Council Meeting
Agenda & Reports

4 August 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

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 4 August 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

30 July 2026

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) Andrew Hamilton (General Manager, Community Development) Natalia Axenova (Chief Financial Officer) Jenny McFeat (Manager, Governance) Allison Kane (Manager, Strategic Communications & Advocacy)

APOLOGIES

1 KAURNA ACKNOWLEDGEMENT

2 OPENING PRAYER

3 CONFIRMATION OF MINUTES OF THE COUNCIL MEETING HELD ON 7 JULY 2026

That the Minutes of the Council Meeting held on 7 July 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

Nil

10 DEPUTATIONS

Nil

11 PETITIONS

Nil

12 NOTICES OF MOTION

12.1 UPDATE ON THE ST PETERS BILLABONG

SUBMITTED BY: Cr Excell
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 Excell.

NOTICE OF MOTION

That an update be provided to the Council at the Council Meeting to be held on 1 September 2026, on the progress of the decision made by the Council at its meeting held on 3 November 2025, regarding the St Peters Billabong (Confidential Item 16.1).

REASONS IN SUPPORT OF MOTION

The Council has effectively dealt with many of the issues regarding the safety and accessibility to the St Peters Billabong embankment. These issues have been longstanding matters and have been progressively addressed.

The remaining matter, which was the subject of Confidential Agenda Item 16.1 at the Council Meeting held on 3 November 2025, is the only outstanding issue and continues to be the subject of significant community concern and discontent, particularly for those residents whose properties back on to the upper bank of the St Peters Billabong.

This motion seeks to provide Elected Members with a progress update on the resolution of the Council.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

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

12.2 BUILDING RENEWAL AND MAINTENANCE PROGRAM

SUBMITTED BY: Cr Excell
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 Excell.

NOTICE OF MOTION

1. *That a report be provided to the Council at its meeting to be held on 1 September 2026, that provides details of the buildings scheduled for maintenance or renewal as part of the 2026-2027 Annual Business Plan.*

2. *That the report also include information regarding any building assets that have passed their useful life and/or have been closed, either partly or completely to the public, because of their condition also be provided to Elected Members.*

REASONS IN SUPPORT OF MOTION

The Council owns and manages a significant number of building assets whose maintenance is included in the annual Asset Maintenance and Renewal Program.

Visibility of which buildings will be included in this annual schedule of maintenance and renewal is not as well promoted as other assets. For example, the 2026-2027 Annual Business Plan included location details of the Civil Works Renewal Program but did not included details on the planned renewal and maintenance on specific buildings.

The benefits of providing this information to ratepayers in a readily accessible format are that the investment activities undertaken by the Council to maintain our buildings and the priority of those buildings receiving this investment on an annual basis are well understood by our rate payers.

For Elected Members this provides the opportunity to have meaningful discussions with ratepayers and stakeholders on Council's priorities and investments.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, INFRASTRUCTURE & MAJOR PROJECTS

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

12.3 IMPLEMENTATION OF A 40KM PER HOUR SPEED LIMIT IN HEATHPOOL AND MARRYATVILLE

SUBMITTED BY: Cr Holfeld
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 Holfeld.

NOTICE OF MOTION

That the Council endorses the implementation of an area-wide 40 km/h speed limit within the suburbs of Heathpool and Marryatville, subject to the City of Burnside proceeding with the implementation of a corresponding area-wide 40 km/h speed limit within the adjoining suburbs and authorises staff to undertake all necessary actions to facilitate its coordinated delivery.

REASONS IN SUPPORT OF MOTION

Heathpool and Marryatville are the last remaining suburbs that our Council has not endorsed a 40 km/h speed limit within. Having a consistent speed limit across our suburban streets can reduce driver confusion and improve traffic management. Given Marryatville High School and other community buildings and facilities are within the area, and it is a thoroughfare during peak hours, it is a priority for the Council to address.

By proceeding to implementation, subject to the implementation of a 40km/h speed limit in the City of Burnside, State Government approval and funding, these benefits can be achieved in a timely manner. There is no State Government requirement for community consultation, as stated in Section 4.3 of the *Speed Limit Guideline for South Australia.*

STAFF COMMENT
PREPARED BY MANAGER, TRAFFIC & INTEGRATED TRANSPORT

The Council has progressively implemented area-wide 40 km/h speed limits across its local road network over several years, with most residential suburbs now operating under an area-wide 40 km/h speed limit.

Following the recent approval of the Kensington area-wide 40 km/h speed limit and the progression of the Felixstow proposal through the Department for Infrastructure &Transport (DIT) approval process, Marryatville and Heathpool remain the only suburbs within the City that have not been progressed.

Unlike previous area-wide 40 km/h initiatives, the suburbs of Marryatville and Heathpool, cannot be considered in isolation due to the structure of the surrounding local road network and Local Government boundary. The local road network within these suburbs, forms part of a broader precinct extending into the City of Burnside.

Progressing a speed limit reduction solely within this City, would result in an inconsistent treatment and would not achieve the intended network-wide benefits. Accordingly, implementation of the 40 km/h speed in these suburbs has been intentionally deferred pending the progression of a corresponding proposal by the City of Burnside.

The City of Burnside has recently completed community consultation on transport precinct plans for the adjoining suburbs, which included a proposal to introduce an area-wide 40 km/h speed limit.

Should the City of Burnside resolve to proceed with its proposals, this would provide the opportunity to implement a coordinated cross-boundary area-wide 40 km/h precinct, delivering a consistent operating environment across the interconnected local road network.

As part of DIT's approval process for introducing an area-wide 40 km/h speed limit, a formal Council resolution endorsing the proposed speed limit reduction is required before approval can be granted. This will enable staff to coordinate with the City of Burnside and progress the necessary approvals and implementation without requiring a further report to Council once the City of Burnside's position is confirmed.

The proposed approach supports the Council's ongoing strategic objective of expanding area-wide 40 km/h speed limits across the local road network, while ensuring that implementation occurs in a coordinated and efficient manner that reflects the functional operation of the broader precinct rather than administrative boundaries.

Due to the relatively small size of the Heathpool and Marryatville suburbs, the investigation, design and implementation of the proposed area-wide 40 km/h speed limit, including the installation of associated signage, can be accommodated within the existing Transport & Integrated Traffic Operating budgets.

Accordingly, no additional budget allocation is anticipated to be required should the City of Burnside proceed with its corresponding proposal.

13 STAFF REPORTS

13.1 RESILIENT EAST CLIMATE ACTION PLAN

REPORT AUTHOR: Sustainability Officer
APPROVED BY: General Manager, Urban Planning & Environment
ATTACHMENTS: A

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council for endorsement, the *Resilient East Climate Action Plan 2026–2031 (RECAP)*.

BACKGROUND

As Elected Members will recall, Resilient East is a long-standing regional partnership between eight (8) eastern metropolitan councils (Cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville) and the State Government, established to deliver coordinated climate related initiatives across the Eastern Adelaide Region, to enable climate resilient communities and natural systems.

The 2016 *Resilient East Climate Change Adaptation Plan,* provided a foundation for co-ordinated and collaborative adaptation actions (e.g. greening programs, Environmentally Sustainable Design and Water Sensitive Urban Design) which are now embedded in various strategies and plans. *The 2026-2031Resilient East Climate Action Plan (RECAP), seeks to* build on this work and sets the climate related strategic direction and framework for climate related actions for the Resilient East Partnering Councils, for the next five (5) years.

The preparation of the RECAP was facilitated by a $90,000 grant from the Federal Disaster Ready Fund with cash and in-kind contributions from the participating Councils.

Development of the RECAP was led by the Resilient East Steering Group with assistance from URPS (consultants) and Edge Impact (consultants) and informed by research, broad engagement (e.g. Council staff, Council executives, Elected Members and State and non-government organisations), risk assessments and multi-criteria assessments to develop six (6) priority projects that will be the focus of regional climate action and investment for the next five (5) years.

The *Resilient East Climate Change Adaptation Plan* is contained in **Attachment A**.

STRATEGIC DIRECTIONS

CityPlan 2030 **Alignment**

Outcome 4: Environmental Sustainability
A leader in environmental sustainability.

Objective 4.4: Mitigating and adapting to the impacts of climate change.

Strategy 4.4.2: Improve the resilience of our assets, facilities, public realm, services and operations to climate change.

FINANCIAL AND BUDGET IMPLICATIONS

The adoption of the RECAP does not require a financial contribution from the partnering councils.

Rather, it establishes a pipeline of regional projects that can be progressed incrementally using existing resources and where external funding, partnerships and grant opportunities can be pursued.

Any project requiring additional Council staff or financial commitments beyond existing arrangements will be presented to participating Councils for consideration, through normal budget processes.

There are no immediate additional financial commitments arising from the adoption of the RECAP. The plan functions as an ‘investment-ready’ strategic framework to guide future decision-making and prioritisation.

The Individual projects identified in the RECAP, will be subject to seeking separate funding proposals, partner Council resource allocation and / or external stakeholder participation as required.
This process will commence over the next twelve (12) months.

A core purpose of adopting the RECAP is to strengthen the region’s ability to secure external funding and partnership investment, thereby reducing reliance on individual Council budgets.

Resourcing and staffing

The RECAP does not create a requirement for participating Councils to allocate additional staff positions or commit specific staffing resources at the time of adoption.

The staffing estimates and FTE developed for each project are intended to indicate the total level of resourcing required to deliver the project across the region, rather than a staffing commitment expected from an individual Council. This resourcing may be provided through a combination of the Regional Coordinator, existing council staff, project lead councils, external consultants, partner organisations and grant-funded project resources.

Implementation in the early stages of the RECAP will focus on activities that can be delivered through existing governance arrangements, in-kind support and collaborative working arrangements between councils. As projects mature, opportunities will be pursued to secure external funding and project partners that can provide dedicated delivery resources and reduce reliance on council staff time.

Participation requirements will vary between projects and over time.

Councils will retain discretion regarding the level of involvement they have in individual projects and any future requests for financial contributions, staff allocations or project leadership roles will be considered through separate decision-making processes.

RISK MANAGEMENT

Climate change presents a material risk to Council’s operations, financial sustainability and service delivery. The RECAP provides a structured regional mechanism to identify, understand and collectively manage these risks.

The plan establishes clear governance arrangements through Resilient East, enabling oversight, coordination, monitoring and adaptation over time. Adoption of the RECAP supports prudent risk management and strengthens the Council’s ability to demonstrate due diligence in responding to foreseeable climate risks.

CONSULTATION

Elected Members

A regional Elected Member Workshop was held on 25 February 2026.

Community

Community engagement has informed the development of the RECAP through targeted workshops, engagement with partner organisations and consideration of community needs and vulnerabilities.

Implementation of the plan will continue to involve community-facing initiatives, partnerships with local organisations and consistent regional messaging to build awareness, preparedness and participation.

Staff

Targeted workshops were held with staff from across participating Councils to inform the development of the RECAP as outlined in the discussion section of this report.

Other Agencies

Organisations such as Green Adelaide, the Local Government Association of SA, Department of Environment and Water, Department of Infrastructure and Transport, SA Health, SA Council on Social Services, Red Cross, SA Power Networks and universities within South Australia, were all invited to participate in the targeted community workshops that informed the RECAP.

DISCUSSION

Eastern Adelaide is already experiencing a hotter, drier and more extreme climate. Increasing climate variability and severity of extreme weather events, will further increase pressure on infrastructure and services, the environment and community wellbeing.

While responding to climate change is a shared responsibility across all levels of government and the community, Local Government plays a vital role in influencing how people live, move and access services each day. Climate change is now considered a major strategic and financial risk for Councils with increasing requirements to reduce emissions and assess, disclose and manage climate risks.

Resilient East has developed the RECAP to set a five (5)-year roadmap for collective action through the delivery of six (6) priority projects. The projects were identified through a comprehensive process which included:

- background research to set the context for the Eastern Region;
- Strategic Foresight Workshop to describe the ‘future we want’ with key external and internal stakeholders;
- workshop regarding implications of climate risk and disclosure requirements for Councils with key internal stakeholders;
- workshop to assess climate risks for Councils and identification of risk management actions with key internal stakeholders;
- workshop to assess climate risks for our communities and identification of risk management actions with key external and internal stakeholders;
- workshop with participating Elected Members from all participating Councils to understand ideas and priorities; and
- multi-criteria assessment of potential projects leading to shortlist of priority projects; and
- engagement with Council executives and Elected Members to confirm six (6) priority projects.

The following six (6) projects are action focussed and respond to key climate risks for the region, the matters Councils can directly influence and where Resilient East can provide a significant benefit through regional coordination of projects and initiatives.

1. **Working safely in extreme heat** - Keeping Council workers safe and productive during periods of extreme heat.
2. **Cool Spaces** - Activating a regional network of Cool Spaces to keep our community cool during extreme heatwaves.
3. **Council assets** – from risk to resilience - Embedding climate risk into council asset management.
4. **Sustainable active transport networks** - Improving the regional connectivity and climate resilience of active transport networks.
5. **Resilient Communities** - Delivering a community program that strengthens climate resilience and energy smart housing.
6. **Greening our Region** - Map canopy change, identify plantable areas and trial different tree species and new ways to plant them to improve climate resilience.

The six (6) priority projects are aimed at measurably reducing climate risk, strengthen service continuity, cool the urban environment, increase community resilience and position Eastern Adelaide as a trusted delivery partner for investment in climate resilience.

The RECAP does not replace individual climate related initiatives by the individual Councils. Rather, it complements local strategies by addressing issues that are more effective when tackled at a regional scale, strengthening Councils' collective ability to engage with State Government, the Local Government Association of SA, research institutions and funding bodies to implement key environmental projects.

Regional Implications

The RECAP seeks to reinforces the value of regional collaboration in responding to climate change. Many of the challenges faced by Councils, such as extreme heat, transport connectivity, greening and asset resilience, do not align neatly with Council boundaries and it is important to address collaboratively at a regional scale.

By adopting the RECAP, Councils affirm their commitment to working together to deliver greater impact, avoid duplication, share learnings and present a unified regional voice to engage with State Government and other funding partners.

Environmental / Climate Change Implications

The RECAP seeks to directly responds to the environmental impacts of climate change by addressing urban heat, biodiversity, water management and emissions reduction co-benefits. Greening and cooling initiatives contribute to improved urban microclimates, enhanced ecosystem health and reduced environmental stress.

The plan also seeks to embeds climate risk considerations into decision-making, supporting a transition from reactive responses to proactive adaptation and resilience building across Councils.

Asset Management Implications

Adoption of the RECAP supports improved integration of climate risk into asset management planning and long-term financial decision-making. Regional initiatives relating to asset vulnerability mapping and climate-ready design standards will strengthen Council's capacity to manage lifecycle costs, reduce climate-related asset failure and prioritise renewal and retrofit investment.

The RECAP aligns with contemporary asset management practice by encouraging evidence-based, risk-informed approaches to infrastructure planning.

Economic Development Implications

The RECAP seeks to support economic resilience by protecting critical infrastructure, supporting workforce productivity under extreme conditions, and improving the liveability and attractiveness of the region.

Greening, transport and climate-ready infrastructure initiatives can enhance local economic activity, support jobs and position the Eastern Region as a leader in climate resilience and innovation.

The Plan also enhances the region's capacity to attract external investment and co-funding for major initiatives.

OPTIONS

The Council has the following available options available in relation to this matter:

1. Note the work undertaken by Resilient East to develop the updated Regional Climate Action Plan and adopt it as the regional strategic document to guide coordinated climate action, partnership building and future funding opportunities over the next five years.

2. Note the work undertaken by Resilient East to develop the updated Regional Climate Action Plan, but not support adoption of the Plan.

It is recommended that Council adopt the RECAP as a regional strategic document to guide coordinated climate related initiatives, partnership building and future funding opportunities over the next five (5) years as working regionally through Resilient East has provided recognised benefits for this Council in delivering climate action for our community by strengthening eligibility for external grant funding streams and enabling resource efficiencies.

If the Council does not adopt the RECAP, it would:

- isolate this Council from potential future regional environmental resource sharing initiatives;
- weaken the Council's competitive positioning for collaborative Federal or State Government funding; and
- delay actions that can be progressed through the RECAP to reduce the Council's risks associated with climate change.

On the basis of the reasons set out in this report, Option 1 is recommended

CONCLUSION

The 2026-2031 *Resilient East Climate Action Plan* provides a contemporary, investment-ready framework for regional collaboration on climate resilience across eastern metropolitan Adelaide.

The Plan has been informed by extensive engagement with partnering Councils, State Government agencies and external stakeholders and identifies a suite of practical projects that address key climate-related risks affecting local government and the community.

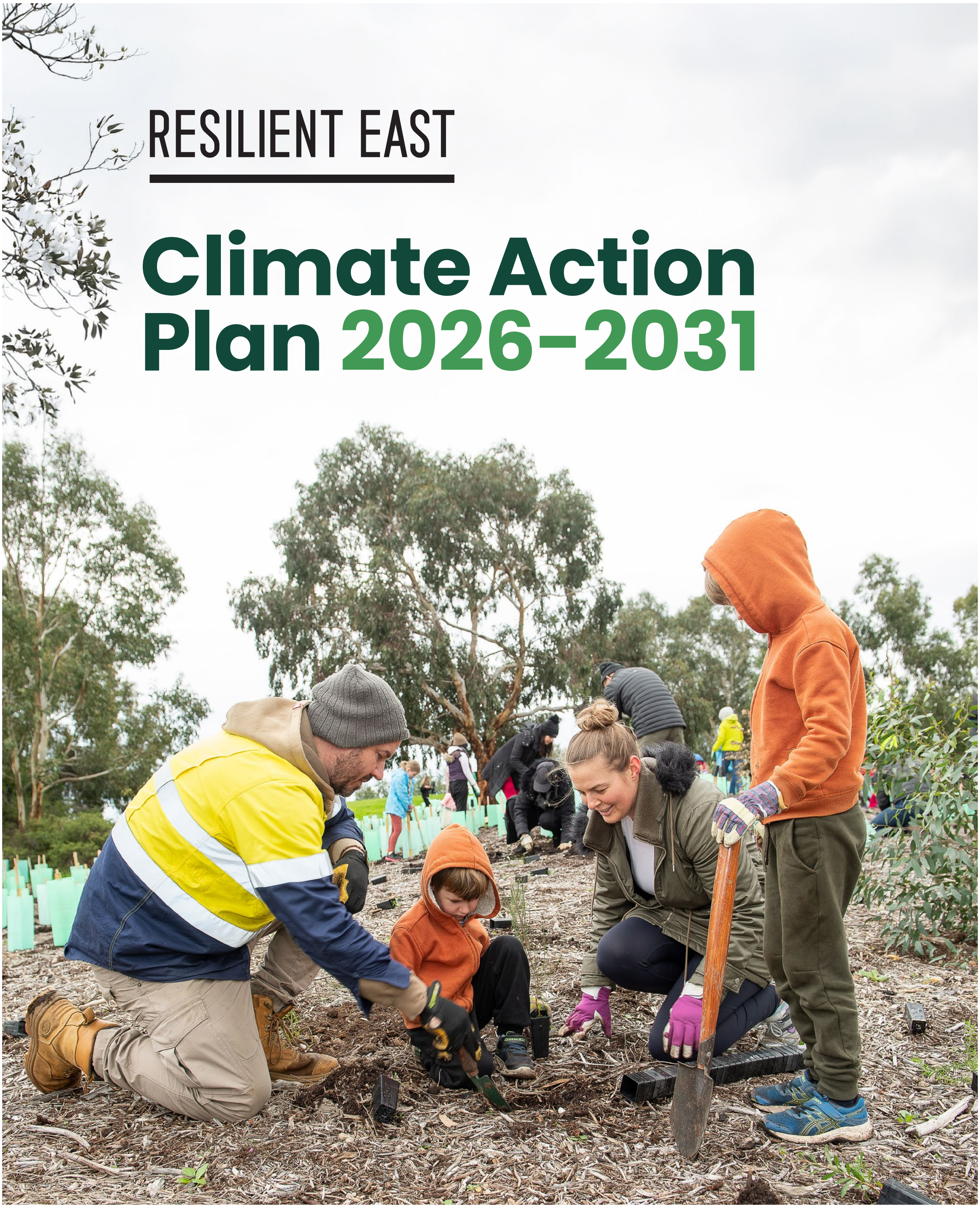
Adoption of the Plan will enable Council to continue working collaboratively with regional partners to deliver initiatives that strengthen community resilience, support sustainable infrastructure and environmental outcomes and leverage external funding opportunities.

RECOMMENDATION

That the 2026-2031 Resilient East Climate Action Plan (RECAP) be endorsed as a regional strategic document to guide coordinated climate related initiatives, partnership building and future funding opportunities over the next five (5) years.

RESILIENT EAST

Climate Action Plan 2026–2031



This project is jointly funded by the eight Resilient East councils and Green Adelaide.

Acknowledgement of Country

Marni ngadlu tampinthi ngadlu Kaurna yartangka inparrinthi.
(We acknowledge that we are on the land of the Kaurna people.)

We acknowledge that Resilient East works on the lands of the Kaurna people, the Traditional Custodians of the Adelaide Plains. We pay respect to Kaurna Elders past, present and emerging, and recognise their enduring connection to Country, including the land, waters, skies and living systems that sustain this region. We acknowledge the deep knowledge, culture and stewardship that have cared for this Country for tens of thousands of years. Continuing to care for Country will be central to addressing climate change and building resilience for future generations.

We also extend our respects to all Aboriginal and Torres Strait Islander peoples, past and present.

Contents

Executive Summary

Resilient East brings together eight metropolitan councils, Green Adelaide and the South Australian Government to deliver coordinated climate action across eastern Adelaide.

By working together, partners can achieve outcomes at a scale and impact that is not possible individually.

Our shared vision guides the work we do:

> *We work together to ensure the eastern region remains a vibrant, desirable, and productive place to live, work and visit, and that our businesses, communities, and environments can respond positively to the challenges and opportunities presented by a changing climate.*

Why this Plan is important

Eastern Adelaide is already experiencing a hotter, drier and more extreme climate, and increasing climate variability and severity of extreme weather events will further increase pressure on infrastructure, services, the environment and community wellbeing.

A regional risk assessment identified 24 high-priority risks for the eastern Adelaide region across social, built, natural and economic systems.

Key risks include:

- Extreme heat impacting the health and wellbeing of the community and council workers.
- Increasing damage to infrastructure, assets and natural environments.
- Rising costs, including for asset maintenance, emergency response and insurance.
- Declining condition of ecosystems and green space.
- Disruptions to council service delivery.

This Plan focuses on what councils can directly influence, to help respond to these risks to keep our communities and workers safe, maintain our services and manage long-term costs.

Australian Government
National Emergency Management Agency

This project, Resilient East Climate Action Plan 2026 - 2031, received funding from the Australian Government.

What this Plan delivers

The Plan sets a five-year roadmap for collective action through the delivery of six priority projects.

These projects were identified through a robust process involving strategic foresight and back-casting, risk assessments, multi-criteria analysis and extensive stakeholder engagement including with council staff, council leadership and partners.

Projects are focused on where Resilient East can provide a substantial benefit through regional coordination of climate action.

Working safely in extreme heat	Keeping council outdoor workers safe and productive during extreme heat.
Cool spaces	Activating a regional network of cool spaces to keep our community cool during extreme heatwaves.
Council assets – from risk to resilience	Embedding climate risk into council asset management.
Sustainable active transport networks	Improving the regional connectivity and climate resilience of active transport networks.
Resilient communities	Delivering a community program that strengthens climate action, resilience, connection and energy management.
Greening our region	Map canopy change, identify plantable areas, and trial different tree species and new ways to plant them to improve climate resilience.

01 Resilient East

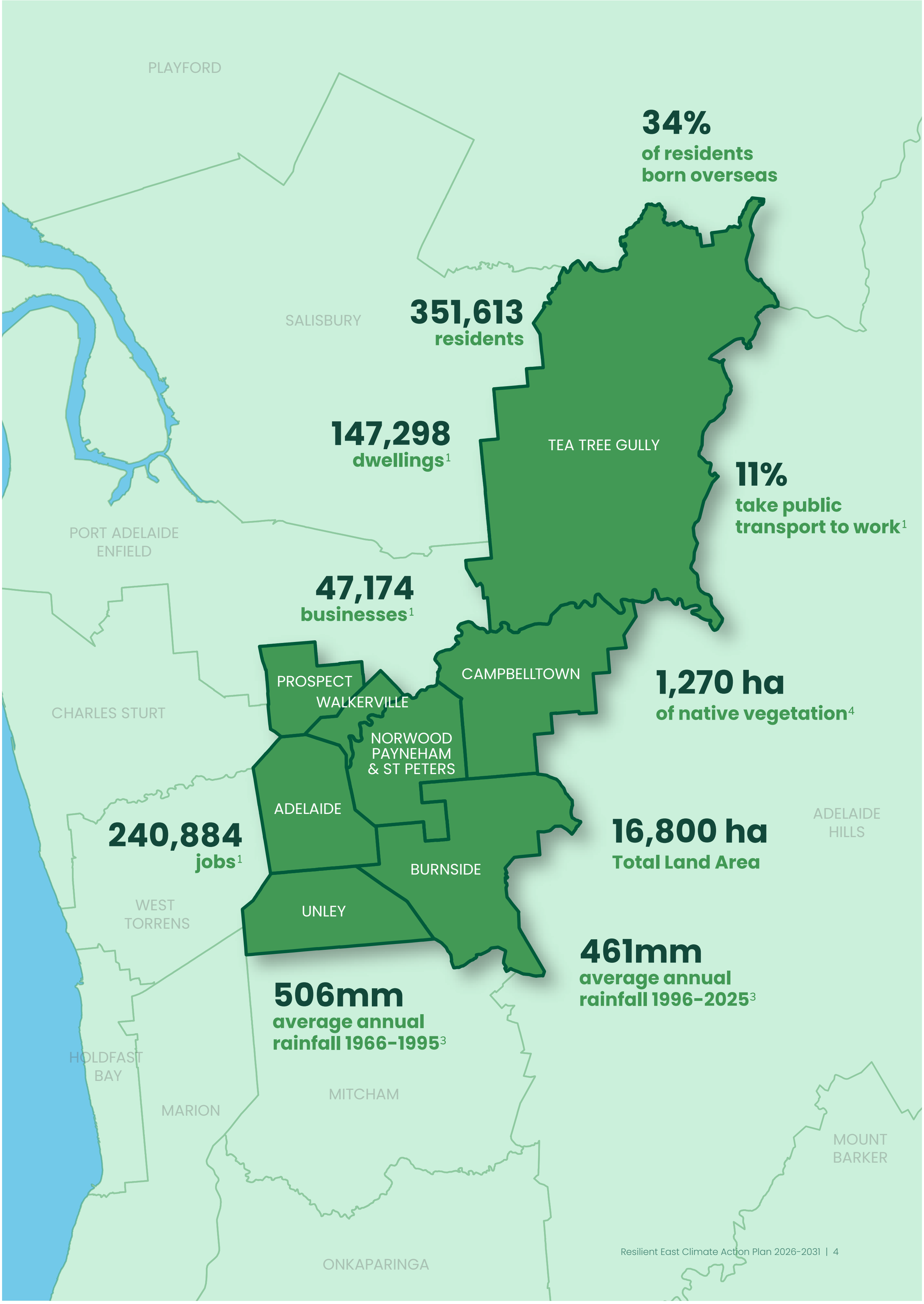
When our councils work together on climate action, they achieve far greater impact than when acting alone. The Resilient East partnership enables this.

The Resilient East partners include:

Resilient East provides a platform for the partners to work together to progress climate action in the eastern Adelaide region.

Resilient East enables a unified regional approach to climate resilience – one that reflects the unique environmental, social, and economic characteristics of the area. Through knowledge sharing, advocacy, and delivery of iconic projects, the program strengthens local capacity and showcases leadership in climate action and innovation. Green Adelaide is our core funding partner, and we gratefully acknowledge their vital support in making this work possible.

We also partner with others beyond this core group to help scale up action and drive coordinated long-term change. Together with other partners, we can achieve far more than what is possible alone.


PLAYFORD
34%
of residents
born overseas
SALISBURY
351,613
residents
147,298
dwellings[1]
TEA TREE GULLY
11%
take public
transport to work[1]
PORT ADELAIDE
ENFIELD
47,174
businesses[1]
PROSPECT
WALKERVILLE
CAMPBELLTOWN
1,270 ha
of native vegetation[4]
CHARLES STURT
NORWOOD
PAYNEHAM
& ST PETERS
ADELAIDE
ADELAIDE
HILLS
240,884
jobs[1]
16,800 ha
Total Land Area
BURNSIDE
WEST
TORRENS
UNLEY
461mm
average annual
rainfall 1996-2025[3]
506mm
average annual
rainfall 1966-1995[3]
HOLDFAST
BAY
MARION
MITCHAM
MOUNT
BARKER
ONKAPARINGA
Resilient East Climate Action Plan 2026-2031 | 4

Our responsibility to act

Councils are on the frontline when it comes to both experiencing and responding to climate change impacts. While preparing for and responding to climate change is a shared responsibility across all levels of government, business and the community, councils play a vital role because of their strong influence on how people live, move and access services each day.

For councils, climate action is a duty of care: to protect community health and wellbeing, safeguard local economies, reduce future costs and ensure essential services remain resilient.

We need to prepare for a hotter, drier and more unpredictable climate, considering how to build the climate resilience of both the services and assets we provide, and the wider community we support.

Climate change is increasingly considered a major strategic and financial risk for the Resilient East partners. Each Resilient East partner council is already making meaningful progress on climate action individually. By working together, we can streamline efforts and address shared challenges more effectively.

Our evolving response to climate change

Since its inception in 2012, the Resilient East climate partnership has significantly influenced and contributed to the eastern Adelaide region's response to climate change. The partnership started with an adaptation focus, investigating how a changing climate might influence the valued features and aspects of the region and what the partner councils could do to support these features and aspects to adapt to climate-related physical risks. The **2016 Regional Climate Change Adaptation Plan** provided a foundation for coordinated and collaborative adaptation. Greening programs to increase canopy and cool the built environment and water sensitive urban design were promoted and accelerated and are now embedded in council plans.

The **2020-2024 Resilient East Action Plan** also focused on adaptation actions, although by the time this was prepared, many of the partner councils were undertaking emissions inventories and preparing emissions reduction (mitigation) plans.

This **Resilient East Climate Action Plan 2026-2031** has considered both physical and transition climate risks, requiring consideration of adaptation and mitigation responses. Its development has been informed by climate risk assessments and an investigation of emerging climate risk disclosure requirements.

02 About this plan

Purpose of this Plan

The risk assessment undertaken to inform the Plan identified many risks to the community, environment and economy including some that councils have little influence, responsibility or capacity to manage.

The development of the Plan has focused on what councils can influence or lead. As Resilient East partners, it is anticipated that Green Adelaide and the Government of South Australia will participate in many of the priority projects identified in this Plan.

This Plan:

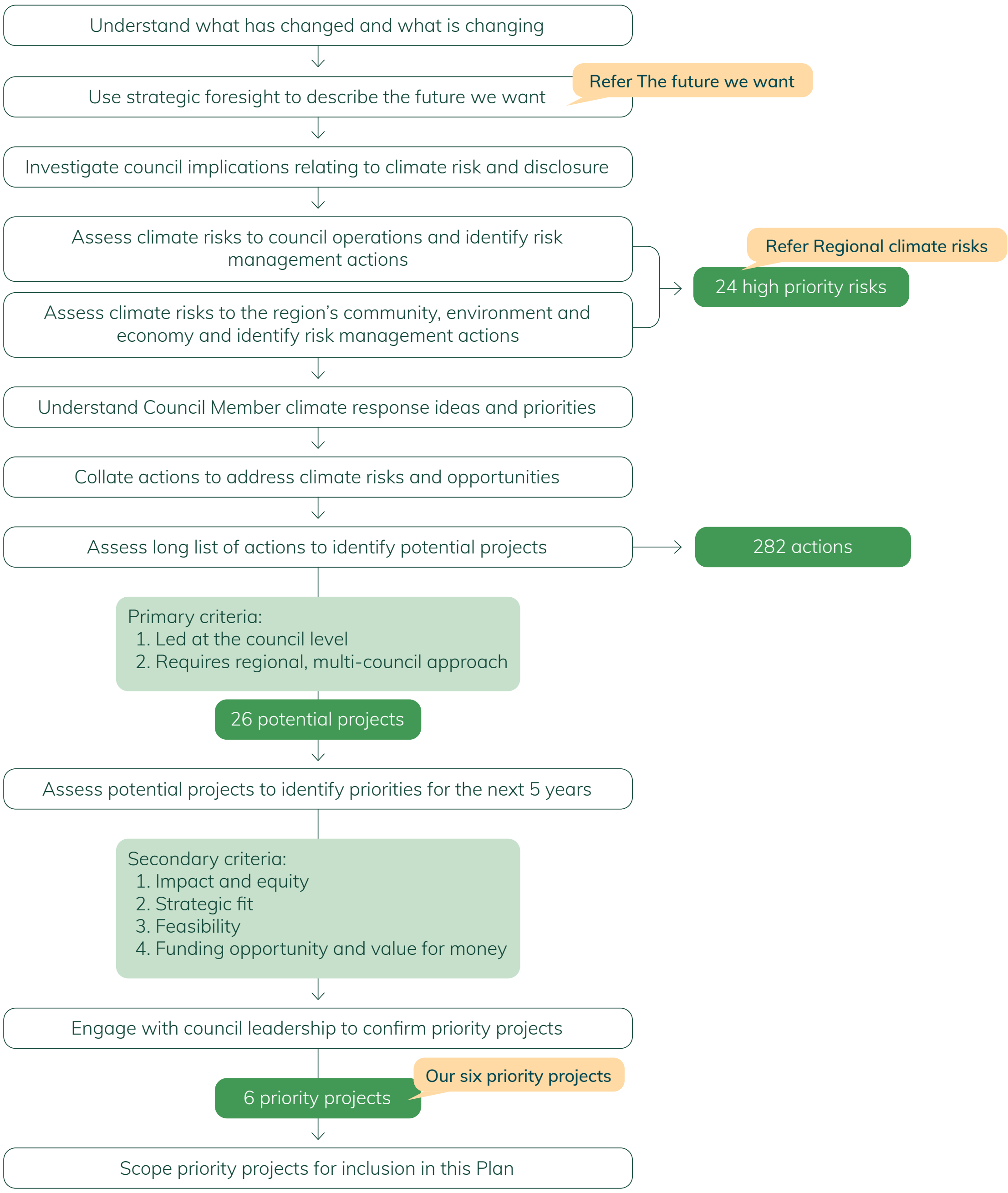
- Describes six priority projects that will be the focus of regional council climate action and investment for the next five years
- Responds to our increasing understanding of climate risk to council operations, the community, the environment and the economy
- Identifies critical enablers required to progress the priority projects.

In addition to the six priority projects identified in this Plan, Resilient East will adopt a structured advocacy approach, concentrating on issues where progress will directly support delivery of priority projects, address priority risks or progress Resilient East's vision for the future.

Initial advocacy priorities identified in the risk assessment include regional hazard mapping, increased requirements for climate resilience in the Planning and Design Code and increased funding and support for emergency management. Advocacy efforts will be targeted, coordinated and approved by council leadership, timely and grounded in clear evidence.

Developing this Plan

The development of this Plan was led by the Resilient East Steering Group and was informed by research, engagement, risk assessments and multi-criteria assessments, as illustrated in the figure below.



03 Regional Context

Our changing region

Over the last decade, the region’s community, environment and economy have experienced significant changes. Some of these are summarised below:

Community[2]	- The region’s population grew 16% to 351,613 (2013–2024). - The proportion of the population aged over 60 increased by 4%, while the proportion under 30 declined by 2% (2011–2021). - Volunteer participation fell 2% to 15% (2011–2021).
Environment[3]	- Regional (net) Tree canopy cover increased by 2% over the region (2018/19 - 2022). - The area mapped as native vegetation has not changed from 2014 to 2024. There is a total of 1270ha.
Economy and built environment[4]	- Jobs increased by 21% (2011–2021). - The proportion of dwellings that are medium or high density increased by 1.2% (2011-2021). The greatest increases were in Walkerville (+11%) and Prospect (+6.7%).

Our future climate

Climate trends projected to 2050 and beyond indicate[5]

- Increasing maximum, minimum and average temperatures
- Declining rainfall
- Hotter and more frequent hot days
- More intense heavy rainfall events
- Longer and hotter heatwaves
- More dangerous fire weather

Links to more detailed climate projections for the region can be found on the Resilient East website.

Statewide climate risks

The *2024 Statewide Climate Change Risk and Opportunity Assessment*[6] considered both the physical risks of a changing climate including extreme weather events and incremental changes in rainfall and temperature and the transition risks associated with the economic, policy and societal response and changes or transitions toward a low-carbon economy.

The Statewide Risk Assessment identifies eleven high-priority risks for the state that require new or stronger adaptation action within the next five years, over and above that already planned.

Of these eleven risks, the eastern Adelaide region is exposed to nine high-priority risks:

1. Significant loss of biodiversity.
2. Adverse impacts on flood and coastal protection defences such as levee banks, seawalls and beach replenishment (note only inland flooding relevant for the region).
3. Disruption to transport including aviation, ports, roads, rail and public transport.
4. Adverse impacts on water availability, quality, supply, and demand.
5. Insurance becoming unaffordable and/or unavailable.
6. Disruption to supply chains and logistics including transport, supplier production and availability of raw materials.
7. Adverse impacts from extreme weather on employment and financial wellbeing.
8. Increasing impacts on physical and mental health and wellbeing.
9. Reduced capacity of emergency services to prepare, manage and respond.

Regional climate risks

Two climate risk assessments were undertaken to inform the development of this Plan. One risk assessment was undertaken to identify climate risks to the operations of Resilient East councils across all functional areas. A second risk assessment was undertaken to identify climate risks to the eastern Adelaide region across social, built, natural and economic domains.

These risk assessments considered the likelihood, consequence and overall rating of each risk, the complexity of the risk, and current controls in place to mitigate the risk. The approach to the regional risk assessment aligned with the Statewide Risk Assessment, considering both physical and transition risk.

24 high priority risks were identified

Social

- Disrupted delivery and increased demand for health and social welfare services.
- Increased exposure to extreme heat for council workers.
- Forced closure or disruption to council facilities or service delivery.
- Repeated emergencies exhausting council resources.
- Greater demand for emergency services and insufficient capacity to respond.
- Poor warning systems and limited capability delay emergency response and coordination.

Built

- Interruptions to communications infrastructure.
- Increased damage to and destruction of council assets.
- Increased damage to built heritage assets.
- Declining condition and increased maintenance of green infrastructure.

Natural

- Disruption to terrestrial biodiversity and ecological processes.
- Declining surface and groundwater recharge and increased extraction.
- Reduced water availability for aquatic ecosystems and irrigation.
- Reduced condition of vegetation, urban trees and grassed areas.
- Increased damage to council managed natural environments and open space.
- Tree canopy loss and limb drop
- Reduced soil health and structure.

Economic

- Increased government liability associated with climate-related decision making.
- Rising insurance premiums for council and community assets.
- Disruption and cancellation of events and activities.
- More frequent disruptions and supply chain interruptions.
- Increased business failures and reduced regional economic output.
- Reduced condition and attractiveness of main street environments.
- Increased business operating costs from increased energy and water demand.

As part of the development of this Plan, requirements for climate risk disclosure were investigated. Mandatory climate disclosure reporting is not currently required for local government in South Australia. However, expectations are increasing that councils will ultimately be required to report or at least align with a reporting standard.

The future we want

Climate change is a global problem, but we know that significant local action is needed to prepare for the challenges ahead, build regional resilience and contribute to global emissions reduction efforts. By developing a shared vision of the future we want, we can more easily inspire and mobilise support for the work we need to do locally.

Through a facilitated workshop, Resilient East council partners and stakeholders used a strategic foresight approach to develop a shared vision for the future of what they want and what they want to avoid.

The delivery of this Plan will only go some of the way to achieving the future we want. The six priority projects identified in this Plan will help to address priority climate risks to this vision where collective council action has the greatest impact. However, achieving the future we want will also involve actions led by other agencies, organisations and communities, collectively helping us to work towards these outcomes.

Open and Green Spaces

- A healthy and resilient urban forest with a growing canopy
- Integrated water and biodiversity sensitive urban design
- Cool, green refuges for people and wildlife

Health, Wellbeing and Safety

- A community that is mentally and physically healthy
- A community that is prepared and knows how to stay safe and well
- Robust and well-funded emergency management and healthcare systems

Community Engagement and Participation

- A community that is engaged, educated and action-oriented
- A community that is climate literate and a steward of our shared environment
- A community that participates in its own decision making

Community Connection and Inclusion

- Climate-ready housing and public spaces
- Strong, two-way communication between residents and decision makers
- Communities that care for each other

Infrastructure and Built Environment

- Innovation in building design, energy management, transport and infrastructure
- An active circular economy
- Green, liveable and climate-resilient urban spaces

Governance

- Strong partnerships across public and private organisations
- Visible and trusted governance
- Strong, active leadership on climate action

Habitat and Biodiversity

- Biodiversity is valued, protected and integrated into urban life
- Resilient native species and ecosystems
- Cultural guidance from First Nations peoples

Economic Activity and Vibrancy

- Diverse and accessible spaces and places that support safe events and activities across seasons
- Thriving regional businesses prepared for a changing climate and low-emissions future

Water

- Diverse and fit for purpose water sources
- Water recycling and stormwater capture
- Nature-based water treatment solutions

04 Our six priority projects

The six priority projects that will be the focus of regional council climate action and investment for the next five years are described in this section.

Working safely in extreme heat

Cool spaces

Council assets – from risk to resilience

Sustainable active transport networks

Resilient communities

Greening our region

The priority projects will help address the following high-priority risks:

- Disrupted delivery and increased demand for health and social welfare services.
- Increased exposure to extreme heat for council workers.
- Forced closure or disruption to council facilities or service delivery.
- Greater demand for emergency services and insufficient capacity to respond.
- Increased damage to and destruction of council assets.
- Reduced condition and increased maintenance of green infrastructure.
- Reduced condition of vegetation, urban trees and grassed areas.
- Increased damage to council managed natural environments and open space.
- Tree canopy loss and limb drop.
- Increased government liability associated with climate-related decision making.
- Rising insurance premiums for council and community assets.
- Reduced condition and attractiveness of main street environments.

Investment and delivery approach

The projects in this Plan are designed for delivery as a staged, scalable program across participating councils, combining in kind effort, targeted internal investment, and external funding. Early phases prioritise low cost, in kind delivery and pilot activities, enabling councils to begin implementation immediately while building evidence, refining scope, and demonstrating value.

This approach allows Resilient East to progressively develop funding ready project proposals and attract co investment from State and Commonwealth programs.

Indicative resourcing and funding estimates have been developed for each project phase, representing the total regional investment required rather than individual council contributions. Projects that are delivery ready can commence immediately, while others will progress through a short scoping phase prior to implementation.

This staged model ensures the Plan remains practical, flexible, and deliverable, while positioning the region to scale priority projects as funding and partnerships are secured.

The benefits of working together

The benefits our regional collaboration deliver include:

- Shared expertise, data, equipment and other resources between councils
- Reduced duplication of effort
- Cost savings through economies of scale and joint procurement
- Amplified advocacy and influence with state and federal governments
- Accelerated innovation by sharing successful pilots and lessons learned
- Strengthened funding applications and attracting external investment
- Aligned policies and standards for more consistent regional outcomes
- Improved regional resilience through coordinated adaptation
- Region-scale change beyond the capacity of individual organisations.

Project One - Working safely in extreme heat

Project need

Outdoor workers are essential to the function of our councils. Outdoor council workers maintain our green and open spaces, build and fix our roads, council buildings and water infrastructure, collect our waste, and run our outdoor events and activities. Other council workers operate in non-air-conditioned indoor spaces such as depots, sheds and vehicles. These spaces can be even hotter than the outdoors but are similarly central to council operations.

Councils have a duty of care to workers' health and safety. Addressing the increasing risk of extreme heat will help to keep council workers safe, improve continuity of council services, and reduce costs associated with standing down or restricting outdoor workers. This will be especially important as we experience longer, hotter and more frequent heatwaves and hot days.

The risks addressed by this project are common across the state, and the outcomes will be of value to all South Australian councils.

What we will do

We will develop a regional, evidence-based approach to council work in extreme heat that improves staff safety and wellbeing, supports service continuity, and can be adapted by individual councils. We will consider workers who work outside or in other non-air-conditioned spaces, as well as cascading risks associated with bushfire and air quality.

The project will have two phases:

1. Policies and procedures: Review current employment agreements, work, health and safety policies, operational practices and thresholds for council workers to ensure they are fit-for-purpose for future climate conditions. Engage with employee unions. Prepare leading practice minimum standards that all Resilient East councils would benefit from adhering to in a changing climate, as well as resources to support implementation. Seek input from relevant partners to test and refine these standards.
2. Equipment and practices: Assess and trial emerging technologies, personal protective equipment (PPE), and other work practice innovations with councils, suppliers and research partners to identify practical solutions for safer and more flexible outdoor work in a hotter climate.

Outputs

- Review of employment agreements, human resources, work health safety and inclement weather policies and procedures.
- Regional engagement including with employee unions to confirm key challenges and opportunities.
- Regional extreme heat framework and minimum standards adaptable by councils.
- Evidence base for future enterprise bargaining and policy reform.
- Engagement with partners to test policy and procedure review and outputs.
- PPE, technology trials, and innovation research and catalogue.
- Recommendations report including council case studies and lessons learned.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Working safely in extreme heat	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Phase 1 – Policies and procedures	9 months	1 FTE	Low	Low
Phase 2 - Equipment and practices	12 months	0.5 FTE	Low	Medium

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Project Two - Cool spaces

Project need

Heatwaves have claimed more lives in Australia than any other natural hazard[7]. Heatwaves can impact on health and wellbeing through heat exhaustion, heat stroke, heat rash, dehydration, lack of sleep, inability to exercise and social isolation. Heat can also exacerbate existing physical and mental health issues.

In the coming years, it is likely we will experience longer, hotter and more frequent heatwaves as a result of climate change. The increasing costs of electricity and overall cost of living further exacerbate this impact as more people struggle to afford to operate air conditioning, if they have it at all.

A 'cool space' is an indoor airconditioned space that has been designated as a site to provide respite to the community during extreme heat. They are intended to reduce the risks of heatwaves to vulnerable people, especially those who do not use or have access to air conditioning.

Providing and promoting cool spaces to the community is one of the best ways councils can support their communities to stay safe and healthy throughout heatwaves.

Many of the Resilient East councils experience increased use of their libraries and other air-conditioned community spaces during heatwaves[8]. Formally preparing for and responding to this demand both manages liability for council and better supports the community to stay healthy and safe during these events.

What we will do

We will establish a Cool Spaces for Summer Network for the eastern Adelaide region.

The project will have three phases:

1. Scoping and establishment: Review potential cool spaces in each council area, agree on regional standards for cool spaces and adapt the Campbelltown City Council's award-winning program[9] and toolkit to individual councils. Investigate an agreed regional cool space activation trigger. Develop a regional communications platform and map to share availability of cool spaces across the region during extreme heatwaves and messaging on staying healthy in the heat.

2. Delivery: Support all Resilient East councils to provide at least one designated cool space for the community during extreme heatwave events and operate in line with agreed standards.

3. Investigate partnership delivery: In the longer term, investigate opportunities for partnerships with other public and private agencies and organisations to expand the scope of the program.

Outputs

- Regional review of potential cool spaces in each council area.
- Gap analysis for facilities identified – what is required to make it an identified Cool Space
- Minimum of one designated cool space delivered in every Resilient East council area during trigger events. Regionally agreed cool spaces activation trigger and agreed cool space minimum standards.
- Campbelltown City Council cool space resources adjusted as needed to meet individual council requirements (besides trigger and regional minimum standards).
- Regional cool spaces map and directory both online and in hard copy.
- Regional communications materials promoted by Resilient East which can be used by councils as needed.
- Investigation into partnerships with other public and private agencies and organisations to support collaboration towards program expansion
- External funding application to support project delivery.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Cool spaces	Timeframe	Anticipated costs		
		FTE	**Internal funding**	**Reliance on external funding**
Phase 1 – Scoping and establishment	6 months	1 FTE	Low	Low
Phase 2 – Delivery	6 months & ongoing	2 FTE	Low	Medium
Phase 3 – Investigate partnership delivery	6 months	0.2 FTE	Low	Low

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Project Three - Council assets – from risk to resilience

Project need

Councils allocate more of their budgets to the maintenance, operation and renewal of infrastructure assets than to any other area. Councils are responsible for managing thousands of assets in the eastern region, from roads, stormwater systems, council buildings and libraries to parks, swimming pools and street trees that are collectively worth billions of dollars. These assets underpin our community's way of life.

Climate change is intensifying existing risks to the condition and performance of council assets, while also introducing new and emerging risks. Flooding, storms, rising temperatures, bushfires and prolonged dry spells can damage or destroy assets.

Proactive, climate informed asset planning is required to understand and respond to these risks. We need to know how climate change will impact asset maintenance, replacement and long-term financial planning requirements. Given the long timescales involved in asset management, we need to drive the delivery of more climate-resilient assets now that will continue to serve our communities in the long term. This will help our councils to:

- Protect asset performance and extend asset lifespans.
- Allocate additional funding for maintenance to maintain service delivery.
- Direct investment to the priority assets and areas where upgrades are needed to adapt to climate risk.
- Ensure council asset management systems, processes, budgets and funding models are adjusted to account for these new pressures and can be built to withstand shocks and stressors.
- Enhance community safety and disaster resilience.
- Meet the rapidly evolving expectations of key stakeholders such as investors, insurers, credit rating agencies and communities for councils to respond to these risks.

What we will do

Deliver a project to support the Resilient East councils to understand how climate change will alter asset provision and management requirements and assist them to embed associated risks into the way assets are funded, managed and renewed to enhance resilience. Further engagement with Resilient East councils and partners is necessary before commencing this project to confirm where a regional approach will be of the greatest benefit.

The project is likely to have two key phases:

1. Scoping: Identify where Resilient East can deliver the greatest value in embedding climate risk into council asset management. Undertake a desktop review to collate and analyse existing research and programs on climate risk in asset management to identify lessons learnt and knowledge gaps. Deliver robust engagement with the Resilient East councils and partners (asset managers, environmental staff, Council Members, executives, other climate partnerships etc.) to understand current approaches and ways these can be applied and improved.

2. Project delivery: Based on the findings of the engagement and desktop review, develop practical solutions that help councils to consistently embed climate resilience into asset management systems and investment processes, so that managing climate risk becomes business-as-usual. Ensure this project directly responds to the needs of the region and supports change management.

   The project may focus on one asset type to begin with as a trial. The climate risks to this asset class will then be assessed, followed by developing an approach for each council to embed consideration of these risks into their management of that asset class through their Asset Management Plan. This approach can then be refined before being applied to other asset classes. Support staff capacity building and cultural change to successfully embed the regional project outcomes into individual council asset management approaches.

Outputs

- Desktop review to understand existing research and programs.
- Regional stakeholder engagement to identify key challenges and confirm project focus.
- This may include a risk database, risk assessment approach, recommendations report, checklists, staff capacity building programs, financial modelling, case studies, spatial mapping tools etc.
- Advocacy input with other climate partnerships for state government to provide regularly updated climate hazard data to councils to assess climate risk to assets.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Council assets - from risk to resilience	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Phase 1 – Scoping	12 months	2 FTE	Low	Medium
Phase 2 – Delivery	18 months	3 FTE	Medium	Medium

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Project Four - Sustainable active transport networks

Project need

Road transport is the largest source of greenhouse gas emissions in the Resilient East region[10]. Increasing community uptake of active transport (primarily walking and cycling) is a highly effective way to reduce emissions as well as reduce travel costs for residents.

Across the Resilient East region, one of the most effective ways to support this outcome is by improving regional connectivity between active transport routes. While most councils have individual transport plans, creating a mechanism to link these plans will significantly enhance their collective impact.

It is critical that our active transport infrastructure can withstand a changing climate and continue to provide an attractive transport option in a hotter future. Infrastructure condition will be challenged by hotter temperatures, prolonged dry periods and increased heavy rainfall events. Adopting climate-ready design standards relating to shading, resilient surfaces and rest and water points will help to address these risks. This will help our active transport corridors provide accessible, low cost transport options that reduce risk exposure during climate extremes.

By providing more convenient, connected, safe, affordable and accessible transport choices, our community will be better enabled to choose active transport well into the future. This will support a wide range of co-benefits including lower cost of living, enhanced health, wellbeing and community connection, reduced pressure on road infrastructure and parking, increased amenity and improved overall liveability in our region.

What we will do

We will improve regional connectivity and climate resilience of regional active transport corridors to increase community use of active transport in the short and long term.

The project will have two phases:

1. Investigate connectivity: Undertake an audit and spatial mapping to identify three to five key regional active transport corridors where focused action to improve connectivity is likely to result in substantial regional benefit for eastern Adelaide and beyond. Align this where possible with existing climate resilience features such as established shading. Work with councils to improve connectivity along these corridors.
2. Climate resilience: Research and prepare a climate-ready design standard for active transport including aspects such as shading, surfaces, greening, WSUD, rest points, crossing points and end-of-trip facilities. Deliver pilots of climate-ready design features that prove usage and safety in heat before seeking to scale with South Australian Government investment. Seek to maximise co-benefits for health, liveability, amenity, biodiversity and stormwater management.

Outputs/deliverables

- Audit of current active transport infrastructure connectivity, transport plans and climate resilience of existing infrastructure.
- Regional, cross-council corridor spatial mapping that highlights existing or potential connections between existing infrastructure and integrated movement strategies, cycling plans and walking strategies and use this to identify three to five priority locations to enhance connectivity.
- Business case for investment to improve connectivity in identified priority regional active transport corridors.
- Communications materials to promote cross regional corridors.
- Brief desktop review on approaches to increasing climate resilience in active transport infrastructure.
- Optimised design standards to address transition and physical climate risks to active transport.
- Pilots of priority and emerging climate-ready design features for active transport infrastructure.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Sustainable active transport networks	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Phase 1 - Investigate connectivity	9 months	0.5 FTE	Low	Medium
Phase 2 - Climate resilience	12 months	1 FTE	Medium	Medium

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Project Five - Resilient communities

Project need

Rising living costs are already placing pressure on our community. Climate change will intensify this through hotter temperatures and longer heatwaves increasing energy demand for cooling, and more frequent severe storms requiring more home maintenance. Across South Australia, insurance premiums are rising due to more frequent extreme weather, increasing construction costs and increasing global reinsurance costs.

Community connection is central to resilience. This project will include activities that strengthen connections while promoting climate resilience and sustainability. The project has a deliberate focus on reaching people who would not typically participate in environmental action and aims to normalise climate action across both adaptation and mitigation.

Supporting our community requires an approach that combines household energy efficiency with practical climate resilience and community connection. Energy efficiency, solar uptake and electrification can deliver immediate cost-of-living relief and improved thermal comfort, but they do not fully protect households during crises. Residents also need support to navigate extreme events safely, protect their health and support their neighbours. This is particularly important for renters, strata residents and first-home buyers, who often have lower disposable incomes, face structural or legal barriers to modifying their homes, and are more vulnerable to natural hazards. While the project will prioritise these groups, it will generate resources and knowledge that can be applied across the region.

What we will do

We will design and deliver a regional community climate resilience program that empowers individual and collective climate adaptation and mitigation action, strengthens community connection and supports vulnerable residents to manage household energy use.

The project will have two streams:

1. Climate resilience: Providing practical education and support for a range of community adaptation and mitigation measures, that may include greening, waste management, heatwave survival, smoke mitigation, storm readiness and navigating insurance or tenancy rights following disasters.
2. Energy smart home improvements: Supporting low cost, high impact upgrades such as draught-proofing, thermal window coverings, solar access and electrification. The program will prioritise renters, first-home buyers, and strata housing by addressing specific systemic barriers like landlord approvals, strata bylaws and upfront capital limits.

Both streams will be coordinated at a regional level by Resilient East, and delivered at a smaller street or neighbourhood scale to normalise action, build local trust, and foster neighbour to neighbour connection and support networks.

This project will have four phases:

1. Scoping: Review proven community-based models
2. Establish partnerships: Establish partnerships with local councils, delivery partners, community organisations, emergency services, community housing providers and existing renewable energy and resilience programs.
3. Plan and deliver community resilience program: Work with partners and community groups to co-design and deliver resilience activities targeted to community needs.
4. Plan and deliver community energy smart home improvement program: Co-design and deliver a regionally tailored program for eastern Adelaide.

Outputs/deliverables

- Desktop review and targeted engagement on existing programs and best practice behaviour change models.
- Tailored communication materials detailing the costs, benefits and options for renewable energy generation, energy efficiency and resilience improvements.
- Target-group resources (e.g., pre-purchase climate risk guides for first-home buyers, tenant modification guides).

Local case studies

- Local peer to peer learning opportunities and neighbourhood emergency network frameworks.
- Potential financial incentive program.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Resilient communities	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Phase 1 – Scoping	6 months	1 FTE	Low	Low
Phase 2 – Establish partnerships	6 months	1 FTE	Low	Low
Phase 3 - Plan and deliver community resilience program	6 months & ongoing	2 FTE	Medium	Medium
Phase 4 – Plan and deliver community energy smart home improvement program	6 months & ongoing	1 FTE	Medium	Medium

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Project Six - Greening our region

Project need

We know greening benefits our communities enormously. Trees and green spaces reduce urban heat, store carbon, enhance health and wellbeing, increase amenity, improve water management, support biodiversity, increase property values and improve air quality. They are central to our sense of place, identity and community in eastern Adelaide.

Climate change presents new and increasing risks to our green spaces and canopy cover. Reduced rainfall, hotter temperatures and more dangerous fire weather, droughts and heavy rainfall events cause damage to our trees. A changing climate can also increase the prevalence of pests and diseases. Given the long lifetimes of our green assets, planning for future climatic conditions now is central to supporting their long-term climate resilience.

Finding space to plant more trees is increasingly difficult for councils. Our urban landscapes are contested, with roads, parking, driveways, footpaths, electricity and stormwater infrastructure and lighting limiting the availability of above ground and below ground space suitable for tree planting. These constraints are intensifying as urban density increases to deliver more housing for our growing population.

By improving our approaches to planting trees in challenging spaces, we can also achieve significant medium and long term cost savings. Investing in the right species and methods upfront helps trees establish properly and thrive for decades, reducing damage to footpaths and the need for frequent replacement and maintenance.

We need to build our knowledge to make informed investments to support our tree canopies to grow and thrive under these changing and challenging conditions.

What we will do

We will undertake spatial mapping and modelling to understand how our canopy will change in the future and identify plantable spaces in the Resilient East region. We will deliver planting trials using novel approaches to planting trees in challenging spaces and trialling climate-resilient tree species.

The project will have four phases, some of which will occur concurrently:

1. Scoping: Undertake targeted engagement to compile learnings from the substantial existing information on the challenges of greening in contested urban environments.
2. Spatial analysis: Use tree data, land use and cover, urban heat and social vulnerability to identify priority areas with potential for tree planting.
3. Tree canopy modelling: With assumptions about planting in available space, species condition and growth, planting rates, survivability and land use change, model potential future canopy under different scenarios.
4. Planting and trials: Undertake tree planting in priority areas identified through the spatial analysis of plantable spaces.

Outputs

- Spatial analysis that identifies plantable spaces and ground truthing of priority planting locations.
- Tree canopy growth modelling and species selection to inform future planting programs.
- Tree trials in priority locations with focus on novel tree planting methods in challenging locations and climate-resilient species.
- Resources/case studies to share findings including recommendations report, design documentation, maintenance requirements, costs, case studies, articulation of co-benefits etc.

Delivery

The table below provides a summary of the indicative project timeline and estimated costs.

Greening our region	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Phase 1 – scoping	6 months	1 FTE	Low	Low
Phase 2 – spatial analysis	9 months	1 FTE	Low	Medium
Phase 3 – tree canopy modelling	9 months	1 FTE	Low	Medium
Phase 4 – planting and trials	24 months & ongoing	2 FTE	Medium	Medium

Internal funding
Low – $50,000 to $100,000 | **Medium** – $100,000 to $500,000 | **High** – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

05 Implementing this plan

A summary of the six projects, timeframes and anticipated costs is provided in the table below.

Project	Timeframe	Anticipated costs		
		FTE	Internal funding	Reliance on external funding
Project 1 Working safely in extreme heat				
Phase 1 – Policies and procedures	9 months	1 FTE	Low	Low
Phase 2 - Equipment and practices	12 months	0.5 FTE	Low	Medium
Project 2 Cool spaces				
Phase 1 – Scoping and establishment	6 months	1 FTE	Low	Low
Phase 2 – Delivery	6 months & ongoing	2 FTE	Low	Medium
Phase 3 – Investigate partnership delivery	6 months	0.2 FTE	Low	Low
Project 3 Council assets – from risk to resilience				
Phase 1 – Scoping	12 months	2 FTE	Low	Medium
Phase 2 – Delivery	18 months	3 FTE	Medium	Medium
Project 4 Sustainable active transport networks				
Phase 1 - Investigate connectivity	9 months	0.5 FTE	Low	Medium
Phase 2 - Climate resilience	12 months	1 FTE	Medium	Medium
Project 5 Resilient communities				
Phase 1 – Scoping	6 months	1 FTE	Low	Low
Phase 2 – Establish partnerships	6 months	1 FTE	Low	Low
Phase 3 - Plan and deliver community resilience program	6 months & ongoing	2 FTE	Medium	Medium
Phase 4 – Plan and deliver community energy smart home improvement program	6 months & ongoing	1 FTE	Medium	Medium
Project 6 Greening our region				
Phase 1 – Scoping	6 months	1 FTE	Low	Low
Phase 2 – spatial analysis	9 months	1 FTE	Low	Medium
Phase 3 – tree canopy modelling	9 months	1 FTE	Low	Medium
Phase 4 – planting and trials	24 months & ongoing	2 FTE	Medium	Medium

Internal funding
Low – $50,000 to $100,000
Medium – $100,000 to $500,000
High – over $500,000

Reliance on external funding:
Low – project can proceed without external funding
Medium – project can be scaled with external funding
High – project cannot proceed without external funding

Monitoring, evaluation, reporting and review

Monitoring and evaluation shows what is working, what is not, and why. It helps us to adjust projects, improve outcomes, use resources more effectively and identify risks and opportunities early.

A brief monitoring and evaluation plan will be created for each project to support data collection and data use. This will measure progress against the outputs/deliverables and measures of success for each project.

An annual evaluation of the Regional Climate Action Plan will be undertaken to measure progress made and identify changes to ensure it is providing an effective framework for action. Resilient East will prepare and publicly share this information in a brief Annual Report. This will summarise projects delivered, lessons learned, governance arrangement updates and financials. Other reporting will be prepared as needed to meet funding requirements.

Partnering and collaboration

Climate change is a whole-of-system problem that cuts across sectors, regions and jurisdictions, and requires coordinated, long-term responses. No single organisation or level of government has the mandate, resources or reach to drive the scale of change required. Partnerships are what make progress possible.

Resilient East seeks to partner where possible with other councils, regional climate partnerships, government agencies, NGOs, community groups, individuals and the private sector to strengthen the delivery of our and other's actions.

Green Adelaide is our key funding partner and we appreciate the support they provide to facilitate climate action in our region.

We work with partners in a number of ways:

- Funding: Resilient East seeks funding from funding partners.
- Project support: Resilient East seeks partners to support and strengthen the actions identified in this Plan.
- Project delivery: Resilient East can support the delivery of partners' actions where they align to our priority areas.
- Engagement: Resilient East engages with key stakeholders and knowledge holders to test and refine project scope and outputs.
- Advocacy: Resilient East works together with others on joint advocacy submissions.
- Knowledge sharing: Resilient East welcomes the opportunity to share project findings with others, and similarly learn from our peers.
- Elevate: Resilient East shares the successes, resources and events of others through our networks to build awareness, capacity and connections.

06 Together we can achieve more

Resilient East invites any interested councils, agencies or organisations to collaborate with us on ambitious climate action that delivers lasting value for our communities and region.

Our partnership offers a unique opportunity to invest in coordinated, region wide solutions with clear impact and the scale to make a meaningful difference.

By working together, we can drive projects that strengthen resilience, reduce emissions, and unlock shared benefits for our region and beyond.

Our partnership delivers more. Join us.

Contact:
Resilient East Coordinator
E: hello@resilienteast.com

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Climate Action Plan 2026-2031

13.2 COMMUNITY ENGAGEMENT POLICY

REPORT AUTHOR: Manager, Strategic Communication & Advocacy
APPROVED BY: General Manager, Governance & Civic Affairs
ATTACHMENTS: A - E

PURPOSE OF THE REPORT

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

BACKGROUND

The *Statutes Amendment (Local Government Review) Act 2021* (Reform Act), contains a number of reforms to Local Government.

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

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

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

Each category has requirements in respect to engagement.

In accordance with Section 50A of the Act, all Councils are required to adopt a Community Engagement Policy that aligns with the Charter.

This Policy will replace the Council's current Community Consultation Policy, a policy that has been in place for many years.

Prior to the Council adopting the Policy, community consultation was required to be undertaken and accordingly, at its Meeting held on 2 June 2026, the Council resolved to endorse a draft Policy and release the Policy for consultation.

This consultation commenced on 12 June 2026 and concluded on 5 July 2026. More details on the consultation that has been undertaken and the submissions that have been received, are provided in the Discussion section of this report.

The Community Engagement Charter as prepared by the Minister for Local Government is contained within **Attachment A**.

The draft Community Engagement Policy is contained within **Attachment B**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

The Council considered the draft Community Engagement Policy at its Meeting held on 2 June 2026.

Community

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

Promotion of the draft Policy and the community consultation included the following:

- Public notice in The Advertiser on Friday 12 June 2026;
- News story on the Council's website and Look East website;
- News item in the Council's e-newsletter, Look East:
- Social media posts on Facebook, Instagram and LinkedIn;
- A4 posters at the Council's Libraries;
- A1 posters on The Parade; and
- A0 roadside coreflutes at the Osmond Terrace and Fullarton Road intersection.

The draft Community Engagement Policy was available for viewing at the Norwood Town Hall and at each of the Council's Libraries. A copy of the draft Policy could also be downloaded from the Council's website.

The consultation period opened on Friday, 12 June and closed on Sunday, 5 July 2026.

A total of nine (9) submissions were made via the online form. One (1) hardcopy survey/feedback form and one (1) written submission were received via email.

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

Staff

Not Applicable

Other Agencies

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

DISCUSSION

Section 50A of the Act requires that all Councils must prepare and adopt a Community Engagement Policy relating to community engagement for the purposes of the Act.

The Community Engagement Policy must be consistent with and comply with the requirements specified by the Charter.

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

At its meeting held on 2 June 2026, the Council endorsed the draft Community Engagement Policy for release for community consultation.

Consultation reach and participation

The article on the Council's website and hosted on the Council's Look East website was viewed 243 times between 12 June and 5 July 2025.

The dedicated consultation page was visited 207 times during the consultation period.

The Council's Look East e-newsletter is sent to more than 13,000 subscribers.

The draft Community Engagement Policy consultation was promoted through the e-newsletter on Friday, 19 June 2026 and achieved an open rate of 25.4% (which is above the average of 19%) and generated 263 "clicks" on the article. The e-newsletter was then resent on Sunday, 21 June to subscribers who had not opened the e-newsletter, generating a further 391 opens and 12 "clicks" on the article.

Social media posts on Facebook, Instagram and LinkedIn received reasonable "impressions" (1,792 across all three platforms) and engagement, (24 interactions with the content), generating a total of seven link "clicks".

Community consultation and submissions received

A copy of the written survey responses that have been received is contained in **Attachment C**.

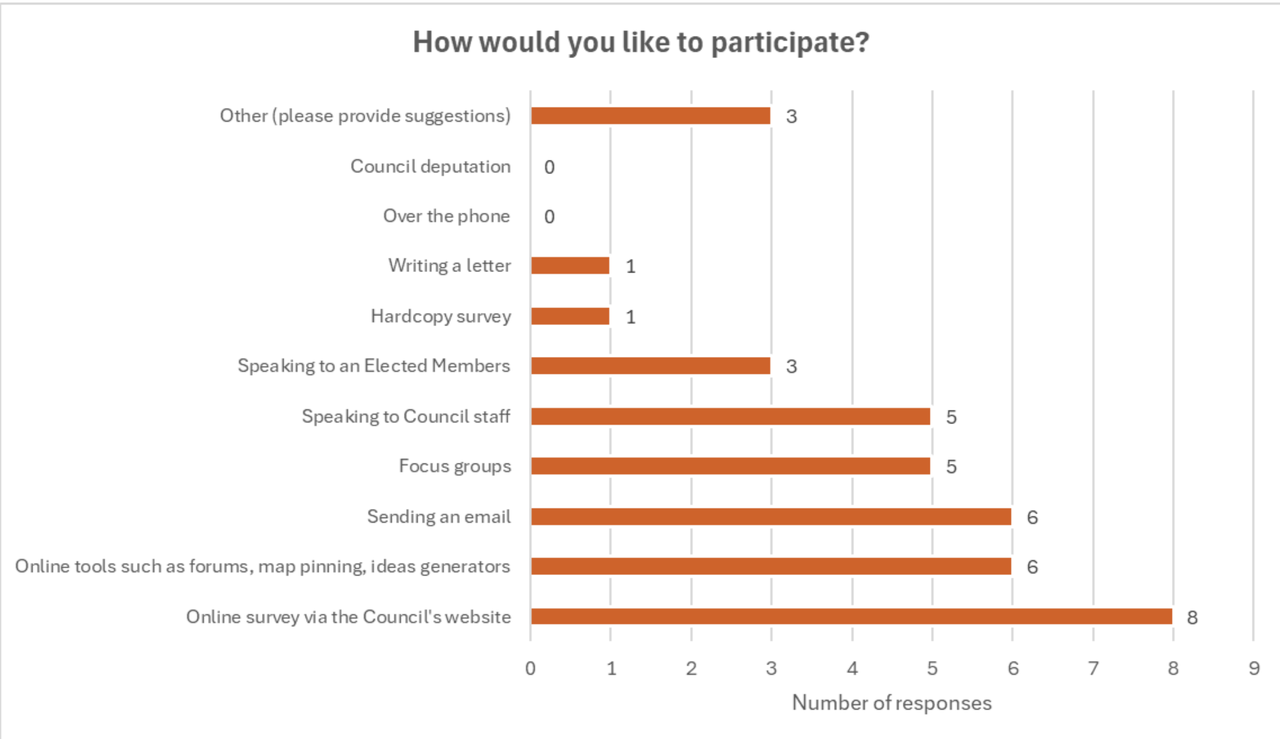
A copy of the written submission (1) that has been received is contained in **Attachment D**.

A copy of the survey/feedback form is contained in **Attachment E**.

The survey/feedback form provided the opportunity for respondents to respond to a series of questions to understand how they prefer to hear about and participate in consultations. A total of ten (10) survey/feedback forms were completed.

How Would You Like to Participate?

The first question asked respondents how they would prefer to participate in consultations that are undertaken by the Council. Responses were recorded as follows (n=10)



Three (3) respondents indicated other ways of participating in community engagement. Their responses read as follows:

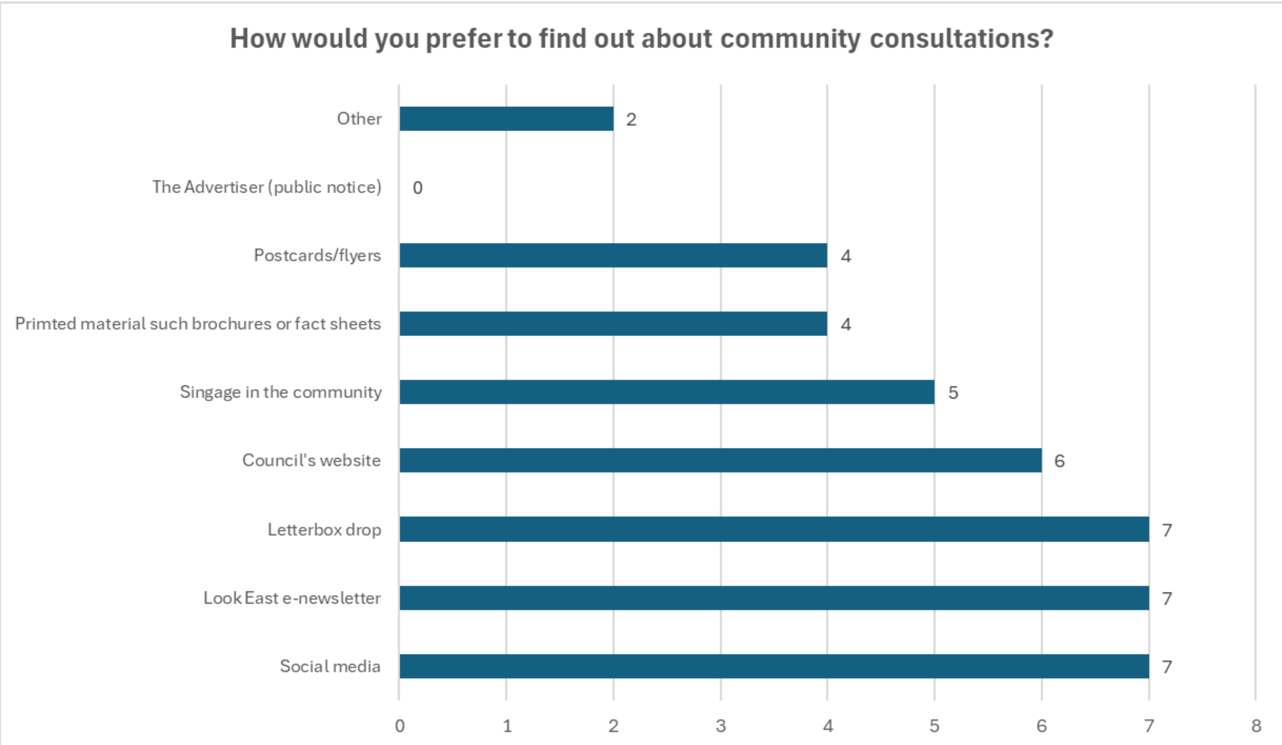
1. An important omission from the list is public meetings. It is noted that this form of engagement is included in the Local Government Act template. The omission is significant. Engagement is about more than just hearing from the community. It is about encouraging participation and giving the community the opportunity to take part in deliberative decision-making.
   The one-way traffic envisaged in the various forms of participation leaves opaque how community input is treated and the effect of that participation on actual outcomes. Deliberative public meetings are the gold standard for engagement and it is disappointing that this mechanism is not included in the list Council is surveying.

2. Public meetings that are well publicized and promoted, beyond just scant mentions in buried website pages. 'Community consultation' implies that the council is keen to have a relationship with its community members and relationships are strongest with two-way communication where both parties listen and work together forming solutions. This council currently fails to engage with the community in any constructive way and excludes any means of active participation in outcomes.

3. Community meetings.

How would you prefer to find out about community consultation?

The second question asked respondents to indicate how they would prefer to hear about opportunities to participate in consultations. Responses were recorded as follows (*n*=10)



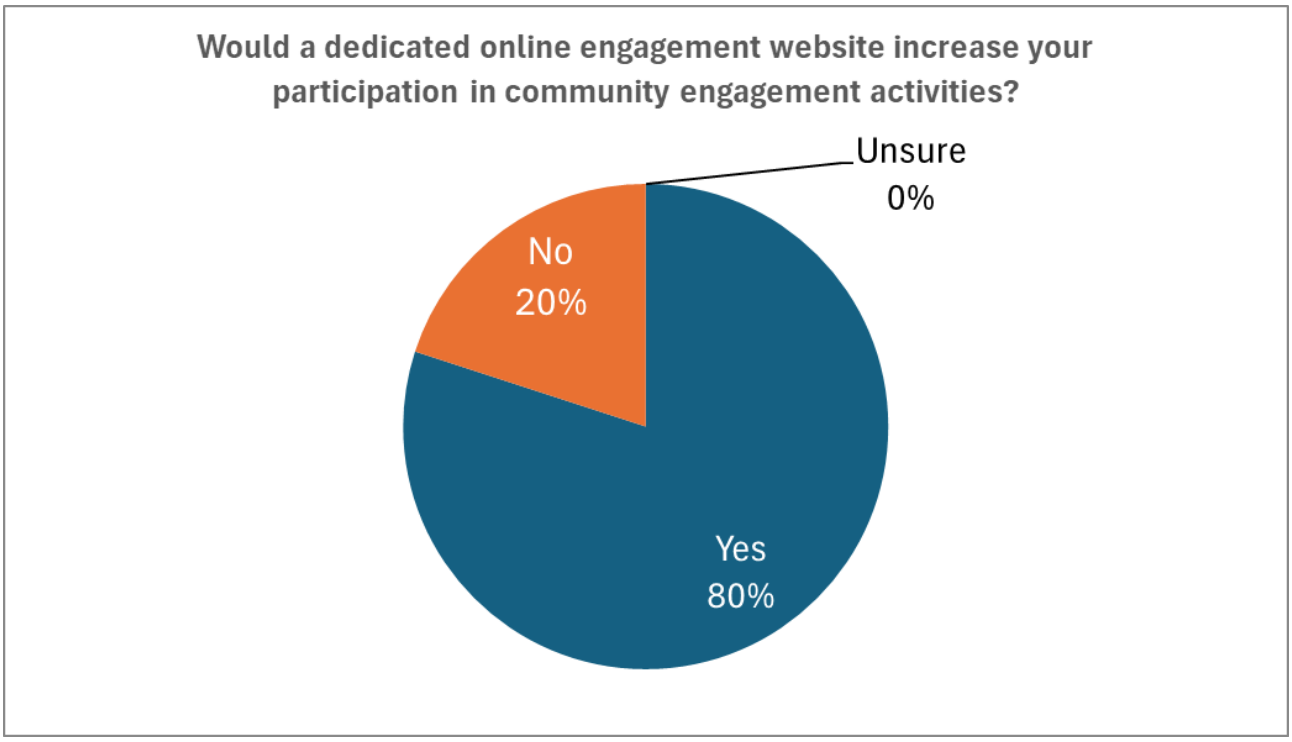
Two (2) respondents provided other options for finding out about community consultation. Their suggestions were as follows:

1. Letterbox drop should be used for very local issues perhaps and Look East, while very informative and useful is not timely enough for some consultations.

2. Printed material at supermarket checkouts, other participating retailers.

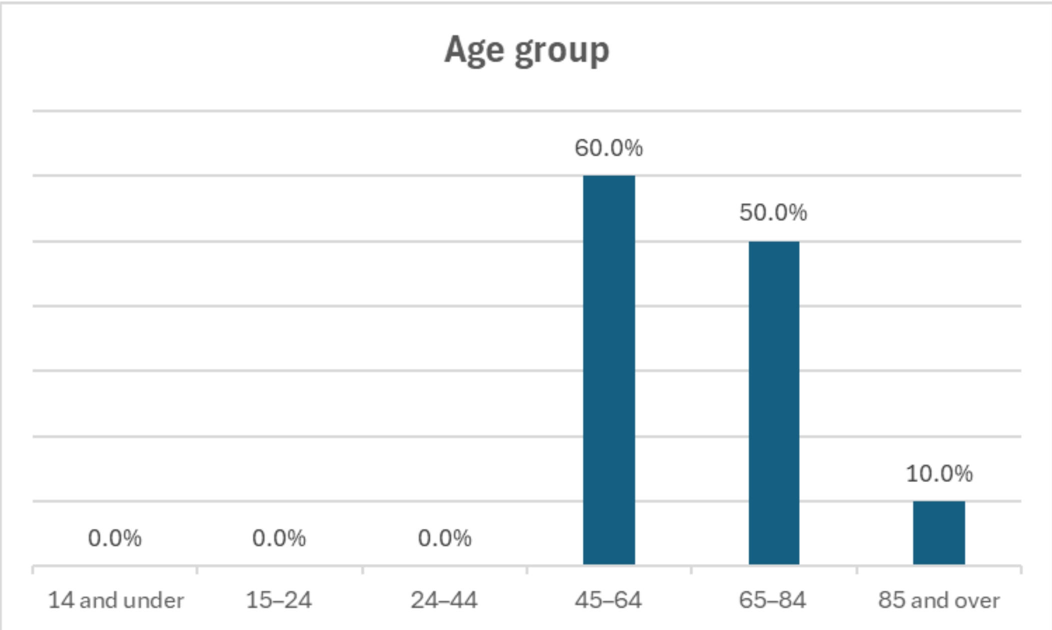
Would a dedicated online engagement website increase your participation on community engagement activities?

A third question aimed to understand the community appetite for a dedicated community engagement website. Responses were recorded as follows:



Demographic Data

Identifying demographic data was only captured for the purpose of communicating outcomes of the consultation. Age groups of respondents were represented as follows:



Summary of Written Comments and Submissions

Analysis of the feedback regarding the draft Community Engagement Policy has identified several key themes and these are set out below.

a. Some respondents have suggested that the terminology used in the draft Policy is too "bureaucratic" and may not be accessible by the broader community.
b. Feedback has suggested that the draft Policy is too closely aligned with the minimum requirements of Section 50 of the *Local Government Act 1999* (the Act) and the Local Government Association of South Australia's model Policy.
c. Some respondents noted that more exhaustive lists of example consultations should be included and categorised, particularly as part of the 'Significant' category of consultation.
d. To improve inclusivity, respondents suggested improving the Council's consultation activities in ways such as:
   - Diverse outreach: Utilising a broader range of communication tools, including billboards, social media) and newsletters from local resident associations.
   - Direct engagement: Using varied meeting times and locations, such as local cafes, to reach unrepresented groups.
e. Some respondents have raised the importance of consultation in maintaining fiscal transparency with some respondents citing the ESCOSA report suggesting that the Council should undertake "deeper" engagement regarding the scale, cost and long-term financial impacts of significant capital projects to manage expectations around debt and rates.
f. One submission raised concerns regarding the Council's use of confidentiality provisions when considering matters.
g. Some respondents have highlighted instances where consultation was not initiated for decisions that have public impacts, such as the Vernon Street Pathway access and Norwood Swimming Pool operating hours. To address this, the feedback suggests that the Policy should include firm, non-discretionary commitments to consult on matters affecting local amenities, ensuring that community input is a formal component of the decision-making process.
h. One of the submissions highlighted that "even very localised community groups struggle with how to improve and increase community engagement….".

Response to the Comments and Submissions

A response to the key themes is set out as follows:

- Alignment of the draft Policy to the Local Government Association of South Australia's (LGA) model Policy

  Councils must adopt a Community Engagement Policy that is consistent with the Charter.

  On this basis, the LGA's Model Policy h*as* been prepared with the assistance of Norman Waterhouse Lawyers to assist all councils with the development of their own respective community engagement policies, to ensure compliance with the requirements of the *Local Government Act 1999*.

  The Council's draft Policy **has therefore been** prepared on the basis of the requirements of the *Local Government Act 1999* (the Act) and the Local Government Association of South Australia's (LGA) model Policy, to ensure the Council complies with the express intent of the *Community Engagement Charter* as gazetted by the Minister for Local Government.

  The draft Policy does not however limit the Council's ability to consider other forms of community engagement. To this end, there are a number of decisions, activities and processes where the Act and Charter are silent in relation to community engagement.

  The Council may undertake community engagement activities for community participation in relation to other decisions, activities or processes of the Council that are not specified in the Charter at its absolute discretion. In short, it is not possible to have an exhaustive list.

The Council's approach to consultation is and has always been centred on developing a tailored or bespoke plan for each individual project or issue to ensure that engagement responds to specific projects and the unique needs of stakeholder groups.

This process is anchored by the IAP2 Spectrum (a framework for public participation), which provides the standard for shaping consultation activities across the participation spectrum.

To support this high standard of delivery, the Council maintains membership of the Engagement Institute of Australia as this organisation provides access to a vast repository of hundreds of engagement tools and activities that are designed to respond to diverse stakeholder requirements.

A recent successful application of this bespoke methodology is the George Street Upgrade Project.

The George Street Project engaged stakeholders through a variety of targeted methods, including:

- Broad informing: Providing project overviews to the general public through a variety of print, outdoor signage and digital platforms;
- Targeted engagement: Facilitating tailored face-to-face meetings with specific stakeholder groups that were invited to help shape the staged construction plan; and
- Specialist access: Hosting public drop-in sessions with project specialists to allow the community to understand all components of the project and the staged construction plan and ask any questions or seek clarity.

This project serves as a model for deliberative engagement, responding to community calls for consultation that is real and impactful.

- ESCOSA Advice

One of the recommendations set out in the ESCOSA report titled, *Local Government Advice City of Norwood Payneham & St Peters February 2026* is that the Council should:

undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long-term financial impact of any future significant capital expenditure projects;

The Council has and will continue to use its bespoke planning process to ensure that consultation on high-impact matters and significant capital projects, is appropriately undertaken. This aligns with ESCOSA's Advice to improve transparency and manage expectations regarding the scale and financial impact of major capital projects.

To this end, all large scale projects such as the Payneham Memorial Swimming Centre Project, The Parade Masterplan Project, various reserve upgrades, the St Peters Town Hall Complex and so on , have all been consulted on either in respect to the project itself or as part of the Annual Business plan and Budget process and when required, through the Prudential Review process.

- Use of Confidential Provisions

Section 90(1) of the *Local Government Act 1999* (the Act), provides that a meeting of a Council or Council Committee must be conducted in a place open to the public. In addition, Regulation 4 of the *Local Government (Procedures at Meetings) Regulations 2013* contain a Guiding Principle that "*procedures should encourage appropriate community participation in the affairs of the Council*."

However, the Act also recognises that there are occasions when it is necessary to restrict public access to discussion and/or documents as part of the Council's decision-making processes.

Section 90(2) of the Act provides councils and committees with the discretion to exclude the public from a meeting in order to "receive, discuss or consider" information and matters of a kind listed in Section 90(3) of the Act in confidence, which includes, for example, matters such as legal advice, commercial information, tender materials and award recipients before the awards have been announced.

One submission asks the following question:

The question is why does Norwood Payneham & St Peters Council have so many items that it cannot share with the public?

The submission refers to the number of "sensitive" items the Council has considered in confidence this year (ie 15 items).

"Sensitivity" is not the test in terms of determining whether an item is considered in confidence.

The 15 items that have been considered by the Council in confidence this year have related to the following matters:

- Tenders (noting that all tenders above a $1million threshold are presented to the Council for approval and not all Councils do this);
- Commercial-in-confidence matters;
- legal matters;
- staff related matters;
- Conferring of Awards;
- a matter that required to be considered in confidence as a result of a request by the State Government.

Consideration of these matters in confidence ensured the protection of third-party commercial information, employee and members of the public personal information and ensured that the Council did not breach legal professional privilege.

It is important to note that the Council is required to report on the nature of Confidential Items that are considered by the Council each year in its Annual Report. The Council provides this information in its Annual Reports.

The test in determining if a matter is to be considered in confidence, is not based on the number of times the Council has already considered matters in confidence – the test is based on the nature of the matter to be considered and whether or not that subject matter complies (that is, meets the test) with the provisions of Section 90(3) of the Act.

- Consultation regarding the Vernon Street Access to Richards Park and the Norwood Swimming Pool Operating Hours.

  - Vernon Street Access to Richards Park.

    As Members may recall, in March 2025, the Council considered a request from the Department for Education for the Council to extinguish its Right-of-Way over the land owned by the Department for Education that is located adjacent to the Margaret Ives Community Children's Centre (the Centre) which runs between Vernon Street and Richards Park.

    Members may also recall that community consultation was not undertaken by the Council in respect to the proposed closure of the laneway, as the Council is not the owner of the laneway and the Council is not intending to close the laneway – this decision and responsibility lies entirely with the Department for Education.

    For these reasons community consultation was not undertaken.

- Norwood Swimming Pool Operating Hours.

  At its meeting held in June 2026, the Council considered a report which included various options to improve the operating result of the Norwood Swimming Pool. One of the options was to combine a shorter season with the removal of low use weekday early morning and early evening opening hours.

  This option had the potential of improving the Councils financial sustainability (in line with the ESCOSA Advice), delivering a forecast net saving of approximately $103,000 per season.

  Elected Members will recall that the Council did not support the reduction in the operating hours at the Norwood Swimming Centre and instead resolved to maintain a 26 week swimming season.

  On the basis that no changes were made to the level of serve provided to the community in respect to the operating hours of the Norwood Swimming Pool, community consultation was not undertaken.

- The draft Policy does not comply with the Requirements of the Local Government Community Engagement Charter

  As set out above, the draft Policy does comply with the requirements of the Community Engagement Charter, as it is based on the LGA Model Policy which has been prepared in partnership with the LGA's lawyers.

- The draft Policy merely attempts (and fails) to meet minimum requirements of the Community Engagement Charter and does little to encourage greater community input.

  As set out above, the draft Policy ensures compliance with the *Local Government Act 1999* and meets the requirements of the Community Engagement Charter.

  Whilst the draft Community Engagement Policy itself cannot be materially customised, as it reflects the requirements of the legislated Community Engagement Charter, the draft Policy does not restrict any Council from taking a bespoke community engagement for a range of other matters that are not specifically referred to in the Act.

- City of Unley's draft Community Engagement Policy

  One of the submissions refers to the City of Unley's draft Community Engagement Policy and states that "*I commend the drafting adopted by the City of Unley in paragraph 6.3 of its draft Community Engagement Policy. Unley's drafting accurately captures the generic description of each category and then goes on to give a non-exhaustive list of mandated statutory examples*."

  The submission makes comparison to the City of Unley's provisions set out in paragraph 6.3 to the Council's provisions set out in paragraph 5.2 of the draft Community Engagement Policy.

  The City of Unley's provisions set out in paragraph 6.3 of its Policy, are exactly the same as the Council's provisions set out in paragraph 5.2 of the draft Community Engagement Policy and both draft Policies are based on the LGA Model Policy.

  The City of Unley have however, included an attachment to the draft Policy which lists in table format, the mandated statutory community engagement matters in legislative order, however the contents are identical to this Council's draft Policy.

  To this end, this Council's draft Policy contains all of the mandated statutory community engagement matters in paragraph 5.2.

  In other words, the City of Unley have simply duplicated the information set out in its draft Policy in paragraph 6.3 (which is the same information as set out in paragraph 5.2 of this Council's draft Policy) in a table format as an attachment to the draft Policy.

In summary, the LGA has encouraged Councils across the State to adopt the Model Policy to support consistency and compliance across the all Councils.

OPTIONS

The Council can adopt the draft Policy as recommended or it can amend the Policy as the Council sees fit.

However, the Council must adopt a Community Engagement Policy by 11 September 2026.

CONCLUSION

Effective engagement with the community assists all Councils in making informed decisions that consider a number of factors, including legislative requirements, budget constraints, strategic directions, public safety, expert advice and community views.

Consultation however is different to making a decision on a project or issue. When making decisions, in addition to the outcome of any community consultation that is undertaken, the Council must also weigh-up and balance a variety of competing factors which include social, economic, technical, environmental and cultural considerations.

The draft Community Engagement Policy ensures that the Council is meeting its legislative obligations and ensures compliance with the Community Engagement Charter.

RECOMMENDATION

1. *That the report and summary of submissions received during public consultation on the draft Community Engagement Policy be noted.*

2. *That the draft Community Engagement Policy contained within Attachment B be adopted.*

LOCAL GOVERNMENT ACT 1999

Section 50 Community Engagement Charter

The Community Engagement Charter (the Charter) is established by the Minister for Local Government pursuant to Section 50 of the *Local Government Act 1999* (the Act) for the purposes of this Act.

Principles

This charter has been prepared taking into account the following principles contained in Section 50(2) of the *Local Government Act 1999*—

(a) members of the community should have reasonable, timely, meaningful and ongoing opportunities to gain access to information about proposed decisions, activities and processes of councils and to participate in relevant processes;

(b) information about issues should be in plain language, readily accessible and in a form that facilitates community participation;

(c) participation methods should seek to foster and encourage constructive dialogue, discussion and debate in relation to proposed decisions, activities and processes of councils;

(d) participation methods should be appropriate having regard to the significance and likely impact of proposed decisions, activities and processes;

(e) insofar as is reasonable, communities should be provided with information about how community views have been taken into account and reasons for decisions or actions of councils.

Categories

In recognition of the fact that the matters included for community engagement in this Charter have differing levels of impact on councils' communities, this Charter establishes the following categories of engagement and requirements that are appropriate to each group—

- **Significant—annual business plan and rating policy**: decisions related to a council's adoption of its annual business plan or proposed changes to the basis of its council rates.
- **Significant**: decisions that a council makes that have a significant impact on most or all ratepayers and residents, or the wider community or area.
- **Standard**: decisions that a council makes that benefit from community input across the council area.
- **Local**: decisions that impact an identifiable smaller group of residents/ratepayers or a local area.
- **Inform**: matters where councils provide information to a community impacted by a decision.

Mandatory Requirements Definitions

Where the Charter includes a mandatory requirement, the following table provides more information about actions that must be taken at a minimum to meet that requirement for community engagement.

While these actions are mandatory, councils should actively consider all activities that should be undertaken for each matter that it is consulting on to give community members the best chance to make their views known. In particular, councils should undertake additional engagement for matters that have greater significance, greater community interest or a greater impact on communities.

In this Charter 'community' means individuals, groups or stakeholders that are impacted by or interested in a particular council decision or action. Councils should seek broad, diverse and representative views across its community.

Whenever a council is preparing information to support engagement, it should be in plain language, readily accessible and in a form that facilitates community participation.

Categories

Mandatory Requirement	**Mandatory Minimum Actions to Achieve the Mandatory Requirements**	**Mandatory Requirement that Applies to Matters Categorised as:** (X indicates that the mandatory requirement applies)				
		Significant—Annual Business Plan and Rating Policy	**Significant**	**Standard**	**Local**	**Inform**
Website	Publish information about the matter that can be easily found on a council website.	X	X	X	X	X
News publication	Publish information about the matter in a local news publication (print where available, but otherwise digital) that circulates in the council area and is not produced by the council.	X	X			
Consult with the whole council area	Consider appropriate forms of notifications to the council area. Consider whether additional information or notification should be made available to the community to bring their attention to the matter and to support participation.	X	X	X		

Mandatory Requirement	**Mandatory Minimum Actions to Achieve the Mandatory Requirements**	**Mandatory Requirement that Applies to Matters Categorised as: (X indicates that the mandatory requirement applies)**				
		Significant—Annual Business Plan and Rating Policy	**Significant**	**Standard**	**Local**	**Inform**
Invite submissions	Provide information about how the community can make a submission, including timeframe.	X	X			
Explain decision-making process	In material prepared explain what the council proposes to do, why it proposes to do it, and what it seeks to achieve. Explain how community feedback will inform the council's decision.	X	X			
Seek and consider feedback from the community—significant matters	Consider how best to invite feedback from the community. Provide a minimum community engagement period of 21 days to enable the community to provide feedback. Include a summary of community engagement feedback to the council ahead of the decision.	X	X			
Public meeting	Hold a public meeting where the community is invited to provide submissions (written or verbal) on the matter. The public meeting may be part of a council meeting or a separate event.	X				
Council meeting invitation	Invite people who have made a written submission to attend a council meeting to speak to their submission before the decision is made.		X			
Seek and consider feedback from the community	Consider how best to invite feedback from the community Provide information about how community feedback will inform the council's decision. Ensure an appropriate period of time is provided to enable communities to provide feedback.			X	X	
Consult with local community	Consider appropriate forms of notifications to the area within the council affected by the council decision or action. Consider whether additional information or notification should be made available to the local community to bring their attention to the matter and to support participation.				X	
Information to the whole council area	Provide information to the whole of the council's community if it may be directly affected by the council decision or action.					X

Mandatory Requirement	**Mandatory Minimum Actions to Achieve the Mandatory Requirements**	**Mandatory Requirement that Applies to Matters Categorised as: (X indicates that the mandatory requirement applies)**				
		Significant—Annual Business Plan and Rating Policy	**Significant**	**Standard**	**Local**	**Inform**
Information to local community	Provide information to the local community that may be directly affected by the council decision or action.					X

Matters (in Legislative Order)

Category	**Matter**	**Act Reference**	**Description**
Significant	Representation reviews	Section 12(7) of the *Local Government Act 1999*	Consultation that a council undertakes when it is doing a review of its internal representation (including possible changes to its ward structure, number of council members, change of council or ward names).
Inform	Minor changes to opening hours and place of council offices	Section 45(3) of the *Local Government Act 1999*	A council's decision about the manner, places and times at which its offices will be open to the public, where the impact of the decision would be minor.
Standard	Substantial changes to the opening hours and place of council offices	Section 45(3) of the *Local Government Act 1999*	A council's decision about the manner, places and times at which its offices will be open to the public, where the impact of the decision would be substantial.
Standard	Community engagement policy	Section 50A(6)(b) of the *Local Government Act 1999*	Councils must consult before adopting its community engagement policy, which is the document that demonstrated how the council will consult in accordance with this charter and on other matters.
Standard	Council behavioural support policies	Section 75(F)(6) of the *Local Government Act 1999*	Consultation that a council undertakes when it is proposing to adopt behavioural support policies.
Standard	Access to meetings and documents	Section 92(5) of the *Local Government Act 1999*	How councils ensure that council documents are made available and accessible to community members.
Significant	Strategic Management Plans	Section 122(6) of the *Local Government Act 1999*	The development and review of a council's strategic management plan. Strategic management plans lay out the council's strategic directions for a future ten-year period, including council's long-term financial plan and infrastructure and asset management plan.
Significant—annual business plan and rating policy	Annual Business Plan	Section 123(3)(b) of the *Local Government Act 1999*	Adopting an annual business plan. Annual business plans set out the decisions a council makes each year on the rates and income they will receive and how they will spend these funds.
Significant—annual business plan and rating policy	Basis of rating	Section 151(5)(e) of the *Local Government Act 1999*	Consultation that a council takes when it is proposing changes to the basis of its council rates, including declaring differential rates; imposing a separate rate, service rate or service charge; changing the basis on which land is valued for the purposes of rating.
Significant	Differential rating and special adjustments	Section 156 (14a)(b) of the *Local Government Act 1999*	Consultation that a council takes when it is proposing changes to its use of differential rating.
Significant	Revocation of classification of land as community land—in all other cases	Section 194(2)(b) of the *Local Government Act 1999*	Consultation that councils must undertake before revoking the community land status of any land that is community land.

Category	**Matter**	**Act Reference**	**Description**
Significant	Community Land Management Plans—adoption	Section 197(1) of the *Local Government Act 1999*	Before a council adopts a community land management plan, it must undertake consultation.
Significant	Community Land Management Plans—significant amendments	Section 198(3) of the *Local Government Act 1999*	If a council amends a community land management plan, and the amendment has a significant impact on the community, it must undertake consultation.
Significant	Alienation of community land by lease or licence	Section 202(2) of the *Local Government Act 1999*	Consultation that a council undertakes when it is proposing to lease or licence community land.
Inform	Council is proposing a permit or authorisation for alternation of a road or use of roads for business purposes	Section 223(1) of the *Local Government Act 1999*	Consultation that a council takes when there are works on a road that require the council's permit and authorisation, and where traffic will be impeded for less than 48 hours and the council ensures that a detour is in place.
Local	Council is proposing a permit or authorisation for alternation of a road or use of roads for business purposes	Section 223(1) of the *Local Government Act 1999*	Consultation that a council takes when there are works on a road that require the council's permit and authorisation, and where traffic will be impeded for more than 48 hours (with a detour in place) or where no detour will be available.
Local	Consultation on proposed planting of vegetation on a road	Section 232(b) of the *Local Government Act 1999*	Consultation that a council takes when it proposes or authorises or permits for planting street trees or other vegetation on council roads, if the planting may have a significant impact on residents, nearby business or advertisers in the area.
Standard	Power to make orders	Section 259(2)(b) of the *Local Government Act 1999*	Councils must have policies in place on how they make orders relating to hazards on land adjoining a public place and the inappropriate use of a caravan or vehicle as a place of habitation and must consult before they adopt these policies.
Inform	Election information	Section 13A(2) of the *Local Government (Elections) Act 1999*	Councils must provide information, education and publicity for local government elections.

Commencement

The Community Engagement Charter comes into operation on the day on which it is published in the Gazette.

Dated: 2 December 2025

HON JOE SZAKACS MP
Minister for Local Government

City of Norwood Payneham & St Peters

NAME OF POLICY:	Community Engagement
POLICY MANUAL:	Governance

1. Introduction

1.1. Council is committed to open, accountable and responsive decision making, which is informed by effective communication and engagement between Council and the community and stakeholder interest groups.

1.2. Including communities and stakeholder interest groups in decision-making processes is important to the successful development of appropriate and informed decisions and policies by Council.

1.3. Council's community includes people who live, work, study, own property, conduct private or government business, visit or use the services, facilities and public spaces and places of Council. Council recognises that a community may be a geographic location (community of place), a community of similar interest (community of interest) or a community of affiliation, practice or identity (such as industry or sporting clubs).

1.4. Section 50A of the *Local Government Act 1999* (the Act) requires Council to prepare and adopt a policy relating to community engagement for the purposes of the Act. The policy must be consistent with and comply with any requirements specified by the Community Engagement Charter (the Charter) which is provided as an appendix to this Policy.

2. Purpose and Scope

2.1. The purpose of this policy is to ensure that Council meets its legislative obligations regarding public consultation by:

2.1.1. Meeting the requirements set out in the Act and the Charter.
2.1.2. Using appropriate and cost-effective engagement methods which are relevant to the specific circumstances of each decision, activity or process.
2.1.3. Providing for appropriate participation by the local community, key stakeholders and interested parties.
2.1.4. Using feedback to enhance decision making.
2.1.5. Providing information on the reasons for decision or actions of Council, where reasonable and appropriate.

2.2. This policy is a statement of Council's general position in relation to community engagement (public consultation), as required under the Act and the Charter.

2.3. This policy applies to decisions, activities and processes undertaken by the Council, a delegate of the Council or a person exercising power on the Council's behalf, where public consultation is required to be undertaken in accordance with the Act, the Charter, or this policy. A reference in this policy to 'Council' includes a reference to a delegate or other person exercising power on the Council's behalf.

2.4. The Chief Executive Officer is responsible for the implementation and application of this policy, and where necessary reporting the outcomes of consultations to the Council. The specific delegations made under this Policy are outlined in part 8 of this policy.

2.5. This policy does not apply where the Council is exercising powers and functions under any other Act. Where there are consultation requirements under other legislation, e.g. the *Planning, Development and Infrastructure Act 2016*, those specific processes take precedence over this policy.

3. Principles

3.1. The preparation and adoption of this policy fulfil the Council's obligations to prepare and adopt a policy under section 50(A) of the Act. The following principles in the Charter have been considered in the preparation of this policy:

3.1.1. community members should have reasonable, timely, meaningful and ongoing opportunities to gain access to information about proposed decisions, activities, processes of councils and to participate in relevant processes;
3.1.2. information about issues should be in plain language, readily accessible and in a form that facilitates community participation;
3.1.3. participation methods should seek to foster and encourage constructive dialogue, discussion and debate in relation to proposed decisions, activities and processes of councils;
3.1.4. participation methods should be appropriate having regard to the significance and likely impact of proposed decisions, activities and processes; and
3.1.5. insofar as is reasonable, communities should be provided with information about how community views have been taken into account and reasons for decisions or actions of councils.

3.2. Council will undertake public consultation in accordance with the Act, the Charter and this policy.

3.3. Council may, in its absolute discretion, determine to undertake a step or steps in addition to those set out in this policy in relation to a matter for which it is required by the Act and/or the Charter to undertake public consultation.

3.4. However, Council is not required to give prior consideration and/or to determine whether or not to undertake any additional step or steps in relation to such a matter. A well-intentioned engagement that does not generate the anticipated level of engagement is not a breach of this policy.

3.5. Council may, from time to time, alter or substitute a new policy, following public consultation.

4. Roles

4.1. Elected Members

4.1.1. Encourage participation
4.1.2. Support the promotion of engagement opportunities and encourage community members to actively participate in council's decision-making processes.
4.1.3. Consider feedback
4.1.4. Consider community feedback provided through official engagement processes alongside other
4.1.5. influences on decision making (e.g. legislation, policy, resources, expert advice, previous decisions).

4.2. Administration

4.2.1. Plan and deliver engagement programs and activities.
4.2.2. Ensure engagement activities align with legislation and this policy.
4.2.3. Present feedback.
4.2.4. Provide decision makers with clear, unbiased summaries of engagement outcomes, outlining how community views have informed any recommendation(s).

4.3. Community Members

4.3.1. Participate in the engagement process.

4.3.2. Participate in engagement opportunities in ways that suit their needs, noting that community views are one of several influences considered in council's decision making.

4.3.3. Provide local knowledge and lived experience relevant to the Council's decision-making process:

- Share local insights, experiences, stories and perspectives to support shared understanding.
- Provide feedback, ideas, support or sentiment to inform the Council's consideration of options, impacts and potential outcomes.

5. Public Consultation Categories

5.1. The Charter addresses minimum mandatory community engagement activities for matters where the Act requires public consultation to be undertaken.

5.2. The Charter establishes different categories of consultation for matters, as follows:

Significant – Annual business plan and rating policy

- Adopting an Annual Business Plan - section 123(3)(b)
- Changes to basis of rating, declaring differential rates, imposing a separate rate, service rate or service charge, or changing the basis on which land is valued for the purpose of rating - section 151(5)(e).

Significant

- Representation reviews - section 12(7)
- Development and review of Strategic Management Plans - section 122(6)
- Changes to use of differential rating - section 156(4a)(b)
- Revocation of classification of land as community land - sections 194(2)(b)
- Community Land Management Plans - adoption - section 197(1)
- Community Land Management Plans – significant amendments - section 198(3)
- Alienation of community land by lease or license - section 202(2).

Standard

- Opening hours and place of principal office - substantial changes - section 45(3)
- Community Engagement Policy - section 50A(6)(b)
- Council behavioural support policies - section 75F(6)
- Access to meetings and documents - section 92(5)
- Power to make orders - section 259(2)(b).

Local

- Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for more than 48 hours (with a detour in place) or where no detour will be available - section 223(1)
- Proposed planting of vegetation on a road – significant impact - section 232(b).

Inform

- Opening hours and place of principal office – minor changes - section 45(3)
- Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for less than 48 hours and the Council ensures that a detour is in place - section 223(1)
- Election information - section 13A (2) of the *Local Government (Elections) Act 1999.*

5.3. The table in Part 6 of this policy sets out the engagement activities that Council will undertake to meet the requirements of each matter for which public consultation must be undertaken in accordance with the Act and the Charter.

6. Charter Engagement Requirements

6.1. Council will comply with the minimum mandatory public consultation requirements for each category of matters set out in the Charter.

6.2. The following table sets out the engagement activities that Council will undertake to meet the public consultation requirements in the Act and the Charter.

6.3. In circumstances where more than one engagement activity is specified, there is no obligation on Council to utilise all engagement activities in respect of each Charter requirement.

Charter requirement	Mandatory minimum actions to achieve Charter requirement	Charter Category					Engagement activities
		Significant ABP and Rating Policy	Significant	Standard	Local	Inform	
Website	Publish information about the matter that can be easily found on a Council website.	X	X	X	X	X	Information published on the Council's website.
News publication	Publish information about the matter in a local news publication (print where available, but otherwise digital) that circulates in the Council area and is not produced by the Council.	X	X				Information published in a print or digital newspaper, community newsletter or other (non-council) publication circulating in the area of Council.
Consult with the whole Council area	Consider appropriate forms of notifications to the Council area. Consider whether additional information or notification should be made available to the community to bring their attention to the matter and to support participation.	X	X	X			Information published on a social media platform maintained by Council. Information available at the Council's principal office, libraries and/or community centres. Consider if roadside and/or site-specific signage would be suitable for this engagement.
Invite submissions	Provide information about how the community can make a submission, including timeframe.	X	X				Engagement material provides information about how the community can make a submission, including the minimum 21 day timeframe for submissions.

Charter requirement	Mandatory minimum actions to achieve Charter requirement	Charter Category					Engagement activities
		Significant ABP and Rating Policy	Significant	Standard	Local	Inform	
Explain decision making process	In material prepared explain what the Council proposes to do, why it proposes to do it, and what it seeks to achieve and to what level the community can influence the decision. Explain how community feedback will inform the Council's decision.	X	X				Engagement material explains what the Council proposes to do, why it proposes to do it, and what it seeks to achieve. Information published explains how feedback received will inform the Council's decision.
Seek and consider feedback from the community—significant matters	Consider how best to invite feedback from the community. Provide a minimum community engagement period of 21 days to enable the community to provide feedback. Include a summary of community engagement feedback to the Council ahead of the decision.	X	X				Depending on the matter being consulted on, and noting the specific requirement for a Public Meeting with respect to the Council's Annual Business Plan & Budget and Rating Policy consultation, submissions on a matter for consultation may be made ie in writing (including letter or email), and/or via an online or paper survey/feedback form or email. In some circumstances submissions may be made by attendance at Council or public meeting, workshop or community forum. Community Engagement period open for a minimum of 21 days. Summary of community engagement feedback considered by Council ahead of decision.
Public Meeting	Hold a public meeting where the community is invited to provide submissions (written or verbal) on the matter. The public meeting may be part of a Council meeting or a separate event.	X					A public meeting will be held either as part of a Council meeting, or as a separate event, for the making of written or verbal submissions.

Charter requirement	Mandatory minimum actions to achieve Charter requirement	Charter Category					Engagement activities
		Significant ABP and Rating Policy	Significant	Standard	Local	Inform	
Council meeting invitation	Invite people who have made a written submission to attend a Council meeting to speak to their submission before the decision is made.		X				People who made written submissions will be invited to attend a Council meeting and speak to their submissions before a decision is made.
Seek and consider feedback from the community	Consider how best to invite feedback from the community Provide information about how community feedback will inform the Council's decision. Ensure an appropriate period of time is provided to enable communities to provide feedback.			X	X		Depending on the matter, feedback may be invited by one or a combination of the following: • Written submissions • Completion of a survey or questionnaire (online or it may be in paper format) • Provision of an online response. • Attendance at Council or public meeting, workshop or community forum. • Promote opportunities to make submissions at a pop-up engagement activity or community event. • Submissions may be considered by the person or body with delegated authority to make the proposed decision or undertake the proposed activity or process (if delegable). Information published indicates how feedback received will inform the Council's decision. Community Engagement period open for a minimum period of 14 days or such other period as determined by Council.

Charter requirement	Mandatory minimum actions to achieve Charter requirement	Charter Category					Engagement activities
		Significant ABP and Rating Policy	Significant	Standard	Local	Inform	
Consult with local community	Consider appropriate forms of notifications to the area within the Council affected by the Council decision or action. Consider whether additional information or notification should be made available to the local community to bring their attention to the matter and to support participation.				X		Depending on the matter: • Information published on the Council's website and social media platforms maintained by the Council. • Information published in targeted letters or leaflet drops to the area within the Council affected by the Council decision or action. • Information made available at Council's principal, libraries and/or community centres in the area within the Council affected by the Council decision or action.
Information to the whole Council area	Provide information to the whole of the Council's community if it may be directly affected by the Council decision or action.					X	Depending on the matter: • Information published on the Council's website and social media platforms maintained by the Council. • Information made available at the Council's principal office, libraries and/or community centres.
Information to local community	Provide information to the local community that may be directly affected by the Council decision or action.					X	Depending on the matter: • Information published on the Council's website and social media platforms maintained by the Council. • Information published in targeted letters or leaflet drops to the area within the Council affected by the Council decision or action. • Information made available at Council's principal, libraries and/or community centres in the area within the Council affected by the Council decision or action

7. Other decisions, activities and processes

7.1. Council recognises that the Act and Charter are silent in relation to some decisions, activities and processes where community engagement is appropriate. Examples include, but not limited to, major changes to the proposed use of Council property and significant changes in the actual cost of a capital projects identified after previously held community consultation.

7.2. Council will undertake community engagement activities for community participation in relation to other decisions, activities or processes of the Council not specified in the Charter at its absolute discretion. Council will give consideration to major decisions to determine the appropriate level of community engagement prior to the decision.

8. Delegation

8.1. Specific engagement activities to be undertaken in relation to any particular decision, activity or processes shall be determined on a case-by-case basis, by:

8.1.1. Council, by resolution;
8.1.2. the Chief Executive Officer;
8.1.3. a delegate with the power to undertake community engagement under the Act, the Charter or this policy; or
8.1.4. a delegate with power to make a decision or undertake an activity or process that requires community engagement under the Act, the Charter or this policy.

8.2. Council, the Chief Executive Officer or a delegate is not required by this policy to undertake, or to consider or determine whether to undertake, additional engagement activities or engagement methods. Such a decision is at the absolute discretion of the decision maker.

9. Information

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Strategic Communications & Advocacy.

10. Adoption and Review

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

This Policy was adopted by the Council on XXXXXX 2026 and it will be reviewed by XXXX 2029.

City of Norwood Payneham & St Peters
Draft Community Engagement Policy
Community Consultation Submissions

Submission type	Comments on draft Community Engagement Policy	How can the Council ensure community engagement is more accessible and inclusive?	Please provide any further comments
Online form	I think this policy has too much bureaucratic language, particularly for a policy which is about engaging the community. I understand Council may be constrained by local government rules about how to write policies, but, for example, 3:1:1 is inconsistent with the stated aim of 3:1:2, that information...should be in plain language..." "3.1.1 could read "community members will be provided with opportunities to read and/or attend information sessions about proposed decisions and activities of council and to provide feedback" Why use when what that means is "read it" or hear it at an in of session? I have read the policy and it's unnecessarily long because it doesn't use "plain language". I have been very impressed by the increased use of Social media by the Council - particularly Instagram. The posts have frequently informed me about something happening which I hadn't seen anywhere else.	Even very localised community groups struggle with how to improve and increase community engagement, so I think its even harder for Council. Social media is very effective and I think Council staff are doing well with increasing the number of posts and variety of topics that are covered. So I would like to see this continue.	n/a
Online form	The Draft Community Engagement Policy reflects the lack of importance council attaches to community consultation. The policy is limited to a regurgitation of the template provided in S50 of the Local Government Act. The template itself takes a narrow view of the contribution genuine engagement is capable of making to grater community cohesion and better decision-making. For instance, it limits its definitions of the category of engagement described as “significant” to business plans, ratings policy and decisions that “have a significant impact on most or all ratepayers”. Presumably, excluded from this category would be examples such as new and significant	As per opening statement - by ensuring it is deliberative wherever possible and where not, at least reporting on input received and the effect of that input on the final outcome	n/a

Submission type	Comments on draft Community Engagement Policy	How can the Council ensure community engagement is more accessible and inclusive?	Please provide any further comments
	capital investment projects, rezonings and closure of council amenities such as libraries. There is nothing in the draft council policy to suggest any intention of going beyond this minimalist approach. This minimum compliance mentality permeates council practice regularly generating community backlash. Some recent examples of this reluctance to consult are the proposed changes to the operation of the Norwood Swimming Centre, the lease renewal for the Linde Community Garden; and the pathway from Vernon Street to Richards Park (all “not applicable”); and tree planting for O.G. Road Central and Ninth Avenue Christmas Light Traffic Management (“letters to inform”). Council’s reluctance to consult on capital projects was subject to specific criticism by ESCOSA: “Greater community consultation should have occurred to ensure transparency and manage expectations regarding levels of debt and rate impacts.” Leading it to recommend that council “Undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long-term financial impact of any future significant capital expenditure projects.” This unwillingness to consult also extends to council’s obsession with the use of confidentiality provisions limiting scrutiny of its business. It is accepted that from time to time there will be issues where public disclosure would be prejudicial to the outcome. Such matters are often dealt with in special council meetings and Norwood Payneham and St Peters Council is as active as any council in the use of such meetings. However, it is also a prodigious user of confidentiality provisions in its regular meetings. So far this year these provisions have been used for 15 items. Even Burnside Council, which has had more than its share of sensitive items, has had 7 confidential items in its regular meetings so far this year. The question is why does Norwood Payneham and St Peters Council have so many items that it cannot share with the public?		
Online form	Council needs to offer more ways to give residents opportunities to engage with their community and decision affecting their community	I'm a wheelchair user and it is a great idea to make engagement accessible in these ways: # improve footpaths....make them	It needs to be real, not lip service. Listen to the residents

Submission type	Comments on draft Community Engagement Policy	How can the Council ensure community engagement is more accessible and inclusive?	Please provide any further comments
		accessible # zoom meetings or online meetings for engagement # come to the residents, meeting at local cafes, making g sure cafe is accessible # make staff available by phone so resident can speak and be heard	
Online form	The Draft Community Engagement Policy (hereafter 'the policy') appears to be a copy of the LGA template rather than a specific and considered strategy for how NPSP will engage with its community going forward. This policy therefore fails to respond to the ESCOSA report concerns that "Greater community consultation should have occurred to ensure transparency and manage expectations" and recommendation 8: "Undertake deeper and ongoing community consultation regarding the scale, cost escalation and long term financial impact of any future significant capital expenditure projects". The policy only requires that the council consult with the community on business plans, ratings policy and decisions that "have a significant impact on most or all ratepayers". Remaining undefined are the terms "significant impact" and "most ratepayers". This leaves the council to determine for themselves the significance of commencing capital projects (of any value), and changes to community facilities (such as closing libraries or operating hours of the Norwood Pool etc.) without any requirement to consult our community. We have seen from past performance that the council is reluctant to consult with the community on even minor issues hence we do not trust that this will change when major impacts are under consideration. Given our dire financial situation going forward, these costly services are likely to come under serious attack, and we want to be deeply involved in the deliberations about their value to the community. This means more open discourse and fewer confidential deliberations specifically designed to exclude the community from the opinions of and debate between councillors. In this election year, that is unacceptable and smells of deceit and collusion.	Per previous comments: invite participation with active promotion; collaborate with residents committees; form 'round tables' of experts and promote the outcomes extensively. It means a whole new way of thinking about engagement with the community and then putting the resources behind that approach to achieve success. This does not happen immediately but will require the commitment of many people for years to come.	n/a

Submission type	Comments on draft Community Engagement Policy	How can the Council ensure community engagement is more accessible and inclusive?	Please provide any further comments
Online form	The use of billboards should be greatly increased.	I wouldn't recommend a second website! Rather, increase traffic to and scope of the current, which is excellent, I think.	My sense of things is that there is low community awareness of council programs and initiatives, no matter what these might be, including opportunities to engage with council. You need to sell the current website as a helpful destination point: perhaps a billboard campaign a few months out of the year? You also need to sell Look East as a great resource, as well. Along with billboards, 1 page glossies at coles and foodland, bottle shops, hardware stores, and FaceBook Ads and Instagram. Real Estate agents could be handing out welcome to NPSP kits to new tenants and new owners. Build more awareness, and more engagement will follow!
Emailed form	n/a	Offer multiple methods of participation – hold local consultations at various times – improve physical/ linguistic accessibility - explore the community for diverse small unrepresented groups – Use plain language and use digital tools simply – strive for continuous improvement through a clear feedback loop.	While we may be a relatively small entity within the council area, our club is one of the largest within our sport. This unique position highlights the importance of securing our future and maintaining our standing both locally and in the broader sporting and NPSP community. Ensuring the long-term sustainability of the club is a top priority. We’re committed to using every available avenue of communication to optimise our use of the land, making sure it serves the community and club’s needs as effectively as possible.

Paul Hayes
[redacted]

e: [redacted]

m: [redacted]

4 July 2026

Mayor Robert Bria
Norwood Payneham and St Peters Council
175 The Parade
Norwood SA 5067

by email: communityengagement@npsp.sa.gov.au

cc: lmara@npsp.sa.gov.au; akane@npsp.sa.gov.au

Dear Mayor Bria

Draft Community Engagement Policy: Submission

The Norwood, Payneham and St Peters Council (***NPSP***) has prepared a draft Community Consultation Policy (***the Draft Policy***) and invited public feedback. This letter is my response to that invitation.

Key Observations

Having reviewed the Draft Policy, I make two over-arching observations, which are further detailed below. These are:

1. The Draft Policy does not comply with the requirements of the Local Government Community Engagement Charter (***the LGCE Charter***).

2. The Draft Policy merely attempts (and fails) to meet minimum requirements of the LGCE Charter and does little to encourage greater community input. The Draft Policy is an exercise in minimal compliance rather than enthusiastic ambition.

Non-Compliance Issue

The Draft Policy does not align with the LGCE Charter.

> • *Significant: decisions that a council makes that have a significant impact on most or all ratepayers and residents, or the wider community or area.*
>
> • *Standard: decisions that a council makes that benefit from community input across the council area.*
>
> • *Local: decisions that impact an identifiable smaller group of residents/ratepayers or a local area.*
>
> • *Inform: matters where councils provide information to a community impacted by a decision.*

With the exception of the first category, these descriptions are intentionally generic so as to both encompass those consultation obligations expressly prescribed by the *Local Government Act 1999* (***LGA***) in various sections *and* extend them to any decisions not expressly provided for in the LGA but which should still enliven a consultation obligation.

In other words, the LGCE Charter clearly sets out a regime for consultation that pertains to:

1. Matters mandated by various sections of the LGA; and
2. Matters that may not be expressly mandated by the LGA but otherwise come within the generic descriptions outlined in the above five categories.

By contrast, the NPSP's descriptions of the five categories in paragraph 5.2 of the Draft Policy reduce each category **exclusively** to specific sections of the LGA that require consultation. The Draft Policy's descriptions do not extend beyond those statutory requirements and, therefore, fail to incorporate the generic descriptions required by the LGCE Charter.

In this regard, I commend the drafting adopted by the Unley Council in paragraph 6.3 of its draft Community Engagement Policy.[1] Unley Council's drafting accurately captures the generic description of each category and then goes on to give a **non-exhaustive** list of mandated statutory examples.

In summary, the narrow drafting of paragraph 5.2 of the Draft Policy is not consistent with either the letter or the spirit of the LGCE Charter.

Compliance versus Ambition

In its attempt to merely comply with the bare minimum of the LGCE Charter, the Draft Policy makes no attempt in good faith to go above and beyond in terms of community engagement.

From at least two matters Council has dealt with in the past 12 months, it is clear that the Council Administration is allergic to community consultation despite the current Policy

[1] Available at: https://hdp-au-prod-app-unley-yoursay-files.s3.ap-southeast-2.amazonaws.com/1017/8208/7293/Draft_Community_Engagement_Policy_for_Consultation.pdf. Accessed 2 July 2026.

being full of motherhood statements about welcoming community input. Those two matters were:

1. the proposed closure of the Vernon Street Pathway entrance to Richards Park; and
2. the proposed changes to the season and operating hours of the Norwood Swimming Pool.

In both cases, the Agenda papers prepared by the Administration failed to consider whether it might be appropriate for community consultation to inform Council's decision-making. It both cases, the Administration's recommended decision would have had a clear impact on local residents and the broader public.

The Draft Policy should fully embrace community consultation by going **above and beyond** the bare minimum requirements of the LGCE Charter.

It could do this by further expressly setting out some types of decisions that NPSP Council could deem as "significant" for consultation purposes regardless of whether they are captured by the formal definition of that category.

Such decisions might include the following;

- Any decision that would have the effect of withdrawing, or adversely impacting, a right or benefit that has been enjoyed by Council residents for at least 10 years;
- Any decision to dispose of community land.
- Any decision to remove in excess of 5% of trees from a parcel of community land, except for safety reasons.
- Any decision to cease, or substantially diminish, a Council service to local residents or a section of the public that has been provided for at least 10 years.
- Any increase in a capital expenditure Item of over 15% on which the Council has previously consulted.

There may well be other types of decisions that should attract the "significant" level of consultation.

Part 7 of the Draft Policy should be substantially reworked to affect these specific commitments rather than simply leaving matters to the ***absolute discretion*** of NPSP Council as set out in the current wording.

Finally, the Table in Part 6 of the Draft Policy should include examples - in the last column - to show how in practice such consultation might work. Such examples might include:

- *Seek publication in the newsletters and websites of the Norwood Residents Association, the Kent Town Residents Association and the St Peters Residents' Association.*

- *Hold a public meeting to discuss the draft annual business plan.*

- *Promote participation in the Council elections by writing to non-resident property owners and businesses advising them of their rights to enroll and vote in the elections.*

Conclusion

The draft Policy is an improvement of the Council's current Policy which offered little in the form of firm commitments to consultation. That noted, further work needs to be done to ensure the final Policy is both compliant with the minimal requirements of the LGCE Charter and demonstrates the ambition and desire for Council decisions to be genuinely informed by community input.

Thank you for your consideration of this submission and the suggestions it contains.

Yours sincerely,

Paul Hayes

Have your say: Draft Community Engagement Policy

The Council is seeking feedback on its draft Community Engagement Policy.

The Council is committed to open, accountable and responsive decision-making that is informed by effective communication and engagement between the Council and our community.

In accordance with Section 50A of the Local Government Act (1999) and following introduction of the Local Government Community Engagement Charter, the Council is updating our Community Engagement Policy to reflect the clearer engagement categories, stronger accessibility considerations and improved requirements on reporting how feedback has been used to the community.

The Council has drafted a new Community Engagement Policy to meet the requirements of the Act and new Charter and set the standards and directions for how the community can expect to engage with the Council.

As part of this consultation, we also want to better understand how you prefer to hear from and engage with the Council and influence decision-making.

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

The draft Community Engagement Policy is available to:

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

Please provide your feedback on the draft Community Engagement Policy.

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials /cityofnpsp @cityofnpsp

City of Norwood Payneham & St Peters

Your participation in Council's community engagement programs
We want to understand how you prefer to participate in local decision-making process through community engagement activities. This feedback will help us with future consultations.

1. How would you like to participate in community consultations? (select all that apply)

- ☐ Online survey via the Council's website
- ☐ Online tools such as forums, map pinning, ideas generators
- ☐ Attending a drop-in session
- ☐ Sending an email
- ☐ Hardcopy survey
- ☐ Writing a letter
- ☐ Focus groups
- ☐ Over the phone
- ☐ Speaking to Council staff
- ☐ Speaking to an Elected Member
- ☐ Council deputation (making a verbal submission at a Council meeting)
- ☐ Other (please provide suggestions)

2. How would you prefer to find out about community consultations? (select all that apply)

- ☐ Council's website www.npsp.sa.gov.au
- ☐ Social media
- ☐ Signage in the community e.g. in parks, reserves, roadside
- ☐ Printed material such as brochures or fact sheets available in Council's three libraries and Citizen Service Centre
- ☐ Look East e-newsletter
- ☐ Letterbox drop
- ☐ Postcards/flyers
- ☐ The Advertiser newspaper (public notice)
- ☐ Other (please specify)

____

____

4. Would a dedicated online engagement website for the City of Norwood Payneham & St Peters increase your participation in community engagement activities?

- ☐ Yes
- ☐ No
- ☐ Unsure

5. How can the Council ensure community engagement is more accessible and inclusive?

____

____

____

6. Please provide any further comments.

____

____

____

____

____

About you

We use your feedback to inform decision-making. The following information is collected to understand participation demographics and identify data trends. Any personal, identifying details will not be linked to your survey response.

**compulsory field*

First name ______________________________

Last name ______________________________

*Age group

- ☐ 14 and under
- ☐ 15–24
- ☐ 24–44
- ☐ 45–64
- ☐ 65–84
- ☐ 85 and over

*Suburb ______________________________

Email address ______________________________
(please provide your email address if you wish to receive updates on this consultation)

13.3 REVIEW OF POLICIES

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

PURPOSE OF THE REPORT

The purpose of this report is to present the Council with an update on the review of policies that has recently been undertaken.

BACKGROUND

Policies, Codes of Practice and Codes of Conduct, are important components of a Council's governance framework.

Policies set directions, guide decision making and inform the community about how the Council will normally respond and act in respect to various issues that arise from time-to time.

When a decision is made in accordance with a Council policy or code, both the decision-maker and the community, can be assured that the decision reflects the Council's overall aims and principles of action.

Accordingly, policies and codes can be used in many contexts to:

- reflect the key issues and responsibilities facing a Council;
- provide a policy context and framework for developing more detailed objectives and management systems;
- guide staff and ensure consistency in delegated and day-to-day decision-making; and
- clearly inform the community of a Council's response to various issues.

It is therefore important that policies remain current, relevant and consistent with any position adopted by the Council while not creating an inconsistency with legislative requirements.

Twenty four (24) policies have been reviewed, of these six (6) have been updated and are recommended for adoption, namely:

- Order Making Policy (contained in **Attachment A**);
- Naming of Roads and Public Places Policy & Procedure (contained in **Attachment B**);
- Civic Recognition Policy (contained in **Attachment C**);
- Emergency Disaster Donations Policy (contained in **Attachment D**);
- Complaints Handling Policy & Procedure (contained in **Attachment E and F**); and
- On street Parking Guidelines (contained in **Attachment G**).

The remaining eighteen (18) policies are recommended to be revoked for the reasons outlined in this report.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

DISCUSSION

Part A - Adoption of Updated Policies

The following policies have been reviewed and are recommended for adoption.

Once adopted by the Council, the policies will be formatted with numbered paragraphs.

As the proposed changes are ostensibly of a minor nature, track changes have been used to show the proposed changes to each policy. Numbered paragraphs have not been applied in the track changes to allow the readability of the documents.

A brief description of each Policy is provided below:

Order Making Policy

The Order Making Policy is a mandatory requirement of Section 259 of the *Local Government Act 1999* (the Act).

This Policy was originally adopted by the Council in 2002 and has been regularly reviewed and updated since then.

The Policy relates to Orders that are made in respect to the following provisions of the Act:

- Section 216 – Power to order owner of private road to carry out specified roadwork;
- Section 217 - Power to order owner of infrastructure on road to carry out specified maintenance or repair work;
- Section 218 - Power to require owner of adjoining land to carry out specified work; and
- Section 254 - Power to make orders (various hazards on lands adjoining a public place and the inappropriate use of a vehicle as defined in that Section)

Section 259(5) of the Act requires that the Council must undertake public consultation before adopting amendments to the Policy unless the Council determines that the amendments are of only minor significance.

The recommended changes to the Policy are shown with track changes and are of a minor nature and only been made to meet contemporary governance and best practice requirements, including the removal of verbatim legislative references.

The updated Order Making Policy is contained in **Attachment A**.

Naming of Roads and Public Places Policy

Section 219 provides the Council with powers to assign or change a name of a road or public place and the Council must adopt a policy regarding the assigning of names to roads and public places within the City of Norwood Payneham & St Peters.

The existing Naming of Roads and Public Places Policy & Procedure, was originally adopted by the Council in 2019 and has been regularly reviewed and updated since it was first adopted.

The recommended changes to the Policy are shown with track changes and are of a minor nature, including the removal of repetition. To provide clarity and in keeping with the mandatory requirements, the reference to a procedure within the Policy has been removed.

Section 219(7) of the Act requires that public notice is required to be provided prior to adopting or altering a Policy. The requirements for the provision of public notice are contained in Section 4(1aa) of the Act, which provides that the notice must be published in the South Australian Government Gazette and on the Council's website.

The updated Naming of Roads and Public Places Policy is contained in **Attachment B**.

Civic Recognition Policy

The existing Civic Recognition Policy was adopted by the Council in 2019 and has been regularly reviewed and updated since thePolicy was first adopted.

The recommended changes to the Policy are shown with track changes and are of a minor nature.

The updated Civic Recognition Policy is contained in **Attachment C**.

Emergency Disaster Donations Policy

The existing Emergency Disaster Donations Policy was adopted by the Council in 2005 and has been regularly reviewed and updated since the Policy was first adopted.

The recommended changes to the Policy are shown with track changes and are of a minor nature to meet contemporary governance and best practice requirements, including the removal of verbatim legislative references which have been superseded.

The updated Emergency Donations Policy is contained in **Attachment D**.

Complaints Handling Policy & Procedure

Section 270(a1)(b) of the Act requires that the Council must develop and maintain policies, practices and procedures for dealing with complaints about the actions of the council, employees of the council, or other persons acting on behalf of the council.

The existing Complaints Handling Policy & Procedure was adopted by the Council in 2002 and has been regularly reviewed and updated since the Policy was first adopted.

The changes that are recommended to be made to the Complaints Handling Policy & Procedure are based on providing a clearer guide for complainants and staff and reflects current practices and contemporary governance. As a result, while the recommended changes to the Policy are not material, they are numerous and therefore a version of the Policy with track changes is provided and also a 'clean' copy where the recommended changes have been accepted, is also provided.

The updated Complaints Handling Policy & Procedure with track changes is contained in **Attachment E**, and with the track changes accepted in **Attachment F**.

On-Street Parking Guideline

As Elected Members will recall, a review of the On-Street Parking Policy was considered and endorsed by the Council at its meeting held on 7 April 2025. Since that time, Council staff have been progressively implementing the Policy.

However, several relatively minor issues with the content of the Policy have arisen that require amendments to be made to the Policy, to provide greater clarity, regarding the intent and interpretation of some of the provisions of the Policy. Some typographical errors have also been corrected.

In addition, discussions with staff have confirmed that rather than being a Policy, the document serves as a comprehensive guideline to inform the community and guide staff from a procedural perspective. To this end the document has been updated so it is more correctly referred to as a Guideline.

Aside from the above, set out below is a summary of the changes that are proposed:

Residential Permits

- The Guidelines sets out the conditions for the issuing Residential Parking Permits. One of the conditions states that Residential Permits cannot be used to park a vehicle on The Parade, Norwood.
  Whilst this condition/restriction is considered appropriate for the commercial heart of The Parade, between Portrush Road and Osmond Terrace, where it would be undesirable to allow Residential Permit parking on The Parade, the condition is considered too restrictive for The Parade, Norwood, west of Osmond Terrace.

- There may be occupants of residential properties on The Parade, west of Osmond Terrace, that could meet the criteria and be interested in obtaining a Residential Permit in the future. In such circumstances, it is considered reasonable that the occupants of residential premises (other than residents of multi-dwelling developments completed for occupation after 1 November 2021) be afforded the opportunity to park on The Parade using a Residential Permit.

- It is proposed that additional information be included in the conditions applicable to Residential Permits to reinforce the need for Permit holders to correctly display their permits when the vehicle is parked in a Resident Only Parking Zone or relevant time restricted parking area.

- It is proposed that wording in the Guidelines be amended to clarify that the Council will issue Residential Permits as well as Visitor Permits for a maximum period of twenty-four (24) months. The current wording in the Guidelines excludes Visitor Permits from being issued for up to twenty-four (24) months, which is a typographical error.

Recommended Changes

- Include additional wording to state that Residential Parking Permits cannot be used to park a vehicle on The Parade, Norwood, between Portrush Road and Osmond Terrace.

- Include the following information as a condition applicable to Residential Permits:

  - *All Permits must be displayed in the bottom passenger-side corner of the motor vehicle windscreen at all times when the vehicle is parked in a Resident Only Parking Zone or relevant time restricted parking area. Failure to display the permit will leave the vehicle owner liable for an expiation and or prosecution for illegal parking.*

- Amend the wording of the Guidelines to delete the exclusion of Visitor Permits being issued for a maximum period of up to twenty-four (24) months.

Visitor Permits

- It is proposed to include additional conditions in the Guidelines for the issuing of Visitor Permits, to ensure consistency with the wording of conditions for the issuing of Residential Parking Permits.

Recommended Changes

- Include the following information in the Visitor Permits section of the Guidelines:

  - *Visitor Permits will not be issued to residents or owners of dwellings within multi-dwelling developments that have provision of off-street parking facilities, constructed and completed for occupation after 1 November 2021. Residents living in these developments are expected to make adequate arrangements for on-site parking within their premises.*

    For the avoidance of doubt, multi-dwelling developments refer to single and multi-storey developments that include three or more dwellings and mixed-use developments that comprise a mix of residential and non-residential land uses and three or more dwellings.

  - *The provision of Visitor Permits does not guarantee an available on-street parking space. The permits can only be used in the street/s for which they are issued, which exempts the specified vehicle from any time restrictions that may be applicable.*

- *Visitor permits cannot be used to park a vehicle on The Parade, between Portrush Road and Osmond Terrace.*

- *Permits cannot be used to park a vehicle on The Parade, Norwood, between Portrush Road and Osmond Terrace.*

- *Visitor permits can only be used in the street/s for which they are issued and only in Resident Only Parking Zones or time restricted parking spaces located adjacent to the relevant property. For the avoidance of doubt, this allows the permit holder, subject to meeting other eligibility requirements, to park in any Resident Only Parking Zone or other time restricted parking areas located in a continuous arrangement within a street or section of a street, located adjacent to their property, including on the opposite side of the street.*

- *Residents who live in properties where time restricted parking areas or Resident Only Parking Zones are not located immediately in front of their property or on the opposite side of the street are not eligible for a Visitor Permit.*

<u>Temporary Permits</u>

- It is proposed to include additional conditions in the Guidelines for the issuing of Temporary Permits for tradespeople to ensure that permits will only be issued where parking for tradespeople will not unreasonably restrict the availability of parking for Residential Permit holders. For example, in streets where there are one or two on-street parking spaces available for Residential Permit holders it may not be appropriate to issue a Temporary Permit for tradespeople for an extended period. Other additional conditions of a relatively minor nature are also suggested.

<u>Recommended Changes</u>

- Include the following information in the Temporary Permits section of the Guidelines:
  - *All Permits must be displayed in the bottom passenger-side corner of the motor vehicle windscreen at all times when the vehicle is parked in a Resident Only Parking Zone or relevant time restricted parking area. Failure to display the permit will leave the vehicle owner liable for an expiation and or prosecution for illegal parking.*

  - *Temporary Permits can only be used in parking permitted areas, cannot be used in parking zones of less than one-hour duration and cannot be used in Loading Zones, No Parking Zones, Bus Zones etc.*

  - *The Council may, at its absolute discretion, request proof from the applicant, that the value of the renovation or other construction works being undertaken exceeds $50,000.*

  - *The Council may, at its absolute discretion, grant a further minor extension of time for Temporary Permits issued for tradespersons, provided that the renovation or other construction works are close to finishing and in all cases, any extension of time granted for the Permit, will be subject to the imposition of a daily fee.*

  - *A Temporary Permit for a tradesperson will only be issued where the granting of the Permit will not unreasonably restrict access to on-street parking spaces for Residential Permit Holders.*

The updated **On-Street Parking Guideline** is contained in **Attachment G**.

Part B - Revocation of General Policies

The following policies, which are contained in **Attachment H**, have been reviewed and are recommended for revocation for the reasons outlined below:

Contract Management Policy

The Contract Management Policy was adopted by the Council in 2021.

The Policy refers to the requirements of Section 49 of the Act which states:

(a1) A council must develop and maintain procurement policies, practices and procedures directed towards—
- *(a) obtaining value in the expenditure of public money; and*
- *(b) providing for ethical and fair treatment of participants; and*
- *(c) ensuring probity, accountability and transparency in procurement operations.*

(1) Without limiting subsection (a1), a council must prepare and adopt policies on contracts and tenders, including policies on the following:
- *(a) the contracting out of services; and*
- *(b) competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and*
- *(c) the use of local goods and services; and*
- *(d) the sale or disposal of land or other assets.*

(2) The policies must—
- *(a) identify circumstances where the council will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or disposal of land or other assets; and*
- *(b) provide a fair and transparent process for calling tenders and entering into contracts in those circumstances; and*
- *(c) provide for the recording of reasons for entering into contracts other than those resulting from a tender process; and*
- *(d) be consistent with any requirement prescribed by the regulations.*

However, the Contract Management Policy does not address the above as the prescribed matters are appropriately addressed in the Council's Procurement Policy and Disposal of Land and Assets Policy.

In terms of contract management, this process is governed by the terms of the individual contract, legislation, common law and other applicable Council policies (eg those related to the management of the Councils corporate).

In addition, there are operational processes in place for those staff with responsibility to oversee the performance of the respective contracts.

It is therefore recommended that the Contract Management Policy be revoked.

Freedom of Information Policy

The Freedom of Information Policy was adopted by the Council in 2002.

The *Freedom of Information Act 1991* (the FOI Act) contains the legal framework for the consideration of Freedom of Information requests.

As an 'agency' for the purposes of the FOI Act, Section 9 and 10 of the FOI Act, prescribe the requirements for the Council to address in the 'Freedom of Information Statement' that is required to be reviewed annually and published in accordance with the Freedom of Information (General) Regulations 2017.

The Council is not required to have a Freedom of Information Policy and given the prescriptive nature of the FOI Act, it presents a significant risk having a policy that may be inconsistent with the legislation.

It is therefore recommended that the Freedom of Information Policy be revoked.

Events Policy

The Events Policy was adopted by the Council in 2012 but has been superseded by a more practical and appropriate approach to providing guidance to the community via general guidelines available on the Council's website.

The Policy provided more a summary of the activities of the Council's Events team which is covered by other operational requirements. In short, this Policy has no work to do.

It is therefore recommended that the Events Policy be revoked.

Asset Management Policy

The Asset Management Policy was adopted by the Council in 2012.

Section 122(1a) requires that the Council have Infrastructure and Asset Management Plans relating to the management and development of infrastructure and major assets by the Council for a period of at least ten (10) years.

These Asset Management Plans form part of the Council's suite of Strategic Management Plans and there needs to be consistency with the financial projections in both the Asset Management Plans and the Council's Long Term Financial Plan.

In addition, Section 122 of the Act prescribes the ESCOSA review process which Elected Members will be familiar with.

With the extensive legal framework in place regarding Asset Management principles and practices, at best the Asset Management Policy is superfluous and at worse its continued operation creates a risk of inconsistency with the legislative requirements.

It is therefore recommended that the Asset Management Policy be revoked.

Public Liability Insurance for Community Groups when Hiring Council Owned Facilities Policy

The Public Liability Insurance for Community Groups when Hiring Council Owned Facilities Policy, was adopted by the Council in 2009.

This Policy is out of date and no longer needed given it is inconsistent with the insurance framework that the Council is required to operate in.

The Council's membership to the Local Government Association Mutual Liability Scheme (LGAMLS) can not extend to include third parties.

Therefore, in respect to any community groups, individuals, artists, traders, businesses, stallholders, entertainers, food outlets etc. hiring a Council owned facility and operating activities on a regular basis, these individuals angd groups are required to have their own Public Liability insurance policy in place to cover their respective activities.

This information is clearly communicated to all users/hirers of Council owned facilities.

The Council does have a 'Broadform Liability' Insurance Policy in place which provides liability coverage to those individuals / adhoc hirer's of Council owned facilities where the hirer would not be expected to have Public Liability insurance coverage. This Insurance Policy can only afford cover in accordance with the Insurance Policy wording and Product Disclosure information.

That a 'Broadform Liability' Insurance Policy provides liability coverage only to those individuals / adhoc hirer's of Council owned facilities, for a one-off event that is low risk and only involves invited/known guests.

It does not extend to regular hirers and community groups outlined above. Examples of where the Broadform Liability' cover would apply are:

- individuals hiring a Council facility for a one-off special event (eg birthdays, etc);
- a group of people with a common interest that want to hire the Council Hall (as a 'one-off') to talk about a common interest.

If a community group does not have any Public Liability insurance cover, then information is provided to the group advising that cover needs to be arranged which it can do so through an independent authorised Insurance Broker or Agent. To further assist, staff can provide the contact details for Local Community Insurance Services which was established specifically for these types of groups.

The Public Liability Insurance for Community Groups when Hiring Council Owned Facilities Policy is not needed as it is inconsistent with the insurance framework that the Council is required to operate in which may result in individuals/groups not being appropriately covered based on a false understanding that the 'Council will cover them'.

To remove confusion and ensure adequate protection to community groups hiring Council owned facilities and to ensure that the Council is compliant with its membership requirements of the LGAMLS, it is recommended that this Policy be revoked.

Part C – Revocation of Finance Policies

The *Statutes Amendment (Local Government Review) Act 2021,* contained extensive changes to the *Local Government Act 1999* and Regulations.

As part of the rolling commencement of many of these changes, the significant financial accountability and governance changes commenced in November 2023, that negate the need for some of the policies that the Council has in place.

In light of the above and to ensure the Council policies are not inconsistent with the extensive legislative requirements, the following policies (contained within **Attachment I**) are recommended to be revoked:

- Budget Policy and Budget Review Policy – requirements in relation to the preparation and review of the Council's budget are specifically prescribed in Section 123 of the Act and *the Local Government (Financial Management) Regulations 2011*;
- Funding Policy – the options that the Council has in terms of funding are outlined in Chapter 9 of the Act. In addition, Section 122(1a)(a)(i) of the Act requires that the Council's Long Term Financial Plan outlines the Council's approach to funding the services and infrastructure of the Council;
- Fees & Charges Policy – Section 188 of the Act prescribes the requirements for the Council in terms of fees and charges that the Council may impose. In addition, there are various statutory fees contained in other legislation that the Council administers, for example for Freedom of Information applications, property searches etc.

In addition to the above, the following finance related policies are recommended to be revoked for the reasons provided. These policies are contained in **Attachment J** and are as follows:

- Goods & Services Tax Policy – this Policy is not required as the Goods & Services Tax is governed by the *A New Tax System (Goods and Services Tax) Act 1999* (Commonwealth);
- Payments Policy, Salaries & Wages Administration Policy, Fringe Benefits Tax Policy, Petty Cash Policy and Bank Accounts Policy – these policies are redundant and superseded by processes of internal financial control in many different processes which are required to align with the *Better Practice Model - Financial Internal Controls* and the Australian Accounting Standards which form the legislated framework for all Councils;
- Rate Rebates on Council Owned Land Leased or Licensed Policy – this Policy is not required as the *Local Government Act 1999,* prescribes the processes for the consideration and application of rate rebates; and

- Financial Delegations Policy – this Policy is not required as financial delegations are part of the Council's Delegations Framework and the exercising of financial delegation must be done in accordance with the relevant policies with respect to procurement. Having a separate policy creates a significant risk of inconsistency with the Council's Procurement Policy and Guidelines. In addition, financial limits for positions is determined by the Chief Executive Officer and is based on the Council's adopted budget, service delivery and the operational needs of the organisation.

OPTIONS

The Council can resolve to adopt or not adopt the updated policies or revoke or not revoke the policies as presented in this report. It is recommended, for the reasons outlined in this report, that the amended Policies be asdopted as presented and the Policies that are recommended for revocation, be revoked as recommended.

CONCLUSION

Given the review of policies that has been undertaken, the recommendations of this report enhance the Council's Policy Framework from a contemporary governance and best practice perspective while managing the risks associated with decision-making being inconsistent with legislation.

RECOMMENDATION

1. *The Council determines that in accordance with Section 259(5) of the Local Government Act 1999, the proposed updates to the Order Making Policy, as contained in Attachment A, are of minor nature and as such, on this basis, public consultation on the proposed changes will not be undertaken.*

2. *That the following Policies be adopted, noting that the final documents will be formatted with numbered paragraphs:*
   - *2.1. Order Making Policy (as contained in Attachment A);*
   - *2.2. Naming of Roads and Public Places Policy (as contained in Attachment B);*
   - *2.3. Civic Recognition Policy (as contained in Attachment C);*
   - *2.4. Emergency Donations Policy (as contained in Attachment D);*
   - *2.5. Complaints Handling Policy & Procedure (as contained in Attachment E and F); and*
   - *2.6. On Street Parking Guidelines (as contained in Attachment G).*

3. *That the following Policies, as contained in Attachment H, be revoked:*
   - *3.1. Contract Management Policy;*
   - *3.2. Freedom of Information Policy;*
   - *3.3. Events Policy;*
   - *3.4. Asset Management Policy; and*
   - *3.5. Public Liability Insurance for Community Groups when Hiring Council Owned Facilities Policy;*

4. *That the following Finance related Policies, as contained in Attachment I, be revoked:*
   - *4.1. Budget Policy;*
   - *4.2. Budget Review Policy;*
   - *4.3. Funding Policy; and*
   - *4.4. Fees & Charges Policy;*

5. *That the following Finance related Policies, as contained in Attachment J, be revoked:*
   - *5.1. Goods & Services Tax Policy;*
   - *5.2. Payments Policy;*
   - *5.3. Salaries & Wages Administration Policy*
   - *5.4. Fringe Benefits Tax Policy*
   - *5.5. Petty Cash Policy;*
   - *5.6. Bank Accounts Policy*
   - *5.7. Rate Rebates on Council Owned Land Leased or Licensed Policy; and*
   - *5.8. Financial Delegations Policy.*

City of Norwood Payneham & St Peters

NAME OF POLICY:	Order Making Policy
POLICY MANUAL:	Governance

~~GENERAL~~PURPOSE

The City of Norwood Payneham & St Peters (the Council) is responsible for the government and management of its area at a local level. To fulfil its functions, the Council has a range of statutory powers. These powers enable the Council to exercise its regulatory functions by making policies, orders and by-laws.

The Council is required to ~~has resolved to develop~~adopt a policy in relation the exercise of the Council's order-making powers pursuant to Part II of Chapter 12 of the *Local Government Act 1999* (the Act). The Council is committed to using the order-making powers in such a way as to facilitate a safe and healthy environment, to improve the amenity of the locality, and generally for the good governance of its area.

This Policy applies to orders made in relation to those circumstances provided in Section 216, 217, 218 and 254.

This Policy is prepared and adopted pursuant to Section 259 of the Act and sets out the guiding principles, process and procedure that the Council will follow in the making of orders.

~~DISCUSSION~~

~~In considering whether to make an order under Part II of Chapter 12 of the Act, the Council must deal with the particular case on its merits but must also take into account this Policy, which is required to be prepared under Section 259 of the Act.~~

~~SCOPE OF POLICY~~

~~Section 254 of the Act provides that the Council may order specified persons to do or refrain from doing a thing under certain circumstances, as listed in Section 254.~~

~~Additionally, the Act provides for the making of orders by the Council under Section 216 (power to order the owner of a private road to carry out specified roadworks) and Section 218 (power to require owner of adjoining land to carry out specified work).~~

~~This Policy will apply to those circumstances listed in Section 254, 216 and 218 of Act, along with Section 217 of the Act, as set out **Attachment A** to this Policy.~~

~~Local nuisances (other than those found in the Act) are contained within the *Local Nuisance and Litter Control Act 2016*. Nuisance and littering actions that fall within the jurisdiction of the *Local Nuisance and Litter Control Act 2016* will be dealt with in accordance with the procedures set out in that Act, and are beyond the scope of this Policy.~~

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~~GUIDING~~ PRINCIPLES

In considering whether to make an order under Part II of Chapter 2 of the Act, the ~~r~~Responsible ~~o~~Officer will deal with each particular case on its merits.

The following~~Council will consider (to the extent that it is relevant and necessary) the following~~ principles will be considered when ~~in the~~ exercising~~e~~ the Council's~~of its~~ powers to make orders within the scope of this Policy:

- the severity of the incident or circumstance;
- the hazard or danger posed to the community;
- the risk to health or safety of the community;
- detraction from the amenity of the locality;
- repeated occurrence of the activity or incident (eg duration, previous offences);
- the impact of any previous actions to deal with the activity or incident;
- the number of complaints received in respect of the matter (if any);
- whether the breach is significant / substantial;
- whether there is sufficient evidence upon which the Council may rely to exercise its order-making powers;
- the availability of a more appropriate response by the Council (eg would an informal warning letter be sufficient); and
- any other public interest considerations.

PROCESS ~~AND PROCEDURE~~

The Council will take reasonable steps (within available resources) to resolve matters that fall within the scope of this Policy by negotiation and agreement, before issuing an order, except in the case of an emergency (as set out below).

1. **Notice of Intention to Make Order:** Before making an order, except in the case of an emergency, the Council will give notice of its intention to make an order in accordance with Section 255 of the Act by:

   1.1 giving the person to whom an order is intended to be directed a notice in writing stating the –

   - proposed action;
   - terms of the proposed order (ie what it requires the person to do or refrain from doing);
   - period within which compliance with the order will be required;
   - penalties for non-compliance; and
   - reasons for the proposed order;

   and

   1.2 inviting the person notified of the opportunity to give reason/s within a specified time (of reasonable period), as to why the proposed action should not be taken.

2. Where notice of a proposed order has been given to a person who is not the owner of the relevant land, the Council must take reasonable steps to serve a copy of the notice on the owner of the land.

3. **Making an Order:** After considering the representations made by the person to whom notice of the order is directed, the Council may:

   - make an order in terms of the original proposal; or
   - make an order with modifications from the terms of the original proposal of the original proposal; or
   - determine not to proceed with making an order.

4. An order must be served by the Council on the person to whom it is addressed. If the person to whom the notice and order are addressed is not the owner of the land, the Council must take reasonable steps to serve a copy of the notice and order on the owner of the land.

5. The Council will proceed to make an order without negotiation or notice, in accordance with Section 255(12) of the Act, where the Council considers the circumstance or activity constitutes, or is likely to constitute:-

   - a threat to life; or
   - an immediate threat to public health or public safety; or
   - an emergency situation.

6. The Council may, at the request, or with the agreement, of the person to whom an order is directed, vary any order or may, on its own initiative, revoke an order if satisfied that it is appropriate to do so.

REVIEW RIGHTS

Pursuant to Section 256 of the Act, a person to whom an order is directed has a right to appeal against the order. Any such appeal must be lodged within fourteen (14) days of that person's receipt of the order. The Council will ensure that reference to this right of review is included in any order issued.

NON-COMPLIANCE WITH AN ORDER

If an order is not complied with within the time fixed for compliance (or if there is an application for review, within 14 days after the determination of the review), the Council may (subject to the outcome of any review) take the action required by the order.

The reasonable costs and expenses of the Council in taking such action may be recovered by the Council from the person who failed to comply with the order as a debt.

Where an amount is recoverable from a person by the Council, the Council may, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid, and, if the amount is not paid by the person within that period, the person is liable to pay interest and the Council may impose a charge over the land for the unpaid amount, together with interest, in accordance with Section 257(5) of the Act.

Where an order is issued by the Council under Section 217 of the Act and the order is not complied with within the time specified in the order, the Council may carry out the action required by the order and recover the cost of doing so as a debt from the owner.

PENALTIES

Non-compliance with an order of the Council is an offence for which a person may incur statutory penalties provided for in the Act. Section 258 of the Act provides for a maximum penalty of $2,500 and an expiation fee of $210 for failure to comply with an order issued under the Act.

Where a person fails to comply with an order of the Council issued under Section 217 of the Act, the person is guilty of an offence and liable to a maximum penalty not exceeding $5,000.

RESPONSIBILITIES & DELEGATIONS

This Policy will be enforced by Authorised Persons who have been appointed (in writing) by the Council under Section 260 of the Act and staff~~. The Council may also choose to~~ delegated the power to issue orders under Sections 216, 217, 218 or 254~~, 216, 217 and 218 of the Act to other Council Staff~~.

REVIEW PROCESS

This Policy will be reviewed by the Council every three (3) years noting that Section 259 of the Act provides community consultation requirements that may apply depending on the significance of the amendments made to the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Manager, Governance~~ & Legal~~, telephone 8366 4693~~26~~.

ADOPTION OF THE POLICY

This Policy was adopted by Council on 8 April 2002 and has been reviewed on a regular basis since that time.
~~This Policy was reviewed and adopted by Council on 2 September 2019.~~
~~This Policy was reviewed and adopted by Council on 4 October 2022~~.
This Policy was reviewed and adopted by the Council on XXX 2026.

TO BE REVIEWED

October 2029~~5~~

~~**ATTACHMENT A**~~

~~***Local Government Act 1999***~~

~~***Section 254—Power to make orders***~~

~~(1) *A council may order a person to do or to refrain from doing a thing specified in Column 1 of the following table if in the opinion of the Council the circumstances specified opposite it in Column 2 of the table exist and the person comes within the description opposite it in Column 3 of the table.*~~

~~***Column 1***~~ ~~***To do or to refrain from doing what?***~~	~~***Column 2***~~ ~~***In what circumstances?***~~	~~***Column 3***~~ ~~***To whom?***~~
~~***1. Unsightly condition of land***~~ ~~*Refer to Local Nuisance and Litter Control Act 2016*~~		
~~***2. Hazards on land adjoining a public place***~~ ~~*To fence, empty, drain, fill or cover land (including land on which there is a building or other structure.*~~	~~*A hazard exists that is, or is likely to become, a danger to the public.*~~	~~*The owner or occupier of the land.*~~
~~*To remove overgrown vegetation, cut back overhanging branches, or to remove a tree.*~~	~~*The vegetation, branches or tree create, or are likely to create, danger or difficulty to persons using a public place.*~~	~~*The owner or occupier of the land.*~~
~~*To remove or modify a flag or banner, a flagpole or sign, or similar object or structure that intrudes into a public place.*~~	~~*The relevant object or structure creates, or is likely to create, danger or difficulty to persons using a public place.*~~	~~*The owner or occupier of the land.*~~
~~*Where the public place is a road—to take action necessary to protect the road or to remove a hazard to road users.*~~	~~*A situation exists that is causing, or is likely to cause, damage to the road or a hazard to road users.*~~	~~*The owner or occupier of the land.*~~
~~***Examples—***~~ ~~*To fill an excavation, or to prevent drainage of water across the road.*~~ ~~*To construct a retaining wall or to remove or modify a fence.*~~ ~~*To fence land to prevent the escape of animals.*~~ ~~*To remove a structure or vegetation near an intersection.*~~		
~~***3. Animals that may cause a nuisance or hazard***~~ ~~*Refer to Local Nuisance and Litter Control Act 2016*~~		

~~***4. Inappropriate use of vehicle***~~ ~~*To refrain from using a caravan or vehicle as a place of habitation.*~~	 ~~*A person is using a caravan or vehicle as a place of habitation in circumstances that—*~~ ~~*present a risk to the health or safety of an occupant; or*~~ ~~*cause a threat of damage to the environment; or*~~ ~~*detract significantly from the amenity of the locality.*~~	 ~~*The owner or occupier of the land or a person apparently occupying the caravan or vehicle.*~~

~~(2) *A reference in the table to an animal or animals includes birds and insects.*~~

~~***Section 216—Power to order owner of private road to carry out specified roadwork***~~

~~A council may, by order in writing to the owner of a private road, require the owner to carry out specified roadwork to repair or improve the road.~~

~~Divisions 2 and 3 of Part 2 of Chapter 12 apply with respect to—~~

~~any proposal to make an order; and~~

~~if an order is made, any order,~~

~~under subsection (1).~~

~~***Section 217—Power to order owner of infrastructure on road to carry out specified maintenance or repair work***~~

~~A council may, by order in writing to the owner of a structure or equipment (including pipes, wires, cables, fittings and other objects) installed in, on, across, under or over a road, require the owner—~~

~~to carry out specified work by way of maintenance or repair; or~~

~~to move the structure or equipment in order to allow the council to carry out roadwork.~~

~~If the order is not complied with within a reasonable time fixed in the order—~~

~~the council may itself take the action required by the order and recover the cost of doing so as a debt from the owner; and~~

~~the owner is guilty of an offence and liable to a penalty not exceeding $5 000.~~

~~Subsection (1) and (2) do not apply to the owner of electricity infrastructure, public lighting infrastructure or gas infrastructure if the Commission has determined, on application by the owner, that there are reasonable grounds for not requiring the owner to take the action specified in the order.~~

~~In this section—~~

~~***Commission*** means the Essential Services Commission established under the *Essential Services Commission Act 2002*;~~

~~***electricity infrastructure*** has the same meaning as in the *Electricity Act 1996*;~~

~~***gas infrastructure*** has the same meaning as in the *Gas Act 1997*, but does not include a transmission pipeline within the meaning of the *Petroleum Act 2000*;~~

~~***owner*** of a structure or equipment includes a lessee or licensee;~~

~~***public lighting infrastructure*** has the same meaning as in the *Electricity Corporations (Restructuring and Disposal) Act 1999*.~~

~~***Section 218—Power to require owner of adjoining land to carry out specified work***~~

~~A council may, by order in writing to the owner of land adjoining a road, require the owner to carry out specified work to construct, remove or repair a crossing place from the road to the land.~~

~~Divisions 2 and 3 of Part 2 of Chapter 12 apply with respect to—~~

~~any proposal to make an order; and~~

~~if an order is made, any order,~~

~~under subsection (1).~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Naming of Roads and Public Places Policy ~~& Procedure~~
POLICY MANUAL:	Governance

~~BACKGROUND~~PURPOSE

Pursuant to Section 219(5) of the *Local Government Act 1999* (the Act), the Council is required to adopt a policy relating to the assigning of names to roads and public places within the City of Norwood Payneham & St Peters (the City). This includes public roads vested in the Council, private roads and any place to which the public has access (for instance, reserves, parks, Council-owned facilities and buildings, and other community land).

~~The Council is required by the Act to assign a name to a public road created by land division under the *Planning, Development and Infrastructure Act 2016* or the opening of a road under the *Roads (Opening and Closing) Act 1991*. However, the Council may determine to name or change the name of other public or private roads, or public places, within the City at any time in accordance with this Policy. This process may be enlivened upon gaining ownership of land or road, upon request from a member of the public, or where circumstances arise that require the existing name of a road or public place to be changed in the public interest.~~

~~This Policy and Procedure outlines when and how the Council will assign or change the name of a road or public place in the City and provides guidelines to assist the Council in the name selection process.~~

~~DISCUSSION~~

The naming of roads and public places is an important and necessary function of the Council as it enables citizens, visitors and service authorities (including emergency services, utility providers etc) to easily navigate the City and find their intended location. Additionally, the naming of roads and public places presents an opportunity for the Council to recognise the City's cultural heritage and identity, and to contribute to its unique *sense of place*.

This Policy outlines the requirements for the Council when considering to assign or change the name of a road or public place in the City and provides guidance to assist the Council in the name selection process.

The numbering of allotments and buildings adjoining a road, as provided for by Section 220 of the Act, is not included within this Policy and is undertaken separately by the Council.

Arterial roads which are located within the City are managed by the Department for Infrastructure and ~~of~~ Transport ~~and Infrastructure~~ (DIT) and are, therefore, outside the scope of this Policy. The Council will liaise with DIT~~PTI~~ in relation to the naming of these roads.

Pursuant to the *Geographical Names Act 1991* (SA), the naming of public places, excluding Council-owned reserves (eg State-owned parks and facilities, suburbs, hospitals or geographical features) is the responsibility of the Attorney General's Department and is not covered by this Policy.

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~~KEY PRINCIPLES~~

~~This Policy is based on the following key principles and objectives:~~

- ~~to provide clarity and transparency around the naming of roads and public places in the City;~~
- ~~to provide guidelines for the assigning of names to roads and public places to promote consistency in Council decision-making; and~~
- ~~to promote the naming of roads and public places that are unique, understandable and recognise the City's cultural heritage and identity where appropriate.~~

~~POLICY~~

~~Definitions~~DEFINITIONS

~~***Act*** *- Local Government Act 1999*.~~The following definitions are set out in the *Local Government Act 1999*:

Road ~~-~~ – a public or private street, road or thoroughfare to which public access is available on a continuous or substantially continuous basis to vehicles or pedestrians or both and includes a bridge, viaduct or subway, or an alley, laneway or walkway.

Public Road ~~-~~ – ~~has the same meaning as set out in the *Local Government Act 1999* and includes (without limitation)~~:

- any road that is vested in the Council under that Act or another Act;
- any road that is placed under the Council's care, control and management as a public road; or
- any road or land owned by the Council which is declared by the council to be a public road.

Private Road ~~-~~ – a road in private ownership.

Public Place ~~-~~ – a place (including a place on private land) to which the public has access.

KEY PRINCIPLES

This Policy is based on the following key principles and objectives:

- to provide clarity and transparency around the naming of roads and public places in the City;
- to provide guidelines for the assigning of names to roads and public places to promote consistency in Council decision-making; and
- to promote the naming of roads and public places that are unique, understandable and recognise the City's cultural heritage and identity where appropriate.

Public Roads

All public roads within the City will be assigned a name by the Council. This does not include 'unmade' road reserves and thoroughfares, the naming of which is discretionary.

Any new public road created by land division under the *Planning, Development and Infrastructure Act 2016* or the opening of a road under the *Roads (Opening and Closing) Act 1991* will also be assigned a name by the Council.

~~A road naming process will be initiated upon:~~

- ~~creation of a public road by land division under the *Development Act 1993*; or~~

- ~~opening of a public road under the *Roads (Opening and Closing) Act 1991*.~~

A road ~~or public place~~ naming process may also be initiated where:

- the Council gains ownership of ~~new land or~~a road (whether through transfer, compulsory acquisition, vesting, declaration of public road etc);
- a request is received by the Council from an affected land owner or their agent, or a member of the general public;
- the Council resolves that a name change be investigated; or
- Council staff determine that it is in the public interest to investigate a name change.

Private Roads

Private landowners are not required to seek Council approval to name private roads and laneways. However, private landowners and developers may wish to consult with the Council to ~~are encouraged to~~ select suitable road names in accordance with this Policy and to obtain the Council's endorsement ~~for~~of the name. This will ~~also~~ assist service authorities, who may not recognise road names that have not been formally endorsed by the Council.

The Council may consider the assignment of a name to a private road at the request of the property owners or affected persons.~~Private roads and laneways that are accessible to the public may be assigned a name at the Council's discretion.~~

~~Private roads and laneways that are unformed, unsealed or that are accessed by less than five (5) properties are not required to be named. In these cases, allotment or building numbers will be assigned off the public road which the private road connects to.~~

~~Private landowners are not required to seek Council approval to name private roads and laneways.~~

~~However, private landowners and developers are encouraged to select suitable road names in accordance with this Policy and to obtain Council endorsement for the name. This will also assist service authorities, who may not recognise road names that have not been formally endorsed by the Council.~~

Upon formal endorsement of a private road name, or request for a name to be assigned by the Council, the Council will require the installation of road naming signage to the Council's specification and standard. The cost of installation will ordinarily be covered by the Council, however, this remains at the Council's discretion (for instance, the Council may seek to recover the costs from an applicant of larger residential developments).

Public Places

All community land owned by the Council or under the Council's care, control and management will be assigned a name in accordance with this Policy.

All Council-owned facilities and buildings that are made available to the public may also be assigned a name.

A public place naming process may also be initiated where:

- the Council gains ownership of new land (whether through transfer, compulsory acquisition, vesting etc);
- a request is received by the Council from a member of the general public;
- the Council resolves that a name change be investigated; or
- Council staff determine that it is in the public interest to investigate a name change.

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Changing of Names

The Council will consider changing the name of a public or private road or a public place where:

- the road or public place is of significance to the Council or the local community (whether due to its size, location, cultural heritage, or other relevant factors);
- the re-naming would assist citizens, visitors or service authorities to navigate the City or locate the relevant road or public place;
- a change in configuration or use of the road or public place requires it to be re-named; or
- the re-naming would otherwise be in the public interest.

Determining whether a change in name is in the 'public interest' will be at the Council's discretion and will involve consideration of the facts and circumstances of each case. It may include consideration of factors such as changing community expectations, cultural or historical considerations, freedom of expression, public safety, and the protection of the rights and freedoms of others.

~~**Signage**~~

~~Road name signs that identify public and private roads will, as far as practicable, be placed at the commencement or termination of the road and at major road intersections or junctions, and will clearly indicate the road to which they apply. While the Australian Standard stipulates that road name signs should be placed at every intersection, this may not always be practicable.~~

~~The Council will be responsible for ordering, procuring and installing all required road and public place signage and will ensure that road naming signage erected is in accordance with the relevant Australian Standard (AS 1742.5 – 1997).~~

~~Signage may be erected during construction of a sub-division.~~

~~The erection of signage that indicates the location of a public place or facility will involve consideration of the following principles, as set out in the Council's Directional Signage Policy:~~

- ~~the primary purpose of street sign poles is for the provision of street name signage; and~~
- ~~the number of signs installed on any one (1) pole shall be limited to ensure that there is no risk of confusion or distraction for drivers of vehicles and to ensure that the amenity of the location is not impaired.~~

Principles for Name Selection

In the naming and re-naming of roads and public places, the following principles will be taken into consideration by the Council:

1. Uniqueness

A road or public place will have only one name (except where a dual geographical name is assigned to a public place, in accordance with the *Geographical Names Act 1991* and this Policy and Procedure).

A road name or public place name will be unique within a suburb. Duplicate or similar sounding names (eg Paice, Payce or Pace Roads) will be avoided, where practicable, within the same suburb or locality to avoid confusion.

Where practicable, duplication of names in proximity to an adjacent suburb or locality will also be avoided. However, roads or public places crossing council boundaries should have a single and unique name.

Wherever practicable, road names will be continuous from the logical start of the road to the logical end of the road, irrespective of council boundaries, landforms and intersecting roads.

2. Name Sources

Sources for road and public place names may include:

- early explorers, pioneers, and settlers in the City;
- eminent persons or citizens who have contributed significantly to or given extended service (a minimum of 25 years) within the City~~local community~~;
- history and cultural heritage of the locality or the City;
- physical characteristics of the locality (eg landscape, geography, identifiable structures, flora/fauna etc);
- derivatives of an adjoining or nearby road, suburb or place names (eg Osmond Square, nearby Osmond Terrace);
- long-term owners or occupiers of the land, or their use of the land~~ (eg Heanes Lane)~~;
- continuation of a road / place naming theme in the area;
- commemorative names; and
- Aboriginal names (representative of the vocabulary of the original tribal inhabitants of the region).

Names will be selected so as to be appropriate to the physical, historical or cultural character of the area concerned. The origin of each name will be clearly stated and recorded as part of the Council's records.

Where the name selected is a person's name, use of the surname will be preferred. A given name will only be included with a family name where it is essential to identify an individual, or where it is necessary to avoid ambiguity.

The names of living persons will be avoided for the naming of roads or public places~~, unless there is a likelihood of prolonged public acclaim~~.

Kaurna names or words from the Kaurna language may be considered in the naming of public places, in consultation with the local Kaurna community.

In order to retain and record both the Aboriginal and European nomenclature heritage of South Australia, the *Geographical Names Act 1991* provides for a dual geographical name (eg a dual Kaurna and European name) to be assigned to a public place.

3. Propriety

Names which fall within the following categories, in the reasonable opinion of the Council, will not be used for roads or public places:

- offensive, or likely to cause offence, or discriminatory;
- incongruous (out of place); or
- commercial or associated with a company or business.

4. Language and Spelling

Names will be reasonably easy to read, spell and pronounce, particularly to assist service authorities and visitors to the City.

Unduly long names and names composed of two or more words (including double destination names) will be avoided.

~~Where a road or public place will have the same name as a place or feature with an approved geographical name, care will be taken to ensure that the correct spelling of the official place name is adopted as shown in the SA Government Gazette.~~

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Where the spelling of names has been changed by long-established local usage, unless there is a particular request by the local community to retain the original name, the spelling that is sanctioned by general usage will be adopted.

Abbreviations in names will not be used (for example, the “Creek” in “Wallaby Creek Road” must not be abbreviated). However, “St” will always be used in place of “Saint” and it is acceptable to use “Mt” for “Mount”.

The use of a compass point prefix/suffix or an additional suffix such as “north” or “extension” will be avoided (for example, Lower Portrush Road), particularly where new roads are to be named. Where an existing road is subsequently bisected as a result of traffic management planning or some other reason, it may be appropriate to delineate each half of the road by the addition of a compass point suffix for the purposes of assisting the community and service authorities to locate the appropriate part of the road.

5. Form

The apostrophe mark ‘ will be omitted when used in the possessive case in names (eg “Smith’s Road” will be “Smiths Road”).

Names will avoid the use of the possessive “s” unless the euphony becomes too harsh (eg “Devil Elbow”).

The use of hyphens will be avoided in names. However, hyphens may be used when naming a road after a person with a hyphenated name.

6. Type of Road – Suffix

Road names will include an appropriate road type suffix conforming to the following guidelines:

- the suffix chosen will be compatible with the class and type of road. Assistance to both motorists and pedestrians is a major consideration in choosing the suffix.

- when a suffix with a geometric or geographic connotation is chosen, it will generally reflect the form of the road, eg:

  - “Crescent” – a crescent or half-moon, rejoining the road from which it starts;
  - “Esplanade” – open, level and often along the seaside or a river.

- for a cul-de-sac, the suffix “Place”, “Close”, “Court” or a suffix of similar connotation will be used.

- “Highway” (HWY) will be specifically reserved for roads associated with the state arterial road network. Its use will be restricted to roads of strategic importance constructed to a high standard.

The following list of suitable road type suffixes is included as an example. Only road types shown in the relevant Australian Standards will be used (see AS 4590:2006).

Alley	Avenue	Boulevard	Bypass
Circle	Circuit	Circus	Close
Court	Crescent	Drive	Arcade
Grove	Lane	Mews	Parade
Parkway	Place	Plaza	Promenade
Road	Row	Square	Street
Terrace	Walk	Way	

7. Type of Public Place – Suffix

Names of public places (including for example, reserves, parks, Council-owned facilities and buildings) will include an appropriate place type suffix conforming to the following guidelines:

- The suffix chosen will be compatible with the size and type of place, and any facilities located at the place, eg:
    - “Reserve” – generally associated with larger expanses of open space;
    - “Park” – generally associated with smaller local areas of open space;
    - “Screening Reserve” – generally associated with a narrow strip of road reserve located between developed land and public road to act as a “screen” or “buffer”;
    - “Complex” – generally associated with a cluster of buildings or facilities in one location.

The following list of suitable place type suffixes is included as an example.

Arcade	Buffer Reserve	Car Park	Centre
Complex	Drainage Reserve	Gardens	Green
Grove	Hall	Oval	Park
Plaza	Reserve	Screening	Sportsground
Square	Walk	Walkway	

Delegation of Power to Assign or Change a Name

Pursuant to Section 44 of the Act, the Council may delegate the power under Section 219 to assign or change a name of a road or public place to the Chief Executive Officer.

This power will be delegated and exercised by the Chief Executive Officer in the following circumstances (or as otherwise determined by the Council):

- land divisions – negotiation of names for new Public Roads created by land division;
- naming of minor roads and laneways (public or private);
- renaming of a road or public place for practical or operational reasons – for instance, to remedy duplicate or similar sounding names, or to implement a continuous name from the logical start of the road to the logical end of the road.

Where an objection regarding a proposed name arises in the above circumstances with relevant stakeholders, or where it is deemed to be in the public interest (in the reasonable opinion of the Chief Executive Officer), the matter will be referred to the Council for its consideration.

The Chief Executive Officer retains the right to refer an assignment or change of name to the Council for its consideration at any time.

Consideration by the Council

Except where the decision to rename a road or public place is undertaken by the Chief Executive Officer acting under delegation in accordance with the Council’s Policy, a report will be prepared for the consideration of the Council which proposes the assignment or change of name.

The report will outline the reason for initiation of the road or public place naming process, any research or consultation undertaken, and will recommend a suitable name or names for selection by the Council.

~~**NAMING OF ROADS AND PUBLIC PLACES PROCEDURE**~~

~~**Initiating the Naming Process**~~

~~A road naming process will be initiated upon:~~

- ~~creation of a public road by land division under the *Development Act 1993*; or~~
- ~~opening of a public road under the *Roads (Opening and Closing) Act 1991*.~~

~~A road or public place naming process may also be initiated where:~~

- ~~the Council gains ownership of new land or road (whether through transfer, compulsory acquisition, vesting, declaration of public road etc);~~
- ~~a request is received by the Council from an affected land owner or their agent, or a member of the general public;~~
- ~~the Council resolves that a name change be investigated; or~~
- ~~Council staff determine that it is in the public interest to investigate a name change.~~

~~**Consideration by the Council**~~

~~Except where the decision to rename a road or public place is undertaken by the Chief Executive Officer acting under delegation in accordance with the Council's *Naming of Roads and Public Places Policy*, a report will be prepared for the consideration of the Council which proposes the assignment or change of name.~~
~~The report will outline the reason for initiation of the road or public place naming process, any research or consultation undertaken, and will recommend a suitable name or names for selection by the Council.~~

Consultation

Roads

Adjacent landowners will be consulted during the process of selecting a new name or changing a name of a public or private road, in accordance with the Council's *Community ~~Consultation~~ Engagement Policy*.

Where a private road or laneway is concerned, the Council will also endeavour to notify the owner of the private road (where identifiable after reasonable enquiries).

Public Places

Consultation with relevant agencies will be conducted during the process of selecting a new name or changing a name of a public place.

A formal request will be made to the Geographical Names Unit of the Attorney General's Department where the Council is considering assigning a dual Kaurna and European geographical name to a public place.

The Geographical Names Unit may also be consulted to avoid duplication of a road or public place name or similar sounding names within the State.

General

In selecting a new name or changing a name of a road or public place, the Council may determine to endorse a potential name or names for community consultation before resolving to assign or change the name of the road or public place.

The assigning or changing of a public place name may also require consultation in accordance with Section 197 or Section 198 of the Act, where it requires the adoption or amendment of a Community Land Management Plan in relation to that public place.

Where a road or public place runs into the area of an adjoining council, the Council will give the adjoining council ~~at least two (2) months'~~ notice of the proposed name or name ~~change~~ change in accordance with the requirements of ~~(see~~ Section 219(2) of the Act~~)~~. The Council will consider any representations made by the adjoining Council in response to the notice, before formally resolving to name the road or public place at a subsequent meeting of the Council.

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The Council's Cultural Heritage Advisor should be consulted when considering road or place names that reflect the history or cultural heritage of the locality or the City.

The local Kaurna community and the relevant authorities will be consulted when considering Kaurna names or using words from the Kaurna language in the naming of public places and in the development of any associated explanatory text or signage.

Notification of Name Assignment or Change

Upon resolving to assign or change a name of a road or public place, the Council must provide the required notification prescribed in Section 219(3) and (4) of the Act.~~:~~

- ~~immediately notify the Register-General, the Surveyor-General and the Valuer-General of the name assigned or changed (in accordance with Section 219(3) of the Act); and~~
- ~~give public notice of the name assigned or changed by publication of a notice in the SA Government Gazette, in a newspaper circulating within the Council area and on the Council's website (in accordance with Section 219(4) of the Act).~~

The Council will also provide written notice to all relevant parties, including (where relevant):

- the owner of the road (if a private road, and the owner of the road is identifiable after reasonable enquiries);
- owners of adjacent properties;
- Australia Post;
- Telstra;
- SA Water;
- South Australia Power Network (SAPN);
- SA Police (SAPOL);
- SA Ambulance Service; and
- SA Metropolitan Fire Service and/or Country Fire Service.

The written notice will include the date on which the new name takes effect (see below), and may be sent by email.

Effective Date

The effective date of the assigned or changed name will be the date stated in the Council resolution assigning or changing the name. If no date is stated, the effective date will be the date of the Council resolution.

The effective date will be determined taking into consideration all relevant factors, including:

- the impact on existing property owners, residents, tenants and occupiers (including, for example, the time required for relevant parties to change their address with service providers, and on business ~~stationary~~stationery and advertising);
- potential confusion for people using maps and street directories that effectively become out of date; or
- the desire of some developers to sell properties "off the plan" and the opportunity for new owners to know their future address at an early stage.

Signage

Road name signs that identify public and private roads will, as far as practicable, be placed at the commencement or termination of the road and at major road intersections or junctions, and will clearly indicate the road to which they apply. While the Australian Standard stipulates that road name signs should be placed at every intersection, this may not always be practicable.

The Council will be responsible for ordering, procuring and installing all required road and public place signage and will ensure that road naming signage erected is in accordance with the relevant Australian Standard (AS 1742~~.5 – 1997~~).

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Signage may be erected during construction of a sub-division.

The erection of signage that indicates the location of a public place or facility will involve consideration of the following principles, as set out in the Council's Directional Signage Policy:

- the primary purpose of street sign poles is for the provision of street name signage; and
- the number of signs installed on any one (1) pole shall be limited to ensure that there is no risk of confusion or distraction for drivers of vehicles and to ensure that the amenity of the location is not impaired.

Council Registers

Following assignment of the road or public place name, the Council will update all relevant registers, including its Public Roads Register (as required by Section 231 of the Act) and Community Land Register (as required by Section 207 of the Act).

~~**Signage**~~

~~The Council will be responsible for ordering, procuring and installing all required road and public place signage, in accordance with relevant Australian Standards and Council specifications.~~

REVIEW PROCESS

The Council will review this Policy and Procedure within three (3) years of its adoption date.

Note: Public Notice of the adopting or altering of ~~amendments to t~~the Policy must be provided in accordance with ~~published in the SA Government Gazette, in a newspaper circulating within the area of the Council, and on the Council's website, as required by~~ Section 4(1aa) and 219(7) of the Act.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Governance~~ & Legal~~, telephone 8366 4626.

ADOPTION OF THE POLICY

This Policy and Procedure was adopted by Council on 4 March 2019 and has been reviewed on a regular basis since that time.
~~This Policy was reviewed and adopted by the Council on 4 October 2022.~~
This Policy was reviewed and adopted by the Council on XXXX 2026.

TO BE REVIEWED

October 2029~~5~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Civic Recognition Policy
POLICY MANUAL:	Governance

~~INTRODUCTION~~PURPOSE

The Council's Civic Recognition Program ~~recognizes~~ recognises outstanding achievements, voluntary contributions and significant milestones of members of the community, local groups and/or organisations and businesses.

The Civic Recognition Policy (the Policy) sets out the forms of Civic Recognition which are provided by the Council and enable the Council to make open and transparent decisions about how Civic Recognition is determined and provided to the community.

~~SCOPE~~

For the purpose of this Policy, Civic Recognition is how the Council acknowledges those community members, groups and/or organisations and businesses who:

- are high achievers in their relevant fields;
- have provided an ongoing and significant service to the community;
- have a long history with the City; and/or
- are celebrating significant milestones.

This Policy covers the following forms of Civic Recognition ~~is provided in various ways including the following~~:

- *Freedom of the City* Award;
- Australia Day Awards;
- Civic Receptions;
- Years of Service Awards for Elected Members;
- Years of Service Awards for Volunteers; and
- Mayor's Business Commendation Awards.

This Policy does not apply to the recognition of a person, organisation or event or group in a physical manner (ie memorial, plaque or monument), as this is determined in accordance with the Council's *Plaques, Monuments & Memorials Policy*.

This Policy does not apply to the naming of roads and Council land (ie parks and reserves), as this is determined in accordance with the Council's *Naming of Roads and Public Places Policy*.

Freedom of the City Award

The *Freedom of the City* Award is an award usually made by local government bodies to esteemed members of the community. The "Freedom" status dates back to medieval times when city and town charters drew a distinction between free men and vassals of a feudal Lord. Early Freedom of the City ceremonies had great importance in affirming that the recipient enjoyed privileges such as the right to earn money, own land and enjoy protection within the town.

In contemporary society, the award of *Honorary Freedom of the City* tends to be entirely ceremonial, recognising those members of the community who have given outstanding and dedicated service to the community over a significant period.

The *Freedom of the City* Award is recognised as the highest award to be bestowed upon a recipient and is used by a number of local government bodies throughout the world to recognise worthy recipients.

The conferring of such an award is not restricted to specified timeframes.

1. The following criteria applies to eligible nominations for the *Freedom of the City* Award:

   - the person shall have made a significant and conspicuous contribution to the development of the local community either as a citizen or as an Elected Member or as a Volunteer (not necessarily as a resident of the City);

   - the period of service must be at least twenty five (25) years, either continuously or cumulatively; and

   - the service is to be of an outstanding and special quality that has benefited the welfare of the local and wider community.

2. The process for the Nomination and Determination of the Award is as follows:

   - nominations may be made by an Elected Member at any time, however only a maximum of one (1) Award will be conferred ~~in each 12 month period~~each calendar year, unless resolved unanimously by the Council based on extenuating circumstances which will be outlined at the time the Council considers the matter;

   - nominations of suitable persons must be in writing and forwarded to the Chief Executive Officer;

   - nominations must include a profile of the person and their relevant activities, along with the reasons for the nomination and include three (3) referees;

   - the Chief Executive Officer (or nominee) will ensure the nomination is placed before the Council at the next Council meeting for consideration;

   - the nomination and all supporting details will be kept confidential and will be considered by the Council in confidence until an Award (if applicable) is made; and

   - the Council will only confer the *Freedom of the City* Award upon a recipient where there is a unanimous decision of the Council.

3. Presentation of the Award

   Once an Award has been conferred:

   - ~~a civic reception will be held at which time~~ the Mayor will present the recipient with a framed certificate commensurate with the Award, this may be at a civic reception or other event as determined by the Council;

   - the certificate is to contain the common seal of the organisation and is to signed by the Mayor and Chief Executive Officer;

   - an invitation will be extended to the recipient's family, friends, peers and other special guests to attend the reception;

   - the names of all recipients of the Honorary Freedom of the City award will be inscribed in an official ~~book~~ register to be known as the *City of Norwood Payneham & St Peters Honorary Freedom of the City Awards Register*.

Australia Day Awards

The Australia Day Awards are presented annually to local citizens who are considered by the Council to have made outstanding contributions to the community.

The Australia Day Awards provide recognition to citizens and groups who have given freely of their time, efforts and abilities to promote the wellbeing of the community. The Awards also provide a means of celebration of the achievements of the successful recipients of the Awards.

The Council, in association with the Australia Day Council of South Australia, invites nominations from the community for the Local Australia Day Citizen, the Young Citizen and the Community Event of the Year Awards.

Award Criteria

The selection criteria for the Citizen of the Year Award and the Young Citizen of the Year Award to be taken into account when considering an application is as follows:

- the significance of the contribution to the community;
- an inspirational role model for the Australian community; and
- the scope of impact the individual's contribution has on the local government area.

Other factors to be considered include:

- personal, academic and professional achievements;
- demonstrated leadership, innovation and creativity;
- degree of difficulty and sacrifices made; and
- nature and length of activity or service.

The criteria when taking into account the Community Event of the Year Award is as follows:

- Who was the event for and what was its objective?
- Did the event achieve these objectives?
- How many people attended or benefited from the community event?
- What impact did it have on the group/audience for whom it was held?
- Did the event have any other positive impacts for the community that it did not necessarily aim to achieve?
- Did the event receive any positive commendations from members of the community or beyond?
- Was there an environmental advantage?
- How was the event funded? Was it a not-for-profit event or was it planned to have a financial advantage?
- Did the organiser or organising body, work alone or as a team?
- Did the event involve broad community participation?

There is however, no requirement for the Council to confer an Award if nominations are not worthy of an Award.

The Awards are conferred at the Council's Australia Day event which is held on the official date designated for Australia Day, (ie, 26 January each year).

Nominations for the Australia Day Awards open each year in October.

Further information regarding the Australia Day Awards is available via the Australia Day Council's website: https://www.australiaday.org.au/about-australia-day/awards/

Civic Receptions

Civic Receptions are hosted by the Mayor from time-to-time to recognise significant milestones of community groups and community organisations which are located within the City and to acknowledge their significant contribution to the City.

Civic Receptions will be held to recognise the following anniversary milestones of community groups and community organisations within the City of Norwood Payneham & St Peters:

- 10 Years;
- 15 Years;
- 20 Years;
- 25 Years;
- 50 Years;
- 75 Years;
- 100 Years;
- 125 Years; and
- 150+ Years.

Civic Receptions may also be held to acknowledge historical milestones and to welcome international or eminent visitors to the City.

Civic Receptions are held at the discretion of the Mayor and can be in response to requests from members of the public or can be initiated by Elected Members and/or the Mayor.

Civic Receptions may be held at the Norwood Town Hall or at another Council facility (ie the Norwood Concert Hall, St Peters Banquet Hall).

Attendances at Civic Receptions is via an invitation from the Mayor, noting that all Elected Members will be invited to attend.

Years of Service Awards for Elected Members

The Council is committed to recognising the valuable contributions which Elected Members make to our community.

Years of Service Awards are presented to Elected Members at a civic reception in recognition of the following Years of Service:

- 10 Years;
- 15 Years;
- 20 Years;
- 25 Years:
- 30 Years;
- 35 Years; and
- 40+ Years.

Appreciation for Services to the Community Certificates are presented at a civic reception to those Elected Members who do not continue in their role as an Elected Member at the expiry of the term of the Council.

Civic receptions for Elected Member Years of Service Awards and Appreciation for Services to the Community Awards are held in the Mayor's Parlour at the Norwood Townhall or at a location determined in consultation with ~~by the~~ the Mayor and the Chief Executive Officer.

Years of Service Awards for Volunteers

The Council is committed to recognising the valuable contribution which Volunteers make to our community.

Years of Services Awards are presented to Council Volunteers at the annual Volunteer's Christmas Dinner.

The Council's *Volunteer Management Policy* sets out the process associated with Years of Service Awards for Volunteers.

Mayor's Business Commendation Awards

Small business is an important element to the City's economic prosperity and liveability and the City of Norwood Payneham & St Peters is home to many small business success stories.

The Council is committed to recognising those small businesses who have and continue to contribute to the City's unique cosmopolitan lifestyle and sense of place.

A Civic Reception will be held annually to recognise those businesses who have reached the following milestones in the City of Norwood Payneham & St Peters:

- 50+ years Gold Commendation
- 25+ years Silver Commendation
- 10+ years Bronze Commendation
- 3+ generations Generational Family Business Commendation.

Applications are open to:

- current proprietors of independent small businesses (fewer than 20 employees equivalent full-time*) that have operated continuously within the City of Norwood Payneham & St Peters for at least 10 years; and.
- generational family businesses of any size where the business has been operated by the same family within the City of Norwood Payneham & St Peters for three (3) or more generations in succession. A minimum qualifying period of 10 years* for the current proprietor applies.

*The Australian Bureau of Statistics defines a small business as one that employs fewer than 20 people.

The qualifying period for applicants commences from the year the applicant became a financial partner or proprietor in the business.

In keeping with the Mayor's role pursuant to Section 58(1)(i) of the *Local Government Act 1999*, t~~T~~he decision to grant a Commendation is at the Mayor's ~~absolute~~ discretion unless separately resolved by the Council.

Annulment of Civic Recognition

In the rare event that a Civic Award has been brought into disrepute or the reputation of the City of Norwood Payneham & St Peters more generally is impugned due to the actions of the recipient, the Council has the right to annul the Award and to seek its return.

The annulment of an Award may be considered in the following circumstances:

- the recipient has a criminal conviction or is found guilty of an offence in a court of law anywhere in the world.
- a group has been brought into disrepute.
- verifiable evidence indicates that the Award was made on the basis of false information provided to the Council.

The decision to revoke a Civic Recognition Award will be considered by the Council at a Council meeting in accordance with Section 90(3) of the *Local Government Act 1999.*

REVIEW PROCESS

The Council will review this Policy and Procedure within three (3) years.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & Civic Affairs, telephone 8366 4549.

ADOPTION OF THE POLICY

This Policy was adopted by Council on 2 September 2019 and has been regularly reviewed since that time.
~~This Policy was reviewed and adopted by the Council on 4 October 2022.~~
This Policy was reviewed and adopted by the Council on XXXXX 2026.

TO BE REVIEWED

October 2029~~5~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Emergency Disaster Donations
POLICY MANUAL:	Governance

~~BACKGROUND~~PURPOSE

Tragic events, such as natural disasters, throughout the world and within our own country focus our attention on other communities during those times when their need for both financial and practical assistance is of the utmost importance.

It is at times like these when the community rallies to support and contribute to ensure our neighbours can rebuild their communities as quickly as possible.

The Council has a leadership role to play to ensure it acts as a responsible representative of its community in times of great tragedy. The Council must also exercise responsible financial management when considering how to respond to requests for assistance and to what capacity this assistance can be made, whilst meeting moral and social obligations.

This ~~policy~~ Policy has been developed to provide a set of pre-determined criteria that will be taken into account when making donations of "public" money to assist with emergency and/or disaster relief efforts.

~~DISCUSSION~~

~~The Council has a leadership role to play to ensure it acts as a responsible representative of its community in times of great tragedy. The Council must also exercise responsible financial management when considering how to respond to requests for assistance and to what capacity this assistance can be made, whilst meeting moral and social obligations.~~

This Policy provides ~~definitions,~~ key principles and a set of criteria to guide the Council when determining a monetary donation and/or other practical support to assist with relief efforts associated with a major emergency and/or a natural disaster.

This Policy may only be applied to events that are declared a Major Emergency, or a Disaster or a Public Health Incident/Emergency in accordance with Sections 23-24A of the *Emergency Management Act 2004*.

~~DEFINITIONS~~

~~The *State Disaster Act 1980*, provides the following definitions that will be applied for the purposes of this policy:~~

~~***Disaster:***~~

~~*"Any occurrence, including fire, flood, tempest, earthquake, eruption, epidemic of human, animal and plant disease, hostilities by an enemy against Australia, and accident, that:*~~

~~*(a) causes, or threatens to cause, loss of life or injury to persons or animals or damage to property; and*~~
~~*(b) is of such magnitude that extraordinary measures are required in order to protect human life or property."*~~

~~***Major Emergency:***~~

~~*"Any occurrence, including fire, flood, tempest, earthquake, eruption, epidemic of human, animal and plant disease, hostilities by an enemy against Australia, and accident, that:*~~

~~*(a) causes, or threatens to cause, loss of life or injury to persons or animals or damage to property; and*~~
~~*(b) that whilst not constituting a disaster should, in the opinion of the State Coordinator, be dealt with under the Act because of the diverse resources required to be used in response to the emergency, the likelihood of the emergency escalating into a disaster or for any other reason."*~~

KEY PRINCIPLES

~~The City of Norwood Payneham & St Peters has a leadership role within the local, State, National and global community.~~

The Council ~~City of Norwood Payneham & St Peters~~ acknowledges its humanitarian obligation to assist in the recovery of individuals and communities when affected by natural disasters and other unforeseen major emergencies.

The ~~City of Norwood Payneham & St Peters~~Council is committed to ensuring all assistance provided is aligned with Local, State and National relief agencies to ensure effective and accountable distribution of aid.

Monetary support will be considered by the Council to assist with Local, State, National and International relief efforts where a "disaster/emergency" has been declared by the relevant authorities.

The Council may also consider, if deemed appropriate, an in-kind donation, (such as the temporary provision of staff to assist in immediate day to day administration, the temporary provision of construction equipment to assist in the rebuilding of affected areas, and surplus but still functional computer equipment, etc.), to a local non-profit organisation or local government body in an affected area.

Where monetary aid is considered to be the ideal means of providing assistance to relief efforts, the Council will determine a suitable amount of funds according to the criteria outlined within this policy.

GUIDELINES

The Council has acknowledged that due to the infrequency of natural disasters and major emergencies, this Policy needs to be flexible enough to ensure it encapsulates the political and social climate of the time.

The Council, at the first available Council meeting following the emergency and/or natural disaster, will, via a report to the Council, consider the nature of the assistance to be provided and how best to provide the assistance (i.e. via relevant agency or agencies).

To enable both an informed and financially responsible response to the emergency and/or disaster, the report will provide an assessment of the criteria listed in this Policy as well as a recommendation regarding the size and type of donation and/or support proposed relevant to the particular situation.

When determining a monetary donation to assist with relief efforts the amount will be based upon the criteria within this Policy, up to an amount of $10,000.00 on a once only basis per event**.** Donations will not, under any circumstances, be made to any individual person(s).

Where the provision of in-kind support is deemed more effective/appropriate than a monetary donation, consultation with the relevant agencies assisting with the relief efforts will be sought.

The criteria to be considered is as follows:

- the location of the disaster (i.e. Local, State, National, International) with priority given to natural disasters or major emergencies occurring in South Australia;

- the frequency of the type of disaster (eg, one off event, annual flooding, etc);
- the scale of social and economic impact felt by the affected community;
- whether a "State of Emergency" has been declared;
- whether the organisation distributing aid is a reputable one; and
- to what extent other levels of government are involved in providing relief.

REVIEW PROCESS

The Council will review this Policy every three (3) years~~within twelve months of the next Local Government General Election to be held in 2022 The Council does however have the ability to review this Policy at any time if considered desirable~~.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & ~~Community~~ Civic Affairs, telephone 8366 4549.

ADOPTION OF THE POLICY

This Policy was adopted by the Council on 6 June 2005 and has been regularly reviewed since that time.
~~This Policy was reviewed and amended by the Council on 2 March 2009.~~
~~This Policy was reviewed by the Council on 6 May 2019~~.
This Policy was reviewed and adopted by the Council on XXXXX 2026.

TO BE REVIEWED

By November 2029~~3~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Complaints Handling Policy & Procedure
POLICY MANUAL:	Governance

~~BACKGROUND~~PURPOSE

Local Government provides an extensive range of services and infrastructure to communities, and discharges obligations under many pieces of legislation. The City of Norwood Payneham & St Peters is committed to the provision of quality services and programs for citizens and visitors to the City.

Notwithstanding this, from time to time the Council receives complaints regarding its policies, procedures, staff, agents, quality and level of service and programs. ~~In an environment where there are increasing expectations regarding the Council's accountability, openness, responsibility and the need to ensure that its affairs are conducted with the utmost of probity, it is essential to have in place a Complaints Handling Policy and Procedure~~Section 270(a1)(b) of the *Local Government Act 1999* (the Act) requires that the Council must have a policy and procedures in place to deal with complaints about the actions of the Council, employees of the Council, or other persons acting on behalf of the Council.~~.~~

The intent of this Complaints Handling Policy and Procedure (the Policy) is to provide a framework for receiving and responding to complaints from the community as a means of improving services in all areas of the Council's operations. ~~This Policy and Procedure also aims to ensure that issues which are the subject of complaints are addressed fairly, efficiently and effectively and in a manner which, as far as possible, ensures that such issues will not be the subject of similar complaints in the future.~~

~~KEY PRINCIPLES~~

~~This Policy is based on the following principles:~~

- ~~Fairness: treating complainants fairly requires impartiality, objectivity, confidentiality and transparency at all stages of the process.~~
- ~~Accessibility: ensuring the Complaints Handling Policy & Procedure is publicly available and easily accessible to all.~~
- ~~Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of systems, where relevant.~~
- ~~Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity.~~
- ~~Integration of different areas of the Council where the complaint overlaps functional responsibilities.~~

~~SCOPE~~

This Policy applies to all Council staff, Volunteers, contractors and Elected Members that receive complaints made by members of the public to or about the Council.

~~The *Complaints Handling Policy & Procedure* forms part of the Council's Complaint Handling Framework, which includes the following policies and procedures:~~

- ~~Unreasonable Complainant Conduct Policy & Procedure;~~

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- ~~Planning Approval Compliance & Development Complaint Handling Policy;~~
- ~~Elected Member Code of Conduct Complaints Handling Policy; and~~
- ~~Review of Decisions Policy & Procedure.~~

The following matters are outside the scope of this Policy and are dealt with through separate Council policies and procedures:

- Requests for services;
- Behavioural ~~Code of Conduct~~ complaints in relation to Elected Members;
- Internal staff / Volunteer / contractor grievances;
- Freedom of Information applications;
- Public interest D~~d~~isclosures;
- Decisions made under legislation other than the *Local Government Act 1999*, including, for example the *Planning, Development & Infrastructure* ~~*Development*~~ *Act* ~~*1993*~~ *2016* ~~or the *Expiation of Offences Act 1996*~~; and
- Requests for reviews of decisions under Section 270 of the *Local Government Act 1999*.

The Policy forms part of the Council's Complaint Handling Framework, which includes the following policies and procedures:

- Unreasonable Complainant Conduct Policy & Procedure;
- Planning Approval Compliance & Development Complaint Handling Policy;
- Elected Member Behavioural Management Policy; and
- Review of Decisions Policy & Procedure.

DEFINITIONS

For the purposes of this Policy, 'complaint' is defined as:

"an expression of dissatisfaction with the Council's policies, procedures, staff, agents, or the quality of the Council's services, programs or facilities. A complaint may relate to a specific incident or an issue involving the Council, or to matters of a more general nature regarding the Council's processes and/or procedures".

Relevant Manager – the Manager or General Manager (as the case may be) undertaking the investigation and management of the complaint.

~~**POLICY**~~

KEY PRINCIPLES

This Policy is based on the following principles:

- Fairness: treating complainants fairly requires impartiality, objectivity, confidentiality and transparency at all stages of the process.
- Accessibility: ensuring the Complaints Handling Policy & Procedure is publicly available and easily accessible to all.
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of systems, where relevant.
- Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity.
- Integration of different areas of the Council where the complaint overlaps functional responsibilities.

Wherever possible, staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

LODGEMENT OF COMPLAINTS

Complaints may be lodged with the Council in the following ways:

- by telephone;
- in person;
- in writing to the Chief Executive Officer or other Council staff
- by the Complaints ~~(whether by written correspondence, email, social media or the Complaints~~ Form on the Council's website~~)~~; and/or
- through Elected Members, Council Volunteers or Council contractors.

ACCESSIBILITY AND ASSISTANCE

The Council will ensure that information about how and where complaints can be lodged is made available in a variety of formats to ensure that it is easily accessible to everyone (including on the Council's website and in person at the Council's Customer Service Centre).

Assistance will be provided to complainants, where necessary, including the use of an interpreter, providing assistance for people living with a disability, or referring the complainant to an advocate to help prepare and lodge their complaint.

If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, the Council can communicate with them through their representative. Anyone may represent a person wishing to make a complaint with their consent (e.g. an advocate, family member, legal or community representative, member of Parliament, or another organisation).
~~At a minimum, the following information should be provided by the complainant:~~

PRIVACY AND CONFIDENTIALITY

Complainants have a right to expect that their complaint will be investigated in confidence, where this is practical and appropriate.

The identity of complainants and the nature of their complaint (including any personal, sensitive or confidential information involved in the subject-matter of their complaint) will be disclosed only to those Council staff or external agencies who need to know in the process of investigating and resolving the complaint in accordance with this Policy, or where otherwise required by law.

All complaints lodged with the Council are subject to the *Freedom of Information Act 1991* and confidentiality cannot be guaranteed under the provisions of that legislation.

The Council accepts anonymous complaints and will carry out an investigation of the issues raised where there is adequate information provided.

- ~~the contact information of the person making the complaint;~~
- ~~a description of the key facts and issues involved in the complaint;~~
- ~~the outcomes sought by the complainant;~~
- ~~any other relevant information; and~~
- ~~any additional support the complainant requires.~~

~~**RECORDS MANAGEMENT**~~

~~All corporate records in relation to the complaints handling process as set out in this Policy will be captured in the Council's Customer Request Management System and the Council's Electronic Document Management System. The Council will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.~~

~~LEVELS OF~~ COMPLAINT HANDLING PROCESS

- ~~**Level 1** – Frontline / early resolution of complaints~~
- ~~**Level 2** – Internal complaints handling~~
- ~~**Level 3** – External review of complaints~~

Complaints which are lodged with the Council will vary in type and seriousness.

In many circumstances, the onus will fall on the Council staff member receiving the complaint to determine the seriousness of the complaint and what level of action is required in responding to the complainant in accordance with this Policy and Procedure.

Any member of staff who is approached by a person wishing to lodge a complaint must advise that person of the methods by which their complaint may be lodged in accordance with this Policy.

Where a complaint would be more properly dealt with under another Council policy or procedure, this will be explained to the complainant at the outset and referred to the appropriate person within the Council.

Staff will endeavour to manage the complainant's expectations from the outset with respect to the Council's complaints handling process, timeframes and likely outcomes. Staff will attempt to clarify the key issue/s raised by the complaint and the outcome/s sought by the complainant.

~~Both staff and complainants should be aware of their rights and responsibilities in relation to the complaints handling process. For more information, see **Attachment A**.~~

Complaint handling will be considered based on the following options:

- **Level 1** – Frontline / early resolution of complaints
- **Level 2** – Internal complaints handling

Level 1 – Frontline / early resolution of complaints

Wherever possible, complaints will be resolved 'on the spot' when first reported to the Council by the staff member receiving the complaint, or by referral to an appropriate staff member. ~~Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.~~

~~Elected Members must refer all complaints received to the relevant General Manager or the Chief Executive Officer.~~

Council Volunteers and contractors must refer all complaints received to their relevant contact person at the Council (eg the Volunteer Services Coordinator, or the relevant contract ~~project~~ manager respectively).

A complaint will be directed to a senior officer~~senior officer~~ (e.g. the relevant ~~Team Leader,~~ Manager, ~~Team Leader~~ or General Manager) where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where the complaint recipient ~~a senior officer~~ has been involved in the matter that is the subject of the complaint~~, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one area of the organisation~~.

If a response cannot be provided 'on the spot' when the complaint is first reported or directed to a senior officer, at a minimum, an acknowledgement should be provided to the complainant within two (2) business days.

Level 2 – Internal complaints handling

Where frontline resolution is not possible or where the complaint is deemed to be of a more serious or complex nature, the Council staff member will ~~create a written record of the complaint in the Council's Customer Request Management System and will allocate~~ forward the complaint to the Manager of the relevant Department within the Council, or in certain circumstances the General Manager of the relevant Unit.

Elected Members must refer all complaints received to the relevant General Manager or the Chief Executive Officer.

The R~~r~~elevant ~~Council staff~~Manager ~~within that Department~~ will then follow the Council's internal complaints handling process, which is set out below:~~which involves the following steps:~~

~~Receipt of complaint~~
~~Initial assessment & acknowledgement of complaint~~
~~Investigation of complaint~~
~~Resolution of complaint~~
~~Closing of complaint~~

~~The **attached** Procedure provides more detail in relation to each of these steps, including relevant timeframes.~~

~~The Council will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security, the response will be immediate and will be escalated appropriately.~~

1. Receipt of complaint

The Council staff member receiving the complaint will provide details of the complaint to the Relevant Manager.

In all circumstances, including those where the complainant wishes to remain anonymous, a written account of the complaint must be recorded and include (at a minimum) the following details:

- the contact information of the person making the complaint (where provided);
- a description of the key facts and issues involved in the complaint;
- the outcomes sought by the complainant;
- any other relevant information; and
- any additional support the person making a complaint requires.

Where a complaint involves multiple areas of the Council's operations or relates to the relevant General Manager, the complaint should be allocated to the General Manager, Governance & Civic Affairs.

Where the complaint relates to the service or conduct of a particular Manager, the complaint will instead be allocated to their General Manager.

2. Initial assessment & acknowledgement of complaint

The Relevant Manager will undertake an initial assessment of the complaint and how it should be managed, which will include consideration of the following factors:

- how serious, complicated or urgent the complaint is, and the risks involved if resolution of the complaint is delayed;
- whether the complaint raises concerns about people's health or safety;
- whether the issue/s raised are within the Council's control/ jurisdiction;
- what outcome/s are sought by the complainant;
- if more than one issue is raised, whether they need to be separately addressed;

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- whether a resolution requires the involvement of other Council departments or external organisations; and
- whether the complaint has already been addressed by the Council previously.

The Relevant Manager will provide a written response to the complainant acknowledging receipt of the complaint and advising of the initial assessment that has been undertaken within **five (5) business days** of receipt of the complaint, and will provide the following information:

- a summary of the complaint (key facts and issues) and the outcome sought by the complainant;
- the Council's complaints handling process and estimated timeframes for each stage; and
- the relevant staff member who will be undertaking the investigation of their complaint and their contact details.

Where the Council is unable to deal with any part of a complaint, the Relevant Manager will advise the complainant of this and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

3. Investigation of complaint

The Relevant Manager will undertake a more thorough investigation of the complaint, which may include (without limitation) the following steps:

- review of any information or evidence provided to investigate the issues raised or claims made in the complaint;
- gathering and review of further relevant information from desktop analysis, site inspections, interviews with relevant persons etc.;
- consideration of relevant Council policies and procedures and legislative requirements; and
- obtaining advice from other Council departments, external agencies and professionals (including legal advice) as required.

The Relevant Manager may consider that the investigation of the complaint is best handled externally in which case the complaint must be referred to the General Manager, Governance & Civic Affairs to engage the services of an external party to investigate the complaint.

Where further information is required from the complainant to enable investigation of the complaint, this will be requested from the complainant as soon as practicable. The Council's timeframe in relation to resolution of the complaint will be suspended while awaiting receipt of this requested information.

If delays are anticipated in the investigation process, the Relevant Manager will promptly advise the complainant and their General Manager and provide an estimate of the additional time required to complete the investigation.

Where a complaint involves multiple organisations or requires referral to an external agency, the Relevant Manager will work with the other organisations/agencies where possible throughout the complaint handling process, to ensure that communication with the complainant is clear and coordinated.

4. Resolution of complaint

The Relevant Manager investigating the complaint will make the final determination as to the action to be taken by the Council to resolve the complaint, in consultation with their General Manager.

The Relevant Manager may consider that an alternative dispute resolution method such as mediation is warranted to resolve a complaint. Prior to proceeding with mediation, the complaint must be referred to the General Manager, Governance & Civic Affairs to determine if this action is appropriate and the complainant is amenable to the process.

Where complaints are found to be justified, the Council will, where practicable, remedy the situation in a manner which is consistent and fair for both the Council and the complainant. The solution chosen will be proportionate and appropriate to the circumstances.

The Relevant Manager will advise the complainant of the Council's determination in relation to the complaint in writing within **30 business days** of the initial assessment of the complaint, and will provide the following information:

- a summary of the investigation undertaken;
- the findings made by the Council in relation to the complaint and the reason/s for these findings;
- the proposed action to be taken by the Council in relation to the complaint; and
- any options for review that may be available to the complainant (including, internal review and external review).

Where the complainant is dissatisfied with the outcome of the Council's internal review of their complaint, they may make a complaint to an external agency such as the South Australian Ombudsman.

If in the course of investigation, the Council makes any adverse findings about a particular individual, the Council will consider any applicable obligations in relation to privacy and confidentiality before sharing the Council's findings with the complainant.

5. Closing of complaint

The Relevant Manager will be responsible for ensuring that all actions and outcomes in relation to the resolution of a complaint are properly documented, implemented and monitored.

~~**Internal review of decision**~~

~~If a request for a review of a decision is made in relation to the Council's resolution of a complaint, this will be dealt with in accordance with the Council's *Review of Decisions Policy & Procedure*. This is a process established by Section 270 of the *Local Government Act 1999* that enables the Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process but may also be used in situations which are not able to be resolved by other means or which require an immediate high-level response, such as a complaint about a decision of the Council and/or the Chief Executive Officer.~~

~~All requests for a review of a decision must be referred to the General Manager, Governance & Community Affairs. Where the resolution of the complaint has been made by the General Manager, Governance & Community Affairs, the request for a review of decision will be referred to the Chief Executive Officer.~~

RESPONSIBILITIES

Complainants
Are responsible for:

- clearly identifying to the best of their ability the issues of complaint, or asking for help from Council staff to assist them in doing so;
- providing the Council with all relevant information available to them at the time of making the complaint;
- being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the assessment, investigation and resolution of their complaint;
- informing the Council of any other action they have taken in relation to their complaint (e.g. with other agencies);
- treating Council staff with courtesy and respect.

All Council Staff and those that are the subject of a complaint relevant to this Policy

Are responsible for:

- providing reasonable assistance to complainants who need help to make a complaint and, where appropriate, during the complaint process;

- treating complainants and any person or organisation the subject of a complaint with courtesy and respect at all times;
- taking all reasonable and practicable steps to ensure that complainants are not subject to any detrimental action in reprisal for making their complaint.
- cooperating with Council staff who are assigned to handle the complaint;
- providing the Council with all relevant information available to them in relation to a complaint upon request; and
- being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the investigation and resolution of the complaint.

Relevant Managers:

Are responsible for:

- dealing with all complaints, complainants and people or organisations the subject of a complaint professionally, fairly and impartially;
- giving complainants or their advocates a reasonable opportunity to explain their complaint, subject to the circumstances of the case and the conduct of the complainant;
- giving people or organisations the subject of a complaint a reasonable opportunity to put their case during the course of any investigation and before any final decision is made;
- informing people or organisations the subject of investigation, at an appropriate time, about the substance of allegations made against them and the substance of any proposed adverse comment or decision against them;
- keeping complainants informed of the actions taken throughout the complaint handling process and the outcome of their complaints;
- giving complainants reasons that are clear and appropriate to their circumstances and adequately explaining the basis of any decisions that affect them;

~~**Level 3 – External review of complaints**~~

~~Where the complainant is dissatisfied with the outcome of the Council's internal review of their complaint, they may seek an external review of the Council's decision (for example, by the South Australian Ombudsman).~~

~~While the Council prefers to work with its citizens to resolve complaints quickly and effectively, a complainant will always retain the right to seek other forms of resolution, such as contacting the South Australian Ombudsman, or taking legal action at any time. However, as a general rule, the South Australian Ombudsman prefers a complaint to be addressed by the Council in the first instance, unless this is not appropriate in the circumstances.~~

~~**REMEDIES**~~

~~Where complaints are found to be justified, the Council will, where practicable, remedy the situation in a manner which is consistent and fair for both the Council and the complainant. The solution chosen will be proportionate and appropriate to the circumstances. In some circumstances, this may involve the provision of a Council service to the complainant, amending the Council's decision, or an apology.~~

~~The Council may also seek to use alternative dispute resolution methods such as mediation to resolve a complaint in circumstances where this course of action is appropriate and the complainant is amenable to the process.~~

~~When advising a complainant of the outcome of an investigation of a complaint, the Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the South Australian Ombudsman.~~

~~Compensation will only be offered to a complainant in cases where their loss or suffering is considered substantial. The Council and the Chief Executive Officer are the only representatives authorised to offer financial compensation and may consult with the Local Government Association Mutual Liability Scheme before taking any such action.~~

OTHER TYPES OF COMPLAINTS

Conduct of Council staff or Elected Members and Council decisions

Complaints about the conduct of Council staff should be referred to the relevant Manager of that staff member~~. In undertaking the initial assessment of the complaint, and depending on the nature and severity of the conduct, the Manager may consult with the Manager, Organisational Development (or the Chief Executive Officer, as relevant)~~. The process and timeframes set out in th~~e~~is Policy~~ attached *Complaint Handling Procedure*~~ should still be followed to the extent practicable, but it is acknowledged that the investigation of the complaint and the actions taken by the Council in relation to the staff member ~~may~~ will need to occur in accordance with the human resource principles,~~s~~ policies and procedures of the Council.

Workplace grievances (i.e. grievances or complaints that arise between staff members, Volunteers and contractors, rather than external complaints from members of the public) are not covered by this Policy and will be dealt with under the Council's *Grievance Policy*.

Complaints about the conduct of Elected Members, or about the practices or procedures underpinning or arising from the Council decision-making process should ~~, must~~ be directed ~~immediately~~ to the General Manager, Governance & ~~Community~~ Civic Affairs or the Chief Executive Officer. Complaints relating to ~~Code of Conduct~~the behaviour of ~~matters for~~ Elected Members will be investigated and resolved in accordance with the Council's *Elected Member Behavioural Management ~~Code of Conduct Complaints Handling~~ Policy*. Complaints relating to Council decisions may be dealt with under the Council's *Review of Decisions Policy & Procedure*.

In the case of a complaint against the Chief Executive Officer, the complaint ~~must~~ may be referred to the Principal Member of the Council (the Mayor) or the General Manager, Governance & ~~Community~~ Civic Affairs.

Conduct involving alleged Corruption, Misconduct or Maladministration

A complaint alleging corruption by Council staff, Elected Members, Council Volunteers or a Council contractor, should be reported directly to the Office for Public Integrity (OPI) in accordance with the OPI Directions and Guidelines and the requirements of the *Independent Commission Against Corruption Act 2012* (the ICAC Act).

A complaint alleging misconduct or maladministration in public administration, by Council staff, Elected Members, Council Volunteers or a Council contractor, should be reported directly to the Ombudsman in accordance with the Ombudsman Directions and Guidelines.~~Complaints alleging conduct that comprises corruption, misconduct or maladministration in public administration by Council staff, Volunteers, contractors or Elected Members, as defined in the *Independent Commission Against Corruption Act 2012* (ICAC Act), must be referred immediately to the General Manager, Governance & Community Affairs.~~

~~Complaints in relation to such conduct may also be made directly to the Office for Public Integrity (see www.icac.sa.gov.au for more information).~~

Public I~~i~~nterest D~~d~~isclosures

Complaints that involve a disclosure of ~~environmental and health~~ information, as defined in the *Public Interest Disclosure Act 2016* (PID Act), must be referred to the Council's Responsible Officer as provided for in the Council's *Public Interest Disclosure ~~Policy~~Procedure*, to ensure that the matter is dealt with in accordance with the requirements of the PID Act.

~~PRIVACY AND CONFIDENTIALITY~~

~~Complainants have a right to expect that their complaint will be investigated in confidence, where this is practical and appropriate. The identity of complainants and the nature of their complaint (including~~

~~any personal, sensitive or confidential information involved in the subject-matter of their complaint) will be disclosed only to those Council staff or external agencies who need to know in the process of investigating and resolving the complaint in accordance with this Policy and Procedure, or where otherwise required by law.~~

~~All complaints lodged with the Council are subject to the *Freedom of Information Act 1991* and confidentiality cannot be guaranteed under the provisions of that legislation.~~

~~The Council accepts anonymous complaints and will carry out an investigation of the issues raised where there is adequate information provided.~~

~~ACCESSIBILITY AND ASSISTANCE~~

~~The Council will ensure that information about how and where complaints can be lodged is made available in a variety of formats to ensure that it is easily accessible to everyone (including on the Council's website and in person at the Council's Customer Service Centres).~~

~~Assistance will be provided to complainants, where necessary, including the use of an interpreter, providing assistance for people living with a disability, or referring the complainant to an advocate to help prepare and lodge their complaint.~~

~~If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, the Council can communicate with them through their representative. Anyone may represent a person wishing to make a complaint with their consent (e.g. an advocate, family member, legal or community representative, member of Parliament, or another organisation).~~

~~Making a complaint to the Council is free of charge.~~

UNREASONABLE COMPLAINANT CONDUCT

All complaints which are received by the Council will be treated seriously and complainants will be treated with respect. However, occasionally the conduct of a complainant can be unreasonable and may impede the Council's investigation of a complaint, the ability to allocate resources fairly across all matters, or may detrimentally impact upon the health, safety or security of Council staff. This may take the form of unreasonable persistence, unreasonable demands, unreasonable lack of cooperation, unreasonable arguments or otherwise unreasonable or threatening behaviour.

The Council will manage unreasonable complainant conduct in accordance with its *Unreasonable Complainant Conduct Policy & Procedure*.

CONTINUOUS IMPROVEMENT

Quality of service is an important measure of the Council's effectiveness. Learning from complaints is an important means to assist members of the community who use the Council's services and programs and/or are affected by the Council's policies and procedures.

In addition, the Council is committed to improving the effectiveness and efficiency of its complaint handling framework. To this end, the Council will continually monitor this framework to ensure effectiveness in responding to and resolving complaints and to identify and correct deficiencies in its operation. Monitoring may include, for example, the use of audits or complaint satisfaction surveys.

The Council will seek to implement best practices in complaint handling, to recognise exemplary complaint handling by staff and to implement appropriate system changes arising out of ongoing analysis and monitoring of the complaint management framework.

In addition to making changes to procedures and practices where appropriate, the Council will review and evaluate the information gained through its complaints handling framework on an annual basis (or otherwise as required) to identify systemic issues and improvements to service. The General Manager, Governance & Community Affairs will report to the Council on an annual basis regarding the number and type of complaints received (excluding those 'Level 1' complaints resolved on the 'frontline'), the time taken to resolve complaints and recommendations for any changes to Council procedures or systems.

RESPONSIBLE OFFICER

The Council's General Manager, Governance & ~~Community~~ Civic Affairs is specifically charged with the responsibility of overseeing the Council's complaints handling process under this Policy.

The General Manager, Governance & ~~Community~~ Civic Affairs is located at the Norwood Town Hall, 175 The Parade, Norwood. The General Manager, Governance & ~~Community~~ Civic Affairs may be contacted directly by telephone on 8366 4549, between 8.30am – 5.00pm, Monday to Friday or via email: lmara@npsp.sa.gov.au

~~**OTHER AGENCIES**~~

~~If a complainant is dissatisfied with the Council's complaints handling process or would like to have their complaint addressed by an external agency, they can seek assistance from the following organisations:~~

~~**Office for Local Government**~~
~~Postal Address: GPO Box 1533, Adelaide SA 5001~~
~~Phone: (08) 7109 7145~~
~~Email: DPTI.OfficeofLocalGovernment@sa.gov.au~~

~~**Ombudsman SA**~~
~~Postal Address: GPO Box 3651, Rundle Mall SA 5000~~
~~Phone: 8226 8699~~
~~Email: ombudsman@ombudsman.sa.gov.au~~

~~**COMPLAINTS HANDLING PROCEDURE**~~

~~Where frontline or early resolution of a complaint is not possible (Level 1), or where the complaint is deemed to be of a more serious nature, the complaint will progress to the Council's internal complaints handling process (Level 2). This process is set out below.~~

~~**Receipt of complaint**~~

~~The Council staff member receiving the complaint will create a record of the complaint in the Council's Customer Request Management System.~~

~~In all circumstances, including those where the complainant wishes to remain anonymous, a written account of the complaint must be recorded and include (at a minimum) the following details:~~

~~the contact information of the person making the complaint (where provided);~~
~~a description of the key facts and issues involved in the complaint;~~
~~the outcomes sought by the complainant;~~
~~any other relevant information; and~~
~~any additional support the person making a complaint requires.~~

~~Depending on the subject-matter and nature of the complaint, the staff member will allocate the complaint to the Manager of the relevant Council Department via the Customer Request Management System.~~

~~Where a complaint involves multiple areas of the Council's operations or relates to the relevant General Manager, the complaint should be allocated to the General Manager, Governance & Community Affairs. Where the complaint relates to the service or conduct of a particular Manager, the complaint will instead be allocated to their General Manager.~~

~~An automated acknowledgement will be generated by the Council's Customer Request Management System and will be sent to the complainant's nominated contact address (e.g. email or text).~~

~~**Initial assessment & acknowledgement of complaint**~~

~~The Manager will undertake an initial assessment of the complaint and how it should be managed, in consultation with their General Manager, which will include consideration of the following factors:~~

~~how serious, complicated or urgent the complaint is, and the risks involved if resolution of the complaint is delayed;~~
~~whether the complaint raises concerns about people's health or safety;~~
~~whether the issue/s raised are within the Council's control/ jurisdiction;~~
~~what outcome/s are sought by the complainant;~~
~~if more than one issue is raised, whether they need to be separately addressed;~~
~~whether a resolution requires the involvement of other Council departments or external organisations; and~~
~~whether the complaint has already been addressed by the Council previously.~~

~~The Manager will provide a written response to the complainant acknowledging receipt of the complaint and advising of the initial assessment that has been undertaken within **five (5) business days** of receipt of the complaint, and will provide the following information:~~

~~a summary of the complaint (key facts and issues) and the outcome sought by the complainant;~~
~~the Council's complaints handling process and estimated timeframes for each stage; and~~
~~the relevant staff member who will be undertaking the investigation of their complaint and their contact details.~~

~~Where the Council is unable to deal with any part of a complaint, the Manager will advise the complainant of this and provide advice about where such issues and/or complaints may be directed (if known and appropriate).~~

~~Consideration will be given to the most appropriate form of communication for communicating with the person making the complaint (e.g. email or letter).~~

~~1. Investigation of complaint~~

~~The relevant Manager will undertake a more thorough investigation of the complaint, which may include (without limitation) the following steps:~~

- ~~review of any information or evidence provided to investigate the issues raised or claims made in the complaint;~~
- ~~gathering and review of further relevant information from desktop analysis, site inspections, interviews with relevant persons etc.;~~
- ~~consideration of relevant Council policies and procedures and legislative requirements; and~~
- ~~obtaining advice from other Council departments, external agencies and professionals (including legal advice) as required.~~

~~Where further information is required from the complainant to enable investigation of the complaint, this will be requested from the complainant as soon as practicable. The Council's timeframe in relation to resolution of the complaint will be suspended while awaiting receipt of this requested information.~~

~~If delays are anticipated in the investigation process, the relevant Manager will promptly advise the complainant and their General Manager and provide an estimate of the additional time required to complete the investigation.~~

~~Where a complaint involves multiple organisations or requires referral to an external agency, the Council will work with the other organisations/agencies where possible throughout the complaint handling process, to ensure that communication with the complainant is clear and coordinated.~~

~~2. Resolution of complaint~~

~~The relevant Manager investigating the complaint will make the final determination as to the action to be taken by the Council to resolve the complaint, in consultation with their General Manager.~~

~~The Manager will advise the complainant of the Council's determination in relation to the complaint in writing within **twenty-one (21) business days** of the initial assessment of the complaint, and will provide the following information:~~

- ~~a summary of the investigation undertaken;~~
- ~~the findings made by the Council in relation to the complaint and the reason/s for these findings;~~
- ~~the proposed action to be taken by the Council in relation to the complaint; and~~
- ~~any options for review that may be available to the complainant (including, internal review and external review).~~

~~If in the course of investigation, the Council makes any adverse findings about a particular individual, the Council will consider any applicable obligations in relation to privacy and confidentiality before sharing the Council's findings with the complainant.~~

~~Consideration will be given to the most appropriate form of communication for communicating with the person making the complaint (e.g. email or letter).~~

~~3. Closing of complaint~~

~~Each staff member involved in the complaints handling process is responsible for ensuring that all corporate records in relation to the complaint are recorded in the Council's Customer Request Management System.~~

~~The relevant Manager will be responsible for ensuring that all actions and outcomes in relation to the complaint are properly implemented and monitored, and allocated to relevant staff in the Council's Customer Request Management System where required.~~

~~The Council will aim to close a complaint within the Council's Customer Request Management System within twenty-eight (28) business days of the resolution of complaint letter (unless an extension is required to complete outstanding tasks). Following this, no further action will be taken by the Council in relation to the complaint.~~

~~**Internal review of complaint**~~

~~If a request for a review of a decision is made in relation to the Council's resolution of the complaint, the complaint will be referred to the General Manager, Governance & Community Affairs and will be dealt with under the Council's *Review of Decision Policy & Procedure*.~~

REVIEW PROCESS

This Policy ~~& Procedure~~ will be reviewed every three (3) years~~within 12 months of the next Local Government General Elections to be conducted in November 2022, and otherwise as required.~~.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Governance~~, Legal & Property~~, telephone 8366 4593~~07~~.

ADOPTION OF THE PROCEDURE

This Policy was adopted by Council on 14 October 2002 and has been reviewed on a regular basis since that time.

~~This Policy was reviewed and adopted by the Council on 6 August 2018.~~
~~This Policy & Procedure was reviewed and adopted by the Council on 3 August 2020.~~
This Policy was reviewed and adopted by the Council on XXXXXX 2026.

TO BE REVIEWED

August 2029~~3~~

~~ATTACHMENT A – RIGHTS & RESPONSIBILITIES OF THE PARTIES TO A COMPLAINT~~

~~In order for the Council to ensure that all complaints are dealt with fairly, efficiently and effectively, whilst also adhering to occupational health and safety standards and duty of care obligations, the following rights and responsibilities must be observed and respected by all of the parties to the complaint process.~~

~~RIGHTS~~

~~Complainants have the right to:~~

~~make a complaint and to express their opinions in ways that are reasonable, lawful and respectful;~~
~~to a fair and impartial assessment and, where appropriate, investigation of their complaint based on the merits of the case;~~
~~to a fair hearing;~~
~~to be informed of the actions taken and the outcome of their complaint;~~
~~to be given reasons that explain decisions affecting them;~~
~~to be treated with courtesy and respect;~~
~~to communicate valid concerns and views without fear of reprisal or other unreasonable response.~~

~~Council staff have the right to:~~

~~determine whether, and if so how, a complaint will be dealt with under the Council's *Complaints Handling Policy & Procedure*;~~
~~to finalise matters on the basis of outcomes they consider to be satisfactory in the circumstances;~~
~~to expect honesty, cooperation and reasonable assistance from complainants;~~
~~to expect honesty, cooperation and reasonable assistance from organisations and people within jurisdiction who are the subject of a complaint;~~
~~to be treated with courtesy and respect;~~
~~to a safe and healthy working environment;~~
~~to modify or restrict access to Council services in response to unreasonable complainant conduct in accordance with the Council's *Unreasonable Complainant Conduct Policy & Procedure*.~~

~~Subjects of a complaint have the right to:~~

~~a fair and impartial assessment and, where appropriate, investigation of the allegations made against them;~~
~~to be treated with courtesy and respect by Council staff;~~
~~to be informed (at an appropriate time) about the substance of allegations made against them that are being investigated;~~
~~to be informed about the substance of any proposed adverse comment or decision;~~
~~to be given a reasonable opportunity to put their case during the course of any investigation and before any final decision is made;~~
~~to be told the outcome of any investigation into allegations about their conduct, including the reasons for any decision or recommendation that may be detrimental to them.~~

~~RESPONSIBILITIES~~

~~Complainants are responsible for:~~

~~clearly identifying to the best of their ability the issues of complaint, or asking for help from Council staff to assist them in doing so;~~
~~providing the Council with all relevant information available to them at the time of making the complaint;~~
~~being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the assessment, investigation and resolution of their complaint;~~
~~informing the Council of any other action they have taken in relation to their complaint (e.g. with other agencies);~~
~~treating Council staff with courtesy and respect.~~

~~The Council has a zero-tolerance policy towards any harm, abuse or threats directed towards Council staff, Volunteers, contractors or Elected Members. Any conduct of this kind will be dealt with in accordance with the Council's duty of care and occupational health and safety responsibilities, and may result in a refusal to take further action on a complaint or to have further dealings with a complainant. In certain cases, legal action may also be considered.~~

~~Council staff are responsible for:~~

~~providing reasonable assistance to complainants who need help to make a complaint and, where appropriate, during the complaint process;~~
~~dealing with all complaints, complainants and people or organisations the subject of a complaint professionally, fairly and impartially;~~
~~giving complainants or their advocates a reasonable opportunity to explain their complaint, subject to the circumstances of the case and the conduct of the complainant;~~
~~giving people or organisations the subject of a complaint a reasonable opportunity to put their case during the course of any investigation and before any final decision is made;~~
~~informing people or organisations the subject of investigation, at an appropriate time, about the substance of allegations made against them and the substance of any proposed adverse comment or decision against them;~~
~~keeping complainants informed of the actions taken throughout the complaint handling process and the outcome of their complaints;~~
~~giving complainants reasons that are clear and appropriate to their circumstances and adequately explaining the basis of any decisions that affect them;~~
~~treating complainants and any person or organisation the subject of a complaint with courtesy and respect at all times;~~
~~taking all reasonable and practicable steps to ensure that complainants are not subject to any detrimental action in reprisal for making their complaint;~~
~~giving adequate warning of the consequences of unreasonable behaviour, in accordance with the Council's *Unreasonable Complainant Conduct Policy & Procedure*.~~

~~Subjects of a complaint are responsible for:~~

~~cooperating with Council staff who are assigned to handle the complaint;~~
~~providing the Council with all relevant information available to them in relation to the complaint upon request;~~
~~being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the investigation and resolution of the complaint;~~
~~treating Council staff with courtesy and respect at all times;~~
~~refraining from taking any detrimental action against the complainant in reprisal for them making the complaint.~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Complaints Handling Policy & Procedure
POLICY MANUAL:	Governance

PURPOSE

Local Government provides an extensive range of services and infrastructure to communities, and discharges obligations under many pieces of legislation. The City of Norwood Payneham & St Peters is committed to the provision of quality services and programs for citizens and visitors to the City.

Notwithstanding this, from time to time the Council receives complaints regarding its policies, procedures, staff, agents, quality and level of service and programs. Section 270(a1)(b) of the *Local Government Act 1999* (the Act) requires that the Council must have a policy and procedures in place to deal with complaints about the actions of the Council, employees of the Council, or other persons acting on behalf of the Council.

The intent of this Complaints Handling Policy and Procedure (the Policy) is to provide a framework for receiving and responding to complaints from the community as a means of improving services in all areas of the Council's operations.

This Policy applies to all Council staff, Volunteers, contractors and Elected Members that receive complaints made by members of the public to or about the Council.

The following matters are outside the scope of this Policy and are dealt with through separate Council policies and procedures:

- Requests for services;
- Behavioural complaints in relation to Elected Members;
- Internal staff / Volunteer / contractor grievances;
- Freedom of Information applications;
- Public interest Disclosures;
- Decisions made under legislation other than the *Local Government Act 1999*, including, for example the *Planning, Development & Infrastructure Act 2016*; and
- Requests for reviews of decisions under Section 270 of the *Local Government Act 1999*.

The Policy forms part of the Council's Complaint Handling Framework, which includes the following policies and procedures:

- Unreasonable Complainant Conduct Policy & Procedure;
- Planning Approval Compliance & Development Complaint Handling Policy;
- Elected Member Behavioural Management Policy; and
- Review of Decisions Policy & Procedure.

DEFINITIONS

For the purposes of this Policy, 'complaint' is defined as:

"an expression of dissatisfaction with the Council's policies, procedures, staff, agents, or the quality of the Council's services, programs or facilities. A complaint may relate to a specific incident or an issue involving the Council, or to matters of a more general nature regarding the Council's processes and/or procedures".

Relevant Manager – the Manager or General Manager (as the case may be) undertaking the investigation and management of the complaint.

KEY PRINCIPLES

This Policy is based on the following principles:

- Fairness: treating complainants fairly requires impartiality, objectivity, confidentiality and transparency at all stages of the process.
- Accessibility: ensuring the Complaints Handling Policy & Procedure is publicly available and easily accessible to all.
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of systems, where relevant.
- Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity.
- Integration of different areas of the Council where the complaint overlaps functional responsibilities.

Wherever possible, staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

LODGEMENT OF COMPLAINTS

Complaints may be lodged with the Council in the following ways:

- by telephone;
- in person;
- in writing to the Chief Executive Officer or other Council staff
- by the Complaints Form on the Council's website; and/or
- through Elected Members, Council Volunteers or Council contractors.

ACCESSIBILITY AND ASSISTANCE

The Council will ensure that information about how and where complaints can be lodged is made available in a variety of formats to ensure that it is easily accessible to everyone (including on the Council's website and in person at the Council's Customer Service Centre).

Assistance will be provided to complainants, where necessary, including the use of an interpreter, providing assistance for people living with a disability, or referring the complainant to an advocate to help prepare and lodge their complaint.

If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, the Council can communicate with them through their representative. Anyone may represent a person wishing to make a complaint with their consent (e.g. an advocate, family member, legal or community representative, member of Parliament, or another organisation).

PRIVACY AND CONFIDENTIALITY

Complainants have a right to expect that their complaint will be investigated in confidence, where this is practical and appropriate.

The identity of complainants and the nature of their complaint (including any personal, sensitive or confidential information involved in the subject-matter of their complaint) will be disclosed only to those Council staff or external agencies who need to know in the process of investigating and resolving the complaint in accordance with this Policy, or where otherwise required by law.

All complaints lodged with the Council are subject to the *Freedom of Information Act 1991* and confidentiality cannot be guaranteed under the provisions of that legislation.

The Council accepts anonymous complaints and will carry out an investigation of the issues raised where there is adequate information provided.

COMPLAINT HANDLING PROCESS

Complaints which are lodged with the Council will vary in type and seriousness.

In many circumstances, the onus will fall on the Council staff member receiving the complaint to determine the seriousness of the complaint and what level of action is required in responding to the complainant in accordance with this Policy and Procedure.

Any member of staff who is approached by a person wishing to lodge a complaint must advise that person of the methods by which their complaint may be lodged in accordance with this Policy.

Where a complaint would be more properly dealt with under another Council policy or procedure, this will be explained to the complainant at the outset and referred to the appropriate person within the Council.

Staff will endeavour to manage the complainant's expectations from the outset with respect to the Council's complaints handling process, timeframes and likely outcomes. Staff will attempt to clarify the key issue/s raised by the complaint and the outcome/s sought by the complainant.

Complaint handling will be considered based on the following options:

- **Level 1** – Frontline / early resolution of complaints
- **Level 2** – Internal complaints handling

Level 1 – Frontline / early resolution of complaints

Wherever possible, complaints will be resolved 'on the spot' when first reported to the Council by the staff member receiving the complaint, or by referral to an appropriate staff member.

Council Volunteers and contractors must refer all complaints received to their relevant contact person at the Council (eg the Volunteer Services Coordinator, or the relevant contract manager respectively).

A complaint will be directed to a senior officer (e.g. the relevant Team Leader, Manager, or General Manager) where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where the complaint recipient has been involved in the matter that is the subject of the complaint.

If a response cannot be provided 'on the spot' when the complaint is first reported or directed to a senior officer, at a minimum, an acknowledgement should be provided to the complainant within two (2) business days.

Level 2 – Internal complaints handling

Where frontline resolution is not possible or where the complaint is deemed to be of a more serious or complex nature, the Council staff member will forward the complaint to the Manager of the relevant Department within the Council, or in certain circumstances the General Manager of the relevant Unit.

Elected Members must refer all complaints received to the relevant General Manager or the Chief Executive Officer.

The Relevant Manager will then follow the Council's internal complaints handling process, which is set out below:

1. Receipt of complaint

The Council staff member receiving the complaint will provide details of the complaint to the Relevant Manager.

In all circumstances, including those where the complainant wishes to remain anonymous, a written account of the complaint must be recorded and include (at a minimum) the following details:

- the contact information of the person making the complaint (where provided);
- a description of the key facts and issues involved in the complaint;
- the outcomes sought by the complainant;
- any other relevant information; and
- any additional support the person making a complaint requires.

Where a complaint involves multiple areas of the Council's operations or relates to the relevant General Manager, the complaint should be allocated to the General Manager, Governance & Civic Affairs.

Where the complaint relates to the service or conduct of a particular Manager, the complaint will instead be allocated to their General Manager.

2. Initial assessment & acknowledgement of complaint

The Relevant Manager will undertake an initial assessment of the complaint and how it should be managed, which will include consideration of the following factors:

- how serious, complicated or urgent the complaint is, and the risks involved if resolution of the complaint is delayed;
- whether the complaint raises concerns about people's health or safety;
- whether the issue/s raised are within the Council's control/ jurisdiction;
- what outcome/s are sought by the complainant;
- if more than one issue is raised, whether they need to be separately addressed;
- whether a resolution requires the involvement of other Council departments or external organisations; and
- whether the complaint has already been addressed by the Council previously.

The Relevant Manager will provide a written response to the complainant acknowledging receipt of the complaint and advising of the initial assessment that has been undertaken within **five (5) business days** of receipt of the complaint, and will provide the following information:

- a summary of the complaint (key facts and issues) and the outcome sought by the complainant;
- the Council's complaints handling process and estimated timeframes for each stage; and
- the relevant staff member who will be undertaking the investigation of their complaint and their contact details.

Where the Council is unable to deal with any part of a complaint, the Relevant Manager will advise the complainant of this and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

3. Investigation of complaint

The Relevant Manager will undertake a more thorough investigation of the complaint, which may include (without limitation) the following steps:

- review of any information or evidence provided to investigate the issues raised or claims made in the complaint;
- gathering and review of further relevant information from desktop analysis, site inspections, interviews with relevant persons etc.;
- consideration of relevant Council policies and procedures and legislative requirements; and
- obtaining advice from other Council departments, external agencies and professionals (including legal advice) as required.

The Relevant Manager may consider that the investigation of the complaint is best handled externally in which case the complaint must be referred to the General Manager, Governance & Civic Affairs to engage the services of an external party to investigate the complaint.

Where further information is required from the complainant to enable investigation of the complaint, this will be requested from the complainant as soon as practicable. The Council's timeframe in relation to resolution of the complaint will be suspended while awaiting receipt of this requested information.

If delays are anticipated in the investigation process, the Relevant Manager will promptly advise the complainant and their General Manager and provide an estimate of the additional time required to complete the investigation.

Where a complaint involves multiple organisations or requires referral to an external agency, the Relevant Manager will work with the other organisations/agencies where possible throughout the complaint handling process, to ensure that communication with the complainant is clear and coordinated.

4. Resolution of complaint

The Relevant Manager investigating the complaint will make the final determination as to the action to be taken by the Council to resolve the complaint, in consultation with their General Manager.

The Relevant Manager may consider that an alternative dispute resolution method such as mediation is warranted to resolve a complaint. Prior to proceeding with mediation, the complaint must be referred to the General Manager, Governance & Civic Affairs to determine if this action is appropriate and the complainant is amenable to the process.

Where complaints are found to be justified, the Council will, where practicable, remedy the situation in a manner which is consistent and fair for both the Council and the complainant. The solution chosen will be proportionate and appropriate to the circumstances.

The Relevant Manager will advise the complainant of the Council's determination in relation to the complaint in writing within **30 business days** of the initial assessment of the complaint, and will provide the following information:

- a summary of the investigation undertaken;
- the findings made by the Council in relation to the complaint and the reason/s for these findings;
- the proposed action to be taken by the Council in relation to the complaint; and
- any options for review that may be available to the complainant (including, internal review and external review).

Where the complainant is dissatisfied with the outcome of the Council's internal review of their complaint, they may make a complaint to an external agency such as the South Australian Ombudsman.

If in the course of investigation, the Council makes any adverse findings about a particular individual, the Council will consider any applicable obligations in relation to privacy and confidentiality before sharing the Council's findings with the complainant.

5. Closing of complaint

The Relevant Manager will be responsible for ensuring that all actions and outcomes in relation to the resolution of a complaint are properly documented, implemented and monitored.

RESPONSIBILITIES

Complainants
Are responsible for:

- clearly identifying to the best of their ability the issues of complaint, or asking for help from Council staff to assist them in doing so;
- providing the Council with all relevant information available to them at the time of making the complaint;
- being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the assessment, investigation and resolution of their complaint;
- informing the Council of any other action they have taken in relation to their complaint (e.g. with other agencies);
- treating Council staff with courtesy and respect.

All Council Staff and those that are the subject of a complaint relevant to this Policy

Are responsible for:

- providing reasonable assistance to complainants who need help to make a complaint and, where appropriate, during the complaint process;
- treating complainants and any person or organisation the subject of a complaint with courtesy and respect at all times;
- taking all reasonable and practicable steps to ensure that complainants are not subject to any detrimental action in reprisal for making their complaint.
- cooperating with Council staff who are assigned to handle the complaint;
- providing the Council with all relevant information available to them in relation to a complaint upon request; and
- being honest, cooperative and providing reasonable assistance to Council staff at all times in connection with the investigation and resolution of the complaint.

Relevant Managers:

Are responsible for:

- dealing with all complaints, complainants and people or organisations the subject of a complaint professionally, fairly and impartially;
- giving complainants or their advocates a reasonable opportunity to explain their complaint, subject to the circumstances of the case and the conduct of the complainant;
- giving people or organisations the subject of a complaint a reasonable opportunity to put their case during the course of any investigation and before any final decision is made;
- informing people or organisations the subject of investigation, at an appropriate time, about the substance of allegations made against them and the substance of any proposed adverse comment or decision against them;
- keeping complainants informed of the actions taken throughout the complaint handling process and the outcome of their complaints;

- giving complainants reasons that are clear and appropriate to their circumstances and adequately explaining the basis of any decisions that affect them;

OTHER TYPES OF COMPLAINTS

Conduct of Council staff or Elected Members and Council decisions

Complaints about the conduct of Council staff should be referred to the relevant Manager of that staff member. The process and timeframes set out in this Policy should still be followed to the extent practicable, but it is acknowledged that the investigation of the complaint and the actions taken by the Council in relation to the staff member will need to occur in accordance with the human resource principles, policies and procedures of the Council.

Workplace grievances (i.e. grievances or complaints that arise between staff members, Volunteers and contractors, rather than external complaints from members of the public) are not covered by this Policy and will be dealt with under the Council's *Grievance Policy*.

Complaints about the conduct of Elected Members, or about the practices or procedures underpinning or arising from the Council decision-making process should be directed to the General Manager, Governance & Civic Affairs or the Chief Executive Officer. Complaints relating to the behaviour of Elected Members will be investigated and resolved in accordance with the Council's *Elected Member Behavioural Management Policy*. Complaints relating to Council decisions may be dealt with under the Council's *Review of Decisions Policy & Procedure*.

In the case of a complaint against the Chief Executive Officer, the complaint may be referred to the Principal Member of the Council (the Mayor) or the General Manager, Governance & Civic Affairs.

Conduct involving alleged Corruption, Misconduct or Maladaministration

A complaint alleging corruption by Council staff, Elected Members, Council Volunteers or a Council contractor, should be reported directly to the Office for Public Integrity (OPI) in accordance with the OPI Directions and Guidelines and the requirements of the *Independent Commission Against Corruption Act 2012* (the ICAC Act).

A complaint alleging misconduct or maladministration in public administration, by Council staff, Elected Members, Council Volunteers or a Council contractor, should be reported directly to the Ombudsman in accordance with the Ombudsman Directions and Guidelines.

Public Interest Disclosures

Complaints that involve a disclosure of information, as defined in the *Public Interest Disclosure Act 2016* (PID Act), must be referred to the Council's Responsible Officer as provided for in the Council's *Public Interest Disclosure Procedure*, to ensure that the matter is dealt with in accordance with the requirements of the PID Act.

UNREASONABLE COMPLAINANT CONDUCT

All complaints which are received by the Council will be treated seriously and complainants will be treated with respect. However, occasionally the conduct of a complainant can be unreasonable and may impede the Council's investigation of a complaint, the ability to allocate resources fairly across all matters, or may detrimentally impact upon the health, safety or security of Council staff. This may take the form of unreasonable persistence, unreasonable demands, unreasonable lack of cooperation, unreasonable arguments or otherwise unreasonable or threatening behaviour.

The Council will manage unreasonable complainant conduct in accordance with its *Unreasonable Complainant Conduct Policy & Procedure*.

CONTINUOUS IMPROVEMENT

Quality of service is an important measure of the Council's effectiveness. Learning from complaints is an important means to assist members of the community who use the Council's services and programs and/or are affected by the Council's policies and procedures.

In addition, the Council is committed to improving the effectiveness and efficiency of its complaint handling framework. To this end, the Council will continually monitor this framework to ensure effectiveness in responding to and resolving complaints and to identify and correct deficiencies in its operation. Monitoring may include, for example, the use of audits or complaint satisfaction surveys.

The Council will seek to implement best practices in complaint handling, to recognise exemplary complaint handling by staff and to implement appropriate system changes arising out of ongoing analysis and monitoring of the complaint management framework.

In addition to making changes to procedures and practices where appropriate, the Council will review and evaluate the information gained through its complaints handling framework on an annual basis (or otherwise as required) to identify systemic issues and improvements to service. The General Manager, Governance & Community Affairs will report to the Council on an annual basis regarding the number and type of complaints received (excluding those 'Level 1' complaints resolved on the 'frontline'), the time taken to resolve complaints and recommendations for any changes to Council procedures or systems.

RESPONSIBLE OFFICER

The Council's General Manager, Governance & Civic Affairs is specifically charged with the responsibility of overseeing the Council's complaints handling process under this Policy.

The General Manager, Governance & Community Affairs is located at the Norwood Town Hall, 175 The Parade, Norwood. The General Manager, Governance & Community Affairs may be contacted directly by telephone on 8366 4549, between 8.30am – 5.00pm, Monday to Friday or via email: lmara@npsp.sa.gov.au

REVIEW PROCESS

This Policy will be reviewed every three (3) years.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Governance, telephone 8366 4593.

ADOPTION OF THE PROCEDURE

This Policy was adopted by Council on 14 October 2002 and has been reviewed on a regular basis since that time.

This Policy was reviewed and adopted by the Council on XXXXXX 2026.

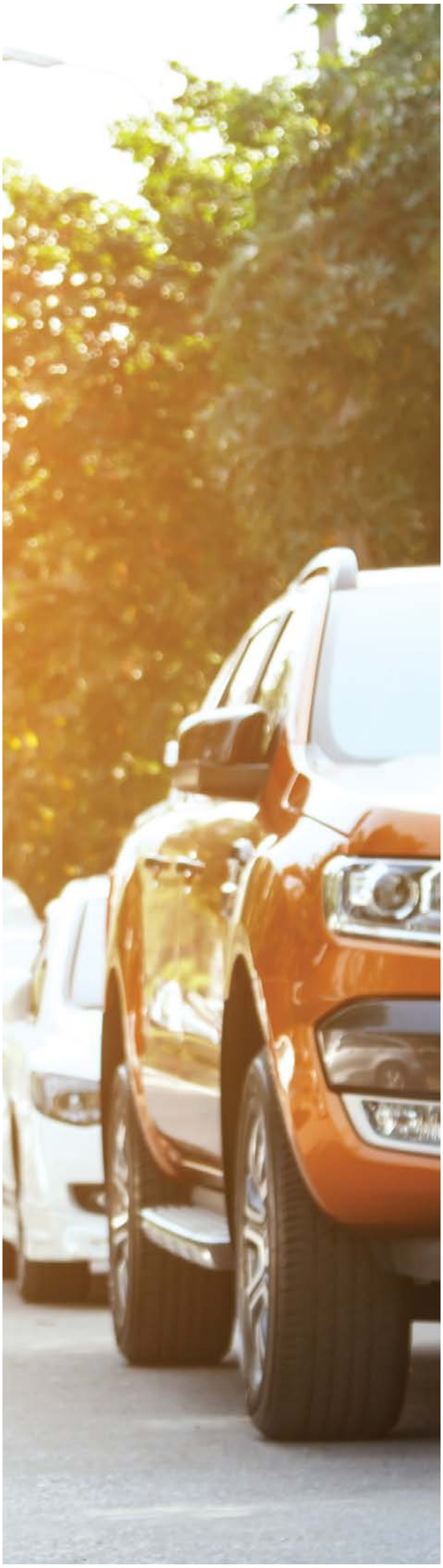
TO BE REVIEWED

August 2029

On-Street Parking Guide

August 2026

City of Norwood Payneham & St Peters



Contents

Introduction

Context

Like many inner urban Councils, the City of Norwood Payneham & St Peters experiences parking pressures from a wide range of users including local residents, business and commercial activity and people who park within our City but work elsewhere (e.g. long term parkers walking/ riding into the Adelaide CBD).

Parking is an 'end game': the result of people wanting to drive cars to and from their destinations, including their home. Over time, the Council will influence travel choice to reduce the demand for on-street parking. This will be reflected in a range of integrated land use and transport strategies.

However, in the short term, the Council has an immediate role in managing overall parking supply. This includes parking on-street as well as the supply of additional off-street parking.

This Policy specifically deals with how on-street parking will be managed throughout the City. On-street parking is a limited resource with competing user requirements and demands. Managing these competing demands can be difficult and there is no one best solution for all situations.

The Council will also continue to monitor the need for additional off-street car parking in high demand areas.

Diagram 1.
Framework for Community Well-being
Quadruple Bottom Line

The Council exists to improve the Well-being of their citizens and our community, through:

Social Equity
Cultural Vitality
Economic Prosperity
Environmental Sustainability

CityPlan 2030: Shaping Our Future

The Council has adopted a strategic plan—*CityPlan 2030: Shaping Our Future*. Ultimately, the provision and management of parking has a direct relationship to the Council's four pillars in *CityPlan 2030*.

Social Equity

The City of Norwood Payneham & St Peters is a growing and culturally diverse community. Managing on-street parking needs to accommodate a changing social structure including age demographics, housing stocks, socio-economic profile, increases in the number of people working and studying from home, smaller allotment sizes, and alternative transport choices including sustainable and active transport.

Cultural Vitality

The City of Norwood Payneham & St Peters has a strong 'sense of place' that is built upon the unique features of the built environment and streetscapes. The Council continues to encourage activities that involve community participation. The built form is a unique built heritage, featuring Adelaide's best concentration of early, mid and late Victorian residential development, ranging from small settler cottages to large villas and mansions. How parking is managed in these areas, and whether kerbside space is allocated to activities other than parking is an important consideration.

Economic Prosperity

The Council has taken both a precinct and sector approach to business and economic development. Maintaining access to local businesses, services and amenities with convenient parking provides fundamental support to the range of business activities and economic growth of our City.

Environmental Sustainability

The impacts of climate change will underpin the Council's operations. The vision for our City includes less cars on the road, improved air quality, attractive local streets which provide shade, with more people choosing sustainable transport choices like walking and cycling. The provision of unfettered parking will simply continue to support car usage, which cannot be sustained in the future.

Key objectives

The Council will manage on-street parking on the following basis:

1. To provide a fair and equitable process in assessing and meeting the parking needs of all road users within our City;
2. To optimise the use of available on-street parking in a manner that best meets the needs of the precinct, taking into account the availability of off-street parking; and
3. Provide a clear and transparent basis, for the Council and the community on how on-street parking will be managed.

Principles

Parking will be managed on a precinct basis acknowledging that decisions made in one street can affect parking demand and availability in other nearby streets.

On-street parking will be available in a safe convenient and appropriate manner that supports the highest needs of the precinct (reflected by the range of activities and land uses).

On-street parking will not be allocated through the means of the exclusive use of a single space or spaces by any individual or group.

Where necessary and based on available evidence, on-street parking will be managed through the implementation of time limit controls in order to provide adequate turnover of parking vehicles to actively encourage use by all road users.

How On-Street Parking Will Be Managed

The allocation of parking will never satisfy all stakeholders and will be managed on the basis of a hierarchy of needs of the different precincts.

This approach acknowledges that there will be different demands throughout the City and that one approach will not be appropriate for all conditions. Ultimately, on-street parking will be managed in a manner that best meets the needs of the precinct taking into account the availability and limited supplies of off-street parking.

Not all parkers are the same

The Council strives to accommodate a wide range of different users throughout the City. These include:

- Residents;
- Cyclists;
- Disability permit holders;
- Pick-up and drop-off (private users);
- Shoppers;
- Loading (commercial);
- Long stay/employee parking – people who work in the Council area;
- Long stay/employee parking – people who work outside of the Council area;
- Motorcycle and scooter parking;
- School parking (employees as well as drop-off and pick-up times);
- Public transport (bus stops etc);
- Visitors;
- Trades and services;
- Taxis; and
- Ride share.

Land uses and competing demands

In considering who has priority to a specific section of on-street space, the Council must consider the nature of the surrounding land use and the function that the particular road plays in the overall transport network. This allows for different priorities within the same precinct depending on the adjacent generators of on-street demand. These are:

- in some areas, this will favour visitors, shopping and traders to support the economic prosperity of our City; and
- in other areas, controls might be needed to discourage all-day parking and encourage alternative and sustainable transport choices.

There are some situations where the Council may determine to reallocate space within the public realm for reasons such as the implementation of landscaping, traffic control devices, protected cycle lanes, or improved crossings for active transport modes etc. In addition, the of removal of on-street parking spaces may be necessary for traffic management or road safety purposes—e.g., removing parking on the approach or departure side of intersections, or along bends where safe sight distance cannot be achieved. In such cases, the proposed changes would typically be subject to site specific community consultation.

Parking precincts and priority of use

Parking precincts

Seven general precincts have been established based on known parking demand, land uses and over arching transport objectives. The precinct boundaries are not absolute and there will be areas that overlap in functionality and parking pressures.

Commercial activity district (Norwood Central)

This focuses on The Parade and side roads immediately abutting the Parade (generally within 50–100m of The Parade).

On-street parking will support the business and economic activities along the Parade. Parking will also be managed to support alternative sustainable transport modes. Parking controls will include short to medium term parking zones to manage vehicle turnover.

Commercial activity district (Fringe)

This includes roads beyond 50–100m from The Parade but with parking demand influenced by the commercial activity.

The focus of on-street parking will be to support the business and economic activities along The Parade, while acknowledging the competing demands for residential parking. Parking will also be managed to support alternative sustainable transport modes.

Residential

Properties in these precincts are residential with only a few other traffic and parking demands from other developments.

The Council will support parking for residents and discourage undue parking pressures from other demands. Some longer term commuter parking can be accommodated to support alternative transport modes, where it does not unduly reduce parking supply for residents and their visitors.

Mixed use residential

These areas include a mix of lower intensity developments including schools within mostly residential areas.

Parking will be managed to support the peak demands of the various activities. Higher levels of parking occupancy can be accepted to support the overall parking pressures. Longer term parking will be managed to support the longer term employment car parking, where inadequate off street parking is available.

Mixed use higher density

There is ongoing development of higher density residential living throughout the Council — most notably in Kent Town where there is also pressure from surrounding business and commuters who work in commercial/light industrial.

These are predominantly employment areas that require a mix of short term customer car parking and longer term employment parking. The Council will not look to support surplus residential parking on-street for higher density developments.

Arterial roads and fringes

Roads adjacent to arterial roads require specific parking controls to supplement Clearway and Bike Lane conditions that are often applied and regulated by the State Government. Time limit controls will be used to manage turn over in business and commercial strips.

Local streets that have parking demands from business activity along the main roads, generally within 100m of the arterial roads.

Some longer term employee parking will be permitted as will parking to support public transport usage, to the point that it does not adversely compromise the availability of residential parking.

Commercial and light industrial

These areas that include a mix of commercial and light industrial land uses.

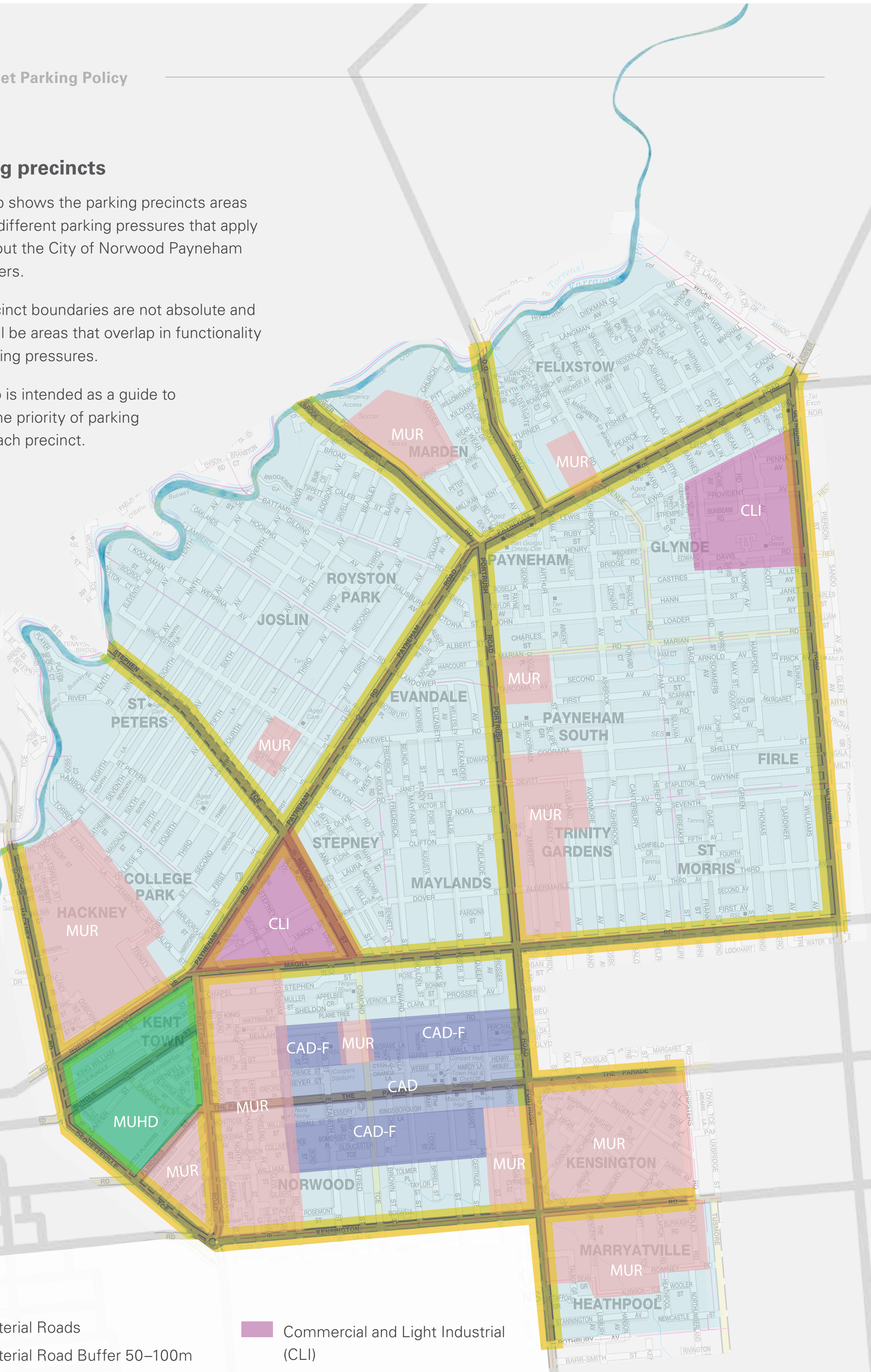
These areas predominantly employment areas that require a mix of short term customer car parking and longer term employment parking.

Parking precincts

This map shows the parking precincts areas and the different parking pressures that apply throughout the City of Norwood Payneham & St Peters.

The precinct boundaries are not absolute and there will be areas that overlap in functionality and parking pressures.

The map is intended as a guide to inform the priority of parking within each precinct.



Legend

- Arterial Roads
- Arterial Road Buffer 50–100m
- Commercial Activity District (CAD)
- Commercial Activity District Fringe (CAD-F)
- Commercial and Light Industrial (CLI)
- Mixed Use Residential (MUR)
- Mixed Use Higher Density (MUHD)
- Residential

Prioritisation of users

The following table provides general guidance on how the Council will assess the prioritisation of parking users in different precincts.

The table addresses the peak demands when there are conflicting requirements and demands for the parking spaces.

At other times (eg after business hours) parking will be managed on the needs at those times.

	Precinct						
Prioritisation of Parking Users	**Commercial Activity District**	**CAD 'Fringe'**	**Residential**	**Mixed Use Residential**	**Mixed Use Higher Density**	**Commercial / Light Industrial**	**Arterial Roads and Fringes**
Residential includes parking for residents and visitors	Low	Medium	High	High	Medium	Low	Medium
Disability permits	High	High	Low	Medium	Medium	Low	Low
Short Term Shopping < 2 hours	High	High	Low	Low	Medium	Medium	Medium
Loading Zones	High	High	Low	Medium	Medium	High	Medium
Long term commuter / public transport working outside of the immediate area or the Council area	Low	Low	Low	Low	Low	Low	Low
Long Term Employee working within the precinct and generally staying within Council	Low	Medium	Medium	Medium	High	High	High
School Parking parking for employees and short term drop-off and pick-up activities	Low	Low	Medium	Medium	Medium	Low	Low
Ride Share including shared hire vehicle schemes	Medium	Medium	Low	Medium	High	Low	Low
Taxi includes other short term commercial drop-off and pick-up areas	High	Low	Low	Low	Medium	Low	Low

When intervention is required

Overview of process

The Council will manage on-street parking based on evidence that demonstrates a need for parking controls. This evidence-based approach provides a framework for consistent and transparent decision-making to promote the efficient, fair and equitable use of available on-street parking.

Analysis of parking needs is best completed on a precinct basis so that parking demands are not moved to the next street following the introduction of change. This is especially true for shopping and commercial areas.

The following process provides an overview of the investigations the Council may undertake depending on the specific situation. It will allow the Council to respond to on-street parking needs on a strategic basis, rather than in reaction to a vested interest suggested resolution of a parking problem:

1. Define the precinct boundary. This will depend on the location and specific concern. The precinct should include any streets that might be affected by any changes.
2. Identify the hierarchy of parking uses that should apply to the precinct based on this section.
3. Undertake parking surveys during daytime on a weekday or weekend. This will establish parking demand and availability during the critical periods. The type of survey could include parking occupancy, turn over and compliance with the existing controls, depending on the issue being investigated.
4. Prepare an inventory of the current total parking supply (including on and off-street) in the precinct, including the current restrictions that apply at each.
5. Summarise public transport facilities, pedestrian and cyclist facilities within and in close proximity to the precinct and any other relevant data available from other State agencies and Local Government authorities.
6. Summarise the perceived issues for the precinct. Consider any inputs from the results of the parking surveys and stakeholder input.
7. Compare these issues with actual parking demand recorded by the parking surveys and identify areas of deficiency/surplus.

Recommendations should establish what measures are required to rebalance parking so that adequate provision exists for visitors and stakeholders in the precinct. An outline of the different application of parking zones is addressed in Appendix A (and further information in the Austroads guidelines).

Where the issues at hand are of a relatively minor nature, undertaking some of the investigation steps set out in this Policy will not necessarily be required or undertaken.

Implementation of minor changes to existing on-street parking controls to address local parking issues that will, in the opinion of the Manager, Traffic & Integrated Transport or the Manager, Development & Regulatory Services, not cause adverse on-street parking issues in the broader locality, will be determined by Council staff, having regard to the factors set out in this Policy that provide guidance in respect to when intervention may be needed and any other factors deemed relevant. Where it is deemed necessary to consult on any proposed changes of a minor nature, the consultation will be limited to persons who are deemed to be directly impacted by the proposed changes.

Other factors

The following factors will also be considered by the Council when deciding the best way to manage parking in a certain precinct:

- safety;
- road type/function;
- road location;
- key land uses in the precinct;
- traffic flows within the precinct;
- public transport and bike requirements;
- availability of off street parking in the precinct; and
- service vehicles, emergency access.

Occupancy rates

Parking occupancy describes the percentage of spaces occupied at any given time. Parking occupancy rates, also called utilisation, reflect the relationship between parking supply and demand.

Occupancy of on-street parking spaces should be high enough to ensure they are occupied at a level that justifies the supply, but not so high that it is unreasonably difficult to find a space.

Industry standards generally acknowledge that parking is considered at capacity when available spaces are 85% occupied at times of peak demand[*]. This equates to approximately 1 in 7– 8 spaces being available.

The optimum occupancy range is regarded as 65%– 85%. Occupancy below 65% or above 85% suggests that parking management intervention may be required.

When the average parking occupancy is regularly above 85%, a change to the parking management approach may be necessary to encourage turn-over of the spaces.

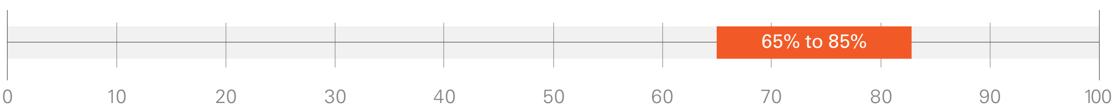
Equally, if parking occupancy rates are consistently below 65% it indicates there are many spaces that are empty or unused.

While this may be convenient for some drivers, lower occupancy rates can also mean that an oversupply of parking or inappropriate parking prices exist in the area. By contrast, an area with a very high level of occupancy could mean the available parking is limited and needs management to accommodate a certain level of demand.

The competing needs for on-street parking need to be balanced to ensure, where possible, that there is sufficient on-street parking spaces available for residents, visitors and businesses.

The Council considers that the ideal maximum occupancy rate for on-street parking is 85% before intervention should be considered, meaning that approximately one in every eight (8) on-street parking spaces should be vacant at any given time. In a practical sense, this approach should enable drivers to find an on- street parking space within reasonably close proximity to their destination, without excessive searching[**].

Diagram 2.
Optimum occupancy range



Under 65% occupancy

Under 65% occupancy indicates additional parking controls could be relaxed.

In residential areas, low occupancy rates suggest that no further changes are needed.

Over 85% occupancy

Over 85% occupancy indicates additional parking controls may be needed to encourage turn over.

It may also indicate an overall shortfall in parking spaces that can only be addressed through additional (off-street) parking supply.

In residential areas, additional parking controls or permits may be warranted.

[*]Austroads Part 11, Parking "Generally, parking is considered 'at capacity' when available spaces are 85% occupied at times of peak demand" (Shoup 2005).
[**] Shoup, D. (2007) Cruising for Parking. Transport Policy 13(6), 479-486.[2].

Introducing or altering parking controls

Parking occupancy surveys will be undertaken during business hours and/or outside of business hours on a weekday or on a weekend depending on the relevant issues that need to be addressed. This will establish on-street parking demand and availability throughout the day. The type of survey may include parking space occupancy, duration of stay, permit holder parking and compliance with the existing controls, depending on the issues being investigated.

Generally, at least three (3) surveys will be conducted throughout the day or on more than one day, to identify the relevant issues and to assist in determining what type of intervention may be required. Where parking occupancy rates are below 85% on average, intervention such as the implementation of additional parking restrictions, will generally not be considered. However, the Council may consider education initiatives, additional signage and enforcement of existing parking controls as alternative types of intervention, where such a requirement is identified.

Intervention where maximum occupancy rates are below 85%, may also be considered, when local conditions and other relevant factors are taken into account. This may also include the implementation of parking controls in areas adjacent to the area where new or altered parking controls are proposed to mitigate against the new parking controls shifting the parking problem to the next street or area.

If there are existing parking controls in a street where surveys identify that there is less than 65% occupancy, the alternation or removal of the controls will be considered.

Where on-street parking occupancy surveys are undertaken, average occupancy rates and other considerations, such as walkability, will be considered. For this, occupancy rates for on- street parking areas will be generally considered in grouped areas of up to 150 metres, which is considered a reasonable maximum distance that a motorist should have to walk to their vehicle within a suburban residential setting – all things being equal.

This may mean that is parking occupancy rates are high at one end of the street compared to another end of the street that may be separated by a significant distance. The need or otherwise for the parking controls will take into account, the average parking occupancy rates separately for both ends of the street, rather than grouping them together to ensure that occupancy servey results are not skewed.

Where intervention through new, altered or removed parking controls is deemed necessary, the Council will consult over a minimum period of two weeks, with the affected citizens and businesses.

The Council will carefully consider all responses that are received on proposed parking controls and use an evidence-based approach in determining and implementing parking management actions.

Parking Permits

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Residential permits

Residential Parking Permits may be provided for residential properties that do not have off-street (on- property) car parking and are in a street with time- limited controls or Residential Only Permit Zones.

Residential Parking Permits are also available for residential properties in precincts where the following conditions apply:

- there is limited available on-street parking;
- there are time limited parking controls applied to the street; and
- there is demonstrated competing demands between drivers due to other land uses in the precinct.

Residential Permits will not be issued to residents or owners of dwellings within multi-dwelling developments that have provision of off-street car parking facilities, constructed and completed for occupation after 1 November 2021. Residents living in these developments are expected to make adequate arrangements for on-site parking within their premises.

For the avoidance of doubt, multi-dwelling developments refer to single and multi-storey developments that include three or more dwellings and mixed-use developments that comprise a mix of residential and non-residential land uses and three or more dwellings.

Residential Permits do not guarantee an available on-street parking space. The permits can only be used in the street/s for which they are issued, which exempts the specified vehicle from any time limit restrictions that may be applicable.

Residential Permits will be provided on the following basis:

- maximum of two permits per residential property.
- permits will only be issued to residents and not business owners, operators, employees, landlords, tradespersons or property maintenance personnel;
- permits will be allocated to specific vehicles and are non-transferable);
- permits are only available for registered/roadworthy motor vehicles , motorcycles and scooters (excluding light weight recreational scooters intended for footpath use) and are not available for buses, trucks, boats, motor homes, trailers or caravans;
- permit/s will not be issued if parking spaces could reasonably be provided on the property. This includes, for example, where a garage, carport or other parking space has been converted to an alternative use or used for storage of any kind, including, but not limited to, items such as boats, jet skis, trailers or caravans;
- permits cannot be used to park a vehicle on The Parade, Norwood between Portrush Road and Osmond Terrace;
- permits may only be used in the street/s for which they are issued and only in Resident Only Parking Zones or time restricted parking spaces located adjacent to the relevant property. For the avoidance of doubt, this allows the permit holder, subject to meeting other eligibility requirements, to park in any Resident Only Parking Zone or time restricted parking areas located in a continuous arrangement within a street or section of a street, located adjacent to their property, including on the opposite side of the street.
- Residents who live in properties where time restricted parking areas or Resident Only Parking Zones are not located immediately in front of their property or on the opposite side of the street are not eligible for a Residential Permit;
- Residential Permits can only be used in parking permitted areas, cannot be used in parking zones of less than one-hour duration, and cannot be used in Loading Zones, No Parking Zones, Bus Zones etc; and
- Vehicles must not remain stationary in the same position when parked on-street within a Residential Only Parking Zone or time restricted parking area for more than seven (7) consecutive days. Vehicles must be moved a minimum distance equivalent to four (4) on-street parking spaces after this time if the vehicle is to remain parked in the same street.

All Permits must be displayed in the bottom passenger-side corner of the motor vehicle windscreen at all times when the vehicle is parked in the Resident Only Parking Zone or relevant time restricted parking area. Failure to display the permit will leave the vehicle owner liable for an expiation and or prosecution for illegal parking.

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The Council may, by notice in writing, revoke permit/s where:

- the holder of a permit ceases to reside in the dwelling in respect of which the permit was issued; and/or
- in the opinion of the Council's Chief Executive Officer, it is no longer appropriate that the resident/s of a particular street be issued with permits or the permit has been misused or misappropriated.

The Council will issue Residential and Visitor Permits or a maximum period of twenty-four (24) months, or part thereof, and permits will be subject to a fee as determined by the Council from time to time.

Table 1 sets out the Residential Permit eligibility for residents in streets with Resident Only Permit Zones and/or Time Limited Parking Areas. Eligibility for Residential Permits set out in Table 1 must be read in conjunction with all other Applicable eligibility criteria and limitations set out in this Policy.

Table 1. **Residential permit eligibility**

Number of off-street car parking spaces on the property	Number of vehicles registered at the property	Maximum number and type of Residential Permit
0	0	No Permit
0	1	1 non-transferable#
0	2 or greater	2 non-transferable#
1	0 or 1	No Permit
1	2	1 non-transferable#
1	3 or greater	2 non-transferable#
2	0, 1 or 2	No Permit
2	3	1 non-transferable#
2	4 or greater	2 non-transferable#
3	0, 1, 2 or 3	No Permit
3	4	1 non-transferable#
3	5 or greater	2 non-transferable#
4 or greater	Number of registered vehicles exceeds the available spaces on the residential property by one vehicle	1 non-transferable#
4 or greater	Number of registered vehicles exceeds the available spaces on the residential property by two or more vehicles	2 non-transferable#

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Visitor permits

Visitor Permits are intended for occasional use where additional time may be needed for visitations, for example friends, family or trades people/workers. The holder of a visitor permit is not guaranteed a parking space in the street for which the permit is issued.

Like the Residential Permits, Visitor Permits are only available in precincts where the following conditions apply:

- there is limited available on-street parking;
- there are time limited parking controls applied to the street; and
- there is demonstrated competing demands between parking users due to other land uses in the precinct.

Visitor Permits are not intended to be used for longer term parking needs or to supplement a shortage of on-site parking.

Visitor Permits will not be issued to residents or owners of dwellings within multi-dwelling developments that have provision of off-street car parking facilities, constructed and completed for occupation after 1 November 2021. Residents living in these developments are expected to make adequate arrangements for on-site parking within their premises.

For the avoidance of doubt, multi-dwelling developments refer to single and multi-storey developments that include three or more dwellings and mixed-use developments that comprise a mix of residential and non-residential land uses and three or more dwellings.

The provision of Visitor Permits does not guarantee an available on-street parking space. The permits can only be used in the street/s for which they are issued, which exempts the specified vehicle from any time limit restrictions that may be applicable.

Visitor Permits are subject to limitations as follows:

- the permit allows parking up to a maximum of six (6) hours.
- a maximum of two Visitor Permits will be available per residential property.
- permits cannot be used to park a vehicle on The Parade, Norwood, between Portrush Road and Osmond Terrace
- permits may only be used in the street/s for which they are issued and only in Resident Only Parking Zones or time restricted parking spaces located adjacent to the relevant property. For the avoidance of doubt, this allows the permit holder, subject to meeting other eligibility requirements, to park in any Resident Only Parking Zone or time restricted parking areas located in a continuous arrangement within a street or section of a street, located adjacent to their property, including on the opposite side of the street.
- Residents who live in properties where time restricted parking areas or Resident Only Parking Zones are not located immediately in front of their property or on the opposite side of the street are not eligible for a Visitor Permit;

Visitor Permits can only be used in time restricted parking areas or Resident Only Parking Zones, cannot be used in parking zones of less than one- hour duration and cannot be used in Loading Zones, No Parking Zone, Bus Zones or Taxi Zones etc.

All Permits must be displayed in the bottom passenger-side corner of the motor vehicle windscreen at all times when the vehicle is parked in the Resident Only Parking Zone or relevant time restricted parking area. Failure to display the permit will leave the vehicle owner liable for an expiation and or prosecution for illegal parking.

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Temporary permits

Events and significant activities

The Council, at its absolute discretion, may provide Temporary Parking permits to occupiers of residential and commercial premises located in parts of the City in which temporary parking controls are implemented from time to time to address accessibility issues for on-street parking arising from the staging of an event or the undertaking of a significant activity.

The aim of the temporary parking controls and permits of this kind, is to enable local residents and businesses to conduct their day-to-day business and activities and maintain reasonable access to on-street parking during the course of a significant event or activity.

The Temporary Parking Permit is transferable between vehicles and will only be issued in relation to significant or major events or activities, as determined by the Manager, Development & Regulatory Services, at his or her absolute discretion.

A Temporary Parking Permit related to significant or major events or activities will only be valid on the days where temporary parking controls are in places in the affected streets.

Parking for tradespeople

Temporary permits for Tradespeople are subject to limitations as follows:

- The Council may, at its absolute discretion, provide a maximum of one (1) Temporary Parking Permit per residential property to occupiers or owners of residential properties to allow a tradesperson to park in a time restricted parking area or Resident Only Parking Zone, whilst the property is being renovated or new residential development is being constructed. Such permits will generally only be issued where a major renovation or construction of residential development valued over $50,000 is being undertaken and will not be issued in relation to maintenance works of any kind. The permits will only be valid for tradespeople vehicles that are no larger than a sedan, van, ute or SUV and where the total length of the vehicle including any overhanging materials or trailers or the like do not take up more than two on-street parking spaces at any one time.
- Temporary Parking Permits issued in relation to tradespeople vehicles will be subject to a daily fee, must be displayed on the Tradesperson's vehicle and may be issued for a minimum of one (1) day up to a maximum of forty-two (42) days.
- The Council may, at its absolute discretion, request proof from the applicant, that the value of the renovation or other construction works being undertaken exceeds $50,000.
- The Council may, at its absolute discretion, grant a further minor extension of time for Temporary Permits issued for tradespersons, provided that the renovation or other construction works are close to finishing and in all cases, any extension of time granted for the Permit, will be subject to the imposition of a daily fee.
- Temporary permits cannot be used to park a vehicle on The Parade, Norwood, between Portrush Road and Osmond Terrace
- Temporary permits may only be used in the street/s for which they are issued and only in Resident Only Parking Zones or time restricted parking spaces located adjacent to the relevant property. For the avoidance of doubt, this allows the permit holder, subject to meeting other eligibility requirements, to park in any Resident Only Parking Zone or time restricted parking areas located in a continuous arrangement within a street or section of a street, located adjacent to their property, including on the opposite side of the street.
- Residents who live in properties where time restricted parking areas or Resident Only Parking Zones are not located immediately in front of their property or on the opposite side of the street are not eligible for a Temporary Permit;
- Temporary Permits can only be used in parking permitted areas, cannot be used in parking zones of less than one-hour duration, and cannot be used in Loading Zones, No Parking Zones, Bus Zones etc;
- A Temporary Permit for a tradesperson will only be issued where the granting of the Permit will not unreasonably restrict access to on-street parking spaces for Residential Permit Holders.

All Permits must be displayed in the bottom passenger-side corner of the motor vehicle windscreen at all times when the vehicle is parked in the Resident Only Parking Zone or relevant time restricted parking area. Failure to display the permit will leave the vehicle owner liable for an expiation and or prosecution for illegal parking.

Narrow Streets Policy

There are many historic laneways and narrow streets throughout our City that significantly limit on-street parking. In these areas, the Council will manage parking through consultation with the local affected residents, and in accordance with the Australian Road Rules.

Under the Australian Road Rules (ARRs), drivers must leave a three metre clear width between parked vehicles or the continuous centre line along the road (if one is marked). This requirement allows for emergency access.

This requirement affects all roads less than 7.0m wide (allowing 2.0m for each parked car and 3m for vehicle access). On these roads, it is not legally possible to park a car on each side of the road as there will be less than 3m left for vehicle access. On very narrow roads less than 5.0m, it may not be possible to allow any parking at all.

In managing parking controls in narrow streets, the Council will take a staged approach focusing on education about local conditions as the first stage, enforcing existing controls if education fails and implementing new or altered parking controls as the third stage.

This approach is underpinned by the principle that managing parking controls in narrow streets is very difficult and requires a collaborative approach with all affected parties.

The Council will engage with residents and businesses directly affected by any changes/decisions on the following basis:

- notification of the parking and access issues;
- education of the ARR requirements. This may include actions such as the installation of advisory signs along the street to highlight the narrowness and discourage parking opposite other vehicles and/or the distribution of educative material to local residents;
- enforcement of the ARR requirements. This may include actions such as proactive and regular enforcement of illegal parking;
- Restricting parking opportunities. If education and enforcement are ineffective, there may be need to implement new or alter existing parking controls to improve accessibility. Where such interventions are proposed, the Council will consult with directly affected parties to determine how parking restrictions might be applied (e.g. which side of the road); and
- ongoing monitoring and communication as may be required.

The Council's policy for managing parking in narrow streets is as follows:

Road Width (between kerbs)	Treatment
Less than 5.0m	No Parking allowed.
5.1m – 7.0m	Parking on one side only or staggered parking may be considered. This will be negotiated with the local residents and could include implementing actions such as staggered parking along the road and parking controls to facilitate safe and convenient waste collection.
7.1m or more	Parking can be allowed on both sides of the road subject to other considerations such as driveway access.

Driveways

The Council has endorsed the following framework for the discretionary use of yellow line marking over property driveways.

Under the Australian Road Rules (ARRs), there is no requirement for a Council to install road markings or signage to indicate that it is illegal to park in a manner that obstructs a driveway. This is on the basis that the existence of the driveway should be sufficient notification to motorists not to obstruct or restrict access to and from the property.

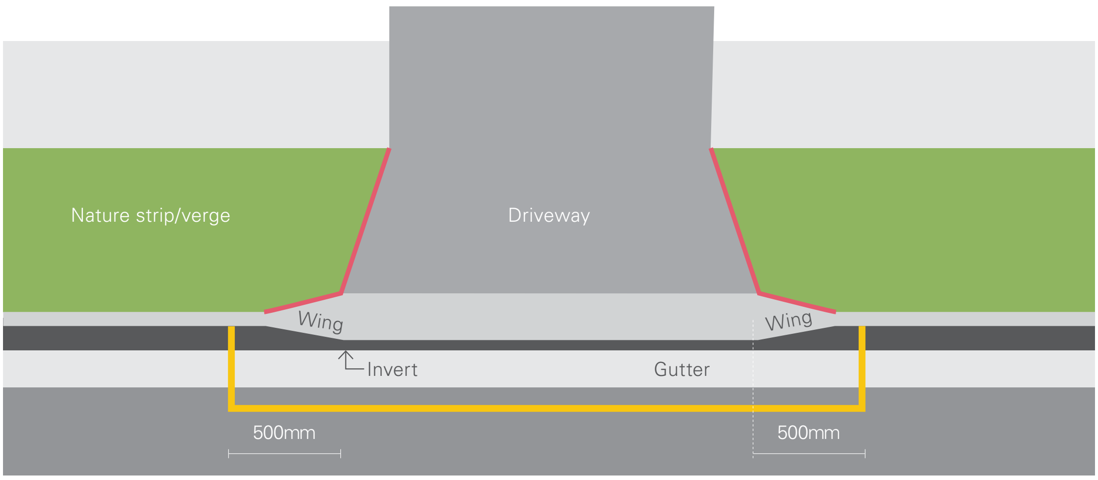
However, there is a level of expectation from the community that the Council should provide some form of road making to assist in reducing the number of instances whereby vehicles are found to be obstructing/ impeding access to driveways. This is exacerbated in areas where there is a combination of urban infill and business precinct areas.

The Council will mark a continuous yellow (No Stopping) edge line 500mm from the edge of the driveway in the following areas:

- all driveways located within areas of high on-street parking demand, around schools as identified in the City-Wide Schools Traffic, Parking and Safety Review report;
- all driveways located within a designated zone, bounded by Portrush Road, Payneham Road/ North Terrace, Dequetteville Terrace and Kensington Road and the whole of the suburb of Hackney (as this area has been identified as having consistently high demands); and
- all other streets which are located outside the designated zone be assessed on a case-by-case basis and the following considerations be satisfied prior to the installation of driveway line marking:
  - consistent high demand for parking (typically exceeding 85% occupancy rates); and
  - regular disregard by drivers parking over driveway.

The isolated use of yellow marking over individual driveways along a street will not be considered as this creates an inconsistent use of the marking for drivers. Where applied, line marking over driveways will be applied to a whole street or precinct.

Diagram 3
Line marking shown in the following diagram extends 500mm outward from the edge of the trafficable section of the adjacent driveway.



Construction Zones

The Council will request developers of major and/or medium to high-rise development to prepare a traffic management and on-street parking plan in consultation with Council staff, with a view to identifying the most appropriate suite of controls during the construction period to minimise impacts on local residents and traffic management.

Constuction works, Third Creek

The Council requires developers of major and medium to high-density developments to prepare traffic management and on-street parking plans in consultation with Council staff, to identify the most appropriate suite of controls during the construction phase of developments to minimise traffic and parking related impacts. Traffic Management Plans may also be required for small-scale developments that, in the Council's opinion, are likely to have impacts on the public realm, including on-street parking.

Traffic Management and On-street Parking Plans should include at a minimum, information about the following aspects of the development construction which specifically relate to how traffic and parking impacts are proposed to be managed:

- requirements for temporary works zones in the public realm;
- hoardings;
- loading and unloading of building materials and supplies;
- traffic management;
- impacts on on-street parking arrangements;
- management of parking by tradespeople;
- traffic and parking signage requirements;
- proposals for required temporary parking controls, temporary signage; and
- how the local community will be informed about the management of on-street parking during the construction period and who they can contact on the developer's behalf to address concerns.

For further information or to discuss construction related requirements, contact the Council's Public Realm Compliance Officer on 8366 4530.

Waste Collection

There are many historic laneways and narrow streets throughout our City that significantly limit on-street parking. In these areas, the Council will manage parking through consultation with the local affected residents, and in accordance with the Australian Road Rules.

Demand for on-street parking spaces is high across much of the Council area, particularly in areas located adjacent to the City of Adelaide Central Business District as well as suburbs such as Norwood, where there is a significant mix of traffic generating land uses and Kensington, which contains an historic pattern of development with limited space for the provision of offstreet parking facilities and relatively narrow streets.

These conditions result in high demand for on-street parking spaces across the City which, combined with the substantial number of narrow streets in the City, and historic housing stock that has limited or no off-street parking available, creates a conflict from time to time for the safe and convenient collection of waste.

The Council's waste collection service is provided by East Waste, which generally provides citizens with the following bins and services:

- red lidded bin (140 litre) for general waste;
- yellow lidded bin (240 litre) for recycling;
- green lidded bin (240 litre) for food/kitchen organics; and
- at call hard waste collection service.

General waste is collected weekly and alternate fortnightly pick-ups are scheduled for recycling and green organics. East Waste vehicles generally collect waste using a robotic arm that lifts bins into the truck's receptacle. However, from time to time, the waste collection trucks have trouble accessing narrow streets and or struggle to collect bins using robotic arms due to vehicles obstructing the location of the bins. To overcome this issue, many residents place their bins in driveway cross-overs or adjacent to neighbouring properties where access to the bins is more convenient.

In general, these ad-hoc arrangements work reasonably well, however, in some rarer cases, there are very limited opportunities to present bins in suitable and convenient locations for collection and this either results in the affected residents having to present bins a long distance from their property or in some cases, bins not being emptied which causes re-work for East Waste.

This can also cause frustration for the affected residents. To address this issue, the Council may implement shortterm parking controls to facilitate safe and convenient waste collection.

This type of intervention will only be considered where:

- there is high and regular demand for on-street parking spaces and high occupancy rates, including, but not limited to narrow streets and high density residential areas;
- East Waste has verified that the waste collection process has been regularly impeded by vehicles blocking access to bins presented for collection; and
- there are not reasonable alternatives available for the affected residents to present their bins for collection.

If parking controls are required, the restrictions will only apply to the relevant day of collection and will be generally limited to between 7.00am and 5.00pm or other such times as may be required by East Waste or the Council.

The Council does not generally endorse or support the use of stickers on bins to provide visual cues to motorists to avoid parking adjacent the bins on bin collection day. It is acknowledged that this approach is simple and likely to be effective in some cases, however, it places the burden of addressing the issue on residents rather than the Council, has the potential to lead to confrontation between residents and motorists, has no legal effect and if they are used 'en-masse' and heeded by motorists, this would displace many vehicles that would otherwise park in these areas, potentially shifting demand for on-street parking to adjacent streets.

Accessible Parking

The City of Norwood Payneham & St Peters is committed to making parking accessible and convenient for persons with disability. Accessible parking bays are available adjacent to most community facilities, open space and commercial precincts.


Accessible Parking

When the Council upgrades its assets and community facilities, accessibility to the facilities, including the availability of accessible parking spaces, is given careful consideration to evaluate compliance with current accessibility standards.

Accessible parking spaces are sign-posted or have the accessibility symbol painted on the road surface or signs cover the space. When parking in a designated accessible parking space, the time limit on the sign applies (ie. no extra time is allowed).

The Disability Parking Permit that is issued by the South Australian Government, must be clearly displayed to be eligible for the extended time limit described above, either hanging from the rear-view mirror or on the passenger side of the dashboard of the vehicle.

A vehicle correctly and legally displaying a Disability Parking Permit, may be parked in a time limited parking space and be entitled to additional time beyond the signed time limit restriction as follows:

- for time restricted parking areas less than 30 minutes, the time for a Disability Parking Permit holder will be 30 minutes;
- for time restricted parking areas between 30 minutes and one hour, the time for a Disability Parking Permit holder will be two hours; and
- for time restricted parking areas where the time limit is more than one hour, the time limit for a Disability Parking Permit holder will be twice the period indicated on the sign.

Smart Parking Technology

The City of Norwood Payneham & St Peters is committed to making use of Smart Technology to assist in the management and enforcement of parking areas and parking controls.

The use of smart technology to assist in the management and enforcement of parking areas and parking restrictions is rapidly expanding across Australia. Smart Parking comes in many forms and has many benefits. Where a need is identified, the council will consider the use of smart parking technology to assist with the management and enforcement of parking controls or to enhance wayfinding and other directional signage as well as experiences for the convenience of citizens.

Case study – Webbe street car park, Norwood

In 2024, the Council installed in-ground sensors for each parking bay located within the ground floor of the Webbe street car park, Norwood.

The Council's overall objectives for monitoring and enforcing time limited car parking spaces in the car park with the use of smart technology include:

- increasing turn-over of available parking spaces to benefit local traders;
- issuing or facilitating the issuing of expiation notices in an effective and efficient manner;
- improving the standard of proof of evidence for issuing expiations, using data obtained from technology such as in-ground-sensors;
- reducing the time the Council's Parking Compliance Officers need to patrol the car parking, in turn enabling them to perform more duties elsewhere; and
- monitoring of the car park usage rates, including during peak times and during community or significant events, to inform timing and delivery of council projects and initiatives such as capital works and other infrastructure upgrades.

Vehicle overstays trigger an electronic notification that is sent to hand-held devices used by the Council's Parking Compliance Officers, who will then attend the car park to address the parking issue.

This efficient use of technology will reduce the need for the traditional and time consuming foot patrolling of the car park and 'chalking' of tyres as the presence of the

Parking Compliance Officers will only be needed when a vehicle overstay is identified by the in-ground sensor technology.

This contemporary approach to monitoring parking controls will ensure that the Parking Compliance Officers use their time more effectively and efficiently to monitor other parts of the City and respond to parking overstays in the Webbe Street car park, only when the smart technology has identified a need.

Electric vehicle charging stations

There are six publicly accessible electric vehicle (EV) charging stations, provided by JOLT and Evie in operation across the Council area.

EV charging station locations include:

- Webbe Street car park, Norwood;
- Osmond Terrace, Norwood (on street parking bay near the Republic Hotel);
- Dunstone Grove/Linde Reserve car park;
- Borthwick Reserve, Portrush/Payneham Road;
- Payneham Community Centre; and
- Gylnde Corner car park.

In collaboration with JOLT and Evie, the Council aims to provide up to 16 EV charging stations in the City over the next fifteen (15) years, subject to demand.

A map showing the location of the charging stations is available on the Council's website. The Council may take enforcement action and expiate owners of non-electric vehicles that park in designated electric vehicle parking spaces.

Charging of electric vehicles in the public realm

Charging of Electric Vehicles, caravans, motorhomes etc. located within an on-street parking space that is not a designated publicly accessible electric vehicle charging station location, using permanent or temporary charging facilities (including, but not limited to, the use of an electrical cable running from the property to the on-street parking space across the adjacent footpath and verge), is not allowed.

This restriction is to obviate the risk of electrocution, ensure the footpath and verge areas remain clear of physical obstructions for passing pedestrians and cyclists, including, but not limited to, visually impaired persons and to ensure that the provision of on-street parking remains unrestricted, where practicable, to maximise access for all road users.

Appendix A

Application of parking zones

The following overview provides examples of the various permissive parking controls that can be applied to effectively manage on-street parking. (Extract: Austroads Guide to Traffic Management Part 11—Parking).

It is important to ensure that streets do not have too many different time restrictions as this will lead to confusion for drivers and an increase in disputes related to infringements. The start and finish times of the restriction will be clearly sign posted and be as consistent as practical (e.g. Monday–Friday 8am–5pm).

Where practicable, following investigations into on-street parking issues, implementation of changes to on-street parking arrangements may include consideration of area-wide parking controls across a large area, suburb or precinct. Further parking controls that may be considered, include, but are not limited to the following:

- 5 minute parking is appropriate in areas with a very high arrival rate e.g. where passengers are dropped off but some waiting is likely. It may apply near cinemas, post offices and hotels and may potentially be used in business districts and near schools.
- 10 minute or 15 minute parking can provide for pick-up and set-down outside schools and for a high turnover outside commercial facilities providing a high level of convenience such as banks, post offices and newsagents. It is only appropriate for motorists who wish to go to the one address.
- 30 minute parking can be applicable directly outside local shops that rely on providing a reasonably high level of convenience to maintain a competitive market position. There is usually a high demand and 1-hour parking would result in inadequate parking turnover. A 30 minute restriction allows people to go to two or three shops.
- 1 hour parking is appropriate outside major shopping centres and in other locations where there is a demand for parking and the activity is likely to take longer than 30 minutes. This type of parking is able to be diverted into off-street locations but parking access needs to be clearly visible from the frontage road.
- 2 hour parking is sometimes appropriate outside major shopping centres although it can result in enforcement difficulties with some motorists staying excessively long times. It is more likely to be applicable in areas with developments containing professional and personal services. It is also applicable in streets where a resident parking permit scheme applies and time limited parking is available for non-residents. The 2 hour limit can be used to discourage or remove commuter parking.
- 3 or 4 hour parking is appropriate where it is desired to stop all-day commuter parking but allow parking by other local people. While it is desirable that car park access is identifiable from the arterial road it will often be acceptable to assume that motorists are relatively well-informed regarding the access arrangements for the site.
- Parking with no time limit (all day parking) is usually generated by employees or park-n-ride motorists and will occur across all types of development. It does not require signs to be used to indicate that parking is permitted where there is no time limit or no user limitation.

Please note that this overview provides general guidance only for the application of parking controls. Consideration may be given to local conditions and/or a combination of measures, including alternative measures, to address on-street parking issues in the City.

Further information

For information on the Council's On-Street Parking Policy, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Citizen Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional copies

The On-Street Parking Policy can be viewed online at www.npsp.sa.gov.au

Copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

Document history and status

Reviewed	Approved	Date
Revision A—Draft for Council endorsement for community consultation		
Council	Tonkin	30 November 2020
Revision B—Draft for consultation - as endorsed by the Council 7 December 2020		
Council	Council	21 December 2020
Revision C—Endorsed by the Council 1 November 2021		
Council	Council	1 November 2021
Revision D—Draft for consultation		
Council	Council	2 April 2024
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Council	Council	7 April 2025
Revision F—Endorsed by the Council		
Council	Council	4 August 2026

Draft

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City of
Norwood
Payneham
& St Peters

City of Norwood Payneham & St Peters

NAME OF POLICY:	Contract Management Policy
POLICY MANUAL:	Governance

BACKGROUND

This Policy outlines the City of Norwood Payneham & St Peters (the "Council") requirements and applies to all employees of the Council involved in the management of contracts with suppliers of goods and services.

In accordance with Section 49 of the *Local Government Act 1999* (the "Act"), Council employees must refer to this Policy when managing and administering contracts for goods and services.

Section 49 of the Act, requires the Council to prepare and adopt policies in respect to contracts and tenders covering the following:

- the contracting out of services
- competitive tendering and the use of other measures to ensure that services are delivered cost-effectively
- the use of local goods and services.

In addition, Section 49 (a1) of the Act, requires the Council to develop and maintain policies, practices and procedures which are directed towards:

- obtaining value in the expenditure of public money
- providing for ethical and fair treatment of participants
- ensuring probity, accountability and transparency in all operations.

POLICY STATEMENT

The objective of this Policy is to govern the management and administration of contracts entered into by the Council and to minimise the exposure to contractual risks.

This Policy provides guidance on the review of the Council's contracts prior to any extension or renewal action, to ensure the outcomes are maximised.

This Policy therefore seeks to:

- support the achievement of "value for money" outcomes by ensuring that all parties to the contract meet or exceed their obligations in line with the contract performance measures, timeframes and expected deliverables;
- minimise the contratual risks to the Council and community;
- hold the supplier of goods and services to account;
- prevent misunderstandings about the contract scope;
- promote innovation and improvement in supplier performance;
- assist in developing the capability of both the supplier and the Council;and
- assist with achieving the contract outcomes in a timely manner.

POLICY SCOPE

This Policy applies to all contracts entered into by the Council.

Contracts in this Policy range from straightforward procurements such as the provision of advisory services or goods through to complex long-term projects.

This Policy provides benefits to the contracts from low value low risk to high value high risk.

However, this Policy does not cover:
- non-procurement expenditure such as sponsorships, grants, funding arrangements, donations and employment contracts; or
- the disposal of land and other assets owned by the Council; or
- the purchase of property by the Council.

DEFINITIONS

Contracts

A contract is a legally binding agreement that sets out the rights and duties of the parties involved. Typical contracts entered into by the Council include the provision of building maintenance, construction of civil works, supply of goods and materials and consultancy services on issues such as engineering design, industrial relations, town planning, local enforcement and community engagement.

Contract Management

The Contract Management is the process of pro-actively managing and administering a contract to mitigate contractual risks and maximise outcomes. It focuses on managing the rights and obligations of parties within the contract and ensuring that goods and services are delivered accordingly.

Contract Management Framework

The Contract Management Framework outlines the key processes and activities for the contract life cycle to be undertaken to achieve effective outcomes. The framework demonstrate a transparent and consistent approach across the Council for all Contract Managers to identify the key activities to focus on based on the contract value and risk.

Contract Manager

The Contract Manager is the person nominated to be responsible for the management of the day-to-day matters of a contract. They are responsible for monitoring contract performance and compliance and ensuring that all services and contractual obligations, Service Level Agreements and Key Performance Indicators are executed and achieved.

KEY PRINCIPLES

The following key principles underpin all contract management activities which are undertaken by the Council:

- **Value for Money** is about achieving the best outcome at the most appropriate price through ongoing contract performance reviews and innovation etc. This includes taking into account fit-for-purpose, whole-of-life cost, timeliness, flexibility to adapt to the needs of the project/supply, quality of product, sustainability, intangible costs/benefits, service, support and warranty.

- **Risk Management** ensures that appropriate risk management practices are in place for contract management activities including risk identification, assessment, and implementation of controls and/or treatments. Contractual risks are reduced through the robust contract management practices.
- **Compliance with Statutory Obligations** refers to the obligation to comply with all legal and common law obligations.
- **Privacy and Confidentiality** requires that all commercial information provided is to be treated as confidential. Confidential government, user, client and supplier information is to be handled appropriately throughout the contract management process in accordance with confidentiality and privacy clauses contained in the contract.
- **Probity, Ethical Behaviour, Accountability and Transparency** requires that Council Administration are honest and fair in commercial dealings, and behave in accordance with the highest ethical standards. Practices and actions that strengthen probity, ethical behaviour, accountability and transparency include:
  - maintaining a written record of all decisions, contract management meeting outcomes, key discussions with suppliers and significant contract management issues including approvals and the rationale for decisions made
  - undertaking supplier audits and accessing supplier information where necessary
  - undertaking site visits to verify contract undertakings and outcomes
  - establishing processes for identifying, declaring and managing conflicts of interest
  - providing regular reports on supplier performance to Executive Leadership Team and oversight committees where relevant
  - the use of a gift register.
- **Stakeholders Satisfaction** is about implementing effective contract management strategies to manage the needs and expectations of internal and external stakeholders who may include end users, customers or clients, managers, sponsors, suppliers, technical or functional experts or advisers. The type and frequency of interaction and communication with stakeholders will vary according to the value, risk and complexity of the contract.

POLICY

CONTRACT MANAGEMENT REQUIREMENTS

Contract Management set-up

The contract management set-up allows the Contract Manager to classify the contract depending on its value and risks, which defines the Contract Management Plan and the key roles and responsibilities for managing and administering a contract.

Contract set-up is undertaken to deliver the following planning activities:
- Definition of clear roles and responsibilities
- An effective Contract Management Plan
- Establishment of an information management structure
- Contract kick-off meeting.

The scope of the Contract Management set-up is dependent upon the contract classification. The requirements, as per the contract classification, is set out in Contract Management Framework

Contract management

Ongoing contract management over the life of the contract enables the successful delivery of the contract outcomes.

The Contract Manager is responsible for;
- scheduling regular contract management meetings with the supplier to monitor contract activities and to discuss improvement opportunities; and
- measuring the supplier’s performance and retain the relevant data and information collected.

Where inadequate supplier's performance or dispute is identified, appropriate and immediate actions should be undertaken, by the Contract Manager, to address deficiencies.

Formal contract reviews are an important aspect of managing the contract. All contracts are to be reviewed on a regular basis commensurate with its value, risk, complexity and length. Any contract variations to the original contract must be approved in writing in accordance with the contract and by the appropriate delegate.

Information in the contract management database will be maintained to ensure that it remains current. All Council contracts nearing expiry will undergo review and renewal in a timely manner and prior to the contract expiration date.

Contract close-out

At the conclusion/expiry of a contract, it is important to formally close-out the contract to mitigate risks in the following areas:

- Open contract obligations and liabilities
- Financial exposure
- Contractual claims
- Operational impacts if transition to new arrangements is not managed.

The scope of the Contract close-out is dependent upon the contract classification. The requirements as per the contract classification is set out in Contract Management Framework

PUBLIC CONSULTATION

Where the delivery of the contract requires community consultation, the consultation process must be conducted in accordance with the Council's Community Consultation Policy.

WORK HEALTH AND SAFETY

The Council will only engage Contractors and Suppliers who are able to maintain the required level of Work Health and Safety which is acceptable to the Council for the contract which they are engaged to undertake. As a minimum, this will be compliance with all applicable legislation, regulations, project requirements, standards and Council policies, and as specified in terms and conditions of contractual arrangements.

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's General Manager, Corporate Services, telephone 8366 4585.

RELATED LEGISLATION AND REFERENCE

- *Local Government Act 1999*
- *State Records Act 1997*
- Council Contract Management Framework
- Council Procurement Policy
- Council Procurement Policy Guidelines
- Council Risk Management Framework
- Council Risk Management Policy
- Council Community Consultation Policy.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 10 August 2021.
This Policy was adopted by the Council on 6 September 2021

TO BE REVIEWED
July 2023

City of Norwood Payneham & St Peters

NAME OF POLICY:	Freedom of Information
POLICY MANUAL:	Governance

GENERAL

The Freedom of Information Act 1991 provides a person with a legally enforceable right to access documents (subject to certain restrictions) within the Council's possession. The purpose of Freedom of Information (FOI) is to make the business of the Council open and accountable.

DISCUSSION

The Council is required, under the Freedom of Information Act 1991, to provide a person with the right to access any document within the Council's possession. This includes paper-based documents as well as other types of documents including computer files, plans, photographs, video and audio tapes, subject to the provisions dealing with copyright and privacy.

KEY PRINCIPLE

The principle of open, accountable and transparent government is strongly supported and observed.

POLICY

Council will provide to any person the right of access to any document, apart from those documents protected by copyright or privacy laws, pursuant to the provisions contained in the Freedom of Information Act, 1991.

REVIEW PROCESS

The Council will review this Policy within 12 months of the adoption date of the Policy. (amend/delete if not applicable)

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's
[insert position], telephone 8366 4….. .

ADOPTION OF THE POLICY

This Policy was adopted by Council on 14 October 2002.

TO BE REVIEWED

City of Norwood Payneham & St Peters

NAME OF POLICY:	Events
POLICY MANUAL:	Governance

BACKGROUND

This policy establishes the Council's position regarding all community, commercial and external events held within the City of Norwood Payneham & St Peters.

This Policy must be read in conjunction with the *Sponsorship Framework for Events* and the *Festivals and Events Guidelines*.

DISCUSSION

The City of Norwood Payneham & St Peters recognises the importance of holding a range of festivals, functions and civic events.

Events bring a vast array of economic, social, and cultural benefits to the local community. Large events deliver substantial economic benefit and provide the opportunity to develop the area as a tourism and leisure destination on a local, national and international level.

Community events contribute to community strengthening, enhance community togetherness and involvement, and assist in building relationships that improve the quality of life in the City of Norwood Payneham & St Peters.

The Council recognises the value and vitality events bring to the community in its Strategic Plan 2006. In Section 4: *Building a Strong Local Economy*, the Council identifies the following strategic goals:

- To promote business development appropriate to the City and that broadens the economic base of the City of Norwood, Payneham & St Peters
- To be a City that values economic development
- To develop and promote a vibrant cultural and leisure tourism destination

These goals are achieved, in part, through a vibrant and diverse calendar of events.

KEY PRINCIPLES

The delivery of successful Council events is underpinned by a number of key principles.

- There must be a balance between the frequency and economic benefit of events, and the needs and requirements of affected businesses, residents and other stakeholders.

  While it would benefit the local economy to hold major events frequently, this may compromise the quality of life and comfort of residents and businesses immediately surrounding the event area. Therefore it is important to maintain the balance between the needs of all stakeholders involved.

- Council events must also demonstrate core Council values of acceptance, tolerance, participation and diversity. Events must be accessible for all sectors of our community, including the aged, disabled or socially-disadvantaged. It is also important that all Council events are non-discriminatory and inclusive.

- Safety is another key factor underpinning the successful delivery of Council events. Event managers must ensure that event activities are conducted in a safe manner and comply with relevant OHS&W legislation. It is also imperative that risk management is practised as an integral part of the event planning process.

- Council events must also have a minimal impact on the natural environment. All events should embrace the notion of environmental sustainability and appropriate waste minimisation practises should be implemented to achieve this objective.

- There should be a demonstrated level of demand for all Council events. In order for an event to be held, it must have clearly defined objectives and outcomes and must provide social, cultural or economic benefits for the local community.

DEFINITIONS

The range of events covered in this Policy include:

Community events

Community events are events that create and foster a positive community spirit through involvement, participation, relationship building and cooperation.

Commercial events

Commercial events are large-scale events that directly benefit the local economy by attracting substantial visitor numbers to the area and providing the area with local, national or international recognition.

External events
External events are those coordinated by external organisations or associations to the City of Norwood Payneham & St Peters that are held within the Council boundaries.

POLICY

Overview

The City of Norwood Payneham & St Peters facilitates a range of events that are held in the Council area. It is important that Council events:

- deliver economic benefit and create vitality within the City of Norwood Payneham & St Peters;
- increase the City's tourism strategies for visitors;
- positively influence attitudes and behaviours of City residents, businesses and visitors;
- facilitate community involvement;
- facilitate networking to deliver business opportunities;
- ensure equity of access to events by City residents and visitors;
- are compatible with the Council's existing range of events and broader strategic objectives; and
- achieve recognition for the City of Norwood Payneham & St Peters as an event and tourism destination.

Council events can be divided into two (2) distinct categories:

- Community events; and
- Commercial events.

Community events

In addition to the key principles for all Council events, community events should also:

- contribute to social wellbeing;
- provide opportunities for community participation; and
- provide opportunities for events to contribute to broader Council goals; for example, increased access, increased diversity, increased environmental accountability.

The Council's existing community events include:

- Norwood Christmas Pageant
- St Peters Fair
- Payneham Community Carols
- Mullet Festival
- Australia Day celebrations
- Cultural Heritage Week
- Community Concerts.

Commercial events

The Council has participated in major commercial events such as the Tour Down Under and Classic Adelaide in the past. The Council's annual commercial event, The Parade Food, Wine & Music Festival, contributes significantly to the economic development of the City.

External events

While the Council acknowledges the important role of external events in developing a vibrant community, the Council does not provide any financial sponsorship of these events.

The only financial assistance the Council may provide for external events would be funding available through the Community Grants Program process.

Where possible however, the Council will endeavour to provide other forms of assistance to external event managers, such as advice on various aspects of event planning, facility use, and assistance with promotion. The level of in-kind support provided by the Council for an external event will be determined on an event-by-event basis.

In rare circumstances, the Council may provide additional assistance (such as cheaper facility hire) to external events of particular significance and/or importance to the community or the Council area.

Sponsorship

External sponsorship of all Council events, both community and commercial, is welcomed by the City of Norwood Payneham & St Peters.

Sponsorship may take the form of cash support and/or provision of goods or other resources, in return for agreed acknowledgment.

The full process and guidelines for negotiating and managing sponsorships for Council events is outlined in the *Sponsorship Framework for Events* document.

Opportunities

The City of Norwood Payneham & St Peters provides an ideal location for major events as it is adjacent to the CBD and is home to a range of venues that are suitable for holding large events.

Where appropriate, the Council should pursue the opportunity to host major commercial events in the area. Each potential major event should be assessed on its individual merits along with the following:

- level of commercial/financial benefit;
- extent of disruption to the community;
- extent of financial support required by Council; and
- opportunities to showcase the City as a leisure and tourism destination.

Event management responsibility

The Council's Festivals and Events Unit, part of the Governance and Civic Affairs department, is responsible for organising all community and commercial Council events.

Where a Council event involves another Council department, an event organising committee, comprising relevant staff members, will be established to coordinate the event. Overall event direction will be provided by the Festivals and Events Unit staff.

The full process for coordinating Council events is outlined in the *Festivals and Events Guidelines*.

Parks and facilities hire for external events

The Council's Coordinator, Recreation Development, from the Community Development department, is responsible for the hire of all Council parks and grounds for external events.

The Council's Coordinator, Community Centre, from the Community Development department, is responsible for the hire of all Council buildings and facilities for external events.

The Norwood Concert Hall Manager, from the Corporate Services department, is responsible for all bookings of the Norwood Concert Hall.

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's
Events Officer telephone 8366 4582.

ADOPTION OF THE POLICY

This Policy was adopted by Strategy & Policy Committee on 3 July 2000.
This Policy was reviewed by Council on 4 September 2006.

TO BE REVIEWED

September 2008.

NAME OF POLICY:	Asset Management
POLICY MANUAL:	Governance

PURPOSE

The purpose of this Policy is to outline the strategic framework and forward planning requirements for the management of Council owned assets.

OJECTIVES

The objective of this Policy is to provide for the long-term strategic management of Council owned assets by ensuring that:

- Assets are managed in a transparent and responsible manner that aligns to demonstrated best practice asset management principles.
- Future funding needs are identified so that asset renewal can continue to occur on a cyclic basis and defined levels of service are maintained.
- An asset management "Whole-of-Life" approach is taken in the development of operational, maintenance and renewal strategies.
- Risk management and assessment is considered in the development of asset strategies.
- Asset performance is measured against defined levels of service.
- Assets are brought to account in accordance with the requirements of the appropriate accounting standards and reporting requirements.
- Appropriate resources and operational capabilities are identified and responsibility for asset management is allocated.
- Appropriate decision making is applied to all major asset acquisitions which include a "Whole-of-Life" costing analysis, derived benefits associated and community consultation.

SCOPE

This Policy applies to all Council owned assets.

DEFINITIONS

"Asset" - Any property, plant or equipment, including infrastructure and other assets such as furniture and fittings, with benefits expected to last more than twelve (12) months.

"Level of Service" - The defined service quality against which service performance may be measured. Service levels usually relate to factors associated with quality, quantity, reliability, responsiveness, environmental, acceptability and cost.

"Asset Management" - The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required level of service in the most cost effective manner.

"Asset Management Plan" - A plan developed for the management of one or more asset classes that provides technical and financial management over the lifecycle of the asset in a cost effective manner. Such plans ensure that service levels are defined for each asset class.

POLICY

Background

The Council has developed and adopted Asset Management Plans for all its major assets (ie civil, drainage, buildings and recreation and open space infrastructure). The objective of these Plans is aimed at ensuring that the Council considers the management and development of its infrastructure and major assets on a strategic level.

This Policy provides an overarching strategic framework, which when applied together with the Council's Asset Management Plans, will ensure a robust governance structure exists for the management of these assets.

The Council's Asset Management Plans, together with this Policy, will ensure that the Council:

- is committed to implementing a systematic asset management methodology in order to ensure appropriate asset management best practices across all areas of the Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with the Council's priorities in respect to service delivery.
- will ensure that, through appropriate asset management practices, the achievement of desired strategic service delivery objectives occurs.
- through its Strategic Plan, *City Plan 2030 - Shaping our Future* will ensure that asset management is directly linked to its corporate vision.
- will deliver the appropriate level of service to the community through its assets by undertaking a strategic approach to asset management.

Key Principles

The Council is the custodian of a large and diverse asset portfolio. It is the Council's responsibility to ensure that these assets are effectively managed, reach the full extent of their useful lives within the defined service levels (as set by the Council) and that funding is available for the renewal of these assets at the end of their useful lives.

The following key principles will define the Council's approach to asset management:

- A consistent asset management strategy for implementing systematic asset management and appropriate asset management best-practice.
- All relative legislative requirements and political, social and economic environments are taken into account in managing assets.
- Asset management plans will be developed, maintained and updated in accordance with the relevant legislative requirements.
- Regular condition assessments will be undertaken and used as part of asset management practices, to ensure agreed service levels are maintained, assist in reducing the Council's risks and to identify asset renewal priorities.
- Systematic and cyclical renewal reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards.
- Asset management will be integrated within the Council's existing asset planning and operational processes.
- Service levels set by the Council will be defined in the asset management plans and the Council's Long-Term Financial Management Plan.
- The purchase, renewal and disposal of assets, will be prioritised and implemented based upon the defined level of service required and the effectiveness of the current assets to provide the required level of service.
- Future life cycle costs will be reported and considered in all decisions relating to new services and assets, as well as upgrading of existing services and assets.
- Decision making in respect to the acquisition of major infrastructure will include the cost benefit analysis and an appropriate community consultation process.

REVIEW PROCESS

This Policy will be reviewed within three (3) years of its adoption by the Council.

INFORMATION

The contact officer for further information regarding this Policy is the Council's Project Manager – Assets, telephone 8366 4538.

ADOPTION OF THE POLICY

This Policy was adopted by the Council on 4 June 2012.
This Policy was reviewed and adopted by the Council on 5 August 2019.

TO BE REVIEWED

August 2022

City of Norwood Payneham & St Peters

NAME OF POLICY:	Public Liability Insurance for Community Groups when Hiring Council Owned Facilities
POLICY MANUAL:	Governance

BACKGROUND

Councils have a duty of care to its citizens and community generally to ensure that Council owned facilities are protected from damage and or the financial impact of personal injury. Public Liability insurance is an essential component of the Risk Management Framework and is put in place to protect all parties, including the Council and the community from legal and financial damages.

This Policy relates to Public Liability Insurance requirements for community groups and private hirers when hiring Council owned facilities.

Facilities covered by this Policy include:

- the Don Pyatt Hall located at George Street Norwood;
- the St Peters Banquet Hall located at 101 Payneham Road, St Peters;
- the St Peters Payneham Library & Community Complex located at 2 Turner Street, Felixstow;
- the Payneham Community Centre located at 374 Payneham Road, Payneham;
- the St Peters Youth Centre located at 2 Cornish Street, Stepney; and
- Council reserves which are available for hire

POLICY

- Commercial hirers are required to have a valid and current Public Liability Insurance Policy at the time of the hire.
- Community groups, organisations or clubs are required to hold a current public liability insurance cover whilst hiring Council facilities and reserves however, subject to certain conditions, the Council may take out public liability cover for community groups, organisations or clubs where it is impractical or financially prohibitive for the community groups, organisations or clubs.
- The Council will provide Public Liability cover for private and family functions.
- Where required, Pubic Liability Insurance to the minimum cover of $20 million, is required for all hirers of Council facilities and reserves detailed in this Policy

REVIEW PROCESS

The Council will review this Policy within 36 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 Financial Services Manager telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was adopted by Council on 4 May 2009.
This Policy was reviewed by the Audit Committee on 26 February 2018.
This Policy was adopted by the Council on 5 March 2018.
This Policy was reviewed by the Audit Committee on 22 February 2021.
This Policy was adopted by the Council on 1 March 2021.
This Policy was reviewed by the Audit Committee on 24 May 2021.
This Policy was adopted by the Council on 7 June 2021.

TO BE REVIEWED

February 2024

City of
Norwood
Payneham
& St Peters

NAME OF POLICY:	Budget Policy
POLICY MANUAL:	Finance

BACKGROUND

The purpose of this Policy is to document the agreed process to be used for the preparation of the Council's Annual Budget and to provide guidance to Elected Members and staff on their respective roles in the process.

A budget expresses the Council's Annual Business Plan in financial terms, by providing a one year forecast of revenues and expenses. The budget is also used as part of the process to determine the level of income required to fund the services and projects outlined in the Annual Business Plan.

DISCUSSION

Pursuant to Section 123 (1) of the *Local Government Act 1999* (the Act), the following is required:

A council must have for each financial year-

(a) an annual business plan; and
(b) a budget."

Regulation 5B of the *Local Government (Financial Management) Regulations 1999*, states that each budget of a Council must:

(a) include a budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows, presented in a manner consistent with the Model Financial Statements; and
(b) state whether projected operating income is sufficient to meet projected operating expenses for the relevant financial year; and
(c) include a summary of operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
(d) include estimates with respect to the council's operating surplus ratio, asset sustainability ratio and net financial liabilities ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

Pursuant to the Act, the Annual Business Plan and Budget must be adopted by the Council after 31 May, for the ensuing financial year and before 31 August for the financial year.

Regulation 7 of the *Local Government (Financial Management) Regulations 1999*, states that each budget of Council must:

(1) A council, council subsidiary or regional subsidiary must reconsider its budget at least three times, at intervals of not less than three months, between 30 September and 31 May (both dates inclusive) in the relevant financial year.

KEY PRINCIPLES

A number of factors are to be taken into consideration when undertaking the annual budget process, including:

- commitment to financial sustainability by taking into consideration the adopted financial indicator targets;
- consistency with Council's strategic direction, Long Term Financial Plan (LTFP) and Annual Business Plan;
- accountability and transparency in the decision making process; and
- providing value for money for the services provided.

POLICY

1. The Council's Annual Budget will be prepared to ensure compliance to the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

2. In preparing the Annual Budget, reference must be given to the Council's Strategic Plan, *CityPlan 2030: Shaping Our Future*, the Council's Long Term Financial Plan and the various Infrastructure and Asset Management Plans which have been adopted by the Council.

3. In January each year, the Council will set the budget parameters and assumptions which will form the basis for the Annual Budget which have been adopted by the Council.

4. The Annual Budget will encompass a Recurrent Operating Budget and Projects Budget.

5. The Annual Budget, will be presented to the Council for consideration and adoption at the July Ordinary Council Meeting or as scheduled by the Council

6. The Annual Budget will be reviewed and considered by the Council at least three (3) times during the Financial Year between September and May of the relevant budget year.

REVIEW PROCESS

The Policy will be reviewed within 24 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 Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 1 November 2010 and has been reviewed on a regular basis (annually/biannually), since that time.

This Policy was reviewed by the Audit & Risk Committee on 7 March 2024.
This Policy was adopted by the Council on 2 April 2024.

TO BE REVIEWED

March 2026

City of
Norwood
Payneham
& St Peters

NAME OF POLICY:	Budget Review Policy
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Regulations 9 and 10 of the *Local Government (Financial Management) Regulations 2011*, the Council must:

- reconsider its Budget at least twice a year between 30 September and 31 May (both dates inclusive) in the relevant financial year. The report to be considered by the Council, must show a revised forecast of its Operating and Capital investment activities for the relevant financial year compared with the estimates for those activities set out in the Budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and

- between 30 November and 15 March (both dates inclusive) in the relevant financial year, the Council must consider a report showing a revised forecast of each item shown in its Budgeted financial statements for the relevant financial year, compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements, including revised forecasts for the Council's Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Renewal Ratio compared with the estimates set out in the Adopted Budget.

DISCUSSION

A Budget Review provides an opportunity to amend the previously Adopted (or amended) Budget. Changes to a budget may be required as further information is received during the year. Reasons for amending the Budget include but are not limited to:

- different services, programs and facilities expected by the Community;
- additional funding received to undertake new or extended services, programs or facilities;
- Projects, services or programs which are delayed or held in abeyance due to lack of resources; and
- ad-hoc adjustments as required.

Budget Review Considerations

The factors to be taken into consideration when undertaking a Budget Review include:

- commitment to financial sustainability by ensuring that the adopted financial indicator targets are met and aligned to the expectations contained in the Council's Long-Term Financial Plan;
- consistency with the Council's strategic directions *(i.e CityPlan 2030: Shaping Our Future)*;
- accountability and transparency in the decision making process;
- providing value for money for the services that are provided the Council; and
- maintaining the budget allocated to each functional activity and project type.

Requests for Budget Variations

Prior to requesting an increase in budget (funds) allocation, Responsible Officers must consider opportunities to either increase revenues or reduce expenditure to offset the variation (increase) which is being requested.

Responsible Officers must provide reasons to justify any variation that is being sought, taking into account the impact on the continued provision of the Council's services and activities and/or the impact on the delivery of a project should the budget variation not be approved.

Approval of Variations outside the scope of the Budget

The Council's approval must be sought and obtained before commitments are made that would result in expenditure beyond the approved budget limits.

When considering a request for a revision to the budget, the Council will consider the impact which the approval would have on the achievement of the financial indicator targets established in the Council's Adopted Budget and Long-Term Financial Plan. The Council will also consider the capacity to increase other revenue or reduce other expenditure (either of a corresponding operating or capital nature as appropriate) to offset the variation which is sought and the merit of so doing.

Approval of variations within the scope of the Budget

Where circumstances warrant (e.g. for reasons of urgent necessity), the Chief Executive Officer may authorise budget variations that are within the scope of approved limits for budget items, providing those variations made do not:

- in aggregate exceed the budget allocation for that function/activity/project outlined in the Adopted or Approved Revised Budget;
- materially impact on the quality, quantity, frequency, range or level of service previously provided for or intended in the original budget allocation; and
- impact on any proposals which the Council has included in its Annual Business Plan or has otherwise publicly committed to and accommodated in the Adopted Budget.

Whenever such amendments are made, the Budget Update must include information explaining the rationale for the decision.

Carry Forward of Project Expenditure

Funding approval for budgeted and approved Projects which are not completed at the end of any financial/budget year, will be forfeited unless approval to carry-over the activity and associated budget allocation is approved by the Council.

Any request to carrying forward unspent Project funds, must clearly identify whether the scope of the project and its associated funding quantum, is proposed to be varied from that previously approved and if so, the reasons for the variation.

The actual Carried Forward funds which are available for Capital Projects and major Operating Projects that are committed or underway but not completed at the end of a financial year, will be considered and approved to be carried forward as part of the First Budget Update in the following financial year.

Identifiable projects that have not or will not commence in the year that they have been budgeted for, should be re-evaluated against other competing priorities, and where warranted included in the budget for the following year at the time of its adoption or treated separately as a "Carry Forward" in the First Budget review of the following financial year. The adoption of any Carry Forward projects is at the discretion of the Council.

Where projects have been completed for less than the approved Budget, excess funds are not eligible to be carried forward to be applied against other approved projects.

Unexpended budget allocations for Recurrent Operating activities and services will not be carried forward to the following financial year.

POLICY

1. The Council's Budget Reviews will be prepared to ensure compliance with the *Local Government Act, 1999* and the *Local Government (Financial Management) Regulations, 2011.*

2. In preparing Budget Reviews, reference must be given to the Council's Adopted Annual Budget.

3. A Budget Update report is to be prepared and included in the Agenda of the Ordinary Meeting of the Council twice a year, between 30 September and 31 May (both dates inclusive) in the relevant financial year.

4. A Mid-Year Review report will be prepared and included in the Agenda of the Ordinary Meeting of Council between 30 November and 15 March (both dates inclusive) in the relevant financial year.

5. The Chief Executive Officer, Chief Financial Officer, General Managers and Manager, Chief Executive's Office may approve Budget variations within the scope of the approved budget allocations without obtaining Council approval.

6. Justification for Budget variations outside the scope of the approved budget allocations, must be provided by Responsible Officers.

7. Budget variations outside the scope of the approved budget allocations, must be approved by the Council.

8. Un-expended Budgets associated with approved capital and operating projects which have not been completed, included in the budget for the previous year, may be carried forward as part of the First Budget Review to the following financial year. Un-expended budgets for completed capital and operating projects are not carried forward to new budget years.

REVIEW PROCESS

This Policy will be reviewed within 24 months from the date on which the Policy was adopted.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Chief Financial Officer, telephone 8366 4548.
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ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 1 June 2015 and has been reviewed on a regular basis (biannually), since that time.

This Policy was reviewed by the Audit & Risk Committee on 20 May 2024.
This Policy was adopted by the Council on 3 June 2024.

TO BE REVIEWED

May 2026

City of
Norwood
Payneham
& St Peters

NAME OF POLICY:	Funding
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Chapter 9 of *Local Government Act 1999 (the Act)*, the Council may obtain funds;

(a) as permitted by or under this or another Act; and
(b) as may otherwise be appropriate in order to carry out its functions under this or another Act.

The following are examples of ways in which a council may raise funds:

1) by imposing rates and charges in accordance with the Act;
2) by obtaining grants and other allocations of money;
3) by carrying out commercial activities;
4) by recovering fees, charges, penalties or other;
5) by leasing or hiring out property;
6) by borrowing money and obtaining other forms of financial accommodation; or
7) by selling property.

DISCUSSION

Financial sustainability implies equity between generations (intergenerational equity), 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 though revenue sources, including rates.

The Councils Long Term Financial Plan (LTFP) sets out four (4) financial outcomes to ensure that financial sustainability is achieved. These outcomes are set out below:

Outcome 1: A balanced budget
Council's services and programs, including depreciation of infrastructure and assets, is fully funded and the costs are shared equitably between current and future ratepayers

Outcome 2: Rate Stability
Annual rate collections are fair and equitable for our residents and ratepayers with the aim to keep rate revenue increases stable over the medium term

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 – Shaping our Future

Outcome 4: Debt Management
Prudent use of debt to invest in new long term assets to ensure intergenerational equity between current and future users

This Policy sets out the Council's approach to the funding of services, programs and facilities. The Policy is based on an assessment of the beneficiaries of all of the services, programs and facilities which are provided by the Council and how these should be funded. It provides the framework within which the Council will raise the revenue necessary to fund expenses of programs set out in its long-term financial plan.

KEY PRINCIPLES

The Funding Policy reflects the Council's determined balance between the principles of:

- user or beneficiary pays and capacity to pay of different sections of the community;
- costs of provision of services, programs and facilities and, where relevant, prices charged by others for provision of similar services;
- maximising sourcing of external funding;
- accommodating individual circumstances of financial hardship; and
- achieving and preserving reasonable "inter-generational equity".

POLICY

Long-term Financial Plan

The Council will adopt a 10 year Long-term Financial Plan (LTFP) that sets out the funding (revenue raising) and financing (paying for outlays) requirements for services, programs and facilities to be provided to equitably meet the outputs and outcomes set out in its Strategic Management Plan *City Plan 2030: Shaping our Future* and the Council's Infrastructure and Asset Management Plans.

The LTFP is to be based on the achievement of the targets set by the Council for each of its Financial Sustainability Indicators and in particular those relating to its Operating Result. Unless special circumstances exist, the recommended target for the Council's Operating Result is a Surplus (in dollar terms) equivalent to between 0% and 10% of general and other rate revenue over any five (5) year period.

In line with the requirements of the Act, the LTFP will be reviewed, within two years after the Local Government Election.

Budget Management and Review

The Council will manage its Long-term Financial Plan through its Budget process to ensure that its planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

General and Other Rates

The Council will raise general and other rates from its community in accordance with its Rating Policy and Rebate Policy.

The Council's Rating Policy and Rebate Policy sets out its application of the following rating provisions contained in the Act:

- minimum rates or fixed charges;
- separate rates;
- service rates and charges;
- differential rates;
- rate rebates; and
- postponement of rates.

The Council will review both its Rating Policy and its Rebate Policy annually to ensure that it has appropriate regard for the Council's Funding Policy Key Principles and in particular, any material changes in:

- the capacity within sections of the community to pay; and
- the extent of opportunity of access to, use of, and benefit from, services, programs and facilities provided by the Cuncil by various groupings of service users and ratepayers.

Financial Assistance and Other Discretionary Grants

The Council values the ongoing Commonwealth Financial Assistance Grants that it receives through the SA Local Government Grants Commission (LGGC). Similarly, Roads-to-Recovery Grants from the Federal Government are an important source of funding.

The Council will continue to provide timely and accurate information which is requested by the LGGC to ensure that it receives its appropriate funding allocation as determined by the LGGC's methodology for allocating Financial Assistance Grants. Timely and accurate information also will be provided to the Federal Government in respect of Roads-to-Recovery Grants.

Special Purpose Grants

The Council recognises that opportunities arise from time to time to secure grants or funding for specific projects or purposes.

The Council will pursue such opportunities where the funding objectives support the directions of its Strategic Management Plan and its financial sustainability objectives.

The Council will assess the whole-of-life costs of a project considered for a special purpose grant or funding application (including maintenance and other operating costs over the life of the project) and will consider the impact of these costs on the Council's financial sustainability indicators over the life of the project when considering a special purpose grant or funding opportunity.

User Charges

To reduce dependence on rate revenue, the Council will apply user charges to meet the cost of providing its services, programs and facilities where this is equitable, efficient and practical. Charges which are set will have regard to the Council's Fees and Charges Policy.

Statutory Charges

All Councils have responsibilities under the *Local Government Act 1999,* and other relevant legislation. Where applicable, the Council will charge fees and fines levied in accordance with the relevant legislation and the Council's Fees and Charges Policy.

Borrowings

The Council recognises that borrowings are not a recurrent funding source but are nevertheless likely to be required at times, particularly as a result of decisions to add to or enhance the Council's stock of assets. If the Council sets revenue raising targets at levels that not only meet the full cost of existing services, programs and facilities but also enable it to accumulate funds to finance net asset acquisition it could create significant "inter-generational" inequity between beneficiaries of the Council's services, programs and facilities. Therefore, the Council will only use Long Term Borrowing to fund new asset investment.

The Council will manage decisions about when to borrow and what type of borrowings to take out in accordance with its Treasury Management policy.

Private Sector Contributions/Partnerships

The Council will seek private sector funding for projects (e.g. through joint ventures, grants or provision of infrastructure, etc.) where this is considered beneficial to the community. In assessing the community benefit of such arrangements, the Council will take account of its financial exposure through an analysis of the whole-of-life costs of the project.

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Financial Services Manager, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 21 July 2011.
This Policy was adopted by the Council on 4 August 2011.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 24 February 2014.
This Policy was adopted by the Council on 3 March 2014.
This Policy was endorsed by the Audit Committee on 25 May 2015.
This Policy was adopted by the Council on 1 June 2015.
This Policy was endorsed by the Audit Committee on 29 February 2016.
This Policy was adopted by the Council on 7 March 2016.
This Policy was endorsed by the Audit Committee on 27 February 2017.
This Policy was adopted by the Council on 6 March 2017.
This Policy was endorsed by the Audit Committee on 25 February 2019.
This Policy was adopted by the Council on 4 March 2019.

TO BE REVIEWED

March 2021

City of Norwood Payneham & St Peters

NAME OF POLICY:	Fees & Charges
POLICY MANUAL:	Finance

BACKGROUND

Section 188 of the *Local Government Act 1999* sets out the requirements to be met by the Council in establishing its fees and charges.

The Council will adopt a Fees and Charges Schedule on an annual basis, separated between Statutory and User Charges. Where the Council's Fees and Charges are not of a statutory nature, the Council will apply the principle of user pays and where possible, recover the full cost of operating or providing the service or goods. Where it can be demonstrated that citizens are unable to meet the full cost, concessions may apply.

POLICY

The Fees and Charges Schedule details the user charges to be set by the Council and the current statutory charges set by the State Government in regulations.

User Charges set by Council includes but not limited to:

- Swimming Pool Fees
- Library Service Fees
- Halls/Community Centre Hire Fees
- Recreational Fees
- Community Care
- Community Development
- Child Care Fees
- Sale of Goods
- Outdoor Dining Permit Fees

Statutory Charges set by State Government in regulations includes:

- Animal Registration Fees
- Parking Infringements
- By Laws
- Development Assessment Fees

The statutory fees and charges may be amended at any time during the financial year. The Fees and Charges Schedule will be updated as statutory charges are amended.

The relevant work areas and community groups (where appropriate) are consulted in relation to the proposed fees and charges and the following factors are considered when determining the proposed fees:

- the cost of providing the service, inclusive of overhead costs;
- the importance of the service to the community;
- market comparison of fees and pricing structures with other enterprises who offer a similar service;
- the level of service/facility provided by the City of Norwood Payneham & St Peters; and
- increase in statutory charges set by regulation.

The Council will approve the fees and charges as part of the Annual Budget setting process.

The Schedule of Fees and Charges will be posted on the Council's website and be made available at the Council's Libraries and at the Principal Office, Norwood Town Hall.

Definitions

Statutory Charges	Fees from regulated services and in most circumstances set by Legislation. Statutory fees are associated with the granting of a permit/licence or the regulation of an activity.
User Fees/Charges	Revenue from the sale of goods and services or rent/hire of property facilities. They are voluntary charges for which the payer receives a direct benefit.

REVIEW PROCESS

The Manager, Finance will review the Fees & Charges Policy within 24 months from the adoption of the Policy and where appropriate submit recommendations for changes for approval to the Council's Audit Committee.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Financial Services Manager, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 24 February 2014.
This Policy was adopted by the Council on 3 March 2014.
This Policy was endorsed by the Audit Committee on 25 May 2015.
This Policy was adopted by the Council on 1 June 2015.
This Policy was endorsed by the Audit Committee on 29 February 2016.
This Policy was adopted by the Council on 7 March 2016.
This Policy was endorsed by the Audit Committee on 28 May 2018.
This Policy was adopted by the Council on 4 June 2018.
This Policy was endorsed by the Audit Committee on 24 February 2020.
This Policy was adopted by the Council on 2 March 2020.
This Policy was endorsed by the Audit Committee on 28 February 2022
This Policy was adopted by the Council on 7 March 2022

TO BE REVIEWED

February 2024

City of
Norwood
Payneham
& St Peters

NAME OF POLICY:	Goods & Services Tax
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are inplace, implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives and to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

The City of Norwood Payneham & St Peters is registered with the Australian Taxation Office (ATO) for GST purposes under the Australian Business Number (ABN) 11 390 194 824. The GST will be included in the price of and payable on, taxable supplies. The Council is required to remit to the ATO, all GST collected from taxable supplies and is entitled to claim input tax credits on all taxable acquisitions.

KEY PRINCIPLES

The Council will comply with the provisions of the *A New Tax System (Goods & Services Tax) Act 1999.*

The objective of this Policy is to provide guidance to Council employees to ensure compliance with respect to the key principles of the Goods and Services Tax (GST) Legislation.

POLICY

GST will be charged on all taxable supplies provided by the Council. A taxable supply is provided if there is a sale of goods or services or deemed sale of goods or services (i.e. sponsorship) in the ordinary course of business, however a supply is not a taxable supply to the extent that it is GST-free or input taxed.

GST charged on all taxable supplies is 10%.

A register of Fees and Charges and their relevant GST applicability will be maintained by the Council and reviewed annually.

All purchases greater the $82.50 must be supported by a valid tax invoice to enable GST which is paid to be claimed from the ATO.

For purchases less than $82.50, supporting documentation, such as a receipt is sufficient to enable GST paid to be claimed from the ATO.

The Council will only transact with suppliers that have an ABN or suppliers that are prepared to sign a "Statement by Supplier" tax declaration. A register will be kept of all suppliers who have signed this declaration.

GST will be reported to the ATO via the Council's Business Activity Statement (BAS) by the 21st day of each month.

GST is recognised when the taxable supply is provided or received, (ie on an accruals basis).

Adequate records will be maintained to support Council's BAS for a period of not less than 7 years.

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Financial Services Manager, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 25 May 2015.
This Policy was adopted by the Council on 1 June 2015.
This Policy was endorsed by the Audit Committee on 24 October 2016.
This Policy was adopted by the Council on 7 November 2016.
This Policy was endorsed by the Audit Committee on 22 October 2018.
This Policy was adopted by the Council on 5 November 2018.
This Policy was endorsed by the Audit Committee on 22 February 2021.
This Policy was adopted by the Council on 1 March 2021.

City of Norwood Payneham & St Peters

NAME OF POLICY:	Payments Policy
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained, in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

The City of Norwood Payneham & St Peters operates in an environment which is subject to public scrutiny and legislative requirements. The Council is required to ensure that financial resources are allocated in an effective manner to ensure that "best value" is achieved and the continuation of service provision to the community in the most efficient and cost effective manner.
At the time of payment, authorised signatories must satisfy themselves that the:

- purchase of goods and/or services have been properly authorised; and
- the invoice details have been verified
  - against purchase requisition / order / approval;
  - to evidence receipt of goods / services;
  - for correct pricing, extensions and additions; and
  - to ensure all available discounts and incentives have been availed.
  -

The City of Norwood Payneham & St Peters will make supplier payments on a weekly basis.

KEY PRINCIPLES

All Council disbursements are authorised in line with the Council's Expenditure Policy, prior to the payment being made.

This Policy applies to all payments which are made by the Council.

POLICY

The Council will make payments in line with the supplier's agreed payment terms.

Where the payment terms are not specified, the Council's standard payment term is thirty (30) days from the date of the invoice.

All payments must be authorised for payment in line with the Council's Expenditure Policy.

A payment on behalf of the Council, must be made by a cheque drawn on Council's bank, Electronic Funds Transfer (EFT) or Direct Debit. The preferred payment method is EFT.

Cheques shall be printed on Council stationery, pre-numbered and issued in numerical sequence. A cheque register is required to be maintained at all times.

The Cheque Register must be signed by authorised cheque signatories.

All disbursements shall be authorised for payment by any two (2) of the following authorised signatories;

ANZ Transactive (EFT Payments)	General Manager, Corporate & Community Services, Manager, Finance, Accountant, Assistant Accountant, Manager, Governance & Legal, Manager, Information Services.
Cheque Signatories	Chief Executive Officer, General Manager, Corporate & Community Services, Manager, Finance, Accountant, Assistant Accountant, Manager, Governance & Legal.

Documentation regarding disbursements shall be retained for the period set down prescribed by the *State Records Act 1997*.

REVIEW PROCESS

The Council will review within 24 months of adoption of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Financial Services Manager, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
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This Policy was adopted by the Council on 1 June 2015.
This Policy was endorsed by the Audit Committee on 29 February 2016.
This Policy was adopted by the Council on 7 March 2016.
This Policy was endorsed by the Audit Committee on 26 February 2018.
This Policy was adopted by the Council on 5 March 2018.
This Policy was endorsed by the Audit Committee on 24 February 2020.
This Policy was adopted by the Council on 2 March 2020.
This Policy was endorsed by the Audit Committee on 28 February 2022.
This Policy was adopted by the Council on 7 March 2022.
This Policy was endorsed by the Audit Committee on 24 October 2022.
This Policy was adopted by the Council on 7 November 2022.

TO BE REVIEWED

February 2024

NAME OF POLICY:	Salaries & Wages Administration
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

The City of Norwood Payneham & St Peters values its employees and recognises that to ensure employee satisfaction and staff morale is maintained, the payment of salaries and wages and associated employee entitlements, are paid in accordance with their conditions of employment.

This Policy applies to the payment of salaries and wages to staff employed by the City of Norwood Payneham & St Peters, in the following employment categories:

- Full-time employees;
- Part-time employees;
- Fixed-term contract employees; and
- Casual employees.

KEY PRINCIPLES

All employees will be paid in accordance with the provisions outlined in the following Enterprise Agreements:

- City of Norwood Payneham & St Peters Municipal Officers Enterprise Agreement No.7, 2017;
- City of Norwood Payneham & St Peters Local Government Employees Enterprise Agreement No. 6, 2014-2017; or
- Set out in any individual contracts of employment

Employees engaged on Fixed Term Contract will be paid in accordance with the provisions of their Contract of Employment.

The intent of this Policy is to provide guidance in respect to the payment of salary and wages to Council employees.

POLICY

The employment of new employees must be undertaken and must be approved in accordance with the Council's Recruitment Policy, prior to being added to the Council's Payroll System.

No adjustments will be made to employee records, (ie. names, addresses, bank account, deduction details) without receipt of written authorisation from the employee.

Adjustments made to salary or wage rates must be in-line with the Council's Re-classification Policy.

Records will be maintained in respect to all employees of Council showing the following:

- hours worked and the rate of pay;
- gross salary or wages;
- tax and details of all other payments and deductions;
- sick, Annual, Long Service and other leave available and taken;
- allocation of time worked on jobs (where applicable);and
- superannuation deductions.

Salaries and wages will be paid fortnightly, on the basis of hours of attendance recorded on an approved time sheet, except for employees on standard weekly hours.

All salaries and wages calculated via a timesheet, are required to be submitted fortnightly to the Payroll Officer and must be:

- signed by the employee;
- signed by the supervisor/manager.

All claims for payment of overtime must be authorised by the relevant Manager before being paid.

All claims for Time-off-in-Lieu for hours worked outside ordinary time, must be authorised by the relevant Manager before the hours are worked.

All Annual Leave and Long Service Leave must be applied for in writing by employees and authorised by their Supervisor/Manager prior to commencement of leave, in accordance with the respective policies.

All Sick Leave must be authorised by the relevant Supervisor/Manager as soon as practical after the period of absence and will be paid in accordance with the relevant Enterprise Agreement.

The Council will **not** make payments of cash advances against salaries or wages earned but unpaid. The Council may make cash advances against accrued Leave entitlements, where Leave has been approved.

Payroll reports must, prior to processing, be reviewed for unusual rates, salary amounts or employee names and evidenced as reviewed by the General Manager, Corporate Services or the Manager, Finance.

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's General Manager, Corporate Services telephone 8366 4585.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 28 July 2014.
This Policy was adopted by the Council on 4 August 2014.
This Policy was endorsed by the Audit Committee on 27 July 2015.
This Policy was adopted by the Council on 3 August 2015.
This Policy was endorsed by the Audit Committee on 24 July 2017
This Policy was adopted by the Council on 7 August 2017
This Policy was endorsed by the Audit Committee on 14 August 2019
This Policy was adopted by the Council on 2 September 2019
This Policy was endorsed by the Audit Committee on 10 August 2021.
This Policy was adopted by the Council on 6 September 2021.

TO BE REVIEWED

July 2023

NAME OF POLICY:	Fringe Benefits Tax
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

As defined by *Fringe Benefits Tax Assessment Act 1986*, a Fringe Benefit is a benefit which is provided in respect of employment, (ie a benefit is provided to somebody **by virtue that they are an employee**).

Fringe Benefits Tax (FBT) is payable on benefits in place of, or in addition to, salary or wages of employees.

As defined in the legislation, Fringe Benefits includes, but is not limited to the following:

- the use of a work vehicle for private or commuting purposes;
- business lunches and drinks, events and staff social functions; and
- providing entertainment to employees by providing access to sporting or theatrical events, etc.

Fringe benefits provided to employees are required to be reported on an employee's annual PAYG payment summary.

The FBT year is from 1 April to 31 March each year, with an annual return to be submitted to the Australian Tax Office by May each year.

KEY PRINCIPLES

This Council will ensure compliance with FBT obligations under Australian tax law.

POLICY

The Council will comply with the provisions of the *Fringe Benefits Tax Assessment Act, 1986*.

Where applicable, the value of fringe benefits provided to employees will be reported on an employee's annual PAYG payment summary.

Adequate records will be maintained to support the Council's FBT Return for a period of no less than seven (7) years.

REVIEW PROCESS

The Council will review this Policy within 36 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 Manager, Finance, telephone 8366 4585.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 28 July 2014.
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This Policy was endorsed by the Audit Committee on 27 July 2015.
This Policy was adopted by the Council on 4 August 2014.
This Policy was endorsed by the Audit Committee on 24 July 2017.
This Policy was adopted by the Council on 7 August 2017.
This Policy was endorsed by the Audit Committee on 14 August 2019.
This Policy was adopted by the Council on 2 September 2019.
This Policy was endorsed by the Audit Committee on 25 July 2022.
This Policy was adopted by the Council on 1 August 2022.

TO BE REVIEWED

July 2025

City of Norwood Payneham & St Peters

NAME OF POLICY:	Petty Cash
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

The City of Norwood Payneham & St Peters operates in an environment which is subject to public scrutiny. It is required to ensure that cash resources are allocated in an effective manner to minimize rate increases to its rate payers and ensure the continuation of service provision to the City in the most efficient and cost effective manner.

KEY PRINCIPLES

The intent of this Policy is to provide guidance regarding the operation of the Council's petty cash system.

POLICY

The Council will operate a Petty Cash system throughout the organisation for expense reimbursement to staff for all approved business expenses which are incurred in the course of their employment.

Staff reimbursement through Petty Cash is limited to $50.00, including GST. Reimbursements greater than $50.00, will be made direct to the employees nominated bank account unless otherwise authorised by the General Manager, Corporate Services.

Elected Members may be reimbursed through the Council's Petty Cash System for approved business expenses which are incurred while undertaking official duties as an Elected Member.

Elected Member reimbursements through Petty Cash are limited to $50.00, including GST. Reimbursements greater than $50.00 will be made direct to the Elected Members nominated bank account unless otherwise authorised by the General Manager, Corporate Services.

Approval of vouchers shall be in accordance with the Council's Expenditure Policy. Under no circumstances can individual employees or Elected Members authorise their own re-imbursement.

All petty cash reimbursements must be supported by receipts/invoices.

Cash advances will only be made with prior approval.

Petty Cash is not to be used for the reimbursement of personal cheques.

An audit of petty cash floats will be undertaken at least annually.

REVIEW PROCESS

The Council will review this Policy within 36 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 Manage, Finance, telephone 8366 4585.

ADOPTION OF THE POLICY

This Policy was endorsed by the Audit Committee on 26 March 2012.
This Policy was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit Committee on 25 February 2013.
This Policy was adopted by the Council on 4 March 2013.
This Policy was endorsed by the Audit Committee on 28 July 2014.
This Policy was adopted by the Council on 4 August 2014.
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This Policy was endorsed by the Audit Committee on 24 July 2017.
This Policy was adopted by the Council on 7 August 2017.
This Policy was endorsed by the Audit Committee on 14 August 2019.
This Policy was adopted by the Council on 2 September 2019.
This Policy was endorsed by the Audit Committee on 25 July 2022.
This Policy was adopted by the Council on 1 August 2022.

TO BE REVIEWED

July 2025

City of Norwood Payneham & St Peters

NAME OF POLICY:	Bank Accounts Policy
POLICY MANUAL:	Finance

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of the Council's records.

DISCUSSION

The Council is required to ensure that financial resources are allocated in an effective manner to ensure that best value is achieved and the continuation of service provision to the City in the most efficient and cost-effective manner.

Bank accounts will be operated exclusively for the purpose of conducting Council business.

Transactional banking is presently carried out through the ANZ Bank. Banking trends and costs will be monitored by the Chief Financial Officer and this relationship will be maintained unless determined otherwise by Council resolution.

Investment banking is presently carried out through the Local Government Finance Authority (LGFA). This relationship will be maintained unless determined otherwise by Council resolution.

KEY PRINCIPLES

This Policy applies to all Council bank accounts.

POLICY

New bank accounts will only be opened with the approval of the Chief Executive Officer and the Chief Financial Officer.

Authorised signatories will be appointed for the operation of accounts. At least five (5) staff members will be appointed as Authorised signatories.

At least two (2) Authorised Officers approved by the Chief Executive Officer or the Chief Financial Officer are required to sign for bank account transactions.

Bank reconciliations for each bank account operated by the Council are to be prepared daily.

REVIEW PROCESS

The Council will review this Policy within 24 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 Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 2 April 2012 and has been reviewed on a regular basis (annually/biannually), since that time.

This Policy was reviewed by the Audit & Risk Committee on 7 March 2024.
This Policy was adopted by the Council on 2 April 2024.

TO BE REVIEWED

March 2026.

City of Norwood Payneham & St Peters

NAME OF POLICY:	Rate Rebates on Council Land Leased or Licenced
POLICY MANUAL:	Finance

PURPOSE

The purpose of this policy is to provide guidance to staff as to when Council Rates will be rebated on Council owned land that is under lease or licence to a third party.

DISCUSSION

Pursuant to Section 147 (2) (f) of the *Local Government Act 1999* (the Act), land owned by Council, which is under separate lease, or licence is rateable land for the purposes of levying Council Rates.

Many of the Council's leased facilities are for community purposes, for example sports fields, social, cultural or community clubs etc. The imposition of Council rates could pose a significant new cost burden to the user groups.

POLICY

Council Rates applying to Council owned land that is under separate lease or licence may be rebated 100% pursuant to section 166 (1) (j) of the *Local Government Act 1999,* where in the opinion of the Council, the land is being used by an organisation which provides a benefit or service to the local community.

The benefit to the City may be by way of but not limited to sport and recreation, cultural development, art and craft, community meeting, fitness, health, social support and leisure opportunities or similar.

The lessee (or licensee) may be required to provide necessary documentation to validate their claim to being an eligible for the rebate at the time of granting the lease or licence.

Where a lessee (or licensee) in the opinion of the Council does not provide a benefit or service to the local community the lease arrangements will be treated as a "commercial agreement" and Council Rates will be applied.

REVIEW PROCESS

The Council will review this Policy within 36 months of the adoption date of the Policy.

INFORMATION

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

ADOPTION OF THE POLICY

This Policy was adopted by Council on 14 October 2002.
This Policy was reviewed by the Audit Committee on 28 May 2018
This Policy was adopted by the Council on 4 June 2018
This Policy was reviewed by the Audit Committee on 25 July 2022
This Policy was adopted by the Council on 1 August 2022

TO BE REVIEWED

May 2025

City of Norwood Payneham & St Peters

NAME OF POLICY:	Financial Delegations Policy
POLICY MANUAL:	Finance

BACKGROUND

Councils exercise a broad range of statutory powers and functions. Most of these powers and functions can be delegated by Councils pursuant to either Section 44 of the *Local Government Act 1999* or statutory powers of delegation which are set out in other Acts that are administered by Local Government.

Section 44 (2) of the *Local Government Act 1999*, provides that delegations may be made to:

- an employee of the Council; or
- the employee of the Council for the time being occupying a particular office or position.

In respect to the approval of expenditure, the delegation is limited to the expenditure of money on works, services and operations which are contained in the Council's Annual Business Plan, as adopted by the Council. Expenditure in excess of the approved budget, is required to be authorised in accordance with the Council's *Budget Review Policy and Guidelines*.

The Council is required to ensure that financial resources are allocated in an effective and efficient manner to ensure that "best value" is achieved and the continuation of service provision to the community is discharged in the most efficient and cost-effective manner.

When purchasing goods and services to support the operations of the Council, consideration is required to be given to:

- obtaining value for money consistent with specified standards of quality and service;
- minimising risks to the Council and staff; and
- ensuring transparency in all decision making.

This Policy is directly relevant to Section 137 (Expenditure of Funds) of the *Local Government Act 1999* (the Act), which provides the power for the Council to expend its funds in the exercise, performance or discharge of its powers, functions or duties under the Act or any other Act.

Accordingly, this Policy applies to all proposed expenditures including but not limited to, procurement, purchase orders, invoice processing and petty cash. The Council has delegated this power, with limitations, to the Chief Executive Officer in accordance with Section 44 of the Act and in doing so, recognises that the Chief Executive Officer may sub-delegate in accordance with Sections 44(4)(b) and 101 of the Act.

OBJECTIVE

The objective of this Policy is to provide clear direction and a framework within which the Council is able to deliver its corporate governance outcomes in the stewardship of public resources. The financial delegations that are made by the Council, must be exercised in an environment of propriety in respect to the transactions, information, the integrity and accuracy of financial reporting and a framework of effective internal controls in the expenditure of public funds.

This Policy therefore seeks to deliver upon this objective by ensuring that staff who enjoy the delegation of power of expenditure, have appropriate authority to conduct their activities and that all financial delegations are within the scope of this Policy and are appropriately authorised.

KEY PRINCIPLES

All staff members are required to act in an ethical and honest manner in all aspects of procurement and financial expenditure involving Council funds.

To achieve this, all expenditure must be:

- required to perform a valid business purpose consistent with the functions of the Council. If required, staff members must be able to identify and justify the relationship and connection between the expenditure and the official business of the Council;
- reasonable and represent "best value" in that the expenditure amount is not extreme, extravagant or excessive;
- appropriate in that the expenditure is suitable and within the Council's allocated budget; and
- transparent, fair and equitable to ensure and maintain public confidence in the Council.

KEY TERMS

For the purpose of this Policy:

Council means the City of Norwood Payneham & St Peters Council.

Delegating Authority means the Council in a formal Council Meeting or another person that makes a sub-delegation to another person.

Delegated Officers are the holders of those positions which have been approved to hold and exercise a financial delegation.

Financial delegation is a delegation of power made under Sections 44 and/or 101 of the Act to an officer of the Council to expend approved budgeted funds.

Legislation means all relevant State and Commonwealth legislation and Council By-Laws.

POLICY

Financial Delegations

A financial delegation prescribes the dollar ($) amount up to which a staff member is authorised to commit and/or incur expenditure in respect of an individual transaction.

Any member of staff may create a purchase requisition (request an order), however, this request must be authorised by a staff member with a sufficient financial delegation to generate a purchase order for the goods/services. This Policy position equally applies to verbal or other orders that are not made through Council's purchasing system.

A financial delegation allows a staff member to:

- authorise a purchase requisition or another type of purchase request (in documentary form) from another staff member who enjoys an appropriate financial delegation (noting that a staff member must not approve their own purchase requisition in order to ensuring adequate segregation of duties):
- authorise expenses, invoices and payments (including petty cash). Approval of transactions and/or payments must not exceed the staff member's financial delegation limit per transaction and must be clearly evidenced in documentary form; and
- a single large transaction, which may exceed the delegated limit of authority for a staff member cannot be split into multiple, smaller, transactions that then appear, at face value, to fall within the levels of delegated authority for that staff member.

The financial delegation to the Chief Executive Officer is unlimited except to the extent of the approved budget and in accordance with this Policy and may be exercised by the Chief Executive Officer in respect of a single or multiple related purchase.

With the exception of the Chief Executive Officer, the conferral of a financial delegation must be clearly documented and retained. An application for a financial delegation must be completed using the finance request form on the organisation's intranet or via email. The conferral of or an application for a financial delegation must adhere to the set limits listed in the table below and endorsed by the Chief Executive Officer.

In case of a temporary financial delegation, the dates during which the delegation will apply must be clearly set out in the documentation including, as relevant, on the request form.

Financial Delegations Register

A *Financial Delegations Register* will be kept and maintained by the Chief Financial Officer. This Register includes the financial delegations by Department including the position title of the staff member and the financial limit delegated to the position, as prescribed in Table 1 below.

The *Financial Delegations Register* will be updated for:

- the appointment, termination or resignation of a staff member;
- if there is a change in the position title of a staff member (both temporary and permanent);
- if a variation is required to the current financial delegation of a staff member in accordance with a request of the Chief Executive Officer; and
- the expiration or revocation of a financial delegation to a staff member.

TABLE 1: DELEGATION TYPES

POSITIONS	**MAXIMUM LIMIT PER TRANSACTION** (excluding GST)
Chief Executive Officer	Unlimited*
General Managers	$150,000
Managers Level 1	$ 75,000
Managers Level 2	$ 20,000
Responsible Officers Level 1	$ 10,000
Responsible Officers Level 2	$ 5,000
Other Specified Positions	$ As per the Financial Delegations Register
Credit Card Holders	$ As per the Financial Delegations Register

**The Council has delegated the power pursuant to Section 137 of the Act to the Chief Executive Officer which allows the Chief Executive Officer to expend the Council's approved budgeted funds in the exercise, performance or discharge of the Council's powers, functions or duties under the Act or other Acts. The Council has also delegated the power to the Chief Executive Officer to vary funds between approved budget lines but always within budget, as necessary to fulfil approved Council expenditure.*

In addition to the above, the Council has delegated the power to the Chief Executive Officer to approve tenders to the value of $1million in accordance with budgeted expenditure.

All invoices and commitment of expenditure must be authorised for payment in accordance with the Delegation of Authority as set out in the following:

- *Financial Delegations Register* and
- *Financial Delegations Register* - Specified Transactions.

Financial Delegations applicable to a position will extend to any person appointed to act in the position.

Urgent Expenditure

If urgent repairs associated with Work Health & Safety or security matters are required to be attended to after normal working hours, the Responsible Officer is authorised to purchase whatever goods or services are required to carry out the repair or secure the situation until the next working day.

However, the Responsible Officer is required to use their discretion regarding the level of repair that is required and the consequent level of expenditure.

Reviewing the Financial Delegations Register

In accordance with the Act, Section 44 (6) provides that the Council must keep a separate record of all Delegations made under Section 44 and in accordance with Section 44(6a) and must, within 12 months after the conclusion of each periodic election, review the delegations, including financial delegations for the time being in place under Section 44.

The Chief Financial Officer will provide a report and distribute the report to the Chief Executive Officer and all General Managers and the Executive Leadership Team as part of the review of the Policy.

Any changes which are proposed to the financial delegations are required to be communicated in a timely manner to the Chief Financial Officer and any amendments require approval by the Chief Executive Officer.

The *Financial Delegations Register* will, in any event, be reviewed on an annual basis.

A report is to be presented to the Audit & Risk Committee on an annual basis regarding the reimbursement of the Chief Executive Officer's personal expenditure.

General Guidelines for Expenditure

Expenditure should only be authorised for payment after the following:

- the purchase of the goods and/or services has been properly authorised;
- the services provided and/or goods that are received, have been checked for quality, quantity and the performance criteria agreed at the time the purchase was approved; and
- the invoice details have been verified:
  - against the purchase order;
  - to evidence receipt of goods/services;
  - for correct pricing, extensions and additions; and
  - to ensure all available discounts and incentives have been availed.

REVIEW PROCESS

This Policy will be reviewed within two (2) years of the adoption of the Policy.

INFORMATION

The Contact Officer for further information at the City of Norwood Payneham & St Peters is the Council's Chief Financial Officer, telephone 8366 4548 or via email: naxenova@npsp.sa.gov.au

ADOPTION OF THE POLICY

This Policy replaces the former Expenditure Policy which was adopted by the Council on 2 April 2012.
This Policy was endorsed by the Audit & Risk Committee on 18 September 2023.
This Policy was adopted by the Council on 3 October 2023.
This Policy was endorsed by the Audit & Risk Committee on 7 March 2024.
This Policy was adopted by the Council 2 April 2024.

TO BE REVIEWED

March 2026

13.4 EXTENSION OF COUNCIL TERM TO APRIL 2027

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

PURPOSE OF THE REPORT

The purpose of this report is for the Council to consider various matters associated with the extension of the term of the Council.

BACKGROUND

As Elected Members have been advised, on 2 July 2026, the *Local Government (Elections)(Periodic Elections) Amendment Act 2026* (the Amendment Act), officially commenced, the effect of which defers the next Local Government Elections from November 2026 to April 2027.

To this end, the key dates for the 2027 Local Government Election are as follows:

- Voters Roll closes - Monday 4 January 2027;
- Nominations open - Tuesday 26 January 2027;
- Nominations close - Tuesday 9 February 2027;
- Close of Voting (Polling Day) - 5:00pm Wednesday 7 April 2027; and
- Scrutiny and count - 9:00am Saturday, 10 April 2027.

The Amendment Act extends the current four (4) year term of office to mid-April 2027 and the next term of office April 2027 to November 2031.

The Council terms will return to a four (4) year cycle from November 2031, resulting in Local Government Elections being held in the year after the State Government Elections - a position that this Council has been advocating for.

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

Guidance on the implications of the extended Council term has been provided by the Local Government Association of South Australia.

DISCUSSION

The extension of the Council term has a number of consequent implications for tall Councils. For this Council, these are outlined below.

Council Committee Appointments

Business Economic & Development Advisory Committee

On 20 January 2025, the Council established the Business & Economic Development Advisory Committee (BEDAC) and adopted the BEDAC Terms of Reference, which require the BEDAC to conclude at the end of the this current Council term.

In respect to the Elected Members who are appointed to this Committee, the Mayor and three (3) Councillors are Members of the BEDAC. When appointing the Elected Members to the BEDAC (Crs Piggott, Knoblauch and Holfeld), their term of appointment was to the end of the current Council term (ie, there is no specific date stated in the Terms of Reference).

As a result, there are no implications in respect to the extension of the Council term on the term of the BEDAC itself or the Elected Member appointments to the BEDAC.

However, when appointing the Specialist Independent Members to the BEDAC, these appointments were made to the specific date of 31 October 2026.

To support the continued effective operation of the BEDAC through to the end of the Council term (April 2027) and avoid the administrative process associated with calling for Expressions of Interest to seek Specialist Independent Members for a five (5) month period (ie November to April 2026), ideally the current term of the appointments will be extended.

To this end, each of the Specialist Independent Members has been asked if they are prepared to continue their appointment to the end of the Council term (April 2027) and each Member has advised that they are keen to continue beyond what would have been the end of the Council term (November 2026). It is therefore recommended that the following Specialist Independent Members be appointed to the end of the Council term (ie April 2027):

- Amanda Grocock;
- Amanda Pepe;
- Joshua Baldwin; and
- Matt Grant.

Traffic Management & Road Safety Committee

On 20 January 2025, the Council established the Traffic Management & Road Safety Committee (TMRSC) and adopted the TMRSC Terms of Reference, which stated that the TMRSC will wind up at the end of the Council term.

In addition, the Specialist Independent Members to the TMRSC were appointed until the TMRSC ceases operation at the end of the Council term.

The Specialist Independent Members have been contacted and been advised that the Council term has been extended. All Specialist Independent Members have advised that they are keen to continue beyond what would have been the end of the Council term (November 2026).

As a result, there are no implications associated with the extension of the Council term on the term of the TMRSC or the Specialist Independent Member appointments to the TMRSC.

However, when appointing the three (3) Elected Members to the TMRSC, (Crs Duke, Knoblauch and Holfeld), these appointments were made to the specific date of 31 October 2026.

To support the efficient operation of the TMRSC until it ceases at the end of the Council term, it is recommended that the Council extends the term of the three (3) Elected Members and their appointments to the TMRSC conclude at the end of the Council term (April 2027).

Audit & Risk Committee

As the Council is legislatively required to have an Audit & Risk Committee, the Committee will continue operation beyond the end of the Council term.

The current three (3) Independent Members on the Committee are appointed until 4 March 2028.

As a result, there are no implications associated with the extension of the Council term on the term of the Audit & Risk Committee or the Specialist Independent Members who have been appointed to the Committee.

The Audit & Risk Committee is comprised of

- Ms Cate Hart (Independent Member) (Presiding Member);
- Mayor Robert Bria;
- Cr Grant Piggott;
- Ms Tami Norman (Independent Member); and
- Mr Kym Holman (Independent Member).

However, Cr Piggott was appointed to the Audit & Risk Committee until 31 October 2026.

To support the continued effective operation of the Audit & Risk Committee to the end of the Council term, it is recommended that Cr Piggott's appointment to the Committee be extended to the end of the Council term (ie April 2027).

Council Assessment Panel

Similar to the Audit & Risk Committee, the Council is required by the legislation to have a Council Assessment Panel (CAP) and therefore, the CAP continues to operate beyond the end of the Council term.

The three (3) Specialist External Members and one (1) Deputy Specialist External Member on the CAP, were appointed until 1 May 2028.

As a result, there are no implications associated with the extension of the Council term on the term of the CAP or the Specialist External Members who have been appointed to the CAP.

However, Cr Wilkinson's appointment as a Member to the CAP and Cr Moorhouse's appointment as a Deputy Member to the CAP, will expire on 31 October 2026.

It is therefore recommended that both of these appointments are extended to the end of the Council term (April 2026) to support the continued effective operation of the CAP.

Appointments to Regional Subsidiaries

ERA Water

At its meeting held on 3 February 2025, the Council appointed Cr Piggott to the Board of ERA Water for a term of two (2) years, concluding on 3 February 2027.

To avoid the requirement for the Council to make a decision regarding the appointment of an Elected Member as a Board Member close to or during the Election Period (Caretaker) and the end of the Council term, it is recommended that Cr Piggott's term be extended to the end of the Council term (April 2026).

From an administrative perspective, it also makes sense to extend the Chief Executive Officer's appointment as Deputy Board Member to the ERA Water Board to the end of the Council term, noting this appointment is also due to expire on 3 February 2027.

Eastern Health Authority

At its meeting held on 3 February 2025, the Council appointed Crs Granozio and Moorhouse to the Board of the Eastern Health Authority (EHA), for a period of two (2) years, concluding on 3 February 2027.

To avoid the requirement for the Council to make a decision regarding the appointment of Elected Members to the EHA Board close to or during the Election Period (Caretaker) and the end of the Council term, it is recommended that the term of appointment for both Cr Granozio and Cr Moorhouse be extended to the end of the Council term (April 2027).

East Waste Management Authority and Highbury Landfill Authority

At its meeting held on 2 June 2025, the Council appointed Cr Piggott to the Board of the East Waste Management Authority (East Waste) for a period of three (3) years, concluding on 2 June 2028.

At its meeting held on 1 December 2025, the Council appointed the General Manager, Governance & Civic Affairs as a Member and Cr Robinson as a Deputy Member, to the Board of the Highbury Landfill Authority, both for a period of three (3) years, concluding on 1 December 2028.

Cr Piggott's and Cr Robinson's appointment to the East Waste Board and Highbury Landfill Authority Board respectively, can continue in the new Council term (ie beyond April 2027) subject to their re-election, and therefore there is no impact on the extended Council term in respect to these appointments.

Other Matters

Caretaker Policy

As Elected Members will recall, the Council adopted its Caretaker Policy at its meeting held on 7 April 2026. While the extension of the Council term does not mean that any changes of substance are required, the reference in the Policy to the previous date for the close of nominations (8 September 2026) will be updated to 9 February 2027.

OPTIONS

In terms of the recommendations for appointments that are set out in this report, the Council can decide not to extend the terms of the various appointments to coincide with the end of the Council term (April 2027) or it can decide to extend the various appointments as recommended.

Given the administrative processes that are required to be enacted to seek expressions of interest from Specialist Independent Members (where relevant) and the impact on the continued efficient operation of the Council's Committees and the Boards of Regional Subsidiaries, the extensions of respective appointments and terms as presented in this report, are recommended.

CONCLUSION

The extension of the Council term has necessitated a review of various matters such as Board and Committee appointments and some of which have required administrative action in relation to internal processes and the provision of information to the community.

The Council's Local Government Election Project Team, will continue to work through the implications and adjust processes as required. Importantly, the plan for the preparation of the 2027-2028 Annual Business Plan and Budget will be mapped out and provided to Elected Members prior to the commencement of these processes.

RECOMMENDATION

1. *That the term of appointment for the following Specialist Independent Members of the Councils Business Economic & Development Advisory Committee be extended to the end of the Council term:*

    - *Ms Amanda Grocock;*
    - *Ms Amanda Pepe;*
    - *Mr Joshua Baldwin; and*
    - *Mr Matt Grant.*

2. *That the term of appointment for the following Elected Members appointed to the Traffic Management & Road Safety Committee be extended to the end of the Council term:*

    - *Cr Duke;*
    - *Cr Knoblauch; and*
    - *Cr Holfeld.*

3. *That Cr Piggott's appointment to the Audit & Risk Committee be extended to the end of the Council term.*

4. *That the appointment for Cr Wilkinson as a Member and Cr Moorhouse as a Deputy Member of the Council Assessment Panel, be extended to the end of the Council term.*

5. *The Cr Piggott's appointment as a Board Member and the Chief Executive Officer's appointment as a Deputy Board Member, on the ERA Water Board, be extended to the end of the Council term.*

6. *That the appointment of Cr Granozio and Cr Moorhouse to the Eastern Health Authority Board, be extended to the end of the Council term.*

13.5 LONG TERM FINANCIAL PLAN UPDATE

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

PURPOSE OF THE REPORT

The purpose of this report is to present to the Council, the Long-Term Financial Plan which formed part of the endorsed 2026-2027 Annual Business Plan & Budget.

BACKGROUND

Pursuant to Section 122 4 a(1) of the *Local Government Act 1999*, the Council must undertake a review of its Long-Term Financial Plan (LTFP) on an annual basis as soon as practicable after adopting the Council's Annual Business Plan for a particular financial year.

To this end, a review of the LTFP financial targets, which takes into account the 2026-2027 Budget and its impact on the financial projections set out in the Long-Term Financial Plan, is provided in this report.

As Elected Members will recall, ESCOSA, in its report titled, *Local Government Advice-City of Norwood Payneham & St Peters February 2026* (the Advice), made a number of recommendations to further strengthen the Council's ongoing financial sustainability.

To this end, as Elected Members are aware, Ms Michele Bennetts of LGiQ was engaged to undertake an independent review of ESCOSA's Advice and to assist the Council with formulating a strategy to address the Advice provided by ESCOSA.

Subsequently, at its meeting held on 5 May 2026, the Council, following consideration of the report, *April 2026 Review of ESCOSA Advice* (the LGiQ Report) which has been prepared by Ms Bennetts from LGiQ, adopted the recommendations set out in the LGiQ Report.

In respect to the Long-Term Financial Plan, the LGiQ Report recommended the following in respect to the implementation of an **Improved Annual LTFP Review**:

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

    - Rate Revenue increases clearly detailing growth, CPI and other factors;
    - inflation;
    - debt levels, interest rates and debt servicing costs;
    - major projects costs and cost escalations;
    - operating results of major operating facilities such as the childcare centre and swimming centres.

    This should be supported by scenario and sensitivity modelling.

    This will improve transparency, strengthen financial decision-making and ensure alignment with long-term financial sustainability.

On this basis therefore, the annual review of the Long-Term Financial Plan was undertaken as part of the preparation, consultation and final approval of the 2026-2027 Annual Business Plan & Budget.

At its meeting held on 7 April 2026, the Council considered a report on the draft 2026-2027 Annual Business Plan and Budget that also presented eight (8) scenarios and the impacts (sensitivity) of each of those respective scenarios on the LTFP.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The LTFP is the primary financial management document which links the Council's Strategic Management Plans, City Plan 2030, Whole-of-Life Asset Management Plans and the Annual Business Plan and Budget.

The financial projections contained within a LTFP, provide an indication of the Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council. The LTFP should be viewed as a guide to future actions or opportunities, which encourages the Council to consider the future impact of its decisions which are made, on the Council's long-term and on-going financial sustainability. To this end, reference is made each year to the LTFP when preparing the Annual Business Plan and Annual Budget, to ensure that the broad financial outcomes which the Council has set and agreed upon are continuing to be achieved based on the outcome of the Council's decision on the Rating Review.

RISK MANAGEMENT

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

CONSULTATION

Elected Members

Elected Members have been involved throughout the preparation of the 2026-2027 Annual Business Plan and Budget process and have considered the various components of the 2026-2027 Annual Business Plan and Budget and its impact on the LTFP at meetings held on 3 February 2026, 7 April 2026, 5 May 2026 and 7 July 2026 and made various '*in principle*' decisions to arrive at the endorsed 2026-2027 Annual Business Plan and Budget and LTFP.

Community

In accordance with the requirements of the Act, all ratepayers and citizens had the opportunity to comment on the Draft Long Term Financial Plan, as part of the 2026-2027 Annual Business Plan & Budget process.

Staff

The review of Operating Expenditure, Operating and Capital Projects, the 2026-2027 Annual Business Plan and its impact on the Long-Term Financial Plan 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

The Long-Term Financial Plan is updated annually to reflect any changes between reporting periods and to incorporate emerging risks, opportunities, and mitigation strategies.

Consistent with the recommendations arising from the ESCOSA Advice and the Council's commitment to strengthening its long-term financial position, all new capital investment projects have been removed from the 2026-2027 updated Long-Term Financial Plan. This approach places a strong emphasis on debt reduction, improving financial sustainability and prioritising the delivery of Council's existing asset renewal and service commitments.

At the Council meeting held on 7 July 2026, 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 2026-2027 Annual Business Plan was endorsed by the Council with the exclusion of the Payneham Memorial Swimming Centre Gymnasium and Carpark Project.

Subsequent to and as a result of this decision, the Council’s Long-Term Financial Plan which was included as part of the 2026-2027 Annual Business Plan and Budget process, has been updated to exclude the construction of the Gymnasium and Carpark Project.

As part of Council’s ongoing commitment to sound financial governance, an annual review of the Long-Term Financial Plan (LTFP) and Asset Management Plans, 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);
- the Operational Model for the Payneham Memorial Swimming Centre Operations Management by an external manager;
- exclusion of the Gymnasium (in line with the final decision on the Gymnasium made by the Council at its meeting held on 7 July 2026 at which the Budget was adopted);
- interest rates and other key assumptions forecast;
- inclusion of any additional services and initiatives as approved by the Council during 2025-2026; and
- updated 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 “point of time” 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 renewal.

A copy of the updated Long-Term Financial Plan is contained in **Attachment A**.

While the Long-Term Financial Plan will be updated as part of the 2027–2028 Annual Business Plan and Budget process for adoption by the Council in July 2027, it is important to note that a comprehensive review of the LTFP will commence following the April 2026 Local Government Election and prior to consideration and adoption of the Annual Business Plan and Budget. This approach aligns with the requirements of the *Local Government Act 1999*, which requires councils to undertake a comprehensive review of the LTFP within two (2) years following each general election and provides the newly elected Council with the opportunity to actively participate in shaping Council's long-term financial direction.

The review will include a reassessment of the assumptions, level of required operational and capital investments in the Long-Term Financial Plan and Asset Management Plans, capital projects, supported by community consultation, to ensure Council's long-term financial and asset management strategies remain aligned with its strategic priorities, financial sustainability objectives and future service delivery requirements.

OPTIONS

Not Applicable.

This report is provided for information purposes only as the LTFP is simply being updated to reflect the adopted 2026-2027 Annual Business Plan and Budget.

CONCLUSION

Not Applicable.

RECOMMENDATION

That the Long-Term Financial Plan as contained in Attachment A be endorsed.

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.

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

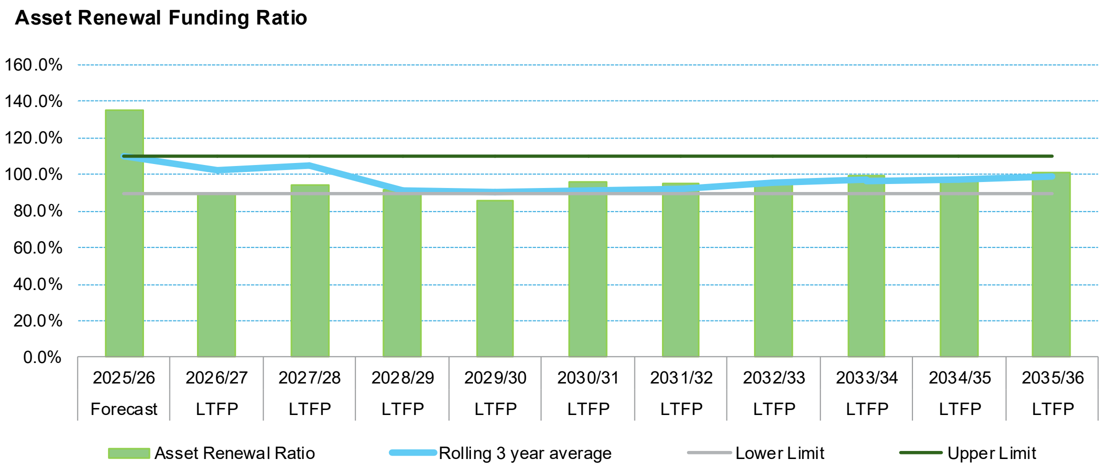
Borrowings are expected to reduce over the life of the Long-term Financial Plan and specifically during the second half of the 10-year period, as revenue growth and lower average capital expenditure allows for repayment of borrowings.

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.

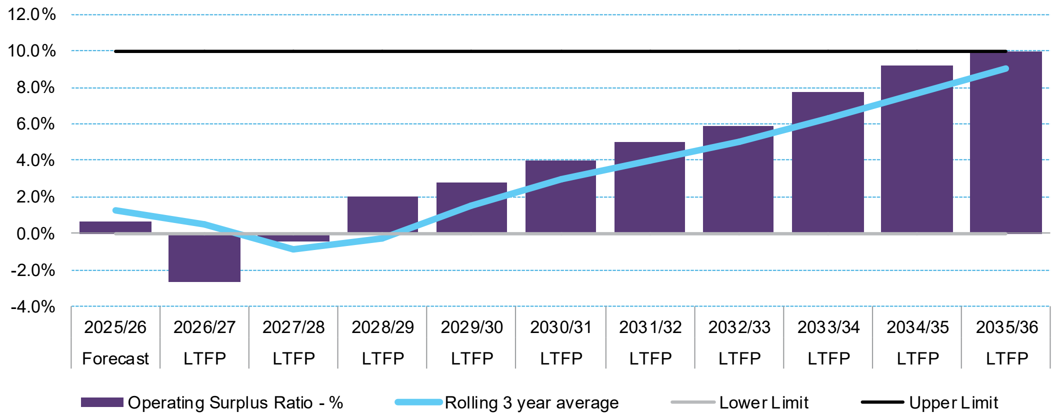
While there is a short-term deficits impact on the budget, the Council's long-term plan shows a return to balanced budgets. This means services will continue to be delivered and infrastructure maintained in a way that is financially responsible and sustainable for the community over time.

Table 5: New infrastructure

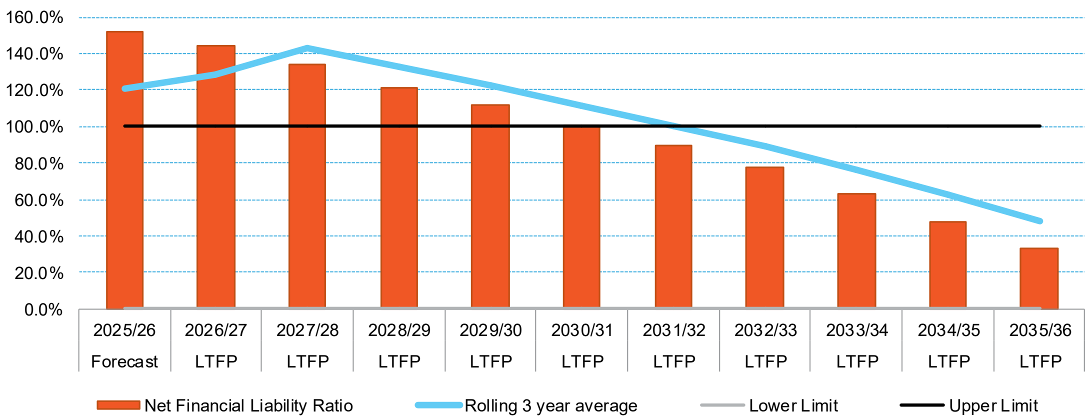
Projects in LTFP (k$000)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Quadrennial art project	12	-	-	-	-	-	-	-	-	-
Funding Submissions Various	693	-	-	-	-	-	-	-	-	-

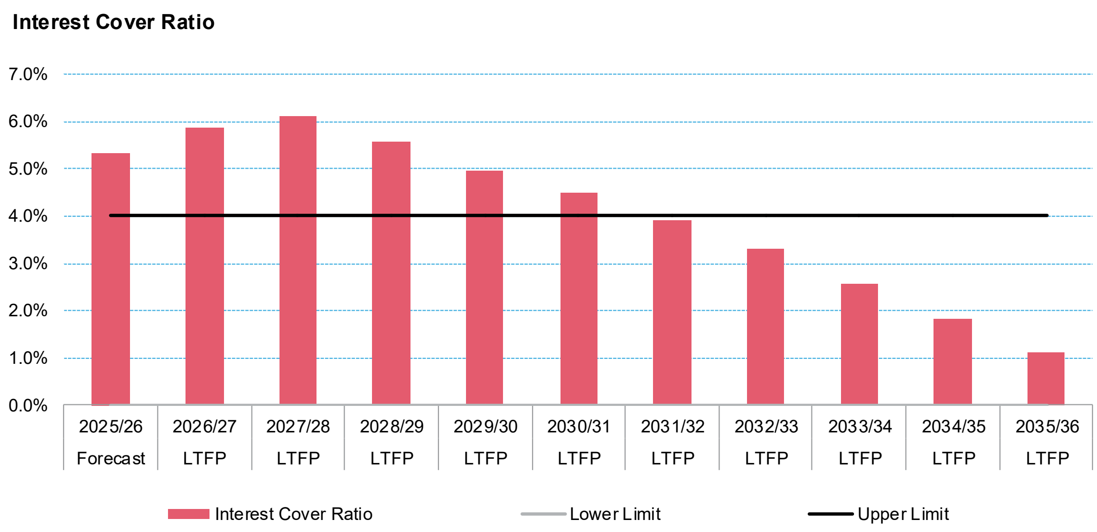


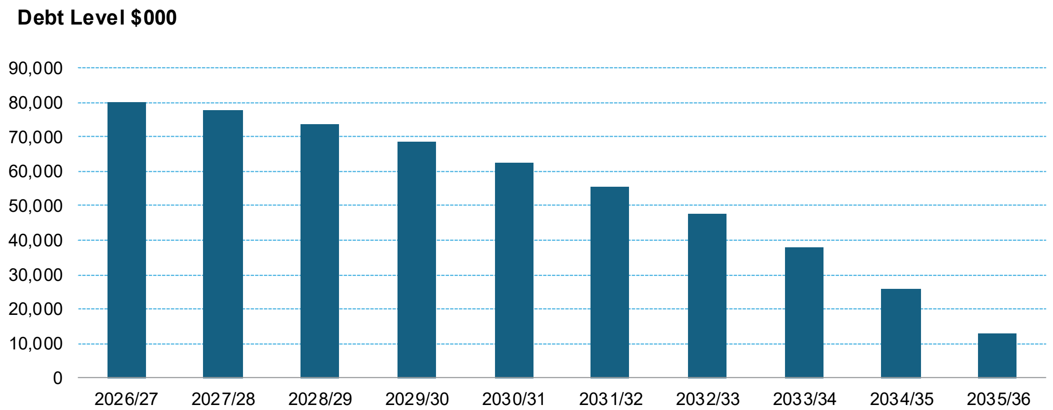
Operating ratio



Net Financial Liability Ratio




Interest Cover Ratio
7.0%
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
2025/26 Forecast
2026/27 LTFP
2027/28 LTFP
2028/29 LTFP
2029/30 LTFP
2030/31 LTFP
2031/32 LTFP
2032/33 LTFP
2033/34 LTFP
2034/35 LTFP
2035/36 LTFP
Interest Cover Ratio
Lower Limit
Upper Limit


Debt Level $000
90,000
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2036

FINANCIAL INDICATORS	Current Year 2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years 2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Operating Surplus Ratio	**0.6%**	**-2.7%**	**-0.4%**	**2.0%**	**2.8%**	**4.0%**	**5.0%**	**5.9%**	**7.8%**	**9.2%**	**10.0%**
Net Financial Liabilities Ratio	**151.70%**	**143.98%**	**133.62%**	**121.43%**	**112.17%**	**100.85%**	**89.29%**	**77.28%**	**63.36%**	**48.13%**	**33.41%**
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%**	**5.88%**	**6.11%**	**5.56%**	**4.96%**	**4.48%**	**3.90%**	**3.29%**	**2.58%**	**1.82%**	**1.12%**
Debt Servicing ratio	**8.47%**	**16.32%**	**21.53%**	**20.78%**	**10.70%**	**12.58%**	**12.01%**	**11.43%**	**10.72%**	**9.98%**	**8.65%**
Debt Level	**81,176,857**	**80,157,499**	**77,993,305**	**73,719,596**	**68,473,551**	**62,471,674**	**55,681,631**	**47,858,562**	**37,873,457**	**25,772,059**	**13,043,248**

STATEMENT OF COMPREHENSIVE INCOME	2025/26	2026/27	2027/28	2028/29	2029/30	Projected Years 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	26,241,186	27,190,453	27,717,337	28,500,285	29,518,229	30,787,221	31,282,295	32,204,228	33,741,441
Depreciation, Amortisation & Impairment	14,381,112	16,654,050	17,313,962	17,822,792	18,346,274	18,884,846	19,438,959	20,009,077	20,595,678	21,199,256	21,820,317
Finance Costs	3,378,256	3,912,209	4,290,893	4,110,271	3,770,643	3,534,930	3,191,612	2,796,850	2,274,524	1,674,491	1,075,756
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**	**68,095,970**	**70,334,149**	**72,280,437**	**73,680,053**	**75,475,405**	**77,434,974**	**79,632,077**	**80,966,764**	**82,690,840**	**85,072,935**
Operating Surplus / (Deficit)	**396,657**	**(1,759,082)**	**(314,205)**	**1,492,233**	**2,096,262**	**3,133,970**	**4,116,374**	**4,974,414**	**6,812,466**	**8,383,326**	**9,423,147**
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**	**(1,723,481)**	**(277,821)**	**1,529,418**	**2,134,265**	**3,172,810**	**4,156,068**	**5,014,981**	**6,853,926**	**8,424,785**	**9,465,850**
Other Comprehensive Income											
Amounts which will not be reclassified subsequently to operating result											
Changes in Revaluation Surplus - I,PP&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**	**35,643,428**	**39,561,169**	**43,973,244**	**47,238,389**	**50,645,171**	**54,145,840**	**57,501,847**	**61,940,236**	**66,216,677**	**67,257,742**

City of Norwood Payneham & St Peters
10 Year Financial Plan for the Years ending 30 June 2036

STATEMENT OF FINANCIAL POSITION	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
	$	$	$	$	$	$	$	$	$	$	$
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	2,469,164	2,581,320	2,706,168	2,797,143	2,894,105	2,996,941	3,105,956	3,209,964	3,322,356	3,445,355
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,018,173	2,969,164	3,081,320	3,206,168	3,297,143	3,394,105	3,496,941	3,605,956	3,709,964	3,822,356	3,945,355
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	840,186,276	877,991,996	918,180,650	961,030,771	1,006,146,868	1,054,028,648	1,104,290,005	1,156,660,852	1,211,286,563	1,266,475,963
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	851,105,725	888,727,012	928,731,066	971,393,734	1,016,322,653	1,064,017,540	1,114,092,302	1,166,276,863	1,220,716,610	1,275,720,381
TOTAL ASSETS	**817,766,838**	**854,074,889**	**891,808,332**	**931,937,234**	**974,690,877**	**1,019,716,757**	**1,067,514,481**	**1,117,698,258**	**1,169,986,827**	**1,224,538,966**	**1,279,665,736**
LIABILITIES											
Current Liabilities											
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	12,998,342	14,682,324	15,018,792	15,448,158	16,209,455	16,592,042	17,033,968	17,538,968	17,872,406	18,309,266	18,907,105
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	26,800,084	22,134,854	24,219,494	24,880,288	25,617,245	26,435,132	27,100,410	27,367,546	28,282,565
Non-Current Liabilities											
Cash Advance Debenture	60,638,952	30,476,039	36,397,060	40,668,636	23,873,281	22,645,436	20,907,633	18,431,833	14,106,886	7,997,485	1,090,947
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	14,681,459	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	72,627,239	70,002,975	70,823,861	64,254,474	57,974,389	50,889,316	42,753,359	32,436,415	20,504,741	7,458,749
TOTAL LIABILITIES	**97,966,161**	**98,630,784**	**96,803,058**	**92,958,716**	**88,473,969**	**82,854,678**	**76,506,562**	**69,188,491**	**59,536,824**	**47,872,287**	**35,741,315**
Net Assets	**719,800,677**	**755,444,105**	**795,005,274**	**838,978,519**	**886,216,908**	**936,862,079**	**991,007,920**	**1,048,509,766**	**1,110,450,002**	**1,176,666,679**	**1,243,924,421**
EQUITY											
Accumulated Surplus	75,032,327	73,308,846	73,031,026	74,560,443	76,694,709	79,867,518	84,023,586	89,038,567	95,892,493	104,317,278	113,783,128
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**	**755,444,105**	**795,005,274**	**838,978,519**	**886,216,908**	**936,862,079**	**991,007,920**	**1,048,509,766**	**1,110,450,002**	**1,176,666,679**	**1,243,924,421**

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)	2,882,652	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	54,483	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)	(26,144,058)	(26,983,580)	(27,602,513)	(28,329,657)	(29,296,389)	(30,510,671)	(31,174,403)	(32,003,312)	(33,406,437)
Finance Payments	(3,248,116)	(3,108,707)	(4,513,806)	(4,345,868)	(3,452,223)	(3,666,553)	(3,330,904)	(2,944,277)	(2,430,577)	(1,839,693)	(1,236,279)
Net Cash provided (or used in) Operating Activities	14,239,276	15,881,097	16,683,902	19,079,545	21,300,312	22,491,620	24,081,315	25,566,071	27,823,861	30,093,013	31,903,934
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	688,369	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)	(1,801,999)	(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)	(14,861,739)	(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	-	5,921,020	4,271,576	-	-	-	-	-	-	-
Proceeds from Borrowings	15,000,000	35,000,000	-	-	15,000,000	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Payments:	-	-	-	-	-	-	-	-	-	-	-
Repayments of CAD	-	(30,162,912)	-	-	(16,795,355)	(1,227,845)	(1,737,803)	(2,475,800)	(4,324,947)	(6,109,401)	(6,906,538)
Repayments of Borrowings	(1,081,341)	(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)
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	(1,019,358)	(2,164,194)	(4,273,709)	(5,246,045)	(6,001,877)	(6,790,043)	(7,823,070)	(9,985,105)	(12,101,398)	(12,728,811)
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 2025/26	Projected Years 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	26,241,186	27,190,453	27,717,337	28,500,285	29,518,229	30,787,221	31,282,295	32,204,228	33,741,441
Depreciation, Amortisation & Impairment	14,381,112	16,654,050	17,313,962	17,822,792	18,346,274	18,884,846	19,438,959	20,009,077	20,595,678	21,199,256	21,820,317
Finance Costs	3,378,256	3,912,209	4,290,893	4,110,271	3,770,643	3,534,930	3,191,612	2,796,850	2,274,524	1,674,491	1,075,756
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**	**68,095,970**	**70,334,149**	**72,280,437**	**73,680,053**	**75,475,405**	**77,434,974**	**79,632,077**	**80,966,764**	**82,690,840**	**85,072,935**
Operating Surplus / (Deficit)	**396,657**	**(1,759,082)**	**(314,205)**	**1,492,233**	**2,096,262**	**3,133,970**	**4,116,374**	**4,974,414**	**6,812,466**	**8,383,326**	**9,423,147**
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)**	**(2,447,451)**	**(1,038,804)**	**767,634**	**2,096,262**	**3,133,970**	**4,116,374**	**4,974,414**	**6,812,466**	**8,383,326**	**9,423,147**
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	17,313,962	17,822,792	18,346,274	18,884,846	19,438,959	20,009,077	20,595,678	21,199,256	21,820,317
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**	**3,906,580**	**4,132,620**	**3,411,017**	**3,517,471**	**3,273,420**	**3,395,187**	**3,889,421**	**4,343,536**	**3,784,497**
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(44,087,181)	(1,801,999)	(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)
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)**	**(1,559,739)**	**(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)**	**(655,140)**	**1,755,450**	**3,784,590**	**4,388,268**	**5,529,074**	**6,264,060**	**7,240,490**	**9,569,389**	**11,590,966**	**12,068,341**

13.6 ST PETERS CHILD CARE CENTRE & PRE-SCHOOL

REPORT AUTHOR: Chief Executive Officer
APPROVED BY: Not Applicable
ATTACHMENTS: A - B

PURPOSE OF THE REPORT

The purpose of this report is to provide the Council with an update on the establishment of a Parents/Carers Committee.

BACKGROUND

Elected Members will recall that at its meeting held on 2 June 2026, the Council considered a confidential report that provided an update on the Emergency Action Notice that was issued by the Educational Standards Board (ESB).

In addition to advising on the actions that have been taken in response to the Notice, the Council was advised that as part of the ongoing objective to retain the status of MEETING the respective National Quality Standards and aiming to achieve the rating of EXCEEDING the National Quality Standards, in addition to the considerable work which has been undertaken to improve communications with parents and carers (noting that the current communication framework has been well received by parents and carers), it was proposed to establish a Committee of Parents and/or Carers, that focuses specifically on the care of children at the Centre, including education and training.

A copy of the National Quality Standard is contained in **Attachment A**.

As recommended in the report and as resolved by the Council, the Council noted that a Parents/Carers Committee would be established and that a report on the Committee would be provided to the Council at the Council meeting to be held in August 2026.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial and/or budget implications associated with establishment of the Committee.

RISK MANAGEMENT

The proposed Committee will not be established under the provisions of Section 41 of the *Local Government Act 1999*. The Committee will however, operate under the Terms of Reference (as contained in **Attachment B**) and will essentially be informal rather than formal.

CONSULTATION

Elected Members

The Council was advised of the establishment of this Committee at its meeting held on 2 June 2026.

Community

Not Applicable.

Staff

Manager, Chief Executive's Office.

Other Agencies

Not Applicable.

DISCUSSION

As advised in the report that was considered by the Council at its meeting held on 2 June 2026, in addition to meeting the requirements of the legislation, the Centre is required to also meet the National Quality Framework and the National Quality Standard (NQS) for early childhood education and care services.

In respect to the National Quality Standard and as previously advised, a "mock" self-assessment was undertaken in 2023. The findings of the self-assessment were then used to identify priority improvement areas, particularly in governance, documentation, communication and leadership practice.

Internal self-assessment against the National Quality Standard is now embedded as a routine management tool under the leadership of the Centre's Director.

In March 2025, following the results of a partial assessment that was undertaken by the Education Standards Board, it was confirmed that the Centre's overall rating was MEETING the National Quality Standard – noting that the categories of assessment are EXCEEDING, MEETING and NOT MEETING.

As previously advised, the assessment by the Education Standards Board identified some minor matters such as placement of evacuation plans and these matters were addressed immediately and did not impact on the overall assessment.

The assessment also highlighted the Centre's strength in educational programming and partnerships with families and carers, indicating that the work that has been undertaken since 2023, has continued to have a positive impact on practices and family engagement.

Notwithstanding this, a number of actions are being progressively implemented to support the objective of progressing towards the rating of EXCEEDING to standards.

To this end, as advised in the report that was considered by the Council at its meeting held on 2 June 2026, it is proposed to establish a Parents/Carers Committee, that focusses on the care of the children at the Centre, including education, learning and nutrition as well as communication with parents/carers and family engagement activities. In short, the Committee provides an interface between the Centre and Parents and Carers.

The Committee is proposed to comprise of seven (7) and the Terms of Reference are contained in **Attachment B**.

The role of the Committee does not extend to issues relating to staffing and HR matters, budget or Council expenditure, licensing, accreditation or National Quality Framework compliance or operational matters or risk management. These matters will remain the responsibility of the Director, the Manager, Chief Executive's Office, the Chief Executive Officer and the Council's Aduit & Risk Committee, depending on the particular issue.

To this end, in addition to establishing the Committee, it was also recommended and endorsed by the Council, that performance reports (dealing with budgets and overall performance of the Centre) will be provided to the Council's Audit & Risk Committee on a quarterly basis, commencing with the September Quarter and quarterly thereafter. This will ensure that the Council, through its Audit & Risk Committee, has visibility on the performance of the Centre.

To this end, as Elected Members will recall, as identified in the ESCOSA Advice, as one of the Council's commercial business units (similar to the Norwood Concert Hall and the Council's Swimming Centres), quarterly performance of these business units will be provided to the Council's Audit & Risk Committee.

Recruitment of Parents and Carers will be undertaken, with a view to having the Committee in place by the end of September 2026.

OPTIONS

Establishment of this Committee will continue to progress the many improvements that have and are continuing to be implemented

CONCLUSION

Nil

RECOMMENDATION

That the Council notes that a Parents/Carers Committee for the St Peters Child Care Centre & Pre-School will be established in accordance with the National Quality Standard Quality Area 6.

NATIONAL QUALITY STANDARD

Concept		Descriptor
Quality Area 1		**Educational program and practice**
1.1	**Program**	**The educational program enhances each child's learning and development.**
1.1.1	Approved learning framework	Curriculum decision-making contributes to each child's learning and development outcomes in relation to their identity, connection with community, wellbeing, confidence as learners and effectiveness as communicators.
1.1.2	Child-centred	Each child's current knowledge, strengths, ideas, culture, abilities and interests are the foundation of the program.
1.1.3	Program learning opportunities	All aspects of the program, including routines, are organised in ways that maximise opportunities for each child's learning.
1.2	**Practice**	**Educators facilitate and extend each child's learning and development.**
1.2.1	Intentional teaching	Educators are deliberate, purposeful, and thoughtful in their decisions and actions.
1.2.2	Responsive teaching and scaffolding	Educators respond to children's ideas and play and extend children's learning through open-ended questions, interactions and feedback.
1.2.3	Child directed learning	Each child's agency is promoted, enabling them to make choices and decisions that influence events and their world.
1.3	**Assessment and planning**	**Educators and coordinators take a planned and reflective approach to implementing the program for each child.**
1.3.1	Assessment and planning cycle	Each child's learning and development is assessed or evaluated as part of an ongoing cycle of observation, analysing learning, documentation, planning, implementation and reflection.
1.3.2	Critical reflection	Critical reflection on children's learning and development, both as individuals and in groups, drives program planning and implementation.
1.3.3	Information for families	Families are informed about the program and their children's progress.
Quality Area 2		**Children's health and safety**
2.1	**Health**	**Each child's health and physical activity is supported and promoted.**
2.1.1	Wellbeing and comfort	Each child's wellbeing and comfort is provided for, including appropriate opportunities to meet each child's need for sleep, rest and relaxation.
2.1.2	Health practices and procedures	Effective illness and injury management and hygiene practices are promoted and implemented.
2.1.3	Healthy lifestyle	Healthy eating and physical activity are promoted and appropriate for each child.
2.2	**Safety**	**Each child is protected.**
2.2.1	Supervision	At all times, reasonable precautions and adequate supervision ensure children are protected from harm and hazard.
2.2.2	Incident and emergency management	Plans to effectively manage incidents and emergencies are developed in consultation with relevant authorities, practised and implemented.
2.2.3	Child safety and protection	Management, educators and staff are aware of their roles and responsibilities regarding child safety, including the need to identify and respond to every child at risk of abuse or neglect.
Quality Area 3		**Physical environment**
3.1	**Design**	**The design of the facilities is appropriate for the operation of a service.**
3.1.1	Fit for purpose	Outdoor and indoor spaces, buildings, fixtures and fittings are suitable for their purpose, including supporting the access of every child.
3.1.2	Upkeep	Premises, furniture and equipment are safe, clean and well maintained.
3.2	**Use**	**The service environment is inclusive, promotes competence and supports exploration and play-based learning.**
3.2.1	Inclusive environment	Outdoor and indoor spaces are organised and adapted to support every child's participation and to engage every child in quality experiences in both built and natural environments.
3.2.2	Resources support play-based learning	Resources, materials and equipment allow for multiple uses, are sufficient in number, and enable every child to engage in play-based learning.
3.2.3	Environmentally responsible	The service cares for the environment and supports children to become environmentally responsible.

Quality Area 4		**Staffing arrangements**
4.1	**Staffing arrangements**	**Staffing arrangements enhance children's learning and development.**
4.1.1	Organisation of educators	The organisation of educators across the service supports children's learning and development.
4.1.2	Continuity of staff	Every effort is made for children to experience continuity of educators at the service.
4.2	**Professionalism**	**Management, educators and staff are collaborative, respectful and ethical.**
4.2.1	Professional collaboration	Management, educators and staff work with mutual respect and collaboratively, and challenge and learn from each other, recognising each other's strengths and skills.
4.2.2	Professional standards	Professional standards guide practice, interactions and relationships.
Quality Area 5		**Relationships with children**
5.1	**Relationships between educators and children**	**Respectful and equitable relationships are maintained with each child.**
5.1.1	Positive educator to child interactions	Responsive and meaningful interactions build trusting relationships which engage and support each child to feel secure, confident and included.
5.1.2	Dignity and rights of the child	The dignity and rights of every child are maintained.
5.2	**Relationships between children**	**Each child is supported to build and maintain sensitive and responsive relationships**
5.2.1	Collaborative learning	Children are supported to collaborate, learn from and help each other.
5.2.2	Self-regulation	Each child is supported to regulate their own behaviour, respond appropriately to the behaviour of others and communicate effectively to resolve conflicts.
Quality Area 6		**Collaborative partnerships with families and communities**
6.1	**Supportive relationships with families**	**Respectful relationships with families are developed and maintained and families are supported in their parenting role.**
6.1.1	Engagement with the service	Families are supported from enrolment to be involved in the service and contribute to service decisions.
6.1.2	Parent views are respected	The expertise, culture, values and beliefs of families are respected, and families share in decision-making about their child's learning and wellbeing.
6.1.3	Families are supported	Current information is available to families about the service and relevant community services and resources to support parenting and family wellbeing.
6.2	**Collaborative partnerships**	**Collaborative partnerships enhance children's inclusion, learning and wellbeing.**
6.2.1	Transitions	Continuity of learning and transitions for each child are supported by sharing information and clarifying responsibilities.
6.2.2	Access and participation	Effective partnerships support children's access, inclusion and participation in the program.
6.2.3	Community engagement	The service builds relationships and engages with its community.
Quality Area 7		**Governance and leadership**
7.1	**Governance**	**Governance supports the operation of a quality service that is child safe.**
7.1.1	Service philosophy and purpose	A statement of philosophy guides all aspects of the service's operations.
7.1.2	Management Systems	Systems are in place to manage risk and enable the effective management and operation of a quality service that is child safe.
7.1.3	Roles and responsibilities	Roles and responsibilities are clearly defined, and understood, and support effective decision making and operation of the service.
7.2	**Leadership**	**Effective leadership builds and promotes a positive organisational culture and professional learning community.**
7.2.1	Continuous improvement	There is an effective self-assessment and quality improvement process in place.
7.2.2	Educational leadership	The educational leader is supported and leads the development and implementation of the educational program and assessment and planning cycle.
7.2.3	Development of professionals	Educators, coordinators and staff members' performance is regularly evaluated, and individual plans are in place to support learning and development.

St Peters Child Care Centre & Pre-School Parents and Carers Committee

City of Norwood Payneham & St Peters

Terms of Reference

1. ESTABLISHMENT

1.1. The St Peters Child Care Centre & Pre-School Parents and Carers Committee (the Committee) is established to support meaningful family engagement and strengthen the partnership between families, Educators and the Centre, consistent with the National Quality Standard (NQS) Quality Area 6 and 7.

1.2. The Committee provides advice, insights and perspectives for consideration by Centre management, supporting a culture of shared decision-making and continuous improvement.

1.3. The Committee is advisory in nature and does not replace or override the governance responsibilities of the Council as the Approved Provider or the Centre's Director under the National Law and Regulations.

1.4. The Committee may be wound up or these Terms of Reference amended by the Council's Chief Executive Officer following consultation with the Centre's Director.

2. PURPOSE AND OBJECTIVES

The purpose of the Committee is to:

2.1. Support a strong culture of collaboration between families and the Centre.

2.2. Provide parents' perspectives on the Centre's programs, culture, activities and continuous improvement priorities.

2.3. Offer feedback on initiatives such as:

- educational programs, wellbeing activities, nutrition and community events; and
- Centre communication and family engagement approaches.

2.4. Strengthen connections between families, Educators and the broader Centre community.

2.5. Act as a positive ambassador group that contributes to a welcoming, inclusive environment at the Centre.

3. SCOPE

3.1. The Committee provides feedback, ideas and insights for consideration by Centre management in accordance with its purpose and objectives.

3.2. The Committee does not have authority to make decisions on:

- staffing or HR matters;
- budgets or Council expenditure;
- licensing, accreditation or NQF compliance; or
- operational policies or risk management.

3.3. The Committee may propose ideas but ultimate decision making rests with Centre management and, where necessary, the Council's Chief Executive Officer and/or the Council (as appropriate).

4. MEMBERSHIP

4.1. The Committee will comprise up to seven (7) Members:

- Up to four (4) parents / guardians or carers with a child currently enrolled at the Centre;
- The Director of the Centre (ex officio);
- The Assistant Director (ex officio)
- The Manager, Chief Executive's Office or delegate (ex officio).

4.2. Parent Members will be selected through an Expression of Interest process managed by the Director and assessed by a selection panel comprising the Director, the Assistant Director and the Manager, Chief Executive's Office (or their delegate). In assessing applications to the Committee, the panel will consider parent representation from across the Centre's services.

4.3. The selection panel will make a recommendation to the Council's Chief Executive Officer who will make the appointments in writing.

4.4. Membership is voluntary and for a 12-month term, renewable by agreement.

4.5. If a parent's child is no longer enrolled at the Centre, the Parent Member may continue until the end of the agreed appointment term or may choose to step down.

5. CHAIRPERSON

5.1. The Chairperson will be elected by the Committee for a term of 12 months which may be extended at Committee's discretion.

5.2. If the Chairperson is absent, an acting Chairperson will be chosen from the Committee Members present at the meeting.

5.3. The role of the Chairperson includes:

- facilitating meetings and discussions; and
- ensuring and encouraging respectful participation.

6. MEETINGS

6.1. The Committee will meet once per school term (four times per year) or as otherwise agreed.

6.2. Meetings will be held at the Centre or another appropriate location determined by the Manager, Chief Executive's Office in consultation with the Director.

6.3. A quorum is four (4) Members, including at least two (2) Parent Members.

6.4. Agendas will be circulated at least three (3) business days prior to the meeting.

6.5. Minutes will be recorded and shared with all Committee Members and made available to the Centre community (unless confidential).

7. DECISION-MAKING

7.1. The Committee is an advisory group and decisions are made by consensus wherever possible.

7.2. Where consensus cannot be reached, a simple majority of the Parent Members present may be used to form a recommendation.

7.3. Recommendations of the Committee are provided to the Director for consideration.

8. PARTICIPATION AND CONDUCT

8.1. Members are expected to:

- uphold the Centre's philosophy and values;
- act respectfully and collaboratively;
- support a positive, safe environment;
- maintain confidentiality, especially regarding children, educators or families; and
- declare any conflicts of interest that could influence their contribution.

8.2. If a Member's behaviour is disruptive or contrary to the objectives of the Committee, the Council's Chief Executive Officer may terminate their membership in writing.

9. COMMUNICATION

9.1. The Director is the spokesperson for the Committee.

9.2. The Director will provide Committee updates to families through the Centre's established communication channels.

10. REVIEW

10.1. These Terms of Reference will be reviewed every two (2) years from the date of adoption, or earlier if required.

10.2. Any changes will be approved by the Council's Chief Executive Officer in consultation with the Centre's Director.

13.7 EAST WASTE - RE-APPOINTMENT OF INDEPENDENT BOARD CHAIR

REPORT AUTHOR: Executive Assistant, Chief Executive's Office
APPROVED BY: Chief Executive Officer
ATTACHMENTS: A

PURPOSE OF THE REPORT

The purpose of this report is to seek the Council's endorsement to re-appoint Mr Fraser Bell as the Independent Chairperson of the Eastern Waste Management Authority (East Waste) Board of Management.

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 and an Independent Chair. The Independent Chair is Fraser Bell.

Cr Piggott is the Council's appointee to the East waste Board.

At its meeting held in June 2025, the Board of Management resolved to approve Mr Fraser's reappointment as Independent Chair of the Board for a further three (3) year term.

On this basis, the General Manager, East Waste has forwarded a letter dated 10 July 2026, to the Council regarding the reappointment of Mr Fraser Bell to the position of Independent Chairperson for a further three (3) year term.

A copy of a letter dated 10 July 2026, from East Waste which sets out the process and seeks the approval of the re-appointment of Mr Fraser Bell as the Independent Chairperson of East Waste, is contained in **Attachment A**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no direct financial and budget implications resulting from the re-appointment of Mr Fraser Bell as the Independent Chairperson of East Waste.

DISCUSSION

Mr Bell was first appointed as the Independent Chairperson in February 2020. Mr Bell, a practising lawyer, has extensive experience in the waste management industry.

Pursuant to Clause 21 of the Charter, Mr Bell is eligible for re-appointment as the Independent Chairperson and to this end, is seeking to be re-appointed for a further three (3) year term.

Subsequent to the decision that has been made by the East Waste Board to re-appoint Mr Bell for a further three (3) year term, the re-appointment of Mr Bell has now been referred to the Constituent Councils for consideration and endorsement.

RECOMMENDATION

That the reappointment of Mr Fraser Bell as the Independent Chairperson of the Eastern Waste Management Authority (East Waste) Board of Management for a three (3) year term, commencing in January 2027, be endorsed.

10/07/2026

Mr Mario Barone
Chief Executive Officer
City of Norwood, Payneham & St Peters
By email: mbarone@npsp.sa.gov.au

Dear Mario

Re: Re-appointment of Mr Fraser Bell as Independent Chair of the East Waste Board

The purpose of this correspondence is to request that the Constituent Councils consider the recommendation of the East Waste Board that Mr Fraser Bell be re-appointed as Independent Chair of the East Waste Board, in accordance with Clause 21.1.2 of the East Waste Charter (Charter) and Schedule 2 of the *Local Government Act 1999.*

Background

East Waste is a regional subsidiary established under Schedule 2 of the Local Government Act 1999 (Act) and governed by its Charter.

The Charter provides that, subject to clauses 33.1 and 33.2, the East Waste Constituent Councils shall appoint:

"one independent person (who shall be the Chair) appointed jointly by Absolute Majority of the Constituent Councils for a three-year term (and at the expiration of the term is eligible for re-appointment) who is not an officer, employee or elected member of a Constituent Council, but who has expertise in:

(a) corporate financial management and/or;
(b) general management and/or;
(c) waste management and/or;
(d) transport fleet management and/or;
(e) public sector governance and/or;
(f) marketing and/or;
(g) economics and/or;
(h) environmental management.

The Charter is currently silent on the number of terms the Independent Chair may serve.

Following approval by the Constituent Councils, Mr Fraser Bell was appointed as Independent Chair of the East Waste Board in February 2020 and has since completed two terms in the role. Mr Bell has now formally applied for re-appointment for a third three-year term, which, if approved, would conclude on 1 January 2030.

Eastern Waste Management Authority
1 Temple Court, Ottoway SA 5013
t 08 8347 5111 **e** east@eastwaste.com
eastwaste.com.au

EastWaste

Resolution of the East Waste Board

At its meeting on 25 June 2026, the East Waste Board endorsed the re-appointment of Mr Fraser Bell as Independent Chair, in accordance with Clause 21.1.2 of the Charter, for a further term of three years ending on 1 January 2030, and referred this recommendation to the Constituent Councils for approval by absolute majority.

Considerations supporting re-appointment

Mr Bell has written to the General Manager seeking re-appointment on the basis of his continued capacity to provide independent leadership and effective governance to the East Waste Board.

Mr Bell has recently retired from legal practice after more than 25 years' experience in environmental and waste management law, including advising both local government and the waste industry. Since his appointment as Chair in 2020, he has demonstrated:

- Independence and effectiveness consistent with the Charter's requirements for an Independent Chair.
- Strong governance capability, including oversight of strategy, financial sustainability, risk and compliance within the statutory and Charter framework.
- Deep sector knowledge and constructive stakeholder engagement relevant to East Waste's service delivery and strategic direction.

A 2024 Board Evaluation undertaken by Red Wagon Solutions identified that a key strength of the Board was the leadership of Mr Bell. The report stated:

"The Board Chair is an effective leader that ensures the Board is set up for success. By maintaining an inclusive culture, the Chair supports and engages all members to actively contribute. Further, the Chair is able to balance the importance of a supportive environment with a level of leadership that ensures the Board remains effective and accountable."

The 2025 Board Evaluation undertaken by Red Wagon Solutions further supports the recommendation for re-appointment. The evaluation reflected a well-functioning, collegial Board, with clear governance structures and a constructive working relationship with management. High-level findings indicated that the Board is perceived to have a sound understanding of its role and to operate efficiently to achieve shared goals. The evaluation further indicated that the Board value the leadership provided by Mr Bell.

Eastern Waste Management Authority
1 Temple Court, Ottoway SA 5013
t 08 8347 5111 **e** east@eastwaste.com
eastwaste.com.au

EastWaste

Considerations supporting re-appointment

Mr Bell has advised that he seeks re-appointment for a third term for two principal reasons.

First, he is enjoying the role, believes the Board is functioning effectively, and considers that East Waste's relationships with Constituent Councils have strengthened in recent times. He has also expressed a desire to continue working with the General Manager and his team to further consolidate those relationships.

Second, he considers that continuity of leadership would be beneficial as East Waste finalises service level agreements and prepares for any potential change to collection systems arising from possible legislative change relating to mandated weekly collection services.

Further information regarding Mr Bell's broader professional experience is available via his LinkedIn profile: Fraser Bell and the Mr Bell's curriculum vitae which is enclosed with this letter.

Recommendation

It is recommended that the Constituent Councils approve the re-appointment of Mr Fraser Bell as Independent Chair of the East Waste Board for a further term of three years, concluding on 1 January 2030.

Yours sincerely

Leonard Leyland
General Manager

Eastern Waste Management Authority
1 Temple Court, Ottoway SA 5013
t 08 8347 5111 e east@eastwaste.com
eastwaste.com.au

13.8 NOMINATIONS FOR MEMBERS OF THE LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA GREATER ADELAIDE REGION OF COUNCILS (GAROC)

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

PURPOSE OF THE REPORT

The purpose of this report is to advise the Council of the call for nominations by the Local Government Association of South Australia (LGA), for Members of the Greater Adelaide Regional Organisation of Council (GAROC) and to invite the Council to submit a nomination.

BACKGROUND

The Local Government Association of South Australia (LGA) has written to the Council, inviting nominations for appointment to the Greater Region of Adelaide Organisation of Council (GAROC).

A copy of the letter from the LGA dated 9 July 2026, is contained in **Attachment A**.

The terms of the current members of the GAROC Committee will expire on 4 December 2026 (ie, at the 2026 LGA Annual General Meeting (AGM)).

The LGA's Constitution, sets put the process associated with the nominations for appointment to the GAROC.

The GAROC represents the greater Adelaide region (ie, metropolitan), based on North, South, East, West groupings of Councils and the City of Adelaide and the South Australian Regional Organisation of Councils (SAROC) is based on the existing regional areas and areas outside the Adelaide metropolitan area.

This Council and the following Councils are members of the GAROC:

- City of Adelaide;
- Adelaide Hills Council;
- City of Burnside;
- Campbelltown City Council;
- City of Charles Sturt;
- Town of Gawler;
- City of Holdfast Bay;
- City of Marion;
- City of Mitcham;
- City of Onkaparinga;
- City of Playford;
- City of Port Adelaide Enfield;
- City of Prospect;
- City of Salisbury;
- City of Tea Tree Gully;
- City of Unley;
- Town of Walkerville; and
- City of West Torrens.

STRATEGIC DIRECTIONS

CityPlan 2030 Alignment

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

DISCUSSION

The Terms of Reference for the GAROC stipulate that the role of GAROC is to provide regional advocacy, policy initiation and review, leadership, engagement and capacity building in the region(s).

An extract from the GAROC Terms of Reference is contained within **Attachment A**.

The Lord Mayor of the City of Adelaide, (or nominee), is a standing member of GAROC.

The Council is a member of the East Regional Grouping and therefore the Council is able to nominate one (1) member for appointment to GAROC from the East Regional Grouping, which comprises the following Councils:

- Adelaide Hills Council;
- City of Burnside;
- Campbelltown City Council;
- City of Norwood Payneham & St Peters;
- City of Prospect;
- City of Unley; and
- Town of Walkerville.

The current representatives on GAROC for the East Regional Grouping are Mayor Anne Monceaux, City of Burnside and Mayor Michael Hewitson, City of Unley.

The term of office is for a two (2) year period, commencing at the conclusion of the LGA AGM to be held on 4 December 2026, and concluding at the 2028 AGM.

Whilst a Council may nominate a person from another Council it is important to note that the Nomination Form requires that person to accept the nomination and sign the form. It is therefore incumbent on the Council to ensure that, if it does intend to nominate a person from another Council, the nominee is aware of the proposed nomination and is prepared to accept the nomination.

Nominations are to be received by the Returning Officer, LGA no later than 5.00pm on Tuesday, 1 September 2026.

All nominations must be forwarded to the LGA via the LGA's Nomination Form. A copy of the Nomination Form is contained within **Attachment B**.

RECOMMENDATION

That the report be received and noted and the invitation to submit a nomination to the Local Government Association for the Local Government Association Board as a Member representing the Greater Region of Adelaide (GAROC) be declined.

or

The Council nominates __________________ to the Local Government Association for the Local Government Association Board as a Member representing the Greater Region of Adelaide (GAROC).

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Our reference: ECM 873852 MD

9 July 2026

Mr Mario Barone
Chief Executive Officer
City of Norwood Payneham & St Peters
Emailed: mbarone@npsp.sa.gov.au

Dear Mario

Call for Nominations for GAROC Members – "Group D" Regional Grouping

The terms of the current members of the Greater Adelaide Regional Organisation of Councils (GAROC) expire at the 2026 LGA Annual General Meeting (AGM). LGA hereby calls for nominations to fill the two (2) positions allocated to each Regional Grouping of Councils on GAROC (eight positions in total). These positions will commence office from the conclusion of the 2026 LGA Annual General Meeting and will remain in office until the conclusion of the 2028 AGM.

A nomination form for the position of member of GAROC is attached and must be received by LGA's CEO, following a resolution of your council, by no later than **5pm Tuesday 1 September 2026**. Late nominations will not be accepted.

At the 2019 LGA AGM, members endorsed the establishment of four (4) GAROC Regional Groupings which took effect from the 2020 GAROC elections.

Membership of GAROC comprises two eligible members elected by a majority vote of the councils within each Regional Grouping, provided that each person elected for that Regional Grouping is from a different member. Additionally, the Lord Mayor of the City of Adelaide is a standing member of GAROC.

As the Chief Executive Officer of a Member Council in the GAROC "Group D" Regional Grouping you are invited to submit one (1) nomination from your council for a position on GAROC. A list of the GAROC Regional Groupings is attached to this letter.

A nomination may only be made by resolution of the council and using the attached nomination form. The form must be signed by both the candidate nominated by the council to indicate his/her willingness to stand for election, and by you as the Chief Executive Officer of the nominating council. The nomination form must be accompanied by the attached candidate information sheet.

lga South Australia
148 Frome Street, Adelaide SA 5000
GPO Box 2693, Adelaide SA 5001
(08) 8224 2000 | lgasa@lga.sa.gov.au | lga.sa.gov.au

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Voting

The GAROC Terms of Reference (extract attached) outlines the election process. A ballot will be conducted if the number of nominations exceeds the number of positions. Ballot instructions will be distributed and will include any information provided on the candidate information sheet.

Timing of elections

The LGA Constitution and ancillary documents provide for the election of LGA President, SAROC and GAROC members, and the LGA Board of Directors to take effect from the LGA's AGM, every other year.

The change to local government periodic elections does not impact the timeline for LGA Elections.

LGA Board Appointments

Under the LGA Constitution and the GAROC Terms of Reference, once members are elected to GAROC, these members will then elect a Chair and three GAROC members to form the LGA Board of Directors. These GAROC LGA Board Directors will be accompanied by their equivalent from SAROC, as well as the President and Immediate Past President, to form the ten (10) member LGA Board of Directors.

GAROC Provisions

Indicative timings and relevant provisions are outlined in the following table.

The latest version of the GAROC Terms of Reference effective from 3 February 2026 is available via the following link: GAROC Terms of Reference

Indicative Timing	Headline	GAROC Terms of Reference Provision
	Returning Officer	Returning Officer is the Chief Executive Officer (Clause 4.4.1)
9 July 2026	Nominations Called	CEO to write to members of GAROC Regional Groupings calling for nomination for position of members of GAROC at least 3 months before AGM (Clause 4.3.2)
1 September 2026	Nominations Close	Nominations, in the form of a resolution of a member, must be received by the CEO no later than 5pm on the day specified for the close of nominations (Clause 4.3.4)
	Nominations equal to vacancies	If the number of nominations received equals the number of vacant positions for the Regional Grouping, each candidate is elected and takes office at the conclusion of the AGM (Clause 4.4.3)

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Indicative Timing	Headline	GAROC Terms of Reference Provision
		If the number of nominations received exceeds the number of vacant positions for the Regional Grouping, an election must be held (Clause 4.4.5).
7 September 2026	Members informed of the election, entitlement to vote, and method of voting	CEO shall correspond with each member at least 6 weeks before AGM (Clause 4.4.6)
3 November 2026	Voting closes	The CEO, as returning officer, will determine when voting closes.
TBC – week commencing 9 November 2026	Counting of votes	The CEO shall nominate the date, time and place for the counting of votes (Clause 4.4.6)
4 December 2026	Final declaration of result	CEO shall declare the candidate elected at the AGM (Clause 4.4.6)
4 December 2026	Takes office	GAROC members take office at the conclusion of the AGM (Clause 4.4.6)
4 December 2026	Appointment of Board Directors	GAROC will meet at the conclusion of the AGM to elect 3 of its members (plus its Chair) to the Board of Directors (Clause 6.4).

If you have any questions in relation to LGA Elections, please contact me or LGA Manager Corporate Governance and Administration, Melanie Dickinson via email to melanie.dickinson@lga.sa.gov.au or by phoning 8224 2097.

Yours sincerely

Karen Teaha
Interim Chief Executive
Telephone: (08) 8224 2000
Email: karen.teaha@lga.sa.gov.au

Copy to: townhall@npsp.sa.gov.au

Attach:

1 List of GAROC Regional Groupings
2 Extract from LGA GAROC TOR – Clause 4
3 2026 Nomination Form – GAROC
4 Candidate Information Sheet

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Attachment 1: Greater Adelaide Regional Organisation of Councils (GAROC) Regional Groupings

Regional Grouping of Members	Members
Adelaide	City of Adelaide
Group A	Town of Gawler City of Playford City of Salisbury City of Tea Tree Gully
Group B	City of Charles Sturt City of Holdfast Bay City of Port Adelaide Enfield City of West Torrens
Group C	City of Marion City of Mitcham City of Onkaparinga
Group D	Adelaide Hills Council City of Burnside Campbelltown City Council City of Norwood Payneham & St Peters City of Prospect City of Unley Town of Walkerville

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Attachment 2: Extract – GAROC Terms of Reference

4.1. Role

4.1.1. The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the GAROC Region.

4.2. Membership

4.2.1. Each Regional Grouping of Members listed in the schedule to these Terms of Reference will elect from the Members of the Regional Grouping of Members, 2 Council Members of Members in the Regional Grouping of Members as members of GAROC provided that each person elected is from a different Member.

4.2.2. In addition to the members of GAROC elected in accordance with clause 4.2.1, the Lord Mayor of the City of Adelaide will be a standing member of GAROC.

4.2.3. Elections for the purpose of clause 4.2.1 shall be conducted in one of the following ways:

(a) Unless below subclauses (b) or (c) apply, the election shall be conducted in accordance with the process set out in clauses 4.3 and 4.4.

(b) If a regional subsidiary or association exists which is constituted by or has as its membership all of the Members of a particular Regional Grouping of Members (and no other Members), and all of those Members have separately resolved at least 3 months prior to the expiry of the terms of office of current members of GAROC that a particular selection process conducted (or to be conducted) by or with respect to that subsidiary or association will constitute the election under clause 4.2.1 on a particular occasion, and the Board of Directors has agreed that the selection process will constitute the election on that particular occasion — that selection process will constitute the election for that particular occasion and the members will be declared elected at the relevant Annual General Meeting under clause 4.2.1;

(c) If a selection process is carried out for the purpose of clause 4.2.3(a) but the selection process fails to produce a result which is consistent with the requirements of clause 4.2.1 – an election shall be held as soon as practicable, by way of a nomination and election process which in the Chief Executive's opinion follows as closely as possible the nomination and election process outlined in clauses 4.3 and 4.4, subject however to the modification that the Chief Executive shall declare the successful candidates elected by way of written communication to the GAROC Regional Grouping (rather than by declaration at an Annual General Meeting) and those persons shall be deemed elected on the day of that declaration, and any other modifications which the Chief Executive consider reasonably necessary.

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4.3. Nominations for election to GAROC

4.3.1. The members of GAROC will be elected biennially.

4.3.2. In the year in which GAROC members will be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members of the GAROC Regional Grouping as listed in the schedule calling for nominations for the membership of GAROC.

4.3.3. Each Member of the GAROC Regional Grouping may nominate one candidate to occupy one of the two positions on GAROC for the Regional Grouping of Members to which that Member belongs, provided that the nominee must be a Council Member of a Member of that Regional Grouping of Members.

4.3.4. A nomination of a person as a member of GAROC must be by resolution of the Member received by the Chief Executive not later than 5 pm on the day specified for the closure of nominations (**Close of Nominations**). A nomination must be signed by the candidate indicating his or her willingness to stand for election and be in the form determined by the Chief Executive.

4.3.5. This clause does not apply to Members in any Regional Grouping of Members which is applying an alternative process under clause 4.2.3(b) and the Chief Executive is not required to call for nominations from any Member whom the Chief Executive is aware is a Member of such a Regional Grouping.

4.4. Election to GAROC

4.4.1. The Chief Executive shall be the returning officer for any election of members to GAROC.

4.4.2. After the Close of Nominations, the Chief Executive will notify Members of each Regional Grouping of Members of the candidates for membership of GAROC nominated by the Regional Grouping of Members.

4.4.3. If the only nominations received from a Regional Grouping of Members by the Close of Nominations match the membership positions described in clause 4.2.1, then the Chief Executive will declare those persons duly elected to those membership positions.

4.4.4. If no nomination is received with respect to a Regional Grouping of Members, or if only one nomination is received, or if the nominations received are incapable of producing a result which is consistent with the requirements of clause 4.2.1, a fresh election shall be held as soon as practicable, by way of a nomination and election process which in the Chief Executive's opinion follows as closely as possible the nomination and election process outlined in clauses 4.3 and 4.4, subject however to the modification that the Chief Executive shall declare the successful candidates elected by way of written communication to the GAROC Regional Grouping (rather than by declaration at an Annual General Meeting) and those persons shall be deemed elected on the day of that declaration, and any other modifications which the Chief Executive consider reasonably necessary.

4.4.5. If the number of persons nominated by the Close of Nominations by a Regional Grouping of Members exceeds the number of membership positions described in clause 4.2.1, then an election must be held in accordance with this clause.

4.4.6. In the event of an election being required, the Chief Executive shall conduct the election as follows:

(a) at least six weeks before the Annual General Meeting, the Chief Executive shall correspond with each Member of the Regional Grouping of Members to inform the Member of the election and their entitlement to vote in the election;

(b) the correspondence shall:

(i) list the candidates for election;

(ii) specify the day of closure of the election;

(iii) inform the Member of the method of voting and the requirements necessary for the Member's vote to be accepted;

(c) each Member shall determine by resolution the candidate or candidates (as relevant) it wishes to elect;

(d) the chief executive officer of the Member or in the chief executive officer's absence, the person acting in that position sign a copy of the minutes or an extract of the minutes of the meeting at which the resolution is passed (in a manner consistent with section 91(11) of the *Local Government Act 1999*) and send a copy of the signed minutes, which shall be deemed to be the ballot of the Member, to the Chief Executive;

(e) on receipt of the ballots the Chief Executive must compile and securely store the ballots for counting;

(f) the Chief Executive shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;

(g) at the counting of the votes the Chief Executive shall produce the compiled ballots, reject all informal or invalid ballots and, count the number of votes received by each candidate;

(h) the candidate with the most votes shall be deemed elected to one of the two positions on GAROC for that Regional Grouping of Members;

(i) the candidate with the second most votes (or, if that candidate is from the same Member as the first elected candidate, then the candidate

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with the next most votes who is not from the same Member as the first elected candidate) shall be deemed elected to the other of the two positions on GAROC for that Regional Grouping of Members;

(j) the Chief Executive shall declare the candidates elected at the Annual General Meeting;

(k) in the case of candidates from a Regional Grouping of Members receiving the same number of votes, the Chief Executive shall (if necessary to determine the result of the election) draw lots at the counting of the votes to determine which candidate will be deemed to have received more votes.

4.4.7. The Chief Executive may, in his or her discretion, appoint a deputy returning officer and delegate any of his or her powers, functions or duties to that person who shall act accordingly.

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Greater Adelaide Regional Organisation of Councils (GAROC) Nomination Form 2026

Nominee's Full Name	*(insert title, first name and surname of nominee)*
Nominee's Council	*(insert name of nominee's council)*
Regional Grouping *(select one)*	☐ Group A ☐ Group B ☐ Group C ☐ Group D
Declaration and Signature of Nominee	I hereby accept such nomination and consent to act as GAROC Committee Member if so elected. Signature: ……………………………………………………………
Name of Council Submitting Nomination	*(insert name of nominating council)*
Council Resolution	*(insert date and resolution number)* *(insert council resolution)*
Signature and Name of Nominating Council's CEO	Signature: …………………………………………………………… *(insert CEO name)*
Dated	*(insert date)*

This form must be sent to the LGA Returning Officer.

lgasa@lga.sa.gov.au

Close of nominations is 5:00pm Tuesday 1 September 2026

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Greater Adelaide Regional Organisation of Councils (GAROC) Candidate Information Sheet 2026

(word limit is strictly 1,000 words)

Name	*(insert title, first name and surname of nominee)*
Council	*(insert name of nominee's council)*
Local Government Experience & Knowledge	• *(insert)*
Local Government Policy Views & Interests	• *(insert)*
Other Information	• *(insert details of leadership, board, corporate governance experience etc)*

This form must accompany the Nomination Form.

lgasa@lga.sa.gov.au

Close of nominations is 5:00pm Tuesday 1 September 2026

lga. South Australia

13.9 MANAGEMENT OF LEGAL ADVICE - CORRESPONDENCE FROM THE SOUTH AUSTRALIAN OMBUDSMAN

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 formally present to the Council, correspondence that has been received from the South Australian Ombudsman (the Ombudsman) regarding the management of Council legal advice.

BACKGROUND

On 1 July 2026, the Ombudsman forwarded a letter to all South Australian Councils expressing concerns regarding the management of legal advice that has been provided to Elected Members.

In the letter, the Ombudsman has advised that her office has received a number of complaints alleging that some Elected Members who have been provided with legal advice by Council staff, via email, have either forwarded via email the legal advice or shared the contents of the legal advice.

The sharing of the Council legal advice has included sharing the legal advice to a member of the public and to an Elected Member's private solicitor.

The Ombudsman has requested that a copy of the letter be formally tabled at a Council meeting and that her office receives written confirmation that the letter has been tabled as requested.

A copy of the letter dated 1 July 2026 is contained in **Attachment A**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Elected Members have an obligation as set out in the *Local Government Act 1999* (the Act) in respect to the management of legal advice.

DISCUSSION

The Ombudsman, via the letter dated 1 July 2026, has effectively issued a "reminder" to all Elected Members of their obligations under Section 62(4a) of the Act which sets out the following:

(4a) A member or former member of a council must not disclose information or a document—

(a) in relation to which there is an order of a council or council committee in effect under section 90 or 91(7) requiring the information or document to be treated confidentially; or

(b) that the member or former member knows, or ought reasonably to know, is information or a document that is otherwise required to be treated confidentially.

Whilst the Ombudsman has determined not to investigate the previous complaints which have been received to date, the Ombudsman has advised that in the event that complaints regarding alleged breaches of Section 62(4a) of the Act, are received in the future regarding the sharing of legal advice, she "*will take this reminder into account in assessing whether it is appropriate to investigate the matter*".

The Ombudsman, has also reminded Council staff to be aware of how legal advice is shared with Elected Members and to ensure that it is made clear to Elected Members that they are receiving confidential legal advice that has been provided to the Council and that disclosure of the legal advice may amount to a breach of the Act.

The Ombudsman has also recommended that Councils should determine if a policy in respect to legal advice is required to address the matters as set out in the letter.

In this respect, this Council's *Elected Member Access to Legal Advice Policy* (the Policy), has in fact, been in place for a number of years, however, whilst the Policy contains provisions regarding legal professional privilege and confidentiality, the Policy does not explicitly address the "sharing" of legal advice.

As a result, in light of the situation that has been highlighted by the Ombudsman, review of the Policy will be now be undertaken and the Policy will be updated to reflect the Ombudsman's recommendations where relevant.

The updated Policy will be presented to the Council for adoption following the review of the Policy.

OPTIONS

Not Applicable.

CONCLUSION

The Ombudsman SA has brought this matter to the attention of all Councils in South Australia, as a reminder of the obligations of both Elected Members and staff in respect to the treatment of legal advice.

Recommendations from the Ombudsman provide Councils with an opportunity to review and improve their practises and processes and, as such, the recommendations will be considered as part of the Council's approach to the management of legal advice.

RECOMMENDATION

1. *That the Council notes the correspondence dated 1 July 2026, from Ms Emily Strickland, Ombudsman SA, regarding the management of legal advice.*

2. *That the Council notes that a letter will be forwarded to Ms Strickland confirming that the correspondence dated 1 July 2026 has been tabled at the Council Meeting held on 4 August 2026 and that Elected Members have been made aware of the matters raised by Ms Strickland.*

3. *That the Council notes that a review of the Council's Elected Member Access to Legal Advice Policy will now be undertaken to address the issue that has been raised by the Ombudsman SA and presented to the Council for approval.*

OFFICIAL

Telephone: (08) 7322 7020
Email: ombudsman@ombudsman.sa.gov.au

OmbudsmanSA

PRIVATE AND CONFIDENTIAL
Mr Mario Barone PSM and Mayor Robert Bria
Chief Executive Officer and Mayor
City of Norwood Payneham & St Peters
Email: mbarone@npsp.sa.gov.au and rbria@electedmembers.npsp.sa.gov.au

Dear Mr Barone and Mayor Bria

Complaints regarding the treatment of council legal advice

I have recently received a number of complaints and reports regarding situations where an elected member has been provided with legal advice by council administration by way of email. Members are alleged to have subsequently forwarded or shared the contents of the email, and the complaints and reports have alleged breaches by elected members of the integrity provisions in the *Local Government Act 1999* (**LG Act**), including section 62(4a).

Some of the advice has not been clearly marked as confidential; some has been forwarded as part of an extended email chain. The alleged disclosures have included disclosure to a member of the public and to an elected member's private solicitor for the purpose of seeking their own legal advice on the issue.

In these matters, there have been factors which have led my Office to conclude that it was not in the public interest to investigate the complaints. However, this may not always be the case.

I have determined that it is appropriate to issue a reminder to all elected members of their obligations under section 62(4a) of the LG Act, and that a breach of this section may also amount to misconduct as defined by section 4(1) of the *Ombudsman Act 1972*.

Section 62(4a) of the LG Act provides that:

> (4a) A member or former member of a council must not disclose information or a document–
> (a) in relation to which there is an order of a council or council committee in effect under section 90 or 91(7) requiring the information or document to be treated confidentially; or
> (b) that the member or former member knows, or ought reasonably to know, is information or a document that is otherwise required to be treated confidentially.

In the event I receive future complaints regarding alleged breaches of section 62(4a) of the LG Act, including in relation to the sharing of legal advice, I will take this reminder into account in assessing whether it is appropriate to investigate the matter.

I am also drawing this issue to the attention of all councils' administration as a reminder to be mindful of how legal advice is shared with elected members. If councils seek to preserve the confidentiality of legal advice, it should be provided to elected members in a way that makes it clear that it is confidential legal advice that has been provided to the *council*, and as such, that further disclosure may amount to a breach of the LG Act.

OFFICIAL

It would also be prudent for councils to consider whether a legal advice policy is required to address such matters; or if a policy already exists, councils may consider conducting refresher training to ensure elected members' obligations are clearly understood.

To ensure that these matters are brought to the attention of all elected members, I request that this letter be tabled at the next practicable meeting of council and that you provide written confirmation to my office that this has occurred.

Please feel free to contact my Office if you have any enquiries or wish to discuss this letter.

Yours sincerely

Emily Strickland
SA OMBUDSMAN

1 July 2026

13.10 REPORT OF THE AUDIT & RISK COMMITTEE

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

PURPOSE OF THE REPORT

The purpose of this report is to present the Council with a report and Minutes of the meeting of the Council's Audit & Risk Committee that was held on 13 July 2026.

BACKGROUND

Section 126(8)(a) of the *Local Government Act 1999* (the Act) requires that a Council Audit & Risk Committee must:

'provide a report to the council after each meeting summarising the work of the committee during the period preceding the meeting and the outcomes of the meeting'.

To implement the above requirement and noting that the Council's Audit & Risk Committee (the Committee) undertakes its work during its meetings, the Committee resolved that the Committee's Work Plan will form the basis for such reports to the Council.

In addition to the above, this report also presents the Committee Meeting Minutes to the Council for noting and provides the opportunity for Council decisions based on recommendations from the Committee, where the matter has not been dealt with by way of a separate report to the Council.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

The provision of this report to the Council, ensures compliance with the Council's legislative obligations.

Supporting the Committee to meet its legislated purpose, functions and activities will provide the required independent assurance and advice to the Council.

CONSULTATION

Elected Members

Elected Members receive the Agenda and Minutes of the Audit & Risk Committee and consider recommendations made by the Committee to the Council at Council meetings.

Community

Meetings of the Committee are open to the public to attend in accordance with legislative provisions.

Staff

The preparation of the Work Plan which informs this report and the Committee Meeting agenda (with reports) is informed by collaboration between the Council's Governance and Finance Units.

Other Agencies

Not Applicable.

DISCUSSION

a. General Report

The current Work Plan of the Committee is contained within **Attachment A**.

A summary of the items that were considered by the Committee at its meeting held on 13 July 2026, is provided below.

Several of the items considered at the Meeting held on 13 July 2026, relate to Committee's role as prescribed in Section 126(4)(f) of the Act, which prescribes that one of the functions of the Committee is:

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

To this end, the Committee received and noted the *City of Norwood Payneham & St Peters Financial Controls Review Report* (the Financial Controls Review Report) and the *2025-2026 Interim Management Letter*, prepared as part of the Council's External Audit.

In response to one of the findings contained in the Financial Controls Review Report, the Committee requested that an update on the progress of the preparation of the Council's Procurement Policy Guidelines be provided to the next meeting of the Committee.

In addition to the above, six (6) finance related policies that have been reviewed by staff, were presented to the Committee for review prior to consideration and adoption by the Council. The policies considered by the Committee are as follows:

- Treasury Management Policy;
- Bad Debt Write Off – General Debts Policy;
- Assets Capitalisation & Depreciation Policy;
- Credit Cards Policy;
- Financial Hardship Policy and;
- Receivables & Debt Recovery Policy.

The Committee resolved to recommend to the Council that the above policies be adopted.

Minor typographical updates raised during the discussion at the meeting have been made and the updated policies are attached to this report for the Council's consideration and adoption. Once the Policies are adopted by the Council, the Policies will be updated with numbered paragraphs.

As the Policies are presented with track changes, the numbered paragraphs have not been applied as yet to assist with reviewing proposed changes to the content of the Policies.

In addition to the above, the Committee also received and noted a progress report provided to the Local Government Finance Authority in relation to the Payneham Memorial Swimming Centre (PMSC) Redevelopment Project. As Elected Members will recall, this report was previously presented to the Council at its Meeting held on 7 July 2026.

Section 126(4)(b) of the Act prescribes that one of the functions of the Committee is to propose and provide information relevant to, a review of the Council's strategic management plans.

In support of this function, the Committee received and noted a progress update on the implementation of the various recommendations made by the Essential Services Commission of SA (ESCOSA) Local Government Advice.

Section 126(4)(h) of the Act prescribes that one of the functions of the Committee is as follows:

'reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.

To this end, the Committee received and noted a report on the residual High and Extreme risks associated with the PMSC Redevelopment Project, as well as an update on the Council's progress on the Councils Local Government Risk Services (LGRS) Strategic Risk Services Program.

As part of the consideration of the update on the LGRS Strategic Risk Services Program, the Committee received the Council's current Strategic Risk Register and a summary of the progress made in relation to the Council's operational risks.

In addition, the Committee received and noted a status report in relation to the St Peters Child Care Centre & Preschool and the Notice that was issued earlier this year by the Education Standards Board. This report was presented as a Confidential report to the Committee and as Elected Members will recall was previously presented to the Council at its meeting held on 2 June 2026.

In accordance with the requirements of Section 99(ib) of the Act, the Committee received the *Annual Report of Internal Audit Processes* and endorsed the Council's updated *2025-2027 Internal Audit Plan*.

As required by Section 126(8)(b) of the Act, the draft *2025-2026 Annual Report of the Audit & Risk Committee* (the Annual Report) was presented to the Committee for approval. The Committee approved the Annual Report with minor editorial amendments and noted that the Annual Report will be included in the Council's 2025-2026 Annual Report.

b. Minutes of the Audit & Risk Committee Meeting

The Minutes of the Committee Meeting held on 13 July 2026, including the reports presented are contained in **Attachment B**.

c. Recommendations to the Council

At its meeting held on 13 July 2026, the Committee made a recommendation to the Council in respect to the adoption of the updated Finance related policies that were presented, considered and reviewed by the Committee.

The Committee's recommendation is included for the Council's consideration in the recommendation set out below.

RECOMMENDATION

1. *That the report be received and noted.*

2. *That the following policies be adopted, noting that numbered paragraphs will be applied to each Policy following adoption of the Policies by the Council:*

   2.1 Bad Debt Write Off – General Debts Policy (Attachment C);
   2.2 Assets Capitalisation & Depreciation Policy (Attachment D);
   2.3 Credit Cards Policy (Attachment E);
   2.4 Financial Hardship Policy (Attachment F);
   2.5 Receivables & Debt Recovery Policy (Attachment G); and
   2.6 Treasury Management Policy (Attachment H).

2026 Audit and Risk Committee Work Plan

Function and activity	LG Act Reference	Responsibility for agenda item	Supporting documents	Meetings: February	April	July	October
Annual Financial Statements and External Audit							
Review Annual Financial Statements to ensure that they present fairly the state of affairs of the Council	126(4)(a)	Finance	Audited Financial Statements and comparison of Actuals against adopted Budget				✓
Liaise with the Council's Auditor in accordance with legislated requirements and Terms of Reference.	126(4)(e) & Regulation 17B, LG (Financial Management) Regulations	Finance	Meet with Council's Auditor at least once in confidence.				✓
Recommend appointment of Council's Auditor to Council	128(2)	Finance	Timing TBC - current contract ends 2027				
Monitor responsiveness to recommendations for improvement based on previous External Audits and matters raised by the External Auditor	126(4)(c)	Finance	Report on previous Audit recommendations		✓		✓
Review External Audit Reports	126(4)(f)	Finance	Internal Financial Controls report			✓	
			Audit Completion report				✓
Strategic Management and Business Plans	126(4)(b)						
Review of *CityPlan 2030* against legislated requirements - *Council to review every 4 years (within 2 years of Local Government Election)*		Office of CEO	City Plan Review - as required				
Review of Long Term Financial Plan (LTFP) against legislated requirements - *annual review required by Council (Section 122(4)(a)*		Finance	LTFP			✓	
Review of Annual Business Plan against legislated requirements - *reviewed prior to Council endorsement for consultation; budget attached based on draft ABP*		Finance	Draft Annual Business Plan and Budget		✓		
Review of Infrastructure and Asset Management Plan(s) (IAMPs) against legislated requirements		Infrastructure	Draft IAMPs when reviewed			✓	
Adequacy of Financial Management Systems							
Review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis through the following:							
Review External Audit Reports	126(4)(f)	Finance	Internal Financial Controls report			✓	
			Audit Completion report				✓
Regional Subsidiary Audited Financial Statements	126(4)(f)	Finance					✓
Report following Budget Review reports	126(4)(f)	Governance	Budget Review Reports	✓			✓
Review of relevant Council policies prior to Council adoption	126(4)(f)	Governance	As required				
Risk Management							
Review and evaluate the effectiveness of policies, systems and procedures in relation to the management of strategic, financial and operational risks	126(4)(h)	Governance	Based on Council's RM framework (in development)	✓		✓	
Monitor responsiveness to recommendations for improvement based on previous risk assessments.	126(4)(c)	Governance	Incorporated into regular reporting as part of the Council's RM framework (in development)	✓		✓	
Internal Audit							
Oversight of planning and scoping of Internal Audit Work Plan	126(4)(g)(i)(A)	Governance	Internal Audit Work Plan - as required				
Review Internal Audit Reports	126(4)(g)(i)(B)	Governance	Internal Audit reports - as required - presented after completion of each Internal Audit				
Annual Report of CEO on internal audit processes 99(1)(b)	99(1)(ib)					✓	
Monitor responsiveness to recommendations for improvement based on previous Internal Audits	126(4)(c)	Governance	Report on previous Internal Audit recommendations		✓		✓
Audit & Risk Committee Performance							
Report to Council after each meeting	126(8)(a)	Governance	Governance prepare after meeting	✓	✓	✓	✓
Report annually to Council	128(8)(b)	Governance	Draft report			✓	
Development/review of Annual Work Plan (based on calendar year)		Governance	Draft Work Plan				✓
Review of Terms of Reference / self-assessment		Governance	Outcome of self-assessment survey presented	✓			
Meeting Dates for upcoming calendar year		Governance					✓
Other Matters							
Service Reviews		Governance	As scheduled				
Review any report obtained by Council under Section 48(1) of the LG Act	126(4)(i)	Finance	As required				
Project status updates		Infrastructure	Twice per year - presentation based on information provided to Elected Members		✓		✓
Review any reports prepared due to section 130A examinations (investigations)	126(4)(d)	Governance	As required				

Audit & Risk Committee Meeting
Minutes

13 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.

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

Telephone 8366 4555
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City of Norwood Payneham & St Peters

The Presiding Member declared the meeting open at 6.00pm.

PRESENT

Committee Members	Ms Cate Hart (Independent Member) (Presiding Member) Mayor Robert Bria Cr Grant Piggott Ms Tami Norman (Independent Member) Mr Kym Holman (Independent Member)
Staff	Mario Barone (Chief Executive Officer) Lisa Mara (General Manager, Governance & Civic Affairs) Jenny McFeat (Manager, Governance) Natalia Axenova (Chief Financial Officer) Nick Carr (Manager, Assets & Projects) Jordan Ward (Manager, Traffic & Integrated Transport) Marina Fischetti (Governance Officer)
APOLOGIES	Nil

1 CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 13 APRIL 2026

Cr Piggott moved:

That the Minutes of the Audit & Risk Committee Meeting held on 13 April 2026 be taken as read and confirmed.

Seconded by Ms Tami Norman and carried unanimously.

2 PRESIDING MEMBER'S COMMUNICATION

The Presiding Member advised that on 22 June 2026 she attended the Beyond Compliance: 2026 Audit & Risk Chairs Forum, hosted by the Local Government Association of South Australia.

3 COMMITTEE MEMBER DECLARATION OF INTEREST

Cr Piggott declared an interest in relation to Item 5.4.

4 PRESENTATIONS

Nil

5 STAFF REPORTS

5.1 REVIEW OF FINANCIAL CONTROLS - AUDIT OPINION BY COUNCIL'S AUDITOR

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

PURPOSE OF THE REPORT

The purpose of this report is to present the *City of Norwood Payneham & St Peters Financial Controls Review Report*, which has been submitted by the Council's Auditors, Galpins.

BACKGROUND

Pursuant to Section 129(1) of the *Local Government Act 1999 (the Act)*, in addition to undertaking an audit of the Council's Financial Statements, the Council's Auditor must also audit the controls that are exercised by the Council during the 2024-2025 financial year in respect to the receipt, expenditure, investment of money, the acquisition and disposal of property and incurring of liabilities. These audit requirements are collectively referred to as the External Audit.

In respect to the Internal Controls, pursuant to Section 125(1) of the Act, a Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained, in order to assist the Council to carry out its activities in an efficient and orderly manner, to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets and to secure (as far as possible) the accuracy and reliability of Council records.

In addition to the above, Section 125(2) of the Act and Regulation 10A of the *Local Government (Financial Management) Regulations 2011*, requires that the Council's policies, practices and procedures of internal financial control must be in accordance with the *Better Practice Model – Internal Financial Controls* approved by the Minister for Local Government.

In line with best practice, the External Audit is conducted over two sessions, an interim audit during the financial year and a final audit when the Council's Financial Statements are available. As per the *Australian Auditing Standards ASA 26*0, where the Auditor conducts an interim audit, a management letter will be provided to the Council at the conclusion of Interim Audit, to enable any required remedial action arising from the audit to be implemented as soon as possible.

Section 126(4)(c), (f) and (d) of the Act, prescribe certain functions for the Audit & Risk Committee in relation to the External Audit and the Council's internal controls.

A copy of the *City of Norwood Payneham & St Peters Financial Controls Review Report*, which includes the 2025-26 Interim Management Letter, 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

Pursuant to Section 129(3)(b) of the Act, the Council's Auditor is required to provide the Council with an Audit Opinion as to whether the Internal Controls are sufficient to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law.

As part of the Interim Audit that has been undertaken, the Council's Auditor, Galpins, has performed a review of procedures and processes to gain an understanding of the Council's Internal Controls, specifically the controls exercised by the Council during the relevant financial year in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities..

The Council's Auditor has reviewed and tested 100 core Internal Controls and the review has identified that 97 out of the 100 core Internal Controls are operating effectively, no weaknesses were identified as a High Risk, (3) have been identified as representing a Moderate Weaknesses and one (1) represents a Low Weakness.

A summary of the results is provided in Table 1 below.

TABLE 1 – Financial Controls Review Summary

Business cycles	Controls Reviewed	Operating effectively				2026 Findings			
		2026	2025	2024	2023	H	M	L	BP
General Ledger	11	11	11	11	8	-	-	-	-
Fixed Assets	16	15	16	13	13	-	1	-	-
Purchasing & Procurement /Contracting	10	9	7	8	7	-	1	-	-
Accounts Payable (AP)	13	13	13	13	12	-	-	-	-
Rates / Rates Rebates	10	10	10	10	8	-	-	-	-
Banking	5	5	5	5	4	-	1	-	-
Accounts Receivable (AR)	6	6	6	6	5	-	-	-	-
Credit Cards	5	4	5	4	1	-	-	1	-
Payroll	19	19	19	19	19	-	-	-	-
Receipting	5	5	5	5	5	-	-	-	-
Total	**100**	**96**	**97**	**94**	**82**	**-**	**3**	**1**	**-**

As outlined in the *City of Norwood Payneham & St Peters Financial Controls Review Report* contained in **Attachment A**, a total of four (4) recommendations have been provided to improve the Internal Controls.

Staff have reviewed the report and recommendations and concur with the recommendations and staff are currently in the process of implementing the recommendations.

A summary of the recommendations and the actions that are being undertaken are set out below.

Moderate Risk Findings (3)

- Inconsistencies in the Procurement Policy Guidelines and opportunities to improve its contents.
  - *(Management response) - A review of the Procurement Policy and Guidelines is underway. As part of this process staff awareness and training will be provided.*

- Asset records in Conquest are not automatically integrated with the GIS system.
  - *(Management response) – While there is an annual process in place, the evaluation of integrating asset records automatically into a GIS, will be considered as part of the IT Strategy-noting there is a 3 year road map for implementation of the IT Strategy.*

- Opportunity to improve the process of reviewing bank reconciliations.
  - *(Management response) – This recommendation has been implemented and the required action completed. It was achieved through a secure electronic workflow with a record and digital audit trail.*

Low Risk Findings (1)

- Council's 'Purchase Card Policy' is overdue for review
  - *(Management response) - A review of the Council's Credit Card Policy has been completed and will be presented to the Audit & Risk Committee at this meeting.*

The Auditors have concluded that there is a high likelihood of issuing an unmodified controls opinion at the end of the financial year. This will depend on the Council demonstrating continued progress towards addressing identified control weaknesses, ensuring that the existing core controls in place continue to operate effectively and that the annual internal control activities are performed at year end.

OPTIONS

Not Applicable.

This report is provided for information purposes only.

CONCLUSION

In addressing the requirements of Section 129 of the Act, Galpins have reviewed a prioritised list of controls from the *Better Practice Model – Internal Financial Controls*.

The *City of Norwood Payneham & St Peters Financial Controls Review Report* is now presented to the Audit & Risk Committee for review, in keeping with the Committee's role pursuant to Section 126(4) of the Act.

RECOMMENDATION

That the City of Norwood Payneham & St Peters Financial Controls Review Report and the 2025-2026 Interim Management Letter, as contained in Attachment A, be received and noted.

Mr Kym Holman moved:

1. *That the City of Norwood Payneham & St Peters Financial Controls Review Report and the 2025-2026 Interim Management Letter, as contained in Attachment A, be received and noted.*

2. *An update on the progress of the preparation of the Procurement Policy Guidelines will be provided at the next Audit and Risk Committee Meeting.*

Seconded by Ms Tami Norman and carried unanimously.

5.2 REVIEW OF FINANCE POLICIES

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

PURPOSE OF THE REPORT

The purpose of this report is to present seven (7) finance related policies for the Audit & Risk Committee's for consideration, prior adoption of the policies by the Council.

BACKGROUND

Policies, Codes of Practice and Codes of Conduct, are important components of a Council's governance framework. Policies set directions, guide decision making and inform the community about how the Council will normally respond and act to various issues.

When a decision is made in accordance with a Council policy or code, both the decision-maker and the community can be assured that the decision reflects the Council's overall aims and principles of action.

Accordingly, policies and codes can be used in many contexts to:

- reflect the key issues and responsibilities facing a Council;
- provide a policy context and framework for developing more detailed objectives and management systems;
- guide staff and ensure consistency in delegated and day-to-day decision-making; and
- clearly inform the community of a Council's response to various issues.

It is therefore important that policies remain up to date and consistent with any position adopted by the Council.

Section 126(4)(f) of the *Local Government Act 1999* (the Act), provides that one of the functions of the Council's Audit & Risk Committee (the Committee) is:

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

The Council's finance related policies form a key component of the Council's financial management systems and it is therefore appropriate that the Committee consider the policies prior to their consideration for adoption by the Council.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Elected Members receive the Minutes from the Audit & Risk Committee Meetings and consider any recommendations that are made by the Audit & Risk Committee to the Council.

Community

Not Applicable.

Staff

Relevant staff members have reviewed the draft policies presented to the Audit & Risk Committee.

Other Agencies

Not Applicable.

DISCUSSION

A review of all finance related policies has commenced to ensure that all policies are relevant, contemporary and legislatively compliant and these policies will be presented to the Audit & Risk Committee for review prior to being presented to the Council for adoption.

To this end, the following policies have been reviewed and are now presented to the Committee for consideration:

1. Treasury Management Policy (**Attachment A**);
2. Bad Debt Write Off – General Debts Policy (**Attachment B**);
3. Prudential Management Policy (**Attachment C**);
4. Assets Capitalisation & Depreciation Policy (**Attachment D**);
5. Credit Cards Policy (**Attachment E**);
6. Financial Hardship Policy (**Attachment F**) and;
7. Receivables & Debt Recovery Policy (**Attachment G**).

Where required, the above policies have been amended to meet contemporary governance and best practice requirements while reflecting the Council's position on the respective matters.

As the proposed changes are of a minor nature, track changes have been used.
Once adopted by the Council, the policies will be formatted with numbered paragraphs. Numbered paragraphs have not been applied to the reviewed documents at this time to minimise the track changes displayed.

A brief description of each policy is provided below:

Treasury Management Policy

The *Treasury Management Policy* is an existing Council Policy which was originally adopted by the Council in 2009 and has been regularly reviewed and updated since then.

The purpose of the Policy is to guide the sound management of the Council's financial transactions in respect to borrowings and investments.

The Policy underpins the Council's decision-making regarding the financing of its operations as documented in its Long-Term Financial Plan, Annual Business Plan and Budget and projected and actual cash flow receipts and outgoings.

A copy of the draft *Treasury Management Policy* is contained within **Attachment A**.

Bad Debt Write Off – General Debts Policy

The *Bad Debts Write Off – General Debts Policy* is an existing Council Policy which was originally adopted by the Council in 2001 and has been regularly reviewed and updated since then.

The purpose of the Policy is to provide a clear, consistent and fair process in relation to the circumstances and procedure for writing-off general debts (not rate debts) which are owed to the Council.

A copy of the draft *Bad Debts Write Off – General Debts Policy* is contained within **Attachment B**.

Prudential Management Policy

The *Prudential Management Policy* is an existing Council Policy which is a legislative requirement as set out in Section 48(aa1) of the Act.

This Policy has been in place since being adopted on 5 March 2018 and has been regularly reviewed and updated since then.

The Policy provides guidance to ensure that projects are assessed with due care and diligence, including the identification and management of risks associated with the project.

Where a proposed project exceeds prescribed thresholds or meets criteria set out in the legislation, a Prudential Report must be obtained and considered before engaging in the project. The report must address the prudential issues identified in Section 48(2) of the Act and:

- financial impacts and affordability;
- funding and borrowing requirements;
- risks and mitigation strategies;
- impact on future rates and Council finances;
- strategic and community benefits; and
- long-term sustainability of the project.

The Policy has been updated to reflect the indexing provisions within the Act in relation to Section 48(1)(b)(ii). Irrespective of the threshold amount, Section 48(1) of the Act also provides that a Prudential Report may be obtained whenever the Council considers that it is necessary or appropriate.

A copy of the draft *Prudential Management Policy* is contained within **Attachment C.**

Assets Capitalisation & Depreciation Policy

The *Asset Capitalisation & Depreciation Policy* is an existing Council Policy which has been in place since 2015 and has been regularly reviewed and updated since then.

The purpose of the Policy is to provide guidance to staff in respect to the management of the Council's financial records and accounts associated with the Council's infrastructure, property, plant & equipment.

A copy of the draft *Asset Capitalisation & Depreciation Policy* is contained within **Attachment D**.

Credit Cards Policy

The *Credit Cards Policy* is an existing Council Policy which was originally adopted by the Council on 2 April 2012 and has been regularly reviewed and updated since then.

The purpose of the Policy is to provide guidance with respect to the use of Council issued Credit Cards to Council Staff.

A copy of the draft *Credit Cards Policy* is contained within **Attachment E**.

Financial Hardship Policy

The *Financial Hardship Policy* is an existing Council Policy which was originally adopted by the Council on 1 June 2020 and has been regularly reviewed and updated since then.

The purpose of the Policy is to provide guidance to ensure that outstanding debts are managed fairly and equitably and the application this policy is consistent. In applying this Policy, the Council maintains that parties who incur debts, do so in full expectation of meeting the prescribed repayment terms.

A copy of the draft *Financial Hardship Policy* is contained within **Attachment F**.

Receivables & Debt Recovery Policy

The *Receivable & Debt Recovery Policy* is an existing Council Policy which was originally adopted by the Council on 6 December 2010 and has been regularly reviewed and updated since then.

The objective of the Policy is to ensure the effective management of the organisation’s receivables, to minimise credit risk and to ensure the timely recovery of outstanding debts.

A copy of the draft *Receivable & Debt Recovery Policy* is contained within **Attachment G**.

OPTIONS

The Committee can determine not to endorse the draft Policies, however as the draft Policies are required and have been prepared to meet legislative requirements and manage particular finance matters, it is recommended that the Committee endorses the draft Policies as presented.

CONCLUSION

A comprehensive financial policy framework is essential for public accountability, transparency and consistency in Council decision making.

Policies should be supported by a comprehensive set of documented procedures detailing the specific staff responsibilities and processes to be followed to give effect to the policies and ensure that sound financial management practices are in place. Without such documented financial policies and procedures, the Council could be subject to criticism, (rightly or wrongly), that their financial management framework lacks transparency, legislative compliance or does not reflect contemporary standards.

The requirement on the Council’s Auditors to provide an opinion on the adequacy of the Council’s internal financial controls further emphasise the need for an explicit, clearly documented, framework of policies and procedures.

RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that the following policies be adopted:

1. *Treasury Management Policy (**Attachment A**);*
2. *Bad Debt Write Off – General Debts Policy (**Attachment B**);*
3. *Prudential Management Policy (**Attachment C**);*
4. *Assets Capitalisation & Depreciation Policy (**Attachment D**);*
5. *Credit Cards Policy (**Attachment E**);*
6. *Financial Hardship Policy (**Attachment F**) and;*
7. *Receivables & Debt Recovery Policy (**Attachment G**).*

Cr Piggott moved:

That the Audit & Risk Committee recommends to the Council that the following policies be adopted:

1. *Bad Debt Write Off – General Debts Policy (**Attachment B**);*
2. *Assets Capitalisation & Depreciation Policy (**Attachment D**);*
3. *Credit Cards Policy (**Attachment E**);*
4. *Financial Hardship Policy (**Attachment F**) and;*
5. *Receivables & Debt Recovery Policy (**Attachment G**).*

Seconded by Mr Kym Holman and carried unanimously.

Ms Tami Norman moved:

That the Audit & Risk Committee recommends to the Council that the following policy be adopted:

- *Treasury Management Policy (**Attachment A**).*

Seconded by Mr Kym Holman and carried.

5.3 PROGRESS UPDATE ON THE ESSENTIAL SERVICES COMMISSION OF SA LOCAL GOVERNMENT ADVICE TO THE COUNCIL

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

PURPOSE OF THE REPORT

The purpose of this report is to present the Audit & Risk Committee with a progress update on the recommendations from the *Essential Services Commission of South Australia (ESCOSA) Local Government Advice*.

DISCUSSION

Section 122 of the *Local Government Act 1999* (the Act) prescribes the requirements for all Councils in relation to Strategic Management Plans. Section 122(1b)-(1k) of the Act sets the requirements for the *Local Government Advice Scheme* (Scheme) for which ESCOSA is the 'designated authority'.

The Scheme covers a review of information relating to the Council's Long Term Financial Plan and Infrastructure and Asset Management Plans.

As discussed at the Committee Meeting held on 25 February 2026, ESCOSA published its report, *Local Government Advice City of Norwood Payneham & St Peters February 2026* (ESCOSA Advice) on 19 February 2026.

After receiving the ESCOSA Advice in February 2026, an independent report was commissioned and prepared by Ms Bennetts from LGiQ (Consultants), which was presented to the Council at its Meeting held on 5 May 2026.

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

1. *Adopt a more comprehensive and transparent Long-Term Financial Plan annual review process to ensure ongoing financial sustainability and accountability.*
2. *Improve the transparency of assumptions and explicitly state the basis of preparation of Annual Business Plans, budgets and the Long-Term Financial Plan.*
3. *Consider strategically rationalising assets in consultation with the community, to reduce debt, streamline the Council's cost structure and provide the service standards that the community wants and is prepared to pay for, aiming for a more robust and sustainable position.*
4. *Improve the reporting of debt reduction targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to assure the community of how debt will be reduced.*
5. *Review its pace of development of new and upgraded assets, having regard to debt levels, rates affordability, the affordability of the stream of future operating costs created by new and upgraded assets, and the need to prioritise and fully fund asset renewal and replacement.*
6. *Disclose cost savings targets or productivity improvements in its Long-Term Financial Plan and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.*
7. *Update the costings for The Parade Masterplan project, including indexing out-years of the staged implementation, based on the detailed design and before commencing the project, and consult with the community if the new costings exceed the earlier $30 million projection.*

8. *Undertake deeper and ongoing community consultation regarding the scale, cost escalation, and long term financial impact of any future significant capital expenditure projects.*
9. *Consider providing more clarity around the risks and the impact on rates (and develop mitigation strategies) if the Council's expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.*
10. *Consider publicly separating out the finances of the Payneham Memorial Swimming Pool Centre in the Council's overall accounts, to provide transparency on its performance and adequacy of user charges.*

A report was subsequently presented to the Council on 2 June 2026 that provided an update on the progress made in relation to the above recommendations.

Section 126(4)(b) of the *Local Government Act 1999* (the Act), prescribes that one of the functions of the Council's Audit & Risk Committee (the Committee) is to propose and provide information relevant to, a review of the Council's strategic management plans.

In addition, Section 126(4)(f) of the Act prescribes that the Committee will also review the adequacy of the Council's financial management systems and practices on a regular basis.

To support the Committee to meet its legislative functions, the report presented to the Council at its Meeting held on 2 June 2026, which provided a progress update on the recommendations from the ESCOSA Advice, is contained in **Attachment A**.

RECOMMENDATION

That the report be received and noted.

Mayor Bria moved:

That the report be received and noted.

Seconded by Ms Tami Norman and carried unanimously.

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

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

PURPOSE OF THE REPORT

The purpose of this report is to present the Committee with the report which was presented to the Council at its Meeting held on 7 July 2026 in relation to the *Payneham Memorial Swimming Centre Redevelopment Project – Local Government Finance Authority Progress Report*.

DISCUSSION

The purpose of the Council's Audit & Risk Committee (the Committee) is to provide independent assurance and advice to the council on accounting, financial management, internal controls, risk management and governance matters.

In addition, Section 126(4) of the *Local Government Act 1999* (the Act) prescribes the functions of the Committee which includes reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the council on a regular basis.

In accordance with the Special Conditions associated with the terms of the loan provided by the Local Government Finance Authority (LGFA), the Council is required to provide the LGFA with information regarding the status of the Payneham Memorial Swimming Centre Redevelopment Project.

The report that was presented to the Council at its Meeting held on 7 July 2026, which includes the information provided to the LGFA, is contained in A**ttachment A**.

RECOMMENDATION

That the report be received and noted.

Cr Piggott declared a General Conflict of Interest regarding this matter as he is on the Board of the Local Government Finance Authority of South Australia. Cr Piggott advised that he would remain in the meeting and take part in the discussion and vote in regard to this matter.

Mr Kym Holman moved:

That the report be received and noted.

Seconded by Ms Tami Norman and carried unanimously.

Cr Piggott voted in favour of the motion.

5.5 PAYNEHAM MEMORIAL SWIMMING CENTRE - PROJECT RISKS UPDATE

REPORT AUTHOR: Manager Assets & Projects
APPROVED BY: General Manager, Urban Planning & Environment
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to provide information on the status of the “High” and “Extreme” Risks associated with the Payneham Memorial Swimming Centre Redevelopment Project and a summary of the project and financial status of the Project.

BACKGROUND

The Payneham Memorial Swimming Centre (PMSC) was first opened in 1968 by the former City of Payneham and despite several repairs and replacement of plant and equipment over the years, it reached the end of its useful life after more than 50 years of service.

On 1 December 2023, the Council appointed the preferred tenderer for the Payneham Memorial Swimming Centre Redevelopment Project, Badge Constructions SA Pty Ltd, to undertake the construction of the Payneham Memorial Swimming Centre Redevelopment.

The PMSC Redevelopment Project (the Project) is well progressed and is scheduled for completion in mid-August 2026. More detail in the project status is provided in the Discussion section of this report.

As part of the decision-making process associated with progressing the Project, the Council also considered the following recommendation from the Council’s Audit & Risk Committee which was made at the meeting held on 6 December 2023.

- *the Chief Executive Officer receive monthly reports regarding the Payneham Memorial Swimming Centre Project Risks that have a residual rating of high and extreme;*
- *a report be presented on a quarterly basis to the Council’s Audit & Risk Committee whilst those risks remain at high and extreme; and*
- *the Council continually diligently manages the Projects set out in the Long-Term Financial Plan and strategies to ensure that the Council’s key financial indicators return to the following target levels:*
    - *Operating Surplus Ratio within 3 years, and*
    - *Net Financial Liabilities Ratio within 10 years or earlier is possible.*

In accordance with the resolution as set out above, reports were presented to the Audit & Risk Committee at its meetings held on 19 August 2024 and 15 September 2025.

The risks associated with the Project are re-assessed periodically and the most recent update is set out in this report.

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.

FINANCIAL AND BUDGET IMPLICATIONS

At its meeting held on 7 October 2025, the Council was provided with a report on the Project containing information on the projected cost estimate to complete the Project.

This estimate was based on the following assumptions and financial allowances:

- average monthly value of variations over the construction period to date extrapolated out to the practical completion date;
- variations approved or under review in line with estimates that have been submitted;
- extension of time claims pending review and resolution; and
- known estimates for the Design & Construct items.

On the above basis, the estimate cost to completion was noted as $63.98m (excl GST). This equates to a $3.05m (or 5%) variance to the total Project Cost of $60.93m (inclusive of contingency). The additional $3.05million was required to fund the Design & Construct items as these were redesigned to ensure the delivery of "best practice" elements.

Following consideration of the report, the Council resolved to:

.endorse a budget revision of $3.05m to the original project allocation of $60,931,400 be approved to allow completion of the project as currently scoped (including Water Slides).

As part of the Special Conditions that have been imposed by the Local Government Finance Authority (LGFA) on the loan approval for this Project, the Council is required to provide the LGFA with periodic information on the status of the PMSC Redevelopment Project.

Following consideration of the 7 October 2025 report, and Council endorsement for the budget revision, the LGFA was informed of these changes to provide assurance of the Authority's continued support for an increase in Council's debt levels. No concern has been raised by the LGFA.

At this point in time, the total cost to complete the Project as originally scoped, is forecast to be within the revised budget.

RISK MANAGEMENT

Project risks are being managed in accordance with the Council's *Risk Management Policy & Procedure* and the specific Project Risk Register that has been prepared for this Project.

Further information on the Project risks is contained within the Discussion section of this report.

CONSULTATION

Elected Members

Elected Members receive the Minutes from the Audit & Risk Committee Meetings and consider any recommendations that are made by the Audit & Risk Committee to the Council.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

As at 30 June 2026, the PMSC Project was in its final stages of construction, with a revised completion date of mid-August 2026.

The main building comprising the Main Pool Hall and Pavilion are complete, with indoor pools filled and fully operational. Defect inspections have been completed and the buildings have been cleaned ready for occupation.

The external 50 metre pool has been filled and is being commissioned, the Zero-depth play area is complete and construction of the water slides is well progressed.

Landscaping and final sections of fencing are the final components of the works to be completed.

The official opening date is currently scheduled for 10 September 2026.

Risk Management update

The full Project Risk Register was presented to the Audit & Risk Committee at its meeting held on 15 September 2025. At that time there were only two risks (No.14 and No.25) with a residual risk level of High or Extreme.

As at February 2026, and as listed in **Table 1** below, these risks remain as the only two risks that have a residual risk level of High or Extreme.

TABLE 1: PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT RISKS

Risk #	Risk Description	Impact Level	Inherent Risk Level (Dec 2023)	Current Risk Level (Feb 2026)	Comments
14	Inadequate car parking for users following redevelopment	Financial / Reputational	High	High	Risks to be mitigated through communications with Centre users regarding car parking and access options.
25	Costs for new PMSC impacts Council's long term financial position resulting in unacceptable constraints on services / capital works	Financial	Substantial	High	Revised budget endorsed by the Council, reported to LGFA and will be factored into Council's LTFP.

Parking Access and Occupancy Management

As part of the planning and design for the upgrade of the Payneham Memorial Swimming Centre, a Traffic Impact Statement was prepared, which included a detailed assessment of the anticipated parking demand and available off-street parking availability within the broader precinct.

The parking assessment identified that parking demand associated with the new PMSC facility would be accommodated within the Payneham Memorial Swimming Centre car park (southern car park) and the Payneham Library car park (northern car park).

Upon completion of the project, the southern car park will provide 98 parking spaces, with a further 72 parking spaces available within the northern car park (a total of 170 spaces)

In addition, an independent traffic engineering consultant has been engaged to undertake a broader review of potential traffic and parking improvements associated with the PMSC. This included an assessment of the anticipated parking demand generated by the PMSC and benchmarking of parking provision against other comparable aquatic and recreation centres.

The review found that the overall parking provision available within the precinct is appropriate and generally consistent with that provided at comparable facilities. Accordingly, the proposed parking occupancy management system is not intended to address an identified deficiency in the overall supply of parking to cater for peak period use of the facility.

Aquatic and recreation facilities can experience concentrated periods of peak parking demand, particularly during major events, swimming carnivals, concurrent programs and periods of high seasonal utilisation. During these periods, demand within individual parking areas may temporarily approach or exceed the available capacity. The effective operation of the available parking supply relies on both the southern and northern car parks being utilised to accommodate demand across the broader precinct.

Traditional overflow parking arrangements generally operate sequentially, whereby motorists enter a primary car park and are directed to an adjacent or directly connected overflow parking area once capacity is reached. The parking arrangements within the PMSC operate differently.

The southern and northern car parks have historically operated as separate parking areas servicing the PMSC and Payneham Library respectively. Under the future operating arrangements, both car parks will contribute to accommodating parking demand generated across the broader precinct. However, the car parks are physically separated and are not directly connected.

As a result, motorists can enter the southern car park before becoming aware that it is at or near capacity. If the car park is at capacity, the motorist would need to exit the carpark return to the surrounding road network and travel to the northern car park. This creates the potential for unnecessary vehicle circulation, additional movements through the site access points and surrounding road network, frustration and a reduced experience for patrons.

Accordingly, providing motorists with clear and timely information regarding parking availability before entering the southern car park has been identified as a potential risk mitigation measure to improve access, traffic circulation and the overall experience for patrons.

Proposed Parking Occupancy Management System

Council staff have investigated the use of smart parking technology to provide real-time parking occupancy information to motorists approaching the precinct.

It is proposed to install in-ground parking occupancy sensors within the 98 parking spaces in the southern car park. The sensors would provide real-time information regarding parking availability, which could be displayed on the new digital pylon sign being delivered as part of the PMSC Project.

The installation of the digital pylon sign is already being progressed. Discussions undertaken with the supplier of Council's existing parking occupancy management platform and the contractor manufacturing the digital signage, have confirmed that an integrated solution is achievable.

The proposed arrangement would incorporate a dedicated component of the digital display for real-time information on parking occupancy. This would provide motorists with advance notice of the availability of parking spaces before entering the southern car park and allows users to make a more informed decision regarding whether to enter the car park or proceed directly to the northern car park.

The digital display would retain the flexibility to provide promotional messaging, wayfinding information and other Council related communications when parking occupancy information is not required. This approach would also future-proof the signage infrastructure and provide opportunities for additional parking management information to be incorporated as the precinct develops.

Operational and Strategic Benefits

The proposed parking occupancy management system, would provide a range of operational benefits beyond the provision of real-time parking availability information.

The proposal would utilise the same parking occupancy technology and management platform currently operating within Webbe Street Car Park that is owned and managed by the Council. This would allow the Council to leverage an existing technology platform, established operational processes and staff familiarity with the system.

The system provides detailed information regarding car park utilisation, including real-time and historical occupancy levels, parking durations, peak demand periods and maximum recorded lengths of stay. This information would provide Council staff with an improved understanding of parking demand and user behaviour and support evidence-based decisions regarding the future management of parking within the precinct.

The system can also assist with identifying potential parking overstays (if time limits are imposed) and support targeted parking compliance activities where demonstrated parking behaviours indicate that intervention is warranted.

Importantly, the technology is scalable and could be expanded to other Council-owned parking facilities within the precinct. This could include the northern carpark where the incidence of all-day commuter parking is experienced given the location of the bus stop on Turner Street.

The proposed system therefore provides both an immediate operational benefit associated with managing access to the upgraded swimming centre and a longer-term platform for monitoring and managing parking demand across the broader precinct.

Financial Considerations

The estimated capital cost to supply and install the parking occupancy sensors and associated equipment within the southern car park is approximately $25,000.

The capital expenditure can be accommodated within the existing PMSC budget and would therefore not require an additional capital budget allocation.

The parking occupancy management platform would, however, result in an ongoing operational cost. Based on the current supplier pricing of approximately $15 per sensor per month, the annual operational cost for the 98-space southern car park is approximately $18,000 per annum.

While the primary purpose of the system is to improve access, traffic circulation, experience for the patrons of the PMSC and the availability of parking information, the technology also provides the capability to support targeted parking compliance activities where demonstrated overstays occur.

Any revenue generated through parking compliance activities is not the primary objective of the proposal and should not be relied upon to fully offset the ongoing operational costs. However, targeted enforcement of demonstrated overstays may provide a partial offset to the annual operating costs associated with the system. infringement revenue may provide partial cost recovery in the order of **$**5,000 per annum**,** reducing the net ongoing operational cost.

Risk Mitigation and Governance Considerations

The proposed parking occupancy management system has been identified as a potential mitigation measure to address the operational risk associated with motorists being unable to readily identify available parking before entering the southern car park.

The system would not increase the overall supply of off-street parking within the precinct. Rather, it would improve the utilisation and management of the available parking supply by providing motorists with earlier information, supporting informed route choices and reducing unnecessary vehicle circulation between the two parking areas.

The proposal also provides the Council with improved data on parking utilisation to support ongoing monitoring of parking demand and inform future parking management decisions as the precinct develops

Following the Committee's consideration of this report, the matter will be referred to the Council for consideration and determination.

Irrespective of the decision regarding the proposed parking occupancy management system, other operational readiness activities associated with the PMSC will continue to be progressed by Council staff through normal project delivery processes.

Access to private parking area

As previously advised, achieving public use of the private car parking area at 196 O.G. Road, Payneham, located immediately south of the PMSC, would be advantageous to patrons and assist in alleviating potential parking pressure in the precinct.

In response to an approach from the Council in November 2025, to enter into an arrangement to use this carpark, the owner of the adjoining property declined to enter into an arrangement due to the ongoing operational requirements of the current occupant, DXC Technology.

Over the past six months, the property has been the subject of a sales process. The sale of the property is in the final stages of due diligence and it yet to be finalised. As such, the current owner is unlikely to enter into any discussions.

Once the new owners have taken possession of the property, Council staff will contact the new owner, with a view to entering into an arrangement for the use of the car park, when those spaces are not required by the new owner/tenant.

OPTIONS

Not applicable.

This report is presented for information purposes only.

CONCLUSION

Construction of the PMSC is progressing according to the agreed construction schedule and is forecast to be delivered within the revised budget. Risk and financial management continue to remain a key focus for this Project.

RECOMMENDATION

That the report be received and noted.

Mr Kym Holman moved:

That the report be received and noted.

Seconded by Cr Piggott and carried unanimously.

5.6 RISK MANAGEMENT UPDATE

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

PURPOSE OF THE REPORT

The purpose of this report is to provide the Audit & Risk Committee (the Committee) with an update on the Local Government Risk Services (LGRS) Strategic Risk Services Program and associated activities.

BACKGROUND

Section 126 (4)(h) of the Local Government Act 1999 (the Act), provides that one of the functions of a Council's Audit & Risk Committee includes the following:

'reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis'.

This requirement aligns with the other mandated risk management obligations on the Council and the Chief Executive Officer, namely:

- The Council's obligation pursuant to Section 125(3) of the Act which requires that:
  'A council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, inform appropriate decision making, facilitate appropriate prioritisation of finite resources and promote appropriate mitigation of strategic, financial and operational risks relevant to the council.'

- The Chief Executive Officer's obligations in respect to Section 99(1)(ia) of the Act which is:
  '*to ensure that effective policies, systems and procedures are established and maintained for the identification, assessment, monitoring, management and annual review of strategic, financial and operational risks*.'

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

The systemic approach to risk management that is being embedded across the organisation will ensure that the Council continues to optimise its decision-making performance, managing both potential opportunities and the adverse effects on strategic decisions, as well as daily activities and operations.

CONSULTATION

Elected Members

Elected Members receive the Minutes from the Audit & Risk Committee Meetings and consider any recommendations that are made by the Audit & Risk Committee to the Council.

Community

Not Applicable.

Staff

Senior staff have been engaged through a number of Strategic Risk and Operational Risk workshops and training sessions.

Other Agencies

Not Applicable.

DISCUSSION

At its Meeting held on 25 February 2026, the Committee received and considered a report that provided an update on the implementation the Council's Risk Management Framework that is being guided by the LGRS Strategic Risk Services Program.

As Committee Members were previously advised, while the Council has a Risk Management Framework that has been in place for many years, the implementation of the framework tended to be based on a 'siloed' approach rather than embedded consistently across the organisation.

The Council subsequently adopted an updated Risk Management Policy and Procedure which together constitute the Council's Risk Management Framework. The Risk Management Procedure is particularly important to ensure consistent processes to support an integrated, systematic approach to risk management across the organisation.

The Committee was previously provided with an update on the Council's Strategic Risks through the presentation of the Council's Strategic Risk Register at the February Meeting of the Committee. By way of an update, work is continuing on the review of the effectiveness of the controls for each of the Strategic Risks. This process will form part of the rolling review of Strategic Risks which will inform reporting through the Executive Leadership Team and to the Committee.

The Strategic Risk Report is contained in **Attachment A**.

Since the last update provided in relation to the Council's progress in the LGRS Strategic Services Program, the Operational Risks have been identified. These Operational Risks are contained in a centralised system (RelianSys) and training has been provided to staff on how to access, review and update these risks.

The Operational Risks are captured in Risk Registers separated by Department to assist with assigning the risk owner. Most risks will apply across Departments and Units and it is envisaged that embedding risk management discussions in Staff Meetings, Manager Forums and Executive Leadership Meetings, will enhance collaboration and minimise a 'silo' approach to risk management.

There are a total of 114 Operational Risks and the assigned owners (Unit Managers across the organisation) are in the process of working through the rating of these risks, as well as undertaking a review of the effectiveness of respective control measures.

While Mr Chris Sweet, Strategic Risk Consultant from LGRS, has provided extensive support to capture Strategic and Operational Risks and assigning controls to them within the Risk Registers, the initial review process that the risk owners are required to undertake is an important step that will take some time. The Strategic Risks have all been reviewed with some work remaining on the control effectiveness and approximately half of the operational risks have been reviewed.

The breakdown of the Operational Risks by Department is provided in Table 1.

TABLE 1: BREAKDOWN OF OPERATIONAL RISKS BY DEPARTMENT

Department	**Current Number of Operational Risks**
Chief Executive’s Office	33
Community Development	17
Infrastructure & Major Projects	12
Governance & Civic Affairs	19
St Peters Child Care Centre & Preschool	8
Urban Planning & Environment	25
Total	**114**

The risks in the *Chief Executive’s Officer Operational Risk Register* include risks related to finance, payroll, employee wellbeing, marketing, events, economic development, Human Resources and operational and organisational improvement.

Within the *Community Development Operational Risk Register*, risks associated with the Council’s Swimming Centres, the Norwood Concert Hall, Volunteers, Public Art, facilities for hire, Cultural Heritage collection and the delivery of community services generally, are included.

The *Infrastructure & Major Projects Operational Risk Register* contains risks related to asset management, civil maintenance, tree maintenance and project management of major capital projects.

The risks contained in the *Governance & Civic Affairs Operational Risk Register* are those related to Elected Member behaviour, legislative compliance, breaches of confidentiality, community engagement, Information Technology, records management and data management.

The *St Peters Child Care Centre & Preschool Operational Risk Register* contains risks related to staff training, legislative compliance, operational costs and contractor management which are specific to the operations of the St Peters Child Care Centre & Preschool.

The *Urban Planning & Environment Operational Risk Register* contains risks related to levels of service across functions, tree management, heavy vehicle legislative compliance, development assessment legislative compliance, regulatory oversight, transport planning and commitments to reducing carbon emissions.

Unlike Strategic Risks, all of which are reported to the Committee on a regular basis, it is not envisaged that the Committee will receive reports providing an update on all operational risks. However, those risks that are rated ‘Extreme’ or ‘High’ will be reported to the Committee.

OPTIONS

Not Applicable.

This report is provided for information purposes only.

CONCLUSION

Significant progress has been made on implementing a systemic risk management framework within the organisation. Ensuring this framework is embedded in the organisation, will ensure consistent and robust risk management application and reporting.

As with the implementation of any system, the initial configuration and data entry process is time consuming, particularly when juggling other competing deadlines and priorities. However, the benefits in having a centralised system are significant and are essential to ensure a transparent, consistent and embedded approach to risk management across the organisation. In addition, this systemic approach will support the legislative compliance requirements in relation to risk management and provide assurance for the required reporting of risks to the Executive Leadership Team, the Committee and the Council.

RECOMMENDATION

That the report be received and noted.

Mayor Bria moved:

That the report be received and noted.

Seconded by Ms Tami Norman and carried unanimously.

5.7 ANNUAL REPORT OF INTERNAL AUDIT PROCESSES

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

PURPOSE OF THE REPORT

The purpose of this report is to present the Audit & Risk Committee with a report on the Council's Internal Audit processes for the 2025-2026 Financial Year, including updates to the 2025-2027 *Internal Audit Plan.*

BACKGROUND

Pursuant to Section 99(ib) of the *Local Government Act 1999* (the Act), one of the legislated functions of the Chief Executive Officer, is to present a report on the Council's Internal Audit processes to the Audit & Risk Committee (the Committee), on an annual basis.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

The report is a legislated requirement in accordance with Section 99(ib) of the Act.

CONSULTATION

Elected Members

Elected Members receive a report after each Meeting of the Audit & Risk Committee which includes the Minutes of the Committee Meeting and any recommendations that are made by the Committee to the Council.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

The following information as set out below, is provided to satisfy the legislative requirement to report on the Council's Internal Audit Processes.

Introduction

While not mandatory, the Council has an Internal Audit function. The Internal Audit function is separate from the internal controls processes set out in Section 125 of the Act, which is a mandatory requirement for all Councils.

The Internal Audit function is best described as a formalised, objective review, evaluation and advisory process, which seeks to add value and improve Council's operations in terms of efficiency and effectiveness. Internal Audit recommendations form an important component of the Council's assurance and continuous improvement approach.

Primary responsibility for the Internal Audit Function

Section 125A of the Act, prescribes that prior to assigning primary responsibility for the Internal Audit function to an employee of the Council (or appointing a person to be primarily responsible for the function), the Chief Executive Officer must consult with the Committee.

While it precedes the 2025-2026 reporting period, at its Meeting held on 10 February 2025, the Committee was advised that responsibility for managing the Internal Audit program and therefore the '*person primarily responsible for the internal audit function*' is the General Manager, Governance & Civic Affairs.

Supported by the Manager, Governance, the General Manager, Governance & Civic Affairs, takes responsibility for the management of the Internal Audit program and liaising with Bentleys (SA) Pty Ltd who have been engaged since 2022 to conduct Internal Audit services for the Council. The current contract with Bentleys expires 30 June 2027.

Prior to commencing an Internal Audit process, Internal Audits are scoped to determine how the Internal Audit will be undertaken and the relevant parameters including how well the Council aligns to relevant legislative requirements, Policies and Procedures, Standards and/or best practice and importantly, providing "best value" to the community.

During the 2025-2026 Financial Year, the General Manager, Governance & Civic Affairs has ensured that reports associated with the Internal Audit function and any matters relating to the function more generally, are provided directly to the Committee.

Completed Internal Audits 2025-2026

Based on the current Internal Audit Plan, two Internal Audits were completed in 2025-2026. The reports for both Internal Audits were presented to the Committee as required by Section 125A(2)(a) of the Act.

The *Business Continuity Management Internal Audit Report* (BCM Internal Audit) was received and considered by the Committee at its Meeting held on 13 October 2025.

The BCM Internal Audit identified that the Council's BCM framework is conceptually sound however the following specific areas that have been recommended for improvement:

- **Business Impact Analysis (BIA) & Critical Function Mapping** -
  That a consistent BIA & Critical Function Mapping process be undertaken across all areas of the Council's operations to ensure completeness and alignment with operational needs.
- **Business Continuity Planning (BCP) Development** -
  That a standard BCP template be developed with supporting processes to ensure ongoing operational relevance.
- **Stakeholder & Communication Readiness** -
  The preparation of a stakeholder register and engagement with these stakeholders to validate the BIA and recovery planning.

- **Training & Awareness** –
  Deliver targeted BCM training and awareness programs for key roles to enhance preparedness.
- **Framework Integration & Compliance**
  Consolidate all existing BCM documents into a unified framework and establish a lessons-learned register to track and resolve issues identified during exercises.

Based on the above, Bentleys have been engaged to address Phase 1 of the work required in response to the BCM Internal Audit, which includes:

- establishing a consistent Business Impact Analysis (BIA) methodology and conduct initial comprehensive BIAs across all units;
- validating critical functions, Maximum Allowable Outages (MAO), Recovery Time Objectives (RTO), Recovery Point Objectives (RPO), and key interdependencies;
- updating the BCP document with the critical functions;
- identifying all key BCM linkages with risk, emergency, and IT Disaster Recovery frameworks, etc;
- consolidating existing BCM documents (Part 1 and Part 2) into a single, cohesive framework;
- developing a standardised BCP template including version control, RTOs, RPOs, and contact lists;
- establishing and maintain updated internal/external contact lists and call trees;
- integrating BIA results directly into recovery strategies and assign specific owners for critical functions and their associated recovery plans;
- creating and maintain a dynamic stakeholder register, involving them in BIA validation and recovery strategy selection via workshops;
- developing a comprehensive communication matrix detailing channels, message templates, escalation paths, and legal liability considerations;
- revising the template for critical function sub-plans, focusing on clarity, user-friendliness; and thoroughness. Once the enhanced template is finalised, systematically develop tailored sub-plans for each newly identified critical function emerging from the latest BIA will be prepared, ensuring they are robust, actionable, and aligned with the overarching framework.

To date, Bentleys have completed approximately half of the work outlined above which has required considerable staff time associated with participation in in workshops, reviewing documents and responding to specific queries raised by Bentleys.

The *Contractor Management Review Internal Audit Report* was received and considered by the Committee at its Meeting held on 25 February 2026.

The Contractor Management Internal Audit identified that high-risk or regulated services (eg capital projects), demonstrate mature practices. However, overall contractor management is fragmented and there are disparate maturity levels in contractor management across the organisation, resulting in differing application of policies, inconsistent induction processes, and limited monitoring of safety and compliance.

Specific areas that have been recommended for improvement by Bentleys are set out below:

- development of a centralised contractor register;
- automated workflow for Contractor Management;
- Contractor Induction Processes to eliminate inconsistent approaches;
- monitoring of contractor safety; and
- training and communication in contractor management.

Separate to the Contractor Management Internal Audit and following a review of the Council's WHS system, a Plan with Programs (PWP) was already developed by Local Government Risk Services (LGRS) in conjunction with Council's Manager, Chief Executives Office, WHS Advisor and the Executive Leadership Team, which identified similar recommendations as those identified in the Internal Audit.

Program Five (5) of the PWP relates to WHS Contractor Management which identified 15 actions. These actions are specifically designed to assist the Council, as a member of the Local Government Association Workers Compensation Scheme, meet the *Return to Work South Australian Performance Standards for Self-Insurers*.

At the time of the Bentleys Internal Audit report being undertaken, in response to the PWP, Council staff had already engaged a contractor to deliver and embed WHS Contractor Management practices using the capability of *Skytrust*, which is the system that the organisation uses to manage the WHS reporting and management processes. This work was initially designed to meet the PWP requirements, however, to assist with implementing the actions identified through the Internal Audit process, in consultation with the Council's WHS Advisor, 16 actions have been added to the contractor's scope of work which is currently underway.

The *Business Continuity Management Internal Audit Report* and the *Contractor Management Review Internal Audit Report* ,identified the extent of work that needs to be undertaken by staff to respond to the recommendations for improvement. While much of the work can be undertaken by external consultants, staff resources are required to manage the consultant arrangements, contribute the required information and embed processes that will remain effective once the consultants work has concluded.

In addition to receiving Internal Audit reports, the Committee is also required to monitor the responsiveness of the Council to recommendations for improvement arising from previous audits, in accordance with Section 126(4)(c) of the Act.

As requested by the Committee, a report which provides a progress update, combines actions taken in response to recommendations for improvement arising from both Internal and External Audits.

The Committee received the first of the consolidated reports at its Meeting held on 25 February 2026.

Internal Audit Work Plan

Section 126(4)(g)(i)(A) of the Act requires that the Committee provide oversight of the planning and scoping of the Internal Audit Work Plan. The Committee approved the current 2025-2027 *Internal Audit Plan*(Internal Audit Plan), on 14 April 2025.

In addition to the BCM Internal Audit and the Contractor Management Internal Audit, the current Internal Audit Plan included an additional two (2) Internal Audits that were to be undertaken in the 2025-2026 Financial Year (noting that the BCM Framework Internal Audit was scheduled to be undertaken in 2024-2025 year and did not conclude until the 2025-2026 year).

This target was overly optimistic and given resourcing constraints and the work required to support the delivery of the BCM Framework Internal Audit and the Contractor Management Internal Audit, it was not possible to undertake any further Internal Audits during the 2025-2026 Financial Year.

Following a subsequent review of the Internal Audit Work Plan by the General Manager, Governance & Civic Affairs, an updated Draft Internal Audit Work Plan has been prepared, as contained within **Attachment A**.

The updated 2025-2027 *Internal Audit Plan* includes the following changes:

- rescheduling the ICT Disaster Recovery Plan Internal Audit to 2026-2027, as this aligns with the work that is being undertaken on the BCM framework and implementation of the Council's IT Strategic Roadmap;
- separating the Procurement component from the Contract Management Internal Audit, in recognition of the effective oversight of Procurement practices provided through the External Audit;
- rescheduling the Contract Management Internal Audit to 2026-2027, as this considers the work that is being undertaken in response to the Contractor Management Internal Audit; and
- rescheduling the Regulatory Services Internal Audit to 2027-2028, as the 2025-2027 *Internal Audit Plan* is aligned to the Bentleys contract, which expires on 30 June 2027, this in effect means the Regulatory Services Internal Audit will be moved of this Internal Audit Plan.

Given resourcing constraints and to ensure that continuous improvement is embedded into the processes, scheduling two (2) Internal Audits per year is reasonable.

It is envisaged that a review of how the Internal Audits are delivered will be undertaken ahead of the expiry of the current contract that is in place with Bentleys. Further work on scoping the Internal Audit Plan beyond the completion of the 2026-2027 Financial Year, will be presented for consideration by the Committee in early 2027.

OPTIONS

Not Applicable.

This report is provided for the purposes of meeting the legislative requirements of Section 99(ib) of the Act and to inform the Committee of required updates to the Internal Audit Plan in accordance with the requirements of Section 126(4)(g)(i)(A) of the Act.

CONCLUSION

The Council's Internal Audit processes are aimed at supporting continuous improvement and adding value to the organisation to achieve strategic and operational objectives that are aligned with community expectations.

The updated 2025-2027 *Internal Audit Plan* recognises the practical reality of the staff resources that are required to undertake Internal Audits, as well as action any recommendations for improvement in a meaningful way and embed effective and sustainable solutions.

Undertaking two (2) Internal Audits in each year provides a reasonable and responsible balance.

RECOMMENDATION

That this report on the Council's Internal Audit Processes be noted, and the updated 2025-2027 Internal Audit Plan, as contained in Attachment A, be endorsed.

Mayor Bria moved:

That this report on the Council's Internal Audit Processes be noted, and the updated 2025-2027 Internal Audit Plan, as contained in Attachment A, be endorsed.

Seconded by Ms Tami Norman and carried unanimously.

5.8 DRAFT ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE

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

PURPOSE OF THE REPORT

The purpose of this report is to present the draft Audit & Risk Committee Annual Report to the Committee for approval.

BACKGROUND

Section 126(8)(b) of the *Local Government Act 1999* (the Act), requires a Council's Audit & Risk Committee to provide an Annual Report to the Council on the work of the Committee during the preceding financial year. In accordance with Section 126(9) of the Act, the Council must ensure that the Annual Report of the Committee is included in the Council's Annual Report.

A copy of the draft Audit & Risk Committee Annual Report is contained within **Attachment A**.

STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

Elected Members

Elected Members receive the Minutes from the Audit & Risk Committee Meetings and consider any recommendations that are made by the Audit & Risk Committee to the Council.

Community

Not Applicable.

Staff

Not Applicable.

Other Agencies

Not Applicable.

DISCUSSION

The draft Audit & Risk Committee Annual Report (the Annual Report) highlights that the Committee has performed its functions in accordance with the legislated requirements and its Terms of Reference as determined by the Council. The Annual Report provides a summary of the work that has been undertaken by the Audit & Risk Committee during the 2025-2026 financial year, to fulfill the Committee's purpose and function.

OPTIONS

Not Applicable.

The requirement for the Audit & Risk Committee to provide an Annual Report to the Council is a mandatory requirement under Section 126(8)(b) of the Act. To ensure that the Committee's Annual Report is included in the Council's Annual Report in accordance with Section 126(9) of the Act, the Committee must approve its Annual Report at this meeting.

CONCLUSION

The draft Audit & Risk Committee Annual Report as contained in **Attachment A**, provides a summary of the work of the Council's Audit & Risk Committee for the 2025-2026 Financial Year and meets the Committee's legislative obligation to report to the Council annually in accordance with Section 128(8)9b) of the Act.

RECOMMENDATION

1. *That the draft 2025-2026 Audit & Risk Committee Annual Report (as contained in Attachment A), be approved.*
2. *The Audit & Risk Committee notes that the 2025-2026 Audit & Risk Committee Annual Report will be included in the Council's 2025-2026 Annual Report.*

Cr Piggott moved:

1. *That the draft 2025-2026 Audit & Risk Committee Annual Report (as contained in Attachment A), be approved with minor editorial changes.*

2. *The Audit & Risk Committee notes that the 2025-2026 Audit & Risk Committee Annual Report will be included in the Council's 2025-2026 Annual Report.*

Seconded by Ms Tami Norman and carried unanimously.

6 OTHER BUSINESS

Nil

7 CONFIDENTIAL REPORTS

7.1 ST PETERS CHILD CARE CENTRE & PRESCHOOL

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Audit & Risk Committee orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Audit & Risk Committee 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 Audit & Risk Committee 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.

Mayor Bria moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Audit & Risk Committee orders that the public, with the exception of the Council staff present [Chief Executive Officer, General Manager, Governance & Civic Affairs, Manager, Governance, Chief Financial Officer, Governance Officer], be excluded from the meeting on the basis that the Audit & Risk Committee 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 Audit & Risk Committee is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Ms Tami Norman and carried unanimously.

Cr Piggott moved:

Under Section 91(7) and (9) of the Local Government Act 1999 the Audit & Risk Committee orders that the report, discussion and minutes be kept confidential for a period of five (5) years, unless released by the Council earlier.

Seconded by Mr Kym Holman and carried unanimously.

8 NEXT MEETING

Monday, 19 October 2026

9 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 8.01pm.

____
Ms Cate Hart
PRESIDING MEMBER

Minutes Confirmed on _____________________________
(date)

City of Norwood Payneham & St Peters

NAME OF POLICY:	Bad Debt Write-Off – General Debts
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

Section 132A(a) of the *Local Government Act 1999* (the Act), requires a Council to have policies, practices and procedures to ensure compliance with any statutory requirements; and to achieve and maintain standards that reflect good administrative practices.

~~OBJECTIVE~~

The ~~objective~~ purpose of this Policy is to provide a framework for the management of debts that are owed to the Council.

This Policy therefore seeks to ensure that the circumstances and procedure for writing-off debts which are owed to the Council reflects a consistent and fair process.

~~DISCUSSION~~

There are two (2) types of debts that can be owed to the Council:

- Rate Debts - those that are charges or charged against a property (predominantly rates); and
- General Debts - those that are not charged against a property. (These debts generally relate to services that have been provided to a citizen).

This Policy does not apply to Rate Debts.

The Council provides a number of services to citizens for the payment of a fee or charge in accordance with the Council's Schedule of Fees & charges which is considered and adopted by the Council as part of the Annual Budget process.

A number of fees and charges are levied after the provision of the service, consistent with industry practice, which requires a debtors invoice to be issued, which the debtor is then required to pay.

After the expiry of the Council's trading terms, there are numerous steps that the Council can take to recover any outstanding monies that are owed from debtors. This can include reminder notices, other verbal or written communication and negotiation of payment arrangements and can also escalate to include refusal of further services and referral of the debt to a specialist debt collector.

There will also be situations, as a result of various circumstances where difficulty will be experienced with recovering a debt, and the debt collection process can reach a point where it is inappropriate, overly expensive or uneconomic to pursue further action. In these situations, it may be more cost effective for the Council to write off the debts, rather than pursuing further action.

Section 143 of the Act makes provision for a Council to write off any debts to the Council:

(1) A council may write off any debts owed to the council-

> *(a) if the council has no reasonable prospect of recovering the debts; or*
> *(b) if the costs of recovery are likely to equal or exceed the amount to be recovered.*

(2) A council must not write off a debt under subsection (1) unless the chief executive officer has certified-

> *(a) that reasonable attempts have been made to recover the debt; or*
> *(b) that the costs of recovery are likely to equal or exceed the amount to be recovered.*

(3) If a council delegates the power to write off debts under this section, the council must set an amount above which the delegation will not apply.

~~KEY PRINCIPLES~~

~~As part of the management of the Council's financial resources, only debts that have been authorised in accordance with this Policy are written-off.~~

~~KEY TERMS~~DEFINITIONS

~~*Council* means the City of Norwood Payneham & St Peters Council.~~

Debt means an amount of money that is owed to the Council.

Debtor means a natural person (which includes a company or corporation) obligated or allegedly obligated to pay a debt to the Council.

~~POLICY~~
KEY PRINCIPLES

As part of the management of the Council's financial resources, only debts that have been authorised in accordance with this Policy are written-off.

Outstanding debts owed to the Council will be pursued and when necessary legal action undertaken to recover the debt.

The Chief Financial Officer will undertake an annual review of outstanding accounts greater than one hundred and fifty (150) days to determine the recoverability of the debt.

Recommendations to write-off debts will be made following consultation with the staff member responsible for the raising of the debt and a review of the debt recovery processes which have been undertaken.

Debts will only be written-off in circumstances where the following applies:

- it is not economical to pursue recovery of the debt further; or
- there is no reasonable prospect of the debt being recovered; or
- the debt has been raised in error and recovery is not legally enforceable; or
- the debt cannot be proved; or
- advice from a solicitor and/ or collection agent, confirming that the debt cannot be pursued.

If a debt is written-off, the amount of the debt together with any collection costs, will be debited to the relevant cost centre, as a bad debt expense.

The Council's Chief Executive Officer has~~is~~ delegated the power to approve the writing -off of a bad debt to a maximum debt value of $10,000~~pursuant to Section 143 of the *Local Government Act 1999*, to approve the writing-off of a bad debt up to a maximum of $ $10,000~~. The writing-off of any debts exceeding this amount must be approved by the Council.

In each case, when a debt is recommended to be written-off, details of the debt recovery action undertaken and the reasons as to why the debt cannot be recovered, will be documented and maintained on the Council's Document Management System. The Chief Executive Officer will review and certify that all appropriate action has been taken prior to approving the write-off of debt.

Debts written-off during the financial year, by the Chief Executive Officer under Delegated Authority, will be advised to the Council as part of the Budget Review process.

REVIEW PROCESS

The Council will review this Policy within 36 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 Chief Financial Officer, telephone 8366 4548 or via email: naxenova@npsp.sa.gov.au.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 7 May 2001 and has been reviewed on a regular basis since that time.

~~This Policy was adopted by Council on 7 May 2001.~~
~~This Policy was reviewed and adopted by Council on 5 September 2005.~~
~~This Policy was endorsed by the Audit Committee on 25 October 2010.~~
~~This Policy was adopted by the Council on 6 December 2010.~~
~~This Policy was endorsed by the Audit Committee on 25 February 2013.~~
~~This Policy was adopted by the Council on 4 March 2013.~~
~~This Policy was endorsed by the Audit Committee on 26 October 2015.~~
~~This Policy was adopted by the Council on 2 November 2015.~~
~~This Policy was endorsed by the Audit Committee on 23 October 2017.~~
~~This Policy was adopted by the Council on 6 November 2017.~~
~~This Policy was endorsed by the Audit Committee on 24 February 2020.~~
~~This Policy was adopted by the Council on 2 March 2020.~~
~~This Policy was endorsed by the Audit & Risk Committee on 1 November 2023.~~
~~This Policy was adopted by the Council on 6 November 2023.~~
This Policy was ~~endorsed~~reviewed by the Audit & Risk Committee on 13 July 2026.
This Policy was adopted by the Council on xxxx.

TO BE REVIEWED

July 20269

City of Norwood Payneham & St Peters

NAME OF POLICY:	Assets Capitalisation and Depreciation Policy
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

The *Local Government (Financial Management) Regulations 2011* (the Regulations) Part 3 Section 11 (1,) requires a Council to "*ensure that all accounting records, accounts and financial statements are prepared and maintained in accordance with all relevant Australian Accounting Standards*".

In addition, Part 4 Section 13 of the Regulations requires that the Financial Statements of a Council "*must be in accordance with the requirements set out in the Model Financial Statements*" and under Part 1 Section 4 b (4) of the Regulations the approval of the Minister is required for any alteration to the Model Financial Statements.

This purpose of this Policy is ~~has been prepared~~ to provide guidance to staff in the management of the Council's financial records and accounts associated with the Council's infrastructure, property, plant & equipment.

Separate Asset Accounting Policies have been prepared for:

- Asset Revaluation; and
- Asset Impairment.

KEY PRINCIPLES

This Policy refers to the *Local Government (Financial Management) Regulations 2011* and *Accounting Standards AASB 116 Property, Plant and Equipment* (AASB 116) and *AASB 1051 Land under Roads* (AASB 1051).

~~POLICY~~

1. Land under Roads

AASB 1051 (Australian Accounting Standards Board 1051) deals with "*Land Under Roads*."

Based on this standard, land under roads, which includes land under roadways and road reserves, including land under footpaths, nature strips, and median strips, acquired before 1 July 2008, may not be recognised as an asset in Financial Statements. This option acknowledges the historical difficulty in measuring and recognising such land accurately. The Council has determined not to recognise Land under Road that is acquired before 1 July 2008 as an asset, due to the practical challenges associated with valuing and recording such land accurately. The Council is of the opinion that this approach ensures that Financial Statements remain reliable and relevant, without being unduly burdensome.

In accordance with AASB 1051, Land under Roads acquired on or after 1 July 2008, must generally be recognised as an asset if it meets the recognition criteria set out in AASB 116 (Property, Plant and Equipment) or AASB 140 (Investment Property), or it does not have specific circumstances or policy choices.

The Council has determined not to recognise Land under Roads acquired on or after 1 July 2008 as an asset as it is not able to meet the required recognition criteria.

The criteria which is not able to be met includes:

lack of Reliable Measurement of the cost or fair value of the land as well as value of the land under roads is considered immaterial to the financial statements.

2. Other Infrastructure, Property, Plant and Equipment

In accordance with Accounting Standard AASB 116, the Council will;

a) capitalise material expenditure which creates a physical asset that provides future benefits of more than twelve (12) months; and,

In accordance with Australian Accounting Standard AASB 116, the cost of an item of property, plant and equipment, will be recognised as an asset in the Council's financial records if, and only if:

- it is probable that future economic benefits embodied in the asset will eventuate. The probability of the future economic benefit eventuating must be greater than 50%; and
- the asset possesses a cost or other value that can be measured reliably.

For all other expenditure, where the above mentioned criteria are not met, the expenditure must be recognised as an expense in the period within which the expenditure is incurred.

b) recognise as a maintenance expense in the period within which the expenditure is incurred, any expenditure that is incurred to ensure that the physical asset will continue to operate at normal capacity until the end of its life; and

c) depreciate the cost of the asset over the useful life of the asset, subject to the inclusion of a residual value where applicable, to reflect the consumption of the economic benefits embodied in the physical asset.

3. Works in Progress

Capital works still in progress at balance date, will be recognised as other Non-Current Assets on the Statement of Financial Position and will be recognised as Infrastructure, Property or Plant & Equipment, when the physical asset is ready for use.

4. Salary Capitalisation

~~As part of the Asset Capitalisation Policy, an~~An asset includes not only costs incurred in the acquisition or construction of infrastructure, but also directly attributable internal resources required to bring the asset to its intended use. This includes employee time and related costs where staff are engaged predominantly in capital activities such as planning, design, project management, construction oversight, asset data capture, and commissioning.

Capitalisation is limited to costs that are directly attributable, supported by appropriate documentation, and subject to materiality thresholds to exclude immaterial or indirect expenditure.

Eligible roles typically include project management, engineering and technical staff, asset management personnel, and relevant field, procurement, and administrative support where their work directly contributes to capital delivery, such as planning, design, data capture, procurement, reporting, and on-site project support.

The Council~~City of Norwood Payneham & St Peters~~ applies a conservative approach using job descriptions, role specifications, and project allocations to determine capitalisation eligibility. At the end of each year, each role will be reviewed and involvement in projects will be confirmed to verify the correct split between allocation of time in New or Renewal Capital projects as well as reflecting correct resources in case of vacancies (if any).

~~4.~~5. Capitalisation Threshold

Capital expenditure which meets the recognition of the criteria set out in Accounting Standard AASB116, will be recorded as an asset in the financial records of the Council only if the following expenditure thresholds set out in Table 1 below are met:

TABLE 1

ASSET CATEGORY	CAPITALISATION THRESHOLD
Land	With the exception of Land under Roads and Easements, all land will be capitalised and recorded as an asset of the Council
Building & Other Structures	$3,000
Plant & Equipment	$~~1~~3,000
Furniture & Fittings	$~~1~~3,000
Civil Infrastructure	$3,000
Library Resources	$1,000
Open Space Assets	$~~1~~3,000

~~5.~~6. Depreciation of Assets

The Council will apply **straight line depreciation** for all assets on the basis that the economic benefits provided by the assets are consumed in a consistent manner throughout the useful life of the asset.

Annual Depreciation Charge will be calculated as follows:

(Cost of Asset minus Residual Value) divided by the Useful Life of the particular asset.

~~6.~~7. Useful Life

To calculate the annual depreciation of physical non-current assets, the useful lives set out in Table 2 will be applied. The useful lives are based on the Council's current Asset Management Policies, historical evidence and data and professional judgement.

TABLE 2

ASSET CATEGORY	USEFUL LIFE
Building & Other Structures	10 -100 Years
Plant & Equipment	3 - 20 Years
Furniture & Fittings	10 - 20 Years
Civil Infrastructure	
• Road Seal	15~~0~~ - 40 Years
• Road Pavement Base	65~~80~~ - 18~~5~~0 Years
• Road Pavement Sub-Base	160~~80~~ - 300 Years
• Off Road Carpark	100 Years
• Linear Park	30 - 60 Years
• Traffic Control	30 - 60 Years
• Footpath	15 - 50 Years
• Kerbing	40 - 70 Years
• Stormwater	80 - 100 Years
Library Purchase	2 - 8 Years
Open Space Assets	10 - 100 Years

~~7.~~8. Commencement of Depreciation Charge

All assets will be capitalised at 30 June of the year in which the asset is ready for use and the depreciation expenditure will commence from 1 July of that year.

REVIEW PROCESS

The Council will review this Policy within two (2) years of the adoption date of the Policy or in event of any significant change in legislation or Accounting Standards.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 3 August 2015 and has been reviewed on a regular basis since that time.
~~This Policy was endorsed by the Audit Committee on 27 July 2015.~~
~~This Policy was adopted by the Council on 3 August 2015.~~
~~This Policy was endorsed by the Audit Committee on 24 October 2016.~~
~~This Policy was adopted by the Council on 7 November 2016.~~
~~This Policy was endorsed by the Audit Committee on 14 August 2019.~~
~~This Policy was adopted by the Council on 2 September 2019.~~
~~This Policy was endorsed by the Audit Committee on 25 July 2022.~~
~~This Policy was adopted by the Council on 1 August 2022.~~
~~This Policy was endorsed by the Audit & Risk Committee on 19 August 2024.~~
~~This Policy was adopted by the Council on 2 September 2024.~~
This Policy was ~~endorsed~~ reviewed by the Audit & Risk Committee on 13 July 2026.
This Policy was adopted by the Council on xxx.

TO BE REVIEWED

~~July~~ July 202~~6~~8

City of Norwood Payneham & St Peters

NAME OF POLICY:	Credit Cards Policy
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

Section 125 of the *Local Government Act 1999* (the Act), requires a Council to *ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records.*

The City of Norwood Payneham & St Peters operates in an environment which is subject to public scrutiny. The Council is required to ensure that cash resources are allocated and used in an effective manner to minimise rate increases to its rate payers and to ensure the continuation of service provision to the community in the most efficient and cost-effective manner.

The use of credit cards to make small value purchases is considered to be a cost-effective purchasing method.

The purpose of this Policy is to provide guidance with respect to the use of Council issued Credit Cards that are from time to time issued to Council Staff.

The Credit Cards Policy forms part of the Council's internal controls framework in accordance with the Act.

~~OBJECTIVE~~

~~The objective of this Policy is to provide guidance with respect to the use of Council issued Credit Cards to Council Staff.~~

~~DISCUSSION~~

~~The City of Norwood Payneham & St Peters operates in an environment which is subject to public scrutiny. The Council is required to ensure that cash resources are allocated and used in an effective manner to minimize rate increases to its rate payers and to ensure the continuation of service provision to the community in the most efficient and cost-effective manner.~~

~~The use of credit cards to make small value purchases is considered to be a cost-effective purchasing method.~~

KEY PRINCIPLES

~~Corporate~~ Council Credit C~~c~~ard holders must have regard to the following principles when using their ~~Corporate~~ Council Credit Cards:

a. the business purpose of the expenditure was clearly justified at the time with the expenditure being necessary for the Council to carry out its functions in an efficient manner;

b. the transaction was compliant with the relevant Council policies and within the staff member's financial delegations;

c. the transaction record is properly documented and explains the nature of the expense.

~~POLICY~~

Council Credit Cards will be issued only to a staff member approved and on the authority of the Chief Executive Officer.

All C~~c~~redit C~~c~~ard holders are required to sign a declaration confirming knowledge and agreement with the Council's policy and procedures prior to being provided with a C~~c~~redit C~~c~~ard and authority to use the C~~c~~redit C~~c~~ard.

Council Credit Cards are not to be issued to short-term contractors, consultants, or contract personnel, who have contracts that provide for them to be reimbursed for costs which they may incur.

Council Credit Cards must not be used to incur personal expenditure, or expenditure on behalf of other organisations, even if it will be reimbursed at a later date.

The Card Holder is the staff member whose name appears on the ~~Corporate~~ Council Credit Card.

The Card Holder is responsible for, and must be aware of, all transactions and activities that are incurred on their Credit Card. A C~~c~~ard H~~h~~older ~~has a responsibility for ensuring their usage of their credit card complies with all relevant polices, the cardholder conditions of use and~~ must have sufficient financial delegation for any purchases made.

It is the Card Holder's responsibility to adhere to the following requirements:

- ensuring~~e~~ use of the C~~c~~redit C~~c~~ard is within the Council's ~~Expenditure~~ Procurement Policy;
- signing the Credit Card immediately upon receipt;
- keeping the Credit Card and associated Pin Number in a safe and secure place;
- keeping C~~c~~ard H~~h~~older and account details up to date;
- retaining all original tax invoices, sales vouchers and receipts and attach these to the Monthly Statement;
- completing a Missing Receipt form ~~is required to be completed~~ in the event of a lost receipt;
- reconciling~~e~~ Statements, providing the appropriate account number, description of transaction, including the business purpose, for each item on the Statement and submitting this~~ed~~ to their manager for authorisation during the monthly reconciliation period; ~~and~~
- notifying the bank and relevant Finance staff if the Credit Card is lost or stolen; and
- returning the Credit Card prior to ceasing employment with the Council or on request from the Chief Financial Officer.

Credit cards are not to be used to set up direct debit payments of any kind unless pre-approved by the Chief Financial Officer.

The Card Holder's m~~M~~anager is responsible to review and authorise the Credit Card Monthly Reconciliation.

Misuse of a Council Credit Card may lead to the Card being cancelled and the staff member may be required to pay restitution to the Council and disciplinary action may be taken against the staff member.

Where a staff member leaves the Council or changes roles that no longer require a Council Credit Card, the Credit Card will be cancelled by the Chief Financial Officer.

REVIEW PROCESS

The Council will review this Policy within 24 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 Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 2 April 2012 and has been reviewed on a regular basis ~~(annually/biannually)~~, since that time~~.~~

~~This Policy was reviewed by the Audit Committee on 1 November 2023.~~
This Policy was adopted by the Council on 6 November 2023.
This Policy was adopted by the Council on xxx

TO BE REVIEWED

~~October 2025~~July 2028

City of Norwood Payneham & St Peters

NAME OF POLICY:	Financial Hardship Policy
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

The Council is committed to assisting customers and ratepayers experiencing financial hardship. This Policy sets out how the Council assists customers and ratepayers, who are experiencing temporary or ongoing financial hardship, and are finding it difficult to manage the payment~~-~~ of rates and/or sundry charges which are currently outstanding or will be due and payable at a future date.

An important consideration to acknowledge is that a person in financial hardship can reasonably be expected to recover their financial position if appropriate assistance or arrangements are provided. Financial hardship assistance is intended to bridge the time between when a person's circumstances change and the time when they can start paying their debt in full – either because the original financial situation is restored (e.g. a person is re-employed after a period of unemployment) or because a new repayment arrangement is agreed which the person can meet.

Financial hardship does not include circumstance where a person chooses not to meet an unpaid financial obligation for which they are liable for.

KEY PRINCIPLES

When responding to requests for financial hardship, the Council will always show respect, empathy and sensitivity towards the situation.

The ~~priciples~~principles that underpin the assessment of financial hardship are:~~;~~

Accountability and Transparency

The Council's practices and decisions are underpinned by accountability and transparency and must accord with the requirements and intent of relevant legislation and accepted conventions.

Fairness and Equity

The Council will ensure that outstanding debts are managed fairly and equitably and the application this policy is consistent. In applying this Policy, the Council maintains that parties who incur debts, do so in full expectation of meeting the prescribed repayment terms.

The Council also acknowledges that organisational and individual financial circumstances can change. If difficulties are anticipated, individuals and organisations must promptly initiate discussions seeking alternative payment arrangements.

Responsibilities

The Council will ensure that customers and ratepayers fully understand the commitments that they and the Council agree to and the requirements that both parties need to do to fulfil those commitments.

Hardship, though, is a partnership that also relies customers and ratepayers being committed to the principles and requirements of the arrangements put in place, including remaining in contact with the Council and providing information to help the Council understand your circumstances so we can provide the most appropriate assistance to you.

Responsibility for managing the review of financial hardship requests rest with the Council's Finance Unit.

~~POLICY~~

Financial hardship is when a person is willing but unable to meet their financial obligations because of unexpected events or unforeseen changes that impacts cash flow, for example;

- Loss of employment or reduced income
- Serious illness or medical incapacity
- Family or domestic circumstances impacting financial capacity
- Other significant unforeseen events affecting financial stability~~changes in income or expenditure;~~
- ~~changes in employment status (such as losing a job or having hours reduced);~~
- ~~significant life events such as a relationship breakdown or death in the family;~~
- ~~injury or illness; and~~
- emergency events or natural disasters

~~An important consideration to acknowledge is that a person in financial hardship can reasonably be expected to recover their financial position if appropriate assistance or arrangements are provided. Financial hardship assistance is intended to bridge the time between when a person's circumstances change and the time when they can start paying their debt in full – either because the original financial situation is restored (e.g. a person is re-employed after a period of unemployment) or because a new repayment arrangement is agreed which the person can meet.~~

~~Financial hardship does not include circumstance where a person chooses not to meet an unpaid financial obligation for which they are liable for.~~

There are two types of financial hardship: ongoing and temporary. Depending on the type of hardship being experienced, the needs will be different, which require different solutions:~~.~~

- **Temporary Financial Hardship** – Customers and or ratepayers who may have been identified as experiencing temporary hardship are those who have experienced a short-term change in circumstances. In the case of temporary financial hardship, the Council will provide payment flexibility and temporary assistance, such as extension of time to pay or an alternative payment arrangement.

- **Ongoing Financial Hardship** – Customers and or ratepayers who may have been identified as experiencing ongoing hardship are those who have experienced a change in circumstances and one in which they do not expect to recover from within a reasonable timeframe. The Council will provide ongoing assistance focussed on bridging the time between when a person's circumstance change and the point when they can start paying their debit in full – either because their original financial situation is restored or because a new repayment arrangement is agreed which the customer can meet.

~~Depending on the type of hardship being experienced, the needs will be different, which require different solutions.~~

The Council will require persons seeking ~~Finacial~~Financial Hardship to submit an application, certified by an ~~acredited~~accredited ~~financiail~~financial ~~councellor~~advisor, including details of the applicant(s) and a Statement of Financial Position (Income and Expenditure) with an express opinion of the financial hardship.

While an application for financial hardship is being assessed, the Council will place on hold and/or suspend debt recovery process.

The Council will not commence legal action for the recovery of the debt relating to rates and/or a sundry debtors invoice for a customer, if the customer has agreed to a payment arrangement and continues to adhere to the terms of the payment arrangement, irrespective of whether the customer has been assessed for financial hardship.

When assessing an application for financial hardship assistance, consideration will be given to but not limited to the following:

- the applicant is on Centrelink income and holds a pensioner concession card or holds a Centrelink low income health care card;
- the applicant is eligible for a South Australian Government concession;
- the applicant has been referred by an accredited financial counsellor or welfare agency;
- the applicant advises they have previously applied for emergency relief (irrespective of whether or not their application was successful);
- the applicants payment history indicates that they have had difficulty meeting their financial obligations in the past;
- the applicant, through self-assessment, has identified their position regarding their ability to pay
- other personal circumstances that the applicant(s) may choose to disclose in order to support their application.

Where the applicant is a non-residential ratepayer, the Council will consider the following criteria;

- independent evidence from the applicant that financial hardship is being experienced, such as a letter from the applicant's accountant, auditor or bank manager; and
- a written commitment from the applicant to an agreed timeframe in which the deferred rates will be paid.

~~It is acknowledged that industrial/commercial businesses may have tenants who are not directly paying Council rates. The Council will consider applications from landlords on behalf of tenants. The same approval criteria will apply.~~

~~As any unpaid rates will ultimately be a charge on the property, no rate deferral agreement will be entered into without the express consent of the property owner.~~

Financial Assistance provided to successful applicants claiming ~~fincial~~financial hardship for ~~outstaning~~outstanding rates payments may include;

Postponement (Section 182 *Local Government Act 1999*~~*s182*~~)

In eligible circumstances, Council may approve postponement of rates in accordance with legislative provisions and Council policy. Postponed amounts remain payable and may accrue interest. In the case of postponement, if approved, the balance of rates will be deferred for a period of between three (3) to twelve (12) months, depending on the nature of the ~~the~~ financial hardship (~~ie~~i.e. temporary or ongoing). A review of the circumstances will be carried out at the end of the postponement time period.

Postponement (Section ~~s~~182A *Local Government Act 1999*) - Seniors

Council supports the rate postponement provisions available under Section 182A of the *Local Government Act 1999* (SA), enabling eligible senior ratepayers to defer payment of all or part of their rates on their principal place of residence. The postponement scheme provides financial relief by allowing all or part of the rates payable on a principal place of residence to be deferred until the property is sold, transferred, or otherwise ceases to qualify. Interest may be applied in accordance with the Act.

Payment Arrangements

Payment plans may be offered subject to a fair an reasonable minimum payment amount. A condition of a payment plan is paying a minimum amount to ensure the payment of future rate instalment to avoi~~n~~d the ~~outstading~~outstanding debt increasing further.

Interest – Penalty Interest (Section 181 *Local Government Act 1999*)

Section 181 of the *Local Government Act 1999* (the Act) permits the Council to require a person to pay interest on any amounts of rates and charges which a person is liable to pay. Under Section 181(8)(b) & (c) of the Act ~~***Local Government Act 1999 (SA)***~~ the fine and interest applies to overdue council rate instalments. It mandates that once a rates instalment is in arrears, interest accrues at a prescribed percentage on the total unpaid balance (including previous fines and interest) upon the expiration of each full month. A fine of 2% of the amount of the instalment is payable. ~~The interest rate is fixed under S181(8)(c) of the Act~~

The Council recognises that setting a penalty interest rate which is consistent with Section 181(8)(c) of the Act could have a negative effect on the finances of ratepayers, which prolongs their hardship. As such, under Section 181(9) of the Act ~~***Local Government Act 1999 (SA)***~~ *the* C~~c~~ouncil may waive, or reduce interest (or penalties) on overdue rates in prescribed circumstances where the council has decided to do so under this policy framework.

Application of money in respect of rates (Section ~~s~~183 *Local Government Act 1999*)

Under Section 183 of the Act ~~***Local Government Act 1999 (SA),***~~ Council must allocate funds recovered from a property or debtor when rates are in arrears in following order:

- recoverable costs associated with enforcement action (e.g. legal and sale costs).
- Interest (unless waived)
- Fines (unless waived)
- Remaining funds are then applied to outstanding rates charges.

~~S 181(9) of the Act allows for a reduction in the penalty interest rates for the ratepayer.~~

~~The Council recognises that setting a penalty interest rate which is consistent with S181(8)(c) of the Act could have a negative effect on the finances of ratepayers, which prolongs their hardship.~~

~~As such, where hardship is established and subject to any agreed payament arrangements being adhered to;,~~

- ~~the interest rate applied will be cash advance debenture rate for the financial year on the deferred amount; and~~
- ~~fines for non-payment of quarterly rates instalment we be suspended for the term of the postponement.~~

~~Interest on outstanding rates will be levied at the penalty interest rate unless a postponement is granted and a reduced interest rate approved.~~

REVIEW PROCESS

The Council will review this Policy within 24 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's ~~Financiail Services Manager~~Chief Financial Officer, telephone 8366 4548

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 1 June 2020 and has been reviewed on a regular basis since that time.

~~This Policy was endorsed by the Audit Committee on 25 May 2020~~
~~This Policy was adopted by Council on 1 June 2020~~
~~This Policy was endorsed by the Audit Committee on 23 May 2022~~
~~This Policy was adopted by Council on 6 June 2022~~
This Policy was ~~endorsed~~reviewed by the Audit Committee on 13 July 2026
This Policy was adopted by Council on xxx

TO BE REVIEWED

~~May~~ July 202~~4~~8

City of
Norwood
Payneham
& St Peters

NAME OF POLICY:	Receivable and Debt Recovery Policy
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

The Receivable and Debt Recovery Policy has been prepared to ensure the effective management of the organisation's receivables, to minimise credit risk and to ensure the timely recovery of outstanding debts.

This Policy applies to all receivables and debt recovery activities, including rates, accounts receivable that apply to a comprehensive range of services provided by the City of Norwood Payneham & St Peters and purchased by a wide range of individuals and organisations.

KEY PRINCIPLES

Accountability and Transparency

The Council's practices and decisions are underpinned by accountability and transparency and must accord with the requirements and intent of any relevant legislation and accepted conventions.

Fairness and Equity

All receivables and debt recovery activities will be conducted with the highest ethical standards to ensure fairness and transparency.
The Council also acknowledges that organisational and individual financial circumstances can change. If difficulties are anticipated, individuals and organisations must promptly initiate discussions seeking alternative payment arrangements.

Responsibilities

Prime responsibility for managing receivables and related debt will lie with the Council's Finance Unit.

Risk Management

Risk Management principles will underpin decisions made in relation to receivables and related debt management. Strategies for mitigating credit risk include requiring advance payments, bonds, deposits, or guarantees. Regular reviews will be conducted to assess and manage credit risk.

~~POLICY~~

Receivables Management

The management and recovery of outstanding revenue is an important component of the Council's financial management function. The principles that will apply in the management of and recovery of debt are as follows:

- Ensure timely and accurate invoicing for all goods and services provided. Invoices should include clear payment terms and due dates.
- Standard Credit terms are 30 days from the date of the Invoice.
- The Council has a responsibility to recover monies owing to it in a timely and efficient manner in order to finance its operations and ensure effective management of cash flow.
- The Council, through the Chief Financial Officer will regularly monitor receivables using aging reports to identify overdue accounts and take appropriate action.
- The Council aims to minimise the amount of outstanding monies that is owed to the Council.
- Debtors are expected to take responsibility for their debt obligations to the Council and to organise their affairs in such a way as to be able to meet their payment obligations as required.
- The debtor is expected to contact the Council at the earliest opportunity to make appropriate arrangements to address the debt in cases where their obligations to pay by the due date cannot be met.
- The Council will explain the debtor's rights and obligations in relation to any action that the Council might take to recover debt.
- The Council will not issue a letter of demand to a debtor without taking all reasonable steps to establish a payment arrangement or negotiate settlement of the outstanding debt.

Debt Recovery – Rates

The Council's Finance Unit is responsible for debt management and initiating the debt recovery process in respect to rates payments.

The following debt collection practices will be applied:

- Following an unpaid quarterly instalment, an Overdue Notice will be issued within 14 days of the due date for each quarter.
- Overdue balances of greater than $3,000 or 'in arrears' overdue balances brought forward from prior to the current year will be reviewed bi-annually (close to October and April). The following will be taken into account as part of the review;
  - If the owner has not made contact with the Council, staff will attempt to contact the property owner to establish the reasons for the arrears balance and establish a payment arrangement to prevent further debt collection action; and
  - If the property owner has contacted the Council and advised staff of a financial difficulty due to certain circumstance, they could be exempt from forwarding the debt for Debt Collection; and
  - Staff will review the payment arrangement to ensure the agreed arrangement is being adhered to prior to further debt collection action being taken.
- Where no contact has been established with the property owner or the property owner fails to adhere to the payment arrangements, a final 'letter of Demand' will be issued informing them that legal action will be pursued if the matter cannot be urgently resolved. Formal Debt Collection process will commence.

TABLE 1: DEBT COLLECTION EXEMPTION CRITERIA

Criteria	Action
Postponed rates	No action required
Payment arrangement	Review adherence to payment arrangement to ensure compliance
Health/social issues	Review on a case-by-case basis. Documentary evidence to support claim to be provided where possible or is appropriate and a payment arrangement established.
Financial Distress	Requests must be lodged in writing. It is advised that, requests should include attached supporting documentation from a financial counsellor or similar where relevant and have a payment arrangement established.
Awaiting Sale or Settlement of property	Review on a case-by-case basis. Evidence of impending sale to be provided.

Debt Recovery – General Debtors

The Council's Finance Unit is responsible for receivables management and initiating the debt recovery process.

In consultation with the Accounts Receivable officer, negotiated exemptions may be provided depending on the nature of the debt and risk of the debtor, for example community groups or welfare recipients.

The following debt collection practices will be applied:

- When an account is thirty (30) Days overdue; a statement will be issued with an overdue notification requesting payment within seven (7) days.
- When an account is forty-five (45) days overdue and no response has been received from the initial request, a reminder letter and/or email will be forwarded, requesting payment within fourteen (14) days or for contact to be made with Council to enter into an alternative payment arrangements.
- When an account is sixty (60) days overdue and no responses have been received to prior requests, a telephone call or second reminder letter and/or email will be forwarded requesting payment within fourteen (14) days or to contact the Council to enter into an alternative payment arrangement.
- When an account is ninety (90) days overdue and where no response has been received, a 'letter of demand' will be forwarded to the individual or organisation concerned informing them that legal action will be pursued if the matter cannot be urgently resolved. Where no payment or response is been received within fourteen (14) days, the outstanding debt will be forwarded to the Council's debt recovery agency.

Provision for Doubtful Debts

Aged debts greater than one hundred and fifty (150) days, a provision for the doubtful debt should be provided for according to an assessment which has regard for –

(a) the size and nature of the debt

(b) the debtor in question

A provision for doubtful debts may be provided for aged debts less than one hundred and fifty (150) days if the recovery of the debt is known to be unlikely.

Any adjustments to the provision shall be made annually and will be charged as an expense to the responsible department.

Write Offs

Where debts are considered unrecoverable, or where the cost of recovery is uneconomic, the debt shall be written off against the Provision (if applicable) in accordance with the Bad Debt Write Off Policy.

REVIEW PROCESS

The Council will review this Policy within 24 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 Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 6 December 2010 and has been reviewed on a regular basis since that time.
~~This Policy was endorsed by the Audit Committee on 25 October 2010.~~
~~This Policy was adopted by Council on 6 December 2010.~~
~~This Policy was endorsed by the Audit Committee on 25 February 2013.~~
~~This Policy was adopted by the Council on 4 March 2013.~~
~~This Policy was endorsed by the Audit Committee on 26 October 2015.~~
~~This Policy was adopted by the Council on 2 November 2015.~~
~~This Policy was endorsed by the Audit Committee on 23 October 2017.~~
~~This Policy was adopted by the Council on 6 November 2017.~~
~~This Policy was endorsed by the Audit Committee on 27 May 2019.~~
~~This Policy was adopted by the Council on 3 June 2019~~
~~This Policy was endorsed by the Audit Committee on 24 May 2021.~~
~~This Policy was adopted by the Council on 7 June 2021~~
~~This Policy was endorsed by the Audit & Risk Committee on 19 August 2024.~~
~~This Policy was adopted by the Council on 2 September 2024.~~
This Policy was ~~endorsed~~reviewed by the Audit & Risk Committee on 13 July 2026.
This Policy was adopted by the Council on xxx.

TO BE REVIEWED

~~July~~ July 2028~~6~~

City of Norwood Payneham & St Peters

NAME OF POLICY:	Treasury Management Policy
POLICY MANUAL:	Finance

~~BACKGROUND~~PURPOSE

The Local Government Act 1999, requires Councils to have a long-term financial planning focus to ensure financial sustainability. This and a requirement to use accrual accounting, have been catalysts for changes in Local Government treasury management practices.

Treasury management refers to the way in which borrowings are raised and cash and investments are managed. In addition to changes in the level of borrowings and changes in interest rates, a Council's treasury management practices, also can have a significant effect on its interest costs. Councils have flexibility in respect to the maturity of their borrowings (i.e. when borrowings are scheduled for repayment) and more importantly, how frequently the interest rate on an individual borrowing is re-set.

This flexibility enables Councils to manage their interest rate exposures in a deliberate fashion.

Regardless of the level of a Council's borrowings, each Council undertakes treasury management to minimise interest costs, in a risk averse manner, over the medium to longer term.~~.~~~~[1]~~

This Treasury Management Policy aims to ensure sound management of the Council's financial transactions in respect to borrowings and investments. The Policy underpins the Council's decision-making regarding the financing of its operations as documented in its Long-Term Financial Plan, Annual Business Plan and Budget and projected and actual cash flow receipts and outgoings.

T~~t~~his Policy provides a framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly and prudentially managed; and
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

Requirements of the Local Government Act 1999

Sections 134, 139 and 140 of the *Local Government Act 1999*, set out the following in respect to borrowings and investments:

Section 134 – Borrowings and Related Financial Arrangements

(1) *A council may borrow money and obtain other forms of financial accommodation.*
(2) *A borrowing may take any form considered appropriate by the council, including through the use of an overdraft or finance lease.*
(3) *A council may enter into financial arrangements for the purpose of managing, hedging or protecting against movements in interest rates or other costs of borrowing money, including—*

(a) *interest rate swaps;*
(b) *forward interest rate agreements;*

~~[1] *LGA Financial Sustainability Program – www.lga.sa.gov.au/FSP*~~

(c) interest rate options;
(d) other prescribed arrangements.

(4) However, a council must not enter into a financial arrangement under subsection (3) unless or until—

(a) the council has obtained and considered independent and impartial advice about the proposed financial arrangements and the appropriate risk-management policies, controls and systems that should be in place from a person whom the council reasonably believes to be competent to give the advice; and
(b) the council has adopted risk-management policies, controls and systems by a resolution passed by at least a two-thirds majority of the members of the council.

Section 139 – Investment Powers

(1) A council may invest money under its control.
(2) A council must, in exercising its power of investment—

(a) exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
(b) avoid investments that are speculative or hazardous in nature.

(3) Without limiting the matters that a council may take into account when exercising its power of investment, a council must, so far as may be appropriate in the circumstances, have regard to—

(a) the purposes of the investment;
(b) the desirability of diversifying council investments;
(c) the nature of and risk associated with existing council investments;
(d) the desirability of maintaining the real value of the capital and income of the investment;
(e) the risk of capital or income loss or depreciation;
(f) the potential for capital appreciation;
(g) the likely income return and the timing of income return;
(h) the length of the term of a proposed investment;
(i) the period for which the investment is likely to be required;
(j) the liquidity and marketability of a proposed investment during, and on the determination of, the term of the investment;
(k) the aggregate value of the assets of the council;
(l) the likelihood of inflation affecting the value of a proposed investment;
(m) the costs of making a proposed investment;
(n) the results of any review of existing council investments.

(4) Without limiting the matters that a council may take into account when exercising its power of investment, but subject to the operation of subsection (3), a council may, so far as may be appropriate in the circumstances, have regard to—

(a) the anticipated community benefit from an investment;
(b) the desirability of attracting additional resources into its local community.

(5) A council may obtain and consider independent and impartial advice about the investment of funds or the management of its investments from a person whom the council reasonably believes to be competent to give the advice.

Section 140 – Review of Investments

A council must, at least once in each year, review the performance (individually and as a whole) of its investments.

~~**OBJECTIVE**~~

~~The objective of this Policy provides a framework to ensure that:~~

~~funds are available as required to support approved outlays;~~
~~interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly and prudentially managed; and~~
~~the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.~~

~~**POLICY**~~

Treasury Management Strategy

Decisions in respect to the Council's Capital and Operating expenditure are made on the basis of the following:

- identified community need and benefit relative to other expenditure options;
- cost effectiveness of the proposed means of service delivery;
- affordability of proposals having regard to the Council's long-term financial sustainability and the Council's Net Financial Liabilities, Debt Servicing and Interest Cover ratios;
- borrowing funds in accordance with the requirements set out in its annual budget and projections in its Long-Term Financial Plan (LTFP);
- investing any funds that are not immediately required to meet approved expenditure with the Local Government Finance Authority and/or the ANZ Bank, in accounts which will generate the best return for the time the funds are projected to be available; and
- where excess funds are expected to be available for a considerable period of time as identified in the LTFP, consideration is to be given to reduce the level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

Borrowings

This P~~p~~olicy establishes guidelines for determining the most appropriate and prudent borrowing option for the Council's financing needs. The Council has an option of its borrowing arrangements using financial instruments such as Cash Advance Debenture (CAD) or Traditional Loan (Loan) provided by the Financial Institution. This policy aims to ensure that borrowing decisions are made strategically, considering factors such as cost, risk, and suitability to the Council's financial objectives.

The Council recognises that borrowing is an essential tool for financing operations, investments, and growth initiatives. The following principles will guide the determination of borrowing options:

- Financial Needs Assessment.

Council will only utilise long-term borrowings to fund capital expenditure (fixed assets). Borrowing requirements shall be determined through the Annual Budget and Long-Term Financial Plan, having regard to the Annual Capital Works Program.

Prior to undertaking any borrowing, Council shall assess its financial needs and borrowing capacity to ensure debt levels remain affordable, manageable and financially sustainable. Borrowing decisions shall be informed by key financial indicators, including Net Financial Liabilities, Debt Servicing and Interest Cover Ratios, and shall support the ongoing financial sustainability and resilience of the Council.

~~The Council will borrow on a long-term basis to fund Capital Expenditure only (i.e. Fixed Assets). The maximum value of borrowings will be determined with reference to the Annual Capital Works Program as part of the Annual Budget setting process and Long-Term Financial Plan. Before considering borrowing options, Council staff will conduct an assessment of its financial needs, including capital requirements for investments and strategic initiatives. Borrowing decisions will be guided by the principle of financial sustainability, ensuring that the Council's debt levels remain manageable and sustainable over the long term. These would be measured by Financial Indicators such as Net Financial Liabilities, Debt Servicing and Interest Cover Rations. Borrowing options will be selected in a manner that supports the Council's ongoing financial health and resilience.~~

- Cost-Benefit Analysis.

- Borrowing options will be evaluated based on a comprehensive cost-benefit analysis, considering factors such as interest rates (i.e. fixed or variable options), fees, repayment terms, and overall cost of capital as well as its useful life. The term of the borrowing will not exceed the useful life of the asset which is being funded. The option offering the most favourable terms and lowest cost will be preferred, provided it aligns with the Council's risk tolerance and financial goals.

- Fixed rate vs Variable rate.

  The Council will manage interest rate risk through maintaining a prudent mix of fixed and variable interest rate borrowings, with a preferred target portfolio allocation of approximately 70% fixed rate debt and 30% variable rate debt.
  This allocation is intended as a guide and desired long-term target rather than a mandatory requirement. Council may deviate from the benchmark allocation where doing so is considered to be financially advantageous or consistent with prudent financial management. In particular, where prevailing market conditions result in materially lower variable interest rates compared to fixed rates, Council may maintain a higher proportion of variable rate debt to reduce overall borrowing costs and minimise pressure on rates. The objective of the borrowing mix is to balance certainty of debt servicing costs through fixed rate borrowings with flexibility and potential cost efficiency through variable rate borrowings.

  Fixed rate loans will generally be utilised for long-term borrowings associated with strategic asset creation and major capital projects, while variable rate borrowings may be used for short-to-medium term funding requirements, working capital purposes, or where interest rate conditions are expected to decline.

- Risk Management.
-
  Risk considerations, including interest rate risk, will be carefully evaluated when selecting borrowing options. To manage interest rate exposure, Council will maintain an appropriate mix of fixed and variable rate borrowings and, where applicable, stagger fixed-rate loan maturity dates. Independent advice may be obtained from the Local Government Financing Authority (LGFA) when assessing borrowing options. Borrowings will support Council's financial sustainability and debt servicing capacity.
- ~~Risk Management. Risk considerations, including interest rate risk, will be carefully evaluated when selecting borrowing options. In order to spread its exposure to movements in interest rates, the Council staff will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity range and will consider the best option available at the time (i.e. variable or fixed rate options). Independent advice will be sought from the Local Government Financing Authority (LGFA) for the consideration of the various borrowing options. Council staff will strive to maintain an appropriate balance between risk and return, taking into account its financial stability and ability to service debt obligations. When required, Council staff will take out long-term borrowings with the Local Government Financing Authority (LGFA). Borrowing from other financial institutions must be authorised by the Council.~~

- ~~Transparency and Accountability. Borrowing decisions will be transparent, accountable, and subject to appropriate oversight. Clear documentation, including borrowing proposals as part of Budget preparation and adoption, loan agreements, and Council's approval and endorsement, will be maintained to ensure accountability and compliance with Council's policies and procedures.~~

- Evaluation and Review. Council staff will periodically review and evaluate its borrowing options to ensure that these remain aligned with evolving financial needs, market conditions and strategic priorities. Adjustments to borrowing strategies may be made as necessary to optimise financing outcomes and mitigate risks.

- The Council's Chief Financial Officer ~~(CFO)~~is ~~will be~~ responsible for overseeing the implementation of this P~~p~~olicy and ensuring compliance with its provisions. The Councils ~~-~~Chief Executive Officer ~~(CEO)~~ and Chief Financial Officer ~~(CFO)~~, will be engaged and authorised in the borrowing decision-making process as appropriate up to the annual maximum value which is set by the Council.

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Investments

Funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings, will be invested. The balance of funds held in any operating bank account that is held by the Council, will be kept at a level that is no greater than the amount which is required to meet the immediate working capital requirements.

Funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments, the term should not exceed a point in time where the funds otherwise could be applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of the variable interest rate borrowing facility.

When investing funds long term, the Councils Chief Financial Officer ~~CFO~~ in consultation with the Chief Executive Officer, will select the investment type which delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

The Council's Chief Financial Officer ~~CFO~~ in consultation with the Chief Executive Officer, may from time to time invest surplus funds in:

- deposits with the Local Government Finance Authority; and/or
- bank interest bearing deposits.

Any other form of investment will require the specific approval of the Council.

Reporting

At least once a year, an ~~report~~ information regarding the performance of the Council's treasury management relative to this Policy, will be provided to the Council's Audit & Risk Committee. The Financial report will highlight the following in terms of the Council's borrowings and investment:

- the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report; and
- the proportion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period.

REVIEW PROCESS

This Policy will be reviewed within 24 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 Chief Financial Officer, telephone 8366 4548.

ADOPTION OF THE POLICY

This Policy was originally adopted by the Council on 20 January 2009 and has been reviewed on a regular basis ~~(annually/biannually),~~ since that time.

~~This Policy was reviewed by the Audit & Risk Committee on 20 May 2024.~~
~~This Policy was adopted by the Council on 3 June 2024.~~
This Policy was reviewed by the Audit & Risk Committee on 13 July 2026.
This Policy was adopted by the Council on xxxx.

TO BE REVIEWED

~~March~~ July 2028~~6~~

14 COMMITTEE REPORTS & RECOMMENDATIONS

14.1 COMMITTEE REPORTS & RECOMMENDATIONS

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

PURPOSE OF THE REPORT

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

- Traffic Management & Road Safety Committee – 14 July 2026
  (A copy of the minutes of the Traffic Management & Road Safety Committee meeting is included as **Attachment A**.)

ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Traffic Management & Road Safety Committee**

  That the Minutes of the meeting of the Traffic Management & Road Safety Committee held on 14 July 2026, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Traffic Management & Road Safety Committee **Minutes**

14 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.

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials /cityofnpsp @cityofnpsp

City of Norwood Payneham & St Peters

The Presiding Member declared the meeting open at 10.00am.

PRESENT

Committee Members	Cr Kevin Duke (Presiding Member) Cr Garry Knoblauch Cr Hugh Holfeld Mr Shane Foley (Specialist Independent Member) Mr Nick Meredith (Specialist Independent Member) Mr Charles Mountain (Specialist Independent Member)
Staff	Carlos Buzzetti (General Manager, Urban Planning & Environment) Jordan Ward (Manager, Traffic & Integrated Transport) Rebecca van der Pennen (Engineer, Traffic & Integrated Transport) Elissa Stapleton (Engineer, Traffic & Integrated Transport)
APOLOGIES	Nil

1 CONFIRMATION OF MINUTES OF THE TRAFFIC MANAGEMENT & ROAD SAFETY COMMITTEE MEETING HELD ON 12 MAY 2026

Mr Nick Meredith moved:

That the Minutes of the Traffic Management & Road Safety Committee Meeting held on 12 May 2026 be taken as read and confirmed.

Seconded by Mr Charles Mountain and carried.

2 PRESIDING MEMBER'S COMMUNICATION

The Presiding Member commended staff on the recent Bus Tour organised to review the Local Area Traffic Management (LATM) Study for Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris.

3 COMMITTEE MEMBER DECLARATION OF INTEREST

Nil

4 DEPUTATIONS

4.1 DEPUTATION - ST MORRIS BIKEWAY CONCEPT PLAN 2026

SPEAKER/S

Mr Andrew Cave

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Not Applicable.

COMMENTS

Mr Andrew Cave has written to the Committee requesting that he be permitted to address the Committee in relation to the St Morris Bikeway Concept Plan 2026.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Mr Andrew Cave has been given approval to address the Committee.

Mr Andrew Cave addressed the Committee on this matter.

4.2 STAPLETON STREET - LOCAL AREA TRAFFIC MANAGEMENT

SPEAKER/S

Ms Luisa Mercurio

ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Not Applicable.

COMMENTS

Ms Luisa Mercurio has written to the Committee requesting that she be permitted to address the Committee in relation to Stapleton Street Local Area Traffic Management.

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

Ms Luisa Mercurio addressed the Committee on this matter.

5 STAFF REPORTS

5.1 PETITION - STAPLETON STREET, PAYNEHAM SOUTH

REPORT AUTHOR: Manager, Traffic & Integrated Transport
APPROVED BY: General Manager, Urban Planning & Environment
ATTACHMENTS: A

PURPOSE OF THE REPORT

The purpose of this report is to table a Petition which has been received by the Council, regarding concerns with traffic management in Stapleton Street, Payneham South and Firle.

BACKGROUND

A Petition has been received regarding concerns with traffic conditions in Stapleton Street, Payneham South and Firle.

The Petition has been signed by thirty (30) citizens who reside in Stapleton Street, Hereford Avenue and Gage Street.

At its meeting held on 3 March 2026, at which the Petition was tabled, the Council resolved the following:

That the petition be received and referred to the Council's Traffic Management & Road Safety Committee, in accordance with the Council's Local Area Traffic Management Policy.

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

A summary of the key issues raised in the Petition is set out below:

- a significant increase in traffic volumes over recent years and concerns that existing traffic assessments are based on outdated data;
- traffic redistribution from surrounding streets and traffic calming measures, resulting in increased use of Stapleton Street as a shortcut route;
- concerns regarding vehicle speeds, near-miss incidents and safety risks for pedestrians, cyclists and residents;
- the cumulative impacts of recent development, increased local activity and changing land use patterns on traffic demand within the area; and
- a request for Stapleton Street to be prioritised within the current Local Area Traffic Management (LATM) process and for Council to investigate measures to reduce non-local through traffic, including traffic calming treatments, turn restrictions, local-traffic-only measures and potential road closure options.

Council staff have been undertaking the Glynde, Payneham, Firle, Trinity Gardens and St Morris Local Area Traffic Management (LATM) Study, which incorporates Stapleton Street and the surrounding local road network.

The study was endorsed by the Traffic Management & Road Safety Committee on 21 February 2023, with staff subsequently progressing concept design investigations for a range of identified traffic management treatments across the study area. As part of the comprehensive assessment process, roads were prioritised based on a range of criteria including traffic volumes, vehicle speeds, crash history, network function and broader road safety considerations.

While Stapleton Street formed part of the study area and was assessed as part of the broader network review, it was not at that time, identified as a priority location requiring specific traffic management intervention. The assessment concluded that other locations within the study area, demonstrated comparatively higher levels of traffic-related risk and therefore warranted a higher priority for treatment.

Accordingly, the focus of the LATM program has been on locations where traffic conditions and road safety issues indicated the greatest need for intervention.

Traffic Conditions and Road Safety Data:

To understand the operating conditions on Stapleton Street, traffic surveys were undertaken during 2020 and again in 2026. These surveys assessed key traffic characteristics, including traffic volumes and vehicle speeds, to identify any changes in traffic conditions over time and to inform the assessment of the concerns raised by residents.

A summary of the results of the traffic survey is provided in Table 1below, while the corresponding hourly traffic volume profiles for the 2020 and 2026, surveys are presented in Figure 1 and Figure 2, respectively.

TABLE 1: COMPARISON OF WEEKDAY TRAFFIC VOLUMES AND OPERATING SPEEDS ON STAPLETON STREET (2020 AND 2026)

Year	Average Two-way weekday traffic volume (vpd)	85 Percentile speed (km/hr)	% traffic in AM Peak	% Traffic in PM peak
2020	1584	50	16.7%	13.3%
2026	1627	45	14.3%	10.8%
Difference	+43vpd	-5km/hr	-2.4%	-2.5%

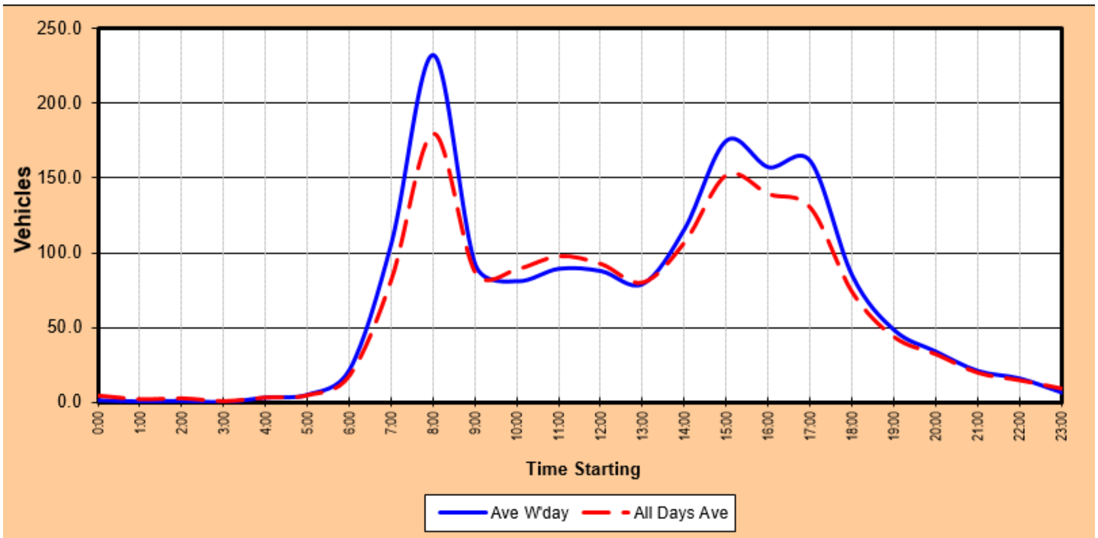

Figure 1 *– 2020 – Stapleton Street - Traffic Volume Summary Chart*

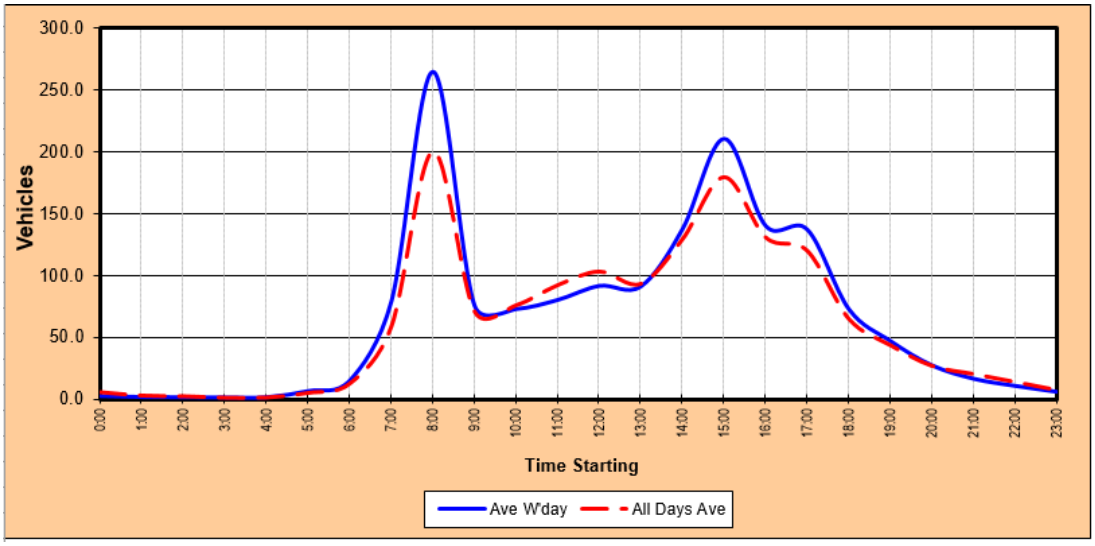

***Figure 2** – 2026 – Stapleton Street - Traffic Volume Summary Chart*

A review of available crash data for the five (5) year period from 2020 to 2024, identified no reported crashes along Stapleton Street. During this period, only one (1) property damage (sideswipe crash) was recorded at the intersection of Stapleton Street and Gage Street.

Existing traffic controls:

The following traffic management measures are currently in place along Stapleton Street:

- no formal traffic control devices or line marking are provided along Stapleton Street, consistent with the treatment of most local residential roads;
- a painted median (pavement bar) is provided at the intersection of Stapleton Street and Gage Street; and
- a painted median (pavement bar) and chevron line marking are provided at the intersection of Stapleton Street and Hereford Avenue.

Stapleton Street has a carriageway width of approximate 9.0 metres with on-street parking on both sides of the road.

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Outcome 1: Social Equity
An inclusive, connected, accessible and friendly community.

Objective 1.2: A people-friendly, integrated and sustainable transport network.

Strategy 1.2.4: Provide appropriate traffic and parking management to enhance residential amenity and support business.

FINANCIAL AND BUDGET IMPLICATIONS

Nil

RISK MANAGEMENT

The traffic and road safety matters that have been raised by the Petitioners, are considered within the Discussion section of this report.

Stapleton Street and the surrounding road network, was assessed as part of the broader Glynde, Payneham, Firle, Trinity Gardens and St Morris Local Area Traffic Management (LATM) Study, which adopts an holistic, network-wide approach to identifying and prioritising traffic management and road safety improvements.

Through this process, traffic conditions are assessed against a range of factors including traffic volumes, vehicle speeds, crash history, network function, pedestrian and cyclist safety, and broader community impacts. This approach assists the Council to identify locations of greatest need and ensures that available resources are directed towards treatments that deliver the greatest road safety and traffic management outcomes across the study area.

CONSULTATION

Elected Members

The Council considered the petition at its meeting held on 3 March 2026 and referred it to Traffic Management and Road Safety Committee.

Community

Staff will engage with the head petitioner to advise the outcome.

Staff

General Manager, Urban Planning & Environment
Senior Traffic Engineer
Traffic Engineer

Other Agencies

Nil

DISCUSSION

In response to the Petition, staff have undertaken a traffic engineering assessment of Stapleton Street, to establish if there have been any substantial changes to traffic movements and impacts, since the Council's previous endorsement of the Glynde, Payneham, Firle, Trinity Gardens and St Morris Local Area Traffic Management (LATM) Study.

<u>Road Function and Classification</u>

Stapleton Street is classified as a *'Neighbourhood Street'*, with its primary function being to provide property access and accommodate local traffic movements. Roads of this classification are not intended to operate as connector or distributor routes and should prioritise local access, road safety and residential amenity. Consistent with Council's Local Area Traffic Management (LATM) Policy, neighbourhood streets are generally expected to accommodate up to 2,000 vehicles per day.

The recorded traffic data indicates that weekday traffic volumes on Stapleton Street have remained stable over the two survey that were undertaken in 2020 and 2026. Average daily traffic increased marginally by 43 vehicles per day (around 3%), remaining well below the 2,000 vehicles per day threshold identified in Council's LATM Policy.

This level of variation is within the normal fluctuations typically observed in traffic volumes between survey periods and does not indicate a material change in traffic conditions. This is a positive outcome, particularly given concerns raised by petitioners that traffic volumes had increased significantly due to increased non-local traffic and higher residential development within the surrounding area.

The most significant change between the two survey periods, was a reduction in the recorded 85th percentile speed from 50 km/h to 45 km/h. This represents a meaningful road safety improvement and is considered to be largely attributable to the introduction of the area-wide 40 km/h speed limit, implemented in June 2025. The reduction in operating speeds indicates that the lower speed environment is achieving its intended outcome by encouraging more appropriate travel speeds on Stapleton Street.

The traffic volume profiles presented in Figures 1 and 2 show, a typical weekday pattern, with distinct morning and afternoon peak periods associated with commuter and school travel. While the proportion of daily traffic occurring during the AM and PM peak periods remains above the 10% threshold commonly used by traffic engineers as an indicator of some non-local traffic activity, the 2026 survey recorded lower peak period proportions than those observed in 2020. The AM peak reduced from 16.7% to 14.3%, while the PM peak reduced from 13.3% to 10.8%, indicating that traffic demand is becoming more evenly distributed throughout the day and suggesting a reduced concentration of peak period through traffic.

The afternoon traffic profile also exhibits two distinct peaks. The earlier peak aligns with school finishing times and is likely to be associated with local school traffic generated by nearby education facilities, including the Trinity Gardens School. The later peak corresponds with the broader commuter period and reflects typical weekday travel patterns. This distribution is consistent with the expected operating characteristics of a local residential street serving surrounding land uses, rather than a route experiencing significant commuter bypass traffic.

Overall, the available traffic data does not indicate any deterioration in traffic conditions on Stapleton Street since the previous assessment. Traffic volumes have remained stable and well within the Council's desired operating range for a neighbourhood street, vehicle operating speeds have reduced following the introduction of the area-wide 40 km/h speed limit and peak period traffic has become less concentrated over time. Collectively, these findings do not support the view that Stapleton Street has experienced a material increase in non-local traffic and instead demonstrate that it continues to operate in a manner consistent with its intended function as a local residential street.

Consideration of Traffic Management Options

The Petitioners have specifically requested that the Council investigate measures to reduce non-local through traffic on Stapleton Street, including traffic calming treatments, turn restrictions, local traffic only controls and potential road closure options.

These matters have been considered in the context of and having regard to the recorded traffic data, observed operating conditions and Stapleton Street’s function as a neighbourhood street.

Based on the traffic surveys that have been undertaken, further physical traffic calming treatments are not supported nor considered required at this time. Traffic volumes remain well below the 2,000 vehicles per day threshold as identified in Council’s LATM Policy for neighbourhood streets and recorded operating speeds have reduced since the previous survey period. As such, the warrant for additional physical traffic control devices has not been met.

Turn restrictions and “local traffic only” controls have also been considered. These measures typically have low levels of compliance unless supported by ongoing enforcement and are difficult to implement effectively on local street networks where multiple alternative access routes are available. Enforcement of these controls is a matter for South Australia Police (SAPOL), as Council is not the relevant authority for enforcing moving traffic offences under the *Road Traffic Act, 1961*.

Road closure options represent a significant form of traffic management intervention and can result in broader impacts, including traffic redistribution to surrounding local streets, reduced access for residents and service vehicles and potential emergency access implications. Given the traffic data does not indicate excessive volumes, unsafe operating speeds or a demonstrated increase in non-local through traffic, this level of intervention is not considered proportionate or justified.

The available evidence indicates that Stapleton Street is operating within the expected parameters for a neighbourhood street. Accordingly, the implementation of additional traffic calming, turn restrictions, local traffic only controls or road closure treatments, is not recommended.

OPTIONS

The Committee has the following options in respect to this matter.

<u>Option 1 – No Further Action</u>

Based on the outcome of the investigations, the Committee can determine to take no further action in response to the issues that have been raised by the Petitioners.

Council staff have undertaken a detailed assessment of Stapleton Street, which amongst other things, concluded that the road is operating generally in accordance with its intended function within the local road network and does not demonstrate traffic volumes, vehicle speeds, crash history or other operational issues, that warrant the installation of traffic calming measures.

In addition, the street was assessed as part of the broader Local Area Traffic Management (LATM) Study, which identified a number of higher priority locations where traffic management interventions would deliver greater road safety and network benefits.

As these higher priority initiatives are implemented across the surrounding road network, Stapleton Street is expected to experience secondary benefits through continued reduced vehicle speeds and improved traffic conditions, without the need for direct physical intervention.

This option is recommended as it is consistent with the Council's evidence-based approach to traffic management and enables Council staff to continue prioritising available resources towards locations where there is a demonstrated need and where the greatest community benefit can be achieved.

<u>Option 2 – Undertake Further Investigation of Traffic Calming Measures</u>

The Committee can resolve that Council staff undertake further investigations into potential traffic calming measures for Stapleton Street, including options such as road closures, partial road closures or additional traffic management devices.

The available traffic and road safety data, does not indicate that Stapleton Street meets the Council's established criteria for traffic management intervention.

Progressing further investigations in the absence of a demonstrated technical need would be inconsistent with the evidence-based methodology that is applied by the Council through the Local Area Traffic Management (LATM) program and the prioritisation framework used by Council staff for the local road network.

Adopting this approach may also create an expectation that the Council will undertake traffic management investigations or implement infrastructure at locations where intervention thresholds have not been met.

This has the potential to reduce the consistency, transparency and equity of the Council's decision-making framework, place additional pressure on finite Council resources and divert attention from higher priority locations where there is a demonstrated need for intervention.

CONCLUSION

Council staff have undertaken a comprehensive traffic engineering assessment of Stapleton Street in response to the concerns that have been raised by the Petitioners, including a review of traffic volumes, vehicle operating speeds, crash history, road function and traffic distribution.

The assessment has found that Stapleton Street continues to operate within the expected performance of a neighbourhood street. Traffic volumes remain well below the threshold identified in Council's Local Area Traffic Management (LATM) Policy, operating speeds have improved following the introduction of the area-wide 40 km/h speed limit, the crash history does not identify any significant road safety concerns, and the available evidence does not indicate a material increase in non-local through traffic since the previous assessment.

While the concerns raised by Petitioners are acknowledged, the available evidence and data, does not support the implementation of additional traffic management measures such as physical traffic calming devices, turn restrictions, local traffic only controls or road closures. These treatments are generally reserved for locations demonstrating excessive traffic volumes, elevated operating speeds or documented road safety issues, none of which are evident on Stapleton Street.

Stapleton Street will also continue to benefit from the progressive implementation of the broader Glynde, Payneham, Firle, Trinity Gardens and St Morris Local Area Traffic Management (LATM) Study, with network-wide improvements expected to provide complementary benefits by encouraging lower vehicle speeds and improving driver behaviour across the surrounding road network.

Accordingly, it is concluded that Stapleton Street continues to perform its intended role within the local road network and that no further traffic management intervention is warranted.

RECOMMENDATION

1. *That the Petition regarding 'Traffic Concerns - Stapleton Street Payneham South and Firle' that was received by the Council on 19 February 2026, be received and noted.*

2. *That the Committee notes the outcome of the investigation that have been undertaken by Council staff into the matters raised in the Petition and that no further traffic management interventions are warranted on Stapleton Street.*

3. *That the Head Petitioner be thanked for bringing the concerns raised by the Petitioners to the Council's attention and be advised of the outcomes of the investigations that have been undertaken and the Council's decision.*

Mr Nick Meredith moved:

1. *That the Petition regarding 'Traffic Concerns - Stapleton Street Payneham South and Firle' that was received by the Council on 19 February 2026, be received and noted.*

2. *That the Committee notes the outcome of the investigation that have been undertaken by Council staff into the matters raised in the Petition and that no further traffic management interventions are warranted on Stapleton Street.*

3. *That the Head Petitioner be thanked for bringing the concerns raised by the Petitioners to the Council's attention and be advised of the outcomes of the investigations that have been undertaken and the Council's decision.*

4. *That the Committee notes that Stapleton Street will be assessed as part of the LATM post implementation review.*

Seconded by Cr Holfeld and carried unanimously.

5.2 HENRY STREET, MAYLANDS - TRAFFIC REVIEW

REPORT AUTHOR: Manager, Traffic & Integrated Transport
APPROVED BY: General Manager, Urban Planning & Environment
ATTACHMENTS: Nil

PURPOSE OF THE REPORT

The purpose of this report is to provide the Traffic Management and Road Safety Committee with an overview of the existing traffic conditions and operational characteristics along Henry Street, Maylands.

The report also outlines the traffic management interventions that staff propose to implement under delegated authority, to address the issues that have been identified.

BACKGROUND

At its meeting held on 12 May 2026, the Traffic Management and Road Safety Committee received Deputations from Mr Andrew Cave and Ms Julie Kushnir regarding traffic management and road safety along Henry Street, Maylands, with particular focus on the intersection of Henry Street and Frederick Street.

Mr. Cave and Ms Kushnir raised concerns relating to the safety of all road users, particularly vulnerable road users such as pedestrians and cyclists.

Henry Street forms part of the Council's cycling network and provides an important local connection for cyclists travelling through the area. In addition, the surrounding footpath network supports pedestrian movements within the suburb and provides access to key destinations, including public transport services located on the adjacent arterial road network. Both Deputations highlighted concerns regarding driver behaviour and potential conflicts between motorists, pedestrians and cyclists at the intersection and requested that the Council investigate opportunities to improve safety and accessibility for all users.

<u>Traffic Conditions and Road Safety Data:</u>

Traffic data collected on Henry Street in 2022, identified the following key operating characteristics:

- average Daily Traffic (ADT): 923 vehicles per day;
- commercial Vehicle Proportion: 2.3%; and
- 85th Percentile Speed: 33 km/h.

Henry Street has a carriageway width varying between approximately 5.1 metres and 6.3 metres, with the narrowest section located towards the eastern end of the street. The constrained road width contributes to lower vehicle speeds and influences driver behaviour, particularly where on-street parking is present.

A review of available crash data identified no reported crashes at the intersection of Henry Street and Frederick Street during the five (5) year period from 2020 to 2024. This indicates that while some citizens have raised concerns regarding road safety, there is currently no recorded crash history at the intersection to suggest a demonstrated road safety problem.

<u>Existing traffic controls:</u>

The following traffic management measures are currently in place along Henry Street and at the intersection with Frederick Street:

- No Stopping parking controls are installed at various locations to facilitate the safe and efficient movement of traffic and to manage parking behaviour, particularly given the constrained carriageway width along sections of the road.

- Watts Profile road humps have been installed along the length of Henry Street to assist in reducing vehicle speeds and reinforcing the low-speed residential function of the road.
- The intersection of Henry Street and Frederick Street operates as a standard priority-controlled T-junction, with Henry Street forming the minor approach. The intersection is further supplemented by a pavement bar median on the northern approach of Frederick Street to assist with vehicle positioning and turning movements. In addition, staff recently installed a 10-metre solid separation line on the Henry Street approach to improve lane discipline and guide motorists into the correct position when entering and exiting the intersection.

Figure 1 below shows an aerial overview of the intersection of Henry Street and Frederick Street and the surrounding road network. Figure 2 below shows the existing traffic control arrangements at the Henry Street/Frederick Street intersection from street level.

Figure 1 – Aerial image of Henry St and Frederick St

Figure 2 – Streetview image of Henry St and Frederick St intersection

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Outcome 1: Social Equity
An inclusive, connected, accessible and friendly community.

Objective 1.2: A people-friendly, integrated and sustainable transport network.

Strategy 1.2.4: Provide appropriate traffic and parking management to enhance residential amenity and support business.

FINANCIAL AND BUDGET IMPLICATIONS

All proposed interventions can be delivered through the use of current budget allocations for traffic management operations.

RISK MANAGEMENT

The interventions proposed by Council staff are consistent with contemporary best practice traffic management and have been developed taking into consideration the local road environment, surrounding land uses and the operational characteristics of the corridor and associated intersections.

The proposed treatments are proportionate to the identified risks and issues, recognising that Henry Street operates as a low-speed, low-volume local road where traffic management measures should be targeted, practical and appropriate to the scale of the observed concerns.

CONSULTATION

Elected Members

Nil.

Community

Staff will inform the community of the intervention prior to implementation.

Staff

Senior Traffic Engineer
Traffic Engineer

Other Agencies

Nil

DISCUSSION

Based on the available traffic data, site investigations and review of the existing road environment, the current traffic management arrangements along Henry Street are considered appropriate and proportionate for the function and operating characteristics of this local residential street.

Traffic volumes are relatively low, with an Average Daily Traffic (ADT) volume of 923 vehicles per day, while commercial vehicles comprise only 2.3 per cent of total traffic. In addition, the recorded 85th percentile speed of 33 km/h is exceptionally low and reflects both the constrained nature of the road corridor and the effectiveness of the existing traffic management measures, including the Watts Profile road humps that have been installed along the length of the Henry Street.

The observed traffic conditions are considered representative of a low-speed residential environment and do not indicate the presence of a systemic traffic management or road safety issue requiring significant intervention. This position is also supported by the absence of any reported casualty crashes at the Henry Street and Frederick Street intersection during the period 2020 to 2024.

Opportunities for additional traffic management interventions along Henry Street, are also constrained by the physical characteristics of the road corridor. The road reserve contains narrow verges and a range of existing infrastructure, including established street trees and utility poles. Consequently, there is limited capacity to accommodate substantial traffic management upgrades without resulting in significant impacts on existing infrastructure, vegetation or property access.

As such, no major traffic management interventions are currently considered either necessary or feasible along Henry Street.

Notwithstanding the above, Frederick Street has been identified for renewal under the Council's 2026-2027 Capital Works Program. Consistent with the Council's approach to asset renewal projects, staff will investigate opportunities to incorporate minor traffic management and accessibility improvements alongside the renewal works to achieve best-practice outcomes for the community.

As part of these investigations, staff are currently considering the following potential improvements at the intersection of Henry Street and Frederick Street:

- realignment of the kerbing and kerb ramps on the western side of the intersection to improve accessibility outcomes, ensure compliance with current Disability Discrimination Act (DDA) requirements, and provide a clear and continuous path of travel for pedestrians; and
- Investigating the upgrade of the existing pavement bar median on the northern approach of Frederick Street to a raised concrete median island to further discourage corner-cutting movements and reduce instances of vehicles tracking over the nose of the existing treatment.

Preliminary desktop “swept path” assessments have identified that larger service vehicles may currently overhang the existing pavement bar median during turning movements. As part of the detailed design process, staff will undertake further investigations, including consultation with East Waste (the Council's waste collection contractor) and on-road vehicle tracking assessments, to better understand the operational requirements of service vehicles at this location.

Subject to the outcomes of these investigations, the proposed median treatment may incorporate a combination of non-mountable and semi-mountable profiles to balance road safety objectives with operational requirements for larger vehicles.

Any improvements identified through this process will be implemented by staff under existing delegations and in accordance with the Council's standard road renewal and traffic management processes.

OPTIONS

Staff will investigate opportunities to incorporate minor traffic management and accessibility improvements alongside the renewal works.

CONCLUSION

The existing traffic management arrangements along Henry Street are considered appropriate and proportionate to the function and operating characteristics of the road. Traffic volumes and vehicle speeds are low, the proportion of commercial vehicles is minimal and there is no recorded crash history at the Henry Street and Frederick Street intersection between 2020 and 2024. These outcomes indicate that the existing traffic management measures, including the Watts Profile road humps and parking controls, are effectively supporting a safe, low-speed residential environment.

While no major traffic management interventions are considered necessary or feasible along Henry Street, Council staff will continue to seek opportunities to deliver incremental improvements where appropriate. Through the programmed renewal of Frederick Street in 2026-2027, staff will investigate and implement minor accessibility and traffic management enhancements at the Henry Street and Frederick Street intersection, including improvements to pedestrian facilities and the potential upgrade of the existing median treatment.

These works will be delivered under existing delegations and form part of the Council's ongoing commitment to maintaining and improving the safety and accessibility of the local road network.

RECOMMENDATION

That the report be received and noted.

Cr Holfeld moved:

That the report be received and noted.

Seconded by Cr Knoblauch and carried unanimously.

5.3 ON-STREET PARKING - HARROW ROAD, FIRST AVENUE AND SECOND AVENUE, COLLEGE PARK AND ST PETERS

REPORT AUTHOR: Senior Traffic Engineer
APPROVED BY: Manager, Traffic & Integrated Transport
ATTACHMENTS: A - B

PURPOSE OF THE REPORT

The purpose of this report is to table a Petition which has been received by the Council, regarding a proposal to remove timed parking controls along Harrow Road, First Avenue and Second Avenue, St Peters.

BACKGROUND

A Petition has been received regarding the proposed removal of on-street parking controls on Harrow Road, First Avenue and Second Avenue, St Peters.

The Petition contains 94 signatures. Of these, two (2) signatories do not reside within Harrow Road, First Avenue or Second Avenue, St Peters.

At its meeting held on 3 June 2024, the Council resolved the following:

That the Convenor of the Petition be advised that this matter will be referred to the Council's Traffic Management & Road Safety Committee, in accordance with the Council's Local Area Traffic Management Policy.

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

A summary of the key issues raised in the petition is set out below:

- it will impact on the safety of the area;
- it will impact on the convenience of parking near their residences;
- the current controls work well in preventing all-day parking while still allowing access to the area and surrounding businesses;
- residents rely on on-street parking and removing these controls would lead to parking difficulties and safety hazards, including increased risks for accidents and collisions; and
- the proposed changes are unnecessary and urge the council to consider the community's concerns.

As part of the implementation of the Council's On-Street Parking Policy ("the Policy"), an assessment of on-street parking was undertaken across the following streets;

- First Avenue and Second Avenue, St Peters and Joslin, between Harrow Road and Lambert Road;
- Harrow Road, St Peters and College Park, between Payneham Road and College Road; and
- St Peters Street, Westminster Street, Winchester Street, Lambert Road, St Peters and Joslin, between Payneham Road and Second Avenue.

The findings of this assessment are documented in the *On-Street Parking Policy Implementation – Investigation and Recommendations* report, contained in **Attachment B**.

The selected streets were identified as a priority, due to the number of requests that have been received from citizens and ongoing observations by Council's Regulatory Services staff.

Due to the relatively small geographic area that is affected by this issue, these streets were able to be treated as a parking "hot-spot", providing an opportunity to trial the Policy's investigation and implementation process before undertaking reviews of larger precincts within the City.

This report specifically relates to the recommendations contained within the *On-Street Parking Policy Implementation – Investigation and Recommendations* report, regarding proposed changes to on-street parking controls on:

- Harrow Road, between Payneham Road and College Street;
- First Avenue, between Harrow Road and St Peters Street; and
- Second Avenue, between Harrow Road and St Peters Street.

The assessment identified that the existing on-street parking spaces within these streets, are underutilised due to the existing parking controls, which restrict parking to resident and visitor permit holders only during varying operational periods.

Accordingly, it was proposed that the existing on-street parking controls be removed to improve the availability and more equitable distribution of on-street parking, thereby increasing access for residents, visitors and other road users within the locality.

Community consultation on the proposed removal of the parking controls was undertaken in May 2024. In response to the community consultation on the proposed removal of the existing parking controls, the Council received the Petition opposing the proposed changes to Harrow Road, First Avenue and Second Avenue, St Peters.

Since the consultation was undertaken, the Policy has been subject to a minor review and update, which was subsequently adopted by the Council at its meeting held on 7 April 2025. As a result, progression of this matter was delayed. The amendments to the Policy, however, do not affect the assessment that has been undertaken or the recommendations for this parking hotspot contained in the *On-Street Parking Policy Implementation – Investigation and Recommendations* report.

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Outcome 1: Social Equity
An inclusive, connected, accessible and friendly community.

Objective 1.2: A people-friendly, integrated and sustainable transport network.

Strategy 1.2.4: Provide appropriate traffic and parking management to enhance residential amenity and support business.

FINANCIAL AND BUDGET IMPLICATIONS

Any financial implications with the decision that is made by the Committee, can be delivered as part of the Integrated Traffic and Transport Unit's Minor Traffic Improvements budget.

RISK MANAGEMENT

On-street parking is highly contested across much of the City of Norwood Payneham & St Peters, including within the suburbs of College Park and St Peters. As a car-centric city, there is a strong cultural expectation that on-street car parking should be available to all users, regardless of priority or demonstrated need. There is also a growing expectation that individual needs should take precedence over collective needs or outcomes, with parking priorities often viewed through an individual, rather than community lens.

Accordingly, a balance must be struck between the needs of residents, businesses, visitors, workers and other road users. The Land Use and Competing Demands section of the On-Street Parking Policy, outlines the considerations that were used to determine the priority for on-street parking within a given area. These considerations were applied in determining the recommended parking controls and this approach provides the overarching framework for how the Council manages risk, with respect to on-street parking.

CONSULTATION

Elected Members

The Council considered the petition at its meeting held on 3 June 2024 and referred it to Traffic Management and Road Safety Committee.

Community

The community consultation summary and processes are set out in the Discussion section of this report.

Council staff will engage with the head petitioner to advise of the outcome.

Staff

General Manager, Urban Planning & Environment Manager
Manager, Traffic and Integrated Transport
Traffic Engineer
Team Leader, Regulatory Services

Other Agencies

Nil

DISCUSSION

The parking assessment has identified that parking demand and the effectiveness of the existing parking controls vary across the study area. In several locations, existing permit and time-restricted parking controls are underutilised and are no longer supported by the observed parking demand.

Having regard to the parking occupancy surveys, surrounding land uses, existing parking controls and the parking priorities established by Council's On-Street Parking Policy, a series of changes are proposed to better align parking controls with the observed demand and needs of the local area. The proposed changes seek to remove unnecessary or underutilised restrictions, while introducing or retaining controls where parking management intervention is warranted. The recommended changes for each street are outlined below.

In accordance with the recommendations of the *On-Street Parking Policy Implementation – Investigation and Recommendations* report, the following parking controls were proposed to be removed:

<u>Harrow Road</u>
- Permit Zone 6:00am – 11:00am Monday – Friday on both sides of the road between Hartford Lane and Second Avenue; and
- Permit Zone 7:00am – 10:00am Monday – Friday on the south side of the road between Hartford Lane and College Street and on the north side of the road between Second Avenue and Forth Avenue.

<u>First Avenue</u>
- No Parking 7:00am – 10:00am Monday – Friday Resident Parking Only on both sides of the road between Harrow Road and house numbers 15-16 First Avenue.

<u>Second Avenue</u>
- Permit Zone 7:00am – 10:00am Monday – Friday on both sides of the road between Harrow Road and house numbers 14-15 Second Avenue.

The extent of the proposed changes is shown in Figure 1.

Figure 1: *Extent of Proposed Parking Control Removal – Harrow Road, First Avenue and Second Avenue, St Peters*

The existing parking controls apply to approximately 189 on-street parking spaces and comprise of time restricted resident and visitor permit parking zones that are applied inconsistently across the study area. At the time of the investigation, ten (10) Residential Parking Permits and five (5) Visitor Permits had been issued for these zones. As a result, only a small proportion of the available on-street parking spaces could be legally used by permit holders during the time limited periods.

The Council's Regulatory Services Unit has not issued any parking permits within the 2026-27 financial year as these on-street parking controls are no longer enforced by the Council staff. This approach has been adopted due to the high number of expiations being challenged by residents and their visitors, together with ongoing requests for Parking Permits from owners/occupiers of properties that are not eligible under the existing permit scheme. The parking controls on First Avenue also indicate that only residents can park in this zone with no reference to permits, which is inconsistent with the controls on Harrow Road and Second Avenue. This inconsistency has caused some confusion with who is able to park within these parking zones.

A review of the existing on-street parking Permit Zones was undertaken and considered by the Council at its meeting on 5 March 2012. The review found that the primary reason for installing these permit zones was to deter long-term employee parking associated with SportsMed on Payneham Road.

The investigation concluded that based on current occupation rates, the existing restrictions are not the most appropriate control for this location and recommended the removal of these controls to provide more equitable access to on-street parking for residents, visitors and other road users within the locality.

In accordance with the On-Street Parking Policy, the need for timed parking controls is considered where parking occupancy exceeds 85%. Should on-street parking demand increase following the removal of the existing restrictions, a review can be undertaken to determine whether new or revised parking controls are warranted. Any future controls would be based on the demand for on-street parking at that point in time and could differ from the existing arrangement.

Community Consultation

The community consultation period commenced on 30 April 2024 and concluded on 22 May 2024.

During this period, property owners and occupiers were invited to provide feedback via email or telephone to Council's Traffic and Integrated Transport team.

A total of 123 letters were distributed to property owners and occupiers of properties directly adjacent to the proposed permit zone changes.

A total of 31 individual submissions have been received.

In addition, a Petition opposing the proposal was received and presented to Council at its meeting held on 3 June 2024. The Petition was signed by 95 citizens representing 75 separate residences. Some Petitioners also provided separate written submissions in addition to signing the Petition. Of the 75 residences represented, 53 were located directly adjacent to the permit zones, with the remainder located within the surrounding area.

One (1) submission indicated support for the proposal however, this submission has been recorded as "unsure", as the same respondent had also signed the Petition.

A summary of the responses received during the consultation period per residence is provided in Table 2 and Figure 2 below.

TABLE 2: CONSULTATION RESPONSE SUMMARY (BY RESIDENCE)

	Support	Do Not Support	Unsure
Response	0 (0%)	87 (98%)	2 (2%)

Overall, the majority of respondents did not support the removal of the existing parking controls on Harrow Road, First Avenue and Second Avenue.

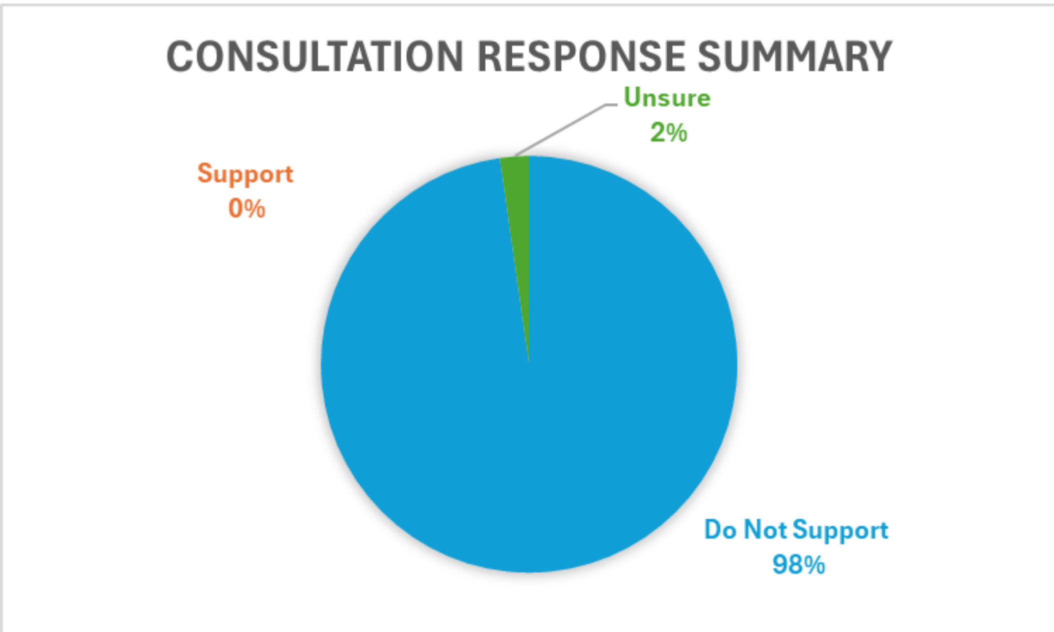

Figure 2: *Response summary*

Key Themes from the consultation

Comments that have received during the consultation period, have been reviewed and several recurring themes have been identified and are set out below.

Resident and Visitor Parking

Respondents have expressed concerns that removing the existing on-street parking controls would make it more difficult for residents and visitors to find on-street parking spaces due to increased demand from commuters and employees of nearby businesses. Respondents generally considered that the existing parking controls effectively protect parking opportunities for residents and visitors.

As set out in the *On-Street Parking Policy Implementation – Investigation and Recommendations* report, Harrow Road, First Avenue and Second Avenue, are located within a Residential Parking Precinct (with a short section of Harrow Road also falling within the Arterial Road Buffer from Payneham Road to First Avenue).

As per the prioritisation of parking users, residential parking within Harrow Road, First Avenue and Second Avenue, is considered a high priority. However, residential parking is not the only parking user that needs to be considered. Long Term Employee parking and School parking are considered medium priority in Residential Parking Precincts.

While the existing parking controls were intended to prioritise resident parking, only 15 permits (10 Residential Permits and 5 Visitor Permits) have been issued across the subject streets at the time of the investigation and the Council no longer issues parking permits for these zones. This indicates that relatively few households have relied on the permit scheme and that many residents and visitors are either parking outside the controlled areas or parking illegally during the operation of the zones.

The parking occupancy surveys undertaken as part of the investigation, recorded average occupancies of less than 65% across the precinct. Under the On-Street Parking Policy, an occupancy of between 65% and 85% is considered the optimal utilisation of on-street parking. The recorded occupancy therefore indicates that parking supply is currently underutilised and that there is sufficient capacity to accommodate resident and visitor parking without the existing restrictions.

Respondents also expressed concern that removing the existing parking controls would encourage long-term employee parking and commuter parking associated with nearby businesses and public transport services. Council staff are unable to forecast what the actual demand of long-term employee parking and commuter parking would be, if the existing parking controls are removed. It is therefore proposed, that a review of the on-street parking in this precinct would be undertaken, once parking patterns and behaviours settle to determine if any additional controls would be required, noting that the extent of the controls that are required may change.

The investigation also found that the unrestricted sections of First Avenue and Second Avenue, experience higher parking occupancy rates than the adjoining controlled sections. Removing the existing controls would therefore allow on-street parking demand to be distributed more evenly across the precinct, reducing the displacement of vehicles into adjacent unrestricted streets and providing more equitable access to available on-street parking.

The On-Street Parking Policy recognises that in areas of higher parking demand, it is reasonable to expect residents and visitors to walk up to approximately 150 metres between an available on-street parking space and their destination.

Traffic Safety and Congestion

Residents have raised concerns that the removal of parking controls will result in increased traffic congestion and will impact upon the safety of access to properties and side streets due to an increase in parked vehicles.

A summary of recent traffic data collected along Harrow Road (2022), First Avenue (2022) and Second Avenue (2023) is shown in the Table 3 below.

TABLE 3: TRAFFIC DATA ON HARROW ROAD, FIRST AVENUE AND SECOND AVENUE

	Harrow Road between Payneham Road and First Avenue	First Avenue between Harrow Road to St Peters Street	Second Avenue between Harrow Road and St Peters Street
Traffic Volume (veh/day)	3831 Main Collector Road	1456 Local Road	862 Local Road
AM Peak	540vph -15%	241vph - 17%	140vph - 16%
PM Peak	343vph - 10%	164vph - 11%	111vph -13%
Traffic Speed (km/h)	50	52	52

Harrow Road, First Avenue and Second Avenue, are all considered to have widths that are sufficient to provide two lanes of traffic and on-street parking.

With the current traffic volumes, Harrow Road is considered a Main Collector road within the City. It is acknowledged that a high percentage of this volume occurs at the AM and PM peak which can cause delays with residential access. Harrow Road however, is not dissimilar to other Main Collector roads within the City that also allow on-street car parking, namely:

- Beulah Road, Norwood (3312veh/day, 12.5m wide, 39km/h, high parking demand);
- Shipsters Road, Kensington (3691veh/day, 10m wide, 49km/h, school parking demand); and
- Marian Road, Glynde (3903 veh/day, 11m wide, 48km/h, bus route, lower parking demand)

Line marking can be installed on Harrow Road to delineate on-street parking which can assist with identifying legal parking spaces and location of driveways. This can be considered as part of a re-evaluation of the on-street parking.

The Driveway Policy has also been implemented on Harrow Road where a solid yellow line is installed across all the crossovers with a 500mm extension on either side to manage vehicles parking across driveways.

First Avenue and Second Avenue function as Neighbourhood Roads. Due to the connection of these roads with Harrow Road, a high percentage of this volume also occurs at the AM and PM peak. However, these volumes are not considered unacceptable for a residential street. A Neighbourhood Road caters for up to 2000 vehicles per day and therefore, both roads are considered to have capacity to cater for small increases in traffic volume.

The 85th percentile speed or operating speed of Harrow Road was measured at 50km/h and First and Second Avenue is 52km/h. Vehicle speeds should ideally be lower than this. When vehicles are parked On-Street the parked vehicles serve as successful traffic calming measures, by encouraging more attentive driving and visibly reducing the width of the road carriageway.

As Committee Members are aware, the Council implemented a 40km/h speed limit in July 2025. This reduction in speed limit has not been reflected in the captured traffic data, however it is intended to be reviewed this upcoming financial year (2026-27). A reduced vehicle speed along Harrow Road, First Avenue and Second Avenue, would improve traffic safety, as it reduces the distances required for Safe Intersection Sight Distances and vehicle Approach Stopping Distance.

It is acknowledged that sight lines at the intersections with Harrow Road may be impacted by the road infrastructure and an increase in on-street car parking occupancy may contribute to a reduced visibility. However, a parked car is not considered a permanent obstruction due to the variable nature of its road occupation, as stated in the Australian Standard (AS1742.2), and as such is not used for the purpose of a sight distance review at an intersection.

Waste Collection

Residents have raised concerns with an increase in on-street parking impacting waste collection.

A higher on-street car parking demand may impact where residents are able to place their waste bins on collection days. Waste collection can occur prior to peak car parking times however, this is dependent on the location and East Waste's collection schedule. If on-street parking does impact waste collection, residents are able to locate the bins within property crossovers where on-street parking is illegal to assist with facilitating waste collection.

Higher on-street car parking demand is regularly seen throughout the City in suburbs such as Norwood and Kent Town, where waste collection continues to occur.

Street Cleaning

Residents have raised concerns that an increase in on-street parking demand will impact on street and footpath sweeping.

The Council has a program for street and footpath sweeping. College Park and St Peters are both included in the areas that are more regularly maintained during the autumn/winter period. The Street & Footpath Sweeping Program, incorporates a practice of blowing leaves and other debris from the football and from under parked vehicles onto the road which is then collected by street sweepers.

Higher on-street car parking demand is regularly seen throughout the City in suburbs such as Norwood and Kent Town, where street and footpath cleaning continues to occur.

Pedestrian Safety

Residents have raised concerns with pedestrian safety and connectivity along Harrow Road.

These concerns are noted and Harrow Road has been listed for a review of pedestrian safety and connectivity.

In addition, it should be noted that parking adjacent to intersections and property driveways, remains prohibited under the *Australian Road Rules* and Council's driveway line-marking program, preserving sight lines for pedestrians and motorists.

Cyclist Safety

Residents have also raised concerns with cyclist safety along Harrow Road due to the potential increase in on-street parking.

Harrow Road forms part of the City's cycling network. The presence of on-street parking is a common feature of local cycling routes and based on the available road width, is not considered to present an unacceptable safety risk. As part of Council's ongoing improvements to the City's cycling network, shared lane ("sharrow") pavement markings are proposed to be installed along Harrow Road to reinforce the shared road environment and increase driver awareness of cyclists.

The proposed removal of the on-street parking controls is therefore not expected to adversely affect the safety of cyclists.

Additionally, it is proposed to undertake a review of the Councils City-wide Cycling & Network Plan, subject to budget allocations, and potentially additional improvements could be recommended as part of the review.

OPTIONS

Option 1 – Retain existing parking controls (timed resident and visitor parking permit)

The Committee can recommend that no changes be made to the existing on-street parking controls on Harrow Road, First Avenue and Second Avenue.

This option would retain the current permit parking and resident parking arrangements, in light of the concerns that have been raised by residents and property owners during the consultation process.

This option is **not recommended**. The investigation has found that the existing on-street parking controls are underutilised, are no longer routinely administered or enforced by the Council and no longer represent the most appropriate on-street parking management tool for the precinct.

Retaining the existing controls would continue to limit access to approximately 189 on-street parking spaces without evidence of a parking demand that justifies the existing restrictions.

Option 2 – Remove existing parking controls (timed resident and visitor parking permit)

The Committee can recommend that the existing Permit Parking and Resident Parking controls be removed in accordance with the recommendations of the *On-Street Parking Policy Implementation – Investigation and Recommendations* report.

The investigation found that the parking controls are being applied to streets with average parking occupancies rates that are below the optimum utilisation range identified in the Councils Policy. The existing controls restrict access to a significant number of on-street parking spaces, despite relatively low utilisation rates and the Permit Zones are no longer routinely administered or enforced by the Council.

Removing the existing parking controls would improve the availability and equitable distribution of on-street parking for residents, visitors and other road users, while aligning with the objectives and principles of the Policy.

Following implementation, a further review could be undertaken in six (6) months to determine whether additional timed parking controls are required. Any future controls would be informed by the data on the demand for on-street parking and operational requirements at that time.

This option is **recommended** as it is supported by the technical investigation and the data, aligns with the Councils On-Street Parking Policy and provides the most equitable use of the available on-street parking.

While the majority of respondents opposed the proposal, the matters raised during consultation have been considered and these matters are not considered sufficient to warrant retaining the existing on-street parking controls that are no longer supported by the available evidence.

Option 3 - Replace the existing permit controls with alternate timed parking controls

The Committee can recommend that the existing permit parking controls be replaced with timed parking controls.

Timed parking controls that could be considered as are set out below;

- 2P from 6:00 – 11:00am and 7:00- 10:00pm Monday – Friday as per the existing period of control; or
- 4P from 9:00am – 5:00pm Monday – Friday.

This option would continue to discourage long-term commuter parking while allowing all road users to access on-street parking for a defined period. Residents meeting the eligibility requirements of Council's Parking Permit Policy, could continue to apply for permits that exempt them from the timed restrictions. Additional consultation with the community in respect to this option would be required.

This option is **not recommended**.

The investigation did not identify parking occupancy rates that would justify the introduction of timed parking controls under the Councils On-Street Parking Policy. Introducing new timed parking restrictions without evidence of parking demand would be inconsistent with the Policy and could establish expectations for similar treatments elsewhere within the City where comparable demand has not been demonstrated. Additionally, it is unclear, based on the current data, the type of timed parking control that would be suitable.

CONCLUSION

The St Peters Parking Review represents one of the first applications of the Council's adopted On-Street Parking Policy.

The technical assessment has found that the existing parking controls are resulting in the underutilisation of on-street parking and are no longer supported by current parking demand or operational requirements. While the concerns raised through the community consultation regarding the availability of parking, traffic and road safety are acknowledged, the available evidence indicates that Harrow Road, First Avenue and Second Avenue, have sufficient capacity to accommodate the proposed changes without creating unacceptable traffic or safety impacts.

On balance, the proposed removal of the existing parking controls represents a reasonable and evidence-based response that aligns with the principles of the On-Street Parking Policy by improving the availability and equitable use of on-street parking. Should parking demand increase following implementation, the precinct can be reviewed and additional parking controls considered in accordance with the Policy.

RECOMMENDATION

1. *That the Petition (as contained in Attachment A), that was received by the Council at its meeting held on 3 June 2024, be received and noted.*

2. *That the outcomes of the community consultation in respect to the proposed removal of parking controls on Harrow Road, First Avenue and Second Avenue, as outlined in this report, be received and noted.*

3. *That the Committee recommends to the Council that the existing parking controls on Harrow Road, First Avenue and Second Avenue, be removed.*

4. *That the Committee recommends to the Council, that a further review of the on-street parking on Harrow Road, First Avenue and Second Avenue be undertaken after six (6) months from the removal of the existing controls.*

5. *That the Committee notes that citizens who engaged with the Council during the community consultation stage, will be advised of the outcomes of the Council's decision.*

6. *That the Head Petitioner be thanked for bringing the Petitioners' concerns to the Councils attention and be advised of the outcomes of the investigations which have been undertaken.*

Mr Nick Meredith moved:

1. *That the Petition (as contained in Attachment A), that was received by the Council at its meeting held on 3 June 2024, be received and noted.*

2. *That the outcomes of the community consultation in respect to the proposed removal of parking controls on Harrow Road, First Avenue and Second Avenue, as outlined in this report, be received and noted.*

3. *That the Committee recommends to the Council that the existing parking controls on Harrow Road, First Avenue and Second Avenue, be changed to 4hr timed parking operating between 9am to 5pm Monday to Friday and Staff consult with residents and property owners.*

4. *That the Committee recommends to the Council, that a further review of the on-street parking on Harrow Road, First Avenue and Second Avenue be undertaken after six (6) months from the removal of the existing controls.*

5. *That the Committee notes that citizens who engaged with the Council during the community consultation stage, will be advised of the outcomes of the Council's decision.*

6. *That the Head Petitioner be thanked for bringing the Petitioners' concerns to the Councils attention and be advised of the outcomes of the investigations which have been undertaken.*

Seconded by Mr Charles Mountain and carried unanimously.

5.4 CONCEPT DESIGNS FOR COMMUNITY CONSULTATION - GLYNDE, PAYNEHAM, PAYNEHAM SOUTH, FIRLE, TRINITY GARDENS AND ST MORRIS LOCAL AREA TRAFFIC MANAGEMENT (LATM) STUDY

REPORT AUTHOR: Manager, Traffic & Integrated Transport
APPROVED BY: General Manager, Urban Planning & Environment
ATTACHMENTS: A - C

PURPOSE OF THE REPORT

The purpose of this report is to present to the Traffic Management & Road Safety Committee (the Committee), the outcomes of the investigation, together with concept designs prepared for the Priority 2 treatment options identified in the Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris Traffic Management Study.

BACKGROUND

At its meeting held on 21 February 2023, the Traffic Management and Road Safety Committee resolved the following:

1. *That the report prepared by Stantec Consultants, dated 30 January 2023 and titled Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris Traffic Management, as contained in* ***Attachment A****, be received and noted.*

2. *That the Committee notes that the Priority 1 recommendation to implement an area-wide 40km/h speed limit in all streets bound by Payneham Road, Glynburn Road, Magill Road and Portrush Road, has been supported by the majority of respondents. Given that a 40km/h area-wide speed limit has already been endorsed by the Council (subject to consultation as the program is progressively implemented), this recommendation can be implemented without the need for consideration by the Committee.*

3. *That having considered the information in this report, the Committee recommends to the Council that the implementation of the 40km/h speed limit be undertaken, together with progressing the investigation and design of the Priority 2 projects, as set-out below:*

   - *Gage Street, Firle, Ryan Avenue to Stapleton Street;*
   - *Jones Avenue, Aberdare Avenue and Seventh Avenue (in coordination with the design and construction of the Trinity Valley Stormwater Drainage project);*
   - *Barnes Road, Glynde;*
   - *Luhrs Road, Payneham South;*
   - *Albermarle Avenue, Trinity Gardens;*
   - *Ashbrook Avenue and John Street, Payneham;*
   - *Gwynne Street, Firle;*
   - *Marian Road (completion of cycle route);*
   - *Payneham Road and Avenue Road junction;*
   - *Payneham Road and Ashbrook Avenue Junction; and*
   - *investigation of traffic control devices on Davis Road, Coorara Avenue and Avenue Road.*

4. *That the Committee notes that the citizens who engaged with the Council during the community consultation stage of the Traffic Report will be informed of the outcomes of this project.*

5. *The Committee recommends to the Council that the Priority 2 projects be implemented as a priority and that adequate resources and funding be allocated by the Council to facilitate implementation of the devices.*

6. *That the Committee notes that if the Priority 2 recommendations are implemented, the investigation and design of the Priority 3 and 4 recommendations, would be assessed.*

7. *That the Committee notes that the order of the implementation of the recommendations may change to enable integration into other capital works projects, such as road reconstruction or stormwater drainage works.*

8. *That staff liaise with the Department for Infrastructure and Transport (DIT) to request the re-routing of buses from Coorara Avenue to Luhrs Road.*

The Council subsequently endorsed the Committee’s recommendations at its meeting held on 6 March 2023 and supported the progression of the project through the annual budget process.

An Information Session for Committee Members was held on 27 January 2026, at which Council staff presented concept designs and potential treatment options for the Priority 2 streets identified for intervention. To further inform the design process, Committee Members participated in a bus tour as part of the Information Session to inspect the streets that are being considered for traffic management interventions. The site inspections provided an opportunity to review the identified locations and discuss the suitability of the proposed traffic management treatments in the context of each street environment.

This report consolidates the outcomes of the Information Session and subsequent design investigations and presents the recommended treatment options for the Committee's consideration prior to progressing to community consultation.

In addition, the Priority 1 action identified in the Traffic Management Study, was the implementation of area-wide 40 km/h speed limits across the suburbs of Payneham, Glynde, Payneham South, Firle, Trinity Gardens and St Morris.

This initiative was completed with the installation and implementation of the area-wide 40 km/h speed limit in July 2025.

STRATEGIC DIRECTIONS

***CityPlan 2030* Alignment**

Outcome 1: Social Equity
An inclusive, connected, accessible and friendly community.

Objective 1.2: A people-friendly, integrated and sustainable transport network.

Strategy 1.2.1: Provide pleasant, safe, accessible, green and well signed walking and cycling routes.

Strategy 1.2.4: Provide appropriate traffic and parking management to enhance residential amenity and support business.

FINANCIAL AND BUDGET IMPLICATIONS

The Council allocated $40,000 in the 2025–2026 Budget for preparation of the concept designs, investigation and community consultation of the proposed traffic management interventions.

As community consultation will now occur in the 2026–2027 financial year, following the development of the recommended treatment options, the majority of the remaining budget is proposed to be carried forward to the 2026-2027 financial year.

The 2026–2027 Annual Business Plan includes an allocation of $150,000 to progress the detailed design of the recommended traffic management interventions following completion of community consultation.

The implementation of all recommended traffic management interventions across the study area will require a significant capital investment and is expected to be delivered over a number of financial years.

Future funding requirements required to fund the implementation of the proposed traffic management interventions, will be considered by the Council through its annual budget process. Where possible, Council staff will seek to leverage external grant funding and coordinate implementation with planned capital renewal and infrastructure upgrade programs to maximise value and minimise disruption for affected citizens.

RISK MANAGEMENT

As the road authority for the local road network, the Council has a responsibility to manage traffic in a manner that promotes road safety, supports residential amenity and provides a safe environment for all road users. The Traffic Management Study identified a number of streets where traffic management interventions are recommended to reduce vehicle speeds and traffic volumes and improve safety and amenity outcomes.

This staged approach to investigation, design, community consultation and implementation enables the Council to appropriately manage the risks associated with project delivery, ensuring that proposed treatments are evidence-based, informed by community feedback and prioritised in accordance with available funding and operational priorities.

CONSULTATION

Elected Members

Elected Members have been kept informed of the status of this project through the Council's standard corporate reporting processes. In addition, as part of the preparation of the Annual Business Plan and Budget, the Council has considered and allocated funding to support the progression of the project through its subsequent stages.

Community

Two (2) key stages have been undertaken during the development of the Traffic Management Study, including the identification of traffic issues and the prioritisation of streets for intervention. The next stage of the project, subject to the Committee's endorsement, is targeted consultation with directly affected property owners, residents and stakeholders, on the proposed traffic management treatments for each identified street.

Staff

General Manager, Urban Planning & Environment
Manager, Assets & Projects
Senior Traffic Engineer
Traffic Engineer

Other Agencies

The Department for Infrastructure & Transport (DIT)
South Australian Public Transport Authority (SAPTA)

DISCUSSION

Design investigation process

Council staff have completed the detailed investigation and concept design for the Priority 2 projects identified within the Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris Traffic Management Study.

The concept design process involved a detailed assessment of each location to identify the most appropriate traffic management approach, having regard to the function and operating characteristics of each street. In developing the recommended concepts, staff considered a range of strategic and site-specific factors, including:

- the nature of the identified traffic issue (vehicle speeds, traffic volumes, crash history, etc.);
- road function and hierarchy;
- existing road geometry and available road reserve, including the potential impacts on existing infrastructure such as trees and services;
- public transport operations;
- connectivity for walking and cycling;
- on-street parking;
- adjacent land uses, including schools, reserves and community facilities; and
- the anticipated effectiveness of potential traffic management treatments.

In addition, each concept was assessed to ensure that it achieves an appropriate balance between improving road safety and residential amenity while maintaining the operational function of the road network. This included consideration of the operational, safety and ongoing maintenance implications of the proposed treatments.

As part of this assessment, a broad range of traffic management measures and traffic control devices have been investigated across the study area.

Depending on the characteristics and constraints of each location, the treatment options considered included:

- roundabouts;
- raised intersections;
- Intersection modifications, including changes to intersection priority and modified T-intersections;
- Road cushions;
- pavement threshold treatments;
- two-way slow points;
- angled slow points;
- landscaped protuberances;
- tree pits and associated landscaping treatments;
- raised pedestrian priority (wombat) crossings; and
- pedestrian crossing improvements, including road narrowing and pedestrian refuge islands.

Preferred concept design

Following the design investigations, the Information Session and the Committee's site inspection of all of the affected streets, staff have developed preferred concept designs for each of the Priority 2 locations. While the approach for each location has been tailored to respond to its local conditions, the recommended concepts adopt a consistent treatment philosophy throughout the study area, comprising raised intersections and platforms, road narrowing, pedestrian improvements and other complementary traffic calming measures where appropriate.

Raised intersections and platforms provide a traffic calming treatment that reduces vehicle speeds by introducing vertical deflection and reinforcing the lower-speed function of the surrounding local road network. When implemented as part of a coordinated series of treatments, raised intersections and platforms contribute to reduced vehicle speeds over a broader length of street, improve driver awareness of the intersection environment and provide opportunities to enhance pedestrian crossing conditions. Raised intersections and platforms can also be designed to accommodate bus routes and generally have limited impacts on access to properties.

Key considerations associated with raised intersections and platforms include existing drainage infrastructure, underground services and other site-specific constraints. From a road geometry perspective, raised intersections can generally be accommodated within the existing kerb lines, minimising the extent of changes to the surrounding road layout. While they are a higher-cost treatment per location due to the more substantial civil works required, raised intersections are typically installed at greater spacing than other forms of traffic calming devices, meaning fewer treatments may be required along a corridor.

The preferred concept designs also incorporate kerb "build-outs" at the intersections in order to reduce pedestrian crossing distances and allow pedestrians to establish themselves in a more visible position before crossing the road. The kerb "build-outs" provide an additional horizontal constraint to the road environment and reinforce lower vehicle speeds at intersections, which represent key conflict points within the local road network.

Concept plans are contained in **Attachment B**.

The plans have been prepared at a high-level feasibility and concept design stage and are intended to illustrate the proposed treatment philosophy, treatment locations and general configuration of the recommended improvements.

Prior to community consultation, Council staff will undertake further technical review and refinement of the concepts, which may result in minor adjustments to the geometry, dimensions or configurations in response to site constraints, design requirements and other matters identified through the review process. Any such refinements will remain consistent with the overall treatment philosophy and objectives presented in this report.

<u>Albermarle Avenue, Trinity Gardens</u>

The preferred concept for Albermarle Avenue comprises of a series of raised intersections incorporating lane narrowing and pedestrian refuge facilities. This treatment philosophy aims to reduce vehicle speeds while improving pedestrian connectivity and crossing opportunities along the corridor. The concept also incorporates pedestrian refuge crossing opportunities near the Trinity Gardens Bowling Club in order to improve pedestrian accessibility and facilitate safer crossing movements.

<u>Gwynne Street, Firle</u>

The preferred treatment for Gwynne Street comprises one-lane slow points at key locations along the corridor. This approach responds to the existing street geometry while reducing operating speeds without significantly affecting local access as Gwynne Street is a low traffic volume local road.

Gage Street, Firle

The preferred concept for Gage Street comprises raised intersections at key locations, supported by pedestrian improvements including kerb protuberances and upgraded crossing facilities. As Gage Street forms part of an existing bus route, the proposed treatments have been developed to accommodate bus movements while reducing vehicle speeds and improving safety for all road users. The concept maintains existing network connectivity while providing targeted improvements at key intersections along the corridor.

Avenue Road, Payneham

The preferred concept incorporates raised intersections combined with localised lane narrowing treatments. The concept responds to the identified speeding concerns while improving pedestrian safety at key crossing locations. The final location of individual treatments will be refined during detailed design to account for site constraints, including driveway access.

Shelley Street, Firle

The preferred concept comprises raised intersections and pedestrian improvements along Shelley Street, including improved pedestrian connectivity to the adjacent shopping centre. As Shelley Street forms part of Council's strategic cycling network, the concept also incorporates improvements to support safer and more convenient cycling movements along the corridor.

Luhrs Road, Payneham South

The preferred concept for Luhrs Road comprises raised intersections together with strategically located mid-block platforms. The proposed treatments have been developed to reduce vehicle speeds while maintaining the corridor's function and providing flexibility to accommodate a potential future bus route should this proceed following further investigation and consultation.

Coorara Avenue, Payneham South

The preferred concept for Coorara Avenue similarly comprises raised intersections and mid-block platforms to address speeding and improve safety. The concept has been developed to accommodate the existing bus route and provides flexibility should the route remain on Coorara Avenue or be relocated to Luhrs Road in the future.

Payneham Rd and Avenue Road

The intersection of Payneham Road and Avenue Road is constrained by the existing road geometry, including a narrow footpath on the northern side of Avenue Road that does not provide an appropriate level of pedestrian accessibility, together with a large established tree located within the existing splitter island. The location also forms an important pedestrian connection to the pedestrian-actuated crossing on Payneham Road. As Payneham Road is under the care and control of DIT, any modifications to the intersection would be subject to further consultation and approval by DIT.

The preferred concept proposes restricting the left-turn movement from Payneham Road into Avenue Road by modifying the existing kerb alignment and splitter island. This would provide additional space around the existing tree and enable the footpath and pedestrian crossing environment to be improved at this key crossing location. The concept would be subject to further consultation with DIT to confirm the feasibility of the proposed access restriction and associated intersection modifications.

Aberdare Avenue St

Aberdare Avenue forms part of Council's strategic cycling network, comprising the St Morris Bikeway, which provides an important east–west cycling connection through the study area. Concept planning for Aberdare Avenue was progressed ahead of the broader LATM study to align the investigation and potential delivery of traffic management improvements with Council's forward asset renewal program and other planned infrastructure works.

Council staff subsequently developed a concept design comprising road narrowing treatments at key intersections along Aberdare Avenue, particularly the four-way intersections, together with pedestrian crossing improvements, including a proposed wombat crossing near Trinity Gardens Primary School. Community consultation on these concept designs has already been completed.

Following a broader strategic review of the study area and to provide greater consistency with the preferred treatment approach proposed for other key corridors, it is now recommended that the concept designs for Aberdare Avenue be further developed to incorporate raised intersections, road narrowing and complementary pedestrian improvements. This revised approach would retain the objectives of the previous concept designs while providing a more consistent traffic calming design philosophy across the broader study area.

Glynde Heavy Vehicle Study

The investigation and concept design for Barnes Road, Davis Road and Marian Road, have been placed on hold pending completion of the Glynde Heavy Vehicle Study, which will assess existing and future heavy vehicle movements within and around the Glynde Industrial Precinct.

As the findings and recommendations of the Glynde Heavy Vehicle Study have not yet been finalised, it is considered premature to determine the most appropriate traffic management treatments for these corridors. Accordingly, Barnes Road, Davis Road and Marian Road will be considered separately following completion of the study.

Once the outcomes of the Glynde Heavy Vehicle Study are confirmed, staff will undertake a further assessment of these corridors, including investigating the feasibility of incorporating raised intersections where appropriate, to provide a consistent treatment philosophy across the broader precinct while ensuring the operational requirements of the industrial road network are appropriately accommodated.

Bus Route Relocation – Luhrs Road

Staff consulted with the Department for Infrastructure and Transport (DIT) regarding the potential relocation of the existing bus route from Coorara Avenue to Luhrs Road.

DIT has advised that it is supportive of investigating the proposal in principle; however, it has identified several matters that would require further assessment before any route changes could be progressed. These include identifying suitable bus stop locations, undertaking community consultation and confirming that the proposed route can safely accommodate bus turning movements.

DIT also identified a number of potential benefits associated with relocating the route to Luhrs Road, including:

- improved operating conditions on the wider carriageway;
- the opportunity to provide an additional outbound service to Stop 10 on Portrush Road;
- minimal change to the existing pedestrian catchment; and
- the retention of suitable access via the dedicated right-turn movement from Portrush Road into Luhrs Road.

To further inform this investigation, staff have undertaken a high-level assessment of Luhrs Road to identify potential bus stop locations and the associated infrastructure requirements. These preliminary investigations, shown in **Attachment C**, identify suitable verge locations for bus stops together with any high-level intersection or kerb infrastructure modifications that may be required to facilitate a future route relocation.

As the investigations undertaken to date are preliminary in nature, the next step would be to further engage with DIT to refine the proposal, including confirming the feasibility and preferred locations of future bus stops and any associated infrastructure requirements. Subject to DIT's approval of the alternate bus route, the proposal can then progress to community consultation.

It is important to note that the Council has previously investigated and consulted with the community regarding the relocation of the existing bus route from Coorara Avenue to Luhrs Road. The proposal did not proceed at that time due to a lack of community support. While Luhrs Road presents as the preferred corridor from a traffic management and bus operation perspective, relocating an established bus route to a street not previously serviced by buses, can raise concerns for affected residents.

It is also noted that the recommended traffic management treatments for both Luhrs Road and Coorara Avenue comprise raised platform intersections. These treatments can be designed to safely accommodate bus operations on either corridor, providing flexibility should the existing bus route remain on Coorara Avenue or be relocated to Luhrs Road.

OPTIONS

Throughout the investigation and concept development process, Council staff considered a broad range of traffic management treatments across the Study Area. This included the assessment of intersection and mid-block treatments for each Priority 2 corridor, having regard to the identified traffic issues, road function, surrounding land uses, existing infrastructure and site-specific opportunities and constraints.

The documents contained in Attachment A, provide the supporting corridor assessments, including the traffic management options considered, the relative benefits and limitations and the basis for identifying the preferred treatment approach for each corridor.

The preferred concept designs presented in this report, represent the outcome of this assessment process and provide a co-ordinated approach to traffic management across the broader study area. While the preferred treatments vary slightly between corridors in response to local conditions, the proposed treatments have been developed within a consistent design philosophy focused on reducing vehicle speeds, improving pedestrian and cycling conditions, addressing key conflict points and maintaining the appropriate function and connectivity of the local road network.

The Committee may consider alternative traffic management treatments or design approaches to those recommended in this report, including other feasible options identified through the corridor assessments contained in Attachment A. Any alternative approach would require further design development and assessment of its technical feasibility, impacts, costs and alignment with the broader objectives of the LATM Study.

CONCLUSION

Council staff have completed the investigation and concept design process for the majority of the Priority 2 projects identified in the Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris Traffic Management Study.

This work has included consideration of a broad range of traffic management treatments, detailed assessment of the function, operating conditions and constraints of each corridor and further refinement of the concepts following the Committee Information Session and inspection of the affected streets.

The preferred concept designs have been tailored to the conditions of each corridor while adopting a consistent treatment philosophy across the study area, focused on reducing vehicle speeds, improving pedestrian and cycling conditions, addressing key conflict points and maintaining the appropriate function and connectivity of the local road network.

The recommended concepts generally comprise of raised intersections and platforms, road narrowing and pedestrian crossing improvements, with provision made to accommodate public transport operations and other site-specific requirements where necessary.

The investigations relating to Barnes Road, Davis Road and Marian Road, will be progressed separately following completion of the Glynde Heavy Vehicle Study, while further engagement with DIT is required to determine the feasibility of relocating the existing bus route from Coorara Avenue to Luhrs Road.

The preferred concept designs represent the outcome of the investigation and option assessment process and provide a coordinated basis for progressing the Priority 2 projects to community consultation. Subject to the Committee's endorsement, Council staff will undertake targeted consultation with affected residents and stakeholders to seek feedback on the proposed treatments before finalising the concepts and progressing to detailed design. The outcomes of community consultation, together with any resulting design changes, will inform the subsequent detailed design, prioritisation and staged delivery of the traffic management improvements, having regard to available funding, opportunities to coordinate works with Council's capital renewal and infrastructure programs, and potential external funding opportunities.

RECOMMENDATION

1. *That the report be received and noted.*

2. *For the purposes of progressing to community consultation, the Committee endorses the preferred concept designs for the Priority 2 traffic management projects:*

   a. ***Albermarle Avenue**– raised intersections incorporating road narrowing, pedestrian refuge facilities and pedestrian crossing improvements;*
   b. ***Gwynne Street** – one-lane slow points at key locations along the corridor;*
   c. ***Gage Street** – raised intersections and associated pedestrian improvements, designed to accommodate existing bus operations;*
   d. ***Avenue Road** – raised intersections, localised road narrowing and pedestrian crossing improvements;*
   e. ***Shelley Street** – raised intersections and pedestrian improvements, including improved connectivity to the adjacent shopping centre and improvements supporting the function of the strategic cycling network;*
   f. ***Luhrs Road**– raised intersections and strategically located mid-block platforms, designed to accommodate a potential future bus route;*
   g. ***Coorara Avenue**– raised intersections and strategically located mid-block platforms, designed to accommodate existing or future bus operations;*
   h. ***Aberdare Avenue**– further development of the concept design to incorporate raised intersections, road narrowing and pedestrian improvements, including improvements supporting the function of the St Morris Bikeway and pedestrian access near Trinity Gardens Primary School; and*
   i. ***Payneham Road and Avenue Road intersection** – modification of the existing intersection to restrict the left-turn movement from Payneham Road into Avenue Road and improve pedestrian access and the surrounding public realm, subject to further investigation and approval by the Department for Infrastructure and Transport.*

3. *That the Committee notes that the concept designs are high-level feasibility plans and that Council staff may undertake further technical review and make minor amendments to treatment locations, geometry, dimensions and configurations prior to community consultation, provided that any amendments remain consistent with the treatment philosophies endorsed in Part 2 of the Committee’s resolution.*

4. *That Council staff undertake community consultation with affected residents and stakeholders on the preferred concept designs identified in Part 2 of this resolution and report the outcomes of the community consultation back to the Committee for further consideration, prior to progressing the preferred concept designs to detailed design.*

5. *That Council staff to engage with the Department for Infrastructure & Transport regarding the proposed modifications to the Payneham Road and Avenue Road intersection and subject to the Department's Approval, incorporate the proposal as part of the community consultation process.*

6. *That Council staff to engage with the Department for Infrastructure & Transport and the South Australian Public Transport Authority, to investigate the potential relocation of the existing bus route from Coorara Avenue to Luhrs Road, including the feasibility of the proposed route, bus stop locations and associated infrastructure requirements.*

7. *That, subject to approval by the Department for Infrastructure &Transport and the South Australian Public Transport Authority, for the proposed relocation of the bus route, Council staff undertake community consultation with affected property owners, residents and stakeholders and report the outcomes of the investigation and community consultation to the Committee for further consideration.*

8. *That the Committee notes that the investigation and concept design process for Barnes Road, Davis Road and Marian Road, will be progressed separately following completion of the Glynde Heavy Vehicle Study and that the outcomes of these investigations will be presented to the Committee for consideration.*

9. *That the Committee notes that the implementation of the preferred traffic management treatments will be subject to the outcomes of community consultation, completion of detailed design, future budget allocation by the Council and opportunities to coordinate delivery with Council's capital renewal and infrastructure programs and external funding opportunities.*

Mr Charles Mountain moved:

1. *That the report be received and noted.*

2. *For the purposes of progressing to community consultation, the Committee endorses the preferred concept designs for the Priority 2 traffic management projects:*

   a. ***Albermarle Avenue**– raised intersections incorporating road narrowing, pedestrian refuge facilities and pedestrian safety improvements;*
   b. ***Gwynne Street** – one-lane slow points at key locations along the corridor;*
   c. ***Gage Street** – raised intersections and associated pedestrian safety improvements, designed to accommodate existing bus operations;*
   d. ***Avenue Road** – raised intersections, localised road narrowing and pedestrian safety improvements;*
   e. ***Shelley Street** – raised intersections and pedestrian safety improvements, including improved connectivity to the adjacent shopping centre and improvements supporting the function of the strategic cycling network;*
   f. ***Luhrs Road**– raised intersections and strategically located mid-block platforms, designed to accommodate a potential future bus route;*
   g. ***Coorara Avenue**– raised intersections and strategically located mid-block platforms, designed to accommodate existing or future bus operations;*
   h. ***Aberdare Avenue**– further development of the concept design to incorporate raised intersections, road narrowing and pedestrian safety improvements, including improvements supporting the function of the St Morris Bikeway and pedestrian access near Trinity Gardens Primary School; and*

3. *That the Committee notes that the concept designs are high-level feasibility plans and that Council staff may undertake further technical review and make minor amendments to treatment locations, geometry, dimensions and configurations prior to community consultation, provided that any amendments remain consistent with the treatment philosophies endorsed in Part 2 of the Committee's resolution.*

4. *That Council staff undertake community consultation with affected residents and stakeholders on the preferred concept designs identified in Part 2 of this resolution and report the outcomes of the community consultation back to the Committee for further consideration, prior to progressing the preferred concept designs to detailed design.*

5. *That possible traffic calming treatments for Barnes Road Glynde, between Marian Road and Davis Road, be included in the community consultation for the Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St. Morris Local Area Traffic Management [LATM] Study*

6. *That Council staff engage with the Department for Infrastructure and Transport (DIT) to investigate and develop alternate treatment options for the Payneham Road and Avenue Road intersection and report the outcomes and recommendations back to the Traffic Management & Road Safety Committee for further consideration.*

7. *That Council staff to engage with the Department for Infrastructure & Transport and the South Australian Public Transport Authority, to investigate the potential relocation of the existing bus route from Coorara Avenue to Luhrs Road, including the feasibility of the proposed route, bus stop locations and associated infrastructure requirements.*

8. *That, subject to approval by the Department for Infrastructure &Transport and the South Australian Public Transport Authority, for the proposed relocation of the bus route, Council staff undertake community consultation with affected property owners, residents and stakeholders and report the outcomes of the investigation and community consultation to the Committee for further consideration.*

9. That the Committee notes that the investigation and concept design process for Barnes Road (north of Davis Road), Davis Road and Marian Road, will be progressed separately following completion of the Glynde Heavy Vehicle Study and that the outcomes of these investigations will be presented to the Committee for consideration.

10. That the Committee notes that the implementation of the preferred traffic management treatments will be subject to the outcomes of community consultation, completion of detailed design, future budget allocation by the Council and opportunities to coordinate delivery with Council's capital renewal and infrastructure programs and external funding opportunities.

Seconded by Cr Holfeld and carried unanimously.

6 OTHER BUSINESS

Nil

7 NEXT MEETING

Tuesday, 8 September 2026

8 CONFIDENTIAL REPORTS

Nil

9 CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 11.41am.

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Cr Kevin Duke
PRESIDING MEMBER

Minutes Confirmed on ____________________________
(date)

15 OTHER BUSINESS

16 CONFIDENTIAL REPORTS

16.1 NOTICE OF MOTION - RESCISSION OF MOTION - 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.

16.2 STAFF RELATED 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