND
- few households with low incomes, or few people in unskilled occupations.

The average score for South Australian local government areas is 948.

The score for Norwood Payneham & St Peters is 1038, ranking 65 out of 71, meaning a higher score than average.



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The table below shows Norwood Payneham & St Peters and the neighbouring and Australian Council of Local Government (ACLG) councils (noting that some councils are included in both categories).

2021 - Local Government Name	Score	Rank
Burnside	1102	72
Campbelltown (SA)	1012	63
Charles Sturt	993	57
Holdfast Bay	1044	64
Norwood Payneham and St Peters	1052	65
Prospect	1058	67
Unley	1084	70
Walkerville	1097	71
West Torrens	1010	62

The Council's adopted budget for 2025/26 shows an operating surplus of \$754K (operating surplus ratio of 1.2%), following the 2024/25 audited operating surplus of \$2.3m with an adjusted operating surplus ratio of 2.6%.

The Council's Long Term Financial Plan 2023/24-2033/34 forecasts ongoing surpluses from 2028/29 onwards.

The Plan is predicated on the following assumptions of rate increases and average growth of 0.5% p.a. in rateable properties from FY 2025 onwards:

Projected Rates Increase

Year	CPI Used in LTFP	+	Growth (new development)	+	Wages growth*	+	Project Contribution	=	Projected Rate revenue increase
2024-2025	3.5		0.5		1.1		3.4		8.5
2025-2026	3.0		0.5		0.5		4.0		8.0
2026-2027	2.9		0.5		0.1		3.5		7.0
2027-2028	2.9		0.5		0.1		3.0		6.5
2028-2029	2.9		0.5		0.1		2.5		6.0
2029-2030	2.9		0.5		0.1		0.5		4.0
2030-2031	2.9		0.5		0.1		0.5		4.0
2031-2032	2.9		0.5		0.1		0.5		4.0
2032-2033	2.9		0.5		0.1		0.5		4.0
2033-2034	2.9		0.5		0.1		0.5		4.0

9. Process undertaken to date

The engagement for this body of work commenced in October 2025, with discussions held with the Council staff to define the scope of work, information gathering and analysis of the current rating system.



Workshops held with the Council in March and April, along with sessions with Elected Members and staff have assisted in the formulation, analysis and presentation of various rating models.

The workshops and Elected Member engagement was undertaken as follows:

- *Introduction and Review of Basis of Rating Workshop* - Briefing Elected Members in rating theory and legislative provisions under the Act, an outline and analysis of the Council's current rating structure and benchmarking against ACLG and neighbouring councils. It also explored the appropriateness and equity of the Council's rating structure with a focus on residential and commercial ratepayers.



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- *Further Models and 2026/27 valuations and rate revenue increase effects* – Briefing elected members on the most up to date forecasted 2026/27 valuation and the effect on the possible models. Also included likely scenarios based on the Council's required rate revenue increase for 2026/27.

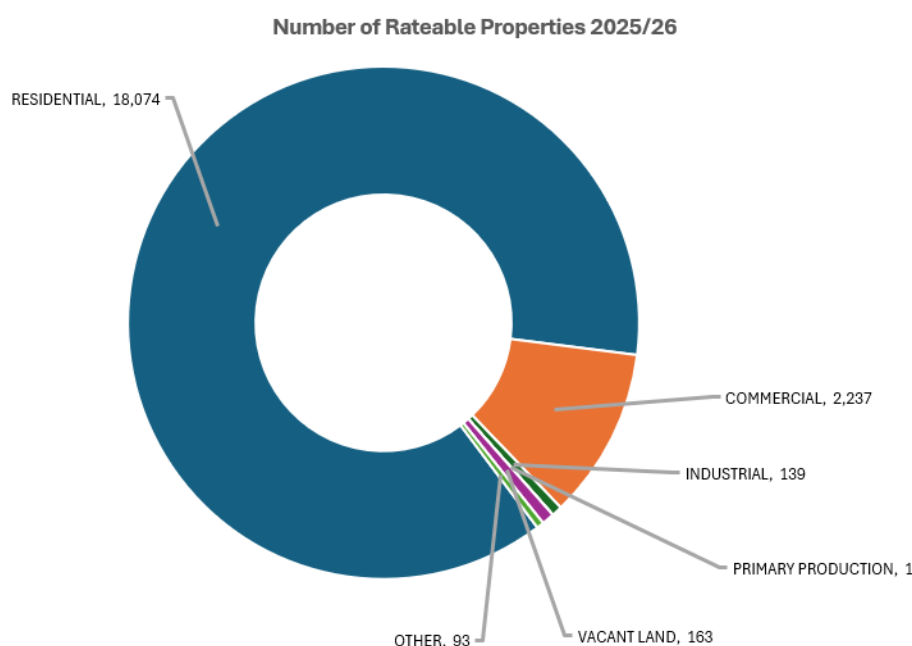
Proposed changes to the Council's rating system are outlined in this report.

10. Analysis of Current Rating System

The Norwood Payneham & St Peters Council's current general rate regime, as detailed in its Annual Business Plan and the Rating Policy for 2025/26, utilises the following:

Adopted Valuation Method - Capital value is used as the valuation basis for rating purposes.

Number Of Rateable Properties - Of the 20,707 rateable properties in 2025/26 the breakdown by land use is as follows:



Differential rates - The Norwood Payneham & St Peters Council utilises differential rates based on land use in accordance with Section 156 of the *Local Government Act 1999* ('the Act'). The Council has a differential rating system based on land use whereby non-residential properties have a cent-in-the-dollar which is 20% higher than residential properties.

Below are the differential rating categories, percentages and cents in the dollar applicable for 2024/25 and 2025/26:

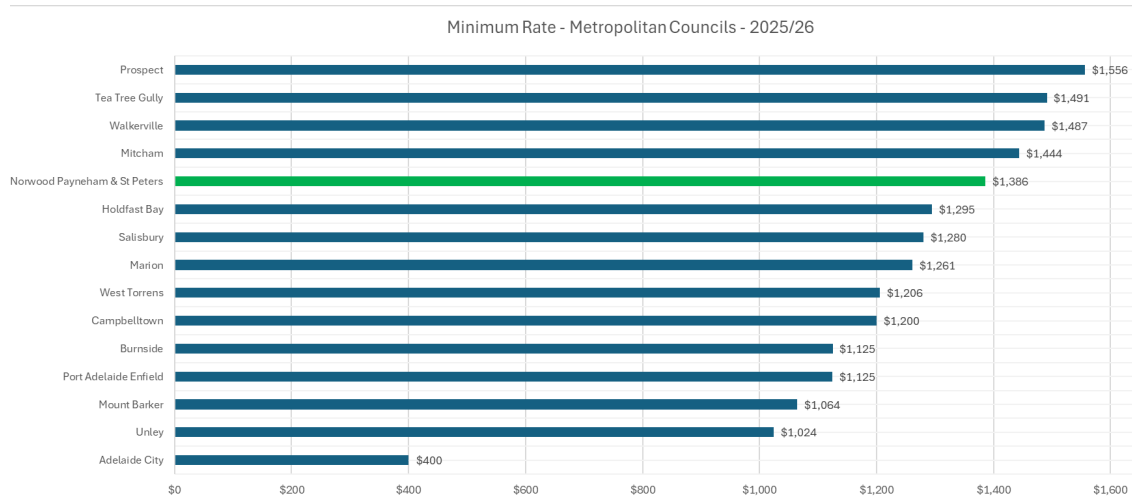
Land Use	Differential categorisation	2024-25			2025-26		
		Minimum Rate	Differential rating %	Cents in the dollar	Minimum Rate	Differential rating %	Cents in the dollar
Residential	Residential	\$ 1,277	100%	0.1875	\$ 1,386	100%	0.1830
Commercial - Shop	Commercial		120.0%	0.2250		120.0%	0.2196
Commercial - Office							
Commercial - Other	Industry		120.0%	0.2250		120.0%	0.2196
Industry - Light							
Industry - Other	Primary Production		120.0%	0.2250		120.0%	0.2196
Primary Production							
Vacant Land	Vacant Land	120.0%	0.2250	120.0%	0.2196		
Other	Other	120.0%	0.2250	120.0%	0.2196		

The Council applied the following principles in the 2025/26 Annual Business Plan and Budget:

Minimum Rate – A minimum rate is applied under Section 158 of the Act, which is \$1,386 for 2025/26. The Act outlines the provisions that apply in relation to a Minimum Rate under subsection (2). The amount is determined by increasing the previous year's minimum rate by the general rate revenue increase.

Under legislative provisions, a Minimum Rate can affect no more than 35% of the total properties subject to the rate. In 2025/26 the Minimum Rate affected 31.94% of properties.

The following table highlights that the Council has the fifth highest minimum rate of metropolitan councils in South Australia.



Rate Capping - The Council currently applies a maximum increase of 17% on rates payable in accordance with Section 153(3) and (4) of the Act, in accordance with the Council's Rating Policy (with conditions as detailed in the background section). The cap is determined by multiplying the rate revenue increase by two (2).

The Council applies a separate rate for:

The Parade Separate Rate: The Council has endorsed the continuation of the Separate Rate for The Parade Precinct for the 2025–2026 financial year. The rate is expected to raise \$225,000 from 409 tenancies within the precinct.

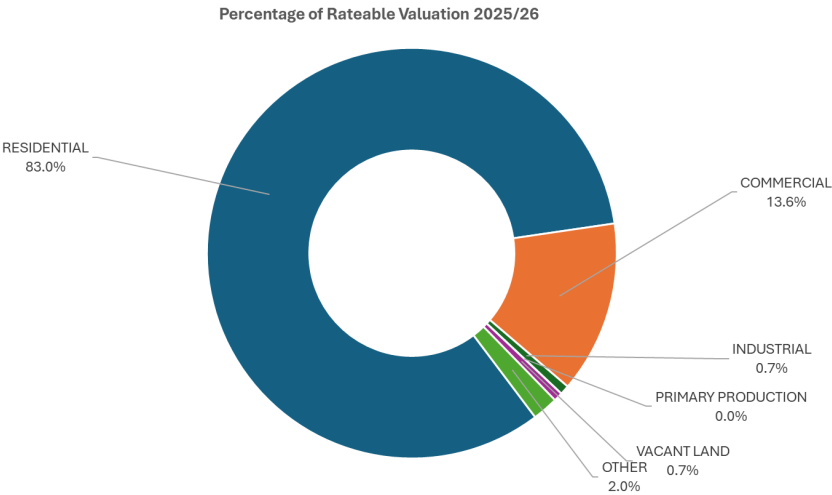
State Government Regional Landscape Levy - Pursuant to the Landscape South Australia Act 2019, the Council collects an annual levy (separate rate) on behalf of the State Government, for the operations of the Green Adelaide Board.



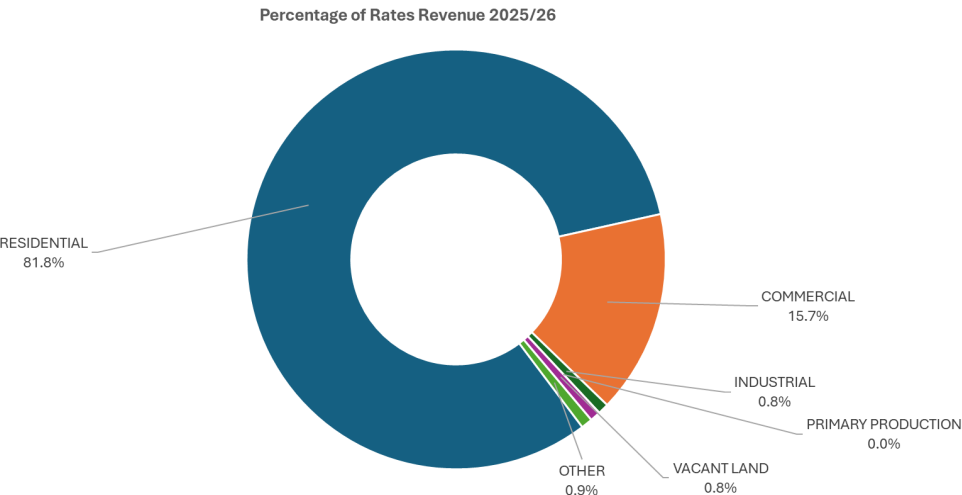
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The graphs below highlight the comparison of the Council’s distribution of capital value by land use compared to the distribution of rate revenue raised by land use.



Below is a summary of the Council’s distribution of rate revenue by land use for 2025/26:



11. Benchmarking

Benchmarking was conducted to compare the rating methodologies of councils within the same Australian Classification of Local Governments (ACLG) grouping as the Norwood Payneham & St Peters Council, and to neighbouring councils.

The ACLG groups classify councils by type into large rural, metropolitan, metropolitan fringe, regional town/city and rural and by broad demographic variables.

The Norwood Payneham & St Peters Council's ACLG classification is "Urban Metropolitan Developed Medium (UMDM)" i.e. with a population of up to 37,000.

Step 1	Step 2	Step 3	Category	Alpha	OLG group No.	Council Classification
URBAN (U)						
	Capital City (CC)	Not applicable	1	UCC	1	
Pop. > 20,000	Metropolitan Developed (D)	Small (S) up to 30,000	2	UDS	2	Metropolitan
		Medium (M) 30,001-70,000	3	UDM	3	
	Part of an urban centre > 1,000,000 and pop. density > 600/sq km.	Large (L) 70,001-120,000	4	UDL	3	
		Very large (VL) > 120,000	5	UDV	3	
or	Regional Town/City (R)	Small up to 30,000	6	URS	4	Regional Town/ City
Pop. density > 30 persons per sq km		Medium 30,001-70,000	7	URM	4	
	Part of an urban centre with population <1,000,000 and predominantly urban in nature	Large 70,001-120,000	8	URL	5	
		Very large > 120,001	9	URV	5	
or	Fringe (F)	Small up to 30,000	10	UFS	6	Metropolitan Fringe
>90% of LGA population is urban		Medium 30,001-70,000	11	UFM	6	
	A developing LGA on the margin of a developed or regional urban centre.	Large 70,001-120,000	12	UFL	7	
		Very large > 120,001	13	UFV	7	

Data source: www.yourcouncil.nsw.gov.au/wp-content/uploads/2020/05/Australian-Classification-of-Local-Government-and-OLG-group-numbers.pdf

Care needs to be taken in making inter-council comparisons. All councils have unique factors, for example, demographics, socio-economic factors, composition of rate-paying properties and service level preferences and needs. A council's adopted rating strategy must be based on the specific circumstances and requirements of the council.

Other councils included within the UMDM category are Burnside, Unley and Holdfast Bay.

Neighbouring councils include Walkerville, Prospect, Campbelltown, West Torrens and Charles Sturt.

The table below outlines the rating methodologies applied for 2025/26 by councils within the same ACLG group, and also neighbouring councils to the Norwood Payneham & St Peters Council.

Council	LG Class	Rating Valuation	Minimum Rate	Fixed Charge	Differential Rates	Residential Rate in \$	Average Residential Rates*	No. of Residential Properties
NPSP	UMDM	Capital Value	\$1,386		Yes	0.001830	\$2,236	18,277
Burnside	UMDM	Capital Value	\$1,125		Yes	0.001686	\$2,466	20,214
Unley	UMDM	Capital Value		\$300	Yes	0.001650	\$2,272	17,661
Holdfast Bay	UMDM	Capital Value	\$1,295		Yes	0.001830	\$2,035	19,471
Campbelltown	UMDL	Capital Value	\$1,200		No	0.002171	\$1,979	24,509
West Torrens	UMDL	Capital Value	\$1,206		Yes	0.001868	\$1,640	28,930

When comparing the rate-in-the-dollar, it is important to have regard to the levels of capital values for a council area and whether they have a fixed charge or minimum rate.

The table below outlines the differential rating applied by councils within the same ACLG group and also neighbouring councils to the Norwood Payneham & St Peters Council based on the 2025/26 Annual Business Plan and Budget.

Council	LG Class	Residential	Commercial	Industrial	Primary Production	Vacant	Other
City of Norwood Payneham & St Peters	UMDM	100%	120%	120%	120%	120%	120%
City of Burnside	UMDM	100%	100%	100%	100%	250%	100%
City Of Unley*	UMDM	100%	280%	233%	N/A	233%	233%
City of Holdfast Bay	UMDM	100%	167%	167%	N/A	167%	100%
City of Campbelltown	UMDL	100%	100%	100%	100%	100%	100%
City of West Torrens	UMDL	100%	270%	270%	270%	270%	270%

* City of Unley Commercial differential rate includes Commercial Office and Commercial Other (Category 3), Commercial Shop has been included in Industrial (Category 2).

12. Rate Modelling and Scenario Analysis

The rate modelling undertaken in this review is based on the impact of changes to the rating strategy for 2025/26 (the current period). This includes the same capital values, land use types, rebates and rate revenue. It is acknowledged that future changes such as new developments, valuation shifts, and rate increases may influence future outcomes and have been excluded. This modelling provides comparable assessment against the Council's most recent rating data.

The options modelled highlight the impact for different categories of ratepayers of alternative rating approaches relative to current arrangements. The modelling results are based on the amounts ratepayers would have paid under each scenario in 2025/26 compared to the actual 2025/26 rating outcomes.

The models do not attempt to predict the exact future rate distribution across the community as changes in the total amount of rate revenue collected, the number of properties and the mix of relative values over time will impact future results (as would no changes in the current system).

It is important to note that the modelling included is simply representative of the rating options available to the Council and their effects. Various permutations and adjustments could be made to further refine the impacts regarding the Council's assessment of equity and other factors.

As part of the review of the Council's rating system, the Council's Elected Members expressed a desire to improve the fairness and equity of the current system.

This included consideration of impacts of changes to its rating structure multiple scenarios presented to Elected Members with the most relevant shown below:

- *Differential Rates* - Differential rates were applied as shown in the different models below:
 - *Commercial/Industrial* – Models 1 to 3 applied differentials of 150%, 175% and 130% to reflect both the additional infrastructure demand generated by these land uses and the greater benefit derived from council services, particularly through the facilitation of increased economic activity. Each of the differentials reflected different relativities with current contributions as well as consideration of differentials applied by neighbouring councils and similarly classified councils.
 - *Primary Production* – Models 1-3 retained the current differential of 120% recognising the infrastructure demand while moderating the burden to avoid disproportionate impacts on the viability of operations. This level also maintains relativity with current contributions while responding to Elected Member feedback.
 - *Vacant Land* - Models 1-3 retained the current differential of 120% ensuring equity with a premium to discourage long-term land banking.
 - *Other* - Models 1-3 retained the current differential of 120% ensuring equity.

Initial modelling was undertaken with implementation assumed to be in year 1 with no capping.

	Current Rating Structure	Model - 1	Model - 2	Model - 3
Minimum Rate	33.5%	33.5%	34.7%	32.3%
Differential Rates				
Residential	100%	100%	100%	100%
Commercial	150%	150%	175%	130%
Industrial	150%	150%	175%	130%
Primary Production	120%	120%	120%	120%
Vacant Land	120%	120%	120%	120%
Other	120%	120%	120%	120%
AVERAGE RATES \$				
Residential	\$2,235.17	-\$77.44	-\$137.71	-\$26.38
Commercial	\$3,459.78	\$607.22	\$1,079.83	\$206.75
Industrial	\$2,968.39	\$544.43	\$966.10	\$186.21
Primary Production	\$2,212.47	-\$97.73	-\$174.30	-\$33.25
Vacant Land	\$2,449.31	-\$94.14	-\$165.61	-\$32.08
Other	\$4,626.40	-\$202.87	-\$361.82	-\$69.02
AVERAGE RATES % CHANGE				
Residential		-3.5%	-6.2%	-1.2%
Commercial		17.6%	31.2%	6.0%
Industrial		18.3%	32.5%	6.3%
Primary Production		-4.4%	-7.9%	-1.5%
Vacant Land		-3.8%	-6.8%	-1.3%
Other		-4.4%	-7.8%	-1.5%
% RATES DISTRIBUTION				
Residential	81.81%	78.97%	76.77%	80.84%
Commercial	15.67%	18.42%	20.56%	16.61%
Industrial	0.84%	0.99%	1.11%	0.89%
Primary Production	0.00%	0.00%	0.00%	0.00%
Vacant Land	0.81%	0.78%	0.75%	0.80%
Other	0.87%	0.83%	0.80%	0.86%

Model 1 - 150% differential

The financial impact of Model 1 has been assessed against the current rating system for 2025/26 (noting that no rate capping has been applied) and incorporates the following:

- *Minimum Rate* – The Council Elected Members expressed no desire to move away from a minimum rate.

- *Differential Rates* – Increase Commercial and Industrial land use category to 150% with all other land use categories unchanged.

Overall, 2.83% of the rate burden is shifted from the Residential Land Use category to Commercial (2.75%) and Industrial (0.15%) with minor shifts from Vacant land and other.

The average rates payable would change following the implementation of this rating structure as follows:

- *Residential* - The average rate decreases by \$77 to \$2,158 (3.5%);
- *Commercial* - The average rate increases by \$607 to \$4,067 (17.6%);
- *Industrial* - The average rate increases by \$544 to \$3,513 (18.3%);
- *Primary Production* - The average rate decreases by \$98 to \$2,115 (4.4%);
- *Vacant Land* - The average rate decreases by \$94 to \$2,355 (3.8%); and
- *Other* – The average rate decreases by \$203 to \$4,424 (4.4%).

The number of properties paying more or less would be as follows:

- *Decrease* – 12,292 assessments or approximately 59% of total assessments would experience a decrease in rates, with the majority categorised as Residential where all assessments experienced a decrease of 0-5% .
- *Increase* – 1,902 assessments or approximately 9% of total assessments would experience an increase, with 1,869 in Commercial or Industrial of which 1,798 experiencing 10-20% increase, and 71 experiencing an increase of 0-10%.

Model 2 – 175% Differential

The financial impact of Model 2 has been assessed against the current rating system for 2025/26 (noting that no rate capping has been applied) and incorporates the following:

- *Minimum Rate* – The Council Elected Members expressed no desire to move away from a minimum rate.
- *Differential Rates* – Increase Commercial and Industrial land use category to 175% with all other land use categories unchanged.

Overall , 5.04% of the rate burden is shifted from the Residential Land Use category to Commercial (4.89%) and Industrial (0.27%) with minor shifts from, Vacant land and other.

The average rates payable would change following the implementation of this rating structure as follows:

- *Residential* - The average rate decreases by \$138 to \$2,097 (6.2%);
- *Commercial* - The average rate increases by \$1,080 to \$4,540 (31.2%);
- *Industrial* - The average rate increases by \$966 to \$3,934 (32.5%);
- *Primary Production* - The average rate decreases by \$174 to \$2,038 (7.9%);
- *Vacant Land* - The average rate decreases by \$166 to \$2,283 (6.8%); and
- *Other* – The average rate decreases by \$362 to \$4,625 (7.8%).

The number of properties paying more or less would be as follows:

- *Decrease* – 12,297 assessments or approximately 59% of total assessments would experience a decrease in rates, with the majority categorised as Residential where 11,649 would experience a decrease of 5-10% and 461 would experience a decrease of 0-5% .
- *Increase* – 1,988 assessments or approximately 10% of total assessments would experience an increase, with 1,960 in Commercial or Industrial of which 1,822 experiencing 20-35%, and 109 experiencing an increase of 0-20%.

Model 3 - 130% Differential

The financial impact of Model 3 has been assessed against the current rating system for 2025/26 (noting that no rate capping has been applied) and incorporates the following:

- *Minimum Rate* – The Council Elected Members expressed no desire to move away from a minimum rate.
- *Differential Rates* – Increase Commercial and Industrial land use category to 130% with all other land use categories unchanged.

Overall, 0.97% of the rate burden is shifted from the Residential Land Use category to Commercial (0.94%) and Industrial (0.05%) with minor shifts from, Vacant land and other.

The average rates payable would change following the implementation of this rating structure as follows:

- *Residential* - The average rate decreases by \$26 to \$2,209 (1.2%);
- *Commercial* - The average rate increases by \$207 to \$3,667 (6.0%);
- *Industrial* - The average rate increases by \$186 to \$3,155 (6.3%);
- *Primary Production* - The average rate decreases by \$33 to \$2,179 (1.5%);
- *Vacant Land* - The average rate decreases by \$32 to \$2,417 (1.3%); and
- *Other* – The average rate decreases by \$69 to \$4,557 (1.5%).

The number of properties paying more or less would be as follows:

- *Decrease* – 12,289 assessments or approximately 59% of total assessments would experience a decrease in rates, with the majority categorised as Residential where all would experience a decrease of 0-5%.
- *Increase* – 1,816 assessments or approximately 9% of total assessments would experience an increase, with 1,780 in Commercial or Industrial of which 1,741 experiencing 5-10%, and 45 experiencing an increase of 0-5%.

Implementation Approach

As detailed earlier the initial rate modelling undertaken in this review was based on the impact of changes to the rating strategy if applied in 2025/26 (the current period). This includes the same capital values, land use types, rebates and rate revenue. However, it also acknowledged that future changes such as new developments, valuation shifts, and rate increases may influence future outcomes and were excluded.

Additional modelling was therefore undertaken to consider the most recent valuations for the 2026/27 financial year as well as required rate increases likely to be stipulated by the Councils' Annual Business Plan.

Staged Differential Increase - Modelling was undertaken to apply a staged differential increase over 5 years to reduce any material impact on ratepayers.

Capping – The Council currently applies maximum capping to residential properties through S153 (3) of the Local Government Act. Modelling was undertaken applying capping to commercial and industrial properties [S166(1)(l)] as well, to ensure ratepayers are not overburdened by the change in differential, combined with increases in valuations and rate revenue increases.

Minimum Rate – The Council's current application of a minimum rate in 2025/26 resulted in approximately 33.5% of assessments being subject to the minimum, which is relatively close to the legislated maximum of 35%. Modelling has also been undertaken on the basis that the minimum rate is not increased. Under this approach, the minimum rate would be maintained at its current dollar value until the proportion of assessments subject to the minimum reduces to 25%.

13. Recommendations

The most appropriate rating system for a council may change over time due to:

- Changes in the number of properties in different land use or locality categories;
- Changes to the range and level of council services;
- Significant changes in property values and relative property values;
- Changes in circumstances of some classes of ratepayers.

No rating system is perfect and when a council makes changes to address perceived issues or better meet the needs of certain groups of ratepayers, there is always the risk of creating unfavourable outcomes for other ratepayers that may be hard to defend.

1. Minimum Rate

The minimum rate is applied to all eligible rateable properties as a contribution towards the Council's core services that benefit the entire community, irrespective of land use or property value.

A minimum rate that applies to approximately 25% of assessments rather than based on the rate revenue increase will ensure that the Council remains 10% below the legislated maximum at all times irrelevant of the rate revenue increase.

2. Differential Rates

An area warranting careful consideration is the application by the Council of differential rates. The Council currently utilises differential rating, noting that the current differential rates do not currently have a clear rationale that is endorsed by the Elected Members.

It is recommended that the Council consider changes to its differential rating, to ensure alignment with the Council's strategies and to document a clear rationale for differential rates. An example is included below based on Model 1. This option has been recommended because:

- *Commercial and Industrial* – A differential rate of 150% is closer to neighbouring and ACLG councils and has a clear rationale including:
 - Higher demand for infrastructure, including roads, intersections, stormwater drainage, and parking areas.
 - Intensive freight and retail activity, especially around major retailers.
 - Greater benefit derived from council services, particularly through the facilitation of increased economic activity and economic development.
 - The commercial nature of these operations and greater capacity to pay.
 - Their commercial purpose and potential access to business deductions that are not available to domestic households.
- *Primary Production* – A differential rate of 120% is the current rate, representing capacity to pay and benefits received including:

- Their commercial purpose and potential access to business deductions not available to domestic households.
- *Vacant Land* – A differential rate of 120% is the current rate and is aligned with the Council's growth strategy:
 - Encourage timely development and utilisation of serviced land.
 - Recognise that vacant allotments benefit from Council infrastructure and planning services despite not being occupied.
 - Maintain consistency with previous financial years to avoid sudden shifts in burden.
- *Other* – A differential rate of 120% is the current rate:
 - Maintain consistency with previous financial years to avoid sudden shifts in burden.

3. Staged Differential Increase

The increase in differential from 120% to 150% for commercial and industrial properties has a material increase in the average rate for these ratepayers. While this highlights that they have been receiving benefits that other categories of properties have been subsidising, the Council should consider a staged approach to ensure ratepayers can plan for the increase cost.

Staging of the differential increase could be applied over 3 years to 5 years with year one (1) applying a 130% differential. Appendix 1 provides the outcomes of Model 3 applying a differential of 130% in Year 1 using 2025/26 valuation data. Appendix 2 provides the outcomes of the same model but applying forecasted 2026/27 valuation date and Long-Term Financial Plan rate revenue increases to illustrate the anticipated effects should the Council apply the new rating methodology to the 2026/27 rating year,

4. Implementation of Changes - Rate Capping

In implementing a change to the basis of rating, a council may wish to utilise the provisions of the Act relating to rate capping to phase in the changes across more than one year to reduce any adverse impact to ratepayers.

It is recommended that capping be applied to commercial and industrial properties to ensure ratepayers are not overburdened by the change in differential, combined with increases in valuations and rate revenue increases.

Capping is a matter that could be considered as part of 2026/27 Annual Business Plan and Budget process (noting that to cap Commercial and Industrial properties would require a policy change).

The cap under S166(1)(l), may only be applied for a maximum of 3 years. A legal opinion should be sought however as to whether the staged approach to the differential change would restart to 3-year period each year.

5. Other Considerations

In making any future decision regarding changes to its basis of rating, the Council needs to be mindful that property valuations used to determine rates may vary in future years from the 2025/26 and 2026/27 capital values used for modelling in this report.

The Council has included rate revenue increases in its long-term financial plan which will also vary the impacts shown in the modelling contained within this report.

6. Rating Policy

If the Council elects to change its basis of rating, the rating policy must be updated to reflect the new rating methodology.

A draft rating policy has been included as Appendix 2 which incorporates Model 3 in this report.

It should be noted that this policy is based upon the LGA Model Rating Policy (as per Rating and Other Funding Policy Options Financial Sustainability Information Paper (FSIP) No. 20) which would be further developed as part of the 2026/27 Annual Business Plan and Budget process if the review of the basis of rating is adopted by the Council.

14. Consultation

If the Council decides to propose changes to its basis of rating, including a change to differential rating or changes to the basis of valuation or the imposition of a separate rate, service rate or service charge, the *Local Government Act 1999* requires that consultation be undertaken with its community.

Section 151 (5) of the Act outlines the following:

(5) Before a council—

(a) changes the basis of the rating of any land (including by imposing differential rates on land that has not been differentially rated in the preceding financial year, or by no longer imposing differential rates on land that has been differentially rated in the preceding financial year); or

(b) changes the basis on which land is valued for the purposes of rating; or

(c) changes the imposition of rates on land by declaring or imposing a separate rate, service rate or service charge on any land,

the council must—

(d) prepare a report on the proposed change; and

(e) undertake public consultation.



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Appendix 1 – Modelling with implementation in Year 1 (no capping) based on 2025/26 valuation

MODEL 3

Minimum rate at \$1,386 with Commercial/Industrial Differential of 130%, Primary Production/Vacant Land/Other Differential of 120%.

Rating Category	CURRENT RATING SYSTEM			Model 3 - 130%		
	Minimum Rate	Differential	Rate in the Dollar \$	Minimum Rate	Differential	Rate in the Dollar \$
RESIDENTIAL	\$1,386	100%	\$ 0.001830	\$1,386.00	100%	\$ 0.001802
COMMERCIAL	\$1,386	120%	\$ 0.002196	\$1,386.00	130%	\$ 0.002343
INDUSTRIAL	\$1,386	120%	\$ 0.002196	\$1,386.00	130%	\$ 0.002343
PRIMARY PRODUCTION	\$1,386	120%	\$ 0.002196	\$1,386.00	120%	\$ 0.002163
VACANT LAND	\$1,386	120%	\$ 0.002196	\$1,386.00	120%	\$ 0.002163
OTHER	\$1,386	120%	\$ 0.002196	\$1,386.00	120%	\$ 0.002163
	49,382,269			49,382,269		

Rating Category	Rates Collected										
	CURRENT RATING SYSTEM				Model 3 - 130%			Variance			
	No of Properties	\$	Distrib' %	Avg \$	\$	Distrib' %	Avg \$	\$	Distrib' %	Avg %	Avg \$
RESIDENTIAL	18,074	\$ 40,398,430	81.81%	\$ 2,235	\$ 39,921,725	80.84%	\$ 2,209	-\$ 476,705	-0.97%	-1.2%	-\$ 26
COMMERCIAL	2,237	\$ 7,739,528	15.67%	\$ 3,460	\$ 8,202,031	16.61%	\$ 3,667	\$ 462,503	0.94%	6.0%	\$ 207
INDUSTRIAL	139	\$ 412,606	0.84%	\$ 2,968	\$ 438,488	0.89%	\$ 3,155	\$ 25,883	0.05%	6.3%	\$ 186
PRIMARY PROD	1	\$ 2,212	0.00%	\$ 2,212	\$ 2,179	0.00%	\$ 2,179	-\$ 33	0.00%	-1.5%	-\$ 33
VACANT LAND	163	\$ 399,238	0.81%	\$ 2,449	\$ 394,009	0.80%	\$ 2,417	-\$ 5,229	-0.01%	-1.3%	-\$ 32
OTHER	93	\$ 430,255	0.87%	\$ 4,626	\$ 423,836	0.86%	\$ 4,557	-\$ 6,419	-0.01%	-1.5%	-\$ 69
	20,707	\$ 49,382,269	100%	\$ 2,385	\$ 49,382,269	100%	\$ 2,384.81				

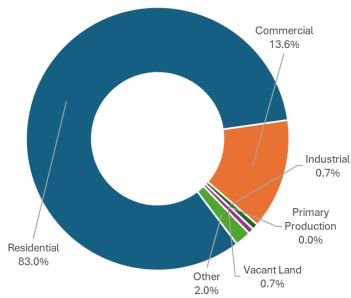
Land Use	Number of properties Increasing	Properties staying the same	Number of properties Decreasing
RESIDENTIAL	36	5,936	12,102
COMMERCIAL	1,658	579	0
INDUSTRIAL	122	17	0
PRIMARY PRODUCTION	0	0	1
VACANT LAND	0	37	126
OTHER	0	33	60
	1,816	6,602	12,289



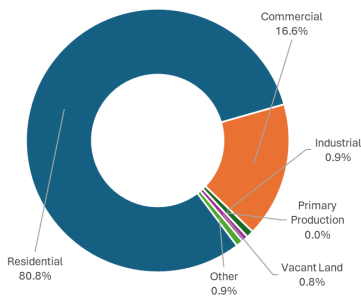
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Percentage of Valuation - Model 3



Percentage of Rate Revenue - Model 3



Appendix 2 – Modelling with implementation over 5 years with no increase in minimum rate, capping and based on forecasted 2026/27 valuation and Long-Term Financial Plan rate revenue increases

MODEL 3

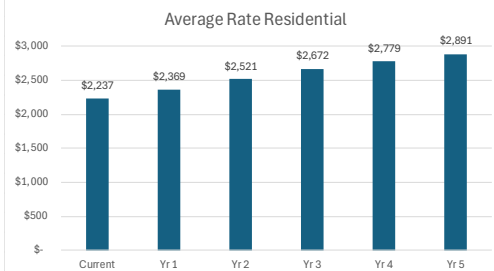
Minimum rate at \$1,386 with Commercial/Industrial Differential of 130% to 150% over 5 years, Primary Production/ Vacant Land/Other Differential of 120%.

*NB this model is based on the 2026/27 valuation across Year 1 to Year 5 and therefore does not take into account valuation changes over that period.

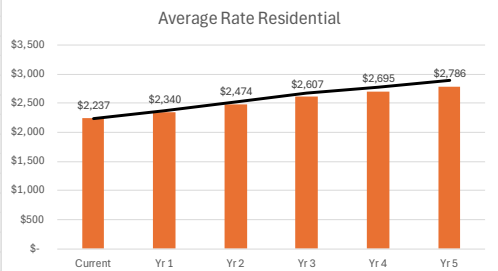
	Current Rating Structure	Model - 3 New Rating Structure	Model - 3 Year 1	Model - 3 Year 2	Model - 3 Year 3	Model - 3 Year 4	Model - 3 Year 5
Valuation Data	2025/26	2025/26	2026/27	2026/27	2026/27	2026/27	2026/27
Rate Increase			7.0%	6.5%	6.0%	4.0%	4.0%
Minimum Rate	\$ 1,386	\$ 1,386	\$ 1,386	\$ 1,386	\$ 1,470	\$ 1,520	\$ 1,580
Minimum Rate % change			0%	0%	6%	3%	4%
Minimum Rate % assessments	33.5%	32.3%	27.0%	24.9%	24.8%	24.7%	25.0%
Differential Rates							
Residential	100%	100%	100%	100%	100%	100%	100%
Commercial	120%	130%	130%	135%	140%	145%	150%
Industrial	120%	130%	130%	135%	140%	145%	150%
Primary Production	120%	120%	120%	120%	120%	120%	120%
Vacant Land	120%	120%	120%	120%	120%	120%	120%
Other	120%	120%	120%	120%	120%	120%	120%
AVERAGE RATES \$							
Residential	\$2,235.17	\$2,208.79	\$2,339.78	\$2,474.42	\$2,607.16	\$2,695.02	\$2,786.31
Commercial	\$3,459.78	\$3,666.53	\$3,820.68	\$4,203.24	\$4,580.68	\$4,894.08	\$5,222.25
Industrial	\$2,968.39	\$3,154.59	\$3,308.71	\$3,651.71	\$3,984.21	\$4,261.27	\$4,550.70
Primary Production	\$2,212.47	\$2,179.23	\$2,282.80	\$2,434.64	\$2,560.48	\$2,645.77	\$2,732.09
Vacant Land	\$2,449.31	\$2,417.24	\$2,674.90	\$2,844.83	\$2,992.88	\$3,092.65	\$3,194.42
Other	\$4,626.40	\$4,557.38	\$4,885.79	\$5,209.76	\$5,479.18	\$5,661.68	\$5,846.51
AVERAGE RATES % CHANGE							
Residential		-1.2%	4.7%	5.8%	5.4%	3.4%	3.4%
Commercial		6.0%	10.4%	10.0%	9.0%	6.8%	6.7%
Industrial		6.3%	11.5%	10.4%	9.1%	7.0%	6.8%
Primary Production		-1.5%	3.2%	6.7%	5.2%	3.3%	3.3%
Vacant Land		-1.3%	9.2%	6.4%	5.2%	3.3%	3.3%
Other		-1.5%	5.6%	6.6%	5.2%	3.3%	3.3%
% RATES DISTRIBUTION							
Residential	81.81%	80.84%	81.14%	80.57%	80.09%	79.61%	79.13%
Commercial	15.67%	16.61%	16.24%	16.77%	17.24%	17.71%	18.17%
Industrial	0.84%	0.89%	0.84%	0.87%	0.89%	0.92%	0.94%
Primary Production	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Vacant Land	0.81%	0.80%	0.93%	0.93%	0.92%	0.92%	0.91%
Other	0.87%	0.86%	0.85%	0.85%	0.84%	0.84%	0.83%

RESIDENTIAL

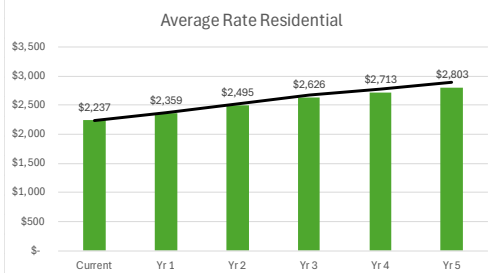
Model 3a - LTFP rate increase using existing model



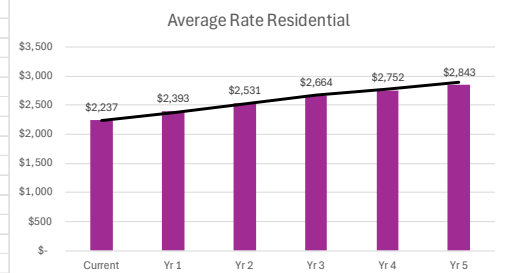
Model 3b - LTFP rate inc, 5% inc in differential per yr, add cap for com/ind, no inc in min



Model 3c - 7.9%, 5% inc in differential per yr, add cap for com/ind, no inc in min

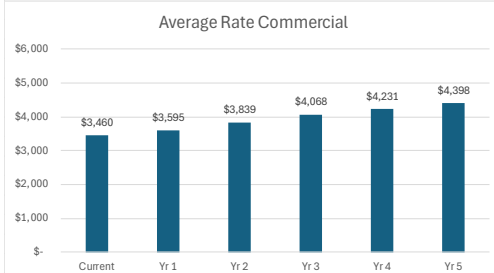


Model 3d - 9.5%, 5% inc in differential per yr, add cap for com/ind, no inc in min

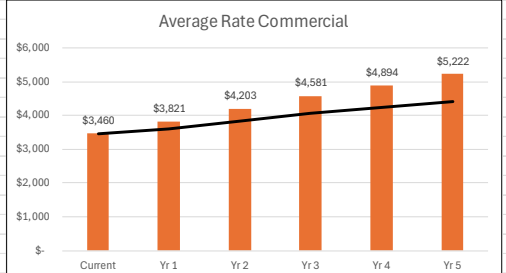


COMMERCIAL

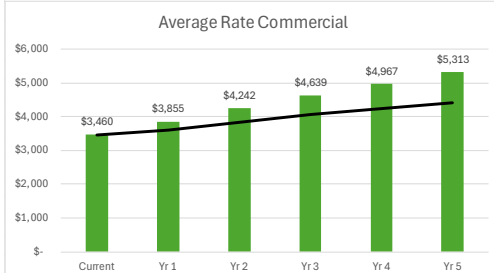
Model 3a - LTFP rate increase using existing model



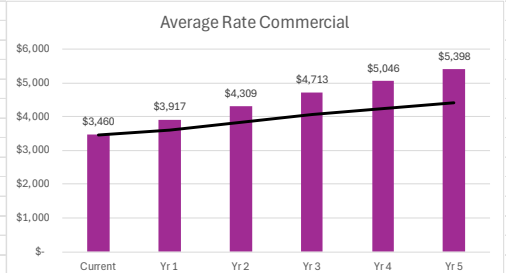
Model 3b - LTFP rate inc, 5% inc in differential per yr, add cap for com/ind, no inc in min



Model 3c - 7.9%, 5% inc in differential per yr, add cap for com/ind, no inc in min



Model 3d - 9.5%, 5% inc in differential per yr, add cap for com/ind, no inc in min





Appendix 2 – Draft Rating Policy

Responsibility:	
Version:	
Effective date:	
Last revised date:	
Minutes reference:	
Next review date:	
Applicable Legislation and references:	<i>Local Government Act 1999</i> - Chapter 10 <i>Local Government (General) Regulations 2013 (SA)</i> - Section 14 <i>Local Government (Financial Management) Regulations 2011 (SA)</i> – Section 6 LGA Financial Sustainability Information Paper #20: Rating and Other Funding Policy Options Landscape South Australia Act 2019
Related Policies:	
Related Procedures:	

1. Introduction

Councils are required to raise revenue for governance, administration and the delivery of goods and services to the community.

The Councils major source of revenue is rates, derived as a tax on land within the Council area. All ratepayers receive benefits from paying rates, but those benefits are consumed in different quantities and types over the life of the ratepayer.

This document sets out the Council's ("the Council") policy for setting and collecting rates from its community.

Rates are not fees for services. They constitute a system of taxation for Local Government purposes. Local Government functions are defined broadly in the Act.

2. Purpose

Chapter 10 of the *Local Government Act 1999* ("the Act"), prescribes a council's powers to raise rates. Section 123 of the Act requires councils, as part of the Annual Business Plan, to have a rating policy which must be prepared and adopted each financial year in conjunction with the declaration of rates.

3. Scope

In determining a suitable rating policy, the Council has taken into consideration the following adopted documents:

- Strategic Management Plan
- Annual Business Plan and Budget
- Long Term Financial Plan

4. Policy Statement

4.1 Communication of the Policy

Section 123 of the *Local Government Act 1999*, requires a Council to prepare an Annual Business Plan and Budget. As per Section 123 (2)(d) of the Act, the Annual Business Plan must set out the rates structure and policies for the financial year. A summary of the Annual Business Plan must be included with the first rates notice.

4.2 Council's Duties and Powers

The Council's powers to raise rates are found in Chapter 10 of the *Local Government Act 1999*. The Act provides the framework within which the Council must operate and provides the rating options available.

All land within a council area, except for land specifically exempt (e.g. Crown land, council occupied land and other land prescribed in Section 147 of the *Local Government Act 1999*), is rateable.

The *Local Government Act 1999* provides for a council to raise revenue for the broad purposes of the council. Rates are not fees for services. They constitute a system of taxation for Local Government purposes.

In addition to rates, the Council can also raise revenue through:

- Service rates or charges for specific services (e.g. waste service charge);
- Optional user charges (e.g. hire of community facilities); and
- Expiation fees (e.g. parking infringements).

4.3 Principles of Taxation

This Policy represents the Council's commitment to balancing the main principles of taxation:

Benefits received (services available, or resources consumed)

Reliance on this principle suggests that (all other things being equal) a person who received more benefits should pay a higher share of tax. The relative benefits received/available per property are effectively factored into property values.

Capacity to pay

This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.

Administrative simplicity

This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.

Economic efficiency

This refers to whether or not the tax distorts economic behaviour.

4.4 Policy consistency

The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

4.5 Valuation of Land

A council is permitted to adopt the following valuation methodologies to value the properties in its area:

- **Capital Value** – the value of the land and all the improvements on the land. The value reflects, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.
- **Annual Value** – a valuation of the rental potential of the property.

The Council will continue to use capital value as the basis for valuing land. The Council considers that this method provides the fairest way to distribute the rate burden across all ratepayers on the following basis:

- the 'capacity to pay' principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth; and

- property value is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

The Council will adopt the most recent valuations made by the Valuer- General at the time of the annual declaration of rates.

4.6 Objection to Valuation

If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the valuation referred to in the rate notice by writing served personally or by post on the Valuer-General within 60 days after the date of service of the notice, provided they have not:

- (a) previously received a notice or notices under the *Local Government Act 1999* referring to the valuation and informing them of a 60-day objection period, the objection period is 60 days after service of the first such notice; or
- (b) Previously had an objection to the valuation considered by the Valuer-General.

The Valuer-General may extend the 60-day objection period where it can be shown that there is reasonable cause to do so by a person entitled to make an objection to a valuation.

Objections can be submitted to the Office of the Valuer-General via:

Online: www.valuergeneral.sa.gov.au

Email: OVGobjections@sa.gov.au

Post: GPO Box 1354, Adelaide 5001

Fax: 08 8115 5709

In Person: Land Services SA, Level 9, 101 Grenfell Street, Adelaide

The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

Pursuant to the provisions of the *Local Government Act 1999*, the Council shall either refund any rate amount overpaid as a result of a valuation objection, or, where determined by the Council, credited against future rates liabilities on the relevant land.

4.7 Notional Values

Certain properties may be eligible for a “notional value” under the Valuation of Land Act 1971. This may apply if the property is the principal place of residence, and its value is enhanced by unrealised subdivision potential or a different potential land use. A notional value is generally less than the capital value and therefore would result in reduced rates.

Application by the ratepayer for a notional value must be made to the Office of the Valuer-General.

4.8 Minimum Rate

A minimum rate provides a mechanism whereby lower-valued properties do not pay less than a minimum amount, as determined by the Council.

The Council has elected to apply a minimum rate to ensure that all rateable properties make a base level contribution to the costs of maintaining assets and delivering services.

Provisions of the Local Government Act under section 158 (2)(d), allow for no more than 35% of properties to pay the set minimum amount.

The Council has determined that approximately <XX>% of properties will pay the minimum rate.

There are conditions regarding applying a minimum rate, with the imposition of the rate only once to properties constituting a single farm enterprise and contiguous/adjoining land. A minimum rate cannot be applied to marina berth properties.

The amount of the minimum rate is indicated on the rates notice where applicable.

4.9 Differential Rates

In addition to the use of a minimum rate, the Council has declared differential general rates in the dollar according to the use of the land.

The *Local Government Act 1999* allows councils to differentiate rates based on the use of the land, the locality of the land or on both the use and locality of the land.

The categories of land use are defined by the *Local Government (General) Regulations 1999*.

The Council will progressively increase the differential for commercial and industrial land uses to 150%, recognising their higher demand on infrastructure, the greater economic benefit derived from Council services, and their stronger capacity to pay.

To support a managed transition, the Council has adopted a staged implementation approach commencing with a 130% differential in 2026/27, with incremental increases to 150% over a period of five years.

The adopted differential rates for the current year are:

Land Use	Differential Rate %	Rationale
Residential	100%	The residential rate is set as the base differential from which all other differentials are measured. This category receives no loading or discount, reflecting a standard level of service consumption
Commercial	130%	The 130% differential represents their higher infrastructure demand, greater economic benefit derived from the Council's initiatives, programs and services as well as their greater capacity to pay.
Industrial	130%	
Primary Production	120%	The 120% differential recognises their commercial purpose and potential access to business deductions
Vacant Land	120%	The 120% differential recognises the benefits derived from Council infrastructure and planning services and is intended to encourage the timely development and efficient utilisation of land.
Other	120%	This category retained its differential percentage to maintain equity.

The land use attributed to a property is provided by the Office of the Valuer-General. If a ratepayer is of the opinion that a particular land use has been wrongly attributed to the

ratepayer's land by the Council for the purpose of levying differential rates, the ratepayer may object to the attribution of that land use.

The Council is responsible for accepting objections to land use. The objection must be lodged in writing and directed to the Council within 60 days of being notified of the land use.

Lodgement of an objection does not change the due date for the payment of rates.

4.10 Landscape Levy

The Council is required under the Landscape South Australian Act 2019 to make a specified contribution to the Green Adelaide Board. It does so by imposing a separate rate against all rateable properties.

This separate rate is effectively a State tax that councils are required to collect, and return to a State Government agency, the local Landscape Board. Even though it appears on the Council's rates notice, enquiries about this component should be directed to the Green Adelaide Board. The contact details are as follows:

Phone Number: (08) 8463 3733

Email: dew.greenadelaide@sa.gov.au

Address: GPO Box 1047, Adelaide SA 5001

Website: www.greenadelaide.sa.gov.au

4.11 Separate Rate

Section 154 of the Act allows a council to declare a separate rate on rateable land within a part of its area for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, the occupiers of the land, or visitors to that part of the area.

The Council has adopted the following Separate Rate:

The Parade Precinct Separate Rate

The Separate Rate for The Parade is levied for the purpose of promoting and marketing the Parade Precinct. This rate is applied to property owners within the precinct and is used solely for this purpose.

4.12 Cost of Living Concessions

A number of years ago, the State Government replaced rate concessions with a 'cost of living concession' that is paid directly to pensioners and concession card holders.

Information is available at:

Online: www.sa.gov.au/topics/care-and-support/concessions/household-concessions/cost-of-living-concessions

Email: concessions@sa.gov.au

Phone: 1800 307 758 - 9:00 am to 5:00 pm, Monday to Friday

4.13 Rate Capping Rebate

The Council considers it appropriate to grant pursuant to Section 166 (1)(l)(i) of the *Local Government Act 1999* a rebate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to a redistribution of the rates burden within the community arising from the change in the basis of rating.

A rebate will be granted* to commercial and industrial properties to limit the increase of the general rate to <XX>% over the amount of the general rate payable in the prior financial year.

*Exclusions apply where:

- any such increase is due in whole or in part to an increase in valuation of the land because of improvements made to it are worth more than \$30,000
- the ownership of the land has changed from the previous rating year
- the land use has changed from the previous rating year
- any such increase is in whole or part because of a change in the zoning of the land

Where a ratepayer is eligible to benefit from the application of the rate capping rebate, the Council's policy is to reflect the rate cap rebate on the rates notice when it is issued.

Maximum Rate Increase

Pursuant to Section 153 of the *Local Government Act 1999*, the Council has determined to fix a maximum increase in the general rate on any rateable land that is the principal place of residence of a principal rate payer.

For the 2026/27 financial year, the rebate will be automatically applied where the increase in rates payable from one financial year to the next financial year is greater than <XX>%.

4.14 Remission of Rates

The Council has a discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship. If you are suffering financial hardship, you may contact the Council's Rates Administrator to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits.

4.15 Postponement of Rates

Any person holding a State Seniors Card issued by the State Government may make application to Council for a postponement of the prescribed proportion of rates for the current or future financial years.

All applications of postponement will need to be considered in accordance with the relevant legislative provisions.

4.16 Mandatory Rebates

The *Local Government Act 1999* requires councils to rebate the rates payable on some land uses.

A 100% rebate must be applied to land used for:

- health services
- religious purposes
- public cemeteries
- the Royal Zoological Society

A 75% rebate (or more, at the Council's discretion) must be applied to land used by:

- community service organisations
- schools and universities

4.17 Discretionary rebates

The *Local Government Act 1999* enables the Council (upon application and subject to certain eligibility criteria) to grant discretionary rebates of up to 100% for land used for the purposes, such as:

- securing proper development of an area
- assisting or supporting a business
- preservation of historically significant places
- facilities or services for children or young persons
- accommodation for the aged or persons with disability
- other purposes

Upon receipt of your application, the Council will take into account:

- why there is a perceived need for financial assistance through a rebate.
- the level of rebate being sought.
- the extent of financial assistance, if any, being provided and/or in respect of the land by Commonwealth or State agencies.
- whether, and if so to what extent, you are or will be providing a service within the Council area.
- whether you are a public sector body, a private not for profit body or a private or profit body.
- the nature and extent of Council services provided in respect of the land, in comparison to services provided elsewhere in the Council's area.
- the community need, if any, that is being met by activities carried out on the land.
- the extent to which activities at the land for provide assistance or relief to disadvantaged persons.
- consideration of the full financial consequences of the rebate for the Council.
- the time the application is received.
- whether you may be eligible for a Council community grant; any other matters and policies of the Council, which the Council considers relevant.

For eligibility criteria, application processes, and conditions, please refer to the Council's Rebate Policy available on the Council's website or by contacting the Council's Rate Administrator.

4.18 Payment of Rates

The Council will collect rates quarterly on the dates to be specified on the rates notice, generally in the following months:

- September
- December
- March
- June

Rate notices will be issued quarterly however the total outstanding balance of rates may be paid at any time.

Rates may be paid via the following methods:

- Online:
- Telephone:
- In person:
- BPay:
- Centrepay:
- Direct debit:
- Post:
- Australia Post outlet:

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Fines and interest on overdue amounts will be applied in accordance with the Act.

4.19 Late Payment of Rates

The *Local Government Act 1999* provides that councils impose a penalty of 2% on any late payment for rates, whether instalment or otherwise. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Interest charged on late payments is charged on both the amount of the rate arrears and any interest that has previously been imposed. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow the Council to recover the administrative cost of following up unpaid rates and to cover any interest cost the Council may incur because it has not received the rates on time.

The Council imposes late payment penalties strictly in accordance with the *Local Government Act 1999*. The ability to remit penalties in whole or part is a power vested in the Council. Each case will be considered on its merit based on the information provided.

When the Council receives a payment in respect of overdue rates the Council applies the money received in accordance with Section 183 of the *Local Government Act 1999*, as follows:

- Firstly – to satisfy any costs awarded in connection with court proceedings
- Secondly – to satisfy any interest costs
- Thirdly – in payment of any fines imposed; and
- Fourthly – in payment of rates, in date order of their imposition (starting with the oldest account first).

4.20 Outstanding Rates

The Council will apply prudent debt collection practices in the recovery of outstanding rates in compliance with the Act and follow an ongoing assessment of arrears and systematic approach to debt recovery.

In accordance with the provisions of the Act, where an instalment of rates is not paid on or before the date on which it falls due, the Council will:

- (a) Send a reminder notice to the principal ratepayer with outstanding rate balances advising that payment is overdue;
- (b) Proceedings for collection of outstanding rate balances after that time may be collected by legal process.

4.21 Sale of Land for Non-Payment of Rates

The *Local Government Act 1999* provides that the Council may sell land where rates have been in arrears for three years or more.

Before selling land under this provision, the Council must give notice to the principal ratepayer stating the period of arrears, the total outstanding liability, and that the land may be sold if the amount is not paid in full within one month of service of the notice, or such longer period as the Council may allow.

The Council must also provide notice to the registered owner (if different from the principal ratepayer), any registered mortgagee, any caveator, and, where applicable, the relevant Minister where the land is held under Crown lease, licence or agreement to purchase.

4.22 Changes to Assessment Records

All changes to postal address of ratepayer/owner and changes of ownership of a property must be notified promptly to the Council in writing.

4.23 Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions. Where a ratepayer believes that the Council has failed to properly apply this policy it should raise the matter with the Council.



**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**

Name	Question	Response
Paul Ensor, St Peters	Suggested that the number of ratepayers who pay the minimum rate be lowered (based on the principle of equity) which could be used to offset the 2026-2027 Deficit.	The Council is seeking to reduce the proportion of number of properties that pay the minimum rate as part of the Rates Strategy. While lowering the minimum rate may improve equity by reducing the rates burden on some lower-valued properties, it would also redistribute the rates requirement to higher-valued properties rather than generating additional revenue. As the Council is required to raise the total rates revenue needed to fund its adopted budget, a reduction in the minimum rate would not reduce the forecast operating deficit but would instead alter how the rates burden is shared across ratepayers. The Council will continue to review the appropriateness of the minimum rate as part of its annual rating strategy, having regard to equity, affordability, and legislative requirements, including the legislative requirements to ensure that no more than 35% of rateable properties are eligible for the minimum rate.
Joan Sedsman, Stepney	What can be done about pedestrian safety in Ann Street?	Funding to install a raised (wombat) pedestrian priority crossing in Ann Street, Stepney, has been included in the draft 2026-2027 Budget.
Marishia Marchant, Hackney	Has been advocating for traffic calming measures for Richmond Street, Hackney and claims that the reduced 40km/h speed limit has not resolved the traffic management issues. Referred to Prospect and Charles Sturt Councils that have installed speed humps for similar environments with success? Other Matters: • Vegetation overgrown onto footpaths, so pedestrians forced onto roadway in way of vehicles. • No safe crossing onto Twelftree Reserve • Requesting Council to prioritise funding for Richmond Street improvements in the 2026-2027 Budget.	The Council has resolved to place the detailed design phase of the Richmond Street Bikeway and Streetscape Project on hold, pending further review and investigations associated with the proposed redevelopment of the Adelaide Caravan Park property. As part of the current redevelopment proposal, a section of shared-use path infrastructure has been identified within the Adelaide Caravan Park property, should the development proceed. Accordingly, the Council has determined to pause further progression of the current streetscape design, including traffic calming measures and pedestrian crossing improvements, while broader investigations are undertaken regarding the future delivery of the Council's strategic cycling network in this area and its potential integration with the Adelaide Caravan Park redevelopment.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		In accordance with the Council's resolution set out above, no funding for Richmond Street improvements have been included in the draft 2026-2027 Budget. Property owners have a responsibility to maintain vegetation so that it does not impede access and use of the footpath. Where vegetation is overgrowing onto footpaths, the Council can issue a notice to the property owner to trim the vegetation.
Peter Fairlie-Jones, Norwood Representing the Norwood Residents Association	Gymnasium – it is difficult to understand how repayment was calculated. Was interest and depreciation were used to calculate the figures?	The viability of the Gymnasium Project (the Project), has been assessed using standard investment appraisal metrics. On this basis, the project (inclusive of the construction of the gym and additional car park) has an estimated payback period of approximately 11.1 years. In addition, the Project's rate of return is calculated at 11.53% which comfortably exceeds the cost of borrowing funds to undertake the project, indicating that the operating cashflows generated by the gymnasium are sufficient to service and outperform the cost of finance over time. On this basis, the Project demonstrates a strong positive Net Present Value (NPV) of \$6,178,953 over an assumed 40-year asset life. The NPV analysis considers the cost of borrowing and reflects a value based on today's prices. As is consistent with financial principles, the payback period is calculated on a pre-financing basis, which is the conventional approach for assessing the underlying performance of a capital investment, independent of how it is funded. Similarly, the cost of depreciation is also excluded from this assessment. Whilst the Council is required to make provision for the cost of depreciation within its Budget, it is not viable to predict whether the asset would be renewed at its end of life. Such consideration would be subject to an additional cost benefit analysis at that time.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
Andrew Killey	What is the business case for the gym at PMSC?	It is also important to note that whilst a 40-year life has been used to inform the calculation of depreciation currently, if approved, both the gym and car park would be subject to the Council's normal valuation and depreciation methodologies (e.g. car parks typically have a useful life of approximately 100 years, subject to being maintained appropriately). Independent financial modelling has been undertaken to determine the viability of the proposed gym. The financial forecasts incorporate benchmarked performance of other similar aquatic centres that include a gym and operate in locations that include privately managed gyms. As part of the Payneham Memorial Swimming Centre management procurement process, tenderers were invited to: • provide commentary on the viability of including a gym within the Payneham Memorial Swimming Centre; • assess the gymnasium concept designs and provide feedback in relation to its commerciality and functionality; and • provide a three-year budget. In response, all tenderers: • strongly supported the inclusion of a gym; • made suggestions to improve the design to improve functionality and, in some cases, to reduce the capital cost; and • provided a budget based upon an assessment of expected performance (including demand). As a result, the Council's independent modelling was updated to reflect a slight reduction in participation and increases to electricity and staffing costs.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		The forecast participation (and associated financial modelling) reflects a participation level at 70% of the participation levels consistently achieved at The Arc (Campbelltown City Council), which typically operates at full capacity when compared to the Payneham Memorial Swimming Centre. On this basis, the gym project's rate of return is calculated at 11.53% which comfortably exceeds the cost of borrowing, indicating that the operating cashflows generated by the gymnasium are sufficient to service and outperform the cost of finance over time. Consequently, the project demonstrates a strong positive Net Present Value (NPV) of \$6,178,953 over an assumed 40-year asset life, significantly offsetting the subsidy payable to operate the PMSC (estimated to be around \$1 million per annum). The NPV analysis considers the cost of borrowing and reflects a value based on today's prices.
Matthew Pole, St Peters	Stated that the gym is a risk and that the budget will blow out or the project will get descoped.	When the concepts for the PMSC were being developed, concepts included a range of designs over a long period of time. Earlier designs included the construction of a gymnasium, the Council resolved not to proceed with this design element as the scale of the entire design was considered to be cost prohibitive. As such, it was not an oversight.
Representing the St Peters Residents Association	Was it an oversight of staff not to include in PMSC?	The Council has progressed the current design of the gym to approximately 30% completion. This level of design provides the necessary detail from which a reliable cost estimate can be developed. The gym design presents as a lower-risk construction project when compared to the complexity of the Payneham Memorial Swimming Centre construction project. In addition, the Council has also utilised the existing Payneham Memorial Swimming Centre project team to retain knowledge of the site and the design and construction of the swimming centre, mitigating against risks associated with unforeseen construction and design challenges.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		It is also envisaged, based on advice from the Council's preferred manager of the Payneham Memorial Swimming Centre, that some minor modifications can be made to the design which offer value management opportunities to control budget overruns. Since obtaining this cost escalation, and noting the impact of world events, the Council's independent Cost Consultant (Rider Levett Bucknall) has revised their Tender Price Index (used to inform the cost of escalation). The impact of the revised Tender Price Index is outlined below: a. an increase from 6.0% to 6.7% for the tender period from October 2025 to February 2027; and b. an increase from 2.0% to 2.5% for the construction period from February to December 2027. This represents a total variance of 1.2% which equates to a cost increase of approximately \$46,000 (on the basis construction occurs in the period outlined). In addition, the construction of the gym will be subject to a tender process. Hence, the final decision to progress the project will be subject to receiving a fixed tender price.
Roger Bryson, Kensington	Requested that the Council has a stronger focus on built heritage.	The Council has a strong and long-standing record of focussing on built heritage protection, advocacy and promotion. The Council's built heritage priorities are clearly articulated in its <i>2022-2027 Built Heritage Strategy</i>. Council staff are currently investigating further opportunities to provide demolition protection to vulnerable 'at risk' buildings that have historic value but do not currently have demolition protection under the <i>Planning & Design Code</i>.
Representing the Kensington Residents Association	Requested that a toilet be provided in Borthwick Park.	

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		Development Applications for the demolition of heritage listed buildings are carefully considered by the Council's planning staff and the Council Assessment Panel and must be assessed against the relevant provisions of the <i>Planning & Design Code</i>. The Council will continue to advocate for stronger heritage protections within the Planning & Design Code, as those opportunities arise. Funding for a public toilet has not been included in the draft 2026-2027 Annual Business Plan and Budget.
Maggie Faseth, Norwood	Stated that hirers of the Beulah Road Hall are being relocated as the venue being renovated as hall for hire. Where do community groups meet now?	Planned maintenance of the Beulah Road Hall. This includes painting of the internal walls and as such, hirers will need to be relocated or modifying their use for a period of three weeks whilst maintenance work is undertaken. To minimise disruption, Council staff have engaged with all existing users of the Beulah Road Hall to work with them to minimise the impact whilst the painting is undertaken. This includes assisting users by providing an alternate meeting space or re-scheduling their use of the Hall.
Antonia Cardone, Norwood	Expressed concerns that essential footpath projects will be delayed to accommodate The Parade Masterplan renewal.	The Council has resolved to undertake community consultation on the revised scope of the project and will also consider different asset renewal scenarios to inform a staged delivery of upgrades and renewals for The Parade has been assessed. It should be noted however that The Parade comprises civil elements such as footpaths, kerbing and other associated elements as is the case with every civil infrastructure asset.



**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**

Name	Question	Response
David Cree, St Peters	Referred to risks associated with the Gymnasium - Table 9.1.1.0 in the Prudential Report. This table shows first positive return to be in 2030. • Table does not show when the payback occurs? • Concerns that figures in table have been prepared on an EBITA basis – are interest costs included?	The Council has assessed the viability of the gym project using standard investment appraisal metrics. On this basis the project (inclusive of the construction of the gym and additional car park) has an estimated payback period of approximately 11.1 years. In addition, the project's rate of return is calculated at 11.53% which comfortably exceeds the Council's cost of borrowing, indicating that the operating cashflows generated by the gymnasium are sufficient to service and outperform the cost of finance over time. On this basis, the project demonstrates a strong positive Net Present Value (NPV) of \$6,178,953 over an assumed 40-year asset life. The NPV analysis considers the cost of borrowing and reflects a value based on today's prices. The Net Cumulative Incremental Cash Flow for the gymnasiums first 12 years is illustrated in the attached table. As is consistent with financial principles, the payback period is calculated on a pre-financing basis, which is the conventional approach for assessing the underlying performance of a capital investment, independent of how it is funded. Similarly, the cost of depreciation is also excluded from this assessment. Whilst the Council is required to make provision for the cost of depreciation within its Budget, it is not viable to predict whether the asset would be renewed at its end of life for the purpose of being a gym. Such consideration would be subject to an additional cost benefit analysis at that time.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



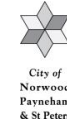
Name	Question	Response																												
		It is also important to note that whilst a 40-year life has been used to inform the calculation of depreciation currently, if approved, both the gym and car park would be subject to the Council's normal valuation and depreciation methodologies (e.g. car parks typically have a useful life of approximately 100 years). Removing the gymnasium from the Long-Term Financial Plan (LTFP) results in a total loss of \$1.8m in income over 10 years represented as lost income of \$5.8m offset by an improvement in Finance costs of \$3.1m and a reduction in depreciation of \$0.9m. It also reduces the Council's debt level at the start of the LTFP cycle which provides a higher capacity to repay debt in the first 7 years. The comparative impact is illustrated in the table below: <table><tr><th></th><th>2026/27</th><th>2027/28</th><th>2028/29</th><th>2029/30</th><th>2030/31</th><th>2031/32</th></tr><tr><td>SURPLUS WITH GYM</td><td>-\$ 1,919</td><td>-\$ 762</td><td>\$ 1,324</td><td>\$ 2,147</td><td>\$ 3,422</td><td>\$ 4,435</td></tr><tr><td>SURPLUS WITHOUT GYM</td><td>-\$ 1,759</td><td>-\$ 314</td><td>\$ 1,492</td><td>\$ 2,096</td><td>\$ 3,134</td><td>\$ 4,116</td></tr><tr><td>CHANGE IN SURPLUS</td><td>-\$ 160</td><td>-\$ 447</td><td>\$ 168</td><td>\$ 51</td><td>\$ 288</td><td>\$ 319</td></tr></table>		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	SURPLUS WITH GYM	-\$ 1,919	-\$ 762	\$ 1,324	\$ 2,147	\$ 3,422	\$ 4,435	SURPLUS WITHOUT GYM	-\$ 1,759	-\$ 314	\$ 1,492	\$ 2,096	\$ 3,134	\$ 4,116	CHANGE IN SURPLUS	-\$ 160	-\$ 447	\$ 168	\$ 51	\$ 288	\$ 319
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Madeleine St Johnstone Romano	Requested that all trees be watered. Council could undertake some community messaging to encourage residents to water street trees.	The Council plants approximately 500 new street trees per year. Each new tree is watered regularly for three (3) years, equating to approximately 1500 street trees being watered throughout each year. The resources required and practicality of watering all trees (some 22,000 street trees) in the City is not feasible or practical. The suggestion to undertake community messaging to encourage residents to water street trees is noted and will be considered.																												



**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**

Name	Question	Response
Ian Radbone	Referred to the cost of the drainage works undertaken in Theresa Street and Brown Street, Norwood. - Have Treenet inlets been considered as a cheaper alternative to stormwater works, and if it has been rejected, why? - Has the Council considered the adoption of Donald Shoup style parking? - popularized the theory that an 85% occupancy rate of on-street parking spaces would be the most efficient use of public parking, 'Pay as you park'.	Three (3) stormwater projects are proposed to be undertaken in Norwood as part of the Council's 2026-2027 Stormwater Asset Renewal Program. These include Brown Street bridge/culvert structural repairs, design for stormwater improvements to address flooding at the intersection of William Street and Elisabeth Street, and investigation and assessment of existing stormwater infrastructure in Theresa Street in response to concerns that have been raised by residents regarding flooding at the eastern side (dead end). Treenet inlets will be considered in lieu of or in addition to stormwater upgrades where appropriate. The Council's On-Street Parking Policy references and adopts aspects of Donald Shoup's theoretical approach to parking management, noting that the optimum occupancy range for on-street parking ranges between 65% and 85%. Where the average on-street parking occupancy rates consistently exceed 85%, the Policy states that a change to the parking management approach may be necessary to encourage turn-over of the spaces. The Council's traffic engineering staff periodically undertake and analyse occupancy surveys to determine whether changes to on-street parking controls are required. The introduction of timed parking controls can be applied to a street or within a defined area, with the aim of achieving average on-street parking occupancy rates of between 65% and 85%. The introduction of paid parking, as is advocated for by Donald Shoup in his on-street parking literature, is another parking management tool that can be used to influence occupancy rates, whilst also providing a new revenue stream for the Council, that could in turn, be reinvested towards infrastructure improvements for The Parade. That said, the suggestion to charge users for on-street parking on The Parade has some drawbacks.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		The provision of on-street parking in the commercial core of The Parade, between Portrush Road and Sydenham Road, is provided to support business and economic activities along The Parade. Charging users to park on The Parade may deter casual visits to local businesses and if the parking fees are set too high, visitors may seek to park in surrounding areas, which may increase parking congestion in nearby residential areas or visitors may by-pass The Parade altogether and visit other precincts where parking is free or more convenient. At this point in time, the benefits of charging a fee for the use of on-street parking bays on The Parade, are not considered to outweigh the benefits of providing free, accessible parking opportunities to support local businesses. As such, there are no current plans to introduce a user charge for on-street parking on The Parade and the optimisation of parking occupancy is managed through the implementation of timed parking controls, as those needs arise.
Tim O'Loughlin	Concerned about the Prudential Report for the proposed gym. • Who will be operating the gymnasium? • Will the Council be subsidising the gymnasium? • Will ratepayers be underwriting the gymnasium?	The proposed gym would be integrated into the Payneham Memorial Swimming Pool management and would be operated by the same specialist third party manager who will operate the Payneham Memorial Swimming Centre. The gym will provide an additional service rather than operate as a standalone and separate gym business. Independent financial modelling has been undertaken to assess and determine the viability of the proposed gym. The financial forecasts incorporate benchmarked performance of other similar aquatic centres that include a gym and operate in locations that include privately managed gyms.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



Name	Question	Response
		As part of the Payneham Memorial Swimming Centre management procurement process, tenderers were invited to: • provide commentary on the viability of including a gym within the Payneham Memorial Swimming Centre; • assess the gymnasium concept designs and provide feedback in relation to its commerciality and functionality; and • provide a three-year budget. In response, all tenderers: • strongly supported the inclusion of a gym; • made suggestions to improve the design to improve functionality and, in some cases, to reduce the capital cost; and • provided a budget based upon an assessment of expected performance (including demand). As a result, the Council's independent modelling was updated to reflect a slight reduction in participation and increases to electricity and staffing costs. The forecast participation (and associated financial modelling) reflects a participation level at 70% of the participation levels consistently achieved at The Arc (which typically operates at full capacity when compared to the Payneham Memorial Swimming Centre). On this basis, the gym project's rate of return is calculated at 11.53% which comfortably exceeds the Council's cost of borrowing, indicating that the operating cashflows generated by the gymnasium are sufficient to service and outperform the cost of finance over time. Consequently, the project demonstrates a strong positive Net Present Value (NPV) of \$6,178,953 over an assumed 40-year asset life, significantly offsetting the subsidy payable to operate the PMSC (estimated to be around \$1 million per annum). The NPV analysis considers the cost of borrowing and reflects a value based on today's prices.

**Draft 2026-2027 Annual Business Plan and Budget
Public Meeting
Public Submissions – Questions & Responses**



City of
Norwood
Payneham
& St Peters

Name	Question	Response
Leon Watkins, Norwood	Requested that the Council retains the Norwood Swimming Centre.	The Council's Swimming Centres Long Term Strategy sets out the direction for both the Norwood Swimming Centre and the Payneham Memorial Swimming Centre. The key components within the Strategy include retention of both Swimming Centres.

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:

- Business & Economic Development Advisory Committee – 16 June 2026
(A copy of the minutes of the Business & Economic Development Advisory Committee meeting is included as **Attachment A**.)

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Business and Economic Development Advisory Committee**

That the Minutes of the meeting of the Business & Economic Development Advisory Committee held on 16 June 2026, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Business & Economic Development Advisory Committee Minutes

16 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.*

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

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City of
Norwood
Payneham
& St Peters

1 CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 14 APRIL 20263

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The Presiding Member declared the meeting open at 6.30pm.

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
Cr Hugh Holfeld
Cr Garry Knoblauch
Amanda Grocock (Committee Member)
Amanda Pepe (Committee Member)
Joshua Baldwin (Committee Member)
Matt Grant (Committee Member)

Staff Mario Barone (Chief Executive Officer)
Claire Betchley (Manager, Marketing & Place Activation)
Eve Green (Co-Ordinator, Place Activation & Economy)

APOLOGIES Nil

1 CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 14 APRIL 2026

Amanda Grocock moved:

That the Minutes of the Business & Economic Development Advisory Committee Meeting held on 14 April 2026 be taken as read and confirmed.

Seconded by Cr Holfeld and carried unanimously.

2 PRESIDING MEMBER'S COMMUNICATION

Nil

3 COMMITTEE MEMBER DECLARATION OF INTEREST

Nil

4 PRESENTATIONS

4.1 GEORGE STREET UPGRADE

The Manager, Strategic Communications & Advocacy provided a presentation to the Committee on the George Street upgrade Project communications strategy.

5 MATTERS FOR DECISION

5.1 2026 SMALL BUSINESS FRIENDLY – RED TAPE REDUCTION PROJECT

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

PURPOSE OF THE REPORT

The purpose of this report is to provide the Business & Economic Development Advisory Committee with an overview of the Project Plan submitted to the *Small Business Friendly Council* (SBFC) as part of its Red Tape Reduction Project and to seek the Committee's advice in respect to enhancing this Project.

BACKGROUND

On Tuesday, 15 July 2025, the Council re-signed the Small Business Friendly Commission Charter.

Members of the Small Business Friendly Council Program are required to be committed to working with small businesses, industry, community, and government, to create a more supportive environment for small business success.

The Charter outlines the Councils' commitment to supporting the success of small businesses and it builds on the original Small Business Friendly Council Program launched by the Office of the South Australian Small Business Commissioner in 2017 and reflects evolving undertakings and lessons learned along the way.

To be small business friendly means that councils are engaged, collaborative, innovative and are able to demonstrate a clear commitment to continuous improvement.

By signing the Small Business Friendly Council Charter, the Council commits to upholding the Program's core principles and delivering on the specific actions outlined across three key pillars:

- payment terms;
- dispute resolution; and
- red tape reduction.

The Charter also requires the Council to submit annual reports, which will assist the Small Business Commission to identify best practice examples that can be shared with other participating councils.

The Councils interface with the City's business sector is fundamental to building, enhancing and maintaining the excellent working relationship between the Council and the City's Business Sector. Improving communication as well as reducing red tape are fundamental to ensuring the excellent reputation that this City has in terms of business success.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

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

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

FINANCIAL AND BUDGET IMPLICATIONS

The Red Tape Reduction Project will deliver website modules that can be utilised across Council's main website and associated precinct sub-sites, including Magill Road, The Parade and Look East.

Funding has been allocated as part of the Council's existing website development and Economic Development budgets and as such, no additional funds are required.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Nil

Other Agencies

Nil

DISCUSSION

Following a workshop with the Small Business Commission SA staff on Thursday, 12 February 2026, Council Staff were tasked to report on one particular project that would assist with reducing the Red Tape for our small businesses.

The project selected for the Small Business Friendly Council Red Tape Reduction Project is the redevelopment of the Business & Economy section of Council's website. The project will focus on monitoring, improving and reporting on the delivery of the website enhancement initiative currently being undertaken by staff. This project was identified as a priority due to existing challenges experienced by businesses, including being redirected between departments, difficulty locating permit and approval information, and duplication in enquiries relating to regulatory requirements and processes.

While the Project will not alter legislative or statutory requirements, it aims to significantly improve the way business-related information, processes and support pathways are presented and accessed, resulting in a more streamlined and user-friendly experience for businesses engaging with Council.

The Business & Economy website improvement project aims to address current challenges faced by new and existing businesses when navigating council information and processes online. At present, the structure of the Business & Economy pages can make it difficult for businesses to clearly understand requirements, identify the appropriate council contact area, and access relevant guidance efficiently.

As part of the project, the business-related web pages will be redesigned and reorganised to provide information in a clearer, more logical and accessible format. Developed collaboratively with relevant council departments, the revised structure will support businesses to more easily understand processes, locate accurate information, and engage with the appropriate council representatives without unnecessary delays or administrative burden.

This project is being coordinated by the Councils Place Activation Unit and will also include the Urban Planning staff.

The webpage will function as a central, continually updated reference point for the business community, ensuring that key information, contacts and opportunities are consolidated in one accessible location.

Successful delivery of the project will result in businesses being able to find required information more quickly, reduced redirection of enquiries between council departments, and an increase in businesses independently completing required processes online. User feedback and reporting are also expected to demonstrate improved clarity, navigation and accessibility across the business pages, while administrative steps associated with understanding and meeting business requirements should be significantly reduced.

A 12-month delivery timeframe is considered achievable, with stages progressively completed and released as individual sections are finalised. Delivery will be dependent on timely input and collaboration across relevant council areas to ensure information is accurate, consistent and aligned across departments.

Following multiple stages of business engagement on the needs, structure and design of the website, the revised website will be presented to the Business and Economic Development Advisory Committee for further feedback prior to the website being released to the public.

Engagement with the Business community to provide their feedback will also be included in this Project. We will use new businesses as our case studies and allow for feedback on how best to improve these pages.

The project supports the Councils Business and Economic Development initiatives by making it easier for businesses to understand the Councils requirements, reducing unnecessary administrative steps and improving the efficiency of engagement with Council services. It also aligns with the Councils Strategic Management Plan City Plan 2030 through the delivery of clearer information, improved accessibility and a more streamlined customer experience.

In addition, the initiative complements internal organisational objectives by improving communication between council areas, streamlining processes and reducing avoidable delays that contribute to administrative complexity for business owners.

Success measures may include reductions in redirected enquiries, website analytics relating to page navigation and time spent locating information, increased completion of online processes, and qualitative feedback gathered through business engagement activities.

OPTIONS

Nil

CONCLUSION

Most interactions that business owners have with government are at a local level, which is why it is essential that the Council continues to focus on building stronger, more productive relationships, which result in better outcomes for the business and community.

Whilst Council has consistently delivered high-quality services to businesses within the City of Norwood Payneham & St Peters, including prior to its formal commitment to the Small Business Friendly Council initiative, it is pleasing to continue strengthening this approach and to be formally recognised as a business-friendly Council.

The Committee's views and advice in terms of how this project could be enhanced and/or improved is now sought. Any advice that is provided by the Committee will be incorporated into the Project.

RECOMMENDATION

1. *That the report be received and noted.*
 2. *That the Committee's advice in respect to how this project could be enhanced be provided to the Council.*
-

Cr Knoblauch moved:

1. *That the report be received and noted.*
2. *That staff undertake further investigations in respect to:*
 - a. *the specific issues that are facing business operators in terms of information from the Council;*
 - b. *what information are business operators seeking from the Council; and*
 - c. *opportunities to improve the interface between the Council and business operators.*

Seconded by Matt Grant and carried unanimously.

5.2 RE-NAMING OF THE EASTSIDE WINE & ALE TRAIL

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

PURPOSE OF THE REPORT

The purpose of this report is to seek the Committee's endorsement of a proposed change to the title of the *Eastside Wine & Ale Trail*, to ensure that the brand accurately reflects the current composition and experience of this longstanding initiative and to seek the Committee's advice in respect to both the name of the initiative and its marketing.

BACKGROUND

The *Eastside Wine & Ale Trail* was established by the Council in February 2017, to promote a cluster of local beverage producers and encourage visitation to the City. At its inception, the Trail consisted of five (5) wine producers and one (1) brewery, with a clear focus on wine and craft beer experiences.

Since its inception, the initiative has experienced significant growth and diversification. It now comprises twelve (12) producers, including six (6) cellar doors, three (3) breweries and three (3) distilleries.

This evolution reflects broader industry trends and a growing consumer appetite for diverse, locally produced beverage experiences.

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

FINANCIAL AND BUDGET IMPLICATIONS

The proposed name change can be delivered with a low to moderate financial impact, with implementation staged and aligned to existing initiative promotion budgets. The total estimated cost is \$8,000, which covers updates to marketing and promotional materials including merchandise, rebranding assets for participating businesses, social media and website updates, and printed collateral. This allocation also includes adjustments to existing promotional signage across the City.

This cost will be fully absorbed within current budgets, and as such no additional funding is required. Any optional updates to business-owned assets or merchandise will be undertaken in consultation with participating businesses and where applicable, at their cost.

RISK MANAGEMENT

If the name and by implication, marketing of the initiative is not updated, there are several risks to its ongoing effectiveness and growth.

Firstly, there is a risk of continued misrepresentation of the initiative's offering. The current name does not acknowledge distilleries and no longer reflects the diversity of businesses involved. This may lead to missed opportunities to promote the full experience.

There is also a risk of reduced marketing effectiveness. A name that does not accurately describe the product limits the ability to clearly communicate the value of the initiative in promotional campaigns, potentially impacting visitation and engagement.

In addition, retaining the term "trail" presents a risk of mismatched visitor expectations. As the experience is not linear or route-based, visitors may find it difficult to navigate or understand how to engage with the initiative, which can affect overall satisfaction.

There is a further risk of excluding or undervaluing participating businesses, particularly distilleries, which are not currently represented in the name. This may impact stakeholder satisfaction and future participation.

Finally, there is a risk that the brand could become increasingly outdated over time. As consumer expectations evolve and competing destinations adopt more contemporary and inclusive branding, the initiative may lose its competitive edge if it does not adapt accordingly.

CONSULTATION

Elected Members

Nil

Community

Nil

Staff

Nil

Other Agencies

Preliminary discussions with participating businesses have identified support for a more inclusive and contemporary brand identity, with formal consultation to occur as part of implementation.

DISCUSSION

The *Eastside Wine & Ale Trail* has evolved significantly since its establishment in 2017, expanding from a small group of wine and beer producers to a diverse offering that now includes cellar doors, breweries and distilleries. The current name no longer accurately reflects this diversity or the way visitors experience the initiative.

A key issue is the continued perception of the initiative as a structured "trail", which implies a linear, bookable journey. In reality, the initiative operates as a dispersed network of independent venues, with visitors engaging in a flexible, self-directed way.

The current name, *Eastside Wine & Ale Trail*, no longer accurately reflects the composition of the initiative. Since its establishment, the number and diversity of producers has expanded significantly, most notably through the inclusion of distilleries. As a result, the existing name no longer represents the full range of participating businesses and understates the breadth of the offering. This creates a disconnect between visitor expectations and the actual experience and limits the effectiveness of marketing and promotion.

The continued relevance of the title of the initiative is now more evident than at any point since the initiative's establishment. At the time of inception, distilleries were not present within the local producer mix and were not anticipated to become a significant component of the initiative. However, this sector has continued to grow and mature rather than remaining a temporary trend, reinforcing the need for a name that accurately reflects the current and emerging industry landscape.

A key issue being experienced is the ongoing perception that the initiative operates as a structured, bookable “trail” experience. Despite previous adjustments to wording and promotional approaches, the term “trail” continues to generate expectations of a curated, sequential journey. In practice, however, the initiative operates as a dispersed network of independent venues with no fixed starting point or prescribed route. Visitors engage in a flexible, self-directed manner, choosing destinations based on preference rather than following a defined path. Retaining the term therefore risks ongoing misalignment between expectation and experience.

Importantly, removing the word “trail” does not diminish the established identity of the initiative. Brand equity is retained through the “Eastside” identifier and the continued focus on locally produced beverage categories, which anchor the initiative both geographically and conceptually. The proposed change instead modernises the identity and better reflects contemporary visitor behaviour, where experiences are curated rather than linear or prescribed. This ensures the branding remains relevant, accurate, and better aligned with how the initiative is experienced in practice.

To address these issues, it is proposed that the initiative be renamed *Eastside Wine + Spirits + Ale*. This name provides a clear and inclusive representation of all core beverage producer types within the City, while maintaining a strong connection to the established brand. It is contemporary in tone, easy to understand, and suitable for use across a range of marketing and communication channels. It also provides flexibility for future growth, ensuring the brand remains relevant as the initiative continues to evolve. The order of wording has been deliberately structured to create a balanced and visually adaptable brand expression suitable for a variety of applications.

It is also recognised that there are additional beverage manufacturers operating within the City that may fall outside traditional alcohol-based categories. Opportunities may exist to promote these producers through complementary initiatives; however, inclusion within this initiative is defined by a clear set of criteria to ensure economic alignment and consistency of purpose. Participation is limited to South Australian-made beverage producers with a physical cellar door or shopfront located within the City of Norwood Payneham & St Peters, and where products are manufactured in South Australia.

This does not extend to general retail outlets or businesses that solely sell third-party products without direct involvement in production. The initiative is intended to support authentic makers and manufacturers, ensuring a clear focus on local economic development outcomes. This distinction reinforces the initiative’s positioning as a destination that supports local manufacturing, tourism, and hospitality through the responsible promotion of genuine South Australian producers.

Promotion and Implementation Support

The Council will continue to actively promote the *Eastside Wine + Spirits + Ale* initiative and participating businesses, through a coordinated suite of marketing and activation activities.

This will include the delivery of an annual (one or more over a weekend subject to business participation) organised bus tour program during the winter months, providing a structured opportunity to showcase participating venues to residents and visitors. In addition, initiative businesses will continue to be featured within Council’s existing *Food Secrets Bus Tour* program, with one venue included per tour where appropriate.

Ongoing promotional activity will also include external marketing opportunities such as print media features (e.g. SA Life Food magazine), as well as participation in major tourism and food and beverage events including *Cellar Door Fest* and the *Norwood Food & Wine Festival*, where relevant.

It is also proposed to undertake a refresh of the initiative’s digital presence, including redevelopment of the webpage and revitalisation of associated social media channels. This will be supported by a new suite of high-quality photography across all participating venues, with assets provided back to businesses for their own marketing and social media use.

In addition, it is also proposed to continue to support promotional consistency through the inclusion of initiative merchandise in *Food Secrets Bus Tour* packs, as well as the provision of updated collateral and marketing assets to participating businesses when involved in broader Council-led initiatives. Where appropriate, some collaborative marketing activities may be delivered in partnership with businesses, including co-investment in promotional materials or event participation.

Performance Measure

Performance is proposed to be measured through increased visitation and engagement across the initiative monitored by local businesses. Success will also be demonstrated through improved clarity and effectiveness of marketing activity, reflected in stronger audience understanding of the initiative offering.

In addition, growth in digital engagement and social media reach will indicate improved visibility and audience connection. Finally, stakeholder satisfaction, particularly among participating producers, will be monitored to ensure the initiative continues to meet industry and community expectations.

OPTIONS

The Committee have the options to:

1. Endorse the renaming of the *Eastside Wine & Ale Trail* to *Eastside Wine + Spirits + Ale* and proceed with implementation and staged rollout of the updated brand across marketing, communications and signage.
2. Recommend an alternative rebranding.
3. Retain the existing *Eastside Wine & Ale Trail* brand in its current form, with no changes made to the name or associated branding materials.

Option 1 is recommended for the reasons laid out in the Discussion.

CONCLUSION

The *Eastside Wine & Ale Trail* has evolved into a broader and more diverse offering than originally established. The current name no longer reflects the composition, scale, or experience of the offering. Renaming the initiative to *Eastside Wine + Spirits + Ale* provides a clear, inclusive and contemporary identity that aligns with its current and future direction.

The Council's role in this initiative is to support and strengthen a network of local beverage producers by providing a coordinated initiative identity and delivering targeted marketing, promotion and activation activities that enhance visibility, visitation and economic outcomes.

The initiative exists to support local manufacturing businesses by increasing awareness of the City of Norwood Payneham & St Peters as a destination for premium, locally produced wine, beer and spirits. The provision of a unified initiative identity, will enable the Council and individual producers, most of which are small and independently operated, to benefit from collective marketing reach and destination branding that would not be achievable individually.

The Council's role is not to operate commercial venues or direct business activity, but to act as a facilitator and connector, bringing together producers under a shared identity, supporting collaborative promotion, and leveraging broader tourism and events platforms to increase exposure for participating businesses.

This approach delivers clear economic development outcomes by driving visitation, supporting local employment, and strengthening the profile of the City of Norwood Payneham & St Peters as a destination for authentic, locally made products. It also supports place-making objectives by activating initiatives, encouraging visitor dispersal, and enhancing the City's visitor economy offering.

Changing the title of this initiative and the associated promotional program, will strengthen the initiative by ensuring that the title accurately reflects the current composition of this sector of the City' Business Sector and in turn, continue to enhance the visitor experience as well as building on the City's food and beverage manufacturing sector.

The Committees advice and endorsement of a new title and ideas for the ongoing marketing of this initiative, is now sought.

RECOMMENDATION

1. *That the report be received and noted.*
 2. *That the Committee's advice in respect to the title and marketing of the Eastside Wine & Ale Trail be provided to the Council.*
-

Amanda Grocock moved:

1. *That the report be received and noted.*
2. *That staff undertake consultation with the food and beverage manufacturers located within the City of Norwood Payneham & St Peters in respect to the re-naming and marketing of the Eastside Wine & Ale Trail, including the potential to develop a "Makers Mark" that could be applied/used by all food and beverage manufacturers within the City of Norwood Payneham & St Peters.*
3. *That a report be provided to the Committee on the outcome of the consultation and proposed title change.*

Seconded by Amanda Pepe and carried unanimously.

5.3 SUMMARY OF THE 2025-2026 BUDGET ALLOCATION FOR THE PARADE PRECINCT

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

PURPOSE OF THE REPORT

The purpose of this report is to provide the Business & Economic Development Advisory Committee with a summary of the activities undertaken in respect to 2025-2026 The Parade Annual Business Plan and Budget. And to seek the Committees advice on how marketing and promotion of The Parade precinct can be enhanced.

BACKGROUND

At its meeting held on 2 June 2025, the Committee endorsed the following:

1. *That a Separate Rate for The Parade Norwood Precinct be endorsed for the 2025-2026 financial year.*
2. *Following consideration of the three (3) submissions that have been received during the consultation period, the revenue that is raised through application of the Separate Rate for The Parade Norwood Precinct be set at \$225,000 for the 2025-2026 financial year.*
3. *That the 2025-2026 The Parade, Norwood Annual Business Plan be endorsed.*

These recommendations were subsequently adopted by the Council and implemented.

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

FINANCIAL AND BUDGET IMPLICATIONS

For the 2025-2026 financial year, as approved by the Council, \$225,000 was collected through the Separate Rate on the Parade Precinct.

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.

In the absence of one single landlord (as would normally be the case in a large shopping centre such as Burnside Village or a Westfield Shopping Centre), 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.

Similar arrangements exist across the metropolitan area.

Importantly, it also 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.

TABLE 1: ALLOCATION OF FUNDS FOR THE NORWOOD PARADE PRECINCT 2024-2025 BUDGET

Strategies	Allocation
<i>Events & Placemaking</i>	<i>\$35,000</i>
<i>Marketing & Communication</i>	<i>\$70,000</i>
<i>Identity & Brand</i>	<i>\$110,000</i>
<i>Business Support & Development</i>	<i>\$5,000</i>
<i>Administration</i>	<i>\$5,000</i>
Total	\$225,000

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. As such it is important that the expenditure is reported.

CONSULTATION

Elected Members

Not Applicable.

Community

Following the end of year reconciliation of expenditure and outcomes, a report will be available to all property and business operators with the Precinct.

Staff

Not Applicable.

Other Agencies

Nil

DISCUSSION

During the 2025-2026 financial year, the revenue collected through The Parade Precinct Separate Rate has been invested in a coordinated program of destination marketing, business activation, events and promotional initiatives designed to strengthen The Parade's position as South Australia's premier mainstreet destination.

The marketing program has focused on maintaining a consistent presence in the market, driving visitation, supporting local businesses and reinforcing The Parade's reputation as a vibrant precinct for dining, retail, entertainment and community experiences. Campaign activity throughout the year has included seasonal destination marketing campaigns, trader-led promotional initiatives, digital advertising, content creation, public relations opportunities, business engagement activities and major event support.

A key objective of the program has been to ensure that The Parade remains front of mind for residents, visitors and consumers, in an increasingly competitive environment where shopping, dining and entertainment choices continue to expand across metropolitan Adelaide. The campaigns delivered during the year, have highlighted the unique strengths of the Precinct, including its diverse business mix, established hospitality offering, community events, local business stories and strong sense of place.

The expenditure of funds collected through the Separate Rate, has been undertaken in accordance with The Parade Precinct Annual Business Plan, ensuring that all revenue collected has been directly applied to initiatives that benefit the Precinct and the businesses located within the Precinct. Through this investment, the Council has continued to act as the overarching marketing and destination management body for The Parade, delivering coordinated activities that would otherwise be difficult for individual businesses to achieve independently.

Attachment A provides a high-level summary of the marketing campaigns, promotional activities and business engagement initiatives that have been delivered throughout the 2025-2026 financial year, together with an overview of the allocation of the funds generated through the Separate Rate.

The continued investment of funds collected through the Separate Rate enables the Council to build on the momentum generated through these initiatives, respond to emerging market opportunities and ensure The Parade remains a competitive, vibrant and economically resilient destination for businesses, residents and visitors alike.

To achieve the initiatives contained in the 2025-2026 *Parade Precinct Annual Business Plan*, the following budget allocations were made

Budget Allocation

Events & Placemaking – A total of \$35,000 was allocated to: *Develop, deliver and support meaningful experiences that create remarkable memories on The Parade.*

TABLE 2: ALLOCATION OF FUNDS FOR EVENTS & PLACEMAKING

Item	Allocation
<i>Santos Tour Down Under – contribution to the event</i>	\$3,500
<i>AFL Gather Round – contribution to the events</i>	\$18,000
<i>George Street Upgrade activations</i>	\$1,500
Total	\$23,000

Marketing & Communications – A total of \$70,000 was allocated to: *Backed by research and analytics, implement a range of marketing campaigns and communication strategies that promote the strengths of The Parade to target markets.*

TABLE 3: ALLOCATION OF FUNDS FOR MARKETING & COMMUNICATIONS

Item	Allocation
<i>Website – update imagery and review functionality</i>	\$2,200
<i>Social Media – develop content to promote local services</i>	\$11,600
<i>Advertising – not limited to: radio, print publications, Google ads</i>	\$64,200
<i>Project specific advertising: George Street Upgrade</i>	\$6,000
Total	\$84,000

Identity & Brand – A total of \$110,000 has been allocated to: *Ensure The Parade, Norwood remains Adelaide's premier mainstreet through delivering initiatives that create connections, improve loyalty and drive brand awareness and visitation.*

TABLE 4: ALLOCATION OF FUNDS FOR INDENTITY & BRAND

Item	Allocation
Signage & Street Decorations – installation of Christmas Decorations and AFL Gather Round Street signage	\$36,000
Parade Gift Cards – promotion and competitions	\$7,000
Competitions – annual competition consisting of three-tiered prizes	\$68,000
Total	\$111,000

Business Support & Development – A total of \$5,000 was allocated to: *Create a conducive business environment where people flourish through education, training and networking.*

TABLE 5: ALLOCATION OF BUSINESS SUPPORT & DEVELOPMENT

Item	Allocation
Training & Workshops	\$400
Business SA Fundamentals Program sign-up	\$1,600
Total	\$2,000

Administration - A total of \$5,000 was allocated and spent to: *Ensure the ongoing and effective administration of the Committee (i.e. consultation material development for each financial year Annual Business Plan). This allocated budget will be spent to review the 2025-2026 Norwood Parade Precinct Annual Business Plan*

OPTIONS

This report is proved for information only. However, the Committee is requested to provide any ideas and suggestions on how marketing and promotion of The Parade can be improved and/or enhanced, particularly in light of the recent expansion of Burnside Village and the comparative advantage that The Parade continues to enjoy in respect the other metropolitan mainstreets and the Adelaide CBD.

CONCLUSION

The Parade Precinct Separate Rate continues to deliver significant value by providing a dedicated funding source to promote, activate and strengthen one of South Australia's most recognised mainstreet destinations. Through the delivery of targeted marketing campaigns, destination branding, events, business engagement initiatives and promotional activities, Council has maintained a strong focus on driving visitation, supporting local business growth and enhancing the overall appeal of the Precinct.

The outcomes that have been achieved during 2025-2026, demonstrate the ongoing importance of a coordinated approach to destination marketing and precinct management. The continued investment of funds that are generated through the Separate Rate ensures that The Parade remains competitive, responsive to changing consumer trends and well positioned to capitalise on future opportunities.

Accordingly, the Committees advice in terms of how/what improvements can be made to the marketing and promotion of The Parade, particularly in light of the recent expansion of Burnside Village, as well as the comparative advantages that The Parade continues to enjoy is now sought.

RECOMMENDATION

1. *That the Committee notes that a summary of the expenditure of the funds generated through the Separate Rate that was collected during the 2025-2025 financial year and the outcomes achieved, will be available to property owners and business operators with The Parade Precinct.*
 2. *That the Committee provide advice in respect to marketing and promotion of The Parade to the Council.*
-

Cr Knoblauch moved:

1. *That the Committee notes that a summary of the expenditure of the funds generated through the Separate Rate that was collected during the 2025-2025 financial year and the outcomes achieved, will be available to property owners and business operators with The Parade Precinct.*
2. *That in respect to marketing and promotion of The Parade Precinct, staff seek to include components which build on The Precinct's comparative and competitive advantage including, but not limited to the point of difference between the Precinct and its 'competitors'; telling the narrative about the difference/competitive and comparative advantages; maintaining and building upon the authenticity of the businesses within the Precinct and continuing with the 'meet the owners' promotions.*
3. *That a report be provided to the Committee on the proposed marketing arrangement for The Parade Precinct.*

Seconded by Amanda Pepe and carried unanimously.

5.4 2026 AFL GATHER ROUND SPENDMAPP RESULTS

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

PURPOSE OF THE REPORT

The purpose of this report is to provide the results of the economic activity during the 2026 AFL Gather Round period.

BACKGROUND

As Committee members are aware, the 2026 AFL Gather Round took place between Thursday 9 April to Sunday 12 April 2026.

Norwood Oval was again selected to host two (2) matches on Saturday 11 April and Sunday 12 April, with both matches again sold out.

Norwood Oval has been part of AFL Gather Round since its inception.

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

FINANCIAL AND BUDGET IMPLICATIONS

The data continues to demonstrate the significance of AFL Gather Round as a major visitor and spending driver, generating increased visitation, higher transaction volumes and greater overall expenditure across the local economy and the City generally.

These insights help quantify the value of major events such as AFL Gather Round in attracting visitors, supporting local businesses and enhancing the vibrancy of the precinct and the City of Norwood Payneham & St Peters.

RISK MANAGEMENT

Nil

CONSULTATION

Elected Members

Not Applicable.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

The Spendmapp data again demonstrates its propensity to significant increase economic activity across the City and in particular, within The Parade Precinct during the 2026 AFL Gather Round. When compared with previous Gather Round events and comparable weekends, the data indicates increased visitation and spending, reflecting the event's ability to attract both local patrons and visitors from interstate.

The data contained in Table 1 below, outlines the key trends that have been observed in respect to visitor expenditure, transaction volumes and visitation patterns.

TABLE 1: SPENDMAPP DATA – 2026 AFL GATHER ROUND

All Categories			
Norwood	Gather Round Weekend Spend	Comparison Weekend	Difference
	9-12 April 2026	16-19 April 2026	
	\$10,718,203 (\$10.7m)	\$9,743,896 (\$9.74m)	\$974,307 (9%)
Norwood *	Norwood Food & Wine Festival Spend	Comparison Weekend	Difference
	12 April 2026	19 April 2026	
	\$2,515,173 (\$2.52m)	\$1,647,589 (\$1.65m)	\$867,584 (34%)
* 2025 AFL Gather Round – all weekend – NORWOOD and all categories - \$7,948,160 (7.95m)			
City-wide **	Gather Round Weekend Spend	Comparison Weekend	Difference
	9-12 April 2026	16-19 April 2026	
	\$22,065,996 (\$22.1m)	\$21,161,351 (\$21.2m)	\$904,645 (4%)
** 2025 AFL Gather Round – all weekend – all NPSP and all categories - \$15,876,219 (15.9m)			
Dining, Entertainment, Bar & Clubs			
Norwood	Gather Round Weekend Spend	Comparison Weekend	Difference
	9-12 April 2026	16-19 April 2026	
	\$3,235,433 (\$3.24m)	\$2,067,401 (\$2.07m)	\$1,168,032 (36%)
Norwood	Norwood Food & Wine Festival Spend	Comparison Weekend	Difference
	12 April 2026	19 April 2026	
	\$1,390,552 (1.39m)	\$450,678	\$939,874 (67%)
City-wide	Gather Round Weekend Spend	Comparison Weekend	Difference
	9-12 April 2026	16-19 April 2026	
	\$5,510,576 (\$5.51m)	\$4,251,493 (\$4.25m)	\$1,259,083 (22%)

TABLE 2: SPENDMAPP DATA – 2026 NORWOOD FOOD & WINE FESTIVAL

Dining, Entertainment, Bar & Clubs			
Norwood	2026	2025	2024
	12 April 2026	13 April 2025	7 April 2024
	\$1,390,552 (\$1.39m)	\$1,540,873 (\$1.54m)	\$1,143,411 (1.14m)
	\$247,141 (21%) up from 2024	\$397,462 (34%) up from 2024	

Overall, the data highlights the positive economic impact of AFL Gather Round on the City and in particular, The Parade Precinct.

The increase in visitation, transaction activity and consumer spending, compared with benchmark periods demonstrate the economic impact of AFL Gather Round in terms of driving economic activity and supporting local businesses.

These outcomes reinforce the value of attracting and then leveraging off major events to strengthen the local economy, enhance destination appeal and contribute to a vibrant and active City.

In addition, the multiplier effects in terms of exposure and marketing are invaluable. To this end, not only are there significant economic impacts during AFL Gather Round, the exposure that the City's business sector receives, which in turn leads to repeat visitation and branding, cannot and should not be underestimated.

OPTIONS

This report is provided to the Committee for information purposes only.

Notwithstanding this, whilst venues for 2027 AFL Gather Round will not be selected until later this year, advice is sought from the Committee, not in respect to individual events our activations that can be scheduled, but rather, in respect to how the Council can leverage-off AFL Gather Round in terms exposure of AFL Gather Round and its positive impacts on the City's business sector generally (and not just the food and beverage sector) and in turn, get more "buy-in" from businesses across the City.

This discussion and advice from the Committee is important in terms of both the advocacy that will be progressed to secure AFL Gather Round for 2027 and beyond and to continue to build on the economic benefits that are clearly being accrued for the City's business sector.

CONCLUSION

The Spendmapp analysis confirms that AFL Gather Round has again delivered a measurable uplift in economic activity across the City and within The Parade Precinct and there have been year-on year increases since its inception. The data indicates significant increases in visitor numbers, transaction activity and overall spending, highlighting the event's ability to continue to attract additional patrons and encourage greater consumer expenditure.

These results reinforce the role of major events such as AFL Gather Round, in supporting local businesses, activating public spaces and strengthening the area's reputation as a destination for dining, retail and entertainment. The continued growth in visitation and spending associated with AFL Gather Round demonstrates the ongoing value of the event in contributing to the local economy and creating positive outcomes for businesses and the broader community.

RECOMMENDATION

1. *That the report be received and noted.*
2. *That the Committee's advice in respect to how the Council can continue to leverage-off AFL Gather Round in terms of exposure of AFL Gather Round to the City's business sector and increasing participation by businesses be provided to the Council.*

Cr Knoblauch moved:

That the report be received and noted.

Seconded by Matt Grant and carried unanimously.

6 OTHER BUSINESS

Nil

7 NEXT MEETING

Tuesday, 18 August 2026

8 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 8.40pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

15 OTHER BUSINESS

16 CONFIDENTIAL REPORTS

16.1 NORWOOD SWIMMING CENTRE MANAGEMENT AGREEMENT

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.

16.2 BAD DEBTS WRITE OFF (OTHER THAN RATES)

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.

16.3 FINANCIAL MATTER

RECOMMENDATION 1

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

- (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.

17 CLOSURE