

# Council Meeting Agenda & Reports

**5 August 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.*

---

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

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



City of  
Norwood  
Payneham  
& St Peters

1 August 2024

## To all Members of the Council

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 83 and 87 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:

**Monday 5 August 2024, commencing at 7.00pm.**

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

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

---

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City of  
Norwood  
Payneham  
& St Peters

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**VENUE** Council Chambers, Norwood Town Hall

**HOUR**

**PRESENT**

**Council Members**

**Staff**

**APOLOGIES** Cr Hugh Holfeld

**ABSENT**

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 1 JULY 2024**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**

## 7.1 QUESTIONS WITH NOTICE – ST MORRIS BIKEWAY - SUBMITTED BY CR SCOTT SIMS

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**QUESTION WITH NOTICE:** St Morris Bikeway  
**SUBMITTED BY:** Cr Scott Sims  
**FILE REFERENCE:** qA1040  
**ATTACHMENTS:** A

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### BACKGROUND

Cr Sims has submitted the following Questions with Notice:

Can Council provide an update on the St Morris Bikeway including:

1. Where it is at?
2. Any further funding required?
3. Any Council policy impediments, that restrict the best design?
4. What State Government requirements are needed?

### REASONS IN SUPPORT OF QUESTIONS

Nil

### RESPONSE TO QUESTIONS PREPARED BY MANAGER, TRAFFIC & INTEGRATED TRANSPORT

#### Question 1 - *Where it is at?*

#### Response:

St Morris Bikeway is identified in the City-Wide Cycling Plan as '*Bicycle Boulevard*' and the State Government has identified it as a '*Strategic bikeway on the metropolitan bicycle network*'.

As the streets are not of sufficient width to accommodate formal bicycle lanes, concept planning has been undertaken to introduce traffic calming measures to improve cyclist safety, by reducing the speed differential between vehicles and bikes. This would be supplemented with cyclist wayfinding signage and bicycle logos (sharrows) on the roadway. The concept designs are included as **Attachment A**.

Consultation is now required, which is programmed to occur in the next few months.

The Department for Infrastructure and Transport (DIT) 2023-2024 State Bike Fund has provided \$20,000 towards the cost of preparing detailed design for these works which have not commenced to date and an extension from DIT has been sought and provided.

#### Question 2 - *Any further funding required?*

#### Response:

It is envisaged that detail design would be undertaken this financial or calendar year. Some construction components are low-cost (ie. pavement marking) and could be installed in the short term, but higher cost items such as landscaped kerb extensions will require consideration during preparation of the 2025-2026 Budget.

**Question 3** - *Any Council policy impediments, that restrict the best design?*

**Response:**

The cyclist crossing of Nelson Street at Henry Street, has been omitted from this project because it restricted traffic movements and as such, is not supported by the Council.

**Question 4** - *What State Government requirements are needed?*

**Response:**

Liaison with the Department for Infrastructure and Transport is required in respect to the cyclist facilities that could be provided where the Bikeway crosses DIT controlled roads, which are Glynburn Road, Portrush Road, Nelson Street and Magill Road.

Safe crossing points across these roads will be crucial to improving the safety of cyclists, similar to what has occurred for the Beulah Road Bikeway, with cyclist/pedestrian crossings at Portrush and Fullarton Roads.

## Attachments – Item 7.1

# Attachment A

Questions with Notice  
St Morris Bikeway  
Submitted by Cr Scott Sims



# CITY OF NORWOOD PAYNEHAM AND ST PETERS ST MORRIS BIKEWAY CONCEPT DESIGN



SHEET INDEX	
Drawing Number	Sheet Title
010	LOCALITY PLAN AND SHEET INDEX
020	SYDENHAM RD, GEORGE ST
021	GEORGE ST, HENRY ST
022	HENRY ST
023	HENRY ST, ANN ST
024	CLIFTON ST, PORTRUSH RD, JONES AVE
025	ABERDARE AVE
026	ABERDARE AVE, AVELAND AVE, AVONMORE AVE
027	ABERDARE AVE, ASHBROOK AVE, CANTERBURY AVE
028	ABERDARE AVE, HEREFORD AVE, GAGE ST
029	SEVENTH AVE, GREEN ST
030	DETAILS

THIS DRAWING IS TO BE VIEWED IN COLOUR AS SOME FEATURES / SYMBOLS ARE DIFFERENTIATED BY COLOUR. DRAWING NOT TO BE RELIED ON IF PRINTED IN GREYSCALE.

**NOT FOR CONSTRUCTION**

CITY OF NORWOOD PAYNEHAM AND ST PETERS  
ST MORRIS BIKEWAY CONCEPT PLAN  
LOCALITY PLAN AND SHEET INDEX



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FILENAME:	PROJECT NUMBER	DRAWING NUMBER	REVISION
222209_ST MORRIS BIKEWAY_COVER.DWG	222209	010	B

100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

SHEET SIZE  
**A1**

COORDS: GDA2020 MGA ZONE 54  
DATUM: ALL LEVELS TO A.H.D.

SCALE: 1:3500

SURVEYED: N/A  
SURVEY DATE:

APPROVED / PROJECT LEADER  
J ARNOLD





B	ISSUED FOR REVIEW	19.06.23	WJ	WJ
A	ISSUED FOR REVIEW	09.05.23	WJ	WJ
REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.

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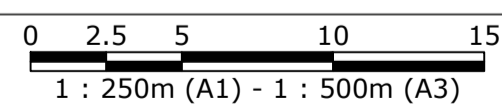
FOR CONTINUATION REFER SHEET 021



**LEGEND**

-  SHARROWS LINEMARKING
-  BICYCLE SYMBOL LINEMARKING
-  TURN ARROW LINEMARKING
-  LEFT & STRAIGHT ARROW LINEMARKING
-  UNBROKEN 100mm WIDE LINEMARKING

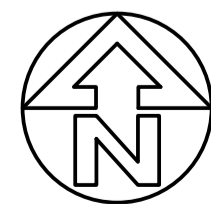
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SHEET SIZE  
**A1**

COORDS: GDA2020 MGA ZONE 54  
DATUM: ALL LEVELS TO A.H.D.  
SCALE: 1:250  
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SURVEY DATE: 28.06.22  
APPROVED / PROJECT LEADER  
J ARNOLD



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CITY OF NORWOOD PAYNEHAM AND ST PETERS  
ST MORRIS BIKEWAY CONCEPT PLAN  
SYDENHAM RD, GEORGE ST



REV	AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.
B	ISSUED FOR REVIEW	19.06.23	WJ	WJ
A	ISSUED FOR REVIEW	09.05.23	WJ	WJ

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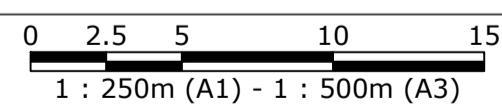


**LEGEND**

-  SHARROWS LINEMARKING
-  UNBROKEN 100mm WIDE LINEMARKING

FOR CONTINUATION REFER SHEET 020

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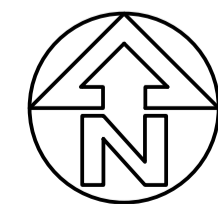


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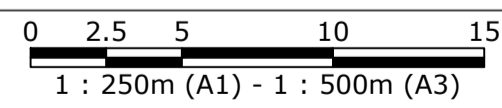
CITY OF NORWOOD PAYNEHAM AND ST PETERS  
ST MORRIS BIKEWAY CONCEPT PLAN  
GEORGE ST, HENRY ST

FILENAME:	PROJECT NUMBER	DRAWING NUMBER	REVISION
222209_ST MORRIS BIKEWAY_CONCEPT DESIGN.DWG	222209	021	B



FOR CONTINUATION REFER SHEET 021

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SHEET SIZE  
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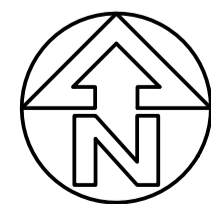
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SCALE: 1:250

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CITY OF NORWOOD PAYNEHAM AND ST PETERS





ST MORRIS BIKEWAY CONCEPT PLAN  
HENRY ST

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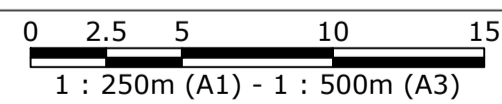
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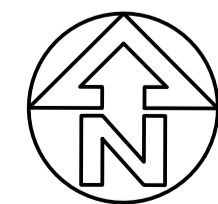
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-  SHARROWS LINEMARKING
-  STOP LINE (450mm WIDE)
-  UNBROKEN 100mm WIDE LINEMARKING
-  RESURFACE ASPHALT TREATMENT

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CITY OF NORWOOD PAYNEHAM AND ST PETERS  
ST MORRIS BIKEWAY CONCEPT PLAN  
HENRY ST, ANN ST


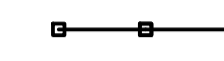

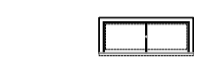

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J ARNOLD

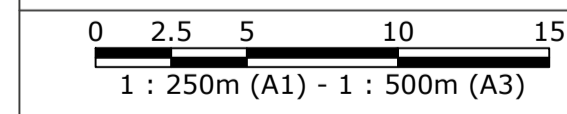
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**LEGEND**

-  SHARROWS LINEMARKING
-  NEW PEDESTRIAN FENCE
-  NEW SHARED USE KERB RAMP DIT TYPE 6 SEE DETAIL SHEET 030
-  SIDE ENTRY PIT
-  NO STOPPING YELLOW LINE MARKING

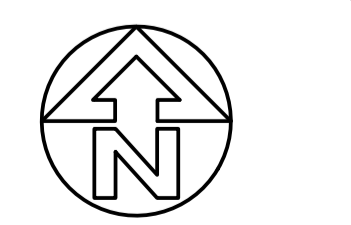
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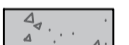


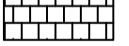



**ST MORRIS BIKEWAY CONCEPT PLAN**  
CLIFTON ST, PORTRUSH RD, JONES AVE

FILENAME:	PROJECT NUMBER	DRAWING NUMBER	REVISION
222209_ST MORRIS BIKEWAY_CONCEPT DESIGN.DWG	222209	024	B



FOR CONTINUATION REFER SHEET 026

**LEGEND**

-  SHARROWS LINEMARKING
-  CONCRETE PLINTH
-  LOW KERB OR SIMILAR FOR PEDESTRIAN PROTECTION
-  UNBROKEN 100mm WIDE YELLOW NO STOPPING LINE
-  UNBROKEN 100mm WIDE LINEMARKING
-  BROKEN SEPERATION LINE 100mm WIDE 3m LINE 9m GAP
-  STOP LINE 450mm WIDE
-  NEW RAISED CONCRETE AREA
-  NEW PERMEABLE PAVING FOOT PATH
-  NEW PERMEABLE PAVING CAR PARKING AREA
-  NEW KERB RAMP TYPE 1
-  B99 VEHICLE

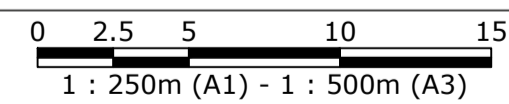
**CAR PARKING SPACES**

- EXISTING CAR SPACES
- NORTHERN SIDE: 21
- SOUTHERN SIDE: 15
- PROPOSED CAR SPACES
- NORTHERN SIDE: 20
- SOUTHERN SIDE: 14
- TOTAL: 2 FEWER SPACES

**FEATURES**

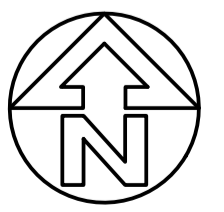
- NEW 2.5m WIDE PERMEABLE PAVED FOOTPATH
- NEW 2.1m WIDE PERMEABLE PAVED OR HOTMIX PARKING BAYS
- ROAD CENTRELINE MOVED NORTH
- PARKING BAYS INSTALLED ON THE SOUTHERN SIDE OF ABERDARE AVE BETWEEN AMHERST AVE AND AVELAND AVE

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SHEET SIZE  
**A1**

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**NOT FOR CONSTRUCTION**

CITY OF NORWOOD PAYNEHAM AND ST PETERS

ST MORRIS BIKEWAY CONCEPT PLAN  
ABERDARE AVENUE



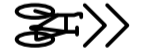








FILENAME:	PROJECT NUMBER	DRAWING NUMBER	REVISION
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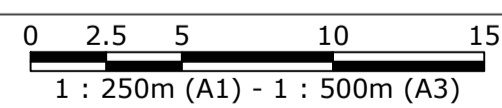
FOR CONTINUATION REFER SHEET 025

FOR CONTINUATION REFER SHEET 027



**LEGEND**

-  SHARROWS LINEMARKING
-  CONCRETE PLINTH
-  UNBROKEN 100mm WIDE LINEMARKING
-  BROKEN SEPERATION LINE 100mm WIDE 3m LINE 9m GAP
-  NEW PERMEABLE PAVING FOOT PATH
-  NEW PERMEABLE PAVING CAR PARKING AREA
-  NEW LANDSCAPING
-  B99 VEHICLE
-  NEW KERB RAMP TYPE 1



100mm ON ORIGINAL DRAWING - DO NOT SCALE DRAWING

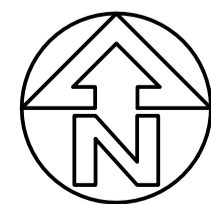
SHEET SIZE  
**A1**

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J ARNOLD



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B	ISSUED FOR REVIEW	19.06.23	WJ	WJ
A	ISSUED FOR REVIEW	09.05.23	WJ	WJ

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CITY OF NORWOOD PAYNEHAM AND ST PETERS  
ST MORRIS BIKEWAY CONCEPT PLAN  
ABERDARE AVE, AVELAND AVE, AVONMORE AVE



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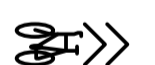


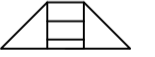


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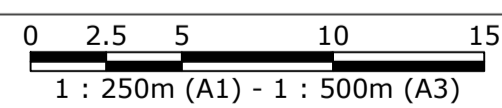


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-  NEW KERB RAMP TYPE 1

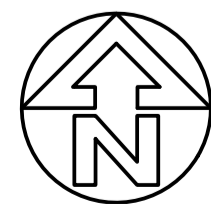
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		APPROVED / PROJECT LEADER	
		J ARNOLD	
B	ISSUED FOR REVIEW	19.06.23	WJ WJ
A	ISSUED FOR REVIEW	09.05.23	WJ WJ
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ST MORRIS BIKEWAY CONCEPT PLAN  
ABERDARE AVE, ASHBROOK AVE, CANTERBURY AVE

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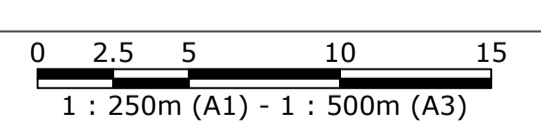
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**SIGN INDEX**



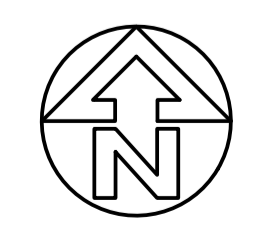
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SURVEY DATE: 28.06.22  
APPROVED / PROJECT LEADER  
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**ST MORRIS BIKEWAY CONCEPT PLAN**  
**ABERDARE AVE, HEREFORD AVE, GAGE ST**





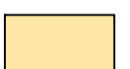

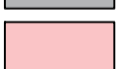





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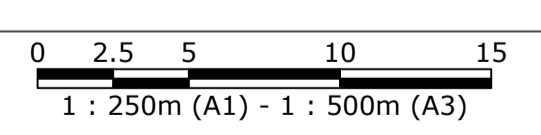


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-  STOP LINE 450mm WIDE
-  NEW VERGE AREA
-  EXTENDED DRIVEWAY CROSSOVERS
-  ROAD TO BE RESURFACED
-  NEW FOOTPATH 1.2m WIDE
-  LANDSCAPED PROTUBERANCE
-  NEW KERB RAMP TYPE 1
-  NEW KERB RAMP TYPE 3
-  NEW SEP

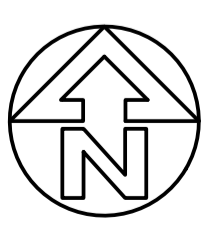
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SURVEY DATE: 28.06.22  
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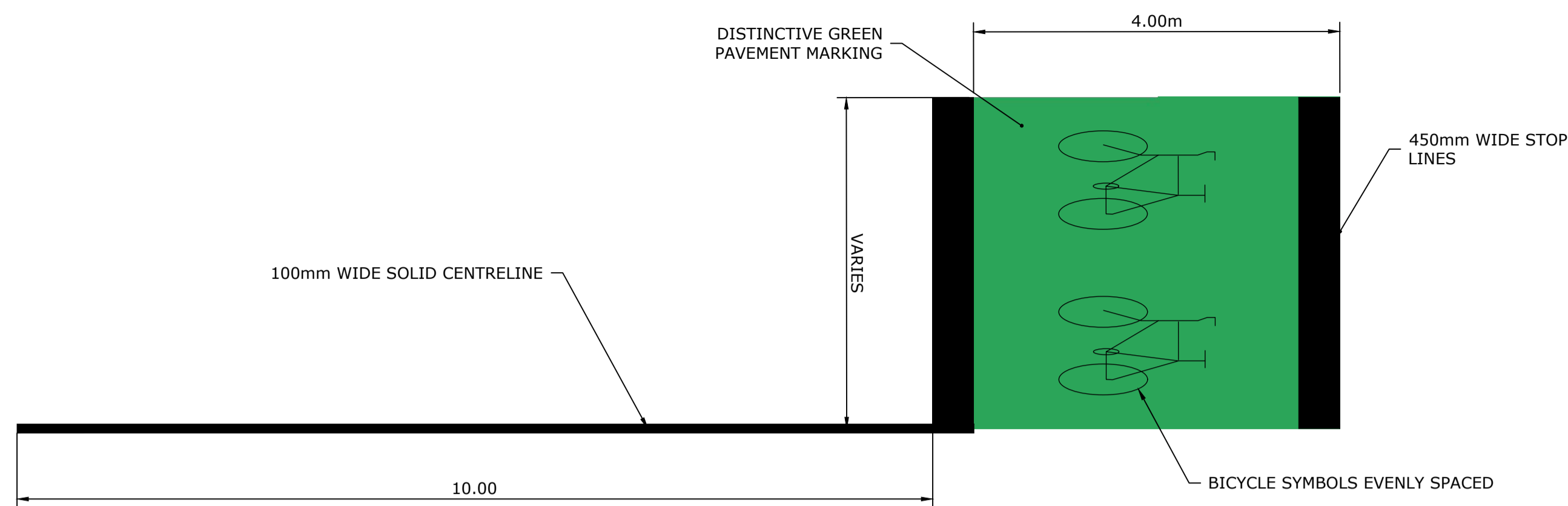
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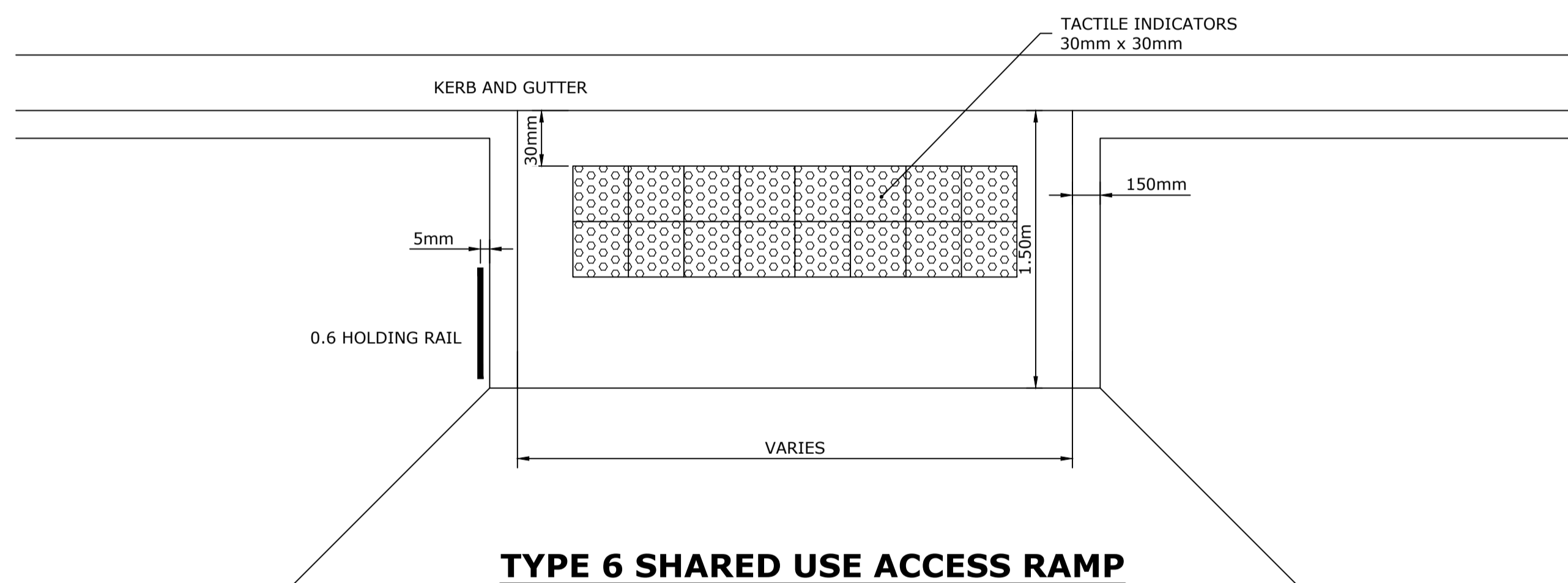
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**ST MORRIS BIKEWAY CONCEPT PLAN**  
SEVENTH AVE, GREEN ST

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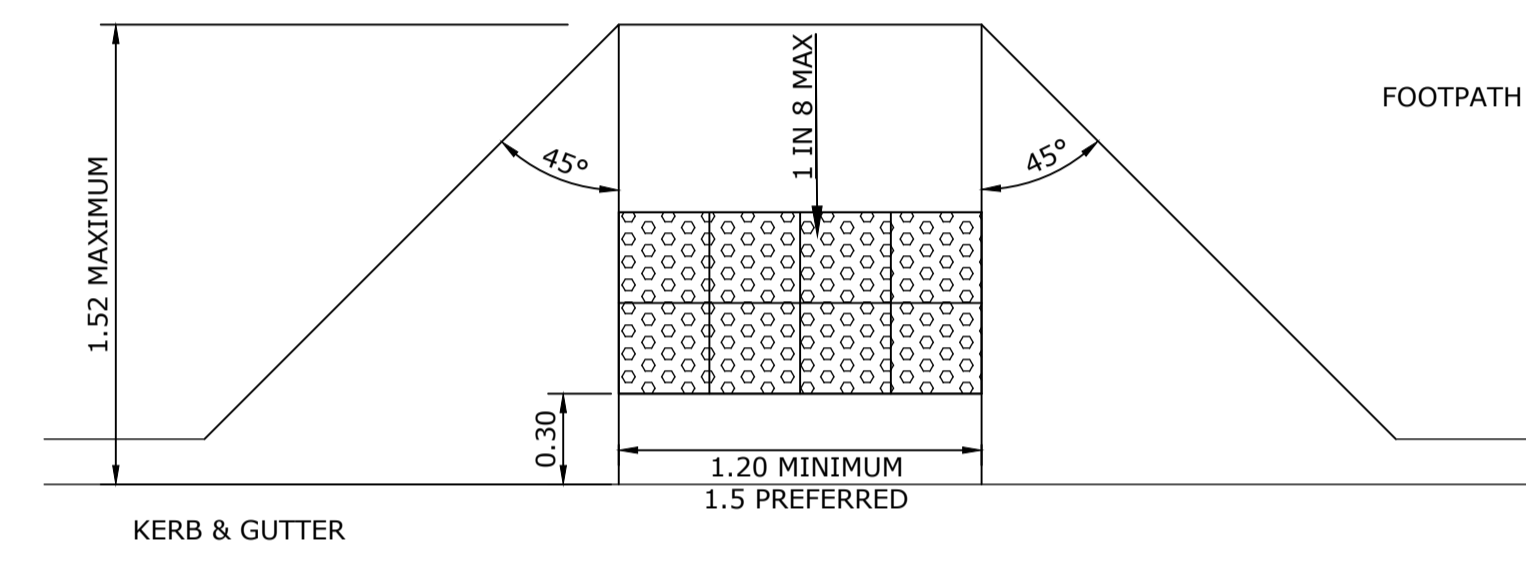
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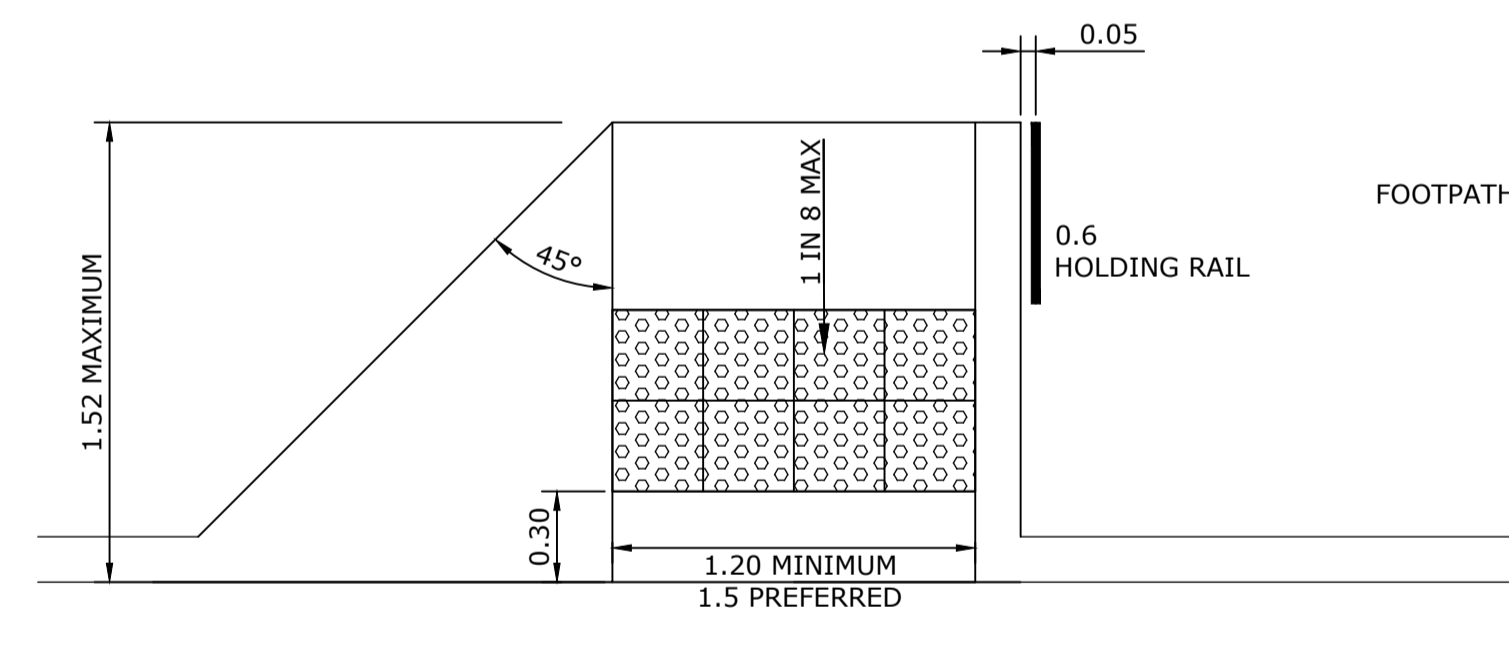
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**TYPE 6 SHARED USE ACCESS RAMP**  
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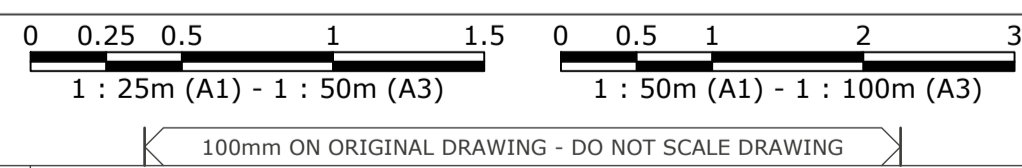


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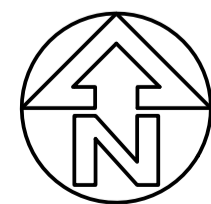
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## 7.2 QUESTIONS WITH NOTICE – PAYNEHAM MEMORIAL SWIMMING CENTRE CONTRACTUAL OBLIGATIONS - SUBMITTED BY CR GRANT PIGGOTT

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**QUESTION WITH NOTICE:** Payneham Memorial Swimming Centre Contractual Obligations  
**SUBMITTED BY:** Cr Grant Piggott  
**FILE REFERENCE:** qA1040  
**ATTACHMENTS:** Nil

---

### BACKGROUND

Cr Piggott has submitted the following Questions with Notice:

1. Did Administration engage with the Local Government Finance Authority (LGFA) regarding the required debt to meet the obligations of the contract to re-develop the Payneham Memorial Swimming Centre (PMSC) prior to committing the Council to the contract in December 2023?

If Yes:

Did the LGFA provide assurances prior to the signing of the contract to re-develop the PMSC that they would provide debt funding as required to meet the contractual obligations of the PMSC contract and other capital commitments as and when they will arise?

2. Was the Long-Term Financial Plan endorsed by Council in December shared with LGFA as part of their consideration of debt financing for the City of Norwood Payneham & St Peters (NP&SP)?
3. necessary debt financing requested by NP&SP prior to the signing of the contract to re-develop the PMSC?

### REASONS IN SUPPORT OF QUESTIONS

Nil

### RESPONSE TO QUESTIONS

**PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS AND CHIEF FINANCIAL OFFICER**

**Question 1** - *Did Administration engage with the Local Government Finance Authority (LGFA) regarding the required debt to meet the obligations of the contract to redevelop Payneham Memorial Swimming Centre (PMSC) prior to committing the Council to the contact in December 2023?*

#### **Response:**

Yes. Staff met with the LGFA in August 2022 to discuss Payneham Memorial Swimming Centre Project and associated funding requirements. Staff have had ongoing discussions regarding the various stages and funding implications of the Project (including the various cost increase of the Project) with the LGFA since that time.

If Yes:

*Did the LGFA provide assurances prior to the signing of the contract to redevelop the PMSC that they would provide debt funding as required to meet the contractual obligations of the PMSC contract and other capital commitments as and when they will arise?*

**Response:**

Yes.

The LGFA were provided with information regarding the Council's financial position and the total value of all Property Valuations in the City of Norwood Payneham & St Peters. Following consideration of this information the LGFA advised that pre-approval for the loan would not be required, however the Council would be required to provide documents such as the Council's Long-Term Financial Plan, Asset Management Plans, Annual Business Plan to the LGFA as part of the process.

**Question 2** - *Was the Long-Term Financial Plan endorsed by Council in December shared with LGFA as part of their consideration of debt financing for the City of Norwood Payneham & St Peters (NP&SP)?*

**Response:**

Yes.

**Question 3** - *Did LGFA provide details of the extent of covenants to be placed on NP&SP in order for them to provide the necessary debt financing requested by NP&SP prior to the signing of the contract to redevelop the PMSC?*

**Response:**

No.

The LGFA has not formally provided any details regarding any covenants that may be imposed on the Council. These will be determined by the LGFA Board during the loan assessment process.

However, as advised by the LGFA at the Elected Members' Information Briefing Session held on 29 July 2024, that due to the value of loan, it is likely that covenant(s) will apply. As Elected Members will recall, the covenant could be that "*the Council does not deviate from the LTFP that is to be adopted in August*" (based on the draft LTFP which was provided to the LGFA just prior to the Elected Members' Information Briefing Session).

8. **DEPUTATIONS**  
Nil

9. **PETITIONS**  
Nil

10. **WRITTEN NOTICES OF MOTION**  
Nil

11. **STAFF REPORTS**

## **Section 1 – Strategy & Policy**

### **Reports**

*[No Items listed under this Section]*



**Section 2 – Corporate & Finance**  
**Reports**

## 11.1 DRAFT LONG-TERM FINANCIAL PLAN

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**REPORT AUTHOR:** Chief Financial Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4548  
**FILE REFERENCE:**  
**ATTACHMENTS:** A

---

### PURPOSE OF REPORT

The purpose of this report is to present the draft *2023-2024 – 2033-2034 Long-Term Financial Plan* (Long-Term Financial Plan), to the Council for endorsement.

### 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.

The current Long-Term Financial Plan was adopted by the Council on 18 January 2021.

As part of its adoption of the 2023-2024 Annual Business, the Council was advised that the Long-Term Financial Plan was required to be updated. However, the Council was also advised that a review of the Long-Term Financial Plan was also required on the basis of the Council's decision to undertake the *Payneham Memorial Swimming Centre Redevelopment Project*.

Subsequently, following the Council's tender process and appointment of the contractor to undertake the *Payneham Memorial Swimming Centre Redevelopment Project*, the Long-Term Financial Plan was updated to include the costs associated with the Project.

Elected Members may recall that the draft Long-Term Financial Plan was presented to the Council on 11 December 2023 and following consideration of the draft Long-Term Financial Plan, the Council resolved the following:

1. *That the draft 2024-2034 Long-Term Financial Plan as contained in Attachment A, be endorsed.*
2. *That the Council, 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 Council notes that the draft 2024-2034 Long-Term Financial Plan will be finalised as part of the 2024-2025 Annual Business Plan and Budget process.*

As the 2024-2025 Budget has now been adopted by the Council, the draft Long-Term Financial Plan has been updated to reflect an up-to-date analysis of the Council's revenue and costs.

A copy of the updated draft *2023-2024 – 2033-2034 Long-Term Financial Plan* 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 various Strategic Management Plans are developed. The Council's suite of Strategic Management Plans currently includes the Long-Term Financial Plan, Infrastructure & Asset Management Plans and the Annual Business Plan and Annual Budget.

The Long-Term Financial Plan is the primary financial management tool which links the Council's Strategic Management Plans, *City Plan 2030*, Whole-of-Life Asset Management Plans and the Annual Business Plan and Annual Budget.

## **FINANCIAL AND BUDGET IMPLICATIONS**

The financial projections contained within the draft Long-Term Financial Plan, provide an indication of the Council's strategic 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, which encourages the Council to consider the future impact of its decisions in respect to the Council's on-going financial sustainability over the long term. To this end, reference will be made each year to the Long-Term Financial Plan when preparing the Annual Business Plan and Annual Budget, to ensure that the broad financial outcomes which the Council has set and agreed upon in the Long-Term Financial Plan, are continuing to be achieved and if not, put measures in place to ensure that the agreed outcomes are achieved.

## **EXTERNAL ECONOMIC IMPLICATIONS**

This report provides information on the financial projections covering the period from 2023-2024 through to 2033-2034, based on the set of assumptions that are outlined in the Discussion section of this report. As with all levels of government, based on the financial projections contained within the draft Long-Term Financial Plan, there will be an financial impact on ratepayers and citizens through increases in rates and user charges for user pays services.

The Council does provide rate relief to eligible rate payers through the minimum rate, rate capping and remission and/or postponement of rates.

## **SOCIAL ISSUES**

Not Applicable.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

Not Applicable.

## **RISK MANAGEMENT**

The review of the Long-Term Financial Plan ensures the Council meets its obligations in accordance with the *Local Government Act 1999*.

## CONSULTATION

- **Elected Members**

Information Sessions on the Long-Term Financial Plan were held with Elected Members on 13 November and 27 November 2023.

The draft Long-Term Financial Plan was considered by the Council's Audit & Risk Committee at a Special Meeting held on 6 December 2023.

The draft Long-Term Financial Plan was considered by Elected Members at the Council Meeting held on 11 December 2023.

Updated information regarding the Long-Term Financial Plan was considered by the Audit & Risk Committee at its meeting held on 7 March 2024.

- **Community**

The draft Long-Term Financial Plan that was endorsed by the Council at the Council Meeting held on 11 December 2023, is available on the Council's website.

- **Staff**

Not Applicable.

- **Other Agencies**

Not Applicable.

## DISCUSSION

The draft *2023-2024 – 2033-2034 Long Term Financial Plan* has been reviewed and updated to incorporate the costs associated with the *Payneham Memorial Swimming Centre Redevelopment Project*, the 2024-2025 Budget and how this Project will impact on the Council's financial objectives as set out below:

### Financial Objectives

The draft Long-Term Financial Plan, as contained in Attachment A, continues to be based on the Council's Financial Goal of being "***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 and are set out below:

#### Outcome 1: A Balanced budget

*Council services and programs, including depreciation of infrastructure and assets, are 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 Goals and Outcomes have been reviewed to determine the on-going relevance of these objectives for the draft Long Term Financial Plan. It has been determined that these objectives continue to remain relevant and therefore, form the basis of the draft Long Term Financial Plan.

The draft Long Term Financial Plan supports the Council’s strategic planning processes and outlines the Council’s approach to delivering infrastructure and services to the community in a financially sustainable and affordable manner over the next ten (10) years.

The draft Long Term Financial Plan is set against a back-drop of economic uncertainty and therefore, will need to be reviewed annually to reflect the impact of annual budgets and how decisions which are made impact on the ongoing financial sustainability of the Council. In developing the financial forecasts contained in the Long-Term Financial Plan, consideration has been given to the economic drivers that will influence the future cost of providing infrastructure, facilities and services over the next ten (10) year period.

The financial projections represent estimated future prices and costs which have been based on a set of assumptions.

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 Council’s 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 that is collected.	Between 4% and 8%
Infrastructure & Asset Management	Asset Renewal Funding Ratio	The Asset Renewal Funding Ratio indicates whether the Council has the financial capacity to fund asset renewal as required and can continue to provide existing levels of service in the future, without the need for additional operating income or reductions in operating expenses. The Ratio is calculated by measuring capital expenditure as estimated in the Long-Term Financial Plan, relative to the required capital expenditure as planned in the Council’s asset Management Plans.	Between 90% and 110% on a rolling 3 year average
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.	0 - 100%

## **ASSUMPTIONS**

The financial projections contained within the draft Long-Term Financial Plan, 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 set out below:

### **Maintaining existing services at current service standards**

The draft Long-Term Financial 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 that are beyond the Council's control.

For the purpose of developing the forward projections, the draft Long-Term Financial Plan has assumed new operational expenditure of \$1 million on average each year over the term of the draft Long-Term Financial Plan.

### **Cost Escalation**

The Reserve Bank of Australia has an inflationary target of between 2% and 3% per annum. Based on the 10 year average, Inflation has been set at 3.5% for the 2024-2025 financial year, which is a combination of the Local Government Price Index (LGPI) & CPI to represent a more accurate impact of costs on Council services. Inflation is expected to decrease to 3% in 2025-2026 and decline further to 2.90% over the remaining life of the Long-Term Financial Plan.

The financial projections have assumed that wages and salary costs will increase by 4.6% in 2024-2025, 3.1% in 2025-2026 and 3% over the remaining life of the Long-Term Financial Plan. The increase in wages represents increases in accordance with the Municipal Officers Agreement (MOA) and Local Government Enterprise Agreements (LGEA) as well as, legislative increases in Superannuation. The draft Long-Term Financial Plan assumes that all existing positions are filled. Enterprise Bargaining Agreements cover periods of up to 3 years and are re-negotiated every 3 years. It should be noted that as these Agreements will be re-negotiated during the planning horizon of the Long-Term Financial Plan, the potential for unforeseen variations in the financial projections exist.

### **Rate Revenue Increases**

The draft Long-Term Financial Plan assumes an average Rate Revenue indexation of 5.6% which is equivalent to the 10 year average to fund normal operations. The combined rate revenue increases range from 8.5% in Year 1, decreasing to 4% in Year 6.

### **Grants and Subsidies**

The Council receives Grants and Subsidies from both the State and Federal Governments to fund the delivery/provision of services and programs. It has been assumed that existing Operating Grants will continue to be provided in the future.

The financial projections contained in the Long-Term Financial Plan include Capital Grant revenue to assist in funding for specific new Capital Projects. As this revenue is dependent on the pool of Government funding that is made available by State and Federal Governments, it is difficult to predict how successful the Council will be in securing grant funds in the future. Therefore, no Capital Grant Funding, other than funding which has already been secured or is provided on annual basis (ie. Federal Government Financial Assistance Grants), has been included within the draft Long-Term Financial Plan. The Council may choose to defer the timing of some projects that are set out in the draft Long-Term Financial Plan and determine to proceed with specific projects subject to grant funding being secured.

## Other Fees and Charges

Revenue generated from Fees and Charges are separated between Statutory Charges, which are set by State and/or Federal Legislation and User Charges that are levied by the Council. As part of the South Australian Government Budget, Fees and Charges for specific Acts are levied, which apply to Council services.

For User Charges, the Council applies the principle of “*user pays*” and where possible, recovers the full cost of operating or providing a service or goods. Where it can be demonstrated that it is unfeasible to recover the full cost, concessions may apply.

Statutory and User Charges represent 3.5% to 10.5% of the Council’s Total Revenue and have been indexed by 2.08% per annum.

## Asset Renewal and Replacement

The Council has in place “Whole-of-Life” Asset Management Plans for each major class of asset. The Asset Management Plans are currently being reviewed and will be presented to the Council shortly. The financial projections included in the Long-Term Financial Plan, are based on the asset renewal and replacement programs as outlined in the 2024-2025 Budget and the renewal expenditure of Asset Renewal Funding Ratio. The Long-Term Financial Plan will be updated to reflect the proposed timing of the asset renewals and upgrades in accordance with the Council’s “Whole-of-Life” Asset Management Plans.

Due to the unique nature of the Council’s asset base, the input costs to renew and replace the existing asset base, can be subject to cost escalations that are greater than CPI. The financial projections have assumed that construction costs will increase by 2.20% on average over the life of the draft Long-Term Financial Plan.

The Council has identified strategic projects (new projects and upgrades of existing assets) through the implementation of pre-existing endorsed strategies and the Council’s Strategic Management Plan, *City Plan 2030*. These strategic projects have been reviewed and prioritised to be undertaken in line with asset renewals to ensure there is efficient use of resources and where possible, assets are not being replaced earlier than required.

Following a review of all the potential Capital Projects, the Strategic Projects that have been incorporated in the draft Long-Term Financial Plan, include the Payneham Memorial Swimming Centre, the implementation of The Parade Master Plan and the re-development of the Norwood Library.

Given the projected financial capacity and funding requirements for these Projects, the projects have been programmed over a ten (10) year timeframe, with the draft Long-Term Financial Plan including forecast capital expenditure on new and upgrade works over this ten (10) year period. The proposed timing of the strategic projects is contained in the draft Long-Term Financial Plan.

## Funding

Based on the principle of “*intergenerational equity*”, the draft Long-Term Financial Plan assumes that the Council will borrow to fund new and upgraded assets.

Interest rates on new borrowings in the form of a loans are forecast at 5.67% pa with Interest rates on Cash Advance Deposit Borrowings (CAD) being, on average, 6.44%. The Interest rate on investment income is forecast to be an average of 4.5%.

## Depreciation

Depreciation is an allowance that represents the consumption of an asset service potential or put simply, its “*wear and tear*”. Depreciation is based on the written down replacement value of an asset. The Council commissions an independent valuation of its major asset classes every five (5) years. In the interim years, a review and update of the replacement cost is undertaken and is based on the annual average movement in the value of like assets as verified by the Council’s Valuer.

The escalation rates to reflect asset revaluations that are applied in the financial projections, are between 1% and 3% across the life of the draft Long-Term Financial Plan, dependent upon the asset class.

Rate revenue, which includes Depreciation, is then utilised to fund the renewal of existing infrastructure and assets.

Long-term financial planning is an iterative process and the assumptions that are applied, are reviewed annually using updated information. This ensures that the Council continually reviews its financial performance and remains firmly focused on maintaining its long-term financial sustainability.

### **Payneham Memorial Swimming Centre Operational Costs**

The operating cost assumptions for the Payneham Memorial Swimming Centre (the Centre), included in the draft Long-Term Financial Plan are based on the current operational model. It has been assumed that the operational costs for the Centre will increase each year following the re-opening of the Centre, with operational costs assumed at full capacity in the fourth year following the Centre's opening. Work is currently being undertaken in respect to whether the operation of the Payneham Memorial Swimming Centre will be outsourced or retained in-house. This work will be presented to the Council over the next few months.

However, it is important to note that these assumptions are preliminary and may be subject to change which could lead to adjustments in future budgets and the Long-Term Financial Plan to reflect any updated operational goals and efficiencies.

The Payneham Memorial Swimming Centre is currently undergoing major redevelopment and the draft Long-Term Financial Plan currently assumes an approximate annual deficit of \$1 million per annum when the Centre re-opens in 2026.

A decision on the final operating model for the Centre will be made during the 2024-2025 financial year.

### **Financial Targets**

The measure of the Council's success in achieving its financial goal of being a Council which delivers on its Strategic Outcomes by managing our financial resources in a sustainable and equitable manner, is measured against a series of targets and performance measures which reflect the financial outcomes of financial sustainability.

The Financial Targets are adopted by the Council to measure performance against the Long-Term Financial Plan (based on the assumptions set out in this report) and its financial sustainability are detailed in the Graphs below.

#### **Outcome 1: A Balanced Budget**

*Council's services and programs, including depreciation of infrastructure and assets, are fully funded and the costs are shared equitably between current and future ratepayers.*

The Council's main source of income is generated from the levying of rates on properties and user charges and fees which are applied to services and programs which are provided either in response to community needs and expectations or resulting from the provision of services required by legislation. The income that is collected is used to fund the cost of providing services, with surplus revenue being available to fund capital works and the repayment of debt.

The Council's long-term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the associated revenues, with the measure of this outcome being the Operating Surplus Ratio, which measures Operating Surplus/ (Deficit) as a percentage of Operating Revenue. Ideally, at a minimum, the Operating Surplus should be set at a minimum equal to the annual principal loan repayments.

The Council measures its performance in achieving this outcome through the Operating Ratio. The Operating Ratio measures the Council's ability to cover its operational costs and have surplus revenue available for capital funding and other purposes.

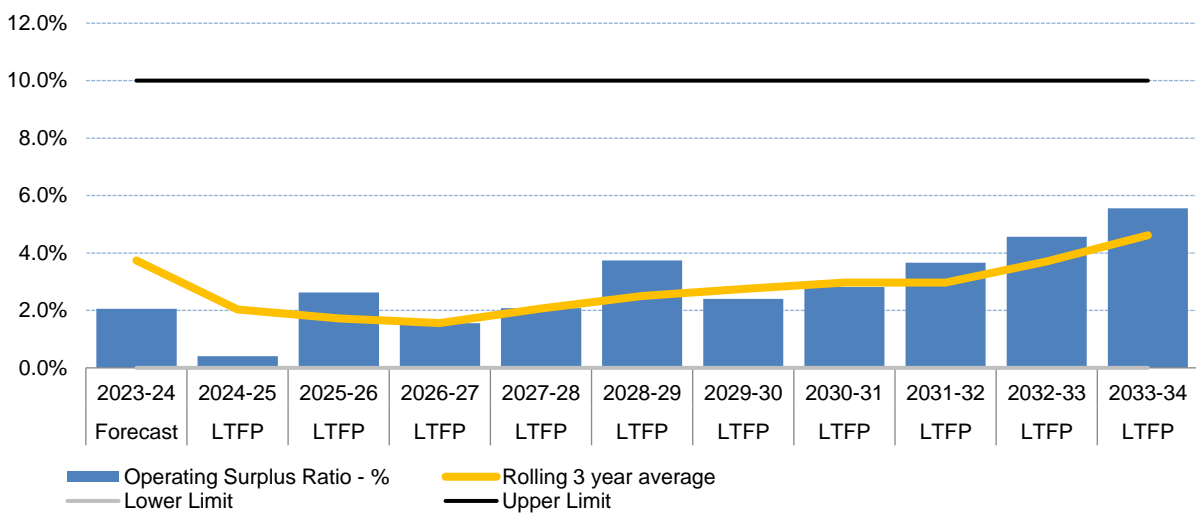


A positive Ratio indicates the percentage of total own source revenue (principally rates) is available to assist in funding proposed capital expenditure, to meet loan repayments or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue that would have been required to achieve a break-even operating result.

The Long-Term Financial Plan is based on achieving the objective of consistently achieving an Operating Surplus Ratio, having regard to asset management and service level needs.

The benchmark target is between 0% and 10%.

## OPERATING RATIO



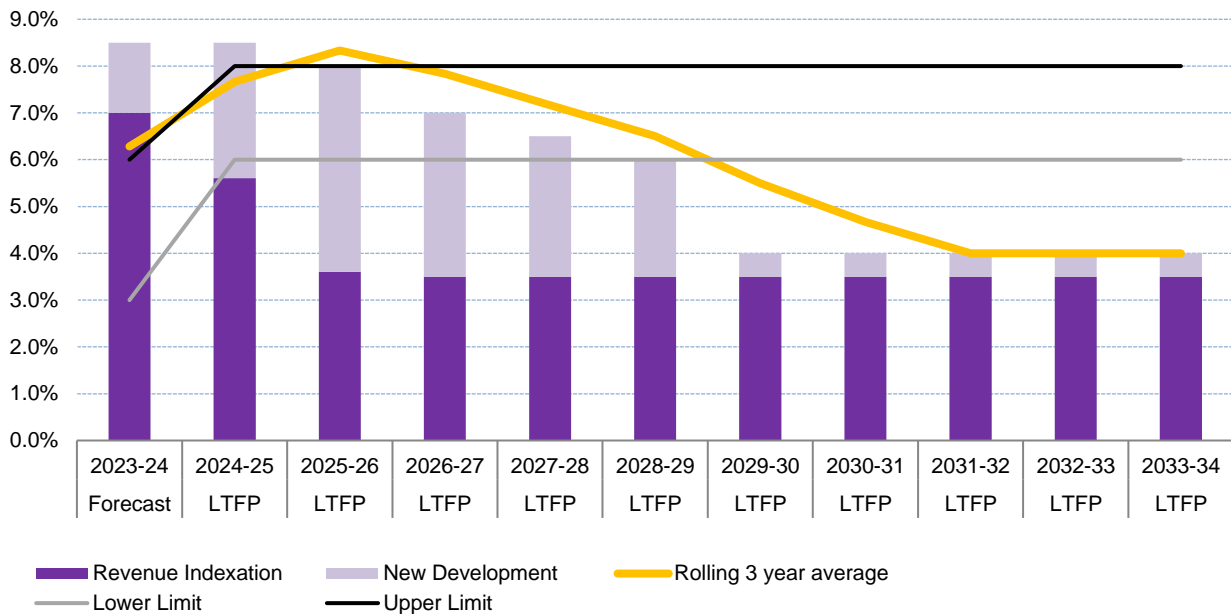
## Outcome 2: Rate Stability

*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.*

Rate revenue is a major component of the Council's revenue base. In determining future increases in rate revenue, the Council considers its strategic management plan, *CityPlan 2030*, the economic climate, the need to maintain and improve the Council's physical infrastructure and improve Community Well-being through its services, programs and facilities. The 2024-2034 Rating Strategy also takes into account the future impact of rate revenue increases on sectors of the community.

The draft Long-Term Financial Plan assumes an average Rate Revenue increase of 5.60%. The proposed increase in Rate Revenue includes the Local Government Price Index, growth in new assessments, wages growth, as well as the future financial impacts of investment in new and upgraded infrastructure, as set out in the draft Long-Term Financial Plan.

**Target: Rate Revenue Increases between 4.0% and 8.0%**



**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 City Plan 2030.*

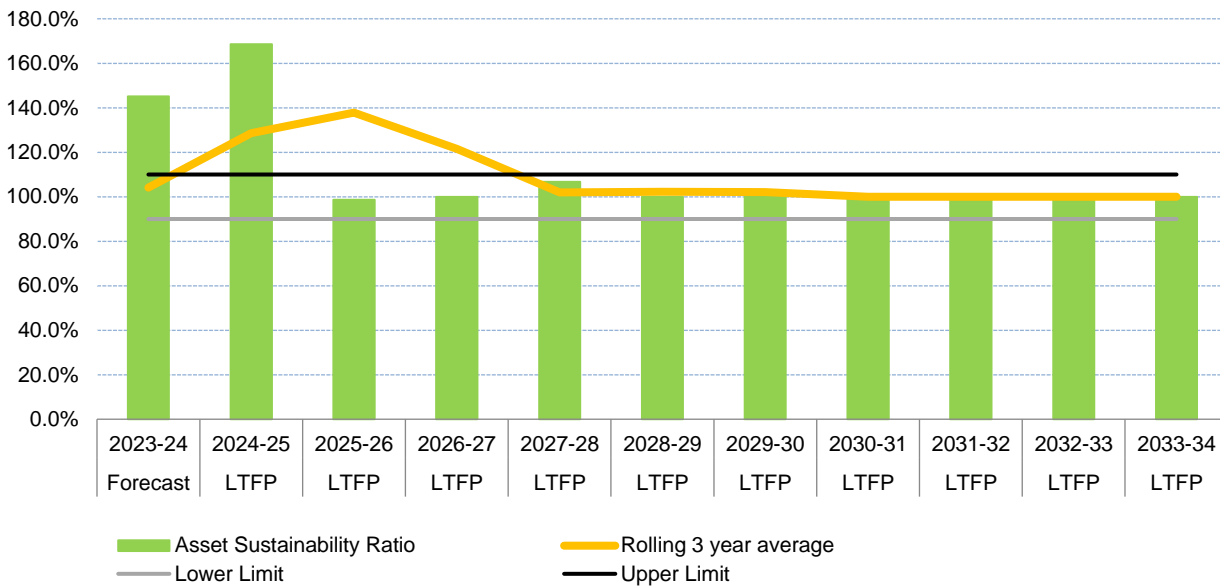
Infrastructure and asset management is the combination of management, financial, economic, engineering and other practices that are applied to the management of physical assets with the objective of achieving the required level of service in the most cost-effective and efficient manner.

The Council’s Infrastructure & Asset Management Plans details information regarding infrastructure assets, including actions which are required to provide an agreed level of service in the most cost-efficient manner. The Long-Term Financial Plan defines the service levels to be provided and what funds are required to provide the set service level. The Council measures its performance in achieving this outcome through the Asset Renewal Funding Ratio.

The Asset Renewal Funding Ratio measures how well the Council is performing in respect to the renewal or replacement of existing physical assets, such as roads, footpaths, kerbing, buildings and plant. Ideally, physical assets should be renewed or replaced at the same rate that the stock of assets is wearing out. However, it is recognised that there may be some instances that require the Council to either accelerate or decelerate the renewal or replacement of its existing asset base. As such the target ratio is calculated on a three (3) year rolling basis.

The Ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the planned expenditure outlined in the Council’s Asset Management Plans, with the target being an Asset Renewal Funding Ratio between 90%-110% on a rolling 3 year period.

### Asset Renewal Funding ratio



#### Outcome 4: Debt Management

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

A Council's indebtedness must be managed to ensure its liabilities and associated costs are met without impinging on the Council's financial sustainability. The Net Financial Liabilities Ratio measures the extent of what is owed by the Council less any liquid assets (i.e. cash or receivables) against its operating revenue.

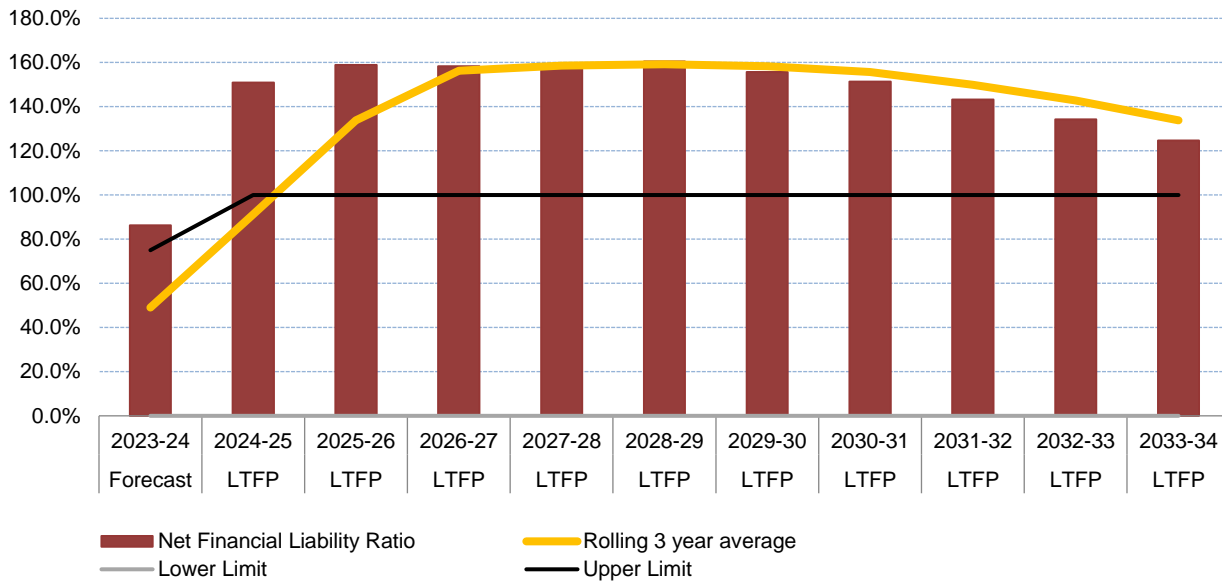
The Net Financial Liabilities Ratio is a broader and more appropriate measure of indebtedness than the level of borrowings, because it includes items such as employee Long-Service Leave entitlements and other amounts payable in the future, as well as taking account a Council's cash holdings and invested funds.

While it is ideal that the Net Financial Liabilities Ratio does not exceed 100% of Operating Income, subject to the Council's ability to service its financial obligations, the indebtedness can exceed 100% in order to provide additional services to its community through the acquisition of additional assets, without detracting from its financial sustainability.

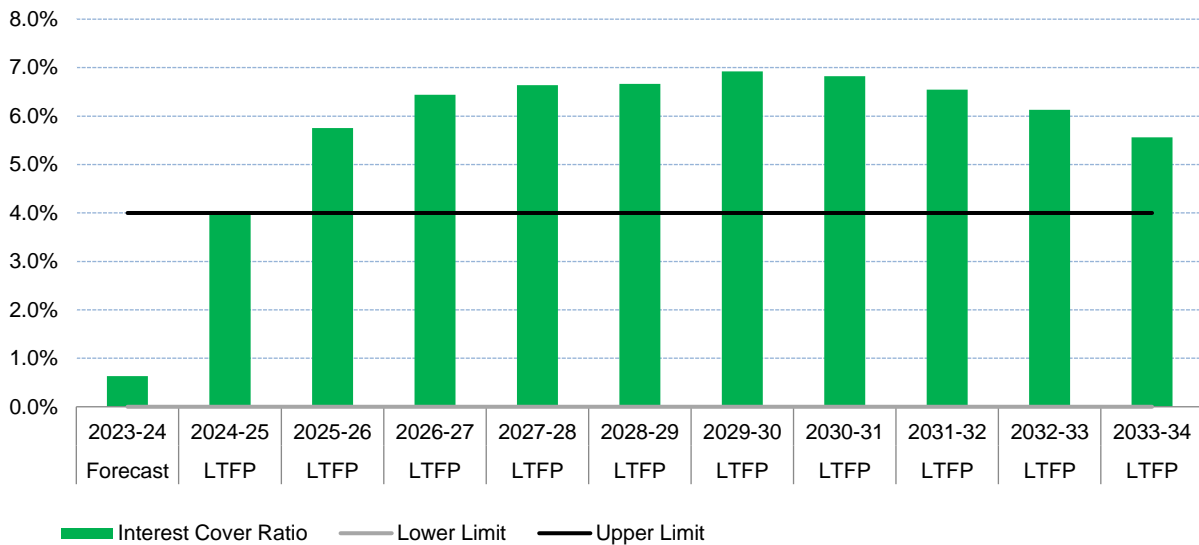
The draft Long-Term Financial Plan proposes that the Council undertakes a number of new asset projects to the value of \$111 million. Due to the nature of these projects and in line with the Council's *Treasury Management Policy*, these projects will be funded through long-term borrowings.

The Council will, therefore, focus on a robust debt reduction strategy over the next ten (10) years that involves refinancing, operational efficiencies, asset liquidation, improved cashflow management and strict financial monitoring.

### Net Financial Liability Ratio



### Interest Cover Ratio



### Financial Projections

The financial projections contained within the draft Long-Term Financial Plan, have been developed in a format that complies with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011*. This format allows projections to feed into the statutory format of the Annual Budget and key performance measures contained in the draft Long-Term Financial Plan to be compared with Annual Budgets and Annual Financial Reports. The Statutory schedules include:

- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows; and
- Uniform Presentation of Finances.

The *Statement of Comprehensive Income* demonstrates what is expected to happen in terms of revenue, expenses and other adjustments from all of the Councils activities. Small surpluses are expected in the initial years due to the expenditure on major projects such as the Payneham Memorial Swimming Centre.

The *Statement of Financial Position* is a “snapshot” of the expected financial position of the Council at the end of each year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line “Net Assets” represents the net worth of the Council. The net assets of the Council are forecast to grow at rate between 1.9% per annum and 3.4% annum, primarily due to the Capital program, however, to fund new asset investment, long-term borrowings are forecast to grow to \$88 million by the end of the ten (10) year period.

The Statement of Cash Flow demonstrates what is expected to occur during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. Ideally funds from operating activities should be sufficient to fund asset and infrastructure renewal works and the annual repayment of loan borrowings. The information contained in the Statement of Cash Flow assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments. For the first half of the ten (10) year term of the draft Long-Term Financial Plan, cash provided by operating activities are insufficient to meet asset renewals and debt repayments. The shortfall will be met through the utilisation of cash reserves and short-term borrowings.

## OPTIONS

Not Applicable.

## CONCLUSION

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

Based on the assumptions within the Long-Term Financial Plan, at this point in time, the Council's Operating Surplus Ratio, is forecast to grow from 2.1% to 5.6% by 2033-2034. This of course, will be adjusted as part of the Annual Business Plan and Annual Budget process and/or as required.

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

## COMMENTS

If Elected Members have any questions or require clarification in relation to specific items, and/or any issues raised in this report, do not hesitate to contact the Chief Financial Officer, Natalia Axenova, prior to the meeting.

## RECOMMENDATION

1. That the *2023-2024 – 2033-2034 Long-Term Financial Plan* as contained in Attachment A be adopted.
2. That the Council, having considered the *2023-2024 – 2033-2034 Long-Term Financial Plan*, notes that the 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.

## **Attachments – Item 11.1**

# Attachment A

## Draft Long-Term Financial Plan





# Draft Long-term Financial Plan 2023–2024 to 2033–2034



City of  
Norwood  
Payneham  
& St Peters



# Long-term Financial Plan

## 2023–2024 to 2033–2034

The City of Norwood Payneham & St Peters 2024–2034 Long-term Financial Plan is a key document in the Council's Strategic Planning Framework. Covering a period of ten years, it provides an indication of the Council's direction and financial capacity.

The Long-term Financial Plan (the LTFP) is designed to meet the legislative requirements under the *Local Government Act 1999*.



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CITY OF  
PORT ADELAIDE  
ENFIELD

CAMPBELLTOWN  
CITY COUNCIL

TOWN OF  
WALKERVILLE



FELIXSTOW

MARDEN

PAYNEHAM SWIMMING CENTRE

GLYNDE

WALKERVILLE TERRACE

ROYSTON PARK

PAYNEHAM

JOSLIN

EVANDALE

PAYNEHAM SOUTH

ST PETERS

STEPNEY

TRINITY GARDENS

COLLEGE PARK

MAYLANDS

ST MORRIS

HACKNEY

MAGILL ROAD

MAGILL ROAD

CITY OF  
ADELAIDE

KENT TOWN

NORWOOD

KENSINGTON

BOTANIC RD

THE PARADE

THE PARADE

THE PARADE

BARTELS ROAD

MARRYATVILLE

HEATHPOOL

WAKEFIELD ROAD

CITY OF BURNSIDE

GRANT AVENUE

GREENHILL ROAD

GREENHILL ROAD

GREENHILL ROAD

# Introduction

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

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

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

Adopted in 2008, *CityPlan 2030*, is focused on the concept that as a community, we can shape, model and influence our future by the actions we take today. *CityPlan 2030* captures the community's vision and aspirations for our City up to 2030 and establishes broad directions which will shape our City's future, with the overall aim of achieving Community Well-being.

The foundation of *CityPlan 2030* is based on four strategic outcome areas which the Council refers to as the Quadruple Bottom Line. The use of a Quadruple Bottom Line (QBL) approach is to ensure that the Council's sustainability principles are embedded across all of its operations. The QBL is about achieving social, cultural, economic and environmental sustainability.

Adding the fourth Pillar of Culture to the traditional Triple Bottom Line approach of environmental, social and economic sustainability, highlights the importance which the Council and the community has placed on protecting and enhancing the City's unique character, heritage and 'sense of place'.

In line with *CityPlan 2030*, the LTFP focuses on these four strategic outcomes.

The LTFP is an important planning tool for the Council as it:

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

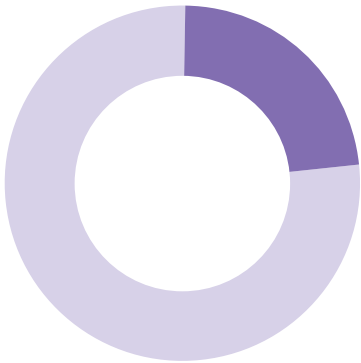
The City is challenged by growing community demands and expectations. It is also important to recognise the importance of growth, prosperity, sustainability and lifestyle and in meeting these challenges, the Council is committed to effective governance and providing infrastructure, services and facilities that satisfy all user groups.

The LTFP has been prepared on the basis of a number of objectives and assumptions that are outlined in this document. Strategies, priorities, issues and risks, are all dynamic influences which impact upon forward planning and as such, the LTFP is reviewed and adjusted annually, following the adoption of the Annual Business Plan and Budget to reflect material changes.

The financial projections contained within this 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 think about the future impacts of decisions made today on the Council's long-term financial sustainability.

# City Snapshot

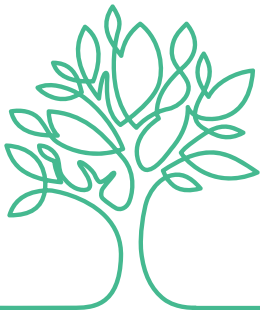
The City of Norwood Payneham & St Peters enjoys a reputation as one of Adelaide's most desirable places to live, work and visit.



**34.5%**  
of citizens residing in the City of Norwood Payneham & St Peters were born overseas, compared with 28.5% in Greater Adelaide.

**341km**  
of footpaths

**363km**  
of kerbing



**171km** of roads

**20,000+** street trees

## Local Businesses

**8,117\***

Our business community values the City's unique and diverse business mix with strong connections and ability to work together.



**2 Swimming Centres**

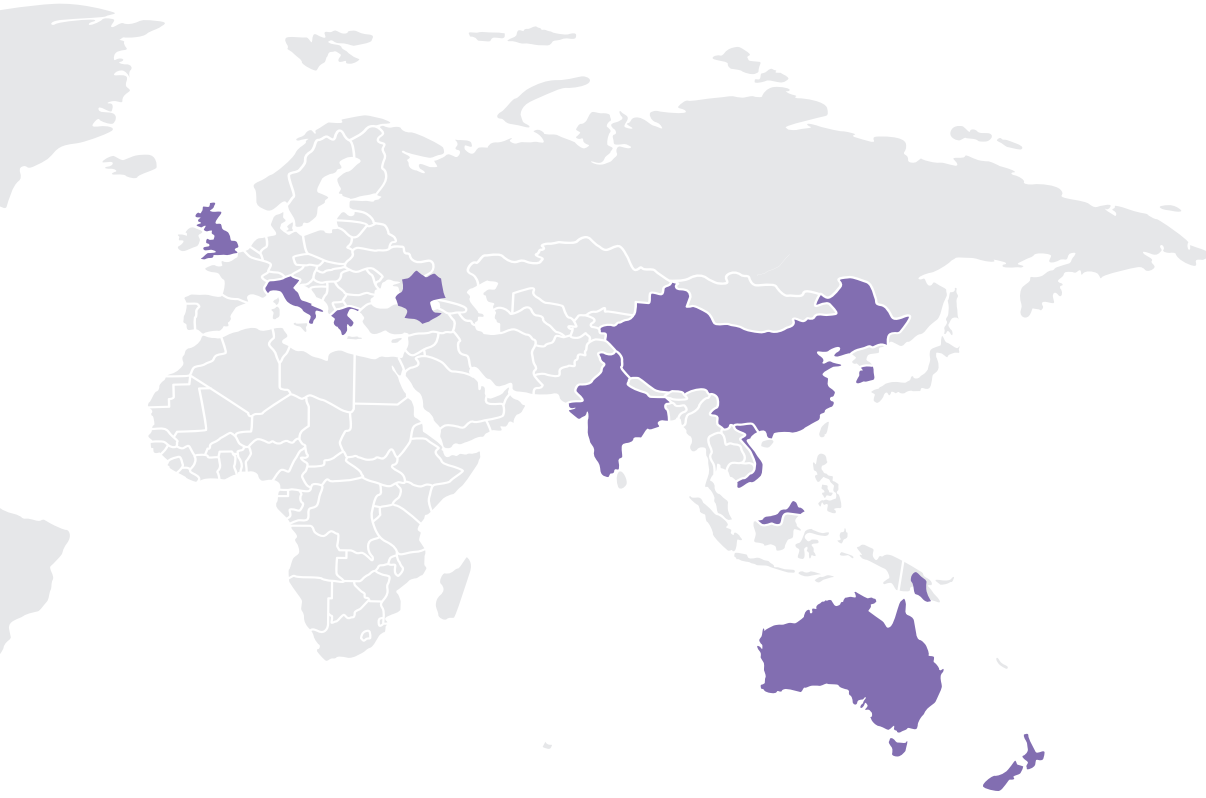


**1 Child Care Centre & Pre-School**



**3 Libraries**

# Source: Australian Bureau of Statistics 2019 Estimated Resident Population  
\* Approximate figure



**Top 5 origins of birth in the City**

**65.5%**

Australia

**4.2%**

China

**4.0%**

England

**3.5%**

Italy

**3.5%**

India

**Residents**

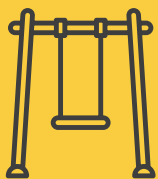
**37,487#**

The median age of people is 41 years.  
Children aged 0–14 years make up 18.2% of the population and people aged over 65 years make up 17.2%.

**Volunteers**

**220**

Volunteers play an integral role in our City’s community life and make a valuable contribution by giving their time and skills for the benefit of others.



**29 playgrounds**



**72 parks and reserves**



**180 hectares of open space**

# Strategic Direction

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

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

**Social Equity**

**Cultural Vitality**

**Economic Prosperity**

**Environmental Sustainability**



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

*CityPlan 2030* plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community's vision for the future. Achieving the

strategies contained in *CityPlan 2030* requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

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

# Strategic Planning Framework

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





# Chief Executive Officer's

## *Statement on Financial Sustainability*

This Long Term Financial Plan (LTFP) not only provides the future financial projections, as shown on the following pages, it also demonstrates how the Council has performed against the financial outcomes it has developed to measure its financial sustainability.

The LTFP has been developed on the principle of financial sustainability and sets out the Council's financial strategies and commitments over the long term. It explains how the organisation will meet its obligations now and in the future, taking into account the services, our workforce, our finances and our assets.

Financial sustainability means having a financial position capable of meeting long-term service and infrastructure levels and standards that are acceptable to the community, without substantial increases in rates or cuts to services.

The Council's long-term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the associated revenues.

Financial sustainability implies equity between generations, to ensure that today's ratepayers pay only for their share of the City's assets. Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets through revenue sources including rates. This means the cost of replacing assets which benefit existing ratepayers are being funded by those ratepayers.

The LTFP is driven by the need to deliver enhanced and improved services to our citizens, through the most efficient and effective means possible.

Key financial indicators used to assess the Council's long-term financial sustainability, as set out in the LTFP, are in line with the Council's established benchmarks to ensure the sustainability of the Council's long-term financial performance and position.

Continuously improving our Asset Management Plans to ensure that we are appropriately maintaining our the City's infrastructure and facilities, using debt where appropriate and applying rate revenue increases that are reflective of the service levels provided to the community, will ensure that the Council has the financial capacity to meet the needs of our community in a financially sustainable way.

The Council's Operating Result since 2013–2014, as shown in Figure 1, demonstrates how the Council has been able to achieve financial sustainability over the last ten years and how it will continue to maintain this into the future.

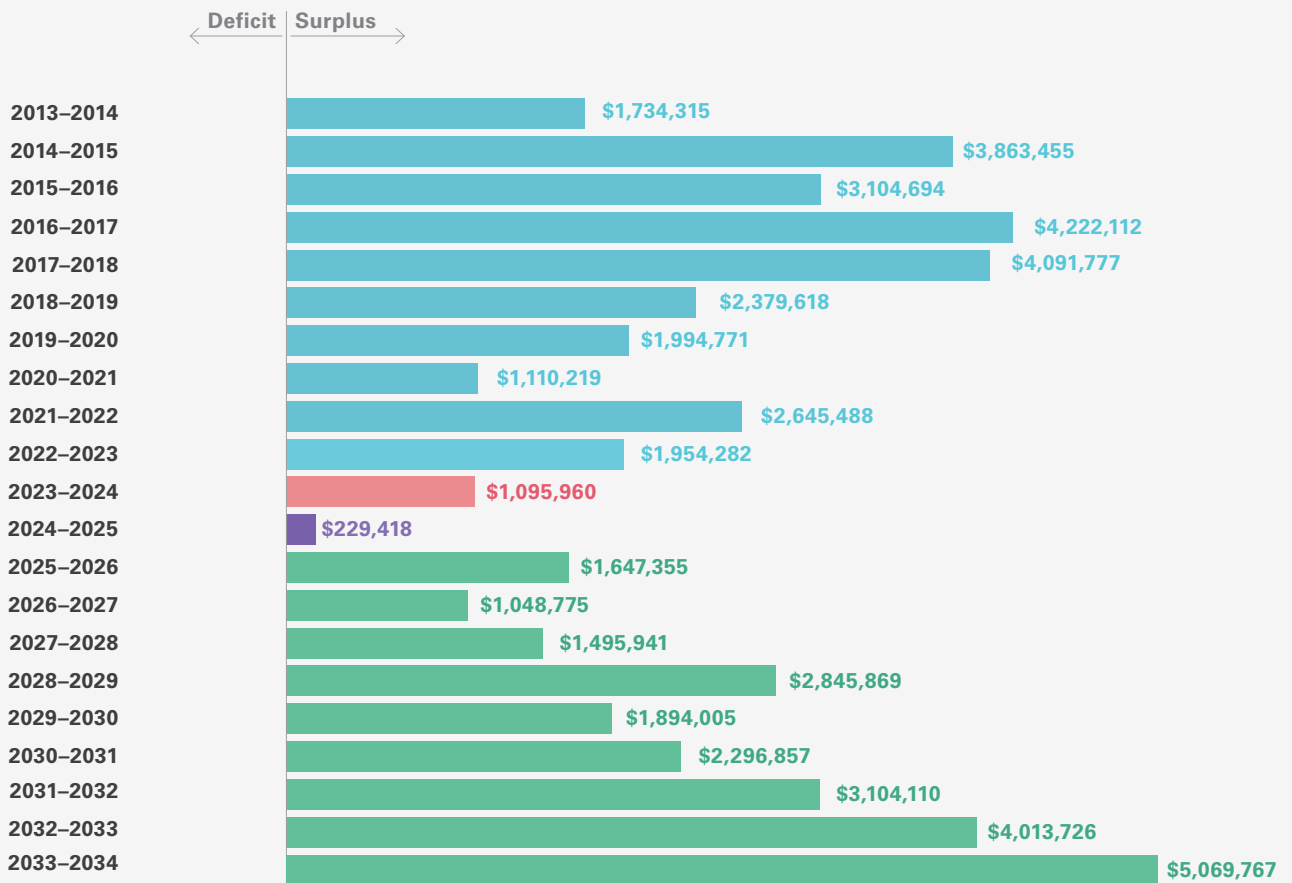
The Financial Goal and Outcomes that the Council will use to measure the Council's Financial Sustainability are set out on the following pages.

**Mario Barone PSM**  
Chief Executive Officer

Figure 1

**Operating Surplus/Deficit  
2013–2014 to 2033–2034**

Actual      2023–2024 3rd Budget Review  
Forecast      Budget



# Key Influences and Assumptions

The City of Norwood Payneham & St Peters provides an extensive range of services, programs and facilities. The provision of these services, programs and facilities are in response to the responsibilities of Councils as set out in the *Local Government Act 1999* and other relevant legislation in addition to community needs and expectations and are in line with the objectives set out in *City Plan 2023*.

Within this context, a number of significant factors have influenced the preparation of the LTFP, namely;

- maintenance and ongoing renewal program for the City's existing infrastructure assets, including roads, footpaths, Council owned facilities, open spaces and reserves;
- upgrading and building of new infrastructure based on the Council's Infrastructure & Asset Management Plans and strategies which identify future infrastructure requirements;
- commitment to major projects which span more than one year;
- initiatives and major projects that are undertaken and which contribute to the well-being of our City and its citizens; and
- prudent financial management to ensure financial sustainability over the long term.

The financial projections contained within this 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.

Long-term financial planning is an iterative process and the assumptions that are applied in this process are reviewed annually using updated information, such as interest rates, inflation (CPI) and other factors such as the cost of materials and labour. This ensures that the Council continually reviews its financial performance and remains firmly focused on maintaining its long-term financial sustainability.

As such, the assumptions used in the preparation of this LTFP, can significantly influence the outcome. Some information regarding the major financial assumptions has been included to provide context around how the LTFP has been developed.

While the LTFP uses specific assumptions to calculate future estimated operating income and expenditure, it will not remove the need for the Council to continue to achieve operational efficiencies and prudent management of its expenditure.

As our City grows an increase in expenditure will be required to ensure that service levels are maintained across the City.

The key assumptions underlying the LTFP are as follows:

## Maintaining existing services at current service standards

The LTFP is based on a 'business as usual' assumption, which means that the Council will continue to provide the existing range of 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 example, the issues that were experienced during the COVID-19 Pandemic.

It is recognised that the adoption of a 'business as usual' assumption, is somewhat unrealistic for a planning timeframe of ten years, given changes in the National and the World economic climate, community expectations and needs which may require investment in new assets and new service initiatives.

## Cost Escalation

The Reserve Bank of Australia has an inflationary target of between 2% and 3% per annum. Based on the ten year average, CPI increases have been set from 3% to 2.90% for the life of this LTFP. This is a number that the Council cannot control or influence.

Increases in employment expenses have three main elements. These are:

- increases contained in the Enterprise Agreements;
- salary adjustments to meet the requirements of industry awards; and
- additional staff that are required to meet the strategic direction of the Council, growth of the community, increases in expectations etc.

The financial projections have assumed that, following wages alignment in 2024–2027, costs will increase by 3.0% per annum. The Council's Enterprise Agreements cover periods of up to three years.

It should be noted however, as these agreements will be renegotiated during the Long-term Financial Planning timeframe of this LTFP, the potential for unforeseen variations in the financial projections may arise. These will however be managed prudently by the Council.

For example, the items that are purchased by the Council to delivery its services, including maintenance of the City's infrastructure and community facilities, can have different cost pressures that extend beyond CPI. For further information on the CPI visit the ABS website [www.abs.gov.au](http://www.abs.gov.au)

## Inflation

### Consumer Price Index (CPI)

The CPI measures quarterly historic changes in the cost of a typical metropolitan 'basket' of goods and services that are purchased by households, in eleven categories including, food, alcohol and tobacco, clothing and footwear, housing, household contents and services, health, transport, communication, recreation, education and financial and insurance services. It is measured either at the State or National level.

CPI is not a complete measure of the capacity of this group, as it does not take into account other benefits (e.g. additional State electricity concessions) and the fact that some recipients of these benefits receive other income and may be affected by changes to income tax rates and thresholds. While it is relevant to the capacity of some ratepayers, the cost of living expenses, it is not an accurate reflection of changes to items relevant to Council expenditure.

### Local Government Price Index (LGPI)

Unlike most households, local Councils spend a large proportion of their budgets on road construction materials; other construction costs (e.g. stormwater drains, environmental projects, footpaths, etc.); salaries for staff who are required to provide services; contractors; Subsidiaries (i.e East Waste, ERA Water, Eastern Health Authority and Highbury Landfill Authority); and on governance/administration. The prices of these items are driven by different pressures to that of average household costs and this is reflected in Council budgets, together with changes in standards, efficiency gains, and expansion of services, cuts in services, new services, and major projects.

In considering whether to use the LGPI or CPI, this LTFP must ultimately use the index which has the most significant, relevant and direct impact on the Council Budget. Forecast of the Adelaide CPI and Local Government Price Index was released by the Local Government Association of South Australia in June 2024.

A combination of both the CPI and LGPI was used in preparation for this LTFP as shown in Table 1 below.

Table 1

**Annual Local Government Price Index versus Consumer Price Index (Historic and Forecast)**

Year	LGPI	Adelaide CPI (June)	Variance LGPI vs. CPI	Average LGPI & CPI	Inflation used in LTFP
2023–2024	4.4	4.7	-0.3	4.6	Budget 3.0%
2024–2025	3.2	3.1	0.1	3.2	Budget 3.5%
2025–2026	3.1	2.8	0.3	3.0	3.0
2026–2027	3.0	2.8	0.2	2.9	2.9
2027–2028	3.0	2.8	0.2	2.9	2.9
2028–2029	3.0	2.8	0.2	2.9	2.9
2029–2030	3.0	2.8	0.2	2.9	2.9
2030–2031	3.0	2.8	0.2	2.9	2.9
2031–2032	3.0	2.8	0.2	2.9	2.9
2032–2033	3.0	2.8	0.2	2.9	2.9
2033–2034	3.0	2.8	0.2	2.9	2.9

■ LGPI forecast   ■ Assumption

## Rate Revenue Increases

The LTFP assumes an average Rate Revenue indexation of 5.60% which is equivalent to the ten year average to fund normal operations. Rate Revenue growth resulting from new developments also has been factored into this LTFP.

Local Government sets property rates in response to various factors including, general price inflation affecting Local Government, policy decisions regarding changes in the level of services and infrastructure that is provided by the Council, changes to demand for particular services and changes in financial support provided by other levels of government (i.e State and Federal) and finally the level of new initiatives or projects.

Of these factors, relatively stronger general price inflation for Local Government compared to households (reflecting differences in the mix of goods, services and other expenses incurred by both) would in part explain why property rates tend to grow at a faster pace than the overall CPI.

## Grants and Subsidies

The Council receives grants and subsidies from both the State and Federal Governments to fund the development of services and programs. For the purpose of this LTFP, it has been assumed that existing Operating Grants will continue to be provided in the future and have been indexed by 2.43% per annum.

The Council will endeavor to seek Capital Grant income to assist in funding specific new capital projects. However, as this revenue is dependent on the pool of Government funding that is made available, it is difficult to predict how successful the Council will be in securing funds in the future. Therefore, no Capital Grant Funding, other than funding that has already been secured, has been included within this LTFP. In this context, the Council may defer the timing of some projects set out in this LTFP, with the view of the project progressing, subject to grant funding being secured.

## Other Fees and Charges

Revenue generated from fees and charges are separated between statutory charges that are set by legislation and user charges, that are set by the Council. As part of the South Australian Government Budget, Fees and Charges relevant to specific Acts are levied, which apply to Council services.

Table 2

### Projected Rates Increase

Year	CPI Used in LTFP	+	Growth (new development)	+	Wages growth*	+	Project Contribution	=	Projected Rate revenue increase
2024–2025	3.5		0.5		1.1		3.4		8.5
2025–2026	3.0		0.5		0.5		4.0		8.0
2026–2027	2.9		0.5		0.1		3.5		7.0
2027–2028	2.9		0.5		0.1		3.0		6.5
2028–2029	2.9		0.5		0.1		2.5		6.0
2029–2030	2.9		0.5		0.1		0.5		4.0
2030–2031	2.9		0.5		0.1		0.5		4.0
2031–2032	2.9		0.5		0.1		0.5		4.0
2032–2033	2.9		0.5		0.1		0.5		4.0
2033–2034	2.9		0.5		0.1		0.5		4.0

\* in line with EB Agreements and legislative Superannuation increase

For user charges, the Council applies the principle of 'user pays' and where possible, recovers the full cost of operating or providing a service or good. Where it can be demonstrated that it is unfeasible to recover the full cost, concessions may apply.

Statutory and user charges represent 3.1% to 10.5% of the Council's Total Revenue and have been indexed by 2.08% per annum.

## Asset Renewal and Replacement

The Council has in place 'Whole-of-Life' Asset Management Plans for each major class of assets (i.e. roads, footpaths, stormwater drainage and kerbing). The Asset Management Plan is expected to be reviewed in 2024–2025. The financial projections included in this LTFP, are based on the asset renewal and replacement programs as outlined in the 2024–2025 budget and the renewal spend at 100% Asset Renewal Funding Ratio. The LTFP will be updated to reflect the proposed timing of the asset renewals and upgrades as set out in the Council's suite of Infrastructure and Asset Management Plans and other relevant Strategies.

Due to the unique nature of the Council's asset base, the input costs to renew and replace the existing asset base, can be subject to cost escalations that are greater than CPI. The financial projections have assumed that construction costs will increase by 2.20% on average.

## Funding

The LTFP assumes that the Council will borrow to fund new and upgraded assets. Loan repayments are calculated on loan schedules that are currently in existence and the estimation of any future loan borrowings.

Interest rates on new borrowings and cash advance are forecast at 5.67% and 6.93% per annum. For the purpose of this LTFP interest rate on investment income is forecast at 4.5% on average.

Cash and cash equivalents projections, where possible, are based on an ideal closing cash balance equivalent to one month's working capital requirements.

## Depreciation

Depreciation is an allowance that represents the consumption of an assets service potential, or put simply, its wear and tear. Depreciation is based on the written down replacement value of an asset. The Council undertakes an independent valuation of its major asset classes every five years. In the interim years, a review and update of the replacement cost is undertaken based on the annual average movement in value of like assets verified by the Council's Valuer.

The escalation rates to reflect asset revaluations applied in the financial projections is between 1% and 3% across the life of the LTFP, dependent upon the asset class.

## Payneham Memorial Swimming Centre Operational Costs Assumptions

The Payneham Memorial Swimming Centre is currently undergoing major redevelopment. This Long-term Financial Plan assumes an approximate annual operating deficit of \$1m when the Centre reopens in 2026.

The operating cost assumptions in this LTFP are based on the current model of operation, reflecting the existing model of expenses and processes and assumed operational requirements when the Centre opens. The operating cost projections are based on the assumption that operations will increase incrementally and will reach full capacity by the fourth year after the Centre's opening.

It is important to note that these assumptions are preliminary and may change following a revision of the Centre's operational strategy. This could lead to adjustments in the budget and LTFP to better align with any updated operational goals and efficiencies.

# Strategic Projects

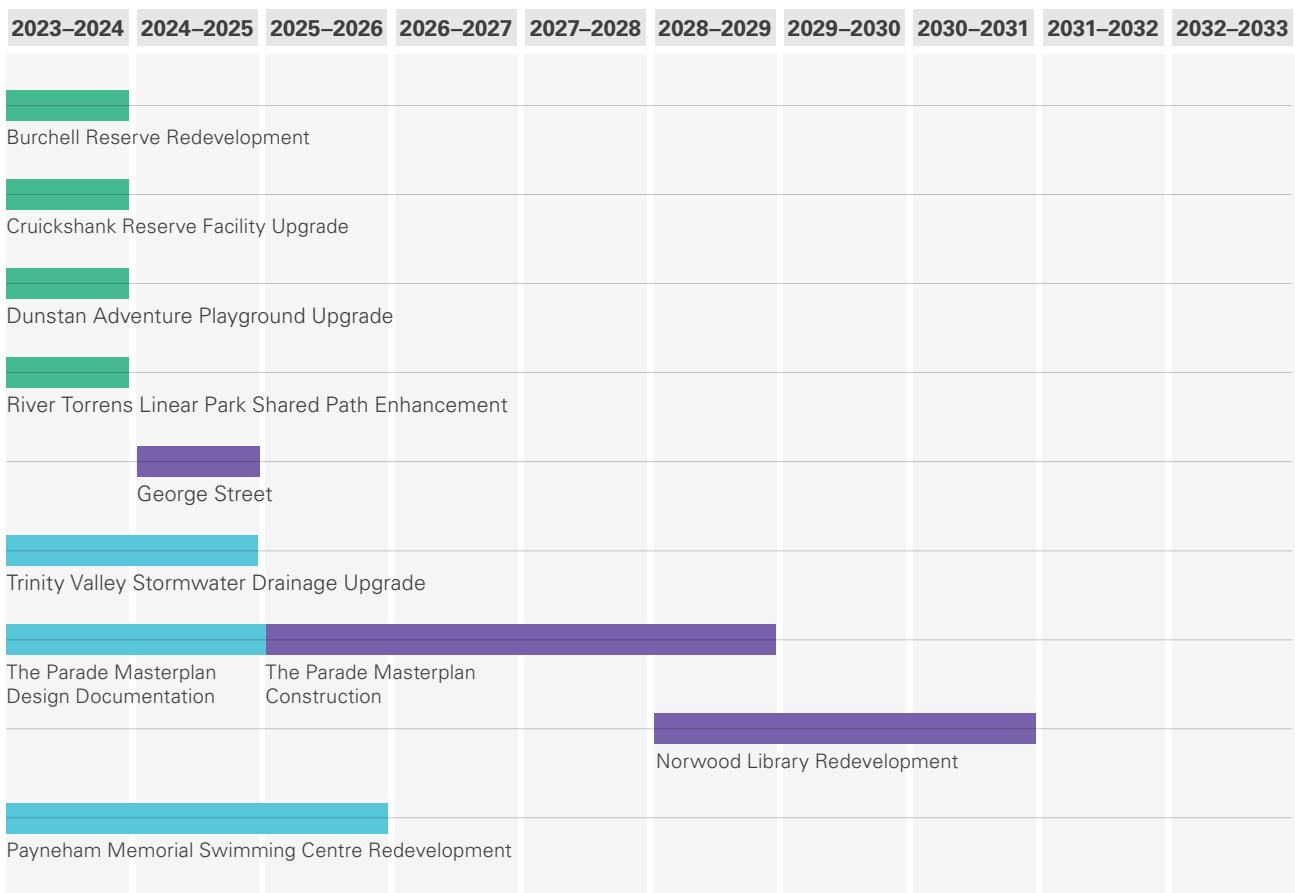
The Long-term Financial Plan has been developed to ensure that the Council has the financial resources to deliver on its strategic objectives outlined in *CityPlan 2030*.

*CityPlan 2030* captures the community’s vision and aspirations for our City over the next 20 years and establishes broad directions which will shape our City’s future, with the overall aim of achieving Community Well-being. The LTFP includes a number of major projects and initiatives which are planned to be undertaken over the life of the LTFP which will contribute to the achievement of *CityPlan 2030*.

While included, the LTFP does not assume that all strategic projects will automatically be funded. The commitment of funds to specific projects is made through the Annual Business Plan and Budget process. Projects are only included in the LTFP when the Council has provided in-principle commitment to the project through the adoption of a Corporate Strategy, policy or Council resolution.

The inclusion of strategic projects within the LTFP establishes a picture of what the Council can afford and deliver with reasonable certainty over the forecast period. The proposed timing of the strategic projects set out in the LTFP, have been prioritised with reference to the renewal requirements set out in the Council’s Infrastructure and Asset Management Plans to ensure resource efficiency and maximisation of asset utilisation.

## Capital Projects Timeline



■ Completed    
 ■ In Progress    
 ■ Scheduled

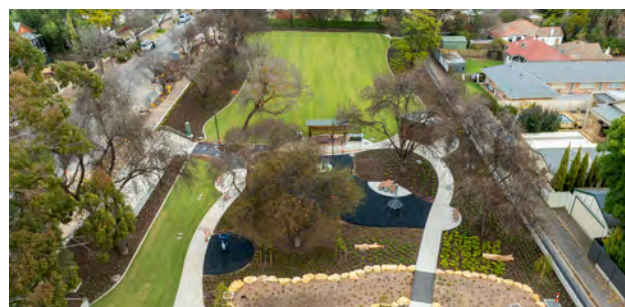
## Major Projects completed in 2023–2024



### Cruickshank Reserve Facility Upgrade

**Project Timeline:** 2023–2024

Located in Phillis Street, Maylands, the Cruickshank Reserve Facility has been upgraded to include a new clubroom, canteen, changeroom, and toilets.



### Burchell Reserve Redevelopment

**Project Timeline:** 2023–2024

Burchell Reserve, located in Sixth Avenue St Peters, is undergoing a \$4.2 million redevelopment, which will ensure its longevity and enjoyment of the whole community. The upgrade includes multipurpose courts, new public toilets, playground and facilities.



### Dunstan Adventure Playground Upgrade

**Project Timeline:** 2023–2024

Dunstan Adventure Playground has been upgraded whilst retaining its adventure themed experience for children of all ages, and includes new adventure themed equipment, toilets, barbeque and picnic facilities.



### River Torrens Linear Park Shared Path Enhancement

**Project Timeline:** 2023–2024

The River Torrens Linear Park Shared Path follows the River Torrens from Athelstone to the outlet at Henley Beach South and is used by pedestrians and cyclists.

The City of Norwood Payneham & St Peters is responsible for the maintenance and improvement of the path, that is located within its boundaries.





## Major Projects over the life of the LTFP



### Trinity Valley Stormwater Drainage Upgrade

**Project Timeline:** 2023–2025

The Trinity Valley Stormwater Drainage Upgrade will mitigate flood risks in the suburbs of St Morris, Trinity Gardens, Maylands, and Stepney. This four-stage project involves installing new stormwater drainage infrastructure in key areas, including Gage Street and Green Street, St Morris, and redeveloping St Morris Reserve which will incorporate a stormwater detention basin.



### Payneham Memorial Swimming Centre Redevelopment

**Project Timeline:** 2023–2026

As part of the Council's Swimming Centres Long-term Strategy, the Council resolved to retain both Payneham Memorial Swimming Centre and Norwood Swimming Centre. Construction commenced in February 2024.



### The Parade Masterplan

**Project Timeline:** 2023–2029

The Parade Masterplan, forms the long-term strategic framework for the planning, redevelopment and activation of The Parade. More specifically, the Masterplan focuses on protecting the identity and appeal of The Parade, and how this significant economic, social and cultural asset can contribute to the experience of those people who choose to live, work and play on The Parade.



### George Street Upgrade

**Project Timeline:** 2024–2025

As part of Stage 1 of The Parade Masterplan, the section of George Street between The Parade and Webbe Street, will be upgraded. These changes will enhance pedestrian movement, provide shade, and improve safety. Additionally, new stormwater drainage will be installed as part of the Council's Long Term Stormwater Drainage Program.



### Norwood Library Redevelopment

**Project Timeline:** 2028–2031

The Norwood Library is proposed to be redeveloped in accordance with the Council's decision to retain three Libraries.

# Our Financial Goal

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

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

## Outcome 1:

### A Balanced Budget

**Council services and programs, including depreciation of infrastructure and assets, are fully funded and the costs are shared equitably between current and future ratepayers.**

*The benchmark target is an Operating Ratio between 0% and 10%.*

The Council will measure its performance in achieving this outcome through the Operating Ratio.

The Operating Ratio measures the Council's ability to cover its operational costs and have surplus revenue available for capital funding and other purposes.

A positive ratio indicates the percentage of total own source revenue (principally rates) is available to assist in funding proposed capital expenditure, to meet loan repayments or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue that would have been required to achieve a break-even operating result.

The Council's objective is to have a Long-term Financial Plan based on consistently achieving an Operating Surplus, having regard to asset management and service level needs.

## 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.**

*The benchmark target is rate revenue increases between 4% and 8%.*

Rate revenue is a major component of the Council's revenue base. In determining future rate increases, the Council considers its strategic management plan, *CityPlan 2030*, the economic climate, the need to maintain and improve the Council's physical infrastructure and improve Community Well-being through its services, programs and facilities and an assessment of the community's capacity to pay rates.

The Council's objective is to have a Long-term Financial Plan based on consistent rate revenue increases which meet the increased cost of the base level services and programs but also reflect new assessment growth and increased service levels.



*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.**

*The benchmark target is an Asset Renewal Funding Ratio between 90% and 110% on a three year rolling average.*

The Council will measure its performance in achieving this outcome through the Asset Renewal Funding Ratio.

The Asset Renewal Funding Ratio measures the ability of the Council to fund projected asset renewals/ replacements in the future. Ideally, physical assets should be renewed or replaced at the same rate the stock of assets is wearing out, however it is recognised that there may be some instances that require the Council to either accelerate or decelerate the renewal or replacement of its existing asset base. It is for this reason, the target ratio is calculated based on a three year rolling basis. 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.

*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 benchmark target is a Net Financial Liabilities ratio of less than 100%*

Prudent debt management is the process of establishing and executing a strategy for managing a Council debt in order to raise the required amount of funding to achieve its capital investment objectives. It is important that the use of debt is balanced with other funding sources, such as grants and cash reserves, to ensure citizens that receive the benefits from the investment, share the cost. In addition, the Council must ensure that it has the capacity to service its debt.

The Council will measure its performance in achieving this outcome through the Net Financial Liabilities Ratio and the Interest Cover Ratio, with the Net Financial Liabilities measuring the extent of indebtedness of the Council as a percentage of operating revenue and the interest cover ratio measuring how easily Council can pay interest on its outstanding debt. If the net financial liability ratio falls, over time, this indicates that the Council’s capacity to meet its financial obligations from operating income is strengthening.

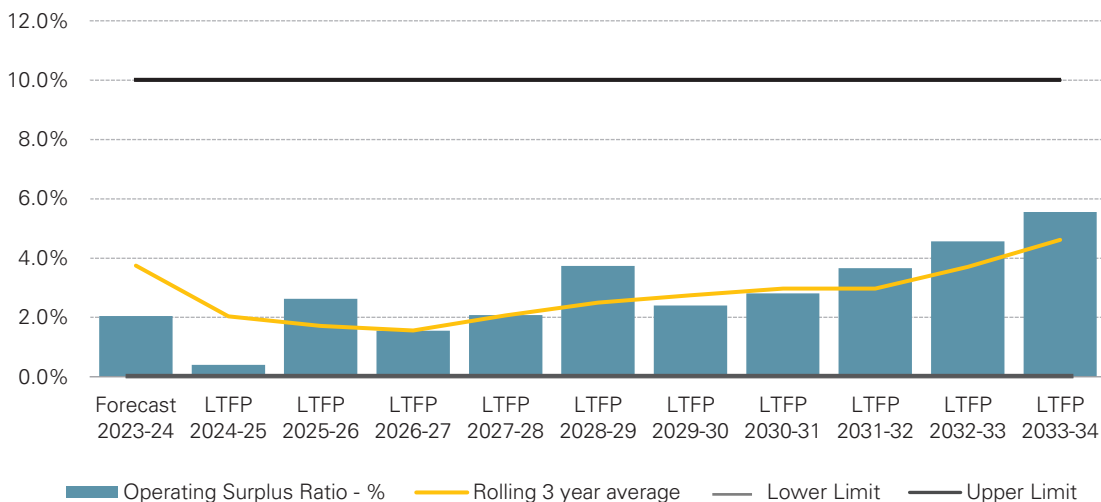
# Outcome 1: A Balanced Budget

The Council’s services and programs, including depreciation of infrastructure and assets, are fully funded and the costs are shared equitably between current and future ratepayers.

As detailed within this Plan, the Council’s main source of income is generated from rates, and user charges and fees applied to services and programs provided either in response to community desires and expectations or resulting from the provision of services required by legislation. The revenue which is collected is used to fund the cost of providing services and maintenance of infrastructure and facilities, with surplus revenue being available to fund capital works and the repayment of debt.

The Council’s long term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the associated revenues, with the measure being the Operating Surplus ratio, which measures operating surplus/ (deficit) as a percentage of operating revenue. Ideally, at a minimum, the operating surplus should be at a minimum equal to the annual principal loan repayments.

## Operating Surplus Ratio Target between 0% and 10%



# Outcome 2: Rate Stability

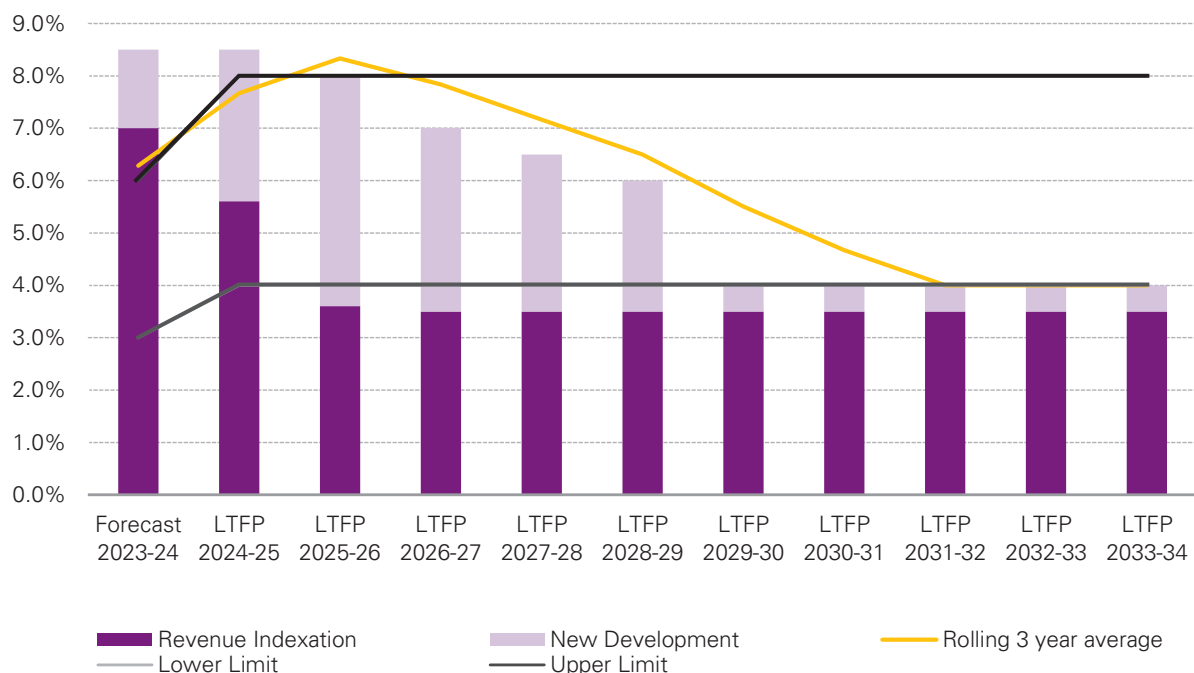
Annual rate collections are fair and equitable for our residents and ratepayers with the aim to keep rate revenue increases stable over the medium term.

In determining future rate revenue increases, the Council considers its strategic management plan, *CityPlan 2030*, the economic climate, the need to maintain and improve the Council’s physical infrastructure and improve Community Well-being through its services, programs and facilities. The 2020–2021 Rating Strategy forms the basis for the future impact of rate revenue increases on sectors of the community where we collect rates.

The LTFP assumes an average rate revenue increase of 5.60% which takes into account CPI and the Local Government Price Index. Other elements of the proposed rate revenue increase includes growth in new assessments and a factor for the future financial impacts of new and upgraded infrastructure investment set out in the LTFP.

In determining future rate revenue increases, the key is to ensure the community does not experience 'rate shock' from year to year, and as such, the target range for rate revenue increases is between 4% and 8%.

## Rate Revenue Increase Target between 4% and 8%



## Outcome 3:

# Infrastructure and Asset Management

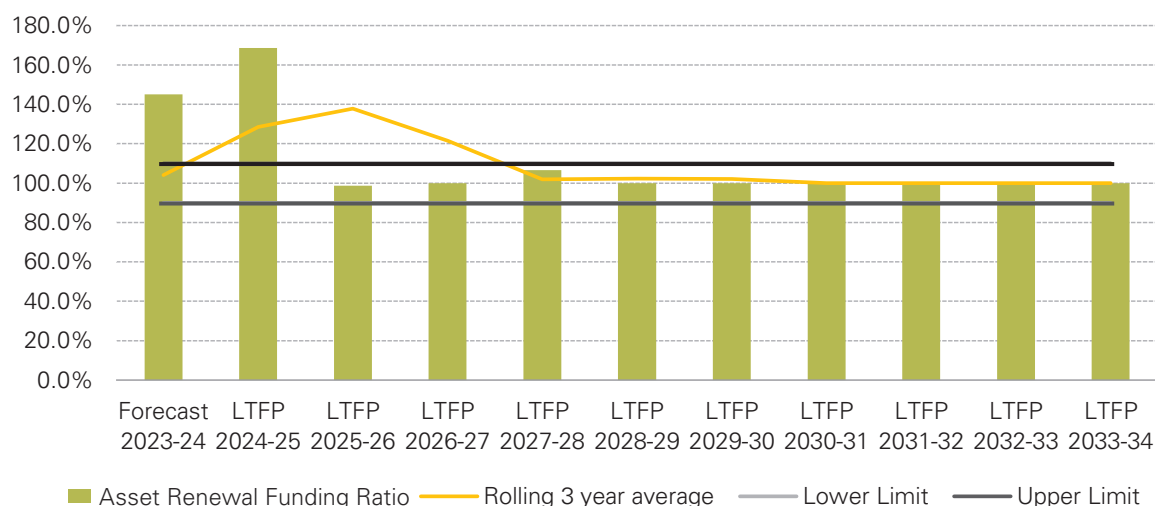
Maintain Infrastructure and Assets in line with the Council’s ‘Whole-of-Life’ Infrastructure framework to achieve the outcomes and objectives, as set out in *CityPlan 2030*.

Infrastructure and asset management is the combination of management, financial, economic, engineering, and other practices applied to the management of the City’s physical assets such as roads, stormwater drainage, kerbing, footpaths and buildings, with the objective of providing the required level of service in the most cost-effective manner. As part of the Council’s planning framework, the Council has developed asset management plans for each of our major asset classes, including, but not limited to, roads, buildings, stormwater drainage and open space and recreation infrastructure.

The Council’s Infrastructure & Asset Management Plans contain information about the City’s infrastructure assets, including the actions that are required to provide an agreed level of service in the most cost efficient manner. The Infrastructure & Asset Management Plans defines the service level that will be provided and what funds are required to provide the set service level.

The Asset Renewal Funding Ratio measures how well the Council is performing in respect to the renewal or replacement of existing physical assets, such as roads, footpaths, kerbing, buildings and Council plant. Ideally, physical assets should be renewed or replaced at the same rate at which the stock of assets is wearing out. However, it is recognised that there may be some situations that require the Council to either accelerate or decelerate the renewal or replacement of its existing asset base. As such, the target ratio is based on a three year rolling basis. The Ratio is calculated by measuring capital expenditure on the renewal or replacement of assets, relative to the planned expenditure outlined in the Council’s Infrastructure & Asset Management Plans, with the target being an Asset Renewal Funding Ratio between 90% and 110%.

### Asset Renewal Funding Ratio Target between 90% and 110%



# Outcome 4: Debt Management

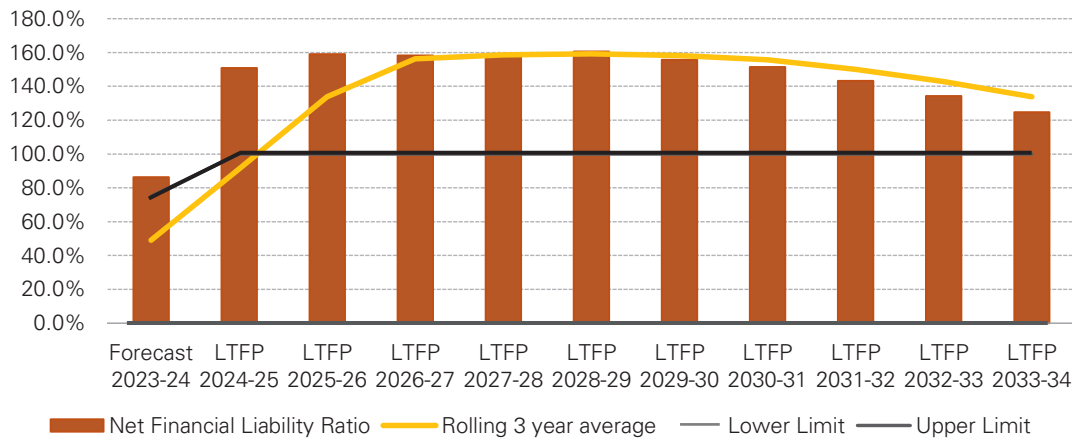
Debt management involves the prudent use of borrowed funds (debt) to invest in new long term assets to ensure intergenerational equity between current and future users.

A Council's indebtedness must be managed to ensure that its liabilities and associated costs, are met without impinging on the long-term financial sustainability of a Council. The Net Financial Liabilities Ratio measures the extent of what is owed by the Council, less any liquid assets (i.e. cash or receivables), against its operating revenue. Net financial liabilities is a broader and more appropriate measure of indebtedness than the level of borrowings, because it includes items such as employee leave entitlements and other amounts that are payable in the future as well as taking account of a Council's cash holdings and invested funds.

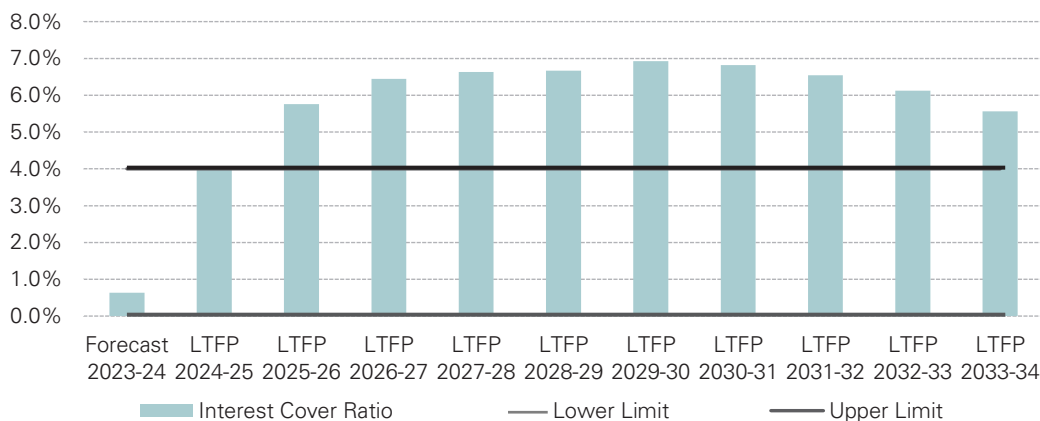
While it is ideal that the Net Financial Liabilities Ratio, does not exceed 100% of operating income, subject to the Council's ability to service its financial obligations, the indebtedness can exceed 100% in order to provide additional services such as new or upgraded facilities, to its community through acquisition of additional assets without detracting from its financial sustainability.

The LTFP proposes that the Council will undertake a number of new projects to the value of \$111 million over the life of the LTFP. Due to the nature of these projects and in line with the Council's Treasury Management Policy, these projects will be funded through long-term borrowings.

## Net Financial Liability Ratio



## Interest Cover Ratio





## Strategy to reduce debt

Debt and risk reduction involves a strategic approach to managing financial liabilities and mitigating various risks that could impact upon the Council's operations, financial health and reputation. To address an increased Net Liabilities Ratio and level of debt, the Council will focus on a strategic and robust debt reduction strategy that involves a multi-faceted approach focused on improving cash flow, renegotiating the terms of debt and improving operational efficiency. This includes but is not limited to:

- conducting comprehensive reviews of operating expenses and identifying areas to eliminate inefficiencies, reduce costs and streamline operations without impacting productivity and the services that are required to be delivered to the Community;
- maintaining strict cost control and investing in areas that drive long-term profitability to ensure sustained financial health and facilitate faster reduction of debt;
- increase in income via expanding the potential for user revenue such as the Council owned Swimming Centres, St Peters Child Care & Preschool etc, as well as increase opportunities for grants/funding and other sources of revenue;
- establish new loans and/or renegotiate the terms of existing loans to obtain more favourable conditions, such as lower interest rates or extended repayment periods (where relevant);
- reviewing and assessing the Council's assets to potentially identify and sell non-performing assets;
- enhancing the efficiency of receivables and payables; and
- ensuring that budgets to be in line with the LTFP. Given the levels of debt that are identified in this plan, it is crucial to align budgets with the LTFP. This alignment will necessitate a disciplined approach to expenditure, and the focus will need to shift from pursuing new initiatives and projects to prioritising debt reduction and financial stability. By restraining the appetite for new expenditure, the Council can allocate more resources towards repaying debt, thus reducing interest costs and improving cash flow. This strategic approach to expenditure not only strengthens the Balance Sheet but also ensures that future growth is built on a solid financial foundation. Ultimately, while it may be challenging to defer new opportunities, maintaining fiscal discipline is essential for achieving long-term sustainability and financial health.

Implementing these comprehensive debt reduction strategies, will assist the Council in achieving its goal of reducing debt over the next ten years and continue to be financially stable. Through refinancing, increasing operational efficiencies, asset liquidation, improved cash flow management and strict monitoring, the organisation will enhance its financial stability and support sustainable growth for the future.

## Sensitivity analysis on possible borrowing interest rate fluctuations

Conducting a sensitivity analysis around interest rate fluctuations on borrowings, is a vital exercise for managing financial risk and planning for various economic scenarios. This analysis involves assessing how changes in interest rates—both increases and decreases—affect the Council's debt servicing costs and overall financial

Table 3

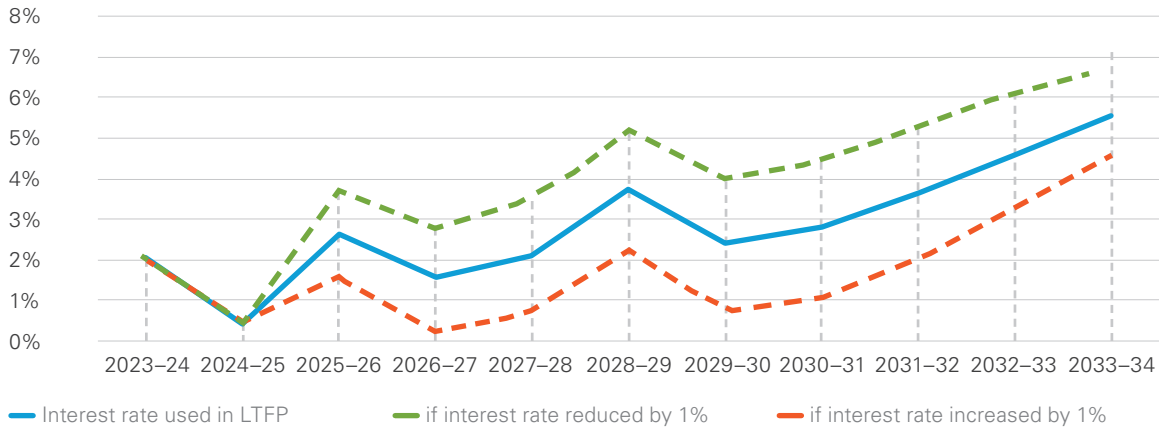
### Borrowing rates used in the current LTFP

LTFP Interest rates	Cash Advance Debenture (CAD)	External Loan
2024/2025	6.15%	5.67%
2025/2026	5.91%	5.67%
2026/2027	6.05%	5.67%
2027/2028	6.12%	5.67%
2028/2029	6.27%	5.67%
2029/2030	6.61%	5.67%
2030/2031	6.93%	5.67%
2031/2032	6.89%	5.67%
2032/2033	6.87%	5.67%
2033/2034	6.65%	5.67%

The following graphs are a representation of the Operating Surplus, Net Financial Liabilities and a level of debt, if borrowings interest rate fluctuated by 1% up or down from the current CAD and Loan interest rates in the LTFP.

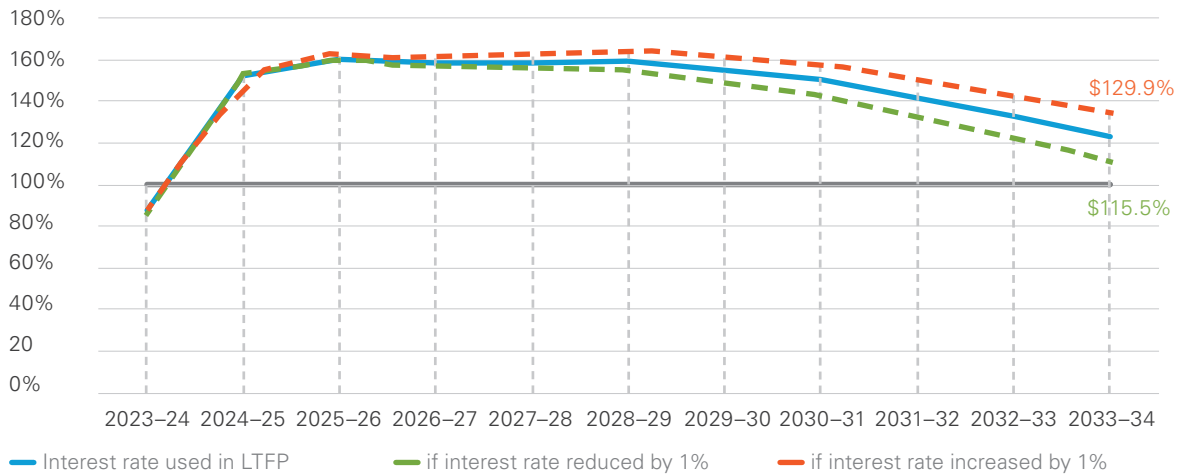
### Operating Surplus if Borrowings Interest Rate Fluctuatd by 1% (up or down)

Increase in borrowing interest rate will lead to an increase in finance costs which will result in Operating surplus reduction.



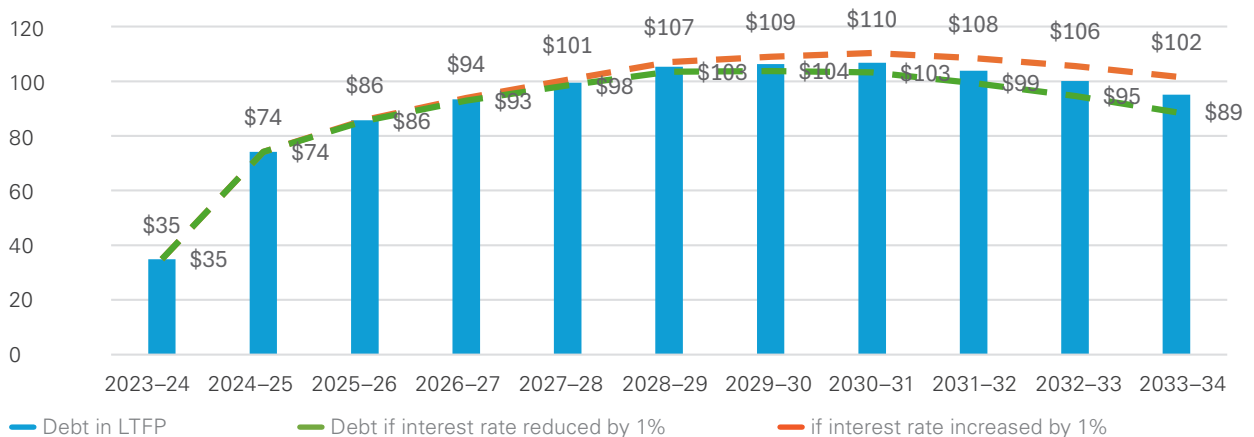
### Net Linancial Libalities position if Borrowings Interest Rate Fluctuats by 1% (up or down)

Increase in borrowing interest rate will lead to an increase in debt liability which will result in higher Net Financial Liability ratio.



### Debt Level (\$m)

Increase in borrowing interest rate will lead to an increase in debt liability due to lower Operating surplus and reduced capacity to repay debt



# Summary

Based on the underlying assumptions contained within this LTFP, the financial projections indicate that the Council is in a position to achieve its financial goal of being a City which delivers on its Strategic Outcomes by managing financial resources in a sustainable and equitable manner.

The Council's Operating Surplus Ratio over the period (2024–2025 to 2033–2034), is forecast to grow from 0.4% in 2024–2025 to 5.6% by 2033–2034, with the annual Operating Surplus for the life of the LTFP ranging from \$0.229m to \$5.07 million. The Council plans to invest an average of \$15.08 million each year to deliver annual asset renewal programs outlined in the Council's Infrastructure and Asset Management Plans.

These renewal programs will be complemented by \$150 million of planned expenditure on major asset upgrades and enhancements.

Increases in Rate Revenue while at the higher end of the target range, reflect the extent of investment that the Council plans to undertake over the life of the LTFP.

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

This LTFP should be viewed as a guide to future actions or opportunities which will encourage the Council to think about the future impact of decisions made today on the Council's long-term financial sustainability.

To this end, reference will be made each year to the LTFP, when preparing Annual Budgets to ensure that the broad financial outcomes of the Council are continuing to be met.

As with all plans, there are at times changes in circumstances over the life of the LTFP. Therefore, the underlying assumptions are regularly reviewed by the Council to ensure the City's strategic directions and objectives can continue to be delivered on in the future and importantly financial impacts on the ratepayers of the City are ameliorated.

In line with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, the projected financial statements, in the prescribed form are contained in the following pages.

# Appendix 1: Financial Projections

# Financial Projections

The financial projections contained in this Long-term Financial Plan, have been developed in a format that conforms to the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*. This format allows projections to feed into the statutory format of the Annual Budget and key performance measures in the LTFP to be compared with annual budgets and annual financial reports.

The Statutory schedules include:

- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flows; and
- Uniform Presentation of Finances.

The Statement of Comprehensive Income shows what is expected to occur during the year in terms of revenue, expenses and other adjustments from all activities. While Operating Surpluses are being forecast, the surplus is insufficient to meet the Council's loan repayments, therefore, cash reserves and short term financing will be required to meet loan repayments.

The Statement of Financial Position is a snapshot of the expected financial position of the Council at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line Net Assets represents the net worth of the Council.

The assets and liabilities are separated into Current and Non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months.

The Net Assets of the Council are forecast to grow at rate between 1.9% per annum and 3.4% per annum, primarily due to the Council's Capital Works Program, however, to fund the new asset investment, the borrowings are forecast to grow to \$95 million by the end of the ten year period. Necessary grants which the Council could receive for implementation of major projects capitalised in the LTFP.

The Statement of Cash Flows shows what is expected to occur during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. Ideally, funds from operating activities should be sufficient to fund asset and infrastructure renewal works and the annual repayment of loan borrowings. The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments. For the first half of the LTFP (2023–2024 to 2028–2029), cash provided by operating activities is insufficient to meet asset renewals and debt repayment. The shortfall will be met through the utilisation of cash reserves and short term borrowings.

City of Norwood Payneham & St Peters  
10 Year Financial Plan for the Years ending 30 June 2034

STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>											
Rates	43,421,455	47,195,360	50,970,988	54,538,956	58,083,989	61,569,028	64,031,790	66,593,061	69,256,784	72,027,054	74,908,136
Statutory Charges	2,100,000	2,180,953	2,224,636	2,269,194	2,314,645	2,361,005	2,408,295	2,456,532	2,505,735	2,555,923	2,607,116
User Charges	3,836,788	4,006,554	5,004,556	6,927,486	7,554,745	8,240,728	8,971,028	9,305,571	9,651,753	10,009,964	10,380,604
Grants, Subsidies and Contributions - operating	2,654,672	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675
Grants, Subsidies and Contributions - capital	444,393	444,393	1,275,294	637,647	637,647	637,647	-	-	-	-	-
Investment Income	120,000	77,965	81,052	84,373	87,891	91,688	95,962	100,745	105,721	110,918	116,126
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	802,766	496,163	506,094	517,463	529,088	540,974	553,127	565,553	578,258	591,249	604,531
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>53,380,074</b>	<b>57,078,063</b>	<b>62,739,295</b>	<b>67,651,794</b>	<b>71,884,681</b>	<b>76,117,745</b>	<b>78,736,877</b>	<b>81,698,137</b>	<b>84,774,926</b>	<b>87,971,783</b>	<b>91,293,188</b>
<b>Expenses</b>											
Employee Costs	17,346,968	19,485,196	21,056,784	22,850,350	24,116,837	25,203,064	26,347,046	27,259,966	28,204,765	29,182,720	30,195,091
Materials, Contracts & Other Expenses	21,756,978	21,646,858	22,563,570	24,170,693	25,738,664	26,678,479	28,119,105	29,132,777	29,941,615	30,888,960	31,918,655
Depreciation, Amortisation & Impairment	12,461,601	13,078,887	13,522,072	14,883,129	15,418,920	15,967,777	16,573,758	17,080,117	17,614,070	18,129,001	18,658,905
Finance Costs	455,901	2,375,037	3,686,849	4,436,180	4,851,653	5,159,891	5,540,297	5,665,754	5,647,700	5,494,710	5,188,103
Net loss - Equity Accounted Council Businesses	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666
<b>Total Expenses</b>	<b>52,284,114</b>	<b>56,848,645</b>	<b>61,091,941</b>	<b>66,603,019</b>	<b>70,388,740</b>	<b>73,271,876</b>	<b>76,842,872</b>	<b>79,401,279</b>	<b>81,670,815</b>	<b>83,958,057</b>	<b>86,223,421</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,095,960</b>	<b>229,418</b>	<b>1,647,355</b>	<b>1,048,775</b>	<b>1,495,941</b>	<b>2,845,869</b>	<b>1,894,005</b>	<b>2,296,857</b>	<b>3,104,110</b>	<b>4,013,726</b>	<b>5,069,767</b>
Asset Disposal & Fair Value Adjustments	25,000	36,000	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459
Amounts Received Specifically for New or Upgraded Assets	6,625,908	5,924,000	2,800,000	-	-	-	-	-	-	-	-
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>7,746,868</b>	<b>6,189,418</b>	<b>4,484,147</b>	<b>1,084,377</b>	<b>1,532,326</b>	<b>2,883,054</b>	<b>1,932,008</b>	<b>2,335,697</b>	<b>3,143,804</b>	<b>4,054,293</b>	<b>5,111,226</b>
<b>Other Comprehensive Income</b>											
<b>Amounts which will not be reclassified subsequently to operating result</b>											
Changes in Revaluation Surplus - I,PP&E	7,243,777	5,508,000	5,736,000	9,810,000	6,231,000	6,501,000	6,866,000	6,678,000	6,824,916	6,975,064	7,128,516
Share of Other Comprehensive Income - Equity Accounted Council Busines	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Amounts which will be reclassified subsequently to operating result</b>											
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Ins	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>7,243,777</b>	<b>5,508,000</b>	<b>5,736,000</b>	<b>9,810,000</b>	<b>6,231,000</b>	<b>6,501,000</b>	<b>6,866,000</b>	<b>6,678,000</b>	<b>6,824,916</b>	<b>6,975,064</b>	<b>7,128,516</b>
<b>Total Comprehensive Income</b>	<b>14,990,645</b>	<b>11,697,418</b>	<b>10,220,147</b>	<b>10,894,377</b>	<b>7,763,326</b>	<b>9,384,054</b>	<b>8,798,008</b>	<b>9,013,697</b>	<b>9,968,720</b>	<b>11,029,357</b>	<b>12,239,742</b>

City of Norwood Payneham & St Peters  
 10 Year Financial Plan for the Years ending 30 June 2034  
 STATEMENT OF FINANCIAL POSITION - GENERAL FUND

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Trade & Other Receivables	2,425,407	2,493,192	2,499,314	2,600,302	2,763,706	2,919,204	3,055,966	3,166,635	3,277,811	3,394,886	3,517,143
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,575,407</b>	<b>2,993,192</b>	<b>2,999,314</b>	<b>3,100,302</b>	<b>3,263,706</b>	<b>3,419,204</b>	<b>3,555,966</b>	<b>3,666,635</b>	<b>3,777,811</b>	<b>3,894,886</b>	<b>4,017,143</b>
<b>Non-Current Assets</b>											
Financial Assets	120,789	131,288	141,791	151,716	161,577	171,272	178,123	185,248	192,658	200,364	208,379
Equity Accounted Investments in Council Businesses	734,555	471,889	209,223	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	641,809,978	694,031,195	718,158,711	735,670,943	750,479,896	767,877,417	777,162,777	787,233,419	794,904,949	802,692,422	810,598,381
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000	5,706,000
<b>Total Non-Current Assets</b>	<b>648,371,322</b>	<b>700,340,372</b>	<b>724,215,725</b>	<b>741,528,659</b>	<b>756,347,474</b>	<b>773,754,690</b>	<b>783,046,900</b>	<b>793,124,667</b>	<b>800,803,607</b>	<b>808,598,786</b>	<b>816,512,759</b>
<b>TOTAL ASSETS</b>	<b>650,946,729</b>	<b>703,333,564</b>	<b>727,215,039</b>	<b>744,628,961</b>	<b>759,611,180</b>	<b>777,173,893</b>	<b>786,602,866</b>	<b>796,791,302</b>	<b>804,581,418</b>	<b>812,493,672</b>	<b>820,529,902</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	10,414,833	10,767,179	11,803,036	12,688,140	13,402,759	14,239,270	14,804,709	15,263,583	15,678,044	16,134,992	16,620,506
Borrowings	1,033,879	1,081,341	3,268,508	3,366,692	3,536,640	5,025,530	5,290,801	5,571,046	5,867,122	6,179,937	6,510,448
Provisions	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147	3,199,147
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>14,647,859</b>	<b>15,047,668</b>	<b>18,270,691</b>	<b>19,253,979</b>	<b>20,138,546</b>	<b>22,463,947</b>	<b>23,294,658</b>	<b>24,033,776</b>	<b>24,744,314</b>	<b>25,514,077</b>	<b>26,330,101</b>
<b>Non-Current Liabilities</b>											
Cash Advance Debenture	27,261,527	68,632,475	37,339,289	31,015,795	40,451,094	20,894,216	25,549,604	31,120,605	33,662,920	35,520,325	36,575,570
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,596,236	5,514,895	47,246,387	59,052,696	55,689,056	80,836,526	75,718,725	70,320,679	64,626,557	58,619,620	52,282,172
Provisions	960,241	960,241	960,241	960,241	960,241	960,241	960,241	960,241	960,241	960,241	960,241
Liability - Equity Accounted Council Businesses	-	-	-	53,443	316,109	578,775	841,441	1,104,107	1,366,773	1,629,439	1,892,105
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>34,818,004</b>	<b>75,107,611</b>	<b>85,545,917</b>	<b>91,082,174</b>	<b>97,416,500</b>	<b>103,269,758</b>	<b>103,070,012</b>	<b>103,505,632</b>	<b>100,616,490</b>	<b>96,729,625</b>	<b>91,710,088</b>
<b>TOTAL LIABILITIES</b>	<b>49,465,862</b>	<b>90,155,279</b>	<b>103,816,608</b>	<b>110,336,153</b>	<b>117,555,046</b>	<b>125,733,705</b>	<b>126,364,669</b>	<b>127,539,408</b>	<b>125,360,804</b>	<b>122,243,702</b>	<b>118,040,190</b>
<b>Net Assets</b>	<b>601,480,866</b>	<b>613,178,285</b>	<b>623,398,432</b>	<b>634,292,808</b>	<b>642,056,134</b>	<b>651,440,188</b>	<b>660,238,197</b>	<b>669,251,894</b>	<b>679,220,614</b>	<b>690,249,971</b>	<b>702,489,713</b>
<b>EQUITY</b>											
Accumulated Surplus	71,535,868	77,725,287	82,209,434	83,293,810	84,826,136	87,709,190	89,641,199	91,976,896	95,120,700	99,174,992	104,286,219
Asset Revaluation Reserves	529,944,998	535,452,998	541,188,998	550,998,998	557,229,998	563,730,998	570,596,998	577,274,998	584,099,914	591,074,978	598,203,494
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>601,480,866</b>	<b>613,178,285</b>	<b>623,398,432</b>	<b>634,292,808</b>	<b>642,056,134</b>	<b>651,440,188</b>	<b>660,238,197</b>	<b>669,251,894</b>	<b>679,220,614</b>	<b>690,249,971</b>	<b>702,489,713</b>

**City of Norwood Payneham & St Peters**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**STATEMENT OF CASH FLOWS - GENERAL FUND**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates Receipts	42,120,209	47,420,198	51,195,929	54,751,525	58,295,191	61,776,656	64,178,514	66,745,654	69,415,481	72,192,098	75,079,782
Statutory Charges	2,187,000	2,176,363	2,222,159	2,266,668	2,312,068	2,358,376	2,405,614	2,453,797	2,502,945	2,553,077	2,604,213
User Charges	3,990,027	3,996,928	4,947,970	6,818,458	7,519,180	8,201,834	8,929,621	9,286,602	9,632,124	9,989,654	10,359,589
Grants, Subsidies and Contributions (operating purpose)	2,876,779	2,676,222	2,679,451	2,679,163	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675
Investment Receipts	132,286	79,061	80,971	84,286	87,799	91,589	95,851	100,620	105,591	110,782	115,990
Reimbursements	20,915	-	-	-	-	-	-	-	-	-	-
Other	843,769	507,810	476,762	493,935	528,429	540,300	552,438	564,848	577,538	590,512	603,778
<b>Payments:</b>											
Payments to Employees	(17,028,259)	(19,437,362)	(21,021,616)	(22,810,216)	(24,088,495)	(25,178,755)	(26,321,444)	(27,239,534)	(28,183,619)	(29,160,832)	(30,172,433)
Payments for Materials, Contracts & Other Expenses	(19,703,764)	(21,672,966)	(22,346,233)	(23,789,671)	(25,366,925)	(26,455,665)	(27,777,557)	(28,892,452)	(29,749,853)	(30,664,361)	(31,674,532)
Finance Payments	(473,429)	(2,385,085)	(3,260,029)	(4,320,488)	(4,882,690)	(4,901,027)	(5,587,456)	(5,715,491)	(5,700,160)	(5,550,047)	(5,246,481)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>14,965,534</b>	<b>13,361,170</b>	<b>14,975,365</b>	<b>16,173,660</b>	<b>17,081,234</b>	<b>19,109,984</b>	<b>19,152,255</b>	<b>19,980,720</b>	<b>21,276,722</b>	<b>22,737,559</b>	<b>24,346,581</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Amounts Received Specifically for New/Upgraded Assets	6,335,878	5,963,471	2,975,674	157,455	-	-	-	-	-	-	-
Grants utilised for capital purposes	490,749	444,393	1,300,284	637,647	637,647	637,647	-	-	-	-	-
Sale of Replaced Assets	25,000	36,000	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459
Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Expenditure on Renewal/Replacement of Assets	(18,574,483)	(20,424,262)	(12,270,404)	(13,068,387)	(14,418,256)	(13,972,439)	(14,481,360)	(14,902,565)	(15,331,086)	(15,753,231)	(16,187,938)
Expenditure on New/Upgraded Assets	(33,682,319)	(39,367,842)	(19,643,184)	(9,516,974)	(9,578,617)	(12,891,859)	(4,511,757)	(5,570,194)	(3,129,598)	(3,188,178)	(3,248,411)
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(45,405,175)</b>	<b>(53,348,240)</b>	<b>(27,600,837)</b>	<b>(21,754,658)</b>	<b>(23,322,841)</b>	<b>(26,189,466)</b>	<b>(18,955,114)</b>	<b>(20,433,920)</b>	<b>(18,420,990)</b>	<b>(18,900,842)</b>	<b>(19,394,890)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from CAD	27,261,527	41,370,949	-	-	9,435,299	-	4,655,389	5,571,001	2,542,315	1,857,406	1,055,245
Proceeds from Borrowings	-	-	45,000,000	15,000,000	-	30,000,000	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayments of CAD	-	-	(31,293,186)	(6,323,494)	-	(19,556,878)	-	-	-	-	-
Repayments of Borrowings	(988,885)	(1,033,879)	(1,081,341)	(3,095,508)	(3,193,692)	(3,363,640)	(4,852,530)	(5,117,801)	(5,398,046)	(5,694,122)	(6,006,937)
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>26,272,642</b>	<b>40,337,070</b>	<b>12,625,473</b>	<b>5,580,998</b>	<b>6,241,608</b>	<b>7,079,482</b>	<b>(197,141)</b>	<b>453,199</b>	<b>(2,855,731)</b>	<b>(3,836,717)</b>	<b>(4,951,692)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(4,167,000)</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>4,317,000</b>	<b>150,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>150,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
Cash & Cash Equivalents - end of the year	150,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>150,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>





City of Norwood Payneham & St Peters  
 10 Year Financial Plan for the Years ending 30 June 2034  
 STATEMENT OF CHANGES IN EQUITY - GENERAL FUND

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance</b>	586,490,221	601,480,866	613,178,285	623,398,432	634,292,808	642,056,134	651,440,188	660,238,197	669,251,894	679,220,614	690,249,971
Net Surplus / (Deficit) for Year	7,746,868	6,189,418	4,484,147	1,084,377	1,532,326	2,883,054	1,932,008	2,335,697	3,143,804	4,054,293	5,111,226
Other Comprehensive Income											
- Gain (Loss) on Revaluation of I,PP&E	7,243,777	5,508,000	5,736,000	9,810,000	6,231,000	6,501,000	6,866,000	6,678,000	6,824,916	6,975,064	7,128,516
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>7,243,777</b>	<b>5,508,000</b>	<b>5,736,000</b>	<b>9,810,000</b>	<b>6,231,000</b>	<b>6,501,000</b>	<b>6,866,000</b>	<b>6,678,000</b>	<b>6,824,916</b>	<b>6,975,064</b>	<b>7,128,516</b>
<b>Total Comprehensive Income</b>	<b>14,990,645</b>	<b>11,697,418</b>	<b>10,220,147</b>	<b>10,894,377</b>	<b>7,763,326</b>	<b>9,384,054</b>	<b>8,798,008</b>	<b>9,013,697</b>	<b>9,968,720</b>	<b>11,029,357</b>	<b>12,239,742</b>
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>601,480,866</b>	<b>613,178,285</b>	<b>623,398,432</b>	<b>634,292,808</b>	<b>642,056,134</b>	<b>651,440,188</b>	<b>660,238,197</b>	<b>669,251,894</b>	<b>679,220,614</b>	<b>690,249,971</b>	<b>702,489,713</b>

**City of Norwood Payneham & St Peters**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**UNIFORM PRESENTATION OF FINANCES - GENERAL FUND**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>											
Rates	43,421,455	47,195,360	50,970,988	54,538,956	58,083,989	61,569,028	64,031,790	66,593,061	69,256,784	72,027,054	74,908,136
Statutory Charges	2,100,000	2,180,953	2,224,636	2,269,194	2,314,645	2,361,005	2,408,295	2,456,532	2,505,735	2,555,923	2,607,116
User Charges	3,836,788	4,006,554	5,004,556	6,927,486	7,554,745	8,240,728	8,971,028	9,305,571	9,651,753	10,009,964	10,380,604
Grants, Subsidies and Contributions - operating	2,654,672	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675	2,676,675
Grants, Subsidies and Contributions - capital	444,393	444,393	1,275,294	637,647	637,647	637,647	-	-	-	-	-
Investment Income	120,000	77,965	81,052	84,373	87,891	91,688	95,962	100,745	105,721	110,918	116,126
Reimbursements	-	-	-	-	-	-	-	-	-	-	-
Other Income	802,766	496,163	506,094	517,463	529,088	540,974	553,127	565,553	578,258	591,249	604,531
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>53,380,074</b>	<b>57,078,063</b>	<b>62,739,295</b>	<b>67,651,794</b>	<b>71,884,681</b>	<b>76,117,745</b>	<b>78,736,877</b>	<b>81,698,137</b>	<b>84,774,926</b>	<b>87,971,783</b>	<b>91,293,188</b>
<b>Expenses</b>											
Employee Costs	17,346,968	19,485,196	21,056,784	22,850,350	24,116,837	25,203,064	26,347,046	27,259,966	28,204,765	29,182,720	30,195,091
Materials, Contracts & Other Expenses	21,756,978	21,646,858	22,563,570	24,170,693	25,738,664	26,678,479	28,119,105	29,132,777	29,941,615	30,888,960	31,918,655
Depreciation, Amortisation & Impairment	12,461,601	13,078,887	13,522,072	14,883,129	15,418,920	15,967,777	16,573,758	17,080,117	17,614,070	18,129,001	18,658,905
Finance Costs	455,901	2,375,037	3,686,849	4,436,180	4,851,653	5,159,891	5,540,297	5,665,754	5,647,700	5,494,710	5,188,103
Net loss - Equity Accounted Council Businesses	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666	262,666
<b>Total Expenses</b>	<b>52,284,114</b>	<b>56,848,645</b>	<b>61,091,941</b>	<b>66,603,019</b>	<b>70,388,740</b>	<b>73,271,876</b>	<b>76,842,872</b>	<b>79,401,279</b>	<b>81,670,815</b>	<b>83,958,057</b>	<b>86,223,421</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,095,960</b>	<b>229,418</b>	<b>1,647,355</b>	<b>1,048,775</b>	<b>1,495,941</b>	<b>2,845,869</b>	<b>1,894,005</b>	<b>2,296,857</b>	<b>3,104,110</b>	<b>4,013,726</b>	<b>5,069,767</b>
Timing adjustment for grant revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Operating Surplus / (Deficit)</b>	<b>1,095,960</b>	<b>229,418</b>	<b>1,647,355</b>	<b>1,048,775</b>	<b>1,495,941</b>	<b>2,845,869</b>	<b>1,894,005</b>	<b>2,296,857</b>	<b>3,104,110</b>	<b>4,013,726</b>	<b>5,069,767</b>
<b>Net Outlays on Existing Assets</b>											
Capital Expenditure on Renewal and Replacement of Existing Assets	(18,574,483)	(20,424,262)	(12,270,404)	(13,068,387)	(14,418,256)	(13,972,439)	(14,481,360)	(14,902,565)	(15,331,086)	(15,753,231)	(16,187,938)
add back Depreciation, Amortisation and Impairment	12,461,601	13,078,887	13,522,072	14,883,129	15,418,920	15,967,777	16,573,758	17,080,117	17,614,070	18,129,001	18,658,905
add back Proceeds from Sale of Replaced Assets	25,000	36,000	36,792	35,601	36,385	37,185	38,003	38,839	39,694	40,567	41,459
<b>Total Net Outlays on Existing Assets</b>	<b>(6,087,882)</b>	<b>(7,309,375)</b>	<b>1,288,460</b>	<b>1,850,344</b>	<b>1,037,049</b>	<b>2,032,523</b>	<b>2,130,401</b>	<b>2,216,391</b>	<b>2,322,677</b>	<b>2,416,337</b>	<b>2,512,427</b>
<b>Net Outlays on New and Upgraded Assets</b>											
Capital Expenditure on New and Upgraded Assets	(33,682,319)	(39,367,842)	(19,643,184)	(9,516,974)	(9,578,617)	(12,891,859)	(4,511,757)	(5,570,194)	(3,129,598)	(3,188,178)	(3,248,411)
(including Investment Property & Real Estate Developments)											
add back Amounts Received Specifically for New and Upgraded Assets	6,335,878	5,963,471	2,975,674	157,455	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets											
(including Investment Property, Real Estate Developments & non-current assets held for sale)											
<b>Total Net Outlays on New and Upgraded Assets</b>	<b>(27,346,441)</b>	<b>(33,404,371)</b>	<b>(16,667,510)</b>	<b>(9,359,519)</b>	<b>(9,578,617)</b>	<b>(12,891,859)</b>	<b>(4,511,757)</b>	<b>(5,570,194)</b>	<b>(3,129,598)</b>	<b>(3,188,178)</b>	<b>(3,248,411)</b>
<b>Annual Net Impact to Financing Activities (surplus / (deficit))</b>	<b>(32,338,363)</b>	<b>(40,484,328)</b>	<b>(13,731,695)</b>	<b>(6,460,400)</b>	<b>(7,045,627)</b>	<b>(8,013,467)</b>	<b>(487,351)</b>	<b>(1,056,946)</b>	<b>2,297,190</b>	<b>3,241,885</b>	<b>4,333,783</b>

**City of Norwood Payneham & St Peters**  
**10 Year Financial Plan for the Years ending 30 June 2034**  
**FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND**

	Current Year	Projected Years									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Operating Surplus Ratio	2.1%	0.4%	2.6%	1.6%	2.1%	3.7%	2.4%	2.8%	3.7%	4.6%	5.6%
Net Financial Liabilities Ratio	86.3%	150.9%	160.5%	158.2%	158.3%	159.7%	154.7%	150.0%	141.6%	132.5%	122.6%
Asset Renewal Funding Ratio	145.1%	168.6%	98.7%	100.0%	106.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Interest Cover Ratio	0.6%	4.0%	5.8%	6.4%	6.6%	6.7%	6.9%	6.8%	6.5%	6.1%	5.6%
Debt Servicing Ratio	3.3%	7.2%	8.5%	13.6%	13.9%	13.4%	16.3%	16.3%	16.0%	15.6%	15.0%



## Council Facilities

### The Council's Principal Office is located at:

Norwood Town Hall  
175 The Parade, Norwood

### Additional sites of operation include:

Glynde Depot  
30 Davis Street, Glynde

Norwood Library  
110 The Parade, Norwood

St Peters Library  
101 Payneham Road, St Peters

Payneham Library & Community  
Facilities Complex (Tirkandi)  
2 Turner Street, Felixstow

Payneham Community Centre  
374 Payneham Road, Payneham

Cultural Heritage Centre  
101 Payneham Road, St Peters

Norwood Swimming Centre  
Phillips Street, Kensington

Payneham Memorial Swimming Centre  
OG Road, Felixstow

### The Council also owns and operates:

St Peters Child Care Centre and Preschool  
42-44 Henry Street, Stepney

Norwood Concert Hall  
175 The Parade, Norwood

## Additional Copies



The 2023–2024 to 2033–2034 Long-term Financial Plan can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

## Further information

For more information on the Council's 2023–2024 to 2033–2034 Long-term Financial Plan, please visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au) or phone 8366 4555.

The Council's website at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au) provides further details about the Council's activities, policies and plans for the future.

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

## 11.2 NORWOOD SWIMMING CENTRE - 2023-2024 OPERATING REPORT

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**REPORT AUTHOR:** Swimming Centres Manager  
**MANAGER:** Manager, Arts, Culture & Community Connections  
**CONTACT NUMBER:** 8366 4550  
**FILE REFERENCE:**  
**ATTACHMENTS:** Nil

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### PURPOSE OF REPORT

To provide an overview of the Norwood Swimming Centre 2023-2024 season.

### BACKGROUND

The Norwood Swimming Centre was opened in the swimming season of 1956-1957 and comprises an asset mix that was reflective of the era, providing a 6-lane outdoor 50 metre pool to principally service recreational swimmers and lap swimmers and a smaller outdoor pool mainly utilised for learners and toddlers. The Centre currently operates as a seasonal aquatic facility.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The City of Norwood, Payneham & St Peters owns and operates both the Norwood Swimming Centre and the Payneham Memorial Swimming Centre.

The Payneham Memorial Swimming Centre is currently undergoing a major redevelopment which is expected to be completed in 2026. During its construction, the Norwood Swimming Centre offers an alternate swimming location for previous patrons of the Payneham Memorial Swimming Centre.

Aquatic centres continue to play an important role in the community providing a mixture of community benefits including:

- water safety education;
- learn to swim education;
- recreation; and
- health and fitness.

Given the age of many publicly owned aquatic facilities, there continues to be significant investment in upgrading and redeveloping facilities e.g. the new Salisbury Aquatic Centre, Adelaide Aquatic Centre and the major renovation of the Thebarton Aquatic Centre.

The Norwood Swimming Centre is 67 years old. For comparison, modern concrete pools are considered to have a useful life of approximately 30 years (excluding supporting infrastructure which has varying and different periods of useful life). Naturally, due to the age of the facility, it is to be expected that the mixture of assets could experience an increasing level of failure and that the design will become inadequate when compared to modern standards (e.g. accessibility, aesthetic, compliance, financial sustainability and responsiveness to current consumer demand/community impact). In this regard, it is anticipated that the construction of the new Payneham Memorial Swimming Centre could result in a decline in participation at the Norwood Swimming Centre.

Community consultation that was undertaken in 2017, resulted in 176 submissions received, and 97% of these respondents supported a two-pool strategy (i.e. retaining both Centres). It should be noted that in respect to the future of the Norwood Swimming Centre, respondents significantly preferred (57%) refurbishment of the 50-metre pool compared to 32% who preferred to maintain the pool and 12% who preferred a complete re-development.



## FINANCIAL AND BUDGET IMPLICATIONS

For the 2023-2024 Swimming Season, the total income generated at the Norwood Swimming Centre is \$264,495 and total expenses are \$725,643, resulting in an operating deficit of \$461,148 against an adopted Operating Deficit of \$395,716, excluding depreciation and internal costs (e.g. human resource management, finance, management etc).

Factors which have impacted on the operations of the Norwood Swimming Centre in 2023-2024 include:

- escalation in casual staff salaries of approximately \$47,000, as a result of the new Enterprise Bargaining Agreement which covers Councils Field (Depot) staff, Lifeguards and Swimming Instructors;
- providing the Payneham Swimming Club with a discount of 80% on lane hire fees due to financial hardship being experienced by the Club. This resulted in a \$6,114 variance in income from lane hirers;
- CPI levels observed across the 2023-2024 financial year, impacting on the cost of contractors and consumables such as pool chemicals; and
- an increase of \$9,586 in event expenditure as events which were previously held at the Payneham Memorial Swimming Centre were moved to/expanded at the Norwood Swimming Centre.

It should be noted that entrance and hire fees for the Norwood Swimming Centre were retained at 2022/2023 levels – an issue which needs to be carefully considered in the future.

## EXTERNAL ECONOMIC IMPLICATIONS

Aquatic centres are historically expensive enterprises which typically require governments to subsidise the operations. This is particularly true of older facilities, as these lack the necessary mixture of asset types to create more sustainable sources of income, employ inefficient plant and require more significant and regular maintenance.

In addition, in respect to the Norwood Swimming Centre, the cost of operations is likely to continue to grow as it faces new competition from a range of new facilities being built as a result of the South Australian Government's infrastructure grants to support past COVID-19 recovery. This includes the Payneham Memorial Swimming Pool and the Adelaide Aquatic Centre.

Whilst aquatic centres were once designed primarily as places of recreation, new centres are increasingly being designed to respond to a broader range of community and consumer needs. This includes:

- warm water/hydro-therapy to support older people to engage in less-impactful exercise or people suffering from injury/musculoskeletal conditions;
- dedicated learn to swim areas;
- gymnasiums/health programming to provide a holistic approach to health and fitness; and
- access to allied-health professionals.

The combination of these services provides aquatic centres with a diversity of revenue sources and offers a highly compelling product in comparison to traditional aquatic facilities.

Patronage levels are also heavily influenced by climatic conditions, especially for outdoor pools. The highest patronage days are typically when the maximum temperature exceeds 30 degrees. For the Norwood Swimming Centre 2023-2024 season, there were 47 days that exceeded 30 degrees compared to the previous ten-year average of 57 days. In addition, 78 days during the swimming season failed to reach a daily high temperature of 25 degrees.

In light of this, the Council needs to keep a focus on both expenditure and revenues, noting that no increases in entrance and hire fees, will not keep pace with increases in the cost of labour, contracts and materials and in turn, will result in higher operational deficits. It is also important to understand that the major costs associated with operating an aquatic centre, such as utilities and human resources (staff) are fixed and there is limited opportunity for efficiencies in these areas.

## **CULTURAL ISSUES**

Nil

## **SOCIAL ISSUES**

### **Events**

With the Payneham Memorial Swimming Centre being redeveloped, the Norwood Swimming Centre hosted an increased number of events including:

- An Australia Day event which was held on Friday 26 January 2024, between 12.00pm and 4.00pm. Due to some cooler weather on the day only 154 people attended the event, well below the attendance levels of previous seasons. For those who attended, music, a free sausage sizzle and the inflatable obstacle course appeared to be well received.
- Two (2) youth events (Norwood Splash) held on Sunday 26 November 2023 and Sunday 18 February 2024. Attendances for the February and March events were 20 and 198 respectively. Unfortunately, attendance for the November event was affected by rain whilst the February event was assisted by a hot day.
- Two (2) movie nights, originally scheduled for the 9 December 2023 and 13 January 2024. The December event was re-scheduled to 27 January 2024 due to a thunderstorm. Favourable weather conditions resulted in 252 attendances on 13 January 2024 whilst there were 69 entries for the event on 27 January 2024. Attendees were able to view the movie either in the water or from the grassed area. Free popcorn was provided, and large inflatable tubes were available for participants to float in the pool whilst enjoying the movie.

Entry to each of the events was five (5) dollars per person. In total, these events generated approximately \$2,770 in revenue. A combined cost of \$14,514 in event expenses was reported against Norwood Swimming Centre's operations.

In addition, two (2) learn-to-swim holiday programs were conducted with Royal Life Saving South Australia as part of their Holiday Swim program from 18 December 2023 to 22 December 2023 and Surf Lifesaving South Australia running the VACSWIM from 8 January 2024 to 12 January 2024. Both programs focus on teaching children aged three (3) and over basic to advanced survival skills and aim to promote water safety to reduce the number of drowning deaths in Australia.

## **ENVIRONMENTAL ISSUES**

Repairs to the main 50-metre pool were undertaken to address a significant leak in the pool structure. These repairs reduced the water loss from in excess of 100,000 litres per day to approximately 20,000 litres per day. This number includes water loss from evaporation, usage and backwashing the filters which is part of normal operations.

## **RESOURCE ISSUES**

The temporary closure of the Payneham Memorial Swimming Centre has necessitated the housing of both the Norwood and Payneham Swimming Clubs at the Norwood Swimming Centre, in addition to accommodating some of the users who historically attended the Payneham Memorial Swimming Centre.

Both swimming clubs have collaborated to share the facilities resulting in the Norwood Swimming Club training six mornings per week at Norwood and at the Adelaide Aquatic Centre in the afternoons. Payneham Swimming Club train five evenings per week and every Saturday morning.

Where possible, at least three lanes were made available to the public for a combination of lap and recreational swimmers.

The Learners/Toddlers Pool, whilst lacking the necessary design to properly support a full program of 'learn to swim' activity, provided one swimming class at a time. Swimming lessons in the 50-metre pool were also impacted as a result of the increased club activity each weekday afternoon and Saturday mornings, leaving only one (1) lane available.

From the period commencing 1 December 2023 to 31 January 2024, a postcode survey was conducted for patrons using the Norwood Swimming Centre. A total of 2,090 patrons supplied a postcode, with 60.5% of users being from within the City (post-codes/users: 5067 – 448, 5068 – 275, 5069 – 334 and 5070 – 208). Interestingly, data collected to inform the City's 2017 Swimming Centres Long Term Strategy reported that 65% of participants resided within the City with 5067 and 5068 postcodes.

## DISCUSSION

### Innovation and Technology

Council's Swimming Centres are featured on the Council's website. The Swimming Centres main page experienced a similar number of visits compared to last season (14,979 vs 15,480), which was significantly less than the 2020-2021 and 2021-2022 seasons.

Due to the increased usage of the Norwood Swimming Centre by the Swimming Clubs, the online 'lap lane availability' served as an important tool in communicating with swimming centre users. This allowed users to pick less busy times when visiting the facility.

### Revenue

For the 2023-2024 swimming season, a total income of \$264,495 was recorded which is \$2,857 more than the Adopted Budgeted income of \$261,638. Whilst this is consistent with revenue recorded in 2022-2023 of \$279,776, this reflects a more favourable result in comparison to previous years of an average reported revenue of \$142,202 over the preceding 5 years (i.e. 2017-2018 to 2021-2022). The improved revenue performance in 2022-2023 and 2023-2024 is attributable to increased levels of participation likely as a result of the temporary closure of the Payneham Memorial Swimming Pool – although this cannot be confirmed.

The highest sources of revenue for the 2023-2024 swimming season came from:

- Admissions/Ticket Sales – 27.2%.
- Voucher/Season Passes – 23.8%.
- Hire Income – 16.2%.
- Swimming Lessons – 15.4%.

An overview of revenue streams for 2023-2024 are illustrated in the Table 1 below:

**TABLE 1: 2023-2024 REVENUE STREAM**

<b>Sales Category</b>	<b>Income</b>
Admission Charges/Ticket Sales	\$71,866
Voucher/Season Passes	\$65,935
Hire Income	\$42,774
Swimming Lessons	\$40,745
Kiosk Sales	\$20,951
Schools/VACSWIM	\$11,847
Merchandise	\$10,377
<b>TOTAL</b>	<b>\$264,495</b>

### Participation

The Norwood Swimming Centre opened for a period of 26 weeks on 4 November 2023 and closed on 5 May 2024.

39,573 attendances were recorded for the 2023-2024 season, a decrease of 898 attendances compared to the 2022-2023 season. When compared to the Centre's reported financial performance, in 2023-2024, the Council subsidised an average of \$11.65 per attendance (i.e. \$6.68 revenue per attendance less \$18.33 expense per attendance).

An increase of 169 general admission attendances (casual entries) were recorded in the 2023-24 season compared to the previous season.

School water safety swimming lessons, run by the Department of Education and Royal Life Saving South Australia, decreased significantly from 5,593 entries in 2022-2023 to 4,072 entries in 2023-2024. This was due to Vale Park Primary School that moved its program to the Adelaide Aquatic Centre.

Swimming lessons experienced a decrease from 2,116 lessons provided in 2022-2023 to 1,731 in 2023-2024. The late Centre opening date in 2023, is considered to be a major contributor to this decline, noting that enrolments were significantly less pre-Christmas with only 442 lessons versus 755 lessons in 2022-2023.

Season and Multi-Ticket pass-holder admissions increased from 12,893 admissions in 2022-2023 to 13,106 admissions in 2023-2024, an increase of 213 admissions.

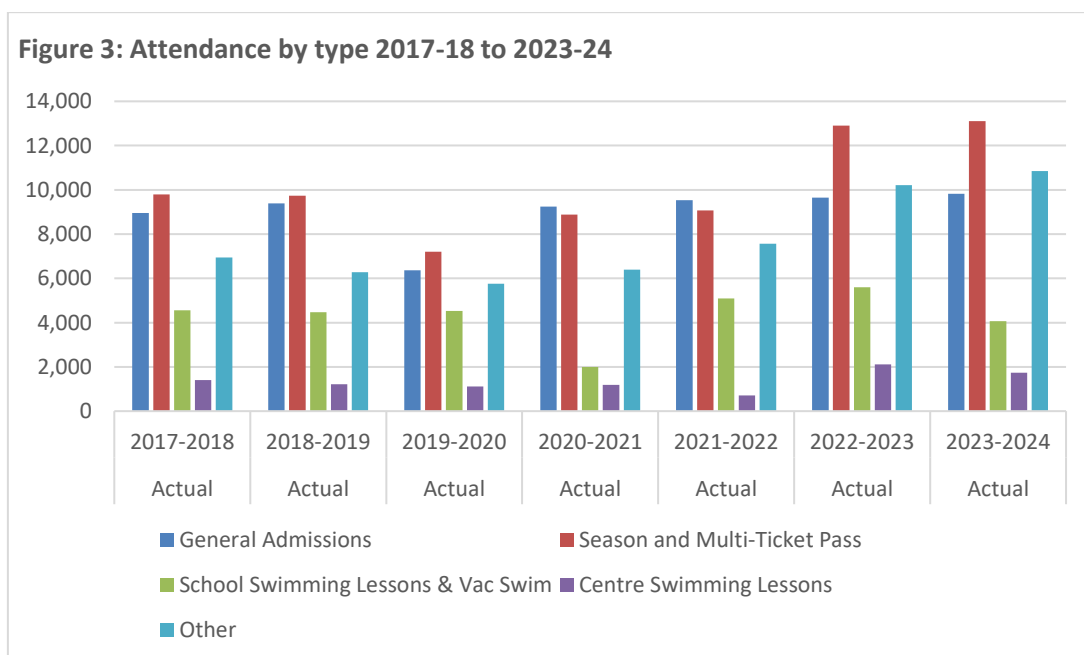
There were also 990 less squad-pass admissions in 2023-2024 compared to 2022-2023. This was due to the Payneham Swimming Club experiencing a decrease in the number of swimmers per session as well as both clubs taking a two (2) week break over the national championships.

General membership and ticket pass holder admissions increased from 9,590 admissions in 2022-2023, to 10,793 admissions in 2023-2024, an increase of 1,203 admissions.

Whilst the Norwood Swimming Centre has enjoyed higher levels of participation in 2022-2023 and 2023-2024, as a result of the temporary closure of the Payneham Memorial Swimming Centre, historically, the Norwood Swimming Centre has reported a consistent downward trend in participation. From 2016-2017 to 2018-19, a cumulative decrease of 2,479 attendances was reported, followed by a further significant decline of 6,119 attendances in 2019-2020. This latter decrease reflects, in part, the impact of COVID in 2020, which is followed by a slight correction in 2020-2021 where a growth of 2,717 attendances was reported. In summary, between 2016-2017 to 2020-2021, the Norwood Swimming Centre reported a decrease of 5,881 attendances.

Interestingly, total reported attendances increased dramatically in 2021-2022, exceeding attendances reported in 2017-2018 (31,960 attendances reported in 2021-2022 compared to 31,648 attendances reported in 2017-18). This increase related to 'event/spectator/under 2 year old' attendance, 'pre-paid season passes' and 'additional members attached to a family pass' (3rd plus child). Growth in 'event/spectator/under 2 year old' and 'pre-paid season passes' product types have been retained and improved through 2022-2023 and 2023-2024.

Attendance at the Norwood Swimming Centre from 2017-2018 to 2023-2024, by attendance type is illustrated in Figure 3 below:



## Swimming Lessons

Over recent years, the emphasis has been on providing high quality, accessible and affordable swimming lessons at the Norwood Swimming Centre. Swim School revenue was \$40,785 for the 2023-2024 Swimming Season, a decrease from \$48,439 during the 2022-2023 season. This is a result of a decrease in the number of swimming lessons attended in November and December, likely due to mild weather and a later opening date which resulted in fewer swimming lessons being offered. Revenue from swimming lessons remains higher since the closure of the Payneham Memorial Swimming Centre. There was an average of 91 lesson attendances during the 19 weeks of lessons at the Norwood Swimming Centre.

Figure 4 below outlines the historic financial performance of swimming lessons at the Norwood Swimming Centre:

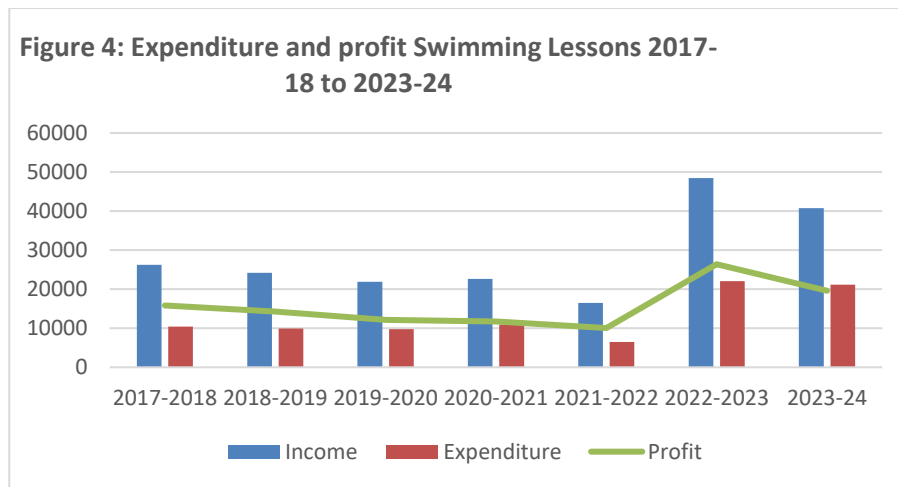
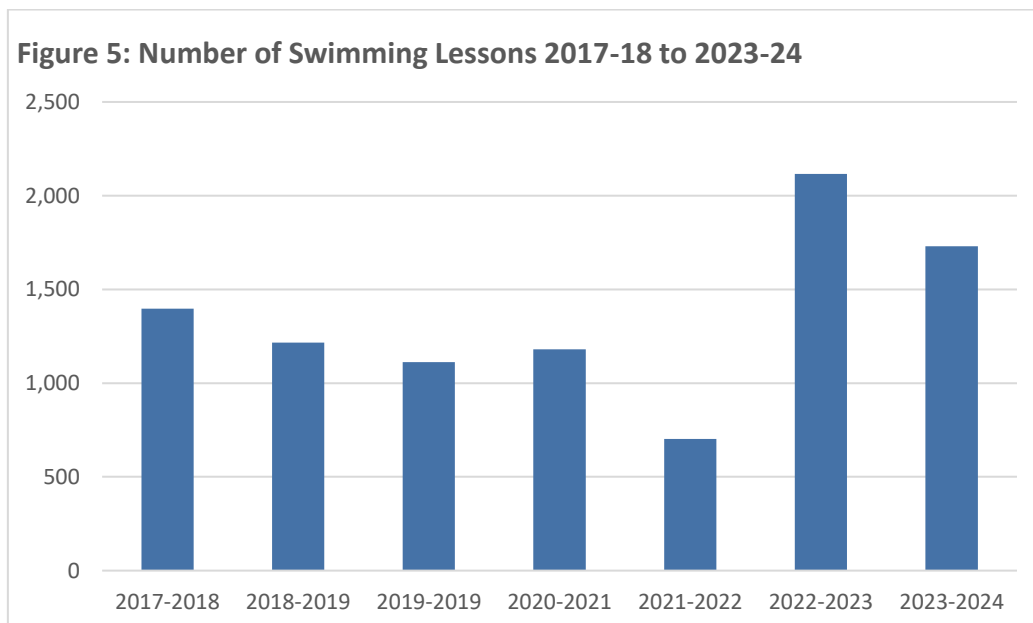


Figure 5 below illustrates the historic swimming lesson attendances at the Norwood Swimming Centre.



## Pool Failure

At the conclusion of the 2022-2023 swimming season, a significant static drop of the water level in the main 50-metre pool was observed, indicating a substantial leak of approximately 100,000 litres of water per day from the pool structure. In response, MLEI Consulting Engineers were engaged to undertake an inspection on the pool structure and surrounds and found:

- significant cracks in the pool structure;
- cracks caused by tree roots in both the pool walls and soiled water return troughs;
- misaligned and incorrectly installed construction joints;
- poor workmanship of tiling and pipe retrofits; and
- that the old concrete diving platform, no longer in use, was adding unnecessary additional stress on the pool structure.

In response, short-term urgent repairs were undertaken to ensure the pool was operational for the 2023-2024 season. The repairs included:

- concrete patching the structure of the pool;
- recaulking construction joints;
- installation of puddle flange bandage to fresh water return inlets;
- resealing of light well pit penetrations;
- fixing and replacing loose and damaged tiles;
- cleaning and removing roots from soiled water return valve;
- patching and bandaging of cracks; and
- removal of the concrete dive platform.

These repairs have an expected three (3) to five (5) year life and will be maintained annually.

With repairs completed in late October 2023, the Norwood Swimming Centre opened for a 26-week swimming season on 4 November 2023 and closed on 5 May 2024.

## Car Parking

Car parking has traditionally been a significant barrier for patrons accessing the Norwood Swimming Centre, with the limited available car parks being utilised by all-day parkers from surrounding workplaces and/or properties. To improve access to the Centre, three (3) hour parking restrictions were introduced on Phillips Street before the commencement of the 2023-2024 swimming season. Given the range of external influences on participation at the Norwood Swimming Centre during 2023-2024 (e.g. cooler weather and temporary closure of the Payneham Memorial Swimming Centre), it is difficult to gauge the impact of this initiative on patronage at this time.

## Swimming Clubs

As a result of the temporary closure of the Payneham Memorial Swimming Centre, the Payneham Swimming Club has re-located to the Norwood Swimming Centre.

Prior to the commencement of the swimming season, the Payneham Swimming Club approached the Council indicating that they were experiencing financial hardship as a result of a decline in membership and were seeking financial support. Table 2 below illustrates a recent history of the Club's membership.

**TABLE 2: PAYNEHAM SWIMMING CLUB MEMBERSHIP**

<b>Season</b>	<b>Members</b>
2021	39
2022	52
2023	45
2024	30

In response, the Club was supported with an 80% season discount on the full-lane hire rate for the 2023-2024 season. Understanding the sustainability of the Payneham Swimming Club is an important pre-cursor to some of the intended utilisation of the Payneham Memorial Swimming Pool. In this regard, staff are in the process of engaging with the Club to understand their approach to improving the Club's sustainability, including revenue from membership, sponsorship and other sources.

### **Access and Compliance**

During the 2023-2024 Swimming Season, other urgent asset maintenance and/or renewal items were identified, including;

- failure of the hoist which is designed to provide access to the 50-metre pool for people with reduced mobility;
- inadequate changeroom facilities which do not provide appropriate levels of accessibility;
- potentially non-conforming plant/chemical storage; and
- improved cleaning.

An audit of the facility has been commissioned to inform whether any urgent upgrades and improvements are required. Where possible, identified issues will be resolved outside of the 2024-2025 swimming season.

### **OPTIONS**

Due to the temporary closure of the Payneham Memorial Swimming Centre and the anticipated closure of the Adelaide Aquatic Centre in August 2024, it is anticipated that the Norwood Swimming Centre could attract higher levels of participation. Consistent with normal practice, the Norwood Swimming Centre will provide a 26-week (6 month) swimming season in 2024-2025.

To this end, the Norwood Swimming Centre will open on Saturday 12 October 2024 and close on Sunday 13 April 2025.

### **CONCLUSION**

The Norwood Swimming Centre:

- realised an Operating Deficit excluding Depreciation and internal costs (e.g. human resource management, finance, management etc) of \$461,148;
- attracted 39,573 attendances during the 2023-24 season, representing a decrease of 898 attendances compared to the 2022-2023 season;
- Swim School revenue was \$40,785 for the 2023-2024 Swimming Season, a decrease from \$48,439 during the 2022-2023 season. This was likely a result of a delayed opening and milder weather;
- School water safety swimming lessons, conducted by the Department of Education and Royal Life Saving South Australia, decreased from 5,593 participants in 2022-23 to 4,072 participants in 2023-2024. This was due to Vale Park Primary School that moved its program to the Adelaide Aquatic Centre;
- a range of capital works were undertaken in 2023 to address significant water leakage. This resulted in the commencement of the 2023-2024 swimming season being delayed;
- additional capital works are anticipated for 2024-2025 to address a number of safety and compliance matters;
- three (3) hour parking restrictions were introduced on Phillips Street before the commencement of the swimming season to improve patron access to the Centre; and
- housed both the Payneham and Norwood Swimming Clubs due to the temporary closure of the Payneham Memorial Swimming Centre.

### **RECOMMENDATION**

1. That the report be received and noted.
2. The Council notes that the Norwood Swimming Centre will open on Saturday 12 October 2024 and close on Sunday 13 April 2025.

**Section 3 – Governance & General  
Reports**



### 11.3 SUSTAINABLE GARDEN AWARDS AND EXPLORE FLORA AND FAUNA EVENTS

**REPORT AUTHOR:** Sustainability Officer  
**GENERAL MANAGER:** General Manager, Urban Planning & Environment  
**CONTACT NUMBER:** 8366 4521  
**FILE REFERENCE:** fA22016  
**ATTACHMENTS:** Nil

#### PURPOSE OF REPORT

The purpose of this report is to update the Council on the status of the Council's Sustainable Garden Awards to enable Council to consider the future of this Program.

#### BACKGROUND

The Sustainable Garden Awards (the Awards) have been held biennially, by the Council since 2016, with the objective of showcasing local gardens which make a positive contribution to the environment and well-being of our community through sustainability principles, design and innovation.

The Awards have been used as an opportunity to co-host with other sustainability events, which has evolved into a dedicated annual event program, including sustainable gardening workshops, speaker forums, native plant giveaway and tours of local parks containing notable biodiversity features. The events have been delivered in partnership with the Nature Festival, Nature Play SA and local community environmental groups, in recent years this came under the banner of 'Explore Flora and Fauna'.

For the inaugural Sustainable Gardens Awards in 2016, the Council received 17 nominations across the four award categories (residential, commercial, community and nature play). In 2018, the Council received 13 nominations across the three award categories (residential, commercial and community).

Notwithstanding widespread promotion across multiple platforms (e.g. Council's website, social media, newsletter, libraries, radio, on hold message service and in the Customer Service Centre) of the program, the last two iterations of the awards only yielded two entries in 2020 and only one (incomplete) entry in 2022. This contrasts with the ongoing strong interest in the other sustainability events and workshops offered.

For the events that are held in conjunction with the Awards, the most popular events in 2023 were the native plant giveaway and the Along the River tours, with most events well attended. The tables below outline the attendance at events since 2020.

**TABLE 1: 2023 EVENT ATTENDANCE**

Event	Available	Booked	Attended
Native Plant Giveaway	100	100	78
Tour of St Peters Billabong	19	19	13
Along the River	150	150	120
Tour of Borthwick Park	17	17	11
Kent Town Verge Tour	30	11	5
<b>Total</b>	<b>316</b>	<b>297</b>	<b>227</b>

**TABLE 2: 2022 EVENT ATTENDANCE (as part of Sustainable Garden Awards)**

Event	Available	Booked	Attended
Native Plant Giveaway	80	55	44
Tour of St Peters Billabong	10	5	3
Along the River	100	49	35
Tour of Borthwick Park	15	0	Cancelled
Garden Tour - Rita's Garden	15	12	9
Garden Tour – Alan's Garden	15	15	10
Backyard Chooks for Beginners	50	1	Cancelled
LiDAR & Heat Mapping (Resilient East)	50	0	Cancelled
Sustainable Garden Design & Plant Selection	50	9	6
<b>Total</b>	<b>385</b>	<b>146</b>	<b>107</b>

**TABLE 3: 2020 EVENT ATTENDANCE (as part of Sustainable Garden Awards)**

Event	Attended/Views
Online webinars and events:	
<ul style="list-style-type: none"> <li>• Injury Prevention for Gardeners</li> <li>• Water Sensitive Urban Design for your Garden</li> <li>• What's the Dirt on Soil</li> <li>• Creating a Wildlife Friendly Garden</li> <li>• Virtual Tour of Award Winning Garden</li> </ul>	323 views
Tour of St Peters Billabong	45
Native Plant Giveaway	83
Garden Photography with you Mobile Device	10
<b>Total onsite attendances</b>	<b>138</b>

The *Explore Flora and Fauna* events complement other Council initiatives, which support objectives associated with urban greening, environmental sustainability and climate change adaptation, including the Tree Incentive and reintroduced Green Verge programs.

**RELEVANT STRATEGIC DIRECTIONS & POLICIES**

The Awards and *Explore Flora and Fauna* events support the following objectives from Council's City Plan 2030 Shaping Our Future:

**Outcome 1 Social Equity**

*An inclusive, connected, accessible and friendly community*

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

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

*Strategy 1.4.3: Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.*

**Outcome 4: Environmental Sustainability**

*A leader in environmental sustainability*

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

*Strategy 4.3.4: Facilitate community participation in revegetation programs and gardening programs, where appropriate.*

**FINANCIAL AND BUDGET IMPLICATIONS**

The Awards in isolation, typically cost approximately \$4,000-\$5,000 to conduct, including promotion, catering, photography and prizes. \$10,000 has been allocated in the 2024-2025 budget for Urban Greening Initiatives. This budget would be allocated to fund the Awards, annual events program and the Tree Incentive Program. As this is a reduced budget allocation compared to previous years, it is likely that this will be insufficient to fund all of these activities. Therefore, discontinuing, or a reduction in the scope, of one or more activities would be required to remain within budget.

Due to the planning and coordination required for the *Explore Flora and Fauna* events, to be held in October 2024, a preliminary budget of \$5,590 has been allocated for this purpose from the Urban Greening Initiatives budget.

**EXTERNAL ECONOMIC IMPLICATIONS**

Not applicable.

**SOCIAL ISSUES**

Environmental sustainability events support social engagement and connectivity, including connection to nature. Research shows that access to nature and nature-based activities, such as gardening, have broader community health and well-being benefits.

## CULTURAL ISSUES

Environmental sustainability events encourage community participation and engagement with themes important to the City's environmental cultural heritage.

## ENVIRONMENTAL ISSUES

Environmental education is an important part of Council's broader environmental sustainability objectives and programs. The nature-based education programs are also an opportunity to promote the City's parks, environmental assets and local biodiversity. Participation in environmental events can encourage greater community engagement with environmental sustainability issues, improving environmental awareness and behaviours and increasing potential for further civic participation (e.g. volunteering with local environment groups).

## RESOURCE ISSUES

Coordination, promotion and management of the events associated with the Awards is undertaken by the Council's Marketing and Place Activation staff..

## RISK MANAGEMENT

Discontinuing the Awards presents a potential reputational risk in terms of community perceptions of the Council's commitment to environmental sustainability. Continuation of the *Explore Flora and Fauna* annual events program will mitigate against this perception and provide the community with a range of accessible and free events.

## CONSULTATION

- **Elected Members**  
Not applicable.
- **Community**  
Not applicable.
- **Staff**  
Acting General Manager Urban Planning and Environment.  
Manager Marketing and Place Activation.
- **Other Agencies**  
Not applicable.

## DISCUSSION

As the *Explore Flora and Fauna* events program is delivered annually in October, planning has commenced for this year's program. The Awards would ordinarily be held this year, as a biennial event last held in 2022.

As outlined above, interest in the Awards has declined to a point where only one submission was received in 2022. This is despite considerable extra efforts to attract nominees. In addition to the usual promotion activities undertaken in previous iterations of the Awards, a simplified application process was developed and targeted letter box drops and communication to households with notable gardens was conducted by staff and Elected Members.

The low level of interest in nominating for the Awards could be due to a range of factors, although the decline in interest suggests that there are only a limited number of potential applicants, due to the relatively small geographical area and population base in the City, resulting in applications inevitably declining over time.

It is arguable that the Awards are also limited in appeal as there is less incentive for individual households and businesses to be seeking external recognition for this type of activity. Businesses would typically be interested in awards as a means of promoting themselves and their business activities to clients. Therefore, an award such as this could potentially appeal to landscape and gardening related businesses. However, they are more likely to be interested in awards with a broader geographical area of representation than Norwood Payneham & St Peters alone.

It is worth noting that it is not uncommon for awards programs to suffer a decline in interest over time. For example, Council's Urban Design Awards Program experienced a gradual decline in nominations between 2007 and 2016, resulting in the Program concluding in 2018.

Delivering the Awards requires a reasonable amount of staff time to facilitate, including organising promotion and marketing, establishing an external expert judging panel, organising site visits for the judges, hosting an Awards event and organising prizes including professional photography. The estimated budget expenditure for previous rounds of the Awards has been \$4,000-\$5,000, not including staff time.

The community education and plant giveaway events can proceed without conducting an Awards program. It is proposed that this year's events will be similar to previous years and delivered in partnership with Nature Play SA as well as local community environmental groups, including Along the River (with Nature Play SA), native plant giveaway and tours of St Peters Billabong and Borthwick Park.

## **OPTIONS**

The *Explore Flora and Fauna* events will continue as per previous years. The options for consideration relate to the future of the biennial Sustainable Gardens Awards.

### **Option 1: Discontinue the Sustainable Garden Awards**

Given the progressive decline in interest in the awards, it is not expected that there will be an increase in interest this year. There is also a considerable effort involved in organising the Awards, for there to be little or no interest from applicants willing to make a nomination. On this basis, it is recommended that the Sustainable Gardens Awards are discontinued, and the Urban Greening Initiatives budget allocated for 2024-25 be spent on this year's *Explore Flora and Fauna* events program and a reduced Tree Incentive program. Over a longer timeframe (e.g. 5 years) reintroducing an award of this nature could be reconsidered.

### **Option 2: Continue the Sustainable Garden Awards**

The Sustainable Garden Awards could continue to be delivered biennially at the risk of low or no community interest and potential criticism that the Council is not wisely using funds to deliver its highest priorities.

## **CONCLUSION**

Community interest in environmental sustainability programs remains strong in relation to the annual *Explore Flora and Fauna* events and the Tree Incentive Program, whereas interest in the Awards has declined to a point that it is not recommended to continue with the awards at this stage. The community events will continue as proposed and will be reported to the Council at the conclusion of the program.

## **COMMENTS**

Nil.

## **RECOMMENDATION**

1. That the Sustainable Garden Awards be discontinued on the basis that the Awards no longer attract sufficient community interest and participation.
2. That Council notes the attendance figures of previous *Explore Flora and Fauna* events and notes that this program will continue to be delivered within the allocated budget.

## 11.4 NOMINATIONS FOR PRESIDENT OF THE LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA2219  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the report is to advise the Council of the call for nominations by the Local Government Association of South Australia (LGA), for the position of President of the LGA and to invite the Council to submit a nomination.

### BACKGROUND

The LGA has forwarded correspondence to Councils inviting nominations for the position of President of the LGA. The term of office for the new President is a two (2) year term, commencing from the 2024 LGA Annual General Meeting (ie Friday, 22 November 2024), and concluding at the 2026 LGA Annual General Meeting.

A copy of the letter from the LGA dated 19 June 2024 is contained within **Attachment A**.

The LGA's Constitution sets out the process associated with the nominations for the role of President. The Constitution requires that the Office of the LGA President will be elected on a biennial basis and nominations will be received from an Elected Member provided they are a current Elected Member and a current Member of either the South Australian Regional Organisation of Councils (SAROC) or the Greater Adelaide Regional Organisation of Councils (GAROC). In addition, the candidates must have been a member of either SAROC or GAROC for a period of not less than one (1) year.

The relevant extract from the LGA Constitution is contained within **Attachment A**.

This Council is a member of GAROC.

As the current President, Mayor Dean Johnson is from an eligible rural Council (ie, District Council of Kimba), nominees are now sought from eligible metropolitan Councils, (ie Members of GAROC).

### RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

### DISCUSSION

The role of the President is to:

- provide leadership to the LGA Board of Directors;
- chair meetings of the LGA Board of Directors;
- preside at meetings of the LGA (ie Ordinary Meetings, Annual General Meetings; etc);
- to act as the principal spokesperson of the LGA; and
- represent the LGA externally to government, stakeholders, etc.

The term of office of the President is two (2) years. An annual allowance is payable in relation to the position of President.

To be eligible for nomination, a person must be an Elected Member and be a current member of the GAROC Committee and have been in that role for at least one (1) year.

The current members of the GAROC Committee are:

- Mayor Gillian Aldridge OAM, City of Salisbury;
- Mayor Claire Boan, City of Port Adelaide Enfield;
- Mayor Michael Coxon, City of West Torrens;
- Mayor Kris Hanna, City of Marion;
- Mayor Heather Holmes-Ross, City of Mitcham;
- Cr Lucas Jones, City of Tea Tree Gully;
- Cr Anna Leombruno, City of Campbelltown;
- Lord Mayor Jane Lomax-Smith, City of Adelaide; and
- Councillor Don Palmer, City of Unley.

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.

A copy of the 2024 Nomination Form for the LGA President is contained within **Attachment B**.

Nominations are to be received by the Returning Officer, LGA no later than 5.00pm on Friday, 16 August 2024.

#### **RECOMMENDATION**

That the report be received and noted and the invitation to submit a nomination to the Local Government Association for the position of President of the Local Government Association of South Australia President be declined.

**or**

The Council nominates \_\_\_\_\_ to the Local Government Association for the position of President of the Local Government Association of South Australia.

## **Attachments – Item 11.4**

# Attachment A

## Nominations for President of the Local Government Association of South Australia





In reply please quote our reference: ECM 816138 MW/LM

19 June 2024

Mr Mario Barone  
Chief Executive Officer  
City of Norwood Payneham & St Peters

**Emailed:** mbarone@npsp.sa.gov.au

Dear Mario

### **Call for Nominations for LGA President**

The LGA hereby calls for nominations for the position of LGA President to commence from the conclusion of the 2024 Annual General Meeting (AGM) and to remain in office until the conclusion of the 2026 AGM, unless otherwise extended following a change to the LGA's Constitution. A nomination form for the position of President is attached and must be received by me, following a resolution of your council, by no later than **5pm Friday 16 August 2024**. Late nominations will not be accepted.

The LGA Constitution specifies that the office of President must be occupied on a rotational basis between a council member from a council in the South Australian Regional Organisation of Councils (SAROC) and a council member from a council in the Greater Adelaide Regional Organisation of Councils (GAROC). For this election, nominations are for council members within GAROC. To be eligible for nomination, a person must be a council member and be a current member of the GAROC Committee and have been in that role for at least 1 year. An eligible candidate needs to be nominated by a member council but does not need to be nominated by their own council. Please refer to the attached Fact Sheet and Position Description for further information on eligibility and role responsibilities.

### **Timetable**

Key (indicative) timings and relevant LGA Constitution provisions are outlined in the following table.

Information about the timing and progress of the LGA Elections will be made available on the LGA website: [www.lga.sa.gov.au/lga-elections](http://www.lga.sa.gov.au/lga-elections)

<b>Indicative Timing</b>	<b>Headline</b>	<b>LGA Constitution Provision</b>
	Office of President	Position of President – rotated between SAROC and GAROC (Clause 28.6).
	Returning Officer	Returning Officer for any election for the office of President is the Chief Executive Officer (Clause 29.1)
19 June 2024	Nominations Called	CEO to write to members calling for nominations for position of President at least 3 months before AGM (Clause 28.2)

Indicative Timing	Headline	LGA Constitution Provision
16 August 2024	Nominations Close	Nominations, in the form of a resolution of a member, <u>must</u> be received by the CEO no later than 5pm on the day specified for the close of nominations (Clause 28.7)
	Nominations equal to vacancies	If only 1 nomination is received for President, the Chief Executive shall declare such person duly elected (Clause 29.3). If the number of persons nominated for the office of President exceeds 1 person then an election must be held (Clause 29.4).
3 September 2024	Ballot papers prepared and posted	CEO shall deliver ballot papers to each member at least 6 weeks before AGM (Clause 29.5.1)
1 November 2024	Voting closes	The CEO as returning officer will determine when voting closes.
TBC – week commencing 4 November 2024	Counting of votes	The CEO shall nominate the date, time and place for the counting of votes (Clause 29.5.6)
22 November 2024	Final declaration of result	CEO shall declare the candidate with the most votes elected at the AGM (Clause 29.5.8)
22 November 2024	President takes office	President takes office at the conclusion of the AGM (Clause 30.1)

### Timing of LGA Election

The latest version of the LGA Constitution effective from 8 January 2020 is available via the following link: [LGA Constitution](#).

The LGA Constitution provides 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. This enables the outgoing President to deliver their annual report and financial statements for the preceding year, before handing over to the incoming President.

In 2023, the LGA initiated a review of its Constitution with the term length for LGA President, Board Directors, and GAROC and SAROC Members being considered.

Additional matters discussed include whether membership to GAROC or SAROC should be limited exclusively to mayors, and whether the current committee structures best serve members.

Preferred outcomes are yet to be finalised. It is anticipated that any revisions to the LGA Constitution and GAROC/SAROC Terms of Reference will be presented to Members for consideration at the AGM on 22 November 2024.

The LGA Constitution may be altered only by resolution passed by at least 75% of the votes cast by Members at a General Meeting<sup>29</sup> and with approval of the Minister for Local Government<sup>30</sup>.

The 2024 LGA Election will proceed under the current provisions. Any changes arising that impact term length or committee structure will be managed through transitional provisions and will be communicated to member councils, Board Directors and Committee Members accordingly.

### **Access to Members Information**

The LGA Board has authorised nominees to access the names and email addresses of Council Members from the LGA database to assist in communicating with the sector during the election campaign. This information will be available after the close of nominations upon request from nominees.

The LGA is writing separately to councils regarding the arrangements for the election of members to SAROC and GAROC.

If you have any questions in relation to the election process, please contact me or LGA Manager Corporate Support, Melanie Williams via email to [melanie.williams@lga.sa.gov.au](mailto:melanie.williams@lga.sa.gov.au) or by phoning 8224 2097.

Yours sincerely



Clinton Jury

**Chief Executive Officer / LGA Returning Officer**

Telephone: (08) 8224 2039

Email: [clinton.jury@lga.sa.gov.au](mailto:clinton.jury@lga.sa.gov.au)

Copy to: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)

Attachments:

- 1 Extract from LGA Constitution – Section 28
- 2 LGA President Election Fact Sheet
- 3 Persons eligible for nomination as LGA President – 2024
- 4 LGA President Position Description
- 5 LGA President Nomination Form
- 6 Candidate Information Sheet

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<sup>29</sup> Clause 2.2.1 b. of the LGA Constitution

<sup>30</sup> Subclause 1(4) of Schedule 1 of the *Local Government Act 1999*

## Extract – LGA Constitution and Rules

### Clause 28 – Nominations for the Office of President

- 28.1 The office of President shall be elected by Members biennially.
- 28.2 In the year in which a new President is to be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members calling for nominations for the position of President.
- 28.3 Every Member is entitled to nominate an eligible person to the office of President.
- 28.4 To be eligible for nomination as a candidate for the position of President, a person must be a Council Member.
- 28.5 To be eligible for the position of President, a person must also be a current member of SAROC or GAROC who has undertaken that role for a period of not less than 1 year.
- 28.6 The eligibility for office of President shall rotate each term between a person who is a Council Member of a Member within Regional Groupings of Members in SAROC and a Council Member of a Member within Regional Groupings of Members in GAROC.
- 28.7 A nomination of a person for the office of President shall be by resolution of a Member and must be received by the Chief Executive not later than 5 pm on the day specified for the closure 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.
- 28.8 If no nomination is received for the office of President under clause 28.7, then the Chief Executive shall call for additional nominations from and by the Delegates at the Annual General Meeting and will conduct an election at the meeting.

# LGA President Election Fact Sheet

## 1. Who can nominate a person?

All LGA member councils (Members) are entitled to nominate an eligible person to the office of President.

## 2. Who can be nominated?

To be eligible for nomination as a candidate in the 2024 President Election, a person must be a Council Member, and must be a current member of the GAROC Committee who has undertaken that role for a period of not less than 1 year.

## 3. How is a nomination made?

A person is nominated by resolution of a Member. The LGA President Nomination Form must be signed by both the candidate indicating their willingness to stand for election and by the Chief Executive of the nominating Member and must be received by the LGA CEO no later than 5:00pm on Friday 16 August 2024.

## 4. What is the election process?

If only one eligible person is nominated, the CEO will declare such person duly elected. If the number of eligible persons nominated exceeds one person, then an election will be held. The CEO is the Returning Officer for any election for the office of President. The CEO will notify all Members of the nominated candidates and will conduct the election as follows (timings are indicative only):

1. The CEO will deliver ballot papers to each Member at least six weeks prior to the Annual General Meeting.
2. The ballot papers will list the candidates for election, specify the date of closure of the election as 1 November 2024, and be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer".
3. Each Member then determines by resolution the candidate it wishes to vote for, marks the ballot paper accordingly, and places it in a sealed envelope for delivery to the LGA CEO.
4. The CEO will nominate the date, time, and place for the counting of votes and will invite each candidate and a person nominated as the candidate's scrutineer to be present.
5. At the counting of the votes the CEO will produce unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes.
6. The candidate with the most votes will be deemed elected and the CEO will declare the candidate elected at the Annual General Meeting.
7. If candidates receive the same number of votes, the CEO will draw lots at the counting of the votes and the lot drawn will be the candidate elected.

## Persons eligible for nomination as LGA President – 2024

In accordance with Clauses 28.4, 28.5 and 28.6 of the Constitution, to be eligible for the position of President, the nominee must be a current Council Member of a GAROC member council and must also be a current member of GAROC and have undertaken that position for a period not less than 1 year.

Applying this criteria, the following members of GAROC are eligible to be nominated (subject to their willingness to stand) for election to the position of President:

- Mayor Gillian ALDRIDGE OAM (City of Salisbury – North Adelaide Region)
- Mayor Claire BOAN (City of Port Adelaide Enfield – West Adelaide Region)
- Mayor Michael COXON (City of West Torrens – West Adelaide Region)
- Mayor Kris HANNA (City of Marion – South Adelaide Region)
- Mayor Dr Heather HOLMES-ROSS (City of Mitcham – South Adelaide Region)
- Councillor Lucas JONES (City of Tea Tree Gully – North Adelaide Region)
- Councillor Anna LEOMBRUNO (Campbelltown City Council – East Adelaide Region)
- Lord Mayor Jane LOMAX-SMITH AM (City of Adelaide)
- Councillor Don PALMER (City of Unley – East Adelaide Region)

The Constitution provides that the President may be nominated by a member council, and not necessarily the council which they are a member of.

## LGA President Position Description

LGA President	
<b>Position Title:</b>	LGA President
<b>Position Status:</b>	Elected for two-year term
<b>Reporting Arrangements:</b>	This position reports to the LGA Board of Directors
<b>Location:</b>	Local Government House, 148 Frome Street, Adelaide
<b>Special Conditions:</b>	Some intra/interstate travel with overnight stays is required. Out of hours work required.

### LGA Values and Behaviours



**WE  
COLLABORATE**

We support each other to unlock our potential.



**WE  
LEAD**

We are courageous and own our actions.



**WE  
RESPECT**

We are open, honest and fair.



**WE  
CARE**

We treat others with kindness and empathy.



**WE  
CELEBRATE**

We highlight success and have fun.

## Position

The Board of Directors is the governing entity of the LGA.

The Board of Directors consists of:

- the President;
- the Immediate Past President;
- the chairperson of SAROC and the chairperson of GAROC; and
- 6 additional persons (each of which must be a Council Member) with relevant business and governance experience elected in equal proportions from the Council Members of SAROC (3 persons) and the Council Members of GAROC (3 persons).

Each Director must:

- undertake his or her role as a Director honestly and act with reasonable care and diligence in the performance and discharge of functions and duties;
- not make improper use of information acquired by virtue of his or her position as a Director to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA;
- not make improper use of his or her position as a Director to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA; and
- not act in any matter where the Director has a conflict of interest (provided that an interest shared in common with all or a substantial proportion of the Directors will not be an interest giving rise to a conflict of interest).

## Functions, Duties and Powers

1. Chair and lead the LGA Board of Directors who have the following roles, functions and duties:

- The role of the Board of Directors is to oversee corporate governance of the LGA and provide strategic direction and leadership. The Directors do not represent SAROC, GAROC or a specific Member or Members.
- The functions of the Board of Directors include:
  - appointing a Chief Executive and superintending his or her performance;
  - holding the Chief Executive accountable for the performance of the LGA Office;
  - advocating for the LGA, the Members and the local government community;
  - superintending the activities of the LGA;
  - determining matters which may be placed on the agenda of a General Meeting; and
  - undertaking such other functions as may be provided for, or envisioned by, this Constitution.
- The Board of Directors must ensure that:
  - the LGA acts in accordance with applicable laws and the Constitution;
  - the LGA acts ethically and with integrity, respecting diversity and striving for gender balance participation in all activities;
  - the activities of the LGA are conducted efficiently and effectively and that the assets of the LGA are properly managed and maintained;
  - subject to any overriding fiduciary or other duty to maintain confidentiality, the affairs of the LGA are undertaken in an open and transparent manner; and
  - the LGA performs to its business plan and achieves or better the financial outcomes projected in its budget.



## 2. The President shall:

- preside at all General Meetings and meetings of the Board of Directors, but in his or her absence a member of the Board of Directors chosen by the Board of Directors shall preside at the meeting.
- act as the principal spokesperson of the LGA.
- exercise other functions of the LGA as the LGA Board of Directors determines.
- represent the LGA to government, stakeholders and events.

### **The key responsibilities of the LGA President**

The President acts as an important link between the Board and the organisation's management via the CEO. The President is responsible for leadership of the Board including:

- Facilitating proper information flow to the Board.
- Facilitating the effective functioning of the Board including managing the conduct, frequency and length of Board meetings.
- Communicating the views of the Board, in conjunction with the CEO, to the LGA's members, State and Federal Government, broader stakeholders and to the public.
- Facilitating open and constructive communication amongst Board members and encouraging their contribution to Board deliberations.
- Overseeing and facilitating Board, committee and Board member evaluation reviews and succession planning.
- Liaising and interfacing with the CEO as the primary contact between the Board and management.
- Liaising with and counselling, as appropriate, board members.

Inside the boardroom, the President is responsible for the following:

- Acting as an important link between the Board and management but without necessarily preventing direct access of fellow directors.
- Establishing and maintaining an effective working relationship with the CEO.
- Setting the tone for the Board, including the establishment of a common purpose.
- Chairing Board meetings efficiently and shaping the agenda in relation to goals, strategy, budget and executive performance.
- Obtaining appropriate information to present to the Board.
- Encouraging contributions by all Board members and seeking consensus when making decisions.
- Motivating Board members and where appropriate dealing with underperformance.
- Overseeing the process for appraising the Board as a whole.
- Overseeing negotiations for the CEO's employment and evaluating the CEO's performance.
- Planning for CEO succession.
- Assisting with the selection of Board and Committee members.

### Eligibility Criteria

As per clause 28 of the LGA Constitution:

- To be eligible for nomination as a candidate for the position of President, a person must be a Council Member.
- To be eligible for the position of President, a person must also be a current member of SAROC or GAROC who has undertaken that role for a period of not less than 1 year.
- The eligibility for office of President shall rotate each term between a person who is a Council Member of a Member within Regional Groupings of Members in SAROC and a Council Member of a Member within Regional Groupings of Members in GAROC.
- A nomination of a person for the office of President shall be by resolution of a Member and must be received by the Chief Executive not later than 5 pm on the day specified for the closure 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.

### Performance/Accountability

The Board of Directors will conduct an annual performance review to assess its performance as a Board and in meeting the LGA's objectives and strategies. This may include a review of individual Directors including the President.

### Remuneration

The remuneration of the President is outlined in the LGA policy – GP02 Board and Committee Member Allowances and Expenses (ECM 83590).

# Attachment B

## Nominations for President of the Local Government Association of South Australia



## LGA President Nomination Form 2024

<b>Nominee's Full Name</b>	<i>(insert title, first name and surname of nominee)</i>
<b>Nominee's Council</b>	<i>(insert name of nominee's council)</i>
<b>Declaration and Signature of Nominee</b>	<p>I hereby accept such nomination and consent to act as LGA President if so elected.</p> <p>Signature:            .....</p>
<b>Name of Council Submitting Nomination</b>	<i>(insert name of nominating council)</i>
<b>Council Resolution</b>	<p><i>(insert date &amp; resolution no.)</i></p> <p><i>(insert council resolution)</i></p>
<b>Signature and Name of Nominating Council's CEO</b>	<p>Signature:            .....</p> <p><i>(insert CEO name)</i></p>
<b>Dated</b>	<i>(insert date)</i>

**This form is to be sent to the LGA Returning Officer.  
Close of nominations is 5:00pm Friday 16 August 2024**

## LGA President Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name</b>	<i>(insert title, first name and surname of nominee)</i>
<b>Council</b>	<i>(insert name of nominee's council)</i>
<b>Local Government Experience &amp; Knowledge</b>	<ul style="list-style-type: none"> <li><i>(insert)</i></li> </ul>
<b>Local Government Policy Views &amp; Interests</b>	<ul style="list-style-type: none"> <li><i>(insert)</i></li> </ul>
<b>Other Information</b>	<ul style="list-style-type: none"> <li><i>(insert details of leadership, board, corporate governance experience etc)</i></li> </ul>

**This form must accompany the Nomination Form**

## 11.5 LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA ANNUAL GENERAL MEETING

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA2181  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the report is to advise the Council that the Local Government Finance Authority of South Australia, is holding its Annual General Meeting on Friday, 22 November 2024.

### BACKGROUND

The Annual General Meeting of the Local Government Finance Authority of South Australia (LGFA), will be held on Friday, 22 November 2024, at the National Wine Centre. This meeting will again coincide with the Local Government Association of South Australia Annual General Meeting. The commencement time of the LGFA AGM is yet to be advised.

The LGFA requires that a number of procedural matters must be attended to in order to ensure compliance with the LGFA Rules.

### DISCUSSION

#### Appointment of Council Representative

Section 15 (1) of the *Local Government Finance Authority of South Australia Act 1983* (the Act), provides that:-

*“Every Council is entitled to appoint a person to represent it at a general meeting of the Authority.”*

Traditionally, the Mayor has been appointed as the Council Representative.

The LGFA will be notified of the City of Norwood Payneham & St Peters representative, via the appropriate documentation (**Attachment A**), by 23 August 2024, in accordance with the prescribed timeframes.

#### Notices of Motion

The Rules of the LGFA in relation to the Annual General Meeting procedures, require that a Notice of Motion specifying the resolution which is to be proposed must be given to the Chief Executive Officer not less than forty two days prior to the meeting. To comply with this rule, it is necessary for any Notices of Motion to be submitted to the LGFA no later than Friday, 23 August 2024.

Notices of Motion must be lodged stating the following:

- the Notice of Motion;
- the reason for the Notice of Motion; and
- the suggested action.

Any Notices of Motion submitted by the Council, will be forwarded to the LGFA via the appropriate documentation (**Attachment B**).

## **OPTIONS**

The Council is entitled to appoint a person to represent it at the LGFA AGM.

It is at the discretion of the Council as to whether or not it forwards a Notice of Motion/s to be considered at the Annual General Meeting.

## **CONCLUSION**

All relevant information must be forwarded to the Local Government Finance Authority for inclusion with the Agenda for the LGFA AGM, by Friday, 23 August 2024.

## **COMMENTS**

Nil.

## **RECOMMENDATION 1**

### **Appointment of Council Representative**

1. The Council appoints Mayor Bria as the City of Norwood Payneham & St Peters Representative at the Local Government Finance Authority Annual General Meeting to be held in November 2024.
2. The Council appoints \_\_\_\_\_ as the City of Norwood Payneham & St Peters Proxy Representative at the Local Government Finance Authority Annual General Meeting to be held in November 2024.

## **RECOMMENDATION 2**

### **Notices of Motion**

1. The Council notes the report and declines the invitation to submit a Notice of Motion to the Local Government Finance Authority 2024 Annual General Meeting.

**or**

2. The Council forwards a Notice of Motion to the Local Government Finance Authority 2024 Annual General Meeting in relation to the following item:

## **Attachments – Item 11.5**



# Attachment A

**Local Government Finance Authority of South Australia  
Annual General Meeting**



## Appendix 1



## APPOINTMENT OF COUNCIL REPRESENTATIVE

## LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA

## 2024 ANNUAL GENERAL MEETING

I advise that Mayor / Councillor / Officer / or any other person  
is appointed council representative to the Local Government Finance Authority of South Australia.

<b>Council Name</b>	
<b>Council Delegate (Full Name)</b>	Mayor / Councillor / Officer
<b>Delegate Home Address</b>	
<b>Delegate Email Address</b>	
<b>Name of Chief Executive Officer</b>	
<b>CEO Email Address</b>	
<b>Signature of Chief Executive Officer</b>	

Please return completed Appointment of Council Representative Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au)  
by CLOSING DATE: **Friday 23 August 2024**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

# Attachment B

**Local Government Finance Authority of South Australia  
Annual General Meeting**



Appendix 4

NOTICE OF MOTION  
LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA  
2024 ANNUAL GENERAL MEETING

NAME OF COUNCIL: .....

NOTICE OF MOTION:

.....

REASON:

.....

.....

.....

.....

SUGGESTED ACTION:

.....

.....

.....

.....

Please return completed Notice of Motion Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au)  
by CLOSING DATE: **Friday 23 August 2024**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

## 11.6 NOMINATIONS TO THE LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA BOARD

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA2181  
**ATTACHMENTS:** A

---

### PURPOSE OF REPORT

The purpose of the report is to advise the Council of the call for nominations by the Local Government Finance Authority (LGFA), for election to the Local Government Finance Authority Board (the Board) and invite the Council to submit a nomination.

### Local Government Finance Authority Board

The LGFA is seeking nominations for the Local Government Finance Authority Board to replace two (2) current Members, whose term of office expires on 31 December 2024. The two (2) positions are currently held by Ms Annette Martin, City of Charles Sturt and Mr Michael Sedgman, City of Adelaide.

The LGFA of South Australia was established in January 1984, under the Local Government Finance Authority Act 1983, and is managed and administered by a Board of Trustees. The Authority is a statutory authority established for the benefit of Councils and other prescribed Local Government bodies within the State.

The role of the Board is to develop and implement investment and borrowing programs for the benefit of Councils and prescribed Local Government bodies and to engage in such other financial activities as are determined by the Minister for Local Government, after consultation with the Local Government Association of South Australia, to be in the interests of Local Government.

The term of office is for a two (2) year period, commencing on 1 January 2025 to 31 December 2026.

Nominations for the Local Government Finance Authority Board must be forwarded by Friday, 23 August 2024, via a Nomination and Resume form.

A copy of the Nomination and Resume form is contained within **Attachment A**.

In accordance with the Rules of the LGFA, if more than two (2) persons are nominated an election for the two (2) representative members will be determined by postal ballot.

The successful candidates will be declared elected at the LGFA AGM on Friday, 22 November 2024.

### RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

### RECOMMENDATION

Council notes the report and declines the invitation to submit a nomination to the Local Government Finance Authority of South Australia for the Local Government Finance Authority of South Australia Board.

or

Council nominates \_\_\_\_\_ to the Local Government Finance Authority of South Australia for the Local Government Finance Authority of South Australia Board.

## **Attachments – Item 11.6**

# Attachment A

## Nominations to the Local Government Finance Authority of South Australia Board



Appendix 2

NOMINATION FORM

PURSUANT to a Resolution duly passed

The .....  
(Name of Council)

hereby nominate .....  
(Full Name)

of .....

being a Member or Officer of a Council for election to the board of the Local Government Finance Authority of South Australia as provided by Section 7(1)(a) of the *Local Government Finance Authority Act 1983*.

Date this ..... day of ..... 2024

.....  
(Signature of Chief Executive Officer)

and I the person nominated hereby agree to accept such nomination

.....  
(Signature of Candidate)

Provide a copy of current National Police Check.

Please return completed Nomination Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au)  
by CLOSING DATE: **Friday 23 August 2024**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)



## Appendix 3

## RESUME FORM

<b>Name</b>	
<b>Address</b>	
<b>Telephone</b>	
<b>Email</b>	
<b>Age (Optional)</b>	
<b>Occupation</b>	
<b>Current Employer</b>	
<b>Qualifications</b>	
<b>Current Position in Local Government: Mayor / Councillor / Other</b>	
<b>Name of Council</b>	
<b>Period in Local Government</b>	
<b>Other Committees / Bodies of Local Government Involvement:</b>	
<b>Past</b>	
<b>Present</b>	

Please return completed Resume Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au) by CLOSING DATE: **Friday 23 August 2024**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

## 11.7 NOMINATIONS FOR MEMBERS OF THE LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA GREATER ADELAIDE REGION ORGANISATION OF COUNCILS (GAROC)

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA2219  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the 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 19 June 2024, is contained in **Attachment A**.

The terms of the current members of the GAROC Committee will expire in November 2024 (ie, at the 2024 LGA Annual General Meeting (AGM)).

The LGA's current 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:

- 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.

### RELEVANT POLICIES & STRATEGIC DIRECTIONS

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 term of office is for a two (2) year period, commencing at the conclusion of the LGA AGM to be held on 22 November 2024, and concluding at the 2026 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 Friday, 16 August 2024.

All nominations must be forwarded to the LGA via the attached 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).

## **Attachments – Item 11.7**

# Attachment A

**Nominations for Members of the  
Local Government Association of South Australia  
Greater Adelaide Region Organisation of Councils (GAROC)**



In reply please quote our reference: ECM 816139 MW/LM

19 June 2024

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**

The terms of the current members of the Greater Adelaide Regional Organisation of Councils (GAROC) expire at the 2024 LGA Annual General Meeting (AGM). The 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 2024 LGA Annual General Meeting and will remain in office until the conclusion of the 2026 AGM, unless otherwise extended following a change to the LGA's Constitution or GAROC Terms of Reference. A nomination form for the position of member of GAROC is attached and must be received by me, following a resolution of your council, by no later than **5pm Friday 16 August 2024**. 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, with membership of GAROC to comprise 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 will be a standing member of GAROC.

I write to you in your capacity as the Chief Executive Officer of a Member Council in GAROC East to invite one (1) nomination from your council for a position on the GAROC East Regional Grouping. 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.

### **Voting**

The GAROC Terms of Reference (TOR) (extract attached) outlines the process as to how an election will occur. As the Returning Officer I am required to conduct a ballot if the number of nominations for each GAROC Regional Grouping exceeds the number of positions. If a ballot is required, the distribution of ballot papers to councils will include any information provided on the candidate information sheet.

## Timetable

Key (indicative) timings and GAROC TOR provisions are outlined in the following table.

Information about the timing and progress of the LGA Elections will be made available on the LGA website: [www.lga.sa.gov.au/lga-elections](http://www.lga.sa.gov.au/lga-elections)

Indicative Timing	Headline	GAROC TOR Provision
	Returning Officer	Returning Officer for all LGA electoral matters is the Chief Executive Officer (Clause 4.4.1)
19 June 2024	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)
16 August 2022	Nominations Close	Nominations 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)
3 September 2024	Ballot papers prepared and posted	In the event of an election being required the CEO shall deliver ballot papers to each member of the relevant Regional Grouping at least 6 weeks before AGM GAROC (Clause 4.4.5(a))
1 November 2024	Voting closes	The CEO 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 (Clause 4.4.5(f))
TBC - week commencing 4 November 2024	Counting of votes	The CEO shall nominate the date, time and place for the counting of votes (Clause 4.4.5(f))
22 November 2024	Final declaration of result	CEO shall declare the candidate with the most votes elected at the AGM (Clause 4.4.5(h))
22 November 2024	Takes office	GAROC members take office at the conclusion of the AGM (Clause 4.5)
22 November 2024	Voting for Board Members	GAROC should meet at the conclusion of the AGM to elect 3 of its members (plus its Chair) to the Board of Directors (Clause 6.4.1 and 6.4.2) who's term of office commences after the AGM.

## Impacts of the LGA Constitution Review

The latest version of the LGA Constitution effective from 8 January 2020 is available via the following link: [LGA Constitution](#).

The LGA Constitution provides 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. This enables the outgoing President to deliver their annual report and financial statements for the preceding year, before handing over to the incoming President.

In 2023, the LGA initiated a review of its Constitution with the term length for LGA President, Board Directors, and GAROC and SAROC Members being considered.

Additional matters discussed include whether membership to GAROC or SAROC should be limited exclusively to mayors, and whether the current committee structures best serve members.

Preferred outcomes are yet to be finalised. It is anticipated that any revisions to the LGA Constitution and GAROC/SAROC Terms of Reference will be presented to Members for consideration at the AGM on 22 November 2024. The LGA Constitution may be altered only by resolution passed by at least 75% of the votes cast by Members at a General Meeting<sup>15</sup> and with approval of the Minister for Local Government<sup>16</sup>.

The 2024 LGA Election will proceed under the current provisions. Any changes arising that impact term length or committee structure will be managed through transitional provisions and will be communicated to member councils, Board Directors and Committee Members accordingly.

## LGA Board Appointments

Under the LGA Constitution and the GAROC TOR, 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.

If you have any questions in relation to the election process, please contact me or LGA Manager Corporate Support, Melanie Williams via email to [melanie.williams@lga.sa.gov.au](mailto:melanie.williams@lga.sa.gov.au) or by phoning 8224 2097.

Yours sincerely



Clinton Jury

### Chief Executive Officer / LGA Returning Officer

Telephone: (08) 8224 2039

Email: [clinton.jury@lga.sa.gov.au](mailto:clinton.jury@lga.sa.gov.au)

Copy to: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)

Attachments:

- 1 List of GAROC Regional Groupings
- 2 Extract from LGA GAROC TOR – Clause 4
- 3 2024 Nomination Form – GAROC
- 4 Candidate Information Sheet

<sup>15</sup> Clause 2.2.1 b. of the LGA Constitution

<sup>16</sup> Subclause 1(4) of Schedule 1 of the *Local Government Act 1999*



# Greater Adelaide Regional Organisation of Councils (GAROC)

## Regional Groupings

GAROC Regional Grouping	Members
<b>Adelaide</b>	Adelaide City
<b>North</b>	Gawler Playford Salisbury Tea Tree Gully
<b>West</b>	Charles Sturt Holdfast Bay Port Adelaide Enfield West Torrens
<b>South</b>	Marion Mitcham Onkaparinga
<b>East</b>	Adelaide Hills Burnside Campbelltown Norwood Payneham & St Peters Prospect Unley Walkerville

## Extract – GAROC Terms of Reference

### Clause 4 – GAROC

#### 4.1. Role

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 in accordance with clause 4.3 and 4.4 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.

#### 4.3. 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 a candidate for membership of GAROC, provided that:

- (a) a person nominated as a member of GAROC must be a representative of a member on the relevant Regional Grouping of Members; and
- (b) only a Council Member can be nominated to GAROC.

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.

#### 4.4. 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 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 for the purpose of clause 4.2.1 must be held in accordance with this clause.

- 4.4.5. 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 deliver ballot papers to each Member of the Regional Grouping of Members;
  - (b) the ballot papers shall:
    - (i) list the candidates for election;
    - (ii) specify the day of closure of the election;
    - (iii) be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer";
  - (c) each Member shall determine by resolution the candidate or candidates (as relevant) it wishes to elect;
  - (d) the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate or candidates (as relevant) that the Member wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" inside the envelope marked "Returning Officer". Before sealing the second envelope the chair must indicate the Member's name on the inside flap of the envelope. The envelope may then be sealed and delivered to the Returning Officer;
  - (e) on receipt of the envelopes the Chief Executive must:
    - (i) open the outer envelope addressed to the "Returning Officer" and record the name of the Member which appears on the inside flap of the envelope on the roll of Member's eligible to vote; and
    - (ii) place the envelope marked "Ballot Paper" unopened into the ballot box;
  - (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 unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;
  - (h) in respect of an election for the purposes of clause 4.2.1, the 2 candidates from a Regional Grouping of Members with the most votes shall be deemed elected in respect of that Regional Grouping of Members and the Chief Executive shall declare the candidates elected at the Annual General Meeting; and
  - (i) in the case of candidates for membership positions described in clause 4.2.1 from a Regional Grouping of Members receiving the same number of votes, the Chief Executive shall draw lots at the counting of the votes to determine which candidate is elected.
- 4.4.6. 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.
- 4.4.7. The Chief Executive may, in his or her discretion, delegate any of his or her powers, functions or duties to an Executive Officer of a Regional Grouping of Members who shall act accordingly for the conduct of elections for the purpose of clause 4.2.1 in respect of the Regional Grouping of Members relevant to that Executive Officer.

# Attachment B

**Nominations for Members of the  
Local Government Association of South Australia  
Greater Adelaide Region Organisation of Councils (GAROC)**



## Greater Adelaide Regional Organisation of Councils (GAROC) 2024 Nomination Form

<b>Nominee's Full Name</b>	<i>(insert title, first name and surname of nominee)</i>
<b>Nominee's Council</b>	<i>(insert name of nominee's council)</i>
<b>Regional Grouping</b> <i>(select one)</i>	<input type="checkbox"/> North <input type="checkbox"/> East <input type="checkbox"/> South <input type="checkbox"/> West
<b>Declaration and Signature of Nominee</b>	I hereby accept such nomination. Signature: .....
<b>Name of Council Submitting Nomination</b>	<i>(insert name of nominating council)</i>
<b>Council Resolution</b>	<i>(insert date &amp; resolution no.)</i> <i>(insert council resolution)</i>
<b>Signature and Name of Nominating Council's CEO</b>	Signature: ..... <i>(insert CEO name)</i>
<b>Dated</b>	<i>(insert date)</i>

**This form is to be sent to the LGA Returning Officer.  
Close of nominations is 5:00pm Friday 16 August 2024**

# Greater Adelaide Regional Organisation of Councils (GAROC) 2024 Candidate Information Sheet

(word limit is strictly 1,000 words)

<b>Name:</b>	<i>(insert title, first name and surname of nominee)</i>
<b>Council:</b>	<i>(insert name of nominee's council)</i>
<b>Local Government Experience &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• <i>(insert)</i></li> </ul>
<b>Local Government Policy Views &amp; Interests</b>	<ul style="list-style-type: none"> <li>• <i>(insert)</i></li> </ul>
<b>Other information</b>	<ul style="list-style-type: none"> <li>• <i>(insert details of leadership, board, corporate governance experience etc)</i></li> </ul>

**This form must accompany the Nomination Form**

## 11.8 REPRESENTATION REVIEW – SELECTION OF PREFERRED STRUCTURE

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA138632  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of the report is to present the *City of Norwood Payneham & St Peters Representation Review Supplementary Discussion Paper* to enable the Council to determine its preferred Ward structure in relation to the future composition of the Council.

### BACKGROUND

The Council currently comprises an elected Mayor, representing the City as a whole and thirteen (13) Councillors representing six (6) Wards as follows:

- Torrens Ward – two (2) Councillors.
- Payneham Ward – two (2) Councillors.
- St Peters Ward - two (2) Councillors.
- Maylands / Trinity Ward – three (3) Councillors.
- West Norwood / Kent Town Ward - two (2) Councillors.
- Kensington / East Norwood Ward - two (2) Councillors.

The Council is required to conduct a review of its representation at least once in each ‘relevant period’ in accordance with Chapter 3 (Constitution of councils), Part 1 (Creation, structuring and restructuring of councils), Division 2 (Powers of councils and representation reviews) of the *Local Government Act 1999* (the Act). This process is referred to as a Representation Review.

As prescribed by Regulation 4 of the *Local Government (General) Regulations 2013* and as determined by the Electoral Commissioner of South Australia, the ‘relevant period’ for the Council’s Representation Review is April 2024 - April 2025.

As Elected Members are aware Craig Rowe & Associates have been engaged to undertake the Representation Review process for the Council, in accordance with Section 12(5) of the Act. Craig Rowe is qualified to address the representation and governance issues that need to be considered and which may arise when undertaking a Representation Review.

On 29 April 2024 an Elected Member Information Briefing Session was held to provide an overview of the prescribed Representation Review process and key legislated considerations. Elected Members were advised of the following:

- requirements of Section 11A(1) of the Act which require that Councils must not comprise more than thirteen (13) Elected Members;
- prescribed process and planned schedule for the Representation Review;
- role of the Electoral Commissioner in the process;
- principles prescribed in Section 26(1)(c) that need to be analysed as part of any proposal for the Council’s structure; and
- Ward Quota matters prescribed in Section 33 of the Act.

An Information Briefing Session with Elected Members was subsequently held on 22 May 2024 at which Elected Members were presented with information to facilitate a discussion of prospective options in respect to the number of Councillors and the Ward structure. Discussion that took place at the Information Briefing Session informed the preparation of a Supplementary Discussion Paper which contains four (4) options for the Council’s consideration. The four (4) options were refined from those presented in the initial Discussion Paper.

A copy of the Supplementary Discussion Paper is contained in **Attachment A**.

The Supplementary Discussion Paper provides information which specifically relates to the suggested Ward structure options and provides information to support the Council's consideration of the preferred structure.

Council's preferred structure, including the number of Councillors, number and distribution of Wards and the names of these Wards, will form the basis for the Representation Report that is required to be prepared, consulted on, finalised and then submitted to the Electoral Commissioner for consideration and approval. The Electoral Commissioner will determine whether the requirements of Section 12 of the Act have been satisfied and then certify the structure prior to gazettal.

Any new structure will take effect at the next Local Government Election to be held in November 2026.

#### **RELEVANT STRATEGIC DIRECTIONS & POLICIES**

Not Applicable.

#### **FINANCIAL AND BUDGET IMPLICATIONS**

Not Applicable.

#### **EXTERNAL ECONOMIC IMPLICATIONS**

Not Applicable.

#### **SOCIAL ISSUES**

Not Applicable.

#### **CULTURAL ISSUES**

Not Applicable.

#### **ENVIRONMENTAL ISSUES**

Not Applicable.

#### **RESOURCE ISSUES**

Not Applicable.

#### **RISK MANAGEMENT**

Not Applicable.

#### **CONSULTATION**

- **Elected Members**  
Two (2) Information Briefing Sessions have been held with Elected Members. An Information Session with Elected Members will be held on 12 August 2024 to discuss options in terms of the names of the Wards based on the number of wards that the Council endorses.
- **Community**  
Community Consultation will be undertaken once the draft Representation Report has been prepared, in accordance with the requirements of Section 12(7) of the Act.
- **Staff**  
Not Applicable



- **Other Agencies**

The Council will submit the final Representation Report to the Electoral Commissioner in accordance with Section 12(12) of the Act.

## DISCUSSION

Section 12(6) of the Act prescribes that the Representation Report must:

- examine the advantages and disadvantages of various structure options that are available to the Council and in particular examine a reduction in the number of Elected Members and whether the division of the Local Government area into Wards should be abolished;
- set out any proposed structure that the Council considers should be in place based on an analysis of how the proposal relates to the principles in Section 26(1)(c) and the matters referred to in Section 33 of the Act; and
- examine such other relevant issues as the Council or the person preparing the report thinks fit.

The principles of Section 26(1)(c) of the Act can be summarised as follows:

- Resources available to local communities should be used as economically as possible while recognising the desirability of avoiding divisions within a community.
- Proposed changes to the Council's structure should, wherever practicable, benefit ratepayers.
- The Council should have a sufficient resource base to fulfill functions fairly, effectively and efficiently, and offer a reasonable range of services on an efficient, flexible, equitable and responsive basis.
- Council should facilitate effective planning and sustainable development within its area, and the protection of the environment.
- Council should have a structure that reflects communities of interest of an economic, recreational, social, regional or other kind and be consistent with community structures, values, expectations and aspirations.
- Ensure local communities can participate effectively in decisions about local matters.
- Residents should receive adequate and fair representation, while over-representation in comparison with Councils of a comparable size and type should be avoided.

Section 33 of the Act relates to Ward Quotas which is the number of electors within a Ward divided by the number of Ward Councillors. The '*elector ratio*' for a Local Government Area is the total number of electors divided by the number of Councillors (the Mayor is excluded). Section 33(2) of the Act requires that any proposal which relates to the formation or alteration of Wards must observe the principle that the number of electors represented by a Councillor must not vary from the Ward quota by more than +/- 10%.

Section 33(1) provides the following matters which must also be considered in the preparation of a proposal that relates to wards:

- the desirability of reflecting communities of interest of an economic, social, regional or other kind;
- the population of the area, and of each ward affected or envisaged by the proposal;
- the topography of the area, and of each ward affected or envisaged by the proposal;
- the feasibility of communication between electors affected by the proposal and their elected representatives;
- the nature of substantial demographic changes that may occur in the foreseeable future; and
- the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

The two (2) Information Briefing Sessions that have been held with Elected Members to date have provided a comprehensive overview of the above matters with the support of information presented by Craig Rowe.

Following these discussions, the Supplementary Discussion Paper (refer to Attachment A) presents four (4) options for the Council to consider in respect of its preferred structure in accordance with the Representation Review process. The options are explained in the Discussion Paper with supporting information to assist the Council with its deliberations. Each of the four (4) options presented are appropriate and acceptable in respect to the levels of Ward representation (i.e. ratio of Councillors to Electors).

## Next Steps

Once the Council has endorsed its preferred structure, an Information Briefing Session will be held on 12 August 2024, to discuss potential Ward names. At the Council meeting to be held on 2 September 2024, the Council will determine the preferred Ward names which, together with the preferred Ward structure, will be included in the draft Representation Report that will be released for community consultation.

At the conclusion of the community consultation process, the Council will receive and consider the submissions that are received and approve the final Representation Report which will be forwarded to the Electoral Commissioner for certification.

## OPTIONS

There are four (4) options for the Council to consider. These options are set out in the Supplementary Discussion Paper and summarised below:

Option A – presented as Option 3.1 in the attached Discussion Paper.

Provides for eleven (11) Councillors with four (4) Wards and has Wards 1,3, and 4 each being represented by three (3) Councillors and proposed Ward 2 being represented by two (2) Councillors.

This option retains all suburbs in their entirety within Wards.

Option B – presented as Option 3.2 in the attached Discussion Paper.

Provides for ten (10) Councillors and five (5) Wards with each Ward being represented by two (2) Councillors.

This option divides the suburb of Norwood between three (3) Wards.

Option C – presented as Option 3.3 in the attached Discussion Paper.

Provides for ten (10) Councillors and three (3) Wards, with proposed Wards 2 and 3 being represented by three (3) Councillors and proposed Ward 1 being represented by four (4) Councillors.

This option results in the suburb of Payneham being divided between two (2) Wards.

Option D – presented as Option 3.4 in the attached Discussion Paper.

Provides for ten (10) Councillors and three (3) wards, with proposed Wards 2 and 3 each being represented by three (3) Councillors and proposed Ward 1 being represented by four (4) Councillors.

This option retains all suburbs in their entirety within Wards.

## CONCLUSION

The Council is required to determine its preferred structure, including the number of Councillors, the number of Wards and the name of the Wards, which will be included in a draft Representation Report which will be released for community consultation. The selection of the number of Councillors and Wards, is the purpose of this report and the consideration of Ward names will be the subject of a separate report to the Council in September 2024.

To assist with meeting the legislative timeline to ensure that the Notice of the Council's new structure can be published in the SA Government Gazette no later than 11 December 2025 (as per the Electoral Commission of SA recommendation), the Council is required to complete this component of the Representation Review and select its preferred structure.

## RECOMMENDATION

1. That Council receives and notes the Discussion Paper provided in Attachment A.
2. That Option \_\_\_\_\_ be endorsed as the structure which will be included in the draft Representation Report.

## **Attachments – Item 11.8**

# Attachment A

## Representation Review Selection of Preferred Structure



**REPRESENTATION REVIEW**  
(Section 12 of the Local Government Act 1999)

**CITY OF  
NORWOOD PAYNEHAM & ST PETERS**

**July 2024**

## 1. INTRODUCTION

Section 12(3) of the *Local Government Act 1999* (the Act) indicates that Council must undertake a “representation review” to determine whether its community would benefit from an alteration to Council’s composition or ward structure.

Section 12(4) of the Act states: *“A review may relate to a specific aspect of the composition of the council, or of the wards of the council, or may relate to those matters generally – but a council must ensure that all aspects of the composition of the council, and the issue of the division, or potential division, of the area of the council into wards, are comprehensively reviewed under this section at least once in each relevant period that is prescribed by the regulations”.*

Council commenced its review on the 29<sup>th</sup> April 2024 with an initial briefing of the elected members regarding general matters relevant to the review. A subsequent workshop/briefing was conducted on the 22<sup>nd</sup> May 2024 at which time the elected members further discussed matters relevant to the review; and considered a Discussion Paper which provided further information, including potential ward structure options. That discussion informed the preparation of this Supplementary Discussion Paper to assist Council resolve the preferred structure which will be included in the draft Representation Report.

This Supplementary Discussion Paper provides information which specifically relates to the aforementioned ward structure options (as well as an additional structure which is a variation to the ten councillor/three ward option), and should be of assistance to the elected members in their deliberations.

## 2. ELECTOR REPRESENTATION

Council must provide adequate and fair representation and generally adhere to the democratic principle of “one person, one vote, one value”. In addition, there needs to be sufficient elected members to:

- manage and guide the affairs of Council;
- lead and form the core of the Council committees;
- share the demands placed upon them by their constituents;
- provide adequate lines of communication between the community and Council;
- achieve the desired diversity in member's skill sets, experience and backgrounds; and
- ensure a range of viewpoints that spurs innovation and creativity in Council planning and decision-making.

Council has comprised a mayor and thirteen (13) councillors since the 2010 Local Government elections.

Based on advice received from Electoral Commission SA, it is understood that, when considering a proposal/report from a council, the Electoral Commissioner will give due consideration to how the proposal relates to the following relevant provisions of the Act.

Section 11A specifies that a council must not be comprised of more than thirteen (13) members (including the principal member) unless it has been granted an “exemption certificate” by the Electoral Commissioner under Section 12(11b) of the Act. In addition, Sections 26(1)(c) and 33(1) of the Act express (in part) the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).

Table 1 provides (for comparison purposes) the elector data, elector ratios (i.e. the average number of electors represented by a councillor), and the size/area of the metropolitan councils. The data indicates that the City of Norwood Payneham and St Peters is one of the smaller metropolitan councils in terms of area, elector numbers and elector ratio, yet has one of the higher number of elected members.

A reduction in the number of councillors will result in the following elector ratios.

Twelve (12) councillors:	1:2,188
Eleven (11) councillors:	1:2,387
Ten (10) councillors:	1:2,626

Table 1: Elector representation – Metropolitan councils

Council	Councillors	Electors	Elector Ratio
Walkerville (1.34 km <sup>2</sup> )	8	5,849	1: 731
Prospect (7.81 km <sup>2</sup> )	8	15,268	1:1,909
Gawler (41.10km <sup>2</sup> )	10	20,200	1:2,020
<b>Norwood Payneham &amp; St Peters (15.1 km<sup>2</sup>)</b>	<b>13</b>	<b>26,260</b>	<b>1:2,020</b>
Unley (14.29 km <sup>2</sup> )	12	27,989	1:2,332
Holdfast Bay (13.72 km <sup>2</sup> )	12	28,595	1:2,383
Adelaide Hills (795.1 km <sup>2</sup> )	12	30,954	1:2,580
Burnside (27.53 km <sup>2</sup> )	12	32,347	1:2,696
West Torrens (37.07 km <sup>2</sup> )	14	43,192	1:3,085
Adelaide* (15.57 km <sup>2</sup> )	9	30,437	1:3,382
Campbelltown (24.35 km <sup>2</sup> )	10	37,184	1:3,718
Mitcham (75.55 km <sup>2</sup> )	12	49,516	1:4,126
Playford (344.9 km <sup>2</sup> )	15	71,441	1:4,763
Port Adelaide/Enfield (97.0 km <sup>2</sup> )	17	90,157	1:5,303
Charles Sturt (52.14 km <sup>2</sup> )	16	90,641	1:5,665
Marion (55.5km <sup>2</sup> )	12	68,314	1:5,693
Tea Tree Gully (95.2 km <sup>2</sup> )	12	74,791	1:6,233
Salisbury (158.1 km <sup>2</sup> )	14	98,878	1:7,063
Onkaparinga (518.4 km <sup>2</sup> )	12	133,756	1:11,146

Source: Electoral Commission SA (24<sup>th</sup> April 2024)

\* City of Adelaide also comprises two (2) "area councillors".

There are no inherent disadvantages in having an even or odd number of councillors.

An odd number of councillors may serve to reduce the number of instances whereby the Mayor is required to cast a deciding vote, this is not considered to be a significant issue in regard to the provision of fair and adequate representation of the electors. Further, an odd number of councillors may require the development/implementation of a ward structure that exhibits a varying level of representation between wards. This could be perceived by the community as being inequitable as it could be seen to afford a part or parts of the community with greater representation on Council, even though the provisions of Section 33 of the Act which relate to quota serve to ensure a consistency in elector ratios between wards.

A reduction in the number of councillors will afford some financial benefits (e.g. elected members' allowances); and enables Council to consider a range of new ward structure options (and the potential benefits thereof). However, care must be taken to ensure that any future Council will comprise sufficient elected members to adequately represent the community; meet its obligations in respect to its roles and responsibilities; afford sufficient lines of communication with a growing community; provide for a diverse range of skill sets, expertise, experience and opinions; and manage the workloads of the elected members.



### 3. WARD STRUCTURE OPTIONS

#### 3.1 - Eleven Councillors/Four Wards (previously Option 4)

##### 3.1.1 Description

The division of the Council area into four (4) wards, with proposed Wards 1, 3 and 4 each being represented by three (3) councillors and proposed Ward 2 being represented by two (2) councillors.

Ward 1: Comprising the suburbs of Marden, Felixstow, Royston Park, Payneham and Glynde.

Ward 2: Comprising the suburbs of Joslin, St Peters, College Park, Hackney and Kent Town.

Ward 3: Comprising the suburbs of Firle, Payneham South, Evandale, Stepney, Maylands, Trinity Gardens and St Morris.

Ward 4: Comprising the suburbs of Norwood, Kensington, Marryatville and Heathpool.

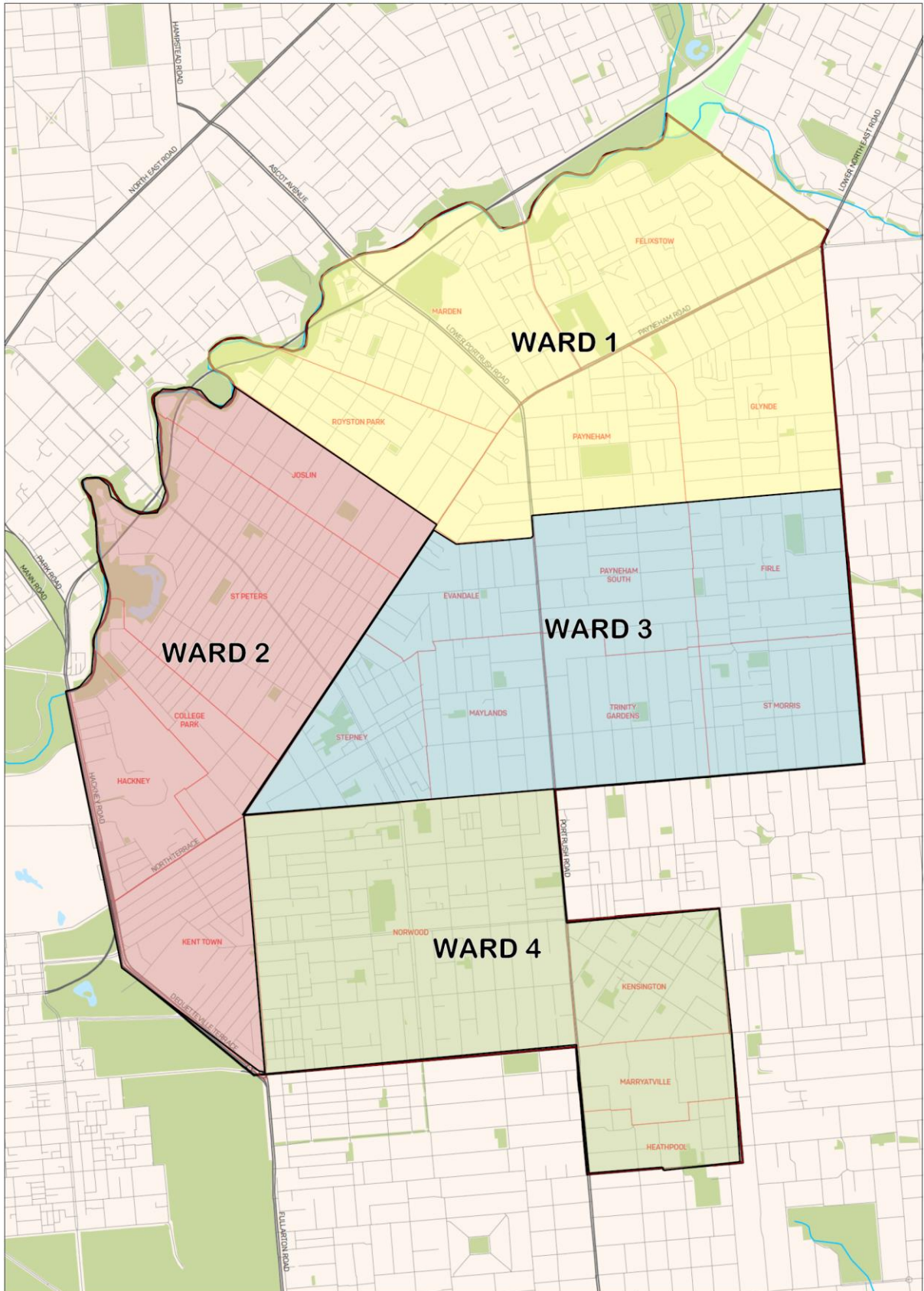
##### 3.1.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	3	7,212	1:2,404	+2.84
Ward 2	2	4,993	1:2,497	+6.80
Ward 3	3	6,780	1:2,260	-3.32
Ward 4	3	6,728	1:2,243	-4.06
<b>Total</b>	11	25,713		
<b>Average</b>			1:2,338	

Source: Electoral Commission SA, House of Assembly Roll (March 2024)  
Council Voter's Roll (March 2024)

##### 3.1.3 Comments

- A neat and uncomplicated ward structure.
- This proposed ward structure is appropriate and acceptable in regard to the levels of ward representation; the ward elector ratios; and the variances of the ward elector ratios in relation to the specified quota tolerance limits. However, the elector numbers and elector ratio in proposed Ward 2 are a little high when compared to the levels in the other proposed wards.
- The proposed ward boundaries align with suburb boundaries.
- The variation in the levels of ward representation could be perceived as favouring the communities in the larger wards.



## 3.2 - Ten Councillors/Five Wards (previously Option 5)

### 3.2.1 Description

The division of the Council area into five (5) wards, with each of the proposed wards being represented by two (2) councillors.

Ward 1: Comprising the suburbs of Marden, Felixstow, Royston Park and Joslin.

Ward 2: Comprising the suburbs of Payneham, Glynde, Payneham South and Firle.

Ward 3: Comprising the suburbs of St Peters, College Park, Hackney and Kent Town, and part of the suburb of Norwood to the west of Sydenham Road.

Ward 4: Comprising the suburbs of Stepney, Evandale, Maylands, Trinity Gardens and St Morris, and part of the suburb of Norwood to the north of Beulah Road and east of Edward Street.

Ward 5: Comprising the suburbs of Kensington, Marryatville and Heathpool, and that part of the suburb of Norwood to the south of Beulah Road, west of Edward Street and east of Sydenham Road.

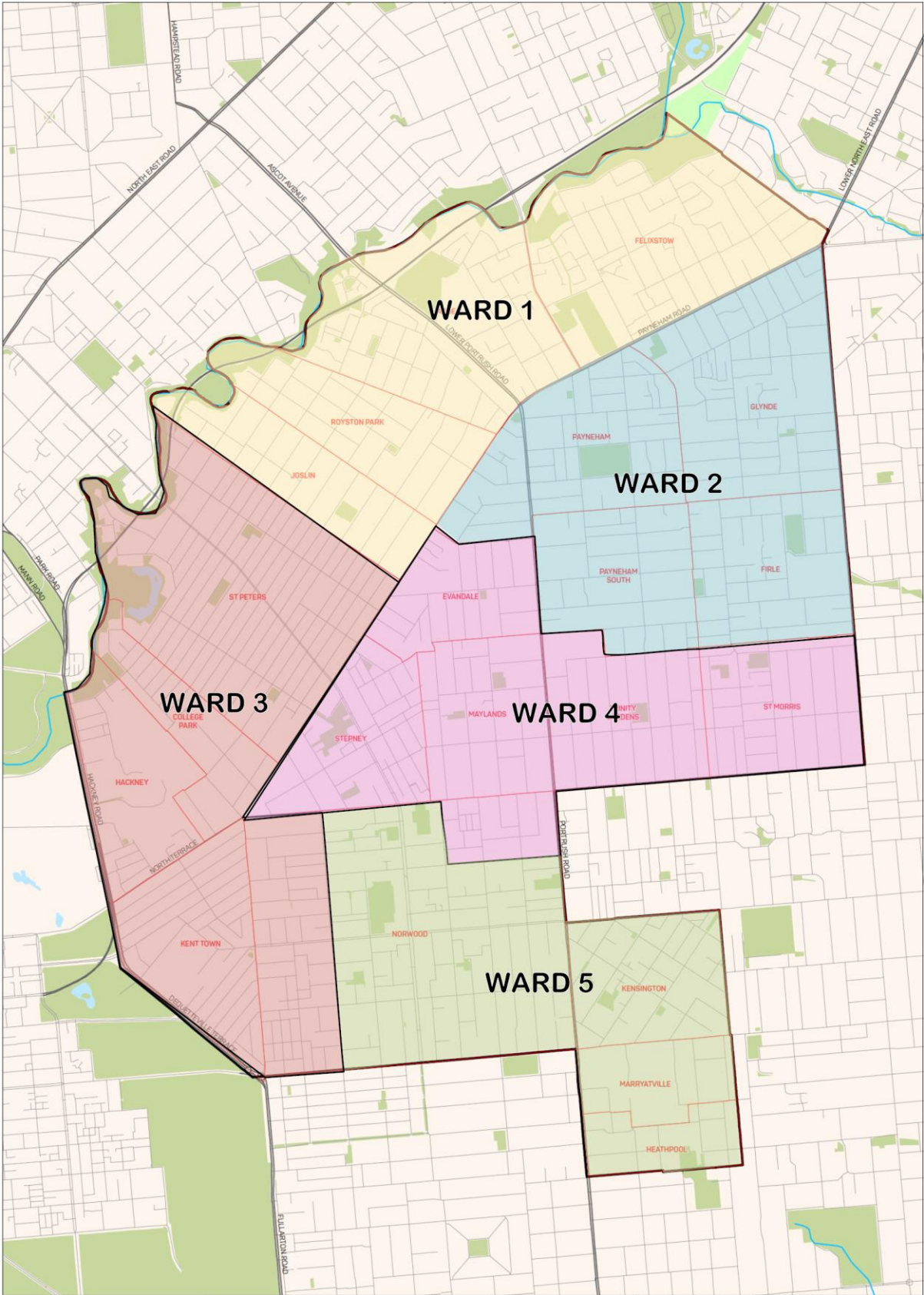
### 3.2.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	2	5,061	1:2,531	-1.59
Ward 2	2	5,114	1:2,557	-0.65
Ward 3	2	5,286	1:2,643	+2.79
Ward 4	2	5,119	1:2,560	-0.46
Ward 5	2	5,113	1:2,567	-0.19
<b>Total</b>	10	25,713		
<b>Average</b>			1:2,571	

Source: Electoral Commission SA, House of Assembly Roll (March 2024)  
Council Voter's Roll (March 2024)

### 3.2.3 Comments

- This proposed ward structure is consistent in regard to the level of ward representation; and is acceptable in terms of the ward elector ratios and the quota tolerance limits.
- In the main the proposed ward boundaries align with suburb boundaries. Norwood is the only suburb divided between wards.
- The sizes of the proposed wards are not excessive in comparison to existing wards in most other metropolitan councils.
- This ward structure should sustain the anticipated future population/elector growth in the suburbs of Norwood, Kent Town and Stepney.



### 3.3 - Ten Councillors/Three Wards (previously Option 7)

#### 3.3.1 Description

The division of the Council area into three (3) wards, with proposed Wards 2 and 3 each being represented by three (3) councillors and proposed Ward 1 being represented by four (4) councillors.

Ward 1: Comprising the suburbs of Marden, Felixstow, Glynde, Payneham South, Firle, Trinity Gardens and St Morris, and part of the suburb of Payneham to the east of Portrush Road.

Ward 2: Comprising the suburbs of Royston Park, Joslin, St Peters, College Park, Hackney, Evandale, Stepney and Maylands, and part of the suburb of Payneham to the west of Portrush Road.

Ward 3: Comprising the suburbs of Kent Town, Norwood, Kensington, Marryatville and Heathpool.

#### 3.3.2 Ward Representation

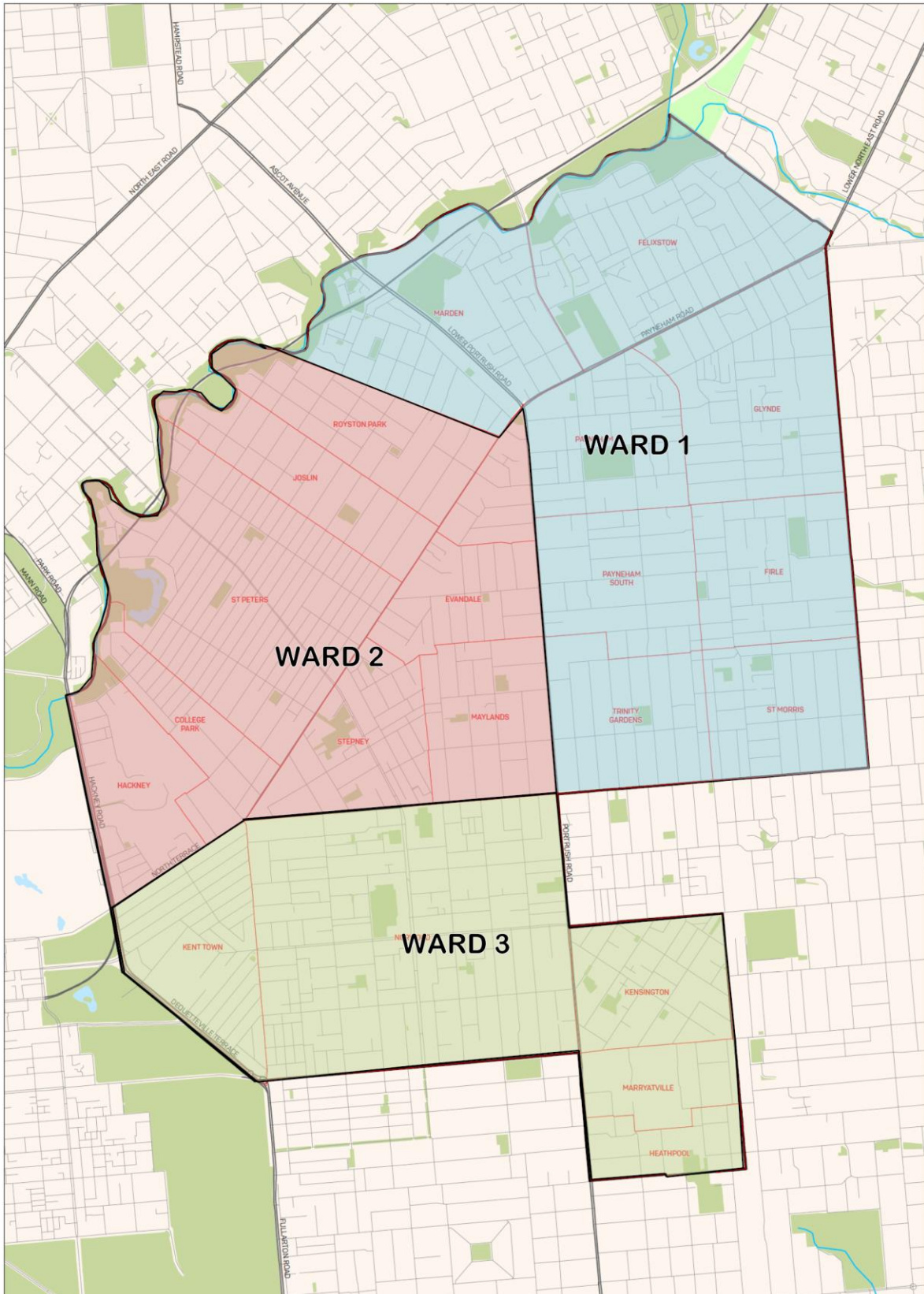
Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	10,405	1:2,501	-2.72
Ward 2	3	8,089	1:2,696	+4.86
Ward 3	3	7,619	1:2,540	-1.23
<b>Total</b>	10	25,713		
<b>Average</b>			1:2,571	

Source: Electoral Commission SA, House of Assembly Roll (March 2024)  
Council Voter's Roll (March 2024)

#### 3.3.3 Comments

- A relatively simple three ward structure wherein only the suburb of Payneham is divided between wards.
- The elector ratios in each of the proposed wards are relatively consistent and lay comfortably within the specified quota tolerance limits.
- The elector ratio in proposed Ward 2 may reduce over time given the anticipated future population/elector growth in the suburbs of Kent Town and Norwood.
- There could be a perception that the variation in the levels of ward representation may favour the communities within proposed Ward 1.
- Whilst larger wards with more ward councillors may be a foreign concept to the community, there are no practical disadvantages in regard to representation.
- Larger wards with more ward councillors can sustain greater fluctuations in elector numbers and, as such, can potentially remain within the quota tolerance limits for longer periods.

- The electors within the proposed wards will be afforded the opportunity to vote for more members of Council, and the greater number of ward councillors will provide more “local” or direct lines of communication with Council.



### 3.4 - Ten Councillors/Three Wards (Variation to previous Option 7 & Option 3.3)

#### 3.4.1 Description

The division of the Council area into three (3) wards, with proposed Wards 2 and 3 each being represented by three (3) councillors and proposed Ward 1 being represented by four (4) councillors.

Ward 1: Comprising the suburbs of Marden, Felixstow, Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris.

Ward 2: Comprising the suburbs of Royston Park, Joslin, St Peters, College Park, Hackney, Evandale, Stepney and Maylands.

Ward 3: Comprising the suburbs of Kent Town, Norwood, Kensington, Marryatville and Heathpool.

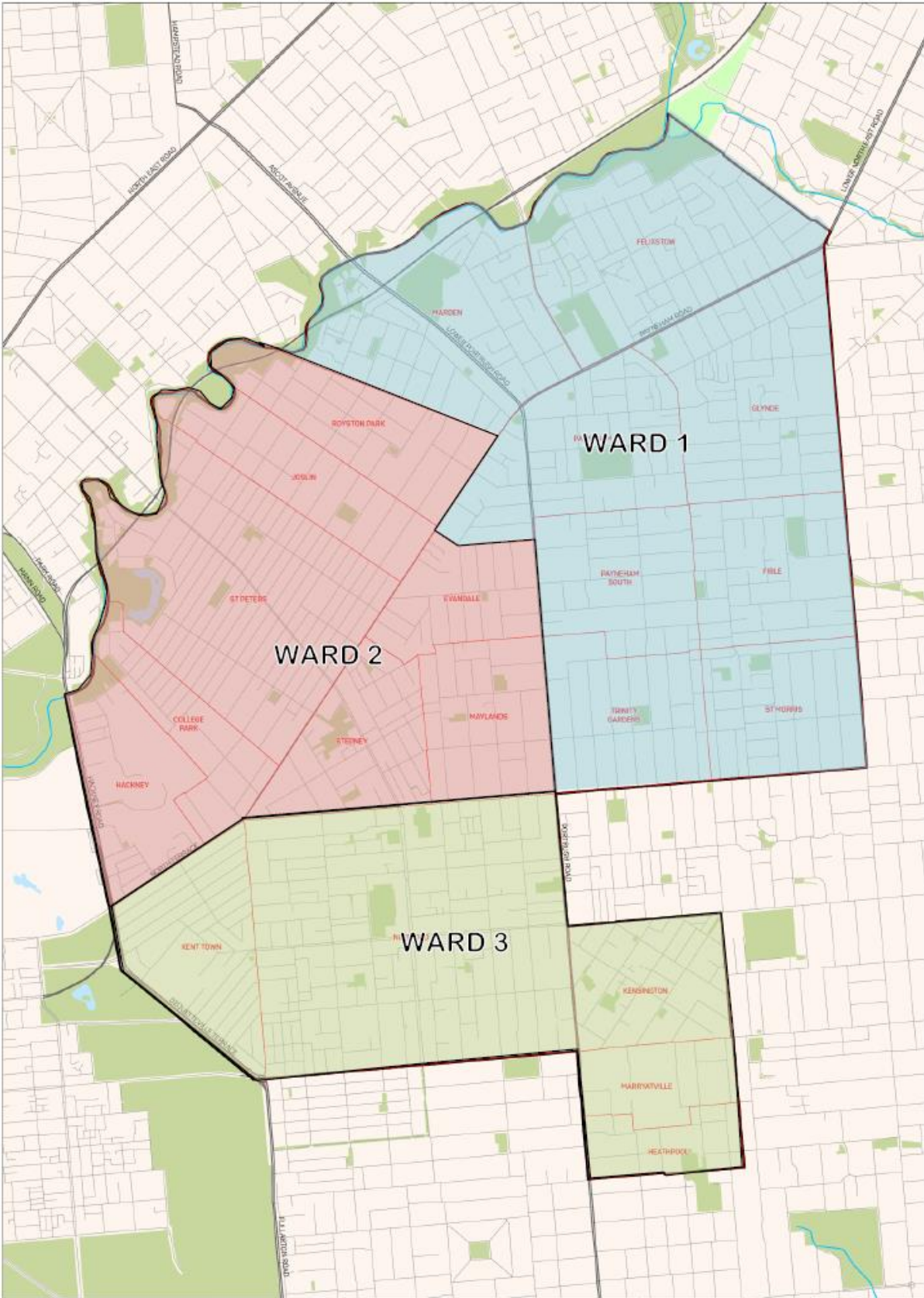
#### 3.4.2 Ward Representation

Ward	Councillors	Electors	Ratio	% Variance
Ward 1	4	10,407	1:2,602	+1.15
Ward 2	3	7,687	1:2,562	-0.36
Ward 3	3	7,619	1:2,540	-1.23
<b>Total</b>	10	25,713		
<b>Average</b>			1:2,571	

Source: Electoral Commission SA, House of Assembly Roll (March 2024)  
Council Voter's Roll (March 2024)

#### 3.4.3 Comments

- A simple three ward structure wherein the proposed ward boundaries align with suburb boundaries.
- A variation to Option 3.3, with part of the suburb of Payneham to the west of Portrush Road (402 electors) being relocated to proposed Ward 1 with the view to achieving a more equitable distribution of electors between wards and avoiding the division of the suburb of Payneham.
- The elector ratios in each of the proposed wards are relatively consistent and lay comfortably within the specified quota tolerance limits.





## 4. SUMMARY

The representation review being undertaken by the City of Norwood, Payneham and St Peters should, where possible, seek to improve elector representation. Further, Council must examine and, where necessary, identify amendments to its present composition and ward structure, with the view to achieving fair and adequate representation of all of the electors across the Council area.

Council has to make some “in principle” decisions in respect to its future composition and ward structure in order for the review to progress to the public consultation stage.

At a workshop held on the 22nd May 2024 Council discussed various structure/composition options which has informed the preparation of this Supplementary Discussion Paper to assist Council to give consideration to three (3) specific ward structure/composition options which are based on ten (10) and eleven (11) ward councillors. Information pertaining to these ward structure options has been presented herein to assist the elected members. In addition, details pertaining to a variation of the ten councillor/three ward option have also been provided, as this variation proposes a more equitable distribution of electors between the proposed wards and avoids the division of the suburb of Payneham.

All of the presented options exhibit appropriate ward boundaries; propose an acceptable distribution of electors between the proposed wards; have ward elector ratios which lay well within the specified quota tolerance limits; and allow for anticipated future growth in population/elector numbers. As such, all of the options should serve Council and the community well, and should be acceptable to the Electoral Commissioner.

Notwithstanding the above, additional information or alternative ward structures can be provided, upon request, to assist Council in its deliberations.

Members are reminded that, whilst there is no formula that can be utilised to determine the appropriate number of elected members, Sections 11A, 26(1)(c) and 33 of the Act provide some guidance as they establish a ‘member cap’ of thirteen (including the Mayor); and specifically require Council to avoid over-representation in comparison to other councils of a similar size and type (at least in the longer term).

A reduction in the number of elected members will provide some financial benefits; and affords Council the opportunity to introduce a new ward structure which meets the relevant requirements of the *Local Government Act 1999* and provides adequate and fair representation of the community. Further, a reduction to an odd number of councillors may also serve to reduce the potential for tied votes in the chamber, although this is difficult to substantiate and therefore should not be a major factor in Council’s decision.

Regardless, care must also be taken to ensure that any future Council will comprise sufficient elected members to adequately represent the community; meet its obligations in respect to its roles and responsibilities; afford sufficient lines of communication with a growing community; provide for a diverse range of skill sets, expertise, experience and opinions; and manage the workloads of the elected members.

## 11.9 ERA WATER – PROPOSED NEW MANAGEMENT STRUCTURE

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA87866  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to provide information to the Council regarding a new management structure for ERA Water for the Council's consideration and endorsement.

### BACKGROUND

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

ERA Water has written to the Council seeking the Council's endorsement of a proposed new management structure for ERA Water.

A copy of the letter dated 29 July 2024 from Mr Andrew Aitken, General Manager ERA Water, is contained within **Attachment A**.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### FINANCIAL AND BUDGET IMPLICATIONS

The ERA Water 2024-2025 Budget includes \$180,000 for the 'administrative' functions of its operations, which includes the following components:

- General Manager Remuneration -\$105,000;
- Accounting Services - \$10,000;
- Professional Services - \$40,000; and
- Engineering & Support Services - \$25,000.

The financial implications of the new management structure are set out in the Discussion section of this report

### EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

### SOCIAL ISSUES

Not Applicable.

### CULTURAL ISSUES

Not Applicable.

## ENVIRONMENTAL ISSUES

Not Applicable.

## RESOURCE ISSUES

Not Applicable.

## RISK MANAGEMENT

Not Applicable.

## CONSULTATION

- **Elected Members**  
Cr Grant Piggott is a Member of the ERA Water Board and is aware of the proposed new structure.
- **Community**  
Not Applicable.
- **Staff**  
Nil
- **Other Agencies**  
Not Applicable.

## DISCUSSION

The current General Manager of ERA Water has advised the ERA Water Board of his intention to resign from the position.

ERA Water has had three (3) General Managers over the past three (3) years which, combined with the anticipated and likely difficulty in recruiting a GM with the range of skills that are required, has led to a review of the current management structure by the ERA Water Board.

Clause 4.1 of the ERA Water Charter sets out the relevant provisions in respect to the appointment of a General Manager and other staff of ERA Water:

*4.1 The Subsidiary may employ staff and may appoint a General Manager on a fixed term performance based employment contract, which does not exceed five years in duration and on such other conditions as determined by the Subsidiary. The Subsidiary may at the end of the contract term enter into a new contract not exceeding five years in duration with the same person.*

The ERA Water Charter does not require ERA Water to appoint a General Manager and in those instances where ERA Water does not appoint a General Manager, the Board, as set out in the Charter, can undertake the responsibilities and functions of the General Manager. The responsibilities and functions of the General Manager are also set out in Clause 4 of the Charter.

On this basis and taking into account the potential difficulties in recruiting a new General Manager, an alternative management structure has been considered and approved by the ERA Water Board.

The new management structure provides the Independent Chair of the Board with delegations and reporting arrangements for the day-to-day management of ERA Water.

This also provides the opportunity for ERA Water to redefine its financial and data management arrangements (that are currently undertaken by BRM Advisory, an external bookkeeper, City of Norwood Payneham & St Peters Finance staff and more recently, from time to time an external finance consultant who has previously held Finance Manager roles in metropolitan Councils).

All of these providers report directly and separately to the current General Manager.

The ERA Water Board has recognised that there are benefits in establishing a service contract for a person to take an overarching and lead role on financial and data management and report directly to the Independent Chair of the ERA Water Board. Additionally, existing arrangements with consultant engineers (who manage ERA Water's licensing and related arrangements) could be extended to include all licencing requirements and submissions (some of which are currently carried out to a lesser extent by the General Manager).

In effect, under this management structure, the General Manager's salary would be distributed across several functions as follows:

- additional payment to the Chairperson of approximately \$50,000 plus superannuation (to be negotiated - in addition to the current separate payment for undertaking the role of Independent Chairperson);
- financial management - \$40,000;
- engineering, licensing & support services - \$30, 000;
- Board governance/administration (an external admin provider for agendas & minutes) - \$6,000-\$8,000;
- corporate governance, including policy & procedure reviews (4-5 year schedule) - \$8,000-\$10,000; and
- other professional services (such as legal) \$8,000-\$10, 000.

The recommended remuneration of \$50,000 per annum plus superannuation for the Independent Chair's role as part of the new management structure (in addition to the remuneration for the Independent Chair role under the current model), has been determined by taking into account the responsibilities of the General Manager role under the existing model and the required executive oversight of day-to-day operational and strategic implementation under the new structure. The current General Manager is paid \$95,000 per annum plus superannuation. This is based on a 0.6 Full-Time equivalent (FTE) at approximately \$158,000 per annum.

This structure totals approximately \$150, 000 which can be accommodated within the existing 2024-2025 ERA Water Budget.

Prior to finalising the new management structure, ERA Water sought advice from the legal advisors who prepared the ERA Water Charter.

Legal advice has confirmed that the main component of this new management structure is the establishment of the separate role for the Independent Chair of the ERA Water Board. This, together with the other features of the new management structure, has been verified by legal advice which has been obtained by ERA Water. According to the advice, this new management structure is able to be legally established in accordance with the ERA Water Charter. The legal advice also provides guidance on managing circumstances where matters such as the scope of delegations and potential conflicts of interest may arise.

From an organisational perspective, there would be five (5) main contracts/service arrangements reporting to the Independent Chairperson:

- the Principal Operator's contract;
- financial and data management – responsible for the overall financial management including supervision of the bookkeeper and the work undertaken by the City of Norwood Payneham & St Peters staff as well as oversight of irrigation meter readings; water injection and extraction related data; and information required for operational, authority and Board related reporting;
- engineering – for the most part being undertaken by WGA, but with the proviso that other related external advice could be sought from time to time;
- Board governance (including minutes and agenda compilation) – external administration provider; and
- corporate governance – externally provided, potentially by a specialist governance business, *Governator*.

It is anticipated that the Independent Chair would meet with the Principal Operator weekly and the Financial and Data Management person on a regular basis and with other contractors as required.

There are a number of benefits with this proposed model, including the following:

- alignment of the day-to-day operations of ERA Water with the strategic, operational and financial objectives and priorities of the Board;
- more efficient governance and administration and an enhanced focus on business development and sustainable financial performance; and
- cost savings of approximately \$30k per annum by streamlining and enhancing some of the existing duties of the General Manager position, including the oversight of financial, data management and other key functions.

The ERA Water Board has asked the Constituent Councils to agree to a 12 month extension of the term for the current Independent Chairperson, Mr Jeff Tate, to 19 July 2026, to facilitate the new management structure.

## **OPTIONS**

The Council can choose not to support the ERA Water management structure, however, there are no specific issues or activities which present a financial or risk management issue for the Council to take this course of action and therefore it is recommended that the Council endorses the new management structure.

## **CONCLUSION**

The ERA Water Board has endorsed a new management structure to ensure the organisation is better placed to manage its obligations under the ERA Water Charter. However, it should be noted that the ERA Water Board has also committed to undertaking a review of the new structure after 12 months to ensure that the new structure is sound and is meeting its obligations.

## **COMMENTS**

Nil

## **RECOMMENDATION**

1. The Council advises ERA Water that:
  - (a) the Council endorses the new ERA Water management structure as set out in this report; and
  - (b) the Council approves the extension of the term of the Independent Chairperson of the ERA Water Board, Mr Jeff Tate, for a 12 month period until 19 July 2026.
2. The Council notes that the ERA Water Board will review these arrangements following 12 months of operation.

## **Attachments – Item 11.9**

# Attachment A

## ERA Water Proposed New Management Structure





29 July 2024

Mr Mario Barone PSM  
Chief Executive Officer  
City of Norwood Payneham St Peters  
175 The Parade,  
NORWOOD SA, 5067

Via email: [mbarone@npsp.sa.gov.au](mailto:mbarone@npsp.sa.gov.au)

Dear Mr Barone

**Re: Proposed Alternative to GM Model for ERA Water**

Please find attached the report and attachments that formed the basis for a Special Board Meeting of ERA Water that was held this morning.

At this meeting, the ERA Water Board resolved:

1. That the report be received and noted.
2. That the Board:
  - a. notes the agreement with, and support for, the proposed model (as outlined in Attachment A) by the CEOs of the Constituent Councils
  - b. notes the agreement with, and support for, the Chairperson's remuneration (as outlined in Attachment A) by the CEOs of the Constituent Councils
  - c. after considering the detail of the proposed model, legal advice and feedback from the CEOs of the Constituent Councils, supports the proposed model (as outlined in Attachment A), including a review of the model after 12 months
  - d. recommends to the Constituent Councils their support for the proposed model
  - e. recommends to the Constituent Council CEOs a 12 month extension of the term for the current Independent Chairperson, Mr Jeff Tate, to 19 July 2026
  - f. approves the forwarding of the report, attachments and Board resolution for this item to the members of the ERA Water Audit & Risk Committee for their information.

Further to the above resolutions, in particular resolutions 2d and 2e, I respectfully request that a report be presented to your Council at the earliest opportunity seeking its support for the proposed model and recommending an extension of the term for the current Independent Chairperson.



Please contact me should you wish to clarify or discuss any element of this correspondence and/or this request.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'A. Aitken', is centered on a light grey rectangular background.

Andrew Aitken  
General Manager

Ph. 0414 363 140

*Encl: Report titled 'ERA Water Proposed Model' and report attachments*

## 11.10 REVIEW OF CONFIDENTIAL ITEMS

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA65013  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the report is to present information regarding a review of the Confidential Items to the Council for information.

### BACKGROUND

In accordance with the *Local Government Act 1999* (the Act), Council (and Committee) meetings are open to the public and attendance is encouraged and welcomed.

There are, however, times where the Council (or the Committee), believes it is necessary in the broader community interest to exclude the public from the discussion of a particular matter in accordance with Section 90(3) of the Act.

The public will only be excluded when the need for confidentiality outweighs the principle of open decision making.

In addition to the above, the Act requires the Council to specify the duration of the order (ie determine a suitable period for which the item will remain confidential), and either impose a “release” date or event which will trigger the release of the item or a period after which the Council will review the order and determine if in fact the item should remain confidential.

In accordance with the Act, a review of the Council’s Confidential Items as at 30 June 2023, has been undertaken. A summary of all Confidential Items is set out in the Register of Confidential Items which details the date of the order, the grounds upon which the order was made and whether or not the document has become public by virtue of the resolution.

A review of the Audit & Risk Committee’s Confidential Items has also been undertaken and a separate register for this Committee’s Confidential Items has been prepared.

A copy of the Register of Confidential Items is contained within **Attachment A**.

A copy of the Audit & Risk Committee Register of Confidential Items is contained within **Attachment B**.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### DISCUSSION

#### Council Confidential Items

A review of the Confidential Items as at 30 June 2024, has been undertaken.

The Council’s last review of the Confidential Items was conducted in August 2023 for the period ending 30 June 2023. A total of 29 items have been considered by the Council “in camera” since that time (up 30 June 2024) and these items have been included in the Register of Confidential Items.

Thirteen (13) items are no longer confidential by virtue of the Council’s original resolution which specified a time and/or an event to trigger the release of the item. The details of these items are contained in Attachment A.

There are four (4) items which require the Council's consideration. These items will be considered by the Council as part of a separate Confidential report.

#### **Audit & Risk Committee Confidential Items**

A review of the Audit & Risk Committee Confidential Items as at 30 June 2024 has also been undertaken.

Three (3) items are no longer confidential by virtue of the Council's original resolution which specified a time and/or an event to trigger the release of the item. The details of these items are contained in Attachment B.

There are no other confidential items which require the Council's consideration.

#### **OPTIONS**

The annual review in accordance with Section 91(9) of the Act is simply an administrative review. This does not mean that every confidentiality order needs to be remade. The only orders that need to be remade are those where the existing order is due to expire and the documents have been assessed against the relevant ground contained in Section 90(3) and determined to be required to remain confidential.

This report, therefore, is presented to the Council for information purposes only.

#### **CONCLUSION**

The review of the Council's (and Committee), confidentiality orders ensures compliance with the legislative requirements as set out in Sections 90 and 91 of the *Local Government Act 1999*.

#### **COMMENTS**

Nil.

#### **RECOMMENDATION**

That the report be received and noted.

## **Attachments – Item 11.10**

# Attachment A

## Review of Confidential Items



## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
<b>2018 - 2019</b>							
1. Council 2/7/18	14.1	Tender Selection – Annual Pruning and Removal of Council Trees	Section 90(2) and (3)(k)	Retain in confidence	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2024.	Minutes Released. Report to be kept confidential.	August 2024
2. Council 2/7/18	14.2	Tender Selection Report - Capital Works Brick Paved Footpath Reconstruction 2018-2019	Section 90(2) and (3)(k)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2024.	Minutes Released. Report to be kept confidential.	August 2024
3. Council 22/8/18	3.1	Extinguishment of Easement & Re-Alignment of Stormwater Pipe – Joslin	Section 90(2) and (3)(k)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2024.	Minutes Released. Report to be kept confidential.	August 2024

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
4. Council 12/9/18	4.2	Tender Selection Report - New Clubrooms & Members Facilities at Norwood Oval - Demolition Package	Section 90(2) and (3)(k)	Retain in confidence	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until September 2024.	Minutes Released. Report to be kept confidential.	September 2024
6. Council 3/12/18	14.1	Written Notice of Motion – Purchase of Land	Section 90(2) and (3)(b)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised
7. Council 4/3/19	14.1	Tender – Supply and Implementation of an Electronic Document and Records Management Solution	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report confidential.	March 2025
8. Council 17/4/19	3.1	Tender – Norwood Oval Main Works Package for the new Clubrooms & Members Facilities	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report confidential.	April 2025
9. Council 6/5/19	14.1	East Waste Recycling Contract	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report to be kept confidential.	May 2025

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
<b>2019 - 2020</b>							
10. Council 1/7/19	14.1	Tender Selection Report – Capital Works Construction of Bluestone & Concrete Kerbing – 2019-2020	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report to be kept confidential.	July 2025
11. Council 1/7/19	14.3	Review of 2018-2019 Confidential Items	Section 90(2) and (3)(g)	Retain in confidence.			July 2025
12. Council 5/8/19	14.1	Appointment of Independent Member to the Audit Committee	Section 90(2) and (3)(a)	Retain report and attachments in confidence.		The report and attachments to be kept confidential.  Minutes released following the announcement of the appointment of the Independent Member.	August 2025
13. Council 8/10/19	14.1	Establishment of the CEO's Performance Review Committee	Section 90(2) and (3)(a)	Retain report and attachments in confidence.		The report and attachments to be kept confidential.  Minutes released following the announcement of the appointments to the Committee.	October 2024



## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
14. Council 13/11/19	3B.1	Tender Selection Report - Syd Jones Reserve Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report to be kept confidential.	November 2024
15. Council 2/12/19	14.1	Tender Selection Report – Redevelopment of East Adelaide Payneham Tennis Courts 2019-2020	Section 90(2) and (3)(k)	Retain in confidence.		Minutes Released. Report to be kept confidential.	December 2024
16. Council 20/1/2020	14.1	East Waste	Section 90(2) and (3)(a)	Retain report and attachments in confidence.	5 years	The report and attachments be kept confidential for a period not exceeding five (5) years.  Minutes released following the announcement of the appointment.	January 2025
17. Council 3/2/2020	14.1	Tender Selection Report - River Torrens Linear Park Maintenance	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2025
18. Council 3/2/2020	14.2	Tender Selection Report - Linde Reserve Apron Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2025
19. Council 3/2/2020	14.3	Tender Selection Report - Little Wakefield Street & Chapel Street Streetscape Projects	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2025

## Council Confidential Items Register as at 30 June 2024

	Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
20.	Council 3/2/2020	14.4	Tender Selection Report - Trinity Valley Stormwater Drainage Design Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2025
21.	Council 2/3/2020	14.1	Tender Selection Report - Street and Footpath Sweeping Program	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2025
22.	Council 2/3/2020	14.2	Tender Selection Report - Line Marking Services	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2025
23.	Council 2/3/2020	14.3	Tender Selection Report - Beulah Road Bicycle Boulevard Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2025
24.	Council 2/3/2020	14.4	Norwood Oval Redevelopment Project	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2025
25.	Council 6/4/2020	14.1	Purchase of Property	Section 90(2) and (3)(b)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised
26.	Council 22/4/2020	3.1	Tender Selection Report – Payneham Oval Unisex Changerooms	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2025

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
27. Council 6/5/2020	14.1	Purchase of Property	Section 90(2) and (3)(b)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised
28. Council 1/6/2020	14.1	ERA Water- Appointment of Independent Chair	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	June 2025
29. Council 17/6/2020	4.1	Norwood Oval: Sir ET Smith Stand Structural Remediation Works	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	June 2025
<b>2020 - 2021</b>							
30. Council 6/7/2020	14.2	Tender Selection Report – Home Support Program	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
31. Council 6/7/2020	14.3	ERA Water Audit Committee - Appointment of Independent Member	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
32. Council 3/8/2020	14.1	Flood Mitigation Works - 27 Stannington Avenue, Heathpool	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	December 2025
33. Council 3/8/2020	14.2	Eastern Health Authority (EHA) Audit Committee – Appointment of Members	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
34. Council 3/8/2020	14.3	Eastern Region Alliance (ERA) Water – Appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
35. Council 3/8/2020	14.4	Tender Selection Report – Road Resealing 2020-2021	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
36. Council 3/8/2020	14.5	Tender Selection Report – Payneham Memorial Swimming Centre Main Pool – Stage 2 Refurbishment Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
37. Council 3/8/2020	14.6	Purchase of Property	Section 90(2) and (3)(b)	Until the matter is finalised.			When the matter is finalised
38. Council 7/9/2020	14.1	Tender Selection Report - Redevelopment of Buttery Reserve Tennis Courts	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025
39. Council 7/9/2020	14.2	Review of Confidential Item - Purchase of Property	Section 90(2) and (3)(b)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised
40. Council 7/9/2020	14.3	Review of Confidential Item - Tender Selection Report – Redevelopment of East Adelaide Payneham Tennis Courts 2019-2020	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2025

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
41. Council 6/10/2020	14.2	Trinity Gardens Bowling	Section 90(2) and (3)(d)			Until the matter is finalised	When the matter is finalised
42. Council 2/11/20	14.1	Appointments to the Norwood Parade Precinct Committee	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	November 2025
43. Council 7/12/20	14.2	Tender Selection Report – Kent Town Streetscape Upgrades	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	December 2025
44. Council 7/12/20	14.3	Tender Selection Report - Third Creek Drainage – Stage 2-B Henry Street to Bridge Road	Section 90(2) and (3)(b)	Retain in confidence.			September 2026
45. Council 7/12/20	14.4	Eastern Region Alliance (ERA) Water – Appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	December 2025
46. Council 18/1/21	14.1	Langman Grove Road Reconstruction Project	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	January 2026
47. Council 18/1/21	14.2	49 George Street, Norwood	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	January 2026
48. Council 18/1/21	14.4	Council Related Matter	Section 90(2) and (3)(a)	Retain in confidence.	5 years		January 2026

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
49. Council 1/2/21	14.1	Marian Road Roundabout & Drainage Upgrade Project	Section 90(2) and (3)(b)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2026
50. Council 1/2/21	14.2	Tender Selection Report - Second Creek Outlet Gross Pollutant Trap (GPT) & River Torrens Linear Park Shared Path Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2026
51. Council 1/3/21	14.1	Council Related Matter Questions With Notice	Section 90(2) and (3)(a)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2028.		August 2028
<b>2021 - 2022</b>							
52. Council 5/7/21	14.1	Tender Selection Report – Construction of Brick Paved Footpaths 2021-2022	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2026
53. Council 5/7/21	14.2	49 George Street, Norwood – Further Expressions of Interest & Draft Lease	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released.  Report to be kept confidential.	July 2026

**Council Confidential Items Register as at 30 June 2024**

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
54. Council 5/7/21	14.3	Eastern Region Alliance (ERA) Water Board – Appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2026
55. Council 5/7/21	14.4	Questions With Notice – Council Related Matter	Section 90(2) and (3)(a)	Retain in confidence.	5 years		July 2026
56. Council 2/8/21	14.1	Residual & Hard Waste Disposal Contract	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	August 2026
57. Council 2/8/21	14.2	Questions with Notice Council Related Matter	Section 90(2) and (3)(a)	Retain in confidence.	5 years		August 2026
58. Council 6/9/21	14.1	Review of Confidential Item - Trinity Gardens Bowling Club	Section 90(2) and (3)(d)			Until the matter is finalised.	When the matter is finalised
59. Council 6/9/21	14.2	Review of Confidential Item - Third Creek Stormwater Drainage Upgrade - Stage 2B Henry Street	Section 90(2) and (3)(b)	Retain in confidence.	5 years		September 2026
60. Council 6/9/21	14.3	Notice of Motion - Purchase of Property	Section 90(2) and (3)(b)	Until the matter is finalised.			When the matter is finalised
61. Council 6/9/21	14.4	East Waste Kerbside Recycling Material	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	September 2026

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
62. Council 5/10/21	14.1	Notice of Motion - Code Amendment Inter-War Heritage Housing	Section 90(2) and (3)(m)	Retain in confidence.	Until the matter is released for the purpose of public consultation.		
63. Council 5/10/21	14.2	Electric Vehicle Charging Stations	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	October 2026
64. Council 5/10/21	14.3	Trans-Tasman Energy Group - Public Lighting Dispute	Section 90(2) and (3)(h) and (i)	Retain in confidence.	Until the matter is finalised		When the matter is finalised
65. Council 26/10/21	2.1	Tender Selection Report - Payneham Memorial Swimming Centre Redevelopment - Design Consultants	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	October 2026
66. Council 26/10/21	2.2	Tender Selection Report - Implementation of The Parade Masterplan and George Street Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	October 2026
67. Council 1/11/21	14.1	Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	November 2026



**Council Confidential Items Register as at 30 June 2024**

	<b>Meeting &amp; Date</b>	<b>Item</b>	<b>Subject</b>	<b>Grounds for Confidentiality</b>	<b>Outcome of Review (Retained in Confidence/Released)</b>	<b>Period to be Retained in Confidence</b>	<b>Comments</b>	<b>To be Released</b>
68.	Council 1/11/21	14.2	Council Related Matter	Section 90(2) and (3)(b)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised.
69.	Council 6/12/21	14.1	Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	December 2026
70.	Council 6/12/21	14.2	Draft Inter-War Housing Heritage Code Amendment	Section 90(2) and (3)(m)	Retain in confidence.	Until the matter is released for the purpose of public consultation.		
71.	Council 6/12/21	14.4	Council Related Matter	Section 90(2) and (3)(h)	Retain in confidence.	Until either the matter is finalised or the release of the report and Minutes is necessary to enable the matter to be enacted.		
72.	Council 6/12/21	14.5	East Waste - Green Organics Legal Dispute with Jeffries Group	Section 90(2) and (3)(h)	Retain in confidence.	Until the matter is finalised.		When the matter is finalised.

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
73. Council 17/1/22	14.1	Re-appointment of Members to the ERA Water Audit Committee	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	January 2027
74. Council 17/1/22	14.2	East Waste - Re-appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	January 2027
75. Council 7/2/22	14.1	Tender Selection Report - St Peters Street Upgrade Project	Section 90(2) and (3)(b)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2027
76. Council 7/2/22	14.2	Tender Selection Report - Borthwick Park Creek Improvements Project	Section 90(2) and (3)(b)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2027
77. Council 7/3/22	14.1	Council Assessment Panel - Specialist External Member appointments	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2027
78. Council 7/3/22	14.2	Heritage Protection Opportunities	Section 90(2) and (3)(m)	Retain in confidence.	Until the matter is released for the purpose of public consultation.		
79. Council 7/3/22	14.3	Chief Executive Officer's Vehicle and Long Service Leave Arrangements	Section 90(2) and (3)(a)	Retain in confidence.	5 years		February 2027

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
80. Council 4/4/22	14.1	Tender Selection Report - Norwood Townhall Air Conditioning Upgrade	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	April 2027
81. Council 4/4/22	14.2	Trinity Valley Stormwater Drainage Upgrade - Preliminary Design Update	Section 90(2) and (3)(b)	Retain in confidence until the matter is finalised.			When the matter is finalised.
82. Council 4/4/22	14.3	East Waste Agreement for the Collection and Processing of Mattresses and Ensembles	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	June 2028
83. Council 4/4/22	14.4	Appointment to the Traffic Management & Road Safety Committee	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	April 2027
84. Council 4/4/22	14.6	Service Review Project	Section 90(2) and (3)(a)	Retain in confidence.	Until the Project commences		Released
85. Council 2/5/22	14.1	Council Related Matter	Section 90(2) and (3)(b)	Retain in confidence.	Until either the matter is finalised or the release of the report and Minutes is necessary to enable the matter to be enacted.		

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
86. Council 2/5/22	14.2	Payneham Memorial Swimming Centre Redevelopment	Section 90(2) and (3)(d)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence for 12 months or until a contract for the redevelopment of the Payneham Memorial Swimming Centre is finalised.		Released
87. Council 6/6/22	14.2	East Waste Recycling Contract – Commitment of Recycling Tonnes	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	June 2027
88. Council 21/6/22	3.2	East Waste – New Member Council Proposal and Charter Review	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	June 2027
<b>2022 - 2023</b>							
89. Council 4/7/22	14.1	Tender Selection Report – Construction of Bluestone and Concrete Kerbing 2022-2023	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2027

**Council Confidential Items Register as at 30 June 2024**

	<b>Meeting &amp; Date</b>	<b>Item</b>	<b>Subject</b>	<b>Grounds for Confidentiality</b>	<b>Outcome of Review (Retained in Confidence/Released)</b>	<b>Period to be Retained in Confidence</b>	<b>Comments</b>	<b>To be Released</b>
90.	Council 4/7/22	14.2	Intersection of Portrush Road and Magill Road	Section 90(2) and (3)(g)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2027
91.	Council 4/7/22	14.4	East Waste – Recycling Contract Update	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2027
92.	Council 1/8/22	14.2	Staff Related Matter	Section 90(2) and (3)(a)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2028.		August 2028
93.	Council 1/8/22	14.3	Elected Member Personal Explanation	Section 90(2) and (3)(a)	Retain in confidence.	Reviewed by the Council 7 August 2023 – resolved to retain in confidence until August 2028.		August 2028
94.	Council 22/8/22	3.1	Tender Selection Report – Battams Road Linear Park Bank Erosion Remediation Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	August 2027

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
95. Council 5/9/22	14.2	East Waste Recycling Contract – Commitment of Recycling Tonnes	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	September 2027
96. Council 4/10/22	14.2	Code of Conduct Matter	Section 90(2) and (3)(a) and (3)(h)	Retain in confidence.	5 years		October 2027
97. Council 7/11/22	14.1	River Torrens Linear Park Shared Path Enhancement Project Stage 1 Deed of Settlement and Release (the Deed) between the Council and Aspect Studios Pty Ltd and Lucid Projects (Australia) Pty Ltd	Section 90(2) and (3)(d)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	November 2027
98. Council 5/12/22	14.2	Tender Selection Report for the Construction of the Dunstan Adventure Playground Redevelopment	Section 90(2) and (3)(b)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	December 2027
99. Council 5/12/22	14.3	Norwood Oval – 2023 AFL “Magic Round”	Section 90(2) and (3)(d)	Retain in confidence.	12 months		Released
100. Council 5/12/22	14.4	Lions Club of Glenside Inc – Tusmore Community Hub Proposal	Section 90(2) and (3)(d)	Retain in confidence.	12 months		Released
101. Council 5/12/22	14.5	Service Review Project	Section 90(2) and (3)(a)	Retain in confidence.	Until the project commences.		Released

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
102. Council 5/12/22	14.6	Organisational Structure	Section 90(2) and (3)(d)	Retain in confidence.	12 months		December 2024
103. Council 16/1/23	14.1	Lease Agreement – 64 Nelson Street, Stepney – Women’s Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence.	Until a new Lease is entered into.		
104. Council 16/1/23	14.2	Request by Prince Alfred College for the Council to facilitate Land Acquisition	Section 90(2) and (3)(b)	Retain in confidence.	Until the process commences.		
105. Council 16/1/23	14.3	Potential Disposal of Land by the Minister for Infrastructure and Transport	Section 90(2) and (3)(j)	Retain in confidence.	Until the matter is finalised.		
106. Council 6/2/23	14.1	Tender Selection Report – River Torrens Linear Park Shared Path Enhancement Project (Stage 2)	Section 90(2) and (3)(b)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2028
107. Council 6/2/23	14.2	Appointments to the Norwood Parade Precinct Committee	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	February 2028
108. Council 6/2/23	14.4	Norwood Concert Hall – Invoicing and Administration	Section 90(2) and (3)(a)	Retain in confidence.	5 years		February 2028

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
109. Council 6/3/23	14.1	Lease Agreement – 64 Nelson Street, Stepney – Women’s Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence.	Until a new Lease is entered into.		
110. Council 6/3/23	14.2	Establishment of Access over Council Owned Land	Section 90(2) and (3)(d)	Retain in confidence.	Until the notice of the amendment to the Community Land Management Plan is published.		
111. Council 22/3/23	3.1	Audit & Risk Committee – Appointment of Independent Members	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2028
112. Council 22/3/23	3.2	Appointments to the Business & Economic Development Advisory Committee	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	March 2028
113. Council 22/3/23	3.3	Review of the St Peters Child Care Centre & Pre-School	Section 90(2) and (3)(a)	Retain in confidence.	5 years		March 2028
114. Council 3/4/23	14.1	Tender Selection Report - Burchell Reserve Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	April 2028



## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
115. Council 3/4/23	14.2	Tender Selection Report - Cruickshank Reserve Facility Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	April 2028
116. Council 1/5/23	14.1	Execution of Council Seal - Land Management Agreement	Section 90(2) and (3)(a)	Retain in confidence.	Until such time that the LMA Deed is noted on Certificate of Title.		
117. Council 1/5/23	14.2	Trans Tasman Energy Group Pty Ltd - Public Lighting Dispute	Section 90(2) and (3)(h) and (3)(i)	Retain in confidence.	Until the matter is finalised.		
118. Council 5/6/23	14.1	Heritage Protection Opportunities	Section 90(2) and (3)(m)	Retain in confidence.	Until the proposed amendment is released for the purpose of public consultation.		
<b>2023 - 2024</b>							
119. Council 3/7/23	14.1	Tender Selection Report – Road Resealing 2023-2026	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	July 2028

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
120. Council 3/7/23	14.2	ERA Water – Appointment of Independent Chair	Section 90(2) and (3)(a)	Retain in confidence.	Until the announcement regarding the appointment has been made.		Released
121. Council 7/8/23	14.1	Draft Inter-War Housing Heritage Code Amendment	Section 90(2) and (3)(m)	Retain in confidence.	Until the proposed amendment is released for the purpose of public consultation.		
122. Council 7/8/23	14.2	Tender Selection Report – Trinity Valley Drainage Upgrade Stages 2 & 3	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	August 2028
123. Council 4/9/23	14.1	Vesting Of Public Road – Heanes Lane, Kensington	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	September 2028
124. Council 3/10/23	14.1	Establishment of the Chief Executive Officer's Performance Review Committee	Section 90(2) and (3)(a)	Retain in confidence.	Until the first meeting of the Chief Executive Officer Performance Review Committee.		Released

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
125. Council 9/10/23	3.1	Norwood Oval Electrical Transformer Upgrade Project	Section 90(2) and (3)(d)	Retain in confidence.	12 months		October 2024
126. Council 9/10/23	3.2	Payneham Memorial Swimming Centre Re-development Project	Section 90(2) and (3)(d)	Retain in confidence.	12 months		October 2024
127. Council 6/11/23	14.2	Trans-Tasman Energy Group Pty Ltd - Public Lighting dispute	Section 90(2) and (3)(h) and (3)(i)	Retain in confidence.	Until the matter is finalised.		
128. Council 6/11/23	14.3	Eastern Waste Management Authority Incorporated Board (East Waste) – Appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence.	Until the announcement regarding the appointment has been made.		Released
129. Council 6/11/23	14.4	Annual Report in accordance with the Chief Executive Officer's Contract of Employment	Section 90(2) and (3)(a)	Retain in confidence.	12 months		November 2024
130. Council 6/11/23	14.5	Organisational Restructure Update	Section 90(2) and (3)(a)	Retain in confidence.	12 months		November 2024

**Council Confidential Items Register as at 30 June 2024**

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
131. Council 6/11/23	14.6	2024 AFL Gather Round	Section 90(2) and (3)(g)	Retain in confidence.	Until the official announcement has been made by the AFL regarding the 2024 Gather Round.		Released
132. Council 4/12/23	14.1	City of Norwood Payneham & St Peters Local Government Employees Enterprise Agreement No. 9 (2023-2026)	Section 90(2) and (3)(b)	Retain in confidence.	Six (6) months		Released
133. Council 4/12/23	14.2	George Street Upgrade Project	Section 90(2) and (3)(i)	Retain in confidence.	12 months		December 2024
134. Council 11/12/23	4.1	2024 Australia Day Award Nominations	Section 90(2) and (3)(o)		Until presentation of the Awards - 26 January 2024.		Released
135. Council 11/12/23	4.2	Draft Long-Term Financial Plan	Section 90(2) and (3)(5)	Retain in confidence.	Until the contract for the Payneham Memorial Swimming Centre Project has been entered into.		Released

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
136. Council 11/12/23	4.3	Tender Selection Report – Payneham Memorial Swimming Centre Redevelopment Project	Section 90(2) and (3)(k)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	November 2028
137. Council 22/1/24	14.1	Proposal To Initiate A Code Amendment - Historic Areas - Norwood And Kent Town	Section 90(2) and (3)(m)	Retain in confidence.	Until the proposed amendment is released for the purpose of public consultation.		
138. Council 22/1/24	14.2	2025 Tour Down Under – Expression of Interest	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made.			Released
139. Council 22/1/24	14.3	ERA Water Independent Review – Request from the Town of Walkerville	Section 90(2) and (3)(d)	Retain in confidence.	12 months		January 2025
140. Council 5/2/24	14.1	City of Norwood Payneham & St Peters Representation Review	Section 90(2) and (3)(a)	Retain in confidence.	12 months	Minutes Released. Report to be kept confidential	January 2025
141. Council 5/2/24	14.2	CEO Contract of Employment – Long Service Leave	Section 90(2) and (3)(a)	Retain in confidence.	5 years		February 2029

## Council Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
142. Council 2/4/24	14.1	Draft Inter-War Housing Heritage Code Amendment	Section 90(2) and (3)(m)	Retain in confidence.	Until the proposed amendment is released for the purpose of public consultation.		
143. Council 2/4/24	14.2	Council Assessment Panel – Appointment of Members	Section 90(2) and (3)(a)	Retain in confidence.	5 years	Minutes Released. Report to be kept confidential.	April 2029
144. Council 8/4/24	3.1	Draft Adelaide Parklands Management Strategy – Towards 2036	Section 90(2) and (3)(j)	Retain in confidence.	12 months		April 2025
145. Council 6/5/24	14.1	Council Related Matter	Section 90(2) and (3)(b)	Until the process under the <i>Roads Opening and Closing Act 1991</i> has commenced.			
146. Council 6/5/24	14.2	Council Related Matter	Section 90(2) and (3)(b)	Retain in confidence.	12 months		May 2025
147. Council 6/5/24	14.3	Chief Executive Officer's Key Performance Indicators	Section 90(2) and (3)(a)	Retain in confidence.	12 months		May 2025

Blue – To be determined

Red = Released by Virtue of the Resolution

# Attachment B

## Review of Confidential Items



## Audit & Risk Committee Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released	
<b>2023</b>								
1.	27/3/23	8.1	Tender Evaluation – External Financial Audit Service	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	March 2028
2.	15/5/23	7.1	Council Related Matter	Section 90(2) and (3)(a)(b)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	May 2028
3.	1/11/23	7.1	Service Review Project – Electronic Records Management System	Section 90(2) and (3)(a)	Retain in confidence	12 months		November 2024
4.	1/11/23	7.2	Internal Audit – Human Resources	Section 90(2) and (3)(a)	Retain in confidence	12 months		November 2024
5.	20/11/23	2.1	Updated Prudential Management Report – Payneham Memorial Swimming Centre	Section 90(2) and (3)(b)	Retain in confidence	Until the matter is finalised		Released
6.	6/12/23	2.1	Draft Long Term Financial Plan	Section 90(2) and (3)(b)	Retain in confidence	Until the contract for the Payneham Memorial Swimming Centre is entered into		Released



## Audit & Risk Committee Confidential Items Register as at 30 June 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
7.	6/12/23	2.2	Prudential Management Report May 2023 – Updated December 2023 Payneham Memorial Swimming Centre	Section 90(2) and (3)(b)	Retain in confidence	Until the matter is finalised	Released
<b>2024</b>							
8.	20/5/24	7.1	Council Related Matter	Section 90(2) and (3)(a)(b)	Retain in confidence	5 years	May 2029

## 12. ADOPTION OF COMMITTEE RECOMMENDATIONS

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**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** Not Applicable  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

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

- Norwood Parade Precinct Committee – (23 July 2024)  
(A copy of the Minutes of the Norwood Parade Precinct Committee meeting is contained within **Attachment A**)

### ADOPTION OF COMMITTEE RECOMMENDATIONS

- **Norwood Parade Precinct Committee**

That the Minutes of the meeting of the Norwood Parade Precinct Committee held on 23 July 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

# **Attachment A**

## **Adoption of Committee Recommendations**

### **Norwood Parade Precinct Committee**



# Norwood Parade Precinct Committee Minutes

**23 July 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.*

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
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Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters

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**VENUE** Mayors Parlour, Norwood Town Hall

**HOUR** 6.30pm

**PRESENT**

**Committee Members** Mayor Robert Bria (Presiding Member)  
Cr John Callisto  
Ms Hannah Waterson  
Mr Joshua Baldwin  
Mr Mario Boscaini  
Mr Rik Fisher  
Mr Tom McClure (entered the meeting at 6.41pm)

**Staff** Mario Barone (Chief Executive Officer)  
Claire Betchley (Manager, Marketing & Place Activation)

**APOLOGIES** Cr Sue Whittington, Cr Victoria McFarlane, Cr Josh Robinson

**ABSENT** Mr Michael Zito

**TERMS OF REFERENCE:**

*The Norwood Parade Precinct Committee is established to fulfil the following functions:*

- *To develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct.*
- *The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.*
- *To have oversight of the implementation of the Annual Business Plan as approved by the Council.*
- *Through the initiatives as set out in the Annual Business Plan ensure the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors.*
- *To initiate and encourage communication between businesses within the Precinct.*

**1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 30 APRIL 2024**

*Cr Callisto moved that the Minutes of the Norwood Parade Precinct Committee meeting held on 30 April 2024 be taken as read and confirmed. Seconded by Mr Mario Boscaini and carried unanimously.*

**2. PRESIDING MEMBER'S COMMUNICATION**

Nil

**3. NORWOOD PARADE PRECINCT NEWS**

Nil

**4. STAFF PRESENTATIONS**

Mr Tom McClure entered the meeting at 6.41pm.

- The Chief Executive Officer provided an update to the Committee on the re-organisation of the Council's Economic Development function.
- The Project Manager, City Projects provided an update to the Committee on the George Street Upgrade Project.
- The Manager, Marketing & Place Activation made a presentation to the Committee on the 2025 AFL Gather Round.

**5. STAFF REPORTS**

## 5.1 ANNUAL SHOPPING COMPETITION 2024

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<b>REPORT AUTHOR:</b>	Manager, Marketing & Place Activation
<b>GENERAL MANAGER:</b>	Chief Executive Officer
<b>CONTACT NUMBER:</b>	8366 4582
<b>FILE REFERENCE:</b>	qA69610
<b>ATTACHMENTS:</b>	Nil

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### PURPOSE OF REPORT

The purpose of this report is to update the *Norwood Parade Precinct Committee*, on the outcomes of the Annual Shopping Competition.

### BACKGROUND

At its meeting held on Tuesday 24 October 2023, the Committee endorsed the following:

1. *That the Committee recommends that a motor vehicle be progressed as the major prize for the Norwood Parade Precinct Annual Shopping Competition 2024.*
2. *That a local holiday up to the value of \$10,000 be offered as the second prize.*
3. *That \$1,200 be allocated for twelve (12) \$100 Parade Gift Card prizes to be drawn over the course of the Norwood Parade Precinct Annual Shopping Competition 2024.*

Subsequent to the Committee meeting, Jarvis Ford at Trinity Gardens were secured to sponsor the major prize for the Norwood Parade Precinct Annual Shopping Competition, which was a Ford Puma ST-Line.

Council Staff secured Sequoia Lodge and Prancing Horse Luxury Driving Experience, as second prize of a stay for 2 people and a Driving Experience.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

#### CityPlan 2030: Shaping Our Future

*Outcome 3: Economic Prosperity – A Dynamic and thriving centre for business and services.*

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

- *Strategy 3.2.3 Promote the City as a visitor destination.*

#### Economic Development Strategy 2021-2026

*Dynamic & Diverse City: Support the growth and viability of the City's business sectors based on their competitive strength and strategic priority.*

- *Action 1.1.11: Continue to deliver marketing programs utilising a variety of channels to reinforce the position of the City as a leading and preferred retail destination.*
- *Action 1.1.13: Continue to work in partnership with the business owners and property owners within the City's retail precincts to encourage greater consumer spending in the Retail sector.*

*Destination City: Increase the number of people who live, work and visit the City to enhance the community.*

- *Action 2.2.1: Continue to develop and implement precinct marketing campaigns for the City's key precincts including Kent Town, Payneham Road, Magill Road and The Parade, and the Glynde and Stepney suburbs.*

#### 2023-2024 Norwood Parade Precinct Annual Business Plan

*Strategy 3.4 – Competitions: Develop and deliver competitions for The Parade that engage businesses and encourage additional expenditure within The Parade Precinct.*

## FINANCIAL AND BUDGET IMPLICATIONS

As previously endorsed at the Committee meeting held 24 October 2023, all costs associated with the competition, as well as all of the associated marketing and promotion, are funded through the 2023-2024 Norwood Parade Precinct Annual Business Plan.

To this end, at the Committee meeting held on 24 October 2023, the Committee resolved the following:

4. That the Committee allocates up to \$65,000 in total for the major Norwood Parade Precinct Annual Shopping Competition 2024, comprising of \$50,000 from the "Identity & Brand – Competitions" and \$15,000 from the "Marketing & Communications – Advertising" budgets. This budget is inclusive of a financial contribution towards the major prize (if applicable), all operational elements and all marketing and promotion associated with the competition.

## RISK MANAGEMENT

Not Applicable.

## DISCUSSION

The *Shop to Win* competition concluded on Sunday 16 June 2024. The winner was drawn at midday on Thursday 20 June by Norwood Parade Precinct Member, Mario Boscaini, in the presence of a Justice of the Peace and Council staff.

This competition is designed to attract visitation and expenditure to The Parade. To enter the competition, a minimum of \$25 was required to be spent at any business located within the Parade Precinct and an online entry had to be submitted, including a valid image of the purchase receipt.

Throughout the duration of the six (6) week competition, 4,509 entries were received at an average of 107 entries per day. Noting that over 1,000 entries were submitted in the last 2 days of the Competition.

During this period, a direct expenditure of \$562,996.80 was recorded at 213 businesses within The Parade Precinct. This is an increase from the 2023 Competition, which recorded a spend of \$482,327.73 at 159 businesses.

In comparison to other competitions that have been previously run, the *Cruise Europe* and the *Win a FIAT 500 on The Parade* competitions had an average of 67.7 and 100.3 entries per day, respectively. The *Cruise Europe* Competition resulted in a direct expenditure of \$482,327.73 at 159 businesses within The Parade Precinct.

At its meeting held 24 October 2023, the Committee endorsed a major prize with a second and third prize. Therefore, when a visitor to The Parade Precinct spends \$25 or more at any Parade Precinct business, they can enter online for a chance to win one (1) of three (3) competition prizes. The first prize would be the major prize and would be the prize with the highest value, with the subsequent prizes declining in value.

The winner of the first prize was Gail Casey of Norwood, who made a valid purchase at Chemist Warehouse.

The winner of the second prize was Melissa Colombo also of Norwood, who made a valid purchase at the National Pharmacies.

This year's competition also saw additional prizes that were drawn each week, gifting a Parade Gift Card with a value of \$100 for two (2) winners a total of 12 gift cards were awarded.



Data from the entries included the following:

Businesses with the most entries

1. Norwood Foodland (728)
2. Coles (392)
3. Chemist Warehouse (166)
4. Dillons Bookshop (139)
5. National Pharmacies (95)
6. Aqua Boutique (87)
7. Priceline Pharmacy (70)
8. Country Road (68)
9. Gazman (58)
10. Peter Alexander (56)

Age Demographic of the entrants

- 18-24 - 91
- 25-34 - 298
- 35-44 - 554
- 45-54 - 1076
- 55 and over – 1677

Given the value of the prizes that were on offer, this competition was widely marketed and promoted in the following ways:

- radio (Southern Cross Austereo and ListenR app);
- solstice Media (InDaily and CityMag);
- Council eNewsletters;
- Council website;
- Parade website;
- various social media platforms;
- footpath decals;
- bin wraps;
- bollard wraps;
- on-street posters; and
- tear away pads which were positioned at every business.

**OPTIONS**

A number of competitions have been conducted over the past seven (7) years. In developing the range and type of competitions, a number of factors have been considered, including but not limited to – the prize, the time of year and the duration of the competition.

In respect to future competitions, it is recommended that the following be taken into consideration:

• **Timing of the competition**

It is proposed to continue to run the competition for six (6) weeks with the dates based on a few factors such as:

- a. The Competition can run earlier and end during the weekend of the *AFL Gather Round* April 2025 (Monday 3 March – Sunday 13 April); or
- b. The Competition can run during similar timing as per recent years (Monday 5 May – Sunday 15 June).

The recommendation to change the date, is based on the injection of money spent on The Parade during the weekend of the *AFL Gather Round*, which will contribute to overall spend for the Competition and based on the proposed option for prizes such as shown below, if the option of a travel/holiday prize from a Parade business, additional expenditure is expected.

- **Prizes**

The majority of prizes for the competition have been arranged through businesses within The Parade Precinct, except for the competitions conducted in 2022 and 2024, when the Committee resolved to pursue a car as the prize for the competition specifically a FIAT 500 and the second prize in 2024, a stay in the well-regarded Sequoia Lodge in Crafers.

Council staff will research options for the 2025 competition, as competition has been endorsed as part of the Parade Annual Business Plan.

The budget allocation for the 2025 Competition is \$50,000.

Depending on the timing of the competition, the prize will need to be determined keeping in mind that if it is conducted during the *AFL Gather Round*, transporting a car or object may incur additional logistics.

If a travel prize is selected, it is recommended that all four (4) travel agents located within The Parade Precinct (Helloworld, Phil Hoffmann, Top Deck Travel and Travel Associates Norwood) be approached for an international flight/travel package.

- **Budget**

The Committee endorsed a total of \$50,000 towards the Competition prizes with an additional \$15,000 to promote the competition. The overall spend was \$58,402.41 for the 2024 competition, including marketing, promotional material, the Trade Promotion License and purchase of the car from Jarvis Ford. The Holiday package with Sequoia Lodge Stay for 2 people and a Luxury Driving Experience was kindly donated at no cost.

## **CONCLUSION**

There are still a number of discussions and tasks that need to be addressed, resolved and delivered to enable the next competition to proceed. On this basis, it is recommended that the competition details are agreed to so that Council staff can commence research before the next Norwood Parade Precinct Committee meeting.

## **COMMENTS**

Nil.

## **RECOMMENDATION**

1. That the report be received and noted.
2. That the next Parade Precinct competition be conducted from Monday 3 March 2025 – Sunday 13 April 2025, to coincide with the *2025 AFL Gather Round* weekend.
3. That marketing and promotion options, including a budget, be presented to the Committee at its next meeting on Tuesday 25 November 2024.

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*Mr Joshua Baldwin moved:*

1. *That the report be received and noted.*
2. *That the next Parade Precinct competition be conducted from Monday 7 April 2025 – Sunday 18 May 2025, to coincide with the 2025 AFL Gather Round weekend.*
3. *That marketing and promotion options, including a budget, be presented to the Committee at its next meeting on Tuesday 1 October 2024.*

*Seconded by Mr Mario Boscaini and carried unanimously.*

## 5.2 SUMMARY OF EXPENDITURE OF THE 2023-2024 ANNUAL BUSINESS PLAN & 2024-2025 BUDGET ALLOCATION

**REPORT AUTHOR:** Manager, Marketing & Place Activation  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4582  
**FILE REFERENCE:** qA155814  
**ATTACHMENTS:** A

### PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee with a summary of expenditure associated with the *2023-2024 Norwood Parade Precinct Annual Business Plan* and Budget.

### BACKGROUND

At its meeting held on 30 April 2024, the Committee considered and endorsed the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* and the continuation of the Norwood Parade Precinct Separate Rate and resolved to recommend its endorsement to the Council.

The final *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* and the continuation of the Norwood Parade Precinct Separate Rate was presented to the Council for its endorsement at its meeting held on 1 July 2024.

For the 2024-2025 financial year, the amount that will be raised through the Separate Rate is \$225,000.

A copy of the of the *2024-2025 Norwood Parade Precinct Annual Business Plan* is contained in **Attachment A**.

### DISCUSSION

#### Shop to Win: Annual Parade Precinct Competition – 2023-2024

Each financial year the Norwood Parade Precinct conducts a shopping competition designed to encourage greater visitation and expenditure at businesses within The Parade Precinct.

For the 2023-2024 financial year, the prizes were set as follows:

- 1st Prize: Ford Puma from local City of Norwood Payneham & St Peters business, Jarvis Ford;
- 2nd Prize: Holiday package for two (2) at Sequoia Lodge, with Prancing Horse driving experience included; and
- Weekly Prizes: 2 winners x \$100 Parade Gift Cards per week for the duration of the competition.

These prizes were endorsed by the Norwood Parade Precinct Committee, with details negotiated and finalised by Council Staff.

On Sunday, 16 June 2024, the *Shop to Win* competition came to an end with a high direct expenditure recorded. Please refer to Agenda Item 2 for the full report on the 2024 Competition.

**TABLE 1: COMPETITION STATISTICS**

Campaigns	Direct Expenditure	Entries Per Day (average)
<i>Shop to Win</i>	\$562,996.80	107
Shop The Parade & Cruise Europe	\$482,327.73	67.7
Win a FIAT 500	\$514,039.53	100.3
Win \$15,000 of Parade Prizes	\$271,283.55	62
Summer in Sorrento	\$502,844.33	103.5

Budget

As at 30 June 2023, \$83,839.46 remained unspent in the 2022-2023 Norwood Parade Precinct Budget and as a result this amount was carried forward to the 2023-2024 financial year. The total available budget for 2023-2024 was therefore \$298,839.46.

A breakdown of the distribution of the 2023-2024 Budget is outlined in Table 2 below.

**TABLE 2: SUMMARY OF EXPENDITURE AND ALLOCATION OF FUNDS FOR THE 2023-2024 BUDGET**

<b>Strategies</b>	<b>Expenditure</b>	<b>Allocation</b>
Events & Placemaking	\$26,000	\$40,000
Marketing & Communication	\$123,000	\$70,000
Identity & Brand	\$147,000	\$90,000
Business Support & Development	\$1,100	\$11,000
Administration	\$790	\$4,000
<b>Total</b>	<b>\$297,890.00</b>	<b>\$215,000</b>
		(\$298,839.46 including carry forward of \$83,839.46)

At its meeting held on Tuesday 30 April 2024, the *Norwood Parade Precinct Committee* resolved the following allocation for the *2024-2025 Norwood Parade Precinct Budget* outlined in Table 3:

**TABLE 3: ALLOCATION OF FUNDS FOR THE NORWOOD PARADE PRECINCT 2024-2025 BUDGET**

<b>Strategies</b>	<b>Allocation</b>
Events & Placemaking	\$35,000
Marketing & Communication	\$70,000
Identity & Brand	\$110,000
Business Support & Development	\$5,000
Administration	\$5,000
<b>Total</b>	<b>\$225,000</b>

A report recommending how this funding will be allocated to various initiatives will be provided to the Committee at a special meeting which will be coordinated with Committee members.

**RECOMMENDATION**

That the report be received and noted.

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*Cr Callisto moved:*

*That the report be received and noted.*

*Seconded by Mr Tom McClure and carried unanimously.*

**6. OTHER BUSINESS**  
Nil

**7. NEXT MEETING**

Tuesday 1 October 2024

**8. CLOSURE**

There being no further business, the Presiding Member declared the meeting closed at 7.44pm.

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**Mayor Robert Bria**  
**PRESIDING MEMBER**

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

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

**14. CONFIDENTIAL REPORTS**

**14.1 TENDER SELECTION REPORT – CONSTRUCTION OF BRICK PAVED FOOTPATHS 2024-2027**

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**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:

(k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

**RECOMMENDATION 2**

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report and discussion be kept confidential for a period not exceeding five (5) years and that this order be reviewed every twelve (12) months.

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the minutes be kept confidential until the contract has been entered into by all parties to the contract.

## 14.2 TRINITY VALLEY STORMWATER DRAINAGE UPGRADE – STAGE 1 UPDATE

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### RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (b) information the disclosure of which –
  - (i) could reasonably be expected to prejudice the commercial position of the Council; and
  - (ii) would, on balance, be contrary to the public interest;

by the disclosure of sensitive commercial and financial information and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

### RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, discussion and minutes be kept confidential until this matter is finalised.



### 14.3 REVIEW OF CONFIDENTIAL ITEMS – TENDER SELECTION REPORTS

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#### 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:

(k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

#### RECOMMENDATION 2

In accordance with Section 91(7) of the *Local Government Act 1999*, the following reports and attachments be kept confidential for a further two (2) year period, after which time the confidential order will expire and the documents will be released:

1. Annual Pruning and Removal of Council Trees (Attachment A);
2. Capital Works - Brick Paved Footpath Reconstruction 2018-2019 (Attachment B);
3. Extinguishment of Easement & Re-alignment of Stormwater Pipe - Joslin (Attachment C); and
4. New Clubrooms & Members Facilities at Norwood Oval (Attachment D).

**15. CLOSURE**