

# Audit & Risk Committee Agenda & Reports

**7 March 2024**

## **Our Vision**

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

*A progressive City which is prosperous, sustainable  
and socially cohesive, with a strong community spirit.*

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City of  
Norwood  
Payneham  
& St Peters

4 March 2024

## To all Members of the Audit & Risk Committee

### Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott
- Cr Claire Clutterham
- Ms Stefanie Eldridge (Independent Member)
- Ms Sandra Di Blasio (Independent Member)

### Staff

- Mario Barone (Chief Executive Officer)
- Lisa Mara (General Manager, Governance & Civic Affairs)

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Audit & Risk Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

**Thursday 7 March 2024, commencing at 7.00pm**

Please advise Lisa Mara on 8366 4549 or email [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au), if you are unable to attend this meeting or will be late.

A light meal will be available from 6.30pm.

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
**Norwood  
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& St Peters**

1.	CONFIRMATION OF MINUTES OF THE SPECIAL MEETING OF THE AUDIT & RISK COMMITTEE HELD ON 6 DECEMBER 2023 .....	1
2.	PRESIDING MEMBER'S COMMUNICATION .....	1
3.	QUESTIONS WITHOUT NOTICE .....	1
4.	QUESTIONS WITH NOTICE .....	1
5.	WRITTEN NOTICES OF MOTION .....	1
6.	STAFF REPORTS .....	1
6.1	DRAFT 2024-2034 LONG-TERM FINANCIAL PLAN – KEY PERFORMANCE INDICATORS..	2
6.2	REVIEW OF FINANCE POLICIES .....	7
6.3	FINANCIAL DELEGATIONS POLICY .....	10
7.	CONFIDENTIAL REPORTS .....	12
8.	OTHER BUSINESS .....	12
9.	NEXT MEETING .....	12
10.	CLOSURE .....	12



## 6.1 DRAFT 2024-2034 LONG-TERM FINANCIAL PLAN – KEY PERFORMANCE INDICATORS

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA137443  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present the updated draft Long-Term Financial Plan Key Performance Indicators for the period 2023-2024 - 2033-2034 (LTFP), to the Audit & Risk Committee for consideration and recommendation to the Council.

### BACKGROUND

Section 122 of the *Local Government Act 1999* (the Act), requires the Council to prepare a Long-Term Financial Plan for a period of at least ten (10) years. In addition, the Council must undertake a review of the Long-Term Financial Plan as soon as practicable after adopting the Council's Annual Business Plan for a particular financial year.

As part of the 2023-2024 Annual Business, the Council was advised that the LTFP was required to be reviewed on the basis of the Council's decision to undertake the Payneham Memorial Swimming Centre Project.

At its meeting held on 6 December 2023, the draft *2024-2034 Long-Term Financial Plan*, was presented to the Audit & Risk Committee for consideration. Following consideration of the draft LTFP, the Committee resolved the following:

1. *That the draft 2024-2034 Long-Term Financial Plan as contained in Attachment A be received and noted.*
2. *That the Audit & Risk Committee, having considered the draft 2024-2034 Long-Term Financial Plan notes that the draft Plan indicates that the Council:*
  - *is sustainable in the long term; and*
  - *will move outside of the Key Financial Indicators targets for a limited period of time but will return to the targets within the 10 year timeline of the draft Plan.*
3. *That the Audit & Risk Committee recommends to the Council that the targets of the Key Financial Indicators are revised annually by the Audit & Risk Committee and recommendations on any revised targets are made to the Council for the Council's consideration.*

At its meeting held on 11 December 2023, the Council adopted the abovementioned recommendation of the Audit & Risk Committee.

Since that time, the Key Performance Indicators, as set out in the draft *2024-2034 Long Term Financial Plan*, have been reviewed to incorporate updated costs and other assumptions, which have been identified through the 2023-2024 First Quarter and Second Quarter Budget reviews.

A copy of the updated draft *2024 to 2034 Long-Term Financial Plan* Key Performance Indicators is contained in **Attachment A**.

## RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, provides the framework upon which the Council's Strategic Management Plans are developed. The Council's suite of Strategic Management Plans currently incorporates *CityPlan 2030*, the LTFP, the Infrastructure and Asset Management Plans and the Annual Business Plan and Budget.

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.

## FINANCIAL AND BUDGET IMPLICATIONS

The financial projections contained within the draft 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.

## EXTERNAL ECONOMIC IMPLICATIONS

This report provides updated information on the financial projections covering the period from 2023-2024 through to 2033-2034 based on the set of assumptions outlined in the Discussion section of this report.

## SOCIAL ISSUES

Not Applicable.

## CULTURAL ISSUES

Not Applicable.

## ENVIRONMENTAL ISSUES

Not Applicable.

## RESOURCE ISSUES

Not Applicable.

## RISK MANAGEMENT

The draft LTFP has been prepared in accordance with the *Local Government Act 1999*.

## CONSULTATION

- **Elected Members**  
The draft LTFP has been considered by Elected Members and the Audit & Risk Committee at various Information Sessions and meetings. The most recent Information Session regarding the draft LTFP was held on 26 February 2024.
- **Community**  
Not Applicable.
- **Staff**  
Not Applicable.
- **Other Agencies**  
Not Applicable.

**DISCUSSION**

The updated draft *2024-2034 Long Term Financial Plan* incorporates the following Financial Goal and Objectives which have been adopted by the Council:

**Financial Goal**

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

To ensure that the Council achieves its Financial Goal, a number of Financial Outcomes and Financial Targets have been established:

**Outcome 1: A Balanced budget**

Council 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 the Council’s Strategic Plan, *City Plan 2030*.

**Outcome 4: Debt Management**

Prudent use of debt to invest in new long term assets to ensure intergenerational equity between current and future users.

The Financial Goal and Outcomes were reviewed to determine the on-going relevance of these objectives for the draft *2024-2034 Long Term Financial Plan*. It has been determined that these objectives continue to remain relevant and therefore form the basis for the draft Plan.

The targets set for each Outcome are contained in Table 1 below.

**TABLE 1: LONG TERM FINANCIAL PLAN – FINANCIAL TARGETS**

<b>Outcome</b>	<b>Indicator</b>	<b>Description of Indicator</b>	<b>Target</b>
A balanced budget	Operating Ratio	This indicator represents the percentage by which income source varies from the day-to-day operating expenditure. The ratio is calculated by measuring the Councils Operating result as a percentage of Rate Revenue, where Operating Result equals operating revenue less operating expenses (including depreciation).	0-10%
Rate stability	Rate revenue increases	Year on year increase in total rate revenue collected	Between 4% and 8%

Outcome	Indicator	Description of Indicator	Target
Infrastructure and Asset Management	Asset Sustainability Ratio	Asset Sustainability Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.) at the same rate the stock of assets is wearing out. The ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the planned spend outlined in the Council's Asset Management Plans.	Between 90% and 110% on a rolling 3 year period
Debt Management	Net Financial Liabilities	A Council's indebtedness must be managed to ensure its liabilities and associated costs are met without impinging on the financial sustainability of the Council. Net Financial Liabilities ratio measures the extent of what is owed by the Council less any liquid assets (i.e. cash or receivables) of the Council are met by its Operating revenue.	≤ 100%

**ASSUMPTIONS**

The financial projections contained within the draft LTFP are meant to provide an indication of the Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council.

The key assumptions underlying the Plan are as follows:

**Maintaining existing services at current service standards**

The Plan is based on a “*business as usual*” assumption, which means that the Council will continue to provide the existing services at the current service levels.

The “*business as usual*” assumption does not take into account any change in direction or service level in response to community expectations, legislative requirements or changing economic conditions.

For the purpose of developing the forward projections, the draft LTFP assumes new operational expenditure of \$1 million on average each year.

**Rate Revenue**

The updated Key Performance Indicators reflect Rate Revenue increases commencing at 8.0% in 2024-2025. Table 2 below sets out the assumed Rate Revenue Increases over the life of the LTFP as at February 2024.

**TABLE 2: LONG TERM FINANCIAL PLAN – RATE REVENUE INCREASES**

2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
8.0%	8.0%	7.0%	6.5%	6.0%	4.0%	4.0%	4.0%	4.0%	4.0%



## **Asset Renewal and Replacement**

The Key Performance Indicators for the Asset Renewal Funding Ratio has been assumed at 100% renewal, on the basis that the Council's "Whole-of-Life" Asset Management Plans are in the process of being reviewed and therefore the ratio will be reconsidered once the Plans are finalised and adopted by the Council.

Therefore, the updated Key Performance Indicators reflect an Asset Renewal Funding Ratio of 141.3% in 2024-2025 which, as set out above reflects 100% in 2028-2029 and remains at 100% through to 2033-2034.

## **Debt Management**

Based on the principle of "intergenerational equity", the Plan assumes that the Council will borrow to fund new and upgraded assets.

The updated LTFP includes borrowings as a Cash Advance Debenture (CAD) and not a loan on the basis that a CAD provides flexibility in terms of timings associated with taking out loans.

A copy of the updated Key Performance Indicators is contained within **Attachment A**.

## **OPTIONS**

This report is presented for information purposes only.

The Key Performance Indicators as set out in the Council's draft *2024-2034 Long Term Financial Plan* have been updated following the First 2023-2024 Budget and Second Budget Reviews.

However, further work will be undertaken in respect to the draft *2024-2034 Long Term Financial Plan* as part of the *2024-2025 Annual Business Plan and Budget*.

Following the completion of the *2024-2025 Annual Business Plan and Budget* the draft *2024-2034 Long Term Financial Plan* will be presented to the Council for adoption.

## **CONCLUSION**

Based on the underlying assumptions contained within the draft Plan and noting that there are variations in the Key Financial Indicators over some periods in the Plan and that these Indicators return to the targets within the 10 year timeframe of the Plan, the draft Plan indicates that the Council is sustainable in the long term.

The Council's Operating Surplus Ratio, over the period of the draft Plan is forecast to grow from 0.4% to 5.6% by 2033-2034.

Rate revenue increases are stable over the life of the Plan, indicating equity between generations and that current and future ratepayers pay only for their share of the City's assets and services.

## **COMMENTS**

Nil.

## **RECOMMENDATION**

That the updated Key Performance Indicators as set out in draft *2024-2034 Long-Term Financial Plan* as contained in Attachment A be received and noted.

# Attachment A

## Draft 2024-2034 Long-Term Financial Plan Key Performance Indicators

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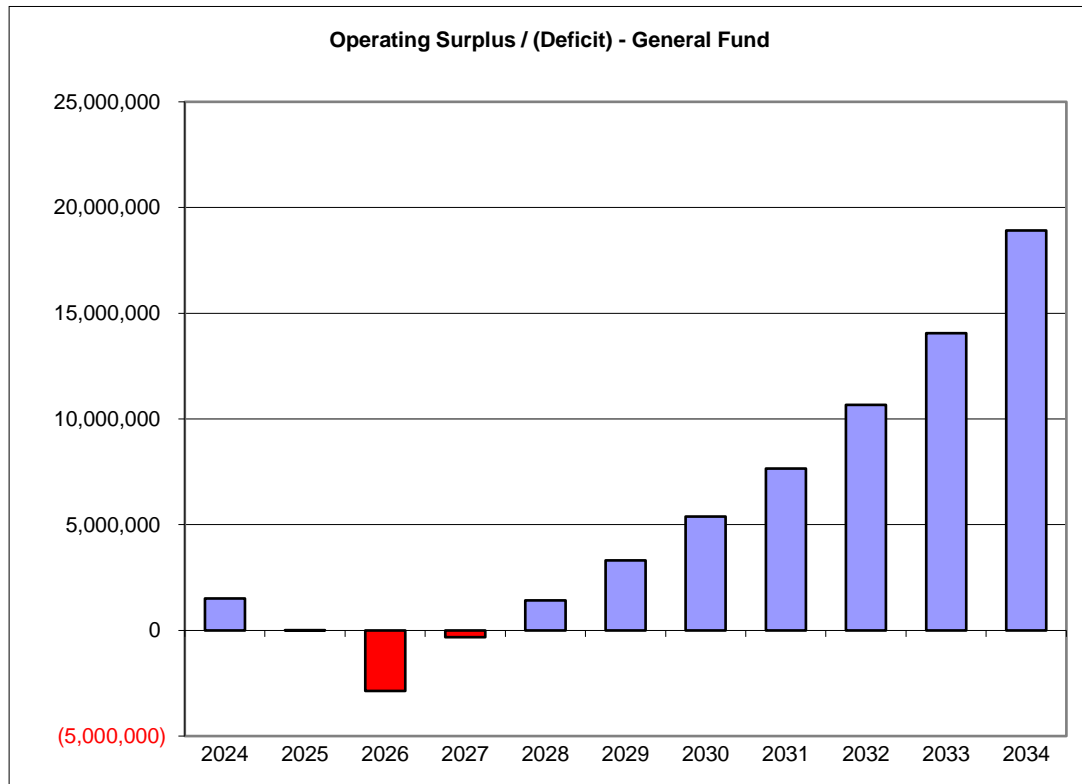


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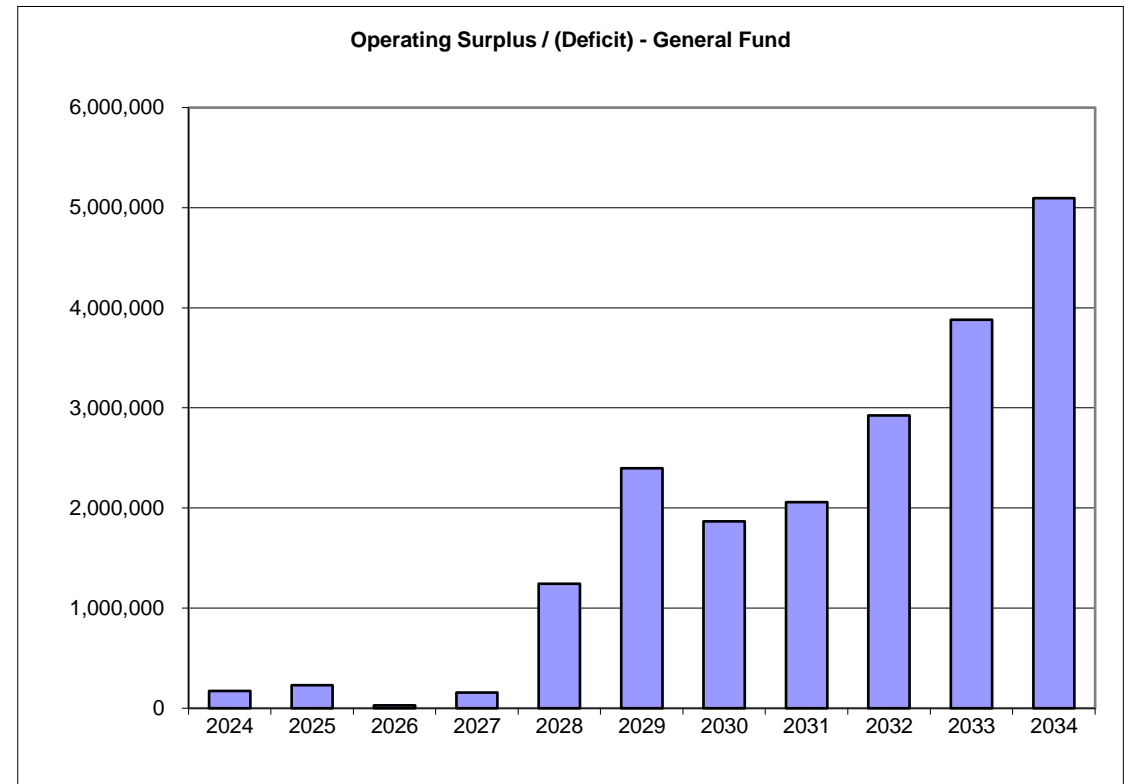
# Draft Long Term Financial Plan - Updated Key Performance Indicators

## Operating Surplus / ( Deficit)

### December 2023

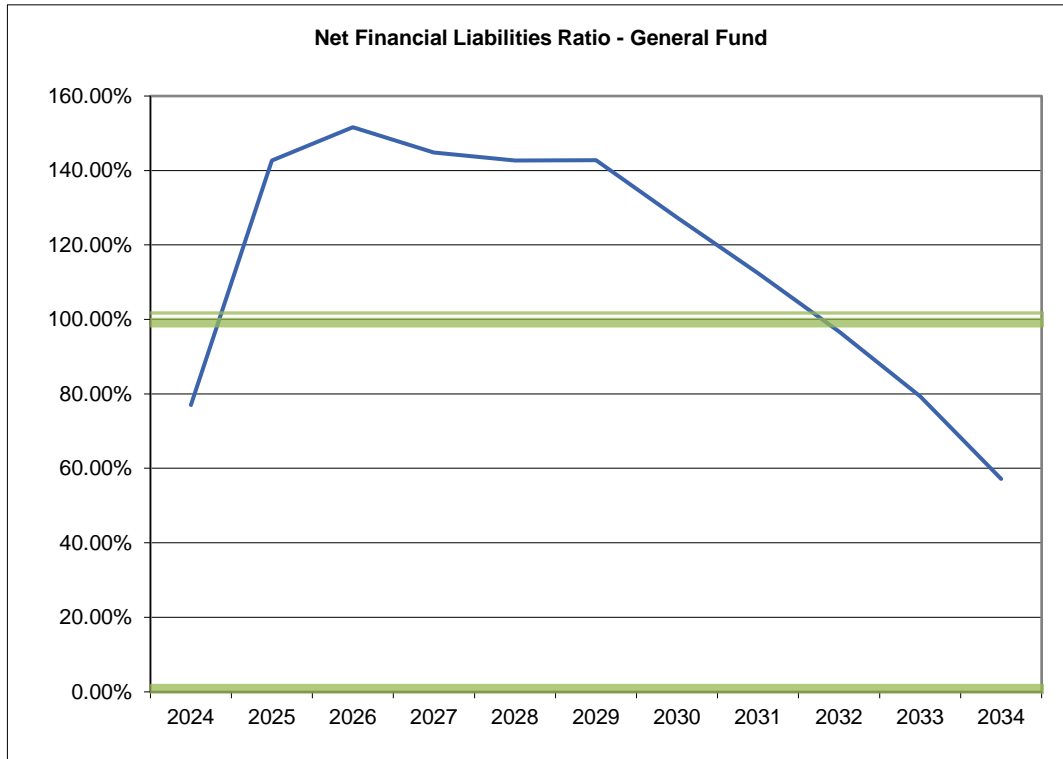


### February 2024

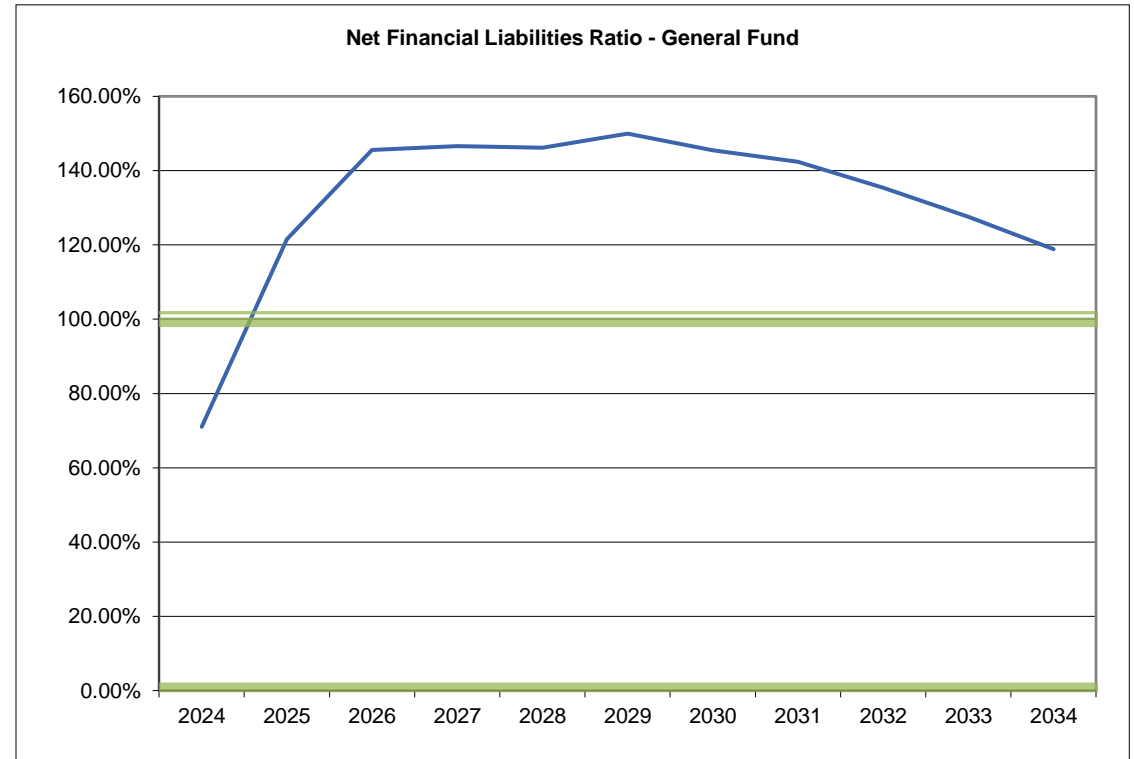


# Net Financial Ratio

## December 2023

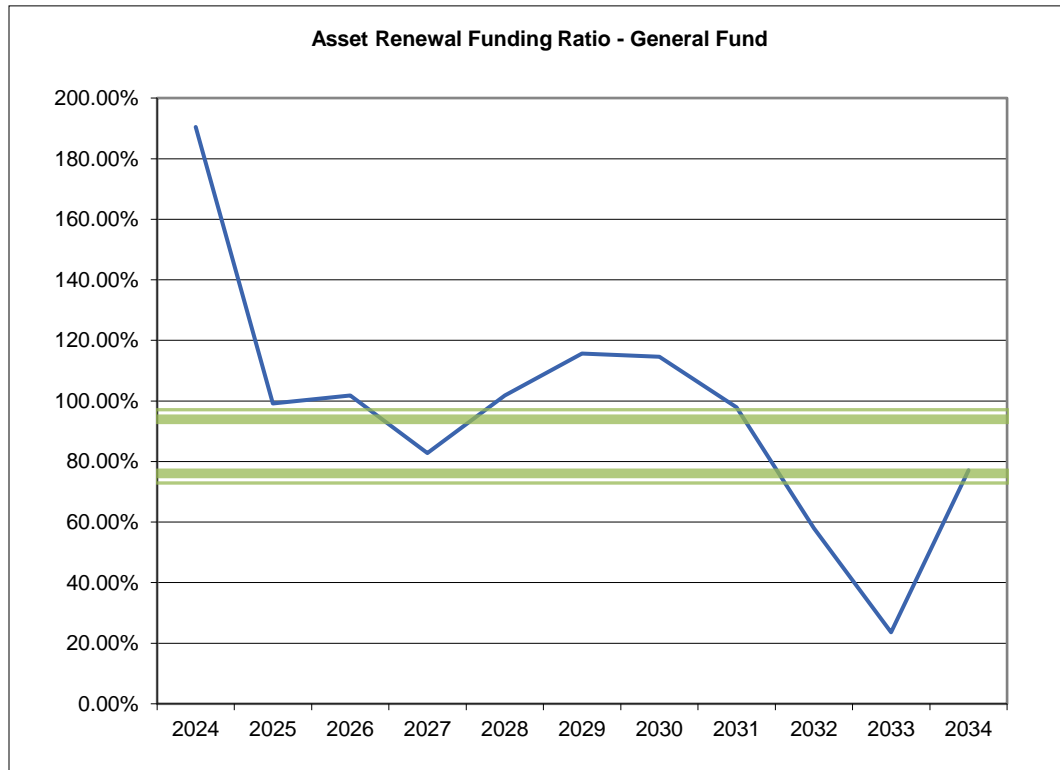


## February 2024

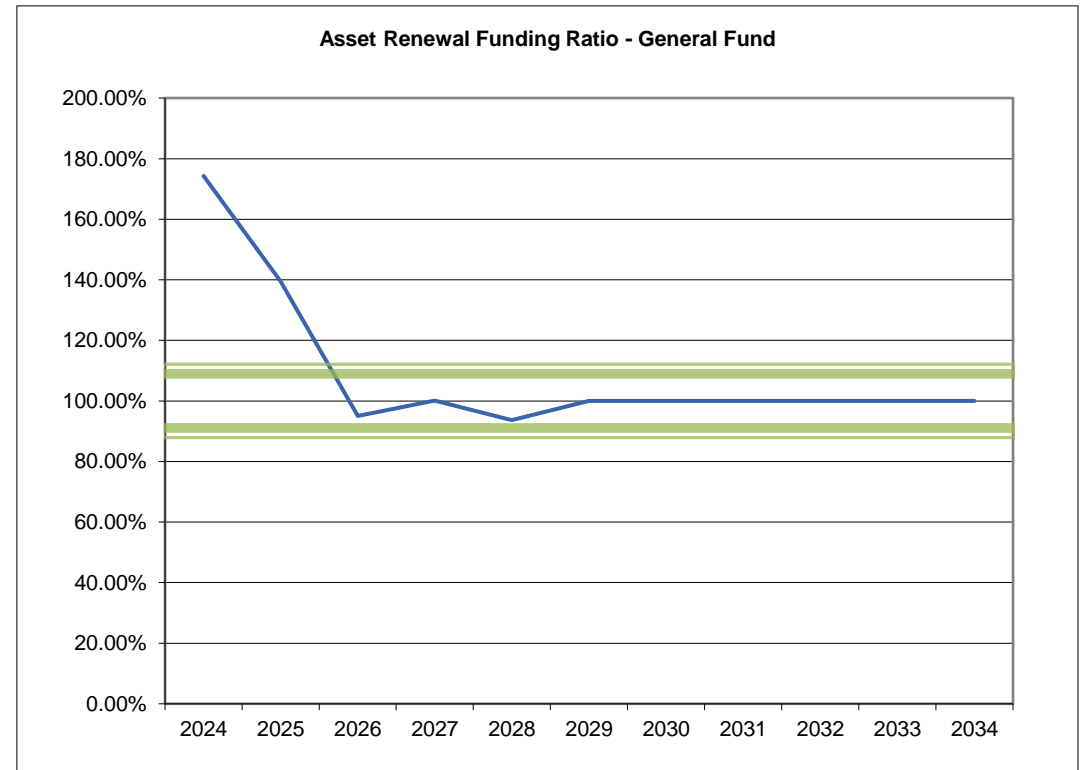


# Asset Renewal Funding Ratio

## December 2023

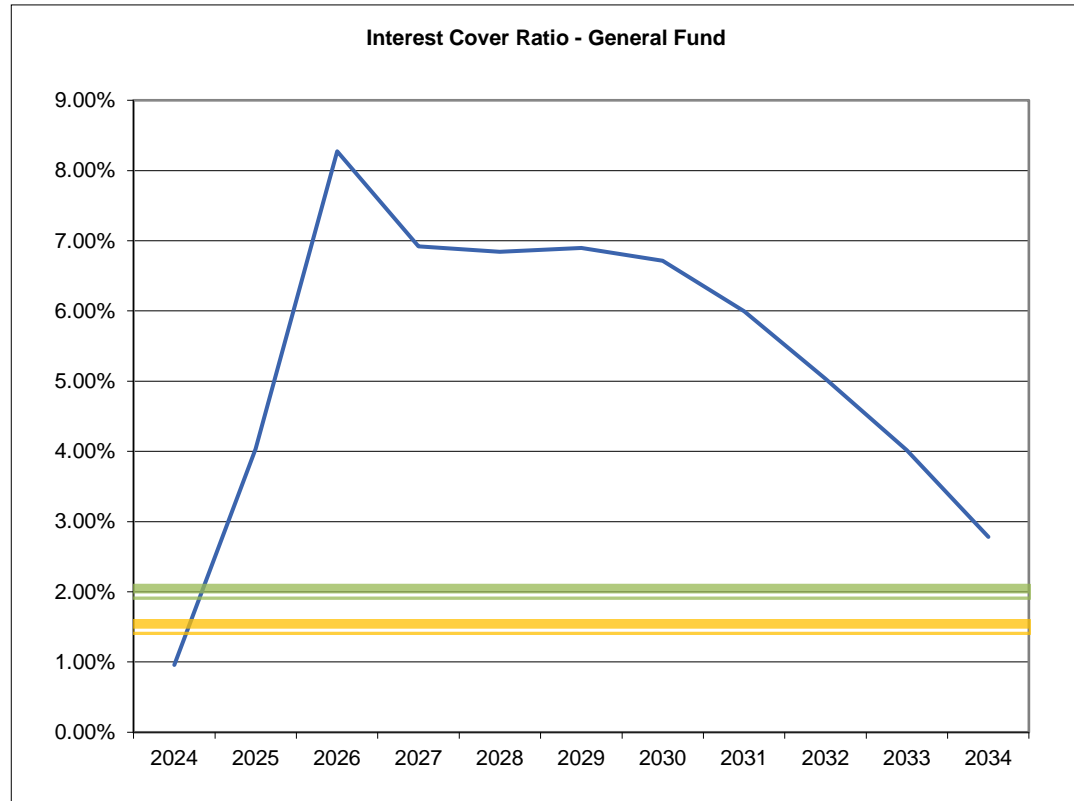


## February 2024

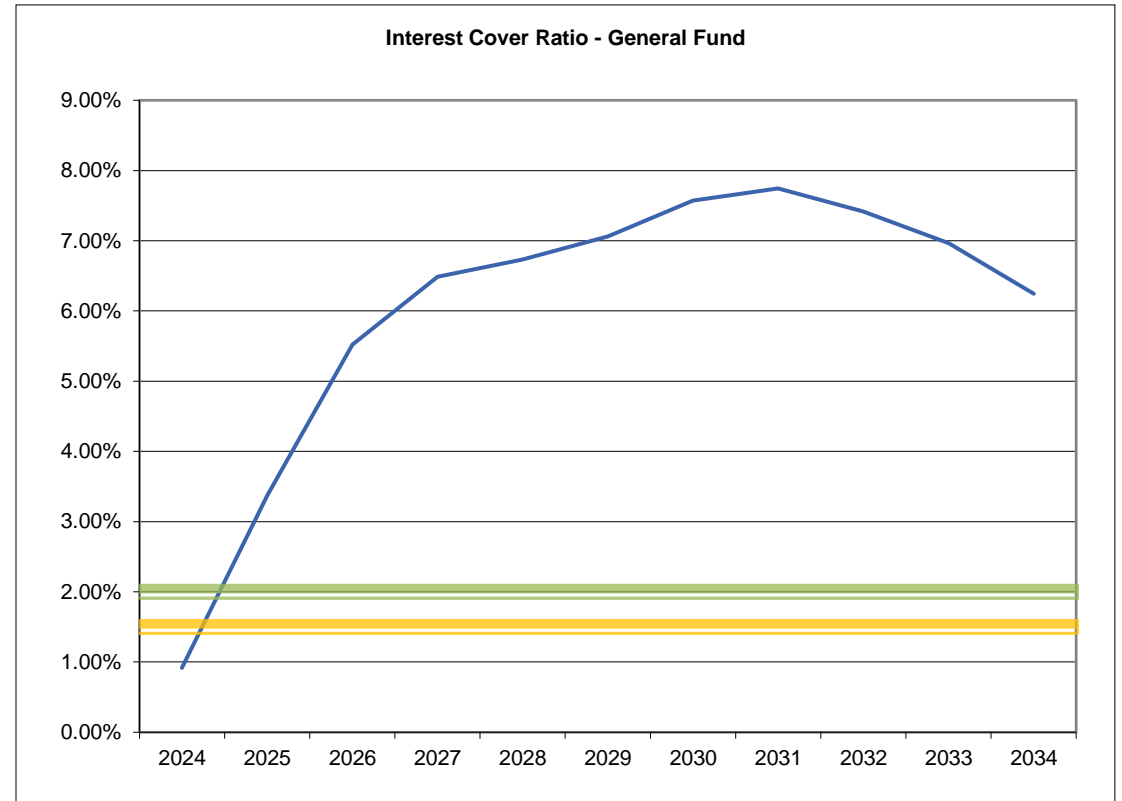


# Interest Cover Ratio

## December 2023



## February 2024



# KEY PERFORMANCE INDICATORS

		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
<b>Outcome 1 : A Balanced Budget</b>											
<i>December LTFF</i>	Operating Surplus Ratio - \$`000	18	(2,859)	(329)	1,420	3,311	5,387	7,662	10,671	14,054	18,912
<i>December LTFF</i>	Operating Surplus Ratio - %	0.0%	-4.7%	-0.5%	2.0%	4.4%	6.7%	9.0%	11.9%	14.9%	19.1%
<i>Updated LTFF</i>	Operating Surplus Ratio - \$`000	229	29	156	1,242	2,395	1,867	2,059	2,923	3,880	5,094
<i>Updated LTFF</i>	Operating Surplus Ratio - %	0.4%	0.0%	0.2%	1.8%	3.2%	2.4%	2.5%	3.5%	4.4%	5.6%
<b>Outcome 2 : Rate Stability</b>											
<i>December LTFF</i>	Rate Revenue Increase - %	8.0%	8.0%	8.0%	6.5%	6.5%	6.5%	6.0%	6.0%	6.0%	6.0%
<i>Updated LTFF</i>	Rate Revenue Increase - %	8.0%	8.0%	7.0%	6.5%	6.0%	4.0%	4.0%	4.0%	4.0%	4.0%
<b>Outcome 3 : Infrastructure and Asset Management</b>											
<i>December LTFF</i>	Asset Renewal Funding Ratio - %	99.1%	101.8%	82.8%	101.8%	115.7%	114.6%	97.9%	57.9%	23.6%	77.1%
<i>Updated LTFF</i>	Asset Renewal Funding Ratio - %	141.3%	96.2%	101.3%	94.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Outcome 4: Debt Management</b>											
<i>December LTFF</i>	Net Financial Liabilities - \$`000	80,402	92,724	97,278	101,770	108,229	102,618	95,364	86,358	74,623	56,641
<i>December LTFF</i>	Net Financial Liabilities Ratio - %	142.7%	151.6%	144.8%	142.6%	142.8%	127.4%	112.4%	96.7%	79.3%	57.1%
<i>December LTFF</i>	Interest Cover Ratio - %	4.0%	8.3%	6.9%	6.8%	6.9%	6.7%	6.0%	5.0%	4.0%	2.8%
<i>Updated LTFF</i>	Net Financial Liabilities - \$`000	68,280	88,792	97,514	103,380	112,354	113,690	115,498	113,915	111,426	107,704
<i>Updated LTFF</i>	Net Financial Liabilities Ratio - %	121.5%	145.6%	146.6%	146.2%	150.0%	145.5%	142.4%	135.4%	127.6%	118.8%
<i>Updated LTFF</i>	Interest Cover Ratio - %	3.4%	5.5%	6.5%	6.7%	7.1%	7.6%	7.7%	7.4%	7.0%	6.2%

## 6.2 REVIEW OF FINANCE POLICIES

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA61370  
**ATTACHMENTS:** A - C

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### PURPOSE OF REPORT

The purpose of the report is to present three (3) policies which have been reviewed to the Audit & Risk Committee for adoption.

### 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.

A review of all Finance related policies has commenced to ensure that all policies are relevant, contemporary and legislatively compliant and these will be presented to the Audit & Risk Committee for endorsement as each policy is reviewed.

The following Policies are now scheduled to be reviewed:

1. Bank Accounts (**Attachment A**);
2. Budget (**Attachment B**); and
3. Treasury Management (**Attachment C**).

Where required, the Policies have been amended to ensure that the Policies meet current standards and reflect the Council's position on the respective matters.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### DISCUSSION

#### Bank Accounts Policy

The *Bank Accounts Policy* is an existing Policy.

The objective of the *Bank Accounts Policy* sets out the operational frameworks in terms of the management of the Council's bank accounts.



Only minor amendments and formatting changes are recommended.

A copy of the draft *Bank Accounts Policy* is contained within **Attachment A**.

### **Budget Policy**

The *Budget Policy* is an existing Policy.

The objective of this Policy is to document the process to be used for the preparation of the Council's Annual Budget.

With the exception of a change to the title of the staff member responsible for the Policy, no changes are recommended to the Policy.

A copy of the draft *Budget Policy* is contained within **Attachment B**.

### **Treasury Management Policy**

The *Treasury Management Policy* is an existing Policy.

The objective of the Policy is to ensure sound management of the Council's financial transactions with regards to borrowings and investments.

With the exception of a change to the title of the staff member responsible for the Policy, no changes are recommended to the Policy.

A copy of the draft *Treasury Management Policy* is contained within **Attachment C**.

### **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 emphasises the need for an explicit, clearly documented, framework of policies and procedures.

### **COMMENTS**

To ensure compliance with Section 125 of the *Local Government Act 1999*, the Council must have in place, appropriate policies, practices and procedures, which assist the Council to carry out its activities in an efficient and orderly manner. To achieve this objective, it is important to ensure that the policies adopted by the Council are regularly reviewed to ensure that they reflect the current operating environment and continue to meet the Council's overall objectives.

There is no legislative requirement to consult in respect to these policies.

## RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that the following be adopted:

- Bank Accounts Policy (**Attachment A**);
- Budget Policy (**Attachment B**); and
- Treasury Management Policy (**Attachment C**).

# Attachment A

## Review of Finance Policies

### Bank Accounts Policy

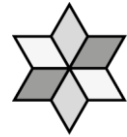
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City of  
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& St Peters

**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 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 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 ~~Manager, Finance~~ 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 ~~P~~ policy applies to all Council bank accounts.

## POLICY

New bank accounts ~~will can~~ only be opened with the approval of the Chief Executive Officer and the ~~General Manager, Corporate Services~~ Chief Financial Officer.

Authorised signatories will be appointed for the operation of accounts.

At least two (2) ~~A~~ authorised ~~O~~ officers approved by the Chief Executive Officer or the Chief Financial Officer are required to sign for bank account transactions.

Authorised signatories are staff currently holding the positions of

- ~~Chief Executive Officer;~~
- ~~General Manager, Corporate Services;~~
- ~~Manager, Finance;~~
- ~~Accountant;~~
- ~~Assistant Accountant;~~

Bank reconciliations for each bank account operated by the Council ~~are to be shall~~ be prepared daily.

## REVIEW PROCESS

The Council will review this Policy within ~~24~~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~~ ~~Manager, Finance~~, 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~~ 2024.

~~This Policy was adopted by the Council on~~ 2024.

## TO BE REVIEWED

~~July 2025~~March 2026.

# Attachment B

## Review of Finance Policies

### Budget Policy

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175 The Parade, Norwood SA 5067

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City of  
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Payneham  
& St Peters

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**NAME OF POLICY:** Budget Policy

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**POLICY MANUAL:** Finance

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## 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 ~~Financial Services Manager~~ Chief Financial Officer, on 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 2024.

This Policy was adopted by the Council on 2024.

## TO BE REVIEWED

March 2026~~3~~



# Attachment C

## Review of Finance Policies Treasury Management Policy

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175 The Parade, Norwood SA 5067

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*City of*  
**Norwood  
Payneham  
& St Peters**



City of  
Norwood  
Payneham  
& St Peters

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**NAME OF POLICY:** Treasury Management

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**POLICY MANUAL:** Finance

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## BACKGROUND

*The Local Government Act 1999* requires Councils to have a long-term financial planning focus. 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 with 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.<sup>1</sup>

The Treasury Management Policy aims to ensure sound management of the Council's financial transactions with regards to borrowings and investments. It underpins the Council's decision-making regarding the financing of its operations as documented in its Long-Term Financial Plan, Annual Business Plan & Budget and projected and actual cash flow receipts and outgoings.

### 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;*
  - (c) *interest rate options;*
  - (d) *other prescribed arrangements.*

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<sup>1</sup> LGA Financial Sustainability Program – [www.lga.sa.gov.au/FSP](http://www.lga.sa.gov.au/FSP)

- (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.*
- (3) *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

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

The Council's Capital and Operating expenditure decisions are made on the basis of:

- 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);
- invest 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

The Council will borrow on a long-term basis to fund Capital Expenditure only (i.e. Fixed Assets).

The term of the borrowing will not exceed the useful life of the asset which is being funded.

- Each year, as part of the Annual Budget setting process and with reference to the Annual Capital Works Program, the Council will determine the maximum value of borrowings for the given financial year.
- In determining the maximum value of borrowings for a given financial year, the Council will consider the impact of the borrowings on the forecast Net Financial Liabilities, Debt Servicing and Interest Cover ratios, as set out in the Council's LTFP.
- The Council will take out long-term borrowings with the Local Government Financing Authority.
- Borrowing from other financial institutions must be authorised by the Council.
- The Council will utilise the Cash Advance Debenture facility to borrow for short-term cash flow deficits.
- The Chief Executive Officer and Chief Financial Officer are authorised to enter into long term borrowing arrangements (in line with this Policy and the Act), up to the annual maximum value which is set by the Council.

### Interest Rate Risk Exposures

In order to spread its exposure to movements in interest rates, the Council 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).

### 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, shall be kept at a level that is no greater than the amount which is required to meet 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, management 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 management may from time to time invest surplus funds in:

- deposits with the Local Government Finance Authority; and/or
- bank interest bearing deposits.

Any other investment will require the specific approval of the Council.

### Reporting

At least once a year, a report regarding the performance of the Council's treasury management relative to this Policy, will be provided to the Council's Audit & Risk Committee. The report is required to 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 [Financial Services Manager 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 2024.

This Policy was adopted by the Council on 2024.

### **TO BE REVIEWED**

March 2026

## 6.3 FINANCIAL DELEGATIONS POLICY

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA61370  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present the draft *Financial Delegations Policy* to the Audit & Risk Committee for consideration and endorsement.

### 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 relevant to 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 Budget Plan, as adopted by the Council.

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.

In this regard, the Council's *Financial Delegations Policy* (the Policy), has been prepared in accordance with Section 125 of the Act.

Whilst the Policy has been in place for a number of years, the Policy was reviewed by the Audit & Risk Committee at its meeting held on 18 September 2023.

At that time, the *Schedule of Financial Delegations* formed part of the Policy.

In respect to Financial Delegations, the Act provides for the Council to delegate to the Chief Executive Officer the power to expend funds in the exercise, performance or discharge of its powers, functions or duties under the Act or any other Act. This includes not only expenditure, procurement, purchase orders, invoice processing and petty cash.

The Act provides that the Chief Executive Officer may then subdelegate the powers conferred on the position of Chief Executive Officer, including Financial Delegations, in accordance with Sections 44(4)(b) and 101 of the Act (unless otherwise prevented by legislation or a condition/limitation imposed by the Council under the delegation).

On this basis and in terms of operational efficiencies, the Financial Delegations Policy has been reviewed and updated.

A copy of the draft *Financial Delegations Policy* is contained within **Attachment A**.

## RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

## DISCUSSION

The objective of the draft *Financial Delegations Policy* 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 draft 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.

As set out above, in terms of operational efficiencies the draft Policy has been amended to remove the following attachments to the Policy:

- *Financial Delegations Register* - Schedule 1; and
- *Financial Delegations Register* - Specified Transactions – Schedule 2.

The Financial Sub-delegations will be managed by the Chief Executive's office and Chief Financial Officer and will be made in relation to a particular position rather than to an individual, so that the powers and functions can be exercised by anyone holding that position from time – to time.

In terms of operational efficiencies, this means that when a new staff member commences or there is a change to a position title, the Financial Delegations can be enacted by the Chief Executive Officer and updated immediately without the need to refer the *Financial Delegations Registers* (Schedules 1 and 2), to the Committee.

In other words, Financial Delegations to staff are matters of an operational nature and do not require the approval of the Council.

## OPTIONS

As the draft *Financial Delegations Policy* is required by legislation without a requirement for consultation, it is recommended that the Committee endorses the draft Policy.

## 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.

## COMMENTS

To ensure compliance with Section 125 of the *Local Government Act 1999*, the Council must have in place, appropriate policies, practices and procedures, which assist the Council to carry out its activities in an efficient and orderly manner. To achieve this objective, it is important to ensure that the policies adopted by the Council are regularly reviewed to ensure that they reflect the current operating environment and continue to meet the Council's overall objectives.

## RECOMMENDATION

That the Audit & Risk Committee recommends to the Council that the *Financial Delegations Policy* (Attachment A), be adopted.

# Attachment A

## Financial Delegations Policy

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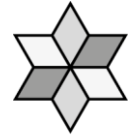
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*City of*  
**Norwood  
Payneham  
& St Peters**






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**NAME OF POLICY:** Financial Delegations Policy

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**POLICY MANUAL:** Finance

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## 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 fulfill 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* ~~—Schedule 1—~~; and
- *Financial Delegations Register* - Specified Transactions ~~—Schedule 2—~~.

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 ~~annual~~ 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 ~~12 months~~ 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](mailto: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 2024.

This Policy was adopted by the Council 2024.

TO BE REVIEWED

| ~~March 2026~~ ~~October 2024~~

DRAFT



## SCHEDULE 1

### FINANCIAL DELEGATIONS REGISTER

Relevant Positions	Delegation Limit Per transaction
<b>All Invoices within adopted Budget</b> (excludes Specified Transactions)	
<b>Chief Executive Officer</b>	Unlimited (Refer to Page 3 of this Policy)
<b>General Managers</b>	\$150,000
<b>Chief Financial Officer</b>	\$150,000
<b>Managers – Level 1</b>	\$75,000
<b>Managers – Level 2</b>	\$20,000
<b>Responsible Officers – Level 1</b>	\$10,000
<b>Responsible Officers – Level 2</b>	\$5,000
<b>Other Specified Positions</b>	
Mechanic	\$5,000
Administration Officer – City Services	\$5,000
Executive Assistants to General Managers	\$5,000
Corporate Credit Card Holders (not Responsible Officers)	\$2,500
Planning Assistants	\$5,000
Administration Assistant – Child Care Centre	\$2,500
<b>Managers Level 1</b>	
Manager, Chief Executive's Office	
Manager, City Projects	
Manager, City Assets	
Manager, City Services	
<b>Managers Level 2</b>	
Manager, Arts, Culture & Community Connections	
Manager, Communications & Community Engagement	
Manager, Community Services	
Manager, Development Assessment	
Manager, Economic Development & Strategy	
Manager, Governance & Legal	
Manager, Information Systems	
Manager, Traffic & Integrated Transport	
Manager, Urban Planning & Sustainability	

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**Responsible Officer 1**


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~~Coordinator, Events & Marketing~~

~~Coordinator, WH&S~~

~~Director, St Peters Childcare Centre & Pre-school~~

~~Human Resources Adviser~~

~~Manager, Library Services~~

~~Project Manager, Assets~~

~~Project Manager, Civil~~

~~Project Officer, Civil~~

~~Swimming Centres Manager~~

~~Team Leader Regulatory Services~~

~~Works Co-ordinator, Civil Maintenance~~

~~Works Co-ordinator, Parks & Garden~~

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**Responsible Officers Level 2**


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~~Arts Officer~~

~~Assistant Director, St Peters Childcare Centre & Pre-school~~

~~Swimming Centres Assistant Manager~~

~~City Arborist~~

~~Co-ordinator, Volunteer Services~~

~~Coordinator, Youth Programs~~

~~Corporate Records Co-ordinator~~

~~Cultural Heritage Advisor~~

~~Economic Development Coordinator~~

~~Economic Development Officer~~

~~Events Coordinator~~

~~Facilities & Building Maintenance Officer~~

~~Sustainability Officer~~

~~Swimming Centres Manager~~

~~Team Leader, Collections & Digital Services~~

~~Team Leader, Library Customer Experience~~

~~Venue Manager, Norwood Concert Hall~~

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**Standing Delegations**


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~~Where the relevant General Manager or Manager is not available, other General Managers, Managers or the Chief Executive Officer, can authorise invoices for payment in their absences, up to their respective delegation.~~

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## SCHEDULE 2

### SPECIFIED TRANSACTIONS

<b>Transaction</b>	<b>Financial Limit per Transaction</b>
<b>Contract Purchases</b>	As per the Council's <i>Procurement Policy &amp; Guidelines</i>
<b>Contracted Purchase/Lease Agreements</b> (once negotiated)	Relevant General Manager (in accordance with contracted amounts) — up to \$150,000 Manager, City Services (consumables/stores purchases) — up to \$75,000
<b>Project Approval – Approval of Tenders</b>	Council — greater than \$1million Chief Executive Officer — up to \$1million
<b>Project Spend – Approved Project</b>	Relevant General Manager — up to \$100,000
<b>IT Hardware &amp; Software &amp; Maintenance</b>	Manager, Information Systems — up to \$20,000
<b>Communications Equipment</b>	Manager, Information Systems — up to \$20,000
<b>Payroll</b> (including Employee Deductions)	Chief Financial Officer
<b>Encashment of Leave Entitlements</b>	Chief Executive Officer
<b>Recruitment</b> (placing of advertisement etc)	Human Resources Advisor — up to \$7,000
<b>Facility Hire Related Transactions</b>	Communities Facility Officer — up to \$750
<b>Taxation Related Payments</b> (GST, FBT, PAYG etc)	Chief Financial Officer
<b>Reimbursement of Personal Expenditure</b>	
Chief Executive Officer	General Manager, Governance & Civic Affairs
General Managers	Chief Executive Officer
Other Employees	General Managers
<b>Insurance Renewals</b>	Chief Executive Officer — greater than \$100,000 Chief Financial Officer — up to \$100,000
<b>Insurance Claim Settlements</b>	Chief Executive Officer — greater than \$5,000 General Manager, Governance & Civic Affairs — up to \$5,000
<b>Rates Related Transactions</b>	Chief Financial Officer — greater than \$5,000 Rate & Revenue Officer — up to \$5,000
<b>Provision for Doubtful Debts</b>	Council — greater than \$5,000 Chief Executive Officer — up to \$5,000
<b>Write-off Bad Debt Against Provision</b>	Council — greater than \$5,000 Chief Executive Officer — up to \$5,000
<b>Asset Sales &amp; Write-offs</b>	In accordance with the Asset & Land Disposal Policy



<b>Transaction</b>	<b>Financial Limit per Transaction</b>
<b>Salary Increases</b>	All Salary Reclassifications and Increases must be approved by the Chief Executive Officer

**7. CONFIDENTIAL REPORTS**  
Nil

**8. OTHER BUSINESS**  
(Of an urgent nature only)

**9. NEXT MEETING**  
Monday 22 April 2024

**10. CLOSURE**