



Annual Business Plan

2024–2025



City of
Norwood
Payneham
& St Peters

An aerial photograph of a suburban residential area. The houses are mostly two-story with grey roofs. There are many trees, some with yellow autumn foliage. A road, St Peters Street, runs vertically through the center-right of the image. A section of this road, including a roundabout and a straight section, is highlighted in a light pink color to indicate a planned upgrade. The text 'Our Vision' is overlaid on the top left, and 'St Peters Street Upgrade' is in a black box at the bottom left.

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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ALF Gather Round Weekend - Memorial Gardens

Mayor's Message

The City of Norwood Payneham & St Peters' 2024–2025 Annual Business Plan & Budget, is a crucial component of the Council's ongoing commitment to financial sustainability.



The 2024–2025 Annual Business Plan & Budget sets out the revenue and how we propose to allocate our budget and resources to deliver key major projects, infrastructure upgrades, programs and services.

As in previous years, the Council's focus and challenge is to balance 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, against a reasonable rate increase for ratepayers.

The Council also acknowledges and has taken into account the current economic challenges of inflation and interest rates, both of which are contributing to cost-of-living pressures on households and individuals.

This scenario underscores the need to provide value for money in the infrastructure, services and programs which the Council delivers for our community.

Just like our community, the Council will continue to face challenges of escalating costs to assist in its strategic planning. The Council's Long-

term Financial Plan (LTFP) sets out a ten-year horizon for the Council in terms of the revenue it will need to continue to operate in a sustainable way without compromising the standard of service delivery. Importantly, the LTFP is reviewed each year to make the necessary adjustments in response to changing conditions.

Careful consideration of these factors has resulted in the Council adopting a 7.01% residential (average) rate increase, or an extra \$149 annually compared to last year.

The Council welcomes State and Federal Government grants, which are used as part of multi-million investments in projects, which will have ongoing economic benefits, including creating local jobs, in our City and community as well as improving the City's infrastructure.

Over the coming 12 months, the Council will implement its annual Capital Works Program.

This includes the upgrade of various playgrounds and the reconstruction of the Joslin Reserve tennis courts.

While the budget focuses on the 2024–2025 financial year, it is worth looking at some of the highlights achieved in 2023–2024. These include:

- completion of Stages 2 and 3 of the \$20m Trinity Valley Drainage Upgrade Project;
- completion of the St Peters Street Streetscape Upgrade (\$4.45m);
- redevelopment of Burchell Reserve, St Peters (\$4.2m);
- completion of the Dunstan Adventure Playground Upgrade (\$1.45m);

- completion of the \$1.5m Cruickshank Reserve Facilities Upgrade;
- completion of Stage 2 of the River Torrens Linear Park Shared Path Enhancement Project;
- 2024 AFL Gather Round; and
- the upgrade and widening of the pedestrian and cycling path along Linear Park (\$3m).

In 2024–2025, construction of the Council's largest project undertaken to date, the redevelopment of the \$60m Payneham Memorial Swimming Centre is continuing and the final two stages of the Trinity Valley Drainage Upgrade Project will be completed.

Work will also commence on the George Street Upgrade Project as Stage 1 of the implementation of The Parade Masterplan. The redevelopment of George Street will build upon the current character and 'sense of place' established throughout The Parade and will create spaces for urban greening, widening and re-paving of the footpaths for improved accessibility and amenity for pedestrians, improved public lighting and new street furniture.

In addition, the Council will implement a 40km/h speed limit in the Hackney to Marden Precinct.

All of these projects will provide benefits to our community and help improve their quality of life.

To find out more about the 2024–2025 Major Projects please see pages 24 and 25.

**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 2024–2025 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 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 delivery of 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 2024–2025 financial year.

The City of Norwood Payneham & St Peters' Annual Business Plan & Budget is required to be prepared in accordance with State Government legislation.

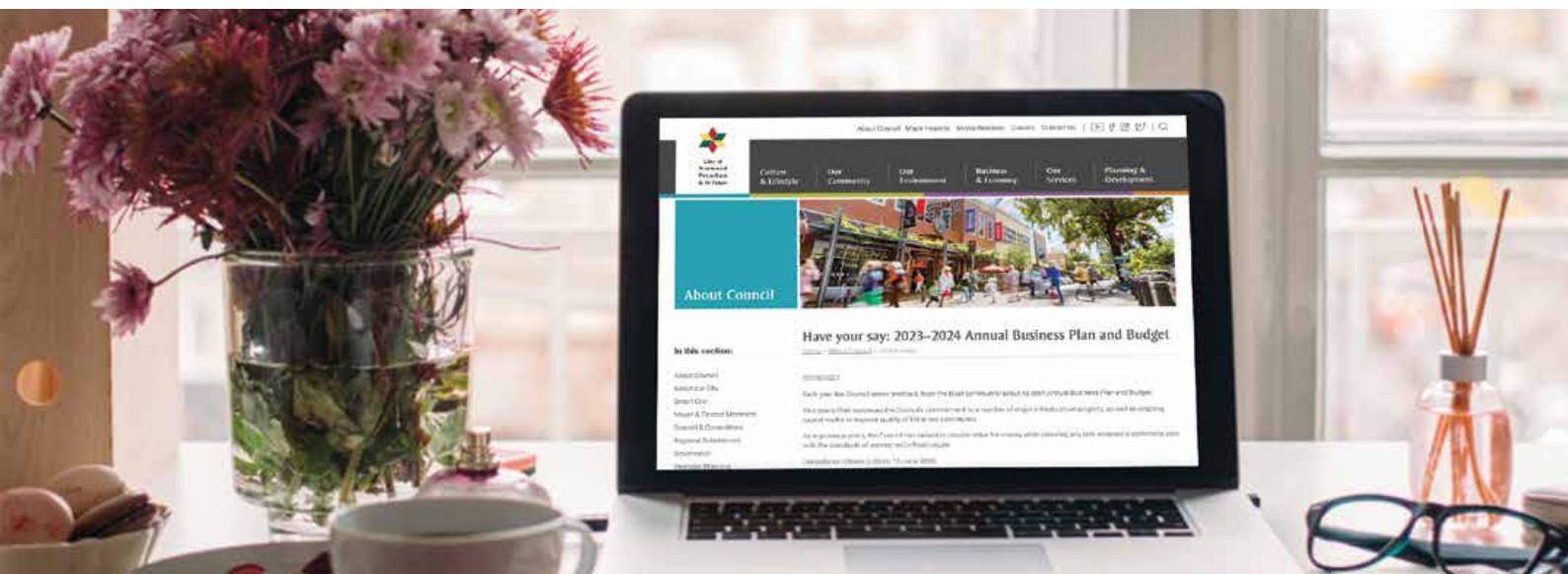
At its meeting held on 8 April 2024, the Council unanimously agreed that, subject to further consideration of the draft

2024–2025 Budget by the Council and following the receipt and consideration of any public submissions in respect to the draft 2024–2025 Annual Business Plan that:

- a Rate Revenue increase, of 8.5%, be endorsed 'in principle' from \$42,939 million in 2023–2024 to \$46,589 million in 2024–2025;
- an average residential rate increase of 7.01% be endorsed 'in principle';
- an average commercial rate increase of 7.21% 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 2024–2025 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 2024–2025 financial year.

Consultation on the 2024–2025 Annual Business Plan & Budget



Pursuant to the *Local Government Act 1999*, the Council undertook community consultation on the 2024–2025 Draft Annual Business Plan & Budget.

The consultation commenced on 10 May 2024 and concluded on 31 May 2024. 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 Civic Service Centres; and
- a Public Notice published in The Advertiser.

The 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 2024–2025 Annual Business Plan & Budget by:

- attending the Public Meeting which was held on Wednesday, 27 May 2024;
- completing an on-line form via the Council’s website; and
- completing a hard copy Feedback Form.

30 written submissions were received by the closing date on 31 May 2024.

33 citizens attended the Public Meeting, which was held on 27 May 2024.

The submissions were subsequently considered by the Council at its meeting held on 11 June 2024.

Following consideration of the submissions, no changes were made to the Draft 2024–2025 Annual Business Plan & Budget.

Strategic Direction

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

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

- Social Equity**
- Cultural Vitality**
- Economic Prosperity**
- Environmental Sustainability**



For our City, adding the fourth Pillar of culture to the traditional Triple Bottom Line (TBL) of environmental, social and economic sustainability highlights the importance of protecting and enhancing our City’s unique character and sense of place.

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

CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in *CityPlan 2030*, requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves.

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

Strategic Planning Framework

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



Long-term Financial Plan

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



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

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

In line with *CityPlan 2030*, the Long-term Financial Plan focuses on these four strategic outcomes.

The Long-term Financial Plan is an important planning tool for the Council as it:

- reflects the future financial position based on delivering the services, activities, programs and initiatives undertaken by the Council;

- allows the costs of long-term strategic decisions to be quantified and debated; and
- assesses the financial sustainability of service levels.

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

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

- Outcome 1: A Balanced Budget
- Outcome 2: Rate Stability
- Outcome 3: Infrastructure and Asset Management
- Outcome 4: Debt Management

Objectives and Key Initiatives

In preparing the 2024–2025 Annual Business Plan & 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 2024–2025, 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.

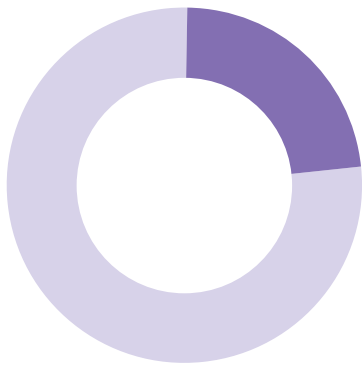
In some cases, projects and initiatives may contribute towards more than one of the four key outcomes. Projects and initiatives have been listed against the outcome with which it has the strongest alignment.

Other priorities which have influenced the preparation of the 2024–2025 Annual Business Plan & Budget include:

- an increase in operating expenditure taking into account the Local Government Price Index and Consumer Price Index (CPI) as well as the cost of building new and/or renovating facilities and infrastructure;
- ensuring the maintenance and renewal program for existing infrastructure assets, across the city including roads, footpaths, Council owned facilities 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.

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.

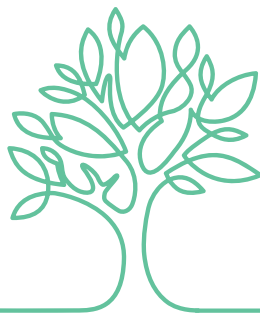


30.2%

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

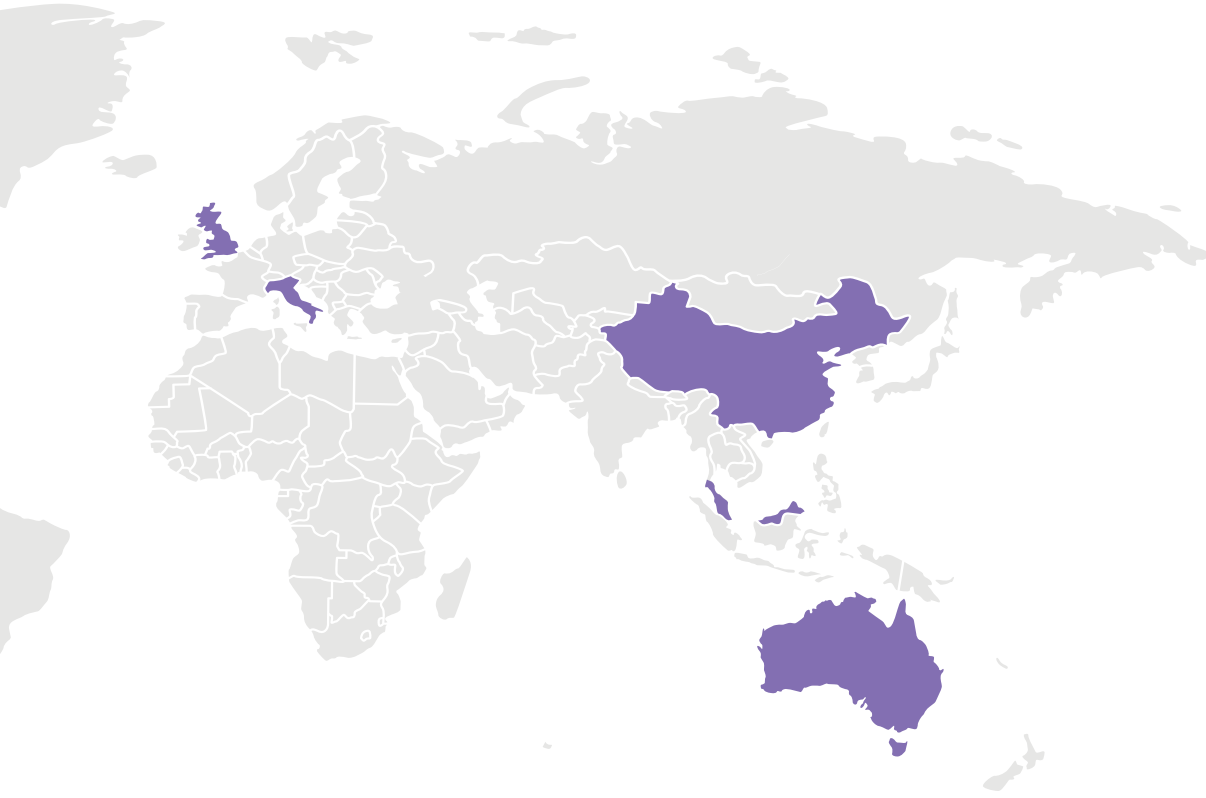


3 Libraries

Source: Australian Bureau of Statistics 2019 Estimated Resident Population

* Approximate figure

[^] See Major Projects page 24



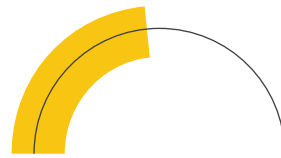
Top 5 origins of birth in the City

- 65.5%**
Australia
- 4.2%**
China
- 4.0%**
England
- 43.5%**
Italy
- 1.1%**
Malaysia

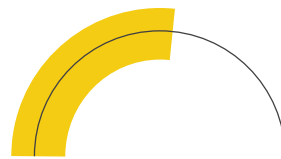
residents

37,487[#]

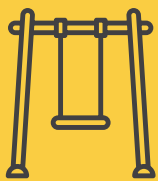
The median age of people is 41 years. Children aged 0–14 years make up 17% of the population and people aged over 65 years make up 20.1%.



48% male



52% female



29 playgrounds



72 parks and reserves



180 hectares of open space

Budget Overview

2024–2025

The Council's financial goal is to deliver on the strategic outcomes which are set out in *CityPlan 2030: Shaping our Future*, by managing financial and indeed all resources in a sustainable and equitable manner.

The 2024–2025 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 an Annual Business Plan & 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 by continuing its commitment to a number of large infrastructure projects, some of which commenced in 2023–2024, with the aim of being delivered this financial year.

The 2024–2025 Budget is also 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 2024–2025 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 revenue, 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 this respect, a number of significant factors have influenced the preparation of the 2024–2025 Budget, namely:

- the 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 2024 for SA Municipal Offices Award and 3.5% for Local Government Employees; and
- commitment to major projects which span more than one year.

Table 1 provides a comparison of the financial targets included in the Council’s Long-term Financial Plan and how they are met by the 2024–2025 Budget.

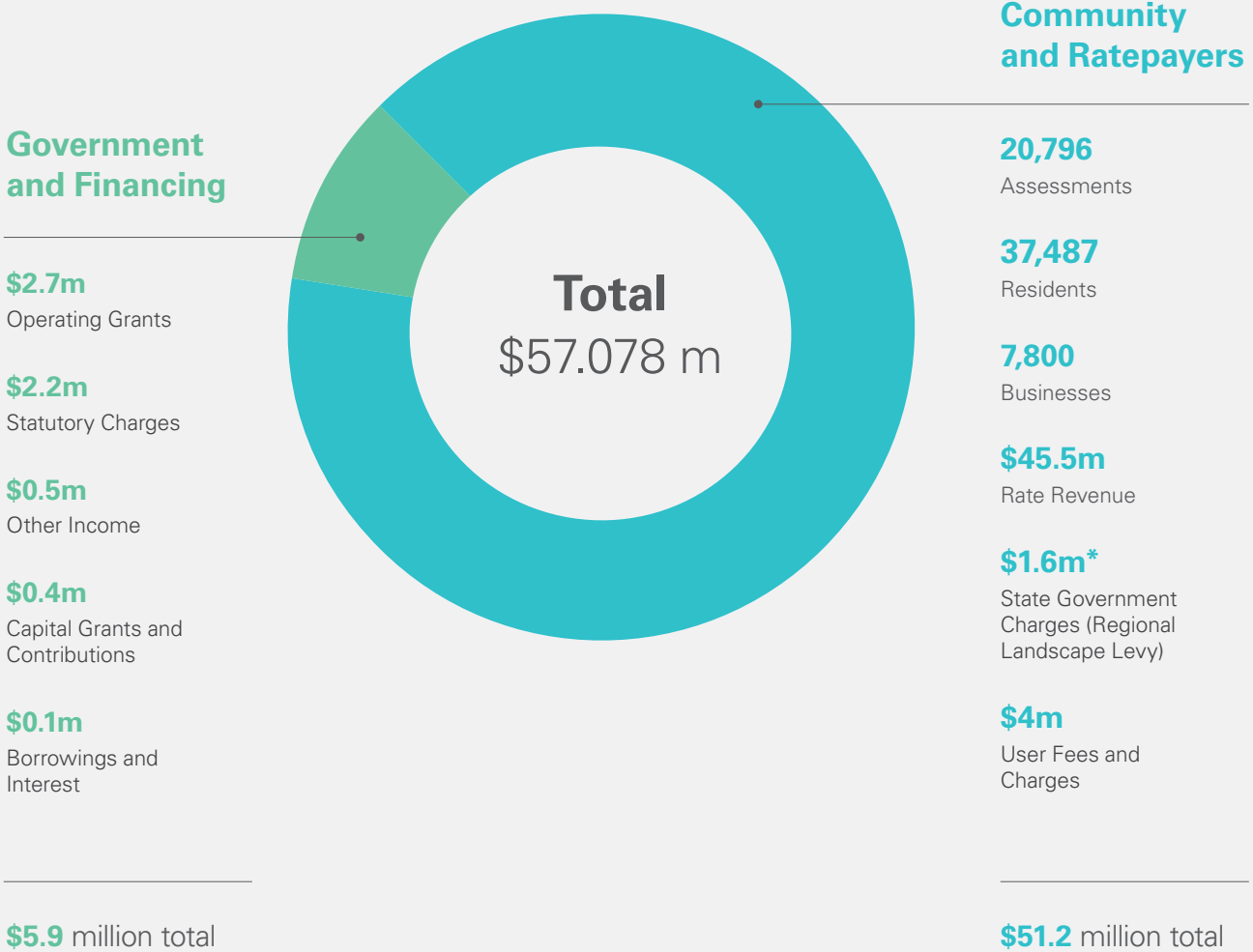
Table 1

Outcome	Indicator	LTFP Target
A balanced budget	Operating Surplus	\$0
	Operating Ratio	0–10%
Rate stability	Annual Rate Revenue increases	Between 4%–8%
Infrastructure and Asset Management	Asset Sustainability Ratio	Between 90%–110% on a rolling three year average
Debt Management	Net Financial Liabilities	less than 100%
	Debt Servicing Ratio	less than 15%

Budget Overview

2024–2025

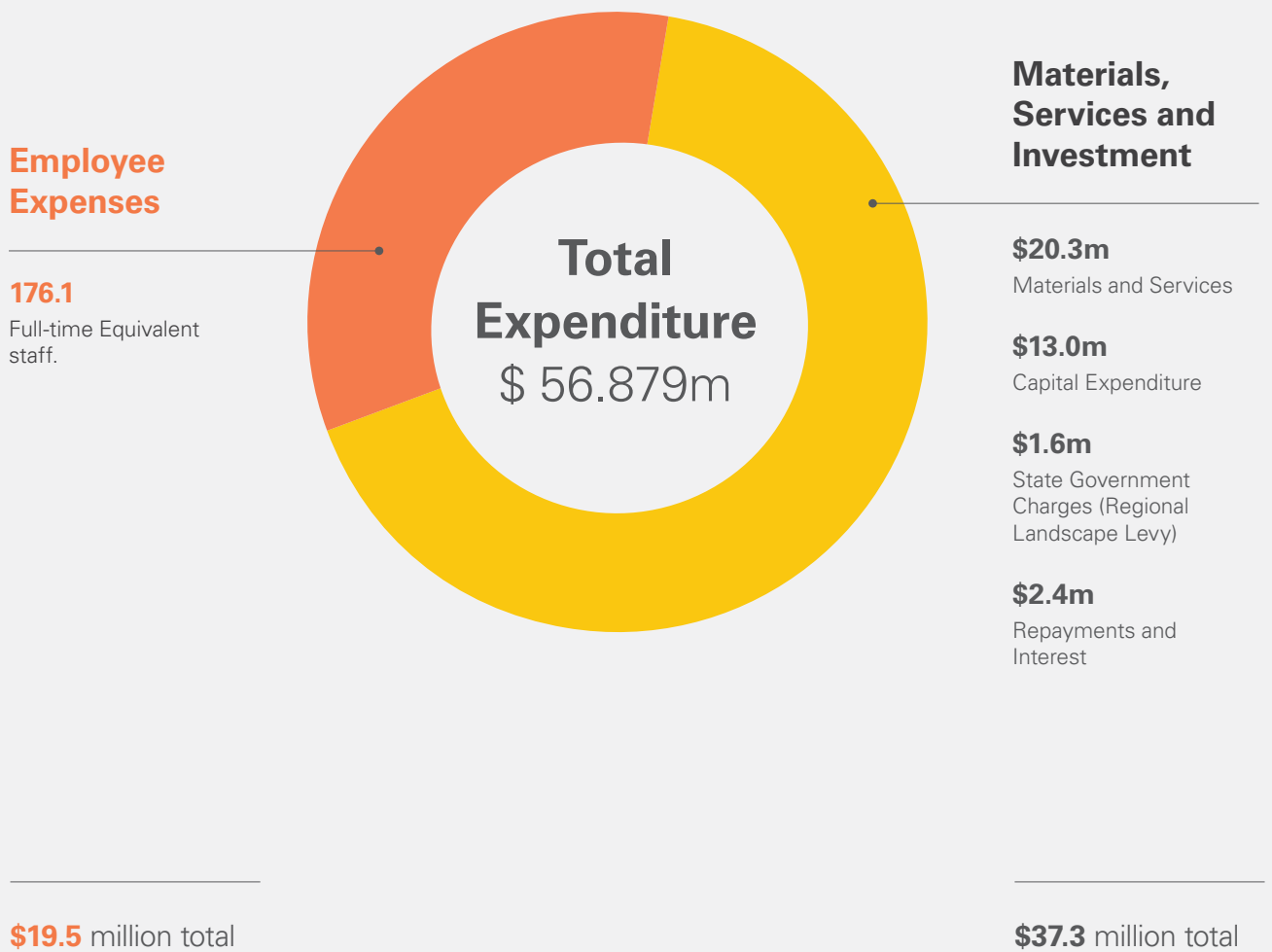
Operating Income



*In 2024–2025, the Council will collect \$1.6 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.

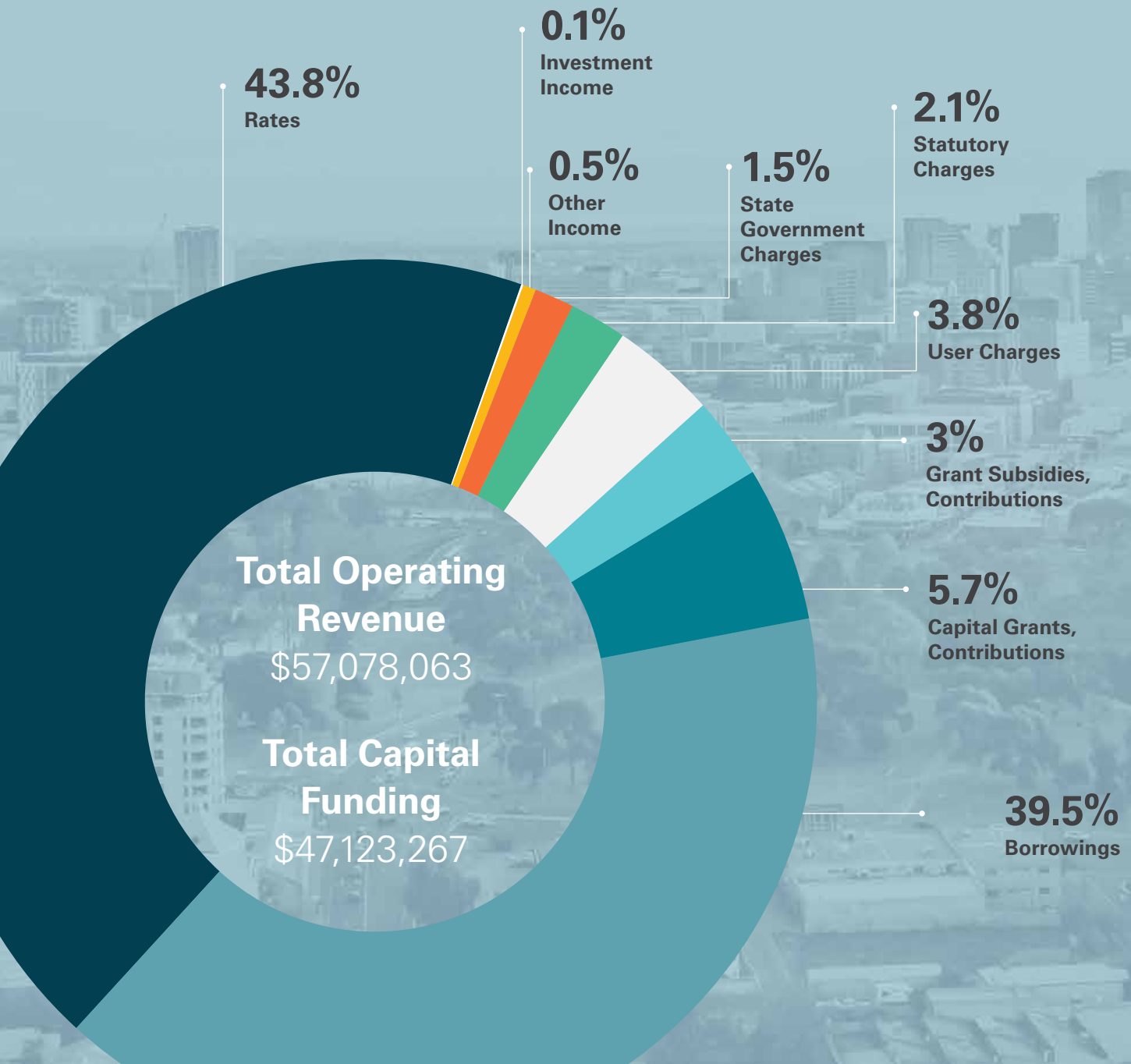
Operating Expenditure



Revenue & Expenditure

The 2024–2025 Annual Business Plan & 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

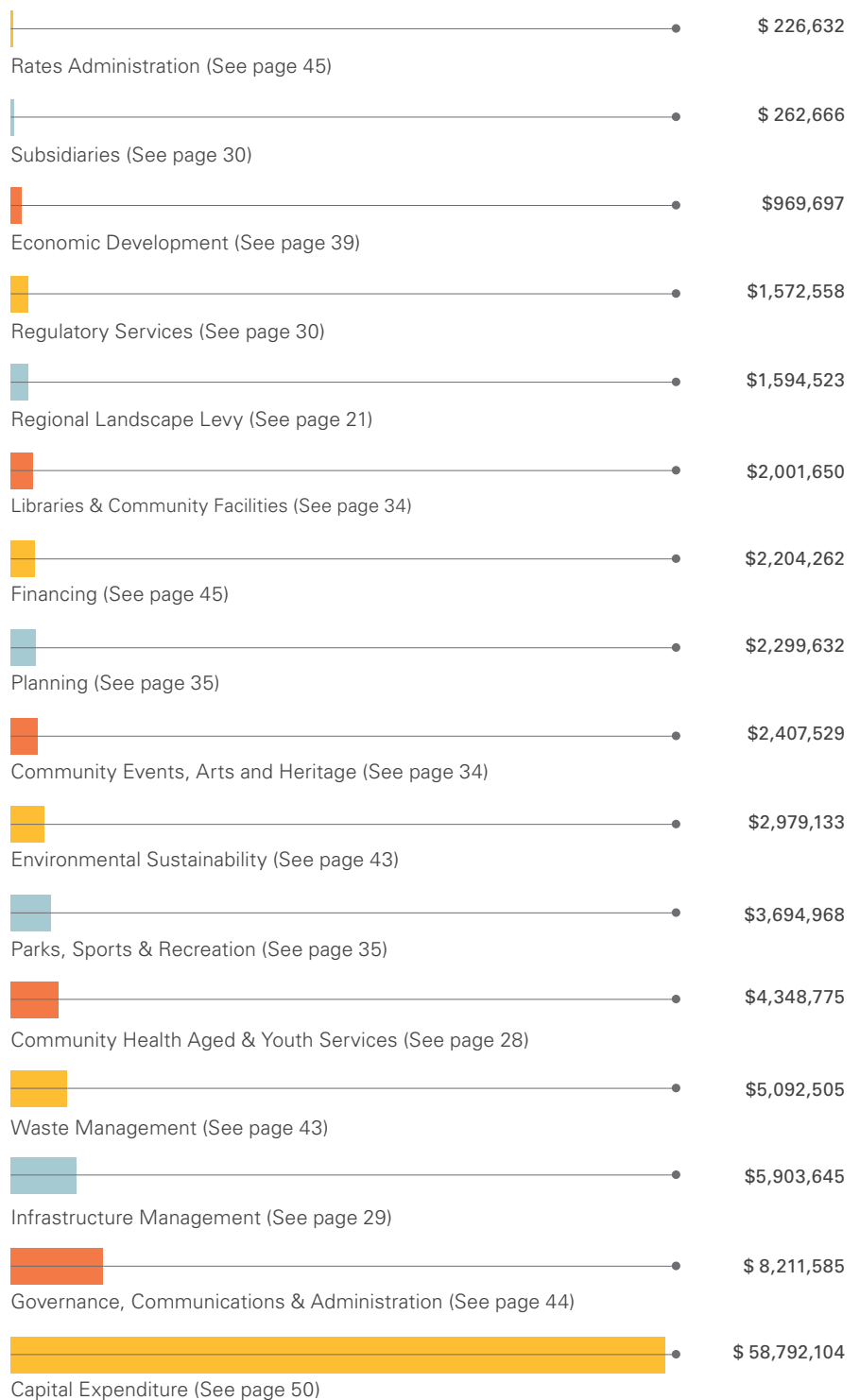


How the funds are spent

Total Expenditure \$102,561,862

Total Operating Expenditure (Excludes Depreciation) \$43,769,758

Total Capital Expenditure \$58,792,104



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.

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

As a result and to ensure it continues to be financially sustainable, the Council has endorsed an average residential rate increase of 7.01%, or an extra \$149 per annually compared to last year, bringing the average residential average rate to \$2,040.

One of the key objectives for the Council is to ensure that rate revenue increases are kept to a reasonable level, and are sufficient to maintain and improve the standard 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.

For the 2024–2025 financial year, a total of \$46.6 million will be collected through General Rates, an increase of \$3.65 million compared to 2023–2024.

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

In preparing the Annual Business Plan & 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.

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 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 (State Government), 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.

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

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 *Table 2*.

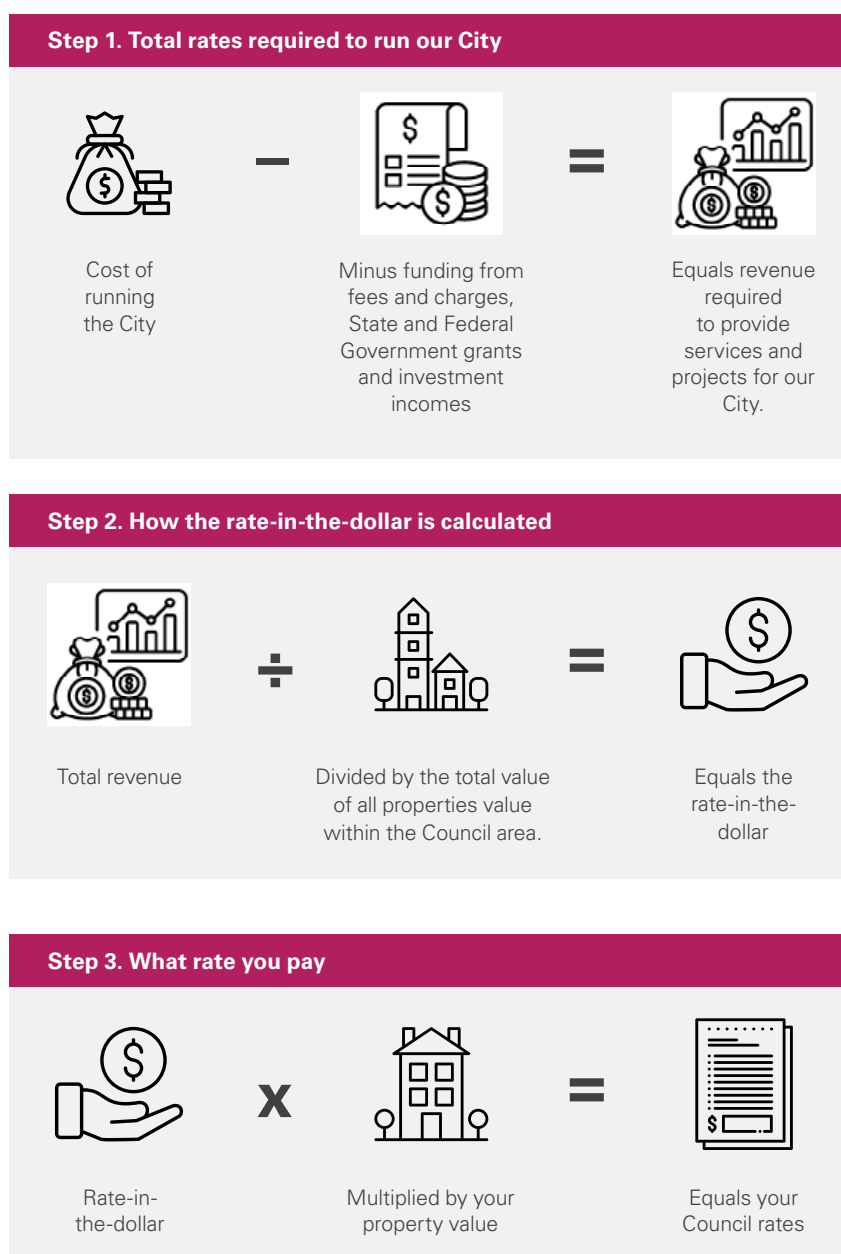
Table 2

Rate Revenue by Land Use

Residential	79.28%
Commercial	16.54%
Industrial	0.84%
Vacant Land	0.94%
Other	2.40%

How your rates are calculated

Figure X



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 2024–2025 financial year, the Council has set a minimum rate of \$1,277. The minimum rate will be applied to 6,825 (32.82%) 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

The Council has endorsed the continuation of the Separate Rate for The Parade Precinct during the 2024–2025 financial year. The Separate Rate is based upon achieving a total revenue of \$225,000 from the 400 tenancies located within The Parade Precinct.

Prior to resolving to extend the Separate Rate for a further year, the Council consulted and engaged 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 2024–2025 will continue to be used for the purpose of marketing and promoting The Parade as South Australia's Premier Mainstreet.

The Separate Rate will again be reviewed by the Council in early 2025, and consultation will be undertaken with the business and property owners within The Parade Precinct.

Proposed Rate Increases for 2024–2025

To fund the activities proposed within the 2024–2025 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 \$3.65 million or 8.5% in general rate income compared to 2023–2024.

Based on the valuations which have been received from the Valuer-General in June, this will in principle result in a proposed increase in the 'rate-in-the-dollar' by 2.52%.

For the 2024–2025 financial year, the average rate per property by land use is shown in Table 3.

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 \$2,040 and the average commercial property will be required to pay \$3,430.

Table 3

**Average rate per property by land use
2024–2025 financial year**

Land Use	Average Rate \$	Increase (Decrease) \$	% Change on 2023–2024
Residential	2,040	149	7.01%
Commercial	3,430	267	7.21%
Industrial	2,820	184	7.76%
Vacant Land	2,210	267	5.51%
Other	4,938	803	12.78%
Primary Production	2,266	156	7.37%
All properties	2,211	166	6.96%

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 2024–2025, the Council will be required to collect \$1.6 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 2024–2025 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 2024–2025 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.

How the Council spends your rates and charges

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



Governance, Communications & Administration

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



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



Infrastructure Management

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



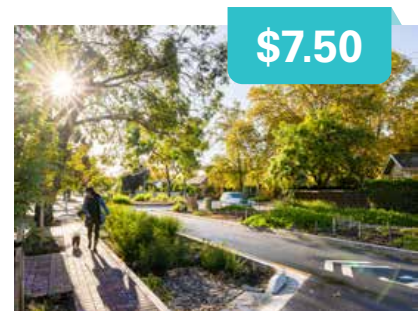
Community Health, Aged & Youth Services

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



Parks, Sport & Recreation

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



Environmental Sustainability

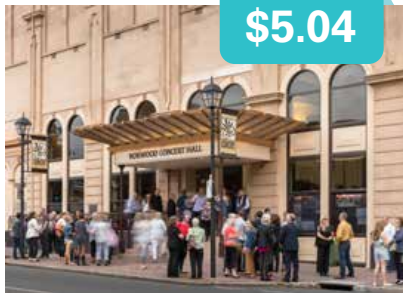
- Street sweeping
- Tree management
- Creek maintenance
- Street trees



\$6.06

Community Events, Arts and Heritage

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



\$5.04

Libraries & Community Facilities

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



\$3.96

Regulatory Services

- Environmental health services
- On-street parking management
- Animal management
- Abandoned vehicles
- Pest management
- Building inspections



\$5.79

Planning

- Urban planning
- Health inspections
- Development assessments



\$2.44

Economic Development

- Management of business precincts
- Strategic projects
- Economic development



\$0.66

Subsidiaries

- ERA Water (water irrigation)
- Highbury Landfill (landfill)
- East Waste (waste management)
- Eastern Health Authority (health inspections)

Major Projects

The 2024–2025 Annual Business Plan & Budget continues the Council’s ongoing commitment to a number of major infrastructure projects, some of which commenced in 2023–2024, which are aimed at improving our City, the well-being and quality of life of our community and helping to maintain a strong local economy. This year, the Council will continue its investment in the following major projects.



Payneham Memorial Swimming Centre Redevelopment

The transformation of the Payneham Memorial Swimming Centre into a contemporary aquatic leisure centre has already begun at 194 OG Road, Felixstow.

In early 2024, the Council awarded the construction contract to South Australian-based Badge Constructions, creating 100 Full Time Equivalent jobs in the construction phase.

The project—which is estimated to cost \$60 million—is the biggest investment in the City’s infrastructure.

The Centre’s funding includes a \$5.6 million grant from the State Government’s Local Government Infrastructure Partnership Program.

The Payneham Memorial Swimming Centre redevelopment will include the following new features:

- a 10 lane, 50 metre outdoor pool;
- an 8 lane, 25 metre indoor pool;
- an 11 x 20 metre indoor learner’s pool;
- a 14 metre tall tower with two waterslides;
- a zero-depth waterplay area;
- multiple male, female and unisex all-access changerooms with showers, toilets and lockers;
- multipurpose meeting rooms; and
- shade shelters and picnic seating.



George Street Upgrade

The section of George Street, located between The Parade and Webbe Street, will be upgraded as part of Stage 1 of the implementation of The Parade Masterplan.

The Upgrade will include the widening of pedestrian footpaths, new street trees, garden beds, street furniture and lighting.

The widened footpaths will assist with pedestrian movement along this busy section, while the new street trees and irrigated garden beds will provide shade and improve the amenity.

Enhanced lighting will improve pedestrian safety and encourage street activity into the evening hours.

The Upgrade will also incorporate new stormwater drainage in George and Harris Streets which are part of the Council's Long Term Stormwater Drainage Program.

Once completed the George Street Upgrade will transform the existing area into a well-designed, high quality public space, encouraging social connectivity.



Trinity Valley Stormwater Drainage Upgrade

The Council is installing new infrastructure that will significantly reduce the risk of flooding to properties within the suburbs of St Morris, Trinity Gardens, Maylands and Stepney (known collectively as the 'Trinity Valley').

Stages 2 and 3 of the four stage project have recently been completed. Stages 1 and 4 will be undertaken in 2024–2025.

Stage 4 includes new stormwater drainage infrastructure in Gage Street and Green Street, St Morris, and the redevelopment of St Morris Reserve which will include a stormwater detention basin.

Stage 1, the final stage, includes new stormwater drainage in the suburbs of Maylands and Stepney and is scheduled to commence in early 2025.

The Trinity Valley Stormwater Drainage Upgrade received funding from the Federal Government, through a \$9.9 million grant from the Preparing Australia Communities Program. The grant is being matched dollar-for-dollar by the Council.

Investing to ensure our community is safe.



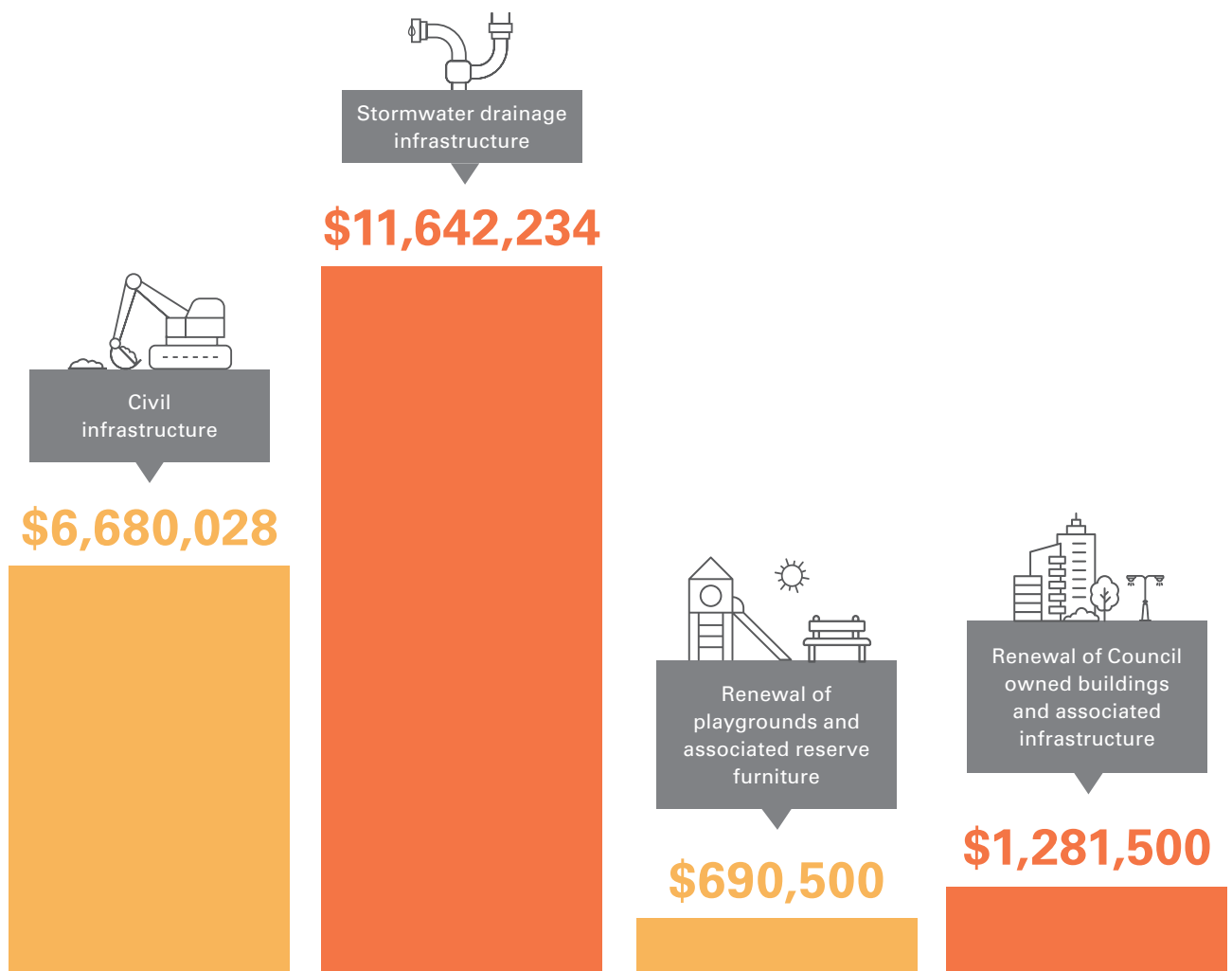
Capital Works Program Expenditure

2024–2025

The Council invests significant resources each year to ensure that the quality and standard of the City's infrastructure, including roads, footpaths, kerbs, buildings and recreation and open space assets, is maintained and meets community expectations.

The 2024–2025 Capital Works Program expenditure of \$20,294,262 includes:

- Civil infrastructure works to the value of \$6,680,028 including resealing 6.366kms of roads, reconstructing 7189.6 square metres of footpaths and replacing 1.622kms of kerbing.
- Building works to the value of \$1,281,500 including the various upgrade works at Payneham Community Centre, above-stage rigging infrastructure in Norwood Concert Hall.
- Recreation and open space infrastructure works to the value of \$690,500 including the Joslin Reserve tennis courts, Scott Street Reserve playground.
- Stormwater drainage works to the value of \$11,642,234, including Trinity Valley Stormwater Drainage Upgrade.





Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

2023–2024 Achievements

Payneham Memorial Swimming Centre

Awarded the construction contract of the Centre to Badge Constructions and on-site work began in early in 2024.

Biennial Community Survey

The Council undertook its Community Survey in 2023 with results from 400 citizens and 200 business operators.

Access & Inclusion Strategy

Undertook a second round of consultation for the Access & Inclusion Strategy and sought more diverse feedback from a wider sector of the community.

Dunstan Adventure Playground

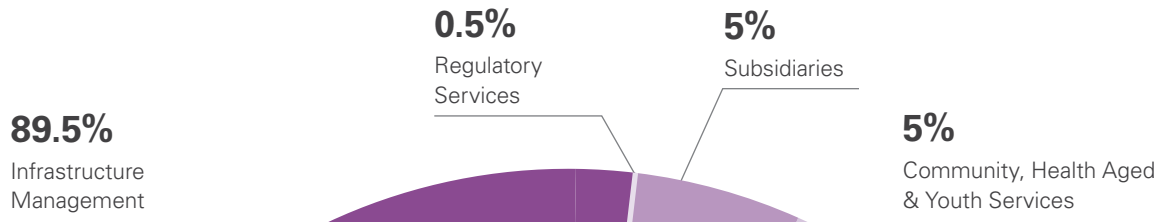
The much-loved and iconic playground was officially opened in February 2024 following a \$1.45 million redevelopment.

Annual Business Plan Objectives

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

Proposed key initiatives for 2024–2025

- 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.
- Continue construction work of the Payneham Memorial Swimming Centre.
- Officially open Burchell Reserve following its \$4.2 million redevelopment.
- Analysis and review of the results of the 2023 Community Survey.



Function	Income	Expense	(Surplus)/Net Cost
Community, Health Aged & Youth Services	(4,071,951)	4,348,775	276,824
Infrastructure Management	(1,004,393)	5,878,645	4,874,252
Regulatory Services	(1,478,800)	1,505,222	26,422
Subsidiaries	-	262,666	262,666

Community, Health, Aged & Youth Services

Services Provided

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

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.

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.

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.

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.

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.

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.

Infrastructure Management

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**

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
- Road & Traffic Management
- Stormwater Drainage Network
- Streetscape Maintenance
- Street Lighting

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.

Regulatory Services

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.

Regional Subsidiaries

Regional collaboration is a key area of focus for the Council and it continually seeks and explores opportunities to work with other councils to establish networks, while it strives to fulfil its role as a responsible leader and provide best value.

Eastern Health Authority

The Eastern Health Authority (EHA) provides public and environmental health services on behalf of its Constituent Councils - the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

A wide range of environmental health functions and services are performed to maintain appropriate public health standards and to prevent and control disease, including:

- regularly inspecting food premises
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern;
- provision of immunisation via public clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas; and
- providing advice and information to the general public.

East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils.

The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect, City of Unley and the Adelaide Hills Council. East Waste provides the following services:

- waste management and recycling;
- co-ordinating waste education programs on behalf of its Constituent Councils; and
- working with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

ERA Water

ERA Water is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*. ERA Water is responsible for construction and operation of a stormwater and reuse scheme on behalf of its Constituent Councils; the Cities of Burnside and Norwood Payneham & St Peters and the Town of Walkerville.

- ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project.
- The project is to reduce reserve irrigation and green our suburbs and enhance the quality of water that is discharged to our gulf.
- Importantly, through the constructions of wetlands and bio-filters at locations such as Felixstow Reserve the project has also centralised the City's environmental sustainability as well as reducing reliance on mains waste for irrigation purposes.

Highbury Landfill Authority

The Highbury Landfill Authority is responsible for the post-closure management of the Highbury Landfill previously used by the Councils through East Waste as their waste landfill. Significant ongoing activities undertaken by the HLA, include the monitoring and harvesting of landfill gases and the monitoring of groundwater contamination and leachates from the landfill.

The HLA has completed the construction of a synthetic clay capping for the landfill, which allows for more efficient monitoring and harvesting of landfill gases and reduces the risk of groundwater contamination to allow for further site remediation and revegetation.



Outcome 2 Cultural Vitality

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

2023–2024 Achievements

The Gallery

Opened a dedicated space for artists to exhibit their work at St Peters, called The Gallery and held multiple exhibitions there.

Hosted Popular Events

Art on Parade
Movie in the Park
Twilight Carols
St Peters Fair
Concerts in the Park series
Tour Down Under Stage 2.

Events for Youth

The Council's Co-ordinator Youth Programs delivered a range of youth events and activities to a suit a diverse audience of age and abilities in our City.

AFL Gather Round & Norwood Food & Wine Festival

For the second year, the Council worked with the AFL and the State Government and hosted Gather Round at Norwood Oval.

Annual Business Plan Objectives

- Promote the City's 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 2024–2025

- Host the AFL Gather Round and associated events.
- Deliver a number of programs and activities which are focussed on achieving the objectives set out in the Council's Youth Strategy.
- Continue to host the Concerts in the Park series.
- Continue to explore heritage protection opportunities through the Council's Built Heritage Strategy.
- Development of a Public Art Masterplan.
- Curate an annual exhibition program and artist led activations at The Gallery, St Peters Town Hall Complex.
- Digitise the Council's heritage collection to improve community access.



42%
Parks, Sport & Recreation

20%
Community Events, Arts and Heritage

21%
Planning

17%
Libraries & Community Facilities

Function	Income	Expense	(Surplus)/Net Cost
Community Events, Arts and Heritage	(476,400)	2,078,655	1,602,255
Libraries & Community Facilities	(571,075)	1,990,050	1,418,975
Planning	(576,550)	2,299,632	1,723,082
Parks Sport & Recreation	(278,716)	3,694,968	3,416,252

Community Events, Arts & Heritage

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.

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.

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.

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.

Libraries & Community Facilities

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.

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.

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.

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.

Planning

Services Provided

- City planning (including Development Assessment and planning policy)
- Health inspections
- Building Control

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.

Building Control

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

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.

Parks, Sport & Recreation

Services Provided

- Sporting and recreational facilities include recreational and sporting facilities such as sporting fields and tennis courts
- Swimming Centres include the Norwood Swimming Centre and the Payneham Memorial Swimming Centre

Projects and Service Initiatives

- Recreation and Open Space Works Program
- 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.

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.

Swimming Centres

The Council owns and operates two Swimming Centres, the Norwood Swimming Centre and Payneham Memorial Swimming Centre.

The Payneham Memorial Swimming Centre is currently being redeveloped.



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

2023–2024 Achievements

Raising the Bar

Held the highly regarded Raising the Bar event with a range of guest speakers and presenters in various venues, which provided a boost to the local economy.

Eastside Business Awards

Hosted the seventh Eastside Business Awards and introduced the inaugural Legends Award for businesses which have won the same category three times.

Business Initiatives and Competitions

Supported local businesses through a range of initiatives and competitions such as Shop to Win and a Day of Fashion.

Food Secrets and Eastside Wine & Ale Trail Tours

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

Business Networking

Hosted networking events to improve engagement amongst the business community and connectivity between Council staff and business operators.

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 2024–2025

- Implement the eighth 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.
- End of Year Business Networking event.
- Continue to implement initiatives from the Economic Development Strategy.

100%

Economic Development



Function	Income	Expense	(Surplus)/Net Cost
Economic Development	(8,250)	679,697	671,447
Precinct Management	(225,000)	225,000	-



The Parade, Norwood

Economic Development

Services Provided

- Marketing The Parade and other business precincts throughout the City
- Ongoing promotion of the Food Secrets + Eastside Wine & Ale Trail
- 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.

Futher details are provided in Appendix 1.

Economic Development

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

Precinct Management

Services Provided

- Marketing The Parade and other business precincts throughout the City.
- Invest in NPSP website directory
- Social media and EDMs

Projects and Service Initiatives

- Business Advisory Service
- Shop the Parade & Win and other competitions
- Business networking events

Precinct Management

The City of Norwood Payneham & St Peters currently supports all of its business precincts, through the delivery of various initiatives, marketing and promotion.



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.

2023–2024 Achievements

Tree planting

Planted 500 new street trees across the City and continued the Native Plant Giveaway.

Corporate Emissions Strategy and Steering Group

Continued implementation of the Corporate Emissions Reduction Strategy and formed the Strategy’s Steering Group.

Smart Irrigation

Installed an additional 21 Hydrowise System irrigation controllers, completing the deployment of Smart Irrigation at all Council owned and managed Reserves.

Sustainable learning

Provided a Sustainable Homes Webinar series for citizens.

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 2024–2025

- 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.

64%
Waste Management

36%
Enviromental
Sustainability



Function	Income	Expense	(Surplus)/Net Cost
Enviromental Sustainability	(5,603)	2,829,133	2,823,530
Waste Management	(40,000)	5,092,505	5,052,505

JAZZ *in the* PARK

SAT 11 FEBRUARY
4PM - 8PM



FIND OUT MORE
www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters



JOLT

Waste Management

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.

Environment Sustainability

Services Provided

- **Environmental management**
- **Reserve maintenance** includes parks, gardens and reserves
- **Street trees** include the management of the City's 23,000 street trees

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.

Reserve Maintenance

The Council has more than 180 hectares of reserves, parks gardens.

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.

Corporate Management

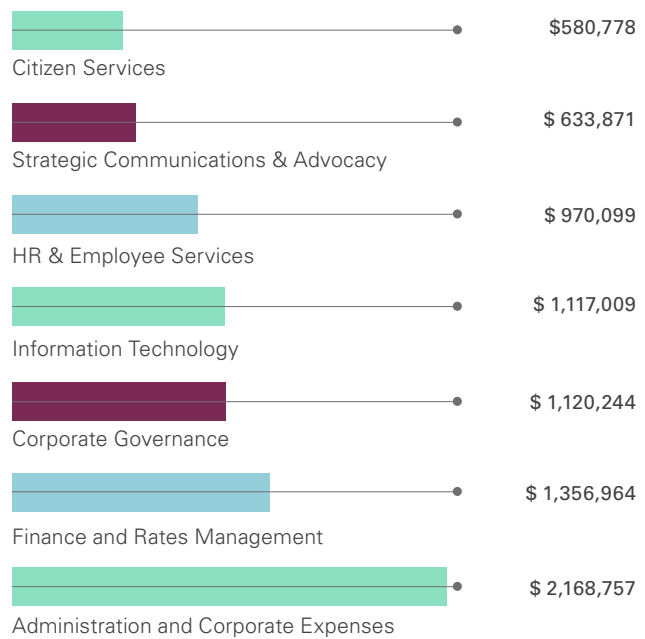
In addition to the Outcomes, the City of Norwood Payneham & St Peters also has costs associated with the corporate management and administration of operating the Council

Governance, Communications & Administration

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

Corporate Management Expenses



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.



Strategic Communications & Advocacy

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

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.

Rates

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

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.

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.

Human Resources, Organisational Development and Work Health & Safety

These functions are managed through the Chief Executives Office and support the Council's management and staff by providing advice in the areas of human resources, organisational development, performance and work health and safety .

Appendix 1

2024–2025

Operational Projects & Initiatives

Capital Projects

Operational Projects & Initiatives

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2023 Outcome: Social Equity					
St Peters Billabong Engineering Review	The banks of the St Peters Billabong are experiencing various degrees of erosion. The Engineering Review includes geotechnical assessments, such as on-site soil sampling and testing. This will determine the extent of the degradation and the development of options to manage the situation.	\$100,000		\$100,000	
Electronic Permits (E.g. Outdoor Dining)	The project involves developing a digital process to enable requests for Residential Parking Permits, Outdoor Dining and Outdoor Trading Permits, to be submitted in digital format rather than the current paper based system. This will increase the convenience for citizens and improve the quality and accuracy of information provided for permit renewal requests.	\$20,000		\$20,000	
Regulatory Service - Additional Admin Staff 0.6 Fte	Increase in administrative support to enable the Regulatory Services staff to reply to citizen enquiries, on-street parking reviews and other enforcement matters in a timely manner as well as, to 'follow up' on dog registrations that have not been completed.	\$47,336		\$47,336	
CityPlan 2023 Outcome: Cultural Vitality					
AFL Gather Round	To meet the costs of events and activities associated with the 2025 ALF Gather Round should Norwood Oval be selected as a venue to host matches as part of 2025 AFL Gather Round.	\$200,000		\$200,000	
Tour Down Under	The Tour Down Under, a nationally and internationally recognised cycling event that attracts interest from all over the world, therefore providing an excellent platform for the Council to market the City as a tourism destination and showcase the Norwood Parade Precinct to an international audience. The funds are used to host a stage of the 2025 Tour Down Under.	\$60,000		\$60,000	

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2023 Outcome: Cultural Vitality					
Art & Culture Plan	Following the endorsement of the Council's Arts & Culture Plan 2024–2027, the funds will be used to implement Year 1 initiatives. The Public Art Masterplan provides a strategic framework for future public artworks in the City. This includes guiding the selection of locations for public art installations such as the iconic quadrennial artworks; site specific installation and integration within streetscape designs; First Nations led public art opportunities; interactive and digital installations, art trails and functional artworks.	\$68,874		\$68,874	
Music Month in the Libraries	Good Music Month is a new annual, State-wide, open access live music festival held in November, to elevate the profile of live music in South Australia by providing a platform for artists, venues and industry professionals to showcase their talents. The festival encompasses a diverse range of original live music experiences, ranging from blues bands in local pubs to grand scale ticketed music festivals, opera, and orchestral concerts.	\$3,800		\$3,800	
Culturally Diverse Early Literacy Project	The project is aimed at providing bi-lingual early literacy sessions that have diverse content through employing the provider 'Chinese School of Music and Arts' to conduct sessions at the library service. These sessions will include bi-lingual stories, songs and crafts, that will build community knowledge of a range of cultures and languages.	\$3,300		\$3,300	
Firstival Festival	Firstival is a festival of new experiences, introduced by the Public Libraries SA in 2023. The aim of the festival is to increase citizen engagement with libraries and drive visitation and membership among non-library users. The project will deliver a program of workshops, events and activities for all ages across the Council's three library branches, premised upon the Firstival Festival theme of 'For all who seek new experiences'.	\$4,000		\$4,000	
CityPlan 2023 Outcome: Economic Prosperity					
Eastside Business Awards	These Awards recognise the best small businesses—retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters as voted by customers.	\$40,000		\$40,000	
Raising the Bar Adelaide	The annual event provides the opportunity to showcase the hotels within the City, raise the awareness of the City's night time offering, whilst creating a one-of-a-kind, knowledge driven event.	\$25,000		\$25,000	
Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding

CityPlan 2023 Outcome: Environmental Sustainability

Urban Greening Program	To encourage the community to plant trees on their property to increase, enhance and add value to the City green cover including canopy as well as biodiversity and habitat.	\$10,000	\$10,000
Development of Tree Inventory Contractor	Cost of inputting data into the Council's tree management software—Forestree (software program)—which will then be integrated into the Council's Asset Management System.	\$20,000	\$20,000
Heavy Vehicle Study	Engagement of a Traffic Engineering Consultant to prepare the 'Glynde Heavy Vehicle Traffic Study'. The study will include: Traffic data analysis, traffic volume, speed and percentage of each classification of heavy vehicle. Consultation will also be undertaken with businesses and property owners.	\$25,000	\$25,000
Upgrade of Verges	To financially assist residents with the cost of removing dolomite or quartz gravel and growing greenery in verges.	\$20,000	\$20,000

Corporate Management: Operations

IT Contract Staff	To employ staff on a fix-term contract to assist the Council's Information Services Unit.	\$40,000	\$40,000
Authority App	Purchase and installation of Authority ACTUS App. Authority ACTUS is a suite of Mobile Applications that allows tasks to be viewed, opening new tasks, and completing tasks from the Council Customer Relations Management (CRM) System, Applications and Registers Modules in Authority. It is designed for mobile use on tablets and mobile phones, allowing field workers to update and complete tasks real live time from any location.	\$43,862	\$43,862
IT Strategy	Preparation of the Council's Information Services (IT) Strategy. A number of the organisation's technology systems and software have been in place for some time and are not meeting the needs of the organisation and the community. A strategy is required to ensure that that Council has a roadmap upon which to base future investment decisions.	\$180,000	\$180,000

Total	\$911,172	\$911,172
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Capital Projects

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding
CityPlan 2023 Outcome: Social Equity					
Renewal Program Including Trinity Valley Stormwater Drainage Projects	Delivery of the 2024–2025 Capital Works Program for the replacement and upgrade of the City's infrastructure, recreation & open space and building assets, in accordance with the Council's Asset Management Plans.	\$20,294,262	\$3,684,000	\$9,730,996	\$6,879,267
Truck	Replacement of plant required to deliver the maintenance services associated with the City's infrastructure.	\$130,000		\$130,000	
Payneham Memorial Swimming Centre	Redevelopment of the Payneham Memorial Swimming Centre (Year 2).	\$35,000,000	\$2,240,000		\$32,760,000
Salary Capitalisation	Wages and salaries incurred by the Council's staff who are involved in the delivery of the projects involving physical assets.	\$1,101,342		\$1,101,342	
Traffic Management Marden & Royston Park - Detailed Design	Preparation of detailed design for Stage 1—Traffic Management Devices—which are to be installed in Marden (excluding Battams Road), which was endorsed by the Council at its meeting held on 3 April 2023.	\$30,000		\$30,000	
Traffic Management Marden & Royston Park - Construction Stage	Preparation of detailed design and subsequent construction of slow points and traffic islands in River Street, Broad Street, Beasley Street, Addison Road and Pollock Avenue. Some of these works will be undertaken in conjunction with the Council's Capital Works Program to ensure efficiencies.	\$250,000		\$250,000	
Traffic Management In Payneham South, Firle & Trinity Gardens - Detail Design	Progress some of the high priority traffic management devices that were identified in the Glynde, Payneham, Firle, Trinity Gardens and St Morris Traffic Study and endorsed by the Council at its meeting held on 3 April, 2023. This funding submission does not include detail design or construction for ALL of the high priority traffic management devices that were identified in the Traffic Study, but only within the suburbs of Payneham South, Firle, Trinity Gardens and St Morris.	\$70,000		\$70,000	

Project Name	Project Description	Approved Projects	Grant Funding	Rates Funding	Borrowing Funding	
CityPlan 2023 Outcome: Social Equity						
Richmond St, Hackney & Eighth Ave, St Peters - Detailed Design	To address safety concerns regarding high traffic volumes and speed on Richmond Road, Hackney, including an assessment of options: Detailed Design of road safety improvements for Richmond Street and Eighth Avenue in 2024–2025, so that any construction works could be integrated with the Capital Works Program in 2025–2026.	\$50,000		\$50,000		
40km Speed Limit Hackney to Marden	Implementation of a 40km/h speed limit in residential streets in the suburbs of Hackney to Marden was endorsed by the Council at its meeting held on 4 December 2023. Funding is now required to manufacture and install the 40km/h signage.	\$70,000		\$70,000		
Staff Bike Parking Webbe St	Construct a safe and secure bicycle storage facility for Council staff who work at the Norwood Town Hall.	\$30,000		\$30,000		
Installation of speed cushions at Langman Grove	The installation of road cushions on Langman Grove, Felixstow, to improve road safety by reducing traffic speed, while also reducing traffic volumes by discouraging non-local through traffic.	\$150,000		\$150,000		
George Street Upgrade - Additional Funding	As part of the 2020–2021 Annual Business Plan, the Council endorsed the allocation of \$800,000 to redevelop the section of George Street between The Parade and Webbe Street. Given the escalation of building costs and unforeseen delays, the current budget allocation is insufficient to deliver the George Street Upgrade.	\$1,560,000			\$1,560,000	
CityPlan 2023 Outcome: Cultural Vitality						
Quadrennial Public Artwork	Concept design for the future installation of a public artwork within the City as part of the Council's Fifth Quadrennial Public Artwork.	\$9,000		\$9,000		
Corporate Management: Operations						
Upgrade Of Equipment	Purchase of new audio visual equipment for the Don Pyatt Hall and the upgrade of the Audio Visual equipment at the St Peters Gallery.	\$47,500		\$47,500		
		Total	\$58,792,104	\$5,924,000	\$11,668,838	\$41,199,267

2024–2025 Civil Whole-of-Life Infrastructure Renewal Program

Street	From	To	Re-seal	Kerb & Water Table	Footpath
College Park					
Baliol Street	North Terrace	Rugby Street	✓	✓	-
Goss Court	Harrow Road	End	✓	✓	-
Evandale					
Alexander Street	Janet Street	End	✓	✓	-
Belinda Street	Janet Street	Bakewell Road	✓	✓	-
Felistow					
Ashleigh Avenue	Redden Avenue	Fisher Street	✓	✓	✓
Forsyth Grove	OG Road	End	✓	-	-
Fraser Avenue	Reid Avenue	Shirley Avenue	✓	-	-
Thrower Avenue	Reid Avenue	Briar Road	✓	✓	-
Glynde					
Henry Street	Avenue Road	Barnes Road	-	-	✓
Joslin					
Lambert Road	Payneham Road	First Avenue	✓	✓	-
Lambert Road	Tenth Avenue	End	✓	✓	-
Kensington					
Hughes Avenue	End	Bridge Street	✓	✓	-
Regent Place	The Parade	End	✓	✓	-
Kent Town					
Grenfell Street	The Parade West	Fullarton Road	✓	✓	-
Marden					
Beasley Street	Battams Road	Caleb Street	✓	✓	✓
Duke Street	Payneham Road	End	✓	✓	-
Peter Court	Marden Road	End	✓	✓	-
Norwood					
Austral Place	Harris Street	End	✓	-	-
Boskenna Avenue	North Street	Charles Street	-	-	✓
Charles Street	Kensington Road	William Street	✓	✓	-
Edward Street	Beulah Road	Magill Road	✓	✓	-
Fisher Street	Fullarton Road	Charlotte Place	✓	✓	-
Harris Street	Edward Street	George Street	✓	✓	-
Prosser Avenue	George Street	Queen Street	✓	✓	-
Sheldon Street	Sydenham Road	Osmond Terrace	✓	✓	-
Wadham Lane	Fullarton Road	Clarke Street	✓	-	-

Street	From	To	Re-seal	Kerb & Water Table	Footpath
Payneham					
Arthur Street	Henry Street	Payneham Road	-	-	✓
Charles Street	Arthur Street	End	✓	✓	-
John Street	Arthur Street	Ashbrook Avenue	✓	✓	-
Rosella Street	Portrush Road	George Street	-	-	✓
Payneham South					
Second Avenue	Ashbrook Avenue	Pam Street	✓	✓	-
Royston Park					
Fifth Avenue	Lambert Road	Battams Road	-	-	✓
Sixth Avenue	Lambert Road	Battams Road	-	-	✓
St Morris					
Breaker Street	Fifth Avenue	Seventh Avenue	-	-	✓
Seventh Avenue	Gage Street	Green Street	✓	✓	
St Peters					
Eighth Lane	Stephen Terrace	Winchester Street	✓	✓	-
First Avenue	St Peters Street	Stephen Terrace	✓	✓	-
Seventh Lane	Stephen Terrace	End	✓	✓	-
Sixth Lane	Winchester Street	End	✓	✓	-
Third Lane	St Peters Street	Stephen Terrace	✓	✓	-
Trinity Gardens					
Amherst Avenue	Albermarle Avenue	Aberdare Avenue	✓	✓	
Ashbrook Avenue	Albermarle Avenue	Aberdare Avenue	-	-	✓
Avonmore Avenue	Albermarle Avenue	Aberdare Avenue	-	-	✓

2024–2025 Stormwater Drainage Whole-of-Life Infrastructure Renewal Program

Location	Nature of Works
Trinity Valley	Stormwater Capacity upgrades in St Morris, Stepney and Maylands
Payneham	Design to upgrade Third Creek culverts between Lewis Road and Henry Street

Appendix 2

Measures of Success

The measure of the Council's success is driven by the achievement of the objectives contained 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 indicators contained in the Council's strategic management plan *CityPlan 2030*, the Council also measures its achievements and outcomes 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 *CityPlan 2030*, various projects and initiatives are required to be delivered.

For 2024–2025, the Council has proposed 18 Operating Projects and Initiatives and 13 Capital Projects. Progress on these projects will be reported in the 2024–2025 Annual Report and 2025–2026 Annual Business Plan.

Financial Indicators

When evaluating activities undertaken during any given financial year, the Council considers a number of factors, one being the ongoing 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 2024–2025, the forecast operating surplus of \$229,418 which will result in an Operating Surplus Ratio of 0.4%

Net Financial Liabilities Ratio

A Council's indebtedness must be managed to ensure its liabilities and associated costs are met without impacting on the financial sustainability of the Council.

The Net Financial Liabilities Ratio measures the extent of what is owed by the Council, less any liquid assets (i.e. cash or receivables) against its Operating Revenue.

Where the Ratio is increasing, it indicates a greater amount of the Council's Operating Revenue is required to service its financial obligations. For 2024–2025, it is anticipated the net Financial Liabilities Ratio of the Council will be 150.9%.

Debt Servicing Ratio

The Debt Servicing Ratio measures the extent of the Council's commitment to interest costs and loan repayments, is met by general Rate Revenue. For 2024–2025, it is anticipated that 7.2% of the Council's General Rate Revenue will be committed to servicing the interest and principal repayments on its borrowings.

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings, etc.) at the same rate that the asset 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 2024–2025, the Council has planned to spend \$20 million on asset renewal including the Trinity Valley Drainage Project, compared to the Asset Management Plan spend of \$12 million.

The Council can accelerate or reduce expenditure on asset 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 128.5%.

Details on these ratios over the 10 year planning horizon are contained in the Council's Long Term Financial Plan.

Financial Ratios

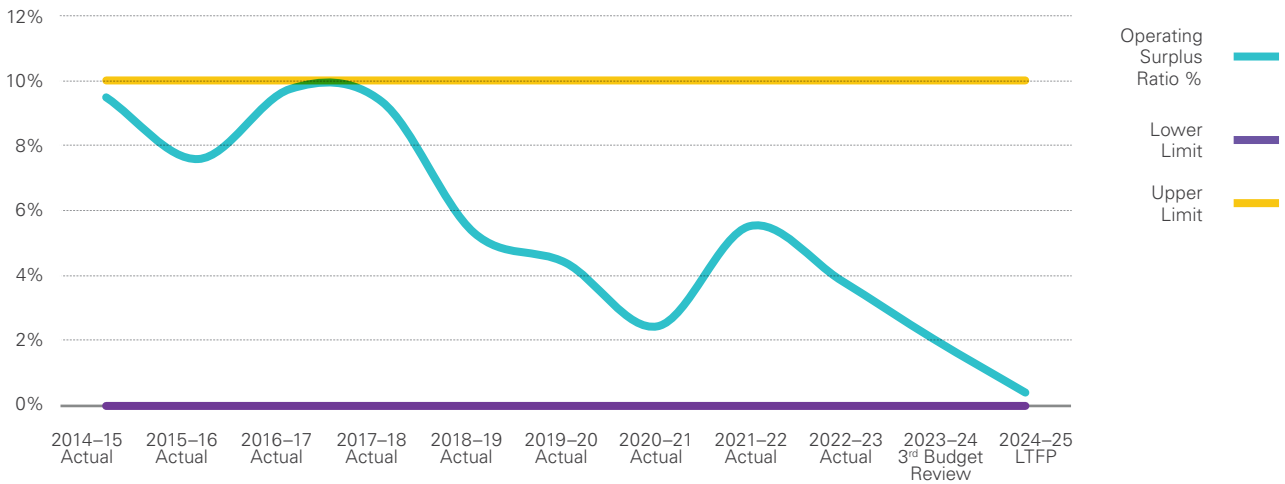
To ensure that it delivers on its financial goals, the Council has committed to achieving a number of financial outcomes.

The Council’s performance against these outcomes since the 2014–2015 financial year 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.

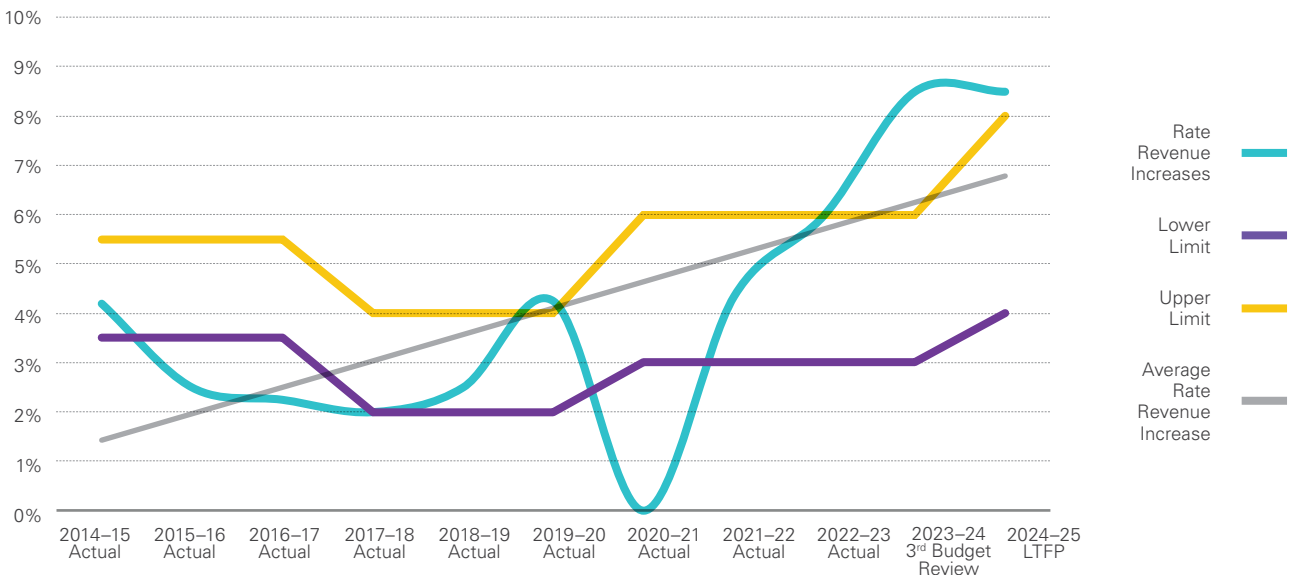
Operating Surplus Ratio %



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.

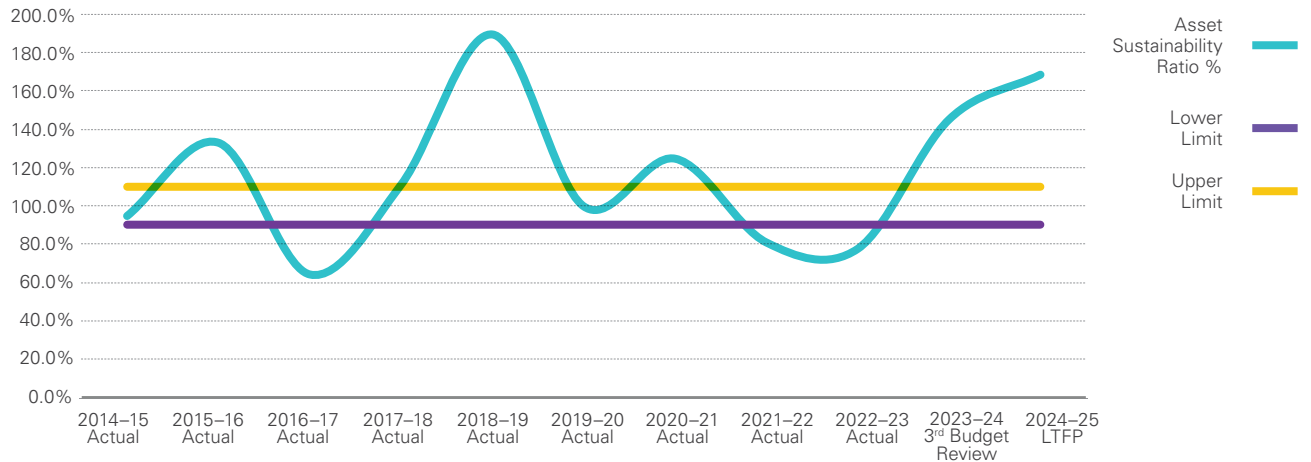
Rate Revenue Increase



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*.

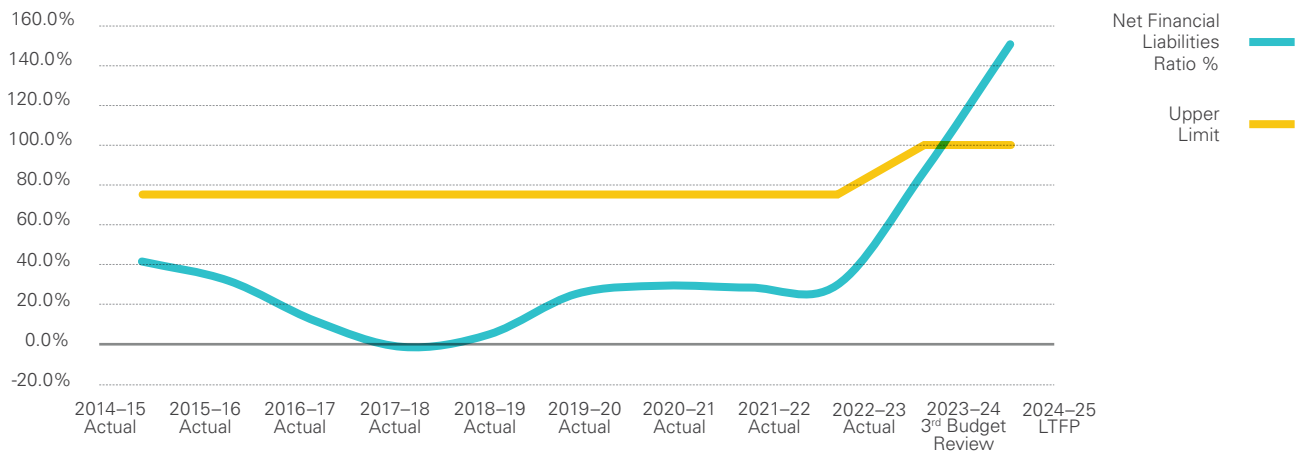
Renewal Funding Asset Ratio %



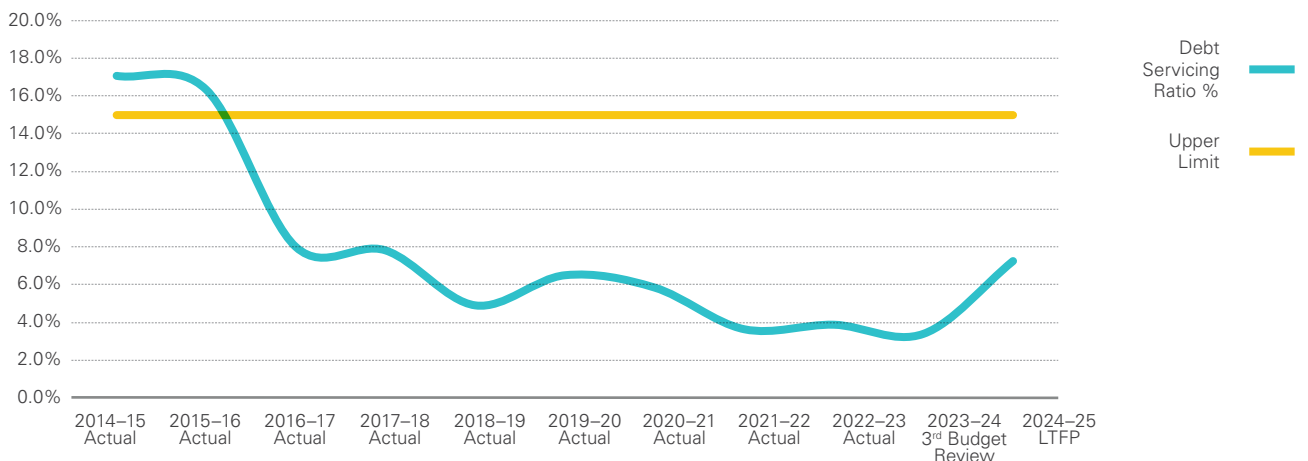
Outcome 4: Debt Management

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 2025	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review	Proposed 2024–2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates	36,288	37,938	39,974	43,421	47,230
Statutory charges	1,751	2,003	2,039	2,100	2,181
User charges	3,506	3,561	3,668	3,837	4,007
Grants, subsidies and contributions	2,921	3,433	3,540	2,655	2,677
Grants, subsidies and contributions			553	444	444
Investment income	19	24	171	120	78
Other income	771	848	852	803	461
Net loss joint ventures and associates	217	122	50	-	-
Total Income	45,473	47,930	50,846	53,380	57,078
Expenses					
Employee costs	14,448	14,126	14,531	17,347	19,485
Materials, contracts & other expenses	19,165	19,832	21,983	21,757	21,647
Depreciation, amortisation & impairment	9,968	10,766	11,562	12,462	13,079
Finance costs	454	346	458	456	2,375
Net loss Joint Ventures & Associates	327	214	357	263	263
Total Expenses	44,363	45,284	48,892	52,284	56,849
Operating Surplus (Deficit)	1,110	2,645	1,954	1,096	229
Net gain (loss) on disposal or revaluation of assets	(1,145)	(2,371)	(1,502)	25	36
Amounts specifically for new or upgraded assets	3,303	2,341	640	6,626	5,924
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
Net Surplus (Deficit) transferred to Equity Statement	3,268	2,615	1,092	7,747	6,189
Other Comprehensive Income					
Changes in revaluation surplus - infrastructure, property, plant and equipment	12,046	34,462	49,031	7,244	5,508
Share of other comprehensive income - joint ventures and associates	5	(5)	(12)	-	-
Total Other Comprehensive Income	12,051	34,457	49,019	7,244	5,508
Total Comprehensive Income	15,320	37,072	50,112	14,991	11,697

Pursuant to Section 123 (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 of \$57.078m is sufficient to meet the projected Operating Expenditure (\$56.849m) for the 2024–2025 Financial Year.

Statement of Financial Position for the year ended 30 June 2025	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review	Proposed 2024–2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	7,071	11,393	4,317	150	500
Trade and other receivables	3,699	2,675	2,193	2,425	2,493
Total Current Assets	10,770	14,068	6,511	2,575	2,993
Non-current Assets					
Financial assets	104	113	104	121	131
Equity accounted investments in Council businesses	2,207	1,931	1,949	1,949	1,686
Infrastructure, property, plant and equipment	507,904	543,710	594,771	640,807	692,845
Other non-current assets	2,509	4,324	5,707	5,706	5,706
Total Non-current Assets	512,725	550,078	602,531	648,583	700,368
Total Assets	523,495	564,146	609,041	651,158	703,361
Liabilities					
Current Liabilities					
Trade and other payables	8,006	13,031	8,819	10,418	10,758
Borrowings	972	1,021	1,097	1,034	1,081
Short-term provisions	3,326	3,004	3,872	3,200	3,200
Total Current Liabilities	12,304	17,056	13,789	14,652	15,039
Non-current Liabilities					
Long-term borrowings	9,392	8,527	7,522	33,113	73,231
Long-term provisions	1,328	1,280	288	960	960
Liability – equity accounted Council businesses	1,164	904	952	952	952
Total Non-current Liabilities	11,884	10,712	8,763	35,026	75,144
Total Liabilities	24,188	27,767	22,551	49,678	90,183
Net Assets	499,306	536,379	586,490	601,481	613,178
Equity					
Accumulated Surplus	60,099	62,709	63,789	71,536	77,725
Asset Revaluation Reserve	439,208	473,670	522,701	529,945	535,453
Total Equity	499,306	536,379	586,490	601,481	613,178

**Statement of Cash Flows
for the year ended 30 June 2025**

	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review	Proposed 2024–2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
Rates - general and other	36,672	37,859	39,979	42,120	47,420
Fees and other charges	1,613	2,010	2,039	2,187	2,176
User charges	3,113	4,592	3,668	3,990	3,997
Investment receipts	19	24	171	132	79
Grants utilised for operating purposes	2,756	3,440	3,540	2,877	2,676
Other income	998	913	1,120	864	547
Payments					
Employee costs	(14,547)	(15,627)	(15,075)	(17,294)	(19,483)
Contractual services and materials	(18,074)	(17,515)	(25,105)	(18,896)	(21,455)
Finance payments	(447)	(156)	(448)	(473)	(2,385)
Net Cash provided by (or used in) Operating Activities	12,102	15,540	9,888	15,507	13,572
Cash Flows from Investing Activities					
Receipts					
Amounts specifically for new or upgraded assets	2,626	5,785	753	6,382	5,924
Grants utilised for capital purposes				444	444
Sale of replaced assets	47	50	0	25	36
Repayments of loans by community groups	11	6	-	-	-
Capital Distributions from associated entities	-	-	-	-	-
Payments					
Expenditure on renewal/replacement of assets	(9,652)	(8,937)	(11,193)	(23,224)	(20,424)
Expenditure on new/upgraded assets	(5,508)	(6,941)	(5,168)	(28,029)	(39,368)
Capital contributed to associated entities	(81)	(170)	(289)	(800)	-
Net Cash provided by (or used in) Investing Activities	(12,556)	(10,208)	(15,897)	(45,202)	(53,388)
Cash Flow from Financing Activities					
Receipts					
Proceeds from Borrowings	-	-	-	26,517	41,199
Payments					
Repayments of Borrowings	(1,653)	(1,010)	(1,067)	(989)	(1,034)
Net Cash provided by (or used in) Financing Activities	(1,653)	(1,010)	(1,067)	25,528	40,165
Net Increase (Decrease) in cash held	(2,107)	4,322	(7,076)	(4,167)	350
Cash and cash equivalents at beginning of period	9,177	7,071	11,393	4,317	150
Cash and cash equivalents at end of period	7,071	11,393	4,317	150	500

Statement of Changes in Equity for the year ended 30 June 2025	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review	Proposed 2024–2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus					
Balance at end of previous reporting period	56,825	60,099	62,709	63,789	71,536
Net Surplus/(Deficit) for year	3,268	2,615	1,092	7,747	6,189
Other comprehensive Income	-	-	-	-	-
Share of other Comprehensive Income- joint venture and associates	5	(5)	(12)	-	-
Balance at end of period	60,099	62,709	63,789	71,536	77,726
Asset Revaluation Reserve					
Balance at end of previous reporting period	427,162	439,208	473,670	522,701	529,945
Gain on revaluation of infrastructure, property, plant and equipment	12,046	34,462	49,031	7,243	5,508
Balance at end of period	439,207	473,670	522,701	529,945	535,453
Total Equity at end of reporting period	499,306	536,379	586,490	601,481	613,178
Uniform Presentation of Finances for the year ended 30 June 2025					
	Actual 2020–2021	Actual 2021–2022	Actual 2022–2023	3rd Budget Review	Proposed 2024–2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Income	45,473	47,930	50,846	53,380	57,078
<i>less</i> Expenses	(44,363)	(45,284)	(48,892)	(52,284)	(56,849)
Operating Surplus(Deficit)	1,110	2,645	1,954	1,096	229
less Net Outlays on Existing Assets					
Capital expenditure on renewal and replacement of existing assets	3,652	8,937	11,193	23,224	20,424
Depreciation, amortisation and impairment	(9,968)	(10,766)	(11,562)	(12,462)	(13,079)
Proceeds from sale of replaced assets	(21)	(48)	(0)	(25)	(36)
	(6,338)	(1,876)	(369)	10,738	7,309
less Net Outlays on New and Upgraded Assets					
Capital expenditure on new & upgraded assets	11,507	7,216	5,168	28,029	39,368
Amounts received specifically for new & upgraded Assets	(2,810)	(2,341)	(753)	(6,336)	(5,924)
Assets received free of charge	(26)	(2)	-	-	-
	3,652	4,873	4,414	21,694	33,444
Net Lending/(Borrowing) for Financial Year	(1,224)	(351)	(2,091)	(31,336)	(40,524)

Financial Indicators for the year ended 30 June 2025	Actual	Actual	Actual	3rd budget	Proposed	Proposed
	2020–2021	2021–2022	2022–2023	review 2024	2024–2025	2024–2025
	Indicator	Indicator	Indicator	Indicator	Indicator	\$'000

Operating Surplus / (Deficit) Ratio

Operating Surplus/(Deficit)	2.4%	5.5%	3.8%	2.1%	0.4%	229,418
Total Operating Revenue						57,078,063

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

Net Financial Liabilities Ratio

Net Financial Liabilities	29.3%	28.3%	29.5%	86.3%	150.9%	87,069,141
Total Operating Revenue						57,078,063

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	124.5%	80.4%	77.1%	145.1%	170.1%	20,424,262
Infrastructure & Asset Management Plan required expenditure						12,004,179

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	137.0%	98.8%	89.2%	104.1%	128.5%	
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Debt to Total Income Ratio

Debt Servicing	5.8%	3.6%	3.8%	3.3%	7.2%	3,408,916
Rate Revenue						47,230,089

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

	2023–2024	2024–2025	Change	Comment
	\$	\$	%	
Rates Revenue				
General Rates Revenue				
General Rates (GROSS)	42,939,053	46,589,340	(c)	8.5
Less Mandatory Rebates	(1,040,716)	(1,110,794)	(d)	6.7
General Rates (NET)	41,898,337	45,478,546	(e)	8.5
Other Rates (inc. service charges)				
Regional Landscape Levy	1,523,277	1,594,523	(f)	4.7
Separate and Special Rates	215,000	225,000	(g)	4.7
	1,738,277	1,819,523		
Less Discretionary Capping	(118,573)	(67,980)	(h)	-42.7
Expected Total Rates Revenue	43,518,041	47,230,089	(i)	8.5

For the 2024–2025 financial year, the Council will collect an additional \$3.6 million in generate Rate Revenue before discretionary rebates and remissions as determined by the Council.

The Regional Landscape Levy is a State tax, it is not retained by the Council.

The Council has determined to raise a Separate Rate, for the purposes of promoting and maintain The Parade Precinct. This separate rate is paid by property owners within The Parade Precinct and is will only be used for this purpose.

Including the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.

Growth in number of rateable properties

Number of rateable properties	20,430	20,536	(j)	0.5
	<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	2,045	2,211	(j)	7.0
	<i>Actual</i>	<i>Actual</i>		

Councils use property valuations to calculate each rateable property's contribution to the required Rate Revenue that is required to be raised. Councils do not automatically receive more money because property values increase but this property value 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 that are payable by an individual ratepayer, will vary according 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			
	2023–2024	2024–2025	% Change	2023–2024	2024–2025	2023–2024	2024–2025	\$ Change	
Land Use (General Rates - Net)									
Residential	33,608,277	36,534,343	8.7%	17,709	17,874	1,891	2,044	(/)	149
Commercial	7,016,847	7,663,183	9.2%	2,218	2,234	3,164	3,430	(/)	267
Industry	366,435	389,169	6.2%	139	138	2,636	2,820	(/)	184
Vacant Land	528,363	435,277	-17.6%	272	197	1,943	2,210	(/)	267
Other	376,304	454,308	20.7%	91	92	4,135	4,938	(/)	803
Primary Production	2,111	2,266	7.4%	1	1	2,111	2,266	(/)	156
Total Rateable Value	41,898,337	45,478,546	8.5%	20,430	20,536	2,045	2,211	(/)	166

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		
	2024–2025	% of total rateable properties	2023–2024	2024–2025	\$ Change
Minimum Rate	6,825	32.8	1,228	1,277	(m) 49

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;

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* Regulation 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 2024-2025 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	0.18746	79.3%
Commercial	0.22495	16.5%
Industrial	0.22495	0.8%
Primary Production	0.22495	0.01%
Vacant Land	0.22495	0.9%
Other	0.22495	2.4%

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 2024-2025, the minimum rate is set at \$1,277. The minimum rate has been applied to 6,825 assessments or 32.82% 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 0.04569 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 2024-2025 Financial year, the Council will collect \$1.6million for the payment of the State Government Regional Landscape Levy. The Regional Landscape Levy has been set at 0.007273 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 1999, the Council has not declared a Separate Rate for this purpose in 2024-2025.

Payment of Rates

Council rates will be due in four (4) instalments - 6 September 2024, 6 December 2024, 7 March 2025 and 6 June 2025. 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 2024-2025 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 2024-2025 financial year being different than the land use on the date the Council declared its General Rates for the 2023-2024 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 2023.

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 on 10 July 2023.

TO BE REVIEWED

May 2025

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 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 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.

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 Council's Rates and 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.

The Rate Rebate Policy was adopted by the Council on 10 July 2023.

TO BE REVIEWED

May 2025

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 2024–2025 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 2024–2025 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**