

Special Council Meeting Agenda & Reports

10 July 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
Website www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters

6 July 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 10 July 2023, commencing at 7.00pm.

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

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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

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



City of
**Norwood
Payneham
& St Peters**

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES Cr Christel Mex

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 3 JULY 2023**
2. **STAFF REPORTS**

2.1 LOCAL GOVERNMENT ASSOCIATION (LGA) 2023 ANNUAL GENERAL MEETING – ITEMS OF BUSINESS

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

PURPOSE OF REPORT

The purpose of the report is to advise the Council of the Local Government Association of South Australia's (LGA) 2023 Annual General Meeting and the invitation from the LGA to submit *Items of Business* for consideration at the Ordinary General Meeting.

BACKGROUND

The Local Government Association (LGA) 2022 Annual General Meeting, will be held on Thursday, 26 October 2023.

The purpose of the AGM is to consider items of strategic importance to Local Government and the LGA, as recommended by the Board of Directors, the South Australian Region Organisation of Councils (SAROC) or the Greater Adelaide Region of Councils (GAROC).

Items of Business must be submitted to either the LGA Board of Directors, or in the case of this Council, GAROC, for consideration prior to being referred to the AGM for consideration. It is however at the discretion of the Council to determine if the Notice of Motion is to be submitted to either the Board of Directors or GAROC.

The role of the Board of Directors is to oversee the corporate governance of the LGA and provide strategic direction and leadership.

The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the region(s).

Whilst not strictly specified, the logical approach is to refer the *Item of Business* to the relevant body in accordance with its role.

Pursuant to the LGA Constitution, Councils are invited to submit Items of Business for consideration at the Annual General Meeting. Items of Business must be received by the by Friday 4 August 2023, if they are to be considered at the 2023 Annual General Meeting.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

DISCUSSION

A requirement of the LGA in respect to Items of Business, is that Items of Business submitted by Councils, should highlight a relevant reference to the LGA Strategic Plan.

A copy of the LGA 2021-2025 Strategic Plan is contained within **Attachment A**.

A memorandum dated 19 June 2023, was forwarded to Elected Members, inviting Members wishing to submit an Item of Business for consideration at the LGA Ordinary General Meeting, to contact the Council's General Manager, Governance & Civic Affairs, prior to this Council meeting, for advice and assistance in the formulation of an appropriate Notice of Motion.

At the time of writing this report, the General Manager, Governance & Civic Affairs has not been contacted by any Elected Member wishing to submit an Item of Business.

RECOMMENDATION

That the report be received and noted.

Attachment A

Local Government Association (LGA) 2023 Annual General Meeting Items of Business

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

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Facsimile 8332 6338
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City of
Norwood
Payneham
& St Peters



LGA 25

Strategic Plan 2021-2025

Advocate

*Achieve greater
influence for local
government*

Assist

*Build the capacity of
member councils*

Advance

*Facilitate continuous
improvement in local
government*

Achieve

Embed best practice governance and operations to enable the LGA to provide value to members



Message from the President

It is often said that councils are the level of government closest to the community, and work best when they genuinely engage with the communities they serve.

The same can be said of the LGA. The LGA exists for its member councils - and works best when it is close to its members, and listens to and represents their interests.

As the voice of local government, the LGA provides leadership, support, representation and advocacy on behalf of South Australian councils, for the benefit of the community.

Just as councils are about more than roads, rates and rubbish, so too the LGA is about more than just advocacy. In addition to achieving greater influence for local government, the LGA plays a critical role in strengthening the capacity of councils and driving innovation that prepares our sector for the future.

With the implementation of once-in-a-generation local government reforms just around the corner, the role of the LGA in practically assisting its members, avoiding unnecessary duplication and finding smarter ways to operate is more important than ever.

As we do this, the LGA needs to continually ensure its own house is in order, lead by example in its operations and governance, and demonstrate social and environmental responsibility.

This Strategic Plan has been developed with strong input from our members – from those who sit on our Board and committees, to council members, CEOs and frontline staff from around South Australia.

Thank you to those who continue to take the time to let us know how we can work together to do great things for our communities.



Mayor Angela Evans

LGA President

March 2021



About the LGA

The Local Government Association of South Australia (LGA) is the peak body for local government in South Australia. The LGA provides leadership and services to councils, and represents the sector to State and Federal governments and other key stakeholders. Membership of the LGA is voluntary, but all 68 of South Australia's councils are members.

The Association also provides competitive procurement and indemnity (insurance) services to councils through two separate commercial entities, LGA Procurement and LGASA Mutual.

The LGA is governed by a Board of Directors and supported by a secretariat based in Local Government House in Adelaide. The LGA is federated with interstate bodies through the Australian Local Government Association (ALGA), which represents local government's national interests.

More information about the LGA is available on our website at www.lga.sa.gov.au.

About the Strategic Plan

The LGA's Strategic Plan outlines how the LGA will prioritise its resources in meeting the needs of its member councils. The plan does not detail everything that the LGA is involved in, rather it identifies the strategic outcomes that the LGA will focus on over the next four years.

The Strategic Plan is a plan for the Association and not a plan for councils. It contains strategies that will advance the interests of local government in South Australia and progress the objects outlined in the LGA Constitution.

The Strategic Plan informs the LGA's work plans and budgets, as well as the Strategic and Annual Business Plans of subsidiaries and Board committees. The LGA's progress in achieving the outcomes sought by this plan is monitored through quarterly and annual reporting.

The Strategic Plan was developed with input from member councils, the LGA Board, GAROC and SAROC Committees, the LGA's Audit and Risk Committee and LGA staff. This happened through workshops and formal consultation processes, as well as through the regular feedback the LGA receives from members through its annual member's survey.



LGA's Integrated Planning and Reporting Framework



LGA's Governance Framework

The LGA is governed by a Board of Directors, which receives input on policy issues from the Greater Adelaide Region of Councils (GAROC) and South Australian Region of Councils (SAROC). GAROC and SAROC are committees of the LGA Board that provide regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions. The LGA Board also receives advice from its Audit and Risk Committee, CEO Advisory Group and the LGA secretariat.

Each year, the LGA holds an Ordinary General Meeting (OGM) and an Annual General Meeting (AGM). The purpose of those meetings is for member councils to determine the policy direction of the LGA via items of business that are of strategic importance to local government.

The LGA secretariat, led by the CEO, has responsibility for implementing the direction established by the LGA Board and by members through General Meetings.

The LGA's commercial entities – LGA Procurement and LGASA Mutual – are both governed by their own Board of Directors that report to the LGA Board.

Those roles and responsibilities are summarised below.

Role	Leading body
Strategy and Governance <i>Where we are going</i> <i>Decisions and rules</i>	LGA Board LGASA Mutual Board LGA Procurement Board
Policy <i>What we stand for</i>	Member councils via: <ul style="list-style-type: none"> • GAROC and SAROC Committees • AGM and OGM
Advice <i>Informing how we operate</i>	CEO Advisory Group Audit and Risk Committee LGA secretariat
Operations <i>Delivery of advocacy and services</i>	LGA secretariat
Measurement <i>Determining success</i>	Member councils

Context

The key considerations that form the context for this Strategic Plan include:

- Social and economic impacts of COVID-19, heightening the role of councils in driving local economic development and community wellbeing.
- Implementation of the Local Government Review Bill, and changes that will enhance council governance and operations.
- Financial sustainability for councils, including their critical roles in providing and maintaining infrastructure and community assets.
- Federal, State and Local Government elections scheduled for 2022, including proactively influencing national and state policy agendas and partnering with government in the implementation of new directions.
- Technological change, presenting new opportunities and increasing risks.
- The ongoing impacts of climate change and evolving responsibilities for local government in emergency management.
- Implementation of planning reforms and achieving positive planning and design outcomes in communities.

Vision

For South Australian councils to work together as willing and trusted partners in government, for the benefit of our communities.

Mission

To provide leadership, support, representation and advocacy on behalf of South Australian councils.

Values and Behaviours

Our Values

Our Individual Behaviour

Our Organisational Behaviour

	V	O	I	C	E
Our Values	Value and Respect 	Optimism 	Integrity 	Connectivity 	Excellence 
Our Individual Behaviour	<p>I am considerate of others' priorities and workloads.</p> <p>I communicate with respect and am approachable, professional and polite.</p>	<p>I always look for the positive opportunity, even when challenged.</p>	<p>I uphold the values of the LGA and adhere to my workplace responsibilities.</p>	<p>I welcome opportunities to engage with others and build positive working relationships.</p>	<p>I am a leader and role model through my actions and behaviour.</p> <p>I value everyone equally.</p> <p>I am a driver of constructive change.</p>
Our Organisational Behaviour	<p>We engage with, and have confidence and trust in the ability and judgement of all of our staff.</p> <p>We provide regular, honest and constructive feedback.</p>	<p>We recognise the importance of a positive work/life balance.</p> <p>We recognise the best qualities in our staff and harness all abilities.</p>	<p>We are consistent in decision making and are honest when dealing with staff and stakeholders.</p>	<p>We provide a safe, supportive and informative workplace with clear and regular communication.</p> <p>We commit to removing barriers that impact on effective work practices.</p>	<p>We empower, support and encourage our staff.</p> <p>We lead toward clear and inspiring goals and vision.</p>

- SA councils -
PART
 - of your -
EVERY
DAY.

Strategy 1:

The LGA will achieve greater influence for local government through a strategic and evidence-based approach to advocacy, partnering with state and federal government wherever possible, and by raising the profile of local government.

The LGA's advocacy will help councils to provide high quality services, facilities and operations that meet the needs of communities, while driving downward pressure on rates. As the voice of local government, the LGA's advocacy will inform awareness campaigns that shine light on the role and value of local government to communities.

The LGA's success in advocacy is built upon being close to members and understanding what is important to them.

Advocate

Achieve greater influence
for local government

Outcomes

- 1.1 We are close to our members, seek their feedback and represent them with evidence-based advocacy on issues that matter.
- 1.2 Governments rely on our proactive contribution to policy and legislation that impacts councils, leading to better outcomes for communities.
- 1.3 Communities understand and value the services provided by local government, and are encouraged to participate in council processes.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational and committee plans, including:

- Annual Business Plan
- Advocacy Plan
- SAROC and GAROC Annual Business Plans
- Communications Strategy
- Engagement Plan.

Strategy 2:

Assist

Build the capacity of member councils

The LGA will continue to provide resources, services and advice that assist councils. Through these services and by working together as a united local government sector, councils will be able to achieve more with less, leading to better outcomes for their communities.

The LGA will continue to assist council staff and elected members in core areas including policy and governance, training, web services, emergency management, communications, procurement, and mutual indemnity (insurance). Recent changes within our sector, including the implementation of local government reforms and strengthening financial sustainability in the context of growing cost pressures present opportunities for the LGA to further assist its members.

The LGA's Assist services, which enable the sharing of knowledge and experience between councils, will help drive an effective and efficient local government sector.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational, committee and subsidiary plans, including:

- Annual Business Plan
- Assist Plan
- SAROC and GAROC Annual Business Plans
- LGASA Mutual Strategic Plan
- LGA Procurement Strategic Plan

Outcomes

- 2.1 We are close to our members and understand their capacity and capability needs.
- 2.2 Councils draw upon our resources, services and advice in order to save time and money, and reduce risk.
- 2.3 Councils are engaged in addressing sector-wide priorities, including local government reforms and achieving greater financial sustainability.
- 2.4 We leverage grant funding for the benefit of councils, and their communities.



Strategy 3:

Advance

Facilitate continuous improvement in local government

The local government sector is continually innovating to prepare for the future and place downward pressure on rates.

The LGA will facilitate continuous improvement for the sector through thought leadership and research about the future of local government, and by developing new partnerships and services that respond to emerging needs, and help drive innovation.

The LGA will assist councils understand their relative strengths through performance measurement and reporting. Technology presents an opportunity for the sector to innovate and better connect with communities, and take action to manage evolving cyber risks.

Outcomes

3.1

We research and communicate on emerging issues for councils and their communities.

3.2

New partnerships and services help councils innovate and prepare for the future.

3.3

We provide access to systems that provide councils with the evidence base for continuous improvement.

3.4

The local government sector maximises the use of emerging technology, while effectively managing cyber risks.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance against these outcomes will be set each year in our suite of operational, subsidiary and corporate plans, including:

- Annual Business Plan
- Advocacy Plan
- Communications Strategy
- Engagement Plan
- LGASA Mutual Strategic Plan
- LGA Procurement Strategic Plan

Strategy 4:

The LGA's ability to serve its members relies upon strong organisational foundations in areas such as financial management and people and culture, and the agility that comes from our size and structure as a member based association.

Improvements in corporate systems will be important to better monitor and communicate how the LGA provides value to members.

As a leader in the local government sector, it is important for LGA to lead by example and demonstrate social and environmental responsibility in its operations.

Achieve

Embed best practice governance and operations to enable the LGA to provide value to members

Outcomes

- 4.1 We lead by example in the governance and operations of the LGA.
- 4.2 The LGA's financial sustainability is supported by a growth in revenue from value-adding member services and LGA Procurement.
- 4.3 We provide a safe, healthy and rewarding work environment.
- 4.4 Systems and technology improve LGA operations and allow us to better serve our members.

Prioritise and measure

Key priorities, along with targets and measures to monitor and report on the LGA's performance will be set each year in our suite of operational and corporate plans:

- Annual Business Plan
- People and Culture Plan
- ICT Strategy
- Long-Term Financial Plan



Monitoring and Review

Implementation of this Strategic Plan will occur through the LGA's Annual Business Plan and other operational and corporate plans, as well as via the Strategic and Annual Business Plans of subsidiaries and Board committees.

The LGA's Annual Business Plan is monitored through Key Performance Indicators, which are reported upon quarterly to the LGA Board, and annually via the Annual Report. In addition to the annual Key Performance Indicators, the following strategic measures will be used to determine the LGA's success in achieving the strategies and outcomes of this plan:

Strategic Measures	Target
Membership	<p>All South Australian councils remain members of the LGA.</p> <p>All South Australian councils remain members of the Mutual Liability and Worker's Compensation Schemes.</p>
Members perception of value	<p>Retain member perception of LGA value for money for services to the sector of at least 7/10 over a rolling three year average.</p> <p>Retain an overall value of LGA membership of an average of at least \$2Million per council over a rolling three years.</p> <p>Advocate – achieve an average value for money for advocacy services of at least 7/10 on an annual basis.</p> <p>Assist – achieve an average value for money for assist services of at least 7/10 on an annual basis.</p> <p>Advance – achieve an average value for money for advance services of at least 7/10 on an annual basis.</p>
Utilisation of LGA services	<p>All South Australian councils draw upon the resources provided on the LGA members only website.</p> <p>All South Australian councils use one or more of the LGA's value-adding member services.</p> <p>All South Australian councils use one or more services provided by LGA Procurement.</p>
Community awareness	<p>Maintain or increase the reach of the LGA's community awareness campaigns.</p> <p>Maintain or increase the community's understanding of the role of local government, as measured through the LGA's annual community survey.</p>
Financial management	<p>Income from member subscriptions to not exceed 25% of overall revenue.</p> <p>Retain operating surplus, liquidity and net financial liability ratios within the targets established by the Long Term Financial Plan.</p>



Cooper Pedy

Roxby Downs



2.2 ADOPTION OF THE 2023-2024 ANNUAL BUSINESS PLAN AND BUDGET AND DECLARATION OF RATES FOR 2023-2024

REPORT AUTHOR: Chief Finance Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA83739/A425583
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of this report is to present to the Council, the Draft 2023-2024 Annual Business Plan, Annual Budget and Rates Policy for consideration and adoption.

BACKGROUND

Pursuant to Chapters 8,9,10 of the *Local Government Act 1999* (the Act), the Council is required to adopt both the Annual Business Plan and Annual Budget, after 31 May but before 15 August each year.

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 it following the adoption of the Annual Business Plan.

The Draft 2023-2024 Annual Business Plan and Budget have been considered by the Council at meetings held on 8 May 2023 and 3 July 2023.

Public submissions have also been sought in respect to the Draft 2023-2024 Annual Business Plan, and nine (9) written submissions have been received and have been considered by the Council at its meeting held on 3 July 2023. Following the Council’s consideration of the submissions, the Council resolved not to amend the Draft 2023-2024 Annual Business Plan and Budget.

This report presents the Draft 2023-2024 Annual Business Plan and Budget, based on rates modelling undertaken for the week ended 30 June 2023.

A copy of the Draft 2023-2024 Annual Business Plan and Budget is contained within **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

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 (Draft Plan) and supporting Draft 2023-2024 Budget (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 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 Assets Management Plans and the Annual Business Plan and Budget.

The 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 set out above.

FINANCIAL AND BUDGET IMPLICATIONS

The Draft Budget has been prepared in line within the Council’s Budget Guidelines that were endorsed by the Council on 16 January 2023 and incorporates the “*in principle*” decisions which have been made by the Council at its meetings held on 11 April 2023, 8 May 2023 and 3 July 2023.

The Draft Budget, as presented for consideration in this report, is based on a Rate Revenue increase of 8.5%.

The Draft Budget has been updated to reflect the Council's capital contributions to the Highbury Landfill Authority (\$200,000) and ERA Water (\$800,000). In respect to the capital contributions, this Council's decision was contingent on the City of Burnside's final decision in respect to its contribution. To this end, staff have been advised that the City of Burnside has resolved to contribute its capital contribution of \$800,000.

In addition, the Council was advised on 23 June 2023, of a 4.7% increase to the Landfill Levy fees. The Draft Budget has been updated to reflect the increase to the Landfill Levy fees.

To date, the Draft Budget has been prepared in the absence of the 2023-2024 State Budget, which was released on 15 June 2023.

A number of components of the Council's Draft Budget are impacted upon by decisions which are made by the State Government and therefore a number of assumptions have been made with respect to those components which are influenced by the decisions of the State Government.

Following consideration of the 2023-2024 State Budget, the assumptions and other decisions upon which the Draft Budget is based have not been materially impacted by the State Budget.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

The *Local Government Act 1999*, provides a number of measures which the Council can provide rate relief to eligible ratepayers. Relief options includes, automatic rate capping, postponements of rates, remissions and payment plans.

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

The 2023-2024 Annual Business Plan and Budget have been prepared in accordance with all relevant legislative requirements.

CONSULTATION

*** Elected Members**

Elected Members have been involved throughout the preparation of the Draft 2023-2024 Annual Business Plan and Budget process and have considered the various components of the Draft 2023-2024 Annual Business Plan and Budget at meetings held on 11 April 2023, 8 May 2023 and 3 July 2023 and made "*in principle*" decisions as appropriate to arrive at a Draft Annual Business Plan and Budget.

• Audit & Risk Committee

The Audit Committee considered the 2023-2024 Draft Budget at its Special meeting held on 17 April 2023. Mayor Bria, Councillor Clutterham and Councillor Piggott are members of the Audit & Risk Committee.

• Community

In line with the requirements of the Act, public submissions on the Draft 2023-2024 Annual Business Plan were sought. Nine (9) written submissions were received and considered by Council at its meeting held on 3 July 2023.

- **Staff**

The review of Operating Expenditure and Special Projects and the Draft Annual Business Plan process, has been completed with the involvement of the Chief Executive Officer, General Managers and the various Responsible Officers.

- **Other Agencies**

Not Applicable.

- **DISCUSSION**

As detailed in Table 1 below, based on 8.5% increase in Rate Revenue, the Draft Operating Surplus is \$1,387,000. The Draft Budget will deliver a Cash Deficit of \$1,6076,365, after principal loan repayments of \$988,781. The closing cash balance at the 30 June 2024 is projected to be \$2.045 million.

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

	Recurrent Operating	Operating Projects	Capital	Proposed
	2023-2024	2023-2024	2023-2024	2023-2024
	\$	\$	\$	\$
INCOME				
Rates	43,421,430	-	-	43,421,430
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 Gain- Joint Ventures & Associates	-	-	-	-
Total Income	52,381,554	242,446	-	52,624,000
EXPENSES				
Employee costs	17,418,099	370,682	-	17,788,781
Materials, contracts & other expenses	19,360,220	1,170,500	-	20,530,720
Finance costs	165,000	-	290,901	455,901
Depreciation, amortisation & impairment	12,461,601	-	-	12,461,601
Net Loss- Joint Ventures & Associates	-	-	-	-
Total Expenses	49,404,920	1,541,182	290,901	51,237,003
OPERATING SURPLUS / (DEFICIT)	2,976,634	-1,298,736	-290,901	1,386,997
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
NET SURPLUS (DEFICIT)	2,976,634	-1,298,736	9,044,400	10,722,298

The Budget Papers, which are set out in the prescribed format, are contained in **Attachment B**.

Budgeted Capital Projects Including Capital Works

At the Special Council Meeting held on 11 April 2023, the Council endorsed “*in principle*” the Draft Capital Works Program with a combined value of \$43.7 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 funding allocation includes \$21.827 million for the Council’s *Whole-of-Life Capital Works Program* as detailed in Table 2 below.

TABLE 2: WHOLE-OF-LIFE CAPITAL WORKS PROGRAM

	Expenditure \$'000
Road Resealing	4,964
Footpath Reconstruction	1,181
Kerbing Reconstruction	1,552
Stormwater Drainage Program	14,130
TOTAL Whole-of Life	21,827

It should be noted that the Whole-of-Life Capital Works Program expenditure is offset by \$9.310 million of grant funding, with \$2,239,081 as the third instalment for the delivery of the Trinity Valley Stormwater Drainage Project.

In addition to the current years proposed Capital Projects, the Draft 2023-2024 Budget includes a funding allocation for Capital Projects which were adopted as part of the 2022-2023 Annual Business Plan and Budget and which are not anticipated to be completed by 30 June 2023. The actual value of projects yet to be completed will not be determined until after 30 June 2023. Some of the major projects to be carried forward to the 2023-2024 Financial year are as follows:

- George Street Upgrade;
- Burchell Reserve Upgrade;
- The Parade Master Plan;
- The Payneham Memorial Swimming Centre Redevelopment; and
- River Torrens Linear Park Upgrade – Stage 2.

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 is received and relates to Capital Projects will, however, be included as Capital Income within the Budgeted Income Statement after the Operating Surplus/(Deficit) as required by the Model Financial Statements prescribed by the *Local Government Act 1999*.

Borrowings

Proposed capital expenditure of \$43.7 million (inclusive of 2022-2023 carry forward projects) is proposed to be funded as follows:

- | | |
|--|------------------|
| • Use of depreciation recovered through rate revenue | \$12.462 million |
| • Roads-to-Recovery Grant Funding | \$0.042 million |
| • Grant Funding | \$9.31 million |
| • Long Term Borrowings | \$22.123 million |

In determining the timing and the level of borrowings 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 take out any borrowings. Given the nature of the major projects, which in some cases will be delivered over a number of financial years, to minimise the interest costs and debt servicing needs, it is recommended that the Council utilise the Cash Advance Facilities in place to fund the cashflow required during the construction phases as opposed to the utilisation of the standard fixed period debenture loans.

As detailed in the Budgeted Cash Flow Statement (**Attachment B**), the closing cash balance is projected to be \$2.045 million at the end of the financial year, after the loan principal repayments of \$988,781.

Fees and Charges

At the Council Meeting held on 7 March 2022, the Council endorsed “in-principle” the Fees and Charges to be applied for 2023-2024, subject to the following amendments:

1. *the meeting hire fees for the Norwood Concert Hall for community organisations not be increased;*
2. *the Parks and Reserves hire fees for not-for-profit/community group gatherings not be increased; and*
3. *the Swimming Centre fees not be increased.*

The 2023-2024 Schedule of Fees and Charges has been amended in accordance with the Council’s decision.

A copy of the 2023-2024 Schedule of Fees and Charges is contained within **Attachment C**.

Rates Modelling

The rate modelling information which formed part of the Draft 2023-2024 Annual Business Plan and Budget which was subject to public consultation was based on valuations at 16 April 2023. Valuations at 30 June 2023, are now available and these valuations have been used as part of the final rate modelling which has been undertaken. The Rating Strategy, as detailed in Table 3, is based on a Rate Revenue increase of 8.5%.

TABLE 3: RATING STRATEGY

	2023-2024
Proposed Rate Revenue Increase	8.50%
	\$'000
Gross General Rate Revenue	\$42,938
Net Increase on Previous Year	\$3,369
Residential Rate	
Rate Payable per Average Residential Property	\$1,891
Average Rate Difference	\$89
Increase from previous year	4.0%
Rate-in-the-Dollar	0.0018285
Increase/(Decrease) from previous year	-5.21%
Commercial Rate	
Rate payable per Average Commercial Property	\$3,164
Average Rate Difference	\$612
Increase/(Decrease) from previous year	18.2%
Rate-in-the-Dollar	0.0021942
Increase/(Decrease) from previous year	-5.22%
Minimum Rate	\$1,228
Percentage of Assessment on Minimum Rate	8.5%

For the 2023-2024 financial year, the “average residential property” is valued at \$961,000, compared to the 2022-2023 “average residential property” value of \$868,000. For the 2023-2024 financial year, the capital value of the “average residential property” has increased by 10.7%.

As Elected Members will recall, at its meeting held on 8 May 2023, the valuations as at 16 June 2023 included growth at 0.5% and the increase on the average rate payable for commercial properties was 21.8%, based on an increase in the rate revenue of 8.5%.

As set out in Table 3, based on the valuations as at 30 June 2023, the increase on the average rate payable for commercial properties is now 18.2%.

This is largely attributed to an increase in growth from 0.5% to 0.99%.

Table 4 provides details of the impact of rates modelling on the rates payable across the residential ratepayers.

TABLE 4: RATES PAYABLE FOR RESIDENTIAL LAND USE

Change in Rates Payable	Residential Properties	
	Number	%
Reduction	2,793	16%
Increase greater than 0% and less than 5%	5,059	29%
Increase greater than 5% and less than 8%	2,755	16%
Increase greater than 8% and less than 10%	5,585	32%
10% increase or greater (<i>eligible for Rate Capping</i>)	945	5%
Increase greater than 10% (<i>ineligible for Rate Capping</i>)	571	3%
Total	17,708	100%
Value of Rates Payable		
\$0 to \$1,500*	8,502	48%
\$1,500 to \$2,000	3,606	20%
\$2,000 to \$2,500	2,464	14%
\$2,500 to \$3,000	1,340	8%
over \$3,000	1,796	10%
Total	17,708	100%

* Includes 6039 properties on minimum rate of \$1,228

REGIONAL LANDSCAPES LEVY (formally known as the NRM Levy)

In 2023-2024, the Council will be required to collect \$1.523 million on behalf of *Green Adelaide* for the payment of the State Government Regional Landscape Levy. In this respect, Local Government acts as the revenue collector for the Green Adelaide Board (the Board) and the eight (8) Regional Landscape Boards and as such, the Council does not retain this revenue.

Draft 2023-2024 Rating Policy

As part of its Annual Business Plan, the Council is required to adopt a Rating Policy, which formally documents the Council’s Rating Strategy. The Draft 2023-2024 Rating Policy (based on a rate revenue increase of 8.5%), which has been updated to include the proposed rate-in-the-dollar is contained in **Attachment D**.

For 2023-2024, the Capital Value has increased (as advised by the Valuer-General) across the City of Norwood Payneham & St Peters by 13.9%.

Table 5 details the Capital Value movements by land use for all property classes within the City of Norwood Payneham & St Peters.

TABLE 5: VALUATION INCREASE FROM 2022-2023 BY LAND USE

Land Use	2023-24 \$'000	2022-2023 \$'000	Valuation Increase	% Increase
Residential	17,018,205	15,331,060	1,687,145	11.0%
Commercial	3,101,791	2,432,275	669,516	27.5%
Industrial	162,131	136,958	25,173	18.4%
Vacant Land	228,250	180,682	47,568	26.3%
Other	449,896	384,520	65,376	17.0%
Primary Production	962	722	240.002	33.2%
Total Rateable	20,961,236	18,466,217	2,495,019	13.5%
Non-Rateable	440,772	361,034	79,738	22.1%
Total	21,402,007	18,827,251	2,574,756	13.7%

Pursuant to Regulation 6(ec) of the *Local Government (Financial Management Regulations) 2011*, the Council is now required to express the increase in rate revenue for each land use, as the average change in the expected rates for the financial year (expressed as a whole number of dollars) for each land use category declared, compared to the expected rates for each category for the previous financial year. This is expressed as the Average Rate and is calculated by dividing the rate revenue by the number of assessments.

Table 6 below details the Average Rate (based on the Rate Revenue increase of 8.5%) and the change for each land use category compared to the 2022-2023 financial year.

TABLE 6: AVERAGE RATE BY LAND USE (as per *Local Government (Financial Management) Regulations 2011*)

Land Use	Average Rate	Increase	% Change
Residential	1,891	89	4.9%
Commercial	3,164	612	24.0%
Industrial	2,636	489	22.8%
Vacant Land	1,942	969	99.5%
Other	4,135	582	16.4%
Primary Production	2,111	440	26.4%
Total Rateable	2,045	163	8.6%

OPTIONS

The Council has a number of options in respect to the Draft 2023-2024 Budget. For the purposes of simplicity, the following options are put forward for the Council's consideration:

- Adopt the Draft 2023-2024 Annual Business Plan and Budget, which plans to deliver an Operating Surplus of \$1.387 million and an overall Net Surplus (including Capital Income) of \$10.722 million, as contained in **Attachment A**, which:
 - is in line with the components which have been adopted "in principle" by the Council at its Meetings held on 11 April 2023, 8 May 2023 and 3 July 2023;
 - incorporates the adjustments approved "in principle" at those meetings; and
 - is based on a rate revenue increase of 8.5%.

2. Amend the Draft 2023-2024 Annual Business Plan and Budget by either:

- increasing or decreasing rate revenue; and/or
- amending the Capital works or Operating Projects expenditure; and/or
- amending the Recurrent Income and Expenditure Budget.

The Council is required to adopt a budget which it believes is fair and reasonable, while also positioning the Council to achieve and maintain on-going financial sustainability. For the purposes of the recommendation, Option 1 has been proposed, as this option maintains existing, services, programs and activities and best positions the Council to ensure that it can continue to deliver on its financial goal now and into the future and is consistent with the decisions made to date by the Council.

CONCLUSION

Through the adoption of the *Long-term Financial Plan*, the Council has a clear strategy of achieving financial sustainability. Financial sustainability means having a financial position capable of meeting long term service and infrastructure levels and standards, which are acceptable to the community plus having the financial capacity to meet its financial obligations from cash generated from operations or cash reserves.

The Draft 2023-2024 Annual Business Plan and Budget, as contained in **Attachment A**, aims to ensure that the Council's emerging and continuing priorities are appropriately funded and in turn the Council continues to achieve and maintain financial sustainability.

COMMENTS

Nil

RECOMMENDATION

That in exercise of the powers contained in Chapters 8, 9 and 10 of the *Local Government Act 1999* and in respect to the Financial Year ending 30 June 2024, the following recommendations be adopted by the Council.

1. Adoption of 2023-2024 Annual Business Plan

- (a) Pursuant to and in accordance with the provisions of Section 123 of the *Local Government Act 1999* and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*, and having considered all submissions received in accordance with Section 123 (6) of the *Local Government Act 1999*, the Annual Business Plan for the 2023-2024 Financial Year, as contained within **Attachment A** and the Council's Rating Policy as contained in **Attachment D**, be adopted.
- (b) That the Chief Executive Officer be authorised to make any required editorial changes to the 2023-2024 Annual Business Plan as contained within **Attachment A** prior to the final publication.

2. Adoption of 2023-2024 Annual Budget

That having adopted the 2023-2024 Annual Business Plan and having considered the Budget for the 2023-2024 Financial Year in conjunction with, and determined it to be consistent with, the 2023-2024 Annual Business Plan:

Pursuant to and in accordance with Section 123 of the *Local Government Act 1999* and Regulation 7 of the *Local Government (Financial Management) Regulations 2011*:

- (a) the Budgeted Income Statement, Budgeted Balance Sheet, Budgeted Cash Flow Statement, the Budgeted Statement of Changes in Equity as contained within **Attachment B**, be adopted;
- (b) the statement regarding the Operating Surplus Position contained within **Attachment B**, be adopted;
- (c) the Uniform Presentation of Finances as contained within **Attachment B**, be adopted; and
- (d) the Financial Indicators as contained within **Attachment B**, be adopted.

3. Adoption of Valuation

Pursuant to the provisions of Section 167(2) (a) of the *Local Government Act 1999*, the Council adopts, for rating purposes, the Valuer-General's Valuation of Capital Values applicable to land within the area of the Council for the 2023-2024 Financial Year totalling \$21,402,007,480 - (an increase of 13.7%) and that 1 July 2023, is specified as the date on which such valuations are adopted.

4. Rate Capping

That pursuant to Section 153(3) of the *Local Government Act 1999*, the Council determines to fix a maximum increase on rateable land within its area that constitutes the principal place of residence of a principal rate payer for the Financial Year ended 30 June 2024 and complies with the eligibility criteria in the Rates Policy. For the purpose of the 2023-2024 Financial Year the maximum increase will be set at 17%.

5. Declaration of Rates

Having taken into account the general principles of rating contained in Section 150 of the *Local Government Act 1999* and the requirements of Section 153(2) of the *Local Government Act 1999*, in exercise of the powers in Section 153(1)(b) and pursuant to Section 156(1)(a) of the *Local Government Act 1999*, the Council declares differential general rates, based on the Capital Value of rateable land, such differential rates varying according to the use of the land as designated in Regulation 14(1) of the *Local Government (General) Regulations 2013*, for the Financial Year ending 30 June 2024, as follows:

Residential	0.18285 cents-in-the-dollar
Commercial – Shop	0.21942 cents-in-the-dollar
Commercial – Office	0.21942 cents-in-the-dollar
Commercial – Other	0.21942 cents-in-the-dollar
Industry – Light	0.21942 cents-in-the-dollar
Industry – Other	0.21942 cents-in-the-dollar
Primary Production	0.21942 cents-in-the-dollar
Vacant Land	0.21942 cents-in-the-dollar
Other	0.21942 cents-in-the-dollar

6. Minimum Rate

Pursuant to the provisions of Section 158(1)(a) of the *Local Government Act 1999* and in accordance with the provisions of Section 158 (2) of the *Local Government Act 1999*, the Council fixes \$1,228 as the minimum amount payable by way of general rates for the Financial Year ending 30 June 2024.

7. Separate Rate

Pursuant to the provisions of Section 154(1) of the *Local Government Act 1999* and Section 69 of the *Landscape South Australia Act 2019*, in order to reimburse to the Council the amount contributed to The Green Adelaide Board, the Council declares a separate rate based on the value of the land the subject of the rate of 0.00743 cents-in-the-dollar on the Capital Value of rateable property within the area of the Council and of the Board for the Financial Year ending 30 June 2024.

8. The Parade Precinct Development Separate Rate

For the Financial Year ending 30 June 2024, pursuant to the provisions of Section 154 of the *Local Government Act 1999* and Regulation 14 of the *Local Government (General) Regulations 2013*, in order to support and improve business viability, profitability, trade and commerce, being an activity that is intended to be of particular benefit to the land in that part of the Council's area comprising the following geographical boundary:

- *Urban Corridor (Main Street) Zone surrounding The Parade, Norwood between Portrush Road to the east and Osmond Terrace to the west*
- *Suburban Main Street surrounding The Parade, Norwood between Osmond Terrace to the east and Eastry Street to the west*
- *Suburban Business on The Parade, Norwood between Elizabeth Street to the east and Fullarton Road*
- *Business Neighbourhood Zone between Harris Street, Norwood and Webbe Street, Norwood*
- *Business Neighbourhood Zone on The Parade Norwood between Eastry Street to the east and Fullarton Road to the west.*

where such zones are identified in the SA Property and Planning Atlas:

- *the Council declares pursuant to sections 154(7) and 156(1)(a) of the Act a differential separate rate of 0.04378 cents-in-the-dollar on the Capital Value of all land classified as Category B – Commercial Shop, Category C – Commercial Office Category D – Commercial Other and Category E - Industrial Light.*
- *the Council grants a discretionary rebate of 50% of The Parade Precinct Development Separate Rate under Section 166(1) (a) of the Local Government Act 1999, to all properties that fall within the geographical boundary described above and which have a land use of Category C – Commercial Office and Category D – Commercial Other.*

9. Payment of Rates

Pursuant to Section 181 of the *Local Government Act 1999*, all rates, for the Financial Year ending 30 June 2024, shall be payable in four (4) equal or approximately equal instalments, falling due on 8 September 2023, 8 December 2023, 8 March 2024 and 7 June 2024 provided that in cases where the account requiring payment of rates is not sent out at least 30 days prior to the due date for payment, the authority to fix the date by which rates must be paid in respect to those assessments, be determined by the Chief Executive Officer.

10. Loan Borrowings

- (a) The Council of the City of Norwood Payneham & St Peters approves Loan Borrowings for the 2023-2024 Financial Year up to a maximum of \$29,000,000 for the purposes of capital expenditure funding.
- (b) The Chief Executive Officer is authorised to negotiate the most beneficial financial terms for the Council with a lending authority after obtaining competitive written quotes at a time considered appropriate by management and arrange the drawdown of the loan.
- (c) The Chief Executive Officer is authorised to sign all documentation associated with the Loan Borrowings referred to in (a) and (b) above. Further, where any such documentation is executed under seal that in accordance with the *Local Government Act 1999*, the Mayor and Chief Executive Officer are authorised to attend to the affixation of the common seal.

11. Fees & Charges

Pursuant to Section 188 (1) of the *Local Government Act 1999*, the Schedule of Fees and Charges for the 2023-2024 Financial Year detailed in **Attachment C** be adopted.

Attachment A

Adoption of the 2023-2024 Annual Business Plan and Budget and Declaration of Rates for 2023-2024

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

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



City of
Norwood
Payneham
& St Peters



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.



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Seed Mix - Old Mill Reserve, Hackney

Mayor's Message

The City of Norwood Payneham & St Peters' 2023–2024 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, infrastructure upgrades, programs and services which we will deliver, our sources of revenue and how we propose to allocate our Budget and other resources to achieve this.

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

The Council welcomes State and Federal Government grants, which will be used as part of the \$35 million investment in projects, which will have ongoing economic benefits, including creating local jobs, in our City and community.

These projects include the Cruickshank Reserve Facility Upgrade, Stage 2 of the River Torrens Linear Park Shared Path Enhancement, the Trinity Valley Stormwater Project, the completion of the Dunstan Adventure Playground and redevelopment of Burchell Reserve and reaching key milestones associated with the Payneham Memorial Swimming Centre Redevelopment.

While the Council is focused on 2023–2024, it is worth looking at some of the highlights achieved this current financial year.

The inaugural AFL Gather Round, which saw the iconic Norwood Oval host two matches, was an outstanding success.

Footy fans, visitors to our City and interstate tourists, not only relished in having AFL on Adelaide's Premier Main Street, The Parade, but they also spent generously in Norwood with data showing an economic boost to our hospitality and entertainment sectors.

The adoption of the Council's first-ever Tree Strategy was a major accomplishment, providing the Council with a roadmap on how to increase tree canopy coverage in our suburbs and improve tree selection, including major streetscape projects.

Our community is already seeing the tangible benefits of this Strategy, including 150 new street trees to be planted along Glynburn Road (from the intersection of Payneham Road and Magill Road).

Meanwhile, the Council's Heritage Strategy aims to consolidate the City of Norwood Payneham & St Peters' historic housing stock and buildings, while also identifying opportunities to increase heritage listings for properties under threat.

The Strategy is aimed at educating the community about the importance of preserving, promoting and celebrating the cultural and economic benefits of our City's unique built character.

The Council's ongoing commitment to providing quality infrastructure saw the completion of the \$4.9 million St Peters Street Upgrade and construction of the \$1.35 million redevelopment of the popular Dunstan Adventure Playground.

However, just like our community, the Council will continue to face challenges of escalating inflation and rising interest rates and with this in mind, at its meeting, held on 8 May 2023, the Council endorsed an increase in the average rate which is below the Consumer Price Index (CPI) of 7.9%.

To find out more about the 2023–2024 General Rate and how rates are determined please see Your Rates Explained on page 20.

I encourage you to read the 2023–2024 Annual Business Plan and Budget.

**Robert Bria
Mayor**

Executive Summary

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 and Asset Management Plans.

The vision for the City continues to be underpinned by the four outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

In line with *CityPlan 2030: Shaping Our Future*, and in developing this Annual Business Plan, the Council continues to work towards these outcomes, through the deliver of the programs, services and projects.

The accompanying Budget details the Council's revenue and how it proposes to fund the programs and initiatives which it intends to provide to the community during the 2023–2024 financial year.

The City of Norwood Payneham & St Peters' Annual Business Plan and Budget must strictly adhere to State Government legislation and regulations.

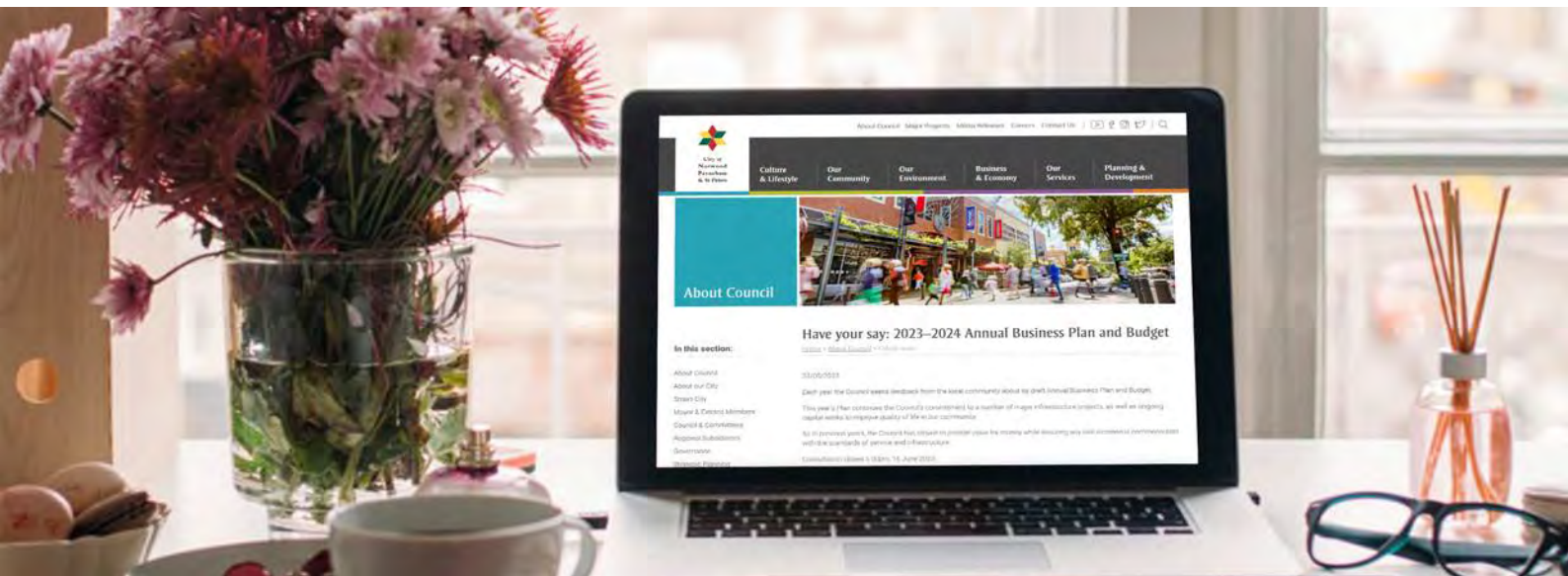
At its meeting held on 8 May 2023, the Council unanimously agreed that, subject to further consideration

of the 2023–2024 Budget by the Council, following the receipt and consideration of any public submissions in respect to the 2023–2024 Annual Business Plan that:

- a Rate Revenue increase, of 8.5%, be endorsed in principle" from \$39,921 million in 2022–2023 to \$43,421 million in 2023–2024;
- an average residential rate increase of 4% be endorsed "in principle";
- an average commercial rate increase of 18.2% be endorsed "in principle"; and
- a rate cap on residential properties of two times the rate revenue increase of 8.5% 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 (as per the Council resolution made at its meeting held on 10 October 2005).

In addition, pursuant to the *Local Government Act 1999* and the Local Government (Financial Management) Regulations 2011, as detailed in the Statement of Comprehensive Income, the projected Operating Income is sufficient to meet the projected Operating Expenditure for the 2023–2024 financial year.

Consultation on the 2023–2024 Annual Business Plan & Budget



Pursuant to the *Local Government Act 1999*, the Council undertook community consultation on the 2023–2024 Draft Annual Business Plan & Budget.

The consultation commenced on 23 May 2023 and concluded on 16 June 2023. The Council promoted the consultation via:

- a Latest News Item on the Council’s website;
- Social Media posts via Facebook, LinkedIn and Instagram;
- A4 posters at the Council’s Customer Service Centres;
- a Public Notice published in The Advertiser and;
- the Draft Plan, was also available for viewing at the Norwood Town Hall and at each of the Council’s three Libraries.

Citizens were provided with the opportunity to provide comments on the Draft Annual Business Plan & Budget by:

- attending the Public Meeting which was held on Wednesday, 14 June 2023;

- completing an on-line form via the Council’s website;
- completing a hard copy Feedback Form.

Nine written submissions were received by the closing date on 16 June 2023.

Nine citizens also public attended the Public Meeting, which was held on 14 June 2023.

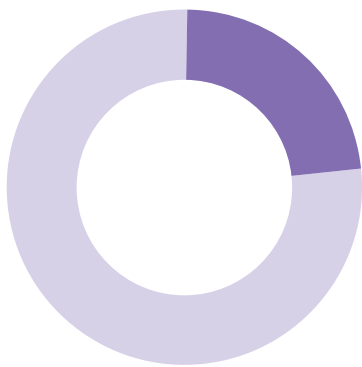
The submissions were considered by the Council at its meeting on 3 July 2023.

Based on the comments received, no changes were made to the Council’s 2023-2024 Annual Business Plan & Budget.

Thank you to everyone who took the time to read and comment on the 2023–2024 Annual Business Plan & Budget.

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.

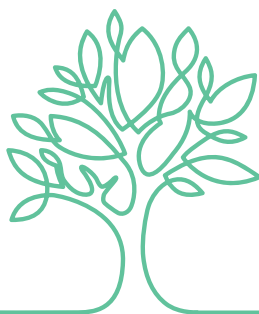


30.2%

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[^]



1 Child Care Centre & Pre-School

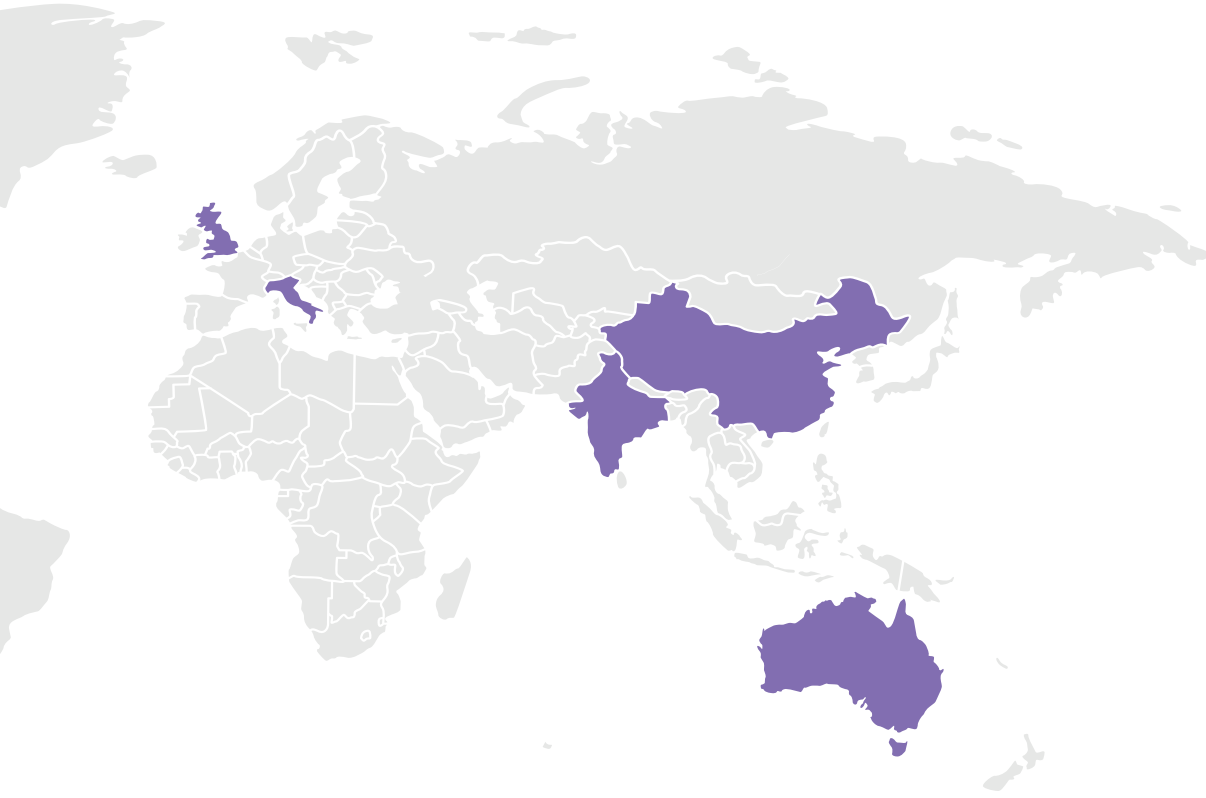


3 Libraries

Source: Australian Bureau of Statistics 2019 Estimated Resident Population

* Approximate figure

[^] See Major Projects page 12



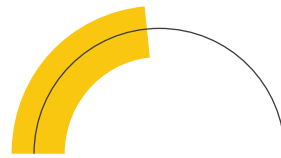
Top 5 origins of birth in the City

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

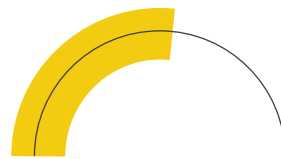
residents

37,056[#]

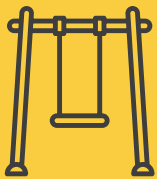
The median age of people is 40 years. Children aged 0–14 years make up 14.3% of the population and people aged over 65 years make up 19.6%.



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.

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 services, 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 pad); and
- clubrooms for the Payneham and Norwood Swimming Clubs.

Funding for the Payneham Memorial Swimming Centre Redevelopment is proposed to be spread over two financial years as shown below:

- 2023–2024: \$15 million
- 2024–2025: \$9 million



Stormwater infrastructure to prevent flooding in our City

Trinity Valley Stormwater Project



In 2022, the City of Norwood Payneham & St Peters was successful in receiving \$9.9 million from the Federal Government's Preparing Australia Program, which targets local projects across the nation, with a focus on improving resilience against natural disasters.

The \$9.9 million has been matched by the Council making it one of the biggest infrastructure investments in our City's history.

To this end, this investment which is worth approximately \$20 million, has the objective of reducing the risk of flooding and helping protect our citizens of St Morris, Trinity Gardens, Maylands & Stepney, which is known as the Trinity Valley.

The works are designed to:

- increase capacity of stormwater infrastructure;
- alleviate future flooding where possible;
- protect dwellings from future one in-100-year stormwater events;
- utilise Council reserves to act as detention areas; and
- address upstream flooding to reduce pressure on downstream system.

The Trinity Valley Stormwater Project also includes an upgrade to St Morris Reserve with a new playground, basketball court, barbeques and other amenities.

Funding for Trinity Valley Stormwater Project is proposed to spread over two financial years as shown below:

- 2023–2024: \$12.4 million
- 2024–2025: \$7.4 million



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 budget for preparation of the design work required to implement The Parade Masterplan and the George Street Upgrade Project is estimated at \$1.45 million.

The Council has allocated \$800,000 for implementing the George Street Upgrade Project in addition to \$600,000 for stormwater drainage improvements in George Street and Harris Street, Norwood, which has been brought forward from future years.



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 works subject to an agreement being entered into with the respective Clubs.

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). In total, \$1 million was contributed in 2022–2023 and \$2.228 million will be contributed in 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 scheduled to be completed in December 2023.

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, which commenced in 2022–2023 financial year 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 is aimed at improving the amenity of the reserve through the establishment of:

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

Stormwater detention tanks are proposed to 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.nps.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

Commenced a review and undertook consultation 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
Tour Down Under Stage 3
Wheel Park

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

- Host Gather Round at Norwood Oval.
- 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.

Food Secrets and Eastside Wine & Ale Trail Tours

Hosted Food Secrets together with Eastside Wine & Ale Trail Bus Tours around our 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.

Tree Strategy

Continued implementation of the Tree Strategy 2022–2027.

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.

Your Rates Explained

Council rates are a form of property taxation and are the main source of income for the City of Norwood Payneham & St Peters. They fund essential services such as the management of infrastructure, public health and safety, as well as major capital projects, the provision of community programs, events and festivals.

The City of Norwood Payneham & St Peters is committed to financial sustainability and continuing to provide excellent services for our community. We also understand that cost of living pressures are being felt across the community.

South Australia is experiencing unprecedented levels of cost pressures and inflation and the Council is not immune from these price increases, in particular electricity and the ever-increasing construction costs to create, maintain or replace Council assets.

Over the 12 months to the March 2023 quarter, the Adelaide Consumer Price Index (CPI) rose by 7.9%—the highest reading since the introduction of the Goods and Services Tax in the early 2000s.

To keep cost of living pressures to a minimum for our citizens, the Council is proposing an average rate increase of 4.0% for residential properties, which is less than CPI.

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.

The State Government has recently made amendments to the *Local Government Act 1999*, 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 \$42.9 million will be collected through General rates, an increase of 8.5% or \$3.4 million compared to 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.

While the average rate increase is below 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.

Method Used to Value Land

The Valuer-General is South Australia's independent statutory authority responsible for valuations for all properties in South Australia in accordance with the *Valuation of Land Act 1971*. All properties are required to be valued every five (5) years, however to ensure equitable property-based rates and taxes, a General Valuation is undertaken annually.

The Council has continued to use the 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; and
- 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.

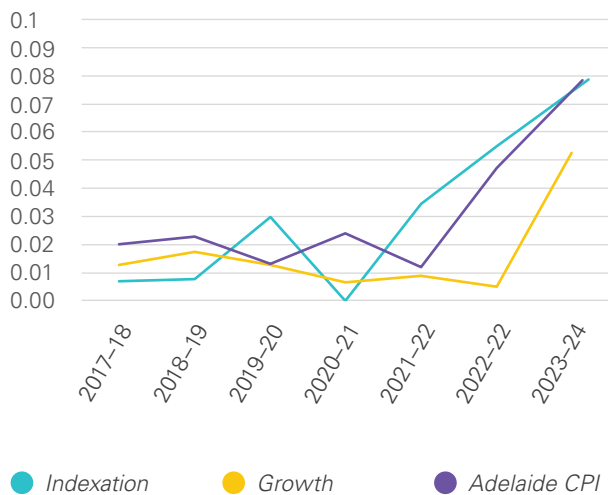
Through the Office of the Valuer-General, any property owner or occupier who does not agree with their valuation may lodge an objection to have their property valuation reviewed. An objection must be lodged within 60 days of receiving the first Rate Notice for the financial year.

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

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

Graph 1

Rate Revenue Increase

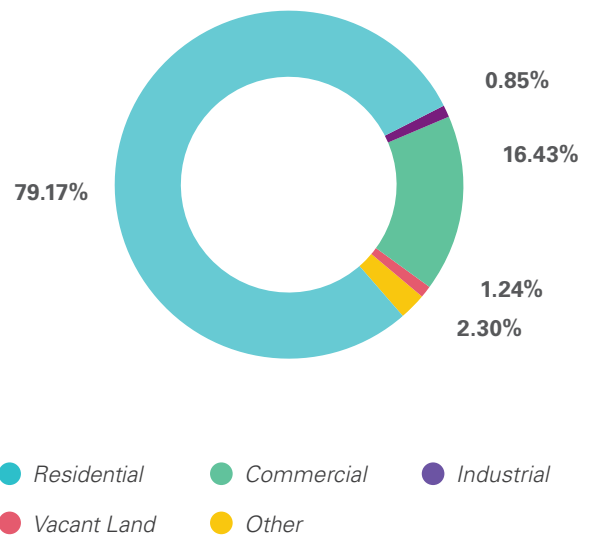


The City of Norwood Payneham & St Peters applies differential rates on the basis of land use whereby non-residential properties have an increased rate-in-the-dollar of an additional 20% of the rate-in-the-dollar which is applied to residential properties.

Based on information provided by the Valuer General to date, the payment of rates will be distributed across the different categories as detailed in Graph 2 below:

Graph 2

Rate Revenue by Land Use



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

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.

For the 2023–2024 financial year, the Council has set a minimum rate of \$1,228. The minimum rate will be applied to 6,761 (32.66%) rateable properties.

In determining the minimum rate, the Council is ensuring that all rateable properties make a base level contribution to the cost 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).

Separate Rate for The Parade Precinct

In June 2021, the Council endorsed the continuation of the Separate Rate for The Parade Precinct for a further three years. The Separate Rate is based upon achieving a total revenue of \$215,000 each year for the 2021–2022, 2022–2023 and 2023–2024 financial years from the 407 tenancies located within The Parade Precinct.

Prior to resolving to extend the Separate Rate for a further three years, the Council undertook consultation and engagement with the business and property owners within The Parade Precinct.

The Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in an increasingly competitive market, whilst minimising the additional cost to the property owners and businesses.

The Separate Rate collected in 2023–2024 will continue to be used for the purpose of marketing and promoting The Parade as Adelaide's Premier Main Street.

Some of the initiatives proposed for the 2023–2024 Separate Rate include A Day of Fashion event, Hello SA segments (tv series), advertising in key publications such as SA Life and SA Style.

The Separate Rate will again be reviewed by the Council in early 2024, and consultation will be undertaken with the business and property owners within The Parade Precinct.

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 \$3.4 million or 8.5% in general rate income compared to 2022–2023.

Based on the final valuations which have been received from the Valuer-General, this will result in a 5.21% decrease in the 'rate-in-the-dollar'.

For the 2023–2024 financial year, the average rate per property by land use is shown in *Table 1*.

While the average residential rate increase of 4.0% is below 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 \$1,891 and the average commercial property will be required to pay \$3,164.

Table 1

**Average rate per property by land use
2023–2024 financial year**

Land Use	Average Rate \$	Increase (Decrease) \$	% Change on 2022–2023
Residential	1,891	85	4%
Commercial	3,164	612	24%
Industrial	2,636	489	22%
Vacant Land	1,942	969	99%
Other	4,135	582	16%
Primary Production	2,111	440	26%
All properties	2,045	163	8.6%

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 that is levied as the Regional Landscape Levy and is applicable to properties within its area of the Green Adelaide Region.

In 2023–2024, the Council will be required to collect \$1.5 million from property owners as part 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 that are above an approved threshold. As part of the 2023–2024 Budget, the Council has determined that rate increases will be capped (subject to meeting certain conditions) at two times the rate revenue increase as set in the Annual Budget. This means that the maximum increase in rates for individual residential properties for the 2023–2024 Financial Year will be capped at 17%.

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.

Financial Hardship

If a ratepayer is experiencing financial difficulties and foresees challenges in paying council rates, it is recommended that they initially reach out to the Council's Rates & Revenue Officer for advice.

The Council has established a dedicated Financial Hardship Policy, and for more information, please refer to the policy document. All inquiries are strictly confidential.

Statement on Expected Rate Revenue

A copy of the Expected Rate Revenue can be found in Appendix 4.

Rate Policy and Rate Rebate Policy

A copy of the Council's Rate Policy and Rate Rebate Policy can be found in Appendix 5 and 6.

Where Your Rates Go

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



\$36.30

Infrastructure Management

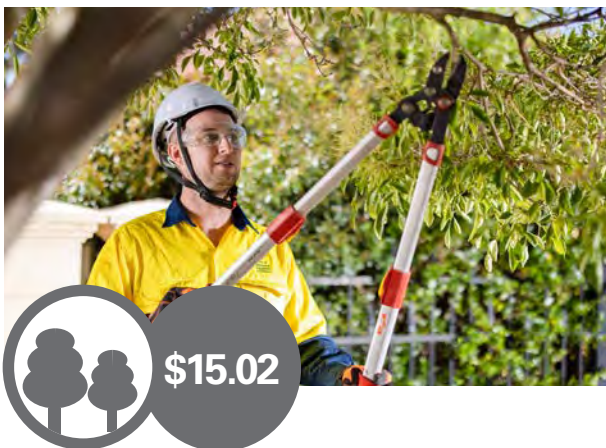
- Asset management
- Strategic projects
- Civil infrastructure maintenance
- Streetscape maintenance
- Public lighting
- Stormwater drainage network
- Traffic management



\$12.00

Waste & Recycling Services

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



\$15.02

Trees, Parks, Sport & Recreation

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



\$6.18

Economic Development, Regulatory Services, Environment & Planning


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




\$3.57

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

\$6.34

Libraries & Community Facilities

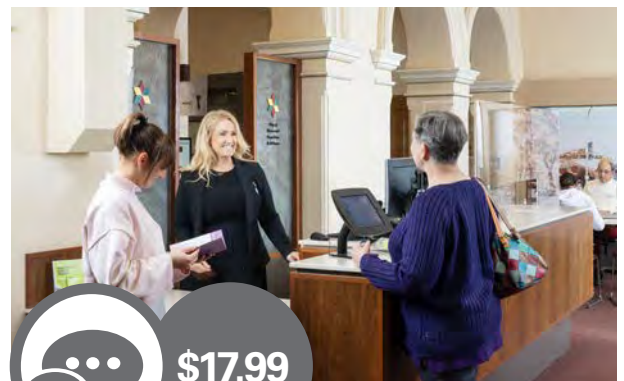
- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall




\$2.60

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage




\$17.99

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

Budget Overview

2023–2024

Our financial goal is to deliver on the strategic outcomes which are set out in *CityPlan 2030: Shaping our Future* by managing 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, together with the rest of the nation continues to deal with cost of living pressures and inflation, the focus has been on developing the 2023–2024 Annual Business Plan and Budget, which ensures that 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 and improving the quality of the City’s infrastructure and improving the quality of the City’s infrastructure 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 to 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 is fully funded to achieve asset renewal requirements asset renewal requirements.

In respect to 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;
- maintenance and renewal program for existing infrastructure assets, including roads, footpaths, kerbing Council owned properties and open spaces (parks and reserves);
- Enterprise Bargaining Agreements, which provide for employee wage and salary increases of 3% from November 2023; and
- commitment to major projects which span more than one year.

Table 2 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.

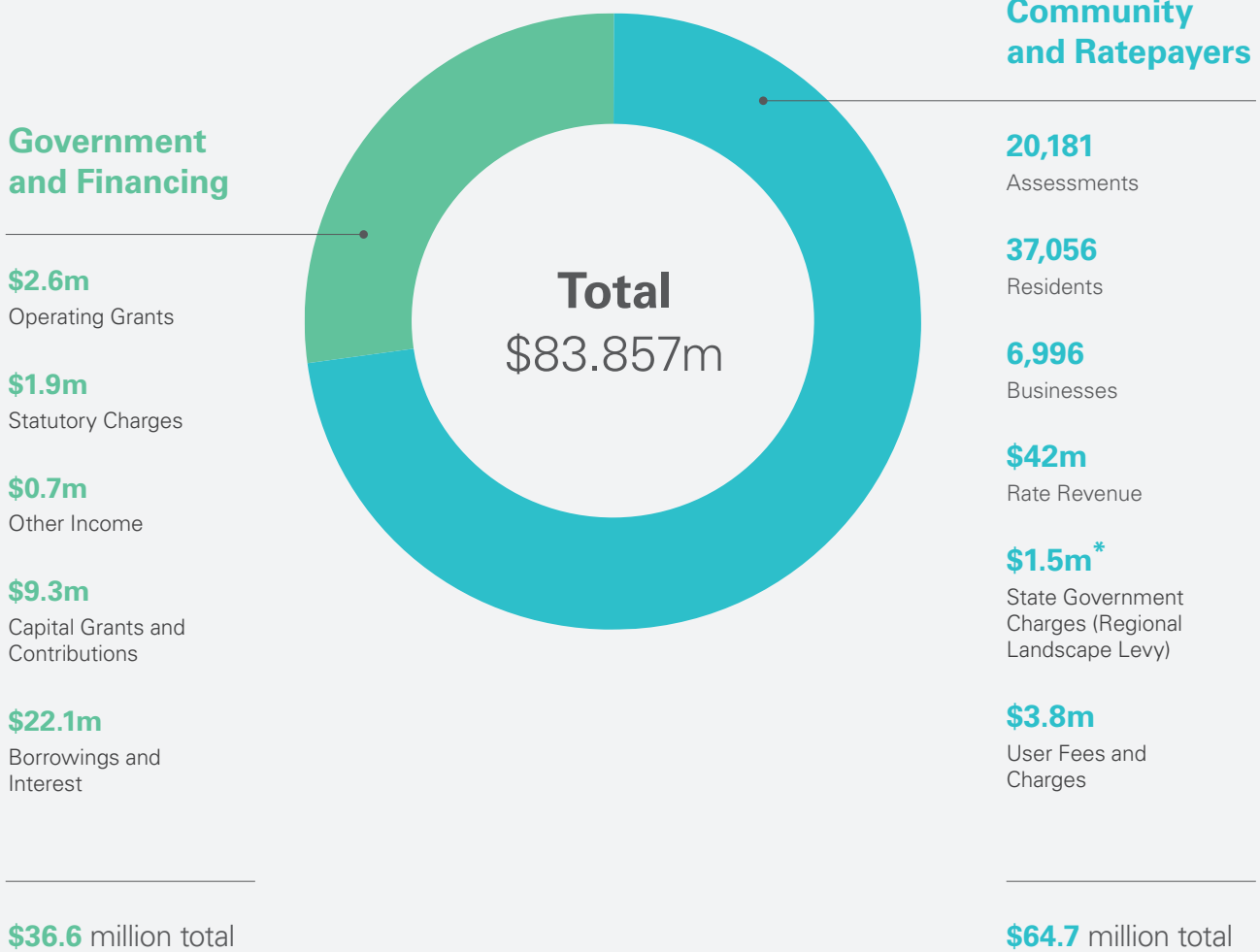
Table 2

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	less than 75%	x
	Debt Servicing Ratio	less than 15%	✓

Budget Overview

2023–2024

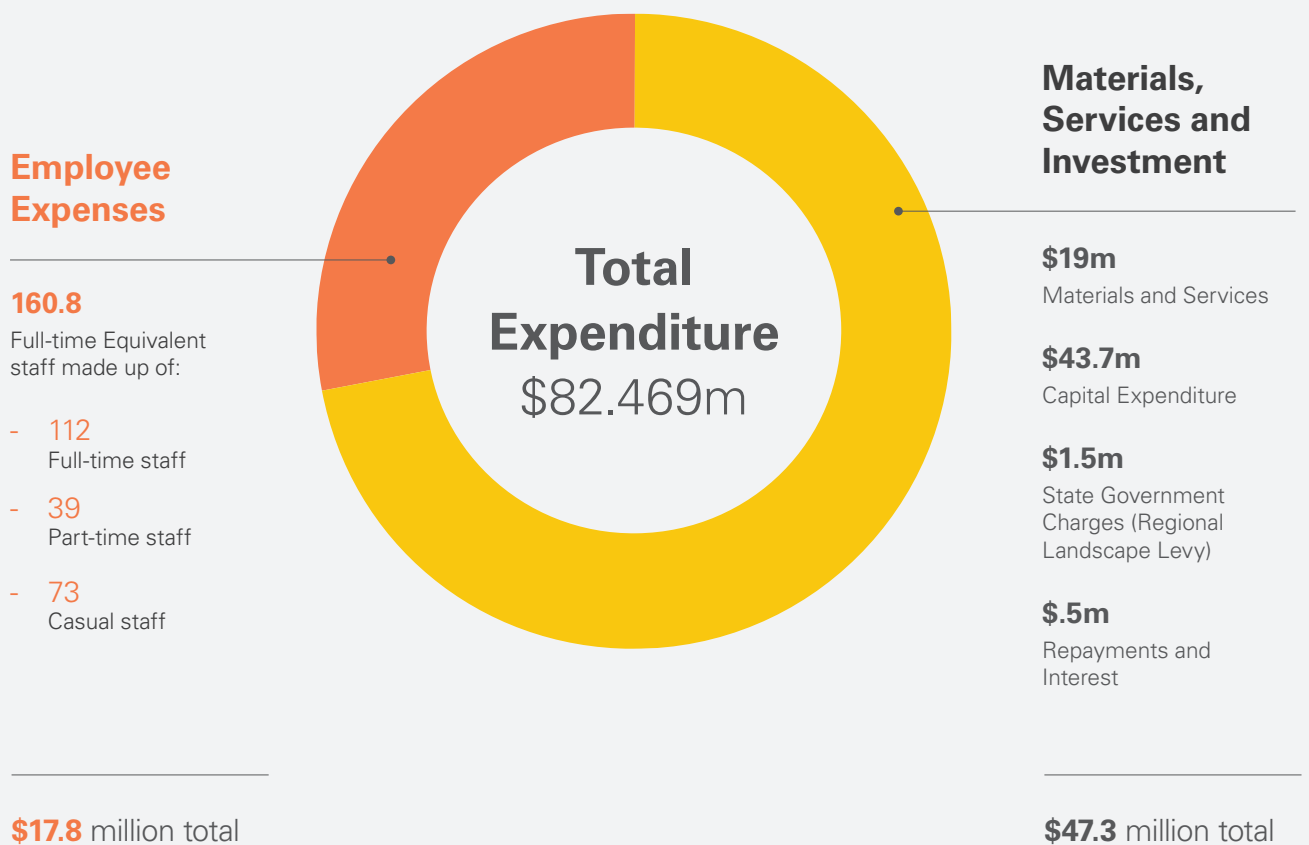
Income and Funding



*In 2023–2024, the Council will collect \$1.5 million 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.

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

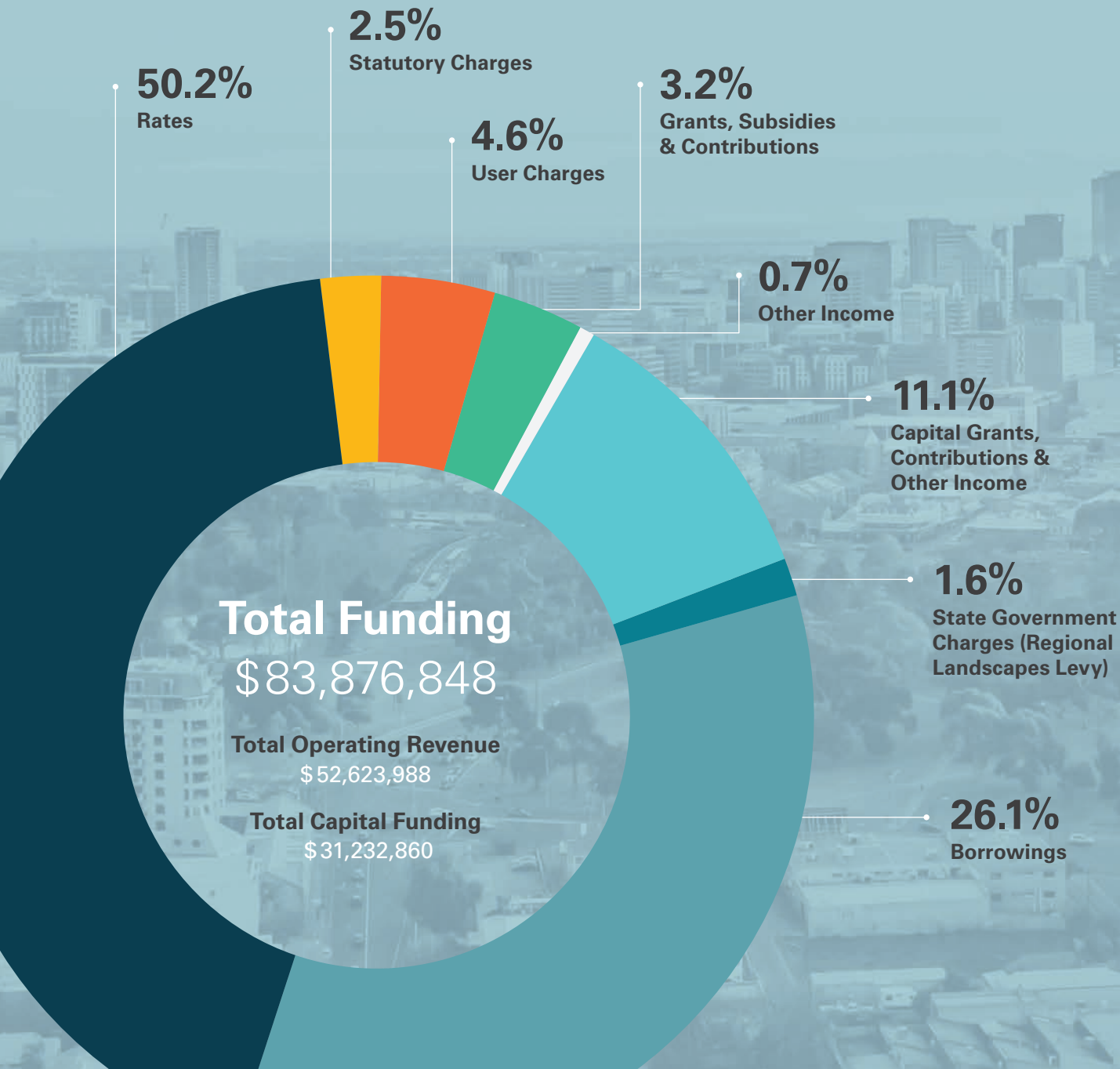
Expenditure and Investment



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

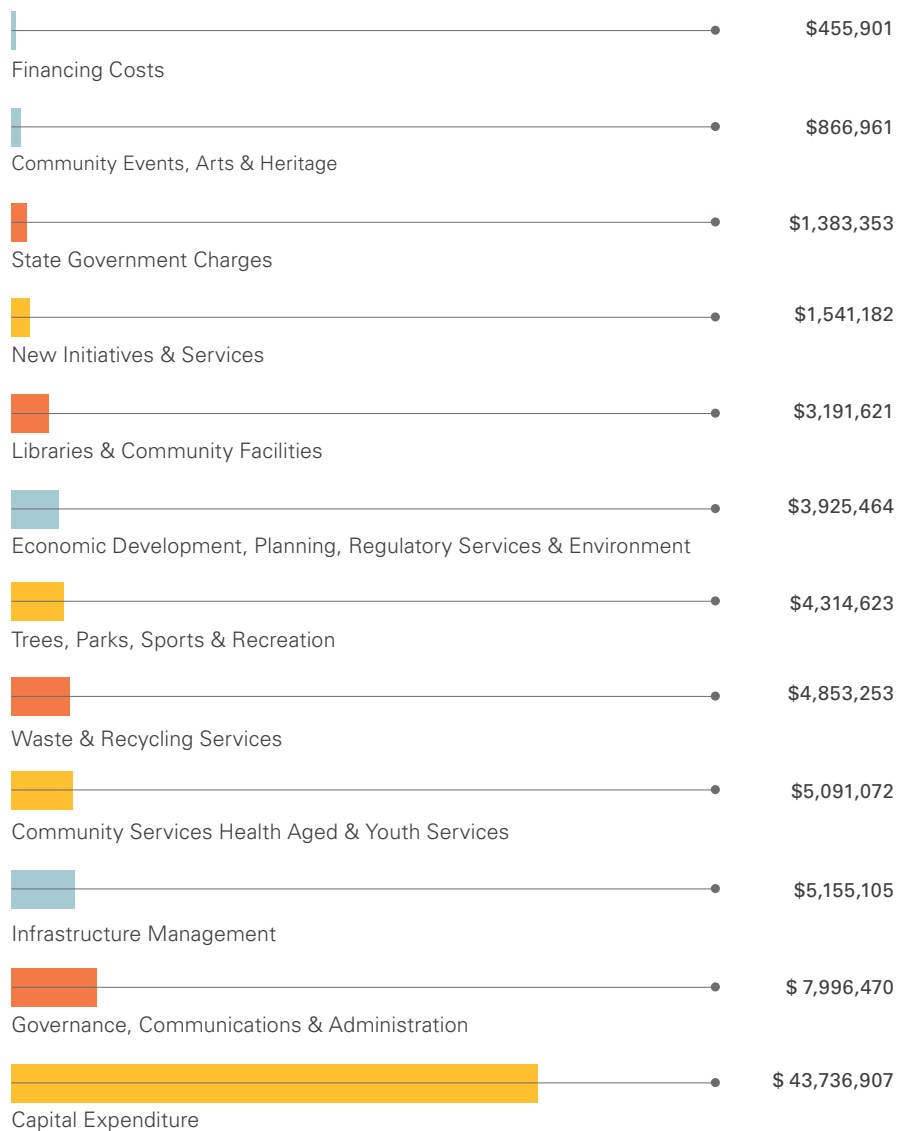


How the funds are spent

Total Expenditure \$82,469,466

Total Operating Expenditure \$38,775,005

Total Capital Expenditure \$43,694,461



Our City's Services

The Council has core civic responsibilities under the *Local Government Act 1999* and other relevant legislation which are:



Waste & Recycling Services

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



Trees, Parks, Sport & Recreation

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



Community, Health, Aged & Youth Services

- Community support and development
- Community programs
- Youth services
- St Peters Child Care Centre & Preschool



Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage
- Public Art



Infrastructure Management

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



Economic Development, Regulatory Services, Environment & Planning

- Urban planning
- Building inspections
- Environmental health services
- On-street parking management
- Animal management
- Abandoned vehicles
- Creek maintenance
- Pest management
- Management of business precincts
- Strategic projects
- Economic development



Libraries & Community Facilities

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



Governance, Communications & Administration

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



Waste & Recycling Services



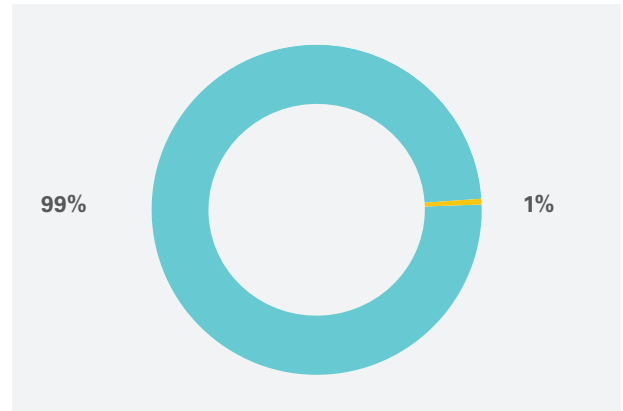
2023–2024 Budget \$4.853 million*

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.

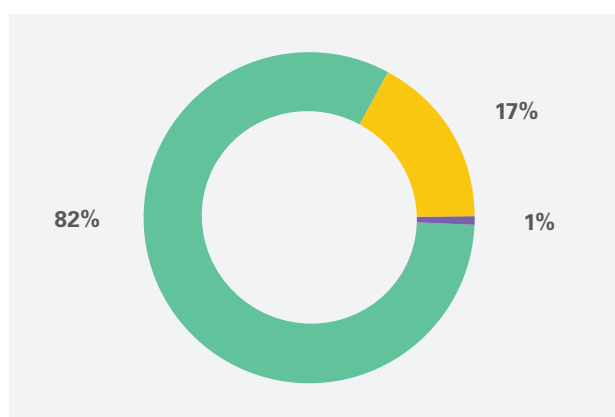


Infrastructure Management



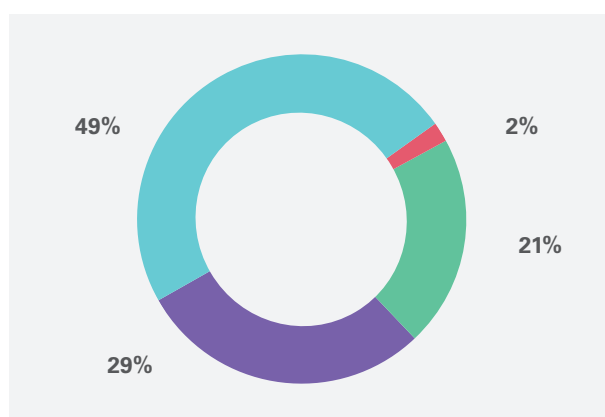
2023–2024 Budget \$30,762 million*

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	\$14,937,689
● Capital Grant Funding	\$6,373,301
● Borrowings	\$8,863,826

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 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

- **Street 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)

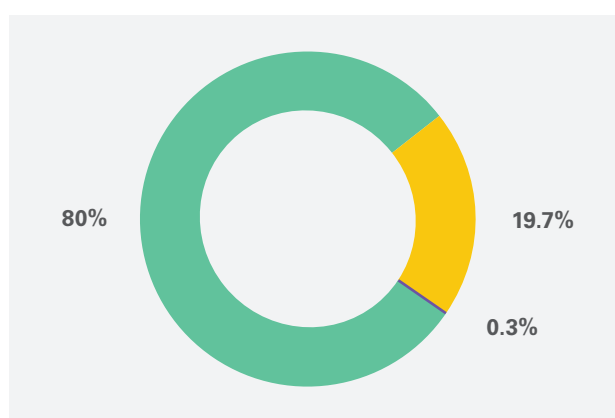


Trees, Parks, Sport & Recreation



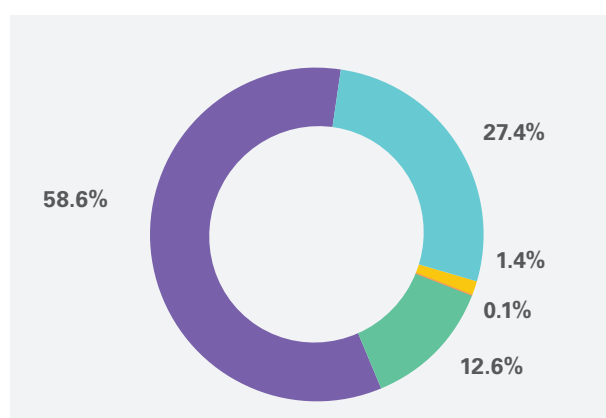
2023–2024 Budget \$22.175 million*

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	\$6,080,406
Other Income	\$21,550
Capital Grant Funding	\$2,800,000
Borrowings	\$12,949,129

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. The Payneham Memorial Swimming Centre is currently being redeveloped. To find out more see page 11.

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

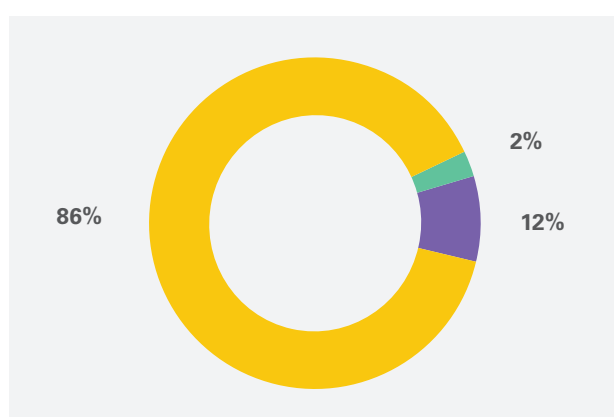


Economic Development, Regulatory Services, Environment & Planning



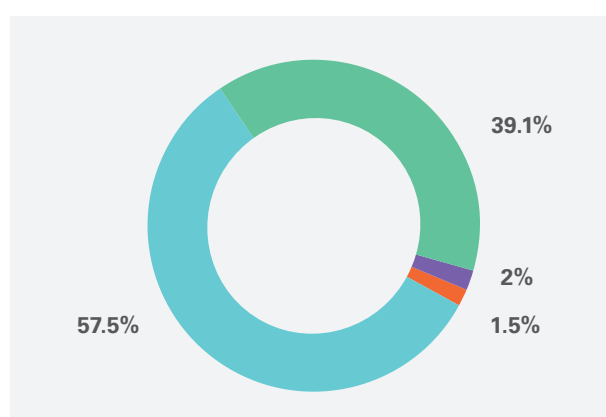
2023–2024 Budget \$4.563 million*

Where it is spent



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

Source of funds



Statutory Fees	\$1,775,000
Rates	\$2,626,464
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	\$1,262,000
Expenditure	\$1,096,049
Net Cost/(Net Contribution)	(\$165,951)



Community, Health, Aged & Youth Services



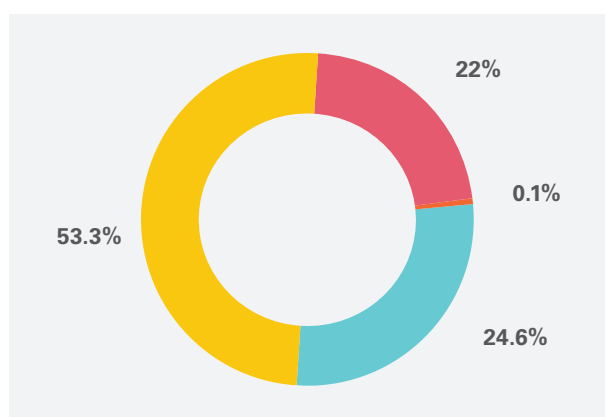
2023–2024 Budget \$5.268 million*

Where it is spent



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

Source of funds



● User Fees and Charges	\$2,809,000
● Rates	\$1,296,446
● 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

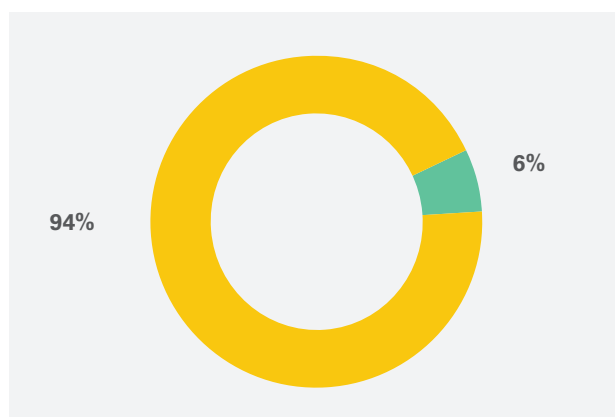


Libraries & Community Facilities



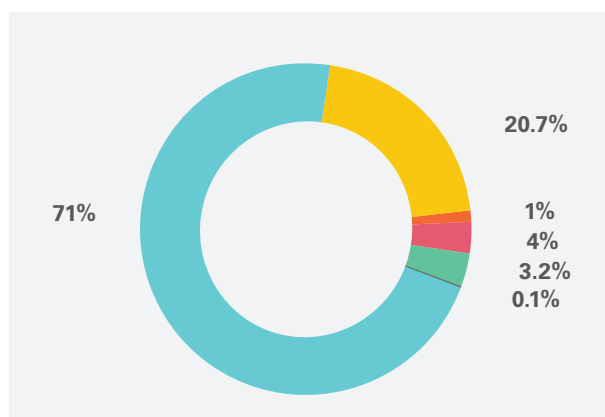
2023–2024 Budget \$3.395 million*

Where it is spent



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

Source of funds



● User Fees and Charges	\$702,850
● Rates	\$2,410,311
● 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)

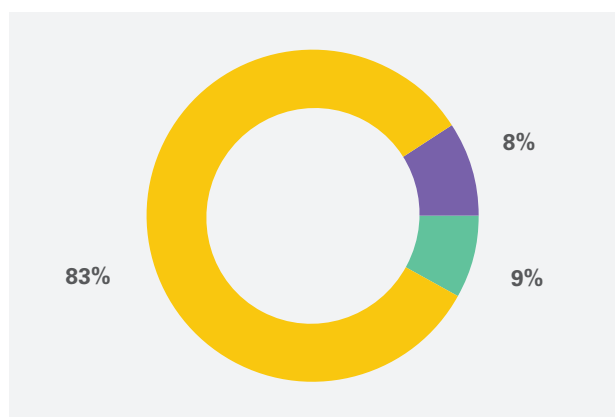


Community Events, Arts & Heritage



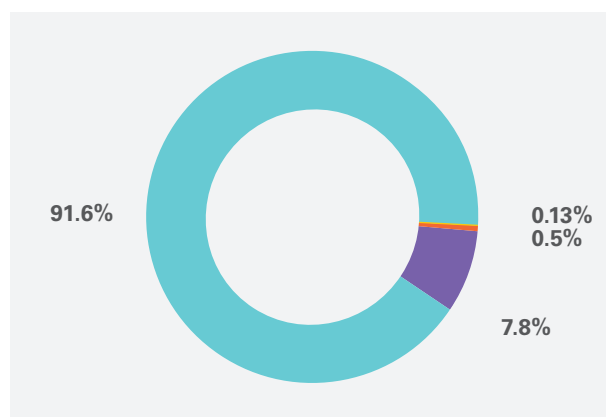
2023–2024 Budget \$1.142 million*

Where it is spent



● Recurring Expenditure	\$866,961
● Service Initiatives	\$185,000
● Capital Expenditure	\$89,800

Source of funds



● User Fees and Charges	\$1,400
● Rates	\$1,045,561
● Other Income	\$5,000
● Borrowing	\$89,800

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

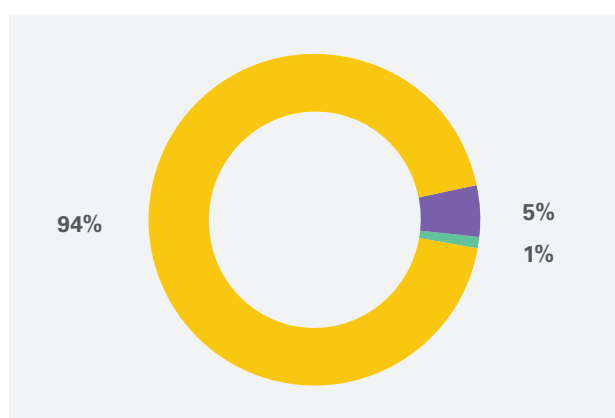


Governance, Communications & Administration



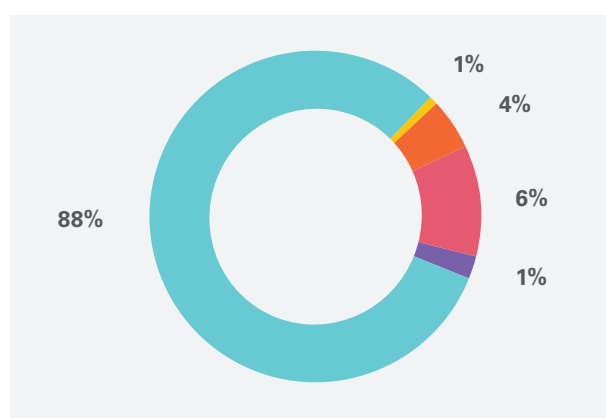
2023–2024 Budget \$8.514 million*

Where it is spent



● Recurring Expenditure	\$7,996,470
● Service Initiatives	\$428,682
● Projects	\$89,250

Source of funds



● User Fees and Charges	\$100,000
● Rates	\$7,192,652
● Other Income	\$342,500
● Grant Funding	\$790,000
● Borrowings	\$89,250

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*

Further details are provided in Appendix 1.

*Includes carry forward projects.

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

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 Services

Citizen Services 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 the delivery of the strategic directions which are 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 the community's expectations to deliver more with minimal increases in rate revenue. The Long-term Financial 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 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 2*, demonstrates how the Council has been able to achieve financial sustainability with sustained operating surpluses.

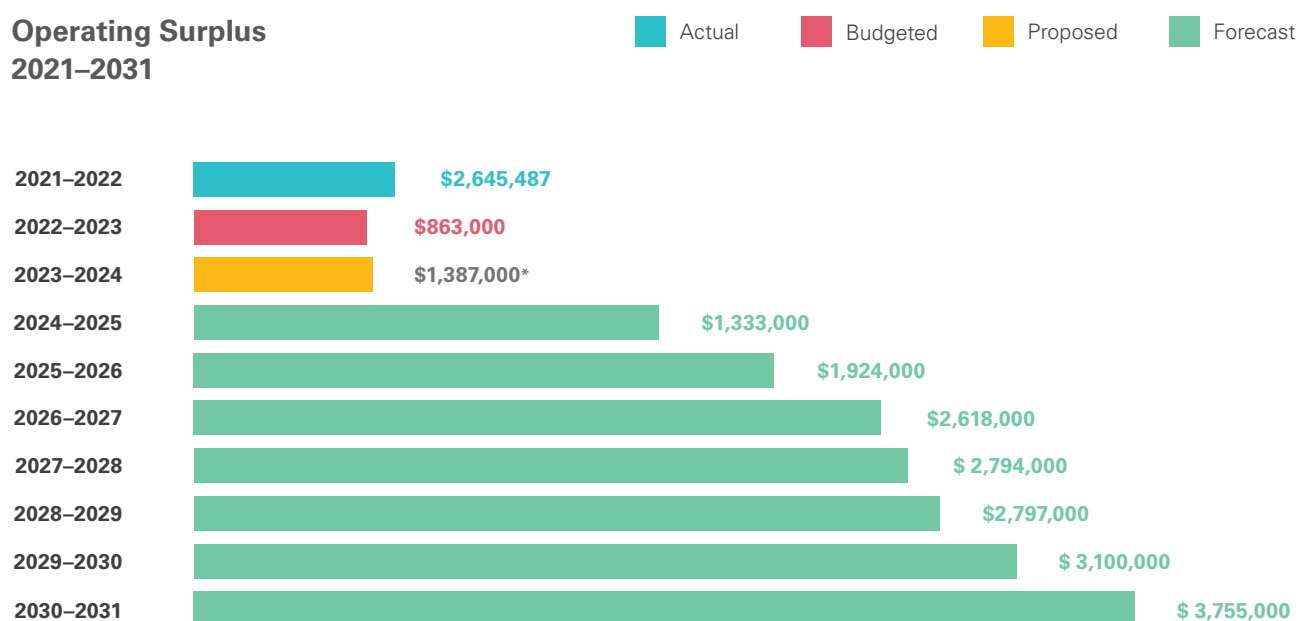
The Long-term Financial Plan provides a high level framework to guide the preparation of the Annual Business Plan and Budget, so that the Council understands the impact of decisions that are made today, have on the future.

The Council undertakes an annual review of the Long-term Financial Plan and updates the financial estimates that are set out in the Plan based on the decisions that are made as part of the 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

Graph 2

Operating Surplus 2021–2031



*Prior to the final contributions to the joint ventures and associates.

Appendix 1

2023–2024
Key Initiatives & Projects

Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Infrastructure Management						
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	-
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	-

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 to implement an area wide 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	-	-
Trees Parks Sport & Recreation						
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	-	-

Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
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	<p>Pursuant to Section 26A of the <i>Dog & 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 & Cat Management Plan was endorsed by the Council on 12 September 2018.</p> <p>The preparation and adoption of a Dog & 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 999</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 the 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	-	-
Food Secrets Ambassador & Associated Events	Appointment of a highly acclaimed celebrity/influencer as the City's Food Secrets Ambassador, who will organise a series of intimate cooking demonstrations and a major event highlighting Food Secrets and Eastside Wine & Ale Trail businesses supported by the Council.	40,000	-	40,000	-	-
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"> a tree planting incentive by providing vouchers towards the purchase of a tree; and a Native Plant Giveaway by providing a native plant pack (six seedlings/tube stock) to residents. 	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	-
Community Events, Arts and Heritage						
Quadrennial Art Project	Year one (1) allocation to the Council's fifth quadrennial public art project which will be completed 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	-
Gather Round	To host the 2024 Gather Round	100,000	-	100,000	-	-

Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Community, Health Aged & Youth Services						
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	-	-
Libraries & Community Facilities						
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	-	-

Governance, Communications & Administration

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	-	-
LG Solutions – Long Term Financial Plan	Software to build the Council's 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	To provide additional resources in areas which are not currently resourced.	363,682	-	363,682	-	-

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

Suburb	Street	From	To
College Park			
Footpath	Magdalen Street	Torrens Street	Harrow Road
Evandale			
Footpath	Janet Street	Elizabeth Street	Portrush Road
Road Re-sealing	Elizabeth Street	Janet Street	Bakewell Road
	Elizabeth Street	Bakewell Road	Llandower Avenue
Felixstow			
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
Firle			
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
Firle continued			
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
Glynde			
Kerb & Water Table	Loader Street	Scott Street	Glynburn Road
Road Re-sealing	Loader Street	Scott Street	Glynburn Road
Hackney			
Kerb & Water Table	Nuffield Lane	North Terrace	Westbury Street
Road Re-sealing	Nuffield Lane	Nuffield Lane	Osborne Street
	Nuffield Lane	North Terrace	Westbury Street
Joslin			
Footpath	Fourth Avenue	Suburb Boundary	Lambert Road
Kensington			
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
Marden			
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
Maylands			
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
Norwood			
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
Payneham			
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
Payneham South			
Footpath	Arthur Street	Luhrs Road	Second Avenue
	Arthur Street	Second Avenue	Marian Road

Suburb	Street	From	To
Payneham South continued			
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
St Peters			
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
Trinity Gardens			
Kerb & Water Table	Aberdare Avenue	Amherst Avenue	Aveland Avenue
	Albermarle Avenue	Ashbrook Avenue	Canterbury Avenue
Footpath	Aberdare Avenue	Amherst Avenue	Aveland 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
Trinity Valley	Stormwater Capacity upgrade
Joslin	Joslin Valley Design

Appendix 2

Measures of Success

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 40 key initiatives and projects. The Council's performance against the 2022–2023 programs is detailed on the following page.

For 2023–2024, the Council has proposed 34 key initiatives and 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, the 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 \$1,387,382, resulting in an Operating Surplus ratio of 2.64%.

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 75.2%.

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 Renewal Funding Ratio

Asset Renewal Funding 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 Renewal Funding Ratio is 92%.

Non-Financial Indicators

2022–2023 Program Delivery

CityPlan 2030 Outcome	Project Description	Status
Infrastructure Management		
*	● 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	✓
Trees, Parks, Sport & Recreation		
* ● ● ● ●	● 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	–
Economic Development, Regulatory Services Environment & Planning		
+ ● ● ●	● 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
Community Events, Arts & Heritage		
*	● ● Quadrennial Public Art Project	✓
+	● ● ● Tour Down Under (community event)	✓
+	● ● Concert Series	✓
+	● ● ● Spring Fest (cancelled due to organiser)	●
+	● Heritage Protection Opportunities	✓
Libraries & Community Facilities		
*	● Works Program	—
*	● ● Annual Acquisition of Library Stock	✓
Community, Health, Aged & Youth Services		
+	● ● Access & Inclusion Strategy	—
+	● Regional Public Health & Wellbeing Plan	—
+	● ● Youth Strategy	—
Governance, Communications & Administration		
*	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

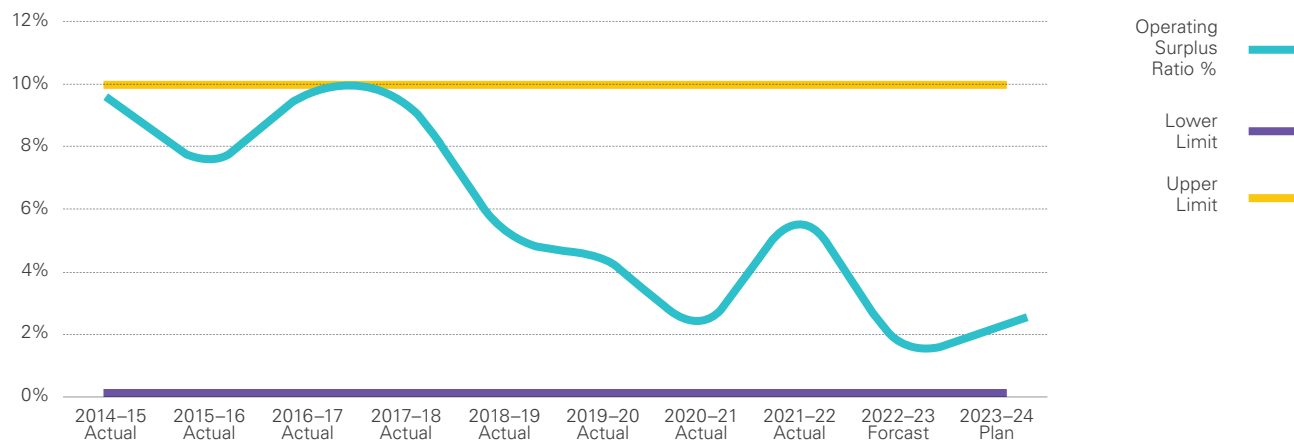
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

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.

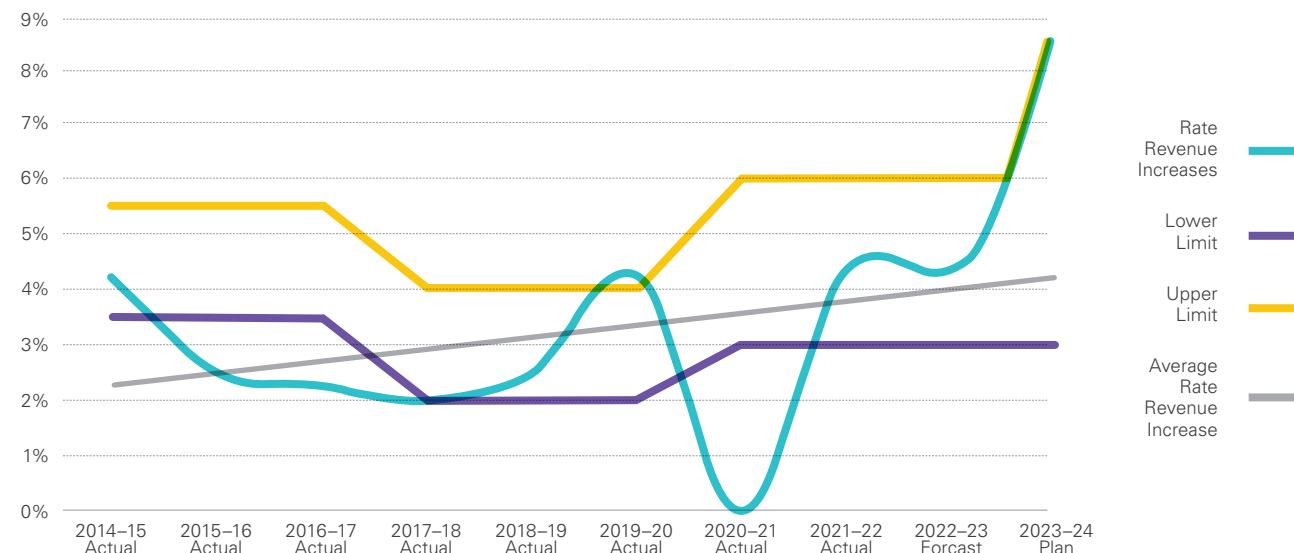
Operating Surplus Ratio %



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.

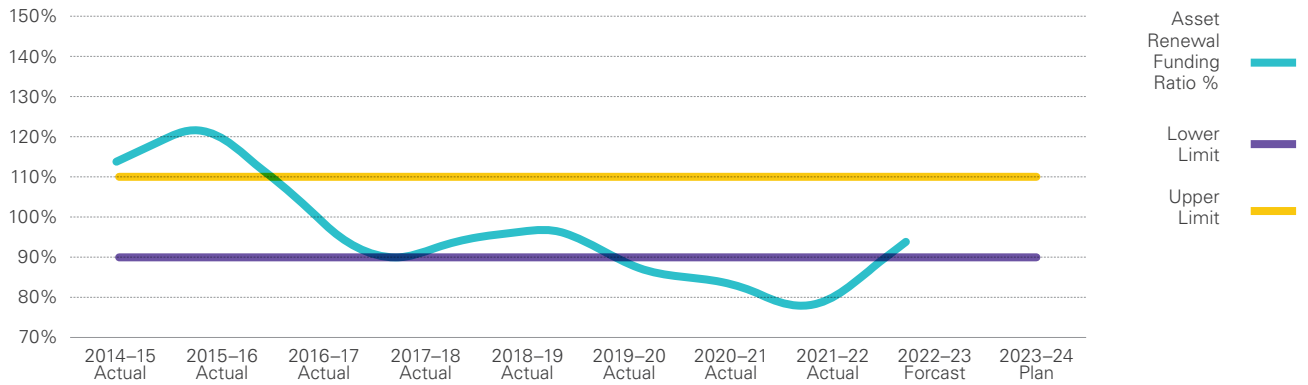
Rate Revenue Increase



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*.

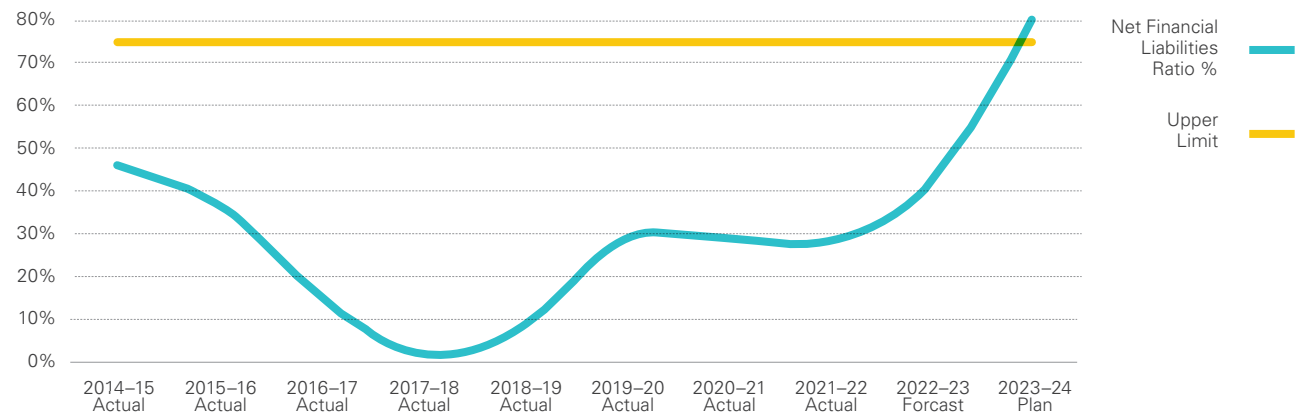
Asset Renewal Funding Ratio %



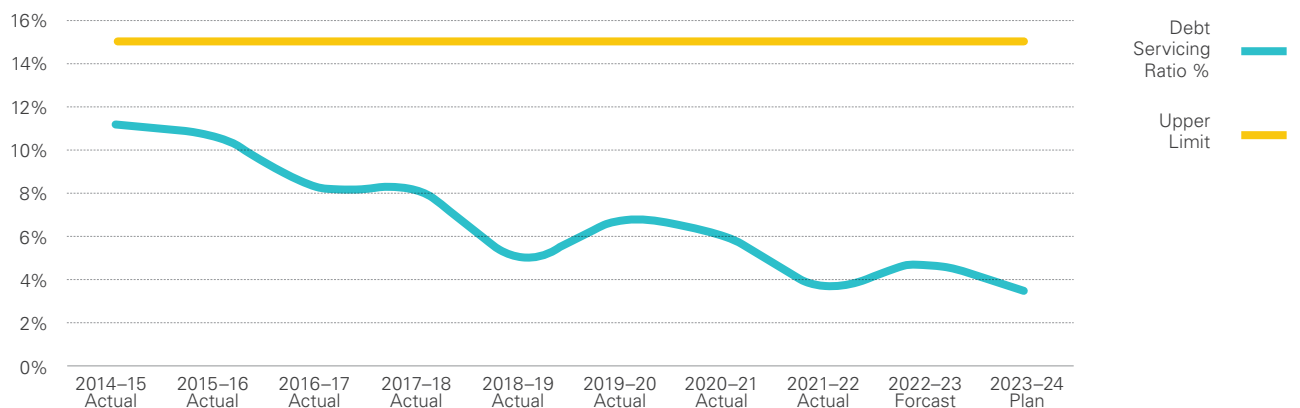
Outcome 4: Debt Management

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

Net Financial Liabilities Ratio %



Debt Servicing Ratio %



Appendix 3

Financial Statements

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
Income					
Rates	43,421	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
Total Income	52,624	49,238	47,930	45,473	45,406
Expenses					
Employee costs	17,789	16,083	14,126	14,448	14,050
Materials, contracts and other expenses	20,531	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
Total Expenses	51,237	48,374	45,284	44,363	43,411
Operating Surplus (Deficit)	1,387	863	2,645	1,110	1,995
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	-	-	-	-	-
Net Surplus (Deficit) transferred to Equity Statement	10,722	4,513	2,615	3,268	1,590
Other Comprehensive Income					
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
Total Other Comprehensive Income	7,244	33,600	34,457	12,051	3,555
Total Comprehensive Income	17,966	38,113	37,072	15,320	5,145

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 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
Assets					
Current Assets					
Cash and cash equivalents	2,045	3,652	11,393	7,071	9,177
Trade and other receivables	2,941	2,961	2,675	3,699	2,889
Total Current Assets	4,986	6,614	14,068	10,770	12,067
Non-current Assets					
Financial assets	104	104	113	104	105
Equity accounted investments in Council businesses	3,389	2,589	1,931	2,207	2,463
Infrastructure, property, plant and equipment	632,176	593,642	543,710	507,904	476,469
Other non-current assets	-	-	4,324	2,509	17,891
Total Non-current Assets	635,669	596,335	550,078	512,725	496,929
Total Assets	640,655	602,949	564,146	523,495	508,995
Liabilities					
Current Liabilities					
Trade and other payables	11,284	12,799	13,028	8,004	7,310
Borrowings	946	946	1,021	972	1,651
Short-term provisions	2,991	2,972	3,004	3,326	3,135
Total Current Liabilities	15,222	16,717	17,053	12,302	12,095
Non-current Liabilities					
Long-term borrowings	30,038	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
Total Non-current Liabilities	32,975	11,741	10,712	11,884	12,913
Total Liabilities	48,197	28,458	27,764	24,186	25,008
Net Assets	592,458	574,491	536,382	499,308	483,987
Equity					
Accumulated Surplus	77,944	67,222	62,709	60,099	56,825
Asset Revaluation Reserve	514,514	507,273	473,673	439,210	427,162
Total Equity	592,458	574,491	536,382	499,308	483,987

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
Cash Flows from Operating Activities					
Receipts					
Rates - general and other	43,442	39,635	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	498	913	998	1,474
Payments					
Employee costs	(17,755)	(16,110)	(15,627)	(14,547)	(13,486)
Contractual services and materials	(22,016)	(20,517)	(17,515)	(18,074)	(19,030)
Finance payments	(456)	(872)	(156)	(447)	(407)
Net Cash provided by (or used in) Operating Activities	12,418	11,431	15,540	12,102	13,368
Cash Flows from Investing Activities					
Receipts					
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	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(25,079)	(8,707)	(8,937)	(9,652)	(8,919)
Expenditure on new/upgraded assets	(18,658)	(12,889)	(6,941)	(5,508)	(13,175)
Capital contributed to associated entities	(800)	(281)	(170)	(81)	(81)
Net Cash provided by (or used in) Investing Activities	(35,202)	(18,227)	(10,208)	(12,556)	(20,909)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	22,165	-	-	-	6,500
Payments					
Repayments of Borrowings	(989)	(945)	(1,010)	(1,653)	(1,934)
Net Cash provided by (or used in) Financing Activities	21,176	(945)	(1,010)	(1,653)	4,566
Net Increase (Decrease) in cash held	(1,607)	(7,741)	4,322	(2,107)	(2,975)
Cash and cash equivalents at beginning of period	3,652	11,393	7,071	9,177	12,152
Cash and cash equivalents at end of period	2,045	3,652	11,393	7,071	9,177

Statement of Changes in Equity 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
Accumulated Surplus					
Balance at end of previous reporting period	67,222	62,709	60,099	56,825	55,222
Net Surplus/(Deficit) for year	10,722	4,513	2,615	3,268	1,590
Other comprehensive Income	-	-	(5)	5	13
Balance at end of period	77,944	67,222	62,709	60,099	56,825
Asset Revaluation Reserve					
Balance at end of previous reporting period	507,270	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
Balance at end of period	514,514	507,273	473,673	439,210	427,162
Total Equity at end of reporting period	592,458	574,492	536,382	499,308	483,987
Uniform Presentation of Finances 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
Income	52,624	49,238	47,930	45,473	45,406
<i>less</i> Expenses	(51,237)	(48,374)	(45,284)	(44,363)	(43,411)
Operating Surplus(Deficit)	1,387	863	2,645	1,110	1,995
less Net Outlays on Existing Assets					
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)
	12,592	(2,477)	(1,878)	(363)	(642)
less Net Outlays on New and Upgraded Assets					
Capital expenditure on new & upgraded assets	18,658	12,889	6,941	5,508	13,175
Amounts received specifically for new & upgraded Assets	(9,310)	(3,625)	(5,785)	(2,626)	(1,165)
Assets received free of charge	-	-	-	-	-
	9,348	9,264	1,156	2,882	12,010
Net Lending/(Borrowing) for Financial Year	(20,553)	(5,924)	3,368	(1,408)	(9,793)

Financial Indicators for the year ended 30 June 2024	Proposed	Proposed	Forecast	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

Operating Surplus/(Deficit)	1,386,997	2.64%	1.75%	5.52%	2.44%	4.39%
Total Operating Revenue	52,624,000					

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

Net Financial Liabilities Ratio

Net Financial Liabilities	43,106,835	81.9%	44.2%	28.3%	29.3%	28.3%
Total Operating Revenue	52,624,000					

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 Renewal Funding Ratio

Net Asset Renewals	25,078,707	157%	60%	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.

Rolling three-year average		93.7%	78.4%	83.7%	87.2%	96.1%
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Debt to Total Income Ratio

Debt Servicing	1,444,682	3.4%	4.7%	3.7%	6.0%	6.7%
Rate Revenue less NRM Levy	42,038,430					

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

Appendix 4

Rate Revenue

Statement on Rate Revenue

	2022–2023 (as adopted)	2023–2024 (as adopted)	Change	Comment
	\$	\$	%	
Rates Revenue				
General Rates Revenue				
General Rates (existing properties)	39,410,627	42,717,098	(a) 42717	For the 2023–2024 financial year, the Council will collect an additional \$2.2 million in generate rate revenue before discretionary rebates and remissions as determined by the Council.
General Rates (new properties)	163,893		(b)	
General Rates (GROSS)	39,574,520	42,538,354	(c) 8.5	
Less Mandatory Rebates	(984,059)	(1,040,715)	(d)	
General Rates (NET)	38,590,461	41,897,638	(e) 8.6	
Other Rates (inc. service charges)				
Regional Landscape Levy	1,383,353	1,523,277	(f)	The Regional Landscape Levy is a State tax, it is not retained by the Council.
Separate and Special Rates	215,000	215,000	(g)	The Council has determined to raise a Separate Rate, for the purposes of promoting and enhancing the business viability within The Parade Precinct. The rate revenue raised will only be used for this purpose.
	40,188,814	43,635,916		
Less Discretionary Rebates	-	(118,573)	(h)	
Expected Total Rates Revenue	38,805,461	43,517,343	(i) 12.1	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.

Growth in number of rateable properties

Number of rateable properties	20,183	20,430	(j) 1.02
	<i>Actual</i>	<i>Actual</i>	

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to the Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

Average General Rates per rateable property after mandatory rebates

Average per rateable property	1,882	2,045	(j) 8.6
	<i>Actual</i>	<i>Actual</i>	

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

The annual change in the rates payable by an individual ratepayer, will vary according to the change in the individual property value, the land use and whether there has been development or improvements to the property.

Statement on Rate Revenue

	Total Expected Revenue			No. of Rateable Properties		Average Per Rateable Property			
	2022–2023	2023–2024	% Change	2022–2023	2023–2024	2022–2023	2023–2024	\$ Change	
Land Use (General Rates - Net)									
Residential	31,597,213	33,605,844	6.4	17,435	17,708	1,801	1,891	(/)	89
Commercial	5,875,704	7,016,847	19.4	2,230	2,218	2,551	3,164	(/)	612
Industry	326,725	366,434	12.2	145	139	2,147	2,636	(/)	489
Primary Production	1,670	2,210	26.4	1	1	1,670	2,111	(/)	440
Vacant Land	463,076	530,096	14.5	282	273	973	1,942	(/)	969
Other	326,073	376,304	15.4	90	91	3,552	4,135	(/)	582
Total Land Use	38,590,461	41,862,964	8.6	20,183	20,430	1,882	2,045	(/)	163

The *Local Government Act 1999* allows the Council to apply differential rates. The Council has a differential rating system based on Land Use where by non-residential properties have a cent-in-the-dollar which is 20% higher than residential properties.

	No. of properties to which the minimum Rate will apply		Rate		
	2023–2024	% of total rateable properties	2022–2023	2023–2024	\$ Change
Minimum Rate	6,761	32.6	1,132	1,228	(m) 96

The *Local Government Act 1999* allow for Council's to apply a minimum amount which is payable by way of rates. By applying a minimum rate, the Council is ensuring that all rateable properties, irrespective of their valuation make a base level contribution to the costs of administering Councils activities and services that are available to all rate payers (eg libraries, parks and reserves) and the provision of physical infrastructure that supports each property that is available to all rate payers.

Adopted valuation method

The Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

- Capital Value -** the value of the land and all improvements on the land;
- Site Value -** the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or
- Annual Value -** a valuation of the rental potential of the property.

The Council uses Capital Value as the basis for valuing land within the Council area, as it is considered that this method provides the fairest way for distributing the rates across all ratepayers.

Notes

(d) Councils are required under the *Local Government Act 1999* to provide a rebate to qualifying properties under a number of categories:

- Health Services - 100%
- Community Services - 75%
- Religious purposes - 100%
- Public Cemeteries - 100%
- Royal Zoological Society of SA - 100%
- Educational purposes - 75%

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties which receive the rebate).

(e) Presented as required by the Local Government (Financial Management) Regulations 2011 Reg 6(1)(ea)
Please note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).

(f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(h) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(i) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.

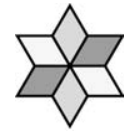
(j) 'Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

(l) Average per rateable property after mandatory rebates calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by the number of rateable properties within that category in the relevant financial year.

(m) 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.

Appendix 5

Rating Policy



City of
Norwood
Payneham
& St Peters

NAME OF POLICY: Rating Policy

POLICY MANUAL: Governance

BACKGROUND

Section 123 of the *Local Government Act 1999* (The Act) requires Councils, as part of the Annual Business Plan, to have a rating policy which must be prepared and adopted each financial year in conjunction with the declaration of rates. The Council's power to raise rates and the framework within which the Council must operate is outlined in Chapter 10 of the Act.

Scope

The purpose of the Policy is to outline the Council's approach to determining and collecting rates from the community. In determining the Policy, the Council is committed to the principles that apply to the imposition of taxes on the community.

Equity: Ratepayers with the same property value should pay the same level of tax.

Benefit: Ratepayers should receive some benefit from the tax paid, but not necessarily to the extent of tax paid. Rates are not a fee-for-service.

Simplicity: The tax must be understandable and easy to collect.

Consistent: Taxes should be internally consistent, based on transparent and predictable rules.

Economic Efficiency: The tax imposed should not distort economic behaviour. For example, a tax which is designed to change behaviour, and that behaviour changes, then the tax is considered efficient.

These principles may be in conflict with each other, therefore the Council must strike a balance between the:

- application of the principles of taxation;
- policy objective of levying rates;
- need to raise revenue; and
- the effect of the tax on the community.

The Council has considered each principle when determining its Rating Policy.

POLICY

Strategic Focus

The Council must balance its service levels, the needs and expectations of the community and the levying of rates to ensure it is adequately resourced to fulfil its roles and responsibilities. In determining rates for the financial year, the Council gives primary consideration to strategic directions, budget considerations, the current economic climate and the likely impacts on the community.

The resources required to successfully achieve this outcome are documented in the Annual Business Plan and Annual Budget. The Annual Budget directly supports and reflects the delivery of the Council's Strategic Plan, *City Plan 2030*.

The Council's major source of revenue is Rates Revenue, derived as a tax on land within the Council area. Rate levels are determined after consideration of expenditure priorities in relation to the Council's Strategic Plan *City Plan 2030*, the Long-Term Financial Plan, Asset Management Plans, the Annual Business Plan, ongoing service delivery requirements and community needs.

The Council recognises the importance of supporting and encouraging a diverse and healthy commercial sector and this is reflected in its strategic plans. As a result, specific business development initiatives are being introduced to support and attempt to broaden the City's economic base. Strategic and Business Planning for various precincts are an example of the work being progressed in this area.

Rating Structure

All land within a Council area is rateable, except for land specifically exempted under Section 147(2) of the Act. This includes:

- unalienated Crown land;
- land used or held by the Crown or an instrumentality of the Crown for a public purpose (including an educational purpose), except any such land—
 - that is held or occupied by the Crown or instrumentality under a lease or licence; or
 - that constitutes domestic premises;
- land (not including domestic or residential premises) occupied by a university established by statute;
- land that is exempt from rates or taxes by virtue of the *Recreation Grounds Rates and Taxes Exemption Act 1981*;
- land occupied or held by the council, except any such land held from a council under a lease or licence;
- land occupied by a subsidiary where the land is situated in the area of the council that established the subsidiary or a constituent council (as the case may be);
- land occupied or held by an emergency services organisation under the *Fire and Emergency Services Act 2005*;
- land that is exempt from council rates under or by virtue of another Act.

Method Used to Value Land

Pursuant to Section 151 of the Act, the Council may adopt one of three valuation methodologies to value the properties. The valuation methodologies are:

- Capital Value – The value of the land and all of the improvements on the land.
- Site Value – The value of the land and any improvements which permanently affect the amenity of use of land such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – The valuation of the rental potential of the property.

The Council adopts Capital Value as the basis for valuing land within the Council area.

The Council considers the Capital Value method of valuing land, is the fairest method of distributing the rate burden across all ratepayers, on the following basis:

- property value is a good indicator of wealth. Capital Value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- the equity principle of taxation requires taxpayers of similar wealth pay similar taxes, so taxpayers of greater wealth pay more tax than taxpayers of lesser wealth.

Adoption of Valuations

The Council adopts the Capital Valuations as assessed by Land Services SA, effective at 1 July as the Capital Value of each property.

If a ratepayer is dissatisfied with the valuation made by Land Services SA, the ratepayer may object to Land Services SA in writing, within sixty (60) days of receiving the first notice of the valuation, explaining the basis for the objection provided the ratepayer has not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is sixty (60) days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by Land Services SA.

Note: The sixty (60) day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause. Contact details to lodge an objection are included on the Rates Notice sent by the Council.

The Council has no role in the assessment of objections. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

Differential General Rates

Pursuant to Section 153 of the Act, the Council can impose a general rate on all rateable land/or a differential rate based on location of land and/or the use to which the land is put. In applying the equity and benefit principles, the Council will apply a differential rate based on the use of the land.

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

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

If a ratepayer believes a particular property has been incorrectly classified as to its land use, then an objection may be made to the Council within sixty (60) days of being notified of the land use classification. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

For the 2023-2024 financial year, the Council has determined that the following differential rates will be applied to all of its rateable assessments:

Land Use	Differential Rate Cents-in-the-Dollar	% of Rate Revenue
Residential	0.18285	79.17%
Commercial	0.21942	16.43%
Industrial	0.21942	0.85%
Primary Production	0.21942	0.01%
Vacant Land	0.21942	1.24%
Other	0.21942	2.3%

Minimum Rate

A Council may impose a minimum rate to properties within the Council area in accordance with Section 158 of the Act.

The minimum rate is imposed so 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;
- services provided that are available for use by all ratepayers e.g. Library and Parks and Gardens.

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.

The minimum rate will increase at the same percentage increase in general rate revenue. Pursuant to Section 158(2) (d), the minimum rate will not be applied to more than 35% of properties in the Council area.

For 2023-2024, the minimum rate is set at \$1,228. The minimum rate has been applied to 6,761 assessments or 32.66% of all rateable properties within the Council area.

The Parade Separate Rate

For the purposes of promotion, enhancing business viability and profitability of the businesses and traders along The Parade, pursuant to Section 154 of the Act, the Council has previously declared The Parade Separate Rate. The revenue raised from The Parade Separate Rate may only be used for the purpose of promotion and enhancing business viability for those businesses located within The Parade Precinct.

The Council declared a differential separate rate of 0.04378 cents-in-the-dollar will be levied against all properties which fall within The Parade Precinct with a land use classified as Category (b) – Commercial Shop or Category (c) – Commercial Office or Category (d) – Commercial Other or Category (e) - Industrial Light.

Pursuant to Section 166(1)(a) of the Act, the Council will grant a discretionary rebate of 50% of The Parade Separate Rate to all properties that fall within the geographical boundary described above and which have a land use of Category (c) – Commercial Office and Category (d) – Commercial Other land use classified as Professional Services.

Regional Landscape Levy

The Regional Landscape Levy is a State Government tax which the Council is required to collect under the *Landscape South Australia Act 2019*, in order to make a specified contribution to the funding of the operations of the Green Adelaide Board. Revenue collected from this levy is not retained by the Council and the Council does not determine how the revenue raised is allocated by the State Government.

The Council's contribution to the Green Adelaide Board is collected from property owners through a separate rate, the Regional Landscape Levy, based on Capital Value. The rate is fixed and calculated to raise the equivalent amount as Council's share to be contributed to the Green Adelaide Board, taking into account any rebates/remissions under Section 159-166 of the Act.

The Regional Landscape Levy is separate to the General Rates levied by the Council.

For the 2023-2024 Financial year, the Council will collect \$1.5million for the payment of the State Government Regional Landscape Levy. The Regional Landscape Levy has been set at 0.00743 cents-in-the-dollar against all rateable properties.

Private Laneways Separate Rate

Within the City of Norwood Payneham & St Peters, there are a number of Private Laneways which provide pedestrian and vehicular access to residential properties and businesses, and access routes to adjoining roads and destinations.

The Council recognises the difficulties that face residents and businesses that rely upon Private Laneways for access to their properties, and acknowledges that the Council is often the only authority which has the capacity to provide a solution. As such, the Council has determined to progressively assume responsibility for selected Private Laneways within the City, through implementation of the statutory process set out in Section 210 of the *Local Government Act 1999* (the Act), to convert Private Laneways to Public Roads, whereby its ownership will vest in the Council.

For the purposes of recovering the cost of converting a Private Laneway to a Public Road, the Council may declare a Separate Rate over the relevant part of the Council area amounting to a rates liability against each Adjoining Allotment to the laneway.

Pursuant to Section 154 of the Local Government Act, the Council has not declared a Separate Rate for this purpose in 2023-2024.

Payment of Rates

Council rates will be due in four (4) instalments - 8 September 2023, 8 December 2023, 8 March 2024 and 7 June 2024. The total outstanding balance of rates may be paid in full at any time.

The Council provides various methods to enable the payment of rates. Payment methods are detailed on the Rates Notice. In addition, regular pre-payments of Council Rates are allowed of \$30 or more at any time and can be made at any Council office, via BPay, via Australia Post BillPay or by the Council website.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard arrangements should contact the Council's Rates & Revenue Officer on 8366 4554 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

Late Payment of Rates

The Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Late payment fines are levied in accordance with the provisions of Section 181(8) of the Act.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Fines and interest are still levied in accordance with the Act while there is an arrears balance.

The Council will consider applications for remissions of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested, or may be submitted on the Application for Remission of Rates and/or Fines Form.

When the Council receives a payment in respect of overdue rates, the Council will apply the money received as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

Recovery of Rates

The Council will issue one (1) Reminder Notice for payment of rates when rates remain unpaid by the due date. Rates, which remain in arrears for a period exceeding 30 days, will be subject to recovery action in accordance with the Council's Credit Policy.

Sale of Land for Non-payment of Rates

Section 184 of the Act provides that a Council may sell any property where the rates have been in arrears for three (3) years or more.

Before a Council sells land in pursuance of this section, it must send a notice to the principal ratepayer at the address appearing in the assessment record stating:

- a) the period for which the rates have been in arrears; and
- b) the amount of the total liability for rates presently outstanding in relation to the land; and
- c) that if that amount is not paid in full within one (1) month of service of the notice (or such longer time as the Council may allow), the Council intends to sell the land for non-payment of rates.

Except in extraordinary circumstances, the Council will enforce the sale of land for arrears of rates.

Remission and Postponement of Rates

Application for remission of rates and charges or postponement of rates will be considered under the discretionary provisions of Sections 181 and 182 of the Act.

Requests must be lodged in writing or may be submitted on the Application for Remission or Postponement of Rates and/or Fines form. All requests must provide evidence of financial hardship. Monthly interest at the prescribed rate will be applied to rates postponed under the Section 182.

Such enquiries are treated confidentially by the Council.

Postponement of Rates for Seniors

Section 182A of the Act sets out the criteria that applies for a senior ratepayer to be eligible for the postponement of payment of rates.

Applications must be lodged in writing and must provide evidence of eligibility plus other evidence as required. Requests must be lodged on the Application Form for Postponement of Rates. Monthly interest at the prescribed rate will be applied to rates postponed under Section 182A.

Where an application for postponement under Section 182A is granted, a presumption of ongoing annual postponement will be assumed. If an entitlement of postponement ceases to exist, the owner of the land must inform the Council in writing of that fact.

Ratepayers requesting postponement of rates will initially be referred to the availability of reverse mortgage loans through financial institutions. Seniors granted postponement of rates are required to pay a minimum of \$500 of rates and charges levied in each financial year in compliance with the Local Government (General) Regulations.

Such enquiries are treated confidentially by the Council.

Rebate of Rates

Rebates of rates will be only granted when the applicant satisfies the requirements for Mandatory Rebates pursuant to Section 159 to Section 165 of the Act.

Applications for discretionary rebates lodged under Section 166 of the Act, will be considered under Council's Rate Rebate Policy.

Rate Capping Rebate

Pursuant to Sections 153(3) and 153(4) of the Act, the Council will grant a rebate of General Rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value, and where that property is their principal place of residence.

For the 2023-2024 financial year, the rebate will be automatically applied where the increase in rates payable from one financial year to the next financial year is greater than 17%.

Where this rebate is not automatically applied, ratepayers who consider they are eligible for the Rate Cap Rebate may lodge an application form, which will be assessed against the eligibility criteria. The application must be lodged by 30 June in the financial year that the rates are declared.

The rebate will not apply where:

- (a) any such increase is due in whole or in part to an increase in valuation of the land because of improvements made to it are worth more than \$30,000, or
- (b) any such increase is due in full or part to the use of the land for rating purposes on the date the Council declared its General Rates for the 2023-2024 financial year being different than the land use on the date the Council declared its General Rates for the 2022-2023 financial year, or
- (c) any such increase is in whole or part because of a change in the zoning of the land; or
- (d) the ownership of the property has changed since 1 January 2022.

Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this policy, it should raise the matter with the Council. In the first instance contact the Rates and Revenue Officer on 8366 4554 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied, they should write to the Chief Executive Officer.

REVIEW PROCESS

The Council will review this Policy within 12 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Rates and Revenue Officer, telephone 8366 4554.

ADOPTION OF THE POLICY

The Rating Policy was adopted by Council on 3 July 2006.

The Rating Policy was adopted by Council on 2 July 2007.

The Rating Policy was adopted by Council on 7 July 2008.

The Rating Policy was adopted by Council on 6 July 2009.

The Rating Policy was adopted by Council on 5 July 2010.

The Rating Policy was adopted by Council on 4 July 2011.

The Rating Policy was adopted by Council on 2 July 2012.

The Rating Policy was adopted by Council on 1 July 2013.

The Rating Policy was adopted by Council on 7 July 2014.

The Rating Policy was adopted by Council on 6 July 2015.

The Rating Policy was adopted by Council on 4 July 2016.

The Rating Policy was adopted by Council on 3 July 2017.

The Rating Policy was adopted by Council on 2 July 2018.

The Rating Policy was adopted by Council on 1 July 2019.

This Policy was reviewed by the Audit Committee on 25 May 2020.

The Rating Policy was adopted by Council on 6 July 2020.

This Policy was reviewed by the Audit Committee on 24 May 2021.

The Rating Policy was adopted by Council on 5 July 2021.

This Policy was reviewed by the Audit Committee on 23 May 2022.

The Rating Policy was adopted by Council on 4 July 2022.

The Rating Policy was adopted by the Council

TO BE REVIEWED

May 2024

Appendix 6

Rate Rebate Policy



City of
Norwood
Payneham
& St Peters

NAME OF POLICY: Rate Rebate Policy

POLICY MANUAL: Governance

BACKGROUND

The purpose of this Policy is to assist the Council in determining applications for rate rebates and to provide guidance to the community about the grounds upon which they may be entitled to a rebate of rates in accordance with the requirements of the *Local Government Act 1999* (the Act).

In accordance with the Act, this Policy sets out the type of use of land which the Council must grant a rebate of rates and the quantum of the rebate and those types of land uses where the Council has discretion to grant a rebate of rates.

KEY PRINCIPLES

The Act provides:

- for a mandatory rebate of rates in specified cases and specifies the amount of that rebate
- that where the Council must grant a rebate of rates under the Act, and the amount of that rebate fixed by the Act is at less than 100%, the Council may increase the amount of the rebate; and
- pursuant to Section 166, for the Council to provide, at its discretion, a discretionary rebate of rates in the cases set out in that Section (see Clause 2.0 below).

POLICY

1. Mandatory Rebates

- 1.1. Pursuant to Chapter 10, Division 5 – Rebates of rates, the Council will grant a 100% rebate on the rates payable for the following specified land use:
 - a. Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976 (Section 160);
 - b. Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes (Section 162);
 - c. Land used for the purpose of a public cemetery (Section 163)
 - d. Land (other than land used as domestic premises owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated (Section 164)

- 1.2. Pursuant to Chapter 10, Division 5 – Rebates of rates, the Council will grant a 75% rebate on the rates payable for the following specified land use:
 - a. Land that is predominantly being used for service delivery or administration (or both) by a community services organisation. (Section 161).
 - To be eligible for the Community Services Rebate applied under Section 161, the Community Services Organisations must meet the definition of a “community services organisation” as defined in Section 161 (2), (3).and (4) of the Act.
 - Community Services Organisations must meet all criteria set out in the definition of a Community Services Organisation to be eligible for the rebate.
 - b. Land occupied by a government school under a lease or licence and being used for educational purposes (Section 165 (1)(a)).

- c. Land occupied by a non-government school registered under Education and Early Childhood Services (Registration and Standards) Act 2011 and being used for educational purposes (Section 165 (1) (b)).
 - d. Land being used by a University or University Collage to provide accommodation or other forms of support for students on a not-for-profit basis (Section 165 (2)).
- 1.3. Where the Council is satisfied from its own records or from other sources, that a person or body meets the necessary criteria for a Mandatory Rebate, the Council will automatically apply the eligible rebate.
 - 1.4. Where a person or body is entitled to a rebate of 75%, the Council may, pursuant to Section 159(4) of the Act grant the further rebate of up to 25%. In its determination to grant a further mandatory rebate of up to 100%, the Council will take into account those matters set out in Section 166 of the Act.
 - 1.5. Persons who or bodies which are eligible for a mandatory rebate and seek additional rebate of up to 25%, are required to submit an application to the Council and provide the Council such information as stipulated on the application form and any other information that the Council may reasonably require.
 - 1.6. Persons who or bodies which have not received an automatic rebate and believe the criteria for a mandatory rebate have been met, can submit an Application for Rate Rebate to the Council.

2. Discretionary Rebates

- 2.1. Upon application, the Council may, pursuant to Section 166 of the Act, grant a Discretionary Rebate of rates. The granting of a rebate and the amount of the rebate will be at the absolute discretion of the Council.
- 2.2. In assessing an application for a Discretionary Rebate, the Council will consider the criteria set out in Section 166 of the Act.
- 2.3. Persons who or bodies which seek a discretionary rebate are required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require to assess the application.

3. Application for Rebates

- 3.1. The Council will inform the community of the provisions for Rate Rebates under the *Local Government Act 1999*, by the inclusion of suitable details on the Annual and Quarterly Rates Notice and within the Council's Rating Policy which is available on the Council's website. www.npsp.sa.gov.au
- 3.2. Persons or bodies who seek a rebate of rates (and/or service charges) must make a written application to the Council in the manner and form determined by the Council and supplying such information as the Council may reasonably require to assess the eligibility for a rebate.
- 3.3. Application forms are available on the Council's website www.npsp.sa.gov.au or may be obtained from the Council's Principal Office located at 175 The Parade, Norwood.
- 3.4. In considering applications for rebates, the Council will take into account the matters set out in Chapter 10 Division 5 – Rebate of Rates of the Act.
- 3.5. The Council may also take into account other matters which are considered relevant by the Council including, but not limited to, the following –
 - the outstanding rates balance at the time of the application;
 - the need for financial assistance through a rebate;
 - the appropriateness of the extent of the rebate (percentage and dollar amount) being sought;
 - the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
 - whether, and if so to what extent, the applicant is or will be providing a service within the City of Norwood, Payneham & St Peters;
 - whether the applicant is a public sector body, a not-for-profit body, a commercial body or community service organisation;
 - whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;

- consideration of the full financial consequences of the rebate for the Council;
- the timeliness the application is received;
- any other matters, and policies of the Council, which the Council considers relevant.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates to the Chief Executive Officer.

The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies. Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

The Council will, in writing, advise an applicant for a rebate of its determination of that application.

<https://www.legislation.sa.gov.au/LZ/C/A/LOCAL%20GOVERNMENT%20ACT%201999.aspx>

REVIEW PROCESS

This Policy will be reviewed within 24 months of the adoption date of the Policy, subject to any amendments to the relevant sections of the *Local Government Act 1999*.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Rates & Revenue Officer, telephone 8366 4554.

ADOPTION OF THE POLICY

The Rate Rebate Policy was endorsed by the Audit Committee on 28 July 2014.
The Rate Rebate Policy was adopted by the Council on 4 August 2014.
The Rate Rebate Policy was endorsed by the Audit Committee on 26 July 2016.
The Rate Rebate Policy was adopted by the Council on 1 August 2016.
The Rate Rebate Policy was endorsed by the Audit Committee on 23 July 2018.
The Rate Rebate Policy was adopted by the Council on 6 August 2018.
The Rate Rebate Policy was endorsed by the Audit Committee on 27 July 2020.
The Rate Rebate Policy was adopted by the Council on 3 August 2020.
The Rate Rebate Policy was endorsed by the Audit Committee on 25 July 2022.
The Rate Rebate Policy was adopted by the Council on 1 August 2022.

TO BE REVIEWED

July 2024

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

Cultural Heritage Centre
101 Payneham Road, St Peters

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

Payneham Community Centre
374 Payneham Road, Payneham

Norwood Swimming Centre
Phillips Street, Kensington

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

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

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

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

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



City of
**Norwood
Payneham
& St Peters**

Attachment B

Adoption of the 2023-2024 Annual Business Plan and Budget and Declaration of Rates for 2023-2024

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

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



City of
Norwood
Payneham
& St Peters

2023-2024 Financial Statements
Draft



**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
Income					
Rates	43,421	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
Total Income	52,624	49,238	47,930	45,473	45,406
Expenses					
Employee costs	17,789	16,083	14,126	14,448	14,050
Materials, contracts & other expenses	20,531	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
Total Expenses	51,237	48,374	45,284	44,363	43,411
Operating Surplus (Deficit)	1,387	863	2,645	1,110	1,995
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	-	-	-	-	-
Net Surplus (Deficit) transferred to Equity Statement	10,722	4,513	2,615	3,268	1,596
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
Total Other Comprehensive Income	7,244	33,600	34,457	12,051	3,555
Total comprehensive Income	17,966	38,113	37,072	15,320	5,145

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 (\$52.624) is sufficient to meet the projected Operating Expenditure (\$51.237m) for the 2023-2024 Financial Year.

2023-2024 Financial Statements
Draft



City of
**Norwood
Payneham
& St Peters**

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
Assets					
Current Assets					
Cash and cash equivalents	2,045	3,652	11,393	7,071	9,177
Trade & other receivables	2,941	2,961	2,675	3,699	2,889
Total Current Assets	4,986	6,614	14,068	10,770	12,067
Non-current Assets					
Financial Assets	104	104	113	104	105
Equity accounted investments in Council businesses	3,389	2,589	1,931	2,207	2,463
Infrastructure, Property, Plant & Equipment	632,176	593,642	543,710	507,904	476,469
Other Non-current Assets	-	-	4,324	2,509	17,891
Total Non-current Assets	635,669	596,335	550,078	512,725	496,929
Total Assets	640,655	602,949	564,146	523,495	508,995
Liabilities					
Current Liabilities					
Trade & Other Payables	11,284	12,799	13,031	8,006	7,310
Borrowings	946	946	1,021	972	1,651
Short-term Provisions	2,991	2,972	3,004	3,326	3,135
Total Current Liabilities	15,222	16,717	17,056	12,304	12,095
Non-current Liabilities					
Long-term Borrowings	30,038	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
Total Non-current Liabilities	32,975	11,741	10,712	11,884	12,913
Total Liabilities	48,197	28,458	27,767	24,188	25,008
Net Assets	592,458	574,491	536,379	499,306	483,987
Equity					
Accumulated Surplus	77,944	67,222	62,709	60,099	56,825
Asset Revaluation Reserve	514,514	507,270	473,670	439,208	427,162
Total Equity	592,458	574,491	536,379	499,306	483,987

2023-2024 Financial Statements
Draft



City of
**Norwood
Payneham
& St Peters**

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
Accumulated Surplus					
Balance at end of previous reporting period	67,222	62,709	60,099	56,825	55,222
Net Surplus/ (Deficit) for year	10,722	4,513	2,615	3,268	1,590
Other comprehensive Income	-	-	-	-	-
Balance at end of period	77,944	67,222	62,714	60,093	56,812
Asset Revaluation Reserve					
Balance at end of previous reporting period	507,270	473,670	439,208	427,162	423,620
Gain on revaluation of infrastructure, property, plant & equipment	7,244	33,600	34,462	12,046	3,542
Balance at end of period	514,514	507,271	473,672	439,211	427,166
Total Equity at end of reporting period	592,458	574,492	536,386	499,304	483,978

Statement of Cash Flow for the year ended 30 June 2023

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
Cash Flow from Operating Activities 2024					
Receipts					
Rates - general & other	43,442	39,635	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	498	913	998	1,474
Payments					
Employee Costs	(17,755)	(16,110)	(15,627)	(14,547)	(13,486)
Contractual services & materials	(22,016)	(20,517)	(17,515)	(18,074)	(19,030)
Finance payments	(456)	(872)	(156)	(447)	(407)
Net Cash provided by (or used in) Operating Activities	12,418	11,431	15,540	12,102	13,368
Cash flow from Investing Activities					
Receipts					
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	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(25,079)	(8,707)	(8,937)	(9,652)	(8,919)
Expenditure on new/upgraded assets	(18,658)	(12,889)	(6,941)	(5,508)	(13,175)
Capital contributed to associated entities	(800)	(281)	(170)	(81)	(81)
Net Cash provided by (or used in) Investing Activities	(35,202)	(18,227)	(10,208)	(12,556)	(20,909)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	22,165	-	-	-	6,500
Payments					
Repayments of Borrowings	(989)	(945)	(1,010)	(1,653)	(1,934)
Net Cash provided by (or used in) Financing Activities	21,176	(945)	(1,010)	(1,653)	4,566
Net Increase (Decrease) in cash held	(1,607)	(7,741)	4,322	(2,107)	(2,975)
Cash & cash equivalents at beginning of period	3,652	11,393	7,071	9,177	12,152
Cash & cash equivalents at end of period	2,045	3,652	11,393	7,071	9,177

2023-2024 Financial Statements
Draft



City of
**Norwood
Payneham
& St Peters**

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	52,624	49,238	47,930	45,473	45,406
less Expenses	(51,237)	(48,374)	(45,284)	(44,363)	(43,411)
Operating Surplus (Deficit)	1,387	863	2,645	1,110	1,995
less Net Outlays on Existing Assets					
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)
	12,592	(2,477)	(1,878)	(363)	(642)
less Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	18,658	12,889	6,941	5,508	13,175
Amounts received specifically for New and Upgraded Assets	(9,310)	(3,625)	(5,785)	(2,626)	(1,165)
Asset Received Free of Charge	-	-	-	-	-
	9,348	9,264	1,156	2,882	12,010
Net Lending / (Borrowing) for Financial Year	(20,553)	(5,924)	3,368	(1,408)	(9,373)

Financial Indicators for year ended 30 June 2024

	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)					
	\$				
Operating Surplus Ratio					
<u>Operating Surplus/(Deficit)</u>	<u>1,386,997</u>	2.6%	1.8%	5.5%	2.4%
Operating Revenue	52,624,000				
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>					
Net Financial Liabilities Ratio					
<u>Net Financial Liabilities</u>	<u>43,106,835</u>	81.9%	44.2%	28.3%	29.3%
Total Operating Revenue	52,624,000				
<i>This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).</i>					
Asset Sustainability Ratio					
<u>Net Asset Renewals</u>	<u>25,078,707</u>	157%	60%	65%	79%
Asset Management Plan	16,006,842				
<i>This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital. Expenditure on the acquisition of additional assets</i>					
Rolling five-year average		93.7%	78.4%	83.7%	87.2%
Requested by Council					
Debt to Total Income Ratio					
<u>Debt Servicing</u>	<u>1,444,682</u>	3.4%	4.7%	3.7%	6.0%
Rate Revenue less NRM Levy	42,038,430				
<i>The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)</i>					

Attachment C

Adoption of the 2023-2024 Annual Business Plan and Budget and Declaration of Rates for 2023-2024

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

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



City of
Norwood
Payneham
& St Peters

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Council Licences, Permits and Authorisations							
Authorisation to Alter and Use a Public Road / Footpath							
Temporary and Semi-Permanent Structures		Nil	Nil	Nil		Nil	
Permanent Structures		By negotiation	By negotiation	By negotiation		By negotiation	
Mobile Food Vendor Permit Fee							
Mobile Food Vendor Sites		\$200.00	\$200.00	\$200.00	\$210.00	\$200.00	per month
Private or Other Authorised Event		\$50.00	\$55.00	\$55.00	\$57.75	\$55.00	per day
Stallholders Permit Fee							
General		\$150.00	\$155.00	\$155.00	\$162.75	\$66.00	per day
Not-for-profit / Community		\$50.00	\$55.00	\$55.00	\$57.75	\$66.00	per day
Permit for Commercial Filming & Photography on Council Land							
General		Nil	Nil	Nil	Nil	Nil	
Authorisations - Temporary Public Space Occupancy							
Public Space Occupancy	No	\$3.50	\$3.50	\$3.50	\$3.70	\$3.70	per square metre
Public Space Occupancy - urgent or after hours processing fee	No	\$60.00	\$60.00	\$60.00	\$63.00	\$63.00	per application
Public Space Occupancy - Application Fee (New)		\$35.00	\$35.00	\$35.00	\$36.75	\$37.00	per application
Public Space Occupancy - Skip Bin Authorisations	No	\$65.00	\$65.00	\$65.00	\$68.25	\$68.00	per application
Work Zone Parking Bays Occupancy				\$3.50	\$3.70	\$3.70	per square metre
Footpath Occupation							
The Parade Core Sydenham to Portrush - Enclosed/Licensed	No	\$117.00	\$119.00	\$121.50	\$127.50	\$127.50	per chair per annum
The Parade Core Sydenham to Portrush - Open/Licensed	No	\$77.50	\$79.00	\$80.50	\$84.50	\$84.50	
The Parade Core Sydenham to Portrush - Enclosed/Unlicensed	No	\$77.50	\$79.00	\$80.50	\$84.50	\$84.50	
The Parade Core Sydenham to Portrush - Open/Unlicensed	No	\$39.50	\$40.00	\$41.00	\$43.00	\$43.00	
Other Areas - Enclosed/Licensed	No	\$77.50	\$79.00	\$80.50	\$84.50	\$84.50	
Other Areas - Open/Licensed	No	\$56.00	\$57.00	\$58.00	\$61.00	\$61.00	
Other Areas - Enclosed/Unlicensed	No	\$56.00	\$57.00	\$58.00	\$61.00	\$61.00	
Other Areas - Open/Unlicensed	No	\$24.50	\$25.00	\$25.50	\$27.00	\$27.00	
Installation of New Outdoor Dining Areas Bollards	Yes	10% of cost	10% of cost	10% of cost	10% of cost	10% of cost	per annum for 10 years
Replacement of Existing Outdoor Dining Areas Bollards	Yes	5% of cost	5% of cost	5% of cost	5% of cost	5% of cost	per annum for 10 years
Application Fee	No	\$50.00	\$51.00	\$52.00	\$54.50	\$54.50	per application
Parking Permits - Resident & Visitor Permit (New/Renewal)							
Resident Only Parking Areas							
Residential Parking Permits - First Permit	No	\$25.00	\$25.00	\$25.00	\$26.25	\$25.00	per year
Residential Parking Permits - Second Permit	No	\$50.00	\$50.00	\$50.00	\$52.50	\$50.00	per year
Residential Pensioner and Full time student permit - First Permit (50% Rebate)	No	50% rebate	50% rebate	50% rebate	50% rebate	50% rebate	per year
Residential Pensioner and Full time student permit - Second Permit (50% Rebate)	No	50% rebate	50% rebate	50% rebate	50% rebate	50% rebate	per year
Residential Replacement Permit	No	\$10.00	\$10.00	\$10.00	\$10.50	\$10.00	per year

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Time Limited Parking Areas							
Residential Parking Permits - First Permit	No	Free	Free	Free	Free	Free	per year
Residential Parking Permits - Second Permit	No	\$25.00	\$25.00	\$25.00	\$26.25	\$25.00	per year
Residential Pensioner and Full time student permit - First Permit (50% Rebate)	No	Free	Free	Free	Free	Free	per year
Residential Pensioner and Full time student permit - Second Permit (50% Rebate)	No	50% rebate	50% rebate	50% rebate	50% rebate	50% rebate	per year
Residential Replacement Permit	No	\$10.00	\$10.00	\$10.00	\$10.50	\$10.00	per year
Parking Register	No	\$20.00	\$20.00	\$20.00	\$21.00	\$20.00	per volume
Council Documents Prescribed to be Made Available - Local Government Act 1999							
Printing							
A4 black & white, > 30 pages (first 30 free)	Yes	\$0.50	\$0.50	\$0.50	\$0.55	\$0.55	per page
A3 black & white, > 20 pages (first 20 free)	Yes	\$0.50	\$0.50	\$0.50	\$0.55	\$0.55	per page
Dog & Cat Management Act 1995							
Registration guide dog	N/A	Free	Free	Free	Free	Free	per year / per dog
Standard Dog (Desexed & Microchipped)		\$37.50	\$37.50	\$37.50	\$39.38	\$37.50	per year / per dog
Non Standard Dog Registration	No	\$75.00	\$75.00	\$75.00	\$78.75	\$75.00	per year / per dog
Impounding	Impounding Fees Set by Animal Welfare League						
Rebates Applicable on Dog Registrations Listed Above							
Pensioner/Concession Card Holder	No	50% rebate	50% rebate	50% rebate	50% rebate	50% rebate	per dog
Dog Registration Late Payment Fee	No	\$10.00	\$15.00	\$15.00	\$15.75	\$15.00	per dog
Replacement disc, per disc	No	\$10.00	\$10.00	\$10.00	\$10.50	\$10.00	per dog
Statutory Fees							
Freedom of Information Act 1991							
Application for Access to document	No	As per statute	As per statute	As per statute	As per statute	As per statute	per application
Information concerning personal affairs of the applicant - first two hours dealing	No	As per statute	As per statute	As per statute	As per statute	As per statute	per initial two hours
Information concerning personal affairs of the applicant - each 15 minutes spent by agency subsequent to first two hours	No	As per statute	As per statute	As per statute	As per statute	As per statute	per 15 minute interval
Information not concerning personal affairs of the applicant each 15 minutes spent by agency	No	As per statute	As per statute	As per statute	As per statute	As per statute	per 15 minute interval
Access in form of photocopy	No	As per statute	As per statute	As per statute	As per statute	As per statute	per page
Access in form of written transcript	No	As per statute	As per statute	As per statute	As per statute	As per statute	per page
Access in other form	No	As per statute	As per statute	As per statute	As per statute	As per statute	per item
Property Searches							
Property Search Fees (Certificate of Title to Land under the Real Property Act 1886)	No	As per statute	As per statute	As per statute	As per statute	As per statute	
Property Search Fees (Certificate of Title to Land under the Real Property Act 1886) within 24 hours	No	As per statute	As per statute	As per statute	As per statute	As per statute	
Full Section 7 Search	No	As per statute	As per statute	As per statute	As per statute	As per statute	
Certificate of Liabilities - Section 187 Search (Rate Search)	No	As per statute	As per statute	As per statute	As per statute	As per statute	
Council Documents							
Strategic/Corporate Plan, Annual Business Plan	Yes	\$25.00	\$25.00	\$25.00	\$26.25	\$25.00	per copy
Annual Report	Yes	\$25.00	\$25.00	\$25.00	\$26.25	\$25.00	per copy
Voters Roll, Ward Candidate's first copy free, copies 1+	No	\$15.50	\$15.50	\$15.50	\$16.30	\$16.30	per ward
Complete development plans	No	\$28.50	\$29.00	\$29.50	\$31.00	\$31.00	per plan
Archived Material Retrieval - Normal 48 Hours	Yes	\$12.50	\$35.00	\$25.00	\$26.25	\$26.50	per search
Archived Material Retrieval - Urgent 24 hours	Yes	\$16.50	\$35.00	\$50.00	\$52.50	\$52.50	per search

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Planning Development and Infrastructure Act 2016							
Public Notice on Land			\$200.00	\$204.00	\$214.00	\$214.00	per Plan
Document Lodgement Fees				\$80.00	\$84.00	\$83.00	per lodgement
Additional Annual Bin Service							
Household Bin	Yes	\$150.00	\$150.00	\$150.00	\$157.50	\$157.50	per bin
Recycling Bin	Yes	\$90.00	\$90.00	\$90.00	\$94.50	\$94.50	per bin
Green Organics Bin	Yes	\$90.00	\$90.00	\$90.00	\$94.50	\$94.50	per bin
Additional Green Organics Compostable Bags		\$4.50	\$4.50	\$4.60	\$4.85	\$10.00	per bundle
2nd Hard Waste Additional Collection			\$50.00	\$50.00	\$52.50	\$52.50	per collection
Reinstatements & Private Works							
Corporate Bodies	Yes	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	per job
Ratepayers	Yes	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	per job
Directional Signage (as per Directional Signage Policy)							
Cost of Sign	Yes	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	per sign
Installation of Sign	Yes	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	cost + 10% admin fee + GST	per sign
Possum/ Cat Trap							
Bond	No	\$50.00	\$50.00	\$50.00	\$52.50	\$50.00	per trap
Hire Fee in excess of 2 weeks	Yes	\$10.00	\$10.00	\$0.00	\$0.00	\$0.00	per week
Hall Hire							
Payneham Community Centre							
Tier 1: Community Rate (80% Of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club							
Main Hall							
Daily Rate	Yes	\$22.50	\$23.00	\$23.50	\$24.50	\$32.00	per day
Hourly Rate	Yes	\$6.50	\$7.00	\$7.00	\$7.50	\$8.00	per hour
Small Hall							
Daily Rate	Yes	\$18.00	\$18.50	\$19.00	\$20.00	\$24.00	per day
Hourly Rate	Yes	\$6.00	\$6.50	\$6.50	\$7.00	\$6.00	per hour
Rooms							
Daily Rate	Yes	\$15.50	\$16.00	\$16.50	\$17.50	\$20.00	per day
Hourly Rate	Yes	\$4.50	\$5.00	\$5.00	\$5.50	\$5.00	per hour
Meeting Room							
Hourly Rate	Yes	\$5.00	\$5.00	\$5.00	\$5.50	\$5.00	per hour
Tier 2: Non-Profit Group - Non-Local Community Group							
Main Hall							
Daily Rate	Yes	\$80.00	\$81.50	\$83.00	\$87.00	\$80.00	per day
Hourly Rate	Yes	\$20.00	\$21.00	\$21.00	\$22.00	\$20.00	per hour
Small Hall							
Daily Rate	Yes	\$66.00	\$67.00	\$68.00	\$71.50	\$60.00	per day
Hourly Rate	Yes	\$17.00	\$17.50	\$18.00	\$19.00	\$15.00	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Rooms							
Daily Rate	Yes	\$44.00	\$45.00	\$46.00	\$48.50	\$40.00	per day
Hourly Rate	Yes	\$11.50	\$12.00	\$12.00	\$12.50	\$10.00	per hour
Meeting Room							
Hourly Rate	Yes	\$10.00	\$10.50	\$10.50	\$11.00	\$5.00	per hour
Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee) - New Tier In 2023-2024 (New Fees)							
Main Hall							
Daily Rate	Yes					\$128.00	per day
Hourly Rate	Yes					\$32.00	per hour
Small Hall							
Daily Rate	Yes					\$96.00	per day
Hourly Rate	Yes					\$24.00	per hour
Rooms							
Daily Rate	Yes					\$64.00	per day
Hourly Rate	Yes					\$16.00	per hour
Meeting Room							
Hourly Rate	Yes					\$8.00	per hour
Tier 4: Full Fee - Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments							
Main Hall							
Private Celebrations	Yes	\$25.00	\$25.50	\$26.00	\$27.50	n/a	per hour
Workshops, Training, Meetings	Yes	\$28.00	\$28.50	\$29.00	\$30.50	n/a	per hour
All Other Hires - Daily (Monday to Friday)	Yes	\$117.00	\$119.00	\$121.00	\$127.00	\$160.00	per day
All Other Hires - Hourly (Monday to Friday)	Yes	\$30.00	\$31.00	\$31.50	\$33.00	\$40.00	per hour
All Other Hires - Daily Rate (Weekend & Public H	Yes	\$235.00	\$239.00	\$244.00	\$256.00	n/a	per day
All Other Hires - Hourly Rate (Weekend & Public H	Yes	\$55.00	\$56.00	\$57.00	\$60.00	n/a	per hour
Small Hall							
Private Celebrations	Yes	\$23.00	\$23.50	\$24.00	\$25.00	n/a	per hour
Workshops, Training, Meetings	Yes	\$25.00	\$26.00	\$26.50	\$28.00	n/a	per hour
All Other Hires - Daily (Monday to Friday)	Yes	\$102.00	\$104.00	\$106.00	\$111.50	\$120.00	per day
All Other Hires - Hourly (Monday to Friday)	Yes	\$25.00	\$26.00	\$26.50	\$28.00	\$30.00	per hour
All Other Hires - Daily Rate (Weekend & Public Hc	Yes	\$200.00	\$203.50	\$207.50	\$218.00	n/a	per day
All Other Hires - Hourly Rate (Weekend & Public H	Yes	\$46.00	\$47.00	\$48.00	\$50.50	n/a	per hour
Rooms							
Private Celebrations	Yes	\$15.00	\$16.00	\$16.50	\$17.50	n/a	per hour
Workshops, Training, Meetings	Yes	\$20.00	\$21.00	\$21.50	\$22.50	n/a	per hour
All Other Hires - Daily (Monday to Friday)	Yes	\$80.00	\$81.50	\$83.00	\$87.00	\$80.00	per day
All Other Hires - Hourly (Monday to Friday)	Yes	\$20.00	\$21.00	\$21.50	\$22.50	\$20.00	per hour
All Other Hires - Daily Rate (Weekend & Public Hc	Yes	\$160.00	\$163.00	\$166.50	\$175.00	n/a	per day
All Other Hires - Hourly Rate (Weekend & Public H	Yes	\$40.00	\$41.00	\$42.00	\$44.00	n/a	per hour
Meeting Room							
Hourly Rate	Yes	\$15.00	\$16.00	\$16.50	\$17.50	\$10.00	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Payneham Community Facilities - Payneham Library Complex							
Tier 1: Community Rate (80% Of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club							
Payneham Hall							
Daily Rate	Yes	\$95.00	\$96.50	\$98.00	\$102.90	\$128.00	per hour
Hourly Rate	Yes	\$25.00	\$25.50	\$26.00	\$27.30	\$32.00	per hour
Torrens & Trinity Room							
Daily Rate	Yes	\$35.00	\$35.50	\$36.00	\$37.80	\$32.00	per day
Hourly Rate	Yes	\$9.00	\$10.00	\$10.00	\$10.50	\$8.00	per hour
Tier 2: Non-Profit Organisations, Schools and Sporting & Recreation Clubs (50% Of Full Fee)							
Payneham Hall							
Private Celebrations		\$45.00	\$46.00	\$47.00	\$49.35	n/a	per hour
Workshops, Training, Meetings	Yes	\$55.00	\$56.00	\$57.00	\$59.85	n/a	per hour
All Other Hires - daily rate	Yes	\$280.00	\$285.00	\$290.00	\$304.50	\$320.00	per day
All Other Hires - hourly rate		\$70.00	\$71.00	\$72.00	\$75.60	\$80.00	per hour
Torrens & Trinity Room							
Private Celebrations	Yes	\$15.00	\$16.00	\$16.30	\$16.80	n/a	per hour
Workshops, Training, Meetings	Yes	\$20.00	\$21.00	\$21.40	\$22.05	n/a	per hour
All Other Hires - daily rate	Yes	\$90.00	\$93.00	\$93.85	\$97.65	\$80.00	per day
All Other Hires - hourly rate	Yes	\$22.50	\$23.00	\$23.45	\$24.15	\$20.00	per hour
Tier 3: NPSP Based Commercial & Business Hires And Local Resident Private Functions (20% Of Full Fee) - New Tier In 2023-2024							
Payneham Hall							
Daily Rate	Yes					\$512.00	per hour
Hourly Rate	Yes					\$128.00	per hour
Torrens & Trinity Room							
Daily Rate	Yes					\$128.00	per day
Hourly Rate	Yes					\$32.00	per hour
Tier 4: Full Fee - Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments							
Payneham Hall							
Private Celebrations	Yes	\$130.00	\$132.00	\$134.00	\$140.70	n/a	per hour
Workshops, Training, Meetings	Yes	\$155.00	\$157.50	\$160.00	\$168.00	n/a	per hour
All Other Hires - daily rate	Yes	\$625.00	\$635.00	\$647.00	\$679.35	\$640.00	per day
All Other Hires - hourly rate	Yes	\$155.00	\$158.00	\$161.00	\$169.05	\$160.00	per hour
Torrens & Trinity Room							
Private Celebrations	Yes	\$45.00	\$46.00	\$47.00	\$49.35	n/a	per hour
Workshops, Training, Meetings	Yes	\$60.00	\$61.00	\$62.00	\$65.10	n/a	per hour
All Other Hires - daily rate	Yes	\$255.00	\$259.50	\$265.00	\$278.25	\$160.00	per day
All Other Hires - hourly rate	Yes	\$65.00	\$66.00	\$67.00	\$70.35	\$40.00	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
St Peters Library							
Tier One: NPSP Community Groups - MONDAY TO SUNDAY							
Banquet Hall							
Daily Rate	Yes	\$95.00	\$97.00	\$99.00	\$103.95	\$64.00	per day
Hourly Rate	Yes	\$25.00	\$26.00	\$26.50	\$27.85	\$16.00	per hour
Meeting Room 1, 2 & 3							
Daily Rate		\$35.00	\$36.00	\$36.50	\$38.35	\$20.00	per day
Hourly Rate	Yes	\$10.00	\$10.50	\$10.50	\$11.05	\$5.00	per hour
Tier 2: Non-Profit Organisations, Schools And Sporting & Recreation Clubs (50% Of Full Fee)							
Banquet Hall							
Private Celebrations	Yes	\$30.00	\$31.00	\$31.00	\$32.55	n/a	per hour
Workshops, Training, Meetings	Yes	\$38.00	\$38.50	\$38.50	\$40.45	n/a	per hour
Daily Rate	Yes	\$275.00	\$280.00	\$280.00	\$294.00	\$160.00	per day
Hourly Rate	Yes	\$65.00	\$66.00	\$66.00	\$69.30	\$40.00	per hour
Meeting Room 1, 2 & 3							
Daily Rate	Yes	\$85.00	\$86.50	\$88.00	\$92.40	\$30.00	per day
Hourly Rate	Yes	\$20.00	\$20.50	\$20.50	\$21.55	\$7.50	per hour
Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee) - New Tier In 2023-2024							
Banquet Hall							
Daily Rate	Yes					\$256.00	per day
Hourly Rate	Yes					\$64.00	per hour
Meeting Room 1, 2 & 3							
Daily Rate	Yes					\$48.00	per day
Hourly Rate	Yes					\$12.00	per hour
Tier 4: Full Fee - Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments							
Banquet Hall							
Private Celebrations	Yes	\$102.00	\$104.00	\$106.00	\$111.30	n/a	Per hour
Workshops, Training, Meetings	Yes	\$125.00	\$127.00	\$129.00	\$135.45	n/a	Per hour
All Other Hires - Daily	Yes	\$625.00	\$636.00	\$648.00	\$680.40	\$324.00	per day
All Other Hires - Hourly	Yes	\$150.00	\$153.00	\$156.00	\$163.80	\$80.00	Per hour
Meeting Room 1, 2 & 3							
Daily Rate	Yes	\$180.00	\$183.00	\$187.00	\$196.35	\$60.00	per day
Hourly Rate	Yes	\$45.00	\$46.00	\$47.00	\$49.35	\$15.00	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
St Peters Youth Centre							
Tier 1: Community Rate (80% Of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club							
Monday to Friday							
Daily Rate	Yes	\$44.00	\$45.00	\$46.00	\$48.00	\$52.00	per day
Hourly Rate	Yes	\$11.00	\$11.50	\$12.00	\$13.00	\$13.00	per hour
Weekend & Public Holiday							
Daily Rate	Yes	\$82.00	\$83.00	\$85.00	\$89.00	n/a	per day
Hourly Rate	Yes	\$20.00	\$21.00	\$21.00	\$22.00	n/a	per hour
Tier 2: Non-Profit Organisations, Schools and Sporting & Recreation Clubs (50% Of Full Fee)							
Private Celebrations		\$15.00	\$16.00	\$16.00	\$17.00	n/a	per hour
Workshops, Training and Meetings	Yes	\$25.00	\$26.00	\$27.00	\$28.00	n/a	per hour
All Other Hires - Daily Rate (Monday to Friday)	Yes	\$82.00	\$83.00	\$85.00	\$89.00	\$130.00	per day
All Other Hires - Hourly Rate (Monday to Friday)	Yes	\$20.00	\$21.00	\$21.00	\$22.00	\$32.50	per hour
All Other Hires - Daily Rate (Weekend & Public Holiday)	Yes	\$168.00	\$171.00	\$174.00	\$183.00	n/a	per day
All Other Hires - Hourly Rate (Weekend & Public Holiday)	Yes	\$46.00	\$47.00	\$48.00	\$50.00	n/a	per hour
Tier 3: NPSP Based Commercial & Business Hires And Local Resident Private Functions (20% Of Full Fee) - New Tier In 2023-2024							
Daily Rate	Yes				\$0.00	\$208.00	per day
Hourly Rate	Yes				\$0.00	\$52.00	per hour
Tier 4: Full Fee - Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments							
Private Celebrations - Hourly Rate	Yes	\$51.00	\$52.00	\$53.00	\$56.00	n/a	per hour
Workshops, Training and Meetings - Hourly Rate	Yes	\$77.00	\$78.00	\$80.00	\$84.00	n/a	per hour
All Other Hires - Daily Rate (Monday to Friday)	Yes	\$225.00	\$229.00	\$234.00	\$246.00	\$260.00	per day
All Other Hires - Hourly Rate (Monday to Friday)	Yes	\$55.00	\$56.00	\$57.00	\$60.00	\$65.00	per hour
All Other Hires - Daily Rate (Weekend & Public Holiday)	Yes	\$425.00	\$432.00	\$441.00	\$463.00	n/a	per day
All Other Hires - Hourly Rate (Weekend & Public Holiday)	Yes	\$102.00	\$104.00	\$106.00	\$111.00	n/a	per hour
Common Fees and Charges							
Security Deposit	No	\$450.00	\$450.00	\$450.00	\$473.00	\$450.00	per booking
Audiovisual Equipment Security deposit (Payneham Community Facilities - Payneham Library Complex)		\$600.00	\$600.00	\$600.00	\$630.00	n/a	
Key Deposit	No	\$20.00	\$20.00	\$20.00	\$21.00	n/a	per key/card set
Booking Deposit	No	\$60.00	\$60.00	\$60.00	\$63.00	n/a	per booking
Bump In (min 2hrs)		Min 2hr charge for room	Min 2hr charge for room	Min 2hr charge for room	Min 2hr charge for room	Bump in (min 2 hrs)	
Security Guard	Yes	\$60.00	\$60.00	\$60.00	\$63.00	\$65.00	per hour
Don Pyatt Community Hall							
Community Organisations							
Daily Hire	Yes	\$65.00	\$70.00	\$70.00	\$74.00	n/a	per day
Hire Hourly Rate	Yes	\$15.00	\$16.00	\$16.00	\$17.00	n/a	per hour
Tier 1: Community Rate (80% Of Full Fee) Activities Open to The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club							
Daily Hire			\$40.00	\$40.00	\$42.00	\$52.00	per day
Hire Hourly Rate			\$8.50	\$9.00	\$9.00	\$13.00	per hour
Tier 2: Non-Profit Organisations, Schools And Sporting & Recreation Clubs (50% Of Full Fee)							
Daily Hire	Yes	\$100.00	\$110.00	\$110.00	\$116.00	\$130.00	per day
Hire Hourly Rate	Yes	\$27.00	\$28.00	\$28.00	\$32.50	\$32.50	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee) - New Tier In 2023-2024							
Daily Hire	Yes					\$208.00	per day
Hire Hourly Rate	Yes					\$52.00	per hour
Tier 4: Full Fee - Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments							
Daily Hire	Yes	\$340.00	\$360.00	\$360.00	\$378.00	\$260.00	per day
Hire Hourly Rate	Yes	\$90.00	\$95.00	\$95.00	\$100.00	\$65.00	per hour
Common Fees & Charges							
Security Deposit	No	\$560.00	\$570.00	\$570.00	\$599.00	\$450.00	per day
Norwood Concert Hall							
Commercial Organisations - Payment Received in Advance For Future Hire							
Wedding Receptions	Yes	\$2,860	\$2,910	\$2,965	\$3,113.00	\$3,110	per day
Concerts	Yes	\$2,670	\$2,720	\$2,770	\$2,909.00	\$2,910	per day
Cabarets & Dinner Dances	Yes	\$2,830	\$2,880	\$2,935	\$3,082.00	\$3,080	per day
Meetings - Day Hire	Yes	\$2,180	\$2,220	\$2,260	\$2,373.00	\$2,370	per day
Meetings - 9am-2pm	Yes	\$960	\$980	\$1,000	\$1,050.00	\$1,050	per day
Meetings - 5pm-10pm	Yes	\$1,280	\$1,310	\$1,335	\$1,402.00	\$1,400	per day
Trade Sales	Yes	\$2,390	\$2,430	\$2,475	\$2,599.00	\$2,600	per day
Pre School Day Time Concerts	Yes	\$2,670	\$2,720	\$2,770	\$2,909.00	\$2,910	per day
Non-Profit Organisations							
Concerts	Yes	\$2,400.00	\$2,440.00	\$2,485.00	\$2,609.00	\$2,610.00	per event
Cabarets & Dinner Dances	Yes	\$2,560.00	\$2,600.00	\$2,650.00	\$2,783.00	\$2,780.00	per event
Meetings - Day Hire	Yes	\$1,970.00	\$2,000.00	\$2,040.00	\$2,142.00	\$2,140.00	per day
Meetings - 9am-2pm	Yes	\$860.00	\$875.00	\$890.00	\$935.00	\$935.00	per day
Meetings - 5pm-10pm	Yes	\$1,140.00	\$1,160.00	\$1,180.00	\$1,239.00	\$1,240.00	per day
Pre School Day Time Concerts	Yes	\$2,270.00	\$2,310.00	\$2,355.00	\$2,473.00	\$2,470.00	per day
Community Organisations							
Concerts	Yes	\$2,140.00	\$2,180.00	\$2,220.00	Nil	\$2,220.00	per day
Cabarets & Dinner Dances	Yes	\$2,230.00	\$2,270.00	\$2,315.00	Nil	\$2,315.00	per day
Meetings - Day Hire	Yes	\$1,710.00	\$1,740.00	\$1,775.00	Nil	\$1,775.00	per day
Meetings - 9am-2pm	Yes	\$775.00	\$790.00	\$805.00	Nil	\$805.00	per day
Meetings - 5pm-10pm	Yes	\$1,040.00	\$1,060.00	\$1,080.00	Nil	\$1,080.00	per day
Pre School Day Time Concerts	Yes	\$2,010.00	\$2,050.00	\$2,090.00	Nil	\$2,090.00	per day
Common Fees & Charges							
Security Deposit	No	50% of hire rate	50% of hire rate	50% of hire rate	50% of hire rate	50% of hire rate	per booking
Front House Staff	Yes	\$56.00	\$60.00	\$65.00	\$68.00	\$68.00	per hour
Security	Yes	\$65.00	\$68.00	\$70.00	\$74.00	\$75.00	per hour
Rehearsal/Bump-in (other then day of hire)	Yes	\$140.00	\$145.00	\$150.00	\$158.00	\$160.00	per hour
Technician	Yes	\$67.00	\$70.00	\$75.00	\$79.00	\$80.00	per hour
Technician (1am to 7.00am)	Yes	\$134.00	\$140.00	\$150.00	\$158.00	\$160.00	per hour

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Park and Reserve Hire							
Gatherings and Events							
Not-for-profit / Community							
Small Gathering		Nil	Nil	Nil	Nil	Nil	
Large Gathering		\$65.00	\$66.00	\$66.00	Nil	\$66.00	per day
Event		\$245.00	\$250.00	\$250.00	Nil	\$250.00	per day
Private / Commercial							
Small Gathering		Nil	Nil	Nil	Nil	Nil	
Large Gathering		\$130.00	\$132.00	\$135.00	\$141.75	\$140.00	per day
Event		To be negotiated	To be negotiated	To be negotiated	To be negotiated	To be negotiated	
Short-Term Hire							
Not-for-profit / Community							
Sports Group Hire		Nil	Nil	Nil	Nil	Nil	
Dog Obedience Hire		Nil	Nil	Nil	Nil	Nil	
Fitness Group Hire		Nil	Nil	Nil	Nil	Nil	
Other		Nil	Nil	Nil	Nil	Nil	
Private / Commercial							
Sports Group Hire		\$10.50	\$10.70	\$11.00	\$0.00	\$12.00	per session
Dog Obedience Hire		\$10.50	\$10.70	\$11.00	\$11.55	\$12.00	per week
Fitness Group Hire		\$10.50	\$10.70	\$11.00	\$11.55	\$12.00	per week
Other		To be negotiated	To be negotiated	To be negotiated	To be negotiated	To be negotiated	
Long-Term Hire		To be negotiated					
Common Fees & Charges							
Key Bond (refundable)		\$50.00	\$55.00	\$55.00	\$57.75	\$55.00	per key
Tennis Courts Hire							
Payneham Oval - Tennis Courts - General Public							
The Payneham Oval Tennis Courts are now managed by the East Adelaide Payneham Tennis Club and can be booked online by the general public through BOOK-A-COURT. The Club will retain any profits.							
Tennis Courts - Joslin Reserve							
General Public - casual use		Free	Free	Free	Free	Free	
Reserve Hirers		Free	Free	Free	Free	Free	
Tennis Clubs or Coaches		Free	Free	Free	Free	Free	
Swimming Centres							
Adult	Yes	\$8.00	\$8.00	\$8.00	Nil	\$8.00	per person
Concession	Yes	\$6.00	\$6.00	\$6.00	Nil	\$6.00	per person
2- 4 years	Yes	\$3.00	\$3.00	\$3.00	Nil	\$3.00	per person
Family Pass	Yes	\$22.50	\$23.00	\$23.50	Nil	\$23.50	per pass
Schools - 45 minutes	Yes	\$2.80	\$2.85	\$2.90	Nil	\$2.90	per person
Schools - 60 minutes	Yes	\$3.30	\$3.35	\$3.40	Nil	\$3.40	per person
Schools - 90 minutes	Yes	\$3.80	\$3.85	\$3.95	Nil	\$3.95	per person
Schools Recreation Swim	Yes	\$4.30	\$4.40	\$4.50	Nil	\$4.50	per person
School Recreation Swimming + 120 min	Yes	\$5.60	\$5.70	\$5.80	Nil	\$5.80	per person
Vac Swim	Yes	\$4.60	\$4.70	\$4.80	Nil	\$4.80	per person

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Season Pass 7 Day	Yes	\$345.00	\$350.00	\$357.00	Nil	\$357.00	per pass
Season Pass Family	Yes	\$750.00	\$765.00	\$780.00	Nil	\$780.00	per pass
Season Pass Concession	Yes	\$255.00	\$260.00	\$265.00	Nil	\$265.00	per pass
20 Visit Pass	Yes	\$112.00	\$114.00	\$117.00	Nil	\$117.00	per book
10 Visit Pass	Yes	\$65.00	\$66.00	\$67.00	Nil	\$67.00	per book
Centre Hire (per hour) - Norwood Pool	Yes	\$285.00	\$290.00	\$300.00	Nil	\$300.00	per hour
Centre Hire (per hour) - Payneham Pool	Yes	\$362.50	\$370.00	\$380.00	Nil	\$380.00	per hour
Lane Hire (per hour) - School or Other Groups (See also Pool entry with lane/pool hire below)	Yes	\$22.50	\$23.00	\$23.50	Nil	\$23.50	per hour
Swimming Club Lane Hire (per hour) - (See also Pool entry with lane/pool hire below)	Yes	\$13.00	\$13.50	\$14.00	Nil	\$14.00	per hour
Pool entry with lane/pool hire - (See also cost of lane hire by School/Swimming Clubs & Other Groups above)	Yes	\$5.00	\$5.10	\$5.20	Nil	\$5.20	per person
Swim Lessons	No	\$18.00	\$18.50	\$19.00	Nil	\$19.00	per lesson
Water Polo	Yes	\$190.00	\$195.00	\$200.00	Nil	\$200.00	per hour
Spectators	Yes	\$4.50	\$4.50	\$4.50	Nil	\$4.50	per person
Cancellation Fee 40% hire cost		40% of hire fee	40% of hire fee	40% of hire fee	40% of hire fee	40% of hire fee	
Child Care							
St Peters Child Care Centre							
Daily	No	\$103.00	\$105.00	\$110.00	\$115.50	\$116.00	per day
Late fee - first 15 minutes	No	\$32.00	\$33.00	\$34.00	\$35.50	\$36.00	per 15 minutes
Late fee - each 10 minutes thereafter	No	\$27.00	\$27.00	\$28.00	\$29.50	\$29.00	per 10 minutes
Place Holding Deposit		\$100.00	\$105.00	\$110.00	\$115.50	\$100.00	
Community Services							
Donne E Benessere							
	Yes	\$6.00	\$6.00	\$6.00	\$6.30	\$6.00	per session
Over 50s Fitness (Gentle Exercise) (HACC)							
	No	\$6.00	\$6.00	\$6.00	\$6.30	\$6.00	per session
Home Maintenance HACC							
Labour	No	\$15.00	\$15.00	\$15.00	\$15.75	\$15.00	per hour
Gutter cleans	No	\$16.00	\$16.00	\$16.00	\$16.80	\$16.00	per hour
Specialist Gutter Cleaning				\$20.00	\$21.00	\$20.00	per hour
Window Cleaning	No	\$15.00	\$15.00	\$15.00	\$15.75	\$15.00	per hour
Materials	No	Cost of materials	Cost of materials	Cost of materials	Cost of materials	Cost of materials	per material
Material removal	No	\$13.00	\$13.00	\$13.00	\$13.65	\$13.00	per trailer load

	GST	2020-2021	2021-2022	2022-2023	CALCULATED INCREASE 5%	PROPOSED FEES & CHARGES 2023-2024	UNIT
Home Modification HACC							
Labour	No	\$15.00	\$15.00	\$15.00	\$15.75	\$15.00	per hour
Materials	No	Cost of materials	Cost of materials	Cost of materials	Cost of materials	Cost of materials	per material
Lunch @the Pub (HACC)	No	\$10.00	\$10.00	\$15.00	\$15.75	\$15.00	per session
Domestic Assistance (HACC)	No	\$8.00	\$8.00	\$8.50	\$8.95	\$8.50	per hour
Domestic Assistance (HACC) Cancellation fee	No	\$5.00	\$5.00	\$5.00	\$5.25	\$6.00	per session
Personal Care (HACC)	No	\$8.00	\$8.00	\$8.50	\$8.95	\$8.50	per hour
Personal Care (HACC) Cancellation fee	No	\$5.00	\$5.00	\$5.00	\$5.25	\$6.00	per session
Community Concerts (HACC)	No	Free	Free	free	Free	free	per session
Community Transport : Car (HACC)	No	\$7.00	\$7.00	\$7.00	\$7.35	\$7.00	per person
Shopping List (HACC)	No	\$7.50	\$7.50	\$8.00	\$8.40	\$8.00	per person
Escorted Shopping (HACC)	No	\$9.00	\$9.00	\$10.00	\$10.50	\$10.00	per person
Excursions - Movies (HACC)				\$4.00	\$4.20	\$4.00	per person
Excursions (HACC)	No	\$9.00	\$9.00	\$9.00	\$9.45	\$9.00	per person
Community Bus							
Set Fee	Yes	\$2.00	\$2.00	\$2.00	\$2.10	\$2.00	each way
Transport for Community Care Social Programs - Gold coin donation	Yes	\$1.50	\$1.50	\$1.50	\$1.60	\$1.50	each way
Fixed Fee - Full Day Hire	Yes	\$100.00	\$101.75	\$103.80	\$109.00	\$109.00	per day
Fixed Fee - Part Day Hire	Yes	\$73.00	\$74.30	\$75.80	\$79.60	\$79.60	per part day
Variable Hire fee	Yes	\$1.00	\$1.00	\$1.00	\$1.05	\$1.00	per kilometre
All Libraries							
Photocopying							
A4 black & white copied by client	Yes	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	per page
A3 black & white copied by client	Yes	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	per page
A4 colour	Yes	\$1.00	\$1.00	\$1.00	\$1.05	\$1.00	per page
A3 colour	Yes	\$2.00	\$2.00	\$2.00	\$2.10	\$2.00	per page
Other Library Fees							
Assumed Lost Notice Fee	No	\$3.00	\$3.00	\$3.00	\$3.15	\$3.00	per notice
Replacement Item Processing Fee	No	\$5.00	\$5.00	\$5.00	\$5.25	\$5.00	per notice
Printing (not photocopy)	Yes	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	per page
Colour printing	Yes	\$2.00	\$2.00	\$2.00	\$2.10	\$2.00	per page
USB Storage Device	Yes	\$5.00	\$5.00	\$5.00	\$5.25	\$5.00	per device
Earphones	Yes	\$2.00	\$2.00	\$2.00	\$2.10	\$2.00	per item
Library Bags	Yes	\$5.00	\$5.00	\$5.00	\$5.25	\$5.00	per bag
Academic / Specialist Library Inter Library Loan Fee (c	Yes	\$16.00	\$16.00	\$16.00	\$16.80	\$16.00	per item
Academic/Specialist Library Inter Library Loan Fee (in	Yes	\$10.00	\$10.50	\$10.50	\$11.05	\$10.50	per item
Library Services & Lifelong Learning							
Book discussion group annual membership fee	No	\$20.00	\$20.00	\$20.00	\$21.00	\$20.00	per year per member
Yoga	Yes	\$10.00	\$10.00	\$10.00	\$10.50	\$10.00	per session

Attachment D

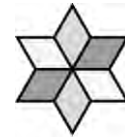
Adoption of the 2023-2024 Annual Business Plan and Budget and Declaration of Rates for 2023-2024

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

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



City of
Norwood
Payneham
& St Peters



City of
Norwood
Payneham
& St Peters

NAME OF POLICY: Rating Policy

POLICY MANUAL: Governance

BACKGROUND

Section 123 of the *Local Government Act 1999* (The Act) requires Councils, as part of the Annual Business Plan, to have a rating policy which must be prepared and adopted each financial year in conjunction with the declaration of rates. The Council's power to raise rates and the framework within which the Council must operate is outlined in Chapter 10 of the Act.

Scope

The purpose of the Policy is to outline the Council's approach to determining and collecting rates from the community. In determining the Policy, the Council is committed to the principles that apply to the imposition of taxes on the community.

Equity: Ratepayers with the same property value should pay the same level of tax.

Benefit: Ratepayers should receive some benefit from the tax paid, but not necessarily to the extent of tax paid. Rates are not a fee-for-service.

Simplicity: The tax must be understandable and easy to collect.

Consistent: Taxes should be internally consistent, based on transparent and predictable rules.

Economic Efficiency: The tax imposed should not distort economic behaviour. For example, a tax which is designed to change behaviour, and that behaviour changes, then the tax is considered efficient.

These principles may be in conflict with each other, therefore the Council must strike a balance between the:

- application of the principles of taxation;
- policy objective of levying rates;
- need to raise revenue; and
- the effect of the tax on the community.

The Council has considered each principle when determining its Rating Policy.

POLICY

Strategic Focus

The Council must balance its service levels, the needs and expectations of the community and the levying of rates to ensure it is adequately resourced to fulfil its roles and responsibilities. In determining rates for the financial year, the Council gives primary consideration to strategic directions, budget considerations, the current economic climate and the likely impacts on the community.

The resources required to successfully achieve this outcome are documented in the Annual Business Plan and Annual Budget. The Annual Budget directly supports and reflects the delivery of the Council's Strategic Plan, *City Plan 2030*.

The Council's major source of revenue is Rates Revenue, derived as a tax on land within the Council area. Rate levels are determined after consideration of expenditure priorities in relation to the Council's Strategic Plan *City Plan 2030*, the Long-Term Financial Plan, Asset Management Plans, the Annual Business Plan, ongoing service delivery requirements and community needs.

The Council recognises the importance of supporting and encouraging a diverse and healthy commercial sector and this is reflected in its strategic plans. As a result, specific business development initiatives are being introduced to support and attempt to broaden the City's economic base. Strategic and Business Planning for various precincts are an example of the work being progressed in this area.

Rating Structure

All land within a Council area is rateable, except for land specifically exempted under Section 147(2) of the Act. This includes:

- unalienated Crown land;
- land used or held by the Crown or an instrumentality of the Crown for a public purpose (including an educational purpose), except any such land—
 - that is held or occupied by the Crown or instrumentality under a lease or licence; or
 - that constitutes domestic premises;
- land (not including domestic or residential premises) occupied by a university established by statute;
- land that is exempt from rates or taxes by virtue of the *Recreation Grounds Rates and Taxes Exemption Act 1981*;
- land occupied or held by the council, except any such land held from a council under a lease or licence;
- land occupied by a subsidiary where the land is situated in the area of the council that established the subsidiary or a constituent council (as the case may be);
- land occupied or held by an emergency services organisation under the *Fire and Emergency Services Act 2005*;
- land that is exempt from council rates under or by virtue of another Act.

Method Used to Value Land

Pursuant to Section 151 of the Act, the Council may adopt one of three valuation methodologies to value the properties. The valuation methodologies are:

- Capital Value – The value of the land and all of the improvements on the land.
- Site Value – The value of the land and any improvements which permanently affect the amenity of use of land such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – The valuation of the rental potential of the property.

The Council adopts Capital Value as the basis for valuing land within the Council area.

The Council considers the Capital Value method of valuing land, is the fairest method of distributing the rate burden across all ratepayers, on the following basis:

- property value is a good indicator of wealth. Capital Value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- the equity principle of taxation requires taxpayers of similar wealth pay similar taxes, so taxpayers of greater wealth pay more tax than taxpayers of lesser wealth.;

Adoption of Valuations

The Council adopts the Capital Valuations as assessed by Land Services SA, effective at 1 July as the Capital Value of each property.

If a ratepayer is dissatisfied with the valuation made by Land Services SA, the ratepayer may object to Land Services SA in writing, within sixty (60) days of receiving the first notice of the valuation, explaining the basis for the objection provided the ratepayer has not:

- (a) previously received a notice of this valuation under the Act, in which case the objection period is sixty (60) days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by Land Services SA.

Note: The sixty (60) day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause. Contact details to lodge an objection are included on the Rates Notice sent by the Council.

The Council has no role in the assessment of objections. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

Differential General Rates

Pursuant to Section 153 of the Act, the Council can impose a general rate on all rateable land/or a differential rate based on location of land and/or the use to which the land is put. In applying the equity and benefit principles, the Council will apply a differential rate based on the use of the land.

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

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

If a ratepayer believes a particular property has been incorrectly classified as to its land use, then an objection may be made to the Council within sixty (60) days of being notified of the land use classification. It is important to note that the lodgement of an objection does not alter the due date for the payment of rates. Rates must be paid in accordance with the Rate Notice unless otherwise notified by the Council.

For the 2023-2024 financial year, the Council has determined that the following differential rates will be applied to all of its rateable assessments:

Land Use	Differential Rate Cents-in-the-Dollar	% of Rate Revenue
Residential	0.18285	79.17%
Commercial	0.21942	16.43%
Industrial	0.21942	0.85%
Primary Production	0.21942	0.01%
Vacant Land	0.21942	1.24%
Other	0.21942	2.3%

Minimum Rate

A Council may impose a minimum rate to properties within the Council area in accordance with Section 158 of the Act.

The minimum rate is imposed so 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;
- services provided that are available for use by all ratepayers e.g. Library and Parks and Gardens.

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.

The minimum rate will increase at the same percentage increase in general rate revenue. Pursuant to Section 158(2) (d), the minimum rate will not be applied to more than 35% of properties in the Council area.

For 2023-2024, the minimum rate is set at \$1,228. The minimum rate has been applied to 6,761 assessments or 32.66% of all rateable properties within the Council area.

The Parade Separate Rate

For the purposes of promotion, enhancing business viability and profitability of the businesses and traders along The Parade, pursuant to Section 154 of the Act, the Council has previously declared The Parade Separate Rate. The revenue raised from The Parade Separate Rate may only be used for the purpose of promotion and enhancing business viability for those businesses located within The Parade Precinct.

The Council declared a differential separate rate of 0.04378 cents-in-the-dollar will be levied against all properties which fall within The Parade Precinct with a land use classified as Category (b) – Commercial Shop or Category (c) – Commercial Office or Category (d) – Commercial Other or Category (e) - Industrial Light.

Pursuant to Section 166(1)(a) of the Act, the Council will grant a discretionary rebate of 50% of The Parade Separate Rate to all properties that fall within the geographical boundary described above and which have a land use of Category (c) – Commercial Office and Category (d) – Commercial Other land use classified as Professional Services.

Regional Landscape Levy

The Regional Landscape Levy is a State Government tax which the Council is required to collect under the *Landscape South Australia Act 2019*, in order to make a specified contribution to the funding of the operations of the Green Adelaide Board. Revenue collected from this levy is not retained by the Council and the Council does not determine how the revenue raised is allocated by the State Government.

The Council's contribution to the Green Adelaide Board is collected from property owners through a separate rate, the Regional Landscape Levy, based on Capital Value. The rate is fixed and calculated to raise the equivalent amount as Council's share to be contributed to the Green Adelaide Board, taking into account any rebates/remissions under Section 159-166 of the Act.

The Regional Landscape Levy is separate to the General Rates levied by the Council.

For the 2023-2024 Financial year, the Council will collect \$1.5million for the payment of the State Government Regional Landscape Levy. The Regional Landscape Levy has been set at 0.00743 cents-in-the-dollar against all rateable properties.

Private Laneways Separate Rate

Within the City of Norwood Payneham & St Peters, there are a number of Private Laneways which provide pedestrian and vehicular access to residential properties and businesses, and access routes to adjoining roads and destinations.

The Council recognises the difficulties that face residents and businesses that rely upon Private Laneways for access to their properties, and acknowledges that the Council is often the only authority which has the capacity to provide a solution. As such, the Council has determined to progressively assume responsibility for selected Private Laneways within the City, through implementation of the statutory process set out in Section 210 of the *Local Government Act 1999* (the Act), to convert Private Laneways to Public Roads, whereby its ownership will vest in the Council.

For the purposes of recovering the cost of converting a Private Laneway to a Public Road, the Council may declare a Separate Rate over the relevant part of the Council area amounting to a rates liability against each Adjoining Allotment to the laneway.

Pursuant to Section 154 of the Local Government Act, the Council has not declared a Separate Rate for this purpose in 2023-2024.

Payment of Rates

Council rates will be due in four (4) instalments - 8 September 2023, 8 December 2023, 8 March 2024 and 7 June 2024. The total outstanding balance of rates may be paid in full at any time.

The Council provides various methods to enable the payment of rates. Payment methods are detailed on the Rates Notice. In addition, regular pre-payments of Council Rates are allowed of \$30 or more at any time and can be made at any Council office, via BPay, via Australia Post BillPay or by the Council website.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard arrangements should contact the Council's Rates & Revenue Officer on 8366 4554 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

Late Payment of Rates

The Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Late payment fines are levied in accordance with the provisions of Section 181(8) of the Act.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. Fines and interest are still levied in accordance with the Act while there is an arrears balance.

The Council will consider applications for remissions of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested, or may be submitted on the Application for Remission of Rates and/or Fines Form.

When the Council receives a payment in respect of overdue rates, the Council will apply the money received as follows:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

Recovery of Rates

The Council will issue one (1) Reminder Notice for payment of rates when rates remain unpaid by the due date. Rates, which remain in arrears for a period exceeding 30 days, will be subject to recovery action in accordance with the Council's Credit Policy.

Sale of Land for Non-payment of Rates

Section 184 of the Act provides that a Council may sell any property where the rates have been in arrears for three (3) years or more.

Before a Council sells land in pursuance of this section, it must send a notice to the principal ratepayer at the address appearing in the assessment record stating:

- a) the period for which the rates have been in arrears; and
- b) the amount of the total liability for rates presently outstanding in relation to the land; and
- c) that if that amount is not paid in full within one (1) month of service of the notice (or such longer time as the Council may allow), the Council intends to sell the land for non-payment of rates.

Except in extraordinary circumstances, the Council will enforce the sale of land for arrears of rates.

Remission and Postponement of Rates

Application for remission of rates and charges or postponement of rates will be considered under the discretionary provisions of Sections 181 and 182 of the Act.

Requests must be lodged in writing or may be submitted on the Application for Remission or Postponement of Rates and/or Fines form. All requests must provide evidence of financial hardship. Monthly interest at the prescribed rate will be applied to rates postponed under the Section 182.

Such enquiries are treated confidentially by the Council.

Postponement of Rates for Seniors

Section 182A of the Act sets out the criteria that applies for a senior ratepayer to be eligible for the postponement of payment of rates.

Applications must be lodged in writing and must provide evidence of eligibility plus other evidence as required. Requests must be lodged on the Application Form for Postponement of Rates. Monthly interest at the prescribed rate will be applied to rates postponed under Section 182A.

Where an application for postponement under Section 182A is granted, a presumption of ongoing annual postponement will be assumed. If an entitlement of postponement ceases to exist, the owner of the land must inform the Council in writing of that fact.

Ratepayers requesting postponement of rates will initially be referred to the availability of reverse mortgage loans through financial institutions. Seniors granted postponement of rates are required to pay a minimum of \$500 of rates and charges levied in each financial year in compliance with the Local Government (General) Regulations.

Such enquiries are treated confidentially by the Council.

Rebate of Rates

Rebates of rates will be only granted when the applicant satisfies the requirements for Mandatory Rebates pursuant to Section 159 to Section 165 of the Act.

Applications for discretionary rebates lodged under Section 166 of the Act, will be considered under Council's Rate Rebate Policy.

Rate Capping Rebate

Pursuant to Sections 153(3) and 153(4) of the Act, the Council will grant a rebate of General Rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value, and where that property is their principal place of residence.

For the 2023-2024 financial year, the rebate will be automatically applied where the increase in rates payable from one financial year to the next financial year is greater than 17%.

Where this rebate is not automatically applied, ratepayers who consider they are eligible for the Rate Cap Rebate may lodge an application form, which will be assessed against the eligibility criteria. The application must be lodged by 30 June in the financial year that the rates are declared.

The rebate will not apply where:

- (a) any such increase is due in whole or in part to an increase in valuation of the land because of improvements made to it are worth more than \$30,000, or
- (b) any such increase is due in full or part to the use of the land for rating purposes on the date the Council declared its General Rates for the 2023-2024 financial year being different than the land use on the date the Council declared its General Rates for the 2022-2023 financial year, or
- (c) any such increase is in whole or part because of a change in the zoning of the land; or
- (d) the ownership of the property has changed since 1 January 2022.

Disclaimer

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this policy, it should raise the matter with the Council. In the first instance contact the Rates and Revenue Officer on 8366 4554 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied, they should write to the Chief Executive Officer.

REVIEW PROCESS

The Council will review this Policy within 12 months of the adoption date of the Policy.

INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's Rates and Revenue Officer, telephone 8366 4554.

ADOPTION OF THE POLICY

The Rating Policy was adopted by Council on 3 July 2006.
 The Rating Policy was adopted by Council on 2 July 2007.
 The Rating Policy was adopted by Council on 7 July 2008.
 The Rating Policy was adopted by Council on 6 July 2009.
 The Rating Policy was adopted by Council on 5 July 2010.
 The Rating Policy was adopted by Council on 4 July 2011.
 The Rating Policy was adopted by Council on 2 July 2012.
 The Rating Policy was adopted by Council on 1 July 2013.
 The Rating Policy was adopted by Council on 7 July 2014.
 The Rating Policy was adopted by Council on 6 July 2015.
 The Rating Policy was adopted by Council on 4 July 2016.
 The Rating Policy was adopted by Council on 3 July 2017.
 The Rating Policy was adopted by Council on 2 July 2018.
 The Rating Policy was adopted by Council on 1 July 2019.
 This Policy was reviewed by the Audit Committee on 25 May 2020.
 The Rating Policy was adopted by Council on 6 July 2020.
 This Policy was reviewed by the Audit Committee on 24 May 2021.
 The Rating Policy was adopted by Council on 5 July 2021.
 This Policy was reviewed by the Audit Committee on 23 May 2022.
 The Rating Policy was adopted by Council on 4 July 2022.
 The Rating Policy was adopted by the Council

TO BE REVIEWED

May 2024

3. CONFIDENTIAL REPORTS
Nil

4. CLOSURE