

# Council Meeting Agenda & Reports

**1 September 2025**

## **Our Vision**

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

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

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City of  
Norwood  
Payneham  
& St Peters

28 August 2025

## To all Members of the Council

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

**Monday 1 September 2025, commencing at 7.00pm.**

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

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
Norwood  
Payneham  
& St Peters

1.	KAURNA ACKNOWLEDGEMENT .....	1
2.	OPENING PRAYER .....	1
3.	CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 4 AUGUST 2025 .....	1
4.	MAYOR'S COMMUNICATION .....	1
5.	DELEGATES COMMUNICATION .....	1
6.	ELECTED MEMBER DECLARATION OF INTEREST .....	1
7.	ADJOURNED ITEMS .....	1
8.	QUESTIONS WITHOUT NOTICE .....	1
9.	QUESTIONS WITH NOTICE .....	1
9.1	QUESTIONS WITH NOTICE – CATS BY-LAW AND ANN STREET, STEPNEY PEDESTRIAN CROSSING - SUBMITTED BY CR SCOTT SIMS .....	2
10.	DEPUTATIONS .....	7
10.1	DEPUTATION – RICHARDS PARK LEASE .....	8
10.2	DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC .....	9
10.3	DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC .....	10
10.4	DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC .....	11
11.	PETITIONS .....	12
12.	WRITTEN NOTICES OF MOTION .....	12
12.1	WRITTEN NOTICE OF MOTION - COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC – SUBMITTED BY CR CHRISTEL MEX .....	13
13.	STAFF REPORTS .....	15
	<b>Section 1 – Strategy &amp; Policy</b> .....	16
13.1	CULTURAL HERITAGE PROGRAM REVIEW .....	17
	<i>Attachments – Item 13.1</i> .....	30
13.2	REVIEW OF POLICIES .....	31
	<i>Attachments – Item 13.2</i> .....	34
	<b>Section 2 – Corporate &amp; Finance</b> .....	35
13.3	PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT .....	36
	<i>Attachments – Item 13.3</i> .....	37
13.4	ERA WATER 2024-2025 THIRD BUDGET REVIEW .....	38
	<i>Attachments – Item 13.4</i> .....	40
	<b>Section 3 – Governance &amp; General</b> .....	41
13.5	LEASE FOR A PORTION OF RICHARDS PARK .....	42
	<i>Attachments – Item 13.5</i> .....	46
13.6	LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA ANNUAL GENERAL MEETING .....	47
	<i>Attachments – Item 13.6</i> .....	49
13.7	CHIEF EXECUTIVE OFFICER REPORT – AMENDMENT OF COUNCIL DECISION - CITY OF NORWOOD PAYNEHAM & ST PETERS REPRESENTATION REVIEW – REQUEST FROM THE ELECTORAL COMMISSION OF SOUTH AUSTRALIA .....	50
13.8	NOMINATION TO EXTERNAL BODIES – LIBRARIES BOARD OF SA .....	52
	<i>Attachments – Item 13.8</i> .....	54
13.9	2025 AFL GATHER ROUND .....	55
	<i>Attachments – Item 13.9</i> .....	60
14.	ADOPTION OF COMMITTEE RECOMMENDATIONS .....	61
15.	OTHER BUSINESS .....	61
16.	CONFIDENTIAL REPORTS .....	61
16.1	IT STRATEGY .....	62
17.	CLOSURE .....	63

**VENUE** Council Chambers, Norwood Town Hall

**HOUR**

**PRESENT**

**Council Members**

**Staff**

**APOLOGIES**

**ABSENT**

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 4 AUGUST 2025**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **ELECTED MEMBER DECLARATION OF INTEREST**
7. **ADJOURNED ITEMS**  
Nil
8. **QUESTIONS WITHOUT NOTICE**
9. **QUESTIONS WITH NOTICE**



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**9.1 QUESTIONS WITH NOTICE – CATS BY-LAW AND ANN STREET, STEPNEY PEDESTRIAN CROSSING - SUBMITTED BY CR SCOTT SIMS**

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**QUESTION WITH NOTICE:** Cats By-Law and Ann Street, Stepney Pedestrian Crossing  
**SUBMITTED BY:** Cr Scott Sims  
**FILE REFERENCE:** qA1040  
**ATTACHMENTS:** Nil

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**BACKGROUND**

Cr Sims has submitted the following Questions with Notice:

**Questions regarding Cats By-Law:**

1. What is the rationale behind introducing mandatory cat registration and property confinement? Please include any public safety, environmental or animal-welfare considerations.
2. How many cat-related concerns (complaints, enquiries or incident reports) has Council received over the past two years?
3. Since what year has Council supported the Cats Assistance to Sterilise (C.A.T.S.) program and what form has that support taken?
4. Can you confirm that the registration and confinement provisions in By-law 7 cannot be enforced until Council formally adopts them at a future meeting?
5. If Council's agreement with C.A.T.S. ends once the new by-law is in place, what (if any), alternative desexing subsidies or assistance will Council offer to residents and businesses?

**Questions regarding Ann Street, Stepney Pedestrian Crossing:**

1. Please provide an update on the current status of the new pedestrian crossing.
2. When is construction scheduled to commence?
3. What challenges have contributed to the lengthy delay in commencement?

**REASONS IN SUPPORT OF QUESTIONS**

Nil

**RESPONSE TO QUESTIONS REGARDING CATS BY-LAW  
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

1. What is the rationale behind introducing mandatory cat registration and property confinement? Please include any public safety, environmental or animal-welfare considerations.

*Response:*

As part of the review of the *Dog and Cat Management Act 1995* undertaken by the State Government in 2024, it was anticipated that there would be changes made to that Act which would facilitate a consistent approach to cat management across the State beyond micro-chipping and desexing. However, this did not occur.

On this basis, the Council's Cat By-law was adopted by the Council to provide an introductory framework for the management of cats within the City.

As part of the preparation of a Cat By-law, it is essentially up to each individual Council to determine if additional management requirements are warranted in each Local Government area (ie, registrations, curfews etc.).

### Mandatory Cat Registration

In South Australia, it is mandatory (legislative), to microchip and register cats who are more than twelve (12) weeks old. Cats must be registered via the State Government's *Dogs and Cats Online (DACO)* database. This is not a requirement that can be changed by Local Government as it is a State Government requirement.

For the 2024-2025 period, 869 cats were registered on DACO within the City of Norwood Payneham & St Peters, compared to 662 cats for the 2023-2024 period.

The benefits of cat registration include enabling Councils to identify cat owners, managing nuisance issues and monitoring cat populations.

It is however up to each individual Council to determine if a registration fee should apply to cats.

A number of Councils in South Australia have introduced a registration fee to support the provision and delivery of animal management services, which includes educating the community on responsible cat ownership.

In this regard, a registration fee for cats is based on the same principles of dog registration fee.

It is important to note that the Council has not at this stage determined to introduce a cat registration fee.

Rather, the Cats By-law that was recently adopted by the Council contains a provision to determine a registration fee for cats via a resolution of the Council if and when the Council chooses to do so at some time in the future.

### Cat Confinement

At its meeting held on 7 April 2025, the Council considered the draft By-laws, including the draft Cats By-law.

At that time, the Council was advised that whilst some Councils had introduced a Cats By-law that requires cats to be confined or imposes a curfew on cats, given the additional costs and complexities associated with enforcement of these requirements, this Council's proposed Cats By-law, did not contain confinement or curfew provisions.

However, following consideration of the draft Cats By-law, the Council resolved to include provisions which address the 24 hour containment of cats, to be enacted by a resolution of the Council at some point of the Council's choosing.

To this end, following the Council's decision made at the Council Meeting held on 7 April 2025, the draft Cats By-law was amended to include the following Clauses:

#### 9. *Effective Confinement of Cats*

9.1 *As and from a date that is resolved by the Council (if any, and which date cannot be within the first twelve months of the commencement of this By-law), and subject to subclause 9.2, the owner of, or person responsible for the control of, a cat must take all reasonable steps to ensure that the cat is confined, at all times, to the premises occupied by that person unless the cat is under effective control by means of physical restraint.*

9.2 *Subclause 9.1 does not apply to any cat that was born before 1 January 2026 provided that evidence of the cat's age that is satisfactory to an authorised person (acting reasonably) is provided to the Council.*

9.3 *For the purposes of this subclause 9, cat means an animal of the species felis catus (of any age).*

The RSPCA's website states the following regarding the benefits of confinement or a curfew on cats:

- *Improved Safety:*  
*Indoor confinement reduces the risk of being hit by a car, attacked by other animals, contracting infectious diseases like Feline Immunodeficiency Virus (FIV), or being poisoned or trapped.*
- *Reduced Injury Risk:*  
*A contained environment prevents fights with other cats, which can lead to dangerous, infected abscesses.*
- *Protection from Loss and Theft:*  
*Keeping cats at home means they are less likely to get lost, stolen, or wander too far from home.*
- *Fewer Parasites:*  
*Confined cats are less exposed to parasites like fleas and ticks.*
- *Longer Lifespan:*  
*By avoiding the many dangers of roaming, indoor cats generally live significantly longer than their outdoor counterparts.*

#### *Benefits for the Community & Environment*

- *Reduced Nuisance:*  
*Confined cats are unable to urinate or defecate in other people's gardens, reducing community complaints and conflict.*
- *Protection of Native Wildlife:*  
*Confinement prevents cats from hunting and killing native birds and other small animals, which helps protect biodiversity.*
- *Reduced Straying:*  
*Less roaming means fewer lost or stray pet cats that may become homeless or contribute to the overall number of feral cats.*

2. How many cat-related concerns (complaints, enquiries or incident reports) has the Council received over the past two years?

#### *Response:*

Seven (7) complaints regarding cats were lodged with the Council in 2023-2024.  
Fourteen (14) complaints regarding cats were lodged with the Council in 2024-2025.

The nature of the complaints, enquiries and incidents are varied and include issues in respect to lost cats, roaming cats, cats eating wildlife, stray cats, and cats harassing other pets and humans.

3. *Since what year has Council supported the Cats Assistance to Sterilise (C.A.T.S.) program, and what form has that support taken?*

#### *Response:*

It is understood that Cats Assistance to Sterilise (CATS), was founded in 1988 as a means to overcome the issues associated with an increase in the local cat population. CATS identified at the time that there was a lack of education for cat owners in respect to the consequences of not de-sexing cats and the costs of de-sexing cats was too costly for a large percentage of the cat owners.

Since that time, CATS Inc has worked with local councils, including the City of Norwood Payneham & St Peters, to ensure responsible cat management within the community.

The former City of Kensington & Norwood first provided annual financial assistance of \$1000.00 to CATS Inc and in 1997, the Council increased the annual financial contribution to \$3000.00 per annum.

In 2022, the Council increased the annual financial contribution to CATS to \$6000.00 per annum.

CATS work with a number of local Veterinary Surgeons who provide a reduced rate for de-sexing of cats to assist the organisation with its work.

In addition, CATS has provided the following services from time to time, since its inception:

- investigation of cat management issues referred by the Council;
- mediation between residents who care for cats and those inconvenienced by cats;
- provision of information to cat owners on cat management and care;
- letter-boxing CATS leaflets to residents located in problem areas;
- Council-land cat colony control and management;
- special assistance for stray and non-friendly cats including catching and accommodation; and
- provision of assistance with cages, holding pens and accommodation.

4. Can you confirm that the registration and confinement provisions in By-law 7 cannot be enforced until Council formally adopts them at a future meeting?

*Response:*

The introduction of the registration fee and confinement provisions set out in the Cats By-law can only come into effect via a formal resolution of the Council.

5. If Council's agreement with C.A.T.S. ends once the new by-law is in place, what (if any), alternative desexing subsidies or assistance will Council offer to residents and businesses?

*Response:*

There is no reason why the agreement between the Council and CATS cannot continue, notwithstanding that CATS do not agree with the Council's decision to introduce a Cats By-law.

The provisions of the Cats By-law, including the possible introduction of a registration fee and containment requirements, does not cut across the work that is performed of CATS.

At this stage a response to the question cannot be provided as the staff position is that the Council should continue to work with CATS. Should this not be possible, then the Council will be advised of any alternative arrangements.

#### **RESPONSE TO QUESTIONS REGARDING ANN STREET, STEPNEY PEDESTRIAN CROSSING PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT**

The detailed design documentation for the Ann Street Zebra Crossing is currently being finalised. Completion of the final design should occur by mid-September 2025.

The construction timeline has been revised to reflect the delays in finalising the detailed design drawings and commencement of the project is now anticipated in early 2026. Completion of the project is anticipated by the end of March 2026.

The design of the Ann Street Zebra Crossing has gone through multiple iterations to achieve a cost-effective and technically compliant solution and this has significantly delayed delivery of the project. During the design process, updates to the relevant Australian Standard meant that the original concept was no longer compliant with lighting requirements. In addition, the redesign of the protruberances has required upgrades to the stormwater design to ensure that when the Crossing is constructed, water will not pond over the crossing. The impacts on stormwater drainage and lighting required significant modifications to the detailed design drawings, including:

- redesign of the protuberances;
- stormwater upgrades to prevent ponding over the crossing;
- an updated lighting solution; and
- the loss of some additional on-street parking to ensure adequate sight lines.

The resignation of the Council's former Manager, Traffic & Integrated Transport, Gayle Buckby in late 2024 and transition to the appointment of the new Manager, also contributed to the delay in finalising the detailed design drawings.

It should also be noted that the changes to the Zebra Crossing design which have been undertaken to ensure compliance with relevant lighting and stormwater drainage requirements and standards, has increased the cost of delivering this project, beyond the current budget allocation. As such, a report outlining the changes and the additional costs to deliver the project will be presented to Council as soon as the detailed design drawings and revised costings have been finalised.

**10. DEPUTATIONS**

## 10.1 DEPUTATION – RICHARDS PARK LEASE

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA1041  
**ATTACHMENTS:** Nil

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### SPEAKER/S

Ms Joanne Waterhouse

### ORGANISATION/GROUP REPRESENTED BY SPEAKER/S

Margaret Ives Community Children's Centre Inc.

### COMMENTS

Ms Joanne Waterhouse has written to the Council requesting that she be permitted to address the Council in relation to the Richards Park Lease.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Ms Joanne Waterhouse has been given approval to address the Council.

**10.2 DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC**

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA1041  
**ATTACHMENTS:** Nil

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**SPEAKER/S**

Ms Elizabeth Ho

**ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

Immediate past Chair of the History Trust of South Australia.

**COMMENTS**

Ms Elizabeth Ho has written to the Council requesting that she be permitted to address the Council in relation to the commemoration of Don Dunstan's 100<sup>th</sup> Birthday.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Ms Elizabeth Ho has been given approval to address the Council.



**10.3 DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC**

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA1041  
**ATTACHMENTS:** Nil

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**SPEAKER/S**

Mr Steven Cheng

**ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

Not Applicable.

**COMMENTS**

Mr Steven Cheng has written to the Council requesting that he be permitted to address the Council in relation to the commemoration of Don Dunstan's 100<sup>th</sup> Birthday.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Mr Steven Cheng has been given approval to address the Council.

**10.4 DEPUTATION – COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC**

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA1041  
**ATTACHMENTS:** Nil

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**SPEAKER/S**

Mr Graham Clark

**ORGANISATION/GROUP REPRESENTED BY SPEAKER/S**

Not Applicable.

**COMMENTS**

Mr Graham Clark has written to the Council requesting that he be permitted to address the Council in relation to the commemoration of Don Dunstan's 100<sup>th</sup> Birthday.

In accordance with the *Local Government (Procedures at Meetings) Regulations 2013*, Mr Graham Clark has been given approval to address the Council.

**11. PETITIONS**  
Nil

**12. WRITTEN NOTICES OF MOTION**

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**12.1 WRITTEN NOTICE OF MOTION - COMMEMORATING THE 100TH BIRTHDAY OF FORMER PREMIER DON DUNSTAN AC QC – SUBMITTED BY CR CHRISTEL MEX**

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**NOTICE OF MOTION:** Commemorating the 100th Birthday of former Premier Don Dunstan AC QC  
**SUBMITTED BY:** Cr Christel Mex  
**FILE REFERENCE:** qA1039  
**ATTACHMENTS:** Nil

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

**NOTICE OF MOTION**

1. That staff consult with the Don Dunstan Foundation and Mr Steven Cheng to discuss opportunities to celebrate the 100th Birthday of Don Dunstan in 2026.
2. A report be presented to the Council regarding the outcome of the discussions and any opportunities for the Council's consideration by December 2025.

**REASONS IN SUPPORT OF MOTION**

The Hon Don Dunstan AC QC was one of South Australia's most influential and visionary Premiers, and longtime Member for Norwood. Given next year is the centenary of his birth (on 21 September 2026), I ask that the Administration provide advice on how Council can commemorate his 100<sup>th</sup> birthday in 2026.

Don Dunstan's reforms in areas such as multiculturalism, urban planning, arts, social justice, the environment, the hospitality industry and heritage conservation are important to our cultural heritage. These achievements are just as relevant now as they were in the 1970s due to global instability and social injustices that still linger today.

Don Dunstan served as Premier of South Australia across three terms (1967, 1970–1979) and is widely celebrated for his transformative leadership in areas such as social reform, Aboriginal rights, multiculturalism, the arts, and urban renewal.

Members of the community and his family have approached me and other members of Council to enquire how Council can celebrate this important milestone. They want to know what actions, events, or commemorative activities the Council could undertake or support to celebrate the 100th anniversary, in recognition of his significant contribution to our community, South Australia and the nation.

At the suggestion of Don Dunstan's family and close associates, possible commemorative actions are listed below, but are not to the exclusion of other ideas:

- hosting an exhibition in the Cultural Heritage Centre and Norwood Town Hall foyer, perhaps inviting community groups such as the Norwood Football Club and Meals on Wheels to share items and memories from their archives. Importantly, his family members have offered to loan many of his personal artifacts for an exhibition;
- a community picnic where residents bring a plate with a recipe, which could be included in a commemorative cookbook. This could coincide with the Melodies in the Park event, multicultural themed. Could also be a partnership with community groups such as Norwood Writers, resident associations and Maggie Beer (close friend of Don Dunstan);
- proposing that the Osmond Terrace public sculpture exhibit being themed 'Remember - the Future: the 'Don Dunstan Memorial Sculpture Walk'. By dedicating the whole and evolving body of works as part of a memorial to Don, it inveighs his legacy as something perpetual;

- connecting with the Don Dunstan Foundation and schools with educational programs;
- live music or theatre performances (such as “An Audience with Don Dunstan”);
- ‘Meet the Author’ event with his biographer Angela Woollacott (SA);
- offering a float in the Christmas Pageant; and
- panel session with locals and colleagues who knew him.

Just some of Don Dunstan’s achievements can be summarised as follows:

**Urban Planning, Environment & Heritage:**

- Pioneered heritage conservation laws, saving many historic buildings. Especially relevant to our city.
- Pushed for progressive city planning, including support for community-based housing initiatives still in NPSP today.
- Set up the Environment Protection Council (now EPA)

**Food and Wine Culture:**

- Particularly relevant to The Parade, Don Dunstan is remembered for reforming hospitality trading hours. Advocated for outdoor dining, modern culinary diversity, and the development of South Australia’s wine and food reputation. And we can’t forget Don’s Table on The Parade!

**Major Social Reforms:**

- Introduced anti-discrimination laws protecting race, gender, and sexuality.
- Decriminalised homosexuality (SA became the first Australian state to do so).
- Advanced Aboriginal land rights and supported Indigenous cultural preservation.
- Abolished capital punishment.
- Sexual assault within marriage became a criminal offence.
- Appointment of a disability advisor to the Premier.
- Establishment of the Ethnic Affairs Branch.
- Supported the establishment of Meals on Wheels both in Norwood and across the country.

**Cultural Leadership:**

- Championed multiculturalism and encouraged immigration diversity.
- Founded the South Australian Film Corporation, helping launch Australia’s modern film industry.
- Advocated for public festivals and arts funding, establishing Adelaide as a cultural hub.
- Established the Jam Factory in St Peters.

As a highly respected figure internationally, with deep ties to Norwood Payneham & St Peters and South Australia, his 100th birthday presents an opportunity for the Council to honour his legacy and engage the community in reflecting on the values he championed.

**STAFF COMMENT**

**PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

A report, as requested in the Motion, can be provided to the Council.

**13. STAFF REPORTS**

## **Section 1 – Strategy & Policy**

### **Reports**

### 13.1 CULTURAL HERITAGE PROGRAM REVIEW

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**REPORT AUTHOR:** Manager, Arts, Culture and Community Connections  
**GENERAL MANAGER:** General Manager, Community Development  
**CONTACT NUMBER:** 8366 4550  
**FILE REFERENCE:** A1209343  
**ATTACHMENTS:** A

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#### PURPOSE OF REPORT

To seek the Council's approval of the recommendations resulting from an independent Service Review of the Council's Cultural Heritage Program.

#### BACKGROUND

As the only Local Government Authority in South Australia and one of only three in Australia, admitted as a Member of the International League of Historical Cities, the Council and the community it represents, are proud of its rich and celebrated cultural history.

In 1994, recognising this rich and valued heritage, the former City of Kensington and Norwood Council established a Cultural Heritage Program with the aim:

*'....to help all sections of the community to understand, celebrate and benefit from the Council's rich and distinctive history through the provision of a number of specialist historical services and cultural activities'.*

Given the need to review and update the Program, at its meeting held on 2 September 2024, the Council resolved:

*'an Independent Review of the Cultural Heritage Program be undertaken and a report presented back to the Council by March 2025, informing the Council on the strategic direction of the Program'.*

In response, Strategic Solutions Co was engaged to review the following:

#### 1. Program Delivery

- evaluate the overall effectiveness and efficiency of the Cultural Heritage Program;
- identify strengths, weaknesses, opportunities, and risks related to future scope, community impact, role and service/program delivery;
- propose recommendations for improvement and innovation including a proposed future service and program model and identify impact to the existing service and program model;
- identify opportunities for fee for service/profit generating services;
- assess and develop collaboration strategies to enhance and/or leverage the cohesion of cultural heritage functions with Council's library and art functions;
- identify an approach to the future management of the Civic Collection, including Council's role (versus other potential custodians) in curation, storage and enhancing community access;
- identify the role and proposed utilisation of The Gallery and 'cultural heritage space' located within the St Peters Town Hall complex to underpin the achievement of the Cultural Heritage Program objectives.

#### 2. Operational

- benchmark positions and salaries against industry standards, ensuring competitiveness and fairness;
- analyse staff classifications and roles, providing clarity in respect to responsibilities and accountabilities.

#### 3. Capacity & Capabilities

- assess the effectiveness of the current organisational design, positions, and capability.



#### 4. Training Requirements

- identify gaps in staff knowledge and skills, particularly in the context of future strategic, service and/or program outcomes;
- propose a comprehensive development plan, including appropriate training and materials.

An Elected Member Information Session was held on 31 March 2025 at which the findings of the Review were presented and an opportunity was provided for Elected Members to provide feedback.

#### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Cultural Heritage Program contributes to a range of strategic priorities, including:

- Arts and Culture Plan 2024-2027
- Council's Strategic Management Plan *City Plan 2030: Shaping Our Future* through:
  - **Outcome 1: Social Equity**
    - Objective 1.1 Convenient and accessible services, information, and facilities.
    - Strategy 1.1.3 Design and provide safe, high-quality facilities and spaces for all people.
  - **Outcome 2: Cultural Vitality**
    - Objective 2.1 An artistic, creative, cultural & visually interesting City.
    - Strategy 2.1.3 Attract and support cultural and creative organisations, businesses, and individuals.
    - Objective 2.2 A community embracing and celebrating its social and cultural diversity.
    - Strategy 2.2.2 Facilitate opportunities for cultural expression, celebration, and interaction between different cultural and demographic groups.
    - Objective 2.5 Dynamic community life in public spaces and precincts.
    - Strategy 2.5.3 Host and facilitate community events and activities.

#### FINANCIAL AND BUDGET IMPLICATIONS

The Review report recommended a budget allocation (Recommendation 21 (page 47)) of \$45,000 to provide short term assistance with the implementation of Recommendations 9,10 and 12. Further information regarding the Financial Implications of the Recommendations set out in the Review Report is set out in the Discussion section of this report.

As discussed further within this report, it is recommended that the individual budget components be managed accordingly:

- in relation to Recommendation 9, no funds are considered necessary as the review of the *Civic Collections Policy 2008* can be undertaken by staff;
- the proposed \$15,000 for moving records to State Records South Australia is necessary to support the associated recommendation and a budget bid will be developed as part of the 2026-2027 Budget.

In addition, funds may be necessary to support disposal activities associated with Recommendation 6: *Immediate steps should be taken to clear the compactus room of non-heritage material.* (Page 38). In the event such funding is material, this will be put forward as part of the draft 2026-2027 Budget.

- the proposed \$15,000 to support increasing storage space, the Collection includes a range of items that could be made accessible to the community or displayed (such as in the foyer of the Cultural Heritage Centre) that would assist in providing an improved storage solution and potentially minimise some of the longer-term solution requirements.

In this respect, it is recommended that further work be undertaken to determine suitable storage and display solutions and that any funds that are requested be considered as part of the 2026-2027 Budget.

## **SOCIAL ISSUES**

The Review considered the strongest rationale for the continuation of the Council's Cultural Heritage Program as 'building community harmony by enhancing a connection to place for residents'.

This engagement can be achieved through the layering of the following:

1. individual services (i.e. property histories);
2. Cultural Heritage Program activities (i.e. support public access to online resources, History month events, research service and education workshops);
3. City-wide activities (i.e. activation and education across the City); and
4. State-wide and National activities (i.e. participation in State-wide events, such as NAIDOC).

## **CULTURAL ISSUES**

The Council's Cultural Heritage Program has amassed a significant collection of approximately 50,000 items which includes historical objects which become 'cultural heritage' when they are activated and serve the social and cultural interests of the community.

### *Activating the Collection*

The contents of the Cultural Heritage Collection, and the related stories, are largely unknown and inaccessible to the community. Activating and reimagining the Collection, bringing items out of storage and into public spaces to enrich the cultural experience can be achieved through:

- **Digital platforms**

Digitisation increases access and awareness of what is held within the Collection, making it available to a wider audience beyond geographical and physical limitations, protects vulnerable items and provides community access to items of public interest.

In addition, building online content activates the Collection which in turn builds engagement and facilitates research and educational opportunities. It is through engagement that collections develop meaning and relevance.

- **Interactive installations and exhibitions across the City**

The annual program of interactive history month exhibitions, tours, workshops and community-based arts and culture projects are approaches the Arts, Culture and Community Connections business unit have utilised to increase participation and interaction to foster connection and promote learning.

The next phase of this reimagining could involve public realm activations, beyond the physical spaces of the Cultural Heritage Centre, to support the primary purpose identified within the Review report i.e. 'creating a connection to place for local residents'.

- **Interdisciplinary approaches**

Integrating cultural heritage with other fields or areas of community interest, such as the environment, the arts and social and cultural issues, bridges the past, present and future, helping to promote connection and raises the importance of cultural heritage and its relevance today.

- **Inclusivity and diversity**

Incorporating the stories and perspectives of the City's diverse communities and co-designing the cultural heritage program to ensure the Program reflects the needs and aspirations of the community.

## RESOURCE ISSUES

The Review considered staffing levels and has determined there is an adequate level of staffing. However, the Review recommended that the Program consider an increased utilisation of volunteers to assist with community enquiries and Collection management.

## RISK MANAGEMENT

The Review has identified that the Program's collection management practices may present potential risks, including:

- inadequate preservation of material in the compactus room due to an absence of a regular cleaning schedule, creating conditions which could be conducive to pests, insects and mice, which could damage the material; and
- Work, Health and Safety risks due to boxes being stored on top of each other and above head height in the upstairs storeroom. This risk has previously been identified by Council staff, and 120 boxes of Council records are currently being prepared for transfer to State Records.

A review of the existing cleaning service will be undertaken to ensure adequate cleaning is undertaken and budgeted for.

The implementation of the recommendations contained in the Review report to reduce the size of the Collection will assist to mitigate work health and safety risks.

## CONSULTATION

- **Elected Members**  
An Information Session was held with Elected Members on 31 March 2025.
- **Community**  
Not Applicable.
- **Staff and Volunteers**  
Strategic Solutions Co engaged with a range of staff including:
  - Cultural Heritage Coordinator;
  - Cultural Heritage Administration Assistant (researcher);
  - Manager, Library Services;
  - Manager, Information Services;
  - Senior Records Officer;
  - Manager, Urban Planning and Sustainability;
  - Volunteer, Cultural Heritage Centre.
- **Other Agencies**  
Strategic Solutions Co engaged with a range of stakeholders including:
  - Ms Denise Schumann OAM, Heritage Consultant, Denise Schumann and Associates;
  - Ms Amy Vanner, Senior Collection Archivist, State Records of South Australia;
  - Other local government cultural heritage functions.

## DISCUSSION

The Council's Cultural Heritage Program has a long history, originating in the former City of Kensington & Norwood in the mid 1970's. In 2013, the Program transferred from the Norwood Library site to operate from a purpose-built facility within the St Peter's Town Hall Complex.

The originating aim of the Program was to:

*'assist all sections of the community to understand, celebrate and benefit from the Council's rich and distinctive history ... and recognise that there is a legitimate need for local communities to collect, record, analyse, and interpret their past in order to understand the present'.*

The provision of a dedicated 'Cultural Heritage' space within the St Peter's Town Hall Complex has become a central identity of the Program and was envisaged to become a 'highly visited and significant South Australian cultural facility' driving visitation and economic growth within the City by:

- protecting historic documentation;
- facilitating research;
- collecting tomorrow's history;
- exhibiting permanent displays;
- providing professional site histories (both for commercial and personal clients);
- providing family and local interest (street, public buildings and house) histories;
- sharing the history of the City; and
- undertaking public engagement (both in-bound and out-reach) including school visits, seminars and workshops.

### Performance

The Program has enjoyed positive community interest since its inception and continues to retain a strong customer base.

However, the Review found that the operation of the Program experienced a shift since 2021 that has led to a misalignment between its operations and purpose. Whilst the Program continues to deliver a high-quality service, the management of the Program's Collection has become consuming and overwhelming, negatively impacting the Program's impact within the community.

The reasons for this are likely diverse, but include the need for improved clarity of Purpose, resourcing and capability, and clear and measurable objectives.

The Review identifies 21 Recommendations primarily aimed at supporting the Program to realise an amended Purpose and concentrating efforts to achieve associated impact.

### Purpose

The originating purpose of the Cultural Heritage Program centred on (page 49):

- engaging with the public to promote and celebrate the cultural heritage of the City; and
- drive visitation and generate economic activity.

While the Review concluded that the Program had been largely successful in respect to engaging the community, it recommended that the Program:

- could achieve improved impact through better integration into the organisation (i.e. leveraging the Council's other services); and
- that generating economic activity should not be a main driver or purpose of the Program given it is unlikely to achieve meaningful visitation when compared to some of the Council's other services.

In this regard, the Review proposed (page 9) the ongoing benefits of the Program should be measured based on:

- the service it provides to citizens;
- social benefit; and
- community benefit.

To achieve these outcomes the Review recommends (Recommendation 1 – page 35) the following:

*The Centre (i.e. the Program) should adopt a new purpose statement against which its performance can be measured. The proposed purpose is:*

*Primary Purpose*

- *Creating a connection to place for local residents.*

*Secondary Purposes*

- *Building the reputation of NPSP as a historically important place*
- *Supporting owners of historic homes to undertake sympathetic heritage restorations.*
- *Empowering residents with the skills to navigate historical sources in the Collection and on-line tools resources to perform their own historical searches including ancestry searches.*

**This Recommendation is supported**

Service Review - Recommendations

Importantly, the adoption of the aforementioned purpose represents a foundational Recommendation of the Review (page 35), setting the future direction for the Program. Subsequent recommendations of the Review assume this Purpose and reflect four key areas of focus:

1. *Reducing the size of the Program's Collection and restoring order to the Centre's operations (page 36, Recommendations 2 to 11).*

The Cultural Heritage Collection is an important tool used to store and catalogue historic artefacts / items for the purpose of preservation and translation of the City's history.

Whilst the Program assists as a catalyst for the collection and preservation of historic materials, its role is not designed to replicate or replace recognised institutions such as State Records of South Australia or museums. Whilst it is acknowledged that there is an aligned and shared purpose, it is suggested that the Council's Cultural Heritage Collection should be guided by how the items within the Collection can and will be utilised to achieve its purpose. In this regard, consideration must be weighted toward the community's access to the collection.

However, this is not to suggest an absence of need for professional curation and preservation. Importantly, the management of the Council's Cultural Heritage Collection needs to observe legislative obligations (i.e. State Records Act 1997), and leverage the services afforded by aligned institutions, such as State Records of South Australia.

The Collection also includes items that, in addition to cultural value, are financially valuable. In both respects, their preservation requires specialist knowledge and expertise to ensure they are stored safely. Conversely, the Collection includes items that may be of historic value or interest, however, do not relate specifically to the City or contribute to the achievement of the Program's purpose. Such items typically result from donations from the community e.g. armed forces medals donated as a result of a deceased estate which have historic value but may not specifically relate to the City's cultural heritage. Often, these items would be better served by organisations with an aligned purpose (e.g. branches of the Returned and Services League of Australia).

Better management of the Collection is fundamental to the achievement of the Program's purpose through improved community access to the 'Cultural Heritage Centre' and a relevant and secure Collection.

Underpinning the reduction of the Program's Collection, the Review has recommends:

- Recommendation 2: *Immediate work should be undertaken to clear the upstairs storage room / workspace of excess material.* (Page 36) **This Recommendation is Supported.**

Work has commenced to achieve this and 120 boxes of records have recently been prepared to transfer to State Records of South Australia.

- Recommendation 3: *Subsequent to the completion of recommendation 2, transfer digitisation to upstairs storage room / workspace.* (Page 36) **This Recommendation is Supported in part.**

Whilst records will be stored in the storage area, it is preferred to house the scanner in the research room as this improves staff/volunteer access to the scanner whilst simultaneously enabling them (volunteers and staff) to be available to community members/customers as they present.

- Recommendation 4: *Immediate work should be undertaken to clear material, much of which is of no heritage value, that is preventing the research room from being safely opened to the public.* (Page 36) **This Recommendation is Supported.**

The non-heritage items captured in the research have been removed. Consideration of the remaining items require assessment against the Council's *Civic Collections Policy 2008* to determine their suitability for disposal or retention. A storage solution will need to be identified in the event they are to be retained.

- Recommendation 5: *Once cleared of excess material the research room should be reopened to the public.* (Page 37) **This Recommendation is Supported.**

The Research Room is currently open on Tuesdays and Thursdays when the Council's 'researcher' and Cultural Heritage volunteers are present. Whilst the current configuration of the 'Centre' supports existing service delivery, the intent would be to enhance the room, including onboarding additional volunteers, to provide a welcoming community space to access online resources and the physical collection, offer support and training to assist visitors locate and navigate online resources and respond to questions related to the Council's Cultural Heritage Collection. It is anticipated that this can be achieved in time to align with History Month in May 2026.

- Recommendation 6: *Immediate steps should be taken to clear the compactus room of non-heritage material.* (Page 38) **This Recommendation is Supported.**

The compactus includes a significant amount of material. Until progress is made on assessing the items stored, it is difficult to determine the quantity of material that requires disposal, and the disposal method. It is possible that funding will be required to support disposal. In the event such funding is material, a budget bid will be prepared to support the activity.

- Recommendation 7: *Following the implementation of recommendation 6, clean compactus room to ensure it is fit for purpose for storing heritage items.* (Page 38) **This Recommendation is Supported.**
- Recommendation 8: *Consider pausing the emphasis on digitisation in the short term to prioritise actions which will help to restore order to the Centre.* (Page 38) **This Recommendation is Supported in part.**

The current digitisation project is limited to at-risk items that are regularly utilised for community research requests (i.e. Council assessment records) and those of high public interest (i.e. photos).

To date, two thirds of the at-risk assessment records (187 volumes) are in the process of being scanned by an external service provider and the remaining third will be scanned during the 2025-2026 financial year, concluding this component of the project. Given the momentum associated with this work is well-progressed, there is limited value in pausing the work.

It is noted the current digitisation project excludes the St Peters assessment registers (109 volumes) which are currently on microfiche. Whilst the community will be able to access these with assistance, it will mean that the St Peters records won't be as accessible as those records relating to the other parts of the City. The digitisation of these records is estimated to cost approximately \$18,000. It is suggested that this be considered in future as a part of a budget bid once the Cultural Heritage Program has appropriately responded to the other recommendations within the Review report.

It is intended that, in future, scanning items of high public interest will be assisted by volunteers (where possible) and be undertaken as time permits.

- Recommendation 9: *Revise and reissue the Civic Collections Policy 2008, and:*
  - a. *use the revised Civic Collections Policy as the basis for an internal audit of the Collection and deaccession material that does not match the Policy Directives;*
  - b. *material needing to be deaccessioned should be done so according to Section 8 of the Policy – “Deaccessioning Policy”; and*
  - c. *prioritise the internal audit on difficult to store bulky items (costumes, props, furniture, artwork etc). (Page 39) **This Recommendation is Supported.***

The Review has suggested a budget of approximately \$15,000 to undertake this work however it is considered that this work can be undertaken by staff.

- Recommendation 10: *Consideration should be given to moving a significant proportion of the historic council records to State Records. (Page 40) **This Recommendation is Supported.***

The Review report recommends (Recommendation 21 ((page 47)) a budget allocation of \$15,000 to support moving records to State Records. Work is underway, and further budget is required to complete full relocation.

- Recommendation 11: *If the measures suggested in the review are insufficient to create the additional space needed for the Centre to operate, a cut-off date for more recent material might be considered. These dates could be:*
  - i. *Post-amalgamation council records.*
  - ii. *Post 1970 rate assessment registers – which is when they became computerised. (Page 40) **This Recommendation is Supported.***

## 2. *Longer-term considerations around creating additional space.*

Whilst reducing the size of the Council's Cultural Heritage Collection will reduce storage requirements, there is a sustained need for the storage of records and items. This need is emphasised through the significant improved utilisation/participation within the Gallery.

Over the last six months, significant progress has been made in moving records out of the Cultural Heritage Centre to the Council's records repository provider (Iron Mountain) and State Records of South Australia. This work will continue. Similarly, work has been underway to understand other items (e.g. paintings and furniture within the Collection) and strategies, such as working with the St Peters Historic Conservation Trust to remove the Trust's items from the Council's storage solution, has enabled a positive step forward in reducing the Collection.

The availability of suitable storage within the St Peters Town Hall complex is limited. In accordance with observations made as part of the Review report, greater consideration of storage needs to form part of the Cultural Heritage Program, St Peters Library and the Council's Arts function is required. Before this can occur, adequate progress needs to be made on the reduction of the Collection. As a principle, the storage of items must not interfere with the operation of the Council's Cultural Heritage Centre or provide an unsafe work environment. In this respect, alternate solutions will need to be identified, and where necessary, a proposal through the Council's budget process be submitted.

In the interim, the Review has considered utilisation of Collection items within the Council's public spaces and will be explored together with the other strategies in place/previously discussed.

Underpinning the longer-term space requirements for the Program, the Review report recommends:

- Recommendation 12: *An immediate increase in storage space is required to effectively operate the Cultural Heritage Centre and effectively mount art exhibitions at the Centre. These options include:*
  - *Building a storage space in the Banquet Hall;*
  - *Moving the Cultural Heritage Staff to the Library staff area and using the current office for additional storage; or*
  - *Converting the staff kitchen to a storage room. (Page 41) **This Recommendation is Not Supported.***

The need for storage space is acknowledged and Recommendation 12 is supported in this respect. However, many of the Recommendations will impact on the Cultural Heritage Program, spanning the needs of volunteers, customers, the Collection etc. In this regard, Recommendation 13 is based on the need to consider the longer-term space requirements for the Program, and hence, It is suggested that the solutions offered to address storage needs within Recommendation 12 not be adopted in favour of addressing this, including identifying alternate solutions, as part of Recommendation 13.

- Recommendation 13: *Consider longer term options to create more space for the Cultural Heritage Centre and other Council services in the St Peters Town Hall Complex. (Page 41) **This Recommendation is Supported.***

The Review report recommends a budget allocation (Recommendation 21 (page 47)) of \$15,000 to provide for more storage.

The Collection includes a range of items that could be made accessible to the community or displayed (such as in the foyer of the Cultural Heritage Centre) that would assist in providing an improved storage solution and potentially minimise some of the longer-term solution requirements.

The further digitisation of records would also reduce storage demand.

In this respect, it is recommended that further work be undertaken to determine suitable storage and display solutions and that any required funds be considered as part of the 2026-2027 Budget.

### 3. Adopting a proposed fee structure for the enquiry service.

The Cultural Heritage Program responds to approximately 500 research requests annually. The primary nature of these requests relates to dwellings, street or public building histories (52%) and can be from individual local-residents or local or external commercial entities. The secondary nature of enquiries relates to biographies / family histories (21%) (page 29).

The service that the Council provides is to a high standard, currently undertaken by a qualified historian, and provided at no cost to the person or organisation making the request. Whilst the average response takes 1.15 hours, some requests can require days or even weeks to complete. The service is not advertised as staff feel at capacity responding to current customer demand.

However, the Review report indicates that the current level of service may not be required, and that some customers may prefer a service that facilitates self-help and guidance. Similarly, the quality of the product delivered may not always be necessary. The utilisation of volunteers could be an opportunity to address demand and better respond to self-help and a potentially less comprehensive service.



Analysis of the services provided and the customer profile considers the introduction of a fee for service model in response to three scenarios:

- i. 18% of enquiries originate from commercial entities (typically developers or real estate agents). As these requests relate to a 'for profit' commercial purpose, the Review suggests that the introduction of a fee would be appropriate and likely immaterial to the commerciality of the customers associated product (page 41);
- ii. a large proportion of enquiries are from non-residents. In the past, when the purpose of the Centre was to drive visitation, it made sense to provide the service for free as it was seen as a way to attract visitors. However, with the recommended revised Purpose, there is no justification to continue providing non-rate payers the service for free. Currently, approximately 20% are non-residents, 45% are residents and 35% are of unknown residential status;
- iii. the level of service provided by the Program is one of the most highly professionalised services in Adelaide (page 42) and in comparison to other similar services, may be considered as 'over-servicing' and exceeding customer need and/or expectation. Whilst on average it takes 1.15 hours to respond to an enquiry, some enquiries are handled within 10-15 minutes, whilst the time taken to undertake property/house histories, suburb or public building or street histories or biographies, which represent over 70% of all enquiries, typically range from 1-5 hours with most taking between 2-3 hours. The Review suggests consideration of a fee structure where the first 30 minutes are free and include guidance on where additional information can be sourced. Additional research time could be charged at \$40.00 per hour.

The introduction of fees for some of the Program's services reflects a change in long-standing practice. Whilst the Review identifies potential methodologies for introducing fees, there is a lack of clarity relating to what constitutes a 'service' or a 'product'. Whilst a 'time allotment' appears feasible, in practice it reflects an intangible outcome for the community i.e. there is uncertainty about how a half an hour of effort may fulfill a customer's request. Whilst there is strong support for the basis of fees as outlined within the Review report, further work is required to determine the scope of 'products' that can be obtained (with or without a fee) through the Program.

In addition, many of the services that are currently provided by the Program are undertaken by a role that is not adequately designed to suit this function (e.g. the services rely on specific qualifications which are not currently embedded into the position design). Hence, the requirements of this role will need to be reviewed to ensure it aligns with the existing and future need.

Additional consideration needs to be given to the long-standing community expectations in respect to the services that are provided. In this respect, it would be appropriate to provide significant advanced communication to the community of when the changes would take effect.

To progress the introduction of a fee structure, it is recommended that further work be undertaken and a report be prepared for the Council's consideration that explores the opportunities for defining the specific services that may/may not be subject to a fee. It is anticipated this report would be provided to the Council by February 2026, with a view to implement on the 1 July 2026 in line with the adoption of the Council's other fees and charges.

Underpinning the introduction of a fee structure for the enquiry service, the Review report recommends:

- Recommendation 14: *Consider the introduction of a fee for the enquiry service where all non-resident and commercial enquirers are charged at \$40 an hour. (Page 42) **This Recommendation is Supported in part.***
- Recommendation 15: *Consider the introduction of a fee for longer, professionally delivered enquiries for residents. It is suggested that the first 30 minutes is free and the time taken thereafter is charged at \$40 an hour. (Page 42) **This Recommendation is Supported in part.***

Recommendation 16: *Undertake a review after 12 months to consider the impact on the service of the proposed fee structure. (Page 43) **This Recommendation is Supported.***

#### 4. Resources.

In comparison to other Council operated Heritage Centres, the Review report indicates that the Council's Cultural Heritage Program is adequately staffed (based on current service provision). However, it also observed that many other Centres have at least 3 or 4 times the number of volunteers.

Volunteers could undertake a range of tasks, including:

- providing guidance and advice to clients wishing to undertake their own research;
- assisting with research;
- assisting with the digitisation process;
- deliver and/or assist in specific Cultural Heritage public activities;
- assisting with records transfers to State Records; and
- providing support and assistance with the management of the Collection.

The introduction of a volunteer program within the Cultural Heritage Program is supported.

To increase resources, the Review recommends the following:

- Recommendation 17: *Take steps to increase the use of volunteers within the Centre.* (Page 44) **This Recommendation is Supported.**
- Recommendation 18: *In conjunction with management, establish a work program for Centre staff which allocates set times per task. This may only need to be a temporary measure.* (Page 45) **This Recommendation is Not Supported.**

The origins of this Recommendation pertain to a specific staff related matter which has been subsequently resolved.

- Recommendation 19: *Take steps to more firmly integrate the Centre into council administration both operationally and in terms of service provision. This requires Centre staff to view the broader council administration as a source of assistance rather than a hinderance. It also requires raising awareness of the Centre's capacity within the council administration, particularly in adjacent areas of activity and greater use of the Centre's capacity.* (Page 45) **This Recommendation is Supported.**
- Recommendation 20: *Consider absorbing the facility and collection management into the structure of the library management. Specialist history or curatorial staff should be retained to undertake the functions, but they should be part of a broader library team which is charged with responsibility of the Centre.* (Page 46) **This Recommendation is Supported in part.**

The Council's Cultural Heritage Program operates as a discreet function and has been successful in building a strong customer base. In this regard, it is intended to continue to operate the Program as an independent service/function.

However, there is significant synergy between the functions of the Council's Cultural Heritage Program and Library Services. Establishing a stronger relationship between the two operations will enable the Cultural Heritage Program to leverage and utilise the following:

- collection management staff;
- connections with the community to reach a wider audience;
- collaborative community program planning to support Cultural Heritage objectives;
- integration of Cultural Heritage lens to the suite of educational programs, learning activities and online resources, including Library SA's upcoming digital platform, Spindle, that will provide community access to historical photographs, oral histories, artworks, maps, publications and objects, and
- a holistic view of the St Peters Town Hall Complex to improve community access and experience, acting as a vital cultural hub for cultural exchange and learning.
- synergistic approach that enhances community engagement, expands access to knowledge, and promotes the preservation of and access to cultural heritage now and into the future.

To achieve this, the Coordinator, Cultural Heritage will now report to the Manager, Library Services.

- Recommendation 21: *Provide a one-off budget provision of \$45,000 to provide short term assistance with the implementation of Recommendations 9, 10 and 12 (Page 47)* **This Recommendation is Supported in part.**

The Review has recommended a budget as outlined in Table 1 below.

**TABLE 1: REVIEW REPORT RECOMMENDED BUDGET ALLOCATION**

Recommendation	Proposed Budget \$
9. Revise and re-issue the <i>2008 Civic Collections Policy</i>	15,000
10. Move a significant proportion of the historic Council records to State Records of South Australia	15,000
12. Increase storage space	15,000
<b>TOTAL</b>	<b>45,000</b>

It is recommended that the individual budget components be managed accordingly:

- in respect to Recommendation 9, no funds are considered necessary as the review of the *2008 Civic Collections Policy* can be undertaken by staff;
- the proposed \$15,000 for moving records to State Records South Australia is necessary to support the associated recommendation and a budget bid will be developed as part of the 2026-2027 Budget.

In addition, funds may be necessary to support disposal activities associated with Recommendation 6: *Immediate steps should be taken to clear the compactus room of non-heritage material.* (Page 38). In the event such funding is required, this will be considered as part of the 2026-2027 Budget.

- In respect of the proposed \$15,000 to support increasing storage space, the Collection includes a range of items that could be made accessible to the community or displayed (such as in the foyer of the Cultural Heritage Centre) that would assist in providing an improved storage solution and potentially minimise some of the longer-term solution requirements.

The further digitisation of records would also reduce storage demand.

It is recommended that further work be undertaken to determine suitable storage and display solutions and if any funds are required it will be considered as part of the 2026-2027 Budget.

### **Arts and Culture Plan 2025-2027 priorities**

The recommendations outlined within the Review report represent a significant body of work aimed at improving the effectiveness of the Program. It is anticipated that the Recommendations may take approximately two years to implement.

In light of these priorities, responsibilities assigned to the Cultural Heritage Program outlined within the Council's 2025-2027 Arts and Culture Plan, are unlikely to be achievable within the life of the Plan. These responsibilities include:

1. Develop a cultural map of the City of Norwood Payneham & St Peters
2. Map sites of First Nations Significance
3. Research and develop a First Nations register on the Council's website
4. Review and update local heritage interpretive signage across the City.

In addition, the Review report Recommendations primarily centre around actions that focus on the Program's core business and achieving an appropriate level of performance that responds to the purpose/objective of the Program.

Whilst the actions identified in the 2025-2027 Arts & Culture Plan are important, they represent activity that expands upon the Programs core activity and were presumably identified on the basis the Program had appropriate systems and practices in place to enable the efficient running of its core services.

It is recommended that the four previously discussed Priorities within the Council's Arts and Culture Plan be deferred for consideration during the development of a future Plan.

## **OPTIONS**

The Council could choose not to implement the recommendations outlined within the Review report however this is not recommended as the Cultural Heritage Program needs to transform.

## **COMMENTS**

Nil.

## **RECOMMENDATION**

- (a) That the Final Review Report of the Council's Cultural Heritage Program prepared by Dr Dominic Stefanson of Strategic Solutions Co be received and noted.
- (b) That with the exception of Recommendations 12 and 18, Recommendations 1 to 21 of the Review Report be adopted.
- (c) The Council notes that further investigation into the development of fee-based products/services will be undertaken and reported to the Council in February 2026.
- (d) That the responsibilities relating to the Cultural Heritage Program as outlined in the Council's 2025-2027 Arts & Culture Plan be considered as part of a future Arts & Culture Plan.

## **Attachments – Item 13.1**

# Attachment A

## Cultural Heritage Program Review

# Cultural Heritage Program Review

The City of Norwood, Payneham and St Peters  
June 2025

# Table of Contents

Executive Summary	3
Exploring Purpose	7
Building Connection to Place	12
CURRENT STATE ANALYSIS	16
Current State of Collection	18
Current State of Service	26
Comparators	31
FUTURE STATE ANALYSIS	
Findings and Recommendations	34
APPENDICES	
Historic Context and Purpose	48
Transfer Process to State Records	52
Methodology	57



# Executive Summary

# Principal Findings

The City of Norwood, Payneham and St Peters and the community it represents are proud of its rich and celebrated culture history.

The Heritage Centre is one of the principal ways through which the City promotes and celebrates this history.

Historically, the City of Kensington and Norwood operated a Cultural Heritage Centre at the Norwood Institute Building since the mid 1970s, which carried on with an expanded remit post amalgamation. Since 2013, the Centre has operated out of a purpose-built facility at the St Peters Town Hall. Similar centres operate in a number of historic councils in Adelaide.

Strategic Solutions Co was engaged to review whether the Centre was operating in a manner that maximises its public impact. The review examined the current circumstances of the Centre and considered its functions going forward.

According to Council Briefing Papers written at the time, the Centre was originally established to engage the community in the promotion and celebration of cultural heritage and to drive visitation to the City. It was found the engagement component was the most successful.

The first step undertaken by this review was to consider what the purpose of the Centre should be. It was established through an information session held with Elected Members that the primary purpose should be to build a connection for residents to place.

It is hoped that building a connection to place will foster a community where people take pride in place and extend care to the people with whom they share the place. This will help to build a more integrated and harmonious society with a shared sense of belonging. Defining the primary purpose of the Centre as building connection to place is not a significant departure from the Centre's historic purpose of disseminating and celebrating cultural heritage.

The main obstacle faced by the Centre in meeting this purpose is that staff are overwhelmed by the task of managing such a large Collection in the available space.

There are a number of mitigating circumstances for this situation, including the absence of a handover period from the previous long-standing Coordinator to the Coordinator operating

at the time of the review.

In addition, an influx of material from other parts of the Council overwhelmed the resources of the Centre. The challenge of dealing with this material is magnified by the overly cautious attitude of staff. Staff are bunkered down and afraid of mistakes, such as accidentally disposing of valuable material or providing incorrect information to the public, or having material damaged by interaction with the public. Notwithstanding the circumstances, Centre staff are overwhelmed and paralysed and are not taking basic steps to address issues.

The overwhelming task of managing the Collection within the available space has impacted the ability of the Centre to deliver an effective public engagement program. Some components of the program are successful. For example, almost 3,000 people attended the Heart of Glass Exhibition. An additional 991 people attended related events. However, outside of the exhibitions, which have diminished to one a year, there has been minimal public engagement activity at the Centre in recent years and very little public outreach. The Centre itself has been closed to public access for most of 2025.

The individual enquiry service continues and whilst the number of enquires has dropped significantly in recent years it remains at comparable levels to other heritage centres. The enquiries are answered to a very high professional level which might represent a degree of over servicing for some enquirers. A graded service is recommended where a fee is charged for services for non residents and commercial entities and for residents beyond the first 30 minutes of service. This will allow residents to choose the level of service they receive.

Notwithstanding a number of mitigating circumstances, this review found that the Centre was not meeting its potential or even undertaking some of its basic functions. The Coordinator resigned during the course of this review, providing a new Coordinator the opportunity to effect a reset of the Centre which this review will hopefully facilitate.

The Heritage Centre offers an important community service that can be significantly improved and its reach broadened largely within existing resources, with the implementation of a few changes. 21 recommendations are provided which aim to reduce the size of the Collection, create additional space and increase resources largely within the existing budget by increasing the use of volunteers and by integrating the Centre into the broader library management team.

# Summary of recommendations

1. The Centre should adopt a new purpose statement against which its performance can be measured. The proposed purpose is:
  - Primary purpose
    - Creating a connection to place for local residents
  - Secondary purposes
    - Building the reputation of NPSP as a historically important place
    - Supporting owners of historic properties to undertake sympathetic heritage restorations
    - Empowering residents with the skills to navigate historical sources in the Collection and on-line tools resources to perform their own historical searches including ancestry searches.

## Recommendations aimed at reducing the size of the Collection and restoring order to the Centre's operations

2. Immediate work should be undertaken to clear the upstairs storage room/work space of excess material
3. Subsequent to the completion of recommendation 1, transfer digitisation workstation to upstairs storage room/work space
4. Immediate work should be undertaken to clear material, much of which is of no local heritage value, that is preventing the research room from being safely opened to the public
5. Once cleared of excess material the research room should be reopened to the public – even if for limited hours. This is an important step to provide a public benefit but also to reset the mind-set of the Centre to ensure it is open and accessible.
6. Immediate steps should be taken to clear the compactus room of non heritage material
7. Following the implementation of recommendation 5, clean compactus room to ensure it is fit for purpose for storing heritage items
8. Consider pausing the emphasis on digitisation in the short term to prioritise actions which will help to restore order to the Centre
9. Revise and reissue the Civic Collections Policy 2008
  - Use the revised Civic Collections Policy as the basis for an internal audit of the Collection and deaccession material that does not match the Policy Directives.
  - Material needing to be deaccessioned should be done so according to Section 8 of the Policy – “Deaccessioning Policy”.
  - Prioritise the internal audit on difficult to store bulky items (costumes, props, furniture, art work etc).

# Summary of recommendations

10. Consideration should be given to moving a significant proportion of the historic Council records to State Records
11. If the measures suggested in this review are insufficient to create the additional space needed for the Centre to operate, a cut-off date for more recent historic material might be considered.

## Longer-term considerations around creating additional space

12. An immediate increase in storage space is required to effectively operate the Heritage Centre and effectively mount art exhibitions at the Centre. A number of options are provided which could provide this space. These options include:
  - Building a storage space in the Banquet Room (something like a large closet along one wall).
  - Moving the Heritage Centre Staff to the Library staff area and using the current space room for additional storage.
  - Converting the kitchen to a storage room. Consider longer term options to create more space for the Heritage Centre and other council services in the St Peters Complex
13. Consider longer term options to create more space for the Heritage Centre and other council services in the St Peters Complex

## A proposed fee structure for the enquiry service

14. Consider the introduction of a fee for the enquiry service where all non-resident and commercial enquirers are charged at \$40 an hour
15. Consider the introduction of a fee for longer, professionally delivered enquiries for residents. It is suggested that the first 30 minutes is free and the time taken thereafter is charged at \$40 an hour.
16. Undertake a review after 12 months to consider the impact of the proposed fee structure on the utilisation of the service and to consider any adverse feedback received.

## Ways to increase the resources at the Centre with minimal budgetary impact

17. Take steps to increase the use of volunteers within the Centre
18. In conjunction with management, establish a work program for Centre staff which allocates set times per task. This may only need to be a temporary measure.
19. Take steps to more firmly integrate the Centre into Council administration both operationally and in terms of service provision. This requires Centre staff to view the broader council administration as a source of assistance rather than a hinderance. It also requires raising awareness of the Centre's capacity within council administration, particularly in adjacent areas of activity and greater use of the Centre's capacity.
20. Consider absorbing the facility and Collection management into the structure of the library management. Specialist history or curatorial staff should be retained to undertake the functions but they should be part of a broader library team which is charged with responsibility of the Centre.
21. Provide a one-off budget provision of \$45,000 to provide short term assistance with the implementation of Recommendations 9, 10 and 12

# Exploring Purpose

What is the reason for continuing with a Heritage Service?

# Historic context and purpose

Each of the original jurisdictions of the City of Norwood, Payneham & St Peters (NPSP) evolved from land first purchased in early colonial settlement during the 1830s. The former City of Kensington and Norwood was the oldest council in South Australia outside of the City of Adelaide.

The City and the community is proud of its cultural heritage and built form heritage and is the only Local Government Authority in South Australia, and one of only three in Australia, which has been admitted as a member of the International League of Historical Cities.

The Cultural Heritage Centre at St Peters is an important component of the City's preservation and celebration of cultural heritage.

The St Peters Cultural Heritage Centre opened in 2013 in a purpose-built facility, as part of the St Peter's Town Hall redevelopment.

The St Peters Centre was established with a very ambitious vision as a "significant South Australian cultural facility"\* akin to a mini state institution that would:

- protect historic documentation
- facilitate research
- collect tomorrow's history
- have permanent displays/exhibitions
- provide professional site histories (both for commercial and personal clients)
- provide family and local interest (street, public building houses) histories
- tell the history of the City
- undertake public engagement (both in-bound and out-reach) including school visits, seminars, workshops\*

This review was asked to examine the original aims of the Heritage Centre and to measure its success against those aims. Understanding what elements have been

successful or not in the past will help to shape the future aims of the Centre. The original purpose of the Heritage Centre, as captured in some of the early briefing papers outlining its formation, was for it to be accessible and used by the community and secondly to drive visitation. The aims were:

1. "assist all sections of the community to understand, celebrate and benefit from the Council's rich and distinctive history ... and recognises that there is a legitimate need for local communities to collect, record, analyse, and interpret their past in order to understand the present. The City has embraced the concept that an investment in the cultural vitality of the area is an investment in the well-being of the local community and contributes to the enrichment of community knowledge."\*\*
2. The Centre was also envisaged to become a "highly visited destination"\*\*\* and was seen as a driver of visitation and economic growth.

Whether these historic aims were fulfilled is explored in detail in Appendix 1. It is concluded that pre-Covid, the public engagement component of the Centre was largely successful and only minor modifications and tweaks are needed to the public engagement purpose to bring it up to date rather than a complete overhaul.

However, whilst the Centre has generated some level of economic activity, it was most likely marginal compared to overall economic activity in the area. Furthermore, if generating economic activity is the primary purpose, there are likely better alternatives for investment.

**In conclusion, the ongoing benefit of the Centre should be measured on the basis of the service it provides to residents and the social and community benefits rather than any perceived economic benefit.**

\*Council briefing paper St Peters Precinct redevelopment project

\*\* Civics Collection Policy 2008

\*\*\*Cultural Heritage Centre Concept Brief

# Defining Purpose

An updated purpose for the Heritage Centre should build upon and evolve from the original public engagement purpose. Public access and public engagement are essential because the Collection does not exist for the sake of the Collection but for the benefit of local residents and more broadly for the state and nation as whole.

A clear, precise and agreed purpose for the Heritage Centre will provide a means against which its future performance can be measured

An Information Session with Elected Members was held on March 31, 2025 to workshop a clear purpose for the Heritage Centre.

The result was to define a primary purpose and two secondary purposes.

- Primary purpose: creating a connection to place
- Secondary purposes:
  - building the reputation of NPSP as a historically important place
  - supporting owners of historic properties to undertake sympathetic heritage restorations
  - Providing residents the tools and knowledge needed to undertake their own historic searches using the information in the collection and other on-line tools and databases.

The purpose of arts and cultural institutions is often to form a person-to-person connection which fosters social harmony through the sharing of hopes, ambitions, fears and challenges across cultural and ethnic divides through various art forms. In the case of the Cultural Heritage Centre, this person-to-person connection is anchored in a shared connection to place. It is hoped that this connection to place will build a connected community where people take pride in place and extend care to the people with whom they share the place. This will help to build a more integrated and harmonious society with a shared sense of belonging. Defining the primary purpose of the Centre as building connection to place is not a significant departure from the Centre's historic purpose of disseminating and celebrating cultural heritage.

In the consideration of purpose, a number of potential purposes were rejected and considered to be either useful functions or to provide only incidental benefits.

Firstly, whilst preservation is an important function of the Centre, it should not be considered as the purpose of the Centre. The Collection does not exist for its own sake but rather for the benefits which can be derived by public interaction with it.

"Throwing out the collection" is not a viable option. In fact, to do so would be contravention of the *State Records Act* and the Schedules, and the *General Disposal Schedule (GDS) 40: Local Councils and Local Governing Bodies and Authorities in South Australia*, and would be illegal. The Collection undoubtedly contains significant historic material which is important to preserve because once it is lost it cannot be replaced. There are however, legitimate questions about whether the City of Norwood, Payneham and St Peters is the right custodian for all the material or whether some, or all, of the collection would be better housed elsewhere.

There are alternative homes for the collection. For example, the civic records could be kept and stored at State Records which likely provides better conditions for long term preservation. Likewise, many of the social history items might be better placed in other institutions. This issue will be explored in more depth later in the report but for now it suffices to say that preservation *per se* is not the purpose of the collection.

As is outlined in Appendix 1, driving visitation and economic activity might be a good incidental outcome but should also not be the main driver or purpose of the Centre.

The primary purpose and the secondary purposes are outlined in detail on the following pages. In considering these purposes a distinction is made between outcomes and impact, which is consistent with change management theory and contemporary service delivery approaches. While both "outcome" and "impact" refer to results, outcomes are the immediate and direct consequences of an action or event, while impact encompasses the broader, longer-term effects and changes.

It should be noted that no public engagement was undertaken as part of this process and there would be value in testing the proposed purpose with Centre users and the community at large.

# Proposed Primary Purpose

## Primary Purpose: Connection to Place

The preservation and celebration of cultural heritage creates a shared history and identity anchored in place.

In inner city areas like NPSP, this helps to bind transient populations and create life long bonds to an area even if people leave (and maybe return later).

The absence of connection to place can contribute to a lack of belonging and loneliness and lack of care for community.

### Activities

- Individual Enquiry Service
  - Property histories
  - Biographies
- Centre based
  - Public access
  - Exhibitions
  - Workshops/Activations
  - Access to online resources
- Council wide
  - Signage
  - School visits
  - Self-guided tours
- State wide
  - Social media posts
  - Contribution to state/national programs

### Outcomes

- Sense of identity
- Commonality
- Belonging
- Community and Togetherness
- Integration and social harmony
- Pride in place

## Impact

A connected community where people take pride in place and extend care to the people with whom they share it.

### INPUTS

- The **Collection** holds the information required to respond to the individual enquiries. The collection also holds the information and the objects which are required to enable the exhibitions, signage, social media posts and any other activities designed at disseminating knowledge about the history of the area.
- The **Centre** provides the space for much of the activity to occur
- The **staff** have the expertise to draw the information from the collection needed to undertake the activities



# Secondary Purposes

## Support owners of historic properties

- Provide access to advice and information through the cultural heritage centre as per Objective 1.1 of the Built Heritage Strategy 2022–2027. (Often engaged through heritage architect)

### Activities

- Individual Enquiry Service delivered to
  - Individual Residents
  - Commercial Entities

### Outcomes

- Historic renovations
- Improve built form heritage
- Improved Street-scapes
- Enhanced community education and advocacy to protect heritage
- Contribute to a range of council objectives around community building and heritage protection

## Impact

- Home, street and community pride

## Builds reputation

- Underpins membership of organisations like historic league
- Builds on selling point as oldest council in SA outside of Adelaide.

### Activities

- Disseminates information about historic nature of area to both individuals and the community

### Outcomes

- Builds pride
- Builds external reputation
- Enhanced community engagement and improved historical knowledge and literacy of the area

## Impact

- Changes how others see the area and how residents see themselves

# Building Connection to Place

# Identifying activities to create connection to place

The previous section considered that the strongest rationale for the continuation of the operation of a Heritage Centre is building community harmony by enhancing a connection to place for local residents. This section outlines the activities that will do that best.

The activities captured on the next two pages are not fundamentally new or different to functions and operations which have been undertaken at various times in the past.



Images: The Atlantic, South Australian History Trust

# Multiple way to connect residents to place

Activities that the Heritage Centre should be undertaking broken down into four different categories

## Individual enquiry service

- Property histories for residents and for commercial entities.
- Family, street, public building enquires.

## Activities in the Heritage Centre

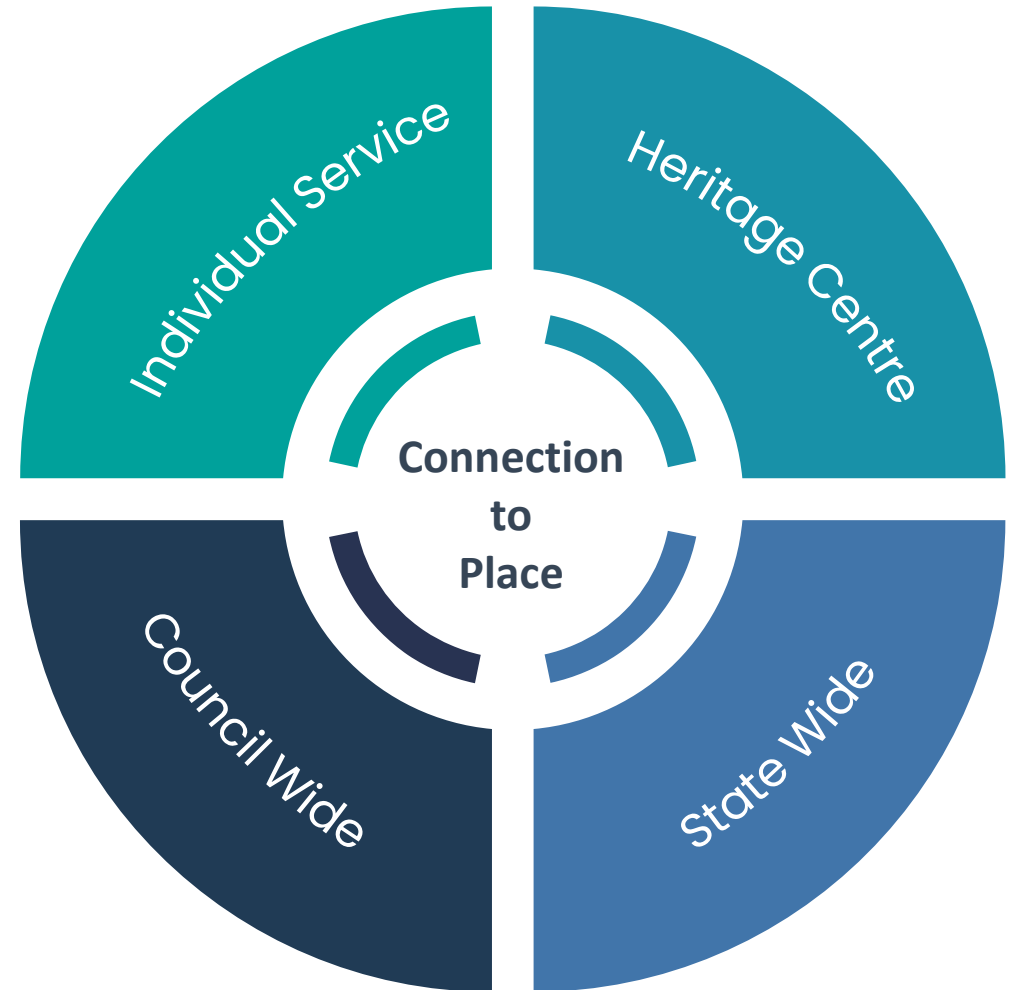
- Manage collection
- Provide public access
- Events and Exhibitions
- Workshops (teaching community)
- History Month Events
- Digitisation

## Councill Wide Activity

- Street signs
- School visits
- Activation and outreach through clubs and societies

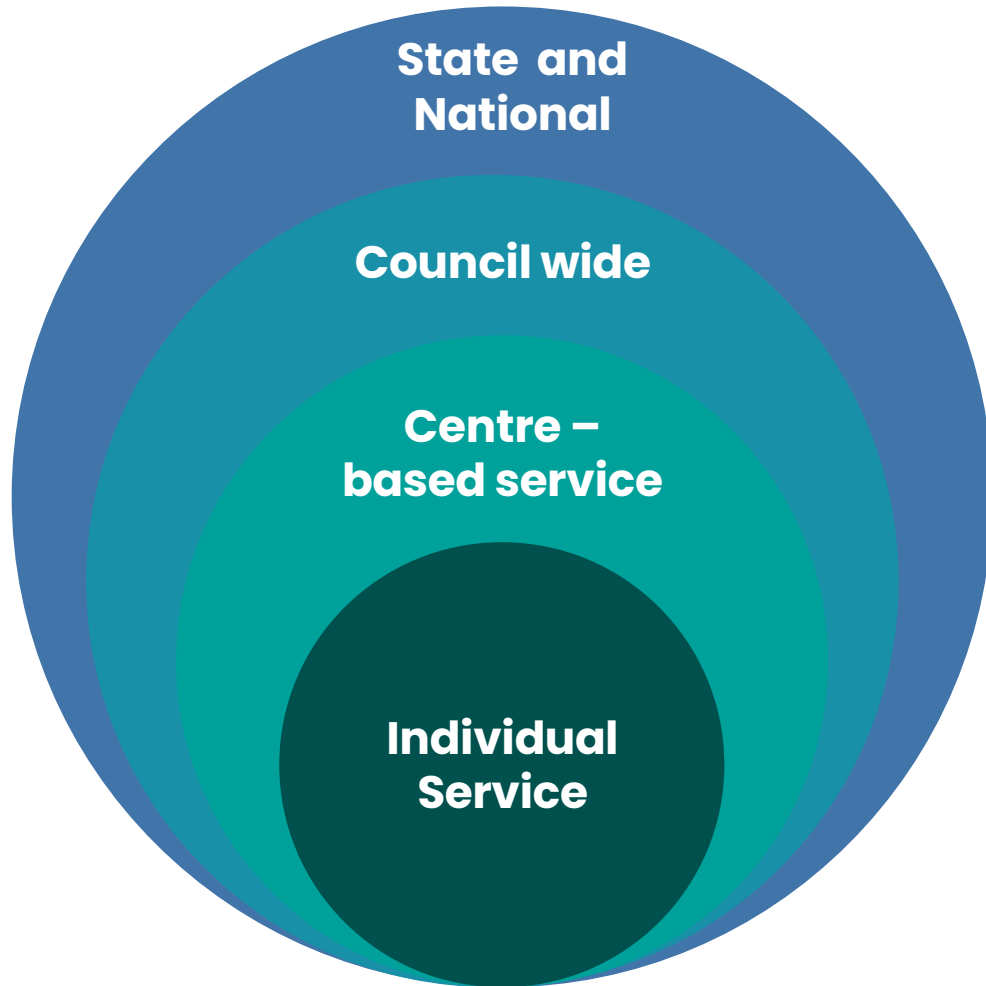
## Statewide and National Activity

- Social Media posts
- Participation in statewide events
- Contribution to side wide publications



# Layers of Service

A layering of services which starts with a deep engagement with individuals through the enquiry service and broadens out to ever expanding reach with diminishing impact is important to maximise the public engagement of the Centre at differing levels.



## INDIVIDUAL

The enquiry service offers a narrow but deep engagement with individual members of the community. This is an important part of the service offering because it creates advocates who are vital in building a connection to place throughout the community.

## CENTRE

The activities that occur in the Centre meet the community halfway and cement the Centre's place as a hub for cultural heritage activity.

## COUNCIL WIDE

Broadens knowledge within community. Shallow but broad reach.

## STATE WIDE and NATIONAL

Strengthens reputation of the Norwood, Payneham and St Peters as an area of state wide historic importance and the council as a leader in heritage celebration and preservation.



# CURRENT STATE ANALYSIS

Is purpose being met?



# Recent Changes

The previous sections of this review have considered what the purpose of the Heritage Centre should be and what activities should occur to ensure that the purpose is met. The purpose of this section is to measure how the current performance of the Centre measures against what it should be doing. This current state analysis will help to identify the current gaps in the service.

There are a few mitigating circumstances which should be kept in mind when undertaking this assessment.

The Centre has been through a difficult period in the last 24 months. The long serving former Coordinator, Denise Schumann finished in December 2021 and a new Coordinator, Jacquelyne Ladner, commenced January 2023. There was no hand-over period or process. The service and collection management had been in the same hands for over 25 years and had, understandably, come to be organised and operated in a manner which reflected the approach of the former Coordinator. In the circumstances, the absence of a hand-over process was detrimental to a smooth continuation of services and collection management. Jacquelyne Ladner resigned during this review and the process of appointing a new Coordinator is underway at the time of writing.

Following the appointment of a new General Manager of Community Development and a new Manager, Arts, Culture and Community Connections the Community Development Department was established in January 2024 and a renewed focus was placed on the Centre.

A number of changes are articulated in the Arts and Culture Plan 2024-2027 impact on the Centre which is currently in a phase of transition with a number of significant changes having been implemented:

1. The use of the Gallery has expanded to include contemporary art as well as heritage exhibitions.
2. An increased focus of First Nations culture and art

This review supports the expanding remit of the Gallery. Contemporary art exhibitions have greatly increased the patronage of the Gallery and there is considerable scope for further increase in patronage as the Gallery becomes more established. The increased usage of the gallery for the contemporary art will also likely increase the patronage at

heritage exhibitions as more people become aware of the service.

Contemporary art exhibitions are a good way to increase usage of the gallery quickly and with comparatively little council staffing input. For contemporary exhibitions, council staff are responsible for hanging the art but artists (individually or collectively) provide the material and are largely responsible for curating the exhibition. For the heritage exhibitions, in contrast, the material is sourced by Council staff who need to curate the exhibition in a manner that forms a coherent narrative.

3. Rationalisation of storage (external storage has been reduced) and material being brought from other sites

This has led to a lot of material being brought into the Centre where it was to be sorted and disposed of or reallocated to the different places. Unfortunately, only the first part of the process (bringing all the material in) had occurred at the time of writing.

4. Digitisation project

There has been a renewed focus on digitisation with funding provided to digitise the earliest council rate assessment records starting with the 1850s records, which requires an external specialist process. In addition, NPSP has purchased digitalisation equipment for the Centre including a high-capacity scanner and lights for the photography of objects to enable storage in a digital format.

5. A streamlining of the enquiry service to exclude family searches as residents have other means to undertake these searches and staff time needs to be liberated for other activities.

This will be examined in more depth later but encouraging people to use other resources and for family histories to be largely self-generated is supported.

6. Slowing the rate of growth of the collection.

It is understood the rate of growth has slowed and this is a big win as it means the scale of the storage problem is no longer increasing.

# Current State of the Collection

The most succinct description of the collection was found in an old briefing paper to council the 2020-2021 Cultural Heritage Program Report

“The Civic Collection contains:

- archives
- photographs
- oral recordings
- objects
- costumes
- textiles
- artworks
- furniture
- reference books.”



# Nature of Collection

The Heritage Centre Collection undoubtedly has a number of historically significant items in its collection. The key documents (and most used to answer enquires) are:

- 15,000 photos.
- Rate assessments K/N since 1853 – 1970 (when they were computerised).
- Rate assessments SP since 1883 -1970 (on microfiche – apparently of varying quality).
- Payneham patchy records but some from 1919.

However, on the whole it was found that the nature of the collection was ill-defined and poorly articulated. It was unclear whether this was due to the current knowledge about the content of the collection being limited, or the ability to articulate the nature of the collection was poor.

As part of this review, we were provided with a “working document” spreadsheet outlining, at a high level, the content of the collection. This spreadsheet provided a format and a description of items in the collection. There were 11 different formats (see table) and 88 item descriptions some of which are very vague.

There are 50,000 items on the spreadsheet. However, that includes

- 20,000 mixed content storage boxes containing between 1-100 items. Based on an average 50 items per box there are potentially a 1,000,000 items (which might be files or objects) just in those boxes.
- There is an additional 17,000 files of old enquiries

There is an enormous amount of material in relation to the existing space available to store and use the material. Whilst the material is, on the whole, sorted and filed but not catalogued, it has reached a volume which has overwhelmed the Centre.

Format	No.
AV	118
Book/s	1,627
Box/es	500
Box/es - (Bulk Storage Mixed Content)	20,864
Box/es - one record subject per box	130
Box/es - one record type	12
Folder - manilla	4,811
Folder - plastic /lever arch	14
Framed	100
Individual Object	20,647
Registers - Bound	668
Registers - Not Bound -can flatten	447
<b>Grand Total</b>	<b>49,938</b>

Consideration also needs to be given to future collecting. Whilst the rate of growth of the Collection appears to have slowed, which is a good thing, the Collection should not become fixed or static. There will from time to time be new material donated or found that is of significant historic importance for the City and should become part of the Collection. Space and resources need to account for potential new acquisitions.

# Research room

The research room was designed as a multi- purpose room as:

- an archive,
- to provide the public with access to the Collection, especially the reference books,
- and to enable the Centre staff to undertake research work to answer house history questions.

The research activities undertaken to respond to enquires requires considerable desk space as large documents (often many at a time) need to be spread out so the researcher can find the relevant information.

The room is currently not serving any of its defined purposes effectively.

It was temporarily closed in August 2024 to bring items from other sites and storage across council to sort and dispose or relocate against the Collection Criteria. At the time of writing, the Centre remained closed and staff also expressed concerns about the public impact on the collection – people would eat, open the blinds and change the air-conditioning – all activities which might risk the preservation of the material.

The room which is the former St Peters' Council chamber could be a highly appealing place. The public have shown in the past they are keen to access and use this space.



Non heritage posters

Old display cabinet or bookcase or some sort of form work

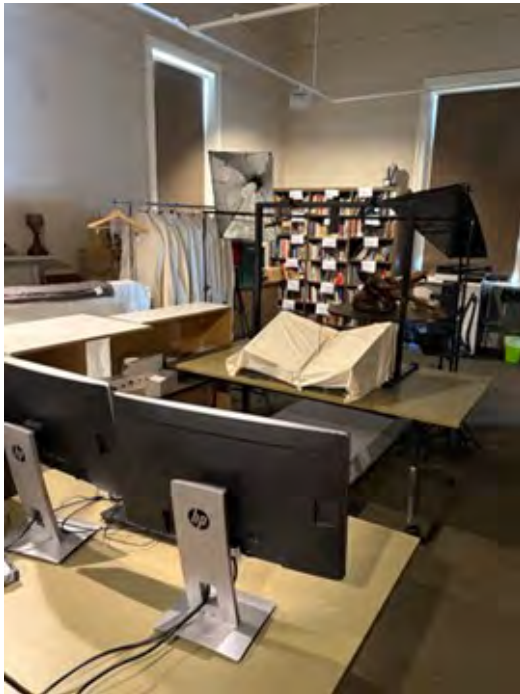
Replica costumes designed for a Muriel Matters Exhibition

Sculpture that is non-heritage and was previously displayed in EHA facilities.

Set up for digitisation: Lights to photograph objects  
Scanner  
Computers (Apparently not working)

# Research Room

The Research Room is not meeting any of its intended purposes. It is in a period of transition as external storage is rationalised. It contains a lot of material that is not heritage, is not associated with the area and ultimately has no place in what should be a room that should be accessible to the public. The room has effectively become a “dumping ground” and contains a lot of material that seems to have no place there. This temporary state is at risk of becoming permanent unless it is addressed. A process which is understood to be ongoing.



Commemorative table of “Ocean St” – it is unclear where this is but it is not in the City of NPSP.



Benches originally used for a gather round event promotional event. These are not heritage and clearly do not belong in a heritage reading room and should be sold or donated.



# Upstairs store room

A22

The upstairs store room is overwhelmed with a large number of file boxes containing council records (like planning assessments) from the 1980s-2000s and material from the St Peters' Resident Association. The Council records should immediately be moved to the Iron Mountain, the storage facility used by the Council for administrative records. These records should in the longer term be transferred to State Records.





# Down Stairs store, compactus room, foyer



On the ground floor there is a compactus room to store files and objects and a small store. Both are overwhelmed with material.

As with the research room there are a number of items which should not be there, such as the large wooden plinth for the gallery floor.

There is also other material to run the gallery – such as the ladder used when hanging exhibitions and pots of paint for minor fixes.

The condition of the compactus room is a concern for the preservation of material in the room as it is not currently possible to undertake a regular cleaning schedule in the room which is creating conditions which could be conducive to pests such as mites, insects and mice which could damage material.

The compactus room needs to be cleared and cleaned.

If the Heritage Centre is used as an Art Gallery, there does need to be a storage area for the equipment need to mount and display exhibitions.

# Empty walls in foyer



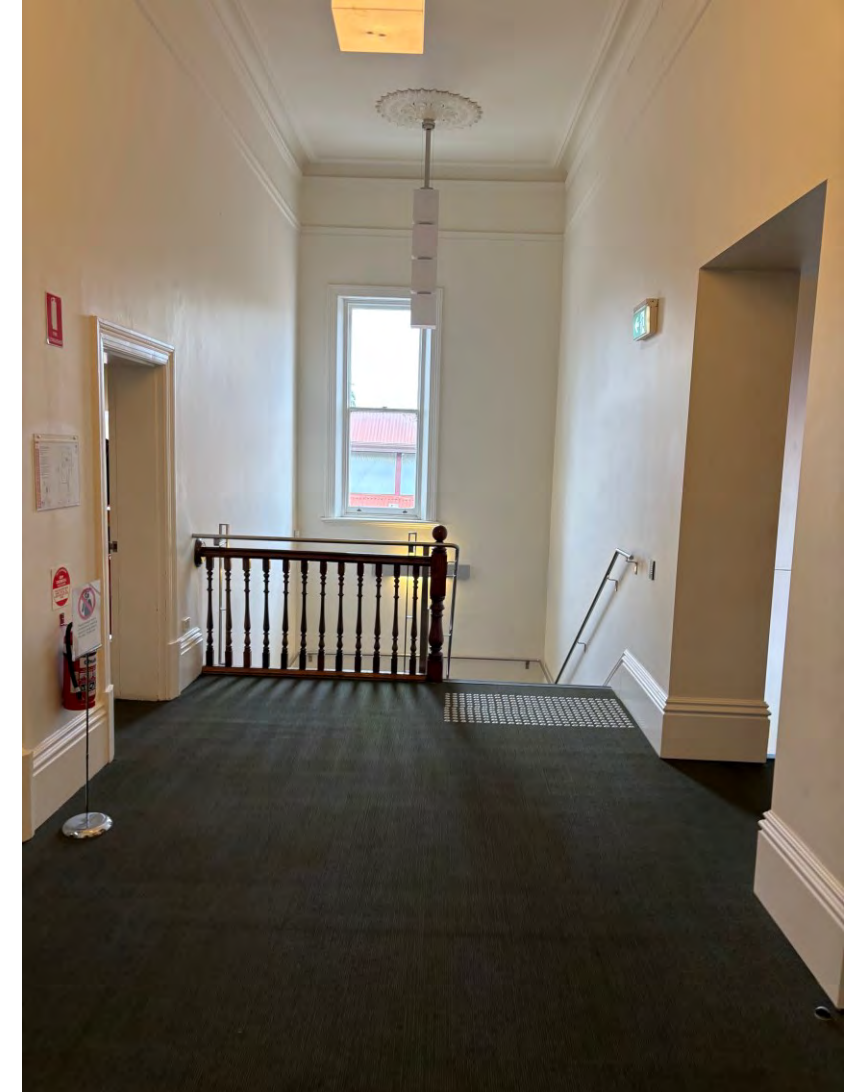
Whilst all the storage space is overwhelmed with material, the foyer space has a massive volume of empty wall space which could be used to display art or objects in display cases. It is understood this space is sometimes used for the exhibitions. However, it could also be used for some more long-term displays to relieve the pressure on the storage spaces.

One way of reducing storage needs is to display art on walls or items in display cabinets. There is ample room to do this both within the St Peters complex, and likely in other council buildings. It is understood that some of the furniture is currently used by the Council and this is to be commended.

Displaying art and objects in the Foyer of the Heritage Centre would also create a more inviting environment for customers and assist with the promotion and celebration of heritage material.

One concern expressed by Staff in the Heritage Centre was the potential danger of having heritage items hanging in an unsupervised public space. This concern can be managed. The library and gallery complex is secured as far as can be in a publicly accessible place.

Not all the items in the collection are of such high value that they should not displayed. The value of these items is often heritage and historic rather than commercial so there would be limited motivation for theft and the likelihood of accidental damage can be managed.





# Conclusion: Centre is overwhelmed by the collection

The staff in the Centre at the time of the review were overwhelmed by the volume of material *vis à vis* the amount of space in which to store the material.

There is simply not enough space for the current functions of the Centre. There is:

- Not enough space for the collection.
- Not enough space for staff.
- Not enough space for research activities.
- In addition, library and gallery require more space to efficiently continue their current activity.

The lack of space is magnified by the overly cautious attitude of staff. Staff are bunkered down and afraid of mistakes, such as accidentally disposing of valuable material or providing incorrect information to the public, or having material damaged by interaction with the public. The perfect has become the enemy of the good. In order to avoid any mistakes, no action has been taken. The blinds are permanently down, the doors are closed and the public are shut out.

**The staff are overwhelmed and paralysed and are not taking any decisions or basic steps to address issues**

There is a large volume of bulky material, such as benches and wooden form-work that is not heritage, that is not subject to any legislative requirements and should be disposed of, donated or stored elsewhere.

Equally there is material that is not related to the City of NPSP and should not be in the Centre. It should be offered to other Council heritage centres, collecting institutions or returned to donors. The process for deaccession of material is very clearly outlined in the City of NPSP Civic Collections Policy approved in 2008 and

should be followed.

The digitisation process was first funded in 2019 (Hive Project) but has been stop-start and has not progressed far. Current emphasis on digitisation might be overwhelming other tasks and might need to be temporarily paused.

The table below as provided by Centre staff and identifies the need for an additional 13m<sup>2</sup> of storage space to continue the current operations.

Space requirements identified by Heritage Centre			
Storage location	Items	Current Space Occupied	Space Required
Storage Unit Rental U Store It, Norwood	Cultural Heritage Centre & Gallery exhibition equipment	7.5 m <sup>2</sup>	7.5 m <sup>2</sup>
Storage Unit Rental Storage King, Windsor Gardens	Furniture, paintings, artefacts, other items (3 paintings & 1 desk to be retained by CHC)	22.5 m <sup>2</sup>	5 m <sup>2</sup> **
Borthwick House, council owned	Honour boards (2 m <sup>2</sup> ), former Mayor's podium (1.5 m <sup>2</sup> **), CHC/Gallery exhibition equipment (16.5 m <sup>2</sup> )	20 m <sup>2</sup>	18.5 m <sup>2</sup> **
Payneham Community Centre – council owned	100 framed paintings & photographic portraits	10 m <sup>2</sup>	10 m <sup>2</sup>
St Peters Town Hall Complex – council owned	. Compactus room, ground floor	19 m <sup>2</sup>	19 m <sup>2</sup>
	. Exhibition equipment room, ground floor	3.6 m <sup>2</sup>	3.6 m <sup>2</sup>
	. Research Room & Office, First Floor	112 m <sup>2</sup>	120 m <sup>2</sup>
	. storeroom behind kitchen, First Floor	18 m <sup>2</sup>	36 m <sup>2</sup>
	Chemical cupboard – to be separate from archive		1 m <sup>2</sup>
	Extra space for Gallery items stored in CHC spaces		5 m <sup>2</sup>
		212.60	225.60
** assumes removal of St Peters Historic Conservation Trust assets			

# Current State of the Service



# Utilisation data

The number of enquiries and the attendance at the heritage exhibitions is modest compared to higher drawing events and venues like the Norwood Concert Hall but is comparable to other similar services in South Australia.

The level of engagement has diminished in recent years. There are a number of factors behind this:

- The number of heritage exhibitions has diminished. Those exhibitions that are held are still very well attended. There are now also art exhibitions.
- The outreach component of the Centre's activity has diminished.
- The enquiry service is not currently being actively promoted. The staff are concerned the service will get flooded if it is actively promoted.
- Family history enquiries have been discouraged and are not counted.

It is also worth noting that the level of engagement at the Holdfast Bay History Centre has also diminished over the past 20 years. This review was not in a position to examine whether this indicates a trend of diminishing interest in cultural history or is just a coincidence. The review was also not in a position to examine whether the data collection methodologies have changed which may have impacted the comparisons.

Attendance and engagement with the Centre and its activities is an important measure of whether it is meeting its defined purpose of public engagement and creating connection to place.

It should also be recalled that the higher level of engagement occurred at a time with a slightly lower FTE count. Steps to increase usage and make the centre more accessible are explored in the next section of this review.

Attendance/Utilisation data	
St Peters Cultural Heritage Enquiry Service 23/24	493
St Peters Heritage Centre total Enquiries 19/20	1,853
St Peters Heritage Exhibitions Attendance 2023/24 (2)	4,413
St Peter's Gallery Attendance Art Exhibitions (14)	10,528
St Peters Heritage Exhibitions Attendance 2019/20 (6)	8,000-12,000
Gawler Heritage Centre Enquiry Service 23/24	400
Gawler Heritage Centre Gallery Visitors 23/24	8,000
Burnside Reading Room Enquiries 23/24	104
Holdfast Bay History Centre Enquires 2023	409
Holdfast Bay History Centre Enquiries 2008	1,536
Holdfast Bay Discovery Centre (gallery) 23/24	28,188
Holdfast Bay Discovery Centre Museum 23/24	44,219
Norwood Concert Hall	50,000 est.
Food and Wine Festival/Gather Round 2024	70,000
St Peter's Library Visits 23/24	77,447

# Assessment of current service

As measured against service ambition on slide 14. The table below shows that Centre is currently not fulfilling a number of the activities that are necessary to meet its purpose of public engagement and creating connection to place.

Orange = not being performed  
Yellow = being partially performed  
Green = being successfully performed

#	Activity	Current Status
<b>Individual Enquiry Service</b>		
1	<b>House histories</b> , street or public building histories which are undertaken in response to enquiries. The enquiries can be from individual local residents or from local or external commercial entities.	The house histories service is largely undertaken by the Research Assistant and seems to be continuing largely unchanged. Enquires are undertaken to a very high (professional) level. Whilst this is rated green as it is being successfully undertaken, it should be noted that there is currently no active promotion of the service as the Centre is fearful of being overwhelmed by demand. Ideally, the Centre would endeavour to maximise the number of enquiries it receives.
2	<b>Family enquiries</b>	The Centre is currently responding to enquiries about family histories by providing information about resources available, such as Anncestry.com and State library databases. Enquiries about family histories are being discouraged so staff can focus on other activities
<b>Activation of Centre</b>		
3	<b>Collection Management</b>	The collection is not currently being adequately managed.
4	<b>Public Access</b>	There is no public access currently to the Heritage Centre.
5	<b>Workshops/Public Information sessions/Public Lectures</b>	Whilst workshops related to exhibitions did occur, public engagement events such as lectures or workshops teaching people history skills are not currently being undertaken in a regular or frequent manner.
6	<b>Exhibitions</b>	There were 2 very successful exhibitions in 23/24 but has dropped to 1 in 24/25.
7	<b>History Month Events</b>	An event was planned for History Month 2025 (May).
8	<b>Digitisation</b>	Whilst the equipment has been purchased, the process has not commenced.
<b>Council Wide Activity</b>		
9	<b>Street signs</b>	The Council has a history plaque service which does 6 plaques a year. This is undertaken the by Planning Department. One was put on recently put up without consultation with the Heritage Centre and contained a number factual errors. This process and the lack of coordination between the Centre and the rest of the Council is testimony to the issues caused by the Centre's lack of integration with broader Council structures and services.
10	<b>School visits and other outreach external activations</b>	Not currently occurring.
<b>Statewide and National Activity</b>		
11-14	<b>Social Media posts / Participation in statewide events / Contribution to side-wide or national publications</b>	Social media posts are not currently occurring because the Centre staff have not successfully engaged with the Council communications teams and individual units do not have authorisation to do their own social media posting. No time has been devoted to contributing to external publications or events other than history month.

# Considerations around the enquiry service

Whilst the table on the previous page showed many functions of the Heritage Centre are not being undertaken, the individual enquiry service has continued in largely unabated form. It is worth examining this service in more detail.

The number of service occasions provided has greatly diminished from 1,853 in 2019/20 to 493 in 2023/24 (Council Briefing Papers). However, 493 occasions of service is largely commensurate with other similar services throughout Adelaide (see p.34 for more detail). It is also possible that the basis for counting the enquiries has changed.

The drop in number is also partially because family history enquires are now directed to self-help outlets and are not counted. A number of biographies of significant people in the history of the area are still undertaken. In fact, biographies and house histories comprise a majority of enquiries. There is also a significant number of commercial/development enquiries. These are often from developers wanting a site history to assist the planning approval process.

Enquiries by type Feb 2023 – Feb 2024		
Residential Property History	148	30%
Suburb History	38	8%
Biography	101	21%
Commercial/ re-development	89	18%
Other	117	24%
Total	493	100%

The Centre staff informed the review that no effort is currently being made to promote the service because of fears the Centre might be overwhelmed by demand. This is completely the wrong approach and instead efforts should be made to service more enquiries within the current resources and simultaneously find ways to increase the capacity of the service.

A significant proportion of enquires are still made in very traditional methods, letters, in person and by phone. This further emphasises the importance of continuing to have a public interface through the Centre.

Enquiry via		
Email	260	53%
Phone	94	19%
In-person	88	18%
Other	17	3%
Letter	34	7%

Enquirer status		
New	246	50%
Repeat	185	38%
Unknown	62	13%

\* Percentages in tables are rounded and may not total 100

# Considerations around the enquiry service

The individual enquiry service is a high calibre, professional service which is provided for free. It takes an average of 1.15 hours to respond to enquires. Some are very short and others, like a recent request from Norwood Oval to compile the history of the oval are long projects requiring many hours, days and even sometimes weeks. This work is undertaken by a qualified historian, the Centre's Research Assistant and overseen by Coordinator who was also a qualified historian.

The service is performed by trained staff and not volunteers because the staff believe that only trained and professional personnel can find and correctly interpret the information required to fully answer the enquiries.

Consideration should be given as to whether all enquirers are actually seeking this level of professional service.

This review believes many of the enquirers are not seeking this sort of professional answer but rather are seeking assistance in finding their own answer. These enquirers might be hobbyists who are seeking an activity to keep themselves busy and are wanting to build their own family or house history.

These people might be seeking a service which provides advice and guidance rather than the answer. This would involve providing assistance and direction in using a Trove (digitised newspaper database), the South Australian Integrated Land Information System (SAILIS), state library catalogue, Ancestry.com and other databases and services. Enquirers would then be left to their own devices to produce whatever level of history they are seeking and would be entirely responsible for the depth and accuracy of the information they obtained.

This guidance service could be undertaken by both paid staff and volunteers. There are also likely some existing library staff that could also provide this assistance. Providing this type of assistance rather than completing the research

should enable many more clients to be seen within the existing resources.

For enquirers wanting the professional service, this should still be available but should only be provided for a fee. A fee would ensure that the proper value of the service is recognised.

Money raised by this fee could be used to fund increased time of the research assistance or to pay other appropriately qualified staff on a casual basis.

Ways in which fees can be charged and a suggested level is provided in the recommendations of this report.

At the very least all commercial entities using the service should be charged a fee.

Non residents should also be charged a fee. Previously when the Centre was endeavouring to drive visitation it made sense to not charge non-residents in an attempt to lure them to the area. Going forward if the purpose of the Centre is providing connection to place, non-residents should be charged.

Volunteers are currently not used to provide this service for quality control reasons. Elements of this research could also be undertaken by volunteers as occurs in other similar centres around the state, such as the Holdfast Bay History Centre. It seems likely that there would be a number of local residents with the appropriate skills and interest to become involved at St Peters in providing this service which would, in time, increase the capacity of the service.

Residential status of Enquirer		
Resident of NPSP	228	45%
Non – Resident	95	19%
Unknown	170	35%
TOTAL	493	100%

# Comparators

What is realistic in terms of ambition?

## Comparison with other Local Government Heritage Centres

There are a number of other Heritage Services run by Local Government in Adelaide. This list is not comprehensive. Consultations were conducted with Burnside, Mitcham, Holdfast Bay and the Town of Gawler. How these differ to the St Peters Heritage Centre is outlined on the following page.

### Burnside

- Local History Reading Room in library
- Modest Additional storage
- Approx 10,000 items
- 1 FTE (job shared)
- Open 3 hours
- 7 Volunteers



### City of Holdfast Bay

- History Centre and the Gallery and Museum in Bay Discovery Centre
- 13 room house (former GP service and house)
- 40,000 -50,000 items (including some boxes)
- Open 6 hours
- Focus on social history with limited council records
- 1 FTE Level 6 Coordinator
- 0.8 Level 4
- 20 volunteers in History Centre
- 30 volunteers in Discovery Centre
- Offers a free service and a paid service (work is done by a volunteer)



### NPSP Heritage Centre

- 50,000 items (includes 20,000 boxes holding on average an estimated 50 items + an estimated 17,000 files of old enquiries.)
- 4 rooms
- 1.0 FTE Level 5 Coordinator
- 0.4 Level 2 Researcher
- 2-3 Volunteers
- 500 enquiries
- Enquiry service is free
- Level of response is highly professional and much more involved than other similar services.

Low Service

Some comparators

High Service

### West Torrens Council

Service run through library in conjunction with a volunteer association.

### Campbelltown City Council

Small collection contained in reading room in library

### City of Mitcham

- Mitcham Heritage Centre
- Old Police Station – 4 bedroom
- 0.4 FTE Level 4 Local History and Cemetery Officer
- Largely a volunteer service
- Very limited council records
- Open 12 hours a week



### Town of Gawler

- Gawler Heritage Centre Purpose built
- 7,000 items
- 1.0 Level 6 Coordinator
- 0.4 level 4 Researcher
- Open 12 hours a week
- 12 volunteers
- Approx 500 enquiries





# St Peters Heritage Centre

The comparisons on the previous page are not a complete study of Local Government Heritage Centres in South Australia. They do offer an interesting point of comparison to the St Peters Heritage Centre.

The main findings are summarised below:

1. The St Peters Centre has an enormous volume of material held in relation to the available space to store the material. For example, the Holdfast Bay History Centre has a comparable volume of material but has vastly more space as it is in a 13-room house that was formerly a GP surgery and residence. The Gawler Heritage Centre has 7,000 items, about 1/7<sup>th</sup> the amount of St Peter's. Burnside has 10,000 items.
2. The St Peters Centre holds a large volume of civic records compared to other Centres. In the case of Burnside, much of this material has recently been transferred to State Records.
3. The St Peters Centre has far fewer volunteers than any other Centre. Holdfast Bay has about 20 volunteers in the History Centre and a further 30 at the Discovery Centre. St Peter's has 3 volunteers. Whilst never high, the number of volunteers has reduced in recent years. All Centres face challenges managing volunteers and finding volunteers to undertake certain tasks. Burnside had had some success in finding younger volunteers embarking on curatorial careers who are willing to help with the Collection management – cataloguing, sorting documents, scanning etc.

These volunteers are very useful but generally do not stay for long as volunteering is a stepping stone to employment. Older (retired) volunteers prefer undertaking historical research to answer enquiries or prepare research papers or exhibitions. The St Peter's Centre staff held a comparatively negative view of the capacity of volunteers.

4. All other Centres are open to the public between 3 and 12 hours a week. These Centres cannot be open 9-5 because at times staff need to use the space to conduct research. St Peters is currently not open to the public. It was previously open for a total of 11 hours on Tuesday 9.30-1.00 and Thursday 9.30-5.00.
5. As was discussed in the previous section, the level of service provided to answer the enquiries is highly professional. Most other Centres use volunteers in the enquiry service. The service is professional as opposed to amateur.
6. The staff are adequately trained. All Centres had staff with professional qualifications in history or some form of curatorial studies – in many cases to a Masters' level.
7. There is an adequate level of staffing compared to other similar Centres. There is an adequate level of staffing compared to historic staffing levels.

Short term additional resources might need to be engaged to help address immediate issues. These might be internal or external resources. However, in the longer term, no additional resources are required for the successful operation of the St Peter's Heritage Centre. The current operational and staffing budget are sufficient.

## 2024-25 Budget and Staffing Provision for St Peters Heritage Centre

2024-25 Budget and Staffing Provision for St Peters Heritage Centre			
CULTURAL HERITAGE	EXPENSE	EMPLOYEE EXPENSES	152,863
		EVENTS MANAGEMENT / CONTRACTED SERVICES	30,000
		EVENTS MANAGEMENT / PARTS & CONSUMABLES	2,500
		GENERAL ADMINISTRATION / INSURANCE - OTHER	500
		GENERAL ADMINISTRATION / MINOR EQUIPMENT	10,000
		GENERAL ADMINISTRATION / OTHER EXPENSES	1,500
		GENERAL ADMINISTRATION / STORAGE	-
		EVENTS MANAGEMENT / EQUIPMENT HIRE	-
		EVENTS MANAGEMENT / OTHER EXPENSES	-
		EXPENSE Total	197,363
CULTURAL HERITAGE Total			197,363

# FUTURE STATE ANALYSIS

Findings and Recommendations



# 4 categories of Recommendations

This section considers steps on how to improve the operations of the St Peter's Heritage Centre. The Centre offers an important community service and can be improved with the implementation of some relatively simple changes.

The primary recommendation is to adopt a new purpose statement for the Centre against which to measure the performance.

## Recommendation 1:

The Centre should adopt a new purpose statement against which its performance can be measured. The proposed purpose is:

- Primary purpose
  - Creating a connection to place for local residents
- Secondary purposes
  - Building the reputation of NPSP as an historically important place
  - Supporting owners of historic homes to undertake sympathetic heritage restorations.
  - Empowering residents with the skills to navigate historical sources in the Collection and on-line tools resources to perform their own historical searches including ancestry searches.

All subsequent recommendations are categorised in four sections:

## 1. Reducing the size of the Collection and restoring order to the Centre's operations

The main finding of this review is that the current staff are overwhelmed by the management of the Collection and this is paralysing decision making and action. This review found the Centre to be in a dishevelled state and basic actions needed to restore order not being taken.

Recommendations here are split into short-term immediate steps that are considered necessary to restore order and medium-term steps that aim to further reduce the size of the Collection and facilitate its management.

All recommendations take account of the importance of ensuring that historical documents are preserved in appropriated conditions.

These short-term steps should be completed within two months, although it is recognised that the process of filling the now vacant position of Coordinator and embedding that new Coordinator may slow this process down.

## 2. Longer-term considerations around creating additional space

Whilst immediate and medium-term steps can be taken to reduce the size of the Collection, there is likely to continue to be a need to find additional storage space to meet the ongoing requirements of the Heritage Centre and gallery.

Again, recommendations are split between relatively short-term recommendations aimed at creating the storage needed now and longer-term options aimed at ensuring the Centre can continue to service future generations.

## 3. A proposed fee structure for the enquiry service

The enquiry service is a fully professional service which is delivered for free to anyone. A proposed fee structure is suggested which outlines what services can be provided for free and which services should attract a fee.

A fee for service will endeavour to achieve an element of cost recovery for the Centre.

## 4. Ways to increase the resources

The review found the current budget and level of staffing should be sufficient to successfully run the Centre in the longer term. There are however a number of budget-neutral or inexpensive steps which could be taken to increase the resources available to the Centre.

The implementation of these recommendations will enable the Centre to greatly expand its reach and impact in the community. This can largely be achieved within the current level of expenditure. However, a small one-off budget provision is recommended to facilitate some of the recommendations.

# Reducing the size of the collection

## Immediate actions to restore order

The collection is currently too large to manage within the available space and current resources.

### 2. Immediate work should be undertaken to clear the upstairs storage room/work space of excess material

- Work with the NPSP records management team to move more recent council records (approx. 100 boxes of 80s/90s council records) to Iron Mountain. These boxes are labelled and filed.
  - Moving these records into the storage is only a short-term solution.
  - In the longer terms these records should be moved to State Records. The process for transferring material to state records is outlined in Appendix 1.
- Return St Peters Resident Association (SPRA) material to SPRA – It is understood this process has already commenced.

### 3. Subsequent to the completion of recommendation 1, transfer digitisation workstation to upstairs storage room/work space

Once space has been created in the upstairs work space by the removal of items as described in Recommendation 1, the digitisation workstation (lights for photos, computers and scanner) currently set up in the research room should be moved to the workroom.

### 4. Immediate work should be undertaken to clear material, much of which is of no heritage value, that is preventing the research room from being safely opened to the public

- Remove items that are duplicates
- Remove items that are stored elsewhere (such as State Library)
  - Government gazettes
  - Old messenger newspapers
- Remove non-heritage items
  - Sculpture
  - Benches
  - Form-work
- Where possible display art to resolve storage issues. Art could be displayed in the stair case and landing leading to the Heritage Centre. Where possible art stored in the Heritage Centre should also be displayed in other council buildings.

# Reducing the size of the collection

## Recommended immediate actions to restore order

5. Once cleared of excess material the research room should be reopened to the public – even if for limited hours. This is an important step to provide a public benefit but also to reset the mind-set of the Centre to ensure it is open and accessible.

The research room is the old St Peter's council chamber and is a beautiful room with a fire place and some stain glass windows. The room is very appealing for the public as a quiet reading room and research area. The research room is currently shut to the public because a large amount of material was moved from external storage spaces and brought to the research room for sorting. This sorting has not been completed. Once this material has been removed, as outlined in recommendation 3, the room should be re-open to the public.

Staff at the Centre claimed certain public behaviours necessitated the closure of the room to the public to ensure historic documents were protected. The claim was that member of the public would open the blinds, change the air-conditioning and generally not treat historic documents in a manner required to ensure their preservation. Whilst these claims are not disputed, none of the issues identified by staff seemed insurmountable:

- The public can be controlled and requested not to eat whilst using the more historic documents.
- Airconditioning levels can also be controlled by staff.
- The permanent closure of the blinds is symbolic of the current approach of the Centre as a closed and bunkered down institution. It was the view of the former Coordinator that the issue regarding light impacting on the preservation of documents is largely around the impact of direct sunlight and at most times the blinds could be raised without risking the heritage material. Finally, if there remains concern about the preservation of the oldest and most fragile documents, these could be moved out of the research room and into non-public areas, like the ground floor compactus room or the staff offices.
- Whilst in an ideal world, the room would be open at all the times the library is open, it is acknowledged that there are limited other spaces for staff to undertake the research required to answer the enquiries. It is suggested the room is open for 2-3 days a week in the mornings.

Opening the room is important for public benefit but also to reset the mind-set of the Centre – that it exists for public access and public engagement not for the Collection.

# Reducing the size of the collection

## Recommended immediate actions to restore order

### 6. Immediate steps should be taken to clear the compactus room of non heritage material

Somewhat similar to the research room, the compactus room downstairs has been overtaken with no heritage material and is in part being used as a general storage area.

- Remove ladder
- Remove form-work/cabinet/bookcase (large unidentified item)
- Where possible display art and use furniture which will help to resolve storage issues

### 7. Following the implementation of recommendation 5, clean compactus room to ensure it is fit for purpose for storing heritage items

- Once the compactus room is cleared, it needs to be cleaned as it is currently not fit for purpose. High levels of cleanliness are necessary to minimise the risk of dust and pollutants and deter pests which may damage heritage items.

### 8. Consider pausing the emphasis on digitisation in the short term to prioritise actions which will help to restore order to the Centre

Digitisation is important long-term step for the Collection. Digitising the Collection will make it more accessible to a much larger audience both locally and around the state and country. It will also make the Collection much easier to search and allow people to find the information or items they need and want. Having a selection of the 15,000 photos available on-line would be very helpful for the community and researchers. Efforts to digitise material are also necessary to reflect changing community expectations around ways of accessing information and in particular the ever-increasing tendency for people to find all information on on-line or in digitised formats.

The current strategy of digitising the most fragile items so that they can be used digitally rather than physically is fundamentally sound. Digitisation should also be undertaken in a “fishbone” manner where the most important items of type (for example photos) are digitised first.

Considering the volume of material in the collection, Digitisation is an ongoing project that could take decades to complete.

In the immediate term, however, consideration should be given to momentarily delaying digitisation efforts in order to focus on bringing the Collection under control in the short term

# Reducing the size of the collection

## Medium steps aimed at reducing size of the collection - Next 18-24 months

### 9. Revise and reissue the Civic Collections Policy 2008

- a) Use the revised Civic Collections Policy as the basis for an internal audit of the Collection and deaccession material that does not match the Policy Directives.
- b) Material needing to be deaccessioned should be done so according to Section 8 of the Policy – “Deaccessioning Policy”.
- c) Prioritise the internal audit on difficult to store bulky items (costumes, props, furniture, art work etc).

The City of NPSP has a Civic Collections Policy approved in 2008. This review examined the Policy at a high level and found it to still be valid and fundamentally sound. The policy only requires minor modification to be updated and re-issued. One such modification is the need to introduce policy setting for converting material to digital formats and allowing access to those formats, whether they are formats managed and operated by NPSP or other institutions.

Two clauses in the Policy are particularly relevant to the current circumstances in the Centre. Part 4 – Collections Principles states:

- The City will only acquire objects that can be adequately stored and managed.
- The City provides community access to the collection through public programs and services

The Centre is currently clearly in possession of items it cannot adequately store. It is also only partially meeting the obligation to provide community access. A third clause is also of particular interest and important to reducing the current size of the collection and containing any future growth:

- The City only acquires objects that are provenanced to the area, or help to interpret themes places and people in the history of the area.

It is suggested that this clause should be tightened to more strictly ensure any material is connected to the City. It is suggested the words “help to interpret themes” are replaced with “are directly related” so the new clause would become: “The City only acquires objects that are provenanced to the area, or ~~help to interpret themes~~ **are directly related to** places and people in the history of the area.”

The re-issued Policy should be used as the basis of an ongoing internal audit of the Collection, undertaken by staff. An initial focus should be placed on bulky and hard to store items with a view to re-home or dispose of any items that don’t meet criteria of the Civics Collection Policy – namely that it can be stored and is connected to City of NPSP. Example of items to be rehomed would include:

- eg. Muriel Matters replica costumes from old exhibition could go to the Muriel Matters society
- Material not related to the City of NPSP should be offered to relevant councils or other institutions
- None heritage items

A budget provision of \$15,000 is recommended which would enable the Centre to bring in a suitably qualified consultant (possibly a Heritage Centre Coordinator working part time at another Council to assist with auditing the bulky and hard to store items with the biggest impact on storage requirements.

# Reducing the size of the collection

## Medium steps aimed at reducing size of the collection - Next 18-24 months

### 10. Consideration should be given to moving a significant proportion of the historic council records to State Records

Compared to other Local Government run Heritage Centres, the St Peter's Centre has a very high proportion of civic records. This includes many records that should not be considered historic or heritage but do meet the eligibility criteria to be transferred to State Records for storage and preservation, namely they are council records which are older than 15 years and are no longer considered working documents. The material which can be sent to State Records and the manner of its transfer is clearly laid out in the State Records Act and the Schedules, in particular in General Disposal Schedule (GDS) 40: Local Councils and Local Governing Bodies and Authorities in South Australia. The full list of eligible items for State Records and the process for transferal to State Records is outlined in Appendix 2.

There is often a reluctance from Heritage Centres to transfer records to State Records because the transfer process can be a complicated and time-consuming. In essence, all the records need to be labelled and the contents outline in a State Records provided Excel format pro-forma. This is work that could be undertaken, at least in part, by volunteers. There are also a number of consultancies that provide this service. A list of State Record recommended consultants is also included in Appendix 2.

A modest budget provision of \$15,000 is allocated for this task in Recommendation 21.

There is often a reluctance to send material to State Records because the process of retrieval and/or access can be difficult and requires making an appointment and traveling to the Dry Creek site. However, State Records is a working archive and material can be accessed by anyone.

### 11. If the measures suggested in this review are insufficient to create the additional space needed for the Centre to operate, a cut-off date for more recent historic material might be considered.

A number of steps are outlined in this review which are aimed to reduce the volume of material currently in the Centre so that it might operate more smoothly. If these measures are unsuccessful, consideration might be given to moving all civic records to State Records and disposing of other material post a certain cut off date.

These dates could be

- post-amalgamation council records
- Post 1970 rate assessment registers – which is when they became computerised

# Creating additional space

12. An immediate increase in storage space is required to effectively operate the Heritage Centre and effectively mount art exhibitions at the Centre. A number of options are provided which could provide this space. These options include:
- Building a storage space in the Banquet Room (something like a large closet along one wall).
  - Moving the Heritage Centre Staff to the Library staff area and using the current space room for additional storage.
  - Converting the kitchen to a storage room.

Reducing the size of the Collection will create some space in the St Peters Heritage Centre but more storage space will still be needed. In addition to the space requirements of the Centre, the changed usage of the Gallery to vastly increase the number of exhibitions has also added to the demand for storage space for gallery props and the equipment and tools needed to hang exhibitions. Space is also needed for exhibition planning. It is understood the library is also seeking additional space for public work stations. The Heritage Centre identified a need for 13 additional square meters of storage space. The art exhibition storage needs are of a similar dimension.

Options for creating space within the St Peters Complex are fairly limited as it is a heritage building and internal walls cannot be easily rearranged or external additions added. However, there is considerable space in the Banquet Room and some space could be used to create storage.

Based on March 2023- March 2024 data provided by NPSP, the Banquet Room has a utilisation rate of 31% across all time slots. It only had 28 different hirers and 57% of the hireage was for the private events which is meeting a need that could be met by multiple private venue hire facilities in the area. Additionally, the St Peters Youth Centre is another council run facility providing a similar service directly across the road which has similarly low hire rates. The main use of the Banquet Room is for library run activities. Converting a small section of the room to storage should not impede these activities.

The Heritage Centre staff currently occupy a small room adjacent to the Research Room. It is understood these staff could be accommodated in the Library staff area on the ground floor. Moving the staff to the library staff area would create additional storage room. It would also help the Centre staff to be more integrated into a larger staff body which would help reduce isolation and increase integration of the staff into a broader council service.

The Banquet Room kitchen space could also be considered for conversion to storage but this might adversely impact on hirers.

A budget provision of \$15,000 is recommended to progress one of these options.

## 13. Consider longer term options to create more space for the Heritage Centre and other council services in the St Peters Complex

In the longer-term consideration will still need to be given to providing a larger area for the Heritage Centre. There are a number of potential solutions to this:

- Convert the Banquet Room to alternative uses as it is underused in its current function as a venue for hire. Further work would need to be undertaken to understand the different space requirements of the Library, the Heritage Centre and the Gallery to understand how the space across the whole complex could be used for the different functions.
- Consider alternative venues for Heritage Centre. This is the least preferred option as it would lose its integration with the library service and gallery.

# Introduction of a graded fee-based enquiry service

## 14. Consider the introduction of a fee for the enquiry service where all non-resident and commercial enquirers are charged at \$40 an hour

18% of all enquiries to the service are from commercial entities. It is understood these are either developers or real-estate agents seeking house histories or site histories to facilitate sales or planning approvals. These enquirers are using the service for commercial purposes and should pay a fee. The nature of the proposed fee would be immaterial to the value of the projects being pursued.

Additionally, a large proportion of enquiries are from non-residents. In the past when the purpose of the Centre was to drive visitation it made sense to provide the service for free as it was seen as a way to attract visitors. If the driving visitation is no longer a purpose of the Centre, there is no justification to continue providing non-rate payers the service for free. Currently, approximately 20% are non-residents, 45% are residents and 34.5% are of unknown residential status.

## 15. Consider the introduction of a fee for longer, professionally delivered enquiries for residents. It is suggested that the first 30 minutes is free and the time taken thereafter is charged at \$40 an hour.

The St Peters Heritage Centre offers one of the most highly professionalised enquiry services in Adelaide. All enquiries are undertaken by professionally trained staff. Some other Centres follow a similar professional model but many also rely on volunteers to undertake the work. A number of Centres, such as Unley and Holdfast Bay charge for the work, work which in the case of Holdfast Bay is largely undertaken by a volunteer.

At St Peters it takes an average of 1.15 hours to answer enquires. Some enquiries are handled fairly quickly, within 10-15 minutes. However, the time taken to undertake property/house histories, suburb or public building or street histories or biographies which represent over 70% of all enquiries typically range from 1-5 hours with most taking between 2-3 hours. As was examined earlier (p.31) this might be a level of service that far exceeds many resident's expectations and might well be a level of over-servicing compared to what they are wanting.

By providing the first 30 minutes free, Centre staff or volunteers can provide enquirers the information and guidance they require to undertake their own research. This would largely involve directions to useful on-line data bases and material in the Centre.

### ➤ Providing a rationale for \$40 an hour fee

- At the City of Holdfast Bay History Centre, the prepared documentation is put together by a volunteer but the clients are charged a flat \$35 fee. It is understood a similar fee is charge by the Unley Museum. However, these Centres do not have the rate assessment recordings going back so far as St Peters so the nature of the service is less comprehensive.
- Genealogy SA is a Volunteer organisation with 4 paid staff which delivers family histories for a fee. The research is done by volunteers but the charge to clients is \$25.30 an hour for members and \$50.60 for non-members (\$121 annual membership fee)
- The Society of Australian Genealogists and the Professional Historians Association of South Australia also provide recommendations for a historian who can undertake commission-based research with fees varying considerably.

A fee of \$40 an hour was seen to sit comfortably within the range of similar services. This would provide a modest level of cost recovery.



# Introduction of a graded fee-based enquiry service

## 16. Undertake a review after 12 months to consider the impact on the Service of the proposed fee structure

The impact on the proposed fee structure should be reviewed after 12 months.

The view of this review is that the utilisation of the enquiry service is not overly cost sensitive. The median house price, at the time of writing was:

- Norwood (5067)                      \$1,470,000
- Payneham (5070)                    \$1,162,500
- St Peters (5069)                    \$2,275,000

Whilst property value is not always an indicator of income, it is believed that most residents or commercial developers will abstain from the service for a modest fee of \$40 an hour.

However, due to budget constraints for this review, no surveying or market testing has been undertaken to support this view. The fees should be introduced at the earliest possible time and should be accompanied by a communication plan. A record should be kept of any clients who do not pursue the service due to the fee to measure the impact of the fee on the utilisation of the service. Enquirers should also be asked if they would be willing to pay more and how much to test the potential to increase fees over time to provide a higher level of cost recovery.

# Increasing resources

In comparison to other local government run Heritage Centres it was found that the St Peters Heritage Centre is adequately staff and resourced. It was also found to be adequately staffed compared to historic staffing levels.

Operating the Centre requires staff to undertake a vast range of different tasks, namely: collection management, public outreach and activations and the enquiry service. Successfully undertaking all these tasks was beyond the capacity of staff at the time of writing the review. The following recommendations seek to find ways to increase the resources available to the Centre in way that are as budgetary neutral as possible. and more resources are needed.

## 17. Take steps to increase the use of volunteers within the Centre

It is acknowledged that managing volunteers can be challenging but other centres have at least 3 or 4 times more volunteers than the St Peters Centre. There is a great deal of interest in heritage matters within the community and there are almost certainly more potential volunteers within the community that need to be encouraged to participate and trained to do so in a manner that will assist to increase the capacity of the Centre. Burnside/ Holdfast Bay have older volunteers for the research and sometimes younger students for collection management. Volunteers could undertake some of the following tasks:

- Provide guidance and advice to clients wishing to undertake their own research
- Assistance with enquiry research
- Assistance with digitisation process
- Assistance with transfer to State Records process
- Collection Management.

Fostering volunteering should be part of the remit of the Centre and an important component of promoting and celebrating heritage within the community.

# Increasing resources

- 18. In conjunction with management, establish a work program for Centre staff which allocates set times per task. This may only need to be a temporary measure.**

Operating the Centre successfully requires managing multiple different tasks and operations, some which revolve around the management of the Collection and others which revolve around public engagement. Managing these multiple tasks has proved difficult for Centre staff. In the short term, Centre staff should, in agreement with management, set guidelines on the amount of time that should be spent on each task. For example, it might be found that the Coordinator's time should be divided as follows:

- ½ a day a week on digitisation
- 1 day a week on Collection management
- 1 day a week preparing exhibitions
- ½ a day a week on overseeing enquiries
- ½ a day a week on administration
- 1 ½ days a week on public engagement.

These work programs will change with changing priorities and would only need to be in place until such a time as the Centre runs more effectively. It will also help management understand the multi-faceted nature of the work required. This is only an indicative program.

- 19. Take steps to more firmly integrated the Centre into council administration both operationally and in terms of service provision. This requires Centre staff to view the broader council administration as a source of assistance rather than a hinderance. It also requires raising awareness of the Centre's capacity within council administration, particularly in adjacent areas of activity and greater use of the Centre's capacity.**

Historically, the Centre has operated quite independently of council. This legacy of independence continues today and is not considered in the best interests of the Centre nor the council.

Centre staff reported a reluctance to rely on council communication staff for promotion of material and exhibitions, as they were not considered sufficiently experienced in crafting messages for the particular audience. Centre staff also found the asset management process and the resolution of IT issues process to be cumbersome and time-consuming and often tried to resolve issues on their own. The end result has been that the Centre has bogged down struggling to undertake tasks for which it should be relying on the assistance of the broader council administrative network whilst at the same time not fulfilling its core functions.

Inversely, there were reported instances of council administration of not using the Centre's capacity when doing so would have delivered better outcomes. The council planning division is funded to place six heritage plaques on heritage buildings per year. The first plaque was placed at 49 Ann Street Stepney without consultation with the Heritage Centre and contained a number of factual errors. Now as the plaques relate to built form heritage it is may be reasonable for the responsibility to lay with planning, but it should involve consultation with the Heritage Centre. The errors would have been avoided if that consultation had occurred and it is unclear why it did not.

No specific measures are provided in this recommendation because the main change required is an attitudinal change. The Centre needs to consider itself a part of the council administration and subject to all the rules and expectations that come with that.

# Increasing resources

- 20. Consider absorbing the facility and Collection management into the structure of the library management. Specialist history or curatorial staff should be retained to undertake the functions but they should be part of a broader library team which is charged with responsibility of the Centre.**

Among the two main findings of this review are that the Heritage Centre staff are isolated from the broader council administration and that they are currently overwhelmed by the task of managing the Collection which is impacting on all other activities that the Centre should be undertaking. Both of these issues might be resolved by integrating the operations of the Centre within the structure of the library management.

The proposed model is that specialist history staff would retain operational responsibility for the Centre (including managing the Collection and running the activities) under the supervision of the library management and report through the library structure.

This would benefit Centre staff by integrating them into a larger team. At the very least this would provide a more collegial and less isolated working environment and hopefully help to make Centre staff feel they are part of the City of NPSP.

This would benefit the Centre as library resources would be available to help with some of the administrative tasks that seem to have overwhelmed the Heritage Centre. The following activities could be, at least in part, be handled by the broader library team who are already undertaking these activities on a much larger scale for the library. These activities might include:

- Liaison with council IT services
- Liaison with council asset management team to deal with facility management issues
- Liaison with council communications team

The extent to which assistance as a conduit between the Centre and the broader council capacity would be required will need to be seen and will depend on the capacity of the new Coordinator. It is considered that the volume of these interactions would be small enough that it could be handled within existing library resources.

Library staff could also assist with the interface to the public in a similar manner to which they currently do with the gallery. Front of house staff could directly handle simple enquires regarding the Heritage Centre and, in some cases resolve enquiries.

In addition, one of the main functions of the Centre is managing information in a manner that makes it publicly accessible. This function is very closely aligned to provision of library services and the broader resources of the library could be applied to the Collection management at times of need. Being part of a larger team will enable resources to be flexed up and down as required.

There are also some real public benefit aspects of a greater integration between the library and the Centre such as the coordination of activity in a manner that provides a critical mass of activity which has more public impact. For example, the library could tailor its displays or activities to match events or activities run by the Centre. The library could also promote the Centre's activities through the communication channels it already has with its clients.

It was also found that difficulties at the Centre are not a simple case of there being inadequate staffing resources so it is not considered that the additional draw would ebb and flow but would not be of an ongoing continuous nature that would require additional resourcing.

# Increasing resources

**21. Provide a one-off budget provision of \$45,000 to provide short term assistance with the implementation of Recommendations 9, 10 and 12.**

Whilst it is considered that most of the recommendations in this review can be implemented over time within existing resources, some immediate assistance would facilitate the implementation of Recommendation 9 which relates to reducing the size of the collection by auditing the collection to enable the disposal of bulky and hard to store items which do not meet the Collection policy, Recommendation 10 which allows for external assistance with transferring material to state records and Recommendation 12 which allows for the building of some storage space somewhere within the St Peters Complex. A provision of \$15,000 is allocated to each recommendation. This would be a one-off provision aimed at helping clear the decks to get the Centre back on track. This will ensure the new Centre Coordinator is better situated to implement of the rest of the recommendations in this report and successfully take-on the daily operation of the Centre.

It is also suggested that this provision is allocated in a non prescriptive manner as the actual scale of need for each task is difficult to measure precisely because it is dependent on the broader council capacity to assist. For example, if Recommendation 20 to integrate the Centre into the library management structure is adopted, library staff might be able to assist with the auditing and disposal where appropriate of bulky goods (9). Likewise, the records management team of Council might have capacity to assist with the transfer of files to State Records (10) and the asset management division of council might be able to assist with the building of an adequate storage space in the St Peter Complex (12).

# APPENDIX 1

## Historic Context and Purpose

# Historic Performance

## Celebrating and promoting history and community engagement

The primary historic purpose of the Heritage Centre was to engage with the public to promote and celebrate the cultural heritage of the City. Under the stewardship of the long-time coordinator, Denise Schuman, who resigned in December 2021, activities were aimed at both local residents and for people outside of the area. For many years, this aim was largely met.

- The Centre was accessible at set times, engaged with the public both at the Centre and externally. There was an active exhibitions program which occurred at the Centre and in other NPSP venues. The exact attendance for these exhibitions was not kept but is estimated in the table opposite.
- The enquiry service was well used. Whilst the enquiry services has diminished in volume it continues to be highly regarded by users.
- There was a high level of engagement through the exhibitions, the events and workshops and the outreach program. The reason for the drop off in engagements are explored through this review.

In addition,

- The Collection was ordered according to SA History Trust Principles and was registered under the South Australian Government's Museums Accreditation Program. Long serving council staff and a long serving volunteer have provided third party confirmation that everything was neat and tidy and the Collection was well managed. This was aided by having additional storage space outside of the Centre. This level of order assisted in making the collection accessible and usable.
- There was a lower FTE count than present: 1.2 FTE (headcount 3) v 1.4 FTE (headcount 2) at the time of writing.

**St Peter's Heritage Centre public interactions**  
(19-20 annual report data 2023-24 report to council)

Engagement	2019-2020	2023-24
Exhibitions	Unknown <ul style="list-style-type: none"> <li>• 2 at St Peters</li> <li>• 2 at Norwood customer service</li> <li>• 2 other locations (unclear)</li> </ul>	2 Heritage Exhibitions: <ul style="list-style-type: none"> <li>• Point of View 1,504</li> <li>• Art of Glass 2,909</li> <li>• 2 @ Norwood customer centre</li> <li>• IN addition, the Gallery space was used for Arts exhibitions which attracted 10,528</li> </ul>
Enquiries	1853	493
Collection enquiries (researchers)	219	Unknown
Events	331	991 related to Art of Glass events
<b>Total Heritage Centre Usage</b>	<b>Between 10,000 - 15,000</b>	<b>5,897</b>

# Historic Performance

## Celebrating and promoting history and community engagement

Whilst the Centre was successful in engaging the public, there were, however, elements of friction around its operations:

- The Centre operated very independently of council - almost like a council funded independent NGO. There is still a legacy of isolation from council which limits how effectively it leverages broader council resources for its operations. It also limits the service it provides council as some sections of council, which could utilise the centre's skills and capacity, are not fully aware of its capability.
- For a period of almost 30 years, the vision and the operations of the Centre relied on the strong personal interventions of the long serving Coordinator and some elements of this manner of functioning could not be sustained once the former Coordinator left.

In conclusion, historically, the public engagement component of the Centre was strong and largely successful.

There was however a degree of disconnection between the Centre and the broader council administration which did not benefit the Centre. It is not the purpose of this review to attribute blame or understand the causes of this friction but moving forward the Centre's operations would be aided by making greater use of the broader capacity of the Council. Closer integration would also increase the benefits derived from the Centre by Council.



The Number 79 horse tram heads east along The Parade where buildings line the street, the Norwood Town Hall being prominent on the left. The Wesley Methodist and Clayton Congregational Church spires can be seen in the distance. The Parade, Norwood / 1905-08. (Kent Town Residents' Association)



# Historic Performance

## Generating economic activity

The second historic purpose of the Heritage Centre was that it would drive visitation and generate economic activity. This belief was so firmly held that in the early briefing papers prepared by the then Coordinator serious consideration was given to including a retail outlet to sell souvenirs and having a visitor centre included.

### The proposition:

The potential economic benefit of a Heritage Centre is three-fold:

1. It helps to generate visitation as it helps to draw people to the area to retrace their own personal heritage and they spent money whilst here. It also cements the area's reputation as an interesting historic area worth visiting.
2. It helps create a life long link to the area that encourages transient residents to return in the future either permanently or for entertainment/dining and other activities.
3. It provides a service that encourages and to some extent assists or enables home renovations, sales of property and developments.

### The assessment:

The argument is logically sound and there is most certainly some level of economic activity generated by the Centre. However, the extent of this economic activity is limited by a number of factors:

- A very large proportion of the engagement is with local residents. This does not generate new money coming into the area generating new economic activity. Measuring new money is a requirement when calculating economic contribution.
- The overall attendance numbers are such that the level of economic activity generated would be minimal compared to the overall economic activity occurring in the area and compared to other large drawing events or institutions, such as the Norwood Concert Hall or the Norwood Food and

Wine Festival.

- The location of the Centre does not lend itself to flow-on hospitality benefits as there are limited food and beverage options in the vicinity.
- Any economic contribution made by the Centre remains speculative because it is hard to be certain of attribution, i.e. is the activity dependent on the Centre or would it have occurred anyway?
- Finally, both the direct and indirect benefit “seeps” out of area (esp. point 2 & 3 above). In short, even if someone did visit the area as a result of their interaction with the Centre, there is no guarantee they would stay in the area, they would just as likely stay in the CBD. This point is true for any construction work too where workers and material are likely to come from outside the area. This problem of seepage is common when measuring economic impact on small geographical areas and would affect economic contribution studies of most activity in the area.

### Conclusion:

Whilst it is true that some level of economic activity is being generated, it is most likely marginal compared to overall economic activity in the area. Furthermore, if generating economic activity was the primary purpose, there are likely better alternatives for investment such as voucher schemes.

The benefit of the Centre should be measured on the basis of the service it provides to residents and its social and community benefits rather than any perceived economic benefit.

The engagement component of the Centre has in the past, at times, been successful. Only minor modifications and tweaks to the public engagement purpose are required rather than a complete overhaul.

# APPENDIX 2

## Process of Transfer to State Records

# Council Records transfer to State Records

This appendix outlines the nature of council records which are eligible to be transferred to State Records, the process for the transfer and a list of consultants that can assist with the process as recommended by State Records.

The material which can be sent to State Records and the manner of its transfer is clearly laid out in the State Records Act and the Schedules, in particular in General Disposal Schedule (GDS) 40: Local Councils and Local Governing Bodies and Authorities in South Australia.

State Records is a working archive which is accessible to the public and where documents can be retrieved and examined.

All pre-1901 records are required to be retained permanently in accordance with a motion approved by the State Records Council on 19 February 2008. p.6. In addition, many records kept of council business and affairs can be permanently transferred to State Records. In fact, an exemption must be sought if these records are not transferred. The records include, gazette notices, assessments, statements, reports, plan, policies, general documentations in relation to the following many categories which are listed in the table on the following page.

In addition, any records relating to airports and Parklands Authority and aged care and child care facilities and compliance with state legislation as it applies to child safety, Public Health Act, Controlled Substances Act, use of Crown land, Dangerous Substances Act, provision of NDIS services, Fire and Emergency Services commission, hospital and asylums, keeping of livestock, native vegetation, natural resources, taxi licenses, delegation of power to the Chief Public Health Officer, records in relation to local boards of health, records of management of retirement villages should also be transferred to State Records.

# Council records eligible for transfer to State Records

Records relating to the following categories are to be transferred to State Records. The GDS 40 Schedule number provide in brackets

Anything pre 1901 (p.6)	Nomenclature and numbering (of roads and places) (10.2and 10.3)	Management of Permanent records (records of) (66.10)
Boundary reform (1.1)	Road levels (records of) (10.9)	Urban renewal and precinct development and authorities (74.1, 74.2, 74.3)
Business establishment (1.2)	BY laws (11.2)	Records of landfill sites (75.1)
Delegations (1.4)	External revies and investigations (initiated by the Minister) (12.3 and 12.4)	Wastewater compliance (76.1)
Elections (2.1)	Internal reviews (12.5)	Records of legal advice (78.1)
Records of complaints (2.5)	Tendering (for significant tenders) (14.8)	Records of Advocacy (79.1)
Council and council committee hearings (3.1)	Stormwater Management (records and plans) (15.1)	Registers of Agreements (80.1)
Executive Meetings (3.2)	Emergency Management (records of) (30.1)	Record of Agreements (80.2)
Subsidiary and external committee meetings (3.3)	EPA compliance and management of contamination (31.1 and 31.2, 31.6)	Conservation records (built form)(82.4)
Employee Registers (4.2)	Heritage Agreements (41.1)	Design and Construction records of heritage buildings (82.6)
Organisational structure (4.6)	Interactions with ERD Court (41.3)	Disposals (records of) (82.10)
Staff Development (4.13)	Notice that a house is unfit for habitation (43.1)	Maintenance and repairs of Heritage Buildings (82.12)
Annual reports and audits (5.3 and 5.4)	Patents (46.2)	Seal Presses and Seals (84.4)
Policies and Procedures (5.7)	Native title claims and responses (54.1 and 54.2)	Consultations (summaries) (87.1)
Strategic Planning (5.8)	Assessment (Planning and Development)(59.1 and 59.2)	
Accounting (6.1)	Development Planning (59.17 and 59.18)	
Donations (record of the management of) (7.4)	Land Management Agreements (59.24)	
Grants received (records of) (7.7)	Public Health Planning (63.6)	
Rates/rating assessments (assessment books, rate books, rate indexes) (8.1 and 8.2)	Correspondence systems (66.3)	
Valuations (8.7)	Historical correspondence (pre1946 – by negotiation) (66.4)	
Acquisition and disposals (records of) (9.2)		
Classification of community land (9.3)		
Declaration of roads (10.1)		

# State Record Transfer Process



# State Records 2025 Consultants List

State Records cannot recommend any one particular consultant nor is this a list of recommended or preferred suppliers. Each consultant will charge depending on the work and time involved.

Please contact each consultant to discuss the services they provide and the particular services you require.

The Australian Society of Archivists also has details of

Archivists Available:

<https://www.archivists.org.au/community/archivists-available#SA>

Archival Consultants:

<https://www.archivists.org.au/community/consultants-register>

Name:	Phone:	Email:
<b>Debra Leigo</b> <b>Doxlite</b>	0407 499 126	<a href="mailto:Deb@doxlite.com.au">Deb@doxlite.com.au</a> <a href="http://www.doxlite.com.au">www.doxlite.com.au</a>
<b>Bonita Kennedy</b> <b>Dale Chartres</b> <b>Diverse Information Solutions</b>	0400 362 890 0421 382 744	<a href="mailto:bonita.kennedy@internode.on.net">bonita.kennedy@internode.on.net</a> <a href="mailto:dale@diverseinformation.com.au">dale@diverseinformation.com.au</a> <a href="http://www.diverseinformation.com.au">www.diverseinformation.com.au</a>
<b>Lee Amoroso</b> <b>Corporate Memory</b>	0413 832 801	<a href="mailto:lee@corporatememory.au">lee@corporatememory.au</a>
<b>Ian Sutherland</b> <b>Matthew Gordon-Clark</b> <b>GC Archival Consultants</b>	0438 800 395 0448 826 261	<a href="mailto:jwemit@ihug.com.au">jwemit@ihug.com.au</a> <a href="mailto:matthewgc@bigpond.com">matthewgc@bigpond.com</a>
<b>Kate Pulford</b> <b>Archives and Museums Consultancy Services</b>	0421 028 984	<a href="mailto:filsell.kate@gmail.com">filsell.kate@gmail.com</a>
<b>Karen White</b> <b>Jacqueline Stockwell</b> <b>Leadership through Data</b>	0423 023 679	<a href="mailto:karen@kawconsult.com.au">karen@kawconsult.com.au</a> <a href="mailto:jacqueline@leadershipthroughdata.co.uk">jacqueline@leadershipthroughdata.co.uk</a> <a href="http://www.leadershipthroughdata.com.au">www.leadershipthroughdata.com.au</a>
<b>Experience Matters</b> <b>Information Proficiency</b> <b>FYB</b>	0438 429 144 8911 1276 7111 0248	<a href="mailto:james.price@experiencematters.com.au">james.price@experiencematters.com.au</a> <a href="http://www.experiencematters.com.au">www.experiencematters.com.au</a> <a href="http://www.infoproficiency.com.au">www.infoproficiency.com.au</a> <a href="mailto:Adelaide@fyb.com.au">Adelaide@fyb.com.au</a> <a href="http://www.fyb.com.au">www.fyb.com.au</a>

# APPENDIX 3

## Methodology



# Consultation

Name	Position	Organisation	Date
<b>Jacquelyne Ladner</b>	Cultural Heritage Coordinator	City of Norwood, Payneham & St Peters	28/1/2025 & 12/2/2025
Chris Lane	Research Assistant	City of Norwood, Payneham & St Peters	4/3/2025
<b>Josephine Gaskell</b>	Manager Library Services	City of Norwood, Payneham & St Peters	19/2/2005
<b>Emma Comley</b>	Arts Officer	City of Norwood, Payneham & St Peters	12/5/2025
<b>Aerken Kuerban &amp; Paul Fechner</b>	Manager, Information Services and Senior Records	City of Norwood, Payneham & St Peters	26/5/2025
<b>Eleanor Walters</b>	Manager Urban Planning & Sustainability NPSP	City of Norwood, Payneham & St Peters	26/2/2025
<b>David Cree</b>	Volunteer Heritage Centre	City of Norwood, Payneham & St Peters	26/2/2025
<b>Michelle Toft Hannah Shaw</b>	Job-share Historical Cultural Officer	City of Burnside	24/2/2025
<b>Courtney Barry</b>	Assistant Curator Exhibitions & History	City of Holdfast Bay	27/2/2025
<b>Denise Schumann OAM</b>	Heritage Consultant	Denise Schumann and Associates	20/3/2025
<b>Amy Vanner</b>	Senior Collection Archivist	State Records of South Australia   Attorney-General's Department	19/2 /2025
<b>Kelly Daniel</b>	Information Governance	State Records of South Australia   Attorney-General's Department	Email 27/2/2025
<b>Mark Winders</b>	Local History and Cemetery Officer	Mitcham Heritage Research Centre Mitcham Cultural Village	17/2/2025
<b>Jacinta Weiss</b>	Cultural Heritage Centre Coordinator	Town of Gawler Council	19/2/2025

In addition to the consultations above, on-going support was provided by Navian Iseut, Manager Arts, Culture and Community Connections and Andrew Hamilton, General Manager, Community Development.

# Dr Dominic Stefanson

## Strategic Solutions Co

### Previous Roles:

- Chief of Staff to Minister for Health and the Arts
- Head of Public Relations and Strategic Projects, Adelaide Festival Centre
- Director, Infrastructure Advisory at Ernst and Young

### Previous Relevant Projects

- Review of Arts Programs for Alexandrina Council
- Economic Assessment Glenelg Townhall redevelopment
- Business Cases for Her Majesty's Theatre and Adelaide Festival Centre Redevelopments
- Business Case for the National Aboriginal Art Gallery in Alice Springs
- Business Case for repurposing of Powerhouse Museum in Ultimo, Sydney
- Hopgood Theatre Environmental Scan
- Economic Contribution Study of the Adelaide Festival Centre
- Financial Assessment of the Pichi Richi Railway
- Assessment of Adelaide Botanic Gardens visitor and education programs

# Alan Smith

## Advisor

A59

### Previous Roles:

- Director, State Library of South Australia
- Director, Carrick Hill
- Director, South Australian Maritime Museum

### Board Roles

- Chair, National State Libraries Australasia Contemporary
- Vice President, Museums Australia
- Councillor, Collection Council Australia
- Member, National Trust
- Member, Museums Advisory Board

## 13.2 REVIEW OF POLICIES

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

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### PURPOSE OF REPORT

The purpose of the report is to present a number of policies which have been reviewed to the Council.

### BACKGROUND

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

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

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

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

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

The following Policies are now scheduled to be reviewed:

1. Fraud, Corruption, Misconduct & Maladministration Prevention (**Attachment A**);
2. Review of Decisions (**Attachment B**); and
3. Public Interest Disclosure (**Attachment C**).

Where required, the Policies have been amended to ensure that the Policies meet current standards and reflect the Council's position on the respective matters.

The Public Interest Disclosure Policy and Procedure is recommended to be revoked.

The basis for the recommendation to revoke this Policy and Procedure is set out in the Discussion section of this report.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

## DISCUSSION

### Fraud, Corruption, Misconduct & Maladministration Prevention Policy

The Council's *Fraud & Corruption Prevention Policy* is an existing policy.

The existing Policy is proposed to be retained and as such, it has been reviewed. Minor amendments have been made to the Policy to reflect legislative changes to the *Independent Commission Against Corruption Act 2012*, regarding the definitions of corruption, misconduct and maladministration in public administration and the reporting obligations of Public Officers.

A copy of the draft *Fraud, Corruption, Misconduct & Misconduct Prevention Policy* is contained within **Attachment A**.

### Review of Decisions Policy & Procedure

The *Review of Decisions Policy & Procedure* is an existing Policy.

Section 270(1) of the *Local Government Act 1999* (the Act), requires a Council to establish procedures for the review of decisions of:

- the Council;
- Employees of the Council; and
- other persons acting on behalf of the Council.

In accordance with the Act, the Council's draft *Review of Decisions Policy & Procedure* provides clarity in terms of how the Council will deal with formal requests for internal reviews of Council decisions, (including decisions by its employees and other people acting on behalf of the Council).

The draft *Review of Decisions Policy & Procedure* has been reviewed. Minor amendments have been made to the draft Policy to reflect additional statutory processes that exist in other legislation that fall outside the scope of the draft Policy and Procedure.

A copy of the draft *Review of Decisions Policy & Procedure* is contained within **Attachment B**.

### Public Interest Disclosure Policy & Procedure

The *Public Interest Disclosure Policy & Procedure* is an existing policy.

Section 12(5) of the *Public Interest Disclosure Act 2018* (PID Act), now requires the "Principal Officer" of the Council to ensure that a Public Interest Disclosure procedure is prepared and maintained in accordance with the requirements of the PID Act and the Guidelines prepared by the Independent Commission against Corruption.

Section 4 of the PID Act prescribes that the "Principal Officer" of the Council is the Chief Executive Officer.

As a Public Interest Disclosure Procedure has been prepared in accordance with the PID Act, the Council's existing *Public Interest Disclosure Policy & Procedure* is therefore now redundant.

A copy of the *Public Interest Disclosure Policy & Procedure* is contained within **Attachment C**.

## OPTIONS

As the draft Policies contained within Attachments A and B have been in place for some time and have not been the subject of major change and/or are required by legislation without a requirement for consultation, it is recommended that the Council adopts the Policies.

## CONCLUSION

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

## COMMENTS

As the changes to the policies reflect minor amendments and those changes have not altered the intent or key requirements of the policies and there is no legislative requirement to consult in respect to the attached draft policies, it is recommended that the Council adopts the draft Policies.

## RECOMMENDATION

1. That having conducted a review of the following policies, the following policies be adopted:
  - Fraud, Corruption, Misconduct & Maladministration Prevention Policy; (**Attachment A**); and
  - Review of Decisions Policy (**Attachment B**).
2. That having conducted a review of the Public Interest Disclosure Policy & Procedure (**Attachment C**) and on the basis of the legislative requirements imposed on the Council's Chief Executive Officer to prepare a Public Interest Procedure in accordance with the *Public Interest Disclosure Act 2018*, the Council revokes the Public Interest Disclosure Policy & Procedure.

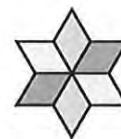
## **Attachments – Item 13.2**

# Attachment A

## Review of Policies

### Fraud, Corruption, Misconduct & Maladministration Prevention Policy





City of  
Norwood  
Payneham  
& St Peters

**NAME OF POLICY:** Fraud, Corruption, Misconduct & Maladministration Prevention Policy

**POLICY MANUAL:** Governance

## BACKGROUND

The City of Norwood Payneham & St Peters ("the Council") is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity and transparency, which are all key components of good governance.

The Council recognises that Fraud, Corruption, Misconduct and Maladministration in Public Administration have the potential to cause significant financial and non-financial harm and that therefore, the prevention and control of Fraud, Corruption, Misconduct and Maladministration should feature predominantly within the systems and procedures of a responsible Council.

This Policy outlines the Council's approach to the prevention and control Fraud, Corruption, Misconduct and Maladministration and, outlines the responsibilities of Elected Members, Council Employees and Volunteers and contractors of the Council.

This Policy is intended to complement and be implemented in conjunction with other relevant Council policies, including:

- Public Interest Disclosure Policy & Procedure;
- Risk Management Policy;
- Internal Control Policy;
- Behavioural Standards for Council Members; and
- Code of Conduct for Council Employees and Behavioural Standards Policy for Council Employees.

## KEY PRINCIPLES

The key purpose of this Policy is to ensure that the Council:

- fulfils its responsibilities under the *Independent Commissioner Against Corruption Act 2012* (ICAC Act);
- establishes and maintains an effective system of internal controls to prevent Fraud, Corruption, Misconduct and Maladministration and enforces compliance with those controls;
- regularly undertakes risk assessments and evaluation of the Council's policies and procedures to identify circumstances in which Fraud, Corruption, Misconduct or Maladministration could occur;
- provides a clear statement and fosters an environment that actively discourages and does not tolerate Fraud, Corruption, Misconduct and Maladministration
- ensures all Elected Members, Council Employees, Volunteers and contractors are aware of their obligations in relation to prevention and control of Fraud, Corruption, Misconduct and Maladministration;
- protects Council assets, interests and reputation from the risks associated with Fraud, Corruption, Misconduct and Maladministration; and
- generates community awareness of the Council's commitment to the prevention of Fraud, Corruption, Misconduct and Maladministration.

## POLICY

### 1. Prevention

The Council recognises that:

- the occurrence of Fraud, Corruption, Misconduct and Maladministration will be more likely to prevail in an administrative environment where opportunities exist for waste and, abuse; and
- the most effective way to prevent the occurrence of fraud and corruption is to promote an ethical environment and culture of acting lawfully, ethically and in a socially responsible manner, and to support this with the implementation of appropriate internal control.

In general, the Council expects that Elected Members, Employees, Volunteers and contractors will assist in preventing Fraud, Corruption, Misconduct and Maladministration within the Council by:

- understanding the responsibilities of their position;
- familiarising themselves with the Councils policies and procedures and adhering to them;
- understanding what behaviour constitutes Fraud and/or Corrupt conduct;
- maintaining an awareness of the strategies that have been implemented by the Council to minimise Fraud, Corruption, Misconduct and Maladministration;
- being continuously vigilant to the potential for Fraud, Corruption, Misconduct and Maladministration to occur; and
- reporting suspected or actual occurrences of Fraud, Corruption, Misconduct and Maladministration, in accordance with Part 5 of this Policy.

### 2. Specific Responsibilities

The roles and responsibilities of key individuals and groups within the Council with respect to prevention and control of Fraud, Corruption, Misconduct and Maladministration are outlined in the Table contained within **Attachment A**.

### 3. Fraud and Corruption Risk Assessment Process

The Council's main objective in the prevention and control of Fraud, Corruption, Misconduct and Maladministration is to minimise the occurrence of Fraud, Corruption, Misconduct and Maladministration within the Council. This objective is generally achieved by:

- identifying Fraud, Corruption, Misconduct and Maladministration -risks;
- determining strategies to control those risks; and
- defining responsibility for and, the timeframe within which the strategies will be implemented.

Managers must be alert to the potential of Fraud, Corruption, Misconduct and Maladministration to occur in day-to-day operations and remain wary of factors which may leave the Council vulnerable to Fraud, Corruption, Misconduct and Maladministration, including, for example:

- changes to Council delegations;
- implementation of cost-cutting measures;
- contracting out and outsourcing;
- the impact of new technology; and
- changes to risk management practices.

### 4. Education and Awareness

The Council recognises that the successful implementation of this Policy will largely depend upon how effectively it is communicated throughout the organisation and beyond.



The Council will, therefore, take proactive steps to ensure that all Elected Members, Council Employees, Volunteers and contractors are aware of and educated regarding their obligations in relation to prevention and control of Fraud, Corruption, Misconduct and Maladministration, and (where appropriate) to ensure that the broader community is aware of the Council's zero-tolerance stance towards Fraud, Corruption, Misconduct and Maladministration.

## 5. Reporting Corruption or Serious or Systemic Misconduct and Maladministration

- a) Any Public Officer who has or acquires knowledge of actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration must report this information to the OPI as soon as practicable in accordance with the ICAC Act. For Council Employees, Volunteers or contractors, this can be reported to a Manager, General Manager or the Chief Executive Officer, and for Elected Members, to the Mayor or Chief Executive Officer, who must then report this information to the OPI.

A report to the OPI must be made in accordance with the Commissioner's Directions and Guidelines and using the online report form available at: <https://icac.sa.gov.au/opi>.

**Note:** Particulars of what a report should include are available in the ICAC Directions and Guidelines, available at: [www.icac.sa.gov.au](http://www.icac.sa.gov.au).

- b) When reporting actual or suspected Corruption, or Systematic or Serious Misconduct or Maladministration, in the Council or in other public administration, to the OPI under the ICAC Act, any requirements of other documents that form part of the Council's Fraud, Corruption, Misconduct and Maladministration framework (including those documents identified in the Background section of this Policy) should also, to the extent possible, be adhered to.
- c) Nothing in this section is intended to prevent a Public Officer from reporting suspected Corruption or Systematic or Serious Misconduct or Maladministration in the Council or in other public administration to a Relevant Authority, including the Council's Responsible Officer, for the purposes of the PID Act. Such a disclosure may be protected under the PID Act and, if made to the Council's Responsible Officer, will be managed in accordance with the Council's *Public Interest Disclosure Policy and Procedure*. Public Officers are encouraged to have regard to the Council's *Public Interest Disclosure Policy & Procedure* when determining where to direct a disclosure.
- d) Further information about reporting requirements is available at the ICAC website: <https://icac.sa.gov.au>.

## 6. Reporting Fraud, Misconduct or Maladministration

Where an Elected Member, Employee, Volunteer or contractor has or acquires knowledge of actual or suspected Fraud, or other similar conduct that does not constitute Corruption or *Systematic or Serious Misconduct* or Maladministration (and is therefore not required to be reported to OPI), that knowledge should be reported to the Council's Responsible Officer. Such a disclosure may be protected under the PID Act and will be managed in accordance with the Council's *Public Interest Disclosure Policy & Procedure* (where relevant).

## 7. Action by the Chief Executive Officer

- a) Unless otherwise directed by the OPI or SAPOL, the CEO will investigate how the alleged Corruption, Fraud, Misconduct and Maladministration occurred (including where the OPU or SAPOL have formed the view that the activity does not amount to Corruption, Fraud, Misconduct or Maladministration) to determine the cause for the breakdown in controls and to identify if any recommendations as to changes in policies, procedures or internal controls should be made to the Council. The investigation should:
  - i. occur as soon as practicable after the alleged incident;
  - ii. not impose on or detract from any investigation being undertaken by the OPI or SAPOL; and



- iii. have regard to any recommendations in any report received from the Commissioner or SAPOL in the incident.
- b) The CEO will, in conducting the investigation and deciding whether and how to report on the investigation to Council, have regard to the provisions of the Council's *Public Interest Disclosure Policy & Procedure* (where relevant) and any confidentiality requirements under the PID Act and/or the ICAC Act.
- c) Action taken by the CEO following an investigation into alleged Corruption, Fraud, Misconduct or Maladministration may include disciplinary action against any Employee involved in the incident.

## 8. Confidentiality and Publication Prohibitions

- a) A person who received information knowing that the information is connected with a matter that forms or is the subject of a complaint, report, assessment, investigation, referral or evaluation under the ICAC Act must not disclose that information, other than in the limited circumstances set out in Section 54(3) of the ICAC Act.
- b) A person must not, other than as authorised by the Commissioner or a court, publish or cause to be published any of the following:
  - i. information tending to suggest that a particular person is, has been, may be, or may have been, the subject of a complaint, report, assessment, investigation or referral under the ICAC Act;
  - ii. information that might enable a person who has made a complaint or report under the ICAC Act to be identified or located;
  - iii. the fact that a person has made or may be about to make a complaint or report under the ICAC Act;
  - iv. information that might enable a person who has given or may be about to give information or other evidence under the ICAC Act to be identified or located;
  - v. the fact that a person has given or may be about to give information or other evidence under this Act; or
  - vi. any information or evidence which the Commissioner has prohibited from publication.
- c) A failure to comply with the requirements in this Part 8 can constitute an offence. A Council Employee who fails to comply with these requirements may also face disciplinary action which may include dismissal from employment.
- d) In addition to the requirements in this part, Elected Members, Employees, Volunteers and contractors should also be mindful of the confidentiality provisions in the PID Act and the Council's *Public Interest Disclosure Policy & Procedure* (where relevant).

## 9. False Disclosure

A person who knowingly makes a false disclosure or a false or misleading statement in a complaint or report to the OPI or otherwise in accordance with this Policy will be guilty of an offence under the *ICAC Act* and the PID Act.

An Employee who makes a false disclosure, in addition to being guilty of an offence, may face disciplinary action that may include dismissal from employment.

## REVIEW PROCESS

The Council will review this Policy within three (3) years~~36 months~~ of the adoption date, or as ~~of the~~ Policy. Required as a consequence of amendments to the PID Act, Regulations ICAC Guidelines or the Public Integrity framework in South Australia.

## INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & ~~Civ~~community Affairs, telephone 8366 4549 or via email: [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au).

## ADOPTION OF THE POLICY

This Policy was adopted by the Council on 2 November 2015 and has been reviewed on a regular basis since that time.

This Policy was reviewed and adopted by the Council on \_\_\_\_\_ 2025.

## TO BE REVIEWED

June 2028.



## DEFINITIONS

For the purposes of this Policy the following definitions apply:

**Corruption** in public administration, as provided for in Section 5(1) of the ICAC Act, means conduct that constitutes:

- (a) an offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:
  - (i) bribery or corruption of public officers;
  - (ii) threats or reprisals against public officers;
  - (iii) abuse of public office;
  - (iv) demanding or requiring benefit on basis of public office;
  - (v) relating to appointment to public office.
- (b) an offence against the *Public Sector (Honesty and Accountability) Act 1995* or the *Public Corporations Act 1993*, or an attempt to commit such an offence; or
- (ba) an offence against the *Lobbyist Act 2015*, or an attempt to commit such an offence; or
- ~~(c) any other offence (including an offence against Part 5 (Offences of dishonesty) of the *Criminal Law Consolidation Act 1935*) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or an attempt to commit such an offence; or~~
- (c) any of the following in relation to an offence referred to in a preceding paragraph:
  - (i) aiding, abetting, counselling or procuring the commission of the offence;
  - (ii) inducing, whether by threats or promises or otherwise, the commission of the offence;
  - (iii) being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
  - (iv) conspiring with others to effect the commission of the offence.

**Directions and Guidelines** means the Directions and Guidelines issued by the Commissioner and as in force from time-to-time pursuant to Section 20 of the ICAC Act and/or Section 14 of the PID Act, which are available on the Commissioner's website ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)).

An **Employee** is any person who is employed by the Council, whether they are working in a full-time, part-time or casual capacity.

A **False Disclosure** is a disclosure of information relating to Fraud, Corruption, Maladministration or Misconduct that is made by a person who knows the information to be false or, who is reckless as to whether it is false.

**Fraud** includes an intentional dishonest act or omission done with the purpose of deceiving in order to obtain an unjust advantage or benefit or, to cause detriment to the Council. Examples of Fraud may include (without limitation):

- theft of assets;
- unauthorised and/or illegal use of assets, information or services for private purposes;
- misappropriation of funds; and/or
- falsification of records.

**ICAC Act** means the *Independent Commissioner Against Corruption Act 2012* (SA) (as amended from time-to-time).



**Independent Commissioner Against Corruption (Commissioner)** means the person holding or acting in the office of the Independent Commissioner Against Corruption as per Section 4 of the ICAC Act, who has the powers and functions described at Section 7 of the ICAC Act.

**Maladministration in public administration** is defined at Section 5(43) of the ICAC Act and;

Maladministration in public administration has the same meaning as in the Ombudsman Act 1972;  
and  
Misconduct in public administration has the same meaning as in the in the Ombudsman Act 1972.

~~(a) means:~~

- ~~(i) conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or~~
- ~~(ii) conduct of a public officer involving substantial mismanagement in or in relation to the performance of official functions; and~~

~~(b) includes conduct resulting from impropriety, incompetence or negligence; and~~

~~(c) is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.~~

**Misconduct in public administration** is defined at Section 5(3)4 of the ICAC Act and means:

- ~~a) contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or~~
- ~~b) other misconduct of a public officer while acting in his or her capacity as a public officer.~~

**Manager** means any Employee of the Council who is responsible for the direct supervision of other Employees, and/or, for the management of a Council Department.

**Office for Public Integrity (OPI)** is the office established under the ICAC Act that has the function to:

- ~~a) receive and assess complaints about public administration from members of the public;~~
- ~~b) receive and assess reports about Corruption, Misconduct and Maladministration in public administration from inquiry agencies (including the Ombudsman), public authorities (including the Council) and Public Officers;~~
- ~~c) refer complaints and reports to inquiry agencies, public authorities and Public Officers in circumstances approved by the Commissioner or make recommendations as to whether and by whom complaints and reports should be investigated; perform other functions assigned to the Office by the Commissioner.~~

**PID Act** means the *Public Interest Disclosure Act 2018 (SA)* (as amended from time-to-time).

**Public administration** is defined at section 4 of the ICAC Act and means, without limiting the acts that may comprise public administration, an administrative act within the meaning of the *Ombudsman Act 1972* will be taken to be carried out in the course of public administration.

**Note:** For the purposes of this Policy, references to Corruption, Misconduct and Maladministration are taken to mean references to such conduct in public administration.

**Public Officer** is defined under Section 4 and Schedule 1 of the ICAC Act and includes:

- an Elected Member; and
- an Employee or officer of the Council.

**Note:** 'Officer' includes Volunteers and contractors of the Council.

**Publish** is defined in Section 4 of the ICAC Act and means publish by:

- newspaper, radio or television;
- internet or other electronic means of creating and sharing content with the public or participating social networking with the public; or
- any similar means of communication with the public.

**Relevant Authority** is defined at Section 5(5) of the PID Act and means the person or entity that receives and appropriate disclosure of public interest information in accordance with the PID Act, and includes (but is not limited to):

- where the information relates to a Public Officer, a person who is responsible for the management or supervision of the Public Officer, or a Responsible Officer; and
- where the information relates to a location within the area of the Council, a member, officer or employee of the Council.

A **Responsible Officer** is a person (or persons) who has completed any training courses approved by the Commissioner for the purposes of the *Public Interest Disclosure Regulations 2019* and who has been designated by the Council as a responsible officer under Section 12 of the PID Act.

**SAPOL** means the South Australian Police Force.

**Waste** refers to the waste of public resources (including public money), which occurs as a result of the substantial mismanagement, irregular or, unauthorised use of public resources.

For the purpose of the ICAC Act, Misconduct or Maladministration is public administration will be taken to be **serious or systematic** if the misconduct or maladministration;

- is of such a significant nature that it would undermine public confidence in the relevant public authority, or in public administration generally; and
- has the significant implications for the relevant public authority or for public administration generally (rather than just for the individual public officer concerned).

**Note:** further information about serious or systemic misconduct or maladministration is available at the ICAC website:  
<https://icac.sa.gov.au/glossary>



## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Governance and Ethics</b>						
1	Comply with this policy and any related legislation, policy, protocol or procedure (including, without limitation, the ICAC Act and the PID Act).	✓	✓	✓	✓	✓
2	At all times in the performance of duties or in association with their role with Council, act in an ethical manner.	✓	✓	✓	✓	✓
3	Promote a culture and environment in which Fraud, Corruption, Misconduct and Maladministration is discouraged and not tolerated.	✓	✓	✓	✓	<input type="checkbox"/>
4	Display integrity and honesty in the use of Council information, assets, funds, property, goods or services (Council Members, Employees, Volunteers and contractors engaged by the Council will be held accountable for any such Council Assets under their control).	✓	✓	✓	✓	✓

## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Awareness and Training</b>						
1	Promote community awareness of the Council's commitment to the prevention of Fraud, Corruption, Misconduct and Maladministration.	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Executive employees and managers ensure all Employees, Volunteers and contractors engaged by the Council and under their supervision have been educated regarding Fraud, Corruption, Maladministration and Misconduct (including relevant legislative requirements and Council policies).	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
3	Undertake awareness training or education regarding Fraud, Corruption, Maladministration and Misconduct (as required).	✓	✓	✓	✓	✓
4	Develop and deliver training to employees, volunteers and contractors engaged by the Council to promote ethical conduct and an ethical culture.	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>

## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Awareness and Training</b>						
5	Act in an ethical manner at all times in the performance of duties, and comply with ethical obligations in accordance with any relevant Council or legislated code or policy regarding conduct and behaviour (including the Behaviour Standards Policy & Code of Conduct for Council Staff, and the Code of Conduct for Council Members).	✓	✓	✓	✓	✓
6	Adopt and model constructive behaviours and approaches to work which promote ethical behaviours in other Council Members, Employees, Volunteers and contractors engaged by the Council.	✓	✓	✓	✓	✓



## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Fraud Prevention</b>						
1	Provide adequate security, including the provision of secure facilities for storage of assets, to assist in the prevention of Fraud, Corruption, Misconduct and Maladministration.	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Develop procedures to deter fraudulent or corrupt activity from occurring, and review regularly.	✓	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>
3	Ensure appropriate internal controls are in place and operating effectively to minimise the risks of fraudulent or corrupt activity from occurring.	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓
4	Ensure effective screening (e.g. criminal history) of Employees, prospective Employees, Volunteers (as relevant) and contractors engaged by the Council is undertaken, including by use of appropriate and effective contractual arrangements.	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Fraud Prevention</b>						
5	Ensure all powers and authorities are appropriately delegated (and exercised in accordance with approved delegations) in order to minimise the risk of Fraud, Corruption, Misconduct or Maladministration in accordance with Part 7 of this Policy.	✓	✓	✓	<input type="checkbox"/>	<input type="checkbox"/>

## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Detection and Investigation</b>						
1	Ensure that investigations are conducted into allegations of Fraud, Corruption, Misconduct or Maladministration, in accordance with Part 7 of this Policy.	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Facilitate cooperation with any investigations undertaken by an external authority.	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Undertake risk assessments and evaluations of the Council's policies and procedures to identify circumstances in which Fraud, Corruption, Misconduct or Maladministration could occur.	✓	✓	<input type="checkbox"/>	✓	<input type="checkbox"/>
4	Cooperate as required with any investigations undertaken whether internally or by an external authority.	✓	✓	✓	✓	✓

## Attachment A

## Roles and Responsibilities for Prevention and Control of Fraud, Corruption, Misconduct and Maladministration

Responsibility		Elected Members	Chief Executive Officer	General Managers & Managers	Employees	Audit and Risk Committee
<b>Reporting</b>						
1	Report all instances of conduct known or reasonably suspected to be Fraud, Corruption, Misconduct or Maladministration in accordance with Part 5 and 6 of this Policy.	✓	✓	✓	✓	✓
2	Develop mechanisms for receiving reports of Fraud, Corruption, Misconduct or Maladministration under this Policy.	✓	✓	✓	✓	✓

# **Attachment B**

## **Review of Policies**

### **Review of Decisions Policy & Procedure**





City of  
Norwood  
Payneham  
& St Peters

**NAME OF POLICY:** Review of Decisions Policy & Procedure

**POLICY MANUAL:** Governance

## INTRODUCTION

The City of Norwood Payneham & St Peters is committed to transparent decision making processes and to providing access to a fair, objective and consistent procedure for the internal review of decisions.

The purpose of this Policy and procedure is to provide clarity in terms of how the Council will deal with formal requests for internal reviews of Council decisions, (including decisions by its staff and other people acting on behalf of the Council).

The *Review of Decisions Policy and Procedure* is one component of the Council's citizen focussed approach to service delivery. It provides a further opportunity to review the way Council provides services to the community and to identify areas for improvement.

Grievances may arise as a result of dissatisfaction with a decision about a policy, procedure, service or fee. All attempts will be made to resolve grievances quickly and efficiently, without the need for formal applications for review to be lodged. Sometimes however this cannot be achieved. The Procedure provides guidance for dealing with formal requests for internal review of decisions of the Council, its staff, and other people acting on behalf of Council.

Dealing with grievances at the local level is the most effective way of resolving matters quickly and effectively. Applicants for review of decisions will be encouraged to participate in the review handling process co-operatively. However, this will not negate citizens' rights to seek external reviews through the State Ombudsman, other legal appeal processes, or the Courts at any time during the internal review process.

## THE LEGISLATIVE FRAMEWORK

There is a legal requirement for the Council to develop and maintain policies, practices and procedures for the review of Council decisions and requests for services.

The City of Norwood Payneham & St Peters Review of Decisions Policy and Procedure, has been prepared and adopted in accordance with the *Local Government Act 1999* (the Act).

Section 270(1) of the Act stipulates that a council must establish procedures for the review of decisions of:

- the Council;
- Employees of the Council; and
- other persons acting on behalf of the Council.

Section 270(2) stipulates that the Procedures must set out the following matters:

- the manner in which an application for a review may be made;
- assignment of a suitable person to reconsider a decision under a review;
- matters that must be referred to the council itself for consideration or further consideration;
- notification of the progress and outcome of an application for a review;
- timeframes within which notifications will be made and procedures on a review will be completed; and
- in the case of applications relating to the impact that any declaration of rates or service charges may have had on ratepayers, to ensure that these applications can be dealt with promptly and, if appropriate, addressed through the provision of relief or concessions under the Act.

Section 270(8) states that a council must, on an annual basis, initiate and consider a report that relates to:

- the number of applications for review made under this section;
- the kinds of matters to which the applications relate;
- the outcome of applications under this section; and such other matters as may be prescribed by the regulations.

The information as set out above is considered by the Council as part of its Annual Report each year.

## DEFINITIONS

For the purposes of this Policy and Procedure the following definitions apply:

*Act* – Local Government Act 1999.

*Decision of the Council* - a formal decision of the Council or a Council Committee, a decision of an employee of the Council made under delegation or decisions of other people acting on behalf of the Council.

*Chief Executive Officer* - the Chief Executive Officer (including their delegate) of the City of Norwood Payneham & St Peters

*The Applicant* - a person who lodges a request for the review of a decision.

*Merits Review* - a process by which a person or body, other than the primary decision-maker, reconsiders the facts, law and policy aspects of the original decision and determines the correct or preferable decision.

*Process Review* - a review of the correctness of the procedures followed in making a decision.

## POLICY

The Council (including Council Committees, Council staff and people acting on behalf of the Council) make decisions every day which impact on members of the community. The aim of this Policy therefore is to ensure a fair, consistent and structured review process for any party dissatisfied with a Council decision.

An internal review of a Council decision is set out under Section 270(1) of the Act. This is a procedure that enables a Council to reconsider the decision-making process and all the evidence relied on to make a decision, including new evidence if relevant.



This Policy does not and is not intended to exclude other rights and remedies which are available at law.

An internal review of a Council decision will examine the correctness of the procedures which have been followed in making the decision and may also examine the merits of the decision itself.

The Council also has processes in place for dealing with complaints and requests for service. The Council will encourage the use of these processes in the first instance, as they offer the potential for more immediate informal resolution. Complaints about the actions of the Council, employees of the Council, or other persons acting on behalf of the Council, will attempt to be resolved under the Council's Complaints Policy.

Reasonable requests for the provision of a service by the Council or for an improvement of a service provided by the Council, are dealt with under the *Requests for Services Policy*.

The formal internal review of a Council decision process is generally a "last resort" in the complaint handling process but may also be used in situations which are not able to be resolved by other means. While the Council encourages the use of other resolution mechanisms, it is an applicant's right to use the formal internal review process in the first instance if that is their preference.

Pursuant to Section 270(7) of the Act, a formal request for a review does not prevent a complaint being made to the Ombudsman SA at any time. However, as a general rule, the Ombudsman SA prefers that matters be addressed by the Council in the first instance.

## MATTERS OUTSIDE THE SCOPE OF THE POLICY & PROCEDURE

Some Council decisions fall outside the scope of this Policy and Procedure, as an alternative statutory process for a review or appeal may exist in other legislation. Other legislation which contains statutory review processes includes the following:

- Development Act 1993 & Planning, Development and Infrastructure Act 2016;
- Dog and Cat Management Act 1995;
- Electoral issues under the Electoral Act and under the Local Government (Elections) Act 1999;
- Environment Protection Act 1993;
- Expiation of Offences Act 1996;
- Freedom of Information Act 1991;
- Industrial Relations matters;
- Local Government Association Mutual Liability Scheme Claims;
- Council By-Laws and Orders;
- Rating and Valuation matters
- Behavioural Standards matters and Conflict of Interest matters.
- ~~Development Act 1993 and appeals to the Environment, Resources and Development Court;~~
- ~~Freedom of Information Act 1991; and~~
- ~~Expiation of Offences Act 1996.~~

Applicants wanting a review of a Council decision should determine if any other statute applies to their matter before proceeding with an application for a review. However, matters that fall outside other legislative processes will be considered for a Section 270 review on a case-by-case basis, depending on the merits of the individual application.

## WHO CAN LODGE A REQUEST FOR A REVIEW OF A DECISION?

Any person who is affected by a decision/s made by the Council, may lodge a request for an internal review of a Council decision. For example, residents, ratepayers, members of a community group, users of Council facilities and visitors to the City, all have the right to lodge an application for review.

## PROCEDURE

The procedure which will apply to any request for a review of a decision of the Council, is set out below.

### Making an Application

The review of a Council decision commences at the point where a formal request for a review of a Council decision is received.

A formal request for a review of a decision must:

- be in writing and addressed to the Chief Executive Officer (or in the case where the matter is about a decision made by the Chief Executive Officer, the matter will be referred to a General Manager of the Council;
- provide full details of the decision for which the applicant is seeking a review (including how the decision impacts on their rights and/or interests) and set out clearly the reasons for applying for the review; and
- be lodged within three (3) months of the original decision being made (with discretion provided to the Chief Executive Officer to allow a longer time limit to apply in particular cases. This will be assessed on a case-by-case basis).

There is no fee payable for a review of a Council decision.

Assistance will be provided to applicants, where necessary, including the use of an interpreter, providing assistance for people with a disability, or referring applicants to an advocate to help prepare a written application.

The Council undertakes to maintain confidentiality as far as is possible and only relevant parties will be involved. Applicants will be encouraged to observe confidentiality also, as this is likely to achieve the fairest result for all concerned.

### Acknowledging an Application

The Chief Executive Officer will formally acknowledge in writing all requests for a review of a Council decision within five (5) working days of receiving the request and advise the applicant of the expected timeframe within which a determination will be made in respect of their request for review.

The Chief Executive Officer will consider all requests for a review and may refuse to assess such an application pursuant to Section 270(4) of the Act if:

- the request is made by an employee of the Council and relates to an issue concerning the employee's employment;
- the request is frivolous or vexatious; and/or
- the applicant does not have a sufficient interest in the matter - this will be determined on a case-by-case basis.



### Undertaking the Review

Applicants will be treated equally, in accordance with good administrative practice. The Council's procedures are designed to ensure that:

- every applicant has the opportunity to make an application for review of a decision covered by this Policy and Procedure;
- an unbiased assessment is undertaken;
- reviews will be completed in a timely manner, while ensuring that they are dealt with at a level of authority that reflects the level of complexity of the issue;
- decisions are based on sound evidence;
- applicants receive information about the outcome of the review; and
- applicants will be afforded procedural fairness.
  
- The Chief Executive Officer will assess all requests for a review of a Council decision (except those which will be referred directly to the Council) and determine what action, if any, should be taken (including whether an independent assessment is necessary).
  
- The Chief Executive Officer may elect to appoint another staff member (an Internal Review Contact Officer) or an external advisor for assessment and/or preparation of a report to assist in the review process. The person appointed to assist with the review, must be independent of the original decision being reviewed (ie have no prior involvement in the matter). An external advisor may be engaged where the decision under review is complex and/or raises legal questions.
  
- The Chief Executive Officer will refer a review of a Council decision directly to the Council where the decision being reviewed was made by the Council or a Council Committee. A review of decisions made by the Chief Executive Officer will be referred to a General Manager.
  
- The types of requests for review of Council decisions that will be referred to the Council are set out below:
  - decision/s made by resolution of the Council.
  - Council endorsed objectives and policies.
  - budgetary matters, or evaluation of service delivery matters.
  - Civic and ceremonial matters.
  - issues that are likely to be of interest to the wider community.
  - matters which may involve litigation.
  - recommendations to refuse to review a decision raised by an applicant on the grounds that it is frivolous or vexatious, or where the applicant does not have sufficient interest in the matter.
  - matters where legal procedures have not been followed, for example, relating to leases and licences and tenders.
  - the decision being reviewed relates to civic or ceremonial matters;
  - the decision being reviewed is, in the opinion of the Chief Executive Officer or the Internal Review Contact Officer, likely to be of interest to the wider community.
  
- Any other matter at the discretion of the Chief Executive Officer or the Internal Review Contact Officer.
  
- Where a review of a Council decision is referred to the Council, the Chief Executive Officer will prepare a report to the Council which will include all of the relevant information about the decision which is being reviewed.

- Where a request for review has been referred to the Council the applicant will be advised of the date that the report will be presented to Council and will be given the opportunity to provide a written or verbal submission in relation to the report for Council's consideration.
- In most cases, the Council will use its best endeavours to ensure that requests for review will be considered and determined within 20 business days. However, in more complex cases, or if the decision is to be reviewed by the Council, a Council Committee or an external provider, a review may take longer. In the event that a review exceeds 20 days, the applicant will be provided with periodic updates on the progress of the review until the review is finalised.
- Except where a decision has already been implemented and cannot be revoked, a merits review will be conducted. In those instances where a merit review will not be conducted, a process review will be undertaken and the applicant will be advised of this at the time the review is commenced.
- If applications for review are not resolved satisfactorily, applicants will be advised of other options for review, such as the Ombudsman SA, legal advice and/or the Courts.

#### Procedural Fairness

- Persons and/or organisations which may be affected by a decision, must be accorded procedural fairness, which includes the principles of natural justice. As part of the review process, all parties with an interest in the matter will have the opportunity to make a written submission expressing their point of view and responding to any issues which are raised, including the provision of any relevant information.
- In undertaking a review, the Chief Executive Officer, the Internal Review Contact Officer or the Council, will review the decision in question to ensure that the original decision maker complied with the following procedural requirements and made the best possible decision in the circumstances having regard to the following:
  - the decision maker had the power to make the decision;
  - the decision maker considered all matters which were relevant to the making of the decision at the time and did not take into account matters which were not relevant, as well as any additional relevant information or material provided by the applicant;
  - the decision maker did not exercise a discretion or power in bad faith, for an improper purpose, or while subject to duress or the influence of another person;
  - the decision maker had no conflict of interest, bias or perceived bias;
  - the decision maker ensured that findings of fact were based on evidence;
  - the decision was reasonable; and
  - the decision maker considered any relevant legislation, Council policies and/or procedures.
- The details of any request for a review will be kept confidential in so far as it is necessary and practicable for conducting an effective review process.
- The applicant will be informed in writing of the outcome of the review (even where a determination is made that the original decision under review is upheld).
- Adequate reasons will be recorded for all internal review determinations.



## APPLICATIONS UNDER THIS POLICY RELATING TO RATES

This Procedure applies to applications that relate to the impact that any declaration of rates or service charges may have had on ratepayers.

The Council or the Chief Executive Officer will give priority to such applications and consider the impact of rates and services on ratepayers and the provisions available to ratepayers for rate relief or concessions as set out in the Act (eg remission or postponement of payment, issuing of fines and interest, particular land use categorisation).

The Council cannot review its decision relating to the setting and declaration of rates.

## REMEDIES

Where the review of a decision upholds the applicant's grievance, an appropriate remedy of response will be determined that is consistent and fair for both the applicant and the Council.

The remedy chosen will be proportionate and appropriate to the outcome of the review and may include (but is not limited to) such things as:

- varying the original decision;
- returning the situation to its original status (such as not pursuing the construction of something, not implementing the original decision, etc);
- an explanation ;
- mediation;
- an apology or admission of fault;
- a change to Council policy procedure or practice;
- a correction of Council records.

Where appropriate, the findings of the internal review will be considered in regard to how the Council's existing practices can be improved.

## OTHER REFERENCES

- City of Norwood Payneham & St Peters *Complaints Handling Policy & Procedure*.

## REVIEW PROCESS

The Council will review this Policy and Procedure within 3 years~~6 months~~ of the adoption date.

## INFORMATION

The Internal Review Contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & ~~Civ~~community Affairs, Lisa Mara, telephone 8366 4549 or email [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au)

## ADOPTION OF THE PROCEDURE

This Policy was originally adopted by the~~adopted by the~~ Council on 6 November 2000 and has been reviewed on a regular basis since that time.

This Policy was reviewed by the Council on \_\_\_\_\_ 2025.

## TO BE REVIEWED

May 2028

# **Attachment C**

## **Review of Policies**

### **Public Interest Disclosure Policy & Procedure**





City of  
Norwood  
Payneham  
& St Peters

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**NAME OF POLICY:** Public Interest Disclosure Policy & Procedure

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**POLICY MANUAL:** Governance

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## 1. BACKGROUND

The City of Norwood Payneham & St Peters (the Council) is committed to its obligations to act as a representative, informed and responsible public authority and supports its officers, employees and Elected Members, to uphold the values of honesty, integrity, accountability and transparency, for the purposes of fostering community confidence and trust in the Council and in Local Government generally.

Through this Policy & Procedure, the Council is giving effect to its obligations under the *Public Interest Disclosure Act 2018* (the Act), to encourage and facilitate disclosures of Public Interest Information, by ensuring that proper procedures are in place for making and dealing with such Disclosures and by providing protections, in accordance with the Act, for persons who make Disclosures.

The Act replaces the former *Whistleblowers Protection Act 1993*, which was repealed by the commencement of the new Act on 1 July 2019. Disclosures of Public Interest Information about matters that occurred before 1 July 2019 will be afforded the protections under the new Act.

## 2. SCOPE

This Policy & Procedure applies to all officers, employees, and Elected Members of the Council, as well as to all persons who make an Appropriate Disclosure of Public Interest Information to a Relevant Authority at the Council for the purposes of the Act.

This Policy & Procedure is designed to act in conjunction with the Council's existing Codes, Policies and Procedures, including (without limitation):

- Fraud & Corruption Prevention Policy;
- Code of Conduct for Council Members;
- Behaviour Standards Policy & Code of Conduct for Council Employees; and
- Review of Decisions Policy.

The Appropriate Disclosure of Public Interest Information by a Public Officer under the Act, does not negate the obligations on the Public Officer under the *Independent Commissioner Against Corruption Act 2012* (SA) (ICAC Act) to report matters reasonably suspected of involving corruption, or serious or systemic misconduct or maladministration, in public administration, to the Office for Public Integrity (OPI).

However, where a Public Officer makes a report direct to the OPI it may also be treated as an Appropriate Disclosure under the Act, as the OPI is a Relevant Authority for the purposes of the Act.

### 3. PURPOSE

- 3.1 This Policy & Procedure has been developed to ensure that the Council, in meeting its obligations under the Act, encourages and facilitates Appropriate Disclosures of Public Interest Information and, in doing so, provides protections in accordance with the Act for persons making such Disclosures.
- 3.2 This Policy & Procedure:
  - 3.2.1 provides a process by which an Appropriate Disclosure of Public Interest Information may be made by a person to a Relevant Authority at the Council;
  - 3.2.2 specifies the manner in which the Relevant Authority at the Council will receive such a Disclosure, including the manner in which the information may be safely received and stored;
  - 3.2.3 sets out the criteria that will be applied in the assessment of an Appropriate Disclosure of Public Interest Information and the manner in which the details of the assessment will be securely stored; and
  - 3.2.4 specifies the manner in which an Informant will be notified as to action taken in respect of an Appropriate Disclosure of Public Interest Information.
- 3.3 The Council recognises its responsibilities under the Act to not only support persons who make an Appropriate Disclosure of Public Interest Information, but also to those persons to whom the information relates.

### 4. DEFINITIONS

- 4.1 **Act** means the *Public Interest Disclosure Act 2018 (SA)*.
- 4.2 **Appropriate Disclosure** means a disclosure of Public Interest Information made in the manner described in clause 5 of this Policy.
- 4.3 **Chief Executive Officer** means the Chief Executive Officer of the Council, being the principal officer of the Council for the purposes of the Act.
- 4.4 **Council** is a comprehensive term and is to be read, as necessary, as encompassing officers, employees and Elected Members of the Council.
- 4.5 **Detriment** takes its meaning from section 9(7) of the Act and includes loss or damage (including damage to reputation); or injury or harm (including psychological harm); or intimidation or harassment; or discrimination, disadvantage or adverse treatment in relation to a person's employment; or threats of reprisal.
- 4.6 **Environmental and Health Information** is information that raises a potential issue of a substantial risk to the environment, or to the health or safety of the public generally, or a significant section of the public, whether occurring before or after the commencement of the Act.
- 4.7 **ICAC Act** means the *Independent Commissioner Against Corruption Act 2012 (SA)*.
- 4.8 **ICAC Guidelines** means the *Public Interest Disclosure Guidelines* published by the ICAC/OPI.

- 4.9 **Independent Assessor** means the person responsible for investigating an Appropriate Disclosure referred by a Responsible Officer. The Independent Assessor will be appointed by the Responsible Officer on a case-by-case basis (depending upon the nature of the Disclosure) in accordance with clause 3.4 of the Procedure. The Council may prepare a list of pre-approved persons who may be appointed as an Independent Assessor in any given circumstances, in which case, the Responsible Officer must have regard to this list in appointing the Independent Assessor.
- 4.10 **Informant** means a person who makes an Appropriate Disclosure of Public Interest Information under the Act.
- 4.11 **OPI** means the Office for Public Integrity established under the ICAC Act.
- 4.12 **Public Administration Information** is information that raises a potential issue of:
- 4.12.1 Corruption in Public Administration – as defined in the ICAC Act and including bribery of corruption of Public Officers, threats or reprisals against Public Officers or abuse of public office; or
  - 4.12.2 Misconduct in Public Administration – as defined in the ICAC Act and including contravention of a code of conduct by a Public Officer while acting in his or her capacity as a Public Officer; or
  - 4.12.3 Maladministration in Public Administration – as defined in the ICAC Act and including conduct that results in an irregular or unauthorised use of public money or a substantial mismanagement of public resources,
- whether occurring before or after the commencement of the Act.
- 4.13 **Public Interest Disclosure** and **Disclosure** are used interchangeably in this Procedure and mean an Appropriate Disclosure of Public Interest Information under the Act.
- 4.14 **Public Interest Information** means:
- 4.14.1 Environmental and Health Information; or
  - 4.14.2 Public Administration Information.
- 4.15 **Public Officer** has the same meaning as in the ICAC Act and includes officers, employees and Elected Members of the Council.
- 4.16 **Recipient** includes a Relevant Authority to whom an Appropriate Disclosure has been made, a Relevant Authority to whom such a Disclosure is referred (which includes a Responsible Officer or the Chief Executive Officer).
- 4.17 **Regulations** means the *Public Interest Disclosure Regulations 2019*, including as amended from time-to-time.
- 4.18 **Relevant Authority** is defined at section 5(5) of the Act and includes, but is not limited to;
- 4.18.1 where the information relates to a Public Officer, a person who is responsible for the management or supervision of the Public Officer, or a Responsible Officer; and
  - 4.18.2 where the information relates to a location within the area of the Council, a member, officer or employee of the Council.
- 4.19 **Responsible Officer** means a person designated as a Responsible Officer by the Chief Executive Officer under section 12 of the Act and is also a Relevant Authority for purposes of the Act.

## 5. MAKING AN APPROPRIATE DISCLOSURE

*(See Section 5 of the Act)*

- 5.1 The Act establishes a scheme to encourage and facilitate the Appropriate Disclosure of Public Interest Information to a Relevant Authority.
- 5.2 Subject to the provisions of the Act, if a person makes an Appropriate Disclosure of Public Interest Information to a Relevant Authority, the person will not be subject to any liability as a result of that Disclosure and is entitled to have their identity kept confidential.
- 5.3 Informants who make a Public Interest Disclosure must provide sufficient detail and evidence to the Relevant Authority for the matter to be assessed.
- 5.4 Public Interest Information means:
  - 5.4.1 Environmental and Health Information; and
  - 5.4.2 Public Administration Information.
- 5.5 Immunity for an Appropriate Disclosure of Public Interest Information will follow if:
  - 5.5.1 a person makes an Appropriate Disclosure of Environmental and Health Information; or
  - 5.5.2 a Public Officer makes an Appropriate Disclosure of Public Administration Information.
- 5.6 Whilst anyone can make a disclosure of Public Administration Information, **only Public Officers** who make such a disclosure are eligible for the protections provided under the Act.

### Environmental and Health Information

- 5.7 A person makes an Appropriate Disclosure of Environmental and Health Information for the purposes of the Act if the Disclosure is made to a Relevant Authority and the person:
  - believes on reasonable grounds that the information is true; or
  - not being in a position to form such a belief, believes on reasonable grounds that the information may be true and is of sufficient significance to justify its disclosure so that its truth may be investigated.
- 5.8 Where the information relates to a location within the area of the Council, a person may make a Disclosure to an elected member, officer or employee of the Council.
- 5.9 Where the information relates to a risk to the environment, a person should consider making the Disclosure to the Environment Protection Authority.

### Public Administration Information

- 5.10 A Public Officer makes an Appropriate Disclosure of Public Administration Information for the purposes of the Act, if the Disclosure is made to a Relevant Authority and the Public Officer reasonably suspects that the information raises a potential issue of corruption, misconduct or maladministration in public administration, as those terms are defined under the ICAC Act.



- 5.11 Where the information relates to a Public Officer, a person who is designated under the ICAC Guidelines or a person who is responsible for the management or supervision of that Public Officer or a Responsible Officer, are relevant authorities for the purposes of the Act.
- 5.12 For the avoidance of doubt, where the Public Administration Information relates to a location within the area of the Council, an elected member, officer or employee of the Council **are also** Relevant Authorities for the purposes of the Act.
- 5.13 In all cases, the OPI is a Relevant Authority for the purposes of making an Appropriate Disclosure of Public Interest Information.
- 5.14 The South Australian Ombudsman is a Relevant Authority for the purposes of making an Appropriate Disclosure of Public Interest Information where the information relates to an agency to which the *Ombudsman Act 1972* applies (including the Council).

### Scope of Authority

- 5.15 If the Appropriate Disclosure of Public Interest Information **does not** pertain to a Public Officer of the Council, or a location within the area of the Council, and, accordingly, the recipient Public Officer of the Council is not a Relevant Authority for the purposes of the Disclosure, they are still required to:
  - 5.15.1 advise the Informant to report the Public Interest Information to a Relevant Authority;
  - 5.15.2 keep the details of the Public Interest Information and the Disclosure confidential;
  - 5.15.3 comply with the requirements relating to protection for Informants and victimisation as set out in this Policy & Procedure and the Act.

### Responsible Officer Contact Details

- 5.16 An Appropriate Disclosure of Public Interest Information can be securely received by the Responsible Officer of the Council in person, by telephone, in writing or via email. The relevant contact details are:

General Manager, Governance & Civic Affairs

- Telephone: 8366 4549
- Email: [pid@npsp.sa.gov.au](mailto:pid@npsp.sa.gov.au)
- Address: PO Box 204, Kent Town SA 5071

Manager, Governance & Legal

- Telephone: 8366 4626
- Email: [pid@npsp.sa.gov.au](mailto:pid@npsp.sa.gov.au)
- Address: PO Box 204, Kent Town SA 5071

- 5.17 Where a Disclosure is made in writing all correspondence should be clearly marked CONFIDENTIAL and addressed to the Responsible Officer.
- 5.18 Where a Disclosure is made by telephone, the Responsible Officer must take notes of the conversation and, where possible ask the Informant to verify and sign the notes.

**Anonymity**

- 5.19 Informants may choose to make a Public Interest Disclosure without revealing their identity (for instance, by making an Appropriate Disclosure to a Relevant Authority in person, without providing their name).
- 5.20 There are only limited circumstances under the Act in which the Informant's identity can be lawfully disclosed.
- 5.21 Subject to the provisions of the Act and the Guidelines, the Council cannot provide any guarantee that the identity of the Informant will not be required to be disclosed in the lawful management of the Disclosure.
- 5.22 If an Informant wishes to receive updates on any action taken regarding the Disclosure, the Informant will be required to disclose their identity.
- 5.23 If the Informant's identity becomes known or is revealed in the course of taking action in relation to the Disclosure, the Act provides various protections for the Informant.

## CHIEF EXECUTIVE OFFICER'S STATEMENT

Pursuant to Section 12(4) of the Act and Guideline 4 of the ICAC Guidelines:

*As the Chief Executive Officer of the City of Norwood Payneham & St Peters (the Council), I am also the Principal Officer of the Council for the purposes of the Public Interest Disclosure Act 2018 (the Act).*

*In giving effect to my role as Chief Executive Officer, I have caused the preparation of this Policy & Procedure which sets out the process for a person (an Informant) who wishes to make an Appropriate Disclosure of Public Interest Information to the Council under the Act. It also sets out the process for officers, employees and Elected Members of the Council in dealing with such Disclosures.*

*The Council is committed to the protection of Informants, as well as to the genuine and efficient consideration and action of Appropriate Disclosures of Public Interest Information made under the Act.*

*In my capacity as Chief Executive Officer and Principal Officer, I expect that all Appropriate Disclosures of Public Interest Information made to a Relevant Authority at the Council will be dealt with in the strictest confidence and with the utmost priority.*

*In preparing this Policy & Procedure, the Council is giving effect to its obligations under the Act to encourage and facilitate disclosures of Public Interest Information by ensuring that proper procedures are in place for making and dealing with such Disclosures and by providing protections for persons who make Disclosures in accordance with the Act.*

Mario Barone PSM  
**CHIEF EXECUTIVE OFFICER**

## PUBLIC INTEREST DISCLOSURE PROCEDURE

This Procedure sets out the processes to be followed by a Relevant Authority of the Council to whom an Appropriate Disclosure of Public Interest Information is made.

### 1. ASSESSMENT OF A DISCLOSURE

*(See Section 7 of the Act; ICAC Guideline 1)*

#### General

- 1.1 A Relevant Authority of the Council to whom an Appropriate Disclosure of Public Interest Information is made, must assess the information as soon as practicable after its disclosure.
- 1.2 If the Relevant Authority of the Council who receives the Disclosure is an officer, employee or elected member, the Recipient must refer the Disclosure to a **Responsible Officer** of the Council (or the Chief Executive Officer, in circumstances where the disclosure relates to the Responsible Officer(s)) for assessment.
- 1.3 If the Disclosure relates to the Chief Executive Officer (or a person acting in that position), the Responsible Officer will immediately refer the Disclosure to the Ombudsman for investigation, as the Ombudsman deems appropriate.
- 1.4 Where the identity of the Informant is known to the Responsible Officer, or is reasonably ascertainable, the Responsible Officer will acknowledge receipt of the Disclosure within two (2) business days and in doing so, will provide a copy of this Policy & Procedure to the Informant.

#### Initial Assessment

- 1.5 The criteria that will be applied to the initial assessment of the information, which is the subject of the Disclosure, will include (but will not necessarily be limited to), whether the information:
  - 1.5.1 relates to information within the scope of the Act, namely whether it pertains to Environmental and Health Information and/or Public Administration Information;
  - 1.5.2 raises matters that are within the Council's scope of authority (ie whether the Recipient is a Relevant Authority for the purposes of the Act, as set out at clause 5.15 of the Policy), including if the information relates to a location within the area of the Council, or to an officer, employee or elected member of the Council;
  - 1.5.3 justifies the taking of further action, include consideration of whether:
    - 1.5.3.1 the information relates to a matter that has already been investigated or acted upon by a Relevant Authority (whether by the Council or another Relevant Authority) and there is no reason to re-examine the matter; or
    - 1.5.3.2 there is sufficient evidence to facilitate an assessment of the Public Interest Information or
    - 1.5.3.3 there is other good reason why action should not be taken in respect of the matter; and
  - 1.5.4 gives rise to a concern of imminent risk of serious physical injury or death to any person, or the public generally, in which case, the Relevant Authority will need to give immediate consideration to the matters set out at clause 1.9 below.



- 1.6 Nothing in this Procedure, or under the Act, prevents a Responsible Officer of the Council (or the Chief Executive Officer of the Council, in circumstances where the Disclosure relates to the Responsible Officer(s)) from obtaining legal advice from the Council's legal advisors or other consultants, or from seeking guidance from the OPI or SAPOL as to the best course of action to pursue.
- 1.7 In giving effect to the above, consideration must be carefully given as to whether the identity of the Informant is required to be disclosed, noting that Section 8 of the Act requires that the identity of an Informant is to be kept confidential, **except so far as may be necessary to ensure that the matters to which the information relates are properly investigated.**
- 1.8 The Responsible Officer of the Council responsible for the assessment and management of the Disclosure will observe the principles of natural justice throughout the assessment process. The assessment will be conducted in an efficient manner and will involve a thorough and balanced assessment of the available evidence and any other factors deemed relevant to making a fair and reasonable judgement about the matter.
- 1.9 Following the assessment of the information, subject of the Disclosure:
  - 1.9.1 if the content of the Disclosure gives rise to a concern of imminent risk of serious physical injury or death to any person, or the public generally, the Responsible Officer must immediately communicate such information as may be necessary to mitigate that risk to the most appropriate agency (including, without limitation, South Australia Police, SafeWorkSA, SA Ambulance or the Environment Protection Authority);
  - 1.9.2 if the Responsible Officer forms a reasonable suspicion that the matter(s) the subject of the Disclosure involve(s) corruption in public administration, or serious or systemic misconduct or maladministration, the Responsible Officer **must** also comply with his or her reporting obligations under the ICAC Act; and
  - 1.9.3 in the event that the Responsible Officer determines that the Disclosure warrants further investigation by the Council, the Responsible Officer may appoint an Independent Assessor for this purpose under clause 3.4 of this Policy.

## 2 NOTIFYING THE OPI OF A DISCLOSURE

*(See Section 7 of the Act; ICAC Guideline 1)*

- 2.1 Following receipt and assessment of a Public Interest Disclosure, irrespective of whether the Responsible Officer determines that further action is, or is not, required, the Responsible Officer, **must** notify the OPI as soon as reasonably practicable that they are in receipt of a Public Interest Disclosure.
- 2.2 Notification is to occur by way of the notification form on the ICAC website ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)) and **must include** the following information:
  - 2.2.1 the date the Disclosure was received;
  - 2.2.2 the name and contact details of the Recipient of the Disclosure (being the Relevant Authority with the Council who initially received the Disclosure);
  - 2.2.3 a summary of the content of the Disclosure;
  - 2.2.4 the assessment made of the Disclosure;

- 2.2.5 the action taken by the Recipient of the Disclosure, including:
  - 2.2.5.1 whether the Disclosure was referred to another Relevant Authority (including to a Responsible Officer, or the Chief Executive Officer of the Council), public authority, Public Officer, or another person; and
  - 2.2.5.2 if the Disclosure was referred to another Relevant Authority, public authority, Public Officer or another person:
    - 2.2.5.2.1 the date of the referral;
    - 2.2.5.2.2 the identity of that Relevant Authority, public authority, Public Officer or another person;
    - 2.2.5.2.3 the manner of the referral; and
    - 2.2.5.2.4 the action to be taken by that Relevant Authority, public authority or Public Officer or another person (if known).
- 2.2.6 whether the identity of the Informant is known only to the Recipient of the Disclosure, or if the identity of the Informant has been communicated to another Relevant Authority, public authority, Public Officer or other person (and if so, the reasons why such communication was made); and
- 2.2.7 if no action was taken by the Recipient of the Disclosure, the reasons why.
- 2.3 The Recipient of the Disclosure must retain the unique reference number issued by the OPI upon making a notification and must provide this unique reference number to any other person or Relevant Authority to whom the Disclosure is referred.

### 3 NOTIFICATION OF ASSESSMENT

*(See Section 7 of the Act; ICAC Guideline 1)*

#### Informant

- 3.1 If the Responsible Officer assesses the content of the Disclosure as **requiring no further action**, the Responsible Officer must notify the Informant (if his or her identity is known) **within thirty (30) days** after the Informant made the Disclosure, that:
  - 3.1.1 an assessment of the information has been made;
  - 3.1.2 no action is being taken in relation to the information; and
  - 3.1.3 the reasons why no action is being taken in relation to the information.
- 3.2 If the Responsible Officer assesses the content of the Disclosure as **requiring further action**, the Responsible Officer must notify the Informant (if his or her identity is known) **within thirty (30) days** after the Informant made the Disclosure:
  - 3.2.1 that an assessment of the information has been made;
  - 3.2.2 of the action being taken in relation to the information;
 and must ensure that:
  - 3.2.3 such action as appropriate in the circumstances is taken to ensure the matter(s), subject of the Disclosure, are properly addressed; or

- 3.2.4 if such action consists of referring the Disclosure (whether to the Chief Executive Officer of the Council, or to another Relevant Authority, or to an Independent Assessor), such information as is necessary to enable action to be taken is communicated to the most appropriate person or Relevant Authority to take such action.

**Note:** the Responsible Officer may, in the first instance, determine to provide notification to the Informant by telephone or email (where provided). Where providing written notification, the Responsible Officer will endeavour to do so within twenty-three (23) days after the Informant made the Disclosure, to allow for delivery times by ordinary post.

#### Chief Executive Officer

- 3.3 The Responsible Officer must report the outcome of his/her determination under clauses 3.1-3.2 to the Chief Executive Officer (unless the Disclosure relates to the Chief Executive Officer, in which case it is to be dealt with pursuant to clause 1.3 of the Procedure).
- 3.4 Where the Responsible Officer determines that the Disclosure warrants further investigation, the Responsible Officer will, having regard to available resources, appoint the Independent Assessor and refer the Disclosure to the Independent Assessor for investigation.

## 4 REVIEW OF ASSESSMENT

(See Section 12 of the Act; ICAC Guideline 4)

- 4.1 If an Informant is dissatisfied with the manner in which his or her Disclosure has been managed, or otherwise believes that his or her Disclosure has been dealt with inappropriately, the Informant may contact a Responsible Officer at the Council, (or the Chief Executive Officer if their concern pertains to the Responsible Officer(s)) to express their concern at the first instance.
- 4.2 Following which, the Responsible Officer (or the Chief Executive Officer), will review the Disclosure and confirm with the Informant the assessment made, and the action to be taken.
- 4.3 If the Informant remains dissatisfied following the further assessment made by a Responsible Officer (or the Chief Executive Officer, as the case may be), it is open to the Informant to make the Public Interest Disclosure to an alternative Relevant Authority, such as the Ombudsman or the OPI.

## 5 NOTIFICATION OF ACTION TAKEN

(See Section 7 of the Act; ICAC PID Guideline 2)

**Note:** the Responsible Officer **will not** be responsible for investigating disclosures of Public Administration Information **in the absence of a direction to do so from the Manager OPI or the ICAC.**

#### OPI and Informant

If action is taken by the Council in response to the receipt of a Public Interest Disclosure, or if such action consists of referring the Disclosure to another person, the Responsible Officer, or the person to whom the Disclosure is referred, must:

- 5.1 as soon as reasonably practicable, provide the **OPI** with information in relation to the outcome of the action taken by way of the online notification form ([www.icac.sa.gov.au](http://www.icac.sa.gov.au)) detailing:
  - 5.1.1 the unique identification number issued by the OPI upon notification of the original Disclosure;
  - 5.1.2 the name and contact details of the notifier;
  - 5.1.3 the name and contact details of the person or authority responsible for taking the action;
  - 5.1.4 what (if any) findings were made in respect of the Disclosure;
  - 5.1.5 the nature of the action taken (if any);
  - 5.1.6 the outcome of any action taken;
  - 5.1.7 whether the identity of the Informant was disclosed to a person other than the original Recipient of the Disclosure; and
  - 5.1.8 whether the Informant was notified of the action taken and, if so, when that notification was made;
 and
- 5.2 **within ninety (90) days** after the Informant made the Disclosure, take reasonable steps to notify the **Informant** (if their identity is known) of the outcome of that action (or such longer period as may be specified by written notice given within the period of ninety (90) days).

#### **Chief Executive Officer**

- 5.3 If action is taken in response to the receipt or referral of a Public Interest Disclosure, the Responsible Officer (or the Independent Assessor, where relevant) must prepare a report in relation to the outcome of the action taken, which must contain the following information (Final Report):
  - 5.3.1 the information the subject of the Disclosure;
  - 5.3.2 an account of all relevant information received including any evidence that could not be substantiated or was otherwise not relied upon, and the reasons why;
  - 5.3.3 the conclusions reached and the reasons for them;
  - 5.3.4 any recommendations arising from the conclusions; and
  - 5.3.5 any remedial action which should be taken by the Council,
 and which will be accompanied by:
  - 5.3.6 the transcript or other record of any verbal evidence taken, including tape recordings; and
  - 5.3.7 all documents, statements or other exhibits received by the officer and accepted as evidence during the course of the assessment of the Disclosure.
- 5.4 The Final Report must be provided to the Chief Executive Officer to action as he/she considers appropriate.



## 6 CONFIDENTIALITY

*(See Section 8 of the Act; ICAC PID Guideline 3)*

- 6.1 In accordance with section 8 of the Act, it is a **criminal offence** for a person to whom a Public Interest Disclosure has been made, or a person to whom such a Disclosure is referred, or who otherwise knows that such a Disclosure has been made, to knowingly divulge the identity of an Informant without the consent of the Informant, unless:
  - 6.1.1 it is necessary to divulge the identity of the Informant to ensure that the matters to which the information relates are properly investigated;
  - or
  - 6.1.2 the Recipient of the Public Interest Disclosure, or other Relevant Authority of the Council to whom a Disclosure has been referred, believes on reasonable grounds that it is necessary to divulge the identity of the Informant to prevent or lessen an imminent risk of serious harm to any person; and
  - 6.1.3 the identity of the Informant is divulged to a person or authority that the Recipient, or other Relevant Authority of the Council to whom a Disclosure has been referred, believes on reasonable grounds is the most appropriate authority or person to be able to take action to prevent or minimise the imminent risk of serious harm;
  - or
  - 6.1.4 the Recipient of the Public Interest Disclosure, or other Relevant Authority of the Council to whom a Disclosure has been referred, has been issued with a notice from the OPI advising that the identity of the Informant is required by the OPI, in which case the Recipient or other Relevant Authority (as the case may be) must disclose the identity of the Informant to the OPI.

## 7 PROTECTION FOR INFORMANTS

*(See Sections 9, 12 of the Act; ICAC PID Guideline 4)*

- 7.1 In accordance with section 12 of the Act, the CEO must ensure there are risk management steps for assessing and minimising detrimental action against people as a result of a Public Interest Disclosure, and Detriment to people against whom allegations are made in a Public Interest Disclosure.
- 7.2 The Council commits to providing the same protections to persons against whom allegations are made in a Public Interest Disclosure as to Informants, which will include, but not necessarily be limited to:
  - 7.2.1 keeping the identity of the Informant, and the subject of the Disclosure, confidential;
  - 7.2.2 flexibility as to when and where meetings are held, if and when necessary;
  - 7.2.3 the opportunity to make reasonable requests in relation to how and when the Relevant Authority of the Council makes contact with them in relation to the Disclosure, to minimise the potential for the person to be subject to Detriment;
  - 7.2.4 at any time the Relevant Authority of the Council is required to communicate with the person the subject of a Disclosure and/or other witnesses for the purposes of the assessment, the Relevant Authority will ensure that the relevant person is aware of the reason for and purpose of the communication, and such notification will be provided to the relevant person at least 48 hours before such communication is to take place; and

- 7.2.5 during any interview with the Relevant Authority of the Council, the person who is the subject of a Disclosure may be accompanied by any person providing support to him / her (including a lawyer) as he / she considers fit. Any costs incurred in relation to obtaining the assistance of a support person are the personal expenses of the person the subject of the Disclosure. The support person is bound by a duty of confidentiality in relation to any matter discussed during such interview.
- 7.3 A person who causes Detriment to another on the ground that the other person (or a third person) has made or intends to make a Public Interest Information Disclosure commits an act of victimisation and may face a maximum penalty of \$20,000 or two (2) years imprisonment, pursuant to Section 9 of the Act.

## 8 FALSE OR MISLEADING DISCLOSURES

*(See Section 10 of the Act)*

A person who makes a Disclosure of Public Interest Information knowing that it is false or misleading will not be protected by the Act and may be liable to a maximum penalty of \$20,000 or two (2) years imprisonment, pursuant to Section 10 of the Act.

## 9 SECURE RECEIPT AND STORAGE

*(See Section 12 of the Act; ICAC PID Guideline 4)*

- 9.1 The Responsible Officer(s) of the Council are required to ensure, so far as reasonably practicable, that all information in relation to a Public Interest Disclosures is received and stored in a secure and confidential manner.
- 9.2 The details of a Public Interest Disclosure and its assessment (including written documents, electronic files, film, photographs, disks or other objects that contain information), will be securely stored in confidential electronic and/or hard copy files by the Council and will only be accessible by the Responsible Officer(s) of the Council (or the Chief Executive Officer, in circumstances where the Disclosure relates to the Responsible Officer(s)). All such information will be recorded in a register which is to remain confidential and be securely stored.
- 9.3 The Recipient of the Public Interest Disclosure and the Responsible Officer (or other Relevant Authority of the Council to whom a Disclosure has been referred) must ensure that accurate records of the assessment process are maintained, including notes of all discussions, phone calls, and interviews. It is recommended that the interviewee sign written records of interviews and interviews be taped, but only where the interviewee has consented to this. Witness statements should also be signed.
- 9.4 In giving effect to their responsibilities, a Responsible Officer may also employ security measures including, but not limited to:
- 9.4.1 keeping all printed material in secure files that are clearly marked as "CONFIDENTIAL";
  - 9.4.2 keeping all printed material in a locked cabinet that is only accessible to the Responsible Officer(s) of the Council (or the Chief Executive Officer, in circumstances where the Disclosure relates to the Responsible Officer(s));
  - 9.4.3 assigning specific password protections to all electronic material, which are provided to only the Responsible Officer(s) of the Council (or the Chief Executive Officer, in circumstances where the Disclosure relates to the Responsible Officer(s));



- 9.4.4 ensuring that all electronic material is only accessible by the Responsible Officer(s) of the Council (or the Chief Executive Officer, in circumstances where the Disclosure relates to the Responsible Officer(s));
- 9.4.5 conducting all telephone calls and meetings in relation to a Public Interest Disclosure privately and in the strictest of confidence; and
- 9.4.6 creating a secure and confidential email address for the receipt of Public Interest Disclosures.

## 10 INFORMATION TO THE ELECTED MEMBERS

- 10.1 As a matter of discretion, the Responsible Officer may inform the Elected Members of the Council, on a confidential basis, of the fact that an assessment of a Public Interest Disclosure took place and the outcome of the investigation.
- 10.2 Factors which the Responsible Officer will take into account in determining whether to inform the Elected Members under clause 10.1 and the level of information provided will depend on factors such as:
  - 10.2.1 the identity of the person subject of the Disclosure; and
  - 10.2.2 the nature of the impact of any action taken in relation to the Disclosure upon the Council's operations and/or budget.
- 10.3 In the event that the Public Interest Disclosure and assessment process is confined only to issues impacting upon Council staff and human resource processes, it is at the discretion of the Responsible Officer to inform the Elected Members of the Disclosure and/or the assessment or action undertaken in relation to the Disclosure, as these matters fall outside the roles and responsibilities of Elected Members under the *Local Government Act 1999*.

## REVIEW PROCESS

The Council will review this Policy & Procedure within three (3) years of the adoption date, or as required as a consequence of amendments to the Act, Regulations, ICAC Guidelines or the public integrity statutory framework generally.

## INFORMATION

The contact officer for further information at the City of Norwood Payneham & St Peters is the Council's General Manager, Governance & Civic Affairs, telephone 8366 4549 or email [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au)

## ADOPTION OF THE POLICY & PROCEDURE

This Policy & Procedure was adopted by the Council on 5 August 2019.  
This Policy & Procedure was reviewed and adopted by the Council on 4 October 2022.

## TO BE REVIEWED

October 2025

## **Section 2 – Corporate & Finance**

### **Reports**

### 13.3 PAYNEHAM MEMORIAL SWIMMING CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT

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

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#### PURPOSE OF REPORT

The purpose of this report is to present to the Council the update on the Payneham Memorial Swimming Centre Redevelopment Project that was presented to the Local Government Finance Authority (LGFA) on 28 July 2025, as provided for in the Special Conditions that have been imposed by the LGFA on the loan approved for this project.

#### DISCUSSION

With the Special Conditions that have been imposed by the Local Government Finance Authority (LGFA) on the loan approval for this Project, the Council is required to provide the Authority with information on the status of the Payneham Memorial Swimming Centre Redevelopment Project.

On 28 July 2025, the Council presented to the Authority a progress update on the Payneham Memorial Swimming Centre Redevelopment Project. As stated in the letter to the Authority, the project is progressing well, with current works proceeding according to the agreed schedule. There have been no unexpected delays or issues to date and construction is progressing as planned. Any identified variations in the scope of works or deferrals, are being closely monitored, however, no immediate changes to the project budget are proposed or recommended at this stage, with adjustments to be considered closer to project completion if required.

Funding milestones have been met and all Grant income and expenditure remain in alignment with expectations and conditions of the Grant. Overall, the project is in a strong position, maintaining steady momentum in both delivery and financial management. Progress on the Payneham Memorial Swimming Centre Redevelopment Project remains aligned with strategic goals and achievable milestones.

A copy of the Payneham Memorial Swimming Centre Redevelopment Project Progress Report addressed to the Chief Executive Officer of the LGFA South Australia is contained in **Attachment A**.

#### RECOMMENDATION

That the report be received and noted.

## **Attachments – Item 13.3**

# Attachment A

## Payneham Memorial Swimming Centre Redevelopment Project Progress Report



File Number:  
Enquiries To: Natalia Axenova  
Direct Telephone: 8366 4548



**City of  
Norwood  
Payneham  
& St Peters**

28 July 2025

Davin Lambert  
Local Government Finance Authority of South Australia  
147 Pirie Street  
ADELAIDE SA 5000

Email: [davin.lambert@lgfa.com.au](mailto:davin.lambert@lgfa.com.au)

Dear Davin

### **PROGRESS REPORT Payneham Memorial Swimming Centre**

Aligned with the Special Conditions of the loan approval for the City of Norwood Payneham & St Peters Council imposed by the Local Government Finance Authority (LGFA), the purpose of this letter is to provide the information in relation to *Payneham Memorial Swimming Centre* Project Progress aligned with the Council's Budget review cycles.

### **EXECUTIVE SUMMARY**

**Project Name:** Payneham Memorial Swimming Centre

**Project Objective:** Redevelopment of the Payneham Memorial Swimming Centre to modernize facilities, improve community accessibility, and enhance sustainability.

**Status Project is:** On Track

#### **Key Financial Impact:**

- Grant approved: \$5,600,000
- Total Cost to build Budget: \$60,222,958

**TABLE1: PROJECT MILESTONES**

Milestone Name	Target Completion Date	Actual Completion Date	Status	Remarks
Feasibility Study Completion			Completed	n/a
Design Finalization			Completed	n/a
Construction Phase Start	5-Feb-24	5-Feb-24	On Track	n/a
Practical Completion	27-Jan-26	08-Apr-26	Revised	Approved Extension Following extension on Practical Completion
Expected Opening	Mar-26	Jul-26	Revised	

175 The Parade  
Norwood SA 5067

PO Box 204  
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8366 4555

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

Website  
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**DETAILED MILESTONES**

Key Milestone	Completion Date
Works Commenced on Site	5-Feb-24
Demolition of Existing Centre	22-Mar-24
Bulk Civil & Remediation Works	1-Aug-24
Structural Piling Mobilisation #1 (Building, Balance Tank & Pool Piling)	30-Sep-24
Pool Balance Tank Substructure	23-Oct-24
Indoor 25m & Learn to Swim Pool Shells	1-Nov-24
Outdoor 50m Pool Shell	13-Dec-24
Erection of Structural Steel Roof Framing for Pool Hall Building	20-Dec-24
Hydrostatic Testing of Indoor Pools	15-Jan-25
Pool Hall Building Roof Sheeting	31-Jan-25
Pavilion Building Concrete Slab	3-Mar-25
Piling Mobilisation #2 (Zero Depth)	27-May-25
Structural Steel and Roofing to Southern Plant Room	19-May-25

**FINANCIAL OVERVIEW****Funding Sources for Expenditure:**

- Grant \$5,600,000
- Borrowings \$54,622,958

**Financial status:**

The project is currently tracking on schedule, with all key milestones being met in accordance with the Project Schedule and/or revised approved timeframes. Grant funding has been received as planned and costs incurred are in line with budget forecasts. Overall, the project remains on track both in terms of timeline and financial performance. Expenditure mainly includes costs from the Construction Supplier Badge Construction (S.A.) Pty Ltd (Badge), costs in relation to Utility Services and Design Consultant Fees. All costs being tracked on a daily basis.

**TABLE 2: FINANCIAL POSITION AS AT JUNE 2025***Amounts in thousands (\$000) k*

	Actuals 2023- 2024	Actuals 2024- 2025	Actuals 2025- 2026	Actuals to date	Full Budget	Balance to complete
Grants received	\$ 560	\$ 2,240	\$ -	\$ 2,800	\$ 5,600	\$ 2,800
Expenditure	\$ 4,257	\$ 32,709	\$ -	\$ 36,966	\$ 60,223	\$ 23,257
	\$ 3,697	\$ 30,469	\$ -	\$ 34,166	\$ 54,623	\$ 20,457



### Cost Variations:

While there are a number of identified variations during the construction phase, at this point in the project, we will not be seeking any budget adjustments at this stage. It is more practical and efficient to consider any budget amendments towards the end of the project, at the time when the full scope of the variations is clear and all financial impacts can be assessed. This approach will ensure a more accurate and streamlined reconciliation of the project budget. Current list of variations submitted by Badge Construction (S.A.) Pty Ltd (Badge) and as confirmed by WT (Cost Consultant), claim assessment report (dated June 2025) are summarised in Table 3 below.

**TABLE 3: VARIATIONS SUMMARY**

<b>Contract Schedule Items</b>	<b>Approved Variations</b>
Demolition and soil repository works	-297,652.91
Updates to feature ceiling and Pool wall design	-947,652.53
Electrical Updates	184,910.62
Epoxy Grout Treatment	-1,044,715.00
Roof Safety Updates	121,412.76
Misc. Project Scope Change	-134,612.10
Misc. Design Updates	573,257.80
Misc. Latent Conditions	190,765.86
	<b>- \$ 1,354,285.50</b>

Approved cost variations mainly pertain to savings in Demolition costs and on-site soil repository activities, a GluLam timber ceiling supplier alternative and revised epoxy grout pool treatments.

Miscellaneous variation items include minor design changes and project scope updates progressively approved as the project evolves. Miscellaneous latent variations largely include unknown findings uncovered during initial demolition and excavation works at the site.

The project team are working through the review process for a series of pending variations and will continue to provide updates as these are finalised.

### Risk Management

As with any major complex project, a comprehensive risk assessment has been conducted for the Payneham Memorial Swimming Centre project, and a detailed Risk Register is in place. This Register is regularly reviewed and updated to identify, assess, and mitigate potential risks that may impact project timelines, costs, or deliverables. Ongoing monitoring ensures that emerging risks are proactively managed, and appropriate mitigation strategies are implemented to minimize disruptions. Regular reviews by the project team and key stakeholders help maintain a structured approach to risk management, ensuring the project remains on track while addressing any challenges that may arise.

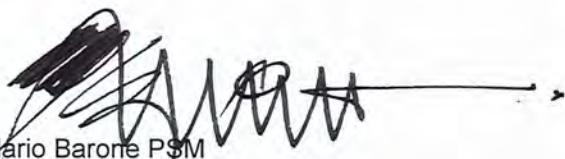
### Next Steps and Timeline

#### Construction:


- Electrical & Hydraulic Service Works
- Pool Hall Internal Fit out
- Pavilion Building Framing & Structural Steel
- Tiling in 50m, 25m & LTS Pools
- Slide Tower Preliminary Works
- Zero Depth Splash Pad Preliminary Works

**Summary:**

The Payneham Memorial Swimming Centre Redevelopment Project is progressing well, with current works proceeding according to the established schedule. There have been no unexpected construction delays or issues to date, and construction is moving forward as planned. There is an active and ongoing focus on value management given the fixed budget parameters and upward pressure on budget as the true cost of provisional sum items in the contract are being confirmed through further market testing. Identified variations in the scope of works are being closely monitored; however, no immediate changes to the project budget are proposed. It is anticipated that potential adjustments to the project budget will be required, however these adjustments are actively being mitigated through ongoing value and scope management. Adjustments will be considered closer to project completion if necessary. Funding milestones have been met, and all grant income and expenditure remain in alignment with expectations. Overall, the project is well positioned, maintaining steady momentum in both delivery and financial management. Progress on the Payneham Memorial Swimming Centre Projects remains aligned with strategic goals and achievable milestones.



Mario Barone PSM  
**CHIEF EXECUTIVE OFFICER**



Robert Bria  
**MAYOR**

### 13.4 ERA WATER 2024-2025 THIRD BUDGET REVIEW

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

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#### PURPOSE OF REPORT

The purpose of this report is to present to the Council, the ERA Water 2024-2025 Third Budget Review for endorsement.

#### BACKGROUND

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

Pursuant to Clause 5.1.1 of the ERA Water Charter (the Charter), prior to 31 March of each year, ERA Water must prepare and submit the ERA Water Draft Budget to the Constituent Councils for approval.

The Draft Budget can only be adopted by the ERA Water Board, following unanimous approval of the Constituent Councils.

Upon completion of the Draft Budget, pursuant to Clause 6.1 of the Charter, ERA Water must prepare and provide the draft Annual Business Plan to Constituent Councils. The Annual Business Plan can only be adopted by the ERA Water Board, once absolute majority is provided by the Constituent Councils.

To this end, the ERA Water Board adopted the ERA Water 2024-2025 Budget on 26 June 2024.

In accordance with Clause 5.1.6 of the Charter, ERA Water must reconsider its annual Budget in accordance with the Act at least (3) times at intervals of not less than three (3) months between 30 September and 31 May (inclusive) in the relevant Financial Year and may with the unanimous approval of the Constituent Councils amend its annual Budget for a Financial Year at any time before the year ends.

#### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

#### FINANCIAL AND BUDGET IMPLICATIONS

As part of the ERA Water 2024-2025 Budget, an Operating Deficit of \$791,456 was projected and adopted for the 2024-2025 financial year.

As a result of the Third Budget Review (Budget Review 3), ERA Water is now forecasting an Operating Deficit of \$588,600.00.



## DISCUSSION

The ERA Water 2024-2025 Third Year Budget Review Financial Statements, set out the revised Budget forecast compared to the adopted 2024-2025 Budget.

The proposed amendments to the ERA Water 2024-2025 Budget result in an improved financial position of \$47,410.00. Details of the proposed amendments are set out in Table 1.

**TABLE 1: PROPOSED AMENDMENTS TO THE ERA WATER 2024-2025 BUDGET**

	Increase/(Decrease)
<b>Income</b>	
Water Sales: An increase in water sales to 30 April 2025 and usage estimates for May 2025.	\$68,810
Insurance Claims Recovery: Reimbursement of insurance claims which partly offsets an increase in expenditure for repairs to damaged infrastructure.	\$10,600
<b>Expenditure</b>	
Materials Contracts & Other: An increase in the repairs and telecommunications budget which is offset by savings in the maintenance budget.	\$42,000
Finance Costs: An increase in electricity costs due to the additional usage as a result of the extended and drier than expected irrigation season.	(\$10,000)

A copy of the ERA Water 2024-2025 Third Budget Review Financial Statements are contained in **Attachment A**.

## OPTIONS

The Council can choose to endorse or not endorse the ERA Water 2024-2025 Third Budget Review. There are no specific issues or activities which present a financial or risk management issue for this Council which warrant the Council choosing not to endorse the ERA Water 2024-2025 Third Budget Review.

## CONCLUSION

Not Applicable.

## COMMENTS

Nil.

## RECOMMENDATION

The Council advises ERA Water that pursuant to Clause 5.1.1 of the ERA Water Charter, the Council has considered and hereby approves the ERA Water 2024-2025 Third Budget Review (Budget Review 3), as contained in **Attachment A**.

## **Attachments – Item 13.4**

# Attachment A

**ERA Water  
2024-2025 Third Budget Review**

## Statement of Comprehensive Income

2024-25 Proposed Budget Review 3 Revised Forecast

Account	YTD Actual	YTD Budget	YTD Variance		Adopted Budget BR1	Revised BR2 Forecast	Revised BR3 Forecast	Movement	Comments
<b>Operating Income</b>									
Water Sales – Constituent Councils	711,600	592,000	119,600		592,115	592,000	751,600	159,600	Forecast in line with Actuals plus Water Usage estimate for May 2025
Water sales – Non council	75,710	168,500	(92,790)		168,575	168,500	77,710	(90,790)	Impact of Daly Oval not been used due to pressure issues
Water Security Charge	250,000	250,000	0		250,000	250,000	250,000	0	
Water Supply Charges	15,720	15,700	20		15,723	15,700	15,700	0	
Water Licence Allocation Transfers	70,000	70,000	0		70,000	70,000	70,000	0	
<b>Total Trading Income</b>	<b>1,123,029</b>	<b>1,096,200</b>	<b>26,829</b>		<b>1,096,413</b>	<b>1,096,200</b>	<b>1,165,010</b>	<b>68,810</b>	
<b>Gross Profit</b>	<b>1,123,029</b>	<b>1,096,200</b>	<b>26,829</b>		<b>1,096,413</b>	<b>1,096,200</b>	<b>1,165,010</b>	<b>68,810</b>	
<b>Other Income</b>									
Insurance Claim Recovery	28,615	18,000	10,615		0	18,000	28,600	10,600	Forecast in line with Actuals
Grants, Subsidies and Contributions	0	0	0		0	0	0	0	
Other Income / Reimbursements	13	0	13		0	0	0	0	
ERA - Special Distribution	339	300	39		0	300	300	0	
Interest Income – ERAW Account	31,013	31,000	13		10,000	31,000	31,000	0	
<b>Total Other Income</b>	<b>59,980</b>	<b>49,300</b>	<b>10,680</b>		<b>10,000</b>	<b>49,300</b>	<b>59,900</b>	<b>10,600</b>	
<b>TOTAL INCOME</b>	<b>1,183,010</b>	<b>1,145,500</b>	<b>37,510</b>		<b>1,106,413</b>	<b>1,145,500</b>	<b>1,224,910</b>	<b>79,410</b>	
<b>Operating Expenses</b>									
<b>Scheme Costs</b>									
Electricity	117,970	130,353	12,383		170,000	160,000	160,000	0	
Licencing & Testing	6,748	8,333	1,585		17,000	10,000	10,000	0	
Telecommunications & Scada	26,252	16,667	(9,586)		15,000	20,000	30,000	(10,000)	Forecast in line with monthly charges and telecommunication maintenance
Maintenance and Operations	267	16,667	16,400		25,000	20,000	2,000	18,000	Minimal maintenance expenditure YTD so sizeable reduction likely
Premises	0	0	0		500	0	0	0	
Repairs	65,170	20,830	(44,340)		25,000	25,000	75,000	(50,000)	Large repairs to High St and Conyngham St
Security Monitoring MUN	2,521	2,239	(282)		2,050	3,000	3,000	0	
Subscriptions	5,305	5,000	(305)		6,050	6,000	6,000	0	
General Expenses	0	0	0		1,000	0	0	0	
Insurance – Asset	27,154	27,160	6		22,226	27,160	27,160	0	
Depreciation	346,080	347,750	1,670		417,291	417,300	417,300	0	
<b>Total Scheme Costs</b>	<b>597,468</b>	<b>574,999</b>	<b>(22,469)</b>		<b>701,117</b>	<b>688,460</b>	<b>730,460</b>	<b>(42,000)</b>	
<b>Fixed Operating Costs</b>									
<b>Employee Costs</b>									
<b>Total Employee Costs</b>	<b>21,774</b>	<b>21,600</b>	<b>(174)</b>		<b>21,740</b>	<b>21,600</b>	<b>21,600</b>	<b>0</b>	
<b>Contract Costs</b>									
Finance and Accounting Services	24,157	25,606	1,449		34,500	32,000	32,000	0	
Governance and Admin Support	19,027	14,050	(4,977)		17,500	17,500	22,500	(5,000)	Revised budget did not include Audit & Risk Committee payments
Management and Business Development	36,123	38,750	2,627		46,500	46,500	46,500	0	
Principal Operator	127,273	138,333	11,061		180,000	166,000	166,000	0	
Technical Services and Advice	33,462	26,250	(7,212)		25,000	35,000	40,000	(5,000)	Increase required based on actual expenditure YTD and requirements including data review
<b>Total Contract and Employment Costs</b>	<b>261,816</b>	<b>264,589</b>	<b>2,773</b>		<b>325,240</b>	<b>318,600</b>	<b>328,600</b>	<b>(10,000)</b>	
ICT	0	420	420		500	500	500	0	
Insurance	29,113	29,150	37		26,758	29,150	29,150	0	
Legal Expenses	6,516	6,600	84		0	6,600	6,600	0	
Professional Services	4,250	16,667	12,417	I	40,000	20,000	10,000	10,000	This year expenditure allocated to specific accounts including Technical Services & Advice
Audit Committee / Audit Fees	10,997	11,000	3		12,000	22,000	22,000	0	
Bank Charges	38	84	47	I	500	100	100	0	
Staff Amenities & Development	82	83	2	I	1,000	100	100	0	
<b>Administration Costs</b>	<b>50,995</b>	<b>64,004</b>	<b>13,009</b>		<b>80,758</b>	<b>78,450</b>	<b>68,450</b>	<b>10,000</b>	
<b>Total Fixed Operating Costs</b>	<b>312,811</b>	<b>328,593</b>	<b>15,782</b>		<b>405,998</b>	<b>397,050</b>	<b>397,050</b>	<b>0</b>	
Interest Expense	511,902	522,000	10,098		695,916	696,000	686,000	10,000	Forecast in line with actuals as a result of reduced interest rates for both floating and fixed
<b>Total Operating Expenses</b>	<b>1,422,181</b>	<b>1,425,592</b>	<b>3,411</b>		<b>1,803,031</b>	<b>1,781,510</b>	<b>1,813,510</b>	<b>(32,000)</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(239,171)</b>	<b>(280,092)</b>	<b>40,920</b>		<b>(696,618)</b>	<b>(636,010)</b>	<b>(588,600)</b>	<b>(47,410)</b>	

## Statement of Comprehensive Income by Function

For the 10 months ended 30 April 2025

	Administration	Harvesting	Distribution	Total
Water sales - Norwood Payneham & St Peters				
Water Sales - Constituent Councils	-	-	711,600	711,600
Water sales - Non council	-	-	75,710	75,710
Water Licence Allocation Transfers	-	-	250,000	250,000
Water Security Charge	-	-	15,720	15,720
Water Supply Charges	-	-	70,000	70,000
<b>Total Trading Income</b>	-	-	1,123,029	1,123,029
<b>Gross Profit</b>	-	-	1,123,029	1,123,029
Insurance Claim Recovery	28,615	-	-	28,615
Grants, Subsidies and Contributions	-	-	-	-
Other Income / Reimbursements	13	-	-	13
ERA - Special Distribution	339	-	-	339
Interest Income - ERAW Account	31,013	-	-	31,013
<b>Total Other Income</b>	<b>59,980</b>	-	-	<b>59,980</b>
<b>TOTAL INCOME</b>	<b>59,980</b>	-	<b>1,123,029</b>	<b>1,183,010</b>
<b>Scheme Costs</b>				
Electricity	-	44,829	73,141	117,970
Licencing & Testing	337	4,454	1,957	6,748
Telecommunications & Scada	-	-	26,252	26,252
Maintenance and Operations	89	89	89	267
Management and Business Development	12,041	12,041	12,041	36,123
Premises	-	-	-	-
Repairs	-	-	65,170	65,170
Security Monitoring MUN	-	-	2,521	2,521
Subscriptions	-	-	5,305	5,305
General Expenses	-	-	-	-
Insurance - Asset	-	9,232	17,921	27,154
Depreciation	-	117,667	228,413	346,080
<b>Total Scheme Costs</b>	<b>12,467</b>	<b>188,312</b>	<b>432,812</b>	<b>633,591</b>
<b>Fixed Operating Costs</b>				
<b>Employee Costs</b>				
Employee Costs	1,845	5,534	11,069	18,448
Superannuation	228	683	1,366	2,276
Insurance - Workers Compensation	105	315	630	1,050
<b>Total Employee Costs</b>	<b>2,177</b>	<b>6,532</b>	<b>13,064</b>	<b>21,774</b>
<b>Contract Costs</b>				
Accounting Services	-	-	-	-
Finance and Accounting Services	2,416	7,247	14,494	24,157
Governance and Admin Support	1,903	5,708	11,416	19,027
Principal Operator	-	63,636	63,636	127,273
Technical Services and Advice	-	16,731	16,731	33,462
<b>Total Contract and Employment Costs</b>	<b>6,496</b>	<b>99,855</b>	<b>119,342</b>	<b>225,693</b>
ICT	-	-	-	-
Insurance	29,113	-	-	29,113
Legal Expense	6,516	-	-	6,516
Professional Services	3,485	340	425	4,250
Audit Committee / Audit Fees	9,018	880	1,100	10,997
Bank Charges	38	-	-	38
Staff Amenities & Development	82	-	-	82
<b>Administration Costs</b>	<b>48,250</b>	<b>1,220</b>	<b>1,525</b>	<b>50,995</b>
<b>Total Fixed Operating Cost</b>	<b>54,746</b>	<b>101,075</b>	<b>120,867</b>	<b>276,688</b>
Interest Expense	-	217,558	294,344	511,902
<b>Total Operating Expenses</b>	<b>67,214</b>	<b>506,945</b>	<b>848,022</b>	<b>1,422,181</b>
<b>Net Surplus/(Deficit)</b>	<b>(7,233)</b>	<b>(506,945)</b>	<b>275,007</b>	<b>(239,171)</b>



**ERA Water Regional Subsidiary  
BUDGETED UNIFORM PRESENTATION OF FINANCES  
2024-25 Proposed BR3 Revised Forecast**

2023-24 Actuals		2024-25 Original Budget	BR1 Budget Changes	2024-25 BR1 Budget	BR2 Forecast Changes	2024-25 BR2 Revised Forecast	BR3 Proposed Budget Changes	2024-25 BR3 Revised Forecast
\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	<b>INCOME</b>							
1,129,854	User charges	1,113,913	(17,500)	1,096,413	(213)	1,096,200	68,810	1,165,010
-	Grants, subsidies and contributions -Operating	63,553	(63,553)	-		-	-	-
24,032	Investment income	10,000	-	10,000		10,000	(10,000)	-
-	Other income	0	-	-	39,300	39,300	20,600	59,900
<b>1,153,886</b>	<b>Total Income</b>	<b>1,187,466</b>	<b>(81,053)</b>	<b>1,106,413</b>	<b>39,087</b>	<b>1,145,500</b>	<b>79,410</b>	<b>1,224,910</b>
	<b>EXPENSES</b>							
115,617	Employee Costs	105,000	(84,276)	20,724	(124)	20,600		20,600
640,187	Materials, contracts & other expenses	617,035	52,065	669,100	(21,490)	647,610	42,000	689,610
415,533	Depreciation, amortisation & impairment	417,291	-	417,291	9	417,300	-	417,300
593,710	Finance costs	695,916	-	695,916	84	696,000	(10,000)	686,000
<b>1,765,047</b>	<b>Total Expenses</b>	<b>1,835,242</b>	<b>(32,211)</b>	<b>1,803,031</b>	<b>(21,521)</b>	<b>1,781,510</b>	<b>32,000</b>	<b>1,813,510</b>
<b>(611,161)</b>	<b>OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>(647,776)</b>	<b>(48,842)</b>	<b>(696,618)</b>	<b>60,608</b>	<b>(636,010)</b>	<b>47,410</b>	<b>(588,600)</b>
	<b>Net Outlays on Existing Assets</b>							
(19,551)	Capital Expenditure on Renewal and Replacement of Existing Assets	-	-	-	-	-	-	-
0	Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-
415,533	Depreciation	417,291	-	417,291	9	417,300	-	417,300
<b>395,982</b>	<b>NET OUTLAYS ON EXISTING ASSETS</b>	<b>417,291</b>	<b>0</b>	<b>417,291</b>	<b>9</b>	<b>417,300</b>	<b>-</b>	<b>417,300</b>
	<b>Net Outlays on New and Upgraded Assets</b>							
(33,380)	Capital Expenditure on New and Upgraded Assets & Remediation costs	(166,103)	103,000	(63,103)	-	(63,103)	-	(63,103)
0	Capital Grants & Monetary Contributions - New & Upgraded Assets	-	-	-	-	-	-	-
0	Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-
<b>(33,380)</b>	<b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<b>(166,103)</b>	<b>103,000</b>	<b>(63,103)</b>	<b>0</b>	<b>(63,103)</b>	<b>-</b>	<b>(63,103)</b>
<b>(248,559)</b>	<b>NET LENDING/ (BORROWING) RESULT</b>	<b>(396,588)</b>	<b>54,158</b>	<b>(342,430)</b>	<b>60,617</b>	<b>(281,813)</b>	<b>47,410</b>	<b>(234,403)</b>
(14,835,303)	<b>Net Financial Liabilities at Beginning of Year</b>	(13,283,862)	-	(13,283,862)	-	(13,283,862)	-	(13,283,862)
1,800,000	Capital Contributions from Constituent Councils	200,000	-	200,000	-	200,000	-	200,000
<b>(13,283,862)</b>	<b>Net Financial Liabilities at End of Year</b>	<b>(13,480,450)</b>	<b>54,158</b>	<b>(13,426,292)</b>	<b>60,617</b>	<b>(13,365,675)</b>	<b>47,410</b>	<b>(13,318,265)</b>
In a year, the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.								
	<b>Financing Transactions</b>							
(248,559)	<b>NET LENDING/ (BORROWING) RESULT</b>	(396,588)	54,158	(342,430)	60,617	(281,813)	47,410	(234,403)
(84,468)	(Increase)/Decrease in Cash & Investments	-	-	-	(187)	(187)	590	403
53,986	(Increase)/Decrease in Other Working Capital	-	-	-	-	-	-	-
-	Principal Repayments on Borrowings	-	-	-	-	-	-	-
1,800,000	Capital Contributions from Constituent Councils	200,000	-	200,000	-	200,000	-	200,000
<b>1,520,960</b>	<b>REDUCED BORROWINGS/(NEW BORROWINGS)</b>	<b>(196,588)</b>	<b>54,158</b>	<b>(142,430)</b>	<b>60,430</b>	<b>(82,000)</b>	<b>48,000</b>	<b>(34,000)</b>
<b>398,082</b>	<b>OPERATING SURPLUS / (DEFICIT) excluding depreciation and interest</b>	<b>465,431</b>	<b>(48,842)</b>	<b>416,589</b>	<b>60,701</b>	<b>477,290</b>	<b>37,410</b>	<b>514,700</b>
<b>(195,628)</b>	<b>OPERATING SURPLUS / (DEFICIT) excluding depreciation</b>	<b>(230,485)</b>	<b>(48,842)</b>	<b>(279,327)</b>	<b>60,617</b>	<b>(218,710)</b>	<b>47,410</b>	<b>(171,300)</b>

## **Section 3 – Governance & General Reports**

### 13.5 LEASE FOR A PORTION OF RICHARDS PARK

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**REPORT AUTHOR:** Manager, Governance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4593  
**FILE REFERENCE:** qA159668  
**ATTACHMENTS:** A

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#### PURPOSE OF REPORT

The purpose of this report is to seek the Council's approval of the proposed Lease with the South Australian Minister for Education and Child Development (the Minister), for the continued use of a portion of Richards Park, Norwood, to enable the Minister to sublease the land to the Margaret Ives Community Children's Centre (the Centre) for the purpose of continuing to provide an additional play area for the Centre.

#### BACKGROUND

Richards Park is owned by the Council and is classified as *Community Land* in accordance with Section 193 of the *Local Government Act 1999* (the Act). The Council's *Parks and Gardens Community Land Management Plan* (updated in May 2022) includes Richards Park and allows for the land to be Leased consistent with the arrangements in place at the time the *Community Land Management Plan* was first adopted in June 2020, which includes the lease arrangement with the Minister.

At the Council Meeting held on 3 March 2025, the Council resolved the following:

1. *That the Council approves entering into a Lease with the Minister for Education and Child Development for the use of a portion of Richards Park, Norwood, for a ten (10) year period commencing on 1 July 2025 and expiring on 30 June 2035 and notes that the draft Lease will be presented to the Council for approval.*
2. *That the Council approves extinguishing the Right of Way for the laneway connecting Vernon Street to Richards Park and notes that local residents will be advised in advance.*

The current Lease with the Minister for the use of a portion of Richards Park commenced on 1 July 2015 and expired on 30 June 2025 and is currently in holding over whilst negotiations for a new Lease are finalised.

As included in the report to the Council on 3 March 2025, the preliminary Lease discussions that had occurred with staff from the Department for Education, included the requirement for the payment of rent for the land and clarification of the responsibilities associated with the management of trees adjacent to and within the Lease area. These matters have been included in the proposed Lease.

A copy of the draft Lease is contained within **Attachment A**.

#### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

#### FINANCIAL AND BUDGET IMPLICATIONS

The draft Lease proposes a Lease fee of \$7,200 per annum for the continued exclusive use of the land.

#### RISK MANAGEMENT

Legal agreements (ie, leases and/or licences) are required to be in place for Council owned land and facilities that are used by third parties, to ensure legislative compliance, establish clear responsibilities and reduce exposure to claims from third parties who may suffer injury or loss, whilst using the Council owned land or facilities.

## CONSULTATION

- **Elected Members**

Elected Members considered this matter at the Council Meeting held on 3 March 2025.

- **Community**

In accordance with Section 202(2) and (3) of the Act, where a lease or licence for *Community Land* is proposed to be for a period over five (5) years, the Council is required to undertake community consultation before granting that lease or licence. However, Regulation 22(1) of the *Local Government (General) Regulations 2013*, provides an exemption to this requirement where the lease or licence is being granted to a Minister and there is no substantial change in the use of the land.

As the Lease is between the Council and the Minister and there is no change to the use of the land, there is no requirement for community consultation.

- **Staff**

General Manager, Governance & Civic Affairs  
General Manager, Infrastructure & Major Projects  
City Arborist

- **Other Agencies**

Leasing & Property Project Manager, Department for Education  
Director, Margaret Ives Community Children's Centre

## DISCUSSION

The terms of the new Lease are largely similar to the previous Lease. The major difference is the requirement for the payment of rent for the leased land, the requirement for which was included in the report to the Council considered at the Council Meeting held on 3 March 2025. The inclusion of rent being applied as part of the Lease arrangements, was raised with the Department for Education during the preliminary discussions and Department staff have confirmed that they are satisfied with the draft Lease as contained in **Attachment A**.

Notwithstanding that there has been verbal acceptance from the Department of the draft Lease and the Lease has been reviewed by the Crown Solicitor's Office, the Margaret Ives Community Children's Centre (the Centre) has expressed concern regarding the rental fee being passed on to the Centre by the Department.

The decision to pass on the rent cost to the Centre is one for the Department to consider and it should not deter the Council from applying the rent.

As Elected Members would be aware, the payment of rent for exclusive use of Council land is an important principle for all Councils to consider in aligning with the general role, functions and principles to be observed by Councils as set out in the Act. It is strongly recommended that rent be applied, as included in the draft Lease, to ensure that the Council is acting consistently with the expectations of the community and legal requirements for public administration financial accountability and governance and is equitable in its treatment of leased premises and/or land.

Specifically, Section 8 of the Act contains important principles that the Council must act to uphold and promote observance of in relation to the performance of its roles and functions. The following principles are particularly relevant to the appropriate requirement for rent to be paid to exclusively occupy land which would otherwise be available to the entire community to access, the Council must:

- (h) *seek to ensure that council resources are used fairly, effectively and efficiently and council services, facilities and programs are provided effectively and efficiently;*
- (i) *seek to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to its services, facilities and programs;*
- (ia) *seek to balance the provision of services, facilities and programs with the financial impact of the provision of those services, facilities and programs on ratepayers;*
- (j) *achieve and maintain standards of good public administration;*
- (k) *ensure the sustainability of the council's long-term financial performance and position.*

While the new Lease will not be directly with the Centre, but rather with the Minister, in terms of determining an appropriate rent amount, it is relevant that the land is sub-leased to the Centre which operates as a 'not for profit' community organisation. It is therefore appropriate that any rent recognises this distinction from other Council land leased to the State Government. For this reason, the rent has been calculated on the basis of the model applied to other 'community' leases.

The current policy position of the Council (from 14 June 2011) which is applied to tenants in terms of rent for 'community' use is 20% of the market rent value.

On this basis, a valuation for the market rent value was obtained which determined that the net market rental value for the portion of land is \$36,000 per annum. The percentage is considered representative of the costs that the Council is likely to incur as landlord of the rented property and provides a consistent base for the levying of rent. Based on 20% of \$36,000 the rent amount proposed is \$7,200 per annum.

This is consistent with the methodology for the calculation of rent at the time the previous Lease was approved by the Council in 2014. At that time, 20% of the market rental value equated to \$6,400 per annum. This decision was subsequently overturned by the Council based on the requirement that the Centre would pay the Council directly for the cost associated with undertaking inspections of the trees.

As Elected Members may recall, prior to there being a Lease in place with the Minister, the portion of land used by the Margaret Ives Child Care Centre, was larger and contained one large and one very large River Red Gum within the playground area. The boundary of the Centre was subsequently altered to exclude the very large River Red Gum.

In recognition of the proximity of two (2) large trees in the vicinity of the play area (despite the very large tree being well outside of the leased area), the current (existing) lease included special conditions that required the Council to inspect the trees and recover the cost from the Centre on the basis that if the play area was not located on Council land, there would be no need for the trees to be inspected annually. Given that one of the trees is well outside of the leased area and the other trees located on the land owned by the Department have significantly grown, the Department have indicated that the Centre, via a sublease with the Department, will be responsible for the inspection of all trees within the Centre grounds.

It is proposed that the significant tree that is located on Council land which is within the leased area will be included in the inspection and maintenance regime that the Centre has in place for all trees within the boundaries of the Centre site. It is envisaged that copies of the inspection and maintenance reports for the tree located on Council land will be provided to the Council.

This is the mutually preferred approach to managing the risks associated with the trees as it provides a more practical and effective solution to minimise the risk to safety and allow access requirements to be appropriately managed as per the Centre's operating guidelines.

The principles of competitive neutrality are also relevant to the requirement for the State Government to pay rent to lease the portion of land in Richards Park. Other Child Care Centres are likely required to pay for their land or a rent for their premises. Noting the decision on whether to pass on the rental amount is for the Department for Education to decide in acting for the Minister, the Council should also not be seen to directly or indirectly offer a competitive advantage to the operation of the Centre. The minimal rental amount of \$7,200 per annum meets the balance between recognising that the leased land will be used for a not-for-profit community child care centre, while still ensuring there is competitive neutrality.



The Centre's website suggests that the Centre is licensed for 82 children. The decision (made at the meeting held on 3 March 2025) to extinguish the Right-of-Way from Vernon Street to Richards Park, provides the Centre with an opportunity to expand to meet the increasing needs given the introduction of more preschool students as part of the State Government's Office for Early Childhood Development implementation of preschool for three (3) year olds.

If the Department does pass on the rent to the Centre, it is likely that the payment of rent will equate to a very small percentage increase to the fees that are charged. This strikes an appropriate balance from a competitive neutrality perspective and in terms of an equitable approach to the use of Council resources, good public administration and responsible financial management – noting that the arrangements between the Department and the Centre is not an issue for the Council.

In terms of the extinguishing of the Right of Way from Vernon Street, while there is no further action for the Council to take given the land is owned by the State Government, staff have not been advised in terms of the status of this. In finalising the Lease with the Department an indication of the timing for the laneway to be closed off and an undertaking to ensure local residents are advised will be sought from the Department.

### **OPTIONS**

The Council has resolved to enter into a new lease with the Minister. The Council is therefore now required to approve the final Lease.

### **CONCLUSION**

From an administrative perspective, the current Lease arrangements have worked well and the proposed changes to be incorporated into a new Lease will enhance the arrangement.

### **COMMENTS**

Nil.

### **RECOMMENDATION**

That the draft Lease between the Council and the Minister for Education and Child Development as contained in Attachment A, for the exclusive use of a portion of Richards Park, for a ten (10) year period commencing on 1 July 2025 and expiring on 30 June 2035, be approved.

## **Attachments – Item 13.5**

# Attachment A

## Lease for a Portion of Richards Park

## **LEASE AGREEMENT**

### **Sporting & Community (Not for Profit)**

between

THE CORPORATION OF THE CITY OF NORWOOD  
PAYNEHAM AND ST PETERS

and

MINISTER FOR EDUCATION, TRAINING AND SKILLS

**RICHARDS PARK**

**Schedule 1**

<b>Item 1</b> Premises	That portion of the Land delineated in the plan at <b>Error! Reference source not found.</b>	
<b>Item 2</b> Land	The whole of the land comprised in Certificate of Title Volume 5845 Folio 580, otherwise known as the Richards Park	
<b>Item 3</b> Term	Ten (10) years commencing on 1 July 2025 ( <b>Commencement Date</b> ) and expiring at midnight on 30 June 2035	
<b>Item 4</b> Rent	\$7,200.00 per annum (exclusive of GST)  (calculated by applying Subsidy Percentage to fair market rent)	
<b>Item 5</b> Review Dates and Review Methods	<b><u>Date/s</u></b>	<b><u>Method</u></b>
	1 July each year during the Term	CPI Review in accordance with clause 4
<b>Item 6</b> Outgoings	Outgoings means the total of all amounts paid or payable by the Council in connection with the ownership, management, administration and operation of the Land, including all present and future rates, charges, levies, assessments, duty and charges of any Statutory Authority, department or authority	
<b>Item 7</b> Permitted Use	As a playground and outdoor recreational activities area exclusively for use by the children in care at the Margaret Ives Community Children's Centre Incorporated	



## PARTIES

**THE CORPORATION OF THE CITY OF NORWOOD PAYNEHAM AND ST PETERS** of 175 The Parade, Norwood SA 5067 (**Council**)

**MINISTER FOR EDUCATION, TRAINING AND SKILLS** of 31 Flinders Street, Adelaide SA 5000 (**Lessee**)

## BACKGROUND

- A. The Council is the registered proprietor, or has the care, control and management, of the Land.
- B. The Lessee has requested a lease to occupy the Premises for the Permitted Use.
- C. The Council has resolved to grant the Lessee a lease of the Premises and (if necessary) undertaken public consultation and/or been granted Parliamentary approval in accordance with the *Local Government Act 1999* (SA).
- D. The Council and Lessee wish to record the terms of their agreement in this lease.

## AGREED TERMS

### 1. DEFINITIONS AND INTERPRETATION

#### 1.1 Definitions

In this lease:

**Agreed Consideration** means the Rent, Outgoings and all other consideration (whether in money or otherwise) to be paid or provided by the Lessee for any supply or use of the Premises and any goods, services or other things provided by the Council under this lease (other than tax payable under clause 16).

**Business Day** means a day which is not a Saturday, Sunday or public holiday in Adelaide.

**Commencement Date** means the commencement date described in Item 3 of Schedule 1.

**Council** means the party described as 'Council' in this lease and where the context permits includes the employees, contractors, agents and other invitees of the Council.

**Council's Equipment** means all fixtures and fittings, plant, equipment, services, chattels and other goods installed or situated in or on the Premises and available for use by the Lessee.

**CPI** means the consumer price index published by the Australian Bureau of Statistics for All Groups (Adelaide).

**Current CPI** means for a CPI Review Date, the CPI number for the quarter ending immediately before that Review Date.

**GST** has the meaning given to that term in the GST Legislation.

**GST Legislation** means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any ancillary or similar legislation.

**GST Rate** means 10% or the rate of GST imposed from time to time under the GST Legislation.

**Institute** means the South Australian Division of the Australian Property Institute.

**Land** means the land described in Item 2 of Schedule 1 and includes any part of the Land.

**Legislation** includes any relevant Act of Parliament (whether State or Federal) and any regulation or by-law including by-laws issued by any local government body or authority.

**Lessee** means the party described as 'Lessee' in this lease and where the context permits includes the employees, contractors, agents, customers and other invitees of the Lessee.

**Lessee's Equipment** means any and all fixtures and fittings and other equipment installed in or brought on to or kept in the Premises by the Lessee.

**Lessee's Share** means the proportion the lettable area of the Premises bears from time to time to the total lettable area of the Land as measured in accordance with the method of measurement recommended for such Premises by the Institute's guidelines current as at the Commencement Date or such other Institute method of measurement as the Council notifies the Lessee.

**Outgoings** means the outgoings described in Item 6 of Schedule 1.

**Payment Date** means the Commencement Date and the first day of each month during the Term.

**Permitted Use** means the use described in Item 7 of Schedule 1.

**Premises** means the premises described in Item 1 of Schedule 1 including all present and future improvements thereon and the Council's Equipment.

**Previous CPI** means, for a CPI Review Date, the CPI number for the quarter ending immediately before the last Review Date (or if there has not been a review, the Commencement Date).

**Rent** means the rent described in Item 4 of Schedule 1.

**Review Date** means each date described in Item 5 of Schedule 1.

**Review Method** means the relevant method of rent review in Item 5 of Schedule 1 for any Review Date.

**Statutory Authorities** means any government or authorities created by or under any relevant Legislation.

**Statutory Requirements** means all relevant Legislation and all lawful conditions, requirements, notices and directives issued or applicable under any such Legislation or by any Statutory Authorities.

**Subsidy Percentage** means the percentage reduction of fair market rent to be attributed to lessees/licensees of Council owned facilities in accordance with Council's lease fee setting model as applicable and as updated from time to time (80% at the time of entering into this lease).

**Term** means the initial term of this lease commencing on the Commencement Date, any renewal term/s and any period during which the Lessee holds over or remains in occupation of the Premises.

## 1.2 Interpretation

In this lease, unless the context otherwise requires:

- 1.2.1 a reference to a party includes its executors, administrators, successors and permitted assigns;
- 1.2.2 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.2.3 a reference to this lease includes any schedules and annexures to this lease;
- 1.2.4 a reference to any document (including this lease) is to that document as varied, novated, ratified or replaced from time to time;
- 1.2.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.2.6 an unenforceable provision or part of a provision may be severed, and the remainder of this lease continues in force; and
- 1.2.7 the special conditions in Annexure B prevail over the terms in the body of this lease to the extent of any inconsistency.

## 1.3 Background

The Background forms part of this lease and is correct.

## 2. GRANT OF LEASE

The Council grants and the Lessee accepts an exclusive use lease of the Premises for the Term as set out in this lease.

## 3. RENT

### 3.1 Payment of Rent

The Lessee must pay the Rent by equal instalments in advance on demand.

### 3.2 Instalment

If a rent instalment period is less than a month, the instalment for that period is calculated at a daily rate based on the number of days in the month in which that period begins and the monthly instalment which would have been payable for a full month.

### 3.3 Rent Subsidy

3.3.1 The parties acknowledge that the Rent represents the fair market rent for the Premises (calculated in accordance with the Council's asset valuation data applicable as at the Commencement Date), following the application of a discount equivalent to the Subsidy Percentage.

3.3.2 The Council reserves the right to charge the Lessee undiscounted Rent in the event that the Lessee:

- a) is in breach of any of its obligations under the Lease, and has not remedied such breach within a reasonable period of time having regard to the nature of the breach; or
- b) assigns or transfers its rights and obligations under the Lease to another party.

## 4. RENT REVIEWS

### 4.1 Market Review

Where the Review Method for any Review Date is Market, the Rent on and from that Review Date will be reviewed by the Council to the fair market rent for the Premises (calculated in accordance with the Council's asset valuation data applicable as at the subject Review Date), with a discount applied equivalent to the Subsidy Percentage.

### 4.2 CPI Review

Where the Review Method for any Review Date is CPI, the Rent on and from that Review Date is calculated as follows:

$$R_2 = R_1 \times \frac{\text{CurrentCPI}}{\text{PreviousCPI}}$$

Where:

$R_2$  is the Rent on and from the Review Date; and

$R_1$  is the Rent immediately before the Review Date.

### 4.3 Change to CPI

If the CPI is no longer published, either party may ask the President of the Institute to nominate an index which reflects the rate of price change in the area and group for the CPI and 'CPI' then means that index. Each party must pay one half of the President's costs for nominating an index.

#### **4.4 Rent pending determination**

- 4.4.1 The Rent may be reviewed at any time from a Review Date even if the review is instituted after that Review Date.
- 4.4.2 If the Rent to apply on and from a Review Date is not agreed or determined by that Review Date, the Lessee must continue to pay instalments of Rent at the rate that applied before the relevant Review Date until the Rent is determined.

#### **4.5 Adjustment once Rent determined**

Once the Rent to apply on and from a Review Date is agreed or determined, the Lessee must pay any shortfall and the Council must allow any adjustment for overpayment at the next Payment Date.

#### **4.6 No decrease in Rent**

The Rent will not decrease on a Review Date unless otherwise agreed.

#### **4.7 Other review**

The Council and Lessee may negotiate and agree a Rent to apply from a Review Date without following this clause.

### **5. OUTGOINGS AND UTILITIES**

#### **5.1 Payment of Outgoings**

- 5.1.1 The Lessee must pay or reimburse the Council all Outgoings levied, assessed or charged in respect of the Premises or upon the owner or occupier of the Premises.
- 5.1.2 The Outgoings must be adjusted between the Council and the Lessee as at the Commencement Date and the end or termination date of this lease.

#### **5.2 Lessee's Share**

If there are Outgoings payable under this lease and any of those Outgoings are not separately assessed or charged in respect of the Premises, then the Lessee must pay the Lessee's Share of any such Outgoings assessed or charged in respect of the Land.

### **6. USE OF PREMISES**

#### **6.1 Permitted Use**

The Lessee may use the Premises only for the Permitted Use and must not use or allow the Premises to be used for any other use without the Council's consent.

#### **6.2 Offensive activities**

The Lessee must not carry on any offensive or dangerous activities on or from the Premises or create a nuisance or disturbance on the Premises at any time,

and must ensure at all times that activities conducted on or from the Premises do not discredit the Council.

### 6.3 Statutory Requirements

The Lessee must comply with all Statutory Requirements (including the *Work Health and Safety Act 2012* (SA)) relating to the Lessee's use and occupation of the Premises, as well as the Permitted Use.

### 6.4 No alcohol

6.4.1 The Lessee must not:

6.4.1.1 serve, sell or provide to persons; or

6.4.1.2 consume or allow persons to consume;

alcoholic beverages on the Premises without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit.

6.4.2 Further, the Lessee must not allow any other activities to be carried out on the Premises that would require a liquor licence under the *Liquor Licensing Act 1997* (SA) without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit.

### 6.5 Signs

The Lessee must not place any sign or advertisement on the outside or inside (if they can be seen from outside) of the Premises, except a sign or advertisement which is approved by the Council and complies with any relevant Statutory Requirements and policies of the Council.

### 6.6 Dangerous equipment and installations

The Lessee may only install or use within the Premises equipment and facilities which are reasonably necessary for and normally used in connection with the Permitted Use and must not install or bring onto the Premises:

6.6.1 any electrical, gas powered or other machinery or equipment that may pose a danger, risk or hazard;

6.6.2 any chemicals or other dangerous substances that may pose a danger, risk or hazard; or

6.6.3 any heavy equipment or items that may damage the Premises.

### 6.7 Fire precautions

The Lessee must comply with all Statutory Requirements relating to fire safety and procedures including carrying out any structural works or modifications or other works which are required as a consequence of the Lessee's use of the Premises.



## 6.8 Security

The Lessee must keep the Premises securely locked at all times when the Premises are not occupied and must provide a key to the Premises to the Council (or if the Council has engaged a manager, then to the manager) to be used only in emergencies.

## 6.9 No warranty

The Council makes no warranty or representation regarding the suitability of the Premises (structural or otherwise) for the Permitted Use or any other purpose.

# 7. INSURANCE

The Lessee warrants that it is entitled to the benefit of the South Australian Government Insurance and Risk Management arrangements administered by the South Australian Government Captive Insurance Corporation (SAICORP) in respect of its use of the Premises during the Term.

# 8. REPAIR AND MAINTENANCE

## 8.1 Repair and Maintenance

8.1.1 The Lessee must maintain the Premises in good condition and free from hazards and must:

8.1.1.1 keep the Premises in good repair (fair wear and tear and damage by fire, storm, tempest, act of god, war, riot, civil commotion and earthquake excepted);

8.1.1.2 keep all of the Lessee's Equipment in good condition so as to prevent any hazard to any person or any deterioration in the condition of the Premises;

8.1.1.3 repair any damage to the Premises caused by the Lessee or its visitors; and

8.1.1.4 notify the Council as soon as it becomes aware of any defects in the Premises or anything which could present a hazard or cause harm to any person or the Premises.

## 8.2 Alterations by Lessee

8.2.1 The Lessee must not carry out any alterations or additions to the Premises without the Council's consent.

8.2.2 The Lessee must provide full details of the proposed alterations and additions to the Council.

8.2.3 The Council may impose any conditions it considers necessary if it gives its approval, including requiring the Lessee to obtain the Council's consent to any agreements that the Lessee enters into in relation to the alterations or additions.

8.2.4 Unless otherwise agreed in writing between the parties, all alterations and additions to the Land or the Premises made pursuant to this clause become the property of the Council.

8.2.5 The Lessee must pay all of the Council's costs (including consultant's costs and legal costs) as a result of the Lessee's alterations and additions.

### **8.3 Cleaning**

The Lessee must keep the Premises clean and tidy and free of vermin and pests.

## **9. ASSIGNMENT, SUBLETTING AND HIRING OUT**

### **9.1 Assignment and Subletting**

The Lessee may only assign or sublease or otherwise part possession with the Premises with the consent of the Council, which consent may be granted at the Council's discretion and subject to any conditions that the Council sees fit.

### **9.2 Hiring out Premises**

The Lessee may hire out the Premises without the Council's consent provided that hiring the Premises is consistent with the Permitted Use.

### **9.3 Costs**

The Lessee must pay all costs reasonably incurred by the Council (including the costs of any consultant or any legal fees) in relation to any dealing with the Premises, including in considering whether or not to grant consent under this clause.

## **10. COUNCIL'S OBLIGATIONS AND RIGHTS**

### **10.1 Quiet enjoyment**

Subject to the Council's rights and to the Lessee complying with the Lessee's obligations under this lease, the Lessee may occupy the Premises during the Term without interference from the Council.

### **10.2 Right to enter**

The Council may (except in an emergency when no notice is required) enter the Premises after giving the Lessee reasonable notice:

10.2.1 to see the state of repair of the Premises;

10.2.2 to do repairs to the Premises or other works which cannot reasonably be done unless the Council enters the Premises;

10.2.3 to do anything the Council must or may do under this lease or must do under any Legislation or to satisfy the requirements of any Statutory Authority; and

10.2.4 to show prospective lessees through the Premises.

### 10.3 **Emergencies**

In an emergency the Council may:

- 10.3.1 close the Premises; and
- 10.3.2 prevent the Lessee from entering the Premises.

### 10.4 **Right to rectify**

The Council may at the Lessee's cost do anything which the Lessee should have done under this lease but which the Lessee has not done or which the Council reasonably considers the Lessee has not done properly.

## 11. **TERMINATION FOR DAMAGE OR DESTRUCTION**

If the Premises are destroyed or are damaged so that they are unfit for the Lessee's use then, if within three months that damage or destruction has not been repaired, either party may terminate this lease with one (1) months' notice.

## 12. **REDEVELOPMENT, ASSET RATIONALISATION AND DEMOLITION**

If as part of any redevelopment, asset rationalisation or other project conducted by the Council that includes the Land, or for any other reason, the Council wishes to demolish or acquire vacant possession of the Premises or any part of the Premises, then the Council may terminate this lease with six (6) months' notice to the Lessee.

## 13. **RIGHTS AND OBLIGATIONS ON EXPIRY**

### 13.1 **Expiry**

This lease comes to an end at midnight on the last day of the Term unless it is terminated earlier by the Council or the Lessee under this lease.

### 13.2 **Handover of possession**

Before this lease comes to an end, the Lessee must:

- 13.2.1 remove all of the Lessee's Equipment and repair any damage caused by such removal;
- 13.2.2 remove and reinstate any alterations or additions made to the Premises by the Lessee;
- 13.2.3 paint the Premises as required; and
- 13.2.4 complete any repairs which the Lessee is obliged to carry out under this lease.

### 13.3 **Abandoned goods**

If, when this lease comes to an end, the Lessee leaves any goods or equipment at the Premises, then the Council may deal with and dispose of those goods at its discretion.

#### 13.4 **Holding over**

If, with the Council's consent, the Lessee continues to occupy the Premises after the end of this lease, the Lessee does so under a monthly tenancy which:

13.4.1 either party may terminate on one month's notice given at any time; and

13.4.2 is on the same terms as this lease.

### 14. **BREACH**

#### 14.1 **Council's rights on breach**

14.1.1 The Council may come onto the Premises and remedy a breach of this lease without notice:

14.1.1.1 in an emergency; or

14.1.1.2 if the Lessee breaches any provision of this lease and fails to remedy the breach within 14 days after receiving notice requiring it to do so.

14.1.2 The Lessee must pay or reimburse the Council on demand for all reasonable costs of remedying the breach.

#### 14.2 **Breach and re-entry**

If:

14.2.1 the Lessee fails to pay a sum of money when due and fails to remedy that failure within seven days after receiving notice requiring it to do so; or

14.2.2 the Lessee breaches any other provision of this lease and fails to remedy the breach within 14 days after receiving notice requiring it to do so;

then despite any other clause of this lease, the Council:

14.2.3 may terminate this lease and re-enter and repossess the Premises, without prejudice to its other rights; and

14.2.4 is discharged from any claim by or obligation to the Lessee under this lease.

#### 14.3 **Rights of Council not limited**

A power or right of the Council under this lease or at law resulting from a breach or repudiation of this lease by the Lessee, or the exercise of such power or right, does not limit the Council's powers or rights.

## **15. INDEMNITY AND RELEASE**

### **15.1 Risk**

The Lessee occupies and uses the Premises at the Lessee's risk.

### **15.2 Indemnity**

The Lessee is liable for and must indemnify the Council against all actions, liabilities, penalties, claims or demands for any loss, damage, injury or death incurred or suffered directly or indirectly including in connection with:

15.2.1 any act or omission of the Lessee;

15.2.2 the use of the Premises by the Lessee or otherwise relating to the Premises; or

15.2.3 a breach of this lease by the Lessee.

### **15.3 Release**

The Lessee releases the Council from all actions, liabilities, penalties, claims or demands for any damage, loss, injury or death occurring in the Premises except to the extent that they are caused by the Council's negligence.

### **15.4 Indemnities are independent**

Each indemnity is independent from the Lessee's other obligations and continues during this lease and after this lease ends.

## **16. GOODS AND SERVICES TAX**

16.1 If the Council is liable to pay GST in connection with a supply under this lease then:

16.1.1 the Agreed Consideration for that supply is exclusive of GST;

16.1.2 the Council may increase the Agreed Consideration or the relevant part of the Agreed Consideration by the GST Rate; and

16.1.3 the Lessee must pay the increased Agreed Consideration on the due date for payment by the Lessee of the Agreed Consideration.

16.2 Where the Agreed Consideration is increased under this clause, the Council must, on or before the date on which the Agreed Consideration is payable, issue a tax invoice to the Lessee.

16.3 If the Lessee breaches this clause and as a result the Council becomes liable for penalties or interest for late payment of GST, then the Lessee must pay the Council on demand an amount equal to the penalties and interest.

## **17. RESUMPTION**

The Council may terminate this lease by giving at least three months' written notice to the Lessee if the Council receives notice of resumption or acquisition of the Premises

or the Land (or any part of the Land affecting the Premises) from or by any Statutory Authority governmental or semi-governmental body.

## **18. MISCELLANEOUS**

### **18.1 Entire agreement**

This lease constitutes the entire agreement between the parties about the Premises and supersedes any prior understanding, agreement, condition, warranty, indemnity or representation about the Premises.

### **18.2 Waiver**

If the Council accepts or waives any breach by the Lessee, that acceptance or waiver cannot be taken as an acceptance or waiver of any future breach of the same obligation or of any other obligation under this lease.

### **18.3 Exercise of power**

18.3.1 The failure, delay, relaxation or indulgence by a party in exercising a power or right under this lease is not a waiver of that power or right.

18.3.2 An exercise of a power or right under this lease does not preclude a further exercise of it or the exercise of another right or power.

## **19. NOTICE**

A notice, demand, consent, approval or communication under this lease (**Notice**) must be in writing and will be sufficiently given if sent via email to either parties' nominated email address or if posted by pre-paid post to the last known address of either party.

## **20. COSTS**

On request, the Lessee must pay or reimburse to the Council:

20.1 one half of all costs incurred by the Council in connection with the preparation, negotiation and registration of this Lease;

20.2 all of the legal costs incurred by the Council in connection with any extension of this lease; and

20.3 all legal and other costs incurred by the Council in consequence of any actual or threatened breach by the Lessee under this lease or in exercising or enforcing (or attempting to do so) any rights or remedies of the Council under this lease or at law or otherwise arising in consequence of any actual or threatened breach by the Lessee.



**EXECUTED** as an agreement on this day ..... (date)

**EXECUTED** by an authorised  
representative of **THE CORPORATION**  
**OF THE CITY OF NORWOOD**  
**PAYNEHAM AND ST PETERS** under  
delegation pursuant to section 44 of the  
Local Government Act 1999:

.....  
Signature of Authorised Representative

.....  
Signature of Witness

.....  
Name of Authorised Representative (print)

.....  
Name of Witness (print)

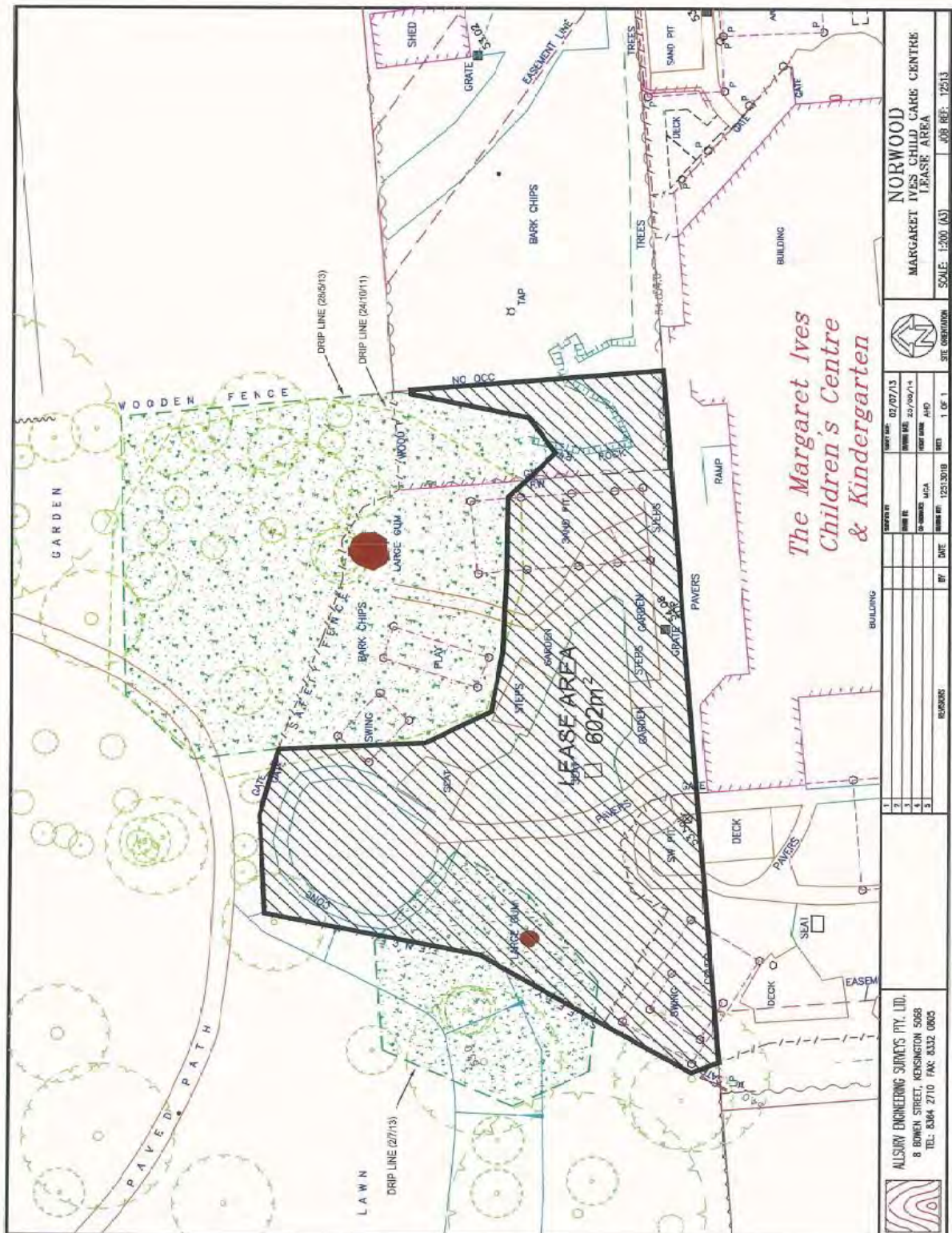
.....  
Position of Authorised Representative (print)

**THE COMMON SEAL** of the **MINISTER FOR** )  
**EDUCATION, TRAINING AND SKILLS** was )  
affixed to this Agreement with the authority of the )  
Minister by a person duly authorised to do so )

.....  
*Authorised officer*

[Print name: .....]

Annexure A Plan



**Annexure B      Special Conditions****1.      TREES**

- 1.1      The Lessee acknowledges and agrees that it will be responsible, at its cost, for the maintenance and upkeep of all trees located on the Premises and any associated pruning work required to be undertaken to those trees to ensure they remain safe.
- 1.2      The Lessee will, at a minimum, arrange an annual inspection of all trees on the Premises by a suitably qualified arborist, and will forward to the Council copies of all reports received as a result of such inspections.

**2.      SUBLEASE TO MARGARET IVES COMMUNITY CHILDREN'S CENTRE INC.**

- 2.1      The Council acknowledges that the Lessee intends to enter into a sublease with Margaret Ives Community Children's Centre Inc. in relation to this lease and the Premises, and the Council will consent to such sublease subject to reviewing and being satisfied with the terms of that arrangement.

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

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**REPORT AUTHOR:** Governance Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4533  
**FILE REFERENCE:** qA2181  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of the report is to advise the Council that the Local Government Finance Authority of South Australia, is holding its Annual General Meeting on Friday, 21 November 2025.

### BACKGROUND

The Annual General Meeting of the Local Government Finance Authority of South Australia (LGFA), will be held on Friday, 21 November 2025, at the Adelaide Convention Centre. This meeting will coincide with the Local Government Association of South Australia Annual General Meeting. The commencement time of the LGFA AGM is yet to be advised.

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

### DISCUSSION

#### Appointment of Council Representative

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

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

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

The LGFA will be notified of the City of Norwood Payneham & St Peters representative, via the appropriate documentation (**Attachment A**), by 26 September 2025, in accordance with the prescribed timeframes.

#### Notices of Motion

The Rules of the LGFA in relation to the Annual General Meeting procedures, require that a Notice of Motion specifying the resolution which is to be proposed must be given to the Chief Executive Officer not less than forty two days prior to the meeting. To comply with this rule, it is necessary for any Notices of Motion to be submitted to the LGFA no later than Friday, 26 September 2025.

Notices of Motion must be lodged stating the following:

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

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

### OPTIONS

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

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

## **CONCLUSION**

All relevant information must be forwarded to the Local Government Finance Authority for inclusion with the Agenda for the LGFA AGM, by Friday, 26 September 2025.

## **COMMENTS**

Nil.

## **RECOMMENDATION 1**

### **Appointment of Council Representative**

1. The Council appoints Mayor Bria as the City of Norwood Payneham & St Peters Representative at the Local Government Finance Authority Annual General Meeting to be held in November 2025.
2. The Council appoints \_\_\_\_\_ as the City of Norwood Payneham & St Peters Proxy Representative at the Local Government Finance Authority Annual General Meeting to be held in November 2025.

## **RECOMMENDATION 2**

### **Notices of Motion**

1. The Council notes the report and declines the invitation to submit a Notice of Motion to the Local Government Finance Authority 2025 Annual General Meeting.

**Or**

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

## **Attachments – Item 13.6**



# Attachment A

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



**APPOINTMENT OF COUNCIL REPRESENTATIVE**

**LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA**

**2025 ANNUAL GENERAL MEETING**

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

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

Please return completed Appointment of Council Representative Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au)  
by CLOSING DATE: **Friday 26 September 2025**

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

# Attachment B

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



**NOTICE OF MOTION**  
**LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA**  
**2025 ANNUAL GENERAL MEETING**

NAME OF COUNCIL: .....

NOTICE OF MOTION:  
.....

REASON:  
.....  
.....  
.....  
.....

SUGGESTED ACTION:  
.....  
.....  
.....  
.....

Please return completed Notice of Motion Form to [admin@lgfa.com.au](mailto:admin@lgfa.com.au)  
by CLOSING DATE: **Friday 26 September 2025**

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

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**13.7 CHIEF EXECUTIVE OFFICER REPORT – AMENDMENT OF COUNCIL DECISION - CITY OF NORWOOD PAYNEHAM & ST PETERS REPRESENTATION REVIEW – REQUEST FROM THE ELECTORAL COMMISSION OF SOUTH AUSTRALIA**

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**REPORT AUTHOR:** Chief Executive Officer  
**GENERAL MANAGER:** Not Applicable.  
**CONTACT NUMBER:** 8366 4539  
**FILE REFERENCE:** qA170713  
**ATTACHMENTS:** Nil

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

## **BACKGROUND**

At its meeting held on 7 April 2025, the Council considered the final Representation Review Report for the purposes of making a submission to the Electoral Commissioner of South Australia (ECSA), in accordance with the requirements of Section 12 of the *Local Government Act 1999* (the Act).

Following consideration of the matter, the Council resolved the following:

1. *That taking into consideration the representation review process and the community consultation that has been undertaken, the following structure of the Council be endorsed:*
  - *the Council comprise a Mayor and eleven (11) Ward Councillors; and*
  - *the Council area be divided into four (4) Wards with:*
    - *Ward 1 to be named Payneham / Felixstow Ward and to be represented by three (3) Councillors;*
    - *Ward 2 to be named St Peters / Kent Town Ward and to be represented by two (2) Councillors;*
    - *Ward 3 to be named Trintiy / Maylands Ward and to be represented by three (3) Councillors; and*
    - *Ward 4 to be named Kensington / Norwood Ward and to be represented by three (3) Councillors.*
2. *That pursuant to Section 12(11a) and 12(12) of the Local Government Act 1999, the Council endorses the draft City of Norwood Payneham & St Peters Representation Report, contained in Attachment A, for submission to the Electoral Commissioner of South Australia, noting the required appendices will be included prior to the submission of the report.*

In accordance with the Council's decision, the Representation Report was forwarded to ECSA for certification as provided for in Section 12 of the Act.

On 23 August 2025, the Council was advised, via an email from ECSA, that the allocation of the Ward numbers contained in the Representation Report differ from those recorded in the ECSA database of electors.

ECSA have therefore requested that the Council reallocate the Ward numbers in accordance with ECSA's database of electors.

The Council's current Ward structure is as follows:

- Ward 1 - St Peters Ward
- Ward 2 - Torrens Ward
- Ward 3 - Payneham Ward
- Ward 4 - Maylands/Trinity Ward
- Ward 5 - West Norwood/Kent Town Ward
- Ward 6 – Kensington Ward.

However, following the Representation Review process and in making its final decision in respect to the names of the Wards as part of the revised Ward Structure, the Council resolved that the Wards would be named as follows:

- **Ward 1 - Payneham/Felixstow**
- **Ward 2 - St Peters/Kent Town**
- Ward 3 - Trinity/Maylands
- Ward 4 - Kensington/Norwood.

In terms of the request which has been received from ECSA, from an administrative perspective, given the joint roll with ECSA and the Australian Electoral Commission, if the allocation of numbering for the revised Ward structure remains, it would require ECSA to recode and transfer approximately 8,000 electors between the current Wards 1 and 2, before applying the new Ward boundaries and reallocating electors accordingly for the revised Ward structure from six (6) Wards to four (4) Wards.

As such, ECSA has requested that the Council approves the allocation of numbers to the revised Ward structure as follows:

<b>Ward 1</b>	<b>St Peters/Kent Town</b>
<b>Ward 2</b>	<b>Payneham/Felixstow</b>
Ward 3	Trinity/Maylands
Ward 4	Kensington/Norwood

There is no significance to the numbering sequence from the Council's perspective or consequence to the Council if the numbering allocation is changed.

The Chief Executive Officer's Recommendation below, is to amend the wording of the Council's resolution by reallocating the numbering of Wards in accordance with ECSA's request.

## **RECOMMENDATION**

That the Council resolution made at its meeting held on 7 April 2025, in respect to the division of the Council area into four (4) Wards, be amended as follows:

*the Council area be divided into four (4) Wards with:*

- *Ward 1 to be named St Peters / Kent Town Ward and to be represented by two (2) Councillors;*
- *Ward 2 to be named Payneham / Felixstow Ward and to be represented by three (3) Councillors;*
- *Ward 3 to be named Trintiy / Maylands Ward and to be represented by three (3) Councillors; and*
- *Ward 4 to be named Kensington / Norwood Ward and to be represented by three (3) Councillors.*



### 13.8 NOMINATION TO EXTERNAL BODIES – LIBRARIES BOARD OF SA

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**REPORT AUTHOR:** Governance Officer  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4533  
**FILE REFERENCE:** qA90077  
**ATTACHMENTS:** A

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#### PURPOSE OF REPORT

The purpose of this report is to advise the Council of the invitation from the Local Government Association of South Australia (LGA) for nominations for appointment to the Libraries Board of South Australia.

#### Libraries Board of South Australia

The LGA is seeking nominations for a Local Government Elected Member or staff member, to be appointed to the Libraries Board of South Australia (the Board) for a three (3) year term.

In accordance with the *Libraries Act 1982*, the Board is required to:

- formulate policies and guidelines for the provision of public library services;
- to establish, maintain and expand collections of library materials and, in particular, collections of such materials that are of South Australian origin, or have a particular relevance to this State;
- administer the State Library;
- establish and maintain such other public libraries and public library services as may best conduce to the public interest;
- promote, encourage and assist in the establishment, operation and expansion of public libraries and public library services by councils and others;
- collaborate with an administrative unit of the Public Service or any other public sector agency (within the meaning of the Public Sector Act 2009) and any other authority or body, in the provision of library and information services;
- make recommendations to the Minister on the allocation of funds that are available for the purposes of public libraries and public library services;
- initiate and monitor research and experimental projects in relation to public libraries and public library services;
- to keep library services provided in the State under continuing evaluation and review; and
- to carry out any other functions assigned to the Board under this or any other Act or by the Minister.

Regular reports on these activities are provided to the LGA.

The Board meets monthly and sitting fees are paid to Board Members.

The current LGA nominated Members of the Board are:

- Cr Joost den Hartog, City of Port Adelaide Enfield;
- Ms Bridget Mather, Coorong District Council; and
- Ms Helen Hennessy, Town of Gawler.

Nominations addressing the Selection Criteria, together with a current Resume, must be forwarded to the LGA by 5 September 2025.

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

#### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

**RECOMMENDATION**

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association for the Libraries Board of South Australia.

**or**

2. The Council nominates \_\_\_\_\_ to the Local Government Association for the Libraries Board of South Australia.

## **Attachments – Item 13.8**

# Attachment A

## Nomination to External Bodies Libraries Board of SA

## Libraries Board SA

<b>Governing Statute</b>	section 9, <i>Libraries Act 1982</i>
<b>Purpose/Objective</b>	<p>The functions of the Libraries Board SA are to:</p> <ul style="list-style-type: none"> <li>• formulate policies and guidelines for the provision of public library services; and</li> <li>• establish, maintain and expand collections of library materials and, in particular, collections of such materials that are of South Australian origin, or have a particular relevance to this State; and</li> <li>• administer the State Library; and</li> <li>• establish and maintain such other public libraries and public library services as may best conduce to the public interest; and</li> <li>• promote, encourage and assist in the establishment, operation and expansion of public libraries and public library services by councils and others; and</li> <li>• collaborate with an administrative unit of the Public Service or any other public sector agency (within the meaning of the Public Sector Act 2009) and any other authority or body, in the provision of library and information services; and</li> <li>• make recommendations to the Minister on the allocation of funds that are available for the purposes of public libraries and public library services; and</li> <li>• initiate and monitor research and experimental projects in relation to public libraries and public library services; and</li> <li>• keep library services provided in the State under continuing evaluation and review; and</li> <li>• to carry out any other functions assigned to the Board under this or any other Act or by the Minister.</li> </ul>
<b>Administrative Details</b>	<ul style="list-style-type: none"> <li>• up to 10 meetings held per year</li> <li>• some intrastate travel required</li> <li>• appointments are for a period not exceeding 3 years</li> <li>• a sitting fee of \$590 per session is payable</li> </ul>
<b>Selection Criteria (to be addressed by applicant)</b>	<p>LGA nominees may comprise:</p> <ul style="list-style-type: none"> <li>• council members</li> <li>• librarians employed in a public library</li> </ul>

**Helping local government  
build stronger communities.**

	<ul style="list-style-type: none"> <li>• community information officers employed by a council</li> <li>• any other officers or employees of a council</li> </ul> <p>Nominees must have local government knowledge and experience</p> <ul style="list-style-type: none"> <li>• Representatives of regional councils are encouraged to nominate.</li> </ul>
<b>Liability and indemnity cover</b>	<i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i>

**For more information contact:** LGA Nominations Coordinator at  
[nominationscoordinator@lga.sa.gov.au](mailto:nominationscoordinator@lga.sa.gov.au) or 8224 2000



## Libraries Board SA — Nomination Form

### Instructions

*This form:*

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

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

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

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

### SECTION 1: COUNCIL to complete

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

## SECTION 2: NOMINEE to complete

Libraries Board SA			
<b>Nominee Details</b> <small>* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.</small>			
First Name:*			Gender
Middle Name:*			
Surname:*			
Home / Personal Postal Address:*			
Phone:		Mobile:	
Personal Email:			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
<b>Response to selection criteria (if applicable)</b> <small>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</small>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i>  attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
<b>Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies?</b> Yes <input type="checkbox"/> OR No <input type="checkbox"/> If Yes, please list any fields of interest or Outside Bodies of interest: <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>			
<b>Undertaking:</b> <i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i> Yes <input type="checkbox"/> No <input type="checkbox"/> Signature of Nominee: _____			

### 13.9 2025 AFL GATHER ROUND

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**REPORT AUTHOR:** Manager, Chief Executive's Office  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4539  
**FILE REFERENCE:**  
**ATTACHMENTS:** A

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#### PURPOSE OF REPORT

The purpose of this report is to provide the Council with a summary of the City of Norwood Payneham & St Peters' participation in the 2025 AFL Gather Round and to present the outcomes, including the economic benefits of the event.

#### BACKGROUND

The AFL Gather Round is a State Government and Australian Football League (AFL) initiative that brings all 18 AFL clubs and nine AFL matches to South Australia, over a single weekend, turning the round into a major sporting and tourism event for the State. The event includes not only football fixtures, but also community activations, hospitality offerings and tourism-focused experiences across multiple metropolitan and regional locations. (i.e. Mount Barker in 2023 and 2024 and the Barossa in 2025).

In 2025, Norwood Oval was again selected as one of the match venues. Two (2) AFL matches were played at the Oval across the Gather Round weekend, supported by open training sessions, media activity and increased visitation in and around The Parade and the City of Norwood Payneham & St Peters generally.

Whilst the delivery of the matches (and associated food and beverages) at Norwood Oval rest with the Norwood Football Club and the AFL, the Council contributed to the events by delivering the *Rivals Long Lunch* and supporting the South Australian Tourism Commission in delivering the Norwood Food & Wine Festival. The Council also worked closely with stakeholders to ensure the precinct was ready to accommodate increased visitation and business activity during the course of the Gather Round.

#### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Outcomes and Strategies in respect to AFL Gather Round are:

##### **CityPlan 2030**

- *Outcome 2: Cultural Vitality*
  - 2.5.3: Host and facilitate community events and activities
- *Outcome 3: Economic Prosperity*
  - 3.1.2: Facilitate programs and events which stimulate the local economy.

The Council's participation in the AFL Gather Round, clearly meets these Outcomes and Strategies as demonstrated by the economic activity that is generated by the event and the community participation.

#### FINANCIAL AND BUDGET IMPLICATIONS

The Council allocated \$200,000 as part of the 2024–2025 Budget for the 2025 Gather Round.

This Budget covered:

- event planning and infrastructure;
- marketing and promotion;
- public amenities and safety; and
- contractor and activation costs

All activities were delivered within the allocated budget.

## **EXTERNAL ECONOMIC IMPLICATIONS**

Spendmapp data and feedback from local businesses confirmed that as was the case in 2023 and 2024, the City again experienced a strong economic return from its involvement, with notable increases in hospitality trade and interstate visitor spending across the weekend.

Further information regarding the External Economic Implications of the 2025 AFL Gather Round is set out in the Discussion section of this report.

## **SOCIAL ISSUES**

The hosting of two (2) matches at Norwood Oval has resulted in a significant event for this City in which both the local and wide community had the opportunity to participate in.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

The Council's Manager, Chief Executive's Office and the Marketing & Place Activation Unit managed the Council's events as part of the 2025 AFL Gather Round.

## **RISK MANAGEMENT**

As part of hosting the AFL Gather Round, any risks associated with the components which the Council is responsible for, are identified and where possible, eliminated or managed. Council staff also work with the AFL, the Norwood Football Club and the South Australian Tourism Commission, to ensure that all risks associated with the non-Council components are identified and managed.

## **CONSULTATION**

- **Elected Members**  
Elected Members have been provided with updates on the various events.
- **Community**  
Engagement occurred through the Council's promotion of events on social media, The Parade website, the Council website, community e-newsletters and letters to residents who were potentially impacted by any of the activations.
- **Staff**  
Staff from across the organisation contributed to event planning, logistics, on-the-ground support and liaison with stakeholders and service providers.
- **Other Agencies**  
Council staff worked closely with the South Australian Tourism Commission, AFL and Norwood Football Club, in relation to event delivery, logistics and precinct coordination.

## DISCUSSION

The Council's involvement in the 2025 AFL Gather Round, focused on contributing to precinct activation and supporting the delivery of a high-quality event experience in and around The Parade, the Norwood Oval and the City generally. The Council's role included delivering the *Rivals Long Lunch*, supporting the SATC with the delivery of the Norwood Food & Wine Festival, supporting the AFL with operational requirements and providing operational input and coordination in preparation for the influx of local and interstate visitors and ensuring that Norwood Oval is ready to host AFL standard matches.

### ***Rivals Long Lunch***

The *Rivals Long Lunch* was held on Saturday, 12 April, as part of the 2025 AFL Gather Round program. Held on Osmond Terrace, the event was hosted by Jane Riley OAM – the Council's Food Secrets Ambassador.

In addition to the football component of the event, the objective of the event was to showcase and reinforce the Council's commitment to promoting local food and beverage producers and telling local food stories through its *Food Secrets Program*. In this respect, both the AFL and the State Government reinforced the objective of promoting local and State produce as part of showcasing South Australia.

The lunch was well attended, with guests including Elected Members, Local Members of Parliament, representatives from the AFL and the Western Bulldogs Football Club, St.Kilda Football Club, members of the Norwood Football Club, members of the Council's Business & Economic Development Advisory Committee, local traders, staff, interstate visitors and members of the community.

The menu featured produce sourced from local businesses and food and beverage manufacturers, including:

- Rio Vista Olives;
- Prove Baker;
- Seafood on The Parade;
- Gelato Bello;
- Bruce's Meat;
- Glynburn Gourmet;
- Quinzi's;
- Suburban Brew;
- Signature Wines;
- CW Wines; and
- Reform Distilling.

The event was designed to align with the Council's objectives of supporting local enterprise, reinforcing The Parade as a food and hospitality destination and promoting the City's strong food and beverage manufacturers. The *Rivals Long Lunch* offered a high-quality experience that complemented the AFL Gather Round fixture at the Norwood Oval.

One hundred and sixty (160) people attended the 2025 event, compared to one hundred and twenty (120) people in 2024.

### **Norwood Food & Wine Festival – SATC-Delivered Event (Council Supported)**

Held on Sunday, 13 April, the Norwood Food & Wine Festival was delivered by the South Australian Tourism Commission in conjunction with the Council, with the Council providing operational and logistical support.

The Council's involvement included liaison with traders, assistance with permits and activation planning and general preparation of the precinct.

The Festival attracted an estimated 90,000 visitors compared to 70,000 in 2024. This increase directly contributed to elevated hospitality expenditure across the weekend.

## AFL Matches and Associated Activities

Two (2) AFL matches were held at the Norwood Oval:

- Saturday, 12 April: Western Bulldogs vs. Brisbane Lions – 3:45pm ACST; and
- Sunday, 13 April: St Kilda vs. Greater Western Sydney Giants – 2:50pm ACST.

The matches were supported by open and publicly accessible training sessions at Norwood Oval and media activity throughout the week, drawing early visitation and increasing exposure for the City. Open training sessions were held by:

- St Kilda (Wednesday);
- Western Bulldogs and Brisbane Lions (Friday, with a junior clinic held by the Lions in the afternoon); and
- GWS Giants (Saturday morning).

These sessions drew significant visitors from across South Australia, Victoria, Queensland and New South Wales into the precinct ahead of the Gather Round weekend.

The strategic advantages of having the games at Norwood Oval - in addition to assets that other SANFL Clubs and Councils do not have, such as significant under-cover seating, lighting, ribbon Oval perimeter lighting for advertising, changerooms, etc. - is that the Oval actually fronts onto The Parade – South Australia's premier mainstreet - and this feature is not able to be replicated elsewhere. The synergies that this location offers, is significant and cannot be replicated elsewhere.

Proximity to Adelaide CBD, also means that football fans can travel between matches, between Adelaide Oval and Norwood Oval quickly and enjoy both venues and activations.

## Economic Impact

Spend Mapp data for the 2025 AFL Gather Round weekend (Friday 11 – Sunday 13 April 2025) highlights the significant economic impact for the City as shown in the table below:

**TABLE 1: SPEND MAPP DATA FOR THE 2025 AFL GATHER ROUND WEEKEND**

Spend Type	2024	2025	Increase	% Increase
City-wide Total Spend	\$14.8M	\$15.8M	+\$1.0M	+7%
City-wide Hospitality	\$3.6M	\$4.6M	+\$1.0M	+28%
Norwood Hospitality (Total)	\$2.4M	\$2.83M	+\$0.43M	+18%
Norwood Hospitality (Sunday Only)	\$1.1M	\$1.5M	+\$0.4M	+36%

The \$400,000 uplift in Norwood hospitality spend on Sunday 13 April 2025, clearly coincided with the Norwood Food & Wine Festival, reflecting strong participation from both locals and visitors.

Additional data confirms the broader economic uplift delivered by the 2025 AFL Gather Round, namely:

- City-wide spend reached \$15.86 million, a 6.83% increase from 2024 and 12% higher than the comparative weekend (28–30 March 2025).
- Bars & Clubs / Dining spend across the City totalled \$4.58 million, a 20.77% increase on 2024 and 51% higher than the comparative weekend.
- Norwood-specific Bar & Dining spend reached \$2.83 million, up 26% on 2024 and nearly double (99%) (\$1.42 million) the comparative weekend.
- On Sunday, the Bar & Dining expenditure in Norwood reached \$1.5 million, representing a 36% increase compared to the 2024 Food & Wine Festival.

These outcomes represent some of the highest weekend trading figures in recent years, further confirming that Gather Round is the most economical significant community-based event for the City.



Interstate visitor spending also experienced significant growth, especially from states represented by teams playing at the Norwood Oval as shown on the Table 2 below:

**TABLE 2: INTERSTATE VISITOR SPENDING**

State	2024	2025	Increase	% Increase
Victoria	\$652,000	\$750,000	+\$98,000	+15%
New South Wales	\$109,000	\$191,000	+\$82,000	+75%
Queensland	\$98,000	\$182,000	+\$84,000	+85%

Visitors from Victoria accounted for the largest share of interstate spend (\$750,000), while the inclusion of Brisbane Lions and GWS Giants matches at Norwood Oval contributed significantly to increased visitation and expenditure from New South Wales and Queensland.

Non-Victorian teams playing at Norwood Oval attracts visitors from around the nation to our City. Whilst the spend from visitors from NSW and QLD was significantly lower than the spend from Victorian visitors, having non-Victorian team plays at Norwood Oval does broaden tourism opportunities for people across Australia.

This combination of teams from various States appeared to work well.

## OPTIONS

This report is provided to the Council for information.

The Council has allocated \$200,000 in its 2025-2026 Budget and as such, securing Norwood Oval and this City as a venue for the 2026 AFL Gather Round will now progress to once again secure Norwood Oval as a venue for the 2026 AFL Gather Round, as well as planning for the various events.

## CONCLUSION

The 2025 AFL Gather Round has once again delivered a strong return on investment for the City of Norwood Payneham & St Peters, with economic data, trader feedback and visitation figures, confirming the significance of the City hosting games at Norwood Oval.

Through nationally televised matches, high-profile precinct activations and major events like the Norwood Food & Wine Festival, the City has reinforced its position as one of South Australia's leading cultural and event destinations.

Whilst discussions and arrangements for 2026 AFL Gather Round are yet to formally commence, it is important that the Council signals its interest in hosting games at the Norwood Oval.

In this respect, a letter from Mayor Bria that provides a summary of the 2025 AFL Gather Round in terms of its economic impact, has been sent to the Premier of South Australia. A copy of this letter is contained in **Attachment A**.

## COMMENTS

Nil

## RECOMMENDATION

The Council notes that the Mayor and the Chief Executive Officer (and/or delegate) will now commence and progress discussions and negotiations with the Australian Football League and the South Australian Government, the Norwood Football Club and other relevant stakeholders, regarding hosting of matches at Norwood Oval as part of the 2026 AFL Gather Round.

## **Attachments – Item 13.9**

# Attachment A

**2025 AFL Gather Round**



City of  
 Norwood  
 Payneham  
 & St Peters

OFFICE OF  
 THE MAYOR

30 June 2025

Hon Peter Malinauskas MP  
 Premier of South Australia  
 GPO 2343  
 Adelaide SA 5001

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

Dear Premier

## 2025 AFL GATHER ROUND – ECONOMIC DATA

I write to provide you with economic data from the City of Norwood Payneham & St Peters during 2025 AFL Gather Round.

The data presented below, highlights key expenditure in the City of Norwood, Payneham & St Peters, as well as expenditure in the suburb of Norwood, during 2025 AFL Gather Round. As you are aware two AFL matches were played at Norwood Oval and The Parade was the venue for the second consecutive Norwood Food & Wine Festival.

Importantly, the data shows an increase in expenditure in 2025, reinforcing the growing popularity of AFL Gather Round, both locally and amongst interstate football fans and the community generally.

In particular, the \$400,000 (36%) increase in spending on Hospitality in Norwood on Sunday 13 April 2025, reflects the significant increase in patrons attending the Norwood Food & Wine Festival, up 20,000 from 70,000 in 2024 to 90,000 in 2025.

Key Spendmapp data for the 2025 AFL Gather Round (Friday 1 – Sunday 13 April 2025):

Type of Spend	2024 (million)	2025 (million)	Increase (million)	% Increase
City-wide	\$14.8m	\$15.8m	\$1.0m	7%
City-wide Hospitality	\$3.6m	\$4.6m	\$1.0m	28%
Norwood Hospitality	\$2.4m	\$2.83m	\$0.43m	18%
Norwood Hospitality (Sunday only)	\$1.m	\$1.5m	\$0.4m	36%

Key Spendmapp data for Interstate Tourists (Friday 11 April – Sunday 13 April 2025):

Jurisdiction	2024 ('000s)	2025 ('000s)	Increase ('000s)	% Increase
Victoria	\$652,000	\$750,000	\$98,000	15%
New South Wales	\$109,000	\$191,000	\$82,000	75%
Queensland	\$98,000	\$182,000	\$84,000	85%

Unsurprisingly, the vast majority of expenditure from interstate tourists came from Victorians, who spent \$750,000 of the \$1.12million in Norwood, Payneham & St Peters across three days. Scheduling the Brisbane Lions and Greater Western Sydney Giants to play at Norwood Oval, certainly assisted in attracting visitors from New South Wales and Queensland to Norwood and its surrounds. This included a group of people from Townsville, Queensland, who attended the Council's Rivals Long Lunch held on Osmond Terrace on Saturday, 12 April 2025.

175 The Parade  
 Norwood SA 5067  
 PO Box 204  
 Kent Town SA 5071

Telephone  
 8366 4555

Facsimile  
 8332 6338

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

Website  
[www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



100% Australian Made  
 Recycled Paper

Community  
 Well-being is...

Social Equity

Cultural Vitality

Economic Prosperity

Environmental  
 Sustainability

The success of AFL Gather is evident from the figures presented above, generating much-needed revenue for our State's hospitality sector.

The economic impact that has been generated through AFL Gather Round is significant and its growth in terms of expenditure and visitation to South Australia is clearly evident in the data that has been compiled by the Council.

On behalf of the Council, the business sector and the Norwood Payneham & St Peters community, I sincerely thank you and your Government for your ongoing support for AFL Gather Round matches being played at Norwood Oval and hosting the Norwood Food & Wine Festival on The Parade.

I trust you find this information informative and look forward to any opportunity to continue working with you and the AFL regarding AFL Gather Round in 2026.

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'R' followed by a series of loops and a final flourish.

Robert Bria

**14. ADOPTION OF COMMITTEE RECOMMENDATIONS**  
Nil

**15. OTHER BUSINESS**  
(Of an urgent nature only)

**16. CONFIDENTIAL REPORTS**



## 16.1 IT STRATEGY

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### RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead); and
- (b) information the disclosure of which—
  - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
  - (ii) would, on balance, be contrary to the public interest;

by the disclosure of potential financial arrangements with third parties and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

### RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

**17. CLOSURE**