

Council Meeting Agenda & Reports

3 May 2021

Our Vision

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

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

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

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City of
Norwood
Payneham
& St Peters

29 April 2021

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 3 May 2021, commencing at 7.00pm.

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

Yours faithfully



Mario Barone
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

ABSENT

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 14 APRIL 2021**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**
Nil
8. **DEPUTATIONS**
Nil
9. **PETITIONS**
Nil
10. **WRITTEN NOTICES OF MOTION**

**10.1 PROPOSED CYCLIST REFUGE AT NELSON STREET AND HENRY STREET, STEPNEY –
RESCISSION OF MOTION – SUBMITTED BY CR CONNIE GRANIZIO**

NOTICE OF MOTION: Proposed Cyclist Refuge at Nelson Street and Henry Street, Stepney
SUBMITTED BY: Cr Connie Granozio
FILE REFERENCE: qA1039 qA59632
ATTACHMENTS: Nil

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

NOTICE OF MOTION

That the following resolution passed by the Council at its Council meeting held on 1 February 2021 (Item 11.2, page 13 of the Minutes) be rescinded:

1. *That the cyclist refuge at the intersection of Nelson Street and Henry Street be installed as contained in Attachment E.*
2. *The Council notes that an application will be made to the State Bike Fund for funding to cover 100% of the construction costs of the cyclist refuge at the intersection of Nelson Street and Henry Street.*
3. *That the Chief Executive Officer be authorised to make any minor amendments to the detailed design as necessary to finalise the documentation in a form suitable for construction.*
4. *The Council notes that should the State Bike Fund agree to fund 100% of the construction costs of the cyclist refuge at the intersection of Nelson Street and Henry Street, this project will proceed to tender and construction in the 2020-21 year.*
5. *That if funding is not received from the State Bike Fund, the Council notes that a Budget submission will be prepared for its consideration, as part of the Draft 2021-2022 Budget.*

REASONS IN SUPPORT OF MOTION

While I support cycling, this proposal seems unlikely to make a huge difference for the following reasons:

- cyclists do not really use Henry Street as it is not bike-friendly because of the humps;
- there is a lack of exit points in Stepney. Henry Street is an important exit route;
- it would also cause a rat race and cause chaos through other streets eg. Laura Street;
- I feel there is too little bicycle users versus cars;
- having to do a left-hand turn from Henry Street and then do a U-turn on Nelson Street to travel north for the sake of a few cyclists, will cause a traffic hazard. There is also already an island refuge only 20 metres away, surely this could accommodate cyclists; and
- not being able to cross directly onto Nelson Street will no doubt cause great inconvenience to road users.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

The installation of a cyclist refuge at the intersection of Henry Street and Nelson Street has been identified as a priority action arising from the Council's *City-Wide Cycling Plan*. Henry Street forms part of a key east-west cycling route between Glynburn Road and Magill Road and traverses through residential streets in Stepney, Maylands, Trinity Gardens and St Morris. It provides a low-traffic, alternative route to cycling on Payneham Road or Magill Road and the Stepney section of the route provides local community access to the St Peters Library, Linde Reserve, Eastern Health Centre and Child Care Centres. It is also worth noting that the *'Metropolitan Local Government Group Cycling Strategy, 2015'*, recognises this route as a strategic cycling route and named it the *St Morris Bikeway*. The route extends beyond this City, through the Campbelltown City Council and to the Adelaide Hills. In addition, it provides north-south connections to the *Norwood-Magill Bikeway* (Beulah Road) and the River Torrens Linear Park.

As part of the 'up front' investigation and planning process for the proposal to install a cyclist refuge, a twelve (12) hour traffic count was undertaken in February 2020 by Tonkins on behalf of the Council. The traffic count identified 74 cyclist movements that would have been able to use the refuge on that day (e.g. Henry Street through movements plus Nelson Street right turn movements into Henry Street). This data infers that the intersection and Henry Street is in fact a popular and well utilised cycling route.

In addition, it is worth noting that the presence of speed humps on Henry Street assists to create a slower speed environment for motor vehicles and this actually creates a safer and more attractive route for cyclists.

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

11.1 EXPANSION OF LIBRARY HOME DELIVERY SERVICES

REPORT AUTHOR: Manager, Library Services & Lifelong Learning
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 83340228
FILE REFERENCE: qA64003
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the expanded scope of the Council's Home Library Service.

As the proposed changes to the Home Library Service extend beyond the parameters currently set by the Council for this service, the purpose of this report is to advise the Council of the review which has been undertaken and the proposed changes (expanded scope) to the service.

BACKGROUND

The Council's Home Library Service has been an integral part of the services which the Council's Libraries provide to the community since 1997, through the provision of library materials to people residing within the City of Norwood Payneham & St Peters who are living independently, however, are unable to visit the Library due to age, frailty, disability or ill health.

In 2009, when the Council's *Home Library Service Policy* was adopted, it was determined that in order to manage access to the Home Library Service in times whereby an ageing population would translate to increased demand, eligibility criteria would apply to the Service.

As such, the Service was only made available to aged, frail, or people living with an incapacitating illness or disability or their carer's, or aged care facilities or retirement villages in which are located within the Council's boundaries.

In providing this Service, Library staff consult with the customer or aged care facility to identify their particular requirements and select a range of materials to be provided as a part of a monthly delivery service.

Due to the changes which were introduced as a consequence of the COVID-19 restrictions (i.e. the Library buildings were forced to close), a review of the Home Library Service was undertaken. As Elected Members may recall, a *"Click-and-Collect"* Service was initiated and the eligibility qualification for access to the Home Library Service was relaxed. As a result of these enhancements during COVID-19, an opportunity to review and assess whether the scope of the current Home Library Service could be expanded has been undertaken to make it easier for citizens to access the stock and services provided by the Council's Libraries.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The provision of Home Library Services to the community is currently underpinned by the *Home Library Service Policy* which was adopted in 2009. This Policy provides that the Council will provide monthly deliveries of selected library materials to individuals who meet eligibility criteria, in their own home. This Service also includes provision of monthly bulk loans of library materials to aged care facilities or retirement villages located in the Council area.

The provision of home based library services plays a key role in achieving the Social Equity outcome within the Council's City Plan 2030, contributing towards the attainment of the following objectives:

Social Equity Objective 1: Convenient and accessible services, information and facilities
Strategy 1.2 Maximise access to services, facilities, information and activities, and

Social Equity Objective 4: A strong, healthy, resilient and inclusive community.
Strategy 4.2 Encourage and provide opportunities for lifelong learning.

FINANCIAL AND BUDGET IMPLICATIONS

Nil.

EXTERNAL ECONOMIC IMPLICATIONS

Nil.

SOCIAL ISSUES

The Home Library Service assists citizens who are unable to visit the library by connecting them with ideas, information and accessible facilities and services which can enrich their daily life and foster community wellbeing. The intent of the Service is to facilitate equal access to materials for recreation and learning, regardless of age, capability, or access to transport services. The provision of Home Library Services also assists in combatting social isolation which is often experienced by people who may be frail, or living with an illness or disability who cannot easily visit Library locations or access services.

CULTURAL ISSUES

The Libraries provide a range of services to the community, including community language collections, tailored to the demographics of our city, and the languages spoken at home in accordance with Australian Bureau of Statistics Census data. These materials are also available to Home Library customers as requested.

ENVIRONMENTAL ISSUES

There are no environmental issues arising from this report.

RESOURCE ISSUES

The Home Library Service is resourced by a Full-time position based at the Payneham Library, with the assistance of 9 Volunteers, who assist in friendly visit style deliveries to citizens across the City. A fleet vehicle is also allocated to the Home Library Service to undertake deliveries and the Service accesses the Library collection across the Council's own Libraries and the One Card Network to fulfil customer loan requests. The proposed enhancement of the Service has been undertaken in the context of the existing resource base (i.e. no additional resources) and on the basis that there is existing capacity within the existing resource allocation to expand/enhance the Service.

RISK MANAGEMENT

The predominant risk arising from this report is the level of demand or uptake for the service, which is likely to fluctuate over time. As such, resourcing the Service may vary.

COVID-19 IMPLICATIONS

From Wednesday 25 March, 2020 when the Federal Government COVID-19 shutdown restrictions were implemented, the Council's Libraries closed to the community. During this time, a revised range of Library Services were offered to the community, including "*Click, Call & Collect*" and an expanded home delivery service. As part of this new Service, materials requested by customers were delivered by staff to any interested resident's homes, regardless of whether they met Home Library Service eligibility criteria.

This facilitated the continued provision of highly valued library materials to the community, at a time when some of the community's most vulnerable members were unable to participate in many activities, yet were at a time when they needed access to recreation or learning resources to help keep them entertained or mentally stimulated at home.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
The Chief Executive Officer, the Lifelong Learning Team Leader, the Collection Development Team Leader, and the Manager, Organisational Development, have all been involved in the review of the Service and in the preparation of the report.
- **Other Agencies**
Liaison with other Council's has occurred in development of this report, including the City of Tea Tree Gully and City of Holdfast Bay.

DISCUSSION

A review of the provision of Home Library Services was undertaken in January 2021, to determine whether the Service could be expanded/enhanced, given the success of the new Service arrangements that were introduced during the COVID-19 restrictions. The review has identified that the Service currently provides deliveries to 38 citizens living in their own home and a further 5 aged care facilities which receive a bulk supply of materials on a monthly basis.

In all, during the 2019 calendar year, 5,343 items were provided to Home Library customers, and in 2020, this increased to 6,340 items. This increase is largely attributed to COVID-19 where by Home Library customers who are largely considered vulnerable, remained at home and required additional resources to assist in meeting their needs during the COVID-19 restrictions.

The average monthly loan of physical materials to all Home Library Service clients in 2020 equates to 528 items. Given the staffing and vehicle resources allocated to this Service, the review has identified that there is room to enhance the Service, should the eligibility criteria be removed and the nature of the Service be expanded.

In addition, recent trends in accessing retail and other service based sectors during the COVID-19 restrictions (and most likely post-COVID-19), has highlighted a demand for services to be provided 'at home' or 'to the door' for individuals, as people seek alternatives to moving about in the community. In short, the way in which services are provided has changed and in response to this demand, the nature of the existing Home Library Service is proposed to be expanded/enhanced to include delivery of library materials to any citizen within the City who may request it on a long or short term basis, subject to service loan and capacity limits.

This revised Service would complement the existing range of "Library at Home" outreach services which the Council provides to the community, including online digital library content like accessing e-books and e-audiobooks, e-magazines, online databases, online story time, live streaming Library events etc.

As with the current Home Library Service, the revised and expanded Service would be available free of charge to residents living within the City of Norwood Payneham & St Peters and will be marketed as an expansion/enhancement of the range of outreach services the Council provides to its citizens.

As the staff position for this Service is currently vacant (and was held vacant during the review process), the enhanced Service will be launched once an appropriate staff member has been recruited and appointed.

OPTIONS

The Council can choose to endorse the proposed expansion/enhancement of the Home Library Service, or it can choose not to.

CONCLUSION

Given that the expansion/enhancement is based upon utilising the existing resource capacity, it is recommended that the proposed new Home Library Service be endorsed.

The provision of outreach based Library Services is an important facet of the Council's service delivery to the community. With the increase of online shopping and accessing more content and services at home, it is important that the Council's Libraries remain *'on trend'* and provide a contemporary range of options for accessing Library Services. This includes within the Libraries, at home and out in community spaces.

The provision of a revised and expanded model of service delivery will benefit a range of Library customers living in our City, who may not be able to access Library buildings to borrow or collect reserved items regularly. The provision of this Service will ensure that the Libraries can continue to remain relevant, contemporary and respond to the changing needs of the community in an era when physically accessing the Council's Libraries may be challenging due to time, access, transport, health and wellbeing or constraints.

Given the amount of resource which is currently allocated to the Home Library Service, the review has found that the Service can be enhanced within the current resource allocation.

Notwithstanding this, it is difficult to predict the response to the proposed enhanced Service. In this respect, the new Service will be marketed and promoted as widely as possible, however, the *"take-up"* rate is difficult to predict.

COMMENTS

Nil.

RECOMMENDATION

1. That the findings of the review of the Council's Home Library Outreach Service, be noted and the proposed new Home Library Service, as detailed in this report, be endorsed.
2. That the current *Home Library Service Policy* (included in **Attachment A**) be revoked. The Council notes that a new Library Service Outreach Policy, will be proposed based on the service changes as endorsed by the Council and will be submitted to the Council for its consideration and endorsement at the June 2021 Council Meeting.

Attachments – Item 11.1

Attachment A

Expansion of Library Home Delivery Services

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City of
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& St Peters**



City of
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Payneham
& St Peters

Home Library Service Policy

Policy Manual – Library Services

BACKGROUND

The City of Norwood Payneham & St Peters has operated a Home Library Service to residents since 1997. The Service provides Library materials to people residing within Council boundaries who are living independently yet unable to visit the Library due to age, frailty, disability or ill health.

The purpose of this policy is to establish fair and equitable assessment criteria for the Home Library Service in light of the changing demographics of the community. This will aid the Library Service to focus its provision of services to individuals with the greatest need and maximise access to and use of Library Service resources for the community.

POLICY STATEMENT

The City's Library Service plays an elemental role in creating a socially cohesive, connected, prosperous, and sustainable City with a strong sense of community spirit. The Library Service develops residents by connecting them with ideas, information, and accessible facilities and services which enrich their every day life and contribute to their lifelong learning and ultimate wellbeing.

The City of Norwood Payneham & St Peters provides the Home Library Service to facilitate community access to Library services for frail aged, socially isolated, younger disabled residents or their carers, residing in their own homes.

KEY PRINCIPLES

Age, frailty, illness, disability and lack of access to transport can lead to social isolation and a loss of amenity for individuals within the community. The Council provides access to a range of care services to facilitate residents to live independently in their own home and to fulfil their lifestyle needs. The provision of Home Library Services ensures equitable access to information and recreational resources to meet individual needs in the community.

POLICY GUIDELINES

Service capacity:

The Library Service has the capacity to provide a finite number of individuals with either short or long term access to Home Library Services within its collection and resourcing parameters.

Should the Home Library Service reach maximum capacity, a waiting list of eligible residents will be established.

Eligibility:

The service will be provided to eligible residents in the Norwood Payneham & St Peters area who are:

- Frail aged;
- Socially isolated;
- Younger people living with a disability;
- or their carers.

Eligibility for the service will be determined by the Council's Community Care Services Assessment Officer as a part of a broader assessment process, which facilitates access to a range of Council provided in home services.

As a part of the eligibility assessment process, Council officers will conduct an initial home visit to identify and assist in the resolution of any occupational health, safety and welfare issues for staff or volunteers prior to the commencement of the provision of Council services.

As the Council provides the Home Library Service to facilitate residents to live independently in their own home and support individuals to age in place, the Council will not provide Home Library Services to individual residents within Commonwealth funded aged care facilities or institutions.

The Council will provide Home Library Services to individuals residing within independent living villages, should they meet the eligibility criteria.

Reassessment:

Re-assessment of eligibility will be undertaken on a six to twelve month basis for long term customers, and after three months for short term customers. If customer circumstances change, customers will be redirected to visit their local Library or to utilise the Community Bus service.

Membership:

Prior to the receipt of services, all Home Library Service customers are required to complete a Library Service membership form and agree to the conditions of Library Membership.

Service levels:

Home library visits are conducted every calendar month by a Library Service staff member or registered Council Volunteer.

Resources:

Home Library customers will have access to all resources held by the Library which are available for loan and to the resources of other Libraries through Inter-library loan.

Loan limits:

Home Library customers will receive a maximum of thirty (30) Library items for a 2 (two) month loan period.

REVIEW PROCESS

The Council will review this Policy within 2 years of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Home Library Service Coordinator, Nicole Lange, telephone 83360333.

ADOPTION OF THE POLICY

This Policy was adopted by the General Manager, Community Development & Wellbeing on Friday 19 June, 2009.

B. Herbert

TO BE REVIEWED

This Policy will be reviewed by the City of Norwood Payneham & St Peters in June 2010.

11.2 REVIEW OF POLICIES

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

PURPOSE OF REPORT

The purpose of the report is to present a number of draft policies to the Council for consideration and adoption.

BACKGROUND

Policies, Codes of Practice and Codes of Conduct are important components of a Council's governance framework. Policies set directions, guide decision making and inform the community about how the Council will normally respond and act to various issues.

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

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

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

It is therefore important that policies remain up to date and consistent with any position adopted by the Council.

As such, a review of the Council's Policies commenced some months ago and to date a number of policies have been reviewed, updated and amended and a number are in the process of being updated prior to presentation to the Council for consideration and adoption.

To date, the following policies have been reviewed and updated and adopted by the Council over the last few months:

- Access & Inclusion
- Access to Meetings & Documents
- Asset Capitalisation & Depreciation
- Asset Impairment
- Asset Management
- Asset Revaluation
- Bad Debt Write-Off
- Bank Accounts
- Budget
- Budget Review
- Building Inspections
- Charges - Reinstatement of Public Utilities
- Civic Bands & Orchestra
- Civic Recognition
- Code of Conduct for Council Members - Complaint Handling Procedure
- Community Consultation
- Community Funding
- Community Gardens
- Community Information
- Complaints Handling
- Conditions of Library Use

- Council's Role in Markets
- Credit Card
- Credit
- Development Assessment & Development Compliance Reporting & Monitoring Policy
- Directional Signage
- Display of Business Merchandise & Objects on Council Footpaths
- Disposal of Land & Assets
- Elected Member Access to Legal Advice
- Elected Member Allowances & Benefits
- Elected Members Electronic Communications Policy
- Elected Member Training & Development
- Emergency Disaster Donations
- Expenditure
- Fees & Charges
- Footpath and Driveway Crossover Policy
- Fraud, Corruption, Misconduct & Maladministration Prevention
- Fringe Benefits Tax
- Funding
- Goods & Services Tax
- Informal Gatherings
- Internal Control
- Irrigation
- Library Collection Development
- Live Music
- Local Government Elections Caretaker
- Local Area Traffic Management
- Naming of Roads and Public Places
- Order Making
- Outdoor Dining
- Payments
- Petty Cash
- Planning Approval Compliance & Development Complaint Handling Policy
- Plaques, Monuments & Memorials
- Privacy
- Private Laneways Policy & Procedure
- Procurement
- Prudential Management
- Public Art
- Public Interest Disclosure
- Public Liability Insurance for Community Groups when Hiring Council Owned Facilities
- Rate Rebates on Council Land Leased or Licensed
- Rate Rebate
- Rating
- Reinstatement of Council Infrastructure by Public Utilities
- Removal and Impounding of Vehicles
- Requests for Services
- Review of Decisions
- Risk Management
- Salaries & Wages Administration
- Smoke Free
- Social Media
- Temporary Road Closures for Non-Council Initiated Events
- Tennis Facilities
- Treasury Management
- Unreasonable Complainant
- Volunteer Management

The following policies have also been reviewed, however these policies have been revoked on the basis that due to the nature of the subject matter and/or the subject matter has been incorporated into other policies, these policies are redundant and therefore no longer required:

- Cat
- Community Care Services
- Council Land Rebates – Community Facilities
- Disability
- Disposal Small Plant, Equipment & Furniture
- Donations & Community Grants
- Graffiti Removal
- Honorary Freedom of the City Award (incorporated into the Civic Recognition Policy)
- Kerbside Numbering
- Library Service Code of Conduct
- Permits and Authorisations for Private Use of Local Government Land
- Petitions
- Register of Parking Controls – Fees
- Requests for Reports
- Traffic Management
- Telephone
- Whistleblower

The following policies have also been reviewed and revoked as these policies have been consolidated into the new *Footpath and Driveway Crossover Policy*:

- Footway Construction – At Request of Residents Policy;
- Footway Construction – Notification of Work Policy;
- Footway Paving Policy;
- Footway Widths Policy; and
- Residential Crossovers Policy.

The following Policies have now been reviewed and, where required, amended to ensure that the Policies meets current standards and reflects the Council's requirements:

1. Council's Role in Markets (**Attachment A**); and
2. Live Music (**Attachment B**).

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

Council's Role in Markets

The *Council's Role in Markets Policy* is an existing Policy.

Whilst the Council does not have a role to play in the overall management of external markets, it is acknowledged that markets can present as a community event and meeting place and as a tourist attraction to residents and visitors and as such, markets can contribute to the general ambience and character of the area. It is therefore important that the Council's role and the assistance the Council can provide to external markets is clearly articulated within a policy, to ensure clarity and compliance with any relevant Council requirements.

The *Council's Role in Markets Policy* was developed for this purpose and to provide guidance in terms of the assistance the Council will provide to external market organisers.

The existing Policy is proposed to be retained and as such it has been reviewed and only minor amendments have been made to the draft Policy.

A copy of the draft *Council's Role in Markets Policy* is contained within **Attachment A**.

Live Music

The *Live Music Policy* is an existing Policy.

Live music is a component of the cultural identity of a community and live music, such as busking and public performances, are also an important ingredient in creating a “sense of place”. Live music attracts people to the various precincts within the City, contributes to the vibrancy of public spaces and creates interesting gathering places.

The *Live Music Policy* takes a risk management, rather than a risk averse approach to the consideration, support and promotion of live music venues, events and activities within the Council area, in order to present a positive policy position in regards to live music.

The *Live Music Policy* provides an achievable set of principles, which are aimed at supporting live music within the Council area, whilst at the same time managing any potential negative social impacts.

The *Live Music Policy* has been updated and amended to reflect Adelaide’s recognition as a UNESCO City of Music and Adelaide’s membership in the UNESCO Creative Cities Network. This recognition reinforces the Council’s commitment to live music and strengthens the *Live Music Policy*. The other key changes to the *Live Music Policy* reflect the recent changes made to *CityPlan2030*, which further reinforce the importance of the *Live Music Policy* and the Council’s support for the music sector.

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

OPTIONS

The Council can determine not to endorse the draft Policies, however as the draft Policies have been prepared to manage particular matters in accordance with the Council’s position, it is recommended that the Council adopts the draft Policies as presented.

CONCLUSION

Pursuant to the principles of administrative law, a Council should not deviate from an adopted policy without a clear, substantiated reason for doing so.

COMMENTS

There is no legislative requirement to consult in respect to the draft policies contained in Attachments A and B.

RECOMMENDATION

That the following Policies be adopted:

- Council’s Role in Markets Policy (Attachment A); and
- Live Music Policy (Attachment B).

Attachments – Item 11.2

Attachment A

Review of Policies

Council's Role In Markets

City of Norwood Payneham & St Peters
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NAME OF POLICY: Council's Role in Markets

POLICY MANUAL: Governance

GENERAL

Events and markets form an important part of community life and are a tourism attraction, provide a cultural experience and a general recreational outlet, adding to the character and *sense of place* that makes the City an attractive place in which to live, work and recreate.

Market operators and members of the community approach the Council from time to time, seeking support to establish or further develop a market or similar event.

This Policy sets out the Council's role in relation to markets within the City.

DISCUSSION

Markets play a large role in community development and tourism program.

Research indicates that:

1. a large number of Councils in South Australia recognise markets as tourism and community events rather than as a venue to promote general business;
2. Councils are offering in-kind promotional assistance by placing information about markets on Council websites and other information which is distributed;
3. according to the research, the most stable and popular markets are not created, they evolve organically from citizens and stallholders seeking a location to sell their products;
4. markets that have been artificially created by Councils, have difficulty in maintaining community and consumer support as they are seen to be contrived;
5. Councils generally offer in-kind support in areas such as ~~of~~ assisting with the provision of sites (ie Council owned land), publicity and assistance with the co-ordination of car parking' and.
6. Councils generally have little or no involvement in the general management and/or development of the markets.

An effective action for the Council would be to investigate small or emerging markets or events in the City of Norwood Payneham & St Peters and support them for growth, promotion and community participation through in-kind assistance. This would include providing advice on car parking, assistance with site location and management, and in-kind advertising through Council publications, such as *Look East* and the Council's website.

The establishment and development of markets is not a key priority for a Council but is an action brought about by the community and stallholders.

The Council is also aware that if it supports the establishment of a market, then other organisations seeking to establish or promote markets or events may be looking for similar support with funding, promotion and operations. Should the Council have a role, it would need to carefully define what the focus of a market is, as it opens up the debate of which events and markets the Council should support.

As such, the Council will seek to support markets and events through operational and in-kind assistance including advertising, coordination of car parking and site location.

KEY PRINCIPLES

This Policy is based upon the following Key Principles:

- To foster a *sense of community* through the encouragement of community initiatives and involvement.
- To encourage the development and sustainability of recreational and cultural tourism attractions.
- To support the character of the City as a desirable place in which to live, work and recreate.

POLICY

1. Markets are recognised by the Council as being associated with tourism and events which provide a community and/or tourism benefit.
2. The Council will offer support and advice to prospective market operators regarding the operations of a proposed site regarding the following:
 - co-ordination of car parking;
 - accessibility for patrons;
 - appropriate signage in accordance with the Council's guidelines and relevant legislation; and
 - advising prospective market operators of relevant legislation and insurance matters.
3. Community facilities which are available for hire may be considered for use as market locations in accordance with the terms of hire and the relevant sections of the *Local Government Act 1999*.
4. The Council will provide support in communicating with key stakeholders including the Department for [Planning, Transport & Infrastructure and Transport \(DPTI/DIT\)](#), relevant associations and community groups in order to minimise potential stakeholder conflicts and any negative impact on surrounding established businesses and residents.
5. The Council will provide in-kind assistance with the promotion and advertising through Council publications (*i.e.* *Look East*), and the Council's website.
6. Provision of in-kind assistance with promotion and advertising in any appropriate external publications that the Council is utilising for promotion and tourism.

REVIEW PROCESS

This Policy will be reviewed within two (2) years of the of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is Council's Manager, Economic Development & Strategic Projects, telephone 8366 4509.

ADOPTION OF THE POLICY

This Policy was adopted by the Strategy & Policy Committee on 1 March 2004.

This Policy was reviewed by the Council on ~~4 March 2019~~ 3 May 2021.

TO BE REVIEWED

March ~~2021~~ 2023

DRAFT

Attachment B

Review of Policies

Live Music

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**



NAME OF POLICY: Live Music

POLICY MANUAL: Governance

BACKGROUND

The Council values and will continue seeks to encourage and foster live music in its various forms, in recognition of the significant contribution that live music makes to the vibrancy, culture and economy of the City.

In 2015, Adelaide was designated as the first and only UNESCO City of Music in Australia and is now a member of the UNESCO Creative Cities Network. This designation is an acknowledgment of the depth, vibrancy and importance of Adelaide's music culture and recognition of its rich and diverse musical heritage. The City of Norwood Payneham & St Peters has been and will continue to be a key contributor to the music sector.

In this regard, Outcome 2 of the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, seeks to achieve a culturally rich and diverse City with a strong identity, history and *sense of place*. Strategies identified in *CityPlan 2030* to achieve this Outcome include:

- Use the arts to enliven the public spaces and create a 'sense of place'.
- Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- Host and facilitate community events and activities.
- ~~Design and provide interesting and colourful public spaces to encourage interaction and gatherings.~~
- ~~Encourage and use local creativity to create a 'sense of place'.~~
- Provide opportunities and ~~places facilities~~ for creative expression for all ~~age groups people~~.
- Attract and support cultural and creative organisations, businesses and individuals ~~in our City~~.

As part of its commitment to the promotion of live music within the City, the Council recognises the social and cultural benefits that the Payneham City Concert Band, the Kensington and Norwood City Band and the Norwood Symphony Orchestra provide to the community and provides support to these community organisations in recognition of the cultural benefits of community concerts and performances.

~~This~~ *Live Music Policy* builds on these strategies, by providing a framework that is range of policies that are specific to the promotion and facilitation of live music within the City. This Policy has been developed having regard to the 2013 report Reverb: The Future of Live Music in South Australia, by Martin Elbourne, Live Music Thinker in Residence Adelaide's Live Music Movement, the Future of Live Music in South Australia, by Mr Martin Elbourne, which was prepared on behalf of the *Dunstan Foundation* and the South Australian Government. This report has informed several key initiatives, including the establishment of the State Government's Music Development Office (MDO). In January 2018, the MDO released the South Australian Music Industry Strategy that sets out a plan to increase vibrancy and cultural activity, and drive economic growth and employment for South Australia. -The report also makes a number of recommendations to better support the development of live music in South Australia, including to:

"Encourage local councils to create their own live music plans in conjunction with local development plans."

The State Government and Local Government Association of South Australia (LGA) are committed to supporting the development of the Council's Live Music Action Plan and will play a coordinated role between the live music industry and the Council to ensure a complementary, collaborative and aligned approach.

DISCUSSION

The arts and live music in particular, are well known to contribute to local and regional economies. The SA Live Music Report 'Reverb' was released in November 2013, under the *Thinkers in Residence Program*, in the context of how to further the contribution of live music to South Australia's economy and culture. Economic figures by the EconSearch released that SA's music scene contributed \$375 million to the economy in the 2015-2016 financial year, and the music industry generates employment for 6,300 South Australians.

The City of Norwood Payneham & St Peters has an opportunity to take a lead role in recognising the contribution of live music to the City and developing ~~establishing~~ a policy to support and foster its on-going development.

The City of Norwood Payneham & St Peters is well placed to achieve this, taking into account the following:

1. the City of Norwood Payneham & St Peters is already well known as a City that encourages creativity, as shown by the Council's support for fashion, creative media industries and public art;
2. the City of Norwood Payneham & St Peters has long recognised the importance of culture and place making, to the attractiveness of the City and wellbeing of residents and visitors to the City;
3. the City of Norwood Payneham & St Peters contains one of the ~~the~~ highest concentration of licensed venues; ~~of any South Australian Council, outside of the City of Adelaide;~~ and
4. opportunities presented by the adjacency of the City of Norwood Payneham & St Peters to the Adelaide Central Business District (CBD); ~~and the location of the Adelaide Fringe office headquarters in Norwood.~~

The objective of the ~~is~~ Live Music Policy is to ~~will~~ promote the City of Norwood Payneham & St Peters and Adelaide UNESCO City of Music as a place ~~for~~ of live music performances that draws more people to our City. ~~The~~ is Policy considers the role of all stakeholders, including but not limited to ~~the Council's~~ performers, venue owners and managers, promoters, residents and visitors.

The potential impacts of live music on residential amenity, is a key consideration of this Policy.

KEY PRINCIPLES

The City of Norwood Payneham & St Peters Live Music Policy is based on the following principles:

- Inclusion
- Collaboration
- Equity
- Participation
- Innovation
- Access
- Creativity

POLICY

The City of Norwood Payneham & St Peters seeks to enhance its urban environment and "community life" through the fostering and encouragement of live music. The Council regards live music as crucial to the creation of community identity and a strong "*sense of place*".

The Council will:

1. promote the City of Norwood Payneham & St Peters as a City that is supportive of live music, through a range of avenues as opportunities arise, including through the ~~Council's website;~~ including the development and ~~continued~~ maintenance of a register of Live Music venues ~~and Artist Register~~ within the City, ~~on the Council's website;~~
2. support legislative reform proposals which are aimed at improving accessibility of live music at licensed venues, subject to appropriate checks and balances to ensure that residential amenity is not unduly impacted ~~upon;~~
3. take a risk management, rather than risk averse approach to the consideration of applications to the Licensing Authority for Entertainment Consent (for the purposes of providing the Licensing Authority with the Council's support or otherwise of the application), including agreeing to trial periods in instances where the potential impacts are not clear;
4. integrate Live Music considerations consistent with this *Live Music Policy*, into the future review of Councils strategic planning documents, including, but not limited to the Business & Economic Development Strategy, People Place and Activity Strategy and *CityPlan 2030: Shaping Our Future*;
5. share useful local, state and industry body documents and resources with the Live Music sector;
- ~~5.6.~~ consider the provision of suitable space for busking and other forms of live music, including through any future master planning of open spaces and streets in activity centres; ~~and~~
7. support and showcase local emerging musicians by engaging them for Council organised events, activities and programs, where practicable;
8. promote the City of Norwood Payneham & St Peters annual Community Funding Program Grants Scheme; and
- ~~6.9.~~ support and promote the Contemporary Music Grant Programs facilitated by the Music Development Office (MDO) and any other grant programs beneficial to artists and businesses in the City.-

REVIEW PROCESS

The Council will review this Policy every two (2) years.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Manager, Economic Development & Strategic Projects, telephone 8366 4509 or via email: kmichalos@npsp.sa.gov.au.

ADOPTION OF THE POLICY

This Policy was first adopted by Council on 7 December 2015.
This Policy was reviewed on ~~4 March 2019~~ 3 May 2021.

TO BE REVIEWED

By May 2023.

~~2024~~

Section 2 – Corporate & Finance
Reports

11.3 MONTHLY FINANCIAL REPORT – MARCH 2021

REPORT AUTHOR: Financial Services Manager
GENERAL MANAGER: General Manager, Corporate Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA64633/A151962
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Council with information regarding its financial performance for the period ended March 2021.

BACKGROUND

Section 59 of the *Local Government Act 1999* (the Act), requires the Council to keep its resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review. To assist the Council in complying with these legislative requirements and the principles of good corporate financial governance, the Council is provided with monthly financial reports detailing its financial performance compared to its Budget.

RELEVANT STRATEGIC DIRECTIONS AND POLICIES

Nil

FINANCIAL AND BUDGET IMPLICATIONS

Financial sustainability is as an ongoing high priority for the Council. Given the COVID-19 pandemic, the Council adopted a Budget which included measures to minimise the impact on ratepayers and support local business. As a result, the Council adopted a Budget which forecasts an Operating Deficit of \$798,455 for the 2020-2021 Financial Year. The Mid Year Budget update reports an Operating Deficit of \$651,547 for the 2020-2021 Financial Year an improvement of \$146,908.

This report has been based upon the proposed Third Budget update. The Third Budget update reports an Operating Deficit of \$168,575 for the 2020-2021 Financial Year an improvement of \$482,972.

For the period ended March 2021, the Council's Operating Surplus is \$687,000 against a budgeted Operating Surplus of \$109,000, resulting in a favourable variance of \$578,000.

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.

COVID-19 IMPLICATIONS

As Elected Members are aware, the development of the 2020-2021 Budget, was undertaken during an unprecedented time where the on-going health, social and economic impacts of the COVID-19 Pandemic were relatively unknown and the future impacts of the physical distancing measures introduced to address the health impacts remained uncertain and were changing rapidly.

For the period ended March 2021, the Council has spent \$184,500 on its response to the COVID-19 pandemic. This covers additional cleaning services across all Council facilities and the purchase of materials to ensure that appropriate physical distancing and other protective measures are in place to assure both staff and users of Council Services.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers and General Managers.
- **Other Agencies**
Not Applicable.

DISCUSSION

For the period ended March 2021, the Council's Operating Surplus is \$687,000 against a budgeted Operating Surplus of \$109,000, resulting in a favourable variance of \$578,000.

Employee Expenses are \$100,000 favourable to budget as the end of March 2021. As part of the Third Budget update an adjustment for vacancies that will not be filled before the end of financial year was made. The variance of \$100,000 represents a timing difference of Annual Leave which has been taken as compared to budget expectations.

Whilst Sundry Expenses (\$148,000), Materials (\$65,000) and Consumables (\$71,000) are favourable to budget there are no significant individual variances however, there are a number of smaller timing variances. The expectation is that these variances will be resolved in the final months of the financial year. These variances include items such as turf renovations, planned building maintenance services, staff uniforms, catering and other similar Council event related expenditure and tree services.

The Monthly Financial report is contained in **Attachment A**.

OPTIONS

Nil

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

That the March 2021 Monthly Financial Report be received and noted.

Attachments – Item 11.3

Attachment A

Monthly Financial Report March 2021

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

CITY OF NORWOOD PAYNEHAM & ST PETERS

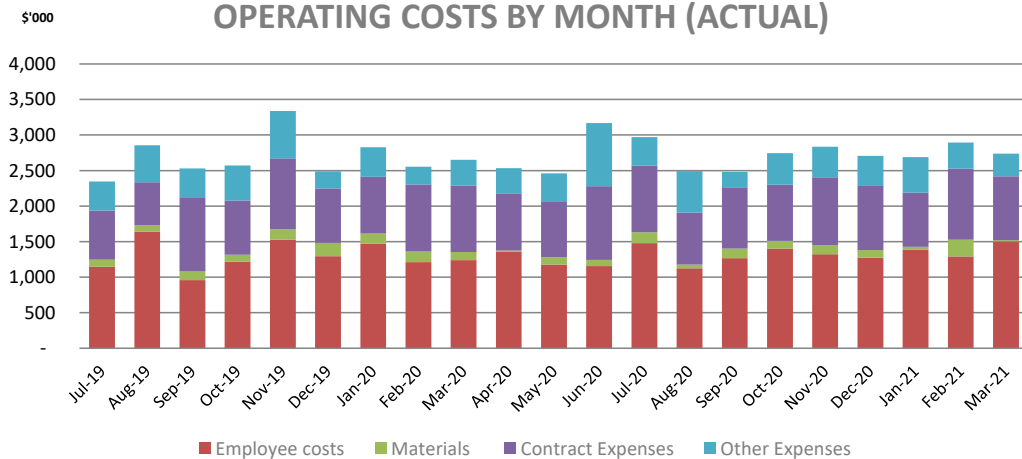
Financial Performance for the period ended 31 March 2021					
LYTD Actual		YTD Actual	YTD Revised	Var	Var %
\$'000		\$'000	Budget \$'000	\$'000	
	Revenue				
27,227	Rates Revenue	27,211	27,209	2	0%
1,413	Statutory Charges	1,246	1,170	76	6%
2,771	User Charges	2,663	2,712	(50)	(2%)
1,718	Grants, Subsidies and Contributions	1,686	1,664	22	1%
79	Investment Income	15	48	(34)	(70%)
432	Other	494	491	3	1%
449	Reimbursements	129	80	50	63%
34,088	Total Revenue	33,443	33,374	69	0%
	Expenses				
11,712	Employee Expenses	12,053	12,153	100	1%
7,378	Contracted Services	7,529	7,669	140	2%
454	Energy	435	460	25	5%
523	Insurance	547	536	(11)	(2%)
157	Legal expense	301	271	(29)	(11%)
405	Materials	267	332	65	20%
616	Parts, Accessories and Consumables	572	643	71	11%
455	Water	279	274	(6)	(2%)
3,228	Sundry	3,013	3,161	148	5%
7,125	Depreciation, Amortisation and Impairment	7,301	7,301	-	-
417	Finance Costs	460	465	5	1%
32,468	Total Expenses	32,757	33,265	508	2%
1,620	Operating Surplus/(Deficit)	687	109	578	531%

Summary of Net Cost of Divisions for the period				
Division	YTD Actual	YTD Budget	Var	Var %
	\$'000	\$'000	\$'000	
Chief Executive Office	(2,859)	(2,988)	129	4%
Corporate Services	(11,509)	(11,368)	(141)	-1%
Governance and Community Affairs	(1,141)	(1,297)	156	12%
Urban Planning and Environment	(1,694)	(1,746)	51	3%
Urban Services	(9,321)	(9,701)	380	4%
Operating Surplus/(Deficit) (before Rate Revenue)	(26,524)	(27,100)	576	2%
Rate Revenue	27,211	27,209	2	0%
Operating Surplus/(Deficit)	687	109	578	531%

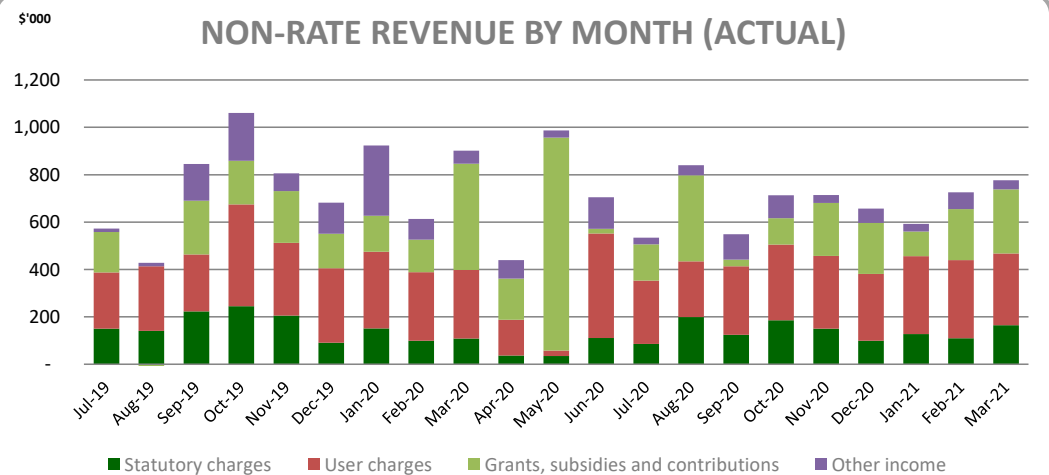
- Mid Year Budget Surplus/(Deficit)** (651)
- Staff vacancies that will not be filled before the end of the financial Year 200
 - Reduction in interest charges as a result of not drawing down any new borrowings 130
 - New budget for legal fees associated with Scramble Crossing (150)
 - Operating projects expected to be carried forward into 2021-2022 203
 - Additional savings across a range of expenses and services 100

Revised Budget Surplus/(Deficit) - Third Budget Review (168)

OPERATING COSTS BY MONTH (ACTUAL)



NON-RATE REVENUE BY MONTH (ACTUAL)



CITY OF NORWOOD PAYNEHAM & ST PETERS

Project Summary for period ended 31 March 2021

	YTD Actual	YTD Revised Budget	Remaining Annual Budget
	\$'000	\$'000	\$'000
Operating Projects			
Income			
Social Equity	342	342	181
Environmental Sustainability	-	-	60
Cultural Vitality	-	0	0
Economic Prosperity	-	-	0
Corporate Management	-	-	0
Total Income	342	342	241
Expenses			
Social Equity	371	308	600
Environmental Sustainability	53	14	135
Cultural Vitality	74	74	98
Economic Prosperity	61	61	56
Corporate Management	75	72	131
Total Expenses	634	529	1,020

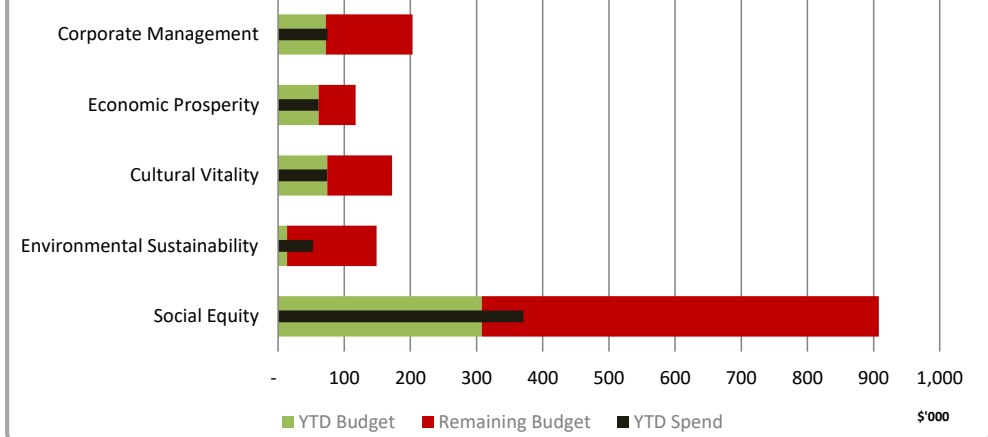
Net Cost of Operating Projects	(292)	(187)	(779)
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Capital Projects			
Income			
Social Equity	253	27	1,334
Environmental Sustainability	150	-	870
Cultural Vitality	-	-	0
Economic Prosperity	-	-	0
Corporate Management	-	-	0
Total Income	403	27	2,205
Expenses			
Social Equity	7,953	7,173	8,387
Environmental Sustainability	1,533	722	3,864
Cultural Vitality	141	141	302
Economic Prosperity	7	7	303
Corporate Management	20	20	152
Total Expenses	9,655	8,063	13,008

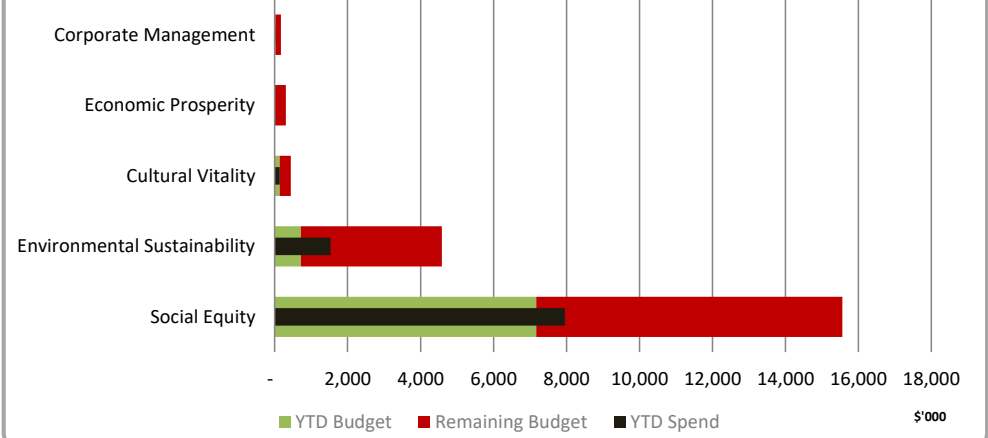
Net Cost of Capital Projects	(9,252)	(8,036)	(10,803)
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Key areas to highlight:

SERVICE INITIATIVES (inc. Carry Forwards)



NEW ASSETS & RENEWALS (inc. Carry Forwards)

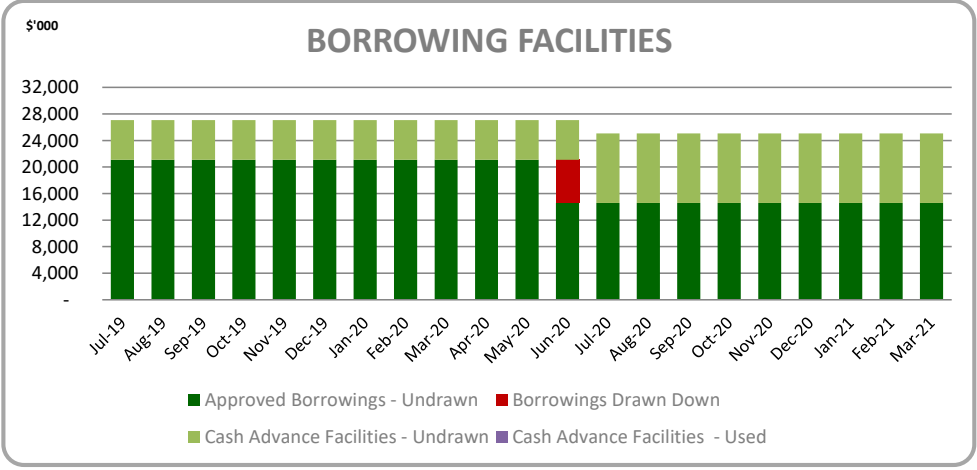
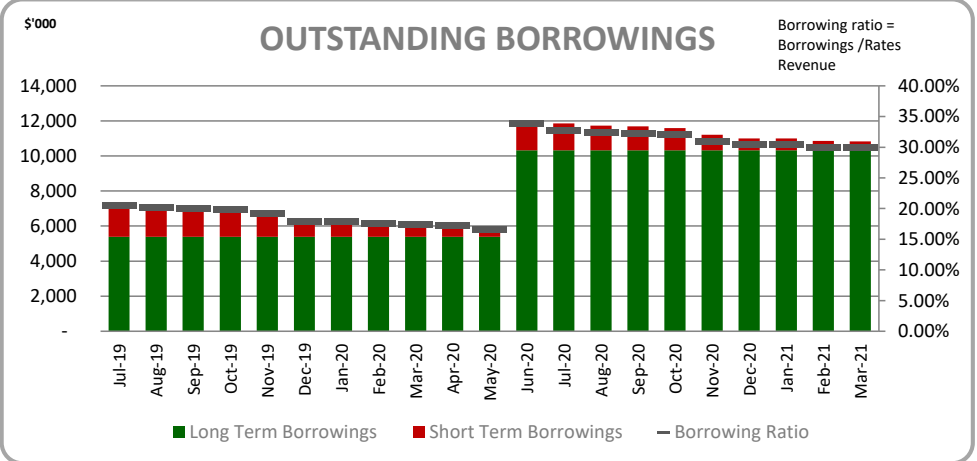
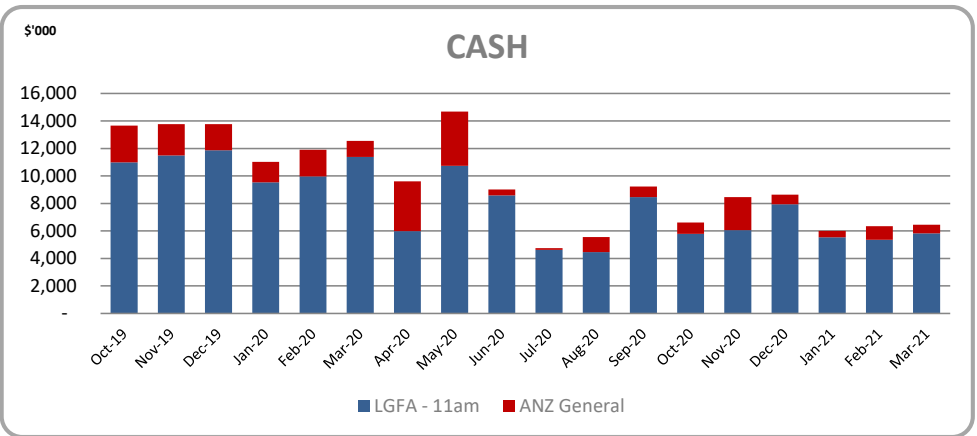


CITY OF NORWOOD PAYNEHAM & ST PETERS

Statement of Financial position as at 31 March 2020

	Mar-21	Feb-21	Movement	June 2020
	Actual	Actual		
	\$'000	\$'000	\$'000	\$'000
ASSETS				
Current Assets				
Bank and Cash	6,306	6,201	105	9,021
Accounts receivables	10,206	13,918	(3,712)	3,502
Less : Provision for Bad Debts	(272)	(272)	-	(272)
Total Current Assets	16,239	19,847	(3,607)	12,250
Non-current Assets				
Financial Assets	45	45	-	45
Investments in Joint Ventures	2,951	2,931	20	2,890
Infrastructure, Property, Plant and Equipment	489,802	490,390	(587)	487,808
Total Non-current Assets	492,798	493,365	(567)	490,743
Total Assets	509,037	513,211	(4,174)	502,994
LIABILITIES				
Current Liabilities				
Trade and Other Payables	10,573	13,050	(2,477)	4,361
Borrowings	(1,061)	(1,024)	(36)	(24)
Provisions	1,956	1,887	69	1,713
Total Current Liabilities	11,468	13,912	(2,444)	6,050
Non-current Liabilities				
Borrowings	11,888	11,888	-	11,888
Provisions	2,581	2,581	-	2,581
Investments in Joint Ventures	1,288	1,308	(20)	1,348
Total Non-current Liabilities	15,756	15,776	(20)	15,817
Total Liabilities	27,224	29,689	(2,464)	21,867
NET ASSETS	481,813	483,523	(1,710)	481,127
EQUITY				
Accumulated Surplus	58,194	59,903	(1,710)	57,507
Asset Revaluation Reserves	423,620	423,620	-	423,620
TOTAL EQUITY	481,813	483,523	(1,710)	481,127

Key areas to highlight YTD :



11.4 2020-2021 THIRD BUDGET REVIEW

REPORT AUTHOR: Financial Services Manager
GENERAL MANAGER: General Manager, Corporate Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: q64901/A150308
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of this report is to provide the Council with a summary of the forecast Budget position for the year ended 30 June 2021, following the Third Budget Review. The forecast is based on the year-to-date February 2021 results.

BACKGROUND

Pursuant to Section 123 (13) of the *Local Government Act 1999*, the Council must, as required by the Regulations reconsider its annual business plan or its budget during the course of a financial year and, if necessary or appropriate, make any revisions.

The Budget Reporting Framework set out in Regulation 9 of the *Local Government (Financial Management) Regulations 2011* (“the Regulations”) comprises two (2) types of reports, namely:

1. the Budget Update; and
2. the Mid-year Budget Review.

Budget Update

The Budget Update Report sets out the revised forecast of the Council’s Operating and Capital investment activities compared with the estimates for those activities set out in the Adopted Budget. The Budget Update is required to be presented in a manner consistent with the note in the Model Financial Statements entitled *Uniform Presentation of Finances*.

The Budget Update Report must be considered by the Council at least twice per year between 30 September and 31 May (both dates inclusive) in the relevant financial year, with at least one (1) Budget Update Report being considered by the Council prior to consideration of the Mid-Year Budget Review Report.

The Regulations requires a Budget Update Report to include a revised forecast of the Council’s operating and capital investment activities compared with estimates set out in the Adopted Budget, however it is recommended by the Local Government Association that the Budget Update Report should also include at a summary level:

- the year-to- date result;
- any variances sought to the Adopted Budget or the most recent Revised Budget for the financial year; and
- a revised end of year forecast for the financial year.

Mid-Year Review

The Mid-Year Budget Review must be considered by the Council between 30 November and 15 March (inclusive) in the relevant financial year. The Mid-Year Budget Review Report sets out a revised forecast of each item shown in its Budgeted Financial Statements compared with estimates set out in the Adopted Budget presented in a manner consistent with the Model Financial Statements. The Mid-Year Budget Review Report must also include revised forecasts for the relevant financial year of the Council’s Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Sustainability Ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled *Financial Indicators*.

The Mid-year Budget Review is a comprehensive review of the Council's Budget and includes the four principal financial statements, as required by the Model Financial Statement, detailing:

- the year-to-date result;
- any variances sought to the Adopted Budget; and
- a revised full year forecast of each item in the budgeted financial statements compared with estimates set out in the Adopted budget.

The Mid-year Budget Review Report should also include information detailing the revised forecasts of financial indicators compared with targets established in the Adopted Budget and a summary report of operating and capital activities consistent with the note in the Model Financial Statements entitled *Uniform Presentation of Finances*.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Long Term Strategic directions are set out in *City Plan 2030 – Shaping our Future*. The Council's Long Term Financial Plan (LTFP), is a key document in the Council's Planning Framework. It is the primary financial management tool which links the Council's Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans, the Annual Business Plan and Budget.

The *2020-2021 Annual Business Plan* and Budget, sets out the proposed services, programs and initiatives for the 2020-2021 Financial Year and explains how the Council intends to finance its continuing services, programs and initiatives which are to be undertaken during the financial year. The 2020-2021 Adopted Budget estimated an Operating Deficit of \$798,455. The Operating Deficit was decreased as part of the Mid-Year Budget Review to \$651,547.

FINANCIAL AND BUDGET IMPLICATIONS

The Third Budget Review, provides the opportunity to reflect any changes in projections based on the actual year-to-date results to February 2021 and forecast the 2020-2021 Operating result.

Details of material movements in the forecast from the Adopted Budget are contained in the Discussion section of this Report.

EXTERNAL ECONOMIC IMPLICATIONS

This report provides information on the planned financial performance of the Council for the year ended 30 June 2021 and has no direct external economic impacts.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

There are no risk management issues arising from this issue. All documents have been prepared in accordance with the statutory requirements.

COVID-19 IMPLICATIONS

As Elected Members are aware, the development of the 2020-2021 Budget, was undertaken during an unprecedented time where the on-going health, social and economic impacts of the COVID-19 Pandemic were relatively unknown and the future impacts of the physical distancing measures introduced to address the health impacts remained uncertain and were changing rapidly.

For the period ended February 2021, the Council has spent \$180,000 on its response to the COVID-19 pandemic. This covers additional cleaning services across all Council facilities and the purchase of materials to ensure that appropriate physical distancing and other protective measure are in place to assure both staff and users of Council Services.

CONSULTATION

- **Elected Members**
The Council considered the First Budget Update and the Mid-year Budget review at its meetings held on 7 December 2020 and 1 March 2021 respectively.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers and General Managers.
- **Other Agencies**
Not Applicable.

DISCUSSION

Budget Review

In determining the Adopted Operating Surplus, the Council considers the financial resources which are required to provide the ongoing services, programs and facilities (Recurrent Operating Budget), which encompass the basic responsibilities, which the Council is required to provide under the *Local Government Act* and other relevant legislation, plus ongoing services and programs as a result of community needs and expectations.

Such on-going services include regulatory services, such as animal management and parking management, street cleaning and rubbish collection, maintenance of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage, development planning and control, library and learning services, community support programs, environmental programs, community events, community recreational facilities and home assistance service.

In addition, the Council considers the funding requirements associated with the introduction of new services or the enhancement to existing services (Operating Projects).

The 2020-2021 Adopted Operating Budget, projected an Operating Deficit of \$798,455. At the Council meeting held on 1 March 2021, the Council endorsed the Mid-Year Budget Update, which reported a forecast Operating Deficit of \$651,547.

Following the Third Budget Review, the Operating Deficit has decreased to \$168,575.

The material movements in the components that make up the Operating Surplus following the Third Budget Review are detailed below.

A. Recurrent Operating Budget

For 2020-2021, the Recurrent Operating Budget forecast a Recurrent Operating Surplus of \$435,651. Following the First Budget Update and the Mid-Year Budget Review, the Recurrent Operating Budget Surplus was increased to \$501,909.

As a result of the Third Budget Update, the Recurrent Operating Surplus is increased to \$781,609. The major reasons for the movement in Operating Surplus are detailed in Table 1.

TABLE 1: MAJOR VARIANCES IN RECURRENT OPERATING BUDGET – THIRD BUDGET REVIEW

	Favourable/ (Unfavourable) \$
Employee expenses has been reduced to reflect the vacant positions that are not expected to be filled by 30 June 2021.	200,000
Following a review of the cash position, it is anticipated that no new long term borrowings will be drawn down prior to 30 June 2021, therefore, finance cost has been reduced to reflect interest payable on existing loans.	130,000
To date, there are a number of minor favourable variances across a broad range of account lines. The year to date variances have been taken as a permanent savings.	100,000
Legal expenses has been increased to reflect the actual spend on legal proceedings relating to the scramble crossing at the intersection of the Parade and George Street, Norwood.	(150,000)

B. Operating Projects

The Adopted Budget includes an estimate of operating project expenditure for the year under review and:

- previously approved and carried forward projects from the prior budget years; less
- an allowance for current year approved projects projected to be carried forward to subsequent budget years.

Carried Forward estimates (from prior financial years) are reviewed upon finalisation of the Annual Financial Statements. Additional expenditure required for non-completed Operating Projects at the end of the Financial Year, is incorporated in the Budget as part of First Budget Update.

Taking into account the Carried Forward Operating Project expenditure and new projects which have been endorsed by the Council, the 2020-2021 Adopted Operating Projects Budget forecast a cost to the Council of \$1.597 million.

Carried Forward Operating Project Expenditure was estimated as part of the Adopted Budget to be \$0.338 million. Following the First Budget Update, the value of carried forward expenditure is \$0.604 million. The increase in the Carried Forward Budget, is due to projects not progressing as anticipated or the commencement of some projects being deferred.

The Mid-Year Budget Update forecast the cost of Operating Projects to be \$1.737 million. The Third Budget Update is estimating that the cost of Operating Projects to be \$1.533 million, with a decrease of \$0.203 million. The reduction reflects the operating projects not expected to be finalised by 30 June 2021.

The Operating Projects, and expenditure not expected to be incurred in the 2020-2021 is detailed in Table 2 below.

TABLE 2: OPERATING PROJECTS NOT EXPECTED TO BE COMPLETED IN 2020-2021

SERVICE INITIATIVE	\$
<i>The Parade & George Street Scramble Crossing</i> is currently suspended due to legal proceedings.	83,272
Feasibility Assessment of Additional Level on the Webbe Street Parking.	50,000
Development of the <i>Tree Management Policy & Strategy</i> and the <i>People Place & Activity Strategy</i> has commenced, however community consultation is not anticipated to be finalised by 30 June 2021. Budget allocation relates to cost associate with consultation, and documentation finalisation.	50,000
The project of <i>Age Friendly Wayfinding Strategy</i> has commenced, however the installation of signage may be delayed to early 2021-2020 Financial Year	20,000
TOTAL OPERATING PROJECTS NOT EXPECTED TO BE INCURRED IN THE 2020-2021	203,272

Details of all Operating Projects including those projects which are proposed to be carried forward into the 2021-2022 Financial Year are contained in **Attachment A**.

C. Capital Projects

The Council adopted a Capital Budget of \$19.936 million for 2020-2021, which comprised funding allocations for New Capital Projects involving new or the upgrading of existing assets (\$4.127 million), the renewal/replacement of existing assets (\$10.146 million) and Carried Forward Projects from 2019-2020 (\$5.457million).

The Mid-Year Budget Update forecast the cost of Capital Projects to be \$22.787 million. Following the Third Budget Update, the Capital Project expenditure is forecast to decrease to \$17,861 million, a reduction of \$4.927 million. The budget variations identified in the Third Budget Review are detailed in Table 3 below:

TABLE 3: MAJOR VARIANCES IN CAPITAL PROJECT BUDGET – THIRD BUDGET REVIEW

Capital Project	Increase/ (Decrease) \$
The reconstruction of Dequetteville Terrace Footpath has been delayed to 2023 due to a multi-story development proposed by Chasecrown at this location.	(165,000)
The cost of Capital Projects which are forecast not to be completed by June 30 2021 and are required to be carried forward to 2021-2022. The full list of projects being carried forward are shown in Table 3.	(4,761,407)

As the Third Budget Review, the Capital Projects not expected to be completed in the 2020-2021 Financial Year is \$4.761 million.

TABLE 4: CAPITAL PROJECTS NOT EXPECTED TO BE COMPLETED IN 2020-2021

Capital Project	\$
The construction of Second Creek Outlet Upgrade has commenced, with works expected to be completed by September 2021.	950,000
George Street Upgrade and Scramble Crossing has been deferred due to the legal proceedings associated with the scramble crossing at the intersection of The Parade and George Street. Notwithstanding this, the preparation of detail design and construction documentation will commence in the next few weeks.	810,000
The drainage work on the Third Creek requires the Council to negotiate with owners to establish easement. The works will not be undertaken until negotiation is finalised with the property owners.	700,000
Drainage Infrastructure Works:	718,862
<ul style="list-style-type: none"> • Trinity Valley Drainage Design (\$418,682) – the project was delayed due to the COVID-19 lockdown in Melbourne; • The Parade West (\$300,000) – the location of works is adjacent to Prince Alfred College, and the work is scheduled to be undertaken during July school holidays to minimise the impact on the school traffic. 	
Works has commenced on the detailed design for the following projects however, the documentation is not anticipated to be finalised prior to 30 June 2021:	335,000
<ul style="list-style-type: none"> • \$150,000 for the Parade Master Plan; • \$150,000 for Burchell Reserve Upgrade; • \$35,000 for St Peters Street Upgrade 	
The Parade Median Streetscape Upgrade – these works are being aligned with The Parade Master Plan and DIT works.	300,000
Stephen Street (Norwood) Improvements – commencement of works is dependent on the completion of the private development (Norwood Green).	250,000
The Parade West Streetscape Upgrade Kent Town – this project has been adversely impacted due to unforeseen stormwaters which are required to be finalised prior to the completion of the streetscape works.	163,000
Major Public Art Funding Program – funding is carried forward with the artwork scheduled to be installed during the 2021-2022 Financial Year	146,762
Norwood Library Strategic Review & Concept Plan – preliminary investigation has commenced, however final concepts are not anticipated to be delivered prior to 30 June 2021 as these concepts are now integrated with the proposed upgrade of the Norwood Concert Hall.	100,000
Commencement of the following two (2) Master Plans have been deferred to 2021 – 2022 Financial Year, as the projects have been reprioritised as part of the recently endorsed Long Term Financial Plan:	85,000
<ul style="list-style-type: none"> • \$50,000 for Adey Reserve Master Plan; • \$35,000 for Hannaford Reserve Master Plan. 	
Recreation & Open Space Infrastructure Work:	81,548
<ul style="list-style-type: none"> • \$55,000 for Osmond Terrace Median Landscaping (Cannon); • \$26,548 for Protuberance Garden Beds along Osmond Terrace footpaths (Irrigation). 	
Standby Power for St Peters Library, has been deferred as solar options are now being investigated.	78,550
Private Laneway:	30,650
<ul style="list-style-type: none"> • \$15,050 for Rosemont Lane Design; • \$15,600 for Salisbury Design. 	
Authority Version Upgrade –Online Leave Work Patterns	12,035
TOTAL CAPITAL PROJECTS NOT EXPECTED TO BE INCURRED IN THE 2020-2021	4,761,407

Details of Capital Projects is contained in **Attachment B**.

Regulation 9 (1) (b) of the Regulations states the Council must consider:

“between 30 November and 15 March (both dates inclusive) in the relevant financial year—a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.”

Further Regulation 9 (2) of the Regulations states the Council must consider:

“revised forecasts for the relevant financial year of the council's operating surplus ratio, net financial liabilities ratio and asset sustainability ratio compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.”

The revised Budgeted Financial Statements and Financial Indicators as a result of the Mid-Year Budget Update are included in **Attachment C**.

OPTIONS

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

1. Adopt the Third Budget Review as recommended; or
2. Amend the Third Budget Review as it sees fit.

The Third Budget Review is forecasting an Operating Surplus that is in line with the adopted budget. In addition, the proposed amendments to the Operating and Capital projects budgets are consistent with decision made by the Council since the adoption of the 2020-2021 annual budget, the First Budget Update and the Mid-Year Budget Update.

Therefore Option 1 is recommended.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

1. That the Third Budget Update Report be received and noted.
2. That project progress reports contained in Attachments A and B be received and noted.
3. That Pursuant to Regulation 9 (1) and (2) of the Local Government (Financial Management) Regulations 2011, Budgeted Financial Statements and Financial Indicators as contained within Attachment C be adopted.

Attachments – Item 11.4

Attachment A

2020-2021 Third Budget Review

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

FINANCIAL YEAR 2020-2021 THIRD BUDGET REVIEW OPERATING PROJECTS PROGRESS

Project Description	FY2020-2021 Approved Budget	First Budget Update	Mid-Year Budget Update	Third Budget Review Request	Third Budget Update	YTD Actual by February 2021	Has Project Commenced? (Y/N)	If Not, When will Commence?	Has Project Completed (Y/N)?	Forecasted Carry Forward to 2021-2022	Forecasted Completion Date
TOUR DOWN UNDER (Wheel Park Event)	105,000	105,000	20,000		20,000	14,759	Y		N		Apr-21
YOUTH ARTS & EVENTS PROGRAM	15,603	14,539	14,539		14,539	12,885	Y		N		Jun-21
OPERATING PROJECTS CARRIED FORWARD TO NEXT FINANCIAL YEAR				(265,275)							Jun-21
RESILIENT EAST PROJECT	15,000	15,000	5,000		5,000	1,883	Y		N		Jun-21
SUSTAINABLE GARDEN AWARDS	6,000	6,000	6,000		6,000	4,656	Y		Y		Dec-20
BUILDING INFRASTRUCTURE WORKS	-	50,712	50,712		50,712	-	Y		N		Jun-21
CONCERTS IN THE PARK	40,000	40,000	40,000		40,000	22,832	Y		N		May-21
CHILDREN BOOKWEEK PROGRAM	3,000	3,000	3,000		3,000	1,144	Y		N		Dec-20
CITY WIDE PARKING REVIEW	70,000	70,000	70,000		70,000	15,193	Y		N		Jun-21
SA ONLINE PLANNING PORTAL - COUNCIL'S CONTRIBUTION	-	29,000	29,000		29,000	-	Y		N		Jun-21
PEOPLE PLACE & ACTIVITY STRATEGY	30,000	30,000	30,000		30,000	-	N		N	20,000	Nov-21
BUSINESS & ECONOMIC DEVELOPMENT STRATEGIC PLAN	2,000	2,379	18,179		18,179	15,440	Y		N		Dec-20
FLY BARS COMPLIANCE REVIEW	-	10,000	10,000		10,000	-	N		N		Jun-21
MOVIE ON THE OVAL	7,000	7,000	7,000		7,000	5,579	Y		Y		Dec-20
CITY WIDE BUSINESS AWARDS	37,000	37,000	37,000		37,000	10,000	Y		N		Apr-21
AGE FRIENDLY WAYFINDING STRATEGY	20,000	20,000	20,000		20,000	-	Y		N	20,000	Aug-21
CIVIL INFRA. CONDITION AUDIT & VALUATION	110,000	110,000	110,000		110,000	40,670	Y		N		Jun-21
COMMUNITY EVENTS	14,766	12,943	12,943		12,943	1,330	Y		N		Jun-21
STREET TREE PLANTING	50,000	50,000	50,000		50,000	6,224	Y		N		Jun-21
CULTURE & BUSINESS EXCELLENCE DEVELOPMENT	26,985	26,985	26,985		26,985	22,075	Y		N		Jun-21
ADDITIONAL LEVEL ON THE WEBBE ST PARKING	50,000	50,000	50,000		50,000	-	N		N	50,000	Jun-22
WORK HEALTH & SAFETY INITIATIVES	-	9,000	9,000		9,000	-	Y		N		Jun-21
ELECTRONIC DOCUMENT MANAGEMENT SYSTEM OPERATING	156,666	156,666	156,666		156,666	44,185	Y		N		Jun-21

FINANCIAL YEAR 2020-2021 THIRD BUDGET REVIEW OPERATING PROJECTS PROGRESS

Project Description	FY2020-2021 Approved Budget	First Budget Update	Mid-Year Budget Update	Third Budget Review Request	Third Budget Update	YTD Actual by February 2021	Has Project Commenced? (Y/N)	If Not, When will Commence?	Has Project Completed (Y/N)?	Forecasted Carry Forward to 2021-2022	Forecasted Completion Date
THE PARADE & GEORGE ST SCRAMBLE CROSSING	-	83,682	83,682		83,682	410	Y		N	83,272	Jun-22
STREET LIGHTING RENEWAL & UPGRADE	80,000	78,791	78,791		78,791	16,788	Y		N		Jun-22
TRANSITION TO SA PLANNING PORTAL	60,000	60,000	60,000		60,000	2,000	Y		N		Jun-21
SMART CITY TECHNOLOGY PLAN	-	12,727	12,727	10,506	23,233	22,233	Y		Y		Nov-20
FOOTPATH DEFECT AUDIT	200,000	200,000	200,000		200,000	82,852	Y		N		Jun-21
COMMUNITY LAND MANAGEMENT PLANS REVIEW	-	5,787	5,787		5,787	4,948	Y		Y		Sep-20
DOG & CAT MANAGEMENT PLAN EDUCATION CAMPAIGN	6,000	6,000	6,000		6,000	2,992	Y		N		Jun-21
CITYPLAN 2030 MID TERM REVIEW 2020	5,000	18,281	18,281		18,281	12,807	Y		N		Jan-21
EHIVE - CULTURAL HERITAGE COLLECTIONS PROJECT	65,000	65,000	65,000		65,000	12,425	Y		N		Jun-21
RAISING THE BAR ADELAIDE	32,000	32,000	32,000		32,000	33,653	Y		Y		Nov-20
CYCLING EDUCATION PROGRAM	-	2,884	2,884		2,884	-	Y		N		Jun-21
TRAFFIC MANAGEMENT	146,884	146,884	146,884		146,884	85,495	Y		N		Jun-21
CITY WIDE CYCLING PLAN REVIEW & CROSSING UPGRADE	-	23,800	23,800		23,800	-	Y		N		Jun-21
TREE MANAGEMENT POLICY AND STRATEGY	30,000	30,000	30,000		30,000	-	Y		N	30,000	Jun-22
ASSET MANAGEMENT	-	32,119	32,119		32,119	4,536	Y		N		Jun-21
EMISSIONS REDUCTION PLAN	70,000	70,000	70,000		70,000	23,960	Y		N		Jun-21
TRAFFIC & INTERGRATED TRANSPORT INVESTIGATIONS	80,000	80,000	80,000		80,000	52,890	Y		N		Jun-21
CORPORATE UNIFORM	13,000	13,000	13,000		13,000	2,606	Y		N		Jun-21
MAGILL/PORTRUSH ROAD INTERSECTION DESIGN REVIEW	-	-			-	3,960	Y		Y		Oct-20
Total Operating Projects	1,546,904	1,816,178	1,736,978	(254,769)	1,747,484	583,411				203,272	

Attachment B

2020-2021 Third Budget Review

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

FINANCIAL YEAR 2020-2021 CAPITAL PROJECTS PROGRESS

Project Description	FY2020-2021 Approved Budget	First Budget Update	Mid-Year Budget Update	Third Budget Review	Third Budget Update	YTD Actual by February 2021	Work-in- Progress as at 30 June 2020	Approved Project Budget	Has Project Commenced? (Y/N)	Forecasted Carry Forward to 2021-2022	Forecasted Completion Date
ANNUAL ACQUISITION OF LIBRARY BOOKS	205,925	205,925	205,925		205,925	31,887			Y		Jun-21
MAJOR PUBLIC ART FUNDING PROJECT - YEAR 1-3	146,762	146,762	146,762		146,762	-			N	146,762	Jun-23
PARADE MEDIAN STREETScape UPGRADE	300,000	300,000	300,000		300,000	-			N	300,000	Jun-22
PLANT REPLACEMENT	277,000	192,000	192,000		192,000	-			N		Jun-21
REC & OPEN SPACE INF WORKS PROGRAMME	909,000	800,818	806,818	(500,000)	306,818	130,470			Y	81,548	Jun-22
CAPITALISATION OF PROJECT MANAGEMENT ON-COST	745,000	745,000	745,000		745,000	13,442			Y		Jun-21
NORWOOD CONCERT HALL GRAND PIANO	100,000	100,000	100,000		100,000	82,790	335		Y		Dec-20
PAYNEHAM SWIMMING CENTRE POOL COVER	35,000	35,000	35,000		35,000	-			N		Jun-21
PAYNEHAM SWIMMING CENTRE MAIN POOL REFURBISHMENT (INCLUDING MAIN POOL PIPEWORK)	1,619,742	1,614,792	1,614,792		1,614,792	15,511	448,965	2,060,000	Y		
AUTHORITY VERSION UPGRADE - BIS UPGRADE	9,755	9,755	9,755		9,755	9,094			Y		Dec-20
AUTHORITY VERSION UPGRADE - HIERARCHY & ONLINE LEAVE WORK PATTERNS	8,500	18,500	18,500		18,500	6,465			Y	12,035	Dec-21
FELIXSTOW RESERVE MASTERPLAN PROJECT			-		-	24,828			Y		Oct-20
CAPITAL PROJECTS CARRIED FORWARD TO NEXT FINANCIAL YEAR				(4,761,407)	(4,761,407)						Jun-21
NPSP WEBSITE DEVELOPMENT	10,000	10,000	10,000		10,000	4,904			Y		Jun-21
ADEY RESERVE MASTER PLAN	40,000	50,000	50,000		50,000	-			N	50,000	Jun-22
"ALL THINGS ARE ONE" INSTALLATION	-	49,250	49,250		49,250	-	1,650		Y		Jun-21
LINEAR PARK PATH UPGRADE	-	5,000	40,000		40,000	14,283			Y		Apr-21
ST PETERS STREET STREETScape CONCEPT DESIGN	100,000	100,000	150,000		150,000	-	16,996		Y	35,000	Aug-21
SYD JONES CONCEPT PLAN					-	44,557			Y		
BATTERY RESERVE TENNIS CLUB COURT UPGRADE	1,050,000	1,064,003	1,064,003		1,064,003	226,724	12,399		Y		Feb-21
NORWOOD OVAL NEW CLUBROOMS AND MEMBERS FACILITIES	-		-		-	2,053,534	11,352,493	11,157,948	Y		Jun-21

FINANCIAL YEAR 2020-2021 CAPITAL PROJECTS PROGRESS

Project Description	FY2020-2021 Approved Budget	First Budget Update	Mid-Year Budget Update	Third Budget Review	Third Budget Update	YTD Actual by February 2021	Work-in- Progress as at 30 June 2020	Approved Project Budget	Has Project Commenced? (Y/N)	Forecasted Carry Forward to 2021-2022	Forecasted Completion Date
BEULAH ROAD BICYCLE BOULEVARD	-	499,052	499,052		499,052	322,973	1,169,648	1,668,700	Y		Dec-20
CITY INTERACTIVE MAP	-	39,210	39,210		39,210	-	-		Y		Jun-21
ERA WATER RESERVE CONNECTIONS	30,000	24,651	24,651		24,651	3,308			Y		Jun-21
SPCCC PABX UPGRADE	16,000	16,000	16,000		16,000	-			N		Jun-21
COUNCIL-WIDE BUSINESS WEBSITE	-	9,740	9,740		9,740	2,340	260		Y		Mar-21
PAYNEHAM OVAL WOMEN FACILITY	1,109,801	1,086,769	1,086,769		1,086,769	1,080,089	91,073	1,143,822	Y		Mar-21
MASTER PLAN CONCEPT DESIGN FOR SWIMMING CENTRES	70,000	84,750	84,750		84,750	34,074	15,250		Y		Jun-21
STREET LIGHTING RENEWAL & UPGRADE		20,000	20,000		20,000	18,850			Y		Dec-20
BURCHELL RESERVE UPGRADE	80,000	100,000	150,000		150,000	-			N	150,000	Jun-22
STANDBY POWER FOR ST PETERS LIBRARY	80,000	78,550	78,550		78,550	-	1,450		Y	78,550	Jun-22
PAYNEHAM OVAL TENNIS COURTS RECONSTRUCTION	-	486,315	666,315		666,315	603,870	586,070	1,072,385	Y		Dec-20
PRIVATE LANEWAY	350,403	447,118	447,118		447,118	95,348	63,619		Y	30,650	Jun-22
THE PARADE WEST STREETScape UPGRADE KENT TOWN	265,000	257,160	477,871		477,871	22,020	7,840		Y	163,000	Oct-21
THE PARADE & GEORGE ST SCRAMBLE CROSSING	-	15,000	15,000		15,000	4,348			Y	10,000	Jun-22
PURCHASE OF NEW COMMUNITY BUS	-	158,665	158,665		158,665	152,350	335		Y		Jan-21
WILLOW BEND PARK UPGRADE	50,000	50,000	71,000		71,000	40,531			Y		Mar-21
OSMOND TERRACE WAR MEMORIAL	-	36,000	36,000		36,000	-			N		Jun-21
BARRY SKINNER RESERVE	20,000	20,000	20,000		20,000	-			N		Jun-21
CAPITAL WORKS PROGRAM ROAD RESEALING	3,204,614	3,204,614	3,264,614		3,264,614	1,186,442			Y		Jun-21
CAPITAL WORKS PROGRAM KERB	899,400	999,400	999,400		999,400	635,155			Y		Jun-21
CAPITAL WORKS PROGRAM FOOTPATH	874,729	1,039,936	1,039,936		1,039,936	522,347			Y		Jun-21

FINANCIAL YEAR 2020-2021 CAPITAL PROJECTS PROGRESS

Project Description	FY2020-2021 Approved Budget	First Budget Update	Mid-Year Budget Update	Third Budget Review	Third Budget Update	YTD Actual by February 2021	Work-in- Progress as at 30 June 2020	Approved Project Budget	Has Project Commenced? (Y/N)	Forecasted Carry Forward to 2021-2022	Forecasted Completion Date
DRAINAGE PROGRAM	3,157,500	3,345,479	3,285,479	(165,207)	3,120,272	396,589	-	-	Y	1,418,862	Jun-22
BUILDING WORKS PROGRAM	647,000	796,153	796,153		796,153	91,303			Y		Jun-21
PAYNEHAM OVAL PRECINCT PARKING	250,000	263,240	263,240		263,240	1,874	6,760		Y		Jun-21
SECOND CREEK OUTLET UPGRADE	900,000	900,000	900,000	500,000	1,400,000	-			Y	950,000	Sep-21
BORTHWICH PARK CREEK IMPROVEMENTS DESIGN & CONST.	20,000	20,000	20,000		20,000	-			N		Jun-21
STEPHEN STREET (NORWOOD) IMPROVEMENTS	280,000	280,000	280,000		280,000	21,880			Y	250,000	Dec-22
NORWOOD LIBRARY STRATEGIC REVIEW & CONCEPT PLAN	100,000	100,000	100,000		100,000	-			N	100,000	Jun-22
GEORGE STREET UPGRADE	800,000	800,000	800,000		800,000	-			N	800,000	Jun-22
HANNAFORD RESERVE MASTERPLAN	50,000	50,000	50,000		50,000	-			N	35,000	Nov-21
DON PYATT COMMUNITY HALL CHAIRS	20,000	20,000	20,000		20,000	-			Y		Jun-21
PERMANENT SIGNAGE INSTALLATION	5,000	5,000	5,000		5,000	-			Y		Jun-21
LANGMAN GROVE ROAD RECONSTRUCTION	650,000	1,200,000	1,260,000		1,260,000	-			N		Jun-21
THE PARADE MASTER PLAN	300,000	300,000	300,000		300,000	4,770	210,729	500,000	Y	150,000	Nov-21
EXTENSION OF SEVENTH LANE ALONG HANNAFORD RESERVE		25,000	25,000		25,000	17,134			Y		Jun-21
Total Capital Projects	19,786,131	22,224,608	22,847,319	-4,926,614	17,920,705	7,916,084	13,985,872			4,761,407	

Attachment C

2020-2021 Third Budget Review

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City of
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Payneham
& St Peters**



STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2021

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Variance	Actual YTD February 2021
\$	\$		\$			
		INCOME				
34,844,776	36,181,201	Rates	36,278,453	36,278,453	-	24,173,237
1,760,245	1,595,430	Statutory charges	1,509,000	1,547,000	38,000	1,081,477
3,700,927	3,408,253	User charges	3,332,384	3,607,774	275,390	2,359,671
3,152,098	2,958,655	Grants, subsidies and contributions	2,700,843	2,921,363	220,520	1,415,347
205,545	87,981	Investment income	64,500	64,500	-	13,574
1,012,572	1,526,956	Other revenues	574,703	701,848	127,145	574,110
34,887	27,605	Net gain - joint ventures & associates	-	-		
44,711,050	45,786,081	Total Revenues	44,459,883	45,120,938	661,055	29,617,416
		EXPENSES				
13,738,897	14,050,351	Employee costs	15,653,541	15,497,841	(155,700)	10,550,265
18,773,524	18,936,897	Materials, contracts & other expenses	18,878,304	19,118,449	240,145	11,434,485
488,826	404,968	Finance costs	800,000	620,000	(180,000)	369,340
8,984,395	9,503,233	Depreciation, amortisation & impairment	9,734,338	9,734,338	-	4,867,170
345,790	515,399	Net loss joint ventures and associates	192,158	318,888	126,730	-
42,331,432	43,410,847	Total Expenses	45,258,341	45,289,516	31,175	27,221,260
2,379,618	2,375,234	OPERATING SURPLUS / (DEFICIT)	(798,458)	(168,578)	629,880	2,396,156
(1,207,316)	(1,529,255)	Net gain (loss) on disposal or revaluation of assets	27,000	27,000	-	-
-	-	Non-operating items - joint ventures and associates	-	-	-	-
1,131,089	744,208	Amounts specifically for new or upgraded assets	1,845,360	2,580,570	735,210	-
24,000	-	Physical resources received free of charge	-	-	-	-
2,327,391	1,590,187	NET SURPLUS (DEFICIT)	1,073,902	2,438,992	1,365,090	2,396,156
32,992,649	3,542,270	Changes in revaluation Surplus- infrastructure, property, plant & equipment	2,000,000	2,000,000	-	-
8,809	12,526	Share of Other comprehensive Income - joint ventures and associates	-	-	-	-
33,001,458	3,554,796	TOTAL OTHER COMPREHENSIVE INCOME	2,000,000	2,000,000	-	-
35,328,849	5,144,982	TOTAL COMPREHENSIVE INCOME	3,073,902	4,438,992	1,365,090	2,396,156



STATEMENT OF FINANCIAL POSITION
as at 30 June 2020

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Variance	Actual YTD February 2021
\$	\$		\$	\$		
		ASSETS				
		Current Assets				
12,152,115	9,177,369	Cash and cash equivalents	360,902	6,928,149	6,567,247	6,357,990
2,945,277	2,889,164	Trade & other receivables	4,619,051	2,619,051	(2,000,000)	13,304,831
15,097,392	12,066,533	Total Current Assets	4,979,954	9,547,201	4,567,247	19,662,821
		Non-current Assets				
136,305	104,780	Financial Assets	104,780	104,780	-	104,780
2,890,415	2,463,297	Equity accounted investments in Council businesses	2,563,297	2,436,567	(126,730)	2,503,654
473,423,465	476,469,020	Infrastructure, Property, Plant & Equipment	506,310,374	504,234,948	(2,075,426)	471,573,873
6,118,903	17,891,485	Other Non-current Assets	-	-	-	25,367,833
482,569,088	496,928,582	Total Non-current Assets	508,978,451	506,776,295	(2,202,156)	499,550,140
497,666,480	508,995,115	Total Assets	513,958,405	516,323,496	2,365,091	519,212,961
		LIABILITIES				
		Current Liabilities				
6,271,814	7,309,501	Trade & Other Payables	5,377,572	6,377,572	1,000,000	15,998,046
1,781,492	1,651,032	Borrowings	1,547,467	1,547,467	-	650,523
2,751,650	3,134,785	Short-term Provisions	2,800,910	2,800,910	-	3,308,796
10,804,956	12,095,318	Total Current Liabilities	9,725,949	10,725,949	1,000,000	19,957,365
		Non-current Liabilities				
5,387,783	10,356,769	Long-term Borrowings	14,420,133	14,420,133	-	10,356,769
1,202,865	1,159,734	Long-term Provisions	1,162,968	1,162,968	-	1,159,734
1,429,064	1,396,501	Liability - Equity accounted Council businesses	1,588,659	1,588,659	-	1,356,144
8,019,712	12,913,004	Total Non-current Liabilities	17,171,760	17,171,760	-	12,872,647
18,824,668	25,008,322	Total Liabilities	26,897,709	27,897,709	1,000,000	32,830,012
478,841,812	483,986,793	NET ASSETS	487,060,696	488,425,787	1,365,091	486,382,949
		EQUITY				
55,222,301	56,825,014	Accumulated Surplus	57,898,915	59,264,007	1,365,092	59,221,170
423,619,511	427,161,779	Asset Revaluation Reserve	429,161,781	429,161,780	-	427,161,779
478,841,812	483,986,793	TOTAL EQUITY	487,060,696	488,425,787	1,365,092	486,382,949

**STATEMENT OF CHANGES IN EQUITY**
for the year ended 30 June 2021

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Variance	Actual YTD February 2021
\$	\$			\$		
ACCUMULATED SURPLUS						
52,886,101	55,222,301	Balance at end of previous reporting period	56,825,013	56,825,014	-	56,825,014
2,327,391	1,590,187	Net Result for Year	1,073,902	2,438,992	1,365,090	2,396,156
-	-	Other Comprehensive Income	-	-	-	-
8,809	12,526	Share of other Comprehensive income - joint ventures and associates	-	-	-	-
55,222,301	56,825,014	Balance at end of period	57,898,915	59,264,006	1,365,090	59,221,170
ASSET REVALUATION RESERVE						
390,626,862	423,619,509	Balance at end of previous reporting period	427,161,781	427,161,780	-	427,161,779
32,992,649	3,542,270	Gain on revaluation of infrastructure, property, plant & equipment	2,000,000	2,000,000	-	-
423,619,511	427,161,779	Balance at end of period	429,161,781	429,161,780	-	427,161,779
478,841,812	483,986,793	TOTAL EQUITY AT END OF REPORTING PERIOD	487,060,696	488,425,786	1,365,090	486,382,949



STATEMENT OF CASH FLOWS
for the year ended 30 June 2021

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Variance	Actual YTD February 2021
		CASH FLOWS FROM OPERATING ACTIVITIES		\$		
		<u>Receipts</u>				
44,391,495	46,202,352	Operating receipts	42,665,496	45,326,551	2,661,055	29,603,842
203,603	87,981	Investment receipts	64,500	64,500	-	13,574
		<u>Payments</u>				
(31,915,698)	(32,515,736)	Operating payments to suppliers & employees	(36,605,491)	(35,689,936)	915,555	(23,469,528)
(488,826)	(406,609)	Finance Payments	(800,000)	(620,000)	180,000	(369,340)
12,190,574	13,367,988	Net Cash provided by (or used in) Operating Activities	5,324,505	9,081,115	3,756,610	5,778,548
		CASH FLOWS FROM INVESTING ACTIVITIES				
		<u>Receipts</u>				
1,049,079	1,164,734	Grants specifically for new or upgraded assets	1,845,360	2,580,570	735,210	-
4,896	50,739	Sale of replaced assets	27,000	27,000	-	-
13,462	43,077	Repayments of loans by community groups	-	-	-	-
4,160	7,179	Capital contributed to associated entities	-	-	-	-
		<u>Payments</u>				
(9,009,191)	(8,919,370)	Expenditure on renewal/replacement of assets	(11,645,452)	(11,474,412)	171,040	(4,277,104)
(6,614,928)	(13,174,690)	Expenditure on new/upgraded assets	(8,331,243)	(6,426,856)	1,904,387	(3,239,601)
-	-	Loans made to community groups	-	-	-	-
(96,453)	(80,714)	Capital contributed to associated entities	(100,000)	(100,000)	-	(80,714)
(14,648,975)	(20,909,045)	Net Cash provided by (or used in) Investing Activities	(18,204,335)	(15,393,698)	2,810,637	(7,597,419)
		CASH FLOWS FROM FINANCING ACTIVITIES				
		<u>Receipts</u>				
-	6,500,000	Proceeds from Borrowings	5,870,831	5,870,831	-	-
		<u>Payments</u>				
(1,201,875)	(1,933,691)	Repayments of Borrowings	(1,807,467)	(1,807,467)	-	(1,000,509)
(1,201,875)	4,566,309	Net Cash provided by (or used in) Financing Activities	4,063,364	4,063,364	-	(1,000,509)
(3,660,276)	(2,974,748)	Net Increase (Decrease) in cash held	(8,816,466)	(2,249,219)	6,567,247	(2,819,380)
15,812,394	12,152,118	Cash & cash equivalents at beginning of period	9,177,369	9,177,369	-	9,177,369
12,152,118	9,177,370	Cash & cash equivalents at end of period	360,903	6,928,149	6,567,247	6,357,989



UNIFORM PRESENTATION OF FINANCES
for the year ended 30 June 2021

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Variance	Actual YTD February 2021
44,711,050	45,786,081	Income	44,459,883	45,120,938	661,055	29,617,416
(42,331,432)	(43,410,847)	less Expenses	(45,258,341)	(45,289,516)	(31,175)	(27,221,260)
2,379,618	2,375,234	Operating Surplus / (Deficit)	(798,458)	(168,578)	629,880	2,396,156
		<i>less Net Outlays on Existing Assets</i>				
9,009,191	8,919,370	Capital Expenditure on renewal and replacement of Existing Assets	11,645,452	11,474,412	(171,040)	4,277,104
(8,984,395)	(9,503,233)	less Depreciation, Amortisation and Impairment	(9,734,338)	(9,734,338)	-	(4,867,170)
(4,896)	(50,739)	less Proceeds from Sale of Replaced Assets	(27,000)	(27,000)	-	-
19,900	(634,602)		1,884,114	1,713,074	(171,040)	(590,066)
		<i>less Net Outlays on New and Upgraded Assets</i>				
6,614,928	13,174,690	Capital Expenditure on New and Upgraded Assets	8,331,243	6,426,856	(1,904,387)	3,239,601
(1,049,079)	(1,164,734)	less Amounts received specifically for New and Upgraded Assets	(1,845,360)	(2,580,570)	(735,210)	-
(4,160)	(7,179)	Proceeds from Sale of Surplus Assets				
5,561,689	12,002,777		6,485,883	3,846,286	(2,639,597)	3,239,601
(3,201,971)	(8,992,942)	Net Lending / (Borrowing) for Financial Year	(9,168,455)	(5,727,938)	3,440,517	(253,379)



FINANCIAL RATIOS
for the year ended 30 June 2021

Actual 2018-2019	Actual 2019-2020		Adopted Budget 2020-2021	Revised Budget 2020-2021	Actual YTD February 2021
Operating Ratio					
5%	5%	<u>Operating Result</u>	(2%)	(0%)	8%
		Total Operating Revenue			
Net Financial Liabilities Ratio					
8%	28%	<u>Net Financial Liabilities</u>	49%	40%	44%
		Total Operating Revenue			
Asset Sustainability Ratio					
130%	130%	<u>Net Asset Renewals</u>	140%	138%	na
		Infrastructure & Asset Management Plan required expenditure			
		<i>Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets,</i>			
Recommended for disclosure by Local Government Association					
2,379,618	2,375,234	Operating Surplus/(Deficit)	(798,458)	(168,578)	2,396,156
		<i>Being the operating surplus (deficit) before capital amounts .</i>			
3,590,971	12,837,009	Net Financial Liabilities	21,812,975	18,245,729	13,062,411
		<i>Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in</i>			
Interest Cover Ratio					
1%	1%	<u>Net Interest Expense</u>	2%	1%	1%
		Total Operating Revenue less Investment Income			
Asset Consumption Ratio					
53%	61%	<u>Carrying value of depreciable assets</u>	57%	57%	52%
		Gross value of depreciable assets			
		<i>Total carrying value of depreciable assets divided by total reported value of depreciable assets before</i>			
Requested by Council					
Debt Repayment to Rate Revenue Ratio					
5%	7%	<u>Debt Servicing</u>	7%	7%	6%
		Rate Revenue			

11.5 2021-2022 DRAFT ANNUAL BUSINESS PLAN AND BUDGET

REPORT AUTHOR: General Manager, Corporate Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 83664585
FILE REFERENCE: qA71314/A149799
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to provide for the Council's consideration and "in principle" endorsement, the Draft 2021-2022 Annual Business Plan, the Draft 2021-2022 Budget and the Draft Rating Policy for public consultation.

BACKGROUND

Pursuant to the provisions contained in Chapters 8, 9 and 10 of the Local Government Act 1999 (the Act), the Council is required to adopt for each Financial Year, an Annual Business Plan (ABP) and Budget (Draft Budget) after 31 May and except in a case involving extraordinary administrative difficulties before 31 August.

Part 2 of the Act, "*Annual Business Plans and Budgets*" requires the Council to consider its budget in conjunction with the Council's Annual Business Plan and adopt the Budget following adoption of the Annual Business Plan.

Pursuant to Section 123 (3) of the Act, before the Council adopts an Annual Business Plan, the Council must prepare a Draft ABP and make it available for public consultation.

At the Special Council meeting held on 14 April 2021, the Council considered the Draft 2021-2022 Recurrent Budget, the Draft 2021-2022 Operating and Capital Projects Budget (Draft Budget), which projected an Operating Deficit of \$957,745 on a full accrual basis, prior to factoring into account any increase in Rate Revenue.

In addition, at the Special Council Meeting held on 14 April 2021, the Council also resolved that the Funding Submission for the Street Tree Planting be amended to 500 trees per annum as opposed to 700 Street Trees per annum. The amendment will result in a reduction of the Operating Project Budget from \$742,000 to \$642,000, as the draft Operating Budget was based on the proposal to plant 700 Street Trees. It should be noted that despite the reduction in the number of trees, the purchase of the additional water truck is still required.

As a result of this amendment, the Operating Deficit was reduced to \$857,745 before any increase in Rate Revenue is factored into the draft Budget.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The Council's Long Term Strategic directions are outlined in *City Plan 2030 – Shaping our Future*. The Draft 2021-2022 Annual Business Plan and supporting Draft Budget, sets out the proposed services and programs and initiatives for the 2021-2022 Financial Year and explains how the Council intends to finance its continuing services, programs and initiatives which are to be undertaken during the financial year.

The Council's Long Term Financial Plan (LTFP), is a key document in the Councils Planning Framework. It is the primary financial management tool which links the Councils Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Asset Management Plans, the Annual Business Plan and Budget.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

The Draft 2021-2022 Annual Business Plan and Budget is developed on the basis of ensuring that it will assist in delivering on the Councils Long Term Strategic direction set out in the Councils Strategic Plan, *City Plan 2030 – Shaping our Future*, meets the Council's Asset Management principles set out in the respective *Infrastructure and Assets Management Plans* and financial objectives set out in the *LTFP*.

FINANCIAL AND BUDGET IMPLICATIONS

The 'in-principle' adoption of the Draft 2021-2022 Budget, as presented (based on a 4.35% Rate Revenue increase inclusive of new development growth 0.5%), will result in an Operating Surplus of \$649,369 (2020-2021: Net Operating Deficit of \$798,000) and a Net Surplus (after Capital Income) of \$4.865 million (2020-2021: \$1.074 million).

It should be noted that the Draft 2021-2022 Budget includes carried forwards of \$180,000 for 2020-2021 Operating Projects which are not anticipated to be completed by 30 June 2021 which will be funded from cash reserves. Taking Carry Forward Projects into account, the projected underlying Operating Surplus for 2021-2022, based on a 4.35% revenue increase is \$829,369.

SOCIAL ISSUES

Nil.

CULTURAL ISSUES

Nil.

ENVIRONMENTAL ISSUES

Nil.

RESOURCE ISSUES

Nil.

RISK MANAGEMENT

The Draft 2021-2022 Budget will be impacted upon by the decisions of the Federal Government and State Government in handing down their respective budgets. The Federal Government Budget is scheduled to be handed down on 11 May 2021, with the State Budget scheduled to be handed down in June. At the time of writing this report, the date the State Budget is scheduled to be delivered is yet to be confirmed.

The Draft 2021-2022 Budget as presented in this report, is based on the following assumptions:

- that the Financial Assistance Grants, comprising of the General Assistance Grant and the Road Funding Grant, will be provided based on the current funding arrangements of four (4) quarterly instalments, with the value of funding being indexed by 2%;
- Supplementary Road funding to South Australia will not be re-instated;
- State Government Charges, which are set by Legislation, are yet to be indexed;
- no further increase in the Solid Waste Levy beyond the current fee of \$145 per tonnes; and
- no new fees and charges will be introduced.

Any adjustments to the draft Budget arising from either the Federal or State Budgets will be incorporated when the details of these budgets becomes available. Should these assumptions and other decisions upon which the Draft 2021-2022 Budget is based, not eventuate, there is a possibility that the Council will not be in a position to deliver its proposed budgeted Operating result.

Notwithstanding this, the preparation of the Draft 2021-2022 Annual Business Plan and Budget has been prepared to ensure that the Council meets its legislative responsibilities in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

COVID-19 IMPLICATIONS

As part of the economic recovery from the COVID-19 pandemic, the State Government released a number of funding programs aimed at stimulating the economy through infrastructure spend. As previously advised, the Council has submitted a number of grant applications to the State Governments *Open Space and People for Places Grant Funding Programs* and *Grassroots Facilities Program*.

The grant funding applications submitted include funding applications for projects that have been endorsed 'in-principle' by the Council and with the project expenditure being included in the draft 2021-2022 Annual Business Plan and Budget, plus funding applications for a number of projects which have not been included within the draft 2021-2022 Annual Business Plan and Budget, as these project will only be undertaken should the grant funding applications be successful.

As the outcome of the grant funding applications is unknown at the time of preparing this report, the grant income and projects not endorsed 'in principle' has not been included in the Draft 2021-2022 Annual Business Plan and Budget.

CONSULTATION

- **Elected Members**
Elected Members have been involved throughout the Budget preparation process and have considered the various components of the Draft Annual Business Plan & Budget and made decisions as appropriate.
- **Community**
The community through community consultation process on the Annual Business Plan will have input into the final form of the Draft Budget, which is scheduled from Wednesday 12 May 2021 through to 1 June 2021.
- **Staff**
The review of the Operating Expenditure and Special Projects and the Draft Annual Business Plan process has been completed with the involvement of the Chief Executive Officer, General Managers and the various Responsible Officers.
- **Other Agencies**
Nil.

DISCUSSION

As the State undertakes the economic recovery from the COVID-19 pandemic, the focus in developing the Draft 2021-2022 Annual Business Plan and Budget, has been on ensuring that the Council maintains the service standards for its existing range of services which are aimed at supporting the delivery of the Strategic Objectives outlined in the Councils' Strategic Management Plan *CityPlan 2030* and that those services receive appropriate funding. The Draft 2021-2022 Annual Business Plan and Budget also reflects the principles of the recently adopted *Asset Management Plans* and the *2021-2031 Long Term Financial Plan*.

In addition, as the third tier of government, the Council is supporting the economic recovery by proposing a number of large scale infrastructure projects, which are aimed to be delivered over the next two (2) financial years.

While the key driver in developing a Draft Annual Business Plan and Budget, is to ensure it contributes to the Council's broader strategic objectives, it must be developed to ensure that the Council's long term financial objective of managing its financial resources in a sustainable and equitable manner is achieved.

The Draft 2021-2022 Annual Business Plan and Budget is strategically focused, financially responsible and targeted at ensuring that the Council's priorities and operations are appropriately resourced balanced with ensuring that the increases in the annual rates contribution is fair and reasonable given the service level provided.

It should be noted that decisions that the Council make with respect to the Draft 2021-2022 Annual Business Plan and Budget may have future impacts on the Council's ability to deliver on the financial objectives and targets set out in its Long Term Financial Plan.

Budget Overview

Table 1 below sets out the proposed Operating Surplus of \$451,657, based on a Recurrent Operating Surplus of \$971,359, an Operating Deficit relating to Operating Projects (including 2020-2021 Carry Forwards) of \$459,702 and an additional \$60,000 for additional finance costs associated with borrowings which are required to deliver the strategic projects included within the draft Capital Projects Budget. It should be noted that the Operating Deficit relating to 2021-2022 Projects, incorporates \$362,298 from the Federal Government Roads-to-Recovery Program. While this funding will be utilised to fund a Capital Project, this funding is required to be included when determining the Council's Operating Surplus.

TABLE 1: 2021-2022 PROPOSED STATEMENT OF COMPREHENSIVE INCOME

	Recurrent Operating 2021-2022	Carry Forward s 2020- 2021	Operating Projects 2021-2022	Capital Projects 2021-2022	Proposed 2021-2022
	\$	\$	\$	\$	\$
INCOME					
Rates	38,000,567	-	-	-	38,000,567
Statutory charges	1,865,875	-	-	-	1,865,875
User charges	3,910,411	-	-	-	3,910,411
Grants, subsidies and contributions	2,340,869	-	362,298	-	2,703,167
Investment income	110,500	-	-	-	110,500
Other income	497,940	-	-	-	497,940
Net loss joint ventures & associates	2,288	-	-	-	2,288
Total Income	46,728,450	-	362,298	-	47,090,748
EXPENSES					
Employee costs	16,115,712	-	-	-	16,115,712
Materials, contracts & other expenses	18,131,374	180,000	642,000	-	18,953,374
Finance costs	670,000	-	-	60,000	730,000
Depreciation & amortisation	10,640,005	-	-	-	10,640,005
Net loss Joint Ventures & Associates	200,000	-	-	-	200,000
Total Expenses	45,757,091	180,000	642,000	60,000	46,639,091
OPERATING SURPLUS / (DEFICIT)	971,359	(180,000)	(279,298)	(60,000)	451,657
Net gain (loss) on disposal or revaluation of assets	-	-	-	25,000	25,000
Amounts specifically for new or upgraded assets	-	-	-	4,190,707	4,190,707
NET SURPLUS (DEFICIT)	971,359	(180,000)	(279,298)	4,155,707	4,667,364
OTHER COMPREHENSIVE INCOME					
Change in revaluation surplus- infrastructure, property, plant & equipment	-	-	-	2,000,000	2,000,000
Total Other Comprehensive Income	-	-	-	2,000,000	2,000,000
TOTAL COMPREHENSIVE INCOME	971,359	(180,000)	(279,298)	6,155,707	6,667,364

It should be noted that at the time of writing this report, the Council is yet to receive the draft budget from the Highbury Landfill Authority. The Council is required to report the Council's share of the Regional Subsidiaries operating results and while this will have an impact on the Council's reported Operating Result, this is a non-cash transaction that does not have an impact on the Council's cash position. The underlying Operating Surplus (adjusted for Regional Subsidiaries) is currently \$649,369.

Financial sustainability underpins the Council's Financial Goals and Outcomes which are set out in the Councils LTFFP. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long term service and infrastructure needs of the community, without any large rate revenue increases or cuts in service provision and/or standards.

From an operational perspective, financial sustainability is being able to manage the balance between keeping rate revenues increases to a minimum, maintaining existing service standards and expenditure on appropriate new services and necessary major capital investments and initiatives.

To be truly financially sustainable, the Council needs to generate sufficient cash flow from its recurrent operations to meet existing principal loan repayments, spending on renewal works, while having the future financial capacity (i.e. cash reserves to meet future loan servicing) to undertake new investments in the Councils Infrastructure, services and activities.

Pursuant to Section 123 (10) (b) of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, Part 2 Financial Accountability, the budget is required to contain:

- a budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows, presented in a manner consistent with the Model Financial Statements; and
- a statement as to whether projected operating income is sufficient to meet projected operating expenses for the relevant financial year; and
- a summary of operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and
- estimates with regard to the Council's Operating Surplus ratio, Asset Sustainability ratio and Net Financial Liabilities ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.

The Financial Statements contained in **Attachment A**, are presented as prescribed in the Model Financial Statements and are based on a 4.35% increase in rate revenue. The Financial Statements also provide comparisons with the 2020-2021 Forecast and the Audited Financial Statements for the past three (3) years. Together, these Statements provide a complete picture of the Councils budgeted financial position for the 2021-2022 Financial year.

The Financial Statements will be updated following the Council's decision on the various components of the budget, if the proposed outcome is varied.

Budgeted Capital Projects

At the Special Council Meeting held on 14 April 2021, the Council considered the Draft 2021-2022 Capital Budget ("Draft Capital Budget") and resolved to endorse "in-principle", a Draft Capital Budget, which incorporates Capital Projects to the value of \$20.126m million, exclusive of the expenditure required to finalise the 2020-2021 Capital Projects (\$4.7 million) which are not anticipated to be completed by 30 June 2021 and staff costs of \$1.035 million which are capitalised and included in the final asset cost). The Draft Capital Budget expenditure is offset by Capital Funding which incorporates Grant and Other Revenues to the value of \$4.156 million, which will result in a net cost to the Council of \$15.971 million.

The endorsed Capital Projects for 2021-2022 have been broken down into a number of categories as detailed in Table 2 below:

TABLE 2: CAPITAL PROJECT CATEGORIES

Capital Project Category	2020-2021 Endorsed Capital Projects \$'000	2020-2021 Grant Funding and Other Revenues \$'000	2020-2021 Net Cost \$'000
Whole-of-Life Capital Works Program (<i>Infrastructure Renewal</i>)			
• Road Resealing	3,902	-	3,902
• Footpath Reconstruction	800	-	800
• Kerbing Reconstruction	1,439	-	1,439
• Traffic Control Devices, Off street Carpark & Paths	709	-	709
• Stormwater Drainage Program	2,646	-	2,646
• Recreation and Open Space Program	1,033	-	1,033
• Building Works Program	1,033	-	1,033
Sub-total	11,562	-	11,562
Recurring Capital Projects			
Annual Acquisition of Library Books	209	127	82
Annual Website Upgrades and Improvements	10	-	10
Depot Plant Replacement	105	18	87
Private Laneways Conversion Project	210	-	210
Quadrennial Art Project	110	-	110
Sub-total	644	145	499
New Capital Projects			
St Peters Street Upgrade	2,470	1,270	1,200
Cycling Plan 2021-2026 Year 1 Implementation	25	-	25
Burchell Reserve Upgrade	2,026	-	2,026
Willow Bend Lighting Upgrade	17	-	17
Payneham Swimming Centre Redevelopment	3,000	2,800	200
Borthwick Park Creek Improvements	100	-	100
Extension of Reclaimed Water Scheme	175	-	175
Electronic Document Management System Upgrade	60	-	60
Meeting Room Audio Visual Upgrade	48	-	48
Sub-total	7,921	4,070	3,851
Total New Capital Projects	20,127	4,215	15,912

On a full accrual basis, the capital expenditure will not affect the operating result before capital revenues, except through future years' depreciation and financing costs on any associated loan borrowings. Grant income which has been received and which relates to Capital Projects, will however, be included as Capital Income within the Budgeted Income Statement, after the Operating Surplus/ (Deficit) as required by the Model Financial Statements prescribed by the Local Government Act 1999.

Details of the Capital and Operating Projects endorsed as part of the Draft 2021-2022 Annual Business Plan and Budget is contained in *Appendix One: Key Initiatives & Projects* of **Attachment B**.

Borrowings

Proposed net capital expenditure (exclusive of carry forwards), as detailed in **Attachment B**, is \$16.947 million (inclusive of Roads-to-Recovery project) is proposed to be funded as follows:

- Use of depreciation recovered through rate revenue	\$10.525 million
- Roads to Recovery Funding	\$ 0.362 million
- Long Term Borrowings	\$6.060 million

Capital Projects approved as part of the 2020-2021 Budget that are due to be completed during the 2021-2022 Financial year (i.e. carry forward Capital expenditure), will be funded through a combination of cash reserves and previously approved undrawn borrowings.

In determining the level of borrowings required to fund the capital program, consideration has been given to the cashflow requirements and to intergenerational equity between current and future users. Whilst these considerations have formed part of the budget model they will be reviewed and reconsidered before the decision to commit to any borrowings.

Rates Modelling

The Council's LTFP is based on a series of financial outcomes, with one being Rate Stability, with the overall objective being that *"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 LTFP has set the target of Rate Revenue increases to be between 3% and 6% each year.

Whilst Rate Stability is a key objective which requires annual rate collections to be fair and equitable, it also requires that Rate Revenue increases to be stable over the medium term. To ensure this objective is met, the Council must make decisions in respect to rate revenue (or decreases in expenditure) with the future in mind, as any significant decrease in rate revenue in one year may result in sharp rate revenue increases in the future.

Rate revenue increases need to be reflective of the service level increase to ensure that the Council remains financially sustainable. In considering the increase in service level, the Council needs to take into account not only the increase in operating programs and services but also the increase in service level that emanates from past and proposed capital investment.

The Council, at its meeting held on 18 January 2021 adopted the *Long Term Financial Plan*, which was based on maintaining existing service, programs and activities at the current level, an allowance of \$1 million per annum for the introduction of new services, programs and activities or an increase to the existing service standard. The capital investment in asset renewal plus new or upgraded assets, was based on the endorsed *Asset Management Plans*. These plans forecast a doubling of the Councils renewal and upgrade expenditure from \$10 million on average to \$21.4 million on average per annum. The Annual Business Plan and Budget contained in **Attachment B**, reflects the principles adopted in the *Long Term Financial Plan*.

To maintain financial sustainability, the Council endorsed, in its *Long Term Financial Plan*, a rate revenue increase, which was based on:

- indexation based on the 10 year average of the LGPI;
- new assessment growth; and
- factor for increase in service level from capital investment.

Applying these principles, the rate revenue increase for 2021-2022 should be set at 4.35%, and is the basis for the budget set out in Appendix 3 of the Annual Business Plan which is contained in **Appendix B**.

Based on the valuation information for the week ended 17 April 2021, the growth in the residential land use classification is modest, with a Capital Value increase of 1.8% on 2020-2021 values. New residential development (i.e. new assessments) represents 0.40% of this growth. For the Commercial Land Use classification, the Capital Value increase is 1.5% on 2020-2021 values with new commercial development accounting for 0.1% of this growth.

Preliminary rates modelling, based on valuations provided by the Valuer-General for the week ended 17 April 2021, have been undertaken based on rate revenue increases of 3%, 3.5%, 3.75%, 4% and 4.35%. It should be noted that the valuation information for the week ended 12 June 2021, will be used to determine the final average rate at the 5 July 2021 Council meeting. The impact of the respective strategies on the Councils Operating result are set out in Table 5 below.

TABLE 5: RATING STRATEGY

<i>Proposed Rate Revenue Increases</i>	2020-2021				
	3%	3.5%	3.75%	4.00%	4.35%
	\$'000	\$'000	\$'000	\$'000	\$'000
General Rate Revenue (Gross)	\$36,846	37,025	\$37,115	\$37,204	\$37,329
Increase on 2019-2020	\$1,073	\$1,252	\$1,341	\$1,431	\$1,557
Operating Surplus/(Deficit) after rate revenue increases *	(\$16)	\$157	\$244	\$330	\$452

The increase in Rate Revenue is made up of new development and a rate revenue indexation. The breakdown of the increase in General Rate Revenue, for the rating strategy detailed in Table 5 is outlined below in Table 6.

TABLE 6: BREAKDOWN OF RATE REVENUE INCREASE

<i>Proposed Rate Revenue Increases</i>	2021-2022 Rating Strategy				
	3%	3.5%	3.75%	4.00%	4.35%
New Development Growth	0.3%	0.3%	0.3%	0.3%	0.3%
<i>Revenue due to New Development (\$'000)</i>	117	117	117	117	117
General Valuation Growth	1.50%	1.50%	1.50%	1.50%	1.50%
<i>Revenue due to General Valuation Growth (\$'000)</i>	531	531	531	531	531
Rate Revenue Indexation	1.20%	1.70%	1.95%	2.20%	2.55%
<i>Revenue due to rate revenue indexation (\$'000)</i>	426	605	694	784	910
Increase in Rate Revenue (\$'000)	1,073	1,252	1,341	1,431	1,557

The Council's Long Term Financial Plan, sets out the Councils Financial Goal, which is to be a *City which delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner*. To achieve this, a number of Financial Outcomes and financial targets have been established, one being Rate Stability. The Council has defined Rate Stability to mean *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*.

Assuming a Rate Revenue increase of 4.35%, as proposed within the Draft Budget, the average rate revenue increase over the past 5 years is 2.75%, which is at the lower end of the Rate Revenue target, set out in the Councils Long Term Financial Plan. For the same period, based on valuation information received to date, the average residential rate increase was 1.75%, with the average Commercial Rate decrease of 0.42%.

As such, from a financial management perspective, the Council has clearly delivered on its financial objective.

The Average Rate

The average rate is calculated by obtaining the average property value and multiplying it by the rate-in-the-dollar.

The increase in the average residential rate is affected by three (3) items:

- growth associated with new property development;
- the change in the residential proportion of the overall total valuation amount; and
- the proposed increase in rate revenue.

It should be noted that the average rate figure may change once more accurate valuation data becomes available and will be based on valuation data for the week ended 14 June 2020 as at the adoption of the Annual Business Plan and Budget.

Table 7 below details the impact of the proposed rating strategy options on the Residential and Commercial Rates. The Draft Budget, as presented in this report, is based upon an increase in rate revenue of 4.35%, which has been determined based on the principles set out in the LTFP.

TABLE 7: IMPACT OF RATING STRATEGY ON RESIDENTIAL AND COMMERCIAL RATES

	2020-2021		2021-2022			
Proposed Rate Revenue Increases	0.65%	3%	3.5%	3.75%	4.00%	4.35%
Residential Rate						
Average Rate	\$1,505	\$1,542	\$1,552	\$1,556	\$1,559	\$1,565
Average Rate Difference - \$	\$3	\$37	\$47	\$51	\$54	\$60
Increase from previous year - %	0.23%	2.46%	3.12%	3.39%	3.59%	3.99%
Rate-in-Dollar	0.00223357	0.002256	0.0022708	0.0022765	0.00228178	0.00228927
Rate-in-Dollar Change		1.00%	1.66%	1.92%	2.16%	2.49%
Commercial Rate						
Average Rate	\$2,597	\$2,619	\$2,636	\$2,643	\$2,649	\$2,658
Average Rate Difference - \$	\$19	\$22	\$39	\$46	\$52	\$61
Increase from previous year - %	0.74%	0.84%	1.51%	1.76%	2.00%	2.33%
Rate-in-Dollar	0.002680	0.002707	0.0027249	0.0027318	0.00273813	0.00274712
Rate-in-Dollar Change		1.00%	1.66%	1.92%	2.16%	2.49%

The Minimum Rate

The Minimum Rate is recommended to be maintained at \$1,023, which is in line with the zero (0%) rate revenue increase (excluding growth). Table 8 below details the impact of the proposed rating strategy options on the Minimum Rate.

TABLE 8: IMPACT OF RATING STRATEGY ON MINIMUM RATES

	2020-2021		2021-2022			
Proposed Rate Revenue Increases	0.65%	3%	3.5%	3.75%	4.00%	4.35%
Minimum Rate	\$1,023	\$1,054	\$1,059	\$1,061	\$1,064	\$1,068
\$Difference from prior year	\$ -	\$31	\$36	\$38	\$41	\$45
No. of assessments	6,014	6,015	6,003	6,003	6,003	6,003
% of assessments on Minimum Rate	29.34%	29.99%	29.93%	29.93%	29.93%	29.93%

There has only been a modest increase in the property market in the lead up to the 2021-2022 Financial Year. Table 9 details the Capital Value, by land use, for all property classes as advised by the Valuer-General.

TABLE 9: CAPITAL VALUES BY LAND USE

Land Use	2021-2022 Capital Value \$000	\$ Increase/ (Decrease) \$000	% Increase/ (Decrease)	No of Assessments	Average Value \$000
Residential	11,959,783	209,875	1.79%	17,209	695
Commercial	2,158,240	32,479	1.53%	2,231	967
Industrial	124,837	1,975	1.61%	148	843
Vacant Land	215,347	22,219	11.50%	379	568
Other	354,919	- 8,953	-2.46%	91	3,900
Primary Production	644	- 46	-6.6	1	644
Non Rateable	325,119	31499	10.73%	290	1,121
Total	15,138,888	289,047	1.95%	20,349	744
Total Rateable Value	14,813,769	257,548	1.77%	20,059	739

Rating Policy

A review of the Councils' Rating Policy has been undertaken, with particular focus on the eligibility criteria for Rate Capping Rebates. Pursuant to Section 166(1)(l)(ii) of the Act, the Council grants a rebate of General Rates, subject to certain eligibility criteria, to the principal ratepayer of a residential assessment, where that property is the principal place of residence and that the increase in the rates levied is a result of a rapid change in the property value.

For eligible residential ratepayers, the increase in general rates (excluding the Regional Landscape Levy) will be capped at two (2) times the rate revenue increase, subject to certain conditions.

The current eligibility criteria for the automatic rebate is any such increase in property value, in whole or part is not result of;

- (a) development greater than \$30,000 undertaken on the property, or
- (b) a change in land use for rating purposes on the date the Council declared its general rates; or
- (c) a change in the zoning of the land; or
- (d) a change in the ownership of the property since 1 January 2020.

Draft Annual Business Plan

To fulfil the requirements of the Act and therefore provide citizens with the opportunity to review and comment on the Council's proposed activities for the 2021-2022 Financial Year and the proposed funding of those activities, the Draft Annual Business Plan has been prepared and is included in **Attachment B**.

The Draft Annual Business Plan incorporates all of the assumptions detailed within this report and for illustrative purposes only, has factored in an increase in rate revenue of 4.35%. Upon finalisation of the Draft Budget through its "endorsement in principle," the Draft Annual Business Plan will be made available for citizens from 11 May 2021. Submissions will be sought with interested citizens providing comments prior to or at the Public Meeting scheduled for 1 June 2021, with the scheduled for 2 June 2021.

Following consideration of the submissions by the Council on 16 June 2021, the final 2021-2022 Annual Business Plan will be presented to the Council for adoption, followed by the 2021-2022 Annual Budget at the Council Meeting to be held on 5 July 2021.

OPTIONS

The Council can endorse the 2021-2022 Draft Annual Business Plan and Budget as presented in this report or can choose to amend 2021-2022 Draft Annual Business Plan and Budget by either:

- increasing or reducing Operating Projects; and/or
- increasing or decreasing rate revenue: and/or
- revisiting recurrent operating expenditure; or
- increasing or reducing the Capital Projects.

CONCLUSION

Through the adoption of the Long Term Financial Plan, the Council has committed to the attainment of Financial Sustainability. The development of the Annual Budget with reference to the financial targets and outcomes outlined in the LTFP will ensure that the Council continues to move in the right direction to achieve its ultimate goal of Financial Sustainability.

The 'in-principle' adoption of the Draft 2021-2022 Annual Business Plan and Budget as presented in **Attachment B**, will deliver an Operating Surplus of \$452,000 based on a 4.35% increase in Rate Revenue, however, the underlying Operating Result, which excludes 2020-2021 Operating Project carry forwards and the share of Regional Subsidiaries, for the provision of the Council's continuing services and programs and new initiatives, is an Operating Surplus of \$829,369.

The Council's financial capacity and its ability to withstand ongoing low rate revenue increases has been reduced by the zero rate increase (excluding new development) in the 2020-2021 financial year and the proposed expanded capital works program in 2021-2022, decisions made by the Council to support the community and the wider economy as it recovers from the COVID-19 pandemic. Decisions regarding the rate increase will have future impacts on the Council's ability to deliver on the financial objectives and targets set out in its Long Term Financial Plan and while the Draft Budget as presented in this report is forecasting an Operating Surplus, the draft Budget, as presented is forecast to deliver a cash deficit of \$750,000.

Notwithstanding this, the 'in-principle' adoption of the Draft 2021-2022 Annual Business Plan and Budget will, contribute to the Council achieving its goals and objectives as set out in the suite of Strategic Planning documents.

COMMENTS

If Elected Members have any questions or require clarification in relation to specific budget items, and/or any issues raised in this report, do not hesitate to contact the General Manager, Corporate Services, Sharon Perkins on 8366 4585, prior to the meeting.

RECOMMENDATION

That subject to further consideration of the Draft 2021-2022 Budget by the Council following the receipt and consideration of any public submissions in respect to the 2021-2022 Annual Business Plan:

- a) That a Rate Revenue increase, of 4.35%, be endorsed "in principle", subject to further consideration of the Budget by the Council following receipt and consideration of any submissions in respect of to the Annual Business Plan.
- b) That an average residential rate increase of 3.96% be endorsed "in principle".
- c) That an average commercial rate increase of 2.33% be endorsed "in principle".
- d) That rate cap on residential properties of two (2) times the rate revenue increase of 4.35% be adopted 'in principle' for the 2021-2022 Financial Year and be applied to all eligible assessments without the requirement for an application to be made and approved by the Council for the rebate as per the Council resolution made at its meeting held on 10 October 2005.

- e) That the Council endorses “in principle” Loan Borrowings for the 2021-2022 Financial Year up to a maximum of \$ 6.1 million for the purposes of capital expenditure funding.
- f) That the Draft 2021-2022 Annual Business Plan as contained within **Attachment B** be approved for release for public consultation subject to incorporation of any amendments which may be determined by the Council.
- g) That the Chief Executive Officer be authorised to make editorial changes to the Draft 2021-2022 Annual Business Plan, as contained within **Attachment B**, prior to it being released for public consultation.
- h) The Council notes that a report in respect to the adoption of the Draft 2021-2022 Annual Business Plan and Budget will be prepared for the Council's consideration.

Attachments – Item 11.5

Attachment A

2021-2022 Draft Annual Business Plan and Budget

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City of
**Norwood
Payneham
& St Peters**

2021-2022 Financial Statements



City of
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Payneham
& St Peters

Statement of Comprehensive Income for the year ended 30 June 2022

	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates	38,001	36,278	36,181	34,845	33,947	33,185
Statutory charges	1,866	1,547	1,595	1,760	1,819	1,712
User charges	3,910	3,608	3,408	3,701	3,443	3,540
Grants, subsidies and contributions	2,703	2,921	2,959	3,152	3,198	3,470
Investment income	111	65	88	206	251	148
Other income	498	702	1,527	1,013	1,072	1,068
Net loss joint ventures & associates	2	-	28	35	42	238
Total Income	47,091	45,121	45,786	44,711	43,772	43,359
Expenses						
Employee costs	16,116	15,698	14,050	13,739	13,074	12,461
Materials, contracts & other expenses	18,953	19,271	18,937	18,774	17,527	17,639
Finance costs	730	750	405	489	600	724
Depreciation, amortisation & impairment	10,640	9,734	9,503	8,984	8,285	8,111
Net loss Joint Ventures & Associates	200	197	515	346	193	203
Total Expenses	46,639	45,651	43,411	42,331	39,680	39,137
Operating Surplus (Deficit)	452	(530)	2,375	2,380	4,092	4,222
Net gain (loss) on disposal or revaluation of assets	25	27	(1,529)	(1,207)	(910)	(486)
Amounts specifically for new or upgraded assets	4,191	2,581	744	1,131	1,741	165
Physical resources received free of charge	-	-	-	24	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-	2,498
Net Surplus (Deficit) transferred to Equity Statement	4,667	2,078	1,590	2,327	4,923	6,399
Other Comprehensive Income						
Changes in revaluation Surplus- infrastructure, property, plant & equipment	2,000	2,000	3,542	32,993	(150,421)	12,806
Share of Other comprehensive Income - joint ventures and associates	-	-	13	9	(12)	3
Total Other Comprehensive Income	2,000	2,000	3,555	33,001	(150,433)	12,810
Total comprehensive Income	6,667	4,078	5,145	35,329	(145,510)	19,209

Pursuant to S123 (10)(b) of the *Local Government Act 1999* and Clause 7 of the *Local Government (Financial Management) Regulations 2011*, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$47.088m) is sufficient to meet the projected Operating Expenditure (\$46.439m) for the 2021-2022 Financial Year.

2021-2022 Financial Statements



City of
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& St Peters

Statement of Financial Position as at 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Assets						
Current Assets						
Cash and cash equivalents	770	1,519	9,177	12,152	15,812	9,953
Trade & other receivables	2,800	2,619	2,889	2,945	2,475	3,074
Total Current Assets	3,571	4,138	12,067	15,097	18,287	13,027
Non-current Assets						
Financial Assets	105	105	105	136	159	105
Equity accounted investments in Council	2,566	2,558	2,463	2,890	3,196	3,259
Infrastructure, Property, Plant & Equipment	520,958	509,162	476,469	473,423	437,409	591,000
Other Non-current Assets	-	-	17,891	6,119	3,715	1,271
Total Non-current Assets	523,628	511,825	496,929	482,569	444,478	595,635
Total Assets	527,199	515,962	508,995	497,666	462,765	608,662
Liabilities						
Current Liabilities						
Trade & Other Payables	5,833	6,378	7,310	6,272	5,462	3,743
Borrowings	931	1,547	1,651	1,781	1,858	2,045
Short-term Provisions	2,843	2,801	3,135	2,752	2,761	2,769
Total Current Liabilities	9,607	10,726	12,095	10,805	10,081	8,557
Non-current Liabilities						
Long-term Borrowings	19,911	14,420	10,357	5,388	6,513	8,371
Long-term Provisions	1,161	1,163	1,160	1,203	1,129	1,148
Liability - Equity accounted Council Businesses	1,789	1,589	1,397	1,429	1,529	1,562
Total Non-current Liabilities	22,860	17,172	12,913	8,020	9,171	11,082
Total Liabilities	32,467	27,898	25,008	18,825	19,252	19,639
Net Assets	494,732	488,065	483,987	478,842	443,513	589,023
Equity						
Accumulated Surplus	63,570	58,903	56,825	55,222	52,886	47,975
Asset Revaluation Reserve	431,162	429,162	427,162	423,620	390,627	541,048
Total Equity	494,732	488,065	483,987	478,842	443,513	589,023

2021-2022 Financial Statements



City of
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Payneham
& St Peters

Statement of Changes in Equity for the year ended 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Accumulated Surplus						
Balance at end of previous reporting period	58,903	56,825	55,222	52,886	47,975	41,574
Net Surplus/ (Deficit) for year	4,667	2,078	1,590	2,327	4,923	6,399
Other comprehensive Income	-	-	-	9	(12)	2
Balance at end of period	63,570	58,903	56,812	55,222	52,886	47,975
Asset Revaluation Reserve						
Balance at end of previous reporting period	429,162	427,162	423,620	390,627	541,048	528,241
Gain on revaluation of infrastructure, property, plant & equipment	2,000	2,000	3,542	32,993	(150,421)	12,806
Balance at end of period	431,162	429,163	427,162	423,619	390,627	541,048
Total Equity at end of reporting period	494,732	488,066	483,974	478,841	443,513	589,023

Statement of Cash Flow for the year ended 30 June 2022

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Cash Flow from Operating Activities						
<u>Receipts</u>						
Rates - general & other	37,819	36,549	36,107	34,696	33,670	32,946
Fees & other charges	1,866	1,547	1,646	1,694	1,786	1,678
User Charges	3,910	3,608	3,297	4,014	4,542	2,403
Investment receipts	2,703	2,921	88	204	252	152
Grants utilised for operating purposes	111	65	3,677	2,744	2,835	3,425
Other Income	500	702	1,474	1,244	1,324	1,070
<u>Payments</u>						
Employee Costs	(15,873)	(15,795)	(13,486)	(14,322)	(13,668)	(13,111)
Contractual services & materials	(19,498)	(20,248)	(19,030)	(17,593)	(15,381)	(18,123)
Finance payments	(730)	(750)	(407)	(489)	(615)	(737)
Net Cash provided by (or used in) Operating	10,808	8,598	13,368	12,191	14,746	9,702
Cash flow from Investing Activities						
<u>Receipts</u>						
Amounts specifically for new or upgraded assets	4,191	2,581	1,165	1,049	1,742	1,165
Sale of replaced assets	25	27	58	9	790	30
Repayments of loans by community groups	-	-	43	13	21	8
Capital Distributions from associated entities	-	-	-	-	-	-
<u>Payments</u>						
Expenditure on renewal/replacement of assets	(15,323)	(12,893)	(8,919)	(9,009)	(6,589)	(3,318)
Expenditure on new/upgraded assets	(5,839)	(9,935)	(13,175)	(6,615)	(2,673)	(884)
Loans made to community groups	-	-	-	-	-	-
Capital contributed to associated entities	(100)	(100)	(81)	(96)	(132)	(119)
Net Cash provided by (or used in) Investing	(17,047)	(20,320)	(20,909)	(14,649)	(6,841)	(3,118)
Cash Flow from Financing Activities						
<u>Receipts</u>						
Proceeds from Borrowings	6,422	5,871	6,500	-	-	-
<u>Payments</u>						
Repayments of Borrowings	(931)	(1,807)	(1,934)	(1,202)	(2,045)	(1,923)
Net Cash provided by (or used in) Financing	5,491	4,063	4,566	(1,202)	(2,045)	(1,923)
Net Increase (Decrease) in cash held	(748)	(7,659)	(2,975)	(3,660)	5,860	4,662
Cash & cash equivalents at beginning of period	1,519	9,177	12,152	15,812	9,953	5,291
Cash & cash equivalents at end of period	770	1,519	9,177	12,152	15,812	9,953

2021-2022 Financial Statements



City of
Norwood
Payneham
& St Peters

Uniform Presentation of Finances for year ended 30 June 2021

	Proposed 2021-2022 \$'000	Forecast 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Income	47,091	45,121	45,786	44,711	43,772	43,359
less Expenses	(46,639)	(45,651)	(43,411)	(42,331)	(39,680)	(39,137)
Operating Surplus (Deficit)	452	(530)	2,375	2,380	4,092	4,222
less Net Outlays on Existing Assets						
Capital Expenditure on renewal and replacement of Existing Assets	15,323	12,893	8,919	15,624	9,262	3,318
Depreciation, Amortisation and Impairment	(10,640)	(9,734)	(9,503)	(8,984)	(8,285)	(8,111)
Proceeds from Sale of Replaced Assets	(25)	(27)	(58)	(9)	(790)	(30)
	4,658	3,132	(642)	6,631	186	(4,823)
less Net Outlays on New and Upgraded Assets						
Capital Expenditure on New and Upgraded Assets (including investment property & real estate)	5,839	9,935	13,175	6,615	2,673	884
Amounts received specifically for New and Upgraded Assets	(871)	(2,581)	(1,165)	(1,049)	(1,742)	(1,165)
Asset Received Free of Charge	-	-	-	(24)	-	-
	4,968	7,354	12,010	5,542	931	(281)
Net Lending / (Borrowing) for Financial Year	(9,175)	(11,016)	(8,993)	(9,793)	2,975	9,326

Financial Indicators

	Proposed 2021-2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)							
	\$						
Operating Surplus Ratio							
<u>Operating Surplus/(Deficit)</u>	<u>451,657</u>	1.0%	-1.2%	5.2%	5.3%	9.3%	9.7%
<u>Operating Revenue</u>	<u>47,090,748</u>						
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>							
Net Financial Liabilities Ratio							
<u>Net Financial Liabilities</u>	<u>28,791,564</u>	61.1%	52.4%	28.0%	8.0%	1.8%	15.0%
<u>Total Operating Revenue</u>	<u>47,090,748</u>						
<i>This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).</i>							
Asset Sustainability Ratio							
<u>Net Asset Renewals</u>	<u>15,323,366</u>	112%	106%	99%	109%	79%	64%
<u>Asset Management Plan</u>	<u>13,724,228</u>						
<i>This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets</i>							
Rolling three-year average		102.4%	94.7%	90.4%	86.7%	89.6%	105.0%
Requested by Council							
Debt to Total Income Ratio							
<u>Debt Servicing</u>	<u>1,661,098</u>	4.5%	7.3%	6.7%	5.0%	8.1%	8.3%
<u>Rate Revenue less NRM Levy</u>	<u>36,635,567</u>						
<i>The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)</i>							

Attachment B

2021-2022 Draft Annual Business Plan and Budget

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

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Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**



Draft Annual Business Plan

2021–2022



City of
Norwood
Payneham
& St Peters

2021–2022

Draft Annual Business Plan

The City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan and Budget sets out the Council’s proposed projects, services and programs for the 2021–2022 financial year.

This Annual Business Plan has been prepared in accordance with the *Local Government Act 1999*.

Further information

For more information about the City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan and Budget, please contact the Council’s General Manager, Corporate Services, on 8366 4585 or email townhall@npsp.sa.gov.au

For further information, visit www.npsp.sa.gov.au

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Mayor's Message

The City of Norwood Payneham & St Peters remains focused on financial sustainability by maintaining modest rate increases during what have been difficult times for our community. This focus is balanced against the need to generate sufficient revenue to meet the demands for services and improvements to infrastructure - as well as the repayment of loan borrowings, in order to fund capital works, while, at the same time, focusing on the recovery of our community from the COVID-19 pandemic.



The City of Norwood Payneham & St Peters 2021–2022 Annual Business Plan, contains a Budget which highlights the Council's strong financial position and its ability to deal with the challenges and opportunities of the future.

In preparing this year's Budget, the Council has taken into account the current economic environment as the State recovers from the economic impacts of the COVID-19 pandemic.

The Council continues to strive to achieve a balance between providing value for money in the high standard of services which are expected by our community, whilst ensuring that the rate increase is commensurable to the service standards provided.

As a level of Government, the Council is conscious of its role in the economic recovery from the COVID-19 pandemic. As such, the 2021–2022 Annual Business Plan and Budget, commits to a number of large scale infrastructure projects, which create jobs for the local economy, as well as enhance the well-being for our community.

This year's Annual Business Plan continues its focus on a number of footpath and street tree issues that have been raised by the community. Our citizens can be confident that their rates are being spent to improve amenities and quality of life in our City.

In this regard, the Council believes that a \$60 increase a year in the average residential rate is a reasonable response to the level of investment being made to improve the amenity of the City and takes into account the recovery phase of our economy.

Commercial property owners will also experience an average rate increase in the order of \$61 a year.

The projected Operating Surplus of \$649,000 continues the Council's recent record of surpluses—money which is used to repay loan borrowings, which are required for improvements to the City's much valued infrastructure, and in doing so reduces the future debt burden on ratepayers.

This year, the Council will invest \$21.8 million in its projects budget, which includes a number of new initiatives.

The Council was fortunate to receive \$5.6 million from the State Government to assist with the redevelopment of the Payneham Memorial Swimming Centre, with works commencing during the 2021–2022 financial year. Other major projects include the St Peters Street Streetscape Upgrade and Burchell Reserve upgrade, which includes flood mitigation works to prevent downstream flooding through the use of on-site stormwater detention, cleaning and reuse.

The Council's Whole-of-Life Capital Works Program includes \$11.1 million to provide for the renewal of the City's stormwater drainage system, footpaths, kerbing, and resealing of roads.

I encourage you to read the Council's Annual Business Plan and Budget and the details of the projects to be undertaken during 2021–2022.

**Robert Bria
Mayor**

Introduction



The City of Norwood Payneham & St Peters' Annual Business Plan is a key document in the Council's overall Planning Framework. It sets out the Council's proposed projects, services and programs for the 2021–2022 financial year.

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

First endorsed by the Council in 2008, *CityPlan 2030 Shaping Our Future*, focuses on developing the things which the community love, changing the things the community don't and creating the things our community wants in order to achieve a preferred future of our City.

As reflected in *CityPlan 2030: Shaping Our Future* the future can be shaped, modelled and influenced by our actions today, for both the benefit of our community today and future generations.

In 2020, a mid-term review of *CityPlan 2030* was undertaken to ensure that it continues to capture the community's aspirations for the City. This assists the Council to establish directions which shape the City's future with the overall aim of achieving Community Well-being.



The vision for the City continues to be underpinned by the four outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These four Outcomes are the foundation upon which *CityPlan 2030: Shaping Our Future* is based and this approach is referred to as "Quadruple Bottom Line"

Quadruple Bottom Line is a management tool which ensures that the Council's sustainability principles are embedded across all of its operations, projects and undertakings.

In line with *CityPlan 2030* and in developing this Annual Business Plan, the Council continues to work towards these Outcomes, through the delivery of the programs, services, projects and initiatives set out within the Plan. The accompanying Budget details the Council's revenue and how it proposes to finance the programs, services, projects and initiatives which it intends to provide to the community during the 2021–2022 financial year.

Diagram 1. 'Quadruple Bottom Line' Framework for Community Well-being.



Our Vision

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

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

37,056[#] residents

4,103
children (0-11)

16,828
adults (25-59)

5,552
young people (12-24)

8,879
older people (60+)

6,996 local businesses

48% males **52%** females



341km
of footpaths

More than
23,000 street trees



29 playgrounds

72 parks and reserves

180 ha open space

*Information collected in 2016 by Profile ID (<https://profile.id.com.au/npspl/language>).
Source: Australian Bureau of Statistics 2019 Estimated Resident Population



30.2% of the population born overseas

Top 5 birthplaces in the City

64.7%
Australia

4.8%
United Kingdom

4.3%
Italy

4.0%
China

2.6%
India

120 ethnicities

3 libraries

16 schools

2 swimming centres



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.

Strategic Direction

The City of Norwood Payneham & St Peters' strategic management plan, *CityPlan 2030: Shaping Our Future*, provides the strategic framework and directions which guide the Council's decision making towards achieving the overall aim of Community Well-being.

All programs, projects and services delivered by the Council fall under four outcome areas: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These outcome areas uphold and work towards Community Well-being.

The mid-term review of *CityPlan 2030* was undertaken in 2020.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

Objectives

1. Convenient and accessible services, information and facilities.
2. A people friendly, integrated and sustainable transport network.
3. An engaged and participating community.
4. A strong, healthy resilient and inclusive community.



Outcome 2 Cultural Vitality

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

Objectives

1. An artistic, creative, cultural and visually interesting City.
2. A community embracing and celebrating its social and cultural diversity.
3. A City which values and promotes its rich cultural and built heritage.
4. Pleasant, well designed, and sustainable urban environments.
5. Dynamic community life in public spaces and precincts.



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

Objectives

1. A diverse range of businesses and services.
2. Cosmopolitan business precincts contributing to the prosperity of the City.
3. Attract new enterprises and local employment opportunities to our City.
4. A leading centre for creative industries.
5. A local economy supporting and supported by its community.



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

Objectives

1. Sustainable and efficient management of resource.
2. Sustainable streets and open spaces.
3. Thriving and healthy habitats for native flora and fauna.
4. Mitigating and adapting to the impacts of a changing climate.

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.



Objectives and Key Initiatives

In preparing the 2021–2022 Annual Business Plan and Budget, the Council has considered the strategic directions set out in *CityPlan 2030: Shaping Our Future* and has determined to undertake initiatives which respond to the Council's vision and contribute to the overall well-being of our City and its community.



The projects, programs and initiatives which the Council proposes to undertake during 2021–2022, must meet the objectives of at least one of the four key outcome areas of *CityPlan 2030*: social equity, cultural vitality, economic prosperity and environmental sustainability. In some cases, projects and initiatives may contribute towards more than one outcome. Projects and initiatives have been listed against the Outcome with which it has the strongest alignment.

Other priorities which have influenced the preparation of the 2021–2022 Annual Business Plan and Budget include:

- An increase in operating expenditure in line with the Local Government Price Index;
- Ensuring the maintenance and renewal program for existing infrastructure assets, including roads, footpaths, Council owned properties and open spaces, are consistent with the Whole of Life Infrastructure and Asset Management Plans;
- Consideration of financial commitment to major projects which span more than one financial year; and
- Sensible and prudent financial management to ensure financial sustainability for our City.

Major Projects



Payneham Memorial Swimming Centre Redevelopment



The full redevelopment of the Payneham Memorial Swimming Centre - as per the Council's Swimming Centres Strategy and endorsed Concept Plans - includes the following proposed key features:

- Refurbishment of the main 50 metre Pool - in its current location, with provision for a roof to be constructed at a later date;
- Replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System;
- New plant room to service the 50m Pool, new 25m Pool and the Aquatic Recreational Equipment and Facilities;
- New semi-enclosed eight lane, 25 metre outdoor Lap Pool and Learn to Swim Pool with an all-weather lid;
- New two story Sports and Leisure Centre providing pool facilities, administration facilities, and café, gym/ dry pool training space, clubrooms and multi-use function areas,
- New leisure Pools with interactive water play and high platform water slides integrated with the building; zero depth splash pad;
- The installation of shade, barbeques and picnic facilities on a grassed embankment.

The Council has secured \$5.6 million in grant funds from the State Government's Local Government's Infrastructure Partnership Program to assist in funding the water elements of the project.

The complete redevelopment is estimated to cost \$24 million, with the project being delivered over two financial years, with the estimated spend being incurred as follows:

- 2021–2022 - \$3.0 million
- 2022–2023 - \$21.0 million

St Peters Street Streetscape Upgrade



The St Peters Street Streetscape Upgrade builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve–Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honor from Payneham Road to Second Avenue. Once completed, St Peters Street will provide improved amenity and connection between the River Torrens Linear Park and other major focal points within the Precinct. The key features proposed include:

- a reduction in the overall paved road width;
- improved amenity and accessibility for pedestrians and cyclists;
- wider footpaths;
- new tree planting and landscaping, including Water Sensitive Urban Design (WSUD) elements;
- revitalised central median;
- improved local stormwater management, with seasonal detention at Cliff Goodwin Reserve; and
- improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong.

The estimated project cost is \$4.5 million, which includes civil infrastructure renewal works and stormwater drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted Infrastructure & Asset Management Plans.

The Project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:

- 2021–2022 - \$2.470 million
- 2022–2023 - \$2.030 million

The Council has secured \$1.270 million as part of the Federal Government's Local Government and Community Infrastructure Program Extension.

Burchell Reserve Upgrade



The redeveloped Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.

The key features proposed include:

- A multipurpose court featuring two community tennis courts, basketball and netball rings;
- New toilets, shelter, barbeque and picnic facilities;
- Play-space improvements and new equipment;
- New furniture, lighting and fencing;
- A ramp access to/from Sixth Avenue and internal paths;
- New tree planting and landscaping, including WSUD elements; and
- On-site stormwater detention, cleaning and reuse.

The upgrade will be delivered over two financial years, with the total project costs estimated to be \$2.6 million

- 2021–2022 - \$2.026 million
- 2022–2023 - \$0.574 million



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

2020–2021 achievements



Completed the mid-term review of *CityPlan 2030: Shaping Our Future* to confirm the ongoing relevance of our strategic directions.



Completed the annual Capital Works Program, which includes upgrades to civil infrastructure (roads, footpaths and kerbing), buildings and open space assets.



Converted Charlotte Lane to a public road in accordance with the Council's Private Laneway Policy.



Completed the two year footpath defect rectification program.

Annual Business Plan Objectives

- Deliver services which are relevant, citizen focused and cost effective.
- Continue the maintenance and renewal of infrastructure assets in line with the Council's whole-of-life framework for infrastructure.
- Deliver programs and activities which engage our young people in the City's future.
- Provide a variety of events and programs that engage all citizens regardless of age, ability, race, gender or background.
- Ensure fair and equitable rates for all ratepayers.

Proposed key initiatives for 2021–2022:

- Deliver the annual Capital Works Program in accordance with the respective infrastructure and asset management plans, including civil infrastructure (roads, footpaths and kerbing), buildings and open space assets.
- Purchase books and other resources to replenish library collections at the Council's three libraries.
- Commence the re-development of the Payneham Memorial Swimming Centres, in line with the Swimming Centres Strategy.
- Continue the implementation of the 15 year Stormwater Drainage Program.
- Continue the implementation of the Council's Private Laneway Policy with the conversion of endorsed private laneways into public roads.
- Commence the upgrade of Burchell Reserve.



Outcome 2 Cultural Vitality

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

2020–2021 achievements



Hosted Movie on the Oval as part of Christmas in NPSP.



Hosted Canvas Youth Arts + Design Exhibition



Hosted Art on Parade



Hosted Concerts in the Park series

Annual Business Plan Objectives

- Promote our cultural diversity through the use of public art and events that complement the City's cultural heritage and enhance its sense of place.
- Provide opportunities for the community to contribute to the social and creative life of the City through events, activities, arts and cultural initiatives.
- Provide a variety of events and programs which engage all citizens, regardless of age, ability, race, gender or background.

Proposed key initiatives for 2021–2022:

- Deliver a number of programs and activities which are focused on achieving the objectives set out in the Council's Youth Strategy.
- Host an art exhibition which showcases work created by the City's young people aged 10–18 years as part of the Canvas Youth Arts program.
- Host Art On Parade.
- Concerts in the Park series.



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

2020–2021 achievements



Hosted Raising the Bar Adelaide events across the City.



Promoted local fashion retailers and designers by hosting A Day of Fashion on The Parade, Norwood.



Hosted the Eastside Business Awards to recognise the best small businesses in the City, as voted by the public.

Annual Business Plan Objectives

- Support the development of a prosperous local economy.

Proposed key initiatives for 2021–2022:

- Host the Eastside Business Awards to recognise the best small businesses, including retailers, restaurants, cafes, bars, venues and boutiques in the City of Norwood Payneham & St Peters, as voted by the public.
- Host Raising the Bar in venues across the City to promote education as part of the City's popular culture by fusing learning and discussion with a fun night out.
- Continue offering support for local businesses by hosting networking functions.



Outcome 4 Cultural Vitality

A leader in environmental sustainability.

2020–2021 achievements



Completed year three of the Street Tree Planting Program, which will see 300 additional trees planted over a three year period.



Endorsed the Greenhouse Gas Emissions Reduction Plan, which is aimed at ensuring the Council can achieve its 2030 target of zero corporate carbon emissions.

Annual Business Plan Objectives

- Ensure any urban development that is undertaken enhances the environmental, social and cultural character of the City.
- Maximise use of the City's open space by providing a range of active and passive open space recreation opportunities.
- Promote recycling and environmentally sustainable practices throughout the City.

Proposed key initiatives for 2021–2022:

- Increase the Council's Street Tree Planting Program from 300 street trees to 500 street trees per year.
- Continued support of the Resilient East project which aims to strengthen the resilience of the Council and its community in respect to the impacts of climate change.
- Implement an Urban Green Trial Program, aimed at encouraging the planting of trees and natives on private land.
- Commence the upgrade of St Peters Street to improve connection to key places of of the River Torrens and upgrade existing infrastructure.

Services

For every \$100 paid in rates, the breakdown in Council expenditure is as follows:




\$36.67

Infrastructure Management

- Asset management
- Strategic projects
- Civil infrastructure maintenance
- Streetscape maintenance
- Public lighting
- Stormwater drainage network
- Traffic Management




\$12.35

Waste & Recycling Services

- Kerbside collection of
 - Household waste
 - Recyclables
 - Green organics
- Hard waste collection and disposal
- Public litter bins
- Illegal dumping




\$14.62

Trees, Parks, Sport & Recreation

- Reserve maintenance
- Sports and recreational facilities
- Street trees
- Swimming centres




\$5.45

Economic Development, Regulatory Services, Environment & Planning

- City planning
- Building inspections
- Parking management
- Animal management
- Abandoned vehicles
- Business precinct management
- Economic development
- Environmental sustainability initiatives



\$2.91

Community, Health, Aged & Youth Services

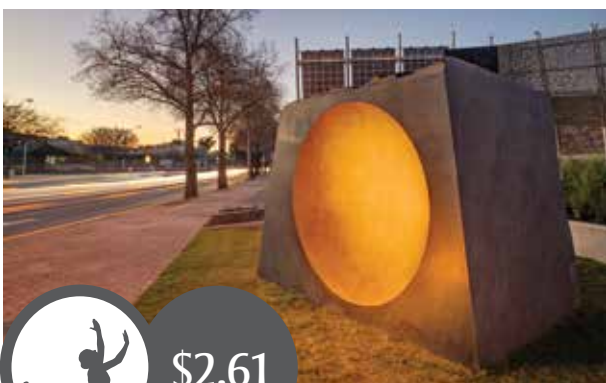
- Environmental health and services
- Community programs
- Home care assist
- Youth services
- St Peters Child Care Centre & Pre-school
- Volunteer



\$ 7.20

Libraries & Community Facilities

- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall



\$2.61

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



\$18.19

Governance, Communications & Administration

- Corporate governance
- Financial management and services
- Information management and services
- Customer services
- People and organisational development
- Internal and external communications
- Media liaison
- Marketing

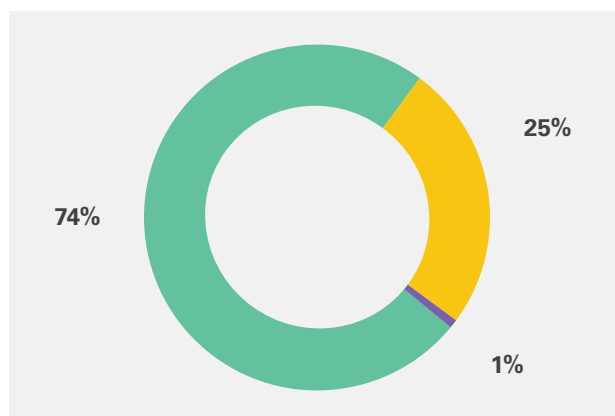


Infrastructure Management



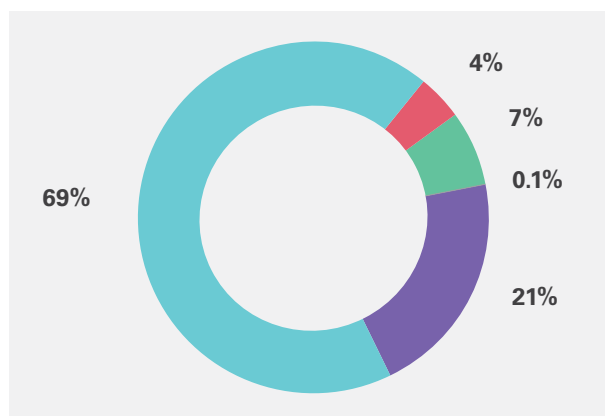
2021–2022 Budget \$19.265 million*

Where it is spent



Recurring expenditure	\$4,673,881
Service initiatives	\$185,000
Capital expenditure	\$14,081,853

Source of funds



Operating Grant Funding	\$727,298
Rates	\$13,258,506
Capital Grant Funding	\$1,270,347
Other capital funding	\$18,000
Borrowings	\$3,991,654

Services Provided

- **Asset management**, which provides project management services for capital works program, which includes:
 - Road reseals;
 - Footpath;
 - Kerbing and watertable; and
 - Stormwater network system.
- **Civil infrastructure maintenance** which includes programmed and responsive maintenance of the Council’s civil infrastructure assets
- **Road and traffic management**
- **Public lighting**
- **Streetscape maintenance**

Projects and Service Initiatives

- **Civil Infrastructure and Drainage Capital Works Program**
- **Private Laneways Project** which involves the transfer of ownership of private laneway to public laneways
- **Replacement of small plant and equipment used in maintenance activities**
- **Rectification of footpath defects**
- **Street lighting renewal and upgrade**
- **Improvements to the Second Creek Stormwater Outlet**

Further details are provided in Appendix 1.

*Excludes carry forward projects

Infrastructure Maintenance

Infrastructure Maintenance is responsible for the administration for both the programmed and responsive maintenance of the Council's civil infrastructure assets, to maintain infrastructure to the required standard.

Also included, is the management of the City-wide Street Cleansing and the Norwood Parade Footpath Sweeping Program.

Services undertaken by Civil Infrastructure Maintenance also includes:

- **Footpath, Kerb & Watertable**

Income	-
Expenditure	\$1,045,571
Net Cost/(Net Contribution)	\$1,045,571

- **Road & Traffic Management**

Income	\$365,000
Expenditure	\$885,185
Net Cost/(Net Contribution)	\$520,185

- **Stormwater Network**

Income	-
Expenditure	\$160,325
Net Cost/(Net Contribution)	\$160,325

- **Streetscape maintenance**

Income	-
Expenditure	\$1,058,369
Net Cost/(Net Contribution)	\$1,058,369

- **Management of the Council's public lighting**

Income	-
Expenditure	\$595,000
Net Cost/(Net Contribution)	\$595,000

Asset Management

The Council's strategic asset management staff are responsible for the maintenance, construction, renewal and disposal of Council's facilities and assets, including the preparation of the Capital Works Program. This unit is responsible for the expenditure of external infrastructure grants such as the Roads to Recovery Program and project specific grants.

Specific areas covered by Asset Management include:

- **Capital project services** – This area provides project management services for capital works; construction and contract management associated with Council assets, in particular the delivery of road, kerb, footpath, water table and stormwater drainage capital works renewal projects. Staff also oversee external contracts for the provision of building maintenance services for Council buildings including cleaning, plumbing, carpentry, electrical, air conditioning, painting, general maintenance and renewal.
- **Open space planning and delivery** – Staff in this area develop and implement open space policies and strategies; develop the public open space asset renewal and improvements program; undertake project management for capital works relating to open space improvements; provides internal technical advice and provide assistance to local community groups.
- **Assets and special projects** – Staff in this area maintain the Council's Whole-of-Life Asset Management Plans and prepares scope of works for major capital works projects.

Income	-
Expenditure	\$560,982
Net Cost/(Net Contribution)	\$560,982



The Council's staff undertaking hazardous disposal tasks at the Glynde Depot.



Waste & Recycling Services



2021–2022 Budget \$4.508 million*

Where it is spent



● Recurring expenditure	\$4,400,346
-------------------------	-------------

Source of funds



● User fees and charges	\$43,000
● Rates	\$4,465,603

This area oversees external contracts responsible for kerbside rubbish collection, illegally dumped rubbish, hard and green waste collection, street and parks rubbish bin collection.

*Excludes carry forward projects

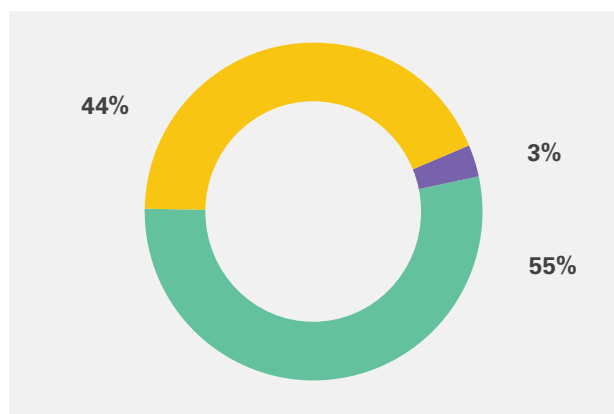


Trees, Parks, Sport & Recreation



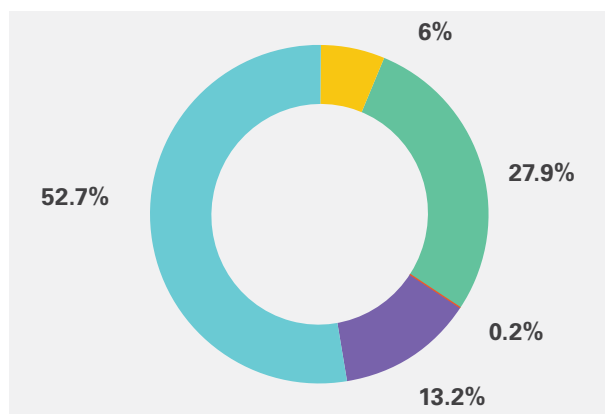
2021–2022 Budget \$10.033 million*

Where it is spent



● Recurring expenditure	\$4,310,574
● Service initiatives	\$260,000
● Capital expenditure	\$5,334,932

Source of funds



● User fees and charges	\$600,732
● Rates	\$5,285,423
● Other income	\$21,550
● Capital Grant Funding	\$2,800,000
● Borrowings	\$1,325,932

Services Provided

- Reserve maintenance includes parks, gardens and reserves
- Sporting and recreational facilities include recreational and sporting facilities such as sporting fields and tennis courts
- Street trees include the strategic management of the Council’s 23,000 street trees
- Swimming centres include Norwood Swimming Centre and Payneham Memorial Swimming Centre

Projects and Service Initiatives

- Recreation and Open Space Works Program
- Additional street tree planting
- Commencement of the redevelopment of Payneham Memorial Swimming Centre
- Commence Burchell Reserve Upgrade

Further details are provided in Appendix 1.

*Excludes carry forward projects

Reserve Maintenance

The Council has more than 180 hectares of reserves, parks gardens. This area is responsible for the ongoing maintenance of the Council's reserves, parks and gardens.

Income	-
Expenditure	\$2,017,215
Net Cost/(Net Contribution)	\$2,017,215

Sporting and Recreational Facilities

The Council provides a wide variety of recreational and sporting facilities such as sporting fields and tennis/netball courts, which are available for either casual hire or seasonal hire or leased to home sporting clubs within the City. This also includes administration of the hire of the Council's sporting facilities, as well as manages the ongoing maintenance of the open space and associated infrastructure provided at these facilities.

Income	\$95,450
Expenditure	\$479,486
Net Cost/(Net Contribution)	\$384,036

Street Trees

Approximately 23,000 street trees are located throughout the City with several thousand more trees located on reserves. This area is responsible for the management of the Council's street trees, which includes inspection, condition assessment and ongoing maintenance such as watering, pruning, planting and removal.

Income	-
Expenditure	\$1,318,968
Net Cost/(Net Contribution)	\$1,318,968

Swimming Centres

The Council owns and operates two swimming centres, the Norwood Swimming Centre and Payneham Memorial Swimming Centre. Both centres provide for lap swimming, swimming lessons and general recreational swimming.

Income	\$526,832
Expenditure	\$1,014,082
Net Cost/(Net Contribution)	\$487,250

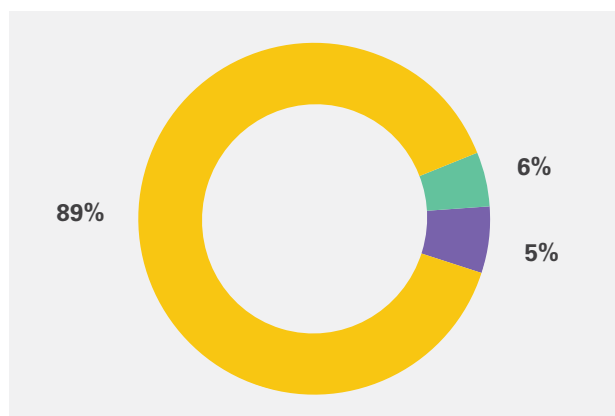


Economic Development, Regulatory Services, Environment & Planning



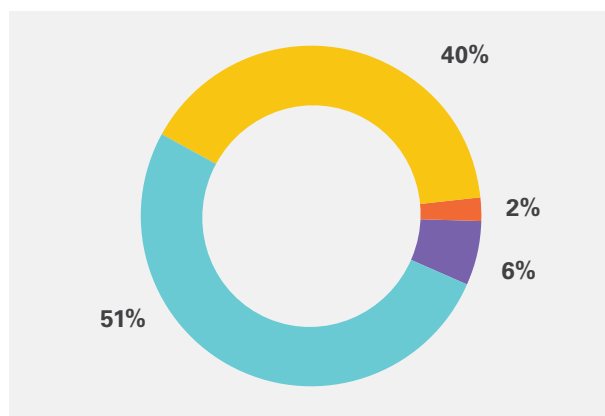
2021–2022 Budget \$4.305 million*

Where it is spent



● Recurring expenditure	\$3,789,815
● Service initiatives	\$192,500
● Capital expenditure	\$275,000

Source of funds



● User fees and charges	\$1,750,875
● Rates	\$2,183,665
● Other income	\$95,500
● Borrowings	\$275,000

Services Provided

- Networking events
- Marketing The Parade and other business precincts throughout the City
- Food Secrets of Glynde and Stepney Tours
- Promotion of the Eastside Wine & Ale Trail
- City planning
- Regulatory services
- Environmental management

Projects and Service Initiatives

- **Eastside Business Awards** – is an awards program that recognises the best small business, retailers, restaurants, cafes bars, venues and boutiques within the City.
- **Raising the Bar** – activates venues with the City as they are transformed into relaxed learning environments with the aim of making education part of popular culture.
- **Urban Greening Program**
- **Borthwick Park Creek Improvements**
- **Implementation of of Year 1 priority item** - set out in the Smart City Plan
- **Dog & Cat Management Plan education campaign**

Futher details are provided in Appendix 1.

*Excludes carry forward projects

City Planning

Responsible for the development of strategic policy and planning across the City, this area issues planning permits, controls the use and development of land, land divisions, liquor licenses, administers heritage controls and advice, and sustainable urban design advice.

Income	\$371,500
Expenditure	\$1,674,845
Net Cost/(Net Contribution)	\$1,303,345

Building Inspections

This area issues building permits and administers and enforces building regulations, siting provisions and legal requirements concerning building safety.

Income	\$26,000
Expenditure	\$243,934
Net Cost/(Net Contribution)	\$217,934

Economic Development

Provision of services and events which facilitate economic growth in the retail and commercial precincts throughout the City.

Income	\$349,875
Expenditure	\$818,261
Net Cost/(Net Contribution)	\$468,386

Environmental Management

This area leads the delivery of projects aimed at achieving a sustainable environment for the City and the organisation. This incorporates the support of a range of programs and events designed to engage the community to take action on climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation and sustainable transport.

Environmental Management also includes the management of Second, Third and Fourth Creeks; and environmental pests such as European wasps and noxious weeds.

Income	\$51,500
Expenditure	\$379,386
Net Cost/(Net Contribution)	\$327,886

Regulatory Services

This area is responsible for administration of the Council's by-laws, policies and other legislation which the Council is charged with administering. Specific areas covered by Regulatory Services include:

- Animal Management – With more than 3,000 dogs residing in our Council, it is important that certain provisions surrounding their care and control are applied. Regulatory Services staff administer the provisions of the *Dog & Cat Management Act 1995* which includes annual dog registration, managing barking and noise complaints, and ensuring dogs are not found wandering at large where they pose a significant threat to their own safety, as well as to that of other members of our community who may not be familiar with the best way to handle a distressed or wandering dog.
- On-street Parking Management – The Council is responsible for ensuring that the parking provisions (Part 12) of the Australian Road Rules as well as the *Private Parking Areas Act 1986* are observed by motorists. In addition this area leads the management of resident parking permits in line with the Council's Resident Parking Permit Policy.

Regulatory Services is also responsible for the management of abandoned vehicles and the investigation and enforcement of alleged breaches of Council's local laws including issues associated with building site management, kerbside trading, amenity and litter control and flammable growth.

Income	\$1,262,500
Expenditure	\$673,389
Net Cost/(Net Contribution)	(\$589,111)



Community, Health, Aged & Youth Services



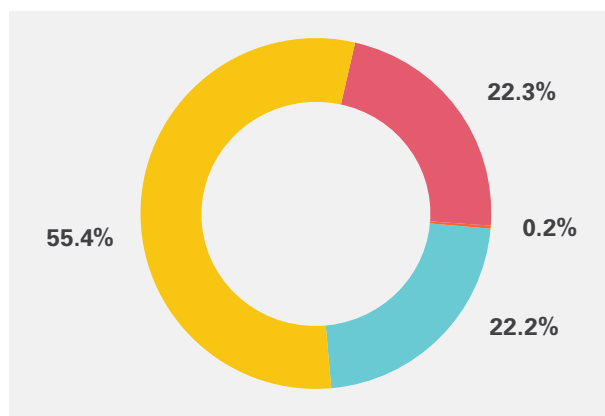
2021–2022 Budget \$7.748 million*

Where it is spent



● Recurring expenditure	\$4,683,752
● Service initiatives	\$39,000

Source of funds



● User fees and charges	\$2,551,402
● Rates	\$2,628,309
● Other income	\$10,000
● Grant funding	\$1,057,869

Services Provided

- St Peters Child Care Centre & Preschool
- Home and community care
- Domestic care
- Home modifications
- Personal care
- Transport
- Health and fitness programs
- Social inclusion programs
- Youth programs
- Immunisations
- Environmental health inspections
- Volunteer services
- Community Visitors Scheme

Projects and Service Initiatives

- Canvas Youth Art and Events Project – is a youth art program which provides young people with the opportunity to work alongside industry professionals in visual art, photography and film.
- Youth Development Strategy - a program of events which include:
 - Sport Week;
 - Community Cooking;
 - Skills Development; and
 - Wheel Park.

*Excludes carry forward projects

Community Programs

Community programs offered by the Council include the Community Visitors Scheme that provides Volunteer visitors to socially or culturally isolated residents living in Federal Government subsidised aged care homes. Community Visitors are Council Volunteers who visit on a one-to-one basis.

Other programs provided include:

- Health and fitness programs; and
- A range of social support activities designed to improve social connectedness and quality of life.

Income	\$78,500
Expenditure	\$112,188
Net Cost/(Net Contribution)	\$33,688

Home and Community Care Programs

The Council's Home and Community Care (HACC) Program is jointly funded by the Federal and State Government to provide community care services for our City's frail aged and younger disabled residents and their carers.

The program is designed to prevent social isolation, and provides individuals with assistance to maintain their independence and remain in their own homes for as long as possible. The range of services - which are available to help the frail and aged, people with a disability and their carers, who live within the community - include:

- Home maintenance and safety and security assistance;
- Personal care and cleaning; and
- Transport services.

Income	\$1,127,369
Expenditure	\$1,216,875
Net Cost/(Net Contribution)	\$89,506

Youth Development

The Council is committed to providing opportunities for young people aged 12–25 years to be visible, valued and involved in shaping the current and future direction of the community. Services and programs delivered include Youth FM, Young Achievers Program, and Eastern Region Youth Projects.

Income	-
Expenditure	\$159,086
Net Cost/(Net Contribution)	\$159,086

Volunteer Services

Volunteers play a vital role in ensuring that the Council can deliver a range of important services to our community. Volunteer services is responsible for the development and promotion of volunteering opportunities across the Council's full range of services and activities, including the recruitment, recognition and training of Council Volunteers.

Income	-
Expenditure	\$153,898
Net Cost/(Net Contribution)	\$153,898

St Peters Child Care Centre & Preschool

The Council owns and operates the St Peters child Care Centre and Preschool community based child care centre and preschool. The Centre is licensed to provide child care and preschool services for 105 children between the ages of six weeks and five years of age. The St Peters Child Care Centre & Preschool provides a preschool program under the Government's Universal Access Program.

Income	\$2,490,309
Expenditure	\$2,469,705
Net Cost/(Net Contribution)	(\$20,604)

Environmental Health Services

The area aims to enhance public health by managing the registration of all premises as required under the *South Australian Public Health Act 2011* along with the City's immunisation program. These services are provided on behalf of the Council by the Eastern Health Authority.

Expenditure	\$572,000
Net Cost/(Net Contribution)	(\$572,000)

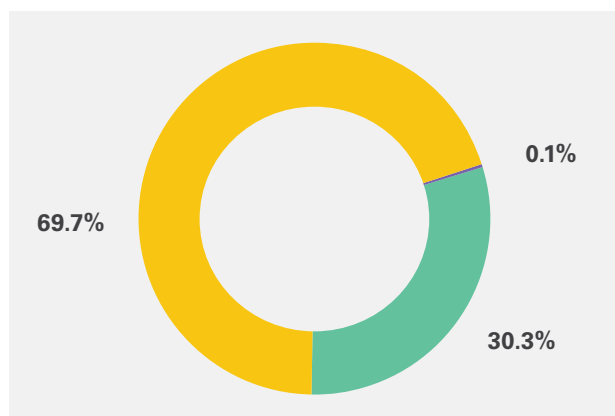


Libraries & Community Facilities



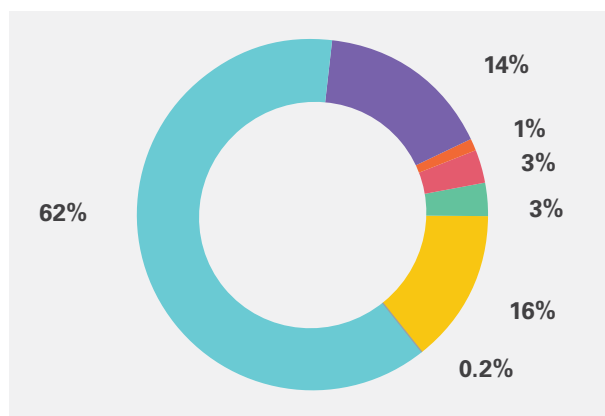
2021–2022 Budget \$4.165 million*

Where it is spent



● Recurring expenditure	\$2,858,544
● Service initiatives	\$2,500
● Projects	\$1,241,513

Source of funds



● User fees and charges	\$670,570
● Rates	\$2,601,247
● Other income	\$43,440
● Grant funding	\$123,000
● Capital Grant funding	\$123,000
● Borrowings	\$600,000
● Other capital funding	\$7,000

Services Provided

- **Libraries** – Library services are provided by the Council across three locations and include:
 - Free use of computers and internet;
 - Training programs;
 - Home Library;
 - Infant and children programs; and
 - Book groups.
- **Norwood Concert Hall** is a versatile event space that is available for hire for musical theatre production and functions such as balls.
- **Community Facilities** – are provided by the Council and are available to hire — from rooms to entire buildings, on a casual basis or under a long-term lease. From rooms for hire to entire buildings which can be hired on a casual basis or under a long-term lease.

Projects and Service Initiatives

- **Council Building Works Program**
- **Acquisition of Library resources** such as books, DVDs and other resources
- **Children’s’ Book Week** activities for local school students

Further details are provided in Appendix 1.

*Excludes carry forward projects

Libraries

The Council operates three Libraries, located at Norwood, St Peters and Payneham. The services provided include free access to educational and recreational resources including books, magazines, DVDs and CDs; online databases; public internet access; programs and events; local history services; and inter-library loans.

Income	\$148,000
Expenditure	\$1,772,213
Net Cost/(Net Contribution)	\$1,624,213

Community Facilities

The Council has a number of buildings and facilities available for casual hire or long-term lease. This area is responsible for the management of these facilities.

Income	\$313,410
Expenditure	\$747,807
Net Cost/(Net Contribution)	\$434,397

Norwood Concert Hall

The Norwood Concert Hall caters for events of all sizes, including Adelaide Festival productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

Income	\$375,600
Expenditure	\$338,524
Net Cost/(Net Contribution)	(\$37,076)

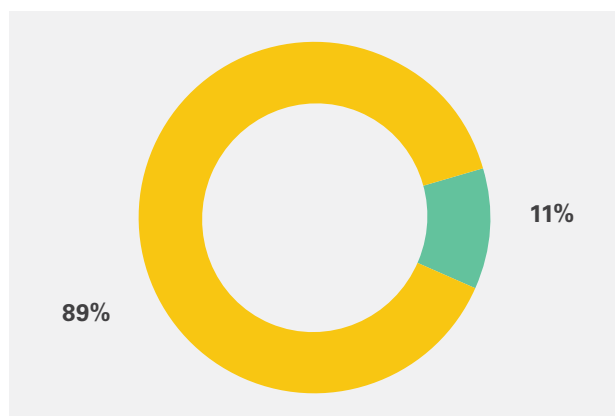


Community Events, Arts & Heritage



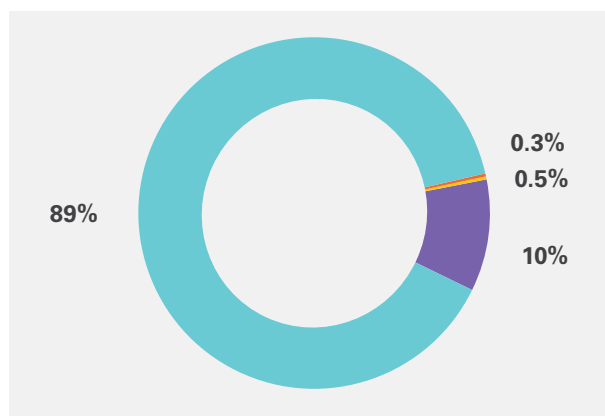
2021–2022 Budget \$1.063 million*

Where it is spent



● Recurring expenditure	\$930,139
● Projects	\$110,620

Source of funds



● User fees and charges	\$2,800
● Rates	\$945,049
● Other income	\$5,200
● Borrowings	\$110,620

Services Provided

- **Community Events** – are hosted by the Council across a diverse range of areas including festivals, concerts, performances and activities.
- **Community Arts** – initiatives are delivered in accordance with the Council's Public Art Policy and Program, which includes:
 - Art on the Parade;
 - Public art throughout the City; and
 - Support of local artists through SALA Festival; and
 - Exhibitions in the Norwood Town Hall
- **Cultural Heritage** activities and services which recognise the heritage of the City, including:
 - Cultural Heritage Centre;
 - SA History Festival Program of events; and
 - Cultural Heritage signs, walks and trails.

Projects and Service Initiatives

- Concerts in the Park
- Annual allocation to Major Public Art Funding Program

Futher details are provided in Appendix 1.

*Excludes carry forward projects

Community Events

This area coordinates and delivers a number of events held by the Council which cater to the wide demographic of our community. Events include:

- Norwood Christmas Pageant;
- Twilight Carols and Christmas Market;
- St Peters Fair;
- A Day of Fashion;
- Concerts in the Park series of outdoor live music events;
- Australia Day Celebrations;
- Citizenship Ceremonies; and
- Tour Down Under.

Income	\$3,000
Expenditure	\$592,551
Net Cost/(Net Contribution)	\$589,551

Community Arts

As a culturally rich and socially diverse community, the City of Norwood Payneham & St Peters has a long tradition of valuing creativity and artistic expression. This area supports the Council's Public and Community Arts Programs which are informed by the Thinking through the City Minor Public Artworks Strategic Plan 2009–2019 and the Council's Public Art Policy.

Income	\$5,000
Expenditure	\$170,573
Net Cost/(Net Contribution)	\$165,573

Cultural Heritage

The Council's Cultural Heritage Program assists the community to understand, celebrate and benefit from the City's rich and distinctive history through the provision of a number of specialist historical services and activities.

Income	-
Expenditure	\$167,015
Net Cost/(Net Contribution)	\$167,015



Governance, Communications & Administration



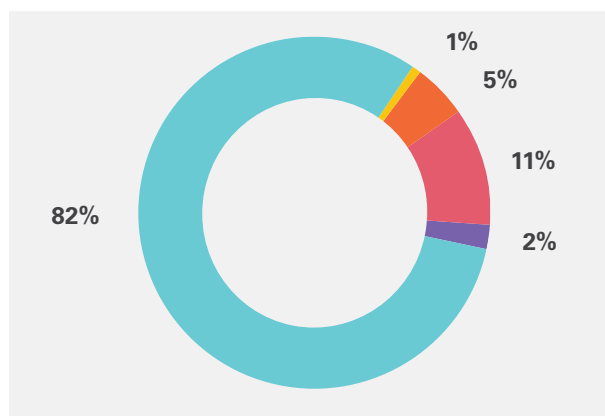
2021–2022 Budget \$7.257 million*

Where it is spent



● Recurring expenditure	\$6,817,157
● Service initiatives	\$63,000
● Projects	\$118,440

Source of funds



● User fees and charges	\$80,000
● Rates	\$5,939,904
● Other income	\$329,250
● Grant funding	\$790,000
● Borrowings	\$118,440

Services Provided

- Financial management and services
- Customer service
- Human resources and employee services
- Communications and public relations
- Information management
- Rates administration
- Governance
- Elected Members
- Risk management

Projects and Service Initiatives

- Upgrades to the Council’s Electronic Document Management System
- Website upgrades and refresh
- Audio Visual Upgrade of Council meeting rooms and Council Chamber

Further details are provided in Appendix 1.

*Excludes carry forward projects

Governance

Corporate Governance supports the Council’s decision-making processes, compliance with legislation and minimisation of risk to enable the Council to meet community needs and legislative requirements transparently.

This area provides administrative support and assistance to the Mayor and Elected Members, and handles enquiries and complaints from the public. Corporate Governance also includes the Chief Executive’s Office which provides executive leadership through the coordination of policy development, communication of strategic directions and performance monitoring.

Income	\$300,000
Expenditure	\$2,174,691
Net Cost/(Net Contribution)	\$1,874,691

Communications

The Communications team manages the Council's internal and external communications including public relations, social media, and various publications.

Income	\$20,000
Expenditure	\$655,682
Net Cost/(Net Contribution)	\$635,682

Council Administration

Financial Management and Services

Financial Management and Services ensure the effective management and control of the Council's financial resources.

Financial management includes the provision of strategic financial management and leadership, budgeting and financial performance monitoring, preparation of annual financial statements and treasury management. Financial management also includes the Council's annual business planning, provision of project management support and advice and undertakes long-term financial planning, performance monitoring and reporting.

Financial Services incorporates the provision of financial activities to the Council, including:

- Cost effective and efficient accounts payable and accounts receivable services;
- Monitoring the application of financial internal controls;
- Cost effective and efficient payroll services whilst contributing to the maintenance and development of the Council's Human Resource Information System;
- Administration of the Council's insurance program;
- Administration the Council's leased vehicle fleet; and
- Asset reporting.

Income	\$790,000
Expenditure	\$911,216
Net Cost/(Net Contribution)	\$121,216

Rates

The Rates area maintains the Council's property rating database, facilitates the collection of rates and charges from the residents and ratepayers of the Council and provides property information to the general public.

Income	\$127,500
Expenditure	\$123,805
Net Cost/(Net Contribution)	(\$3,695)

Customer Service

Customer Service is the primary interface between the Council, the community and the delivery of services. Customer Service staff provide information to the City's citizens via direct telephone, service desk and online request services, and provides over the counter payment options for the payment of rates and other fees and charges for Council services and administers the Council's electronic payment options.

Income	\$1,750
Expenditure	\$509,306
Net Cost/(Net Contribution)	\$507,556

Information Management and Services

This area provides support to deliver on organisational priorities and improved service delivery to the community through information and communication technology. Information management incorporates the maintenance of the Council's corporate records.

Income	-
Expenditure	\$1,705,578
Net Cost/(Net Contribution)	\$1,705,578

Organisational Development and Work Health and Safety

Organisational Development supports the Council's management and staff by providing advice in the areas of human resources and organisational development.

Services provided include industrial advice and human resources, recruitment support and training and development programs. Organisational Development staff also manage the business excellence program and the Council's work health and safety program.

Income	-
Expenditure	\$736,878
Net Cost/(Net Contribution)	\$736,878

Long-term Financial Plan

Overview

Financial sustainability is a key objective of the Council, as a sound financial base is essential to delivering on the strategic directions contained in *CityPlan 2030: Shaping Our Future* and the delivery of programs and services set out in the Annual Business Plan.

The Council's Long-term Financial Plan supports the Council to achieve financial sustainability, particularly in the face of the significant challenge of being expected to deliver more with minimal increases in rate revenue. The Plan sets out the Council's financial strategies and commitment over the long-term to ensure that as a Council, we can meet this challenge. The Plan is driven by the need to deliver enhanced and improved services to our ratepayers and residents, by the most efficient and effective means possible.

The Council's long-term financial sustainability is dependent on ensuring that, on average over time, the Council's income can cover the cost of its operational expenses and generate sufficient cash flows to meet loan servicing requirements.

The Council's Operating Result, as shown in Graph 1, demonstrates how the Council has been able to achieve financial sustainability with sustained operating surpluses.

The Long-term Financial Plan provides a high level framework to guide the preparation of the Annual Business Plan and Budget, so that the Council understands the impact of decisions that are made today, have on the future, so we can be over the long-term.

The 2020–2021 Budget included a Financial Support Package aimed at minimising the financial impact of the pandemic on members of our City. The Council's response to the pandemic has had future impacts on the Council's future forecasts.

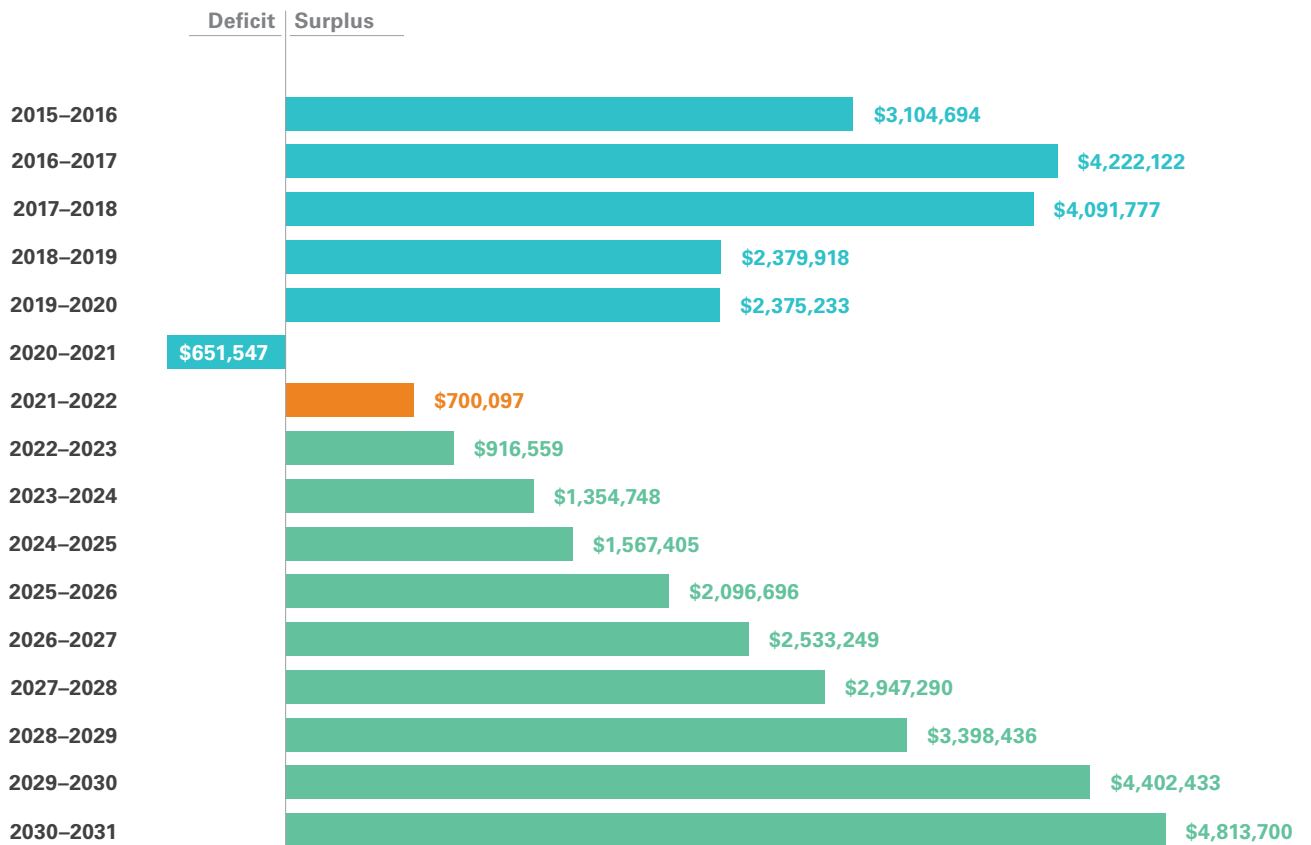
The Council reviewed its Long-term Financial Plan during 2020, with the current plan being endorsed by the Council in January 2021.

A copy of the Council's Long-term Financial Plan is available at www.npsp.sa.gov.au

Graph 1

**Operating Surplus/Deficit
2015–2016 to 2030–2031**

Actual Proposed Forecast



Rates

Council rates are a form of property taxation and are the main source of income which the Council uses to fund the planned projects, programs and services detailed in this Annual Business Plan, on behalf of the City.



In setting its rates for 2021–2022, the Council has taken into account its strategic management plan *CityPlan 2030: Shaping Our Future*, the current economic climate post the known impacts of COVID-19, legislative changes, the need to maintain and improve the Council's infrastructure and enhance Community Well-being through services, programs and facilities.

The fundamental principle of ensuring equity across the community and an assessment of the impact of rates, have also been taken into consideration.

Having determined the total budget in terms of expenditure and the consequent impact on revenue, the Council divides the portion of the budget to be raised from rates, by the total of all individual property values, to determine the 'rate-in-the-dollar' figure. The 'rate-in-the-dollar' is then applied to individual property values to determine the rates for each property.

In preparing the Annual Business Plan and Budget, one of the key objectives for the Council is to ensure that rates revenue is kept to a responsible level and ensure that rates are applied across the community as fairly and equitably as possible.

This year, the Council has budgeted for a 2.55% rate revenue increase, plus growth. In line with the principles set out in the Long-term Financial Plan, the proposed rate increase is reflective of anticipated input cost increases to deliver existing services, programs, and activities, new development growth and increase in life-cycle costs arising from increased service level from new and upgraded assets.

Rates are the main source of funding for the activities which are undertaken by the Council. Representing 81% of total revenue, a total of \$36.4 million will be collected through rates this year to fund essential services such

as waste collection, management of infrastructure, public health and safety, as well as major capital projects and the provision of community programs, events and festivals.

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

Details of the Council's Rating Policy is included in Appendix 4 of this document with the complete policy available at www.npsp.sa.gov.au

As illustrated in Graph 2, the average rate has been trending down for both residential and commercial ratepayers in our City, and this meets the Council's objective of keeping rates at a responsible level.

For the 2021–2022 financial year, the Council has increased its total rate revenue by 2.55% plus growth or \$1.507m, with the increase in rate revenue being driven by general property valuation increases (\$452,000, or 1.3%), new properties and development (\$166,000, or 0.5%) and cost and service level increases (\$889,000 or 2.55%). The average residential property value has increased by 1.0%, to \$683,000, which when compared to the average residential property from 2020–2021, with a value of \$673,000 means an increase of \$15 per quarter on the amount of rates payable. The average commercial property value remained stable, with an average property value of \$967,000, the average commercial property owners will have a \$61 increase a year in the amount of rates payable for 2021–2022.

3.96%

Average Residential Rate Increase 2021–2022

= \$60/year increase based on a valuation of \$683,000

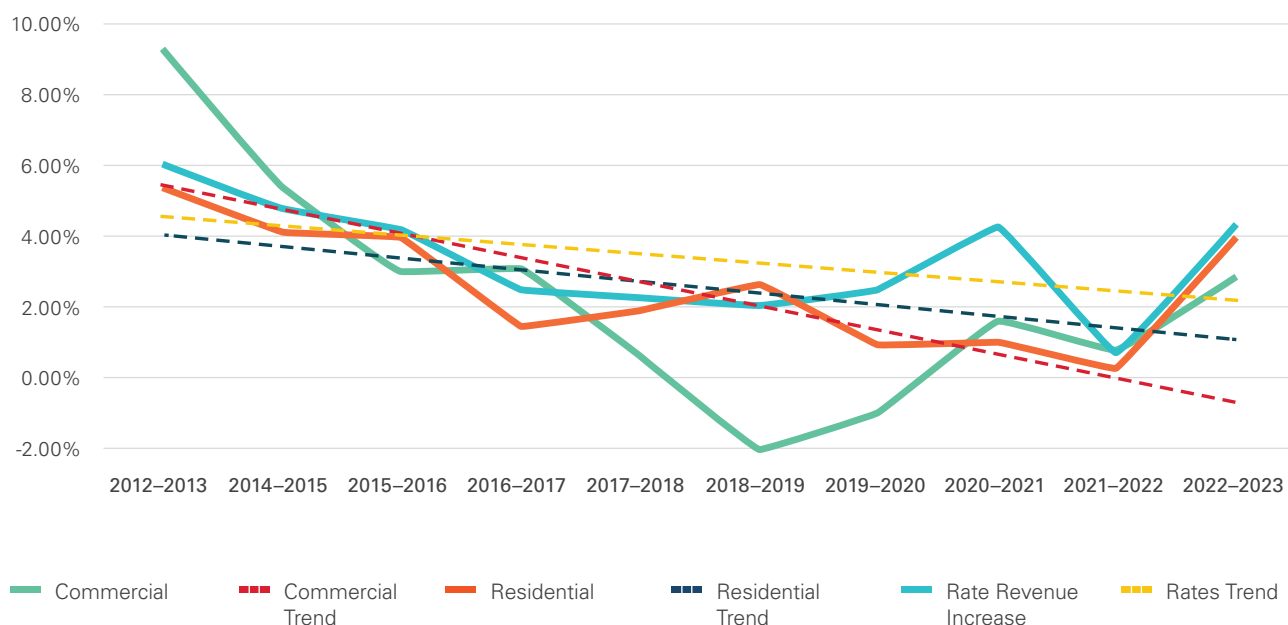
2.33%

Average Commercial Rate Increase 2021–2022

= \$61/year increase on a valuation of \$967,000

Graph 2

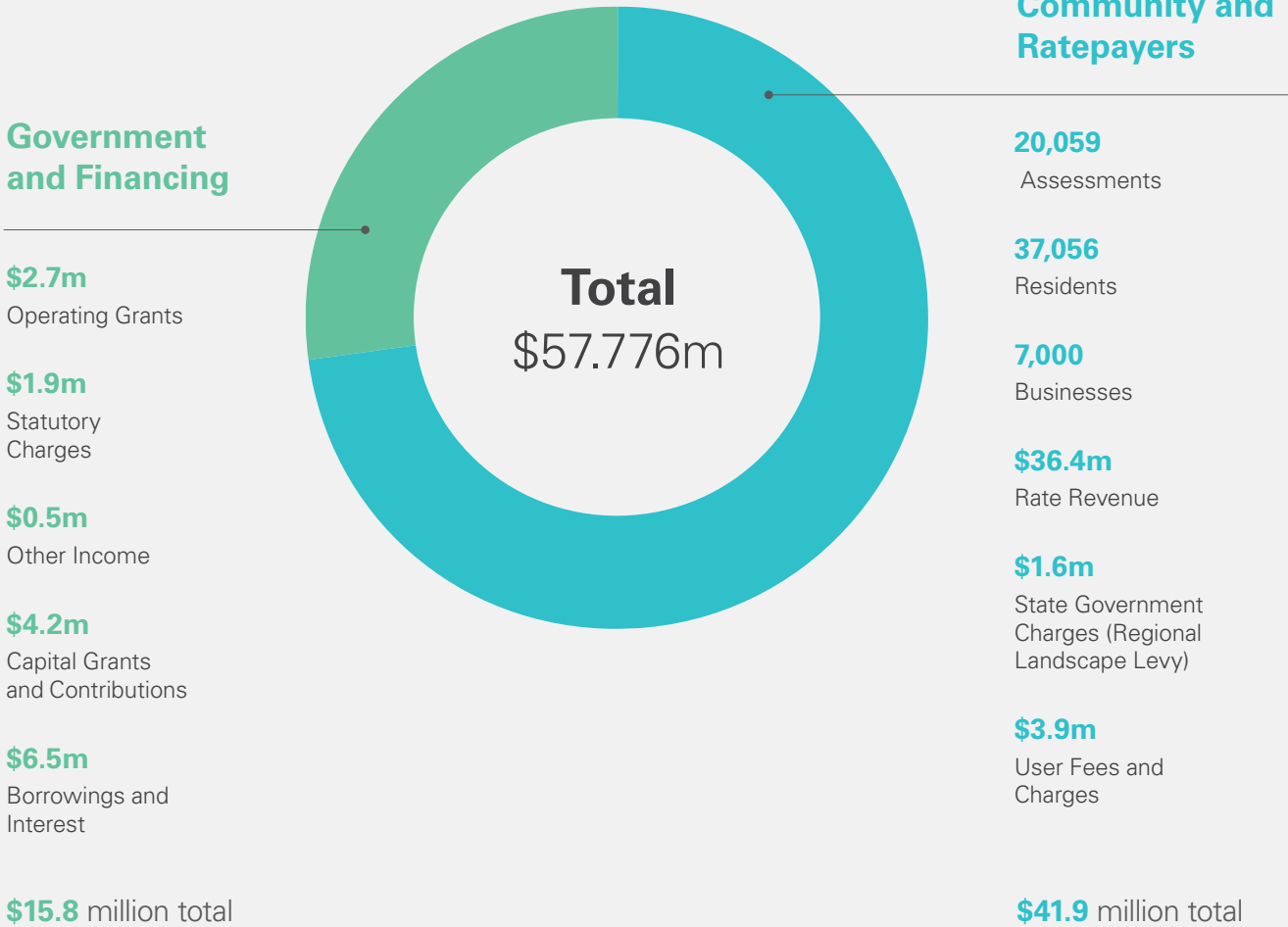
Impacts of Council's Rating Policy



Budget Overview

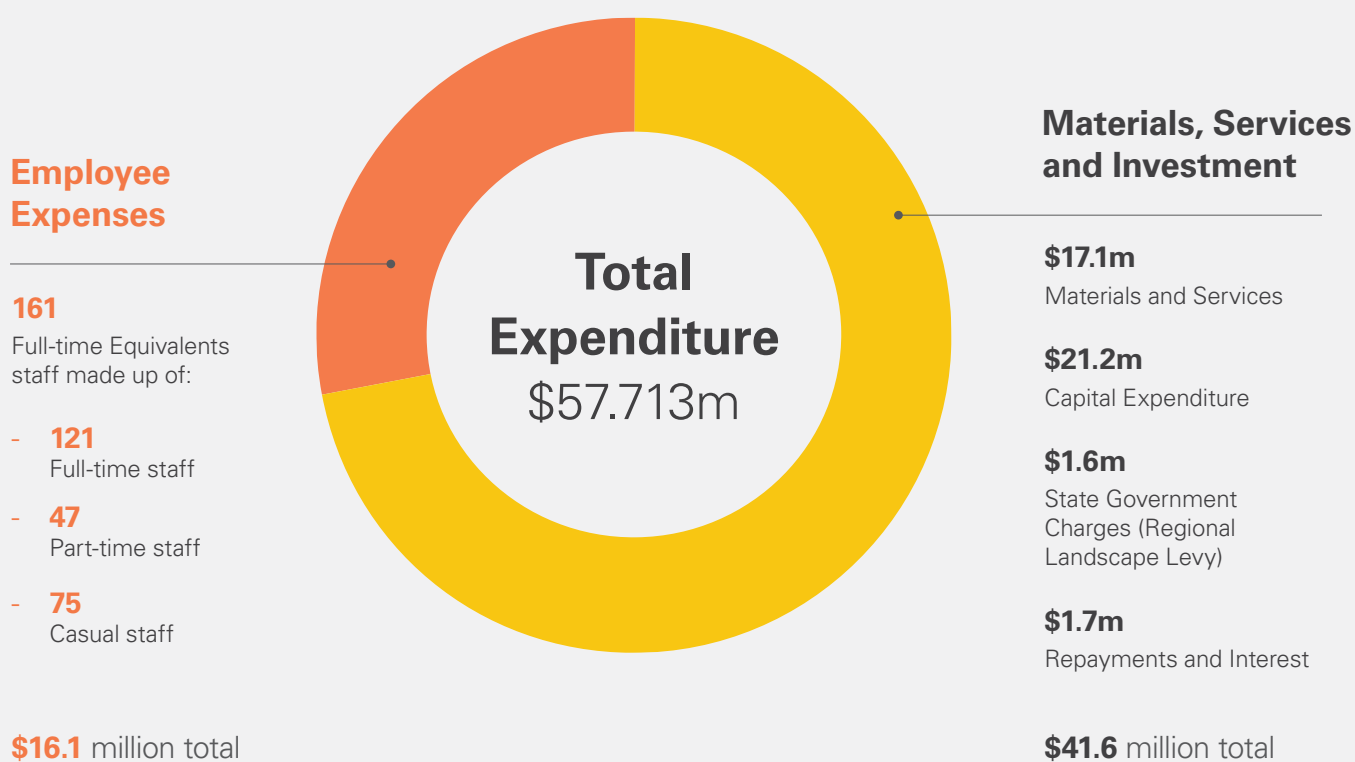
2021–2022

Income and Funding



The Budget shapes the projects, services and events held each year. The revenue from the community, government and financing allows the Council to deliver more than 40 services, programs and events and will enable the delivery of 70 special projects.

Expenditure and Investment



Budget Overview

2021–2022

Our financial goal is to be a Council which delivers on its Strategic Outcomes by managing our financial resources in a sustainable and equitable manner.

The 2021–2022 Budget has been developed within the Council’s planning framework and sets the strategic directions over the medium and long term, converting these into annual actions and outputs.

The development of the Budget has been undertaken in consultation and review by Elected Members and Council staff and in consultation with the community

As the State undertakes the economic recovery from the COVID-19 pandemic, the focus in developing the 2021–2022 Annual Business Plan and Budget, has been on ensuring the Council maintains the standards for its existing range of services which are aimed at supporting the delivery of the Strategic Objectives outlined in the Councils’ Strategic Management Plan *CityPlan 2030: Shaping Our Future*, and that those services receive appropriate funding.

The Budget reflects decisions which have assumed that the social distancing and mass gathering restrictions - which were in place during 2020–2021 - have been relaxed, with the provision of services, programs and activities being delivered in a post COVID-19 safe manner.

In addition, as the third tier of government, the Council is supporting the economic recovery by proposing a number of large scale infrastructure projects, which are aimed to be delivered over the next two financial years.

The 2021-2022 Budget remains focussed on the future and aims to ensure that the Council’s emerging and continuing priorities are appropriately resourced and to this end, the Budget is built upon the strategic outcomes set out in the Councils’ Asset Management Plans and its Long Term Financial Plan.

The key driver is to ensure that the Budget priorities not only contribute to the Council’s broader strategic objectives, but also the Council’s long term financial objective of managing its financial resources in a sustainable and equitable manner.

The focus continues to be on initiatives which have been identified to support the delivery of the strategic objectives outlined in *CityPlan 2030: Shaping Our Future* and to ensure that our services are delivered in the most efficient and effective manner, thereby satisfying community needs and expectations.

The 2021–2022 Budget builds on the principle of financial sustainability. This is demonstrated by adherence, over the term of the Plan, to the overarching principles that require the Council to:

- achieve long term income, expenditure and cash flow neutrality while keeping rates growth within the average for the sector.
- ensure the Council’s long term Capital Works Program fully funds asset renewal requirements.

A number of significant factors have influenced the preparation of the 2021–2022 Budget, namely;

- impact of the Consumer Price Index (CPI) and the Local Government Price Index increases on relevant inputs of the Budget;
- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, Council owned properties and open spaces (parks and reserves);
- Enterprise Bargaining Agreements, which provide for employee wage and salary increases of 2.0% and
- commitment to major projects which span more than one year.

Table 3 provides a comparison of the financial targets included in the Council’s Long Term Financial Plan and how they are met by the 2021–2022 Budget

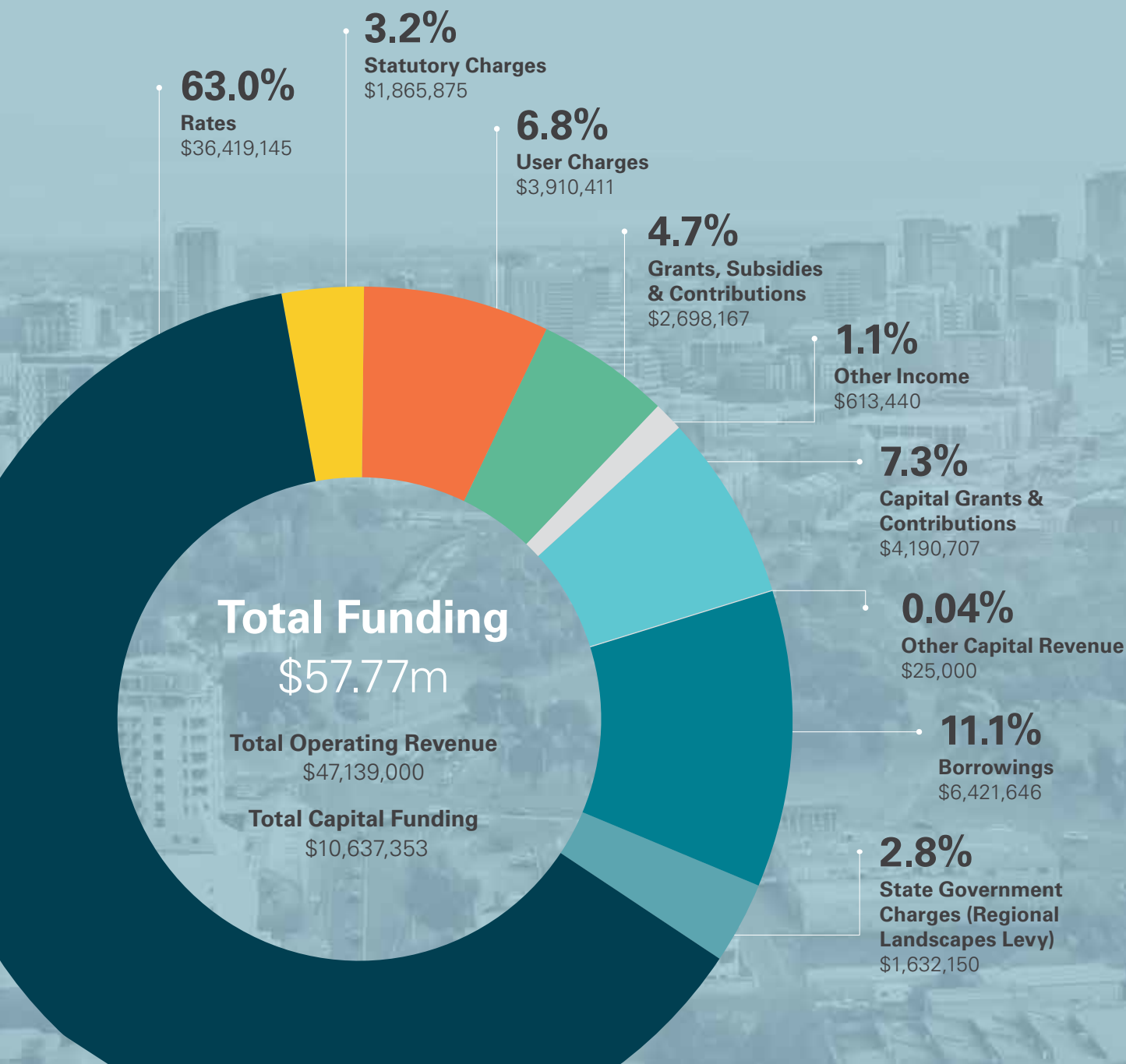
Table 3

Outcome	Indicator	LTFP Target	Target Met
A balanced budget	Operating Surplus	\$0	✘
	Operating Ratio	0–10%	✓
Rate stability	Annual Rate revenue increases	Between 2%–4%	✓
Infrastructure and Asset Management	Asset Sustainability Ratio	Between 90%–110% on a rolling three year average	✓
Debt Management	Net Financial Liabilities	≤ 75%	✓

Revenue & Expenditure

The 2021–2022 Annual Business Plan and Budget focuses on ensuring that the Council can maintain and improve its existing service standards while appropriately funding new projects and initiatives in a sustainable way.

How Council services are funded

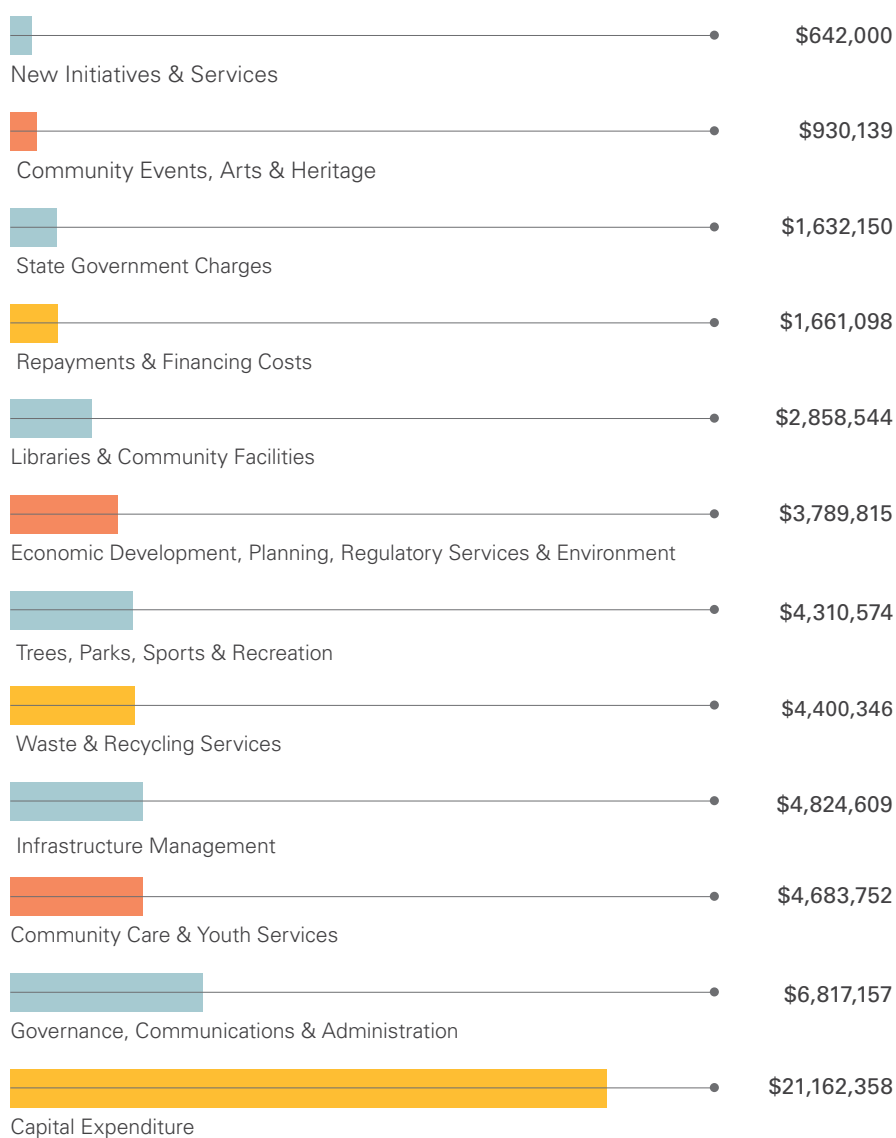


How the funds are spent

Total Expenditure \$57.713m

Total Operating Expenditure \$35,619,086

Total Capital Expenditure \$22,093,456



Appendix 1

2021–2022

Key Initiatives & Projects

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Funded by			Borrowings & Other Funding \$
			Grant Funding \$	Rate Revenue \$			
Infrastructure Management							
* ● ● ●	St Peters Street Streetscape Upgrade	<p>This project builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve-Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honor from Payneham Road to Second Avenue. Once completed, St Peters Street will provide improved amenity and connection between the River Torrens Linear Park and other major focal points within the Precinct. The key features proposed include:</p> <ul style="list-style-type: none"> • A reduction in the overall paved road width; • Improved amenity and accessibility for pedestrians and cyclists; • Wider footpaths; • New tree planting and landscaping, including Water Sensitive Urban Design (WSUD) elements • Revitalised central median • Improved local storm water management, with seasonal storm water detention at Cliff Goodwin Reserve; and • Improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong. <p>The estimated project cost is \$4.5 million, which includes civil infrastructure renewal works and storm water drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted Infrastructure & Asset Management Plans.</p> <p>The Project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> • 2021-2022 - \$2.470 million • 2022-2023 - \$2.030 million <p>The Council has secured \$1.270 million as part of the Federal Governments Local Government and Community Infrastructure Program Extension.</p>	2,470,000	1,270,347	-	1,199,653	

CityPlan 2030 Outcome	Project Name	Project Description	Funded by			
			Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management						
* ●	● Civil Infrastructure Capital Works Program	Delivery of the 2021–2022 Civil Infrastructure Capital Works Program which encompasses the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the “Whole-of-Life” allocation set out in the Council’s Roads, Footpaths & Kerbs Infrastructure & Asset Management Plan (2020).	6,713,957	362,298	5,621,343	730,316
* ●	● Stormwater Drainage Program	Delivery of the 2021–2022 Stormwater Drainage Program which involves enhancement of the Council’s drainage network. The Program includes the design and upgrade of the Council’s trunk storm water drainage network as directed by the City Wide Floodplain Mapping project. The Program has been developed in accordance with the objectives and goals contained in the Council’s Storm water Drainage Infrastructure & Asset Management Plan (2020)	2,646,000	-	2,646,000	-
+ ●	● Street Lighting Renewal and Upgrade	In response to street lighting non-compliances identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, the Council will undertake design and construction works to ensure that non-compliant and inadequate street lighting within the City’s streets are renewed or upgraded.	40,000	-	40,000	-
* ●	● Plant Replacement	Replacement of plant and vehicles utilised by City Services Field staff in the delivery of maintenance services associated with Council’s assets.	105,000	-	87,000	18,000
+ ●	● 40 kph Speed Limit Norwood and Kent Town	Subject to the community support which is currently being undertaken, the Council plans to implement a 40km/h speed limit are in Norwood and Kent Town. The proposed area excludes The Parade, The Parade West and Osmond Terrace.	25,000	-	25,000	-

- Social Equity
- Cultural Vitality
- Economic Prosperity
- Environmental Sustainability
- * Assets – New, Upgrades and Renewal
- + New Service and Program Initiatives

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management Continued						
*	● Private Laneways Conversion Project	<p>To convert and upgrade two (2) private laneways per year to public roads in accordance with the Council’s Private Laneways Policy.</p> <p>Each Laneway conversion is undertaken over two (2) years, with Stage 1 being the Public Road Conversion and Design and Stage 2 being the Capital Upgrade Works once the laneway has been converted to a public road.</p> <p>During the 2021–2022, Rosemont Lane, Norwood will be upgraded following the supported conversion to a Public Road in 2020–2021.</p> <p>Subject to property owners’ support, the conversion of Salisbury Lane, Royston Park and Kingsborough Lane Norwood, to a Public Road and subsequent design of upgrade works will also be undertaken.</p>	210,100	-	-	210,100
+	● Footpath Rectification Program	The project objectives is to address all currently identified defects within the footpath network, ensuring efficient and effective use of resources to complete the tasks to the desired outcomes and standards.	100,000	-	100,000	-
*	● Traffic Study	<p>To ensure that the Council appropriately addresses resident concerns regarding traffic speeds and volumes, a traffic study is planned for the suburbs of Glynde, Payneham, Payneham South, and Trinity Gardens & St Morris - the area bound by Payneham Road, Glynburn Road, Portrush Road and Magill Road.</p> <p>The proposed traffic study would consider neighborhood traffic-related problems in the context of the local area as opposed to isolated locations as they arise.</p>	15,000	-	15,000	-

<i>CityPlan 2030</i> Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Infrastructure Management Continued						
* ●	● Cycling Plan 2021–2026 Year 1 Implementation	<p>The Council’s Citywide Cycling Action Plan was updated in 2021 with a list of priority actions to implement high priority cycling projects between 2021 and 2026. The delivery of the priority actions are based on:</p> <ul style="list-style-type: none"> • The completion of cycling routes partially established throughout the City; • Critical safety issues and gaps in the cycling network; • Works to be undertaken can be integrated into existing Capital Works Programs; and • Encourage and promote people to cycle more frequently. <p>During 2021-2022, the Council will upgrade the Marden Bikeway by improving the connection between Beasley Street Marden and the off-road path through Marden Senior Collage. Works will include the installation of a cyclist ramp on Beasley Street and the widening of the path from Beasley Street through to the pedestrian crossing on Lower Portrush Road.</p> <p>In addition, the Council will deliver a Cyclist Education and Promotion campaign, which includes promotion of Ride to Work day, bike maintenance workshops and improved bike parking across the City.</p>	25,000	-	5,000	20,000

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation						
* ● ● ●	Payneham Swimming Centre Redevelopment	<p>The full redevelopment of the Payneham Memorial Swimming Centre, as per the Council's Swimming Centres Strategy and endorsed Concept Plans. The key features proposed include:</p> <ul style="list-style-type: none"> • Refurbishment of the main 50 metre pool in its current location with provision for a roof to be constructed at a later date; • Replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System; • New Plant Room to service the 50m Pool, new 25m Pool and the Aquatic Recreational Equipment and Facilities; • New semi-enclosed eight lane 25 metre outdoor Lap Pool and Learn to Swim Pool with all-weather lid; • New two (2) story sports and leisure centre providing pool facilities, administration, and café, gym/dry pool training space, clubrooms and multi-use function areas, • New leisure pools with interactive water play and high platform water slides integrated with the building; zero depth splash pad; • The installation of shade, barbeques and picnic facilities on grassed embankment. <p>The Council has secured \$5.6 million in grant funds from the State Governments Local Government Infrastructure Partnership Program to assist in funding the water elements of the project.</p> <p>The complete redevelopment is estimated to cost \$24 million, with project being delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> • 2021-2022 - \$ 3.0 million • 2022-2023 - \$21.0 million 	3,000,000	2,800,000	-	200,000
* ●	Recreation and Open Space Works Program	To deliver the Recreation & Open Space Works Program 2021-20212 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020)..	1,033,000	-	1,033,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation Continued						
* ● ● ●	Burchell Reserve Upgrade	<p>The redeveloped Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.</p> <p>The key features proposed include:</p> <ul style="list-style-type: none"> • A multipurpose court featuring two (2) community tennis courts, basketball and netball rings • New toilets, shelter, barbeque and picnic facilities; • Play-space improvements and new equipment; • New furniture, lighting and fencing; • A ramp access to/from Sixth Avenue and internal paths; • New tree planting and landscaping, including WSUD elements; and • On-site storm water detention, cleaning and reuse. <p>The upgrade will be delivered over two financial years, with the total project costs estimated to be \$2.6 million</p> <ul style="list-style-type: none"> • 2021–2022 - \$2.026 million • 2022–2023 - \$0.574 million 	2,026,000	-	-	2,026,000
+ ● ● ●	Street Tree Planting	Increase the Council's Street Tree Planting program from 300 street trees to 700 street trees per annum	240,000	-	100,000	140,000
	Willow Bend Lighting Upgrade	The installation of thirteen (13) Solar powered bollard path lights at Willow Bend Reserve.	17,000	-	-	17,000

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Trees Parks, Sport & Recreation Continued						
	● Open Space Asset Condition Assessment	To undertake condition assessment of Council’s recreation and open space infrastructure in accordance with the necessary and required financial and asset management principles.	50,000	-	50,000	-
●	● Tree Management Software	To ensure the City's tree stock being managed strategically to industry standard, specifically with regards to the efficient documentation and scheduling of audit, and inspection of high risk/high value trees, the Council will implement public tree management software to assist the Council to effectively and efficiently managing its existing and future Tree Stock.	10,000	-	10,000	-
Economic Development, Regulatory Services, Environment & Planning						
* ● ●	Eastside Business Awards	To recognise the best small businesses – retailers, restaurants, cafes, bars, venues and boutiques within the City of Norwood Payneham & St Peters	37,000	-	37,000	-
+ ● ●	Raising The Bar Adelaide	The event is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.	35,000	-	35,000	-
* ●	Extension of Reclaimed Water Scheme	To undertake the design and specification to extend the distribution network of the existing reclaimed water projects (ERA Water and Linde Reserve ASR) to enable more reserves to be irrigated with reclaimed water and reduce Council's use of potable water.	175,000	-	-	175,000
+ ●	● Dog & Cat Management Plan - Year 3 Implementation	<p>To implement an education campaign as required by the Council's 2019–2024 Dog & Cat Management Plan. The campaign will be implemented over the five (5) -year life of the Plan, with 2021–2022 being the year 3 of the implementation plan. The purpose of the education campaign is to educate the community in relation to:</p> <ul style="list-style-type: none"> • The new legislative requirements relating to microchipping and desexing of dogs and cats; and • The general principles of responsible dog and cat ownership. <p>This year’s program includes the Dogs Day Out event, which was deferred due to COVID-19.</p>	30,000	-	30,000	

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Economic Development, Regulatory Services, Environment & Planning Continued						
+ ● ● ●	Borthwick Park Creek Improvements	Second Creek is a major creek which traverses the City of Norwood Payneham & St Peters, and more specifically, a small section of Borthwick Park. It enters the City in the suburb of Marryatville, and runs through Kensington, Norwood, Stepney and St Peters before entering the River Torrens just downstream of the St Peters Billabong. For the most part, Second Creek has been channelised or placed into underground pipes and culverts. During 2019-2020, the Council developed a Concept Plan to improve the section of Second creek that passes through Borthwick Park. The delivery of the proposed improvements are aimed at improving water quality and creek accessibility from within Borthwick Park.	100,000	-	-	100,000
+ ●	Energy and Water Audits	To undertake energy and water audits of the Council's top four (4) energy consuming facilities, which include Payneham Libraries & Community Facilities, St Peters Library, Works Depot, and the Payneham Community Centre to understanding the energy and water efficiencies that could be gained.	11,000	-	11,000	-
+ ● ●	Green of Verges Program	In line with changes the Council's Verge Policy, the Greening of Verges is a trial program, where the Council will assist residents with approved Verge applications (subject to meeting eligibility criteria) by covering the cost of excavating compacted materials and supply and spread loam .	25,000	-	25,000	-
* ●	Urban Greening Program	A trial Program, which is aimed at encouraging residents to plant trees and natives within private land that increases, enhances and adds value to the City green cover including canopy and increases biodiversity and habitat. The project includes: <ul style="list-style-type: none"> The implementation of a Tree Incentive to citizens by giving vouchers towards purchasing a tree; A Native Plant Giveaway by giving a native plant pack (six seedlings/tube stock) to citizens on private property. 	12,500	-	12,500	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Economic Development, Regulatory Services, Environment & Planning Continued						
+ ●	● Resilient East Project	The Councils contribution to Resilient East, a regional partnership to strengthen the resilience of Councils and their communities to climate change impacts and demonstrates that the financial and legal risks of climate change are understood and managed.	7,000	-	7,000	-
+	● Transition to the SA Planning Portal	The Planning, Development and Infrastructure Act 2016 (the Act) requires the Department of Planning, Transport and Infrastructure (DPTI) to establish and maintain the SA Planning Portal website as part of new planning system, which came into effect on 19 March 2021. As part of the transition to the new system, the Council will undertake an audit of the Councils core development assessment process, delegations and approach to the assessment of Development Applications to ensure that the Council complies with the new planning system.	20,000	-	20,000	-
+ ●	● Smart City Plan - Year 1 Implementation	In December 2020, the Council endorsed a Smart City Plan and a Priority Action Plan. Implementation of the Smart City Plan objectives will commence in 2021–2022, with the delivery of the Year 1 Priority Actions, which are set out in the Smart City Plan, available at www.npsp.sa.gov.au	15,000	-	15,000	-
Libraries & Community Facilities						
*	● Buildings Capital Works Program	To deliver the 2021–2022 Buildings Works Program for the upgrade of various Council building components, in meeting the strategies and objectives of the Council's Community Buildings Infrastructure & Asset Management Plan (2020).	1,032,500	-	1,032,500	-
	● Annual Acquisition of Library Stock	The Annual acquisition of Library stock through the State Government Materials Grant Funding in order to replenish Library Service collections across the three Council Libraries.	209,013	120,360	81,653	7,000
+	● Children's Book Week	To deliver a program of events with local school students and families to celebrate Children's Book Week in August 2020.	2,500	-	2,500	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Community Services, Health, Aged & Youth Services						
+	● ● Youth Development Strategy	<p>A program of events and activities that will deliver the Council's Youth Development Strategy. Programs for 2021-2022 include:</p> <ul style="list-style-type: none"> • Sports Week: A week long program incorporating a come and try focus on a range sport options (i.e. basketball, netball, soccer, cricket) including some which may not be considered mainstream sports such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation. • Youth Community Cooking: This program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group. • Wheel Park: Host Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in, as well as the opportunity to practice their riding skills on a flat, sealed surface. • Youth Skill Development: Three (3) new programs focused on skill development and being able to apply for work. These program include a Work Experience, Job Ready and School Advisory program. 	39,000	-	39,000	-

CityPlan 2030 Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Community Events, Arts & Heritage						
*	● Major Public Art Funding Program	The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, Year three (3) contribution to the Council's fourth quadrennial public art project which will be installed in July 2022.	110,620	-	-	110,620
Governance Communications & Administration						
*	● Biennial Community Survey	The Council commissions the survey every two years to measure community well-being and the level of community satisfaction with Council Services and facilities. The data collected also measures the Council's progress on achieving a number of the CityPlan 2030 Targets.	30,000	-	30,000	-
*	● Annual Website Upgrades and Improvements	Annual upgrades and improvements to the City of Norwood Payneham & St Peters website, which focus on increasing responsive online tools and services to better service and engage with citizens, business and visitors.	10,000	-	10,000	-
+	● Culture and Business Excellence Development Program	Implementation of a number of key initiatives to drive continuous improvement and to improve the performance of the organisation.	13,000	-	13,000	-
+	● Digitisation of Council's Civil and Building Plans	To index, scan, uniquely identify and electronically store all the Councils' civil and building plans to ensure that they are easily retrievable electronically, with the hard copied plan subsequently being stored off-site and retained in accordance to the State Records Act and the Local Government General Disposal Schedule	20,000	-	20,000	-
+	● Electronic Document Management System Upgrade	To upgrade the Council's Electronic Document Management System to the latest release, to take advantage of product improvements and bug fixes.	60,000	-	-	60,000

<i>CityPlan 2030</i> Outcome	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$
Governance Communications & Administration Continued						
+	<ul style="list-style-type: none"> Meeting Room Audio Visual Upgrade 	Upgrade the Council's meeting rooms to: <ul style="list-style-type: none"> Include a 65" mobile interaction panel for use in all meeting rooms; Replace the white board and projector with a wall mounted interactive panel and install a webcam and ceiling microphones in the main meeting room; and Enable live streaming of Council meetings and participants to join remotely for the Council chambers. 	48,440	-	-	48,440

2021–2022 Civil Whole-of-Life Infrastructure Renewal Program

Suburb	Street	From	To
Felixstow			
Road Re-sealing	Pembury Grove	The Bend	Cardigan Avenue
Firle			
Footpaths	Glynburn Road	Seventh Avenue	Marian Road
Glynde			
Road Re-sealing	Davis Court	Davis Road	Davis Court - End
	Stempel Street	Edward Street	Glenora Court
	Sunbeam Road	Provident Avenue	Lewis Road
	Lewis Road	Avenue Road	Barnes Road
Kerb & Water Table	Barnes Road	Sunbeam Road	Lewis Road
Footpaths	Penna Avenue	Barnett Avenue	Glynburn Road
	Provident Avenue	Sunbeam Road	Barnett Avenue
	Provident Avenue	Barnett Avenue	Glynburn Road
Hackney			
Kerb & Water Table	Richmond Street	Hatswell Street	Torrens Street
Footpaths	Richmond Street	Hatswell Street	Torrens Street
Kensington			
Road Re-Sealing	Shipsters Road	Kensington Road	The Parade
	The Parade	Portrush Road	Shipsters Road
	Bishops Place	Regent Street	Shipsters Road
Kerb & Water Table	Bishops Place	Regent Street	Shipsters Road
Marden			
Road Re-sealing	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippett Avenue	Addison Avenue
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
	Addison Avenue	Broad Street	Battams Road
	Kent Street	Marden Road	OG Road

Suburb	Street	From	To
Marden Continued			
Kerb & Water Table	Addison Avenue	Broad Street	Battams Road
	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippet Avenue	Addison Avenue
	Kent Street	Marden Road	OG Road
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
Footpaths	Battams Road	Second Avenue	Addison Avenue
	Lower Portrush Road	Beasley Street	Council Boundary
Maylands			
Road Re-sealing	Stacey Court	South End	Janet Street
Norwood			
Road Re-sealing	Boswell Place	Brown Street	End
	Threlfall Avenue	Charles Street	Northern End of break
	Threlfall Avenue	Southern End of Break	Charles Street
Kerb & Water Table	Threlfall Avenue	Southern End of Break	Charles Street
Payneham			
Road Re-sealing	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
	Marian Road	Arthur Street	Ashbrook Avenue
Kerb & Water Table	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
	Marian Road	Arthur Street	Ashbrook Avenue

Suburb	Street	From	To
Royston Park			
Road Re-sealing	Battams Road	Second Avenue	Addison Avenue
Kerb & Water Table	Battams Road	Second Avenue	Addison Avenue
Footpath	Battams Road	Second Avenue	Addison Avenue
St Morris			
Road Re-sealing	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
Kerb & Water Table	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
St Peters			
Road Re-sealing	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Sixth Avenue	Suburb Boundary	Lambert Road
Kerb & Water Table	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Footpaths	Harrow Road	Second Avenue	Third Avenue
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Stepney			
Road Re-sealing	Henry Street	Stepney Street	Nelson Street
	Ann Street	Henry Street	Payneham Road
Kerb & Water Table	Ann Street	Henry Street	Payneham Road
	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street

Suburb	Street	From	To
Stepney Continued			
Footpaths	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street
	Union Street	Stepney Street	Nelson Street
Trinity Gardens			
Road Re-sealing	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent
Kerb & Water Table	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent

2021-2022 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works	From	To
Trinity Valley	Stormwater Capacity upgrade	Linde Reserve, Stepney	Clifton Street, Maylands
Marryatville	Overland Flow Path and First Creek pedestrian bridge	The Crescent	Dean Grove
St Peters	Stephen Terrace Flow diversion	Stephen Terrace	
Various	Minor Drainage Designs		

Appendix 2

Measures of Success

Measures of Success

The measure of the Council's success is driven by the achievement of the objectives outlined in *CityPlan 2030*.

A set of performance indicators have been developed to monitor our progress against these objectives and are reported on in our Annual Report. In addition to the *CityPlan 2030* indicators, the Council also measures its achievements through the following non-financial and financial Indicators;

Non-Financial Indicators

Program Delivery

To ensure that the Council delivers on the Strategic Objectives set out in the *CityPlan 2030*, various projects and initiatives must be delivered. During 2020–2021, the Council approved 22 Capital Projects and 21 Service Initiatives. The Council's performance against the 2020–2021 programs is detailed on the following page.

For 2021–2022, the Council has proposed 14 Capital Projects and 19 Service Initiatives projects. Progress on these projects will be reported in the 2021–2022 Annual Report and 2022–2023 Annual Business Plan.

Financial Indicators

When evaluating activities undertaken during any given financial year, the Council considers a number of factors, one being the future financial sustainability of the Council.

A series of financial indicators have been developed by local government to assist in determining whether a council is financially sustainable or moving to a position of financial sustainability.

Financial indicators which are used by the Council to measure performance and financial sustainability are;

Operating Surplus/(Deficit) Ratio

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

As the major source of income for the Council is rates revenue, Operating Surplus ratio measures operating surplus/ (deficit) as a percentage of total operating revenue. This indicator represents the percentage by which the major controllable income source varies from the day to day operating expenditure.

In 2021–2022, the forecast operating surplus is \$649,000, resulting in an Operating Surplus ratio of 1.4%.

Net Financial Liabilities Ratio

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.

Where the ratio is increasing, it indicates a greater amount of the Council's operating revenues is required to service its financial obligations. For 2021–2022, it is anticipated the net Financial Liabilities ratio of the Council will be 61.1%.

Debt Servicing Ratio

Debt servicing ratio measures the extent Council's commitment to interest expense and loan repayments is met by general rate revenue. For 2021–2022, it is anticipated that 4.5% of the Council's general rate revenue will be committed to service the interest and principal repayments on its borrowings.

Asset Sustainability Ratio

Asset Sustainability Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.) at the same rate the stock of assets is wearing out. The ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the planned expenditure outlined in the Council's Asset Management Plans.

In 2021–2022, the Council has planned to spend \$15.3 million on asset renewal compared to the Asset Management Plan spend of \$13.7 million.

The Council can accelerate or reduce asset expenditure over time to compensate for prior events, or invest in assets by spending more now so that it costs less in the future to maintain. On a three (3) year rolling average, the asset sustainability ratio of 102.4%.

Non-Financial Indicators

2020–2021 Program Delivery

CityPlan 2030 Outcome	Project Description	Status
Infrastructure Management		
*	● Civil Infrastructure Capital Works Program	✓
* ●	● Drainage Program	✓
*	● Payneham Oval Precinct Parking	✓
+ ●	● Street Lighting Renewal and Upgrade	✓
*	● Private Laneways Conversion Project	✓
*	● Plant Replacement Program	✓
+	● Rectification of Footpath Defect	✓
* ● ●	● Stephen Street, Norwood Streetscape Upgrade	–
* ● ●	● St Peters Street Upgrade	✓
+ ●	● Condition Assessment of Storm water Drainage Infrastructure / Irrigation System / Linear Park Cliff Face	✓
Trees, Parks, Sport & Recreation		
*	● Recreation and Open Space Works Program	✓
* ● ●	● Hannaford Reserve Masterplan	●
* ●	● Payneham Memorial Swimming Centre Main Pool Covers	✓
+ ●	● Street Tree Planting	✓
Economic Development, Regulatory Services Environment & Planning		
+	● Dog & Cat Management Plan Education Campaign	✓
+	● Business Readiness for New Planning System	✓
+	● Traffic & Integrated Transport Investigations and Initiatives	✓
* ●	● Second Creek Outlet Upgrade	–
* ● ●	● Borthwick Park Creek Improvements Detail Design and Construction	–
* ● ● ●	● George Street Upgrade	●
* ● ● ●	● The Parade Masterplan Detail Design	–
+ ●	● Resilient East Implementation	✓
+ ●	● Sustainable Garden Awards Program 2020	✓
+ ●	● Emissions Reduction Plan	✓
+ ● ●	● Raising The Bar Adelaide	✓
+ ● ●	● Eastside Business Awards	✓

✓ Completed – In Progress ● Not Yet Started

● Social Equity ● Cultural Vitality ● Economic Prosperity ● Environmental Sustainability

* Assets – New, Upgrades and Renewal + New Service and Program Initiatives

CityPlan 2030 Outcome	Project Description	Status
Community, Health, Aged & Youth Services		
+	● ● Age Friendly Wayfinding Walking Route Pilot	–
+	● ● Canvas Youth Art Exhibition	✓
Libraries & Community Facilities		
*	● Buildings Capital Works Program	✓
*	● ● Annual Acquisition of Library Stock	✓
+	● ● Children's Book Week	✓
*	● ● Don Pyatt Community Hall Chairs	–
*	● ● Norwood Library Strategic Review and Concept Plan	–
Community Events, Arts & Heritage		
*	● ● Major Public Art Funding Program	✓
*	● Permanent Signage for Promotion of Council Events and Consultations	✓
+	● ● 2021 Tour Down Under and Community Event (cancelled due to COVID-19)	●
+	● Christmas Movie on the Oval	✓
+	● Concerts in the Park	✓
Governance, Communications & Administration		
+	Authority Content Migration to Councils EDMS, Objective ECM	–
+	Objective ECM Consulting Services Program (CSP)	✓
*	Corporate Uniform	✓
*	Organisational Culture Survey (Human Synergistic)	✓
*	● Annual Website Upgrades and Improvements	✓
*	Civica Authority BIS Upgrade	✓

✓ Completed – In Progress ● Not Yet Started
 ● Social Equity ● Cultural Vitality ● Economic Prosperity ● Environmental Sustainability
 * Assets – New, Upgrades and Renewal + New Service and Program Initiatives

Financial Ratios

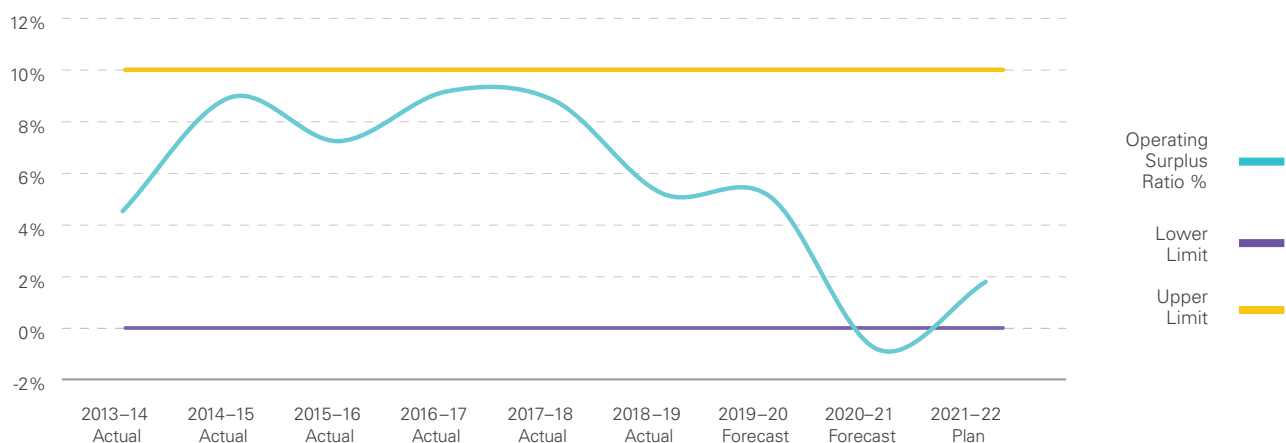
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council's performance against these outcomes are detailed below.

Outcome 1: A balanced budget

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

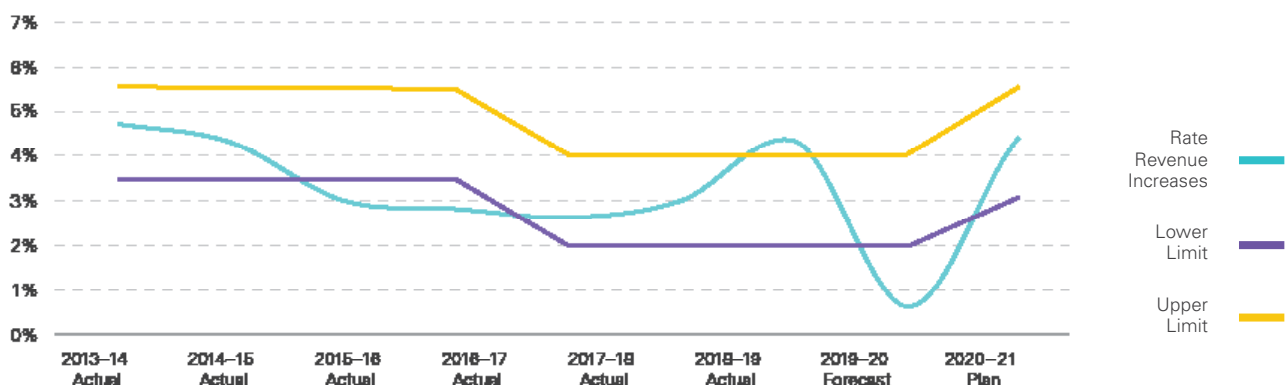
Operating Surplus Ratio %



Outcome 2: Rate Stability

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

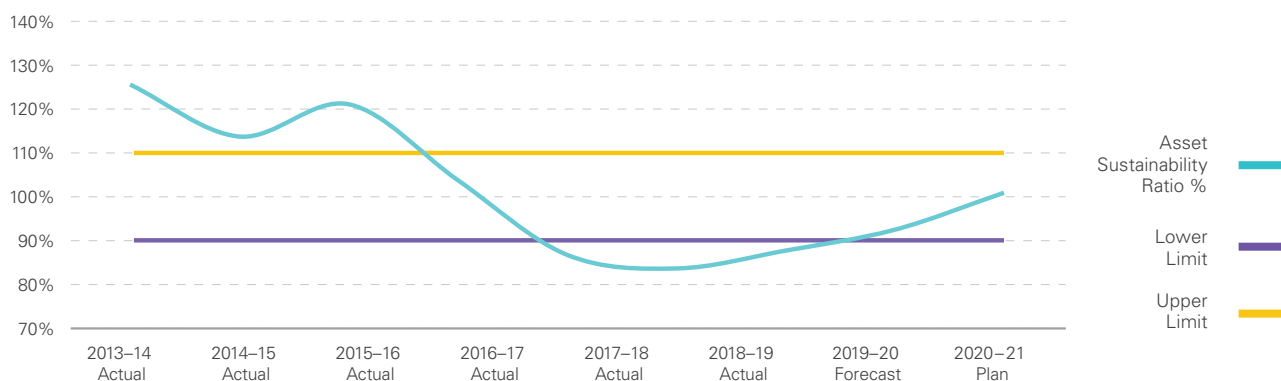
Rate Revenue Increase



Outcome 3: Infrastructure and Asset Management

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

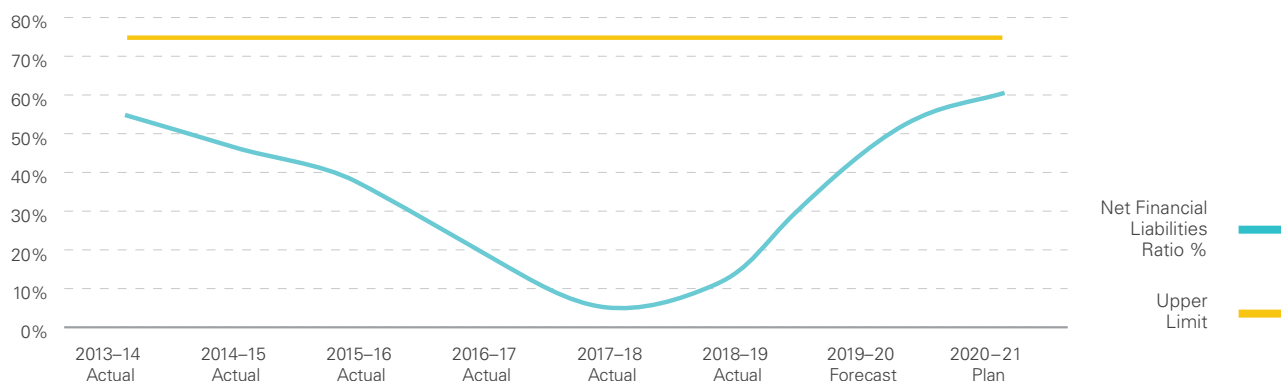
Asset Sustainability Ratio %



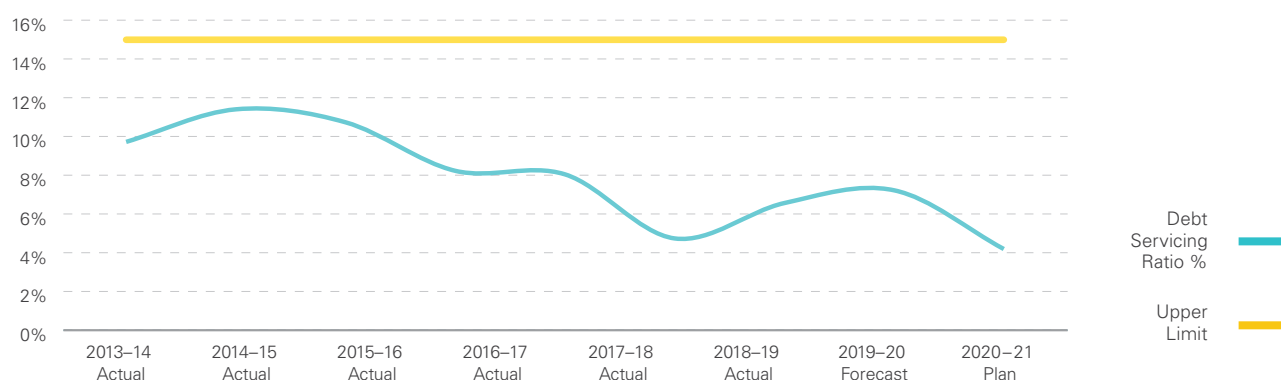
Outcome 4: Debt Management

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

Net Financial Liabilities Ratio %



Debt Servicing Ratio %



Statement of Comprehensive Income for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates	38,001	36,278	36,181	34,845	33,947
Statutory charges	1,866	1,547	1,595	1,760	1,819
User charges	3,910	3,608	3,408	3,701	3,443
Grants, subsidies and contributions	2,703	2,921	2,959	3,152	3,198
Investment income	111	65	88	206	251
Other income	498	702	1,527	1,013	1,072
Net loss joint ventures and associates	-	-	28	35	42
Total Income	47,088	45,121	45,786	44,711	43,772
Expenses					
Employee costs	16,116	15,698	14,050	13,739	13,074
Materials, contracts and other expenses	18,953	19,271	18,937	18,774	17,527
Finance costs	730	750	405	489	600
Depreciation, amortisation and impairment	10,640	9,734	9,503	8,984	8,285
Net loss joint ventures and associates	-	197	515	346	193
Total Expenses	46,439	45,651	43,411	42,331	39,680
Operating Surplus (Deficit)	649	(530)	2,375	2,380	4,092
Net gain (loss) on disposal or revaluation of assets	25	27	(1,529)	(1,207)	(910)
Amounts specifically for new or upgraded assets	4,191	2,581	744	1,131	1,741
Physical resources received free of charge	-	-	-	24	-
Net Surplus (Deficit) transferred to Equity	4,865	2,078	1,590	2,327	4,923
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant and equipment	2,000	2,000	3,542	32,993	(150,421)
Share of other comprehensive Income - joint ventures and associates	-	-	13	9	(12)
Total Other Comprehensive Income	2,000	2,000	3,555	33,001	(150,433)
Total Comprehensive Income	6,865	4,078	5,145	35,329	(145,510)

Pursuant to S123(10)(b) of the Local Government Act 1999 and Clause 7 of the Local Government (Financial Management) Regulations 2011, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$47.088m) is sufficient to meet the projected Operating Expenditure (\$46.439m) for the 2021-2022 Financial Year.

Statement of Financial Position for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	568	1,519	9,177	12,152	15,812
Trade and other receivables	2,800	2,619	2,889	2,945	2,475
Total Current Assets	3,369	4,138	12,067	15,097	18,287
Non-current Assets					
Financial Assets	105	105	105	136	159
Equity accounted investments in Council businesses	2,563	2,558	2,463	2,890	3,196
Infrastructure, property, plant and equipment	521,160	509,162	476,469	473,423	437,409
Other non-current Assets	-	-	17,891	6,119	3,715
Total Non-current Assets	523,828	511,825	496,929	482,569	444,478
Total Assets	527,197	515,962	508,995	497,666	462,765
Liabilities					
Current Liabilities					
Trade and other payables	5,833	6,378	7,310	6,272	5,462
Borrowings	931	1,547	1,651	1,781	1,858
Short-term provisions	2,843	2,801	3,135	2,752	2,761
Total Current Liabilities	9,607	10,726	12,095	10,805	10,081
Non-current Liabilities					
Long-term borrowings	19,911	14,420	10,357	5,388	6,513
Long-term provisions	1,161	1,163	1,160	1,203	1,129
Liability - equity accounted Council businesses	1,589	1,589	1,397	1,429	1,529
Total Non-current Liabilities	22,660	17,172	12,913	8,020	9,171
Total Liabilities	32,267	27,898	25,008	18,825	19,252
Net Assets	494,930	488,065	483,987	478,842	443,513
Equity					
Accumulated Surplus	63,768	58,903	56,825	55,222	52,886
Asset Revaluation Reserve	431,162	429,162	427,162	423,620	390,627
Total Equity	494,930	488,065	483,987	478,842	443,513

Statement of Cash Flows for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
Rates - general and other	37,819	36,549	36,107	34,696	33,670
Fees and other charges	1,866	1,547	1,646	1,694	1,786
User charges	3,910	3,608	3,297	4,014	4,542
Investment receipts	2,703	2,921	88	204	252
Grants utilised for operating purposes	111	65	3,677	2,744	2,835
Other income	498	702	1,474	1,244	1,324
Payments					
Employee costs	(16,073)	(15,795)	(13,486)	(14,322)	(13,668)
Contractual services and materials	(19,498)	(20,248)	(19,030)	(17,593)	(15,381)
Finance payments	(730)	(750)	(407)	(489)	(615)
Net Cash provided by (or used in) Operating Activities	10,606	8,598	13,368	12,191	14,746
Cash Flows from Investing Activities					
Receipts					
Amounts specifically for new or upgraded assets	4,191	2,581	1,165	1,049	1,742
Sale of replaced assets	25	27	58	9	790
Repayments of loans by community groups	-	-	43	13	21
Capital distribution from associated entities	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(15,323)	(12,893)	(8,919)	(9,009)	(6,589)
Expenditure on new/upgraded assets	(5,839)	(9,935)	(13,175)	(6,615)	(2,673)
Capital contributed to associated entities	(100)	(100)	(81)	(96)	(132)
Net Cash provided by (or used in) Investing Activities	(17,047)	(20,320)	(20,909)	(14,649)	(6,841)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	6,422	5,871	6,500	-	-
Payments					
Repayments of Borrowings	(931)	(1,807)	(1,934)	(1,202)	(2,045)
Net Cash provided by (or used in) Financing Activities	5,491	4,063	4,566	(1,202)	(2,045)
Net Increase (Decrease) in cash held	(950)	(7,659)	(2,975)	(3,660)	5,860
Cash and cash equivalents at beginning of period	1,519	9,177	12,152	15,812	9,953
Cash and cash equivalents at end of period	568	1,519	9,177	12,152	15,812

Statement of Changes in Equity for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
Balance at end of previous reporting period	58,903	56,825	55,222	52,886	47,975
Net Surplus/(Deficit) for year	4,865	2,078	1,590	2,327	4,923
Share of other comprehensive income	-	-	-	-	(12)
Balance at end of period	63,768	58,903	56,812	55,213	52,886
Asset Revaluation Reserve					
Balance at end of previous reporting period	429,162	427,162	423,620	390,627	541,048
Gain on revaluation of infrastructure, property, plant and equipment	2,000	2,000	3,542	32,993	(150,421)
Balance at end of period	431,162	429,163	427,162	423,619	390,627
Total Equity at end of reporting period	494,930	488,066	483,974	478,842	443,513
Uniform Presentation of Finances for the year ended 30 June 2020					
	Proposed 2021-2022	Forecast 2020–2021	Actual 2019–2020	Actual 2018–2019	Actual 2017–2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	47,088	45,121	45,786	44,711	43,772
<i>less</i> Expenses	(46,439)	(45,651)	(43,411)	(42,331)	(39,680)
Operating Surplus(Deficit)	649	(530)	2,375	2,380	4,092
less Net Outlays on Existing Assets					
Capital expenditure on renewal and replacement of existing assets	15,323	12,893	8,919	15,624	9,262
Depreciation, amortisation and impairment	(10,640)	(9,734)	(9,503)	(8,984)	(8,285)
Proceeds from sale of replaced assets	(25)	(27)	(57)	(9)	(790)
	4,658	3,132	(641)	6,631	186
less Net Outlays on New and Upgraded Assets					
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	5,839	9,935	13,174	6,615	2,673
Amounts received specifically for new and upgraded assets	(871)	(2,581)	(1,165)	(1,049)	(1,742)
Asset Received Free of Charge	-	-	-	(24)	-
	4,968	7,354	12,009	5,542	931
Net Lending/(Borrowing) for Financial Year	(8,977)	(11,016)	(8,992)	(9,793)	2,975

Statement of Comprehensive Income for the year ended 30 June 2022	Proposed 2021-2022	Forecast 2021-2022	Forecast 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018
	\$'000	Indicator	Indicator	Indicator	Indicator	Indicator

Operating Surplus Ratio

Operating Surplus	649	1.4%	(1.2%)	5.2%	5.3%	9.3%
Total Operating Revenue	47,088					

This ratio expresses the Operating Surplus as a percentage of total Operating Revenue.

Net Financial Liabilities Ratio

Net Financial Liabilities	28,794	61.1%	52.4%	28.0%	8.0%	1.8%
Total Operating Revenue	47,088					

This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

Asset Sustainability Ratio

Net Asset Renewals	15,323,366	112%	106%	99%	109%	79%
Infrastructure & Asset Management Plan required expenditure	13,724,228					

This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets

Rolling three-year average		102.4%	94.7%	90.4%	86.7%	89.6%
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Appendix 4

Rating Policy

Rating Policy

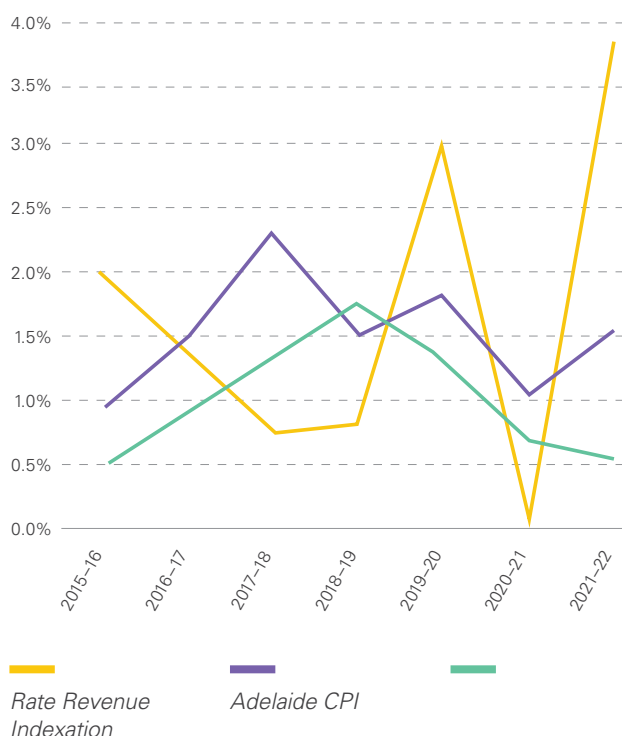
Method Used to Value Land

The Council has continued to use Capital Value as the basis for valuing land within the City of Norwood Payneham & St Peters. It is considered that this method of valuing land provides the fairest method of distributing the rates across all ratepayers on the following basis:

- Property value is a good indicator of wealth and Capital Value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth; and
- The distribution of property values throughout the City of Norwood Payneham & St Peters is such that only just over one third of residential ratepayers will pay more than the average rate per property.

Information received from the Valuer General indicates a number of changes in the City’s property values to date. 0.0.5% of the increase can be attributed to growth related to new development within the City to date.

Graph 3
Rate Revenue Increase



Differential General Rates

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

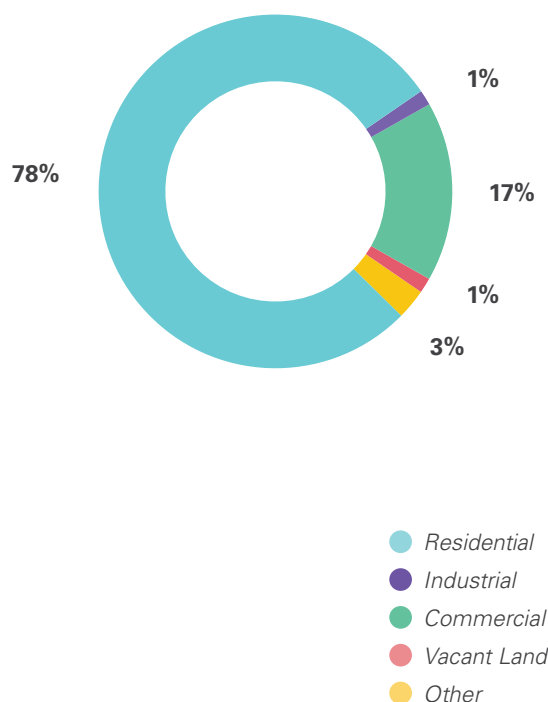
Definitions of land use are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other
- Primary Production
- Vacant Land; and
- Other

The City of Norwood Payneham & St Peters applies differential rates on the basis of land use whereby non-residential properties have an increased rate-in-the-dollar of an additional 20% of the rate-in-the-dollar which is applied to residential properties.

Based on information provided by the Valuer General to date, the payment of rates will be distributed across the difference categories as detailed in Graph 4 below.

Graph 4



Minimum Rate

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

The Council has set a minimum rate of \$1,068. The minimum rate will be applied to 6,003 (29.93%) of all rateable properties.

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

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

The Parade Precinct Separate Rate (TBC)

The Council has determined to raise a Separate Rate, for the purposes of promoting and enhancing business viability and employment generation within The Parade Precinct. The Parade Precinct Separate Rate is levied against all commercial properties located along The Parade between Fullarton Road and Portrush Road, and the revenue raised will only be used for this purpose.

Proposed Rate Increases for 2021–2022

To fund the activities proposed within the 2021–2022 Annual Business Plan and to ensure that the Council continues to provide the level of services required and expected by the community, the Council estimates that it will require an additional \$1.507 million (tbc) in general rate income.

Based on the initial valuations which have been received from the Valuer-General, this will result in an increase in the "cents-in- the-dollar".

The average residential property will be required to pay \$1,565 (tbc) and the average commercial property will be required to pay \$2,658 (tbc).

Regional Landscape Levy

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

The Council collects the funds through a separate rate levied as the Regional Landscape Levy and is applicable to land within its area of the Green Adelaide Region.

In 2021-2022, the Council will collect \$1.365 m (tbc) for the payment of the Regional Landscape Levy. The Council is acting as a revenue collector and as such does not retain this revenue, but simply forwards it through to the Green Adelaide Board.

Rate Capping

Rate Capping is provided in the form of a Rebate or Remission of Rates above an approved threshold. In the 2020–2021 Budget, the Council has determined that rates will be capped (subject to certain conditions) at two times the rate revenue increase in set in the Annual Budget. This means that the maximum increase in rates for individual properties will be 8.7% for the 2021–2022 Financial Year.

Remission and Postponement of Rates

Section 182A of the *Local Government Act 1999*, provides the option for South Australian Senior Card Holders to apply to postpone part of their council rates on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property.

For complete details on these items and additional information please refer to the Rating Policy and Rebate Policy which is available online at www.npsp.sa.gov.au.

Council Facilities

The Council's Principal Office is located at:

Norwood Town Hall
175 The Parade, Norwood

Additional sites of operation include:

Council Works Depot
Davis Road, Glynde

Norwood Library
110 The Parade, Norwood

St Peters Library
101 Payneham Road, St Peters

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 operates two unique entities:



St Peters Child Care Centre
42–44 Henry Street, Stepney

Norwood Concert Hall
175 The Parade, Norwood

Additional Copies

The 2021–2022 Annual Business Plan can be viewed online
at www.npsp.sa.gov.au

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

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



City of
**Norwood
Payneham
& St Peters**

11.6 Highbury Landfill Authority Draft 2021-2022 Budget

REPORT AUTHOR: General Manager, Corporate Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA69172/A152547
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Council the Draft 2021-2022 Highbury Landfill Authority Budget (Draft Budget) for endorsement.

BACKGROUND

The Highbury Landfill Authority (the Authority) is a Regional Subsidiary established pursuant to Section 43 of the *Local Government Act 1999*, for the purpose of facilitating the closure and post closure management of the former Highbury Landfill site. The City of Norwood Payneham & St Peters, together with the City of Burnside and the Town of Walkerville make up the Constituent Councils of the Authority.

Pursuant to Clause 4.4 of the Authority's Charter (the Charter), the Authority must prepare an Annual Budget.

Upon completion of the Draft Budget, pursuant to Clause 4.4.2 of the Charter, the Authority must provide the Draft Budget to the Constituent Councils for the purposes of obtaining approval from the Constituent Council's on or before 30 June.

Pursuant to the Authority's Charter the Annual Budget can only be adopted by the Board of the Highbury Landfill Authority, following the approval of the draft Budget by an absolute majority of the Constituent Councils.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The financial implications for the Council associated with the Draft Budget essentially relate to the cash which is required to fund the required post closure works and management of the former landfill and the recognition of the Authority's Operating Result within the Council's Statement of Comprehensive Income.

The Authority will require a Capital Contribution of \$200,000 from the Constituent Councils to fund the Post-Closure Provision expenditure, which includes monitoring and site maintenance costs. This Council's share of the Capital Contribution is \$80,714.

The Council's Draft Budget will also incorporate the Councils Share (40.4%) of the Authority's projected Operating Deficit of \$8,264 with this Council's share of the deficit being \$3,305.

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 Minney is this Council's appointee on the Authorities Board and is aware of the contents of the Draft 2021-2022 Budget.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

The Draft Budget includes expenditure items associated with the post-closure requirements which include:

- monthly monitoring of landfill gas and annual monitoring of ground water across the landfill site;
- site maintenance, which includes ongoing maintenance for fire control, fencing and access track maintenance; and
- administration costs such as insurance, utilities, Council rates and general administration of the Authority.

The Authority is required to oversee the management of the site until a steady state of conditions in respect to the gas emissions is maintained, which could be more than 25 years.

The Post Closure Provision, relates to anticipated future liability to manage the post closure of the landfill.

A copy of the Draft Budget is contained in **Attachment A**.

OPTIONS

The Council can choose to endorse or not to endorse the Authority's Draft 2021-2022 Budget. There are no specific issues or activities which present a financial or risk management issue for this Council, and as such it is recommended that the Council endorse the Authority's Draft 2021-2022 Budget.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

That the Highbury Landfill Authority be advised that pursuant to Clause 4.4 of the Charter, the Council has considered and hereby approves the Authority's Draft 2021-2022 Budget.

Attachments – Item 11.6

Attachment A

Highbury Landfill Authority Draft 2021-2022 Budget

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

Memorandum

To: CEOs of HLA Member Councils
Chris Cowley
Mario Barone
Kiki Magro

CC: Board of HLA
John Minney
Ben Clark

From: Trevor Hockley, Executive Officer

Date: 16 April 2021

RE: Draft Budget 2021/ 2022

The Board of HLA has reviewed the draft Budget 2021/2022 and agreed to refer it to Member Councils for their approval pursuant to Clause 4.4 of the HLA Charter.

Member Councils are required to approve the draft Budget prior to the Board formally adopting the Budget by the 30th June 2021. The draft Budget is attached at Appendix 1 and for your information I provide a brief outline of the expenditure included in the budget and annual plan.

The Future of the Highbury Landfill

The Board still wishes to pursue the feasibility of a solar project on the site and authorised the Executive Officer (EO) to work with Suez Recycling to evaluate whether it was possible to combine both the Suez landfill and our adjacent Highbury landfill into a viable project for both entities. Unfortunately, Suez Recycling has undergone a significant management restructure and is now the subject of a takeover by Veolia which has stalled any progress on this project.

The new State manager for Suez Recycling has expressed a wish to continue the project and HLA will work with the new management to progress this project. The budget allows for further work to provide advice to the Board and Member Councils on whether this project can proceed.

Provision

The 25 year forward projections that make up the calculation for the provision in the Balance Sheet for HLA is provided with the draft Budget. The provision has been calculated as per the provision calculation spreadsheet used for the 2019/20 Financial Statements and the draft budget is exactly as the projected expenditure in this provision. The audit committee has recommended that the assumptions contained in the provision spreadsheet should be independently reviewed every 3 years and this will occur as part of the audit process for the HLA financial statements to June 2021.

This work will also include a review of the risk management plan for HLA and an assessment of when the current flare will have insufficient landfill gas to work efficiently. The original prediction in the

spreadsheet was some time in the 2023 year. Based on current quality and quantity of landfill gas it is highly likely that the flare will continue to work past this timeframe and the provision will be varied based on expert advice to finalise the 20/21 financial statements. The draft budget provides for this work.

Member Councils currently fund the provision each year in their equity proportions and based on the projected expenditure and cash at hand the 2021/21 contributions have remained the same as last year and are:

Burnside:	\$100,812
Norwood, Payneham & St Peters	\$80,714
Walkerville	\$18,474

To allow Member Councils the opportunity to better manage their cash flow in the coming financial year these contributions will again be invoiced in 4 instalments during the financial year.

Expenditure allowed for in the Budget

Landfill Gas Management

McMahon Services continues to manage the gasfield under contract with HLA. This contract is now on a casual basis and tenders will be called after further expert advice is received regarding when there needs to be a change in managing the gasfield based on the yield of landfill gas and its quality. As stated previously the prediction made 11 years ago allowed \$300,000 in capital expenditure to construct a biomass filter to treat the collected landfill gas when it could no longer be combusted by a flare. This means that the draft budget includes a current liability for that expenditure which will be reviewed as part of the preparation of the 20/21 financial statements.

The Highbury Landfill continues to monitor landfill gas over the site. The budget includes expenditure for groundwater monitoring and landfill gas monitoring.

Site Maintenance.

The site requires ongoing maintenance for fire control, weeds, fencing and access track maintenance. An allowance is also be made to improve the compound area to make it more secure and remove redundant infrastructure.

Management and Administration

The existing management and administration model is maintained. Costs such as insurance, Council rates, SA Water, Power etc. are also budgeted.

Should you require any further information then do not hesitate to contact the undersigned. I look forward to your Council approving the draft Budget in time to allow the board of HLA to adopt the budget prior to 30 June 2021.

Regards,

Trevor Hockley
Executive Officer

UNIFORM PRESENTATION OF FINANCE JULY - MARCH 2021

	July - March 2021	Projected June 2021	Budget 2021	Variance	Comments	Budget 2022
OPERATING ACTIVITIES:	\$	\$	\$	\$		\$
Operating Income	3	20,010	20,070	- 60		20,050
less Operating Expenses	132,812	- 140,327	1,038	- 141,365		28,314
Operating Surplus / (Deficit)	- 132,809	160,337	19,032	- 141,365		8,264
CAPITAL ACTIVITIES:						
Net Outlay on Existing Assets						
Capital Expenditure on renewal & replacement of Existing Assets						
less Depreciation, Amortisation & Impairment	18,914	25,218	25,218	-		25,218
less Proceeds from Sale of Replaced Assets						
Net Outlay on Existing Assets	18,914	25,218	25,218	-		25,218
Net Outlay on New & Upgraded Assets						
Capital Expenditure on New & Upgraded Assets	-	-	-	-		-
less Amounts received specifically for New & Upgraded Assets	-	-	-	-		-
less Proceeds from Sale of Surplus Assets	-	-	-	-		-
Net Outlay on New & Upgraded Assets	-	-	-	-		-
Net Lending / (Borrowing)	- 151,722	135,119	6,186	141,305		33,482

INCOME STATEMENT BUDGET REVIEW JULY - MARCH 2021

	July - March 2021	Projected June 2021	Budget 2021	Variance	Comments	Budget 2022
	\$	\$	\$	\$		\$
INCOME						
Sundry Income	-	20,000	20,000	-		20,000
LGFA Bonus Received				-		
Interest Received	3	10	70	(60)		50
Total Revenues	3	20,010	20,070	(60)		20,050
EXPENSES						
Depreciation	18,914	25,218	25,218	-		25,218
Movement in Provision	113,898	- 165,545	- 24,180	(141,365)	Movements to the provision are recorded at year-end only. The movement as at 31.03.21 accounts for expenditure to date with no provision adjustment made.	3,096
Total Expenses	132,812	(140,327)	1,038	(141,365)		28,314
NET SURPLUS/(DEFICIT)	(132,809)	160,337	19,032	141,305		(8,264)

FY 2021 provision was calculated using a projected closing FY2020 provision and adjusted for budgeted expenditure using the RBA rates available at the time. The projected FY2021 provision is calculated with RBA rates remaining unchanged as at 30.06.2020.

The variances are reconciled below:

	PROJECTED	BUDGETED	VARIANCE
Projected FY2020 Provision used to Budget provision calculation 2021		3,387,750	
Actual FY2020 Provision as per Financial Statements	3,522,699		
Budgeted FY2021 expenditure		204,060	
Projected FY2021 expenditure as at 31.03.2021	204,005		
Budgeted FY2021 Provision required		3,159,510	
Projected FY 2021 Provision required	3,153,149		
Movement in Provision	<u>165,545</u>	<u>24,180</u>	<u>- 141,365</u>

BALANCE SHEET BUDGET REVIEW JULY - MARCH 2021

	July - March 2021	Projected June 2021	Budget 2021	Variance	Comments	Budget 2022
	\$	\$	\$	\$		\$
ASSETS						
Current Assets						
Cash and Cash Equivalents	86,421	86,825	69,372	17,453		51,115
Trade and Other Receivables	29,729	5,000	5,000	-		5,000
Total Current Assets	116,149	91,825	74,372	17,453		56,115
Non-Current Assets						
Monitoring Stations & Flare	137,054	130,750	136,295	(5,545)		105,532
Total Non-Current Assets	137,054	130,750	136,295	(5,545)		105,532
Total Assets	253,203	222,575	210,667	11,908		161,647
LIABILITIES						
Current Liabilities						
Trade and other payables	5,504	14,188	15,000	(812)		15,000
LGFA Loan	12,909	26,549	26,549	-		27,554
Provision for Closure Costs	203,471	207,846	515,530	(307,684)	Provision as at 30.09.20 is kept inline with financial statement 30.06.20 as no adjustment is made until year end.	515,112
Total Current Liabilities	221,883	248,583	557,079	- 308,496		557,666
Non-Current Liabilities						
LGFA Loan	159,015	132,467	132,467	-		104,913
Provision for Closure Costs	3,319,228	2,945,303	2,643,980	301,323		2,430,191
Total Non-Current Liabilities	3,478,243	3,077,770	2,776,447	301,323		2,535,104
Total Liabilities	3,700,127	3,326,353	3,333,526	(7,173)		3,092,770
NET ASSETS	(3,446,924)	(3,103,778)	(3,122,859)	19,081		(2,931,123)
EQUITY						
Accumulated surplus	(3,446,923)	(3,103,778)	(3,122,859)	19,081		- 2,931,123
Total Equity	(3,446,923)	(3,103,778)	(3,122,859)	19,081		(2,931,123)

STATEMENT OF CHANGES IN EQUITY BUDGET REVIEW JULY - MARCH 2021

	Projected June 2021	Budget 2021	Variance	Comments	Budget 2022
	\$	\$	\$		\$
ACCUMULATED SURPLUS					
Balance at beginning of the year	(3,464,115)	(3,341,891)	(122,224)	Opening balance as per Financial Statements	(3,122,859)
Change in financial position resulting from operations	160,337	19,032	141,305	Budget 2021 is based on the projected closing balance 2020	(8,264)
Funds from Member Councils	200,000	200,000	-		200,000
TOTAL EQUITY	(3,103,778)	(3,122,859)	19,081		(2,931,123)

STATEMENT OF CASH FLOWS BUDGET REVIEW JULY - MARCH 2021

	July - March 2021	Projected June 2021	Budget 2021	Variance	Comments	Budget 2022
	\$	\$	\$	\$		\$
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Bank Interest & Sundry	32,545	32,940	20,000	12,940	Bank Interest & Suez ATO reimbursements	20,000
Other Revenue	9,316	15,000	15,000			15,000
<u>Payments</u>						
Finance payments	(19,594)	(25,580)	(25,580)			(26,549)
Net Cash provided by (or used in) Operating Activities	22,268	22,360	9,420	12,940		8,451
CASH FLOWS FROM INVESTING ACTIVITIES						
Flare	-	-				
Payments from Provision	(125,890)	(200,781)	(212,512)	(11,731)		(244,162)
Net Cash paid for Investing Activities	(125,890)	(200,781)	(212,512)	11,731		(244,162)
CASH FLOWS FROM FINANCING ACTIVITIES						
LGFA Loan	-	-				
Funds paid by Member Councils	124,797	200,000	200,000			200,000
Net Cash provided by (or used in) Financing Activities	124,797	200,000	200,000	-		200,000
Net Increase (Decrease) in cash held	21,174	21,579	(3,092)	24,671		(35,711)
Cash and cash equivalents at beginning of period	65,246	65,246	72,463	(7,217)	Projected closing balance FY2020 used for Budget 2021, and projected closing FY2021 is used for Budget 2022	86,825
Cash and cash equivalents at end of period	86,421	86,825	69,371	17,454		51,115
Total Cash and cash equivalents at end of period	86,421	86,825	69,371	17,454		51,115

Workpaper: Provision Calculation & Review using June rates
 Period Ending: 30.06.2019
 Prepared by: LMKB

Inflation Rate 2.00%

KEY	
PY	Agreed to Prior Year Audited Financial Statements
P&L	Expenses agreed to Income Statement (excl. Depreciation)
CAL	As per Calculation
T	Totally Checked and Correct

PROVISION CALCULATION	Year 2021	June, 2021	June, 2022	June, 2023	June, 2024	June, 2025	June, 2026	June, 2027	June, 2028	June, 2029	June, 2030	June, 2031	June, 2032	June, 2033	June, 2034	June, 2035	Totals
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Com bond rates		0.95%	0.96%	0.97%	1.02%	1.06%	1.10%	1.23%	1.30%	1.32%	1.35%	1.40%	1.40%	1.43%	1.45%	1.48%	
HLA Post-Closure Management Costs																	
Administration of Regional Subsidiary		60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	1,020.00
Environmental Monitoring																	
Landfill Gas		15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	270.00
Groundwater		25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	430.00
Administration - Other/Loan repayment		30.00	30.00	30.00	30.00	30.00	30.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	360.00
Site Maintenance		10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	170.00
Communications strategy/EOI																	
Total		140.00	140.00	140.00	140.00	140.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	2,250.00
<i>Cashflows with inflation</i>		140.00	142.80	145.66	148.57	151.54	138.81	140.77	143.59	146.46	149.39	152.37	155.42	158.53	161.70	164.93	2,539.74
Net Present Value at 10yr CWB rate		1,896.81	141.45	142.89	144.14	145.11	130.31	130.85	131.22	131.87	132.46	132.60	133.38	133.46	134.19	132.89	2,336.81
Variation to Capping and Earthworks Contract																	
Review of Charter																	
Upgrade of access tracks																	
Groundwater risk assessment																	
Mulching																	
Revegetation																	
Loan Repayment Interest		6.68	5.72	4.71	3.67	2.59	1.46	0.30	-	-	-	-	-	-	-	-	
New or Replacement Expenditure (Capital In Nature)																	
Bio Filter		-	-	300.00	-	-	-	-	-	-	-	-	-	-	-	-	300.00
Total		6.68	5.72	304.71	3.67	2.59	1.46	0.30	-	-	-	-	-	-	-	-	325.13
<i>Cashflows with inflation</i>		6.68	5.83	317.02	3.89	2.80	1.62	0.33	-	-	-	-	-	-	-	-	338.18
Net Present Value at 10yr CWB rate		323.90	5.78	310.99	3.34	2.29	1.25	0.25	-	-	-	-	-	-	-	-	330.58
Landfill Gas Operation and Management																	
Operation and Monitoring of Landfill Gas Field		60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	1,020.00
Replacement and Maintenance of Landfill Gas Field																	
Wells and Pipework		-	-	-	50.00	-	-	-	-	-	-	-	-	-	-	-	60.00
Total		60.00	60.00	60.00	110.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	1,080.00
<i>Cashflows with inflation</i>		60.00	61.20	62.42	116.73	64.95	66.24	67.57	68.92	70.30	71.71	73.14	74.60	76.09	77.62	79.17	1,220.67
Net Present Value at 10yr CWB rate		932.45	60.62	61.24	113.25	62.19	62.55	62.81	62.98	63.30	63.58	63.65	64.02	64.06	64.41	63.79	1,122.45
Total of Net Present Values		3,153.15															3,655.13

RATES AS PER RBA	
Calculated	
Date	Rate
30/06/2018	1.500%
30/06/2019	1.035%
30/06/2020	1.035%
30/06/2021	0.980%
30/06/2022	0.955%
30/06/2023	0.955%
30/06/2024	1.015%
30/06/2025	1.090%
30/06/2026	1.155%
30/06/2027	1.225%
30/06/2028	1.295%
30/06/2029	1.320%
30/06/2030	1.345%
30/06/2031	1.400%
30/06/2032	1.400%
30/06/2033	1.445%
30/06/2034	1.445%
30/06/2035	1.555%

All figures are in units of 1,000, ie. 1 = 1,000.
 All cost estimates are based on EO's knowledge and actual costs will only be determined at tender.
 Detailed cost analysis and investigation has not been undertaken.
 The timing and sequencing of events are assumed and will depend on actual events and monitoring results.
 • No allowance has been made for the introduction of CPRS
 • All costs are present value

SHORT TERM													
207.85	515.11	260.73	209.58	194.11	193.91	194.20	195.17	196.04	196.24	197.40	197.52	198.60	196.68

PROJECTED 2021 RECONCILIATION		\$
Opening as per FY20		3,522,699
FY2021 expenditure		204,005
Remaining Provision		3,318,694
Provision required		3,153,149
Movement		165,545
		T
Short Term		207,846
Long Term		2,945,303
Total Provision for FY2020 based on RBA rates as at 30.06.2020		3,153,149

Based on projections as at 31.03.2021 from P&L

BUDGET 2022 CALCULATION		
PROJECTED YE PROVISION 2021, AND OPENING PROVISION 2022		3,153,149
FY2022 EXPENDITURE		204,750
CLOSING PROVISION REMAINING		2,948,399
PROVISION REQUIRED		2,945,303
MOVEMENT		3,096
		T
Short Term	515,112	
Long Term	2,430,191	

**Section 3 – Governance & General
Reports**

11.7 CHIEF EXECUTIVE OFFICER REPORT – AMENDMENT OF COUNCIL DECISION

REPORT AUTHOR: Chief Executive Officer
GENERAL MANAGER: Not Applicable
CONTACT NUMBER: 8366 4539
FILE REFERENCE: qA59733
ATTACHMENTS: Nil

Regulation 21(1) of the *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations), provides for the Chief Executive Officer to submit a report to the Council recommending the revocation or amendment of a resolution passed since the last General Election of the Council. This is a procedural provision of an administrative nature which operates in the same manner as the Rescission Motion provisions of Regulation 12 of the Regulations, but without the requirement for a Notice of Motion 5 clear days' notice before the meeting at which it is to be considered. Accordingly, the Chief Executive Officer, by virtue of this report, may recommend to the Council a revocation or amendment of a previous Council decision.

The fact that the Agenda report and recommendation is received by Elected Members at least 3 clear days before the meeting at which it will be considered, means that Elected Members receive the same level of notification of the proposal as if an Elected Member had given written Notice of Motion.

At the Ordinary Meeting of Council held on 6 April 2021, the Council considered a report regarding the funding arrangements for future home support services for citizens aged under 65 living with a disability and resolved the following:

1. *That the Council resolves to allocate funding of up to \$40,000 per annum for the provision of Home Support Services (Domestic Assistance, Home Maintenance and Shopping Services) to clients aged under 65 years of age living with a disability.*
2. *That the following options be activated only if the State Government does not provide alternative Home Support Services for clients:*
 - a) *That the Council resolves to include new referrals for a two (2) year period;*
 - b) *That the services are initially funded for a period of two (2) years; and*
 - c) *That the Council notes a report will be presented to the Council regarding the progress of the program at the end of the two (2) year period.*
3. *That the Council forwards a letter to The Hon Steven Marshall MP, State Member for Dunstan and Mr James Stevens MP, Federal Member for Sturt, to bring the Council's concerns regarding this matter to their attention.*

On 7 April 2021, the State Department of Human Services advised the Council that clients **currently** in receipt of Council services through the South Australian Home and Community Care Program (HACC), will be offered services through the Royal District Nursing Society (RDNS). This transition process will commence in May 2021.

In addition, to ensure that there is continuity of services for clients until the new service commences, the State Department of Human Services has also advised that the funding of the Council's services for existing clients will be extended until May 2021.

This means that there is no need for the Council to fund existing client services.

The RDNS however, will not be providing services to any new clients.

The Council therefore needs to consider, based on the Council's resolution as set out above, and this new information, if it wishes to provide funding for services for new referrals as set out in Part 2 of the resolution.

In its present form the resolution determines that the Council will fund new referrals for a two (2) year period. However this decision was made in association with the decision to fund services for existing clients.

As advised previously, there may be a small number of new referrals who will not be eligible for either the *National Disability Insurance Scheme* or *My Aged Care* or the *Community Connections* program, as they have either not turned 65 years of age which is a requirement of *My Aged Care* or the functional limitation resulting from their disability is not sufficiently severe enough for them to be eligible for the *National Disability Insurance Scheme*.

This means that new referrals (ie citizens living with disability under the age of 65 years), will not be able to access the services they require to support them in their homes.

The Chief Executive Officer's Recommendation below, is to amend the wording of the resolution by the removal of the words which refer to the funding of services for existing clients, whilst making provision for the funding of services for new clients for a two (2) year period.

The Recommendation may be resolved by the Council by way of a motion being moved, seconded and passed by a simple majority vote at the meeting.

RECOMMENDATION

That the Council resolution made at its meeting held on 6 April 2021, in respect to the funding arrangements for future home support services for citizens aged under 65 living with a disability, be amended as follows:

1. *That the Council resolves to allocate funding of up to \$10,000 per annum for the provision of Home Support Services (Domestic Assistance, Home Maintenance and Shopping Services) to new clients aged under 65 years of age living with a disability, who do not qualify for either the National Disability Insurance Scheme or My Aged Care or the Community Connections program for an initial two (2) year period.*
2. *That the Council notes a report will be presented to the Council regarding the progress of the program at the end of the two (2) year period.*
3. *That the Council forwards a letter to The Hon Steven Marshall MP, State Member for Dunstan and Mr James Stevens MP, Federal Member for Sturt, to bring the Council's concerns regarding this matter to their attention.*

11.8 NOMINATIONS TO EXTERNAL BODIES – ENVIRONMENT PROTECTION AUTHORITY BOARD & SOUTH AUSTRALIAN PUBLIC HEALTH COUNCIL

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

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 appointments to the following bodies:

1. Environment Protection Authority Board; and
2. South Australian Public Health Council.

Details relating to these appointments are set out below.

Environment Protection Authority Board

The Local Government Association of South Australia (LGA), is inviting nominations for appointment to the Environment Protection Authority Board (the Board).

The Environment Protection Authority (EPA), administers the *Environment Protection Act 1993*, *Radiation Protection and Control Act 1982* and the *Plastic Shopping Bags (Waste Avoidance) Act 2008*.

The role of the Board is to oversee the governance, strategic planning and primary objective of the EPA which is to protect human health and the environment by reducing the harmful effects of pollution and waste.

The LGA is seeking nominations from suitably qualified Council Members, or Council employees, to be appointed to the Board for a three (3) year term commencing in August 2021.

The current Local Government Members of the Board are:

- Dr Helen McDonald, Chief Executive Officer, Clare and Gilbert Valleys Council; and
- Mr Mark Withers, Chief Executive Officer, Port Adelaide Enfield Council.

Mr Withers' term expires on 7 August 2021, and he is eligible for re-appointment.

The Board meets eleven (11) times per year on the second Tuesday of the month, at the EPA offices in Victoria Square, Adelaide. Sitting fees of \$24,000 per annum are paid.

The *Environment Protection Regulations 2009* require the LGA to provide a panel of three (3) nominees from which the Minister will select the appointee.

A copy of the Selection Criteria and Nomination Form is contained within **Attachment A**.

Nominations for the Environment Protection Authority Board must be forwarded to the LGA by 24 May 2021, via the Nomination form contained in Attachment A, and must include an up-to-date Resume.

The Council's Chief Executive Officer has expressed an interest in being nominated for the appointment to the Environment Protection Authority Board.

South Australian Public Health Council

The South Australian Public Health Council (SAPHC) is established pursuant to the *South Australian Public Health Act 2011*.

The role of the SAPHC is to:

- (a) assist and advise the Chief Public Health Officer in relation to:
- i. the protection and promotion of public health;
 - ii. the development and maintenance of a system of strategic planning for public health at the local, regional and State-wide levels;
 - iii. the development of health plans under this Act;
 - iv. strategies to ensure that a sufficiently trained and skilled workforce is in place for the purposes of this Act;
 - v. programs to promote public health research in the State;
 - vi. the preparation of the biennial report under Division 2; and the setting of standards and qualifications for authorised officers; and
- (b) any other functions assigned to the South Australian Public Health Council (SAPHC) by this or any other Act or by the Minister or the Chief Public Health Officer.

The LGA is currently represented by the following Members:

- Mayor Ann Ferguson, Mt Barker Council; and
- Mr Gary Mavrinac, Director, Development & Environmental Services, Barossa Council.

Mr Mavrinac's term of appointment expires on 15 August 2021 and the LGA is therefore inviting nominations for a Local Government Member to be appointed for a three (3) year term commencing on 16 August 2021. Mr Mavrinac is eligible for re-appointment.

A copy of the Selection Criteria and Nomination Form is contained within **Attachment B**.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

RECOMMENDATION 1 - ENVIRONMENT PROTECTION AUTHORITY BOARD

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Environment Protection Authority Board.

or

2. The Council nominates _____ to the Local Government Association for the Environment Protection Authority Board.

RECOMMENDATION 2 – SOUTH AUSTRALIAN PUBLIC HEALTH COUNCIL

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the South Australian Public Health Council.

or

2. The Council nominates _____ to the Local Government Association for the South Australian Public Health Council.

Attachments – Item 11.8

Attachment A

Nominations to External Bodies Environment Protection Authority Board & South Australian Public Health Council

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

LGA Appointments and Nominations to Outside Bodies — Call for Nominations

Environment Protection Authority Board	
Governing Statute (if applicable)	Section 14B <i>Environment Protection Act 1993</i>
Purpose/Objective	The Board, amongst other things, is responsible for the governance, strategic planning and pursuit of the Authority’s objective, namely to protect human health and the environment by reducing the harmful effects of pollution and waste.
Administrative Details	<p>Eleven (11) meetings held per year generally on the morning of the 2nd Tuesday of the month.</p> <p>Meetings are held at the EPA offices in Victoria Square, Adelaide with on-line attendance available.</p> <p>Annual remuneration is \$24,000.</p>
Selection Criteria (to be addressed by applicant)	<ul style="list-style-type: none"> • Local government knowledge and experience • Senior officer or well-connected elected member • A working knowledge of the Litter and Nuisance Control Act and EPA operations relevant to local government • Proposed approach to engaging with the LGA as a local government nominee to an outside Board.
<p><i>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conducting of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees.</i></p>	
<p>Liability and indemnity cover</p> <p><i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i></p>	
<p>For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2031</p>	

PART B

LGA Appointments and Nominations to Outside Bodies — Nomination Form

Instructions

This form:

- *Must be submitted by a council*
- *Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au*
- *Receipt of nomination will be acknowledged by return email*
- *CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially*

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the **Call for Nominations** information sheet (Form: PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

Environment Protection Authority Board	
Council Details	
Name of Council submitting the nomination	
Contact details of council officer submitting this form	Name: Position: Email: Phone:
Council meeting minute reference and date	
Nominee Full Name	
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>	
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>	

SECTION 2: NOMINEE to complete

Environment Protection Authority Board			
Nominee Details			
Name in full		Gender	
Home / Postal Address			
Phone		Mobile	
Personal email			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes <input type="checkbox"/> OR No <input type="checkbox"/> If Yes, please list any fields of interest or Outside Bodies of interest: • _____			
Undertaking: <i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i> Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

Attachment B

Nominations to External Bodies Environment Protection Authority Board & South Australian Public Health Council

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters

LGA Appointments and Nominations to Outside Bodies — Call for Nominations

South Australian Public Health Council	
Governing Statute (if applicable)	Section 27(1)(b)(i) South Australian Public Health Act 2011
Purpose/Objective	<p>To assist and advise the Chief Public Health Officer in relation to:</p> <ul style="list-style-type: none"> (i) protection and promotion of public health (ii) the development and maintenance of a system of strategic planning for public health at the local, regional and State-wide levels, (iii) the development of health plans, (iv) strategies to ensure that a sufficiently trained and skilled workforce is in place (v) programs to promote public health research in the State (vi) the preparation of the biennial report (vii) setting standards and qualifications for authorised officers.
Administrative Details	<p>Four meetings held per year at SA Public Health head office</p> <p>Sitting fee of \$206 / session</p>
Selection Criteria (to be addressed by applicant)	<ul style="list-style-type: none"> • Local government knowledge and experience • Demonstrated experience in 2 or more aspects of the purposes (<i>listed above</i>)
<p>Liability and indemnity cover</p> <p><i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i></p>	
<p>For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2000</p>	

PART B

LGA Appointments and Nominations to Outside Bodies — Nomination Form

Instructions

This form:

- *Must be submitted by a council*
- *Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au*
- *Receipt of nomination will be acknowledged by return email*
- *CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially*

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the **Call for Nominations** information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

South Australian Public Health Council	
Council Details	
Name of Council submitting the nomination	
Contact details of council officer submitting this form	Name: Position: Email: Phone:
Council meeting minute reference and date	
Nominee Full Name	
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>	
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>	

PART B

SECTION 2: NOMINEE to complete

South Australian Public Health Council			
Nominee Details			
Name in full		Gender	
Home / Postal Address			
Phone		Mobile	
Personal Email			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes <input type="checkbox"/> OR No <input type="checkbox"/> If Yes, please list any fields of interest or Outside Bodies of interest: • _____			
Undertaking: <i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i> Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

11.9 DONATION OF MEMORIAL - ASSOCIAZIONE NAZIONALE ALPINI OF ADELAIDE

REPORT AUTHOR: General Manager, Governance & Community Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA58784
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to advise the Council of an invitation to accept a donation of a memorial from the Associazione Nazionale Alpini of Adelaide.

BACKGROUND

The Associazione Nazionale Alpini of Adelaide (A.N.A Adelaide) has written to the Council, advising the Council that they would like to donate and erect a memorial at Drage Reserve.

A copy of the letter dated 2 March 2021 from the A.N.A Adelaide is contained within **Attachment A**.

The *Alpini*, an elite branch of the Italian Army, were established in 1827, and specialise in mountain operations. The Italian Government created the *Alpini* when it was determined that a special unit was required to be assigned to mountain defences. The *Alpini* served alongside British and American forces and withstood attacks from German and Austrian troops during WW1.

The Alpini Association in Adelaide commenced in the early 1960s and was one of the first Alpini associations in Australia. Today, there are only about 15 existing members of the A.N.A Adelaide remaining.

With the A.N.A Adelaide due to close as a result of a decline in membership, the A.N.A Adelaide Executive Committee has a surplus of funds and they have determined to allocate the funds to a memorial to honour the legacy of the *Alpini, Adelaide*.

This report provides further information regarding the memorial to assist the Council to consider its position in respect to the gift of the memorial.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Goals contained within the *CityPlan 2030* are:

Outcome 2: Cultural Vitality

Objective 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.

FINANCIAL AND BUDGET IMPLICATIONS

Should the Council resolve to accept the memorial, the A.N.A Adelaide have advised that the association would meet all costs associated with the installation of the memorial.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The placement of appropriate memorials in public spaces within the City is regarded as an important contribution to ensuring ongoing recognition of significant events and/or people.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable

RESOURCE ISSUES

Should the Council resolve to accept the memorial, the Council's City Assets staff will coordinate the installation of the memorial in conjunction with the A.N.A Adelaide.

RISK MANAGEMENT

Not Applicable

COVID-19 IMPLICATIONS

Not Applicable

CONSULTATION

- **Elected Members**
Not Applicable
- **Community**
Not Applicable
- **Staff**
Not Applicable
- **Other Agencies**
Not Applicable

DISCUSSION

The A.N.A Adelaide originally erected a memorial in 2007 at the Veneto Club in Beverley. That memorial was then relocated to the Fogolar Furlan Club in 2014, when the Veneto Club premises were sold. The A.N.A Adelaide believes that the Fogolar Furlan Club may face an uncertain future.

The A.N.A Adelaide would therefore like to erect a memorial in a location where it will remain for many years to come and would like to erect the memorial prior to the dissolution of the association.

The A.N.A Adelaide have advised that the memorial would consist of a large rock, with two (2) plaques mounted on the rock and a concrete sculpture of an eagle on the top of the rock.

The eagle is significant as it represents the original emblem of the Alpini Corps.

The details of the memorial are set out in Attachment A.

The A.N.A Adelaide have also advised that the Association would meet all costs associated with the installation of the memorial.

Various locations have been considered, including locations outside the City of Norwood Payneham & St Peters, however, as the existing *Alpini, Adelaide* memorial has been located at Fogolar Furlan since 2014, the A.N.A Adelaide are seeking to erect the new memorial adjacent to the current location.

The A.N.A Adelaide have therefore requested that the memorial be erected adjacent to the River Torrens Linear Park path opposite the Fogular Furlan premises.

A photograph showing the proposed location is contained within **Attachment B**.

This location is suitable as it located between the car park and the path which will ensure the memorial is visible whilst at the same time unobtrusive to the surrounding area.

OPTIONS

The Council can determine to accept the gift of the *Alpini, Adelaide* memorial or decline the offer.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

1. That the *Associazione Nazionale Alpini of Adelaide* be thanked for their kind offer to gift the memorial to the *Alpini, Adelaide* to the City of Norwood Payneham & St Peters.
2. That the Council advises the *Associazione Nazionale Alpini of Adelaide* that the Council accepts the gift of the memorial and notes that the *Associazione Nazionale Alpini of Adelaide* will meet all costs associated with the installation of the memorial.
3. That the Chief Executive Officer (or delegate) be authorised to enter into a “Deed of Gift” agreement with the *Associazione Nazionale Alpini of Adelaide*, for the gift of the memorial.

Attachments – Item 11.9

Attachment A

Donation of Memorial *Associazione Nazionale Alpini of Adelaide*

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

2 March 2021

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

Attention : Lisa Mara lmara@npsp.sa.gov.au

RE: Associazione Nazionale Alpini Monument @Drage Reserve, Felixstow

Dear Lisa

Thank you for your continued support and correspondence over the last year or more. As discussed over the phone and requested via email please find enclosed a brief proposal describing the memorial stone, the Associazione Nazionale Alpini of Adelaide (A.N.A Adelaide) would like to erect at Drage Reserve, with the permission of the City of Norwood, Payneham & St Peters.

This is not a final proposal by any means and we welcome any valuable input or feedback from yourself and/or the Committee.

I have included a brief description and history of the Alpini, both in Italy and here in Adelaide and the reason for a memorial based on the dissolution of the Association. Several photos and images are included as I hope this gives you a better idea of what we envisage.

This project commenced about a year ago and is the vision of my father Giovanni Faggionato, the President of the A.N.A Adelaide, with full support from the other committee members. I, as his daughter, have been assisting him and dealing with all correspondence.

Thank you once again for taking the time to meet with us and for considering this proposal.

Please contact me if you have any other queries or require any further information.

Kindest regards
Paula Vidale
0409 466 944

HISTORY OF THE ALPINI

Established in 1827, the “Alpini” are an elite branch of the Italian Army specialising in mountain operations. They are named after the Alps, Europe’s highest mountains, which form the natural northern border, dividing it from France, Switzerland, Austria and Yugoslavia. The Italian government decided to establish a special body of men to be assigned to mountain defences, thus the Alpini were born. The Italian Alpini Corps served alongside British and American forces and withstood attacks from German and Austrian troops during WW1. Although their original mission was to protect Italy’s northern border they distinguished themselves during WW1 when they fought a three-year long campaign in the Alps against Austro-Hungarian Kaiserjager and the German Alpenkorps in what has since become known as the “War in Snow and Ice”.

HISTORY OF THE ALPINI IN ADELAIDE

The Alpini in Adelaide began in the early 1960s with an official registration of the association in 1971. It was one of the first Alpini associations in Australia. Today there are only about 15 existing members remaining with four members that comprise the executive committee.

With an imminent closure of the Association, the Committee has a surplus of funds that will be administered to providing a memorial to honour the legacy of the Alpini, Adelaide.

My father, Giovanni Faggionato, has been a member of the Alpini since it began, on the committee since 2003 and is the current President, Secretary and Treasurer.

THE EXISTING MEMORIAL

Originally placed at the Veneto Club, Beverley in 2007, the existing memorial was then transferred to the Fogolar Furlan Club (FF Club) in 2014 when the Veneto Club was sold. Undoubtedly the FF Club at some point in the future will be sold as well.

The A.N.A Adelaide have a wish to create a memorial and place it somewhere where it will remain for many years to come.

With an aging committee and rapidly diminishing member base the A.N.A Adelaide also wish to use part of their funds to create this memorial, prior to dissolving the association.



This existing memorial is currently at the FF Club at Felixstow.

Unfortunately, these premises will eventually be sold at some point in the future, as the Club, with an ever decreasing member base, will cease to operate.

The idea is to place a new memorial somewhere where it will remain hopefully in perpetuity.

This existing memorial will remain at the FF Club until its dissolution, however the large plaque above the actual stone may be re-used for the new proposed monument.

The new memorial would have 2 plaques set into the face of the stone.

Plaque 1

This would be similar to this photo. A figure of the Alpino hat could also be etched above or alongside the wording. Plate size 300w x 210h.

This plaque translates as:

A.N.A

Adelaide 22.9.07

It is with much love that the Alpini Sezione Adelaide place this cippus to not forget all our Alpini gone before us and not forget us.

The Committee

The new plaque would possibly read something similar

Associazione Nazionale Alpini

Il Consiglio Direttivo posa questo monumento
in memoria degli
Alpini di Adelaide
2020

*Associazione Nazionale Alpini,
the executive committee place this
monument in the memory of the
Alpini of Adelaide
2020*



Plaque 1

Plaque 2



Plaque 2

This plaque 690w 440h could be reused and placed underneath Plaque 1, at the base of the new memorial. Plate size 690w 440h

It reads...

*To the Fallen
in all
the Wars*

If not re-used an identical one would be made.

OUR JOURNEY SO FAR

Mid 2019, my father and I approached Mr Robert Bria, the Mayor of Norwood, Payneham and St Peters with a proposal to place a memorial in this council area. Mr Bria was extremely helpful and eager to assist us in locating a new and permanent position for the Alpini memorial.

After negotiating with Lisa Mara (General Manager, Governance & Community Affairs) a site, situated behind the FF Club, along the Linear Park walkway, was located and agreed upon.

At this stage my father envisaged placing a 'rock' style memorial as opposed to an actual monument. The memorial would be similar but not the same as the memorial below. We



This memorial is situated in Percoto, Udine, Italy. However, there are many others all over Italy, all over the world and almost every state in Australia already has a memorial as such or similar.

There are in fact 9 other A.N.A Associations around Australia and in 17 countries outside of Italy.

envisage having one side of the rock cut so as to create a smooth face, the plaques set into the stone, no brass eagle on top and no rock ledge at the base.

We have also been quoted to set the rock into concrete with surrounding piers, however this is of course negotiable.

THE EAGLE

The soaring eagle is the original emblem of the Alpini Corps and is represented on their hat along with a raven feather.

As can be seen from the existing memorial at the FF Club there is a brass eagle placed on the top. This is of course inappropriate to place in the reserve as we believe it would be subject to vandalism and theft due to its monetary value.

With council approval Dad has sourced a cement figure of an eagle from a garden centre that could be placed on top. Below are 2 photos of this cement eagle.



THE MEMORIAL ROCK

A few weeks ago, my father and I drove to Black Hill Quarry close to Mannum, with a staff member from Tillet Industries. Below are some photos of the rock we were hoping to use to create the monument. The rock will be darker once it has been cleaned. I have also attached a quote from Tillet Industries for the rock and its installation.

The ANA Adelaide will

- purchase the rock
- clean the rock, so that all loose bits are removed
- shape it to look more like the memorial in Percoto, Udine, Italy.
- create and install the monument with plaques or any wording required
- install it at the reserve on a concrete base with surrounding pillars/chain if necessary
- **and bear all costs associated with making and installing the memorial before gifting it to the council.**

See Tillet Natural Stone Industries quote below.

The dimensions of this memorial rock are 900w x 1400h x 200-600d approximately.





TILLET
NATURAL STONE
INDUSTRIES

Tillett Natural Stone Industries
3 Cnglin Street
Hindmarsh SA 5007
ABN 98 007 525 073

P: (08) 8346 0971
F: (08) 8346 0884
domestic@tillett.com.au
www.tillett.com.au

QUOTE No.	TJ210319-5
Date	19/03/2021
Quoted by	Jozsi Bokor

Customer: Associazione nazionale alpini

Customer Ref: monument

Attention: John and Paula

Phone:

Address:

Mobile: 0409 466944

Email: paula@vidale.com.au

Ref No.	Description	Total
1	monument in Adelaide black as picked out by John and Paula	
2	1 angle cut off and polished	
3	installed on concrete foundation with piers by us in Felixtow	
4		
5	each character sandblasted with gold leaf allow \$5+gst	
6		
7	I need to know where it is to be placed in order to be able to give you an exact quote but this should be wright	
8		
9		
10		\$6,000.00
Sub Total		\$6,000.00
Total (ex. GST)		\$6,000.00
GST		\$600.00
Total (incl. GST)		\$6,600.00
Delivery		Included

Notes:

Quote is based on information supplied at time of quoting.
Quotation is valid for 30 days from date indicated on quote.
Quote is based on general cutting tolerance of +/- 2mm
Material subject to availability.

For non-account holders:

A deposit of 30% is required on placement of this order.
Balance is to be paid prior to collection or delivery. Orders will not be released without full payment.
Please advise so an 'Acceptance of Quotation' form can be sent and returned by fax or email.
Please note orders will not be processed without the completed 'Acceptance of Quote' form and deposit.

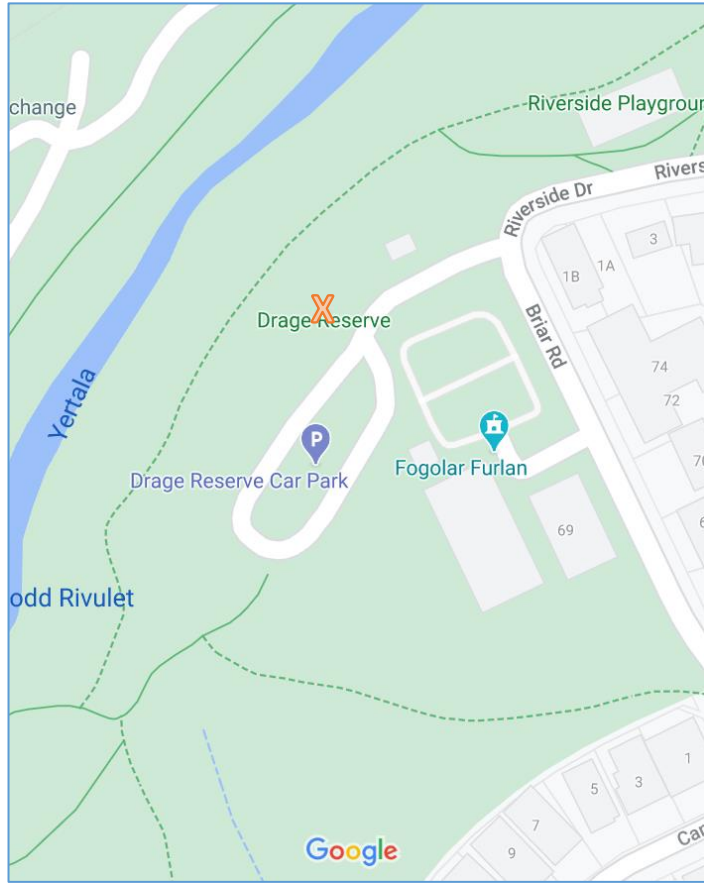
QUOTE No. TJ210319-5
Customer: Associazione nazionale alpini
Date 19/03/2021

LOCATION

The location of the memorial is marked with an **X**

This location was suggested when my father met Lisa Mara at the Drage Reserve in January 2020.

The A.N.A Adelaide will however be happy to negotiate the location and work with the NPSP Council on any recommendations they may make.



Attachment B

Donation of Memorial *Associazione Nazionale Alpini of Adelaide*

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters



12. ADOPTION OF COMMITTEE MINUTES

REPORT AUTHOR: General Manager, Governance & Community Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A

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:

- Regional Capital Projects Committee – (21 April 2021)
(A copy of the Minutes of the Regional Capital Projects Committee meeting is contained within **Attachment A**)

ADOPTION OF COMMITTEE MINUTES

- **Regional Capital Projects Committee**

That the minutes of the meeting of the Regional Capital Projects Committee held on 21 April 2021, 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 Minutes Regional Capital Projects Committee

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

Regional Capital Projects Committee Minutes

21 April 2021

Our Vision

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

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

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

Telephone 8366 4555
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City of
Norwood
Payneham
& St Peters

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- 2. PRESIDING MEMBER’S COMMUNICATION..... 1
- 3. STAFF REPORTS 1
 - 3.1 PAYNEHAM MEMORIAL SWIMMING CENTRE & PATTERSON RESERVE MASTERPLAN..... 2
- 4. OTHER BUSINESS 14
- 5. CLOSURE..... 14

VENUE Mayors Parlour, Norwood Town Hall

HOUR 7.00pm

PRESENT

Committee Members Mayor Robert Bria
Cr John Minney (Presiding Member)
Cr Carlo Dottore

Staff Mario Barone (Chief Executive Officer)
Sharon Perkins (General Manager, Corporate Services)
Keke Michalos (Manager, Economic Development & Strategic Projects)

APOLOGIES Cr Christel Mex, Cr Fay Patterson

ABSENT Nil

TERMS OF REFERENCE:

The Regional Capital Projects Committee is established to fulfil the following functions:

- 2.1 *To assist the Council in the development of Regional Capital Projects which are referred to the Committee by the Council.*
- 2.2 *The Committee is charged with making recommendations to the Council regarding actions, including the conduct of studies associated with the development of masterplans and concepts as required, in order to develop masterplans, concepts and reports in respect to Regional Capital Projects which are referred to the Committee by the Council.*

1. CONFIRMATION OF MINUTES OF THE REGIONAL CAPITAL PROJECTS COMMITTEE MEETING HELD ON 16 DECEMBER 2020

Mayor Bria moved that the minutes of the Regional Capital Projects Committee meeting held on 16 December 2020 be taken as read and confirmed. Seconded by Cr Dottore and carried.

2. PRESIDING MEMBER'S COMMUNICATION
Nil

3. STAFF REPORTS

3.1 PAYNEHAM MEMORIAL SWIMMING CENTRE & PATTERSON RESERVE MASTERPLAN

REPORT AUTHOR: Manager, Economic Development & Strategic Projects
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 83664509
FILE REFERENCE: qA1548
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of this report is to present the final draft Masterplan for the *Patterson Reserve Community & Recreational Precinct* and the *Payneham Memorial Swimming Centre* to the Committee for its consideration, endorsement and recommendation to the Council.

BACKGROUND

At its meeting held on 27 October 2020, the Committee considered a report on the *Patterson Reserve Community & Recreational Precinct*, which includes the *Payneham Memorial Swimming Centre*. For the purposes of this Project, the *Patterson Reserve Community & Recreational Precinct* comprises of the *Payneham Memorial Swimming Centre*, *Patterson Reserve*, which is home to the East Torrens Baseball Club and the East Torrens Payneham Lacrosse Club, the *Payneham Youth Centre*, the East Torrens Payneham Sports Clubrooms, the *Payneham Library Complex* and the Payneham Library Playground and Third Creek.

Following consideration of the report the Committee resolved the following:

1. *That the report be received and noted.*
2. *That the Regional Capital Projects Committee recommends to the Council that it reaffirm its support for the Council's decision to refurbish the main pool in accordance with the Swimming Centres' Long Term Strategy.*
3. *That a report be resubmitted to the Council at a later date regarding the Tender for the Stage 2 Refurbishment of the main pool which was deferred by the Council at the August 2020 meeting.*
4. *That TCL (Consultants) be instructed to review Options A, B1 and C1 and develop any other options that are required to complete the Masterplan.*
5. *That TCL (Consultants) consult with the existing stakeholders regarding the draft concepts before finalising the draft concepts for the Committee's consideration.*

Subsequently, at its meeting held on 2 November 2020, the Council considered and adopted the recommendations of the Committee, and in doing so, endorsed the Committee's recommendation to retain the main pool in its current location.

On the basis of the Committee's recommendation and the Council's endorsement to retain the main pool in its existing location, the Council's Consultant TCL, was requested to finalise the draft concepts around the existing location of the main pool.

At its meeting held on 16 December 2020, the Committee was presented with four (4) draft concepts for the *Patterson Reserve Community & Recreational Precinct* and more specifically, the *Payneham Memorial Swimming Centre*. Following consideration of the concepts, the Committee resolved the following in relation to the *Patterson Reserve Community & Recreational Precinct* and the *Payneham Memorial Swimming Centre*.

That Concept B2 be recommended to the Council for adoption for the purposes of progressing to the development of a draft Masterplan.

Subsequently, at its meeting held on 18 January 2021, the Council considered and adopted the Committee's recommendation and in doing so endorsed Concept B2 as the preferred concept for the future redevelopment of the Payneham Memorial Swimming Centre and more broadly the *Patterson Reserve & Community Recreation Precinct*.

In accordance with these resolutions, the draft Masterplan has now been finalised and is the subject of this report.

The recommendations associated with the *Payneham Memorial Swimming Centre* as set out in the *Swimming Centres Long Term Strategy* (a copy of which is contained in **Attachment A**), were used as the foundation for the various concepts, and the draft Masterplan. More specifically, the key recommendations from the Long Term Strategy that have been incorporated into the draft Masterplan include:

- the retention and refurbishment of the 50 metre outdoor swimming pool;
- the replacement of the Teaching/Learners' Pool with a 25 metre pool, which includes a ramp to enable disabled access;
- the replacement of the toddler's pool with a splash pad or zero water playground;
- the inclusion of an interactive Water Park to complement the traditional programs and services offered at the facility;
- the inclusion of both fixed shade structures and informal shade opportunities (eg trees, umbrellas) and the shade structure over the main pool; and
- an upgrade of the facilities, including but not limited to barbeque and picnic facilities and the refurbishment, addition or replacement of the amenities building.

Whilst these elements have formed the foundation, the draft Masterplan takes a more strategic approach to the Precinct as a whole. The relocation of the *Patterson Reserve Clubrooms* to a more central location and the integration of various elements within the Precinct will result in building a relationship between the Swimming Centre and the uses within Patterson Reserve.

Other significant changes include the removal and replacement of the playground along Turner Street, with additional carparking, the proposed relocation of the Memorial Garden to give it greater presence and by doing so creating a space for a three (3) storey carpark to accommodate the increasing visitor demand, as well as the 'naturalisation' of the Third Creek.

In addition, the decision to retain the 50 metre pool in its current location, has provided an 'anchor' for all of the remaining aquatic elements. It should be noted that the retention of the pool in its current location does not preclude the Council from reconstructing the main pool and potentially extending the width and/or length of the pool should the final costs of this option warrant such a decision. This option does however preclude the pool from being relocated.

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

RELEVANT STRATEGIC DIRECTIONS & POLICIES

A range of Council documents are relevant to this Project. These documents are briefly summarised below:

4.1 *CityPlan 2030: Shaping Our Future*

The Outcomes, Objectives and Strategies of the Council's *CityPlan2030: Shaping Our Future – Update 2017* that are relevant to this Project are provided below:

Outcome 1: Social Equity – An inclusive, connected, accessible and friendly community.

- **Objective 1.1: Convenient and accessible services, information and facilities.**
Strategy 1.1.3: Design and provide safe, high quality facilities and spaces for people.
- **Objective 1.4: A strong, healthy, resilient and inclusive community.**
Strategy 1.4.1: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

4.2 *Open Space Strategy*

The objective of the Council's *Open Space Strategy* is to provide the Council with information to enable it to pro-actively plan for open space and to ensure that there is equity in respect to access to useful open space and recreational facilities throughout the City. It also ensures that the Council's open space assets maximise the benefits in respect to environmental management, public health and wellbeing, tourism and community capacity building.

The Council's *Open Space Strategy* designates both the *Payneham Memorial Swimming Centre* and the *Norwood Swimming Centre* as Regional Level Facilities, mainly due to their function as formal sporting facilities and appeal to a wide cross section of the community. This designation makes both of the Swimming Centres some of the most significant pieces of community and recreational open space facilities within the City of Norwood Payneham & St Peters.

The *Open Space Strategy* also recognises Patterson Reserve as a Regional Level Facility because of its size and wide range of facilities that it offers.

4.3 *Swimming Centres Long Term Strategy*

The Council's *Swimming Centre Long Term Strategy*, which was adopted by the Council in December 2017, sets the future direction for both the Norwood Swimming Centre and the Payneham Memorial Swimming Centre.

The *Swimming Centre Long Term Strategy*, was developed following extensive consultation and engagement with the community to identify the future direction for both swimming facilities.

The objective behind the development of the Strategy was to:

- identify whether or not there was still a demand and/or need to retain both Swimming Centres; and
- to establish the framework upon which to base the future direction of both Centres, to ensure that both Swimming Centres are managed, maintained and developed in an effective manner to ensure that they remain contemporary and are able to meet the changing needs of the community in the future.

The *Swimming Centre Long Term Strategy* recognises the unique character of both of the Council's Swimming Centres, the community which they serve and builds on the strengths of each facility. The Strategy also acknowledges the history and "sense of place" associated with both swimming centres, in particular recognising the cultural heritage of the Norwood Swimming Centre and the dynamic, vibrant public space opportunities at the Payneham Memorial Swimming Centre, Patterson Reserve and the other community and recreational uses within the Precinct.

The key components contained in the Strategy which have been endorsed by the Council are set out below:

1. Retention of the two (2) outdoor pool facilities and focus on providing a diverse range of aquatic recreational opportunities with an emphasis on:
 - lap swimming;
 - swim coaching/squads;
 - learn to swim lessons (private, group and school);
 - recreational aquatic play;
 - aquatic fitness; and
 - community and family gatherings.
2. Development of a marketing and promotions plan that provides the community and visitors access to current information on the Council's aquatic recreation opportunities to ensure the longevity and success of the swimming facilities; and
3. Effectively developing and managing the two (2) Swimming Centres with a strong focus on on-going sustainability, customer experience and public safety.

A copy of the *Swimming Centres Long Term Strategy* is contained in **Attachment A**.

4.4 Playground Strategy

The Council's *Playgrounds Strategy* provides the long term strategic direction for the provision and management of playgrounds within the City. More specifically, the *Playgrounds Strategy* identifies the key issues associated with each of the playgrounds throughout the City and outlines an integrated and strategic framework for the enhancement of these important community assets.

The *Playgrounds Strategy* establishes a hierarchy of playgrounds, which aims to achieve different levels of provision and the best use of resources. The hierarchy ranges from Regional and District level playgrounds, which cater to users from a wide geographic area and generally provide innovative, unique or higher standard play equipment and spaces, through to Neighbourhood and Local play opportunities, which generally cater for the surrounding local area and a smaller number of users. A playground's designated level in the hierarchy will ultimately determine the level of development and the quality of the playground.

The Payneham Library Playground is designated as a Level 3 Neighbourhood Playground, making it one (1) of nine (9) Neighbourhood Level playgrounds within the City. Designation as a Neighbourhood Level Playground assumes that the playground will cater for the local neighbourhood and will generally include standard rather than unique play equipment. However, its designation is more a reflection of its current elements rather than its location and role.

In respect to Payneham Library Playground, the *Playgrounds Strategy* identifies the lack of disability access, fencing too close to the play equipment and lack of connection with the Swimming Centre and Patterson Reserve as some of the key issues with the playground and its location. It recommends:

- increasing amount of seating; and
- considering whether a playground is better linked to Patterson Reserve and other sport and recreation facilities (eg Patterson Reserve or the Payneham Memorial Swimming Centre).

Given the playground's association with the regional level facilities and its proximity to other playgrounds, consideration should be given to whether it should be retained, relocated and/or potentially incorporated within the Payneham Memorial Swimming Centre as an additional feature.

4.5 Public Health Plan

The *Public Health Plan* for the Eastern Region sets out the strategic directions to work towards delivering better living and better health. The Masterplan and its eventual implementation should assist in achieving the directions of the *Public Health Plan*, particularly those under the theme of '*Environments for better health*', by creating attractive, more useable and stimulating reserves and recreational facilities. The Masterplan maximises the opportunities for active and passive recreation and encourages greater physical activity, social interaction and social cohesion.

4.6 Eastern Region Climate Change Adaptation Plan

The *Eastern Region Climate Change Adaptation Plan* establishes a number of priorities for action, including increasing the areas of open space in key locations and increasing plantings in urban areas to create a greener, cooler space. The Masterplan includes provision to assist in reducing and mitigating the impacts of climate change.

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated a total budget of \$100,000 for the development of the two (2) Masterplans for the *Norwood Swimming Centre* and the *Payneham Memorial Swimming Centre*.

At its meeting held on 7 December 2020, the Council resolved to submit a grant funding application under the *Local Government Infrastructure Partnership Program* for the *Payneham Memorial Swimming Centre*. The preferred draft concept, as endorsed by the Council at its meeting held on 2 November 2020 was submitted in support of the application. As part of the application the Council was required to prepare and submit a Business Case. A copy of the Business Case that was prepared by Staff and submitted as part of the grant application is contained in **Attachment C**. Please note that due to the size and number of attachments to the Business Case they have not been included but will be available at the Committee meeting.

In addition, as part of its 2018-2019 Annual Budget, the Council allocated \$1.6 million to undertake the refurbishment of the main pool at the *Payneham Memorial Swimming Centre*. However, since this budget allocation was made, the scope of the work in respect to the upgrade of the main pool has been expanded to include components that were not previously envisaged when the scope of the Project was originally established (ie new plant room and a new filtration system). A funding submission to allocate \$4.5 million for the refurbishment of the 50 metre pool was presented to the Council for its consideration at the Special Council Meeting held on 14 April 2021. It should be noted that at time the funding submission was submitted for the Council's consideration, the outcome of the grant funding application was unknown, hence the scope of the funding submission does not reflect all of the elements of the *Payneham Memorial Swimming Centre Redevelopment Project*.

On 22 March 2021, the Council was advised that it was successful in securing a grant of \$5.6 million for the *Payneham Memorial Swimming Centre Redevelopment Project*. Under the terms of the grant funding, the Council is required, as a minimum, to match the grant funding amount. Staff have since revised the draft 2021-2022 Annual Budget to include a total project cost for the redevelopment of the *Payneham Memorial Swimming Centre* of \$24 million, which comprises of the \$5.6 grant funding and the \$4.5 million (originally intended) for the refurbishment of the main 50 metre pool. The remaining \$13.9 million will enable the detail design and construction documentation to be developed and the construction of all of the aquatic elements (ie 25 metre pool, aquatic play elements and plant room) as well as a new Swimming Centre entry, reception, café and clubroom facilities to be constructed.

The project is scheduled to be delivered over two (2) financial years, with the estimated spend being incurred as follows:

- 2021-2022 - \$ 3.0 million
- 2022-2023 - \$21.0 million

EXTERNAL ECONOMIC IMPLICATIONS

Through an injection of \$24 million, it is estimated that the Gross Regional Product will increase by \$16.928 million. Contributing to this is a direct increase in output of \$24 million, 58.13 additional FTE jobs, \$3.115 million more in wages and salaries and a boost in value-added of \$6.373 million.

It is anticipated that this direct expansion in the economy, will deliver flow-on supply-chain effects in terms of local purchases of goods and services. It is estimated that these indirect impacts would result in a further increase to output valued at \$16.342 million, 51.03 more FTE jobs, \$3.584 million more paid in wages and salaries, and a gain of \$6.431 million in terms of value-added.

The increase in direct and indirect output and the corresponding change in jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$7.199 million, employment by 24.25 FTE jobs, wages and salaries by \$1.731 million, and value-added by \$4.124 million.

Therefore the total output is expected to rise by \$47.541 million. Corresponding to this are anticipated increases in employment of 133.41 FTE jobs, \$8.430 million wages and salaries, and \$16.928 million in terms of value-added.

SOCIAL ISSUES

Both the *Payneham Memorial Swimming Centre* and *Patterson Reserve* are regional level swimming and recreation facilities and are very well utilised assets within the City. Upgrading the main pool and the swimming centre generally, will ensure the longevity of these assets.

Patterson Reserve, in its own right, is also recognised as a regional level facility. The integration of these two (2) facilities (ie *Patterson Reserve* and *Payneham Memorial Swimming Centre*) together with the Payneham Library will reinforce the importance of swimming and recreational play in community life and the strategic role of the *Patterson Reserve Community & Recreational Precinct* in providing these facilities at a regional level.

CULTURAL ISSUES

The *Payneham Memorial Swimming Centre* has been a key feature in the cultural and historic fabric of this City for over fifty (50) years.

ENVIRONMENTAL ISSUES

The proposed improvements to the *Patterson Reserve Community & Recreational Precinct* will deliver environment improvements by reducing water loss and water usage. It is estimated that the operational costs associated with the Swimming Centre will reduce the operational costs by approximately \$40,000 per year.

The potential consolidation of buildings will also assist in reducing the footprint of the buildings and increase the amount of open space, which will ultimately reduce the carbon footprint from this Precinct. Environmental elements such as solar power, rainwater tanks etc will be incorporated into the design of facilities where possible and warranted.

RESOURCE ISSUES

Council staff have and will continue to manage TCL (the Consultants). Council staff will also manage and oversee the contract works throughout the project program, which as Elected Members will appreciate, will require a significant resource requirement.

RISK MANAGEMENT

There is no significant risk with the development of the Masterplan however there is a significant risk if the decision making over the planning and design stages of this Project are unnecessarily protracted.

Due to the age and condition of the current filtration system there is a risk that in the event of a major breakdown or failure in the filtration system and/or plant, the filtration may not be easily repaired, resulting in delays and a significant impact on the operation of the *Payneham Memorial Swimming Centre*. The advice received from Crackerjack, (Engineering Consultants), is that a major infrastructure failure would most likely not be repairable and cause significant impact on users with little or no notice. The intent of the proposed refurbishment is to futureproof the facility for the next 25-30 years.

In addition, there are also a financial risks. Should the Committee and/or the Council delay their decision on the draft Masterplan, there is a risk that the Council could lose its grant funding.

COVID-19 IMPLICATIONS

At this stage, unless further restrictions are imposed by the State and Federal Governments, there are no known COVID-19 implications that would restrict the Masterplan from progressing, or for the proposed redevelopment work to be undertaken

CONSULTATION

- **Elected Members**

The Council adopted the *Swimming Centres Long Term Strategy* on 4 December 2017. The Council considered a Confidential Report on the Stage 1 Refurbishment at its meeting held on 29 May 2018. In March 2020, Elected Members attended an Information Session regarding the preparation of Masterplans for the Norwood Swimming Centre and the Payneham Memorial Swimming Centre. On 3 August 2020, the Council considered a Confidential Tender Selection Report on the Payneham Memorial Swimming Centre Main Pool – Stage 2 Refurbishment Project.

A report outlining five (5) draft concepts was considered by the Council's *Regional Capital Projects Committee* on 27 October 2020. The Committee's recommendations regarding the main pool at the Payneham Memorial Swimming Centre were considered and adopted by the Council at its meeting held on 9 November 2020. A further report outlining four (4) options was considered by the Council's Regional Capital Projects Committee on 16 December 2020. The Committee's recommendation regarding the preferred option was considered by the Council at its meeting held on 18 January 2021.

- **Community**

It was originally proposed that once the draft Masterplan was developed, community consultation would be undertaken, however given that the conditions/requirements of the grant funding to deliver the project within a short timeframe and given that the Council undertook significant consultation as part of the development of the *Swimming Centres Long Term Strategy*, and given that the Masterplan is simply implementing the *Swimming Centres Long Term Strategy*, it is proposed that community consultation on the Masterplan not be undertaken. It is recommended that targeted consultation regarding specific elements with key stakeholders be undertaken as required, as part of the detail design/design development stage of the Project.

- **Staff**

General Manager, Corporate Services
Manager, Swimming Centres
Project Manager
Project Manager, Urban Design & Special Projects

- **Other Agencies**

Not applicable.

DISCUSSION

The Council's original intent was to deliver the Masterplan for the *Payneham Memorial Swimming Centre* and *Patterson Reserve Community & Recreational Precinct* in three (3) distinct stages, as outlined in the report which was considered by the Committee at its meeting held on 27 October 2020. Stage 1, was intended to encompass the background analysis, preliminary investigations and the development of high level concepts for the *Payneham Memorial Swimming Centre* and the *Patterson Reserve Community & Recreational Precinct*, based on the key directions outlined in the Council's *Swimming Centres Long Term Strategy*. Stage 2 of the Project involved the preparation of the draft Masterplan for the *Payneham Memorial Swimming Centre* and the *Patterson Reserve Community & Recreational Precinct* based on the preferred Concept developed as part of Stage 1. The intent was that this stage would also be used to determine the feasibility and best design outcomes to maximise the return on investment. Community consultation and stakeholder engagement would be undertaken as part of this stage. Finally, Stage 3 would be used to finalise the Masterplan taking into account all of the comments received during the community consultation and engagement stage.

However, given that the Council has since been successful in obtaining a grant of \$5.6 million under the State Government's *Local Government Infrastructure Partnership Program*, the proposed timeframe for the delivery of the Masterplan has had to be amended. In order to enable the staff to progress to the detail design and construction documentation stage of the project, it is proposed that the community consultation and stakeholder engagement, which was planned as part of Stage 2, not be undertaken and that the Committee simply endorse the draft Masterplan contained in **Attachment B** and recommend to the Council that it be adopted. The endorsed Masterplan will however be promoted on the Council's website.

Scope of Payneham Memorial Swimming Centre Redevelopment Project

The *Payneham Memorial Swimming Centre Redevelopment Project* comprises of the following specific elements as depicted in the draft Masterplan contained in **Attachment B**:

- refurbished 50 metre pool with provision for a solid cover;
- new semi-enclosed 25 metre outdoor Learners' Pool;
- new two (2) storey sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;
- new leisure pool with interactive water play and high platform water slides integrated with the building;
- the installation of shade, barbeques and picnic facilities on grassed embankment; and
- new Plant Room to service the 50m Pool, new 25m Learners' Pool and the Aquatic Recreation Equipment and Facilities.

It should be noted that in line with the conditions under the *Local Government Infrastructure Partnership Program Grant*, the Council was unable to apply for grant funding for any component that has already been funded by the Council or any other State Government funding program. Therefore, whilst the refurbishment of the 50 metre pool forms part of the redevelopment project it does not form part of the elements identified in the *Local Government Infrastructure Partnership Program*. This means that the Council will need to fund the total cost of the 50 metre pool regardless of whether it resolves to refurbish or rebuild the pool.

The grant funding of \$5.6 million received only applies to the aquatic based components of the Project, namely the 25 metre pool, the aquatic play equipment and the plant room. The grant funding does not apply to the proposed carpark building, or the sports and leisure centre/administration building. Should the Council resolve to proceed with these elements, these will need to be funded by the Council (albeit that the Council can look for other funding opportunities for these components).

As previously outlined in the Financial and Budget Implications section of this report, under the terms and conditions of the grant fund, the Council is now required to contribute at least \$5.6million towards this project – assuming it wishes to accept the grant funding of \$5.6 million. Should the Committee and the Council resolve to deliver any other components (for example the sports and leisure centre/administration building), adequate Council funding will need to be allocated to deliver these components. Given that the draft Masterplan contained in **Attachment B** requires the demolition of the existing building and the 25 metre pool to enable the construction of the new facilities it is recommended that the sports and leisure centre/administration building also be included in the redevelopment.

As part of the Council's 2021-2022 Budget, the nominal amount of \$24,000,000 has been included to deliver both the refurbishment of the main 50 metre pool (which has a proposed budget allocation of \$4.5 million) and associated infrastructure, as well as the 25 metre pool, aquatic play equipment, plant room, the sports and leisure centre/administration building as well as all ancillary features such as fencing, outdoor furniture and landscaping (estimated at approximately \$20million).

Main 50 Metre Pool

As a result of the number of infrastructure issues associated with the age of the main pool at the *Payneham Memorial Swimming Centre*, the Council endorsed the refurbishment of the Main Pool as a matter of priority, in order to "future proof" the pool for the next twenty-five (25) to thirty (30) years. It was decided that due to the extent of work required, the refurbishment would be undertaken in two (2) stages, to minimise the interruption to the regular twenty four (24) week swimming season. Stage 1, which comprised the replacement of the pipework associated with the main pool, was completed in October 2018.

In accordance with the Council's previous resolutions and the *Swimming Centres Long Term Strategy*, the tenders for the Stage 2 works, which comprised of the construction of a new disabled access ramp, replacement of the scum gutter with a wet deck entry, new plant room, new filtration system, retiling of the main pool as well as replacement of the concourse around the pool, were released in February 2020. Following various discussions with the preferred contractor, the tenders were presented to the Council for consideration at its meeting held on 3 August 2020.

Following the consideration of the Tender Assessment and all of the options available, including the construction of new 50 metre pool, the Council resolved to defer consideration of the matter until the Masterplan was presented to the Council for its consideration.

In order to enable the Masterplan to progress to finalisation, the matter of refurbishing versus reconstruction was once again considered by the Regional Capital Projects Committee. At its meeting held on 27 October 2020, the Committee resolved the following in respect to the main 50 metre pool at Payneham Memorial Swimming Centre.

2. *That the Regional Capital Projects Committee recommends to the Council that it reaffirm its support for the Council's decision to refurbish the main pool in accordance with the Swimming Centres' Long Term Strategy.*
3. *That a report be resubmitted to the Council at a later date regarding the Tender for the Stage 2 Refurbishment of the main pool which was deferred by the Council at the August 2020 meeting.*

On the assumption that the Committee and the Council endorses the draft Masterplan contained in **Attachment B**, it is expected that staff will progress to detail design and construction documentation for the area defined as the *Payneham Memorial Swimming Centre*. As part of this stage, the Council will prepare construction documentation for both the refurbishment and reconstruction of the main pool and will subsequently tender both options to determine the most financially viable option. This will ensure that the Council is provided with a more definitive cost for both options. In the case of the refurbishment, the documentation has already been prepared and in this case will be incorporated into the final documentation with the intent that a single contractor will be appointed to undertake all of the construction works.

As the Committee is aware, a detailed cost estimate was prepared by Rider Levett Bucknall (RLB), which indicated that the construction of the new pool would be in the vicinity of \$5.3M, compared to approximately \$4.2 million for the refurbishment of the existing pool. Given that experience with the construction of 50 metre outdoor pools in Adelaide is limited, the most accurate way to determine the cost is to develop the documentation for both options and let the market determine the actual cost through a tender process.

Whilst both options are viable and both will deliver a better outcome for the *Payneham Memorial Swimming Centre* and more broadly the Precinct, the redevelopment of the Payneham Memorial Swimming Centre is a significant financial investment for the Council, and therefore significant investigation needs to be applied before a decision is made.

OPTIONS

The Committee can choose to endorse the final draft Masterplan as contained in **Attachment B** or alternatively, the Committee can choose to amend the Masterplan. However, on the basis that the final draft Masterplan delivers a well-considered vision for the long term viability of the *Patterson Reserve Community & Recreational Precinct*, which can be further refined as part of the detail design stage, and it also aligns with the majority of the outcomes which the community has put forward as part of the consultation on the Long Term Strategy for the swimming centres, it is recommended that the Committee endorses the *Patterson Reserve Community & Recreational Precinct Masterplan* as contained in **Attachment B**.

Alternatively, the Committee can resolve to recommend to the Council that it not proceed any further with the Masterplan. This option is not recommended.

Whilst there are a number of options available, the current resolution of the Council requires the Masterplan to be completed and endorsed before the Council makes a decision to undertake refurbishment of the pool or build a new pool in the current location.

For the purposes of finalisation of the Masterplan, it is recommended that the Committee review and endorse the draft Masterplan which clearly aligns with the *Swimming Centres Long Term Strategy*, which was endorsed by the Council and reflects the resolution of the Committee and the Council to retain the main pool in its current location.

CONCLUSION

The draft Masterplan contained in **Attachment B** delivers a comprehensive and innovative design framework for the future redevelopment of the *Patterson Reserve Community & Recreational Precinct* and more specifically sets a clear direction for the development of the proposed aquatic facility at the *Payneham Memorial Swimming Centre*. From a strategic perspective, it is recognised that a detailed Masterplan for the *Payneham Memorial Swimming Centre* cannot be developed in isolation without taking into consideration its broader context, and the Swimming Centre's significant role within the *Patterson Reserve Community & Recreational Precinct*.

More specifically, the Masterplan should provide the Council with the confidence to prioritise the investment and works for the redevelopment of this significant Precinct.

COMMENTS

Both *Patterson Reserve* and the *Payneham Memorial Swimming Centre* are significant Council assets that have served the community well for over fifty (50) years.

As the facilities at the *Payneham Memorial Swimming Centre* have effectively reached the end of their useful life cycle, there is an opportunity to build new facilities which will ensure that the facility remains contemporary and can 'compete' successfully with other aquatic facilities in the eastern region.

If the Council wishes to pursue the establishment of a regional level facility and promote it as such, it will need to ensure that all elements (including car parking) support its classification. The current situation has resulted in large operational costs, all of which are a direct result of the age of the infrastructure. Whilst investment is required to reduce both operational costs and provide a contemporary facility, the need to invest in a facility that delivers longevity is critical.

The need to upgrade the facility and the decision to expand its offering together with the recently acquired grant funding has presented the Council with a great opportunity to plan strategically and expedite the delivery of the upgrade to this Precinct.

RECOMMENDATION

1. That the draft Masterplan contained in **Attachment B** be recommended to the Council for adoption.
 2. The Committee recommends to the Council that Stage 1 of the Payneham Memorial Swimming Centre Redevelopment Project, for the purposes of detail design, construction documentation and construction, should comprise of the following elements:
 - refurbished 50 metre pool with provision for a solid cover;
 - new semi-enclosed 25 metre outdoor Learners' Pool;
 - new sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;
 - new leisure pool with interactive water play and high platform water slides;
 - the installation of shade, barbeques and picnic facilities on grassed embankment; and
 - new plant room to service the 50m Pool, new 25m Learners' Pool and the aquatic recreation equipment and facilities.
 3. That the Committee notes that staff will now progress to the detail design and construction documentation stage of the Project for the Payneham Memorial Swimming Centre Redevelopment.
 4. That the Committee notes that a suitable consultant will now be engaged to prepare a Prudential Report for the Council's consideration.
-

Mayor Bria moved:

1. *That the draft Masterplan contained in Attachment B be recommended to the Council for adoption.*
2. *The Committee recommends to the Council that Stage 1 of the Payneham Memorial Swimming Centre Redevelopment Project, for the purposes of detail design, construction documentation and construction, should comprise of the following elements:*
 - *50 metre pool with provision for a solid cover;*
 - *new semi-enclosed 25 metre outdoor Learners' Pool;*
 - *new sports and leisure centre providing pool facilities and café, new gym/dry pool training, clubrooms and lettable function areas;*
 - *new leisure pool with interactive water play and high platform water slides;*
 - *the installation of shade, barbeques and picnic facilities on grassed embankment; and*
 - *new plant room to service the 50m Pool, new 25m Learners' Pool and the aquatic recreation equipment and facilities.*
3. *That the Committee notes that staff will now progress to the detail design and construction documentation stage of the Project for the Payneham Memorial Swimming Centre Redevelopment.*
4. *That the Committee notes that a suitable consultant will now be engaged to prepare a Prudential Report for the Council's consideration.*

Seconded by Cr Dottore and carried unanimously.

4. **OTHER BUSINESS**
Nil

5. **CLOSURE**

There being no further business the Presiding Member declared the meeting closed at 7.37pm.

Cr John Minney
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

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

14. **CONFIDENTIAL REPORTS**
Nil

15. **CLOSURE**