

# Special Council Meeting Agenda & Reports

**8 May 2023**

## **Our Vision**

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

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

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters

4 May 2023

## To all Members of the Council

### NOTICE OF SPECIAL MEETING OF COUNCIL

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

**Monday 8 May 2023, commencing at 7.00pm.**

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

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
**Norwood  
Payneham  
& St Peters**

Page No.

1. CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 1 MAY 2023 .....	1
2. STAFF REPORTS.....	1
2.1 2023-2024 DRAFT ANNUAL BUSINESS PLAN AND BUDGET .....	2
3. CLOSURE .....	13

**VENUE** Council Chambers, Norwood Town Hall

**HOUR**

**PRESENT**

**Council Members**

**Staff**

**APOLOGIES**

**ABSENT**

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 1 MAY 2023**

2. **STAFF REPORTS**



## 2.1 2023-2024 DRAFT ANNUAL BUSINESS PLAN AND BUDGET

---

**REPORT AUTHOR:** Manager, Finance  
**GENERAL MANAGER:** General Manager, Governance & Affairs  
**CONTACT NUMBER:** 8366 4548  
**FILE REFERENCE:**  
**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 2023-2024 Annual Business Plan, the Draft 2023-2024 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 11 April 2023, the Council considered the Draft 2023-2024 Recurrent Budget, the Draft 2023-2024 Operating and Capital Projects Budget (the Draft 2023-2024 Budget), which projected an Operating Deficit of \$341,624 on a full accrual basis, prior to factoring into account any increase in Rate Revenue.

In addition, at the Special Council Meeting held on 11 April 2023, the Council also resolved that the Funding Submission for Additional Resources for the Regulatory Services Unit be adjusted to account for the estimated income as part of the Draft 2023-2024 Budget. Therefore, the Draft 2023-2024 Budget now includes income of \$200,000.

As a result of this amendment, the Operating Deficit was reduced to \$141,624, before any increase in Rate Revenue is factored into the Draft Budget 2023-2024.

### RELEVANT POLICIES & STRATEGIC DIRECTIONS

The Council's Long Term Strategic directions are outlined in the Council's Strategic Management Plan, *City Plan 2030 – Shaping our Future*. The Draft 2023-2024 Annual Business Plan and supporting Draft Budget, sets out the proposed services and programs and initiatives for the 2023-2024 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 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 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 2023-2024 Annual Business Plan and Budget has been developed on the basis of ensuring that it will assist in delivering on the Council's Long Term Strategic direction set out in the Council's 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 2023-2024 Budget, as presented (based on a 7.5% Rate Revenue increase), will result in an Operating Surplus of \$1,077,507 and a Net Surplus (after Capital Income) of \$9.310 million – noting that this does not take into account the Operating results of the Regional Subsidiaries.

It should be noted that the Draft 2023-2024 Budget includes Carry Forwards of \$245,000 for 2022-2023 Operating Projects which are not anticipated to be completed by 30 June 2023.

## **SOCIAL ISSUES**

Nil.

## **CULTURAL ISSUES**

Nil.

## **ENVIRONMENTAL ISSUES**

Nil.

## **RESOURCE ISSUES**

Nil.

## **RISK MANAGEMENT**

The Draft 2023-2024 Budget will be impacted upon by the decisions which are made by the Federal Government and State Government in their respective budgets. No information regarding these budgets is available.

As a result, the Draft 2023-2024 Budget presented in this report, has been developed 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. The value of these payments has not been indexed;
- 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 \$146 per tonnes; and
- no new fees and charges will be introduced.

Any adjustments to the Draft Budget arising from the State Budget will be incorporated into the Council Budget when this information becomes available.

Notwithstanding this, the preparation of the Draft 2023-2024 Annual Business Plan and Budget has been prepared to ensure the Council meets its legislative responsibility in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

## 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.
- **Audit & Risk Committee**  
At the Special Audit & Risk Committee meeting held on 17 April 2023, the Committee considered the Draft 2023-2024 Recurrent Budget and the Draft 2023-2024 Operating and Capital Projects Budget.
- **Community**  
Citizens will be provided the opportunity to have input into the Draft 2023-2024 Budget through public consultation on the Draft Annual Business Plan, which is scheduled to be undertaken in May 2023.
- **Staff**  
The preparation of the Draft 2023-2024 Budget has been completed with the involvement of the Chief Executive Officer, General Managers and staff responsible for management of the Budget.
- **Other Agencies**  
Not Applicable.

## DISCUSSION

The Draft 2023-2024 Budget is based on the continuation of existing services and priorities, as determined by the Council, being appropriately resourced and ensures that the Council can maintain the service standards for its existing services to support the delivery of the Strategic Objectives contained in *CityPlan 2030: Shaping our Future*.

The key objective therefore is to develop a Budget that not only contributes to the Council's broader strategic objectives of achieving *Community Well-being*, but also ensures that the Council is managing its financial resources in a sustainable, prudent and equitable manner and to ensure that future financial impacts can either be avoided or managed in a measured way, so that the funding requirements are balanced with ensuring that the community does not face unreasonable increases in their annual rates contribution.

At its meeting held on 11 April 2023, the Council considered the Draft 2023-2024 Budget and requested that the Council's Audit & Risk Committee provide comment on the Draft 2023-2024 Budget for the Council's consideration prior to the Council's endorsement of the Draft 2023-2024 Budget for the purpose of community consultation.

A meeting of the Council's Audit & Risk Committee was held on Monday, 17 April 2023.

At its meeting held on 1 May 2023, the Council was advised that "*the Audit & Risk Committee are of the view that the scheduled Capital Projects as set out in the Council's Long Term Financial Plan beyond 2023-2024 is ambitious and expressed concerns regarding the timing of those projects contained in the Long Term Financial Plan on the basis of the Capital Projects to be undertaken during 2023-2024 (ie Payneham Memorial Swimming Centre, Trinity Valley Stormwater Drainage Program, Burchell Reserve and Cruikshank Reserve), and the impact on the Council's capacity to meet its financial obligations.*

*In short, the Audit & Risk Committee are of the view that the Capital Projects as set out in the Long Term Financial Plan, should be appropriately scheduled/timed to ensure that the Council is in a sound financial position prior to undertaking further Capital Projects beyond the 2023-2024 financial year.*

*The Audit & Risk Committee also agreed that it was important for the Council to achieve an Operating Surplus and not an Operating Deficit to ensure the Council can meet its financial obligations and deliver on its financial objectives".*

Following consideration of the Draft 2023-2024 Budget, the Audit & Risk Committee resolved the following:

- *That the Audit & Risk Committee recommends to the Council that it considers the following matters when endorsing the Draft 2023-2024 Annual Business Plan & Budget for the purpose of undertaking public consultation:*
- *the 2023-2024 Budget should result in a minimum Operating Surplus of \$500,000, taking into consideration that CPI for the March 2023 Quarter, was 6.8%; and*
- *the timing and scheduling of the Capital Projects that are set out in the Long Term Financial Plan beyond the 2023-2024 financial year, as part of the Council's review of the Long Term Financial Plan taking into account the current interest rate environment and the Council's ability to service ongoing debt.*

To achieve an Operating Surplus of \$500,000, as recommended by the Audit & Risk Committee, a Rate Revenue increase of 7.5% would be required (prior to the inclusion of the Operating results from Regional Subsidiaries).

Elected Members may recall that for the 2023-2024 Financial Year, the Long Term Financial Plan estimates an Operating Surplus of \$1.355 million, based on a Rate Revenue increase of 4.55%.

However, applying a Rate Revenue increase of 4.55% as set out in the Long Term Financial Plan to the Draft 2023-2024 Budget, would result in an Operating Deficit of \$141,624.

To achieve an Operating Surplus of \$1.355 million as set out in the Long Term Financial Plan, a Rate Revenue increase of 8.78% would be required.

### Budget Overview

Table 1 below sets out the proposed Operating Surplus of \$1,077,507, based on a Recurrent Operating Surplus of \$2,567,144, an Operating Deficit relating to Operating Projects (including 2022-2023 Carry Forwards) of \$1,198,736 and an additional \$290,901 for additional finance costs associated with borrowings which are required to deliver the strategic projects included within the draft Capital Projects Budget.

**TABLE 1: 2023-2024 PROPOSED STATEMENT OF COMPREHENSIVE INCOME**

	Recurrent Budget	Carry Forwards	Operating Projects	Capital Projects	Proposed
	2023-2024	2023-2024	2023-2024	2023-2024	2023-2024
	\$	\$	\$	\$	\$
<b>INCOME</b>					
Rates	43,011,543	-	-	-	43,011,543
Statutory charges	1,900,000	-	200,000	-	2,100,000
User charges	3,836,788	-	-	-	3,836,788
Grants, subsidies and contributions	2,612,226	-	42,446	-	2,654,672
Investment income	120,000	-	-	-	120,000
Other income	491,110	-	-	-	491,110
Net loss joint ventures & associates	-	-	-	-	-
<b>Total Income</b>	<b>51,971,667</b>	<b>0</b>	<b>242,446</b>	<b>0</b>	<b>52,214,113</b>
<b>EXPENSES</b>					
Employee costs	17,418,099	-	370,682	-	17,788,781
Materials, contracts & other expenses	19,359,823	-	1,070,500	-	20,430,323
Finance costs	165,000	-	-	290,901	455,901
Depreciation & amortisation	12,461,601	-	-	-	12,461,601
Net loss Joint Ventures & Associates	-	-	-	-	-
<b>Total Expenses</b>	<b>49,404,523</b>	<b>0</b>	<b>1,441,182</b>	<b>290,901</b>	<b>51,136,606</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>2,567,144</b>	<b>0</b>	<b>-1,198,736</b>	<b>-290,901</b>	<b>1,077,507</b>
Net gain (loss) on disposal or revaluation of assets	-	-	-	25,000	25,000
Amounts specifically for new or upgraded assets	-	-	-	9,310,301	9,310,301
<b>NET SURPLUS (DEFICIT)</b>	<b>2,567,144</b>	<b>0</b>	<b>-1,198,736</b>	<b>9,044,400</b>	<b>10,412,808</b>

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 Deficit (adjusted for Regional Subsidiaries) is currently estimated at \$354,714.

Financial sustainability underpins the Council's Financial Goals and Outcomes which are set out in the Council's LTFF. In general terms, financial sustainability is based on ensuring that the Council has the financial resources and capacity 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 Council's Infrastructure, services and activities.

Pursuant to Section 123 (10)(b) of the *Local Government Act 1999*, Part 2 Financial Accountability Regulation 7 of the *Local Government (Financial Management) Regulations 2011*, sets out that the budget must:

- (a) *include budgeted financial statements, which must be presented, other than notes and other explanatory documentation, in a manner consistent with the Model Financial Statements; and*
- (b) *state whether projected operating income is sufficient to meet projected operating expenses for the relevant financial year; and*
- (c) *include a summary of operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and*
- (d) *include estimates with respect to the council's operating surplus ratio, net financial liabilities ratio and asset renewal funding 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 7.5% increase in Rate Revenue. The Financial Statements also provide comparisons with the 2022-2023 Forecast and the Audited Financial Statements for the past three (3) years. Together, these Statements provide a complete picture of the Council's budgeted financial position for the 2023-2024 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 11 April 2023, the Council considered the Draft 2023-2024 Capital Budget ("Draft Capital Budget") and resolved to endorse "in-principle", a Draft Capital Budget, which incorporates Capital Projects to the value of \$53.8 million, inclusive of the expenditure required to finalise the 2022-2023 Capital Projects which are not anticipated to be completed by 30 June 2023 and staff costs of \$1.28 million which are capitalised and included in the final cost of the asset. The Draft Capital Budget expenditure is offset by Capital Funding which incorporates Grant and Other Revenues to the value of \$9.352 million, which will result in a net cost to the Council of \$34.384 million which will be funded via cash borrowings, depreciation (via Rate Revenue) or cash reserves.

The endorsed Capital Projects for 2023-2024 have been broken down into a number of categories as detailed in Table 2 below.

It should be noted that the Total Capital Projects Expenditure as set out in Table 2 is based on the proposed scheduling of major projects (ie. the Payneham Memorial Swimming Centre Project and the Trinity Valley Stormwater Project).

**TABLE 2: CAPITAL PROJECT CATEGORIES**

Capital Project Category	2023-2024 Proposed Capital Projects \$
Whole-of-Life Capital Works Program	
* Road Resealing	4,964,143
* Footpath Reconstruction	1,181,033
* Kerb Reconstruction	1,551,917
* Stormwater Drainage Program (inc. carry forward budgets) *	14,130,044
Other Infrastructure Asset Renewal	1,972,313
Major Projects (inc. carry forward budgets)	17,800,000
Quadrennial Art Project (inc. carry forward budgets)	75,000
Non-Infrastructure Renewal	525,700
Minor projects	257,500
Capitalisation of Salaries (existing staff)	1,279,257
<b>Total Capital Projects Expenditure</b>	<b>43,736,907</b>
<b>Capital Funding</b>	<b>9,310,301</b>
<b>Net Cost</b>	<b>34,426,606</b>

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 is associated with 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 2023-2024 Annual Business Plan and Budget is contained in *Appendix One: Key Initiatives & Projects* of **Attachment B**.

### **Borrowings**

Proposed net capital expenditure, as detailed in **Attachment B**, is \$34.426 million (inclusive of Roads-to-Recovery project) is proposed to be funded as follows:

Use of depreciation recovered through rate revenue	\$ 12,461,601
Roads-to-Recovery Grant Funding	\$42,446
Grant Funding and other capital funding	\$9,310,301
Borrowings and cash reserves	\$21,922,559

In determining the timing and the level of borrowings that are required to fund the Capital Program, consideration has been given to the cash flow requirements and to intergenerational equity between current and future users (that is, an asset is funded from loan borrowings which is paid off over the life of the asset rather than raising rate revenue from current rate payers to pay for the asset). 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 ranging between 3% and 6% each year.

Whist Rate Stability is a key objective which requires annual rate collections to be fair and equitable, it also requires that increases in Rate Revenue to be stable over the medium term. To ensure that 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.

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

Based on the valuation information for the week ended 16 April 2023, the growth in the Residential Land Use classification, shows a Capital Value increase of 10.15% on 2022-2023 values. For the Commercial Land Use Classification, the Capital Value increase is 29.4% on 2022-2023 values.

Preliminary rates modelling, based on valuations provided by the Valuer-General for the week ended 16 April 2023, has been undertaken. It should be noted that the valuation information for the week ended 11 June 2023, will be used to determine the final average rate at the Council meeting to be held on 3 July 2023. The impact of the respective strategies on the Councils Operating result are set out in Table 3 below.

**TABLE 3: RATING STRATEGY**

<i>Proposed Rate Revenue Increases</i>	4.55%	6.0%	6.5%	7.00%	8.00%	7.5%
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
General Rate Revenue (Gross)	\$41,375	\$41,949	\$42,147	\$42,345	\$42,740	<b>\$42,543</b>
Increase on 2022-2023	\$1,800	\$2,374	\$2,572	\$2,770	\$3,166	<b>\$2,968</b>
<b>Operating Surplus/(Deficit) after rate revenue increases</b>	<b>(\$90)</b>	<b>\$486</b>	<b>\$680</b>	<b>\$880</b>	<b>\$1,2981</b>	<b>\$1,077</b>

**The Average Rate**

The Average Rate is calculated by dividing the total rates value by the number of properties in each land use code.

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 11 June 2023, as at the adoption of the Annual Business Plan and Budget.

Table 4 below details the impact of the proposed rating strategy options on the Residential and Commercial Rates.

**TABLE 4: IMPACT OF RATING STRATEGY ON RESIDENTIAL AND COMMERCIAL RATES**

	2022-2023			2023-2024			7.5%
	6.0%	4.55%	6.00%	6.5%	7.00%	8.00%	
<b>Proposed Rate Revenue Increases</b>							
<b>Residential Rate</b>							
Average Rate	\$1,812	\$1,837	\$1,863	\$1,872	\$1,880	\$1,898	\$1,889
Average Rate Difference \$	\$135	\$25	\$51	\$60	\$68	\$86	\$77
Increase from previous year %	8.05%	1.38%	2.81%	3.31%	3.75%	4.75%	4.25%
Rate-in-Dollar	0.001929	0.00177	0.001795	0.001803	0.001812	0.001828	0.00182
<b>Commercial Rate</b>							
Average Rate	\$2,635	\$3,076	\$3,119	\$3,133	\$3,148	\$3,178	\$3,163
Average Rate Difference \$	(\$96)	\$441	\$484	\$498	\$513	\$543	\$528
Increase from previous year %	-3.52%	16.74%	18.37%	18.90%	19.47%	20.61%	20.04%
Rate-in-Dollar	0.002315	0.002124	0.002154	0.002164	0.002174	0.002194	0.002184

**The Minimum Rate**

Table 5 below details the impact of the proposed rating strategy options on the Minimum Rate.

**TABLE 5: IMPACT OF RATING STRATEGY ON MINIMUM RATES**

	2022-2023			2023-2024			7.5%
	6.0%	4.55%	6.0%	6.5%	7.00%	8.00%	
<b>Proposed Rate Revenue Increases</b>							
Minimum Rate	\$1,132	\$1,184	\$1,200	\$1,206	\$1,211	\$1,223	\$1,217
\$ Difference from prior year	\$64	\$52	\$68	\$74	\$6,737	\$91	\$85
No. of assessments	6,710	6,737	6,737	6,737	6,737	6,737	6,737
% of assessments on Minimum Rate	32.83%	33.21%	33.21%	33.21%	33.21%	33.21%	33.21%

Table 6 details the Capital Value, by land use, for all property classes as advised by the Valuer-General.

**TABLE 6: CAPITAL VALUES BY LAND USE**

Land Use	2023-2024 Capital Value \$000	\$ Increase/ (Decrease) \$000	% Increase/ (Decrease)	No of Assessments	Average Value \$000
Residential	16,908,342	1,577,282	10.29%	17,490	967
Commercial	3,120,743	688,468	28.31%	2,217	1408
Industrial	169,956	32,998	24.09%	142	1197
Vacant Land	287,954	107,272	59.37%	344	837
Other	452,887	68,367	17.78%	93	4870
Primary Production	962	240	33.24%	1	962
Non Rateable	454,868	41,404	10.01%	284	1602
Total	21,395,712	2,516,031	13.33%	20,571	1040
<b>Total Rateable Value</b>	<b>20,940,844</b>	<b>2,474,627</b>	<b>13.40%</b>	<b>20,287</b>	<b>1032</b>



## Rating Policy

A review of the Council's Rating Policy has been undertaken, with particular focus on the eligibility criteria for Rate Capping Rebates.

## Residential Properties

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 2022.

## Commercial Properties

Section 166(1)(l)(ii) of the Act also applies to Commercial properties and therefore, the Council can grant a rebate of General Rates for all properties on a specified land use basis.

As set out in Table 6 above and as advised by the Valuer-General, valuations for Commercial properties have increased by 28.3%.

This is a significant increase for Commercial properties and therefore, in addition to the General Rate Rebate for residential properties, the Council could, if it deems it to be necessary, consider adopting a General Rate Rebate for Commercial properties, given the increase in valuations.

Whilst a General Rate Rebate can be applied to Commercial properties, the Council has not previously applied a General Rate Rebate for Commercial properties.

For 2022-2023, the Capital Values increased (as advised by the Valuer-General) across the City by 23.4%, which was predominately driven by the increase in the Capital Value of residential properties of 27.2%.

The impact of this meant that the Average Rate Difference for Commercial properties for 2022-2023 was minus \$133.00, compared to the 2021-2022 Average Rate.

In addition, in 2021-2022, for the Commercial Land Use classification, the Capital Value increase was 1.5% on 2020-2021 valuations.

## 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 2023-2024 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 7.5%. Upon finalisation of the Draft Budget through its "endorsement in principle," the Draft Annual Business Plan will be made available for citizens in May 2023. Submissions will be sought with interested citizens providing comments prior to or at the Public Meeting.

Following consideration of the submissions by the Council on 13 June 2023, the final 2023-2024 Annual Business Plan and the 2023-2024 Annual Budget will be presented to the Council for adoption at the Council Meeting to be held on 3 July 2023.

## OPTIONS

The Council can endorse the 2023-2024 Draft Annual Business Plan and Budget as presented in this report or can choose to amend 2023-2024 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 attaining and maintaining 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 2023-2024 Annual Business Plan and Budget as presented in **Attachment B**, will deliver an Operating Surplus of \$1,077,507 based on a 7.5% increase in Rate Revenue, however, the underlying Operating Result, excludes the share of Regional Subsidiaries.

Decisions regarding Rate Revenue 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 surplus of \$1,679,000 after taking into account borrowings of \$22m.

Notwithstanding this, the 'in-principle' adoption of the Draft 2023-2024 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

It should be noted that \$100,000 allocation for the 2024 AFL Gather Round, as approved by the Council at its meeting held on 1 May 2023, has not been included in the Draft Budget due to time constraints. This funding allocation will be factored into the calculations and its impact on the final Rate Revenue increase and its consequent impact on the average rate will be available at the Council meeting.

If Elected Members have any questions or require clarification in relation to specific budget items, and/or any issues raised in this report, please contact the General Manager, Governance & Civic Affairs, Lisa Mara, prior to the meeting.

## RECOMMENDATION

That subject to further consideration of the Draft 2023-2024 Budget by the Council following the receipt and consideration of any public submissions in respect to the 2023-2024 Annual Business Plan:

- a) That a Rate Revenue increase, of \_\_\_\_\_%, 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 \_\_\_\_\_% be endorsed "in principle".
- c) That an average commercial rate increase of \_\_\_\_\_% be endorsed "in principle".
- d) That a rate cap on residential properties of two (2) times the rate revenue increase of 7.5% be adopted 'in principle' for the 2023-2024 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 2023-2024 Financial Year up to a maximum of \$22 million for the purposes of funding Capital Expenditure.
- f) That the Draft 2023-2024 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 2023-2024 Annual Business Plan, as contained within Attachment B, prior to it being released for public consultation.

# Attachment A

## 2023-2024 Draft Annual Business Plan and 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](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters

## Statement of Comprehensive Income for the year ended 30 June 2024

	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates	43,012	39,921	37,938	36,288	36,181
Statutory charges	2,100	2,007	2,003	1,751	1,595
User charges	3,837	3,738	3,561	3,506	3,408
Grants, subsidies and contributions	2,655	3,008	3,433	2,921	2,959
Investment income	120	46	24	19	88
Other income	491	498	848	771	1,146
Net loss joint ventures & associates	-	21	122	217	28
<b>Total Income</b>	<b>52,214</b>	<b>49,238</b>	<b>47,930</b>	<b>45,473</b>	<b>45,406</b>
<b>Expenses</b>					
Employee costs	17,789	16,083	14,126	14,448	14,050
Materials, contracts & other expenses	20,430	19,999	19,832	19,165	18,937
Finance costs	456	872	346	454	405
Depreciation, amortisation & impairment	12,462	11,159	10,766	9,968	9,503
Net loss Joint Ventures & Associates	-	262	214	327	515
<b>Total Expenses</b>	<b>51,137</b>	<b>48,374</b>	<b>45,284</b>	<b>44,363</b>	<b>43,411</b>
<b>Operating Surplus (Deficit)</b>	<b>1,078</b>	<b>863</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
Net gain (loss) on disposal or revaluation of assets	25	25	(2,371)	(1,145)	(1,529)
Amounts specifically for new or upgraded assets	9,310	3,625	2,341	3,303	1,125
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
<b>Net Surplus (Deficit) transferred to Equity Statement</b>	<b>10,413</b>	<b>4,513</b>	<b>2,615</b>	<b>3,268</b>	<b>1,590</b>
Other Comprehensive Income					
Changes in revaluation Surplus- infrastructure, property, plant & equipment	7,244	33,600	34,462	12,046	3,542
Share of Other comprehensive Income - joint ventures and associates	-	-	(5)	5	13
<b>Total Other Comprehensive Income</b>	<b>7,244</b>	<b>33,600</b>	<b>34,457</b>	<b>12,051</b>	<b>3,555</b>
<b>Total comprehensive Income</b>	<b>17,657</b>	<b>38,113</b>	<b>37,072</b>	<b>15,320</b>	<b>5,145</b>

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 (\$52.204m) is sufficient to meet the projected Operating Expenditure (\$51.137m) for the 2023-2024 Financial Year.

## Statement of Financial Position as at 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Assets</b>					
<b>Current Assets</b>					
Cash and cash equivalents	1,679	(670)	11,393	7,071	9,177
Trade & other receivables	3,006	2,961	2,675	3,699	2,889
<b>Total Current Assets</b>	<b>4,685</b>	<b>2,291</b>	<b>14,068</b>	<b>10,770</b>	<b>12,067</b>
<b>Non-current Assets</b>					
Financial Assets	104	104	113	104	105
Equity accounted investments in Council businesses	1,789	2,589	1,931	2,207	2,463
Infrastructure, Property, Plant & Equipment	632,127	593,642	543,710	507,904	476,469
Other Non-current Assets	-	-	4,324	2,509	17,891
<b>Total Non-current Assets</b>	<b>634,020</b>	<b>596,335</b>	<b>550,078</b>	<b>512,725</b>	<b>496,929</b>
<b>Total Assets</b>	<b>638,705</b>	<b>598,627</b>	<b>564,146</b>	<b>523,495</b>	<b>508,995</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade & Other Payables	7,774	6,570	13,028	8,004	7,310
Borrowings	989	946	1,021	972	1,651
Short-term Provisions	2,991	2,972	3,004	3,326	3,135
Other Current Liabilities					
Liabilities relating to Non-current Assets held for Sale					
<b>Total Current Liabilities</b>	<b>11,754</b>	<b>10,488</b>	<b>17,053</b>	<b>12,302</b>	<b>12,095</b>
<b>Non-current Liabilities</b>					
Trade & Other Payables					
Long-term Borrowings	29,960	8,819	8,527	9,392	10,357
Long-term Provisions	1,217	1,202	1,280	1,328	1,160
Liability - Equity accounted Council Businesses	1,720	1,720	904	1,164	1,397
<b>Total Non-current Liabilities</b>	<b>32,897</b>	<b>11,741</b>	<b>10,712</b>	<b>11,884</b>	<b>12,913</b>
<b>Total Liabilities</b>	<b>44,651</b>	<b>22,229</b>	<b>27,764</b>	<b>24,186</b>	<b>25,008</b>
<b>Net Assets</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>
<b>Equity</b>					
Accumulated Surplus	79,537	69,125	62,709	60,099	56,825
Asset Revaluation Reserve	514,516	507,273	473,673	439,210	427,162
<b>Total Equity</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>

## Statement of Changes in Equity for the year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Accumulated Surplus</b>					
Balance at end of previous reporting period	69,125	64,612	60,099	56,825	55,222
Net Surplus/ (Deficit) for year	10,413	4,513	2,615	3,268	1,590
Other comprehensive Income	-	-	(5)	5	13
<b>Balance at end of period</b>	<b>79,537</b>	<b>69,125</b>	<b>62,709</b>	<b>60,099</b>	<b>56,825</b>
<b>Asset Revaluation Reserve</b>					
Balance at end of previous reporting period	507,273	473,673	439,210	427,162	423,620
Gain on revaluation of infrastructure, property, plant & equipment	7,244	33,600	34,462	12,046	3,542
<b>Balance at end of period</b>	<b>514,516</b>	<b>507,273</b>	<b>473,673</b>	<b>439,210</b>	<b>427,162</b>
<b>Total Equity at end of reporting period</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>

## Statement of Cash Flow for the year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Cash Flow from Operating Activities</b>					
<u>Receipts</u>					
Rates - general & other	43,012	39,759	37,859	36,672	36,107
Fees & other charges	2,100	2,007	2,010	1,613	1,646
User Charges	3,837	3,738	4,592	3,113	3,297
Investment receipts	120	46	24	19	88
Grants utilised for operating purposes	2,655	3,008	3,440	2,756	3,677
Other Income	491	518	913	998	1,474
<u>Payments</u>					
Employee Costs	(17,755)	(16,083)	(15,627)	(14,547)	(13,486)
Contractual services & materials	(19,228)	(25,013)	(17,515)	(18,074)	(19,030)
Finance payments	(456)	(872)	(156)	(447)	(407)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>14,776</b>	<b>7,107</b>	<b>15,540</b>	<b>12,102</b>	<b>13,368</b>
<b>Cash flow from Investing Activities</b>					
<u>Receipts</u>					
Amounts specifically for new or upgraded assets	9,310	3,625	5,785	2,626	1,165
Sale of replaced assets	25	25	50	47	58
Repayments of loans by community groups	-	-	6	11	43
Capital Distributions from associated entities	-	-	-	-	-
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(25,079)	(8,707)	(8,937)	(9,652)	(8,919)
Expenditure on new/upgraded assets	(18,623)	(12,889)	(6,941)	(5,508)	(13,175)
Capital contributed to associated entities	800	(281)	(170)	(81)	(81)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(33,567)</b>	<b>(18,227)</b>	<b>(10,208)</b>	<b>(12,556)</b>	<b>(20,909)</b>
<b>Cash Flow from Financing Activities</b>					
<u>Receipts</u>					
Proceeds from Borrowings	22,130	-	-	-	6,500
<u>Payments</u>					
Repayments of Borrowings	(989)	(945)	(1,010)	(1,653)	(1,934)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>21,141</b>	<b>(945)</b>	<b>(1,010)</b>	<b>(1,653)</b>	<b>4,566</b>
<b>Net Increase (Decrease) in cash held</b>	<b>2,350</b>	<b>(12,065)</b>	<b>4,322</b>	<b>(2,107)</b>	<b>(2,975)</b>
Cash & cash equivalents at beginning of period	(672)	11,393	7,071	9,177	12,152
<b>Cash &amp; cash equivalents at end of period</b>	<b>1,679</b>	<b>(672)</b>	<b>11,393</b>	<b>7,071</b>	<b>9,177</b>

## Uniform Presentation of Finances for year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
Income	52,214	49,258	47,930	45,473	45,406
less Expenses	(51,137)	(48,393)	(45,284)	(44,363)	(43,411)
<b>Operating Surplus (Deficit)</b>	<b>1,078</b>	<b>865</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
<b>less Net Outlays on Existing Assets</b>					
Capital Expenditure on renewal and replacement of Existing Assets	25,079	8,707	8,937	9,652	8,919
Depreciation, Amortisation and Impairment	(12,462)	(11,159)	(10,766)	(9,968)	(9,503)
Proceeds from Sale of Replaced Assets	(25)	(25)	(50)	(47)	(58)
	<b>12,592</b>	<b>(2,477)</b>	<b>(1,878)</b>	<b>(363)</b>	<b>(642)</b>
<b>less Net Outlays on New and Upgraded Assets</b>					
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	18,623	12,889	6,941	5,508	13,175
Amounts received specifically for New and Upgraded Assets	(9,310)	(10,025)	(5,785)	(2,626)	(1,165)
Asset Received Free of Charge	-	-	-	-	-
	<b>9,313</b>	<b>2,864</b>	<b>1,156</b>	<b>2,882</b>	<b>12,010</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(20,827)</b>	<b>477</b>	<b>3,368</b>	<b>(1,408)</b>	<b>(9,373)</b>

## Financial Indicators

	Proposed 2023-2024	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
<b>Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)</b>						
\$						
<b>Operating Surplus Ratio</b>						
<u>Operating Surplus/(Deficit)</u>	<u>1,077,507</u>	2.06%	1.75%	5.52%	2.44%	4.39%
Operating Revenue	52,214,113					
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>						
<b>Net Financial Liabilities Ratio</b>						
<u>Net Financial Liabilities</u>	<u>39,864,373</u>	76.3%	40.3%	28.3%	29.3%	28.3%
Total Operating Revenue	52,214,113					
<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>						
<b>Asset Sustainability Ratio</b>						
<u>Net Asset Renewals</u>	<u>25,078,707</u>	157%	55%	65%	79%	99%
Asset Management Plan	16,006,842					
<i>This ratio measure the extent existing assets are being renewed compared to the Infrastructure &amp; 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>						
<b>Rolling five-year average</b>		90.6%	71.3%	83.7%	87.2%	96.1%
<b>Requested by Council</b>						
<b>Debt to Total Income Ratio</b>						
<u>Debt Servicing</u>	<u>1,444,682</u>	3.5%	4.7%	3.7%	6.0%	6.7%
Rate Revenue less NRM Levy	41,628,543					

*The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)*



# Attachment B

## 2023-2024 Draft Annual Business Plan and 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](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters





# Annual Business Plan

## 2023–2024



City of  
Norwood  
Payneham  
& St Peters



# Our Vision

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

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





# Contents

Mayor's Message	3
Introduction	4
City Snapshot	6
Strategic Direction	8
Strategic Planning Framework	10
Objectives & Key Initiatives	11
Major Projects	12
Outcomes	16
Services	20
<i>Infrastructure Management</i>	22
<i>Waste &amp; Recycling Services</i>	25
<i>Trees, Parks, Sport &amp; Recreation</i>	26
<i>Economic Development, Regulatory Services, Environment &amp; Planning</i>	28
<i>Community, Health, Aged &amp; Youth Services</i>	30
<i>Libraries &amp; Community Facilities</i>	32
<i>Community Events, Arts &amp; Heritage</i>	34
<i>Governance, Communications &amp; Administration</i>	36
Long-term Financial Plan Overview	38
Rates	40
Budget Overview	42
Appendices	48







*Seed Mix - Old Mill Reserve, Hackney*



# Mayor's Message

The City of Norwood Payneham & St Peters' 2023–2024 Draft Annual Business Plan and Budget, is a crucial component of the Council's ongoing commitment to financial sustainability.



**The 2023–2024 Annual Business Plan and Budget sets out the key major projects and infrastructure upgrades, our programs and services that we will deliver, our sources of revenue and how we propose to allocate our Budget and other resources to achieve this.**

The 2023–2024 Annual Business Plan and Budget also demonstrates the Council's commitment to a number of major infrastructure projects, which will have long-term benefits, aimed at improving the liveability of our City, the well-being and quality of life of our community, while helping to create local jobs.

This focus is balanced against the need to generate sufficient revenue to meet the demand for services and improvements to infrastructure, as well as repayment of loan borrowings, which are used to fund capital works.

Like other Councils across Australia, the City of Norwood Payneham & St Peters is facing the challenges of escalating inflation and rising interest rates.

This makes finding a balance between meeting our community's needs and expectations against a reasonable rate increase, particularly challenging.

Consistent with all previous Budgets, the Council has again strived to provide value for money in respect to expenditure, whilst ensuring at the same time, that any rate increase is commensurate with the standards of service and infrastructure, which are expected by the community.

This year, the Council will invest \$35 million in projects, which includes a number of new initiatives. To find out more about some of our major projects, including the Payneham Memorial Swimming Centre Redevelopment, The Parade Masterplan and upgrades to Dunstan Adventure Playground, please see pages 12–15.

The Council's whole-of-life Capital Works Program includes \$7.7 million to provide for the renewal of the City's footpaths, kerbs, water tables and resealing of roads.

The Council is also investing \$14 million in stormwater infrastructure to ensure residents' properties and businesses are protected now and into the future.

Properties throughout the City have continued to experience increases in value, although the rate of increase has steadied compared to the last two financial years.

In this regard, the combination of those increased property values with the current inflation rate of 7.9%, has resulted in an average rate increase of XXX.

I encourage you to read the 2023–2024 Draft Annual Business Plan and Budget and I welcome your comments.

**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 2023–2024 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*, focuses on developing the things which the community love, changing the things which the community don't love and creating the things our community wants in order to achieve a preferred future for our City.

As reflected in *CityPlan 2030*, the future can be shaped, modelled and influenced by our actions today, for both the benefit of our community now and for 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* 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 *CityPlan 2030*. The accompanying Budget details the Council's revenue and how it proposes to fund the programs, services, projects and initiatives which it intends to provide to the community during the 2023–2024 financial year.

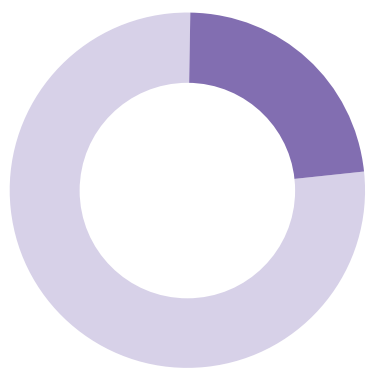
Diagram 1. Quadruple Bottom Line Framework for Community Well-being.





# 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.

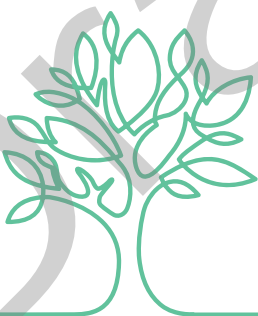


**30.2%**

of people in the City of Norwood Payneham & St Peters were born overseas, compared with 26.3% in Greater Adelaide.

**341km**  
of footpaths

**363km**  
of kerbing



**local businesses**

**7,800\***

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

**171km** of roads

**20,000+** street trees



**2 Swimming Centres<sup>^</sup>**



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

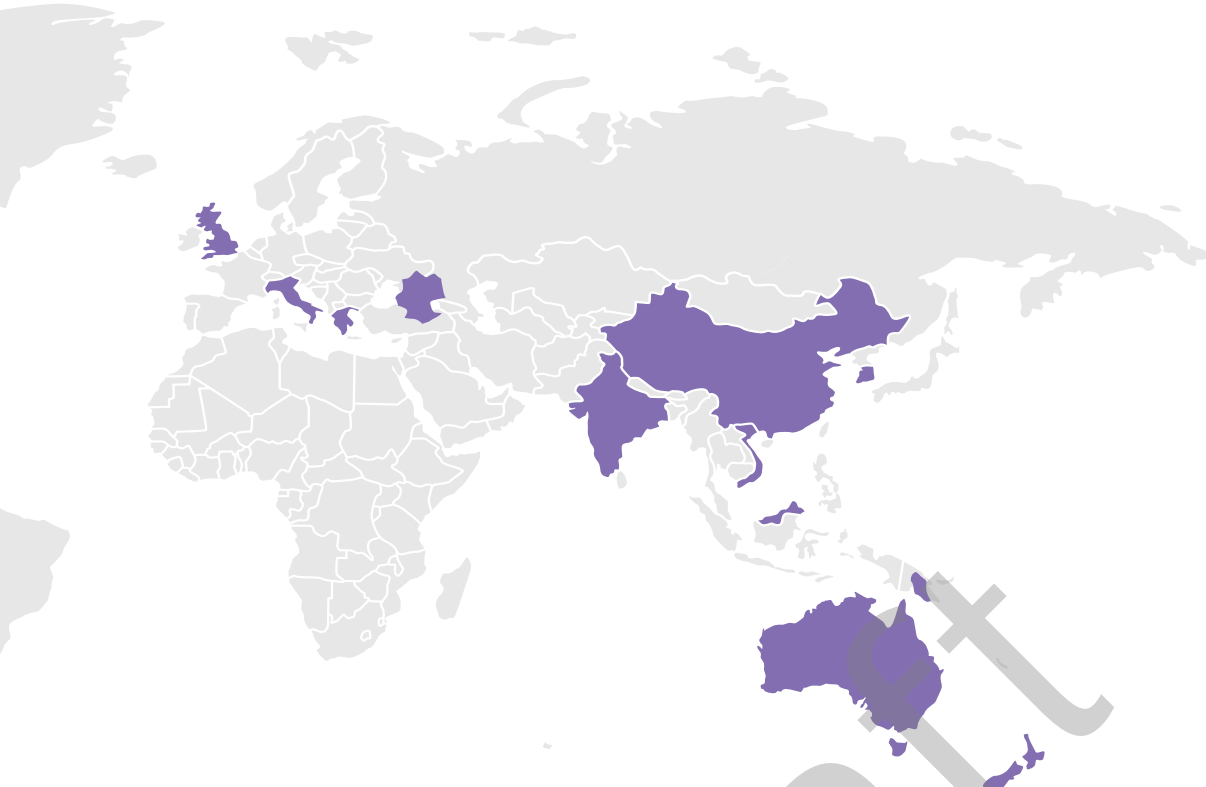


**3 Libraries**

# Source: Australian Bureau of Statistics 2019 Estimated Resident Population

\* Approximate figure

<sup>^</sup> See Major Projects page 12



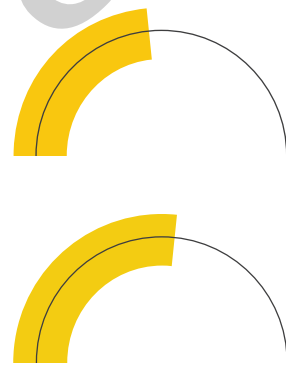
**Top 5 origins of birth in the City**

- 64.7%**  
Australia
- 4.8%**  
United Kingdom
- 4.3%**  
Italy
- 4.0%**  
China
- 2.6%**  
India

**residents**

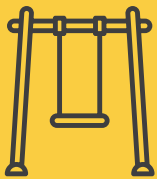
**37,056<sup>#</sup>**

The median age of people is 40 years. Children aged 0–14 years make up 14.3% of the population and people aged over 65 years make up 19.6%.



**48%** male

**52%** female



**29 playgrounds**



**72 parks and reserves**



**180 hectares of open space**

# 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.



## 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.



Koster Park, Trinity Gardens



## 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 resources.
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 2023–2024 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 2023–2024, must meet the objectives of at least one of the four key outcome areas of *CityPlan 2030: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability*. In some cases, projects and initiatives may contribute towards more than one of the four key outcomes. Projects and initiatives have been listed against the outcome with which it has the strongest alignment.

Other priorities which have influenced the preparation of the 2023–2024 Annual Business Plan and Budget include:

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



# Major Projects



*Payneham Memorial Swimming Centre Concept*

## *Payneham Memorial Swimming Centre Redevelopment*



The transformation of the Payneham Memorial Swimming Centre into a contemporary, state-of-the-art aquatic facility will reach key milestones in 2023–2024.

Due to the size and complexity of the redevelopment, there have been some delays in the design and tender process during the 2022–2023 financial year. As with any new construction projects in this current global climate (with construction materials in high demand, labor shortages and inflation), these delays have been longer than expected.

However, the Council is tracking well to tender the building works by mid-2023. Based on this timeframe, it is anticipated that a contractor will be appointed and ready to commence construction in September 2023.

The redevelopment includes:

- an 8 lane, 25 metre indoor lap pool;
- an 11 x 20 metre indoor learner's pool;
- a 10 lane, 50 metre outdoor pool;
- a 14 metre tall tower with two waterslides;
- a zero-depth waterplay area (splash pool) and;
- clubrooms for the Payneham and Norwood Swimming Clubs.





*Artist impression of The Parade and George Street Intersection*

## *The Parade Masterplan, including George Street Upgrade*



The Parade Masterplan forms part of the long-term strategic framework for the planning, redevelopment and activation of Adelaide's Premier Main Street, The Parade.

The Masterplan focuses on protecting the identity and appeal of Adelaide's Premier Main Street and how this significant economic, social and cultural asset can enhance the experience of people who choose to live, work and socialise on The Parade.

Pedestrian safety and movement is the key objective of The Masterplan. Proposed changes include:

- wider footpaths;
- removal of on-street car parking between Edward and George Street;
- additional street trees and landscaping;
- new pedestrian crossings and;
- new street furniture, public art and lighting.

In December 2021, South Australian companies LANDSKAP (urban designers/landscape architects) and Dryside Engineering, were engaged by the Council as the lead consultants, to undertake the design development for The Parade between Fullarton Road and Portrush Road and the detail design for George Street between The Parade and Webbe Street.

The Council's budget for the design work to implement The Parade Masterplan and the George Street Upgrade is \$1.45 million.

The Council has allocated \$800,000 for implementing the George Street Upgrade in addition to \$600,000 for stormwater drainage improvements in George Street and Harris Street, Norwood.





## *Cruickshank Reserve Facility Upgrade*



Cruickshank Reserve, located in Phillis Street, Maylands, currently contains tennis and netball playing courts, a playground, small clubroom and toilets. The courts are used by the St Peters Tennis Club and the Gems Netball Club.

In 2022, the Council received \$889,000 as part of Phase 3 of the Federal Government's Local Roads and Community Infrastructure Program.

Utilising all of the Federal Government funding, the Council is proposing to replace the existing clubroom and toilets with a fit-for-purpose building to support tennis, netball and other recreation activities at the Reserve.

Additionally, the court surfaces and lighting are proposed to be upgraded concurrently with the building works.

In addition to the \$889,000 provided by the Federal Government, \$450,000 is being contributed by the Council and \$500,000 is proposed to be invested to reconstruct the courts at the Reserve from the Council's Recreation & Open Space Program.

The total investment is \$1,839,000.

Works are scheduled to be completed in late 2023.



## *River Torrens Linear Park Shared Path Enhancement Project (Stage 2)*



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

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

Stage 2 of the project involves the reconstruction of the shared path along the River Torrens Linear Park to Twelftree Reserve, College Park.

The project will deliver an upgraded shared path with LED lighting that is fully compliant with Austroads guidelines and Australian Standards and will increase pedestrian and cyclist capacity whilst also improving safety and accessibility for all ages and abilities.

In 2021, the Council secured \$1.35 million from the State Government through its Open Space & Places for People Grants Program to assist with the delivery of this project. The Council will contribute \$1.938 million over 2 financial years (2022–2023, 2023–2024).

The tender process has been completed, a contract has been awarded and Stage 2 is expected to be completed by the end of December 2023.



## Dunstan Adventure Playground Upgrade



The local community will be able to once again enjoy the much-loved and iconic Dunstan Adventure Playground, when construction is completed.

The Dunstan Adventure Playground is one of four regional level playgrounds within the City of Norwood Payneham & St Peters.

The Playground was constructed in the 1970s and although it is still very popular, this redevelopment will ensure it remains contemporary, safe and practical for many years to come.

The intent of this project is to redevelop the Playground based on an adventure play theme, whilst maintaining some of the key elements, including the big slide and the climbing net, which are well loved by the broader community.

The total investment to redevelop the Playground is \$1.985 million, which includes \$450,000 from the State Government through the Open Space & Places for People Grants Program, with the remainder being funded by the Council.

The redevelopment includes:

- the installation of new adventure themed play equipment;
- new public toilets;
- a new shade structure, bbq and picnic settings;
- lighting; and
- path improvements and better integration with the River Torrens Linear Park and Winchester Avenue.



## Burchell Reserve



Burchell Reserve is located in Sixth Avenue, St Peters.

The redevelopment of Burchell Reserve will improve the amenity of the reserve through the establishment of:

- multi-use community courts (for tennis, basketball and netball);
- playground equipment;
- toilets
- landscaping and shelter;
- picnic settings and barbeques and;
- landscaping

Stormwater detention tanks will be constructed under the multi-use court as part of the upgrade.

In 2022, the Council secured \$420,000 in grant funding from the Federal Government's National Flood Mitigation Infrastructure Program to assist with the delivery of the stormwater upgrades at Burchell Reserve.

In April 2023, the Council endorsed an increase to the existing project budget of \$1,300,000, thereby increasing the total project budget to \$4,470,000.

Construction is expected to commence in mid-2023 and the upgrade of Burchell Reserve is expected to be completed by December 2023.

To find out more about the Council's major projects visit our website [www.npsp.sa.gov.au/majorprojects](http://www.npsp.sa.gov.au/majorprojects)





# Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

## 2022–2023 Achievements

### Capital Works Program

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

### Zest for Life

Hosted Zest for Life, a program of events that encourage positive and active ageing and promote Community Well-being.

### Access & Inclusion Strategy

Consulted on the Access & Inclusion Strategy.



## Annual Business Plan Objectives

- Continue to deliver services which are relevant, community focussed and cost effective.
- Continue to maintain and renew the City's infrastructure assets in line with the Council's whole-of-life framework for infrastructure.
- Deliver programs and activities that which engage our young people in the City's future.
- Provide a variety of events and programs that engage all citizens regardless of age and ability.
- Ensure fair and equitable rates for all ratepayers.

## Proposed key initiatives for 2023–2024

- 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.
- Commence redevelopment of Payneham Memorial Swimming Centre.
- Continue the implementation of the 15 year Stormwater Drainage Program.
- Complete the redevelopment of Burchell Reserve.
- Complete Stage 2 of the River Torrens Linear Park Shared Path Upgrade Project.
- Undertake the 2023 Community Survey.





## Outcome 2 Cultural Vitality

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

### 2022–2023 Achievements

#### Major Artwork

Installation of the Council's fourth Major Quadrennial Public Artwork, Seed Mix at Old Mill Reserve, Hackney.

#### Hosted Popular Events

Art on Parade  
Movie in the Park  
Twilight Carols  
St Peters Fair  
Concerts in the Park series

#### Built Heritage Strategy 2022–2027

Endorsed the Council's Built Heritage Strategy.

#### Gather Round

Hosted the inaugural AFL Gather Round at Norwood Oval, attracting thousands of fans to both sell out matches.



### 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, gender or cultural background.

### Proposed key initiatives for 2023–2024

- Deliver a number of programs and activities which are focussed on achieving the objectives set out in the Council's Youth Strategy.
- Host the Concerts in the Park series.
- Explore heritage protection opportunities through the Council's Built Heritage Strategy.
- Host Art on Parade.
- Host an exhibition in conjunction with History Month.



## Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

### 2022–2023 Achievements

#### Raising the Bar

Hosted Raising the Bar Adelaide and Eastside Happy Hour events across the City.

#### Eastside Business Awards

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

#### Business Initiatives and Competitions

Supported local businesses through a range of initiatives and competitions such as Shop The Parade and Cruise Europe.



### Annual Business Plan Objectives

- Support the development of a prosperous local economy.
- Continue to engage, network and explore opportunities to grow local businesses.

### Proposed key initiatives for 2023–2024

- Implement the seventh annual Eastside Business Awards to recognise the best small businesses, including retailers, restaurants, cafes, bars, venues, cultural experiences and entertainment venues in the City.
- Host Raising the Bar Adelaide in various venues, creating an environment of academia, learning and fun in laid back casual settings throughout the City.
- A Day of Fashion event
- End of Year Business Networking event
- Partnering to deliver the Eastside Wine & Ale Trail Urban Wine Walk
- Host a Key Note Speaker Business Forum and Business Workshops





## Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

### 2022–2023 Achievements

#### Electric Charging Vehicles

Installed 6 electric vehicle charging stations across the City.

#### Smart City Plan

Continued implementation of the Smart City Plan.

#### St Peters Streetscape Upgrade Project

Completed St Peters Streetscape Upgrade Project to improve connection with the River Torrens and upgrade existing infrastructure.

#### Corporate Emissions Strategy

Continued implementation of the Corporate Emissions Reduction Strategy.

### Annual Business Plan Objectives

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

### Proposed key initiatives for 2023–2024

- Continued support of Resilient East which aims to strengthen the resilience of the Council and its community in respect to the impacts of climate change.
- Continuation of the Urban Greening Program.
- Education program to encourage the community to adopt a tree.
- Smart Parking Project, Webbe Street Norwood.

# Services

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




**\$36.66**

## Infrastructure Management

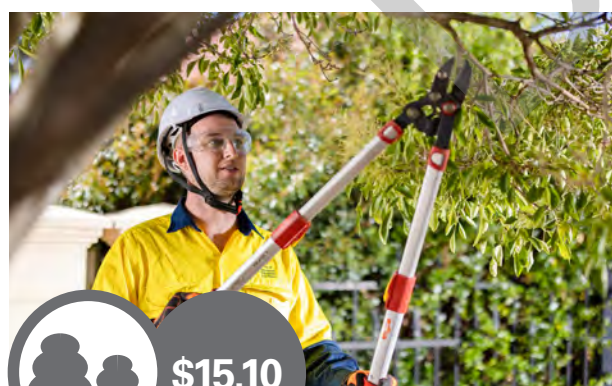

- Asset management
- Strategic projects
- Civil infrastructure maintenance
- Streetscape maintenance
- Public lighting
- Stormwater drainage network
- Traffic management




**\$12.02**

## Waste & Recycling Services

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

**\$15.10**

## Trees, Parks, Sport & Recreation

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




**\$6.12**

## Economic Development, Regulatory Services, Environment & Planning

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







**\$3.45**

### Community, Health, Aged & Youth Services

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

**\$6.33**

### Libraries & Community Facilities

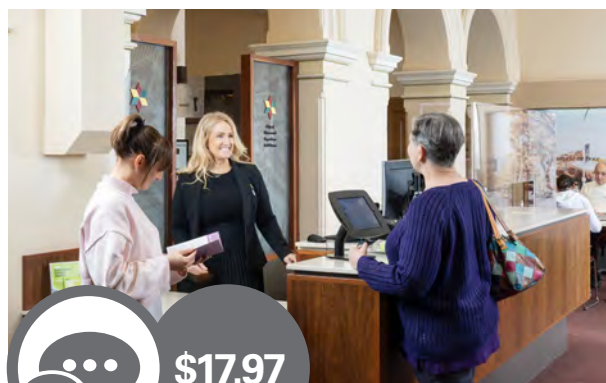
- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall




**\$2.35**

### Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage




**\$17.97**

### Governance, Communications & Administration

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



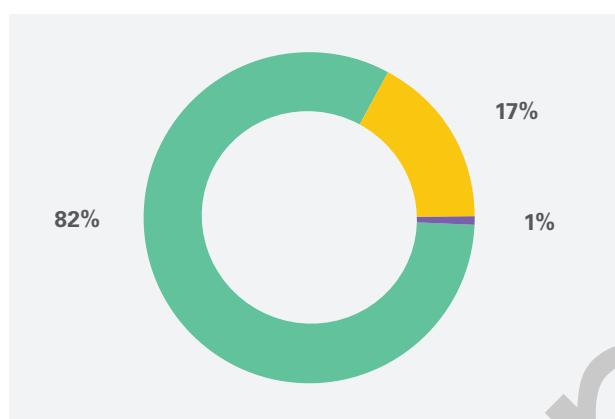


# Infrastructure Management



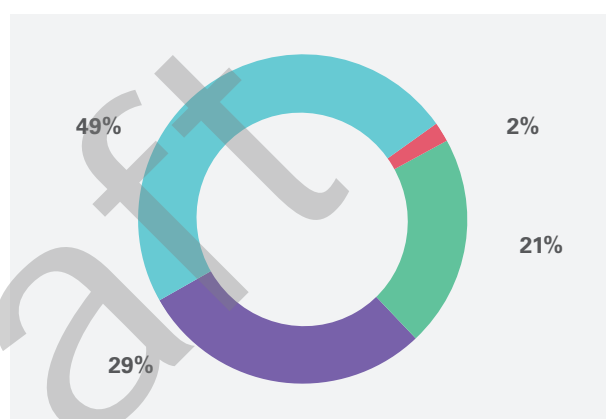
## 2023–2024 Budget \$30,762 million\*

### Where it is spent



Recurring Expenditure	\$5,155,105
Service Initiatives	\$255,000
Capital Expenditure	\$25,352,157

### Source of funds



Operating Grant Funding	\$587,446
Rates	\$15,094,475
Capital Grant Funding	\$6,373,301
Borrowings	\$8,707,040

### Services Provided

- **Asset management**, which includes project management services for the annual Capital Works Program, which includes;
  - road reseals;
  - footpaths;
  - kerbing and watertable; and
  - stormwater drainage network system.
- **Civil infrastructure maintenance** which includes programmed and responsive maintenance of the Council’s civil infrastructure assets
- **Road and traffic management**
- **Street lighting**
- **Streetscape maintenance**

### Projects and Service Initiatives

- **Civil Infrastructure Annual Capital Works Program**
- **Trinity Valley Storm Drainage Upgrade** which involves works to reduce the risk of flooding in the suburbs of St Morris, Maylands, Stepney and Trinity Gardens. The work will be delivered over the next three financial years commencing in 2023–2024.
- **Replacement of small plant and equipment used in maintenance activities**
- **Street lighting renewals and upgrades**
- **Continuation of the staged implementation of 40km per hour speed limit throughout the City**

Further details are provided in Appendix 1.

\*Includes carry forward projects.

## Infrastructure Maintenance

Infrastructure Maintenance involves both the programmed and responsive maintenance of the Council's civil infrastructure assets, so that these are maintained to the required standard.

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

Services undertaken by Civil Infrastructure Maintenance also includes:

- **Footpath, Kerb & Watertable**

Income	-
Expenditure	\$993,876
Net Cost/(Net Contribution)	\$993,876

- **Road & Traffic Management**

Income	\$545,000
Expenditure	\$1,175,444
Net Cost/(Net Contribution)	\$630,444

- **Stormwater Network**

Income	-
Expenditure	\$318,136
Net Cost/(Net Contribution)	\$318,136

- **Streetscape Maintenance**

Income	-
Expenditure	\$1,263,585
Net Cost/(Net Contribution)	\$1,263,585

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

Income	-
Expenditure	\$638,540
Net Cost/(Net Contribution)	\$638,540

## Asset Management

The Council's Asset Management unit is responsible for the maintenance, construction, renewal and disposal of Council's facilities and assets, including the preparation and implementation of the annual Capital Works Program. This unit is also responsible for the expenditure of external infrastructure grants such as the Federal Governments Roads to Recovery Program and project specific grants.

Specific areas which are mandated by the Asset Management unit include:

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

Income	\$42,466
Expenditure	\$494,879
Net Cost/(Net Contribution)	(\$452,433)





East Waste truck at Materials Recovery Facility





# Waste & Recycling Services



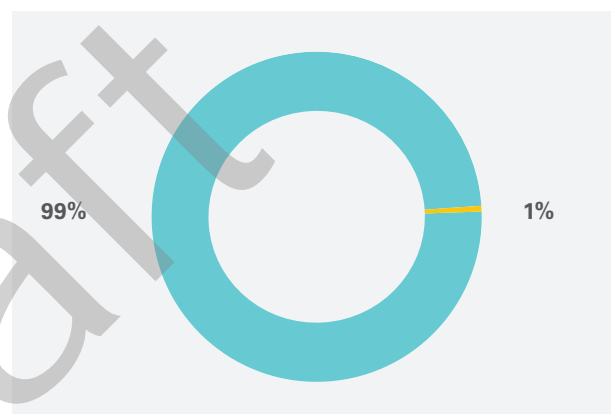
**2023–2024 Budget** \$4.853 million\*

### Where it is spent



● Recurring Expenditure \$4,853,253

### Source of funds



● User Fees and Charges \$25,000  
● Rates \$4,828,253

This service includes management of external contracts responsible for kerbside recyclables, illegally dumped rubbish, hard and green waste collection, and rubbish bin collection on streets and at parks.

\*Includes carry forward projects.

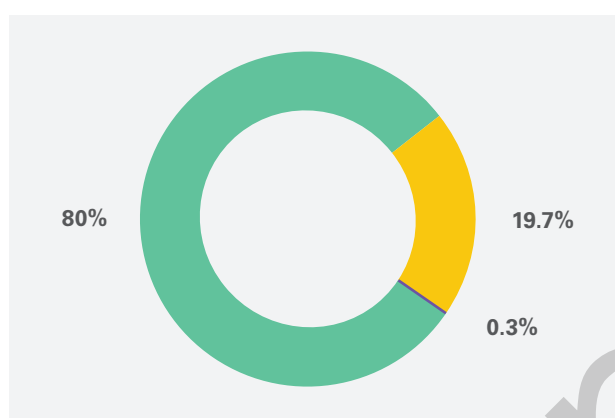


# Trees, Parks, Sport & Recreation



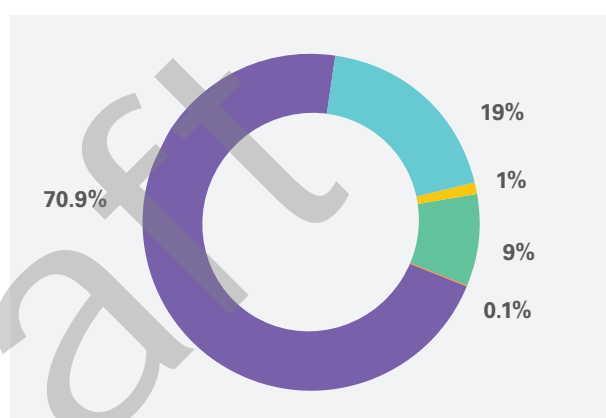
## 2023–2024 Budget \$22.175 million\*

### Where it is spent



Recurring Expenditure	\$4,314,623
Service Initiatives	\$60,000
Capital Expenditure	\$17,800,000

### Source of funds



User Fees and Charges	\$323,538
Rates	\$6,207,183
Other Income	\$21,550
Capital Grant Funding	\$2,800,000
Borrowings	\$12,822,352

### 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 management of the City’s 23,000 street trees
- Swimming Centres include the Norwood Swimming Centre and the Payneham Memorial Swimming Centre

### Projects and Service Initiatives

- Recreation and Open Space Works Program
- Street tree planting
- Commencing redevelopment of Payneham Memorial Swimming Centre
- Undertaking the Burchell Reserve Upgrade
- Completion of the redevelopment of Dunstan Adventure Playground
- Completion of the Cruickshank Reserve Upgrade

Further details are provided in Appendix 1.

\*Includes carry forward projects.

### Reserve Maintenance

The Council has more than 180 hectares of reserves, parks gardens. The cost of the ongoing maintenance is set out below.

Income	-
Expenditure	\$2,325,383
Net Cost/(Net Contribution)	\$2,325,383

### Sporting and Recreational Facilities

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

Income	\$83,450
Expenditure	\$665,087
Net Cost/(Net Contribution)	\$581,637

### Street Trees

Approximately 23,000 street trees are located throughout the City with several thousand more trees located on reserves, parks and gardens. The costs associated with the management of the Council's street trees, which includes inspection, condition assessment and ongoing maintenance such as watering, pruning, planting and removal are set out below.

Income	-
Expenditure	\$1,274,790
Net Cost/(Net Contribution)	\$1,274,790

### 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. The cost of operating these facilities are set out below.

Income	\$261,638
Expenditure	\$635,007
Net Cost/(Net Contribution)	\$373,369

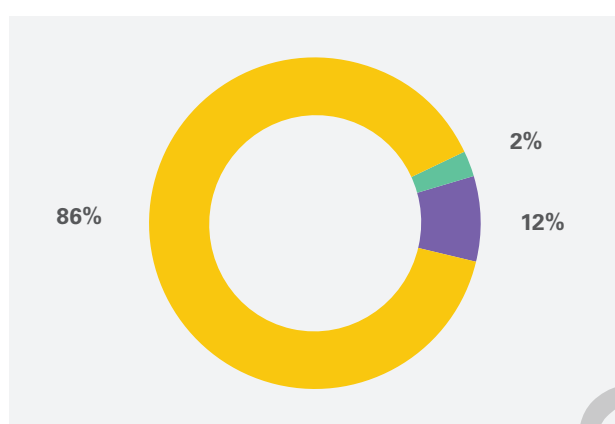


# Economic Development, Regulatory Services, Environment & Planning



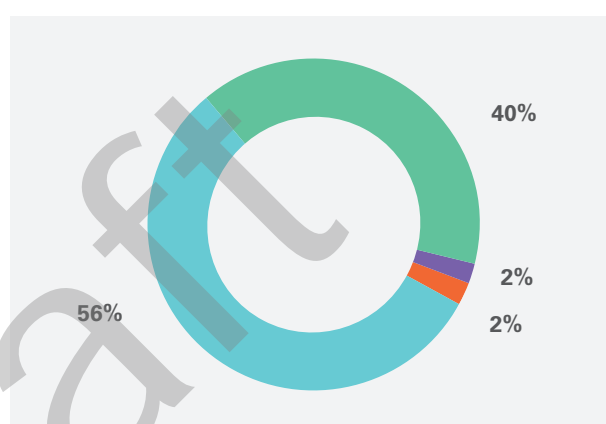
## 2023–2024 Budget \$4.563 million\*

### Where it is spent



Recurring Expenditure	\$3,925,464
Service Initiatives	\$547,500
Capital Expenditure	\$90,000

### Source of funds



Statutory Fees	\$1,845,373
Rates	\$2,556,091
Other Income	\$71,500
Borrowings	\$90,000

### Services Provided

- Marketing The Parade and other business precincts throughout the City
- Ongoing promotion of the Eastside Wine & Ale Trail
- City planning (including development assessment and planning policy)
- Regulatory services
- Environmental management
- Business networking events

### Projects and Service Initiatives

- **Eastside Business Awards** is an annual awards program that recognises the best small businesses, restaurants, cafes bars, venues and boutiques within the City.
- **Raising the Bar** activates venues within the City as they are transformed into relaxed and fun learning environments with the aim of making education part of popular culture.
- **Urban Greening Program**
- **Dog & Cat Management Plan** education campaign
- **Sustainable Garden Awards**

Futher details are provided in Appendix 1.

\*Includes carry forward projects.

## City Planning

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

Income	\$338,500
Expenditure	\$1,904,354
Net Cost/(Net Contribution)	\$1,565,854

## Building Control

This area issues building permits and administers and enforces the building code and legal requirements concerning building safety.

Income	\$80,000
Expenditure	\$166,022
Net Cost/(Net Contribution)	\$86,022

## Economic Development

Provision of services programs, events and initiatives which facilitate economic development throughout the City.

Income	\$325,000
Expenditure	\$909,923
Net Cost/(Net Contribution)	\$584,923

## Environmental Management

Delivery of projects which are aimed at achieving a sustainable environment for the City. This incorporates the support of a range of programs and events which are designed to engage the community on issues such as climate change and includes strategic planning in the areas of water, greenhouse emissions and climate change adaptation

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

Income	\$56,000
Expenditure	\$399,616
Net Cost/(Net Contribution)	\$343,616

## Regulatory Services

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

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

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

Income	\$1,462,000
Expenditure	\$1,096,049
Net Cost/(Net Contribution)	(\$165,951)





# Community, Health, Aged & Youth Services



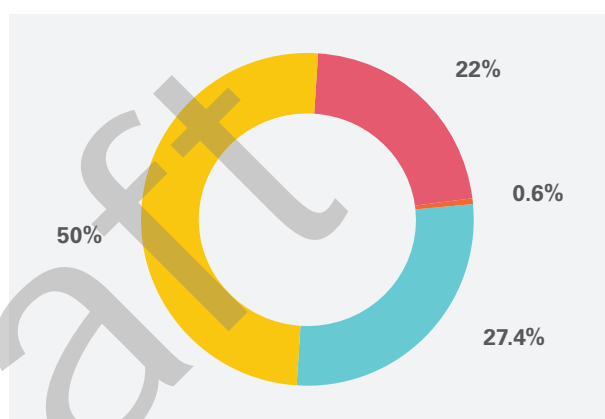
## 2023–2024 Budget \$5.268 million\*

### Where it is spent



● Recurring Expenditure	\$5,091,072
● Service Initiatives	\$65,000
● Capital Expenditure	\$112,000

### Source of funds



● User Fees and Charges	\$2,659,576
● Rates	\$1,445,870
● Other Income	\$28,400
● Grant Funding	\$1,134,226

### 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

- Review of the Access and Inclusion Strategy
- 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 - a program of events which include:
  - sports week;
  - community cooking;
  - skills development; and
  - Wheel Park.
- Come and Try - Body Balance

\*Includes carry forward projects.

## Community Services

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

Other programs provided include:

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

Income	\$78,500
Expenditure	\$118,454
Net Cost/(Net Contribution)	\$39,954

## Home and Community Care Services

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

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

- home maintenance and safety and security assistance;
- personal care and cleaning; and
- transport services.

Income	\$1,201,526
Expenditure	\$1,284,141
Net Cost/(Net Contribution)	\$82,615

## 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	\$1,000
Expenditure	\$202,986
Net Cost/(Net Contribution)	\$201,986

## 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 range of services and activities, includes the recruitment, recognition, training and retention of Council Volunteers.

Income	-
Expenditure	\$153,939
Net Cost/(Net Contribution)	\$153,939

## St Peters Child Care Centre & Preschool

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

Income	\$2,670,600
Expenditure	\$2,771,552
Net Cost/(Net Contribution)	\$100,952

## Environmental Health Services

These services are provided on behalf of the Council by the Eastern Health Authority (EHA) which is a regional subsidiary established under Section 43 of the *Local Government Act 1999*. Through EHA the Council aims to enhance public health by managing the registration of all premises as required under the *South Australian Public Health Act 2011* and the Council's immunisation program.

Income	-
Expenditure	\$625,000
Net Cost/(Net Contribution)	\$625,000

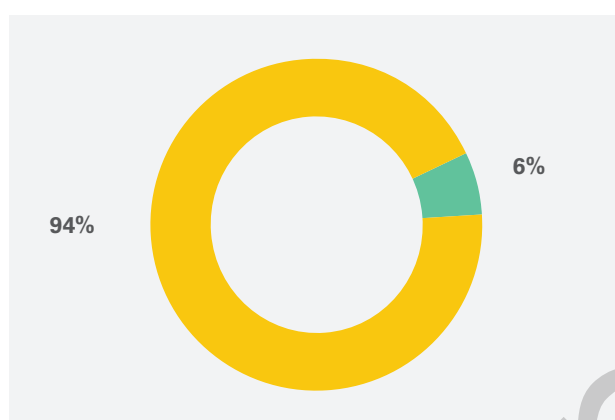


# Libraries & Community Facilities



## 2023–2024 Budget \$3.395 million\*

### Where it is spent



● Recurring Expenditure	\$3,191,621
● Capital Expenditure	\$203,700

### Source of funds



● User Fees and Charges	\$493,356
● Rates	\$2,619,805
● Other Income	\$42,160
● Grant Funding	\$123,000
● Capital Grant Funding	\$110,000
● 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 access to internet;
  - training programs;
  - home library service;
  - infant and children programs; and
  - book groups.
- **Norwood Concert Hall** is a versatile event space that is available for hire for musical theatre productions, functions and events.
- **Community Facilities** – are provided by the Council and are available to hire, from rooms to entire buildings, on a casual basis or under a long-term lease.

### Projects and Service Initiatives

- **Council Building Works Program**
- **Acquisition of Library resources** such as books, DVDs and other items.

Further details are provided in Appendix 1.

\*Includes carry forward projects.



## Libraries

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

Income	\$141,200
Expenditure	\$1,914,790
Net Cost/(Net Contribution)	\$1,773,590

## Community Facilities

The Council has a number of buildings and facilities available for casual hire or long-term lease. The cost of the managing these facilities is set out below.

Income	\$325,310
Expenditure	\$892,090
Net Cost/(Net Contribution)	\$566,780

## Norwood Concert Hall

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

Income	\$401,500
Expenditure	\$384,741
Net Cost/(Net Contribution)	(\$16,759)

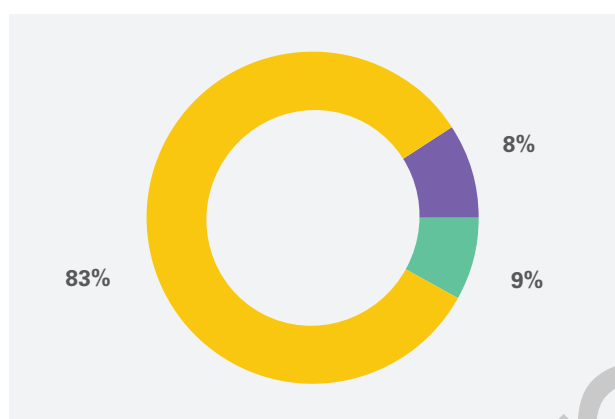


# Community Events, Arts & Heritage



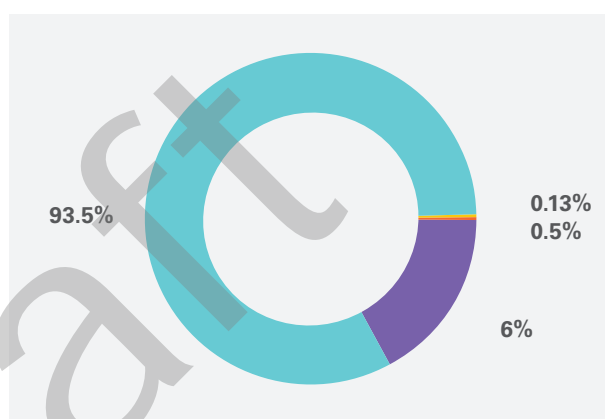
## 2023–2024 Budget \$1.042 million\*

### Where it is spent



● Recurring Expenditure	\$866,961
● Service Initiatives	\$85,000
● Capital Expenditure	\$89,800

### Source of funds



● User Fees and Charges	\$1,400
● Rates	\$973,149
● Other Income	\$5,000
● Borrowing	\$62,212

### Services Provided

- **Community Events** - are hosted by the Council across a diverse range of areas including festivals, concerts, performances and activities.
- **Community Arts** - initiatives are delivered in accordance with the Council's Public Art Policy.
- **Cultural Heritage** - activities and services which recognise the heritage of the City.

### Projects and Service Initiatives

- **Heritage Protection Opportunities**
- **Community Arts**
  - Art on Parade;
  - public art throughout the City; and
  - SALA Festival.
- **Cultural Heritage**
  - Cultural Heritage Centre;
  - SA History Festival; and
  - Cultural heritage signs, walks and trails.

Futher details are provided in Appendix 1.

\*Includes carry forward projects.

## Community Events

A number of events are held by the Council which cater to the wide demographic of our community and include:

- The Norwood Christmas Pageant;
- Twilight Carols and Christmas Market;
- St Peters Fair;
- Concerts in the Park;
- Australia Day Celebrations;
- Citizenship Ceremonies; and
- Tour Down Under.

Income	\$21,400
Expenditure	\$652,964
Net Cost/(Net Contribution)	\$631,564

## Community Arts

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

Income	\$5,000
Expenditure	\$116,000
Net Cost/(Net Contribution)	\$111,000

## 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	\$182,997
Net Cost/(Net Contribution)	\$182,997



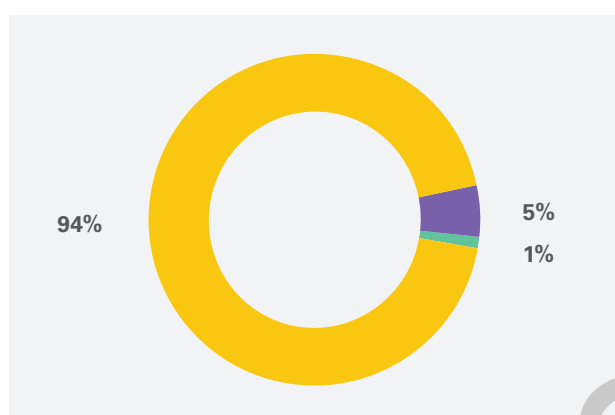


# Governance, Communications & Administration



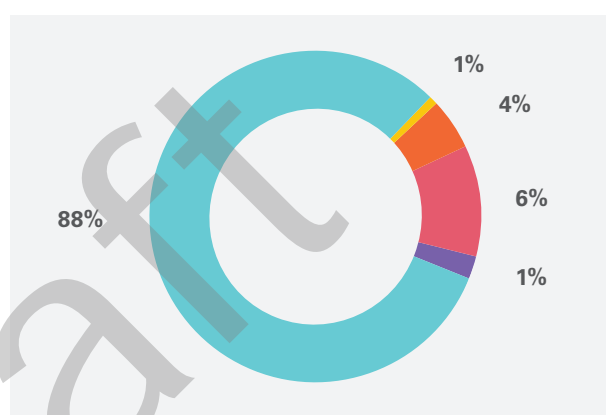
## 2023–2024 Budget \$8.479 million\*

### Where it is spent



● Recurring Expenditure	\$7,996,470
● Service Initiatives	\$428,682
● Projects	\$54,250

### Source of funds



● User Fees and Charges	\$100,000
● Rates	\$7,436,814
● Other Income	\$342,500
● Grant Funding	\$545,838
● Borrowings	\$54,250

### 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

- Local Government Representation Review
- Upgrades to the Council’s Business Systems
- Website upgrades and refresh
- Review of *CityPlan 2030: Shaping Our Future*

### Governance

Corporate Governance ensures that the Council’s decision-making processes and legislative compliance seeks to minimise risk to enable the Council to meet community needs and legislative requirements.

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

Income	\$340,000
Expenditure	\$2,656,303
Net Cost/(Net Contribution)	\$2,316,303

Further details are provided in Appendix 1.

\*Includes carry forward projects.

## Communications

The Communications Unit manages the Council's internal and external communications including public relations, social media and preparation of publications.

Income	-
Expenditure	\$533,038
Net Cost/(Net Contribution)	\$533,038

## Council Administration

### Financial Management

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

Financial Services incorporates financial activities, including:

- accounts payable and accounts receivable services;
- monitoring the application of financial internal controls;
- payroll services;
- administration of the Council's insurance program;
- administration the Council's leased vehicle fleet; and
- asset reporting.

Income	\$790,000
Expenditure	\$1,549,850
Net Cost/(Net Contribution)	\$759,850

### Rates

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

Income	\$97,700
Expenditure	\$392,882
Net Cost/(Net Contribution)	\$295,182

## Citizen Service

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

Income	\$2,500
Expenditure	\$496,530
Net Cost/(Net Contribution)	\$494,030

## 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	\$2,097,224
Net Cost/(Net Contribution)	\$2,097,224

## Organisational Development and Work Health & Safety and Risk

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

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

Income	-
Expenditure	\$699,145
Net Cost/(Net Contribution)	\$699,145

# Long-term Financial Plan

## Overview

Financial sustainability is a key objective of the Council. A sound financial base is essential to delivering on the strategic directions contained in the Council's strategic management plan; *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 Council undertakes an annual review of the Long-term Financial Plan and updates the financial estimates set out in the plan based on the decisions made in developing the 2023–2024 Annual Business Plan and Budget to ensure it is continuing to deliver on the outcomes set out in the Plan

A copy of the Council's Long-term Financial Plan is available at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



Graph 1

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



# 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.

**Like all Local Governments around the nation, the City of Norwood Payneham & St Peters has not been immune from the various and unpredictable economic and social impacts, particularly as a result of the COVID-19 pandemic.**

Rates are the main source of income for the Council as these fund essential services such as management of infrastructure, public health and safety, as well as major capital projects, the provision of community programs, events and festivals.

Over the 12 months to the March 2022 quarter, the Adelaide Consumer Price Index (CPI) rose by 4.7%—the highest reading since the introduction of the Goods and Services Tax in the early 2000s.

The increasing cost of goods and services has an immediate and direct effect on the Council's core activities and the cost of the delivery of many projects, which ultimately impacts a Council rates.

Counted with increasing costs to deliver services and upgrading the City's infrastructure and other assets, there has been a steep increase in property values—an average of 24 per cent growth of all properties across the City—which needs to be taken into account when setting rates.

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

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

For the 2023–2024 financial year, a total of \$38.3 million will be collected through general rates, an increase of 6% or \$2.173 million on 2022–2023.

Applying the new State Government's methodology for reporting the change in the average rate, the rates collected, have on average, increased by \$105 (0.8 per cent) per property on 2022–2023.

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

This year to counteract the significant increase in property values which have been experienced across the City, the Council has budgeted for a decrease of 15.3% in the rate-in-the-dollar. The change in the rate-in-the-dollar increase takes into account general property valuation increases, new development, cost increases and changes in service levels.

While the average rate increase is in line with the Adelaide CPI, the actual rates payable will vary according to individual property valuations, the respective land use of the property and whether there has been any development or improvements to the property.

The Council supplements 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](http://www.npsp.sa.gov.au)

$$\frac{\text{Rate Revenue}}{\div \text{Number of Properties}} = \text{Average Rate}$$

$$\frac{\text{Capital Value}}{\div \text{Number of Properties}} = \text{Average Residential Property}$$

For 2023–2024, the ‘average residential property’ is valued at \$868,000, with the rates payable being \$1,674. The value of the ‘average residential property’ has seen a 26.5% increase in capital value from 2022–2023. Taking into account the capital value movement and the change in the rate-in-the-dollar, the total increase in rates payable for the ‘average residential property’ will be 7.2%.

The ‘average commercial property’ is valued at \$1,091,000, with the rates payable being \$2,526. The value of the ‘average commercial property’ has seen a 12.6% increase in capital value from 2022–2023. Taking into account the capital value movement, and the change in the rate-in-the-dollar, the ‘average commercial property’ will have a 4.7 per cent reduction in rates payable.

Graph 2

### Impacts of Council's Rating Policy - Average Rate





# Budget Overview

## 2023–2024

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 2023–2024 Budget has been developed within the Council’s planning framework and sets the strategic direction over the medium and long term, converting these into annual actions and outputs.**

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

As South Australia undergoes economic recovery from the COVID-19 pandemic, the focus in developing the 2023–2024 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 Council’s Strategic Management Plan *CityPlan 2030: Shaping Our Future*, and that those services receive the appropriate funding.

The Council is supporting both the State’s and the local economic recovery by continuing its commitment to a number of largescale infrastructure projects, which commenced in 2022–2023, with the aim to be delivered this financial year.

The 2023–2024 Budget remains focused on the future and aims to ensure that the Council’s emerging and continuing priorities are appropriately resourced and to this end, the Budget is built upon the strategic outcomes set out in the Councils’ Asset Management Plans and Long-Term Financial Plan.

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

The 2023–2024 Budget builds on the principle of financial sustainability. This is demonstrated by adherence, over the term of the Long Term Financial Plan, to the overarching principles that require the Council to:

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

A number of significant factors have influenced the preparation of the 2023–2024 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 5.0%; 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 2023–2024 Budget.**

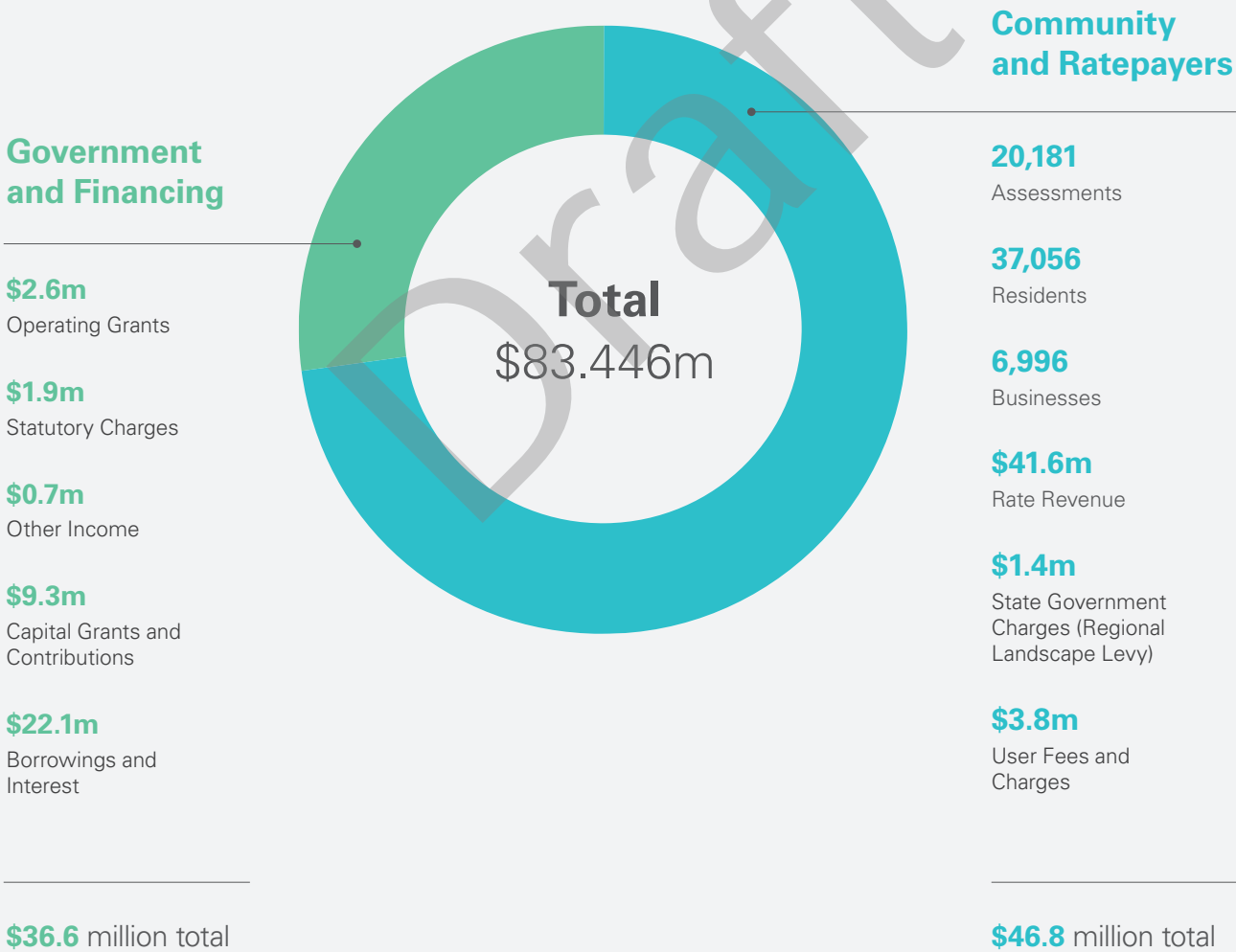
Table 3

Outcome	Indicator	LTFP Target	Target Met
A balanced budget	Operating Surplus	\$0	✓
	Operating Ratio	0–10%	✓
Rate stability	Annual Rate revenue increases	Between 3%–6%	✓
Infrastructure and Asset Management	Asset Sustainability Ratio	Between 90%–110% on a rolling three year average	✓
Debt Management	Net Financial Liabilities	≤ 75%	x
	Debt Servicing Ratio	≤ 15%	✓

# Budget Overview

## 2023–2024

### 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 45 special projects.

## Expenditure and Investment

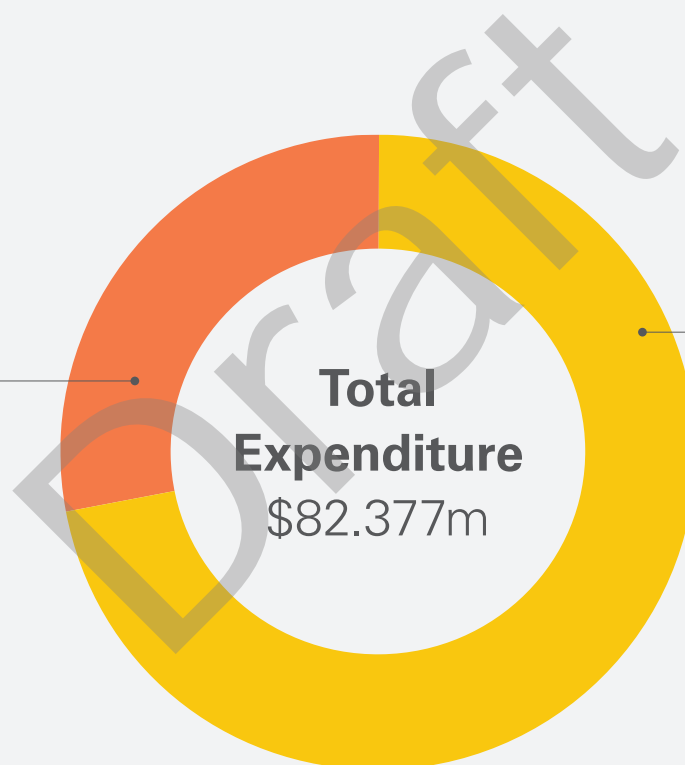
### Employee Expenses

**160.8**

Full-time Equivalents staff made up of:

- 112 Full-time staff
- 39 Part-time staff
- 73 Casual staff

**\$17.8** million total



### Materials, Services and Investment

**\$19m**

Materials and Services

**\$43.7m**

Capital Expenditure

**\$1.4m**

State Government Charges (Regional Landscape Levy)

**\$0.5m**

Repayments and Interest

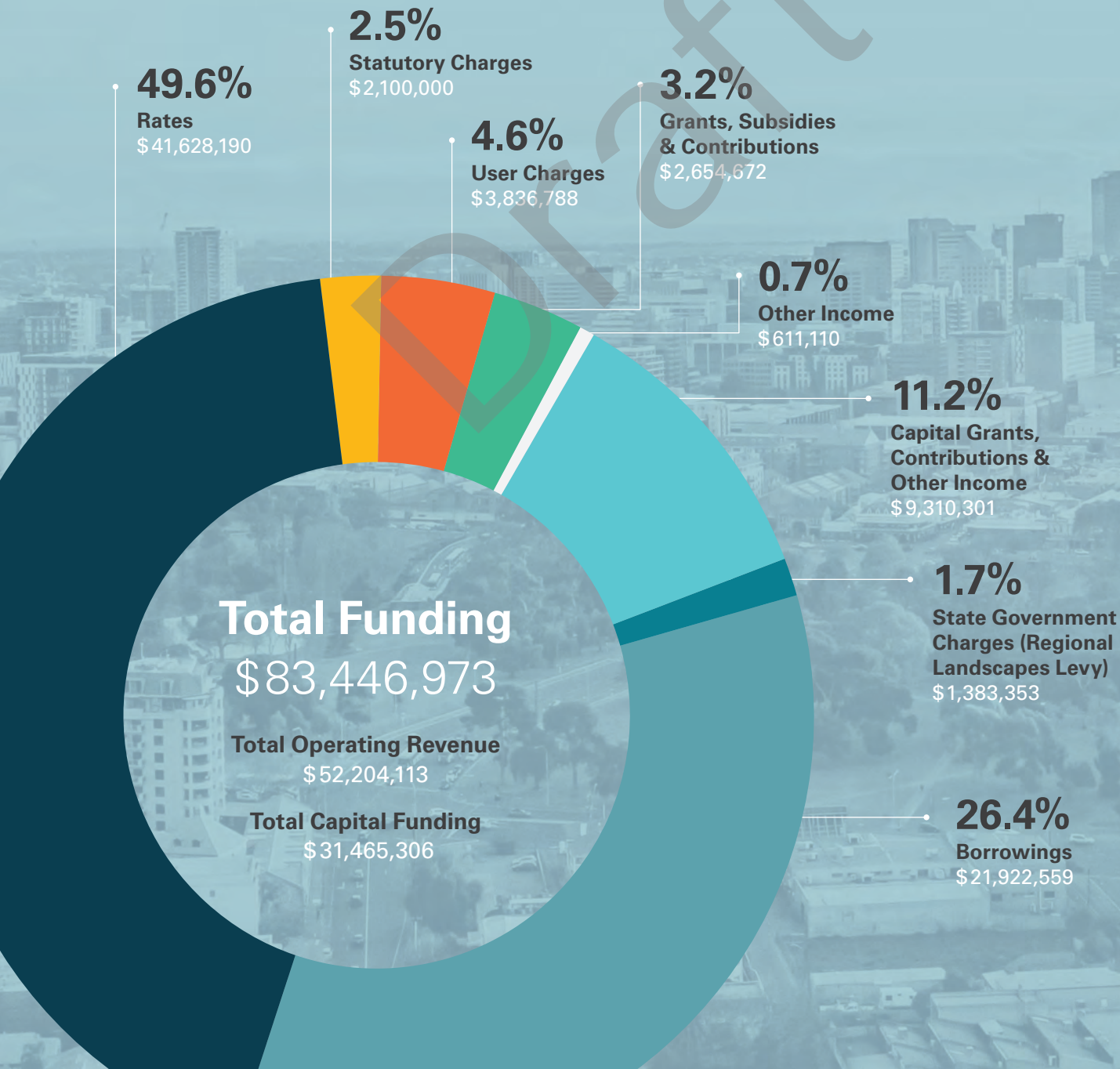
**\$64.6** million total



# Revenue & Expenditure

The 2023–2024 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

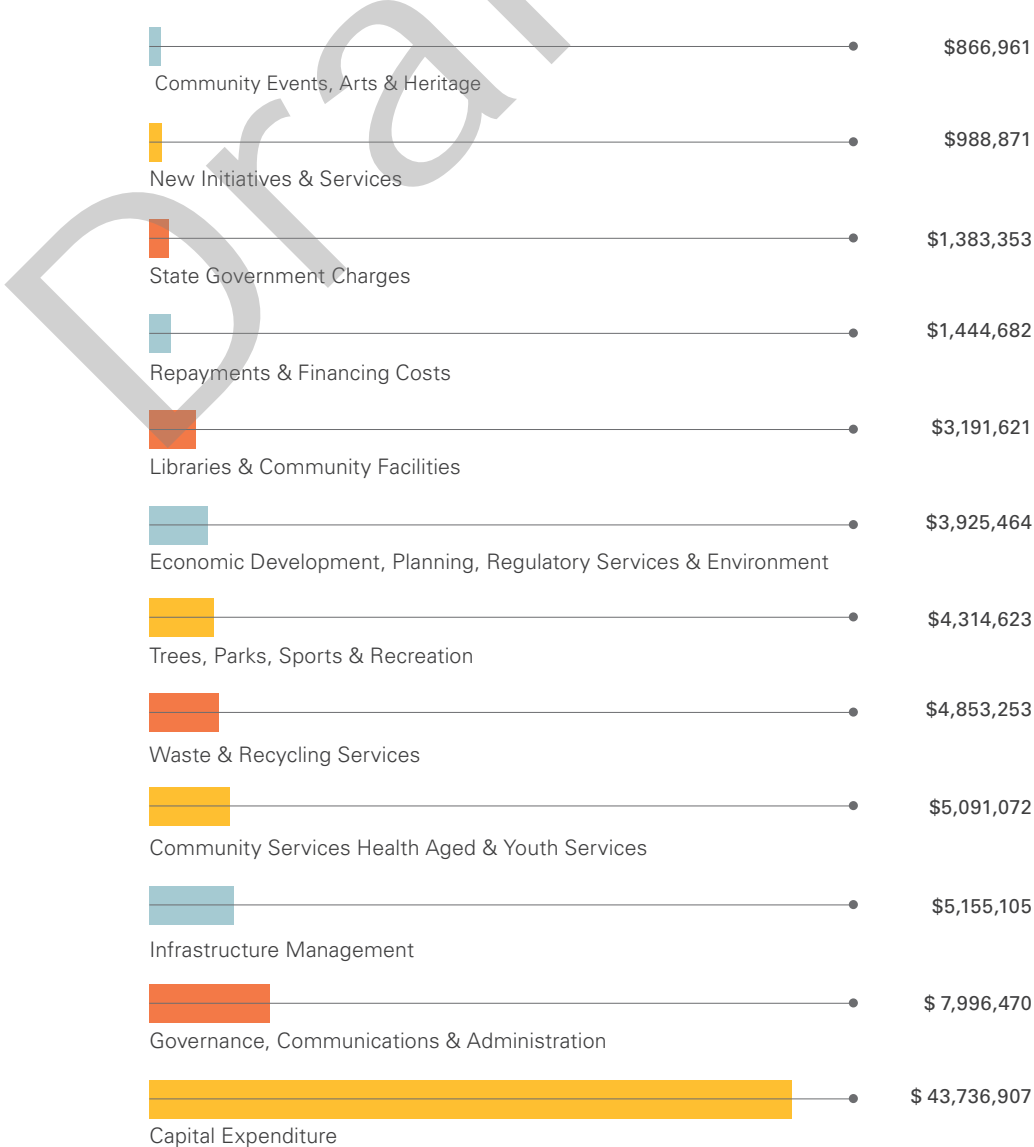


# How the funds are spent

**Total Expenditure** \$82,376,912

**Total Operating Expenditure** \$38,675,005

**Total Capital Expenditure** \$43,736,907



# Appendix 1

2023–2024

*Key Initiatives & Projects*

Draft

Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
<b>Infrastructure Management</b>						
Civil Infrastructure Works Program	Delivery of the 2023–2024 Civil Infrastructure Capital Works Program ('the Capital Works Program') for 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).	71,663	-	71,663	-	-
Capital Works Program Footpath		1,181,033	-	1,181,033	-	-
Capital Works Program Kerb		1,551,917	-	1,551,917	-	-
Capital Works Program Road Resealing		4,964,143	486,839	4,477,304	-	-
Drainage Program <i>Includes carry forward funding</i>	Delivery of the 2023–2024 Stormwater Drainage Program which involves enhancement of the City's stormwater drainage network. The Program includes the design and upgrade of the City's trunk stormwater drainage network as identified in by the City-Wide Floodplain Mapping project. The Program has been developed in accordance with the objectives and goals contained in the Council's Stormwater Drainage Infrastructure & Asset Management Plan (2020).	7,080,044	2,239,081	-	4,840,963	7,050,000
Plant Replacement	Replacement of plant and vehicles utilised by City Services Field staff in the delivery of maintenance services associated with Council's assets.	210,000	38,000	172,000	-	-
Private Laneways Conversion Project	Conversion and upgrade of one (1) private laneway to public road status in accordance with the Council's Private Laneways Policy & Procedure and section 210 of the <i>Local Government Act 1999</i>	46,000		-	46,000	-



Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
<b>Infrastructure Management (continued)</b>						
Concept Design of Traffic Management Treatments proposed to be undertaken in Marden & Royston Park	Concept design and community consultation associated with the traffic management in Marden and Royston Park, to reduce traffic speed and non-local through traffic through the precinct.	40,000	-	-	40,000	
40 kph Speed Limit Implementation – Glynde, Payneham, Firle, Trinity Gardens & St Morris	Works associated with to implement action of an area speed limit of 40km/h in all streets bound by Payneham Road, Glynburn Road, Magill Road and Portrush Road, which includes the suburbs of Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris; including design investigations for traffic calming treatments at various locations.	120,000	-	120,000	-	
Street Lighting Renewal & Upgrade	Delivery of minor street lighting upgrades for streets which have non-compliant street lighting.	40,000	-	40,000	-	-
Consultation for the introduction of 40KMH Speed Limit from Marden to Hackney	Undertake community consultation and preparation of plans for the implementation of a 40km/h speed limit in the residential streets bound by Lower Portrush Road, Payneham Road, North Terrace, Hackney Road and the River Torrens (the subject area). The subject area includes the suburbs of Marden (southwest of Lower Portrush Road, Royston Park, Joslin, St Peters, College Park and Hackney.	20,000	-	20,000	-	-
<b>Trees Parks Sport &amp; Recreation</b>						
Payneham Swimming Centre <i>Includes carry forward funding</i>	Redevelopment of the Payneham Memorial Swimming Centre, as set out the Council's Swimming Centres Strategy and endorsed concept plans.	7,000,000	-	7,000,000	13,700,000	15,000,000
Recreation & Open Space Infrastructure Works Program	Delivery of the 2023-2024 Recreation & Open Space Works Program which includes the replacement and upgrade of various assets as identified in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020).	1,527,650	-	1,527,650	-	-

### Economic Development, Regulatory Services, Environment & Planning

Eastside Business Awards	An annual award program to recognise the best small businesses—retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters.	40,000	-	40,000	-	-
Review of Dog & Cat Management Plan Education Campaign	<p>Pursuant to Section 26A of the <i>Dog &amp; Cat Management Act 1995</i>, the Council must prepare a Plan relating to the management of dogs and cats within its area every 5 years. The Council's current Dog &amp; Cat Management Plan was endorsed by the Council on 12 September 2018.</p> <p>The preparation and adoption of a Dog &amp; Cat Management Plan ensures that the Council meets its legislative responsibilities and provides for the management of responsible dog and cat ownership within the City.</p>	30,000	-	30,000	-	-
Review of <i>CityPlan 2030</i>	<p><i>The Local Government Act, 1999</i>, requires the Council to, "undertake a review of its strategic management plans within 2 years after each general election of the Council."</p> <p>The review will ensure that the Objectives, Strategies and Targets contained in <i>CityPlan 2030</i>, remain up-to-date and continue to reflect the community's priorities, in order to meet the Council's overall goal of achieving Community Wellbeing.</p>	40,000	-	40,000	-	-
Representation Review	<p><i>The Local Government Act 1999</i> requires the Council to conduct a review of its area in respect to the composition of the Council, (i.e. Wards and Voter quotas), as least once in every eight (8) years. The last Representation Review conducted by the Council was in 2016.</p> <p>The Minister for Local Government has published a Schedule of Council Representation Reviews which sets out that this Council must conduct its next Review in April 2024–April 2025.</p>	25,000	-	25,000	-	-
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.	38,000	-	38,000	-	-

Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
<b>Economic Development, Regulatory Services, Environment &amp; Planning (continued)</b>						
Food Secrets Ambassador & Associated Events	Appointment of a well-recognised celebrity to act as the City's Food Secrets Ambassador as well as run a series of small events (cooking demonstrations) as well as one major event focussing on the food secrets and the Council's Eastside Wine & Ale Trail businesses.	40,000	-	40,000	-	W-
Urban Greening Program	To encourage citizens to plant trees on their property to increase green cover including canopy and increased biodiversity and habitat. The program includes: <ul style="list-style-type: none"> <li>a tree planting incentive by providing vouchers towards the purchase of a tree; and</li> <li>a Native Plant Giveaway by providing a native plant pack (six seedlings/tube stock) to residents.</li> </ul>	14,500	-	14,500	-	-
Smart Parking Project, Webbe Street Car park	Implementation of the smart parking technology to assist in the management of time control limits for car parking spaces in the ground floor of the Webbe Street car park, Norwood	50,000	-	-	50,000	-
<b>Community Events, Arts and Heritage</b>						
Quadrennial Art Project <i>Includes carry forward</i>	Year one (1) allocation to the Council's fourth quadrennial public art project which will complete in July 2026.	75,000	-	-	75,000	-
Community Event	To host a 2024 Community Event	55,000	-	55,000	-	-
Point-of-Sale (POS) System Norwood Concert Hall	Purchase of a Point-of-Sale (POS) system for the Norwood Concert Hall to provide the technology required to improve the experience of people attending the venue, increase efficiency of the bar service.	14,800	-	-	14,800	-
<b>Community, Health Aged &amp; Youth Services</b>						

Purchase of a Community Bus	Purchase of a new twelve (12) seat community bus	112,000	-	100,000	20,000	-
Young People in NPSP Action Plan	Program of events and activities continued in the Council's Youth Development Strategy. Programs for 2023-2024 include Sports Vouchers, Sports Week, Wheel Park, Youth Art and Cooking	65,000	-	65,000	-	-
2023 Community Survey	Engagement of a market research company to conduct a survey of the community. The Council commissions the survey every two years to measure Community Well-being and the level of community satisfaction with Council's Services and facilities. The data that is collected also measures the Council's progress on achieving a number of the CityPlan 2030 Targets.	30,000	-	30,000	-	-
<b>Libraries &amp; Community Facilities</b>						
Annual Acquisition of Library Books	The Annual acquisition of Library stock, in order to replenish Library Service collections across the three Library sites.	203,700	110,000	86,700	7,000	-
Building Works Program	To deliver the 2023–2024 Buildings Works Program (Capital) for the upgrade of various Council owned buildings to achieve the strategies and objectives of the Council's Community Buildings Infrastructure & Asset Management Plan (2020).	373,000	-	373,000	-	-



Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
<b>Governance, Communications &amp; Administration</b>						
Purchase of a new Optical Character Recognition Scanner	Purchase of an additional scanner for Corporate Records.	28,000	-	-	28,000	-
Website Development	Delivery of annual upgrades and improvements to the Council’s website.	10,000	-	10,000	-	-
Purchase of Trailer Mounted Speed Radar and Data Collection Device	To purchase a Trailer Mounted Speed Radar and Data Collection Device.	17,450	-	-	17,450	-
LG Solutions – Long Term Financial Plan	Software to build long term financial plan.	16,250	-	-	16,250	-
Additional Resources for Regulatory Services Unit	Employment of an additional Compliance Officer, Parking, a General Compliance Officer and lease two additional vehicles to enable the Compliance Officers to effectively and efficiently carry out their duties	13,000	-	6,000	7,000	-
Condition Assessment of Civil Infrastructure Assets	Undertaking a condition audit of the Council’s civil infrastructure assets in accordance with the required financial and asset management principles. The Council is required from a financial perspective, to review its infrastructure assets every four (4) years and re-assess the valuation of these assets.	75,000	-	75,000	-	-
Human Resources Information Systems	To automate and streamline end-to-end Human Resource Management including functions such as recruitment, onboarding, training and development and performance management.	35,000	-	35,000	-	-
Additional Staff Resources	Detail of staff roles required is noted in detail in the funding submission. The roles are Council wide.	363,682	-	363,682	-	-

Draft

## 2023–2024 Civil Whole-of-Life Infrastructure Renewal Program

Suburb	Street	From	To
<b>College Park</b>			
Footpath	Magdalen Street	Torrens Street	Harrow Road
<b>Evandale</b>			
Footpath	Janet Street	Elizabeth Street	Portrush Road
Road Re-sealing	Elizabeth Street	Janet Street	Bakewell Road
	Elizabeth Street	Bakewell Road	Llandower Avenue
<b>Felixstow</b>			
Footpath	Briar Road	Langman Grove	Thrower Avenue
	Briar Road	Thrower Avenue	Turner Street
	Payneham Road	Briar Road	Martin Street
	Payneham Road	Martin Street	Ashleigh Avenue
Kerb & Water Table	Briar Road	Langman Grove	Thrower Avenue
	Briar Road	Thrower Avenue	Turner Street
	Redden Court	Redden Avenue	End
	Turner Street	Briar Road	OG Road
Road Re-sealing	Briar Road	Langman Grove	Thrower Avenue
	Briar Road	Thrower Avenue	Turner Street
	Redden Court	Redden Avenue	End
	Turner Street	Briar Road	OG Road
<b>Firle</b>			
Footpath	Gage Street	Gwynne Street	Shelley Street
	Gage Street	Shelley Street	Ryan Avenue
	Gage Street	Ryan Avenue	Luhrs Road
	Shelley Street	Gage Street	John Street
	Shelley Street	John Street	Hampden Street
	Shelley Street	Hampden Street	Glynburn Road
Kerb & Water Table	Morris Street	Marian Road	Arnold Avenue
	Arnold Avenue	Gage Street	Hampden Street
	Gage Street	Gwynne Street	Shelley Street
	Gage Street	Shelley Street	Ryan Avenue
	Gage Street	Ryan Avenue	Luhrs Road

Suburb	Street	From	To
<b>Firle continued</b>			
Kerb & Water Table	May Street	Arnold Avenue	End
Road Re-sealing	Morris Street	Marian Road	Arnold Avenue
	Arnold Avenue	Gage Street	Hampden Street
	Gage Street	Gwynne Street	Shelley Street
	Gage Street	Shelley Street	Ryan Avenue
	Gage Street	Ryan Avenue	Luhrs Road
	May Street	Arnold Avenue	End
<b>Glynde</b>			
Kerb & Water Table	Loader Street	Scott Street	Glynburn Road
Road Re-sealing	Loader Street	Scott Street	Glynburn Road
<b>Hackney</b>			
Kerb & Water Table	Nuffield Lane	North Terrace	Westbury Street
Road Re-sealing	Nuffield Lane	Nuffield Lane	Osborne Street
	Nuffield Lane	North Terrace	Westbury Street
<b>Joslin</b>			
Footpath	Fourth Avenue	Suburb Boundary	Lambert Road
<b>Kensington</b>			
Footpath	Bowen Street	High Street	The Parade
Kerb & Water Table	Bowen Street	High Street	The Parade
Road Re-sealing	Bowen Street	High Street	The Parade
<b>Marden</b>			
Footpath	Marden Road	Kent Street	Payneham Road
Kerb & Water Table	Marden Road	Kent Street	Payneham Road
Road Re-sealing	Marden Road	Kent Street	Payneham Road
<b>Maylands</b>			
Kerb & Water Table	Adelaide Street	Dover Street	Clifton Street
Footpath	Augusta Street	Dover Street	Clifton Road
Road Re-sealing	Adelaide Street	Dover Street	Clifton Street
	Parsons Street	Phillis Street	Adelaide Street



Suburb	Street	From	To
<b>Norwood</b>			
Kerb & Water Table	Clarke Street	Kensington Road	William Street
	George Street	William Street	The Parade
	William Street	Osmond Terrace	Edward Street
	William Street	Edward Street	George Street
	William Street	George Street	Queen Street
	William Street	Queen Street	Portrush Road
	George Street	The Parade	Webbe Street
	Stacey Street	Sheppards Lane	Sydenham Road
Footpath	George Street	The Parade	Webbe Street
Road Re-sealing	William Street	George Street	Queen Street
	William Street	Roundabout	George Street
	William Street	Queen Street	Portrush Road
	William Street	Roundabout	Edward Street
	Clarke Street	Kensington Road	William Street
	George Street	William Street	The Parade
	William Street	Osmond Terrace	Edward Street
	William Street	Edward Street	George Street
	William Street	Roundabout	Queen Street
	George Street	The Parade	Webbe Street
Stacey Street	Sheppards Lane	Sydenham Road	
<b>Payneham</b>			
Kerb & Water Table	Ashbrook Avenue	John Street	Rosella Street
	Ashbrook Avenue	Rosella Street	Bridge Street
	Henry Street	Roundabout	Ashbrook Avenue
Road Re-sealing	Ashbrook Avenue	John Street	Rosella Street
	Ashbrook Avenue	Rosella Street	Bridge Street
	Henry Street	Roundabout	Ashbrook Avenue
<b>Payneham South</b>			
Footpath	Arthur Street	Luhrs Road	Second Avenue
	Arthur Street	Second Avenue	Marian Road

Suburb	Street	From	To
<b>Payneham South continued</b>			
Kerb & Water Table	Ashbrook Avenue	Aberdare Avenue	Devitt Avenue
	Ashbrook Avenue	Devitt Avenue	Coorara Avenue
	Hereford Avenue	Seventh Avenue	Devitt Avenue
Road Re-sealing	Ashbrook Avenue	Aberdare Avenue	Devitt Avenue
	Ashbrook Avenue	Devitt Avenue	Coorara Avenue
	Hereford Avenue	Seventh Avenue	Devitt Avenue
<b>St Peters</b>			
Kerb & Water Table	Ninth Avenue	River Street	Stephen Terrace
	Second Lane	St Peters Street	Stephen Terrace
	Sixth Lane	St Peters Street	Stephen Terrace
	Sixth Lane	Harrow Road	St Peters Street
Road Re-sealing	Ninth Avenue	River Street	Stephen Terrace
	Second Lane	St Peters Street	Stephen Terrace
	Sixth Lane	St Peters Street	Stephen Terrace
	Sixth Lane	Harrow Road	St Peters Street
<b>Trinity Gardens</b>			
Kerb & Water Table	Aberdare Avenue	Amherst Avenue	Aveland Avenue
	Albermarle Avenue	Ashbrook Avenue	Canterbury Avenue
Footpath	Albermarle Avenue	Ashbrook Avenue	Canterbury Avenue
Road Re-sealing	Aberdare Avenue	Amherst Avenue	Aveland Avenue
	Albermarle Avenue	Ashbrook Avenue	Canterbury Avenue

## 2023–2024 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works	From	To
Trinity Valley	Stormwater Capacity upgrade		
Joslin	Joslin Valley Design		

# Appendix 2

*Measures of Success*

Draft

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

A series of performance indicators have been developed to monitor the Council's progress against these objectives and are reported on in our Annual Report. In addition to the 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 the Strategic Objectives set out in the *CityPlan 2030*, various projects and initiatives are required to be delivered. During 2022–2023, the Council approved 22 capital projects and 21 service initiatives. The Council's performance against the 2022–2023 programs is detailed on the following page.

For 2023–2024, the Council has proposed 14 Capital Projects and 19 Service Initiatives projects. Progress on these projects will be reported in the 2023–2024 Annual Report and 2024–2025 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 2023–2024, the forecast operating surplus is \$961,000,

resulting in an Operating Surplus ratio of 2.0%.

### 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 2023–2024, it is anticipated the net Financial Liabilities ratio of the Council will be 80.4%.

### 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 2023–2024, it is anticipated that 4.7% 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 2023–2024, the Council has planned to spend \$22 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 122%.



# Non-Financial Indicators

## 2022–2023 Program Delivery

CityPlan 2030 Outcome	Project Description	Status
<b>Infrastructure Management</b>		
*	● Civil Infrastructure Capital Works Program	–
* ●	● Stormwater Drainage Program	–
*	● Plant Replacement Program	–
* ● ● ● ●	● The Parade Master Plan including George Street Upgrade	–
* ●	● River Torrens Linear Park Shared Path Upgrade: Stage 2	–
* ● ● ●	● St Peters Street Streetscape Upgrade	✓
+	● 40 kph Speed Limit Implementation – Norwood & Kent Town	✓
+ ●	● Street Lighting Renewal & Upgrade	–
+ ●	● Sydneham Road Street Lighting Upgrade	–
*	● Signalised Pedestrian Crossing – Magill Road	–
+	● Traffic Engineer	✓
+	● Evaluation of 40kph – Stepney & Maylands Magill Road	✓
<b>Trees, Parks, Sport &amp; Recreation</b>		
* ● ● ● ●	● Dunstan Adventure Playground Redevelopment	–
* ● ● ● ●	● Burchell Reserve Upgrade	–
* ● ● ● ● ●	● Payneham Memorial Swimming Centre Redevelopment	–
*	● Recreation & Open Space Works Program	–
*	● Cruickshank Reserve Facility Upgrade	–
* ●	● Tree Management Policy and Strategy	–
+ ●	● Adopt a Tree Program	●
* ●	● Street Tree Planting	–
+ ● ● ● ●	● Open Space and Playground Strategy	–
<b>Economic Development, Regulatory Services Environment &amp; Planning</b>		
+ ● ● ●	● Eastside Business Awards	✓
+	● Dog & Cat Management Plan Education Campaign	–
+ ● ● ●	● Greening Verges Program	✓
+ ● ● ● ●	● Raising The Bar Adelaide	✓
+ ● ● ● ●	● Sustainable Garden Awards	✓
* ● ● ● ●	● Urban Greening Program	–
* ● ● ● ● ●	● Marryatville Precinct Master Plan	–

✓ 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
<b>Community Events, Arts &amp; Heritage</b>		
*	● ● Quadrennial Public Art Project	✓
+	● ● ● Tour Down Under (community event)	✓
+	● ● Concert Series	✓
+	● ● ● Spring Fest (cancelled due to organiser)	●
+	● Heritage Protection Opportunities	✓
<b>Libraries &amp; Community Facilities</b>		
*	● Works Program	—
*	● ● Annual Acquisition of Library Stock	✓
<b>Community, Health, Aged &amp; Youth Services</b>		
+	● ● Access & Inclusion Strategy	—
+	● Regional Public Health & Wellbeing Plan	—
+	● ● Youth Strategy	—
<b>Governance, Communications &amp; Administration</b>		
*	Electronic Document Management System Upgrade	—
*	● Website Development	✓
*	iPad Refresh for Elected Members	✓
*	Wi-Fi Refresh	—
*	iPad for Field Staff	✓
+	Local Government Elections	✓
+	Service Reviews	●
+	Land & Building Valuation	—

✓ 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

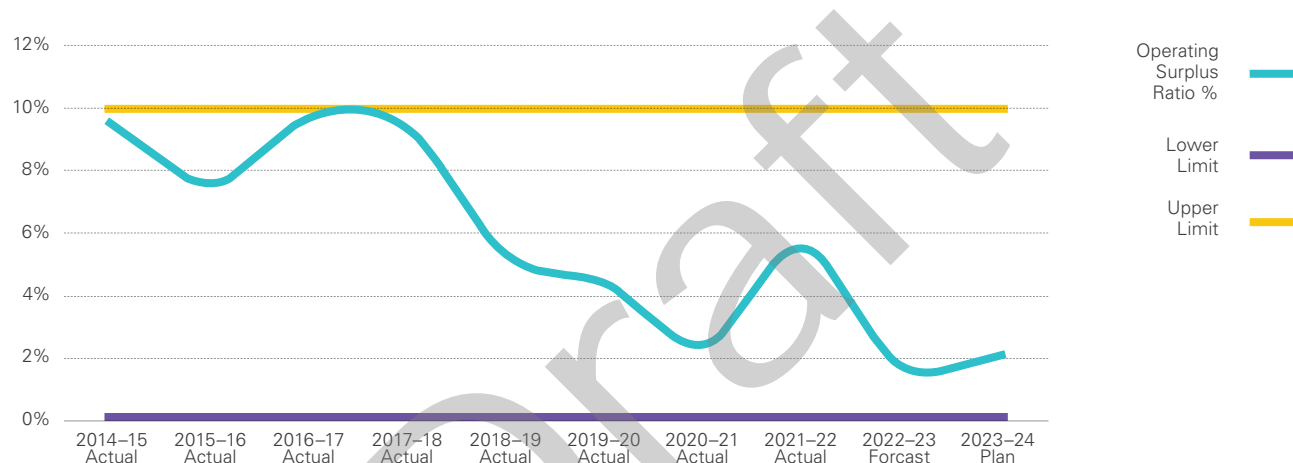
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council's performance against these outcomes over the last two terms of Council is detailed below.

## Outcome 1: A balanced budget

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

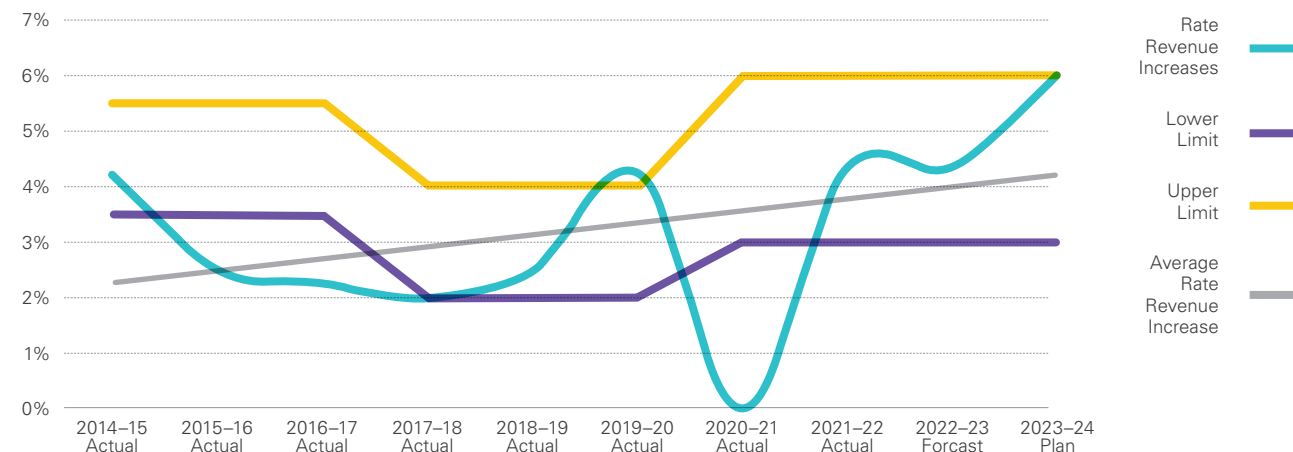
### Operating Surplus Ratio %



## Outcome 2: Rate Stability

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

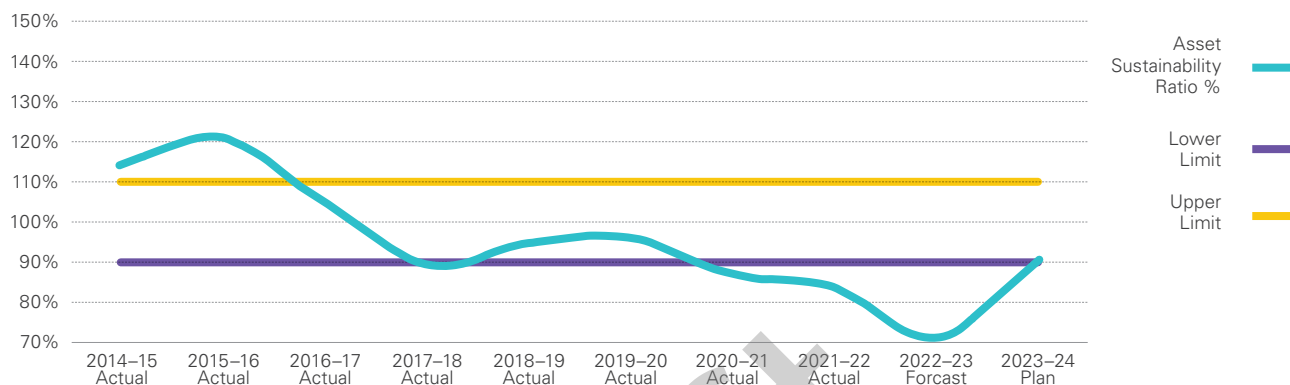
### Rate Revenue Increase



### Outcome 3: Infrastructure and Asset Management

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

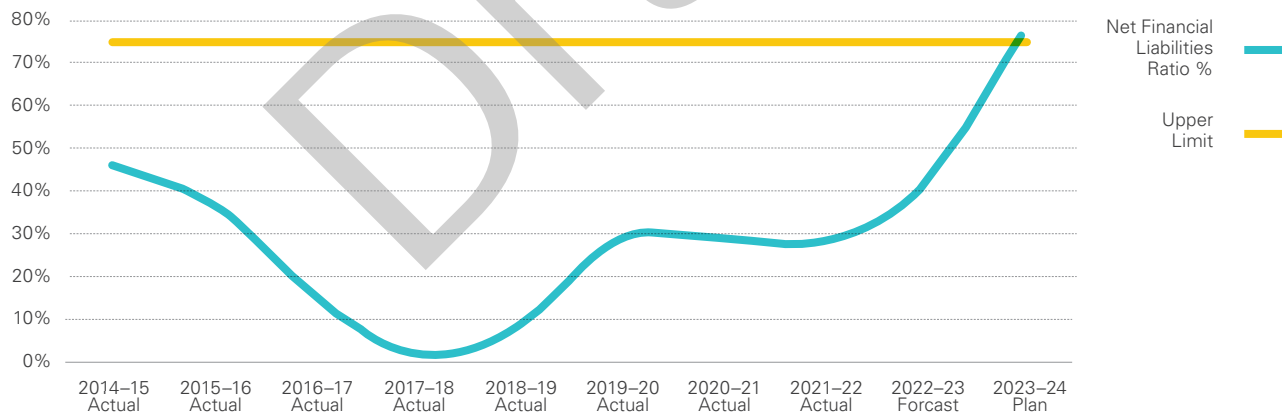
**Asset Sustainability Ratio %**



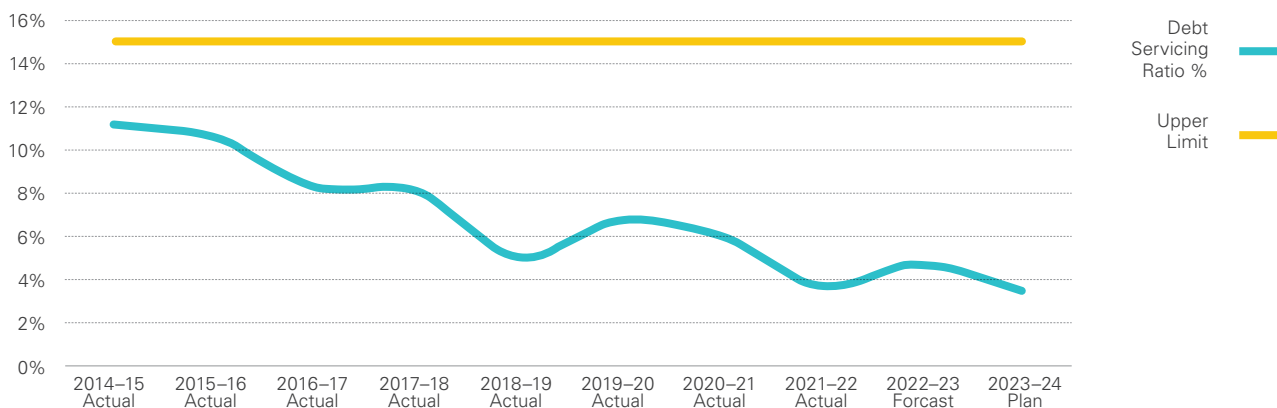
### Outcome 4: Debt Management

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 %**





# Appendix 3

*Financial Statements*

Draft

Statement of Comprehensive Income for the year ended 30 June 2023	Proposed 2023–2024	Forecast 2022–2023	Actual 2021–2022	Actual 2020–2021	Actual 2019–2020
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates	43,012	39,921	37,938	36,288	36,181
Statutory charges	2,100	2,007	2,003	1,751	1,595
User charges	3,837	3,738	3,561	3,506	3,408
Grants, subsidies and contributions	2,655	3,008	3,433	2,921	2,959
Investment income	120	46	24	19	88
Other income	491	498	848	771	1,146
Net loss joint ventures and associates	-	21	122	217	28
<b>Total Income</b>	<b>52,214</b>	<b>49,238</b>	<b>47,930</b>	<b>45,473</b>	<b>45,406</b>
<b>Expenses</b>					
Employee costs	17,789	16,083	14,126	14,448	14,050
Materials, contracts and other expenses	20,430	19,999	19,832	19,165	18,937
Finance costs	456	872	346	454	405
Depreciation, amortisation and impairment	12,462	11,159	10,766	9,968	9,503
Net loss joint ventures and associates	-	262	214	327	515
<b>Total Expenses</b>	<b>51,137</b>	<b>48,374</b>	<b>45,284</b>	<b>44,363</b>	<b>43,411</b>
<b>Operating Surplus (Deficit)</b>	<b>1,078</b>	<b>863</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
Net gain (loss) on disposal or revaluation of assets	25	25	(2,371)	(1,145)	(1,529)
Amounts specifically for new or upgraded assets	9,310	3,625	2,341	3,303	1,125
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
<b>Net Surplus (Deficit) transferred to Equity Statement</b>	<b>10,413</b>	<b>4,513</b>	<b>2,615</b>	<b>3,268</b>	<b>1,590</b>
<b>Other Comprehensive Income</b>					
Changes in revaluation surplus - infrastructure, property, plant and equipment	7,244	33,600	34,462	12,046	3,542
Share of other comprehensive income - joint ventures and associates	-	-	(5)	5	13
<b>Total Other Comprehensive Income</b>	<b>7,244</b>	<b>33,600</b>	<b>34,457</b>	<b>12,051</b>	<b>3,555</b>
<b>Total Comprehensive Income</b>	<b>17,657</b>	<b>38,113</b>	<b>37,072</b>	<b>15,320</b>	<b>5,145</b>

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 proposed Operating Income (\$52.204m) is sufficient to meet the proposed Operating Expenditure (\$51.137m) for the 2023–2024 Financial Year.

Statement of Financial Position for the year ended 30 June 2024	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current Assets</b>					
Cash and cash equivalents	1,679	(670)	11,393	7,071	9,177
Trade and other receivables	3,006	2,961	2,675	3,699	2,889
<b>Total Current Assets</b>	<b>4,685</b>	<b>2,291</b>	<b>14,068</b>	<b>10,770</b>	<b>12,067</b>
<b>Non-current Assets</b>					
Financial assets	104	104	113	104	105
Equity accounted investments in Council businesses	1,789	2,589	1,931	2,207	2,463
Infrastructure, property, plant and equipment	632,127	593,642	543,710	507,904	476,469
Other non-current assets	-	-	4,324	2,509	17,891
<b>Total Non-current Assets</b>	<b>634,020</b>	<b>596,335</b>	<b>550,078</b>	<b>512,725</b>	<b>496,929</b>
<b>Total Assets</b>	<b>638,705</b>	<b>598,627</b>	<b>564,146</b>	<b>523,495</b>	<b>508,995</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade and other payables	7,774	6,570	13,028	8,004	7,310
Borrowings	989	946	1,021	972	1,651
Short-term provisions	2,991	2,972	3,004	3,326	3,135
<b>Total Current Liabilities</b>	<b>11,754</b>	<b>10,488</b>	<b>17,053</b>	<b>12,302</b>	<b>12,095</b>
<b>Non-current Liabilities</b>					
Long-term borrowings	29,960	8,819	8,527	9,392	10,357
Long-term provisions	1,217	1,202	1,280	1,328	1,160
Liability – equity accounted Council businesses	1,720	1,720	904	1,164	1,397
<b>Total Non-current Liabilities</b>	<b>32,897</b>	<b>11,741</b>	<b>10,712</b>	<b>11,884</b>	<b>12,913</b>
<b>Total Liabilities</b>	<b>44,651</b>	<b>22,229</b>	<b>27,764</b>	<b>24,186</b>	<b>25,008</b>
<b>Net Assets</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>
<b>Equity</b>					
Accumulated Surplus	79,537	69,125	62,709	60,099	56,825
Asset Revaluation Reserve	514,516	507,273	473,673	439,210	427,162
<b>Total Equity</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>

Statement of Cash Flows for the year ended 30 June 2024	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>					
<b>Receipts</b>					
Rates - general and other	43,012	39,759	37,859	36,672	36,107
Fees and other charges	2,100	2,007	2,010	1,613	1,646
User charges	3,837	3,738	4,592	3,113	3,297
Investment receipts	120	46	24	19	88
Grants utilised for operating purposes	2,655	3,008	3,440	2,756	3,677
Other income	491	518	913	998	1,474
<b>Payments</b>					
Employee costs	(17,755)	(16,083)	(15,627)	(14,547)	(13,486)
Contractual services and materials	(19,228)	(25,013)	(17,515)	(18,074)	(19,030)
Finance payments	(456)	(872)	(156)	(447)	(407)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>14,776</b>	<b>7,107</b>	<b>15,540</b>	<b>12,102</b>	<b>13,368</b>
<b>Cash Flows from Investing Activities</b>					
<b>Receipts</b>					
Amounts specifically for new or upgraded assets	9,310	3,625	5,785	2,626	1,165
Sale of replaced assets	25	25	50	47	58
Repayments of loans by community groups	-	-	6	11	43
Capital Distributions from associated entities	-	-	-	-	-
<b>Payments</b>					
Expenditure on renewal/replacement of assets	(25,079)	(8,707)	(8,937)	(9,652)	(8,919)
Expenditure on new/upgraded assets	(18,623)	(12,889)	(6,941)	(5,508)	(13,175)
Capital contributed to associated entities	800	(281)	(170)	(81)	(81)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(33,567)</b>	<b>(18,227)</b>	<b>(10,208)</b>	<b>(12,556)</b>	<b>(20,909)</b>
<b>Cash Flow from Financing Activities</b>					
<b>Receipts</b>					
Proceeds from Borrowings	22,130	-	-	-	6,500
<b>Payments</b>					
Repayments of Borrowings	(989)	(945)	(1,010)	(1,653)	(1,934)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>21,141</b>	<b>(945)</b>	<b>(1,010)</b>	<b>(1,653)</b>	<b>4,566</b>
<b>Net Increase (Decrease) in cash held</b>	<b>2,350</b>	<b>(12,065)</b>	<b>4,322</b>	<b>(2,107)</b>	<b>(2,975)</b>
Cash and cash equivalents at beginning of period	(672)	11,393	7,071	9,177	12,152
<b>Cash and cash equivalents at end of period</b>	<b>1,679</b>	<b>(672)</b>	<b>11,393</b>	<b>7,071</b>	<b>9,177</b>



<b>Statement of Changes in Equity for the year ended 30 June 2024</b>	<b>Proposed 2023–2024</b>	<b>Forecast 2022–2023</b>	<b>Actual 2021–2022</b>	<b>Actual 2020–2021</b>	<b>Actual 2019–2020</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Accumulated Surplus</b>					
Balance at end of previous reporting period	69,125	64,612	60,099	56,825	55,222
Net Surplus/(Deficit) for year	10,413	4,513	2,615	3,268	1,590
Other comprehensive Income	-	-	(5)	5	13
<b>Balance at end of period</b>	<b>79,537</b>	<b>69,125</b>	<b>62,709</b>	<b>60,099</b>	<b>56,825</b>
<b>Asset Revaluation Reserve</b>					
Balance at end of previous reporting period	507,273	473,673	439,210	427,162	423,620
Gain on revaluation of infrastructure, property, plant and equipment	7,244	33,600	34,462	12,046	3,542
<b>Balance at end of period</b>	<b>514,516</b>	<b>507,273</b>	<b>473,673</b>	<b>439,210</b>	<b>427,162</b>
<b>Total Equity at end of reporting period</b>	<b>594,054</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>
<b>Uniform Presentation of Finances for the year ended 30 June 2024</b>					
	<b>Proposed 2023–2024</b>	<b>Forecast 2022–2023</b>	<b>Actual 2021–2022</b>	<b>Actual 2020–2021</b>	<b>Actual 2019–2020</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income</b>	<b>52,214</b>	<b>49,258</b>	<b>47,930</b>	<b>45,473</b>	<b>45,406</b>
<i>less</i> Expenses	(51,137)	(48,393)	(45,284)	(44,363)	(43,411)
<b>Operating Surplus(Deficit)</b>	<b>1,078</b>	<b>865</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
<b>less Net Outlays on Existing Assets</b>					
Capital expenditure on renewal and replacement of existing assets	25,079	8,707	8,937	9,652	8,919
Depreciation, amortisation and impairment	(12,462)	(11,159)	(10,766)	(9,968)	(9,503)
Proceeds from sale of replaced assets	(25)	(25)	(50)	(47)	(58)
	<b>12,592</b>	<b>(2,477)</b>	<b>(1,878)</b>	<b>(363)</b>	<b>(642)</b>
<b>less Net Outlays on New and Upgraded Assets</b>					
Capital expenditure on new & upgraded assets	18,623	12,889	6,941	5,508	13,175
Amounts received specifically for new & upgraded Assets	(9,310)	(10,025)	(5,785)	(2,626)	(1,165)
Assets received free of charge	-	-	-	-	-
	<b>9,313</b>	<b>2,864</b>	<b>1,156</b>	<b>2,882</b>	<b>12,010</b>
	(20,827)	477	3,368	(1,408)	(9,373)
<b>Net Lending/(Borrowing) for Financial Year</b>	<b>(27,570)</b>	<b>(2,525)</b>	<b>(1,408)</b>	<b>(9,373)</b>	<b>(9,793)</b>

Financial Indicators for the year ended 30 June 2024	Proposed	Forecast	Actual	Actual	Actual	Actual
	2023-2024	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
	\$'000	Indicator	Indicator	Indicator	Indicator	Indicator

#### Operating Surplus / (Deficit) Ratio

<b>Operating Surplus/(Deficit)</b>	<b>1,077,507</b>	<b>2.06%</b>	1.75%	5.52%	2.44%	4.39%
Total Operating Revenue	52,214,113					

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

#### Net Financial Liabilities Ratio

<b>Net Financial Liabilities</b>	<b>39,864,373</b>	<b>76.3%</b>	40.3%	28.3%	29.3%	28.3%
Total Operating Revenue	49,258					

This ratio expresses the extent of Operating Revenue required to meet all monies which are 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

<b>Net Asset Renewals</b>	<b>25,078,707</b>	<b>157%</b>	55%	65%	79%	99%
Infrastructure & Asset Management Plan required expenditure	16,006,842					

This ratio measures the extent which 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.

<b>Rolling three-year average</b>		<b>90.6%</b>	71.3%	83.7%	87.2%	96.1%
-----------------------------------	--	--------------	-------	-------	-------	-------

#### Debt to Total Income Ratio

<b>Debt Servicing</b>	<b>1,444,682</b>	<b>3.5%</b>	4.7%	3.7%	6.0%	6.7%
Rate Revenue less NRM Levy	41,628,543					

The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)

# Appendix 4

## *Rating Policy*

Draft

### 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. This method of valuing land provides the fairest method of distributing the rate revenue across all ratepayers as:

- property value is a good indicator of wealth and Capital Value, which closely approximates the market value of a property, therefore providing the best indicator of overall property value;
- 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;
- 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.

### Differential General Rates

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

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

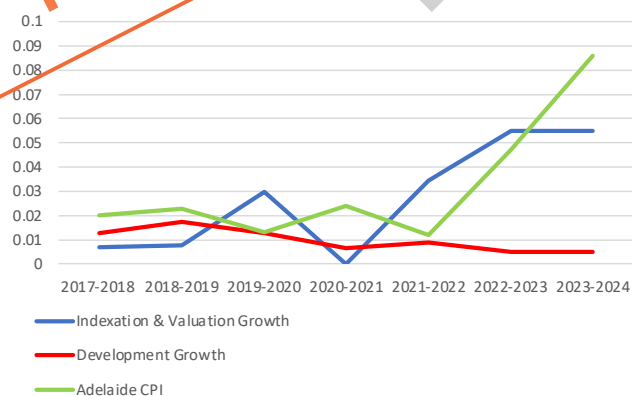
- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other
- Primary Production
- Vacant Land; and
- Other

The City of Norwood Payneham & St Peters apply 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 2* below:

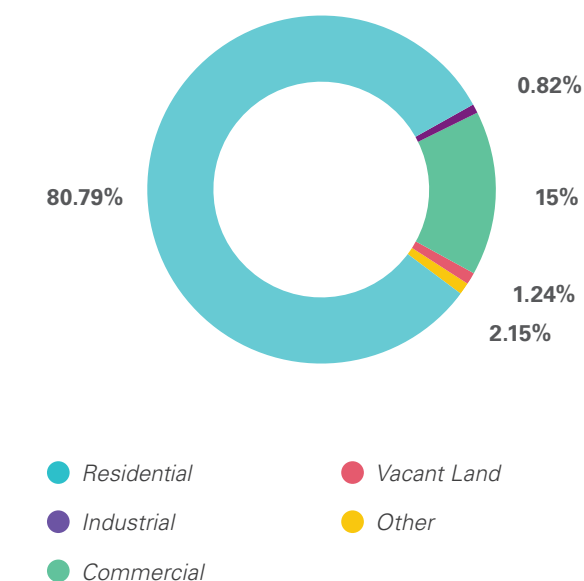
Graph 1

Rate Revenue Increase



Graph 2

Rate Revenue by Land Use



## 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 \$1,132. The minimum rate will be applied to 6,716 (32.9%) of all ratable 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

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 2023–2024

To fund the activities proposed within the 2023–2024 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 \$2.173 million or 6% in general rate income.

Based on the initial valuations which have been received from the Valuer-General, this will result in a 14.9% decrease in the 'cents-in-the-dollar'.

For the 2023–2024 financial year, the average rate per property by land use is shown in *Table 4*.

While the average rate increase of 5.8% is in line with the Adelaide CPI, the actual rates payable by a rate payer will vary according to individual property valuations, the land use, and whether there has been any new development or capital improvement on the land.

The average residential property will be required to pay \$1,670 and the average commercial property will be required

Table 4

### Average rate per property by land use 2022–2033 financial year

Land Use	Average Rate \$	Increase (Decrease) \$	% Change on 2022–2023
Residential	1,812	136	8.17
Commercial	2,637	(96)	(3.5%)
Industrial	2,255	(93)	(4.0%)
Vacant Land	1,637	(81)	(4.7%)
Other	3,566	126	3.7%
Primary Production	1,670	(83)	(5.1%)
<b>All properties</b>	<b>1,912</b>	<b>103</b>	<b>5.7%</b>

to pay \$2,525

## State Government Regional Landscape Levy

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

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

In 2023–2024, the Council will collect \$1.383m 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 2023–2024 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 12% for the 2023–2024 Financial Year.

## Remission and Postponement of Rates

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

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](http://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

The 2023–2024 Annual Business Plan can be viewed  
online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



### Further information

For more information about the City of Norwood Payneham & St Peter's 2023–2024 Annual Business Plan and Budget, please contact the General Manager, Governance & Civic Affairs on 8366 4555 or email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)

For further information, visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Draft

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

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



City of  
Norwood  
Payneham  
& St Peters

**3. CLOSURE**