

A PROGRESSIVE  
CITY WITH  
A STRONG  
COMMUNITY  
SPIRIT.



# Annual Report

2021 – 2022

[Social Equity](#) | [Cultural Vitality](#) | [Economic Prosperity](#) | [Environmental Sustainability](#)



City of  
Norwood  
Payneham  
& St Peters



The City of Norwood Payneham & St Peters is committed to building an inclusive and cohesive community that celebrates diversity by providing an environment where all people enjoy equal access to life's opportunities.

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If you need to contact us in your own language you can ring the State Government's Interpreting and Translating Centre on 1800 280 203 and ask them to contact the City of Norwood Payneham & St Peters on 08 8366 4555.

## Italian

La Città di Norwood, Payneham & St Peters è impegnata a costruire una comunità inclusiva e coesa che celebra la diversità fornendo un ambiente in cui tutte le persone godono di pari accesso alle opportunità della vita.

Questo documento è disponibile in formati e lingue alternativi su richiesta. Puoi fare una richiesta inviando un'e-mail a [citizenservice@npsp.sa.gov.au](mailto:citizenservice@npsp.sa.gov.au) oppure chiamando al numero 08 8366 4555.

Se hai bisogno di contattarci nella tua lingua, puoi chiamare il Centro Interpreti e Traduttori (Interpreting & Translating Centre) del governo statale al numero 1800 280 203 e chiedere loro di contattare la città di Norwood Payneham & St Peters al numero 08 8366 4555.

## Chinese

Norwood, Payneham & St Peters 市致力于建立一个具有包容性和凝聚力的社区，通过提供一个让所有人都能平等地获取机遇的生活环境来庆祝这个社区的多元性。

本文件可按要求提供其他格式和语言。您可以将您的要求发送至 [citizenservice@npsp.sa.gov.au](mailto:citizenservice@npsp.sa.gov.au) 或致电 08 8366 4555。

如果您需要以您的母语与我们联系，您可以拨打州政府的口译与笔译中心电话 1800 280 203，让他们帮您接通 Norwood Payneham & St Peters 市的联系电话 08 8366 4555。

## Hindi

The City of Norwood, Payneham & St Peters एक समावेशी और संसकृत समुदाय का निर्माण करने के लिए प्रतिबद्ध है जो एक ऐसा परिवेश उपलब्ध करवाकर विविधता का जश्न मनाता है जहाँ सभी लोग जीवन के अवसरों तक समान पहुँच का आनन्द लेते हैं।

निवेदन किए जाने पर यह दस्तावेज़ वैकल्पिक फॉर्मेट्स और भाषाओं में उपलब्ध है। आप [citizenservice@npsp.sa.gov.au](mailto:citizenservice@npsp.sa.gov.au) पर ई-मेल करके या 08 8366 4555 पर फोन करके निवेदन कर सकते/सकती हैं।

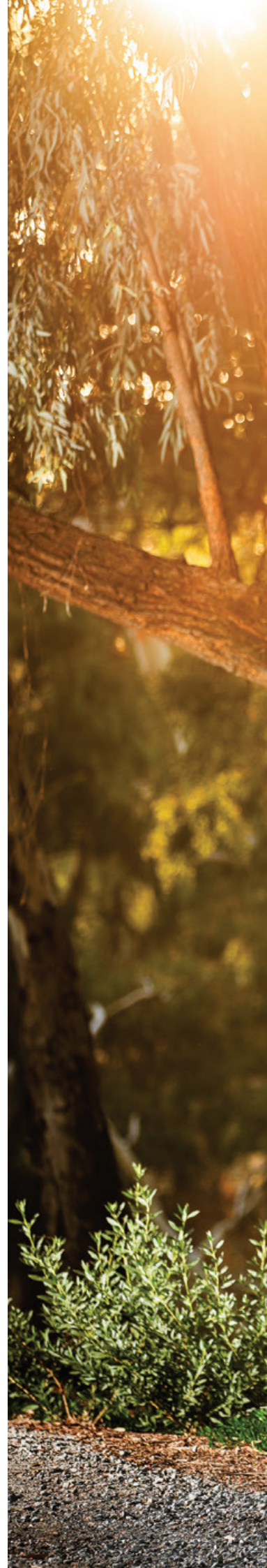
यदि आपको अपनी खुद की भाषा में हमसे संपर्क करने की ज़रूरत है तो आप राज्य सरकार के दुभाषिया एवं अनुवाद केन्द्र के 1800 280 203 नम्बर पर फोन करके उन्हें City of Norwood Payneham & St Peters को 08 8366 4555 पर फोन करने के लिए कह सकते/सकती हैं।

## Greek

Η Δημαρχία Norwood, Payneham & St Peters έχει δεσμευτεί να οικοδομήσει μια περιεκτική και συνεκτική κοινότητα που θα γιορτάζει τη διαφορετικότητα παρέχοντας ένα περιβάλλον όπου όλοι οι άνθρωποι θα απολαμβάνουν ίση πρόσβαση στις ευκαιρίες της ζωής.

Αυτό το έγγραφο διατίθεται σε εναλλακτικές μορφές και γλώσσες κατόπιν αιτήματος. Μπορείτε να το ζητήσετε στέλλοντας email στο [citizenservice@npsp.sa.gov.au](mailto:citizenservice@npsp.sa.gov.au) ή τηλεφωνώντας στο 08 8366 4555.

Αν χρειαστεί να επικοινωνήσετε μαζί μας στη γλώσσα σας, μπορείτε να τηλεφωνήσετε στο Κέντρο Διερμηνείας και Μετάφρασης της Πολιτειακής Κυβέρνησης, αριθμός τηλεφώνου 1800 280 203 και να τους ζητήσετε να επικοινωνήσουν με την Δημαρχία του Norwood Payneham & St Peters στο 08 8366 4555.







## Kurna Acknowledgement

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*The City of Norwood Payneham & St Peters acknowledges that this land is the traditional land of the Kurna people and that we respect their spiritual connection with their country.*

*We also acknowledge the Kurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still important to the living Kurna people today.*

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## We value your comments

For more information about the 2021–2022 Annual Report, please contact the Council via email: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au) or mail: General Manager, Governance & Civic Affairs, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

Our website at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au) provides more information about the Council's activities, policies and plans for the future.

## Thinking of the environment

This Annual Report is printed on certified carbon neutral recycled stock, manufactured in Australia and copies are distributed electronically.







# Welcome

The City of Norwood Payneham & St Peters 2021–2022 Annual Report provides a comprehensive account of the Council’s performance, achievements, challenges and financial management, from 1 July 2021 to 30 June 2022.

**The Council is committed to transparent reporting and accountability to all of our stakeholders and the Annual Report is the primary means of advising on progress towards the outcomes and objectives outlined in the Council’s strategic management plan, *CityPlan 2030: Shaping Our Future*.**

The Annual Report has been prepared to meet the legislative requirements set out in the *Local Government Act 1999*.

## How to read this Annual Report

This Annual Report is divided into four main sections:

- An overview of the City of Norwood Payneham & St Peters, the services we provide and a summary of our performance for 2021–2022 is on pages 7–45.
- Information about the Council and our organisation can be found on pages 47–115.
- Our performance outcomes for 2021–2022 information on how we are meeting each of our strategic outcomes is on pages 151–211.
- To view our 2021–2022 financial indicators and audited financial statements, please see pages 231–281.

A glossary of terms and acronyms used throughout the report is on pages 295–297.

The Council's contact details are listed on the inside back cover of the Annual Report.



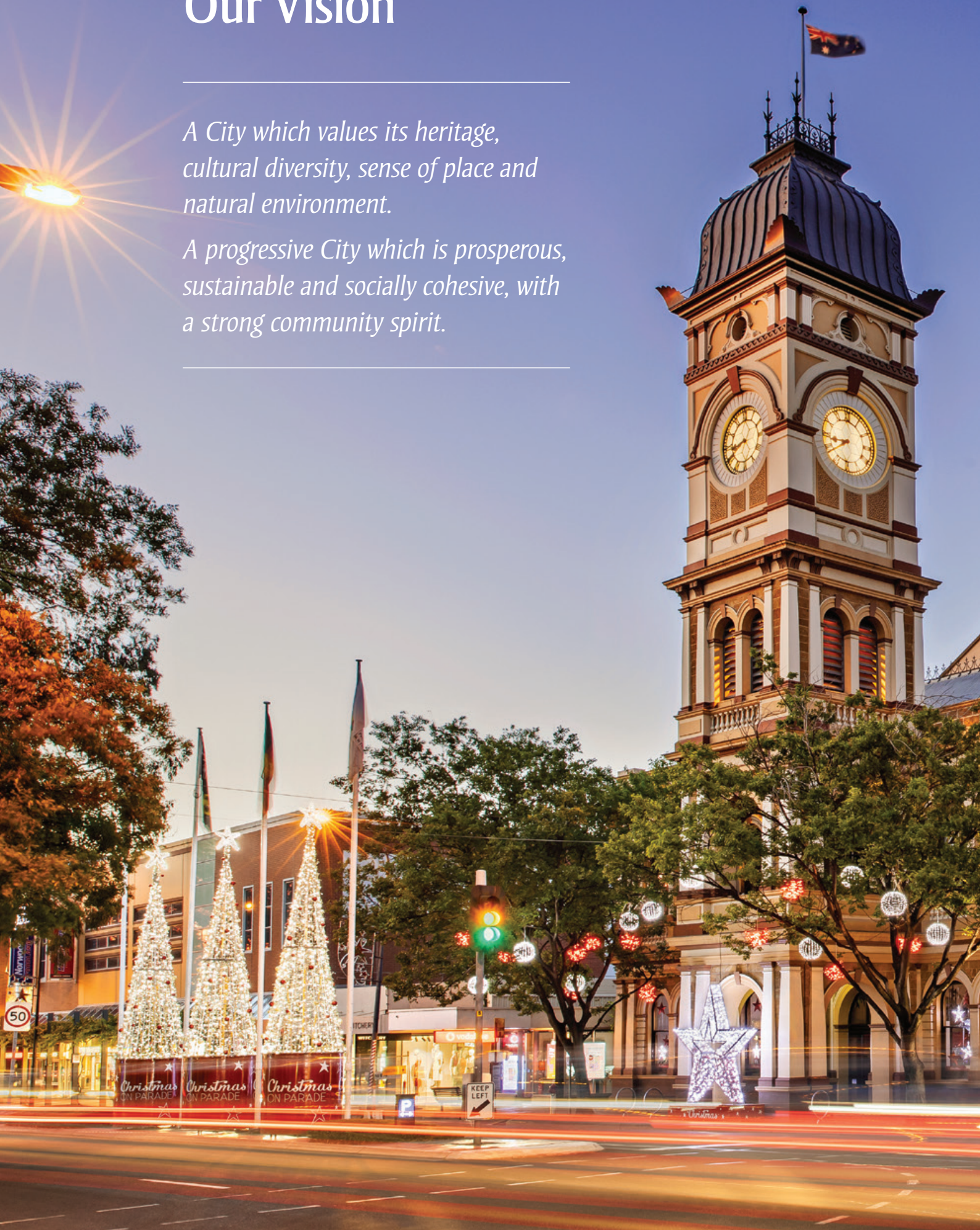
# Our Vision

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*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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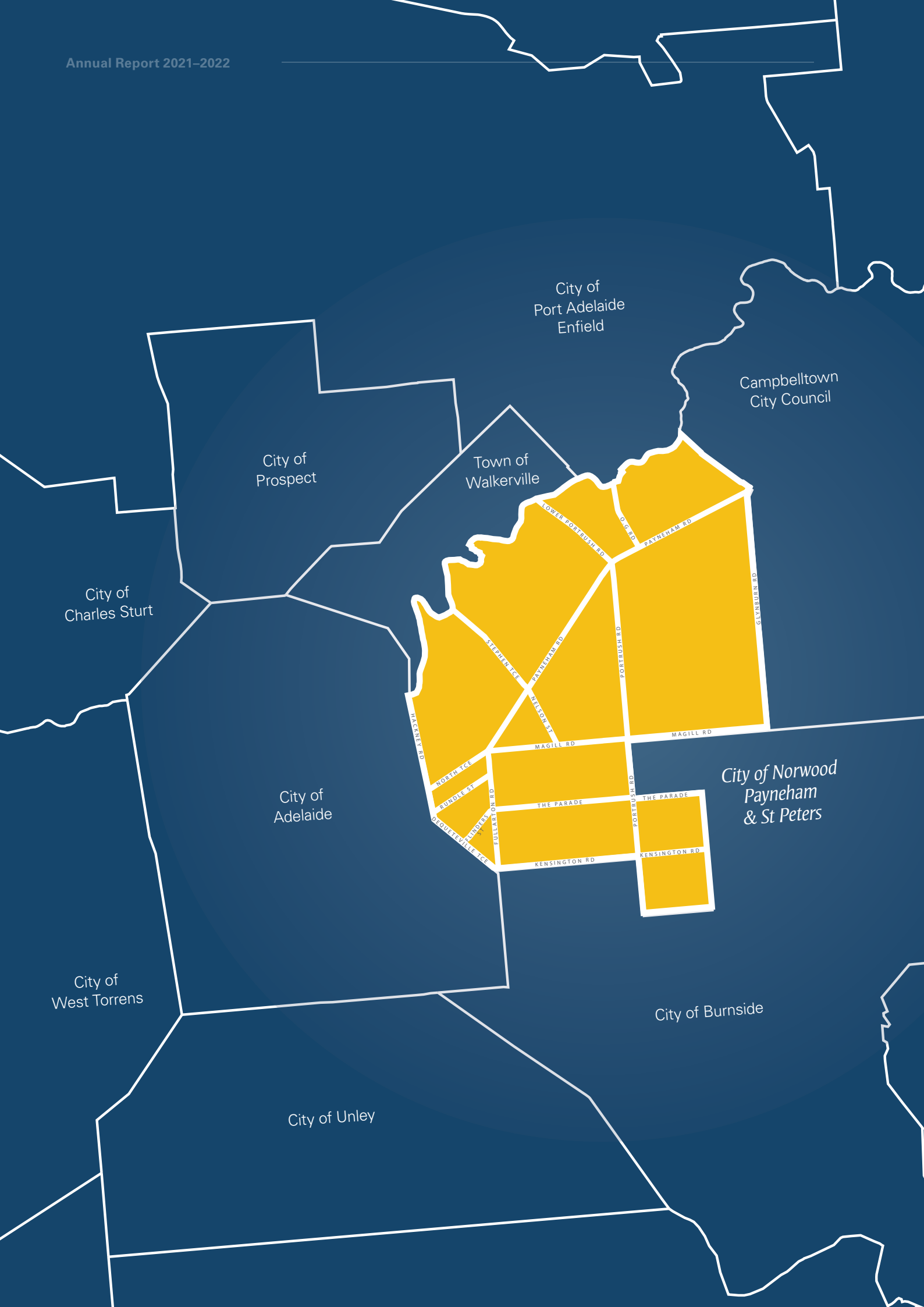


# Introduction

*The City of Norwood Payneham & St Peters' unique sense of place is shaped by its cultural diversity, strong community spirit, rich heritage and cosmopolitan lifestyle.*

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City of  
Port Adelaide  
Enfield

Campbelltown  
City Council

City of  
Prospect

Town of  
Walkerville

City of  
Charles Sturt

City of  
Adelaide

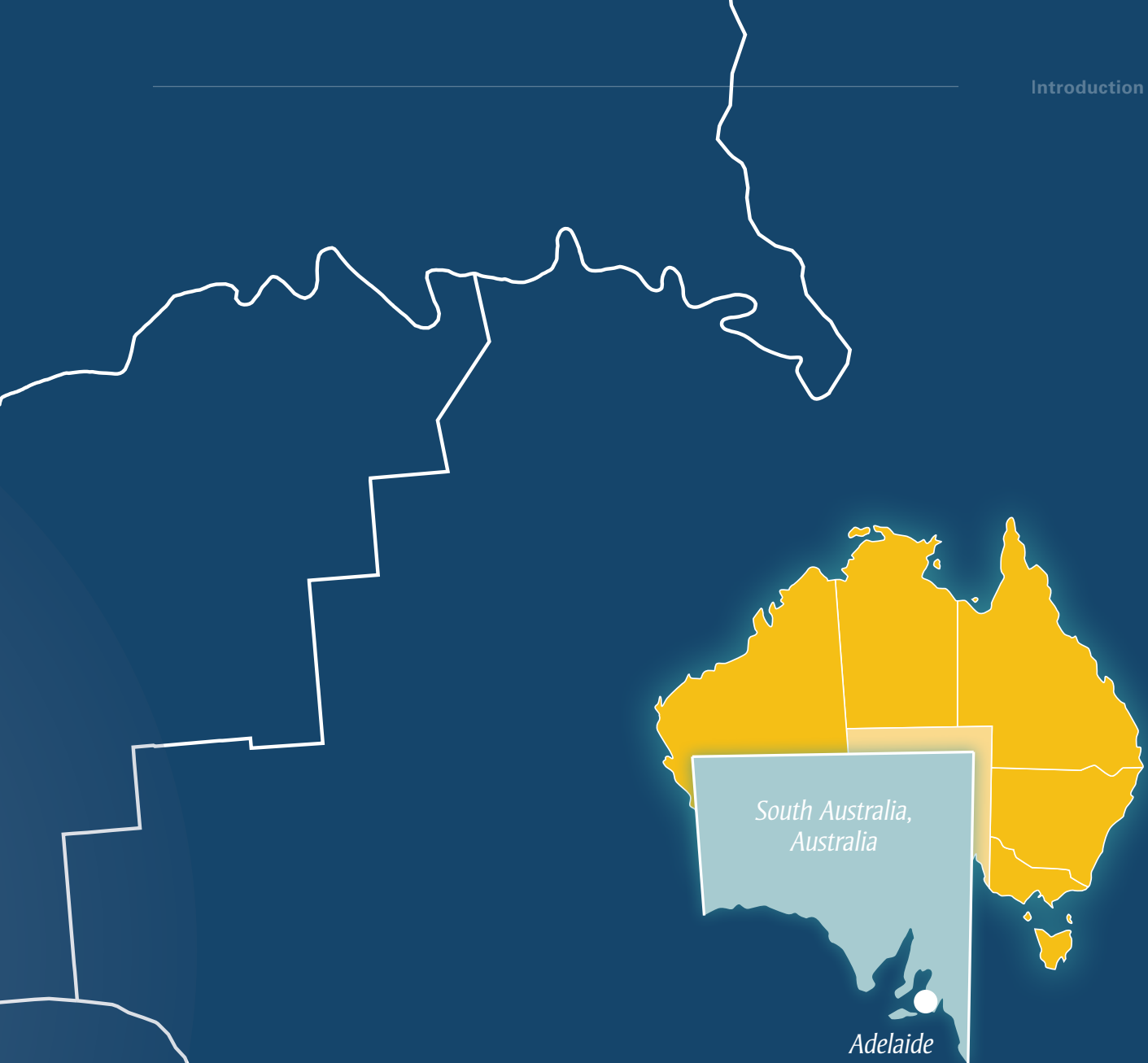
City of Norwood  
Payneham  
& St Peters

City of  
West Torrens

City of Burnside

City of Unley





# City of Norwood Payneham & St Peters

Located just five minutes east of Adelaide's CBD, the City of Norwood Payneham & St Peters enjoys a reputation as one of Adelaide's most desirable places to live, work, study and visit.

The Council area is bounded by neighbouring Councils — the City of Port Adelaide Enfield to the north; Campbelltown City Council to the east; the City of Burnside to the south; City of Adelaide to the west; and the Town of Walkerville to the north-west. The River Torrens also forms a boundary to the west and north.



# Who We Are

# *Our History*

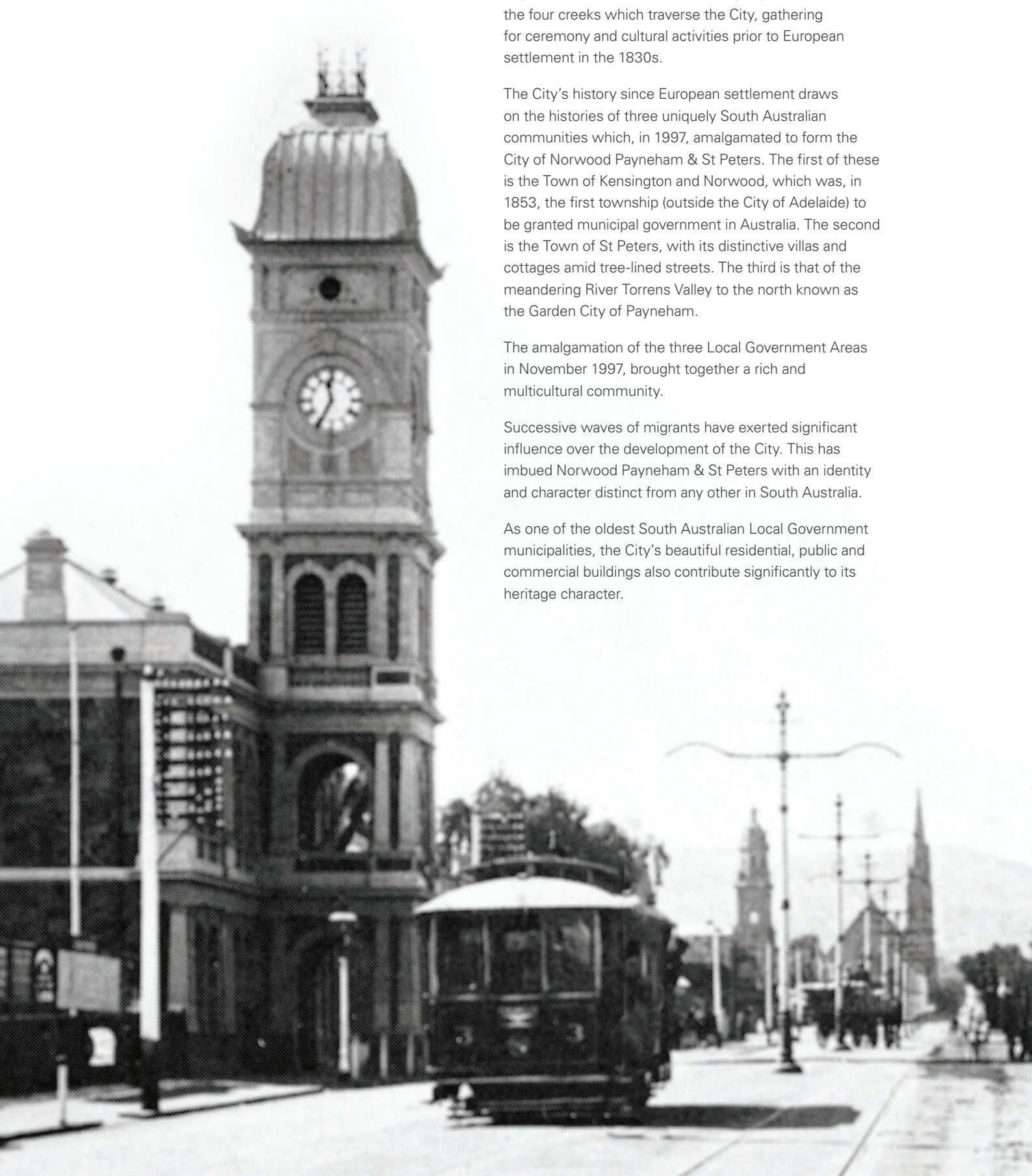
The Kurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kurna people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

The City's history since European settlement draws on the histories of three uniquely South Australian communities which, in 1997, amalgamated to form the City of Norwood Payneham & St Peters. The first of these is the Town of Kensington and Norwood, which was, in 1853, the first township (outside the City of Adelaide) to be granted municipal government in Australia. The second is the Town of St Peters, with its distinctive villas and cottages amid tree-lined streets. The third is that of the meandering River Torrens Valley to the north known as the Garden City of Payneham.

The amalgamation of the three Local Government Areas in November 1997, brought together a rich and multicultural community.

Successive waves of migrants have exerted significant influence over the development of the City. This has imbued Norwood Payneham & St Peters with an identity and character distinct from any other in South Australia.

As one of the oldest South Australian Local Government municipalities, the City's beautiful residential, public and commercial buildings also contribute significantly to its heritage character.





## Our City

Located just a five minute drive from Adelaide's central business district; picturesque tree-lined streets, unique heritage, architecture and extensive parks and gardens give our City its unique character.

The Council owns and operates the St Peters Child Care Centre & Preschool, Payneham Community Centre, Norwood Swimming Centre, Norwood Town Hall, Payneham Memorial Swimming Centre as well as three Libraries in Norwood, St Peters and Payneham Library at Felixstow.

The Norwood Concert Hall, one of South Australia's premier entertainment venues, is also owned and operated by the Council, as is the Norwood Oval, the maintenance of which the Council shares with Norwood Football Club the "Redlegs". Other significant built assets include St Peters Town Hall Complex and Norwood Institute, which was built in 1873 and now houses Norwood Library.

As a member of the International League of Historical Cities, we have set our sights high on becoming a leading example of the best an urban lifestyle can offer in an Australian context. Membership of the League enables us to contribute to the dialogue surrounding the future direction of cities across the world.

We aim to ensure those within our community are kept well informed so they understand and value the extensive role the Council undertakes within the broader community and its relevance to their lives.

## Our Identity

The City's logo was created in November 1997 when the former City of Kensington and Norwood, City of Payneham and the Town of St Peters amalgamated to form the City of Norwood Payneham & St Peters.

The logo is a six-pointed star, inspired by the clock face of the Norwood Town Hall, located on The Parade, Norwood.

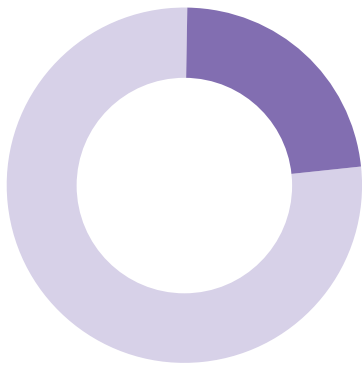
The stars six points represent the three former Local Government areas coming together to form the City of Norwood Payneham & St Peters. The colours of the logo reflect the heritage values of our City.





# City Snapshot

The City of Norwood Payneham & St Peters enjoys a reputation as one of Adelaide's most desirable places to live, work and visit.

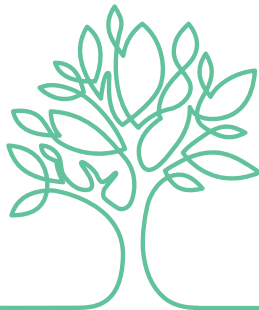


**30.2%**

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

**341km**  
of footpaths

**363km**  
of kerbing



**local businesses**

**7,800\***

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

**171km** of roads

**20,000+** street trees



**2 Swimming Centres**



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

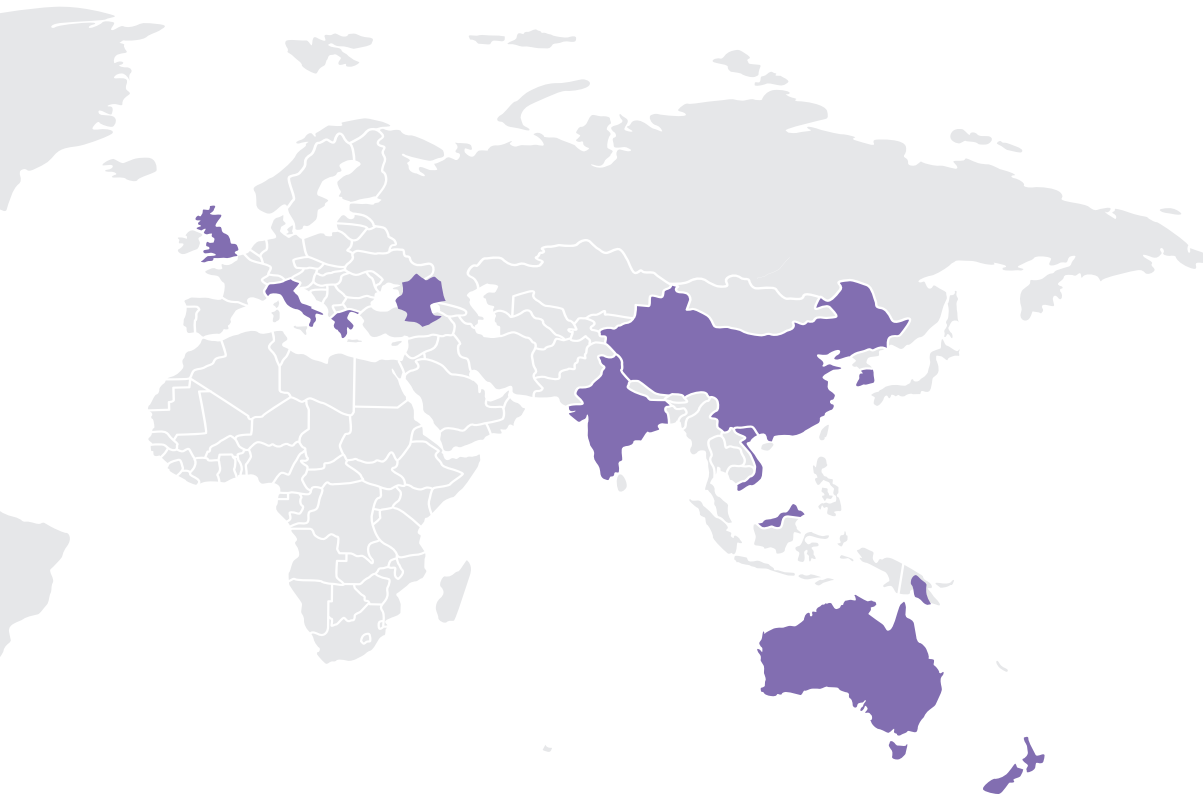


**3 Libraries**

# Source: Australian Bureau of Statistics 2019 Estimated Resident Population

\* Approximate figure





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

**64.7%**

Australia

**4.8%**

United Kingdom

**4.3%**

Italy

**4.0%**

China

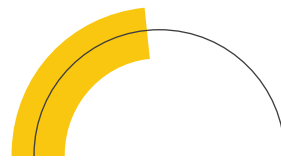
**2.6%**

India

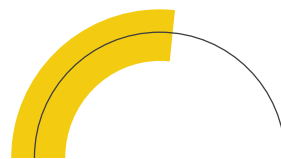
**residents**

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

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



**48%** male



**52%** female



**29 playgrounds**



**72 parks and reserves**



**180 hectares of open space**



# Strategic Direction

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

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

**Social Equity**

**Cultural Vitality**

**Economic Prosperity**

**Environmental Sustainability**



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

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

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

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



# CityPlan 2030: Shaping Our Future

## *Mid-Term Review*



'Kid's Art Studio' — Canvas depicts the vision of the City in 2030

*CityPlan 2030: Shaping Our Future* is the leading document in the Council's Strategic Planning Framework and is used to guide the future planning, programming and delivery of projects and services for our City and community.

*CityPlan 2030* was developed in 2008 through an extensive visioning process with the community.

The Mid-Term Review 2020 publication was endorsed by the Council in December 2020 and released to the community in early 2021.

The Mid-Term Review of *City Plan 2030* introduces the aspirational Smart City agenda while emphasising the Council's focus on sustainable active transport and climate change adaptation.

Based on the concept that, as a community, we can shape, model and influence our future by the actions we take today, the plan reflects priorities identified by the Council and community, and structures these into four key outcome areas, also known as the four Pillars of Community Well-being; namely:

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



# Key Initiatives, Projects and Services

This map and list detail the major and significant projects and their total project value which were delivered across the City during 2021–2022, for the benefit of the broader community.

## Social Equity

Civil Infrastructure  
Whole-of-Life Works Program  
\$5,043,387

Buildings Whole-of-Life  
Works Program  
\$743,525

Recreation & Open Space  
Works Program  
\$704,270

Acquisition of library stock  
\$214,465

Youth Development Strategy  
\$29,725

Street lighting renewal  
and upgrade  
\$42,293

Cycling Plan 2021–2026  
Year 1 Implementation  
\$25,390

40km/ph Speed Limit Norwood  
and Kent Town  
\$31,291

## Cultural Vitality

Movie in the Park  
\$20,555

Twilight Carols  
\$41,910

## Economic Prosperity

Eastside Business Awards  
\$36,153

Raising the Bar Adelaide  
\$48,757

Business & Networking Events  
\$20,000

## Environmental Sustainability

Stormwater drainage  
Whole-of-Life Works Program  
\$1,351,349

Borthwick Park Creek Improvements  
\$391,173

Greening of Verges Program  
\$5,564

Corporate Emissions Reduction  
Plan - Year 1 Initiatives  
\$35,535

## Second Creek Outlet Upgrade

\$2,017,279

## Concerts in the Park

\$118,919

## Rectification of footpath defects

*City-wide*

\$59,314

## Burchell Reserve Upgrade Project\*

\$485,612 (Total cost \$3.2m)

## Raising the Bar

*City-wide event*

\$48,757



\* Ongoing major project



**Willow Bend Reserve Path Lighting**

\$35,139

**Payneham Memorial Swimming Centre Redevelopment Project\***

\$399,200 (Total cost \$24m)



**Langman Grove Road Reconstruction**

\$1,412,391

**Additional street trees**

*City-wide*  
\$19,000

**Dunstan Reserve Adventure Playground Project\***

\$58,691 (Total cost \$1.35m)

**River Torrens Linear Park Shared Path Upgrade Project\***

\$242,635 (Total cost \$2.79m)



**St Peters Street Streetscape Upgrade Project\***

\$845,156 (Total cost \$4.45m)

**The Parade Masterplan\***

\$387,000





**Investing to  
ensure our  
community  
is safe.**





# Capital Works Program

## 2021–2022

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

### The 2021–2022 Capital Works Program budget of \$7,842,532 incorporated:

Civil infrastructure works to the value of \$5,043,387 including;

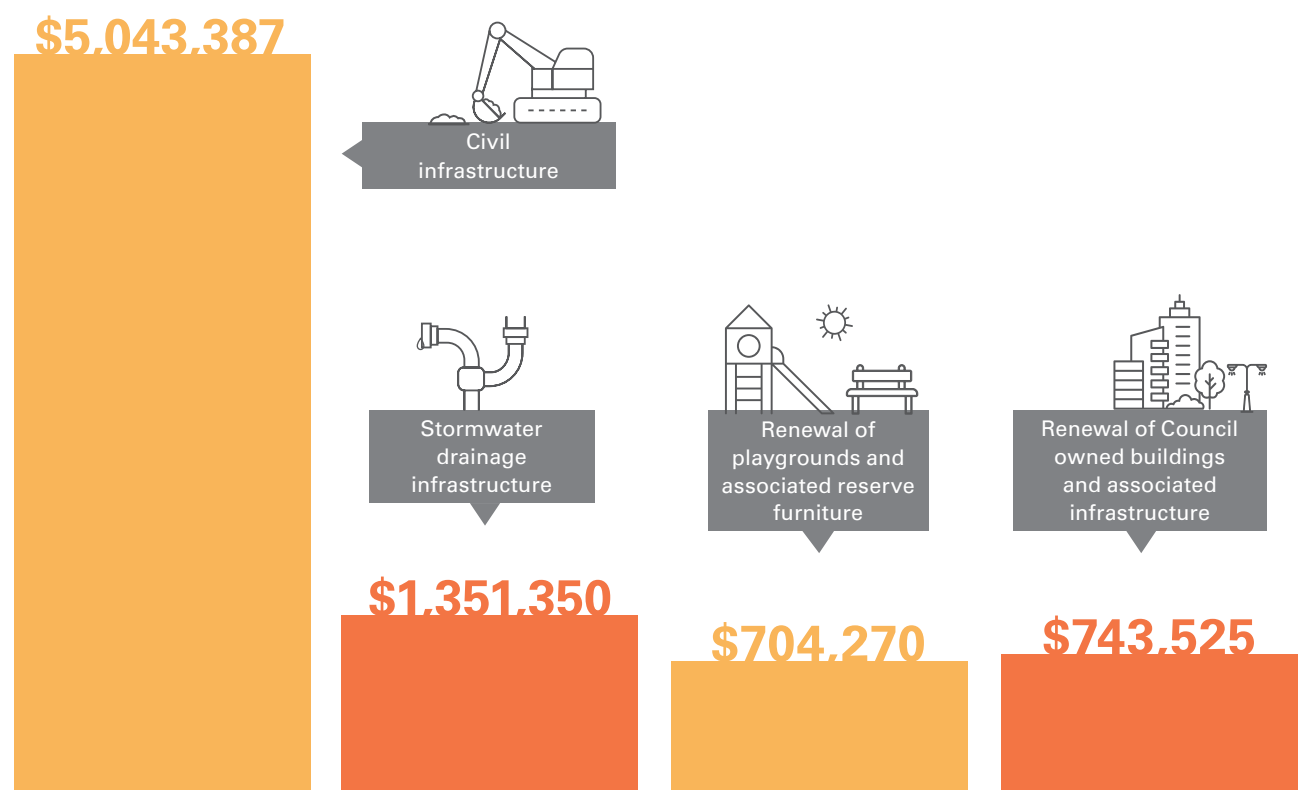
- resealing 47 road segments totalling 72,910 square metres;
- reconstructing 9,640 square metres of footpaths along 40 road segments; and
- replacing 4,900 lineal metres of kerbing along 40 road segments.

Building works to the value of \$743,525 including the upgrade of the St Peters Childcare Centre & Preschool playground, replacement of all lighting at the Glynde Depot and St Peters Childcare Centre & Preschool with LED's and replacement furniture for various community facilities.

Recreation and open space infrastructure works to the value of \$704,270 including the Nino Solari Commemorative Infrastructure works and upgrade of the Norwood Oval Irrigation System.

Stormwater drainage works to the value of \$1,351,350 including upgrades to stormwater drainage infrastructure at Marian Road, Firle, and the Second Creek Outlet.

The Civil Infrastructure Capital Works Program involves upgrades and improvements to the City's streets, with works including reseals, footpath paving and kerbing.



# Year In Review

## *Performance Highlights*

### Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community



Poolside 2022

### 2021–2022 Achievements

- ✓ Introduced a wide-range of new technologies and initiatives as part of the Council's Smart City Plan commitments. Page 218.
- ✓ Reduced the speed limit to 40km/h (from 50km/h) in Norwood and Kent Town following community consultation. Page 177.
- ✓ Delivered 17,954 hours of Home Community Care Services to senior citizens. Page 174.
- ✓ Apopted the Council's new On-Street Parking Policy. Page 177.
- ✓ Engaged with young people through a range of programs—including the Skill Sessions, Friday Nights at the Pool and Pop Up Wheel Park. Page 113.
- ✓ Constructed Nino Solari Commemorative Path – benefitting cyclists and pedestrians. Page 130.
- ✓ Provided \$57,850 to 27 community groups through the Community Funding Program. Page 126.
- ✓ The Council's 208 Volunteers dedicated 5264 hours of service across a variety of programs. Page 118.
- ✓ Continued to increase the Council's social media profiles on Facebook, Instagram and LinkedIn. Page 173.

### Challenges

- Increasing the number of citizens who engage with our Council through digital channels.
- Striking a balance with residents, business operators and visitors in regards to on-street parking expectations.
- Volunteer recruitment and retention impacted by COVID-19.

### The year ahead

- Delivery of the Capital Works Program.
- Continuing to deliver the initiatives in the Council's Wayfinding Strategy
- Further development of The Parade Masterplan, including the upgrade of George Street with wider footpaths to make it more pedestrian friendly and safe.
- Finalising the conversion of Rosemont Lane to a public road.



## Outcome 2: Cultural Vitality

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



### 2021–2022 Achievements

- ✓ 842 Development Applications were lodged with the Council. Page 184.
- ✓ Hosted 2022 History Festival event — Down at the Local. Page 183.
- ✓ More than 100 art works featured in Art on Parade. Page 26.
- ✓ Welcomed 284 new citizens into our community. Page 129.
- ✓ Issued 225 busking permits. Page 181.
- ✓ More than 2000 people attended the Concerts in the Park events. Page 181.
- ✓ 16 schools and childcare centres took part in Festive Gallery on Osmond. Page 182.
- ✓ Hosted Pianos in the Park for the fifth year. Page 185.
- ✓ Commenced and completed detailed design of the Burchell Reserve upgrade. Page 157.
- ✓ Hosted South Australian Living Arts (SALA) across various venues throughout our City. Page 181.

### Challenges

- For the second year in a row, the much loved and iconic Norwood Christmas Pageant was cancelled.
- Events staff continued to work closely to manage other events in a COVID-19 safe manner.

### The year ahead

- Work will continue on the redevelopment of Payneham Memorial Swimming Centre.
- Official unveiling of the Council's Quadrennial Major Public Artwork in Old Mill Reserve.
- The Tour Down Under will return with the Council hosting Stage 3 in January 2023 after a forced break due to COVID-19.

# Year In Review

## *Performance Highlights*

### Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services



#### 2021–2022 Achievements

- ✓ Delivered more than 40 actions from the Economic Development Strategy. Page 217.
- ✓ Created Taste of The Parade vouchers to boost the hospitality sector. Page 188.
- ✓ Hosted the Eastside Business Awards to recognise the best small businesses in the City, as voted by the public. Page 138 & 187.
- ✓ James Thredgold Jeweller was inducted into the Eastside Business Awards Hall of Fame. Page 139.
- ✓ Launched Eastside Design for Living publication. Page 142.
- ✓ Developed and delivered the Win a FIAT competition. Page 144.
- ✓ Developed and delivered the Spend to Win competition. Page 188.
- ✓ Hosted Spring Shopping Day in which 55 businesses took part. Page 193.
- ✓ Presented six Business Growth Workshops. Page 190.
- ✓ Delivered the Mayor's Business Commendation Awards. Page 193.
- ✓ Issued 42 e-newsletters to the business community. Page 187.
- ✓ Delivered two business networking events, which were attended by 160 people in total. Page 187.

#### Challenges

- Continuing to improve engagement with the business precincts.
- Meeting the ongoing challenges of building a robust and sustainable local economy.
- Navigating and understanding the impacts of inflation rises and post-pandemic trends.

#### The year ahead

- Continuing to implement the Council's Economic Development Strategy.
- Continuing to support local businesses and attract more trade and investment to the City.
- Working with business operators and traders to boost the local economy by developing new initiatives, events and support for local industries.



## Outcome 4: Environmental Sustainability

A leader in environmental sustainability



*Tree pruning in our City*

### 2021–2022 Achievements

- ✓ Completed the Street Tree Planting Program, which involved planting 523 additional trees over the course of the program. Page 197.
- ✓ Collected 4500 tonnes of waste through the street and footpath cleaning program. Page 197.
- ✓ Made 140 purchases that had recycled-content products or materials. Page 195.
- ✓ Collaborated with St Peters Rotary Club to offer funding grants for environmental initiatives. Page 198.
- ✓ Diverted 566 kilograms of batteries from landfill. Page 196.
- ✓ Continued to implement initiatives from the Corporate Emissions Reduction Plan. Page 199.
- ✓ Commenced construction work on the St Peters Street Streetscape. Page 156.
- ✓ Finalised the Gross Pollutant Trap program—preventing rubbish entering the River Torrens. Page 196.

### Challenges

- Engaging more residents to participate in environmental initiatives and programs.
- Encouraging residents and business owners to comply with recycling policies.
- Encouraging green cover on private land.

### The year ahead

- Continuing to implement key objectives in the 2020–2030 Corporate Emissions Reduction Plan.
- Implementing energy and water efficiency measures.
- Continuing to identify open spaces for increased wildlife habitat.



Enjoying our  
City's green  
open spaces.



*Willow Bend Reserve, Marden*



# Year In Review

## Fast Facts

### WEBSITE VISITS

295,374

Total website visits. Page 175

291,311 in 2020–2021  
270,064 in 2019–2020

### JAZZ IN THE PARK ATTENDANCE

800

Event attendance. Page 183

810 in 2020–2021  
1200 in 2019–2020

### RAISING THE BAR TICKETS

930

Raising the Bar tickets. Page 190

930 in 2020–2021  
1,804 in 2019–2020

### GENERAL WASTE COLLECTED

6,958

Tonnes of Kerbside General (landfill) waste collected.  
Page 197

7,223 in 2020–2021 | 7,076 in 2019–2020

### COMMUNITY SERVICE

17,954

Hours of Community Care Service delivered.  
Page 176

19,675 in 2020–2021 | 20,349 in 2019–2020

### BIKE COUNT

1,843

Annual Bicycle Count.  
Page 179

2,284 in 2020–2021  
1,283 in 2019–2020

### NEW CITIZENS

284

New citizens welcomed into  
our community. Page 123

225 in 2020–2021  
222 in 2019–2020

### COMMUNITY FUNDING

\$57,850

Community Funding Program.  
Page 120

\$55,818 in 2020–2021  
\$53,758 in 2019–2020

### STREET TREES

523

Number of new street  
trees planted. Page 199

510 in 2020–2021  
391 in 2019–2020

### SERVICE REQUESTS

11,242

Completed requests relating to graffiti,  
footpaths and road maintenance,  
stormwater drainage, traffic, parking, trees  
and waste management. Page 175

11,288 in 2020–2021 | 10,000 in 2019–2020

### DEVELOPMENT ASSESSMENTS

842

Development Applications  
were lodged with the Council.  
Page 186

1101 in 2020–2021  
917 in 2019–2020

# Year In Review

## Events

Our City has a reputation for delivering acclaimed events that bring the community together, create a sense of place and promote our rich cultural heritage.

Like every city in the world, the Council faced a variety of challenges as a result of the ongoing COVID-19 pandemic and the restrictions that were put in place by the State Government.

The Council's events staff worked in consultation with SA Health to deliver the annual Twilight Carols event and Zest for Life Festival—which were cancelled the previous year.

The Council's events staff also successfully delivered the Australia Day celebrations, Concerts in the Park series, St Peters Fair and Art on Parade.

Unfortunately, the iconic Norwood Christmas Pageant was cancelled for the second year. However, the Council looks forward to hosting this much-loved event once again in November 2022.



## ART ON PARADE

### Art on Parade

Twenty-six artists took part in the 2022 Art on Parade event from 1–30 April, with 114 artworks on display at 24 premises. Art on Parade is a self-guided trail where visitors discover an exciting selection of sculptures, paintings, drawings and photographic works on display in retail and commercial businesses along The Parade, Norwood.

### Australia Day

An Australia Day Celebration & Citizenship Ceremony was held on 26 January 2022 in St Peters. The event included the Australia Day Awards presentation, a citizenship ceremony and speeches from local MPs and our Australia Day Ambassador Joel Bayliss. Young citizens also enjoyed fun and plenty of activities at the Council's other much-loved Australia Day event, Poolside, at the Payneham Memorial Swimming Centre.



## AUSTRALIA DAY





# CONCERTS IN THE PARK

## Concerts in the Park

Music lovers, families and friends relaxed and had fun while listening to jazz, melodies and symphonies in our City's beautiful parks in February, March and April as a part of the Concerts in the Park events. The events will be returning in 2023.

# ST PETERS FAIR

## St Peters Fair

The St Peters Fair was held on 26 March 2022, at Linde Reserve, Stepney. The event featured entertainment, crafts, games and amusement rides and also provided local businesses and not-for-profit organisations with an opportunity to host a market stall.



# TWILIGHT CAROLS

## Twilight Carols

More than 1400 children and their families enjoyed the festivities of the Twilight Carols on 4 December 2021 at Linde Reserve. With live entertainment, a silent disco, and a special visit from Father Christmas, the event was truly magical!



# Where Your Rates Go

The Council collected \$36.6 million in rates revenue during 2021–2022. This revenue was used to deliver the Council’s services, initiatives and projects. For every \$100 paid in rates, the breakdown in Council expenditure is set out below.




**\$30.90**

## Infrastructure Management

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




**\$12.58**

## Waste & Recycling Services

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




**\$17.95**

## Trees, Parks, Sport & Recreation

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




**\$6.64**

## Economic Development, Regulatory Services, Environment & Planning

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



*The Council had \$47,930m to spend in total  
and we spent \$45,284m.*



### Community, Health, Aged & Youth Services

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



### Libraries & Community Facilities

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



### Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



### Governance, Communications & Administration

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

# Community Well-being

The Council's Community Survey is undertaken every two years to assist the Council in monitoring and improving its performance and to reinforce its commitment to improving Community Well-being.

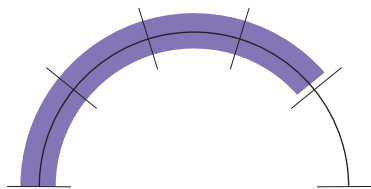
The Community Survey asks how satisfied people are with the various services, programs and facilities the Council provides, together with other questions that affect overall quality of life in the City.

## Residents



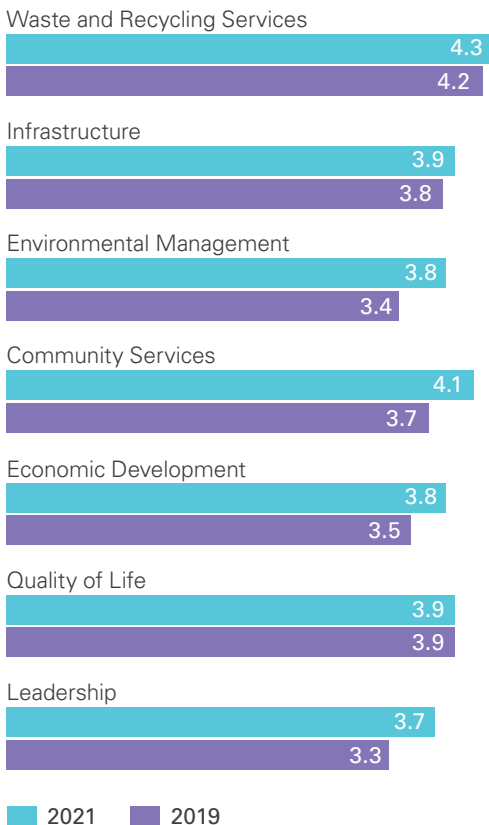
### Overall satisfaction

The Resident Survey results revealed that despite the presence of COVID-19, overall resident satisfaction with the Council has steadily increased from 3.8 to 3.9 out of a maximum of 5.



3.9/5

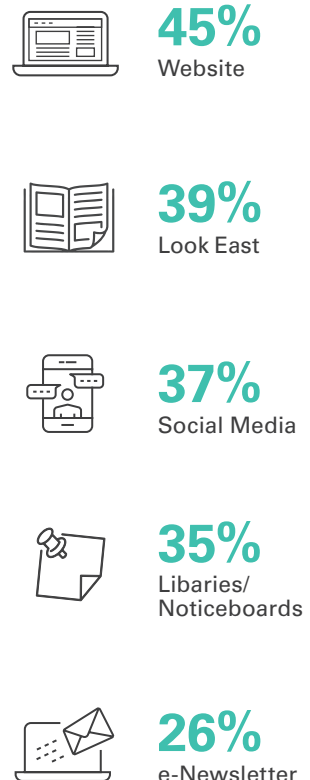
### Satisfaction with performance areas



### Satisfaction with specific issues



### How residents receive information

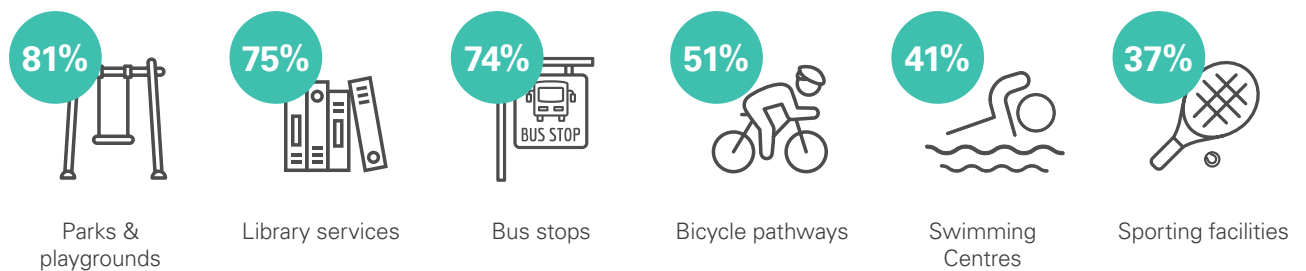




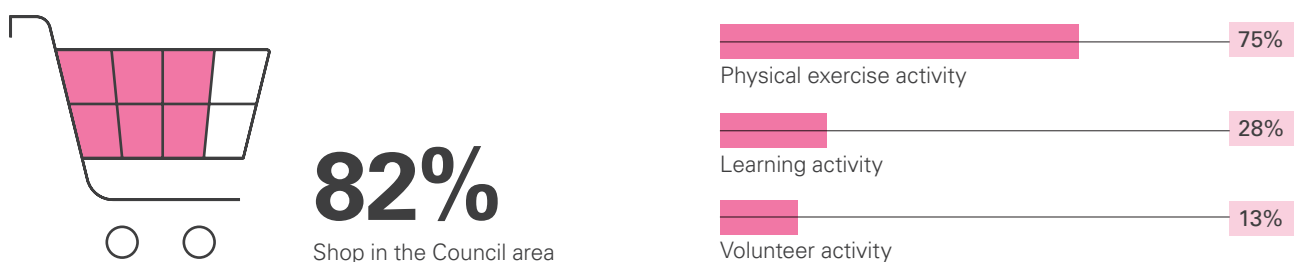
Participants were asked to rate their satisfaction on a scale of one (the lowest) to five (the highest). At the end of the survey, participants were able to provide a suggestion or comment to assist the Council in improving its service delivery.

Changes in satisfaction levels are monitored to help identify areas where the Council can improve performance to meet the community's expectations. All participants in the survey were randomly selected.

### Use of the Council services or facilities



### Weekly participation in activities in the Council area



### Priority issues

The top three issues for the Council to address in the next three years as a priority are:

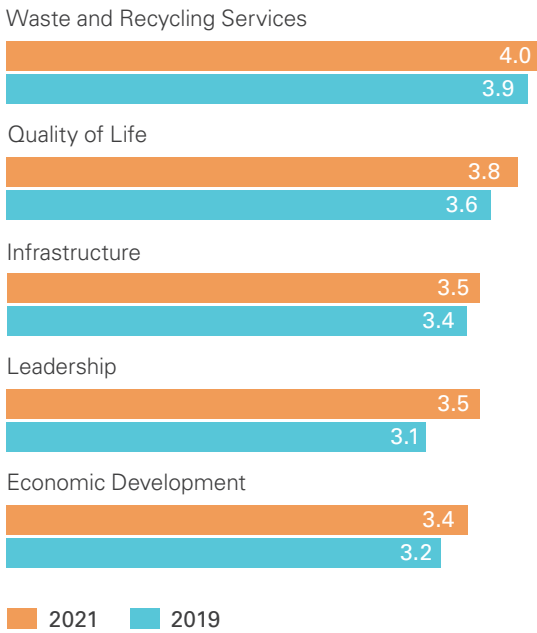


## Business Operators



### Satisfaction with performance areas

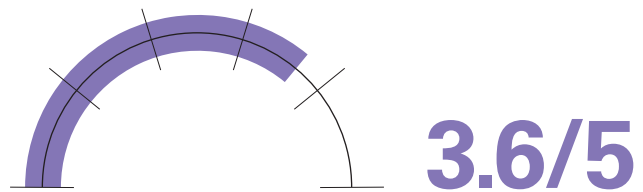
The Business Survey results show an increase in the Council's performance in the following areas:



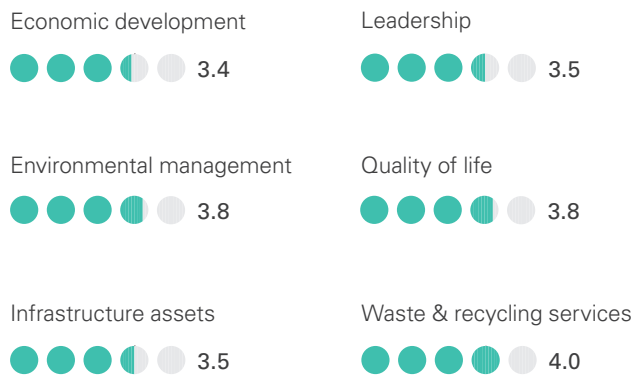
Significant increases can be seen in three of the above performance areas; leadership, economic development and quality of life.

### Overall satisfaction

Overall satisfaction has increased from 3.4 to 3.6 across almost all areas and businesses are generally feeling more confident towards the Council.

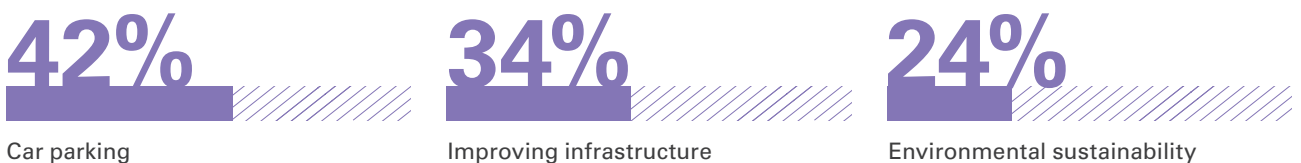


### Satisfaction with specific issues



### Priority issues

The top three issues for the Council to address in the next three years as a priority are:





### Advantages of operating a business in NPSP



### Disadvantages of operating a business in NPSP

#### Parking issues

Car parking is a difficult issue to resolve as our residents and businesses often have competing expectations. Seeking to strike a balance, the Council is currently investigating options for providing additional car parking at the Webbe Street car park in Norwood, while implementing a City-wide car parking policy to alleviate business and resident concerns with long-term commuter parking in residential streets.

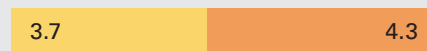
42%



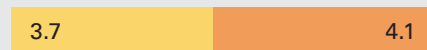
## COVID-19 Response

One of the most effective responses by the Council to the COVID-19 pandemic were Justice of the Peace services and increased cleaning in public spaces, followed by a freeze on Council rates.

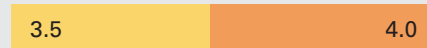
JP services open throughout the pandemic



Increased cleaning in public spaces



Freeze on Council rates



Businesses Residents





# Strategic Challenges

## 2021–2022

### Council operations

In the lead up to the March 2022 State Government election and the May 2022 Federal Government election, there was an increase in stimulus funding for infrastructure projects across a range of sectors in South Australia and around the nation.

COVID-19 and the Russia–Ukraine war also had an impact on the availability of services, goods and inflation.

#### The challenge

This created large demand for professional services, consultants and contractors to undertake projects. The high demand resulted in a shortage of labour and materials in some industries, with some companies turning down work or advising of significant delays to complete work or supply materials.

There was also a price increase globally of base materials due to supply cost increases as well as timber and steel reinforcement supply shortages.

Some commercial construction tenders had an escalation close to 15% compared to the previous year.

#### How we addressed it

The Council extended its project timeframes. In some cases, major projects which were planned for 2021–2022, will now begin in 2022–2023. To read more about major projects visit pages 152–157.

### State border opening – impact on local economy

The decision by the State Government to open South Australia’s borders in November 2021 and the emergence of the Omicron variant, led to devastating impacts on local businesses and their employees in the Council area.

#### The challenge

Local business and traders reported to the Council that trying to trade with a backdrop of constant changes to density and seating restrictions was a serious economic challenge.

#### How we addressed it

The Council’s commitment to economic development focuses on supporting and nurturing local businesses and facilitating an environment in which they can flourish.

In January 2022, the City of Norwood Payneham & St Peters approved a third financial assistance package to local businesses impacted by the State Government imposed density restrictions.

### Scramble Crossing Supreme Court dismissal

The City of Norwood Payneham & St Peters’ legal bid to protect The Parade and George Street from becoming a major intersection, and to save regulated trees, was dismissed by the Supreme Court on 12 July 2021, seriously impacting the quality and identity of Adelaide’s premier main street, The Parade.

The decision reached the Supreme Court after the Department for Infrastructure and Transport (DIT), which had previously been working productively and collaboratively with the Council for four years on The Parade Masterplan and approved the Council’s proposal to install a ‘scramble crossing’ to improve pedestrian safety, chose to change its decision and support two private property owners, who wanted dedicated right-hand lanes installed, in addition to the ‘scramble crossing’.

#### Challenges

As a result of the dismissal of the Council’s case by Supreme Court Justice Parker, major infrastructure work commenced at the intersection in September 2021 resulting in significant changes to the intersection.

#### How we addressed it

The Council has continued to develop The Parade Masterplan to ensure pedestrian safety and the amenity of Adelaide’s premier main street, The Parade.

In November 2021, a consultant was appointed to prepare the detailed design of The Parade Masterplan. Construction is expected to begin in 2024.

# Service Reviews

The Council continually reviews the level of satisfaction with our services and the information collected helps the Council to better understand community needs, motivations, and levels of satisfaction across a broad range of services.

## Waste Management Policy

The Council's Integrated Waste Services Policy sets out the kerbside waste collection services which are provided to residential, commercial and other properties within the City. Whilst this Policy has served the Council well, with the emergence of new waste and recycling issues a review of the Policy was considered appropriate and necessary.

The issues identified with the current Policy and therefore, the service provided to residents and businesses located with the City included:

- the entitlement of additional bin permits set out in the Policy no longer aligned with the objective of minimising waste being sent to landfill;
- the Policy did not make provision for tailored non-standard service arrangements to cater for multiple dwellings and apartments;
- the Policy did not outline the Council's service provision for kitchen organics (including baskets and supply of compostable bags), which commenced in 2012; and
- did not outline the Council's at call hard waste and electronic waste collection service which commenced in 2017.

In addition, the Policy was silent on compliance and enforcement measures.

Following a review of the waste services provided by the Council and the various issues associated with the Policy, a new Policy was adopted by the Council on 5 October 2021.

The new Waste Management Policy seeks to establish agreements with multiple dwelling sites (ie high rise apartment dwellings and units), to formalise non-standard collection services for these premises.

The new Policy also seeks to address the issues associated with the over allocation of bins and collection from commercial premises and schools.

### Challenge

Given the changes to some collection services, it was identified that the new Policy could be met with objections from property owners and commercial and residential tenants. To manage the new arrangements in accordance with the new Policy, an awareness raising strategy was undertaken which included liaising with those entities identified as generating excess waste, to explain the new provisions and to work through any issues in their transition to the standard bin entitlements.

The strategy also included an assessment on a case-by-case basis, for provision of a non-standard waste service for multiple residential dwellings (located within a multi-dwelling complex), whilst allowing for the provision of larger capacity bins, on-site collection and increased frequency of recyclables and organic waste collection (to a maximum of one collection per week), where required.

A possible financial risk was also identified in that the new non-standard service agreements (such as for apartment complexes) could be perceived as increasing overall waste collection costs. The Policy has been drafted to consider the cost of service provision, with non-standard service agreements only able to be entered into, via



formal agreement, following assessment of a number of matters, including cost estimates from East Waste and that the non-standard servicing will incur no greater cost to the Council than the standard provision.

It was also identified that another risk was that the new Policy could be considered inequitable by commercial property owners/tenants by not offering commercial premises a second landfill bin.

Whilst there is no legal obligation for the Council to provide waste management services of all streams for these tenancy types, the Council agreed that all commercial properties will be transitioned across to full compliance with the new Policy over a three year period.

This will include:

- addressing The Parade as the highest priority first (provide traders on The Parade with new bins with Radio-frequency identification (RFID) chips fitted within 12 months (by October 2022));
- additional commercial locations (Magill Road, Payneham Road, shopping centres) to be addressed following The Parade; and
- all commercial properties issued with RFID-fitted bins within three years.

In respect to waste services for schools, there is no legal obligation for the Council to provide waste management services of all waste streams for schools.

However, the Council resolved to provide each school with a standard service for each of the three bin waste streams, primarily as an educative support tool for the students and provide a kerbside collection service for these bins.

This means that schools will need to engage a commercial contractor to service their overall waste needs but could still demonstrate sustainable waste separation and recycling practices. This option doesn't require ratepayers to subsidise collection services for schools.

A transition process is being implemented with schools, which involves staff discussing the Council's new Waste Management Policy and how the school can transition to the new arrangements. Each school will be offered a Bin Assessment Service, delivered by KESAB, to examine their on-site waste management practices and consider best practice alternatives for waste minimisation, separation and collection.

The challenges to implementing the new Policy will be managed over the next 12 months through the communications materials developed which will provide clear information about the Council's principles of waste management services including the objective of reducing waste to landfill. In addition, staff will implement an educational strategy which focusses on this objective by educating and promoting the use of organic composting and recycling.

# Encouraging green cover in streetscapes





## Greening Our City

One of the Council's objectives is to create sustainable streets and open spaces. To encourage and support green cover in streetscapes, in December 2020, the Council endorsed the Verge Landscaping and Maintenance Policy.

In 2021, a new project, the Greening of Verges Program, was implemented to assist citizens who had obtained approval to landscape the verge adjacent to their residential property. The assistance included Council staff excavating compacted materials and supplying and spreading loam prior to the citizen landscaping the affected verge. This assistance makes the landscaping of verges safer, more convenient and cheaper for citizens and with improved environmental sustainability outcomes.

The Council also extended its funding of the Civil Capital Works Program in 2021–2022 by \$18,000 to cover the cost of additional preparatory works to verges to assist citizens (on an opt-in basis) to landscape the verge adjacent to their residential property as part of the annual Footpath Construction and Reconstruction Program.

The Policy provides guidance on how proposals to landscape and green verges will be considered and approved.

### Challenge

Following the adoption of the Policy, a number of citizens expressed concern with the Council's approach to unapproved artificial grass installations. Whilst there was support by some members of the community for the Policy, with the active reporting of unapproved artificial turf installations, concerns were expressed by citizens who received notices to remove unapproved artificial grass installations, on the basis that this measure was too severe and that the Council was applying the Policy in a retrospective manner.

In January 2022, local media coverage occurred in relation to the Council's Policy and its position in requesting property owners of a strata complex in Norwood to remove artificial turf that had been laid assumedly without approval on Council land. Unfortunately, in this particular instance, the enforcement notice was issued to a property owner who subsequently was able to demonstrate that, in fact, a permit had been received from the Council to place artificial turf on the verge.

This specific incident was resolved when staff wrote to the owner to apologise that the removal notice had been sent in error and the approved artificial turf was able to remain.

The Council also received correspondence from a property owner who advised the Council that it was difficult for older people, who have previously installed artificial turf on the Council verge, to remove it.

Based on these issues, following its first year of operation, the Verge Landscaping and Maintenance Policy was reviewed.

Whilst the Council could determine to no longer take any enforcement action against unauthorised verges with artificial turf, laid prior to the commencement of the Policy in March 2021, this option alone was not recommended as it would not address the significant adverse amenity and environmental impacts of artificial grass.

### Adopted Position

The Council adopted a new position to manage unauthorised turf installed prior to the adoption of the Policy. The Council will continue a reactive approach in receiving and only acting upon, complaints of unauthorised turf installed prior to the adoption of the Policy. However, rather than the Council removing the artificial turf after one year where an owner refuses to cooperate with removing the turf, the Council's Sustainability Officer will initiate 'up front' discussions with those owners to discuss the benefits of removing artificial turf and opportunities to install low maintenance planting and where the owner is willing, for those applications to be put forward for prioritised consideration under the Greening of Verges.

In the event that agreement is not able to be reached with the property owner, the artificial turf will remain in place, until such time as the turf has ended its useful life or the property owner moves out and there is an ability to negotiate with a new owner.

This approach is considered to be more collaborative than the current enforcement position and seeks to achieve sustainable outcomes working with, and in collaboration with, citizens rather than taking a 'heavy handed' approach.

# Significant Media Coverage

The City of Norwood Payneham & St Peters recognises that the media has an important role in our community. The Council has an excellent relationship with media outlets such as News Corp's The Advertiser and its online publication, AdelaideNow, Solstice Media's InDaily, CityMag and SA Life and independently owned weekly newspaper the Adelaide East Herald.

Many of the Council's media releases have also received air time with interviews with the Mayor and Chief Executive, on the AM radio stations ABC and 5AA, during 2021–2022. The topics that attracted the highest media coverage are set out below.

## **Payneham Memorial Swimming Centre Upgrade**

The announcement that the Payneham Memorial Swimming Centre will be completely redeveloped with two new pools, high platform slides and water play areas received extensive media coverage. The total cost of the redevelopment is expected to be in the order of \$24 million and it is expected the Centre will be open for the 2024 swimming season. Media coverage included Channel 7, The Advertiser, ABC radio and The Adelaide East Herald. See more on page 152.

## **Taste of the Parade – 500 dining vouchers**

In another boost to kick-start The Parade's hospitality sector, 500 vouchers valued at \$25 each were offered to diners in March 2022. The vouchers were one of a number of initiatives recently introduced to support businesses in the Council area which have been negatively impacted following the opening of the State borders in November 2021 and the introduction of State Government density limits. The media coverage included The Advertiser, AdelaideNow, 5AA and Glam Adelaide. See more on page 188.

## **Cycling champion Nino Solari Commemorative Path**

A Commemorative Path honouring the achievements and legacy of cycling champion Nino Solari was unveiled in April 2022. Nino Solari played a significant role in boosting the profile of professional cycling in South Australia. The Commemorative Path on Osmond Terrace is part of the Beulah Road Bicycle Boulevard. Coverage in CityMag and the Adelaide East Herald. See more on page 130.

## **Eastside Business Awards**

With a record number of votes cast, the Eastside Business Awards once again reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in South Australia. The 5th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City. The Hall of Fame winner was James Thredgold Jeweller. Coverage in InDaily, CityMag and the Adelaide East Herald. See more on page 138.

## **Raising the Bar**

Award-winning event series, Raising the Bar, returned to the City of Norwood Payneham & St Peters on 20 October 2021. Ten of the City's best bars and pubs were transformed into accessible and fun knowledge spaces for people who want to be challenged, inspired and informed. From crime reporting, fitness, ending homelessness and dying with dignity, there was a range of topics for everyone. Coverage in InDaily and the Adelaide East Herald. See more on page 145.





*Media coverage of Payneham Memorial Swimming Centre Upgrade*

### **Norwood Oval receives national recognition in the AFL**

The much loved and iconic Norwood Oval continued to kick goals after being crowned the state's winner of the AFL's Ken Gannon Community Football Facilities Award on 15 June 2022. The multi-million-dollar redevelopment was the only facility in South Australia to receive the Award, which is presented by the AFL's Australian Football Facilities Fund. Media coverage in *The Advertiser* and the *Adelaide East Herald* (front page). See more on page 105.

### **Record funding investment in flood prevention infrastructure**

In April 2022, the Federal Government announced it was investing \$9.9 million to improve stormwater infrastructure to reduce the risk of flooding in our City. The funding is provided on the condition it is matched by the Council—making it one of the biggest infrastructure investments in the Council's history. The funding boost will offset the Council's overall \$38.4 million investment to protect residents and businesses from flooding. See more on page 154.

### **Council adopts its first Tree Strategy**

In May 2022, the Council adopted its first ever Tree Strategy (2022–2027) which will serve as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years. The Strategy has set a target of planting new 500 street trees in 2022 and also sets out the Council's role in advocating for the retention of trees and planting trees on private land. Coverage in the *Adelaide East Herald*, ABC radio. See more on page 132.

### **Media Releases**

Other media releases that generated coverage included:

- Eastside Design for Living. Page 142.
- Dunstan Adventure Playground Upgrade. Page 153.
- The Council's ongoing legal proceedings in relation to infrastructure works on The Parade.

For more information on the Council's current and historic news visit: [www.npsp.sa.gov.au/mediareleases](http://www.npsp.sa.gov.au/mediareleases)

# Our Stakeholders

The Council engages with its stakeholders in a number of ways including responding to requests for information and services, holding community events and other engagement activities.

The following stakeholder groups have been identified.

## Community



### How we engage

- Council meetings and Committees
- Community and sporting facilities and programs
- Community engagement forums and surveys
- Community events and activations
- Community funding opportunities
- Responding to Customer Service requests
- Libraries
- Publications (Look East, Your NPSP, Annual Report, etc)
- Social media platforms
- Website

### Why this is valuable to us

Provides a consistent communication stream for all citizens to engage in.

Provides knowledge, participation and feedback opportunities.

Guides delivery of services for our people.

Contributes to Community Well-being.

### What is the value to our Community

Civic and community leadership.

Service and facility provision.

Partnership, collaboration, and representation.

Sustainable social and community management and growth.

## Partners in Business



### How we engage

- Business committees
- Business forums and workshops
- Annual Report
- Collaboration and partnership programs
- Publications (Economic Development Strategy, Annual Report, etc)
- Business focussed events
- E-newsletters
- Social media platforms
- Website

### Why this is valuable to us

Provides economic growth and opportunities for the community and wider population.

Assists with opportunities for new business.

### What is the value to our Community

Support for small and large business investment, development and growth.

Technical and practical support, advice and guidance.





## Internal



### How we engage

- Department meetings
- Emails
- Staff briefing sessions
- Health and well-being programs
- Intranet
- Publications
- Elected Member weekly Communique and e-newsletters
- Personal and professional development and training opportunities
- Tool Box meetings
- Collaboration with Volunteer service providers
- Staff and Volunteer Awards
- Elected Member Years of Service Awards

### Why this is valuable to us

Valuable skills, knowledge and labour to deliver strategic activities and services to the community.

Delivery of services or programs with assistance from our Volunteers.

### What is the value to our Community

Employment opportunities within a supportive environment.

Training and career development  
Community participation and well-being.

## Partners in Government



### How we engage

- Formal meetings
- Joint projects
- Annual Report
- Forums
- Events and networking
- Partnerships
- Website

### Why this is valuable to us

Provision of funding for growth opportunities.

Input into policy and legislative development.

### What is the value to our Community

Collaborative efforts for representative government.

Collaboration for resources partnerships and networks.

## Media



### How we engage

- Council meetings
- Media releases
- Interviews
- Publications
- Social media platforms
- Website
- E-newsletter

### Why this is valuable to us

Raise awareness and promotion of activities within the City.

### What is the value to our Community

Builds reputation.

Creates awareness of issues in the City.

# Message from the Chief Executive

Due to the 2022 Local Government Election Caretaker Period, this Annual Report does not contain a message from Mayor Robert Bria.



It is my privilege and honour to present the City of Norwood Payneham & St Peters' 2021–2022 Annual Report.

The past year has reinforced this City's reputation as one of the best places to live, visit and do business in South Australia.

The Council has maintained this status by providing consistent exceptional services and programs that support our citizens and business community, while investing in major projects and delivering an exciting calendar of events.

Working with, and alongside the community, brings a deeper understanding of our organisation's values, which are — Our People, Working Together, Leadership, Excellence, Integrity and Service.

The values are the foundations of our success and culture and create a shared understanding to align the way we work with the Council's vision and purpose.

## What you told us

The Council's biennial Community Survey was undertaken in late 2021 with face-to-face interviews and

online consultation with more than 800 residents and business operators.

I would like to extend my appreciation to all residents and business operators who took part in the Community Survey. The information which you provided is invaluable and helps to set the framework for our service delivery now and into the future.

The 2021 Community Survey asked how satisfied people are with various Council services, programs and facilities, together with other questions that affect their overall quality of life in our City.

I am very pleased to report that despite the impact which COVID-19 had on our community, overall satisfaction from residents is at an all-time high.

The Business Survey results also showed a significant increase in the Council's performance areas—including leadership, economic development and quality of life.

## Supporting the local economy

The Council is committed to growing a strong local economy by promoting and developing its business precincts and encouraging investment.

The Council's 2021–2026 Economic Development Strategy outlines our strategic direction for economic development over the next five years.

In 2021, 40 initiatives have been implemented which have all played a key role in helping the local economy, particularly during the pandemic.

The Council also provided its third financial relief package for businesses

impacted by the State Government imposed density restrictions as a result of opening the state's borders in November 2021. This financial package included rate relief and waiving of outdoor dining permits.

In addition, the Council has launched its inaugural homeware and interior design publication *Eastside Design for Living*, held various competitions in order to boost direct expenditure in local businesses, as well as hosting the very popular events *Raising the Bar* and the *Eastside Business Awards*.

## Our built heritage and environment

Our City is home to some of the most stunning heritage buildings in South Australia and the Council has, and remains, committed to the protection and enhancement of its built heritage.

As part of this commitment, the Council sought the views from the community on its draft Built Heritage Strategy. The purpose of the Strategy is to formalise the Council's desired outcomes and intended actions for the next five years to ensure the City's built heritage continues to be valued and protected. It is expected the draft Strategy will be endorsed in 2022–2023.

The Council is also committed to enhancing environmental sustainability and tree canopy and in May 2022, the *Tree Strategy 2022–2027* was formally adopted by the Council.

The *Tree Strategy* not only sets a roadmap and actions that are required to strategically increase tree canopy but importantly, it has a target of planting 500 new trees each year over the next five years.



Both strategies are exceptional bodies of work and a significant achievement for our Council and I thank all staff and the community, who took part in the preparation of these documents and for our Elected Members for having the foresight and vision to commence this work.

### Protecting our community

The Council has once again worked collaboratively and congenially with both the State and Federal Governments. In April 2022, the Council was advised by the Federal Government that the Council would receive \$9.9 million to upgrade and improve stormwater infrastructure in order to reduce the risk of flooding in various suburbs throughout our City.

This funding will be matched by the Council making it one of the biggest investments in our history.

In 2021–2022, the Council also continued to engage with the community over a wide range of issues that impact on safety and well-being such as reducing the speed limit in Norwood and Kent Town, traffic management in Marden and Royston Park, dog and cat management, and improving the amenity of recreational areas.

### Major projects

The Council is investing more than \$51 million in major projects including the redevelopment of the Payneham Memorial Swimming Centre.

The Payneham Memorial Swimming Centre will be transformed into an exciting aquatic park for swimmers,

families and the wider community with the Council investing \$16.5 million in 2022–2023.

Once completed, the total investment in the state-of-the art facility will be in the order of \$24 million with \$5.6 million being contributed by the State Government.

The Council is also progressing the implementation of The Parade Masterplan and the redevelopment of the Dunstan Adventure Playground in St Peters. In addition, the Council's Whole-of-Life Capital Works Program includes \$14.5 million for the renewal of the City's stormwater drainage system, footpaths, kerbs and resealing of roads.

### Our organisation is Future Ready

In early 2022, an organisational restructure commenced.

The new structure, Future Ready, essentially involves the reallocation of functions and responsibilities to better align the organisation to better achieve the Council's objectives outlined in our strategic document, *CityPlan 2030: Shaping Our Future*.

I am very proud of the way in which all staff have approached the proposed changes. The maturity and progressive approach which has been taken by staff, is symbolic of the nature of our organisation and the 'can do' attitude of our staff.

Future Ready will ensure that we can continue to deliver our many services and programs to the standard expected by the Council and the community.

### Looking ahead

With Local Government Elections to be held in November 2022, I would like to take this opportunity to extend my personal thanks and gratitude to Mayor Robert Bria and the Councillors for their service to the community over the past four years.

For those Councillors who choose not to nominate, I thank you for your service to the Council and our community and I wish you the very best with your future endeavours.

For those Councillors who have chosen to contest the 2022 election, and all the candidates, I wish you the best of luck with your campaign, and I look forward to working with you in the future.

I would also like to reiterate my gratitude to the Council's resilient, committed and hard-working staff—in particular the Executive Leadership Team—who work together to provide support and stability to the Mayor, Councillors and me, and most importantly, to the community.

In 2021–2022, the Council once again obtained exceptional results in a wide range of areas and I am pleased to present the Council's achievements in this Annual Report.

**Mario Barone PSM**  
Chief Executive Officer





St Peters Town Hall



# Our Council

*We are here to improve the well-being of our citizens through Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.*

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*Mayor Robert Bria and Elected Members*



# Mayor and Councillors

The City of Norwood Payneham & St Peters is divided into six Wards and represented by a Mayor and 13 Elected Members who are elected by the local community every four years.

The role of the Mayor and Elected Members is specified within the *Local Government Act 1999*, the legislation that provides the framework within which Councils operate in South Australia.

Elected Members play a vital leadership role in representing the interests of the community and delivering on the vision and strategic direction of the Council.

In South Australia, the role of an Elected Member is regarded as a voluntary part-time position. The Elected Members who represented the City of Norwood Payneham & St Peters and the various Committees of the Council in 2021–2022 are listed on the following pages.



## Oath of Office

Having been elected to the office of Elected Member for the City of Norwood Payneham & St Peters, I faithfully and impartially fulfil the duties of office in the public interest, to the best of my judgment and abilities and in accordance with the *Local Government Act 1999*.



## Mayor Robert Bria

I was first elected Mayor in a by-election in October 2005 and was re-elected in 2006, 2010, 2014 and 2018. I previously served as a Councillor representing the Torrens Ward for eight years from 1997–2005. My involvement in the sporting, business and community life of the City spans 36 years.

Before entering Local Government, I played junior and senior football for the Payneham (now Payneham Norwood Union) Football Club, owned a small business in the Glynde Corner and studied at Marden Senior College.

I bring a wealth of experience and knowledge to the role of Mayor, having also held a number of senior positions in the Local Government sector, including Chair, Metropolitan Local Government Group of Mayors and Chief Executive Officers; Chair, Eastern Region Alliance (ERA) of Councils Mayors and Chief Executive Officers Group; Member, Local Government Association Board and Member, East Waste Board.

As the current Chair of the Council's Business and Economic Development Committee and Norwood Parade Precinct Committee, I am passionate about supporting local traders and local jobs, and have initiated a number of economic development projects and initiatives.

In 2015 I was nationally recognised for my efforts with a Commendation from Economic Development Australia (Elected Member category).

I hold a Graduate Certificate in Public Sector Management and Bachelor of Arts (1st Class Honours) Degree from Flinders University, and a Diploma of Government.

I am currently working in SA Health on secondment from Multicultural Affairs, Department of the Premier and Cabinet.

In 2010 I was made an Honorary Member of the Norwood Rotary Club and from 2012–2017 served as Number 1 Ticket Holder of the Norwood Football Club.

I have also served the local community in a number of Volunteer roles. From 2013–2019, I participated in the Adelaide City Christmas Pageant as a Pageant Marshall and I have participated in almost every Norwood Christmas Pageant during my time on the Council.

I was a member of St Joseph's Memorial School Board for six years and have regularly organised 'Footy Nights' and 'Bowls Nights' for the fathers and male caregivers of students. I also assist with the school's fundraising events and coached football teams from 2017–2019.

A life-long resident of the City, my family's connection to the City of Norwood Payneham & St Peters goes back more than six decades to 1960 when my father lived in Norwood after migrating to Australia from Italy.

I live in Trinity Gardens with my wife, Pina, who is a Mary MacKillop College old scholar, and our three children: Isabella, Christian and Charlotte. I have previously lived in Felixstow and Payneham.

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## Kensington / East Norwood Ward



### Cr John Callisto

I am very proud to have served as the Elected Member for the Kensington/East Norwood Ward for the fourth year. As a former childhood local of Payneham/Trinity Gardens and now a resident and Councillor, I continue to feel privileged and excited to live in this vibrant and resilient community that embraces our expansive culture, business opportunities, retail and restaurant precinct, and special heritage. I have truly enjoyed meeting and assisting residents from my Ward and business owners, to support and enable them to seek the best appropriate outcomes.

Our Council this year has continued to assist and support local charity organisations, businesses, traders and residents during a continued year of challenges.

Through my involvement on the Business and Economic Development Committee and the Norwood Parade Precinct Committee, I have supported many of the initiatives which have been vital in keeping my Ward safe, sustainable and prosperous for better times to come. I am pleased to see many of our great facilities and local businesses once again operational and positive about the future ahead.

My passion for our local events remains strong and my key focus looking ahead is to continue to support our community and promote our unique location that makes our City and my Ward in particular, a great place to live, work and visit.

I take this opportunity to acknowledge and thank our generous and selfless Volunteers, resident associations, community sporting organisations and support organisations for their dedication in working and supporting our community during this challenging year.

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### Cr Christel Mex

I live in the City of Norwood Payneham & St Peters because I believe that this is the best community to live in South Australia.

Our City has a unique cultural and built heritage that helps identify our community and sense of place. Ensuring that we have an open and transparent Council is important to me, and I want to see a City where all people are informed and engaged in community life.

We have excellent community facilities such as swimming pools, parks, playgrounds, community centres, libraries and the Norwood Concert Hall, which I strongly support. Maintenance of footpaths, street lighting, on-street parking and preventing cars from speeding through local streets are issues that are important to me.

I am a supporter of resident associations and acknowledge the great work of our service clubs, welfare organisations, environmental groups, sporting associations and dedicated Volunteers. My interest in community groups extends to my PhD thesis which I completed at Flinders University, where my topic of research was the sustainability of grassroots associations in Australia.

I have worked for more than 20 years in senior management roles and on numerous not-for-profit boards.

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## Payneham Ward



### Cr Kevin Duke

For more than 50 years I have enjoyed living in the Council area, with its great infrastructure of roads, footpaths, parks, playgrounds, sporting facilities, libraries, Norwood Concert Hall, meeting rooms and above all, the sense of community.

I am tertiary educated with a post graduate degree in Social Administration, retired from working in the human services areas of education, mental health and physical rehabilitation. I am married with two adult daughters. I am a Justice of Peace.

I have involved myself in many local community groups such as School Boards Parents and Friends Associations and Residents' Associations. In the broader community I have been on the Management of the Mental Health Association, the Board of Directors of Invicta Sheltered Workshops and the Board of Directors of the then Paraplegic Quadriplegic Association of South Australia, [now called Para Quad SA] including a term as State President.

I support the Council's approach to progressively introducing 40kph speed limit for all residential streets. This will also require the installation of traffic control devices, improving the safety of all our road users as well as pedestrians and the quality of life for all residents.

I am a strong supporter of all forms of sport and I am pleased with the provision of new change room facilities for female players at Norwood and Payneham Ovals. I believe that the Council's provision of a new Concert piano for the Norwood Town Hall demonstrates support for the performing arts and will encourage increased participation by younger generations.

I am a member of the Payneham RSL and the Norwood Football Club, actively attending matches as a supporter of the local SANFL competition.

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### Cr Carlo Dottore

I have lived in the Council areas of St Morris, Norwood and Payneham since migrating from Italy as a small child in 1951, and was educated at local primary and secondary schools.

A qualified, registered architect graduating from the University of Adelaide in 1971 with my own architectural practice in Stepney, I have a deep interest in all aspects of planning, the built environment, sustainability and energy efficiency, and am a member of the Australian Institute of Architects and registered with the Architectural Practice Board of South Australia and Architects Registration Board of Victoria.

My wife Wendy and I moved to our family home in Payneham in 1971 where we raised three daughters and have recently downsized to our new home in Stepney.

First elected to the Council in 1983, I have served continuously in Local Government as Councillor for the Payneham Ward for more than 37 years; chairing and as a member of works, planning and development committees; community arts and cultural heritage committees; Council Assessment Panel, Glynde Corner and Payneham Road Precinct Committees.

I have always found serving and representing the ratepayers and community a privilege.

I have had a long interest in, and participation in, some sports, namely cycling, soccer, tennis, squash and badminton. A regular bushwalker with a keen interest in the natural landscape, environment and wildlife, I enjoy visual and performing arts and am a lifelong supporter of the Norwood Football Club.

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## St Peters Ward



### Cr Kester Moorhouse

I live in College Park in the beautiful St Peters Ward. I have a degree in International Studies (Honours in Politics) from the University of Adelaide and I work in the public service.

I was elected to the Council in 2018 and sit on the Cultural Heritage, CEO Performance Review and St Peters Child Care Centre & Pre-School Committees.

I enjoy playing indoor soccer in Stepney, tennis with friends at Joslin Reserve, bouldering in Kent Town, cycling along the River Torrens Linear Path and volunteering with Friends of the Billabong.

I believe the Council has a duty to build the infrastructure necessary to foster a deeply connected neighbourhood community. As I see it, the purpose of Local Government is to improve people's lives and to do so in a way that maintains environmental and financial sustainability. By supporting social infrastructure, such as athletic fields, libraries and public parks, we can promote community involvement in things like sporting clubs, book groups and community gardens.

The Council's 2021–2022 Annual Business Plan offers exactly these types of initiatives to let our community flourish. These include a major makeover of the Payneham Memorial Swimming Centre, an upgrade to Burchell Reserve, beautification of St Peters Street, safety improvements to the River Torrens Linear Path and an expansion of our Library Home Delivery service, as well as increasing the number of street trees.

I want to thank all Council staff and Volunteers. Your hard work is particularly appreciated considering the extra challenges posed by working throughout the COVID-19 pandemic.

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### Cr Evonne Moore

I have lived in Maylands for 40 years and love the garden suburbs and historic residential streets of our Council area. I am passionate about protecting our built heritage and the desired character of our residential suburbs, as well as trees, gardens and urban wildlife.

I was elected to the former St Peters Council in 1991 and later to the amalgamated Norwood Payneham & St Peters Council in 1997. I have lost two elections and been elected seven times. During my years off Council, I served as a Volunteer for the St Peters Residents Association.

I have worked to try to protect our built heritage and character garden suburbs from urban infill developments and poor quality development. It is sad to say that even today our garden suburbs are full of 100 old stone dwellings which are still threatened by urban infill and the current fashion for very large houses (McMansions) with small or no back-gardens. Residents living near main roads are also having to fight off huge multi-storey residential towers looming over their houses. Unfortunately, the new State-wide planning system introduced in 2021 has removed many development controls from both councils and local communities. Our Council and community groups continue to fight for good quality development and the protection of heritage and character suburbs.

I have worked as a secretary, school teacher, public servant and tutor. I am a Volunteer for the Nature Education Centre. For many years I served on the Save Our Suburbs group to challenge the urban consolidation policies of State Governments. I have volunteered with Cats Assistance to Sterilise on several mass cat desexing projects in our Council area. I hold a Diploma of Teaching, an Honours Arts Degree and a Masters Degree in Environmental Studies.

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## Torrens Ward



### Cr John Minney

I was elected as Councillor for the Joslin Ward of the City of Payneham in 1971 and served as an Alderman and Mayor until the amalgamation in 1997, when I was elected as a Councillor in the Torrens Ward. I did not seek re-election in the 2000 election but in 2003 I again nominated as a Councillor in the Torrens Ward and have served in that capacity to the present time.

As a local Elected Member, I have served our community in many ways, as Chairman of the Metropolitan Eastern Region of Councils and on the Executive of the Local Government Association where I held positions on the Finance Board and the Water Resources Committee, which assisted advising Councils on irrigation of reserves and playing fields.

I served as Chairman of the Board of Aldersgate Village in Felixstow; Chairman of the Payneham Youth Club; an instructor for the Payneham Chrysler Swimming Club; and patron of the Payneham Football and Cricket Clubs and the Trinity Gardens Bowling Club; patron and sponsor for the Spotlight Theatre Company; and was responsible for the establishment of the Payneham Concert Band.

I chair the Council's Audit Committee: I am the Council representative on the Council Assessment Panel: Board Member of ERA Water: a scheme for providing water for our reserves by harvesting stormwater: Chairman of The Highbury Landfill Authority which manages a closed landfill to environmental regulations.

I am a retired Civil Engineer, married to Margaret who is a retired Lawyer with a local practice. We have three grown daughters, four grandsons and a granddaughter. Margaret and I both enjoy music and art, and lead an active life in our community

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### Cr Garry Knoblauch

I was born, raised, educated and employed in the Port Adelaide district, so naturally I am a supporter of the Magpies and The Power. I also played soccer and am a Life Member of the Port Adelaide Soccer Club.

I am retired from full-time employment after working in Local Government engineering for 40 years. A qualified Survey Draftsman, I also have an Associate Diploma in Surveying from the University of South Australia and was previously an Associate Member of the Institute of Municipal Engineering Australia and a Member of the Australian Institute of Traffic Planning and Management.

I have lived in Marden for more than 50 years and was elected as a Councillor for Torrens Ward in 2006, re-elected in 2010, and again in 2014 and 2018. Although I was originally a reluctant candidate, I have found life as an Elected Member to be both challenging and interesting.

I am currently on the Marden Senior College Governing Council, the Council's Business and Economic Development Committee and the Board of the Eastern Health Authority. I am also involved with local community groups such as Neighbourhood Watch and Sustainable Communities SA.

I am married to Peggy with two adult children—our daughter Monique with granddaughters Grace, Hannah and Maggie and our son Jonathan is married to Jessica with grandsons Charlie and Albert.

I enjoy travelling, music, following sport and most importantly, spending time with my family.

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## West Norwood/Kent Town Ward



### Cr Fay Patterson

A decades long resident of Norwood, I am proud to be one of two Ward Councillors for West Norwood/Kent Town, a Ward that also encompasses Hackney. I love where I live and care deeply about preserving and improving our Council area—its street trees, heritage buildings, parks and reserves, shops and public services—and supporting the community that lives in it.

Born in Port Moresby, raised in Hobart and an Adelaidean by choice, my heritage is a mixture of British and Chinese. I have practiced as a traffic engineer for more than 20 years, specialising in active transport, and completed a PhD in road safety in 2021. I also write science fiction under the pen name Fay Lee (my debut novel was released this year). Overall, I look at issues from an Australian viewpoint, but with awareness of the breadth and diversity of experiences this encompasses, and an eye to our future.

As one of four new Councillors elected to the Council in 2018, my goal has been to build upon the good work that commenced at Kensington and Norwood's incorporation as the first suburban Council in Australia. This is a tradition of innovation and service, of responding well to challenges and threats, and of adding to a legacy that will stretch far beyond my time on Council.

It is both a privilege and responsibility to be an Elected Member. I hope I am representing the interests of our community well.

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### Cr Sue Whittington

I've lived in Norwood for over 30 years and love the charm, sense of community, lifestyle and heritage-rich environment of this part of our City. I feel truly honoured to have represented the West Norwood/Kent Town Ward since 2000.

I care deeply about our City, and especially about preserving our built heritage and character; about improving important local amenities such as our parks, gardens, libraries and swimming pools; and about cultural-heritage and public art programmes, especially the installation of artworks in the public realm.

In my time as a Councillor I have served on numerous Council committees, on the Norwood Primary School Board, as Chair and Deputy Chair of the Eastern Health Authority, and as a Local Government representative on the South Australian Public Health Council. In a private capacity, I have been a Volunteer with the State Government Community Visitor Scheme.

Since retiring as a hospital scientist, I enjoy music, theatre, gardening, travel and choral singing.

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## Maylands/Trinity Ward



### Cr Connie Granzio

I have lived in the Maylands/Trinity Ward for 36 years. I married my husband John in 1986 and together we have raised three children, which has been fantastic due to the schools, parks and recreational facilities and the beautiful amenity of the area.

My husband was a Councillor with the former Payneham Council for many years and through this, I developed an interest in Local Government, deciding that I wanted to play a part in influencing the development of our City.

I was elected to the Council in 2000 and have thoroughly enjoyed representing the Maylands/Trinity Ward for the past 21 years. I have also served on a number of other committees, including the Development Assessment Panel, Australia Day Awards Committee, Swimming Centres Committee and the Magill Road Precinct Committee.

I am in partnership with my husband in his electrical business and 14 years ago I opened a lighting shop, Instyle Lighting, on Anzac Highway, which I run.

I have been an active Volunteer with the Overseas Specialist Surgical Association of Australia Inc (OSSAA) since 2005, through which I undertake charitable work to raise vital funds for underprivileged children in Indonesia who require surgery. I am very passionate about my role with OSSAA and the ability to make a difference to the lives of others.

In my spare time I enjoy walking and spending time with my family and friends, and I also love to travel.

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### Cr Scott Sims

A thank you to residents, staff and fellow Elected Members for the last four years. This could be my last Annual Report depending on the 2022 Council Elections.

We have such a diverse cosmopolitan and progressive community that is supported and nurtured by facilities such as Libraries, outdoor dining, Swimming Pools, tree-lined streets and the many public parks. I am committed to protecting and, where necessary, improving community facilities and advocating for responsible urban development.

During 2022, everyone, including the Council, has had to continue with the aftermath of the COVID-19 pandemic. We have invested significant funding into our community, particularly the new Payneham Memorial Swimming Centre. I have noted the additional tree planting program has been expanded and the new trees are starting to pop-up everywhere. I am very pleased with the success of my initiatives to gain additional Council support for improving our Street Tree Planting Program, review of our tree policies and improving cycling and active transport initiatives. The Council has also continued significant investment in local parks and committed to upgrading the Payneham Memorial Swimming Centre.

I am also committed to ensuring that the Council is running as efficiently as possible by consulting with residents, Council staff and other experts, and supporting plans that have clear outcomes, timelines and budgets. My background in State Government and the not-for-profit sector provides me with an understanding of how to get things done, ensuring our community continues to be a great place to live, work and visit.

Whilst the Council must manage the nuts and bolts such as footpaths, roads, parking and waste, I am also keenly aware that, as one of the youngest Councillors, we must focus on the longer term future as well. I continue to be a strong advocate for progressive policies.

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## Maylands/Trinity Ward



### Cr Mike Stock

The more than four years since my re-election as Councillor for Maylands/Trinity Ward has been, like my previous time on Council, very rewarding.

My previous Local Government service includes Mayor and Councillor for the Port Adelaide Enfield and (former) Enfield Councils, and more recently as a Councillor at the City of Norwood Payneham & St Peters from 2003–2010.

I have served on various committees including Audit, Business and Economic Development, Swimming Centres Review, Parade Precinct and Adelaide Fashion Festival. I am currently a director of East Waste which collects rubbish, recycling, and green waste on behalf of seven (soon to be eight) South Australian councils, including our City, and which has a turnover of more than \$20m per annum.

Prior to my retirement, I was a qualified accountant (FCPA) and for my final 23 working years I was employed as Business Manager at St. Paul's College. As a retiree, I now have plenty of time to spend on representing Council's largest ward.

My wife Rita and I moved to the City of Norwood Payneham & St Peters 21 years ago and we've enjoyed life here ever since. Serving on the Council enables me to give something back to our community which offers us such a wonderful lifestyle.

My personal interests include travel (including interstate visits to an adult son and granddaughter), and I'm a Volunteer community radio broadcaster with Radio for the Third Age which presents 'Mostly Music' on 5EBI. I'm a long-standing member of the Norwood Football Club and attend most games.

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## Council Committee and Board Appointments

### Committees

#### Audit Committee

Mayor Robert Bria  
Cr John Minney  
Cr Mike Stock

#### Business & Economic Development Committee

Mayor Robert Bria  
Cr John Callisto  
Cr Carlo Dottore  
Cr Garry Knoblauch  
Cr Scott Sims

#### Chief Executive Officer's Performance Review Committee

Mayor Robert Bria  
Cr Kevin Duke  
Cr Kester Moorhouse  
Cr Garry Knoblauch

#### Cultural Heritage Committee

Cr Carlo Dottore  
Cr Christel Mex  
Cr Evonne Moore  
Cr Kester Moorhouse  
Cr Scott Sims  
Cr Sue Whittington

#### Norwood Parade Precinct Committee

Mayor Robert Bria  
Cr Carlo Dottore  
Cr John Callisto  
Cr Fay Patterson  
Cr Sue Whittington

#### St Peters Child Care Centre & Pre-School Committee

Cr Evonne Moore  
Cr Kester Moorhouse

#### Traffic Management & Road Safety Committee

Cr Carlo Dottore  
Cr Kevin Duke  
Cr Fay Patterson

### External Boards

#### Eastern Health Authority

Cr Garry Knoblauch  
Cr Sue Whittington

#### Eastern Waste Management Authority

Cr Mike Stock

#### ERA Water Board

Cr John Minney

#### Highbury Landfill Authority

Cr John Minney

#### Marden Senior College Governing Council

Cr Garry Knoblauch

#### Quadrennial Public Art Assessment Panel

Cr Carlo Dottore  
Cr John Callisto  
Cr Sue Whittington

# Ethics

## *Elected Member Code of Conduct*

As Elected Members are part of the system of government in Australia and leaders in the local community, Elected Members must behave in a way that generates community trust and confidence and in a manner which ensures a positive image of the Council and Local Government generally.

The *Local Government Act 1999* stipulates that Elected Members must:

- act honestly at all times in the performance and discharge of official functions and duties;
- act with reasonable care and diligence in the performance and discharge of official functions and duties;
- not, either as a current or former Elected Member, whether within or outside the State, make improper use of information acquired by virtue of their position as an Elected Member to gain, directly or indirectly, an advantage for themselves or for another person or to cause detriment to the Council; and
- not, either as a current or former Elected Member, whether within or outside the State, make improper use of their position as an Elected Member to gain, directly or indirectly, an advantage for themselves or for another person or to cause detriment to the Council.

To support these provisions, a mandatory Code of Conduct for Council Members came into operation in South Australia in 2013. The Code of Conduct for Council Members, which applies to all Elected Members across Local Government in South Australia, is a public declaration of the standards of conduct and behaviour which the community can expect Elected Members to observe.

The objective of the Code of Conduct for Council Members is to ensure Elected Members observe the highest standards of honesty, propriety and integrity in the pursuit and performance of their roles, functions and duties.

The Code of Conduct comprises the following three parts:

### **Part 1: Principles**

The principles support the specific behaviours set out in Part 2 of the Code of Conduct, namely;

- commitment to service and discharge duties conscientiously;
- work together constructively;
- uphold the values of honesty, integrity, accountability and transparency;
- committed to considering all relevant information and opinions;
- take account of the diverse current and future needs of the local community;
- provide leadership and promote the interests of the Council; and
- ensure current knowledge of statutory requirements and best practice relevant to the position.

### **Part 2: Behaviour**

Part 2 sets out the specific behavioural expectations of Elected Members which are considered essential to upholding the principles of good governance in councils and includes:

- general behaviour;
- responsibilities as a member of the Council;
- relationship with fellow Elected Members;
- relationship with Council staff; and
- the requirement to report breaches of Part 3 of the Code.

### **Part 3: Misconduct**

Part 3 sets out what constitutes misconduct by an Elected Member and includes:

- duties of Elected Members;
- Gifts and Benefits;
- Register of Interests;
- Campaign Donation Returns;
- Conflict of Interest;
- misuse of Council resources; and
- repeated or sustained breaches of Part 2 of the Code.



The Code also includes an Appendix which sets out the matters to which criminal penalties apply (and which matters should be reported to the Office for Public Integrity).

Any person may report an alleged breach of the Code to the Council, the Ombudsman or the Office for Public Integrity.

### **Local Government Governance Panel**

The Local Government Governance Panel is an independent panel established by the Local Government Association of South Australia (LGA) to assist Councils to address complaints about Elected Members under Part 2 of the Code of Conduct. The Panel does not act on complaints directly from the public.

The Panel has an advisory role only and makes recommendations to Councils on the appropriate action to take in response to a complaint, for the council's consideration.

The Panel does not investigate allegations of misconduct under Part 3 of the Code of Conduct, or fraud or corruption, as matters of this nature must be referred to the Ombudsman SA or the Office for Public Integrity.

### **Ombudsman SA**

The South Australian Ombudsman is an independent officer who has the power to:

- investigate complaints regarding State Government departments and authorities and Local Government councils;
- investigate misconduct and maladministration in public administration on referral by the Independent Commissioner Against Corruption;
- review agencies' determinations about the release of information under the *Freedom of Information Act 1991*; and
- receive information confidentially from a person who wishes to disclose improper or illegal action by public officers.

During 2021–2022, the Council referred two matters to the Ombudsman who determined that investigation of one of the complaints was not necessary or justifiable. The other matter was not resolved as at 30 June 2022.

### **Independent Commissioner Against Corruption**

*The Independent Commissioner Against Corruption Act (SA) 2012* provides the legislative framework for the identification and investigation of corruption, misconduct and maladministration in public administration. The provisions of the Act apply to Local Government in South Australia.

The most significant feature of the Act was the establishment of the Office of the Independent Commissioner Against Corruption (the Commissioner), an independent person focused on identifying and investigating corruption in public administration and assisting inquiry agencies and public authorities to deal with misconduct and maladministration.

For the purposes of the Act, all Council members are 'public officers' and have mandatory reporting requirements in relation to any matter that may involve corruption in public administration or serious or systemic misconduct or maladministration in public administration.

During 2021–2022 no matters were referred to the Local Government Governance Panel or the Independent Commissioner Against Corruption.

# Risk Governance and Management

The City of Norwood Payneham & St Peters is committed to an integrated approach to risk management to assist in setting appropriate strategies, achieving objectives and making informed decisions, in the best interests of the community.

**The risk management process is not an isolated function and can be applied to any activity, including decision making, at all levels. Effective identification, analysis, evaluation and treatment of defined risks are critical to the Council achieving its Vision and meeting overall community expectations.**

Risk Management leads to the successful achievement of the Council's Vision, Strategic Plan Objectives as contained in *City Plan 2030: Shaping our Future*, as well as the community's expectations.

## Risk register

The Risk Register enables the Council to document, manage, monitor and review strategic, project and operational risk information in order to build a risk profile and provide direction on how to improve risk management processes. The Risk Register can be used to monitor whether, using the approach outlined in this procedure, the risk management process for opportunities is resulting in an increasing trend towards potential for success and less risk with negative consequences.

## Operational Risks

The Council records and maintains Operational Risks on the central Risk Register, which is reviewed at least annually by Departmental Managers. The Risk Register will incorporate departmental risks and proposed mitigation techniques, as determined by the evaluation process. Recording operational level risks in the register and reporting of implementation and effectiveness of controls is the responsibility of Department Managers and workers.

## Strategic Risks

The Council identifies and records Strategic Risks on the central Risk Register. Strategic level risks are identified by the Management Team and the Council, as part of an annual review at a minimum. Any risks identified at the Strategic level may be reflected in other corporate documents e.g. Strategic Plan, Annual Business Plan, and Asset Management Plans and mitigated through actions detailed in these documents. Strategic risks are also collated in the Risk Register for ease of monitoring and review.

Recording and reporting of Strategic level risks is the responsibility of the Manager, WHS & Risk via the Executive Leadership Team and Audit Committee.

## Audit Committee

The Council's Audit Committee is responsible for ensuring that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets, and to secure (as far as possible) the accuracy and reliability of Council records. Page 70.

## Business Continuity Plan

The City of Norwood Payneham & St Peters has adopted a comprehensive and integrated approach to the development of its Business Continuity Management Plan. The purpose of this Plan, is to build organisational capabilities and capacity to support the continued achievements of critical operational objectives in the event of uncertainty or disruption.



The objectives of the City of Norwood Payneham & St Peters Business Continuity Framework, is to provide a mechanism that enables the Council and its staff to:

- identify business functions that are critical to the Council in meeting its business objectives;
- develop resumption plans based on criticality of business functions rather than geographic location;
- build resilience within the Council’s operational framework;
- identify and document roles and responsibilities for key staff positions; and
- minimise the impact of function loss on stakeholders and the community.

The Plan provides a framework for staff to implement an agreed response process. Whilst the Plan is important, it is an outcome of the more important planning and analysis process, and is a framework to initiate the response to a business interruption event.

The Business Continuity Plan was reviewed in May 2022.

### Internal auditing

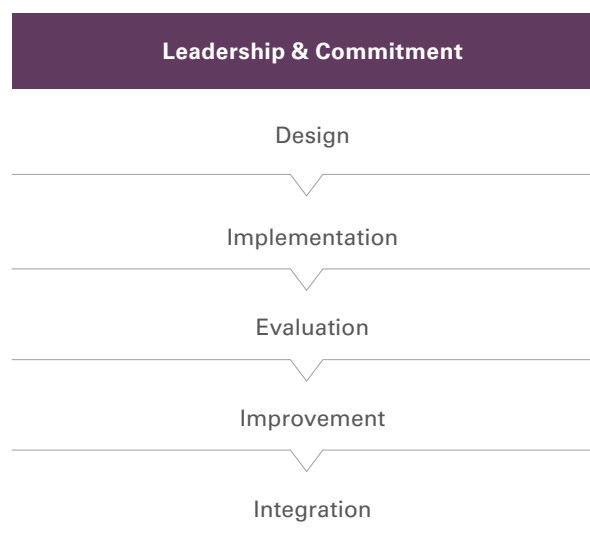
The Council utilises the services of Bentleys SA Pty Ltd to assist in the development and delivery of its Strategic Internal Audit Plan and undertake a combination of strategic, core operational and rotational reviews. In addition, Local Government Risk Services conducts biennial reviews of Council’s risk management framework to evaluate, and identify opportunities for improvement, the effectiveness of risk management procedures, controls and governance processes.

### Council Reports

Risk reporting is the vehicle for communicating the value that the risk management processes bring to the Council. It allows for proactive risk management as the Council identifies and escalates issues either as they arise, or before they are realised to take a proactive approach to managing risks.

Risks are identified in every Council report, allowing Elected Members to be fully aware of all the risks, including financial, environmental and community expectations, associated with each Council decision.

The Council has had an established risk management system in place since 2012. The diagram below illustrates the components of the Council's framework.



# Council Representation

**For electoral purposes, the City of Norwood Payneham & St Peters is comprised of six Wards. Each Ward is represented by two Elected Members, with the exception of the Maylands/Trinity Ward, which is represented by three.**

Wards are structured in a logical manner and exhibit Ward boundaries, which are easily identifiable.

The following factors are taken into account when determining Ward structures:

- communities of interest (e.g. economic, recreational, social, regional or other similar factors);
- physical barriers (e.g. major roads);
- historical factors; and
- that population size is approximately equal (taking into account the growth of the developing suburbs).

In determining Ward boundaries, the Council must take into account the average ratio of elector numbers for the area and then compare this with the actual ratio in any one Ward.

In accordance with Section 12 of the *Local Government Act 1999* (the Act), the Council's last periodic Representation Review was completed in April 2017.

It is a requirement under the Act (Section 33(2)) that the average number of electors represented by a Councillor within all Wards is within the specified 10% quota, therefore as part of the Representation Review, the composition of the Council was considered to ensure the 10% quota was met and sustainable into the future.

The Council resolved to retain the Office of Mayor (elected by the whole of the community), 13 Ward Councillors and six Wards.

The composition and structure was amended by transferring the suburb of Hackney to the West Norwood/Kent Town Ward (from the St Peters Ward) and a minor amendment to the boundary between the Payneham and Maylands/Trinity Ward.

The Kensington Ward was also re-named Kensington/East Norwood Ward and all other Ward names remained the same. The new composition and structure of the Council Wards came into effect at the November 2018 Local Government Elections.

The Council will be required to undertake its next Representation Review in 2024.



- Kensington/East Norwood Ward
- St Peters Ward
- Maylands / Trinity Ward
- Torrens Ward
- Payneham Ward
- West Norwood / Kent Town Ward





## Representation Quota

The representation quota for a Council is an amount ascertained by dividing the number of electors for the area of the council by the number of Elected Members who constitute the council.

The Council's representation quota for 2021–2022 is set out in Table 1. Table 2 provides a comparison to the average representation quota for councils of a similar size within the Adelaide metropolitan area.

**Table 1: City of Norwood Payneham & St Peters Representation Quota 2021–2022**

|   |        |
|---|--------|
| Total number of Electors                    | 26,261 |
| Number of Elected Members (including Mayor) | 14     |
| Representation Quota (ratio)                | 1:1847 |

**Table 2: Average Representation Quota for Metropolitan Councils in South Australia**

| Council                      | No. of Elected Members | Electors | Ratio  |
|------------------------------|------------------------|----------|--------|
| Norwood Payneham & St Peters | 14                     | 26,862   | 1:1875 |
| Burnside                     | 13                     | 32,398   | 1:2492 |
| Campbelltown                 | 11                     | 37,137   | 1:3376 |
| Holdfast Bay                 | 13                     | 28,895   | 1:2222 |
| Unley                        | 13                     | 28,044   | 1:2157 |
| West Torrens                 | 15                     | 43,183   | 1:2878 |

Source: State Electoral Office

## Council Meetings

Council meetings are an important part of the Council’s decision-making structure. The decisions made by Elected Members at formal Council meetings, provide the direction and authority for the ongoing operations of the Council.

One of the primary means for nurturing an engaged and participatory culture within our community, is the ongoing opportunity for members of the public to attend monthly Council and Council Assessment Panel meetings.

During 2021–2022, Council meetings were held on the first Monday of each month (and when required due to public holidays, on the first Tuesday of each month) commencing at 7.00pm. These meetings were held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.

All Council meetings were open to the public or live-streamed and were conducted in accordance with the *Local Government Act 1999* and the *Local Government (Procedures at Meetings) Regulations 2013*.

### Elected Member Attendance at Council Meetings

Twelve ordinary Council meetings were held and eight Special Council Meetings were held between July 2021 and June 2022. Tables 3 & 4 set out the attendance of Elected Members over this period.

**Table 3: Elected Member Attendance at Council Meetings July 2021–June 2022**

| Mayor & Elected Members | Number of Council Meetings Attended |
|-------------------------|-------------------------------------|
| Mayor Robert Bria       | 11                                  |
| Cr John Callisto        | 10                                  |
| Cr Carlo Dottore        | 12                                  |
| Cr Kevin Duke           | 12                                  |
| Cr Connie Granozio      | 11                                  |
| Cr Garry Knoblauch      | 12                                  |
| Cr Christel Mex         | 11                                  |
| Cr John Minney          | 12                                  |
| Cr Evonne Moore         | 12                                  |
| Cr Kester Moorhouse     | 12                                  |
| Cr Fay Patterson        | 10                                  |
| Cr Scott Sims           | 12                                  |
| Cr Mike Stock           | 12                                  |
| Cr Sue Whittington      | 12                                  |

**Table 4: Elected Member Attendance at Special Council Meetings July 2021–June 2022**

| Mayor & Elected Members | Number of Special Council Meetings Attended |
|-------------------------|---|
| Mayor Robert Bria       | 8   |
| Cr John Callisto        | 7   |
| Cr Carlo Dottore        | 8   |
| Cr Kevin Duke           | 8   |
| Cr Connie Granozio      | 6   |
| Cr Garry Knoblauch      | 8   |
| Cr Christel Mex         | 6   |
| Cr John Minney          | 6   |
| Cr Evonne Moore         | 7   |
| Cr Kester Moorhouse     | 8   |
| Cr Fay Patterson        | 7   |
| Cr Scott Sims           | 7   |
| Cr Mike Stock           | 7   |
| Cr Sue Whittington      | 7   |

Where Elected Members were not able to attend the Council meeting, apologies were forwarded to the Mayor and/or Chief Executive Officer.

Two Council meetings were held via electronic communication due to COVID-19 (17 January 2022 and 7 February 2022). Mayor Robert Bria was the only Elected Member present in the Council Chamber for these meetings.



## Committees

The Council is committed to ensuring it has the most appropriate decision-making structure so that it can operate efficiently and effectively, and meet legislative requirements. A structured approach to the management of Council Committees is managed through the Council's 'Best Practice' Decision-Making Structure.

This provides a framework whereby committees of the Council are established in accordance with the framework criteria.

This framework ensures that all Committees of the Council are established to perform a specific function, have a specified lifetime and meet legislative requirements.

Committees of the Council during 2021–2022 were:

- Audit Committee\*
- Building Fire Safety Committee\*
- Business and Economic Development Committee
- Chief Executive Officer's Performance Review Committee
- Council Assessment Panel\*
- Cultural Heritage Committee
- Norwood Parade Precinct Committee
- Quadrennial Public Art Committee
- St Peters Child Care Centre & Preschool Committee
- Traffic Management and Road Safety Committee

*\*Statutory Committees*

More information about the role of Elected Members, Council's decision making and Council Committees, is detailed in pages 64–79.

## Confidential Items

The City of Norwood Payneham & St Peters is committed to the principle of open and accountable government. However, the Council also recognises that, on occasions, it may be necessary in the broader community interest to restrict public access to discussion and/or documents.

*The Local Government Act 1999* requires the Council to specify the duration of the order (ie determine a suitable period for which the item will remain confidential), and either impose a "release" date or event which will trigger the release of the item or a period after which the Council will review the order and determine if in fact the item should remain confidential.

Of the 59 items considered by the Council in confidence during 2021–2022, at the end of the reporting period, a total of 17 items were released by virtue of the Council's resolution which specified a time and/or an event to trigger the release of the item.

23 items were partially released (ie the Minute was released however the report remained confidential).

In addition to the 17 items referred to above, a further five items which had been considered by the Council in previous financial years were also released during 2021–2022.

As at 30 June 2022, there are 95 items which remain Confidential.

For further information regarding the Council's Confidential Items please see pages 283–289.

## Informal Gatherings

Section 90(8) of the *Local Government Act 1999 (the Act)*, provides for members of the Council and staff to participate in informal gatherings or discussions, provided that a matter which would ordinarily form part of the agenda for a formal meeting is not dealt with in such a way as to obtain, or effectively obtain, a decision outside a formally constituted meeting of the Council or committee.

Informal Gatherings as set out in the Act may include:

- planning sessions associated with the development of policies and strategies;
- briefing or training sessions;
- workshops; and/or
- social gatherings to encourage informal communication between members or between members and staff.

The Council plays a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

Informal Gatherings in the form of a workshop, planning, briefing and/or training session, are conducted for the benefit of Elected Members, as they provide a forum for discussing issues and options and enable Elected Members to question, clarify and develop greater understanding of issues. This supports, contributes and assists Elected Members in their decision making in the appropriate forum when a decision is required to be made (ie Council or Committee meetings).

In accordance with the Act, the Council has adopted an Informal Gatherings Policy which aims to ensure that the statutory requirements for openness and transparency in Council decision-making are observed and members of the community are aware of the procedures as they relate to Informal Gatherings.

For further information regarding the Informal Gatherings which were held during 2021–2022 and the attendance of Elected Members see page 290.

## Elected Members

In order to nominate for election as an Elected Member, a person must be on the Council voter's roll. Any person can stand for election as an Elected Member, either Mayor or Councillor, if they are:

- a. an Australian citizen or have been a member of a Council at any time between 5 May 1997 and 1 January 2000; and
- b. an elector for the area, or a nominee who is an officer of a body corporate which has its name on the voters roll for the area; or a nominee of a group which has its name on the voters roll for the area (either a member of the group or an officer of a body corporate that is a member of the group).

In South Australia, the role of an Elected Member is regarded as a voluntary part-time position.

The attributes of an effective Elected Member include:

- having the time to meet the commitments of the role;
- being interested in the local community;
- being willing and able to represent the whole community when debating issues in Council and not being blinkered by personal sectarian interests;
- being responsive to residents of the area, including those who have a different cultural background;
- having a broad range of community connections and understanding (note: this does not mean having to have held office in a key local organisation); and
- a willingness to learn about new issues and about skills and/or processes with which a person may be unfamiliar, for example, public speaking, speaking up in meetings, meeting procedures, chairing committees. If these are not part of the nominee's normal life then s/he will need to be willing to break new ground to learn them.

Apart from these general attributes, desirable attributes include any professional or personal knowledge, basic common sense, and general knowledge and skills.

### Allowances

An Elected Member's Allowance is remuneration which is paid to an Elected Member and is considered assessable income which must be declared as part of the Elected Member's income tax return. The Allowance does not constitute 'salary and wages' and is therefore excluded from the PYAG provisions of the *Income Tax Assessment Act 1936*.



Elected Member Allowances are determined by the Remuneration Tribunal on a four yearly basis before the designated day in relation to each periodic election held under the *Local Government (Elections) Act 1999*.

An allowance determined by the Remuneration Tribunal takes effect from the conclusion of the relevant periodic election. Elected Member Allowances are adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index ('CPI') under a scheme prescribed by the Regulations.

The annual allowance for a Principal Member is equal to four (4) times the annual allowance for Elected Members.

The Elected Member Allowance for 2021–2022 was:

|                     |                    |
|---------------------|--------------------|
| <b>Mayor:</b>       | \$74,212 per annum |
| <b>Councillors:</b> | \$18,553 per annum |

The annual allowance for a Deputy Mayor or Deputy Chairperson or an Elected Member who is the Presiding Member of one or more prescribed committees, is equal to 1.25 times the annual allowances for Elected Members of the Council.

The Remuneration Tribunal defines a 'Prescribed Committee' as a committee that endures, irrespective of whether the Council has assigned any particular work for the committee to perform and assists the Council or provides advice to the Council in any of the following areas or any combination thereof:

- Audit;
- Chief Executive Officer Performance Review;
- Corporate Services;
- Finance;
- Governance;
- Infrastructure and Works;
- Risk Management; or
- Strategic Planning and Development.

Whilst the Presiding Member of the Council's Audit Committee is entitled to receive the additional allowance in accordance with the Remuneration Tribunal's determination in respect to Prescribed Committees, the Presiding Member has declined to accept the additional allowance.

The Council does not pay sitting fees to Elected Members who are members of Council committees.

In addition to the Allowance which is paid to Elected Members, Sections 77 and 78 of the Act provide that an Elected Member may be reimbursed for expenses (as prescribed), incurred in performing or discharging official functions and duties and the Council may also determine to provide facilities and other forms of support to Elected Members to assist Elected Members in performing or discharging official functions and duties. The Council is committed to providing Elected Members with support and assistance to ensure they are adequately equipped to perform their role and recognises that Elected Members should not be out-of-pocket as a result of performing or discharging their official Council functions and duties.

The Elected Member Allowances & Benefits Policy has been developed to set out the framework associated with Elected Members Allowances, benefits and support the Council provides to Elected Members to assist Elected Members to undertake their official functions and duties.

Elected Members are entitled to receive reimbursement for:

- travel expenses within the Council area associated with attendance at a 'prescribed meeting' (Section 77(1)(a) of the Act); and
- childcare expenses actually or necessarily incurred by the Elected Member as a consequence of the Elected Member's attendance at a prescribed meeting.

In addition to the mandatory reimbursements set out above, there are additional prescribed expenses which are incurred by Elected Members, which the Council has determined can be reimbursed by the Council, including:

- an expense incurred in the use of a telephone for the business of the Council;
- travelling expenses incurred by the Elected Member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the Act);
- expenses for the care of a dependent of the Elected Member incurred by the Elected Member as a consequence of the Elected Member's attendance at a function or activity on the business of the Council (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the LG Act); and

- expenses incurred by the Elected Member as a consequence of the Elected Member's attendance at a conference, seminar, training course or other similar activity which is directly or closely related to the performance or discharge of the roles and duties of an Elected Member (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the Act).

The Council also provides the following for Elected Members to support them in their roles:

- electronic communication facilities (iPad), Internet access and E-mail;
- business cards; and
- name badges.

Further information is set out in the Council's Elected Member Allowances and Benefits Policy.

## Gifts to Elected Members

The Code of Conduct for Council Members sets out the following in respect to gifts given to Elected Members:

"Where Council Members receive a gift or benefit of more than a value published in the Government Gazette by the Minister from time to time, details of each gift or benefit must be recorded within a gifts and benefits register maintained and updated quarterly by the Council's Chief Executive Officer. This register must be made available for inspection at the principal office of the Council and on the Council website."

In addition, the *Local Government (General) Regulations 2013* provide that a summary of any gifts above the value of \$50 provided to Elected Members during the relevant financial year, either funded in total or in part by the Council must be included in the Council's Annual Report. The Regulations define gifts to include 'hospitality'.

The Council does not provide gifts to Elected Members however the Council does host a number of events which are attended by Elected Members. Details of these events are set out below.

### Volunteers Christmas Dinner

In November 2021, the Council hosted its annual Volunteers Christmas Dinner at the Norwood Concert Hall. The event is held to celebrate and thank Volunteers for their contribution over the year and to acknowledge Volunteers that have reached years of service milestones through the presentation of years of service awards.

Nine Elected Members attended the Volunteers Christmas Dinner at a cost of \$66 per person.

### Mayor's Christmas Dinner

The 2021 Mayor's Christmas Dinner was held on Friday, 26 November 2021 at Martini Ristorante, The Parade, Norwood.

A number of Elected Members attended the Mayor's Christmas Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$106 per person.

### Norwood Football Club Home Games & Pre-Game Functions

The Council extends an invitation to guests, including Members of Parliament, other Council Mayors, Elected Members, Volunteers and members of the local community to join the Mayor at home games of the Norwood Football Club. The invitation includes a ticket to the game (at a cost of \$14) and refreshments at half time (between \$19 and \$25 each per game).

A number of Elected Members attended the home games of the Norwood Football Club, ranging from one game to all games.

The Norwood Football Club hosts pre-game functions at its Clubrooms prior to home games. The Mayor and some Elected Members attended some of the pre-game functions at a cost of \$80 each.

## Training and Development

Section 80A of the *Local Government Act 1999*, requires a Council to prepare and adopt a training and development policy for Elected Members.

The Council's Elected Member Training & Development Policy reflects the Council's commitment to providing training and development opportunities in recognition of the complex role of Elected Members and to ensure Elected Members have the skills and confidence to effectively perform their role.

In addition, the *Local Government (General) Regulations 2013*, requires Elected Members to undertake mandatory training within the first year of election to office, which complies with the Local Government Association of South Australia Training Standards, and sets out the process associated with Elected Member attendances at other training opportunities and conferences/seminars.

Training for Elected Members was conducted during 2021–2022 in respect to the legislative provisions regarding Conflict of Interest and the Local Government Caretaker Election period.

## International and Interstate Travel

Regulation 35(2) of the *Local Government (General) Regulations 2013* requires that a summary of the details of any interstate and international travel undertaken by Elected Members be included in the Annual Report.

### International Travel

No international travel was undertaken by Elected Members during the reporting period.

### Interstate Travel

The Australian Local Government Association holds a National General Assembly (the NGA), each year. The 2022 NGA was held in Canberra from 19–22 June.

The purpose of the National General Assembly is to bring together delegates from Local Government to debate issues of national significance to Local Government.

It provides an opportunity for Local Government to develop and express a united position on core issues affecting their communities, with access to influential decision makers (ie Federal Government), at both the political and staff level.

As well as providing planning sessions and workshops, the National General Assembly provides an opportunity for Councils to put forward motions for debate.

As such, a significant component of the NGA, comprises of discussion, debate and voting on motions which are submitted by councils from across Australia.

One Elected Member attended the 2022 NGA.

The costs associated with the attendance at the 2022 NGA totalled \$1660.00 (airfares \$575 and accommodation \$1085).

## Review of Decisions

The Council's decision-making structure is made up of the Council and a number of committees operating on a functional or 'as needed' basis. This structure ensures that matters are dealt with objectively, fairly and in a timely manner.

Members of the Council are accountable to the community for the decisions they make. *The Local Government Act 1999* provides for any individual to ask for a review of a decision made by the Council, its employees or other persons acting on behalf of the Council. The Council's Review of Decisions Policy is available via the Council's website.

During the 2021–2022 period, the Council received three requests from citizens for a Review of Decision.

### Review of Decision 1

This request related to an Enforcement Notice which had been issued by staff, in accordance with the *Planning Development and Infrastructure Act 2016* (the PDI Act). The Enforcement Notice included information in respect to the appeal process that applies to recipients of such notices in accordance with Section 213(8) of the PDI Act which states that applicants can appeal to the Environment, Resources and Development Court against the Notice.

The applicant was advised that as such an appeal right exists, the request for a Review of Decision falls outside the scope of the Review of Decisions Policy & Procedure and therefore the matter did not proceed to a formal review.

### Review of Decision 2

This request related to a decision which had been made by Council staff as part of a Development Application process. The request by the applicant to remove a Council owned tree located on the verge on Lesbury Avenue, Heathpool, to allow vehicle access to the proposed garage had been refused by staff as part of the assessment process.

Following the review process, the decision was upheld.

### Review of Decision 3

This request was in respect to a decision which had been made by Council staff as part of a Development Application process and related to the use of materials by the applicant for the construction of the crossover to their property.

The property owner had constructed the crossover with exposed aggregate concrete which does not comply with the Council's policy requirements for crossovers. Staff had subsequently advised the applicant that they needed to remove the exposed concrete aggregate and replace it with brick pavers as per the Council's Footpaths and Driveway Crossovers Policy.

The property owner lodged the request on the grounds that they were not aware of the requirement to obtain Council approval prior to constructing the crossover with exposed aggregate concrete.

Following the review process, the decision was overturned and the property owner was advised that the exposed concrete aggregate crossover could be retained.



# Council Committees

## *Audit Committee*



*Left to right: Cr Mike Stock, Sandra DiBlasio, Cr John Minney, Brigid O'Neil, Mayor Robert Bria*

The Council's Audit Committee was established in January 2007 and has remained in place with a structure comprising of the Mayor and two Elected Members and two Independent Specialist Members.

The principal task of the Audit Committee is to add value to and improve the City of Norwood Payneham & St Peters operations, by assisting the Council to meet its legislative and probity requirements as required by the *Local Government Act 1999* and other relevant legislation, standards and codes.

The Audit Committee assists the Council in the effective conduct of its responsibilities in respect to financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

The sitting fee for Independent Members is \$440 per meeting. Elected Members on the Audit Committee do not receive a sitting fee.

For the period commencing 1 July 2021 until 30 June 2022, the Audit Committee comprised the following Members:

**Cr John Minney**  
*Presiding Member of the Committee*

**Mayor Robert Bria**  
*Elected Member*

**Cr Mike Stock**  
*Elected Member*

**Ms Sandra DiBlasio**  
*Independent Specialist Member*

Member of the Audit Committee since April 2019. Sandra has more than 25 years of experience in auditing, finance, governance and risk management, and currently holds positions on a number of boards, chairing finance, audit and risk committees. With a Bachelor of Arts in Accountancy and a Graduate Member of the Australian Institute of Company Directors, Sandra's experience extends across government, private sector and not for profit, and she currently works in banking and finance.

**Ms Brigid O'Neill***Independent Specialist Member*

Member of the Audit Committee since August 2019. Brigid is a senior lawyer with 20 years of experience in top tier law firms and companies across Australia and Europe. With significant expertise in leading complex projects, delivering strategic objectives and protecting client interests, Brigid brings strong analytical and lateral problem solving skills. She has chaired numerous steering committees and project task forces to deliver recommendations and outcomes, and is currently providing legal and commercial consulting to private and public entities.

**Audit Committee Annual Work Program**

The principal matters considered and addressed by the Audit Committee during 2021–2022 included the following:

- review of the 2021–2022 Annual Financial Statements;
- monitoring and review of financial performance against the Adopted Budget;
- monitoring and review of borrowing and investment performance;
- consideration of the 2021–2022 Audit Completion Report;
- review of all insurance coverage and claims;
- review of the impacts of the *Statutes Amendment (Local Government Review) Act 2021*;
- selection of Internal Auditor;
- review of the Financial Projections set out in the Long Term Financial Plan; and
- review of Regional Subsidiary Annual Financial Statements, Eastern Health Authority Long Term Financial Plan and ERA Water Long Term Financial Plan.

A total of 17 policies relating to financial management matters were reviewed and updated as required.

The Committee also reviewed the Council's proposed 2022–2023 Annual Business Plan and Budget and recommended to the Council a proposed rate revenue increase between 5 percent and 6 percent for the 2022–2023 financial year. The Committee also noted that the projects budget was ambitious with minimal buffer for delays in project delivery or cost over-runs and recommended that the Council adhere to the Budget Principles adopted at the Council meeting held on 17 January 2022.

**Budget Parameters**

- the Recurrent Operating Budget be prepared on a "business as usual" basis;
- the continuation of previously recognised ongoing operational savings;
- maximum Material, Contracts and Other Expenses cost escalation be set at 2.25%;
- wages and salaries increases be set in line with the Council's Enterprise Bargaining Agreements;
- maximum combined increase in overall budget be based on salary increase and 2.25% non-salary increase;
- fees and charges not set by Legislation be increased by 2.0% at a minimum;
- new Capital Projects to be considered and approved within the context of the Annual Business Plan objectives, CityPlan 2030: Shaping Our Future, I&AMP and the Long Term Financial Plan;
- new services and one off projects to be considered and approved within the context of the Annual Business Plan objectives, CityPlan 2030: Shaping Our Future, Infrastructure & Asset Management Plan and the Long Term Financial Plan and be funded through Rate Revenue increases or by expenditure savings; and
- new capital projects are funded via grant funding and or long term borrowings.

In addition, the Committee recommended that the following projects be deferred or not proceed during 2022–2023:

- the development of Investment Prospectus to promote the City of Norwood Payneham & St Peters as a desirable place to live, work, visit and invest in (\$20,000)
- Introduction of smart parking monitoring technologies within the Web Street Carpark (\$80,000)
- Reception to celebrate 25 Years of the City of Norwood Payneham & St Peters (\$25,000)

The Council considered and endorsed the Audit Committee's recommendation and adopted the 2022–2023 Annual Business Plan and Budget on 4 July 2022.

## *Building Fire Safety Committee*



*Left to right: Demetrius Poupoulas, Troy Olds, Peter Hilhorst & Mario Hlavati*

The Council plays an important role in the ongoing safety of building occupiers and users through the provisions of the *Planning, Development and Infrastructure Act 2016* (the Act). In particular, the Council's Building Fire Safety Committee is established under Section 157 of the Act as an 'appropriate authority' to exercise its powers in relation to building fire safety matters within the Council area.

Section 157 of the Act establishes the power for the Council's Building Fire Safety Committee to investigate whether building owners are maintaining proper levels of fire safety in their buildings for the protection of all occupiers or to ensure that buildings and its occupants are adequately protected against fire. Where proper levels of fire safety are not maintained or the fire safety of the building is considered inadequate, the Committee can take action to require the owner to upgrade the fire safety of the building to an appropriate level.

The Committee met on four occasions during the 2021–2022 reporting period and dealt with 15 matters, comprising 10 matters that carried over from the last reporting period and five new matters, and undertook six inspections. Six matters were fully resolved during 2021–2022. The Committee continues to liaise with the Department for Infrastructure and Transport (DIT) and owners of identified buildings regarding the presence of non-compliant Aluminium Composite Panel (ACP) Cladding and other flammable cladding in response to a State-wide audit led by DIT. Currently two buildings with ACP cladding are under investigation by the Committee.



For the period commencing 1 July 2021 until 30 June 2022, the Building Fire Safety Committee comprised of the following members:

### **Troy Olds**

#### *Presiding Member of the Committee*

Troy has over 26 years' experience in Building Surveying in both Local Government and private practice. His expertise is multi-disciplinary in the areas of building surveying, fire engineering, urban and regional planning and disability access.

Troy uses these skills to successfully manage one of the leading certification business in South Australia as well as leading the building surveying profession as the National President of the Australian Institute of Building Surveying.

### **Demetrius Poupoulas**

#### *Committee Member*

Demetrius has been a member of several metropolitan council fire safety committees for more than 31 years. He is a Fellow of the Institution of Engineers and has been a member of the Australian Institute of Building Surveyors from 1970–present.

Formerly the Presiding Member of the Building Advisory Committee and a member of the Building Rules Assessment Commission and the Development Policy Advisory Committee, Demetrius was also a Commissioner for the Environment Resources & Development Court (ERD Court).

He is currently the Managing Director of D.P.Poupoulas & Associates P/L.

### **Peter Hilhorst**

#### *Committee Member*

Peter has been employed with the South Australian Metropolitan Fire Service (CMFS) for 27 years. He has served as a Firefighter for 15 years, and Station Officer for 11 years. Peter has 6 years' experience, and is currently the Acting Commander of the Built Environment Section of the MFS.

Peter has completed a Bachelor of Architecture, Masters of Architecture and Masters of Design and Construct at UniSA. He has also completed a Graduate Certificate in Performance-Based Building and Fire Codes at Victoria University. Peter is also the MFS representative on Salisbury, Onkaparinga, Tea Tree Gully and Mt Gambier BFSC.

### **Mario Hlavati**

#### *Committee Member*

Mario has been a member of the Building Fire Safety Committee since June 2018 and a member of the Australian Institute of Building Surveyors since 2013.

Mario has 8 years' experience in the Local Government sector, predominately working in the field of building surveying. Accredited Professional Level 1 with DIT, and accreditation with Australian Institute of Building Surveyors as Level 1 Building Surveyor, Mario has held positions on fire safety committees since 2015.

Mario has completed a Bachelor of Construction Management and Economics (Honours) at UniSA.

### **Challenges**

While the Committee was very efficient and effective in diligently actioning a range of on-going and complex enforcement matters within the reporting period, one of the challenges faced by the Committee during this reporting period was the speed of response of the building owners in regard to required fire safety upgrades. With many building owners being impacted financially over the course of the past two years, the capital expenditure for any upgrades to a building (not only fire safety) has been either put on hold or delayed. This has posed challenges to the Committee in enforcing and ensuring building fire safety is upgraded within a reasonable period of time.

## Council Assessment Panel



Left to right: Terry Mosel, Fleur Bowden, Jenny Newman, Cr John Minney & Phil Smith

The Council Assessment Panel (CAP) is comprised of five members. One member is an Elected Member of the City of Norwood Payneham & St Peters and four are External Members, with expertise in professional fields relevant to the role of the Panel, which primarily considers applications for planning approval.

The Council Assessment Panel considered and determined approximately 4% of all Development Applications which were lodged with the Council/Assessment Manager, with the remainder considered by Council staff under delegated authority.

The Terms of Reference and Delegations for membership of the Council Assessment Panel are reviewed annually by the Council.

The Council Assessment Panel normally meets monthly on the third Monday of each month. During the 2021–2022 reporting period the CAP met on 11 occasions. The CAP made a total of 23 determinations in respect to Development Applications out of a total of 653 Development Applications determined for Planning and / or Land Division Consent.

All other applications for Planning Approval not determined by the CAP were determined by the Council's Development Assessment staff acting under delegated authority from the Council, or by other relevant authorities.

The Presiding Member was paid a sitting fee of \$550 and Specialist External Members were paid a sitting fee of \$450 per scheduled meeting of the Council Assessment Panel. Cr Minney, the Elected Member on the CAP, is entitled to a sitting fee but he did not claim it.

For the period commencing 1 July 2021 until 17 April 2022, the Council Assessment Panel comprised the following Members:

- Mr Terry Mosel (External Presiding Member)
- Cr John Minney (Elected Member)
- Mr Phil Smith (External Member)
- Ms Jenny Newman (External Member)
- Ms Fleur Bowden (External Member)

At its meeting held on 7 March 2022, the Council resolved to alter the membership of the CAP for the following two year period, to take effect from 18 April 2022 to 18 April 2024. Accordingly for the period 18 April 2022 to 30 June 2022, the Council Assessment Panel comprised the following members:

**Mr Terry Mosel**  
*Presiding Member*

Terry's extensive professional career as a City Planner, has now culminated in his role as a sessional Commissioner of the Environment, Resources and Development Court. With specialist skills and expertise, and tertiary qualifications in planning and economics, Terry is well positioned to guide the Council's Assessment Panel as its Presiding Member.

**Fleur Bowden**  
*External Member*

Fleur's membership concluded in April 2022.

**Ms Jenny Newman**  
*External Member*

Jenny is an award-winning Architect who gained her qualifications in the United Kingdom. Aside from sitting as a member of several Council Assessment Panels, Jenny also works for State Government agencies providing heritage design and advice, runs her own design studio and has tutored at the University of South Australia's School of Art, Architecture and Design.

**Cr John Minney**  
*Elected Member*

**Phil Smith**  
*External Member*

Phil's membership concluded in April 2022.

## **New Committee Members**

**Mr Ross Bateup** (not pictured)  
*External Member*

Ross is a qualified and experienced Architect, Urban Designer, Landscape Planner and City Planner, who has worked broadly across all levels of government, as well as private consultancy (locally and internationally). Currently a sitting member of a number of South Australian Council Assessment Panels, Ross brings a wealth of experience and knowledge as a development assessment and architectural professional.

**Mr Mark Adcock** (not pictured)  
*External Member*

A qualified town planner, with extensive experience in Local Government, State Government and private consulting, Mark brings a wealth of knowledge to the Council Assessment Panel. Mark has previously held roles including as the Principal Planner of the Development Assessment Commission and as an external member (including Presiding Member) on other Council Assessment Panels. Mark has experience in assessing a broad range of complex development proposals.

## **Challenges**

The Council Assessment Panel functioned effectively and efficiently throughout the reporting period. The primary challenges faced by the Panel included navigating the new policy framework introduced through the Planning and Design Code, and increasing the Panel's familiarity with procedural changes, such as those required to consider the review of a decision of the Assessment Manager.



## *Business & Economic Development Committee*



*Left to right: Cr Scott Sims, Cr Garry Knoblauch, Trish Hansen, Professor Richard Blandy, Skana Gallery, John Samartzis, Cr John Callisto & Mayor Robert Bria*

The principal task of the Business & Economic Development Committee, which comprises of five Elected Members and five Independent Specialist Members is to assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.

The Council's Business & Economic Development Committee played an integral role in the development of the Council's Economic Development Strategy 2021–2026.

The five-year strategy is designed to support the growth of the City's business sector, promote the City as a destination with dynamic and vibrant precincts, encourage innovation and investment, and make it easy to do business.

The strategy is the Council's commitment to help businesses recover from the economic impacts of COVID-19 as quickly as possible and maintain a sustainable economy. New strategic directions are included as a result of the COVID-19 pandemic, and the Committee has assisted the Council in setting the direction and adopting its response to suit the needs of businesses during the 2021–2022 financial year.

The Committee met three times during 2021–2022. Committee Members do not receive a sitting fee.

For the period commencing 1 July 2021 until 30 June 2022, the Business & Economic Development Committee comprised of the following members:

**Mayor Robert Bria**

*Presiding Member*

**Cr Carlo Dottore** (not pictured)

*Elected Member*

**Cr Scott Sims**

*Elected Member*

**Cr Garry Knoblauch**

*Elected Member*

**Cr John Callisto**

*Elected Member*

**John Samartzis**

*Specialist Independent Member*

John has extensive business and retail experience spanning 40 years in leading retail and consumer organisations David Jones and Myer. He is currently at the Adelaide University completing a Post Graduate Diploma in Oenology and Viticulture, at the Waite Campus, driven passionately by his passion for winemaking. Since retiring he has consulted to a variety of businesses.

**Professor Richard Blandy**

*Specialist Independent Member*

Richard holds a PhD in Economics and Education from Columbia University and has been a Professor of Economics at Flinders University, Ronald Henderson Professor of Applied Economics and Social Research at the University of Melbourne, an Adjunct Professor of Economics at the University of SA. He is presently an Emeritus Professor of Economics at Flinders University. For the past 20 years, Richard has co-operated an economics consultancy business.

**Trish Hansen**

*Specialist Independent Member*

Trish is a strategist and systems designer in the fields of health, wellbeing, arts and culture, committed to enriching the creative and cultural life of people, places, neighbourhoods and cities.

Trish is the Founding Principal of Urban Mind Studio, CEO of Kindred Australia, Ambassador with Good Design Australia, Board Director SALA Festival, Fellow at the Centre for Conscious Design and serves on other committees.

**Skana Gallery**

*Specialist Independent Member*

Skana is an experienced economic and regional development adviser with substantial experience working in Local and State Government. Skilled in small business support, retail and precinct management, with China engagement as well as governance and committees, Skana also has an in-depth knowledge of parliamentary processes and legislation. Skana was appointed to the Business & Economic Development Committee in February 2019.

**Challenges**

Independent Specialist Member Skana Gallery, resigned towards the end of the 2021–2022 financial year. There was also a position vacant for the entirety of the 2021–2022 year. The Committee will be seeking to appoint two new members in 2022–2023.



## Traffic Management & Road Safety Committee



Left to right: Nick Meredith, Shane Foley, Cr Fay Patterson, Cr Kevin Duke, Cr Carlo Dottore, Gayle Buckby

The Traffic Management & Road Safety Committee, which comprises three Elected Members, a South Australia Police (SAPOL) representative and two Specialist Independent Members, was established to make a final determination of traffic management issues which are referred to the Committee by the Council and to consider proposals and recommendations which seek to improve traffic management and road safety throughout the City.

The Committee played an integral role in relation to the implementation of reducing the speed limit from 50km/h to 40km/h speed limit in Norwood and Kent Town in 2021–2022. The speed limit reduction will be in place, and enforced, in 2022–2023.

The Committee meets every two months (unless there are no items for discussion) and four meetings were held in 2021–2022. The Specialist Independent Members receive a \$300 sitting fee per meeting.

For the period commencing 1 July 2021 until 30 June 2022, the Traffic Management & Road Safety Committee comprised of the following members:

**Cr Kevin Duke**  
*Presiding Member*

**Cr Carlo Dottore**  
*Elected Member*

**Cr Fay Patterson**  
*Elected Member*

**Senior Sergeant Kev Carroll**  
*SAPOL*

Having worked at SAPOL since 1980, and worked for 31 years in traffic policing, Kev has extensive knowledge and experience in traffic law and local traffic issues which impact both Councils and ratepayers. Kev Carroll retired from SAPOL and the Committee in March 2022.



## Norwood Parade Precinct Committee

### Nick Meredith

#### *Independent Member*

Member of the Committee since 2012, Nick has more than 50 years experience in all facets of traffic engineering, traffic management and transport planning. Nick has attended the Transport Planning and Management Course at the University of New South Wales, has a Land Use Technicians Certificate from the South Australian Institute of Technology and was a qualified Road Safety Auditor. Nick's experience extends across State and Local Government and as a traffic consultant in the private sector.

### New Committee Members

#### **Charles Mountain** (not pictured)

#### *Senior Manager Road Safety (RAA)*

Charles joined the Committee in March 2022, following the departure of Kev Carroll. Charles has extensive experience in road safety and has been in his current role at the RAA for more than 10 years. Prior to that, he was Manager, Transport and Traffic at the City of Unley.

#### **Shane Foley** (not pictured)

#### *Independent Member*

Member of the Committee since 2012, Shane graduated with a First Class Honours Degree in Engineering from the University of Adelaide and worked as a traffic and transport planning consultant for 45 years. He ran his own consulting engineering practice in South Australia, providing traffic engineering services to Local Government, State Government and private clients.

### Challenges

While the Committee did not face any significant challenges in 2021–2022, it is expected that this will change in 2022–2023 as a range of work including traffic management studies will be undertaken in the suburbs of Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris.

The challenge will be prioritising and budgeting for the traffic management infrastructure, while also managing community expectations.

The Norwood Parade Precinct Committee (NPPC) is responsible for delivering initiatives to market and promote The Parade, Norwood as Adelaide's premier mainstreet and as a vibrant shopping, cultural and leisure destination for businesses, residents and visitors.

The NPPC comprises five Elected Members and eight Independent Members who represent the interests of commercial landlords and business owners trading within the Norwood Parade Precinct.

The role of the Norwood Parade Precinct Committee is to develop an Annual Business Plan and Budget for the Norwood Parade Precinct (which is funded through a Separate Rate that is collected by the Council), and to oversee the implementation of the marketing and promotional initiatives outlined in the Plan. The Plan focuses on developing marketing and promotional activities to stimulate visitation, activate the area and encourage retail, services, leisure and dining patronage to The Parade.

For the period commencing 1 July 2021 until 30 June 2022, the Norwood Parade Precinct Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore (Elected Member)
- Cr Fay Patterson (Elected Member)
- Cr John Callisto (Elected Member)
- Cr Sue Whittington (Elected Member)
- Annie Lovejoy (Independent Member)
- Hao Wu (Independent Member)
- Joshua Baldwin (Independent Member)
- Phillip Rollas (Independent Member)
- Rimu Good (Independent Member)
- Ross Dillon (Independent Member)
- Terry Dalkos (Independent Member)

The Committee met three times during 2021–2022. Committee Members do not receive a sitting fee.

The Committee was challenged with identifying the best support and promotional measures to assist The Parade businesses during a period of time that saw on-going restrictions and lockdowns, which impacted visitation and expenditure on this mainstreet.



**Kate Talbot**  
Executive Assistant, Urban Planning & Environment



**Wei Mun Lew**  
Business Analyst, Corporate Services



**Scott Dearman**  
Project Manager, Assets



**Tina Zullo**  
Administration Assistant,  
Governance & Community Services

# Our Organisation

The City of Norwood Payneham & St Peters is an energetic, dynamic and progressive organisation which is committed to providing the best possible services and infrastructure for our community.



**Jennifer Attick**  
Administration Assistant, Chief Executives Office



**Peter Reschke**  
Team Leader, Regulatory Services



**Kosta Dalianas**  
Teacher Educational Leader,  
St Peters Childcare Centre & Preschool



**Teagan Cunningham**  
Service Officer,  
Norwood Town Hall Customer Service



# Organisational Structure



**Chief Executive Officer**  
Mario Barone

The Council is structured into five departments, led by an Executive Leadership Team:

- Chief Executive's Office
- Corporate Services
- Governance & Community Affairs
- Urban Planning & Environment
- Urban Services

The Executive Leadership Team is comprised of four General Managers and the Chief Executive Officer, who have responsibility and accountability for the outputs and outcomes of their respective departments.

Units within each department perform specific functions, collaborate on projects and share their particular knowledge and expertise across the organisation.



**Urban Planning & Environment**  
General Manager  
Carlos Buzzetti



**Governance & Community Affairs**  
General Manager  
Lisa Mara



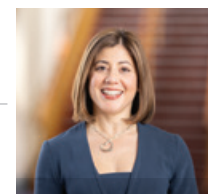
**Urban Planning & Sustainability**  
Manager  
Eleanor Walters



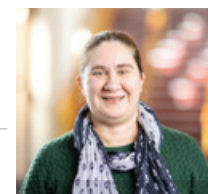
**Traffic & Integrated Transport**  
Manager  
Gayle Buckby



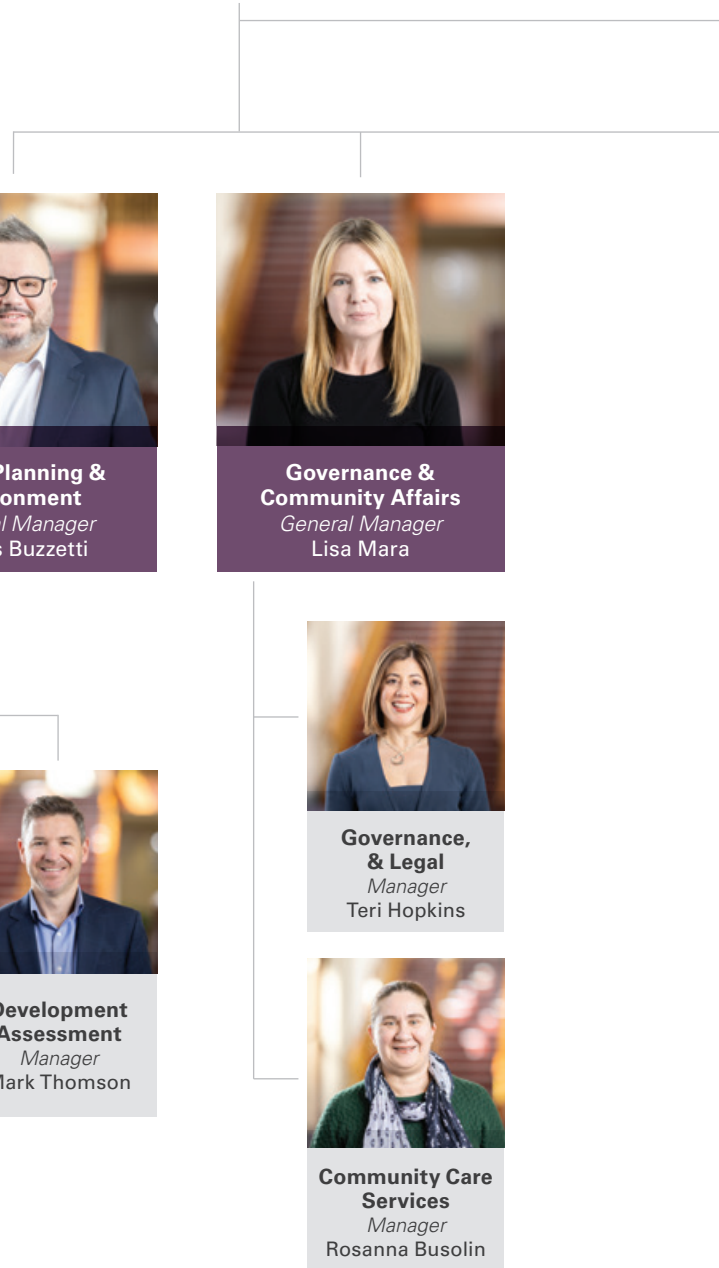
**Development Assessment**  
Manager  
Mark Thomson



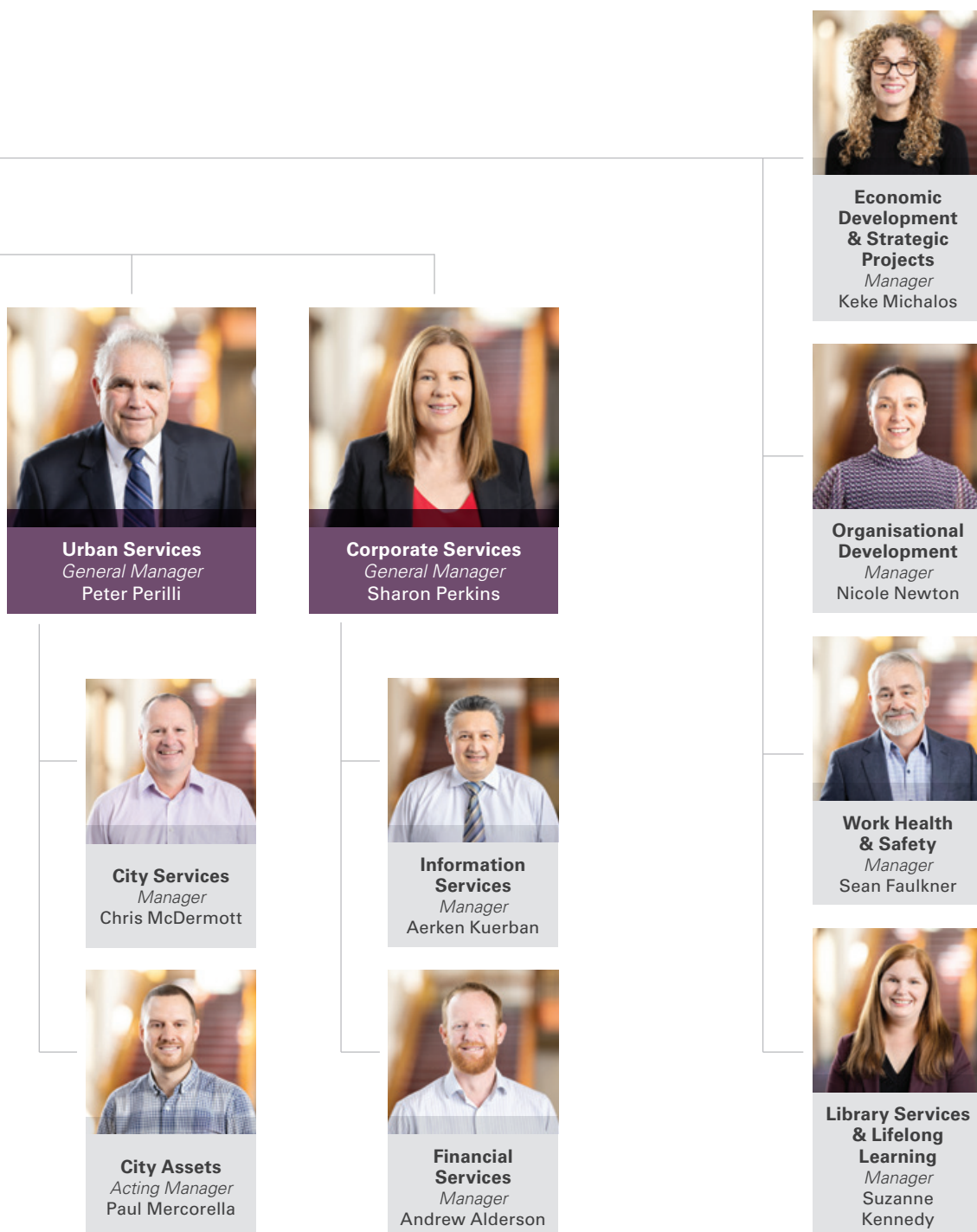
**Governance, & Legal**  
Manager  
Teri Hopkins



**Community Care Services**  
Manager  
Rosanna Busolin



The Council's organisational structure is designed to meet the demands of a varied and vibrant community in a responsive and effective manner.



# Executive Leadership

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The Executive Leadership Team is comprised of the Chief Executive Officer and four General Managers who each have responsibility and accountability for the outputs and outcomes of their respective departments.

The City of Norwood Payneham & St Peters Executive Leadership Team (ELT) has remained the same since 2010. While there have been staff changes at a managerial level, the General Managers and CEO have provided consistent service and expertise — across five separate departments — for more than 12 years.

Units within each department perform specific functions, collaborate on projects and share their knowledge and expertise across the organisation.

Executive remuneration packages include salary, statutory superannuation contributions and a vehicle for private use in lieu of overtime. Executives are also provided with tools of the trade such as mobile phones and iPads.





## Mario Barone PSM

*Chief Executive Officer*

### Joined the Council in 1997

In 1997, I was privileged and honoured to be appointed as the Chief Executive Officer of the City of Norwood Payneham & St Peters.

Responsible for the overall management and leadership of the organisation, my direct portfolio responsibilities include the Council's Libraries, economic development and strategic projects, organisational development and work health and safety. More broadly, I am responsible and accountable to the Council for the implementation of all Council decisions and for the efficient and effective running of the organisation and its operations.

I am currently the Chair of the Eastern Region Zone Emergency Management Committee and a member of the Local Government Association of South Australia Chief Executive Officer's Advisory Committee.

With an extensive background as an Urban, Regional and Environmental Planner, my formal qualifications are a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning, and a Fellow of the Planning Institute of Australia.

In 2016, I was humbled and honoured to receive the Public Service Medal as part of the Queen's Birthday Honours, in recognition of outstanding public service to Local Government in South Australia through the provision of leadership and strategic planning.

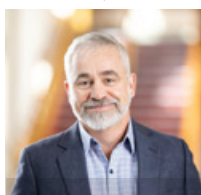
I am passionate about Local Government and the City of Norwood Payneham & St Peters, and motivated by creating positive outcomes which improve the quality of life for our citizens and to ensuring our City's unique sense of place is maintained and carefully curated.



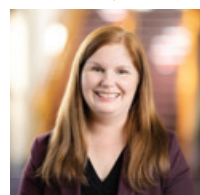
**Keke Michalos**  
*Manager*  
Economic  
Development  
& Strategic  
Projects



**Nicole Newton**  
*Manager*  
Organisational  
Development



**Sean Faulkner**  
*Manager*  
Work Health &  
Safety



**Suzanne  
Kennedy**  
*Manager*  
Library Services &  
Lifelong Learning



## Carlos Buzzetti

*General Manager  
Urban Planning & Environment*

Joined the Council in 2003

For eight years prior to joining the City of Norwood Payneham & St Peters, I worked in the Local Government sector in urban planning and management roles at the Cities of Burnside and Holdfast Bay. I have also lived and worked in Dubai as a Principal Planner on major projects in the private sector.

I have extensive experience in leading multidisciplinary teams with a strategic urban planning and development focus; consultation and community engagement strategies; master planning and planning policy; urban renewal; sustainable urban design; environmental management and cultural heritage.

As General Manager, Urban Planning and Environment, I lead a highly skilled team responsible for the delivery of the Council's planning policy, development assessment and enforcement services—including local nuisance matters, traffic and integrated transport, sustainability and environmental initiatives and organisational culture and change programs.

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I also hold a Bachelor of Arts in Urban Planning, a Graduate Diploma of Urban and Regional Planning and Certificate of Management. I am currently undertaking a Postgraduate Degree in Psychology of Business and Management.



## Lisa Mara

*General Manager  
Governance & Community Affairs*

Joined the Council in 2004

I commenced my career in Local Government on a six month contract with the former District Council of Stirling in 1993, and have worked in the sector ever since.

I love working in Local Government and am passionate about the integrity of Local Government, and firmly believe that it is essential that Local Government demonstrates its ability to manage its governance responsibilities effectively; consider contemporary governance practices and recognise the importance of a robust governance framework to provide strong leadership for the community.

I am privileged to lead and work with an exceptional team who are committed to delivering excellent outcomes for our community across a range of services, programs and events. I oversee the Council's governance, community services, arts, cultural heritage, events, regulatory services and communications functions—all vital activities in achieving the Council's collective vision of Community Well-being.

I have a Bachelor Degree in Management from the University of South Australia and a Company Directors Course Diploma from the Australian Institute of Company Directors.



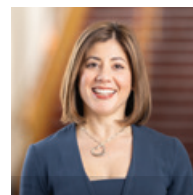
**Eleanor Walters**  
*Manager*  
Urban Planning  
& Sustainability



**Gayle Buckby**  
*Manager*  
Traffic  
& Integrated  
Transport



**Mark Thomson**  
*Manager*  
Development  
Assessment



**Teri Hopkins**  
*Manager*  
Governance,  
& Legal



**Rosanna Busolin**  
*Manager*  
Community Care  
Services



## Peter Perilli

*General Manager  
Urban Services*

Joined the Council in 1997

I commenced my professional career as an associate consulting engineer before pursuing a pathway in Local Government. Prior to joining the City of Norwood Payneham & St Peters, I held senior engineering roles with the Cities of Kensington & Norwood, Burnside and Tea Tree Gully, and now have 34 years of experience in the Local Government sector.

As a structural and civil engineering professional, I also have extensive experience in project, asset and contract management for infrastructure, building and drainage projects, traffic management and depot operations.

Responsible for the general management of the Urban Services Department, I lead a highly skilled team of engineers, built and natural asset managers and civil maintenance staff. Our key responsibilities include asset management, capital works infrastructure delivery, depot operations, traffic management and waste management.

I am a Fellow of both Engineers Australia and the Institute of Public Works Engineering Australasia, and recognised as a Chartered Professional Engineer by Engineers Australia. I hold a Graduate Diploma of Management and Bachelor of Engineering (Civil) from the University of South Australia and Adelaide University respectively.



## Sharon Perkins

*General Manager  
Corporate Services*

Joined the Council in 2010

Following a career in both public and private sectors—including Local and State Government—I joined the Council as Manager of Finance, bringing broad experience and knowledge.

I am highly skilled in general accounting, and commercial and financial management, and was appointed a General Manager after just two years at the Council.

Now responsible for the Corporate Services Unit, I lead a multifunctional team which delivers a broad spectrum of services from financial and records management, information and communication technology, to customer driven services including the Payneham Memorial and Norwood Swimming Centres, St Peters Child Care Centre & Preschool, Norwood Concert Hall and the Council’s customer service centres.

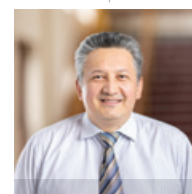
I am a Fellow Certified Practising Accountant (FCPA) and hold a Master of Business Administration and Bachelor of Arts (Accountancy), both attained from the University of South Australia.



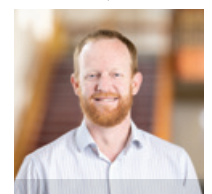
**Chris  
McDermott**  
*Manager  
City Services*



**Paul  
Mercorella**  
*Acting Manager  
City Assets*



**Aerken Kuerban**  
*Manager  
Information  
Services*



**Andrew  
Alderson**  
*Manager  
Financial  
Services*



# Our Staff

The City of Norwood Payneham & St Peters workforce is made up of high performing and dynamic teams and individuals, as diverse as they are skilled.



*Left to right: Michael Moshos, Matthew Cole, Henry Colston, Scott Dearman, Josef Casilla, Rico Palombella, Paul Mercorella*

# Our Values

Our organisational values guide the day-to-day activities and behaviours of all staff and underpin the culture of our organisation, and the way in which we work and behave as individuals and as an organisation.

Together with performance and contribution, our values also form the basis of the internal recognition program. The contribution of staff is integral to the success of the Council and as such, the internal recognition program is complemented by a number of other ways in which individuals and business units are acknowledged and celebrated for their achievements.

In 2021–2022, the Council’s internal program recognised the following staff who performed above and beyond:

## Our People

We are passionate, committed, empowered and accountable and we recognise the contribution of others.

### Awarded to

*Jenah Bambrick, Coordinator, Youth Development*

## Working Together

A positive team, we work collaboratively in an honest and transparent environment, supporting each other to get things done.

### Awarded to

*Vicki Nicoloulías, Educator St Peters Child Care Centre & Pre-School*

*Claire Betchley, Events Coordinator*

## Leadership

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.

*Jade Falco, Senior Customer Service Officer*

*Chris McDermott, Manager, City Services*

## Excellence

We strive for excellence in everything we do and we encourage innovation and quality.

### Awarded to

*Michael Moshos, Project Officer, Civil*

## Integrity

We demonstrate respect and honesty in everything we do and always act in the best interests of our citizens and our community.

### Awarded to

*Mark Thomson, Manager, Development Assessment*

*Keke Michalos, Manager, Economic Development & Strategic Projects*

## Service

We seek to improve quality of life for our citizens and our community and we treat all stakeholders with respect.

### Awarded to

*Tala Aslat, Planning Assistant*



# Meet some of our Staff



## *Adriana Rinna*

Graphic Designer

**Growing up in a very artistic family, it is no wonder Adriana Rinna is fascinated by the design process.**

Adriana started at the City of Norwood Payneham & St Peters in April 2020, and draws on her 10 years of graphic design experience when undertaking a diverse and, at times, intense workload.

From promotional material for major events, developing new concepts for campaigns and competitions or producing the Council’s regular publications, Adriana is a multi-tasker with a sharp mind and quick wit.

The highly respected and popular member of the Council’s Communications Unit, draws on her artistic flair on a diverse range of projects—always impressing her colleagues with unique concepts, vision and ideas.

“My mother is a well-known South Australian artist and my brother is a stunt performer. Being artistic runs in the family’s blood.”

Not only is Adriana a delight to work with—and always more than happy to offer advice or share a story—she has also been instrumental in the Council receiving awards, in particular the prestigious Gold Award at the Australasian Reporting Awards for the Council’s 2019–2020 and 2020–2021 Annual Reports.

Outside of work, Adriana is building her own home and loves spending time with her family, particularly her elderly Nonna—and relishes in all aspects of her traditional Italian heritage.

Adriana is also extremely passionate about events management and prior to working at the Council, she owned and managed an event business for nine years, Bizzarro.





## *Peter Reschke*

Team Leader Regulatory Services

### **When Peter Reschke was a young boy he was determined to have a career that involved road signs.**

True to his ambition, Peter has spent most of his working life checking, policing and regulating signs in the community.

“My dream job as a child was working with signs, I was intrigued by roadworks,” he said.

Peter, who is the Council’s Team Leader Regulatory Services, joined the team in in January 2022 after 10 years at the City of Adelaide where he had various roles including Parking Officer, Acting Work Group Leader, City Works Permits Officer, and Community Safety Officer.

“After working with the City of Adelaide for many years in Regulatory Services, predominantly parking enforcement, I felt I had a lot more to offer and I wanted to pursue a leadership role,” he said.

“Since being with City of Norwood Payneham & St Peters I have been instrumental in improving processes in order to progress and streamline operations.

“I constantly strive to do my very best to assist a customer and resolve their issue. This is not always easy but it is so important to always try and provide the best outcome.”

Peter, who has completed a Diploma of Leadership and Management and a Diploma of Business, embraces the lighter side of life by watching reruns of his favourite TV show, The Simpsons.

“I also really enjoy maintaining my home and spending time with my family.”

# Staff Profile

As an employer, the City of Norwood Payneham & St Peters prides itself on providing opportunities for staff to be part of a high performing, dynamic and progressive organisation, and establish fulfilling careers.

Our workforce is as diverse as it is skilled, and also closely represents the cultural diversity of our community.



**David Earle**  
Acquisitions and Inter-library Loans Officer  
St Peters Library

**226** full time, part time and casual staff

**8.3 years** average length of service

**65%** of our workforce is permanent


**11%** staff turnover

**65%** administrative roles

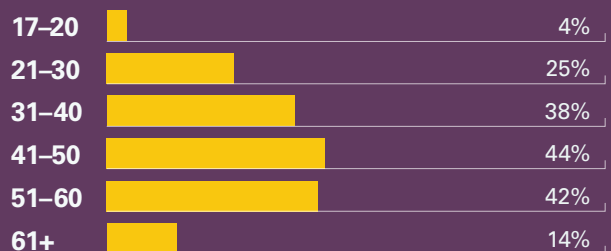
## Gender profile



 60% Females

 40% Males

## Age profile



**As at 30 June 2022, the Council employed 226 staff, including 105 full time and 40 part time and 82 casual staff who predominately work at the Council's Swimming Centres and at the St Peters Child Care Centre & Pre-school.**

The Council supports a diversity of employment types with casual staff working predominantly in customer facing roles which can deliver services over seven days, peaking during seasonal and high demand periods.

Staff are engaged across a range of positions within:

- Administration;
- Child Care;
- Civil Services;
- Communications and Marketing;
- Community Services;
- Cultural Heritage;
- Economic Development;
- Engineering;
- Environmental Planning;
- Events;
- Horticulture Services;
- Information Technology;
- Library Services;
- Management;
- Planning and Building;
- Recreation Services;
- Regulatory Services;
- Strategic Planning;
- Swimming Centres; and
- Work Health & Safety.

## Length of Service

As at 30 June 2022, the average length of tenure of the staff at the Council was eight years and the longest tenure was 42 years.

Continuous service milestones achieved and celebrated during the course of the year included:

|                      |                            |
|----------------------|----------------------------|
| <b>Peter Perilli</b> | <b>40 Years of Service</b> |
| <b>Doug Jewell</b>   | <b>30 Years of Service</b> |

## Demographics

Our staff range in age from 17 through to more than 74 years—with the average age being 39 years—and hold job skills or qualifications at all levels from certificate through to postgraduate level.

Our total workforce is made up of 40% males and 60% females and represents a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, Farsi, Mandarin and Japanese.

### Salaried employees

The Council's staff are employed under a range of Awards including the Local Government Employees Award, Municipal Officers Award as well as having contract staff.

The Council's employees receive the following salaries.

| Salary Bracket      | No. of Employees |
|---------------------|------------------|
| \$50,000–\$69,000   | 104              |
| \$70,000–\$89,000   | 76               |
| \$90,000–\$109,000  | 20               |
| \$110,000–\$129,000 | 18               |
| \$130,000–\$149,000 | 3                |
| \$150,000–\$169,000 | 4                |
| \$170,000–\$189,000 | 0                |
| \$190,000–\$209,000 | 0                |
| \$210,000–\$229,000 | 0                |
| \$230,000–\$249,000 | 0                |
| \$250,000–\$269,000 | 1                |
| <b>Total</b>        | <b>226</b>       |





**Rob Sparks**  
Senior Mechanic, Urban Services



**Dhyanna Favretto**  
Service Officer, Norwood Town Hall Customer Service

## *Staff Changes and Recruitment*

**During 2021–2022, 34 new staff members commenced employment with the City of Norwood Payneham & St Peters. This included 17 casual staff members at the Council’s Libraries, Swimming Centres and Childcare Centre. All new staff were appointed to replace vacancies.**

During 2021–2022, the Council recruited for the following positions:

- Educator, St Peters Child Care Centres & Pre-school;
- Home Support Officer;
- Customer Service Officer;
- Accounts Officer;
- Lifeguard;
- Swimming Instructor;
- Team Member, Civil Maintenance;
- Team Member, Parks & Gardens
- Compliance Officer;
- Information Service Administrator;
- Library Outreach Services Coordinator; and
- Coordinator Volunteer Services.

Extensive and robust interview and selection processes are undertaken with successful candidates needing to demonstrate the Selection Criteria, the Organisational Values and Behaviours and references for position requirements are applied to each position.

All new staff participate in an induction program covering all areas of the Council’s operations, as well as a tour of the City and the various Council venues and work sites.

## Job Description Spotlight

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### Project Manager, City Projects

The Council employs Project Managers to design and implement major special projects such as The Parade Masterplan. The role of the Project Manager, City Projects is to ensure the delivery of a range of projects associated with recreation, open space, streetscapes and urban design.

As part of this role, the Project Manager, City Projects is expected to manage the conceptualisation, planning, detailed design and delivery of 'city projects'. These positions work closely with other units of the Council and private contractors to deliver well designed open spaces and bespoke community and living spaces.

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### Communications Officer, Governance & Community Affairs

The Communications Officer undertakes the core roles of external and internal communications as well as liaising with the media on a range of issues. Internal communications include the Council's intranet, OneNPSP, and external communications are sent to the community and the media through releases and statements, as well as the Council's

quarterly publication Look East, and e-newsletter Your NPSP. The Communications Officer works closely with the Council's Graphic Designer and Website Officer to ensure all of the Council's activities, events and major projects are promoted positively and regularly to the community.

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### Team Member, Civil Maintenance

The Council employs up to 10 staff and apprentices in its Civil Maintenance Unit, who are responsible for the maintenance and amenity of the Council's infrastructure and assets including footpaths, roads, street furniture, kerb and water tables and stormwater drainage. These positions work in small groups and undertake maintenance including fixing general

wear and tear, damage or scheduled replacements. Staff are skilled and licenced in areas of Civil works, Work Zone Traffic management, backhoes and front-end loaders.

They work effectively to address customer requests and ensure a high standard of safety and access across the City's built and infrastructure.

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### Assistant Educator, St Peters Child Care Centre & Pre-school

The St Peters Child Care Centre & Pre-school has been operated by the Council since 1976 and employs about 30 staff. Educators and Assistant Educators are qualified in Child Care or Education and their role is to develop, implement and evaluate programs for children using the Early Years Learning Framework, liaise with parents and families regarding the care

and education of their child and maintain safe, supportive and nurturing learning environments. in the Centre.

These staff are highly skilled in The National Law and National Regulations related to Child Care, The National Quality Standards and National Early Years Learning Framework.

## Conditions of Employment

The Council is bound by industrial agreements with prescribed wage rates and a position classification system.

The Council's workforce conditions are governed by two Enterprise Agreements, which are the City of Norwood Payneham & St Peters Local Government Employees Enterprise Agreement and the City of Norwood Payneham & St Peters Municipal Officer Enterprise Agreement. These Agreements are underpinned by the relevant Awards.

During Enterprise negotiations the Council has focussed on maintaining attractive working conditions and wages, whilst ensuring that the organisation continues to deliver efficient and effective services to local communities. This has resulted in an environment that is considered to have excellent conditions and wages for its staff.

As at 30 June 2022, 147 of the 226 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement. The remaining 79 (field staff and Swimming Centre casual staff) are covered by the Local Government Employees Enterprise Agreement.

Some of the conditions currently provided to staff employed at the Council and that attract staff include:

- Journey Protection;
- Income Protection;
- Rostered-Days-Off;
- no forced redundancies;
- above Award conditions for Voluntary Separation Packages;
- recognition of Continuous Service in employment between Councils and the ability to transfer Long Service Leave Entitlements;
- extensive leave options including access to:
  - Professional Development Leave;
  - Extended Carer's Leave;
  - Approved Leave Without Pay;
  - Family Violence Leave;
  - Aboriginal & Torres Strait Islander Peoples Leave;
  - Union Training Leave;
  - Paid Parental Leave;
  - Study Leave;
  - Purchased Leave;

- Financial Assistance towards related Study expenses;
- Part-Time, Job Share & Pre-Retirement Employment options;
- limited use of Fixed-Term Contracts and permanent positions for Senior Managers; and
- Fire Warden and First Aid officer allowance.

### Employee Benefits

In order to attract and retain high performing staff, all staff are offered a range of benefits, including:

- Employee Assistance Program which offers staff (and members of their immediate family and household) confidential and independent counselling for personal or professional support;
- Healthy Lifestyles Program which provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle, including annual skin cancer screening and health assessments;
- access to the Worksite Immunisation Program which provided the Quadrivalent Influenza and Pneumococcal vaccinations;
- training and professional development opportunities, including support to study a Qualification, support to maintain membership with a Professional Association and Leadership Development programs; and
- support for working parents including paid parental/ adoption leave and arrangements for breastfeeding in the workplace.

### Training and Professional Development

Professional development is highly valued at the City of Norwood Payneham & St Peters and, as such, staff benefits extend to learning opportunities for career development and progression and enhanced performance.

During 2021–2022 Professional development benefits include:

- Access & Inclusion
- Building Inspections & Compliance
- Case Law Review
- Crossroads Paving the Way Conference
- Dealing with Difficult Behaviours
- Design for Residential Reinforcing Steel
- Ethics
- Facebook Masterclass



- Fast Thinking - Confident Speaking
- HBDI (Whole Brain) Workshop
- How do Infrastructure Schemes Work
- Introduction to the SA Public Library Network
- Managing People + Performance Management
- Microsoft Teams
- Objective ECM Basic Training
- People Managers Forum - Trust & Feedback, Coaching Refresher, Developing Teams, Goal Setting & Action Planning
- Planet Online - Drawing Out the Proposal
- Planning for Volunteer Involvement in Today's Environment
- Planning in Focus - Heritage: Looking through the Legal Lens at our New System
- Preventing Conflict + Reducing Risk + Safer De-escalation
- Professional Business Writing
- Project Management Essentials
- Residential Timber Frames & Trusses
- Safe Infant Sleeping
- Social Media in Local Government - Brand, Community Engagement, Emergency Management, Stakeholder Risk & Public Relations
- South Australian Local Government Financial Management
- What are the important legal principles that every planner needs to know
- What Constitutes a Minor Variation under the *PDI Act*

Key staff members attended the following professional conferences in Adelaide:

- Community Centres SA Conference 2021
- Turf Seminar
- Local Government Communications Conference
- SA Safety Symposium
- PIA Planning Congress
- Public Libraries SA Conference
- SA Accredited Professionals Association
- National Economic Development Training
- LGITSA Conference

In October 2021 the Council facilitated a Course in Certificate III Irrigation for industry and staff from four other councils. The certificate course was held onsite at the City of Norwood

Payneham & St Peters. Five of the Council's own staff also attended this course and were supported in obtaining their qualifications in Irrigation.

## Equal Opportunity Employment

The City of Norwood Payneham & St Peters is an equal opportunity employer committed to the principles of providing a working environment free from discrimination, bullying and harassment.

The Council's policies and practices meet both the diverse needs of staff and those of the community. The Fair Treatment and Equal Opportunity Policy prohibits discrimination and provides for treating people as individuals without making judgements based on characteristics such as sex, chosen gender or sexuality, race, physical or mental disability, age, and religious appearance or dress. The Policy aims to ensure that all employees can work in an environment that fosters mutual employee respect and working relationships free from harassment and where each employee has the opportunity to progress to the fullest extent of their capabilities.

All staff receive information and training relating to discrimination expectations at induction and throughout their employment.

During 2021–2022, no discrimination matters were raised by Council staff with any external bodies.

## Apprenticeship Scheme

In 2021–2022, under the provisions of its Apprenticeship Scheme, the Council offered five positions for new apprentices in the vocations of Horticulture and Civil Maintenance.

In addition, under the provisions of its Apprenticeship Scheme, eight existing staff were provided with the opportunity to undertake qualifications in vocations including Landscape Construction, Arboriculture and Civil Supervision.

## Human Resources

The Council maintains a Human Resources Policy Manual to ensure good governance of human resource and management matters. The Policy Manual is reviewed every three years and it contains the following policies:

- Ageing and Work Health Statement;
- Behaviour Standards Policy;
- Breastfeeding in the Workplace Guidelines; and
- Classification Policy;
- Disciplinary and Under Performance Management Policy;
- Fair Treatment and Equal Opportunity Policy;
- Grievance Policy;
- Injury Management and Return to Work Policy;
- Safe Environment Policy;
- Surveillance Devices Policy;
- Training and Development Policy; and
- Volunteer Management Policy.

## Culture Development Program

The organisation undertakes an Organisational Culture Inventory Survey every three years. The results of the survey provide insights into the performance of the Council as a constructive, effective and high performing organisation and measures the organisations culture and performance against key business factors and levers of culture. The data from the survey is used to identify areas of opportunity and improvement in the Council’s functions and business.

### Organisational Culture Survey & Organisational Effectiveness Survey

The organisation invests in creating constructive working cultures and effective business practices, which is guided by the organisations Culture Development Plan and the Organisational Strategy.

The Culture Development Plan sets out a three yearly cyclic process of measuring the organisations Culture and Business effectiveness (year 1), Measuring the Leadership Effectiveness (year 2) and implementing continuous improvement intervention derived from the measure (year 3).

In 2021–2022, the third year of the Culture and Development and Effectiveness Program was undertaken. Planning and organisation projects also commenced and the implementation of the Service Framework was finalised. Data for the delivery of the Service Framework was obtained through the Organisational Culture Survey.

## Staff well-being

The Council is committed to ensuring the health and well-being of its staff. Through the Healthy Lifestyles Program, the Council supports well-being initiatives such as voluntary health assessments, skin cancer screenings and access to healthy lifestyle activities and information.



Influenza vaccinations

**138**  
2021–2022

**105**  
2020–2021

**136**  
2019–2020

**26**

Health assessments

40 in 2020–2021 and 41 in 2019–2020

**75**

Skin cancer screenings

70 in 2020–2021 and 69 in 2019–2020

Other well-being activities included a Finding the Positives Seminar, Ageing Project (stretch session) for outdoor staff, a weekly stretch class for indoor staff and a walking group that walk once a week during staff lunch times.

The Council also provides an Employee Assistance Program to staff, which is also promoted under the Healthy Lifestyle Program.

The Employee Assistance Program provides free, confidential counselling to staff and their immediate family and household members. In the last financial year, 27 people (staff, family or household members) accessed the Council's Counselling service with most attendees reporting a non-work related reason for attending the service.

## Keeping Staff Informed

Keeping staff informed and connected is central to ensuring that our staff are engaged with their role and the broader objectives and goals of the Council.

The Council's intranet, OneNPSP, is a hub of important information, staff news and events; a knowledge board where staff share information relating to their department; a training calendar; policies and processes; and career opportunities, to keep staff informed and inspired.

All staff members are invited to attend quarterly staff briefing sessions. These sessions are an important opportunity to communicate, learn about colleagues job roles and projects which the Council is undertaking.

## Interstate staff travel costs

In 2021–2022, Council staff attended a variety of events for training and professional growth including:

- Position:** Manager, Urban Planning & Environment  
**Purpose:** Travelled to Tasmania for the Planning Institute Australia Conference  
**Costs:** Flights, accommodation \$3,655.30.
- Position:** City Arborist  
**Purpose:** Travelled to Queensland for the Arboriculturist Australia Conference  
**Costs:** Flights, accommodation \$3,052.
- Position:** General Manager, Governance & Civic Affairs  
**Purpose:** Travelled to Canberra for the 2022 National General Assembly  
**Costs:** Flights, accommodation \$1,700.

## Charitable Contributions

During 2021–2022, staff participated in several fundraising activities in support of the following charitable organisations:

- hosted the Biggest Morning Tea at Norwood Town Hall and St Peters Child Care Centre Preschool at which \$667 was raised;
- staff raised \$333 and the Council's Chief Executive Officer matched this amount to total \$624 for the Smith Family;
- collected 21 items for the Animal Welfare League (valued at approximately \$135);
- collected 37 items of food for Fred's Van (valued at approximately \$93); and
- collected 16 items for girls facing period poverty (valued at approximately \$80).

Staff also donated goods including books, personal care items, clothing, toys and children's activity packs, to the following charities:

- Give the Gift of Reading; and
- Backpacks for SA Kids.

## Gifts to Staff

The City of Norwood Payneham & St Peters records all gifts and benefits regardless of the value received by employees. In addition, the *Local Government (General) Regulations 2013*, provide that a summary of any gifts above the value of \$50 provided to staff during the relevant financial year, either funded in total or in part by the Council must be included in the Council's Annual Report. The Regulations define gifts to include 'hospitality'.

The Council hosted a number of events during 2021–2022 which some staff attended. Details of these events are set out below:

- In November 2021, the Council hosted its annual Volunteers Christmas Dinner at the Norwood Concert Hall. Ten staff, who work directly with Volunteers attended the Volunteers Christmas Dinner at a cost of \$66 each.
- The 2021 Mayor's Christmas Dinner was held on Friday, 26 November 2021 at Martini Ristorante, The Parade, Norwood. The Council's Chief Executive Officer, General Managers and Managers attended the Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$106 each.





Keep safe  
distance  
1.5 metres

libraries



## COVID-19 Response

The Council has remained responsive and agile in response to the COVID-19 pandemic, since the Federal Government announced the pandemic in 2020. The Council made changes in response to the immediacy of the situation created by the COVID-19 pandemic and continued to maintain these changes during 2021–2022 to ensure the safety of staff and others as well as balancing organisational performance and output. Examples of changes to working conditions that the Council has maintained during the pandemic include:

- hygiene and social distancing practices in all Council facilities, public programs and Volunteer programs, including the provision of masks, sanitising wipes, hand sanitiser, installation of perspex screens and instructional signage;
- hand wash stations were made available at the entrance of all Council facilities, for staff and visitors who enter the Councils' work spaces;
- masks were provided free of charge to citizens and the community;
- leave was provided to staff to attend vaccinations, to cover periods of leave required as a result of suffering symptoms resulting from vaccinations and to cover periods of leave to attend medical appointments associated with COVID-19;
- changes in staff working hours (start and finish times) and shift changes were managed where relevant to reduce potential cross contamination and potential exposure between staff;
- free counselling support and free crisis counselling support is made available to Council Staff, Elected Members and their immediate family; and
- the Council maintained a confidential Staff and Volunteer Tracing Record, to assist in managing potential outbreaks and exposure to other staff and Volunteers.

As a result of the changes to the Government Mandates in 2021, the Council was able to remove:

- the requirements to 'QR Code check in' at its building and facilities;
- Special Leave which was provided to staff who required leave for the purposes of maintaining isolation under a Government requirement, whilst awaiting clearance following a COVID-19 test, if they may have been exposed to an active case and during periods of lock down;
- the density rates (i.e the number of people allowed per square metre), in all Council facilities and vehicles;
- Risk Analysis Assessment was established for every program—including Volunteer programs—offered by the Council; and
- mandatory COVID-19 testing and paid 'stand down' provisions were implemented for staff that had been at risk of exposure.

In 2021–2022, the Council recorded 222 incidences of absence associated with COVID-19. These absences included leave taken as a result of staff testing positive to COVID-19, staff being required to isolate or staff who were required to undertake caring duties for someone who had contracted COVID-19. This leave was covered by the staff accrual of Personal Leave (Sick Leave and Carer's Leave) Annual Leave, Long Service Leave or Leave without Pay.

During this period and depending on the requirements set out by the South Australian Government relevant to the time and the staff members specific circumstances, staff were absent between five to 19 days, with the majority of staff impacted taking an average of 10 days leave. As such, this equates to an average lost time of 2220 work days across the organisation for the year or 8.5 Full Time positions for the year.

In addition, in some circumstances to mitigate potential risk of transmission, the Council 'stood down' some staff who otherwise could have worked. These staff were withheld from working until any potential risk was resolved. As such, a total of 3446.65 hours of Special Leave with Pay (COVID-19 Leave) was paid in 2021–2022.

# Driving change



## *Gayle Buckby*

### **Manager, Traffic & Integrated Transport**

**Striking the right balance between motorised transport and active travel—such as walking and cycling and public transport—is Gayle Buckby’s mission.**

Gayle, who has a passion for healthy cities and sustainable urban mobility, started work at the Council in 2020, in the newly created position of Manager, Traffic & Integrated Transport.

“The Council realised that the way people move around our City has a significant impact on neighbourhood liveability and so the status of traffic management and planning was raised and my position was created,” Gayle says.

“Over the past two and half years my role has predominantly been about understanding how people are moving within and through the City now and where traffic management is required.

“I have done this by listening to residents and collecting data to develop an evidence-based framework so that future planning is prioritised where it’s needed the most.

“Most people don’t want a congested, polluted, noisy city and yet some people think that building wider, faster roads is the solution.

“I strive to find the right balance between motorised transport and active travel (walking, cycling and public transport) to enable people of all ages and abilities to feel connected, independent, safe and inspired while moving around our public spaces,” she added.

With a background in Civil Engineering, more than 30 years’ experience as a traffic engineering and planning consultant, and having worked internationally and in South Australia, Gayle draws on her global experience at a local level.

“My utopia is to have a more people choosing cycling, walking or public transport instead of private motor vehicles for some trips, and to use private vehicles only when they need to, such as travelling long distances, carrying heavy loads or travelling with more than one person in the car.





“Ultimately we need a culture where motorists respect neighbourhood liveability, drive slowly through residential streets and stay on arterial roads whenever possible.

“For those people who can use it, public transport is easy and cheap, it can be a relaxing way to travel—an opportunity to catch up on reading or listen to music.

“Riding a bike can be faster door to door, than driving when you take into account lack of queuing at traffic signals, and easy parking. It’s also very cheap and is a great form of exercise while also getting somewhere.”

Gayle concedes it is impossible to “fix everything at once” and there needs to be a long-term, strategic and staged process now and into the future.

In the past year, Gayle has overseen two traffic management studies and undertook the Council’s community engagement in relation to reducing the speed limit from 50km/h to 40km/h in two of the City’s popular suburbs, Kent Town and Norwood.

Outside of work, Gayle has a range of diverse interests, including playing the piano accordion.

“I have played in bands most of my life, and toured across Australia, Europe and Japan, but these days painting, reading and cooking take up most of my spare time.”

Importantly, Gayle also practices what she preaches when it comes to sustainable transport.

“I live on the west side of the CBD, so when I started working at the Council, I bought an electric bike to commute 15km each way. It’s a great way to get around and the ease of an electric bike means I get a little bit of exercise too.”

# Awards

The City of Norwood Payneham & St Peters has been recognised and celebrated for innovation, achievements and project outcomes by professional bodies at a state, a national and international level.

| Year | Description   | Award  | Project  |
|------|---|--|--|
| 2011 | Stormwater Industry Association (SIA)   | Commendation, Excellence in Stormwater Award   | Major First Creek Flood Mitigation Works Project of Dunstone Grove-Linde Reserve   |
| 2012 | Stormwater Industry Association (SIA)   | Winner, Excellence in Infrastructure Award   | Redevelopment - stormwater management system                                       |
| 2012 | Planning Institute of Australia (PIA) Planning Excellence SA Awards                             | Winner, From Plan to Place Award   | Revitalising St Peters Project - Stage 1, Dunstone Grove-Linde Reserve Project     |
| 2012 | Planning Institute of Australia (PIA) Planning Excellence SA Awards                             | Commendation, Public Engagement and Community Planning Award   | <i>CityPlan 2030: Shaping Our Future</i> – Engagement with Young Children & People |
| 2013 | Resilient Australia Awards  | State Winner (as part of the Eastern Adelaide Zone Emergency Management Committee)                                       | Zone Emergency Risk Management System  |
| 2013 | SA Chapter of the Australian Institute of Architects (AIA) South Australian Architecture Awards | Heritage Architecture Award<br>Commendation Award, Public Architecture   | St Peters Town Hall Complex  |
| 2014 | Australian Institute of Transport Planning and Management                                       | Excellence Award for Transport Planning  | City-Wide Cycling Plan   |
| 2016 | Planning Institute of Australia (PIA) SA Awards for Planning Excellence                         | Hard Won Victory   | Beulah Road Bicycle Boulevard  |
| 2016 | Planning Institute of Australia (PIA) SA Awards for Planning Excellence                         | Commendation, Minister's Award   | Beulah Road Bicycle Boulevard  |
| 2017 | Australasian Reporting Awards   | Bronze Award   | 2015–2016 Annual Report  |
| 2017 | Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards                     | Winner, Excellence in Road Safety Engineering at the South Australian, Australian and Australasian Awards                | City-Wide Schools Traffic Safety & Parking Review                                  |
| 2017 | Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards                     | Winner, Excellence in Asset Management Projects and Practice at the South Australian, Australian and Australasian Awards | River Torrens Linear Park Strategic Integrated Asset Management Plan (RTLTP ISAMP) |
| 2018 | Australasian Reporting Awards   | Silver Award   | 2016–2017 Annual Report  |
| 2018 | Local Government Association Workers Compensation Scheme  | Best Practice Major Award - Work Health & Safety Award   | Risk management programs and processes   |
| 2019 | Australasian Reporting Awards   | Gold Award   | 2017–2018 Annual Report  |
| 2019 | Local Government Association Workers Compensation Scheme  | Best Practice Major Award - Work Health & Safety Award   | Best Solution to an identified problem (Fold-down step)                            |
| 2019 | Local Government Association Workers Compensation Scheme  | Best Practice Merit Award - Work Health & Safety Award   | Best Solution to an identified problem (Bobcat bump-stop)                          |
| 2019 | Australian Institute of Traffic Planning and Management Awards                                  | Janet Brash Excellence Award   | Wayfinding Strategy – Connecting People to Places                                  |



| Year | Description  | Award   | Project                                       |
|------|--|---|---|
| 2019 | Australian Institute of Landscape Architecture (AILA) Awards                 | Landscape Architecture Award, Parks and Open Space                | Felixstow Reserve                             |
| 2019 | Australian Institute of Landscape Architecture (AILA) South Australia Awards | Excellence in Cultural Heritage                                   | Felixstow Reserve                             |
| 2019 | Australian Institute of Landscape Architecture (AILA) South Australia Awards | Healthy Parks Healthy People South Australia Award                | Felixstow Reserve                             |
| 2019 | Australian Institute of Landscape Architecture (AILA) Awards                 | National Landscape Architecture Award, Parks and Open Space Award | Felixstow Reserve                             |
| 2019 | IES The Lighting Society   | Award of Commendation, Lighting Design                            | Felixstow Reserve                             |
| 2019 | Australian Civic Trust   | People's Choice Award, Urban Category                             | Felixstow Reserve                             |
| 2019 | Planning Institute of Australia (PIA)  | Award for Excellence in Public Engagement and Community Planning  | Felixstow Reserve                             |
| 2019 | Planning Institute of Australia (PIA)  | Award of Commendation, Best Planning Ideas – Large                | Felixstow Reserve                             |
| 2019 | Planning Institute of Australia (PIA)  | Award of Commendation, Great Place                                | Felixstow Reserve                             |
| 2019 | Master Landscapers of SA   | Most Environmentally Sensitive Project                            | Felixstow Reserve                             |
| 2019 | Master Landscapers of SA   | Landscape Maintenance Commercial                                  | Felixstow Reserve                             |
| 2020 | Australasian Reporting Awards  | Gold Award  | 2018–2019 Annual Report                       |
| 2021 | Australasian Reporting Awards  | Gold Award  | 2019–2020 Annual Report                       |
| 2022 | Australasian Reporting Awards  | Gold Award  | 2020–2021 Annual Report                       |
| 2022 | Norwood Oval Redevelopment   | AFL's Ken Gannon Community Football Facilities Award              | Norwood Oval Members Facilities and Clubrooms |



# Work Health & Safety

The COVID-19 pandemic has fundamentally changed our lives and the way our community functions and is likely to have lasting effects. During these unprecedented times, the safety and well-being of our staff and Volunteers, and that of the broader community, has never been more important. Pleasingly, the Council’s efforts regarding to work health and safety (WHS) over recent years, means that the Council was well positioned to manage this evolving situation.

The Council has always maintained a significant focus on safety, however, during the pandemic, the need to protect our staff, Volunteers and our citizens is now paramount. The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces, whether interacting with our friendly customer service staff, utilising one of our pools or libraries or simply enjoying our beautiful urban parkland environment. This concept is reflected in our WHS strategy, policies and safety management systems, and continues to be the cornerstone of our approach to workplace safety.

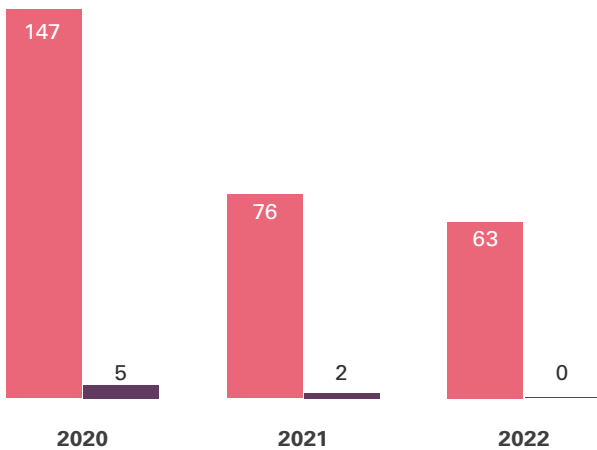
Despite the challenges over the past 36 months, the Council has continued to achieve ongoing safety performance improvements.

The Council has once again systematically reduced the severity of incidents (as shown in Graph 1). This is the fifth consecutive year in which the Council has recorded a reduction in the severity of incidents and it has been achieved due to the sustained efforts of the Chief Executive Officer, General Managers and all staff members.

In addition, over 70% of all incidents which were reported, resulted in no physical harm to our staff or members of the community (as shown in Graph 2). The Council’s strong WHS performance has also again been reflected in the Council’s Workers Compensation Claims data (as shown in Graph 3). Most pleasingly, the Council has gone over 290 days without an injury which required Medical Treatment and has not recorded a Lost Time Injury in over 400 days.

Graph 1

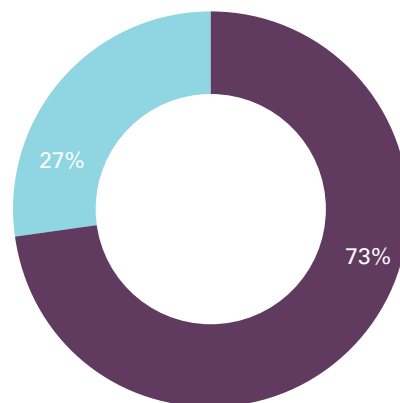
## Incident Reports vs Severity



● Total number of incidents  
 ● Incidents requiring medical treatment

Graph 2

## Incident by type



● Near Miss / No Treatment Required ● First Aid Injuries

### Challenges

With the Pandemic seemingly drawing to a close, the Council’s main challenge is to once again switch our focus away from the public health threat back onto improving our safety culture.

A positive safety culture helps the Council maintain safe operations. By having everyone, from Field staff through to executive leaders, take safety seriously, remaining watchful and avoiding compromises, means that Council services and operations are conducted in as safe a manner as reasonable. This simple but crucial concept can significantly reduce the risks of accidents occurring.

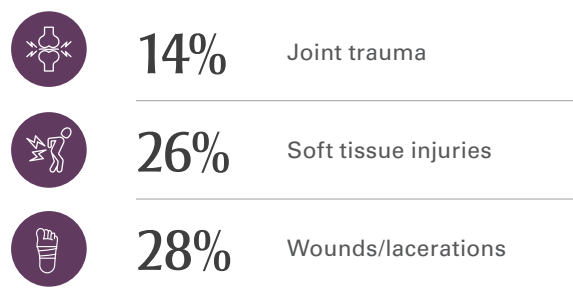
As part of National Safety Month in October 2022, the Council will be conducting staff awareness training sessions which aim to keep safety front of mind of all workers and help provide staff with the necessary knowledge to improve safety. While these sessions will be delivered in-house, the Council continually delivers a full suite of safety training programs, drawing upon both internal and external providers, to ensure that our staff are kept abreast of the latest safety trends and developments.

### Drug and Alcohol Testing

The Council’s Drug & Alcohol Policy recognises that many of the positions in the organisation are considered high risk and staff must be fit for duty and not impaired at work. As a result, the Council has a zero tolerance policy and it undertakes quarterly random drug and alcohol testing of staff.

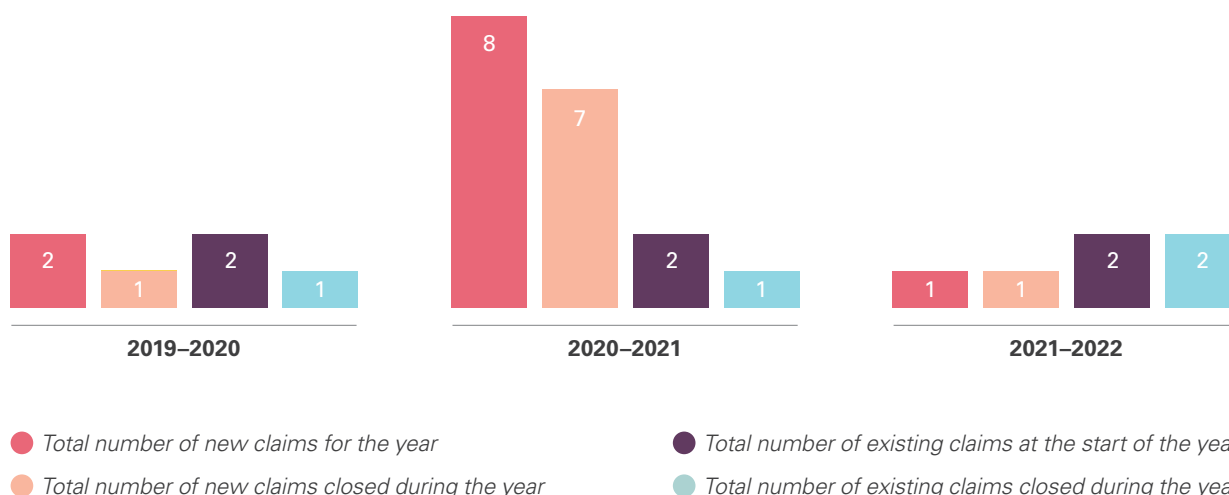
Each year, up to 25 staff—which equates to approximately 10% of all staff—are routinely and randomly tested for the inappropriate use of drugs and alcohol.

#### Most common types of injury



Graph 3

### Workers Compensation Claims - Trend Analysis





**Delivering  
exceptional  
customer  
service.**



# Communications

The Council produces and publishes a range of communications tailored for its stakeholder groups. While these communications are plentiful, the below key digital and printed documents and other channels are set out below.

## Look East



In 2021–2022, the Council produced its community publication, Look East seasonally, compared to biannually in previous years. Look East is distributed to ratepayers, residents and businesses within the City of Norwood Payneham & St Peters and is available to download from the Council's website.

Look East features profiles of local citizens, groups and organisations who make positive contributions to our community, as well as information about the Council's current events, activities, initiatives and major projects.

## Social Media

Social media has diversified the sources of information for our community and provides effective two-way engagement tools, which also drive considerable traffic to the Council's website.

Measureable and cost-efficient, the Council now manages a suite of profiles across key platforms Facebook, Instagram and LinkedIn—all of which are experiencing significant audience growth, reach and engagement. For more information see page 173.

## Your NPSP



Complementing a suite of communications for our citizens, the Council's eNewsletter, Your NPSP, delivers timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber's inbox.

An opt-in bi-monthly communication, Your NPSP is well received with a 51% average open rate, which is considered strong engagement against a government benchmark of 39%\*

As at 30 June 2022, Your NPSP had 1,792 subscribers compared to 1,539 subscribers at the end of 30 June 2021.

<sup>1</sup>Mailchimp Benchmarking data

# Website Usage

The Council’s website is a hub of information about the City of Norwood Payneham & St Peters, detailing its major projects, services, initiatives, projects and events for ratepayers, residents, businesses and visitors.

## Website Visits

The website experienced a slight increase in the number of visitors during 2021–2022, with 295,374 visits—an increase of 1.40% on the previous financial year.



## Devices

Audience behavior analysis shows that 56% of website visitors viewed the website on mobile devices.

## Most Popular Content

The images below show the top six most visited website pages and the number of visits each received during the 2021–2022 financial year period.

## Online Services Overview

The Council’s online services make it easy for our citizens to do business with us 24 hours a day.

Popular online services include:

- make a payment (e-services);
- report a problem;
- email rates;
- library catalogue and app; and
- My Local Services app - developed by the Local Government Association of South Australia to deliver localised council information to residents of South Australia.

## Online Forms

Online forms are an important part of the Council’s suite of online services.

In 2021–2022, 16 online forms were created for the convenience of customers and to streamline the way we collect and process service requests, enquiries, feedback and complaints.



Swimming Centres, 72,330 visits



Libraries, 45,533 visits



Waste & Recycling, 38,953 visits

## Completed Website Improvements during 2021–2022

### Major Projects section

The Major Projects section was refreshed to improve the delivery and management of current and previous major project information, to keep citizens and the wider community informed of important infrastructure projects which are delivered for the benefit of the entire community.

### Increased file security

The following targeted upgrades were made to the online forms system:

- increased file security and protection of personal information;
- improved workflow and backend administration; and
- increased compatibility with electronic document records management processes.

### Accessibility Audit

The City of Norwood Payneham & St Peters is committed to providing a website that is accessible to a wide audience and compliant with the *Disability Discrimination Act 1992*.

The Act states that Australian Government agencies—including the Council—are required to ensure information and services are provided in a non-discriminatory accessible manner.

An accessible website means visitors to the website can access and understand information. This includes people with a disability and people who speak English as a second language. It also takes account of the user's ability and their environment.

A Website Accessibility Audit Report was undertaken on the Council's website on 3 June 2022.

The audit confirmed that the City of Norwood Payneham & St Peters currently meets compliance levels with a rating of AA for the Web Content Accessibility Guidelines.

## Upcoming Website Improvements 2022–2023

### Community Consultation Section

To further support the Council's commitment to effectively consult with citizens and other stakeholders on issues which affect them, a number of improvements will be made to the Community Consultation section including improved online engagement tools so the Council can hear directly from the community.



Contact Us, 17,341 visits



Make a Payment, 15,550 visits



Events Calendar, 10,634 visits





2021-2022 Community Consultation Posters

# Consulting With Our Community

Communication between the community and the Council improves decision making and is valued by the Council, as it enables the Council to be responsive to the needs and aspirations of the local community.

The Council invited comments from the community on a range of topics and issues during 2021-2022 which included:

- Review of Community Land Management Plans
- Dog and Cat Ownership Survey 2021
- NPSP's 2021 Community Survey
- Dunstan Adventure Playground Upgrade
- Public Electric Vehicle (EV) Charging Stations
- Youth Development Strategy 2022-2025
- Draft Tree Strategy 2022-2027
- Marden & Royston Park Traffic Management
- Norwood Parade Precinct Committee - Draft Annual Business Plan 2022-2023
- Traffic Study: Glynde, Payneham, Payneham South, Firie, Trinity Gardens and St Morris
- Felixstow Reserve Basketball Court
- New play equipment at Manning Reserve, Norwood
- Draft Annual Business Plan 2022-2023
- Installation of lighting at Otto Park, St Peters



*The Skill Sessions - Beyond Bouldering, Kent Town*

# Creating Opportunities For Young People

Whether it's splashing in the Council's pools, learning a new skill or having fun or making new friends in the school holidays, there is always something to do in the City of Norwood Payneham & St Peters.

## Friday Nights at the Pool

Designed for young people, the Payneham Memorial Swimming Centre comes to life with entertainment including music, games and inflatables on Friday nights in December, January and February.

## Pop Up Wheel Park

Bike, scooter and skateboard riders had a fun and free day at Fogolar Furlan in Felixstow. This popular annual event is always a hit with young children looking to improve their skills or try out a new trick.

## The Skill Sessions

From pasta making, to skincare for beginners, bees wax wraps, to bouldering, The Skill Sessions was a huge success for young people aged 10 to 18. The Skill Sessions were held across a variety of venues in January 2022.







Mayor's 13th Christmas Card Competition Winners

Congratulations to  
**Dishani Jadav**  
1st place, Year 1  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Marco Carolla**  
1st place, Reception  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Victoria Niarchos**  
1st place, Preschool  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Huan Cheng**  
1st place, Year 4  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Mila Staykov**  
1st place, Year 2  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Kalani Nashar**  
1st place, Year 3  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Sophie Claussnitzer**  
1st place, Year 5  
2021 Mayor's Christmas Card Competition

Congratulations to  
**Rebecca**  
1st place, Year 6  
2021 Mayor's Christmas Card Competition

Congratulations to  
**[Name]**  
1st place, Year 7  
2021 Mayor's Christmas Card Competition



# A Colourful and Captivating Christmas

## *Mayor's Christmas Card Competition*

Children from 13 local schools and pre-schools captured the spirit of Christmas through drawing, painting and decorating festive scenes to enter the 2021 Mayor's Christmas Card Competition.



The 2021 competition marked the Mayor's 13th Christmas Card Competition presented by the City of Norwood Payneham & St Peters, which invites local school children to participate in a fun and creative festive activity.

"This has been a challenging year, in particular for children, so it was heart-warming to see more than 233 entries in this year's Christmas Card competition," says Mayor Robert Bria.

"The competition was a great opportunity for local school children to express their feelings about Christmas through art."

The competition was open to children from pre-school to Year 7, living in or attending school in the City of Norwood Payneham & St Peters.

A panel of judges, including Mayor Robert Bria, considered all entries, awarding first, second and third prizes to children from each year level, in addition to an overall competition winner.

The Mayor presented the prizes at a reception held on 4 November at the St Peters Banquet Hall.



*Eastern Region Men's Shed Volunteer, John Lush*



# Our Volunteers

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The City of Norwood Payneham & St Peters is supported by a dedicated and energetic group of Volunteers who give their time, skills, expertise and compassion to improve the well-being of others in our community and make our City a great place to live.





# Our Volunteers

The City of Norwood Payneham & St Peters is supported by a dedicated and energetic group of Volunteers who give their time, skills, expertise and compassion to improve the well-being of others in our community and make our City a great place to live.



**Andrew McLean**  
Graffiti Removal Volunteer

**208** Volunteers  
(SA Local Government average 161)

**5,264** Hours committed to the community

**47** New Volunteers

**60%** Live in the City of NPSP

**\$245,407** Value of hours\*

\*based on dollar replacement value of \$46.62 per hour (Volunteering SA-NT)

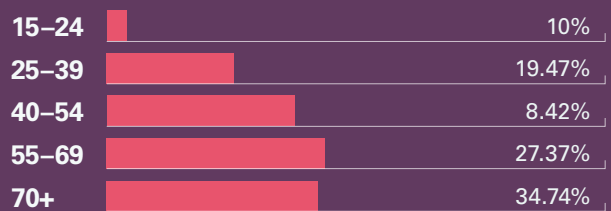
## Gender profile



52% Females

48% Males

## Age profile



*“I love doing what I do. I love chatting to people and going on excursions. I think Volunteering is a dream job...it’s so important to keep moving and not become stagnant.”*

Peter Young—Volunteer

**Volunteers play an integral role in our City’s community life and make a valuable contribution by giving their time and skills for the benefit of others.**

The impact of the work of Volunteers is both wide reaching and highly valued, however it’s not just the recipients of the program and services who benefit.

Volunteering can create many opportunities for Volunteers such as opening networks to new friends and acquaintances, providing the opportunity to develop new skills or refine existing ones, transitioning into or out of paid employment and gaining hands-on work experience.

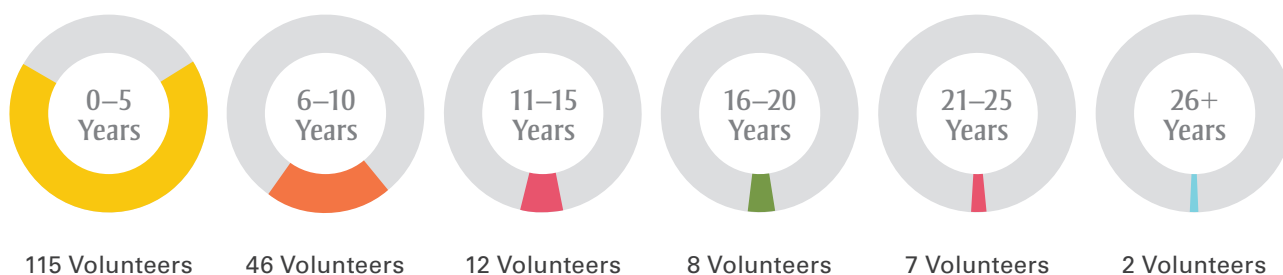
Informal surveying of Council Volunteers who reside outside of the City of Norwood Payneham & St Peters, indicates that volunteering with the Council appealed to them for a number of reasons from convenience and appeal of the local amenity, to the responsiveness and warm welcome of the Council’s staff.

During 2021–2022, 208 Volunteers provided 5264 hours of benefit our community. Our Volunteers contribute across the organisation, support the wider community and bring with them diverse skill sets, experience and cultural backgrounds.

Our Volunteers contributed to a range of programs, events and initiatives including:

- Administration;
- Borthwick Park Biodiversity Program;
- Community transport;
- Community Visitors Scheme;
- Council events;
- Cultural Heritage Program;
- Friends of the Billabong;
- Graffiti removal;
- Justice of the Peace;
- Libraries (processing, community information; Home Library Service; and delivery of other library programs and activities);
- Pet Care Program; and
- Stepping-Out Program.

**NPSP Volunteer Length of Tenure**



# Volunteer Management

The Council employs a consistent approach to people management systems and processes for Volunteers as it does for staff. This includes the Council applying a similar process for both Volunteers and staff and specifically in respect to Volunteers, the following occurs in relation to recruitment and induction including;

- pre-appointment checks, including National Police Clearances;
- managing performance and skills;
- professional development reviews and exit interviews; and
- Volunteer engagement surveys.

The Council also offers Volunteers opportunities for training, personal development review processes, and recognition and award events to ensure they are suitably acknowledged and celebrated for their generous contributions to the Council and our City.

## Challenges

Like many cities around the world, the City of Norwood Payneham & St Peters experienced a reduction in the number of Volunteers as a result of the COVID-19 pandemic. Measures were taken to reduce the spread of COVID-19 and protect the health and well-being of our Volunteers, staff and community and comply with Federal and State Government restrictions.

Risk assessments were conducted for each Volunteer program to safeguard participants and ensure compliance adherence.

The State Government’s opening of the state’s borders in late 2021, resulted in an increase in the number of the Council’s Volunteers testing positive for COVID-19 and other Volunteers being deemed close contacts and therefore had to isolate for 14 days.

In January 2022, the Council worked to recruit more Volunteers for all programs, specifically the Council’s Community Bus and Positive Ageing programs. The Council’s most vulnerable and socially isolated residents were impacted to the greatest extent by the global pandemic and reduction in Volunteer interaction, exacerbated by increasing limitations and barriers of entry to aged care facilities.

## Volunteer Years of Service Awards

In November 2021, the following Volunteers received Certificates for the Years of Service to the Council.

### 10 years of service

Diana Thorpe  
James Everett  
Marianne Frommer  
Giang Le-Huy  
Kevin Shepherdson  
Roger Woodcock

### 15 years of service

John Lamb

### 20 years of service

Lyn Gameau  
Kevin Twomey  
Marilyn Twomey





# Meet our Volunteers



## Glenys Raveane

Volunteer

**Glenys Raveane's career involved 45 years of working across a range of human services—disability, ageing, young people and various other health areas.**

Upon her retirement, Glenys, of Stepney, wanted to delve into something completely different.

"Initially I sought to do some book repair work at my local library. Reading and literacy are things I have always been interested in," she said.

"I have also been very interested in the work done in communities by Local Government."

Since January 2021, Glenys, has been a Home Library Service Volunteer—offering her time and company for a couple of hours on a Tuesday and a Friday once a month.

"There are some people who just like to have their books swapped over and others who may be at home and with whom I can have a chat."

When it comes to discussing books, Glenys will never run out of content.

"Since I've retired, I usually read a book a week. From fiction to the odd crime thriller—or something that gives me a laugh."

*"If you read—you're never really alone—it is very easy to enter into another world."*

"Reading can also broaden your point of view. It can reinforce thoughts, or you can learn something new. I would always encourage people to do some reading."

"When it comes to volunteering I would certainly say don't hesitate to be involved.

"While people may have a specific interest like I did with book repair, it pays to be open to other opportunities.

"It really interests me to hear stories of other Volunteers and what they are involved in as well as the stories of the people to whom I deliver books."

Glenys says an additional chapter of her volunteering may include environmental sustainability projects.

"If it is the right fit, then I am happy to give it a go."



## Peter Young

Volunteer

**When the City of Norwood Payneham & St Peters nominated Peter Young for the prestigious 2022 South Australian Premier's Volunteer Award, he took it all in his stride.**

In fact, it was only when Peter researched the esteemed Award that he realised the significance of his nomination.

"When I saw the Premier's face and signature on the Award—I thought 'hold on' this is actually a pretty big deal!"

*"I felt very honoured to be nominated by the Council because I love doing what I do. I love chatting to people and going on excursions. I think it's a dream job."*

Peter, 71 of Joslin has volunteered with the Council as a Community Bus Driver for the past five years.

The Council's Social Support Programs Officer, Kerry-Anne McVeigh, says she nominated Peter because he is a "joy to work with".

"Bus passengers enjoy having a chat with Peter. He is well travelled and tells interesting stories," she said.

"Importantly, Peter is a reliable and dedicated Volunteer who enjoys helping the Council's older residents to maintain a connection with their local community."

Peter's flexible approach has enabled him to experience a variety of driving opportunities across all bus programs including, driving the smaller, manual, 12 seater bus which is used for shopping runs and driving the brand new 21 seater Fuso Rosa bus for the social programs.

Peter, who also keeps busy by travelling around Australia with his wife Barbara, restoring old homes, gardening and having a beer with his mates, has this advice for anyone interested in Volunteering—especially later on in life.

"It is really important not be stagnant after retiring. To be happy you need to keep busy and Volunteering with the Council is a great way to be a part of a team."



## Savia Coelho

Volunteer

### **Savia Coelho describes moving to South Australia from Mumbai, India, as a “daunting experience”.**

While navigating immigration red tape, juggling being a mother to two young children, Savia and her husband Vinod felt a huge amount of uncertainty.

This all changed when Savia and Vinod, of Payneham, choose to volunteer with the Council.

“My husband and I thrive around people. I started off as a Volunteer at the Payneham Library and then my husband and I became Volunteers as part of the Friends of the Billabong Program,” Savia says.

“We really love spending time amidst the gum trees with our two young kids, building a deeper understanding of the people and environment we live in,” she says.

*“The only way you can make a new country your own is by keeping an open mind and open arms. And that's what I decided to do and I jumped into volunteering to find a sense of belonging and community.”*

Savia also uses her marketing skills to assist with Sustainable Communities SA as well as one-off events such as Pop-Up Wheel Park and Raising the Bar, in which she co-hosted the 2021 event.

“I've loved every experience and my skills have grown so much. It's hard to pick a favourite event as each bring out a different part of me and each teaches me something new and pushes me out of my comfort zone,” Savia says.

“The Raising the Bar event in 2021 was a definite highlight—standing up in

front of people and introducing the next speaker was equal parts excitement and nerves.”

Savia says that as new arrivals to Australia and then the City of Norwood Payneham & St Peters, volunteering was the absolute gateway in building connections and making a home here.

“We don't walk around like tourists. We've gotten our hands dirty and become one with the people.

“No matter if you're young or old, busy or relatively free, new to the City or lived here forever, whatever your situation—Volunteering is a great experience.

“It is also the most humbling experience in a first-world country. All the inhibitions and mental hurdles I had just melted away as I discovered how people are willing to put their trust in you if you are willing to put your best efforts into something.”





# Our Community

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The City of Norwood Payneham & St Peters is a strong, diverse and participatory community that contributes to the vibrancy of our City and livability of the Council in many ways.

Our residents help to build a healthy, happy and resilient City. Some leave a legacy for future generations to enjoy.

This section provides information about some of our community members.



# Community Funding Program

The City of Norwood Payneham & St Peters provides a range of programs, services and facilities to improve the health and well-being of our citizens and increase cultural vitality within the community. The Council also offers support to community groups and organisations who are delivering projects and services for the benefit of the community.

The Community Funding Program is linked to the Council's Strategic Plan, *CityPlan 2030*, through the Outcomes, Objectives and Strategies to ensure that the Program gives priority to applications which help to achieve the Council's Strategic Objectives. The allocation of funds for the Community Funding Program is determined through the Council's annual budget approval process. Grants of up to \$5,000 are made available via an application process under two categories—Community Grants Scheme and Public

Art & Culture Grants Scheme. Applicants must be based and operating in the City of Norwood Payneham & St Peters, and/or be proposing an activity that will take place within the City for the benefit of those who live, work, visit or conduct business within the City.

In 2021–2022, the total amount of funding provided through the Community Funding Program was \$57,850. The funding was divided into two rounds.

The Council provided \$33,100 in funding to 18 community groups to support local initiatives as part of the August 2021 Community Funding Program which included:

| Organisation                     | Initiatives                            | Amount |
|----------------------------------|--|--------|
| All Souls Anglican Church        | SALA exhibition                        | \$3500 |
| Collective Haunt Gallery         | Curated Art exhibition                 | \$2500 |
| Fiit Kids                        | Staff training                         | \$2500 |
| Italian Home Delivered Meals     | Nonna's Briscola World Cup 2022        | \$2500 |
| Kensington & Norwood City Band   | Junior Band Program                    | \$2500 |
| Kensington Residents Association | Community Movie Night                  | \$3000 |
| Kent Town Residents Association  | Musical celebration                    | \$2800 |
| Kintsukuroi-mi                   | Mosaic-ing Reels for Outdoor furniture | \$3000 |
| Linde Community Garden           | Replacing and purchasing equipment     | \$3000 |
| LiTracey                         | Luminary Lunch                         | \$2500 |
| Payneham Bowling Club            | 24 sets of lawn bowls                  | \$2700 |
| Talita Santos Fontainha          | Carnaval at Adey                       | \$2600 |
| NPSP Community Garden Inc        | Replacing and purchasing equipment     | \$3000 |





Fit Kids

The Council provided \$21,750 in funding to 9 community groups to support local initiatives as part of the February 2022 Community Funding Program which included:

| Organisation                        | Initiatives                    | Amount |
|-------------------------------------|--------------------------------|--------|
| Probus Club of Payneham             | Visit to Monarto Zoo           | \$2000 |
| Koala Rescue                        | Purchasing equipment           | \$2400 |
| Adelaide Summer Orchestra           | Music and instrument hire      | \$1000 |
| Australian Dance Theatre            | Welcome to Country – Cultivate | \$2450 |
| East Torrens Payneham Lacrosse Club | Purchase of uniforms           | \$2500 |
| Feast Festival                      | LGBTQ1+ People in Sport event  | \$3000 |
| Persian Cultural Association        | New Year Persian Ceremony      | \$600  |
| SA Athletic League                  | Norwood Gift Athletic Event    | \$2800 |
| Trinity Gardens Tennis Club         | Paving under the Pergola       | \$5000 |

# Australia Day Awards

The Australia Day Awards are a unique and powerful way of rewarding and recognising individuals and organisations that have made notable contributions to our local community during the year, or offered outstanding service over a number of years.

Presented by the Australia Day Council of South Australia and administered by local Councils, award ceremonies are held on Australia Day each year across the state.



Mayor Bria with Sudhir Thakur

## *Sudhir Thakur*

### **Citizen of the Year**

The City of Norwood Payneham & St Peters' Australia Day and Citizenship Ceremony, celebrated the work of a long serving Justice of the Peace, Mr Sudhir Thakur who received the Council's 2022 Local Citizen of the Year Award.

Tireless and dedicated, Mr Thakur provides weekly Justice of the Peace services to the City of Norwood Payneham & St Peters as well as the Campbelltown City Council.

During the 2020 COVID pandemic, Mr Thakur played a vital role as one of the two remaining Volunteer Justice of the Peace officers willing to facilitate the continuation and commitment of the Council's Justice of Peace program.

Mr Thakur performed JP services for people who travelled to the Norwood Town Hall from across the metropolitan area and regional South Australia.

This meant that unlike many Councils—our Council was one of the few locations across Adelaide that was still able to provide the vital service thanks to the help of Mr Thakur.

As a long serving Volunteer, Mr Thakur has contributed significantly to a range of services across Adelaide including Meals on Wheels and a TAFE volunteer English tutor for migrants.

He is an incredibly worthy recipient and the Council extends its sincere congratulations to Mr Thakur.



# New Australian Citizens

In 2021–2022, the City of Norwood Payneham & St Peters welcomed 284 Australian citizens at six ceremonies including the Australia Day Celebration & Citizenship Ceremony on 26 January, 2022.



*Archana, Kancha and Yashna Balamuthukrishnan*

From our leafy green streets, cosmopolitan lifestyle, heritage buildings, entertainment precincts, parks and reserves, Libraries and Swimming Centres—it is no wonder so many people want to call our City home.

The citizenship ceremonies, which were hosted by Mayor Robert Bria, involved new citizens taking a pledge of which there are two legal options.

## Oath of Allegiance under God

From this time forward, under God, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

## Affirmation of Allegiance

From this time forward, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

To see the full list of countries in which are residents are from see page 182.



# Commemorative Path for Cycling Champion



*David Solari with Mayor Bria*

**Nino Solari was undoubtedly one of the most revered figures in South Australia’s cycling history.**

He was also a very familiar face in the City of Norwood Payneham & St Peters, and his cycling prowess attracted thousands to the former Velodrome at Norwood.

Considered to be one of the greatest Australian cyclists and a legend of the sport, Nino was more than just an elite athlete. He thrived in sharing his knowledge and love of cycling and this passion helped to turn young sports people into exceptional athletes, even helping to launch world-class cycling careers.

It was therefore very fitting for the Council to construct a commemorative path honouring the achievements and legacy of the cycling champion.

The Commemorative Path on Osmond Terrace is part of the Beulah Road Bicycle Boulevard Project.

The structure—which was unveiled in May 2022—includes interpretive signage, display boards and custom artwork that recognise Nino’s achievements and contributions to the sport of cycling and to community life in our City.

Work on the Nino Commemorative Path began in early 2022 and was undertaken in consultation with Mr Solari’s family.

# The Council Experience



*Students undertaking work experience activities*

**In September 2021, students from local schools spent a week learning about the City of Norwood Payneham & St Peters while gaining an insight into whether they wanted a career in Local Government.**

Organised by the Council's Co-ordinator of Youth Programs, eight year 10 students from Marryatville High, Mary Mackillop College and Wilderness School, took part. The program involved a number staff members from across the Council including Customer Service, Communications, Events, Finance, Sustainability, Governance and Assets.

Council staff gave a presentation and provided a general overview of their roles and respective departments through activities for the students.

The group also went on a bus tour visiting the different sites run by the Council including one of the three Library sites, the Depot and the St Peters Child Care Centre.

All of the eight students had positive feedback about the program including;

*“What I gained from this experience was lots of new friendships and a deeper understanding and appreciation for the work of the Council”*

“It was fascinating to see how each department works with one another by sharing their collected data to help the other teams that require it to further on their projects.”



# Planting for the Future

## Council endorses its inaugural Tree Strategy



In an important step to ensure the establishment, protection and longevity of our trees, the Council adopted its first ever Tree Strategy in April 2022.

**There are more than 20,000 street trees in the City of Norwood Payneham & St Peters and 7,000 trees in parks and reserves.**

Trees are one of our City's most appealing and valuable environmental features.

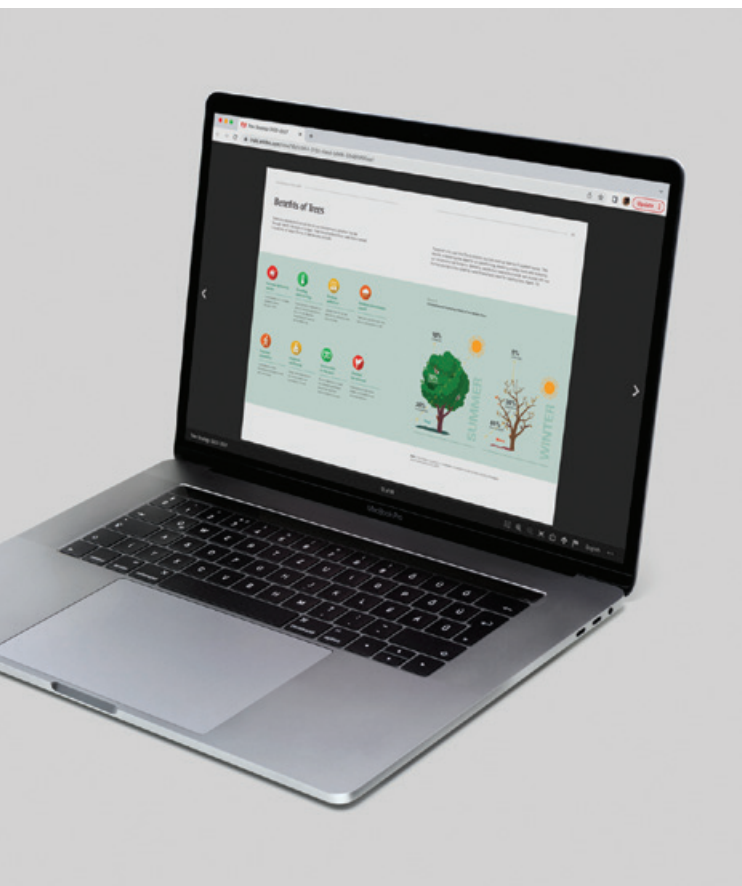
Not only are they the "lungs" of our community, bringing cooler temperatures in summer, they also provide beauty to our streets and habitat for birds and animals to sustain biodiversity.

The purpose of the Tree Strategy is to set out a roadmap and actions required to strategically increase the tree canopy cover in our City.

Importantly, the Strategy has set a target of planting 500 new trees each year over the next five years.

While its primary focus is on street trees, the Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land.





Primarily, the Strategy serves as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years.

The Council has committed to increasing its tree coverage by 20% by 2045, with a particular focus on suburbs with low levels of tree coverage.



## Our Vision

A *greener, cooler* and *more liveable* City to enhance Community Well-being.

The Strategy is arranged under five strategic themes, which are designed to summarise the key components required to responsibly and holistically manage trees. Each theme contains a strategic outcome summarising the Council's aspirations.

1

### Identify and Manage

A City where trees are managed as valuable living community assets.

2

### Protect and Value

A City where the existing tree population is valued and retained.

3

### Plan for Growth and Renewal

A greener, cooler and more liveable City with an equitable distribution of trees for present and future generations.

4

### Maintain

A beautiful, clean and safe City with healthy and well maintained trees.

5

### Inspire and Influence

A City that recognises the power of collaboration to achieve an increase in the number of trees on private land and public land to meet the City's tree canopy targets.

# Our Business Community

A City of opportunities built on thriving businesses that is recognised for its innovation, diversity and vibrancy.



# Snapshot of the Local Economy

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts—each with a unique character and shopping experience—and 7,800 businesses which the Council is committed to supporting and nurturing.

**The City has experienced a positive growth rate of 34.7% in the number of businesses over the last four years with the City's percentage of South Australia's Gross State Product remaining steady.**

Professional, Scientific & Technical Services, followed by Construction and Rental, Hiring, Real Estate Services, top the list with the highest number of businesses registered by sector with Health Care & Social Assistance and Financial Insurance Services, rounding out the top five sectors.

Whilst employment opportunities grew by 2028, between 2016 and 2020, to a total of 24,367 jobs—representing approximately 3.3% of the State's workforce—it is worth noting that the effects of the State Government opening the State's borders in November 2021, influenced this number significantly as unemployment rates are expected to rise in the first few years of implementation of the Economic Development Strategy 2021–2026 before once again declining.

## Job and Employment Overview





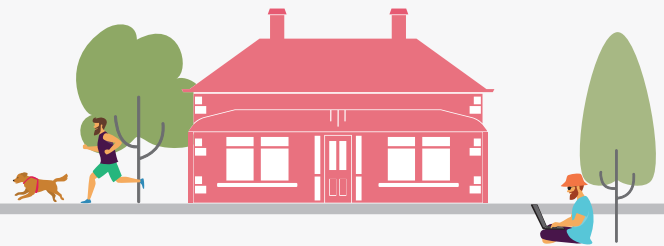
## Economic Overview

**7,800\*** businesses

As at June 2022 there were 7,800 businesses trading within the City.

**\$1,630** median household income

Compared to \$1,601 in Greater Adelaide.



**\$3.098** billion gross regional product

The City of Norwood Payneham & St Peters' gross regional product represents 2.88% of South Australia's Gross State Product.



## Business Community Values

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

- ✓ Open space – street appeal, green vegetation
- ✓ Location – close proximity to the CBD
- ✓ Attractive, vibrant and diverse place
- ✓ Activation and placemaking
- ✓ The Parade – drawcard location
- ✓ Diverse business community and high level of collaboration
- ✓ Unique eclectic mix of businesses
- ✓ Connection with the local community
- ✓ Accessibility – pedestrian and cycle friendly
- ✓ Quality, fresh and local produce

\*Information collected from REMPLAN 2022.

#Information collected from PlanSA

## \$2.912 billion value added

The total value added by the City's industry sectors is \$2.912 billion, which is the difference between total expenditure and revenue.



## \$535.35<sup>#</sup>

million estimated development cost

For the 2021–2022 financial year, 941 Applications were lodged with a total development cost of \$535.35m.

## \$1.378

billion regional imports

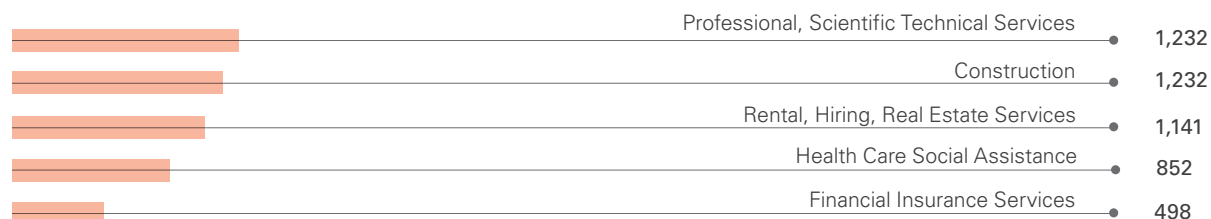
## \$2.421

billion regional exports

The value of goods and services imported into and exported from the City of Norwood Payneham & St Peters.

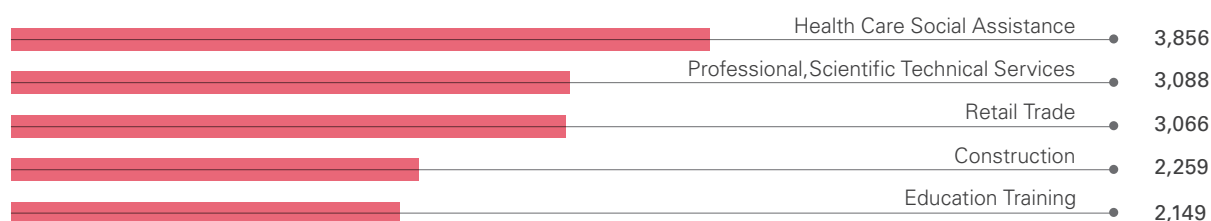
## Top 5 Business Sectors

Top 5 sectors with the greatest number of business registrations.



## Top 5 Sectors by Employment

Top 5 sectors that generate the most number of jobs in the City.





2022 Eastside Business Award Winners

# Eastside Business Awards

**With a record number of votes cast, the Eastside Business Awards have once again reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in SA.**

More than 10,900 public votes were cast for 295 businesses across the 11 categories. Mayor Robert Bria said he greatly appreciated the community's ongoing support of the Awards.

"This year we had a record number of votes from the public—up 4000 from previous years," Mayor Bria said.

He also paid tribute to the local business community, recognising the difficult environment they have worked through during the past two years.

"While all three spheres of government stepped up to provide support packages to help local traders keep their doors open and save jobs, the real heroes of the pandemic are the thousands of local businesses in our City," he said.

"Their resilience, persistence and ability to adapt in a dynamic environment with constant changes to density limits and other rules has been inspiring."

Mayor Bria said one of the stalwarts of the local business community was James Thredgold who received the prestigious Hall of Fame Award.

The Awards are supported by Solstice Media (the publisher of InDaily, CityMag and SALIFE, as well as AFM Services).

There were also two new categories this year—Best Arts & Culture/Entertainment Experience and Best Professional Service.

The inaugural Best Arts & Culture/Entertainment Experience award went to the Mary MacKillop Museum, which offers an interactive and hands-on experience to inspire and educate people of all ages.

It was another successful year for Pavé Cafe, which received the highly sought-after Best Café/Restaurant Award, after winning Best Coffee two years in a row.

It is also the fifth award for Little Bang Brewing after it was awarded Best Entertainment Venue last year and Best Pub/Bar for the three previous years.

## Congratulations to all of the winners!

### 1. Hall of Fame (20+ years)

James Thredgold Jeweller  
188 The Parade, Norwood

### 2. Best Arts & Culture/ Entertainment

Mary MacKillop Museum  
19 Phillips Street, Kensington

### 3. Best Fashion Retailer

Exurbia  
134A The Parade, Norwood

### 4. Best Café/Restaurant

Pavé Café  
138B The Parade, Norwood

### 5. Best Coffee

Cheeky Grin Coffee  
74A Gage Street, Firlé

### 6. Best Pub/Bar

The Maylands Hotel  
67 Phillis Street, Maylands

### 7. Best Hair/Beauty Salon

Johnny Slicks Barber Shop  
254 The Parade, Norwood

### 8. Best Customer Experience

T Life  
131 The Parade, Norwood

### 9. Best Independent Small Business

Adelaide Supplements  
242 The Parade, Norwood

### 10. Best Food/Beverage Manufacturer

Little Bang Brewing  
25 Henry Street, Stepney

### 11. Best Professional Service

GR Phones  
Shop 3, 1 Margaret Street, Norwood





Hall of Fame Winner, James Thredgold

# Hall of Fame Winner

## *James Thredgold Jeweller*

**Creating bespoke designs while relishing in a dynamic yet traditional industry, being a jeweller is an incredible profession.**

That is the sentiment of James Thredgold whose career has enabled him to travel all over the world, building strong friendships along the way.

"When it comes to design, there are always national and international trends, but I am not bound by those," James says.

"I may see something inspiring in a piece of architecture. I once did a design based on the Chrysler Building (in Manhattan).

"But most of the time, I let the gem stones guide me and tell me what it needs to be."

"Over the last four to five years, our big coloured semi-precious stones have been highly sought after."

"When Big proposed to Carrie in Sex and the City (the hugely popular television series) with a 5 carat black diamond engagement ring, it became very, very popular."

James employs 11 staff—including Head Jeweller Derek Gregory. They have worked side by side for 24 years, with James joking that he spends more time with Derek than Derek's wife does.

When asked how it felt to be crowned the 2022 Hall of Fame winner, James said: "It was just amazing. There are multiple local businesses that are more than 20 years old so I was never expecting to win. I have had so many texts and emails to say congratulations."

"The Awards bring attention to a range of retailers who would traditionally go without being acknowledged, especially during tough times such as COVID."

"Whether it's first, second, third or fourth, the Eastside Business Awards make businesses feel incredibly worthwhile. It is great that the Council organises the event each year."

"I also just love the diversity of The Parade. There is such an organic mix of people," he said.

James, who is a qualified manufacturing jeweller after undertaking a four-year apprenticeship, specialises in hand-crafted designs—one of only a handful of jewellers in Adelaide to do so. His business, which has been located on The Parade for 25 years, also boasts an exclusive range of Tag Heuer, Bremont, Garmin, Gucci and Roberto Coin.

# Road to recovery

*Council continues to help boost local economy*



*The Parade, Norwood*

**With more than 7,000 businesses creating more than 24,300 jobs in our City, there's no doubt that the strength of our local economy is the backbone of our community.**

The Council continually strives to ensure that our City is the best place in South Australia to do business across a diverse range of sectors – from hospitality, real estate, homewares, fashion, technology and manufacturing, arts, culture and construction and much more.

Critically, the Council has a strong focus on ensuring continued economic growth and it is guided by the 2021–2026 Economic Development Strategy.

The Strategy acts as a blueprint for helping to guide our community through the recovery stage from the effects of the COVID-19 pandemic.

Unfortunately, December 2021 and January 2022 were two of the three worst performing months for many businesses in the City. The Council developed a range of programs, support packages and new initiatives to help local business including the Taste of The Parade initiative.

The initiative involved vouchers valued at \$25 each being provided to diners who spent \$35, generating a direct spend of more than \$30,000 for the local economy.

The Taste of The Parade vouchers were funded by the Norwood Parade Precinct Committee Separate Rate Levy.

In making the decision to develop the voucher program, Spendmapp data showed that spending on dining and entertainment in the Norwood area fell from \$14 million in October 2021 before the borders opened to \$12.6 million in December, and then to \$9.55 million in January 2022 after density restrictions were reintroduced, amounting to nearly \$4.5 million in lost revenue over three months.

The vouchers were just one of a number of initiatives introduced to support businesses in the Council area which were negatively impacted following the opening of the borders in November and the introduction of State Government density limits.

To read more about the vouchers, competitions and levels of support the Council delivered to help the business community, see pages 186–193.



# A home-grown success

*European Café stands the test of time*



*Gabriella Cavuoto and Family, European Café - The Parade, Norwood*

**With her mobile phone ringing constantly, deliveries arriving through the door and her three sons preparing for a busy night ahead, restaurant owner Gabriella Cavuoto is beaming.**

Boasting her trademark welcoming smile, Gabriella describes the history of her family business, the European Café, which is the oldest restaurant on The Parade.

“We have been here for 43 years. We were the first pizza shop to open on The Parade and people keep coming back over the years because we haven’t changed. People want consistency and that’s what we are—consistent.”

Gabriella, her husband Giorgio and three sons, Gianni, Ricardo and Julian, work around the clock to ensure the European Café delivers exceptional service with modern and traditional Italian cuisine.

Like a majority of hospitality businesses across the state, the Cavuoto’s faced the significant financial burden as a result of the pandemic with a 75% drop in income.

But the third generation business has had an “amazing recovery”.

“When the state borders opened and we had very strict restrictions, we had police in the restaurant on Saturday nights counting the number of patrons and turning people away from the door.”

“I understand they had a job to do but it was tough to ask people to socially distance when people want to be together, to be close and be comfortable.”

“The Council did a fantastic job helping businesses—the outdoor dining fee relief was a great help as were the Taste of The Parade vouchers.

“We had a few familiar faces come in to use the vouchers and about 20 new customers who have now become

regulars. It really helped and we appreciated it a great deal.”

With busy nights accommodating more than 100 people plus a private function room, Gabriella says the future is looking very bright for the European Café, which is commonly described as an “institution”.

“But we are a family business so it will depend on what the next generation of my family want to do,” the grandmother of four says with a grin.

“Of course we could not function as well as we do without our incredible staff. They do an exceptional job and I am extremely grateful.”

And what would Gabriella say to anyone who hasn’t been to the European Café yet?

“We make everything here, from our renowned gnocchi to our huge range of desserts, so come along and try good, honest food, you will love it.”



# Eastside Design for Living

*Supporting the local homeware and interior design industry*



*Eastside Design for Living publication*

**In what is believed to be a South Australian first for a Council, the City of Norwood Payneham & St Peters created a publication to help support the local homeware and interior design industry.**

The publication, Eastside Design for Living, was launched at Art Images Gallery on 15 June 2022.

The catalyst for the prestige publication was the City's long-standing reputation for stunning interior and homeware businesses.

Located just minutes from Adelaide's CBD, the City of Norwood Payneham & St Peters is perfectly placed for those wanting to refresh, remodel or reinvent their homes interior.

From inspiring art, international design concepts, and custom made furnishings, our City has a long-standing reputation for its stunning interior and homeware businesses.

For those very reasons, the Council has captured the talent, diversity and style of local establishments in its homewares design booklet, Eastside Design for Living.

Featuring small and family owned, to those recognised internationally, the 47 businesses have a strong emphasis on inspiring and exploring individual tastes, with the ultimate aim of enhancing the beauty and style.

Boasting creative flair, exceptional service and a sharpened knowledge of market and design trends, Eastside Design for Living is not only visually appealing, but also a wealth of history and knowledge.

Each business featured is helping to promote our City as Adelaide's number one destination for international design, custom made furnishings and unique homewares.

Whether you are a discerning design aficionado looking to completely refurbish or simply seeking an eye-catching one-off statement piece, Eastside Design for Living is the perfect compilation of the history and vision of the businesses profiled in this feature publication.

Eastside Design for Living is promoted on the Council's websites, via social media and a range of other external advertising platforms, such as SA LIFE.

# Behind the Businesses Podcast

*Diverse industry leaders take centre stage*



*Will Swale, Nick Keukenmeester & Keta Grishaj*

**For the second year in a row, the Council has created a unique platform for local businesses to share their insights and stories through the innovative Behind the Businesses Podcast.**

Series 2 features 15 local business leaders from a range of professions and industries who discuss a variety of topics, and contribute to the vibrant business community.

Set in the upper level of Beyond Bouldering as well as the relatively new Reform Distilling, both in Kent Town, the professionally filmed episodes are hosted by local Parade identity, Nick Keukenmeester, from Heartland Wines.

The podcast gives local businesses the opportunity to connect with the wider community through the personalisation of business stories and it also helps businesses connect with other like-minded business people in the City.

Series 2 features the following episodes:

- Building a Brand
- Need Support
- Something Different
- The Parade
- Magill Road

Speakers include Owen May from Beyond Bouldering, Dr Derek McNair from The Parade Norwood Veterinary Clinic, Steve Osborn from Identity Marketing plus other well-known business identities.

The City of Norwood Payneham & St Peters is constantly diversifying the way it promotes local businesses and attracts people to our dynamic City.



# Win a FIAT 500 competition



Theo, Jenny & Effie Theodoulou

**“At some stage in their lives, everybody needs a helping hand.”**

These are the wise words of Theo Theodoulou who was thrilled to learn he was the winner of The Parade’s Win a FIAT 500 competition.

Staring lovingly at his new car, Theo described the moment he received the news he won the FIAT 500 Lounge 1.2L 5 Speed Dualogic, valued at more than \$25,000.

“To be honest, every weight just lifted off my shoulders,” he said.

Theo and his wife Jenny, of Black Forest, had faced a series of financial difficulties—describing his situation as “always looking for a spare dollar” after being forced to close his small franchise business earlier this year.

In true testament to the generous notion of paying it forward, Theo received a \$100 gift voucher for Gazman by one of his former employees.

“My wife wanted to go to Burnside but I wanted to go The Parade. I love The Parade—so many shops and lots of places to go for coffee.

“I used the voucher on The Parade at Gazman. The gentleman who served me was a million dollars. Such great old-fashioned service. I kept raving on about him.

*“Then to find out I won the car as well, that was just magnificent. I thought... you little beauty!”*

Theo and his family are thrilled with the FIAT 500, especially its deceptive spaciousness.

“It is so roomy. My daughter, Effie, has a disability and her wheelchair fits in the car so easily. There are no blind spots as the seat is so high and everything is just lovely, especially the colour. We really couldn’t be happier!”

Theo is currently unemployed and says he is tempted to apply for every competition on offer.

“It really doesn’t matter how small the prize is—it could be a meat hamper—but if it comes along at the right time, it will really lift you up!”

Throughout the eight-week competition, 5216 entries were received, with analysis determining there was direct expenditure of more than \$514,000 at 196 different businesses within The Parade Precinct. The competition was drawn on 13 April.

The competition was an initiative of the Council’s Norwood Parade Precinct Committee, in partnership with Solitaire Automotive Group. The requirements included a minimum of \$25 to be spent at a participating business within The Parade Precinct, and then submitting an online entry.



# Raising the Bar Adelaide



Daniel Panozzo & Sean Fewster, *The Just Lawful Project*

**Raising the Bar, which was held across 10 pubs throughout the City in October and received acclaim from both speakers and audience members.**

The speakers discussed a range of absorbing subjects including euthanasia, health and fitness, empowering children, reducing homelessness, the damaging effects of video gaming, the changing landscape of media, reporting on victims of crime, domestic violence, sport, fitness, legalising sex work and much more.

Most of the speaker's presentations were sold out prior to the event, with many near capacity.

Mayor Robert Bria said the Council was absolutely thrilled to host another successful Raising the Bar Adelaide.

The City of Norwood Payneham & St Peters is the only City, outside of Perth, to host the event in Australia.

"I spoke to various speakers and audience members and everyone was filled with praise. I would like to thank the industry leaders, academics, politicians, doctors, journalists and other experts in their field who took time from their busy schedules to speak," Mayor Bria said.

*"I would also like to thank the 900 people who attended 10 bars and pubs across the City to learn more about a wide range of subjects, as well as engage in question and answers and enjoy a drink and fantastic food."*

Raising the Bar is a global event series which began in New York and aims to make education a part of popular culture in cities across the world, with Adelaide sitting alongside Hong Kong, London and Sydney.

Raising the Bar Adelaide was first held in the City of Norwood Payneham & St Peters in 2018.

The event will return in August 2022.



# Strategic Focus

The City of Norwood Payneham & St Peters' strategic direction is outlined in strategic plans and is informed and shaped by our community. The Council's long-term approach to planning for the development and future requirements of the City aims to create a prosperous and vibrant community with a strong sense of place and ultimate goal of Community Well-being.



*Aerial view of Norwood Oval*

# Strategic Planning Framework

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





# Long-term Financial Plan



The Council's financial goal is to be 'A City which delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner'.

To ensure this goal is achieved, the Council has prepared—as required by Section 122 of the *Local Government Act 1999*—a 10 year Long-term Financial Plan. The foundation of the 2021–2031 Long-term Financial Plan is financial sustainability; having the financial resources capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services.

The 2021–2031 Long-term Financial Plan incorporates a number of strategic projects which will enhance the well-being of the community while ensuring the Council can fund its continuing services, programs and activities in a financially responsible manner.

# Annual Business Plan




The City of Norwood Payneham & St Peter's Annual Business Plan is a key document in the Council's overall Planning Framework.

The Annual Business Plan supports the strategic objectives set out in *CityPlan 2030* and the Council's Long-term Financial Plan and Infrastructure and Asset Management Plans, by detailing the proposed projects, services and programs to be delivered by the Council during the given financial year.

The Annual Business Plan also details the Council's budget, which is built on the principle of financial sustainability and shapes the projects, services and events delivered each year.

Revenue from the community, Government and financing allows the Council to deliver more than 40 services, programs and events, and enables the delivery of a number of strategic projects and initiatives.



St Peters Billabong

# Sustainability Statement

The City of Norwood Payneham & St Peters is committed to being a leader in environmental sustainability because we care about our community and our City.

Sustainable practices and initiatives are central to maintaining the quality of life for our citizens without compromising the natural environment, our open spaces and biodiversity for future generations.

The Council is committed to sustainable initiatives and practices educating, supporting and encouraging our community to make informed decisions which positively impact our environment, and reporting on our environmental sustainability performance as a key outcome of the Council's strategic plan, *CityPlan 2030: Shaping Our Future*.

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages 194–199.

## *Looking forward*

The Council's aspiration to be a leader in environmental sustainability, will see the Council ensuring that:

- less resources, including natural resources, being used, proactively monitoring our waste production and recycling and adapting our programs to continue to reduce our waste;
- impacts of climate change underpin everything we do;
- best practice procedures are in place for managing stormwater, including capturing and re-using it throughout the City;
- infrastructure for alternative transport methods is provided which assists in reducing the number of cars on the road;
- our natural environment is protected, particularly First, Second, Third and Forth Creek, the River Torrens, and the St Peters Billabong;
- local streets are attractive, shaded and leafy, encouraging more people to walk and cycle as modes of transport;
- our City's trees are protected, with more trees being planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- open spaces are protected and enhanced, creating a highly valued and diverse open space network; and
- our natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.





Infrastructure work at Second Creek





# Our Performance

*The future can be shaped and influenced by our actions today, for both our benefit and that of future generations.*

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# Major Projects



Artist Impression of Payneham Memorial Swimming Centre

## *Payneham Memorial Swimming Centre*

The Payneham Memorial Swimming Centre will be transformed into an exciting aquatic park for swimmers, families and the wider community.

In May 2022, the Council released for the first time, a three-dimension fly-through which reveals the extent of the massive redevelopment.

The Council will be investing \$16.5 million in 2022–2023. This is in addition to the Council's \$500,000 investment this financial year.

Once completed the total investment in the state-of-the-art facility will be in the order of \$24 million with \$5.6 million contributed from the State Government.

This redevelopment includes:

- two new pools (including a 50m pool and all season 25 metre pool);
- high platform waterslides;
- water play areas; and
- disability access ramps to facilitate increased use of the facilities.

The redevelopment will also boost the local economy by creating jobs and a direct spend on construction.

While the Centre is much-loved, it is also desperately in need of major work, having been constructed in 1968. This investment will make a huge difference to people who use the centre making it even more popular given the exciting new features, including the high platform waterslides.





Artist Impression of Dunstan Adventure Playground

## Dunstan Adventure Playground



The Dunstan Adventure Playground is one step closer to being redeveloped after the City of Norwood Payneham & St Peters approved the detailed concept design in April 2022.

The Council is providing funding for the project through its Long-Term Financial Plan, while the State Government allocated \$450,000 last year, through its Open Space Grant Funding Program.

The much-loved Dunstan Adventure Playground, at St Peters, has several pieces of outdated play equipment requiring regular maintenance. The redevelopment will include:

- the installation of adventure themed play equipment including a new slide and the removal of old equipment;
- carpark and entry improvements;
- new public toilets;
- a new shade structure;
- lighting; and
- better path integration with the River Torrens Linear Park.

The playground was constructed in the 1970s and, although it is still very popular, it is in need of a revamp. Local residents and the wider community will benefit greatly from this major upgrade.

The Council undertook extensive consultation with the local community, even seeking feedback from local school children about what play equipment they wanted to have installed.

There was also a community drop in event and an online survey, as well as two engagement workshops with the Kaurna Yerta Aboriginal Corporation, to discuss the cultural history and significance of the area. The upgraded playground will provide opportunities for recreation and relaxation, while creating a sense of place and strong social interaction.





Stormwater infrastructure work undertaken in our City

## Protecting residents and businesses from flooding

Residents, businesses and property owners will benefit from a \$9.9 million Federal Government grant to upgrade and improve stormwater infrastructure.

This significant investment is being matched dollar-for-dollar by the Council, resulting in a near \$20 million investment to reduce the risk of flooding in St Morris, Trinity Gardens, Maylands and Stepney, which is known as the Trinity Valley.

The funding is from the Federal Government's Preparing Australia Program, which targets local projects across the nation, with a focus on improving resilience against natural disasters.

The new stormwater infrastructure will reduce surface flood waters during storm events by capturing stormwater and temporarily storing it in a detention basin at St Morris Reserve, as well as underground detention tanks within the road network.

Importantly, the funding boost will offset the Council's overall \$38.4 million investment to protect residents and businesses from flooding at various locations in our City.

As part of its Flood Mitigation Assessment, the Council has allocated funding to upgrade stormwater infrastructure—particularly to prevent the damaging consequences of a one-in-100-year rainfall event.

The City-wide upgrades to the stormwater drainage network stems from a floodplain mapping project which identified locations which are at risk from flooding and considers a range of future scenarios, including infill development and the ongoing impacts of climate change.

Work on the project is expected to start in December 2022.





### **New recreation area as part of flood prevention plan**

Children, their families and the wider community will benefit from new play equipment and enhanced amenities at St Morris Reserve, which will be redeveloped in order to accommodate flood prevention infrastructure.

Community consultation is expected to start at the end of 2022 regarding the redevelopment of St Morris Reserve, which is located at the corner of Green Street and Seventh Avenue.

The redevelopment will include new play equipment as well as improved landscaping.

The upgrade and enhancement of the Reserve will be the final stage of the Council's multi-million-dollar program to manage flooding in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney issue which has been raised by local residents.

### **Preparing Australia Program**

The Preparing Australia program provides locally identified and locally led projects with up to \$10 million in funding to improve the resilience of communities against natural hazards.

Supported by the National Emergency Management Agency, the Preparing Australia Program supports projects that mitigate or reduce the disaster risk, impact and consequence associated with large-scale natural hazards.

The objectives of the Preparing Australia Program are to:

- improve the long term resilience of Australian communities and households to natural hazards including bushfires, floods and tropical cyclones; and
- deliver disaster risk reduction projects that reduce hazard exposure or vulnerability and are aligned with the recommendations of the Royal Commission into National Natural Disaster Arrangements and the National Disaster Risk Reduction Framework.

The City of Norwood Payneham & St Peters received funding as part of Round 1 of the Federal Government's Preparing Australia Communities Program which was announced on 7 April 2022.





## *The River Torrens Linear Park Path*



### **Ongoing**

The River Torrens Linear Park Shared Path Enhancement, Stage 2 project involves the reconstruction of the shared path along the River Torrens Linear Park between Twelftree Reserve and the intersection of Battams Road and Ninth Avenue.

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

The construction works will most likely commence in mid-January 2023 and be completed by early September 2023.

## *St Peters Street*



### **Under construction**

Construction of St Peters Street is expected to be completed early next year.

The \$4.5 million investment will result in improved safety for pedestrians and cyclists, new trees, landscaping and accessibility to the River Torrens.

Detailed design for the St Peters Street Streetscape Upgrade was completed in September 2021.





## *Burchell Reserve*



### **Detailed design commenced**

The transformation of Burchell Reserve, St Peters, is scheduled to be completed by the middle of 2023.

The Council's \$3.2 million investment will deliver new facilities with multi-purpose courts: two community tennis courts, basketball and netball rings, shelter, barbeque and picnic facilities, new play equipment, furniture, lighting and new toilets. The Council endorsed the Burchell Reserve Masterplan in June 2021 and the detailed design commenced in November 2021.



## *The Parade Masterplan*



### **Detailed design commenced**

Pedestrian safety, movement and amenity are the primary objectives which the Council is seeking to achieve through the implementation of The Parade Masterplan.

This will be achieved through the delivery of a pedestrian crossing near the Norwood Oval, wider footpaths, additional street trees, landscaping, street furniture, lighting and public art. A consultant was appointed to prepare the detailed design in November 2021. The Parade Masterplan will be delivered in stages, with construction expected at the start of 2024.

# Civil Infrastructure Capital Works Program 2021–2022

The Council works tirelessly and invests significantly to ensure that our community benefits from the exceptional delivery of ongoing capital works for the safety and well-being of residents, business operators and visitors to our City.

## A summary of the 2021–2022 Civil Infrastructure Capital Works Program

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

| Suburb                  | Street              | From              | To                 |
|-------------------------|---------------------|-------------------|--------------------|
| <b>Marden Continued</b> |                     |                   |                    |
|                         | Tippett Avenue      | River Street      | Addison Avenue     |
|                         | Wear Avenue         | Payneham Road     | Kent Street        |
| Footpaths               | Battams Road        | Second Avenue     | Addison Avenue     |
|                         | Lower Portrush Road | Beasley Street    | Council Boundary   |
| <b>Maylands</b>         |                     |                   |                    |
| Road Re-sealing         | Stacey Court        | South End         | Janet Street       |
| <b>Norwood</b>          |                     |                   |                    |
| Road Re-sealing         | Threlfall Avenue    | Charles Street    | Frist Creek        |
|                         | Threlfall Avenue    | First Creek       | Charles Street     |
| Kerb & Water Table      | Threlfall Avenue    | First Creek       | Charles Street     |
| <b>Payneham</b>         |                     |                   |                    |
| Road Re-sealing         | Arthur Street       | Henry Street      | Payneham Road      |
|                         | Arthur Street       | Marian Road       | Rosella Street     |
|                         | Henry Street        | Arthur Street     | Ashbrook Avenue    |
|                         | Henry Street        | Edward Street     | Barnes Road        |
| Kerb & Water Table      | Arthur Street       | Henry Street      | Payneham Road      |
|                         | Arthur Street       | Marian Road       | Rosella Street     |
|                         | Henry Street        | Arthur Street     | Ashbrook Avenue    |
|                         | Henry Street        | Edward Street     | Barnes Road        |
|                         | Marian Road         | Arthur Street     | Ashbrook Avenue    |
| <b>Royston Park</b>     |                     |                   |                    |
| Footpath                | Battams Road        | Second Avenue     | Addison Avenue     |
| <b>St Morris</b>        |                     |                   |                    |
| Road Re-sealing         | Gage Street         | Seventh Avenue    | Gwynne Street      |
|                         | Second Avenue       | Gage Street       | Green Street       |
| Kerb & Water Table      | Gage Street         | Seventh Avenue    | Gwynne Street      |
|                         | Second Avenue       | Gage Street       | Green Street       |
| <b>St Peters</b>        |                     |                   |                    |
| Road Re-sealing         | Fourth Avenue       | Stephen Terrace   | Winchester Street  |
|                         | St Peters Street    | Second Avenue     | Eighth Avenue      |
|                         | Sixth Avenue        | Suburb Boundary   | Lambert Road       |
| Kerb & Water Table      | Fourth Avenue       | Stephen Terrace   | Winchester Street  |
|                         | St Peters Street    | Second Avenue     | Eighth Avenue      |
|                         | Stephen Terrace     | Payneham Road     | First Avenue       |
| Footpaths               | Harrow Road         | Second Avenue     | Third Avenue       |
|                         | St Peters Street    | Second Avenue     | Eighth Avenue      |
|                         | Stephen Terrace     | Payneham Road     | First Avenue       |
| <b>Stepney</b>          |                     |                   |                    |
| Road Re-sealing         | Henry Street        | Stepney Street    | Nelson Street      |
| Kerb & Water Table      | Ann Street          | Henry Street      | Payneham Road      |
|                         | Henry Street        | Stepney Street    | Nelson Street      |
|                         | Henry Street        | The Bend          | George Street      |
| Footpaths               | Henry Street        | Stepney Street    | Nelson Street      |
|                         | Henry Street        | The Bend          | George Street      |
|                         | Union Street        | Stepney Street    | Nelson Street      |
| <b>Trinity Gardens</b>  |                     |                   |                    |
| Road Re-sealing         | Canterbury Avenue   | Albermarle Avenue | Lechfield Crescent |
| Kerb & Water Table      | Canterbury Avenue   | Albermarle Avenue | Lechfield Crescent |



# The Year Ahead

This map and list detail the major and significant projects and their total project value which are planned for delivery across the City during 2022–2023, for the benefit of the community.



## Social Equity

Civil Infrastructure  
Whole-of-Life Works Program  
\$644,000

Buildings Whole-of-Life  
Works Program  
\$1,154,500

Recreation & Open Space  
Works Program  
\$460,000

Acquisition of library stock  
\$202,000

Youth Development Strategy  
\$45,000

Street lighting renewal  
and upgrade  
\$100,000

Biennial Community Survey  
\$30,000

Cycling Plan 2021–2026  
Year 1 Implementation  
\$25,000

40km/ph Speed Evaluation  
Stepney & Maylands  
\$25,000

## Cultural Vitality

Tour Down Under  
\$55,000

## Economic Prosperity

Eastside Business Awards  
\$40,000

Raising the Bar Adelaide  
\$37,000

Business & Networking Events  
\$20,000

## Environmental Sustainability

Stormwater drainage  
Whole-of-Life Works Program  
\$7,584,000

Greening of Verges Program  
\$25,000

Urban Greening Program  
\$25,000

## Concerts in the Park

\$120,000

## Burchell Reserve Upgrade Project\*

\$3,233,000  
(Total cost \$3.2m)



**Raising the Bar**  
City-wide event  
\$37,000

\* Ongoing major project

**Cruickshank Reserve**

\$890,000

**Payneham Memorial Swimming Centre Redevelopment Project\***

\$16,500,000 (Total cost \$24m)

**Additional street trees**

*City-wide*

\$100,000

**Dunstan Reserve Adventure Playground Project\***

\$1,285,000

(Total cost \$1.35m)

**Private laneways to public roads conversion**

\$190,000

**River Torrens Linear Park Shared Path Upgrade Project**

\$2,771,000

(Total cost \$2.79m)

**St Peters Street Streetscape Upgrade Project\***

\$3,076,000 (Total cost \$4.45m)

**The Parade Masterplan & George Street Upgrade\***

\$2,461,000



# Community Facilities



## Swimming Centres



Our Swimming Centres are conveniently located in the leafy suburbs of Kensington and Felixstow and offer the ideal environment for aquatic fitness and education, social gatherings and fun.

The season opening at Payneham Memorial Swimming Centre was three weeks prior to the Norwood Swimming Centre, allowing the Council to plan for a swimming season of 27 weeks between the two facilities.

The Payneham Memorial Swimming Centre was opened to the public on 9 October 2021, with the season concluding on 27 March 2022.

The Norwood Swimming Centre opened to the general public on 30 October 2021, with the season concluding on 17 April 2022.

Combined, both Swimming Centres attracted 11,816 entries for the school

term swimming and water safety education program, an increase from 8,645 2020–2021 and on par with 11,822 in 2019–2020.

Payneham Memorial Swimming Centre increased lane hire usage by 21.3% in 2021–2022 with lane hire equating to 2295 hours.

The Swimming Centres reported a combined operating deficit of \$539,000 in 2021–2022, compared to an adopted operating deficit of \$535,000, an unfavourable variance of \$4000.

### Challenge

As the Council provides two outdoor Swimming Centres, environmental factors impact significantly on the patronage.

The 2021–2022 season was considered quite mild with less days over 30

degrees than previous years. The highest patronage days are traditionally when the maximum temperature exceeds 30 degrees. In the 2021–2022 season there was only 44 days that exceeded 30 degrees compared to the previous five-year average of 59 days. Additionally, only nine of these days exceeded 35 degrees, 13 days less than the previous five-year average.

Operational changes have been undertaken at the Swimming Centres since the initial impacts of COVID-19.

At the start of the 2021–2022, restrictions had been significantly reduced compared to the previous season however the following operating controls were undertaken:

- online lap lane bookings for lap swimming for 90 minutes and recreational bookings (three hour timeslots);





- maximum of six lap swimmers per lane;
- the maximum density (excluding staff) of one person per two square metres in outdoor or indoor areas;
- density limits displayed throughout all buildings, including at each swimming pool;
- a clearly identifiable COVID Marshal on duty, at each Swimming centre, at all times;
- increased cleaning of frequently touched surfaces (including swim school equipment and bathroom facilities);
- sanitising stations at entry and exits of the facilities;
- wearing of masks for anyone who is inside a Council Building; and
- contact tracing registers maintained and stored at both sites.

On 23 November 2021, the South Australian Government lifted its border restrictions. By mid-December a spike in case numbers caused the State Government to increase density restrictions which resulted in capacity limits of one person per four square metres. Additionally, all schools were directed to cancel all inter school sports and extra circular activities. This resulted in all excursions such as water polo and school lessons to be suspended until week five of term one.

Shortly after the opening of the state's borders, staff become unavailable to work, with little to no notice due to contracting COVID, or being deemed as a close contact and therefore required to isolate. At no stage, did the staff shortages result in the closure of either site.

### Looking ahead

For the 2022–2023 swimming season, the Payneham Memorial Swimming Centre will be closed due to a major redevelopment. See page 152.

While the Norwood Swimming Centre will remain open throughout the redevelopment period, there could be some frustration from regular users of the Payneham Memorial Swimming Centre. To counteract this, the Council has engaged with the community on a number of levels about the redevelopment of the Swimming Centre. The redevelopment has also received extensive coverage in the media. See page 40.

# Parks and Reserves



The Council has more than 180 hectares of open space, comprising 72 parks and reserves and 29 playgrounds for the community to enjoy.

Our parks and reserves have been designed as places for the whole family to enjoy—even your canine companions can explore our ten off-leash areas.

Many of the parks feature recreational facilities such as tennis, netball and basketball courts, cricket pitches and sporting fields.

Ideal settings for filming and photography, weddings, birthday parties and corporate events, our parks are also available for casual hire.

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**180** hectares of open space

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**72** parks and reserves

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**29** playgrounds

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**10** off-leash areas

## Challenge

A basketball court which is located at Felixstow Reserve, is very popular with the community. However, usage of the court has resulted in some local residents raising concerns about people playing after dark, noise and anti-social behaviour.

In June 2022, the Council undertook community consultation and invited members of the community to have their say on how the court is used and what could be improved. The consultation process also took into account if the basketball ring should be kept at its current location, moved to another location or if other restrictions on play could be implemented.

Elected Members will consider the consultation outcomes in July 2022.

## Felixstow Reserve

Corner of Langman Grove and Riverside Drive, Felixstow

**Features** nature play spaces, Kauria interpretive trail, fitness stations, walking trails and various sporting facilities.

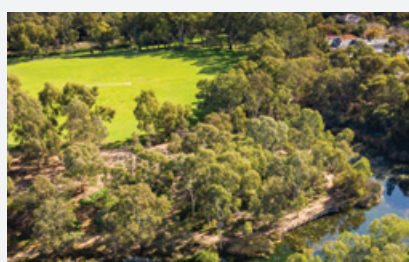


## Linde Reserve

Nelson Street, Stepney

**Features** an all-abilities playground, basketball ring and soccer goals, artworks and an amphitheatre.





**St Peters River Park**

entry from River Street or Goss Court, St Peters

*Features* a cricket pitch, seating and electric barbeques.



**Richards Park**

corner of Magill Road and Osmond Terrace

*Features* an amphitheatre, playground, seating and shaded area.



**Payneham Oval Playground**

John Street, Payneham

*Features* a range of sporting facilities including an oval, tennis court, football, basketball ring and cricket pitch

**Joslin Reserve**

between Third and Fourth Avenues, Joslin

*Features* tennis courts, a playground, and shaded lawn areas.







# Libraries and Community Centres



The Council's three Libraries are shared spaces, which facilitate the pursuit of recreation and leisure, connect citizens through shared experiences and as a result, assist in building social capital and offer lifelong learning experiences.

Overall, visitors to our Libraries accessed 387,713 physical and digital loans in 2021–2022, compared to 365,281 in 2020–2021, which is an overall increase of 7.4 % in loans. Of this, 338,204 were physical loans, and 49,509 were digital loans.

## Physical loans recorded

# 387,713

Loans recorded in 2021–2022

In comparison to 365,281 in 2020–2021 and 286,809 in 2019–2020.

## Digital content loans recorded



# 49,509

Loans recorded in 2021–2022

40,409 in 2021–2022

60,242 in 2020–2021

34,312 in 2019–2020

In addition, the Council's Libraries:

- received 134,736 visits in 2021–2022, a slight decrease compared to 152,730 in 2020–2021;
- purchased 12,397 new library items across a range of media and mediums to ensure the collection meets customer demands and reflects a contemporary and relevant collection; compared to 11,653 in 2020–2021;
- filled 102,946 holds placed on physical library items by customers; and
- held 441 Lifelong Learning Program sessions across the three libraries with a total of 5,873 registrations, with programs being tailored to adjust to easing COVID-19 density restrictions over time.

The Council continued with the provision of Click, Call & Collect and library home delivery services for the community to assist customers with overcoming COVID-19 challenges throughout 2021–2022. Since the easing of COVID-19 restrictions in November 2021, community confidence to return to the library and utilise its services or participate in in-house programs has increased over time.

A total of 515 community groups, private hirers and commercial organisations hired the Council's community facilities, including the Payneham Community Centre, the Payneham Library & Community Facilities Complex, the St Peters Youth Centre and the St Peters Town Hall Complex.

In all, 4,172 hire sessions were facilitated across the four sites in 2021–2022.

## Challenge

Ongoing changes to the types of public activities allowed under COVID-19 restrictions including changing density requirements for general activities continued to impact facilities hire throughout early 2021–2022, with many vulnerable community groups and private users suspending their hire in certain conditions as COVID-19 fluctuated.



## Norwood Concert Hall



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

An outstanding example of late Edwardian architecture, the Norwood Concert Hall has the most exacting standards to preserve and enhance both its character and detail.

Activities, events and functions held at the Norwood Concert Hall attract visitors to The Parade, which in turn results in increased activity within the surrounding area.

During the 2021–2022 financial year, more than 50 bookings attracted approximately 26,500 patrons with highlights including acts such as concerts, Fringe performances, theatre and fitness and well-being events.

Data from the Norwood Concert Hall website, which was launched in 2018–2019, shows that events, venue hire information, virtual tour and technical specifications were the most visited on the site. The website also allows on-line enquiries which have increased considerably since the launch.

In accordance with the Council's environmental initiatives, Norwood Concert Hall continued to be a plastic-free venue after it reduced its use of single-use plastics. A number of single-use plastic items have been replaced with more environmentally friendly alternatives:

- disposable cups have been replaced with reusable polycarbonate cups;
- bottled water has been replaced with canned water;
- plastic plastic straws have been replaced with paper straws;
- coffee cup lids are no longer used; and
- compostable coffee cups are now being used.

### Challenge

As a result of Federal and State Government restrictions due to the COVID-19 pandemic, the Council's management of the Norwood Concert Hall adapted to the changes put into place by the COVID-Safe Plan to remain compliant.

The Council has taken every precautionary measure to ensure the venue complies with prescribed regulations including:

- putting in place a COVID-Safe plan for the venue which is updated regularly;
- ensuring all staff have completed COVID Marshal Training;
- installing a variety of signage throughout the venue to remind patrons of physical distancing requirements and good hygiene practices;
- providing sanitiser on arrival and throughout the facility;
- reconfiguring seating plans to comply with physical distancing requirements;
- increasing cleaning processes before, during and after performances; and
- creating additional spaces and entry and exit points where possible to minimise congregation of patrons and to comply with physical distancing requirements.



The St Peters Child Care Centre & Preschool in Stepney has been providing quality child care in the City of Norwood Payneham & St Peters since 1977.





## St Peters Child Care Centre & Preschool



The St Peters Child Care Centre & Preschool values the importance of play in assisting children to learn. Through the process of exploration, children practice and develop skills in all areas of development, physically, socially, cognitively, emotionally, and creatively.

The Centre is licenced for 105 long day care places per day, however to ensure that the Centre continues to provide high quality care, the number of available places is capped at 94.

The Centre is an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations and Education and Early Childhood Services (Registration and Standards) Regulations 2011.

During 2021–2022, there was a focus on children’s interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

123 families accessed childcare through the Council’s Child Care Centre, which caters for infants through to preschool aged children. This compares with 147 families in the previous year. The Centre maintained an average of 83 children per day, with six families accessing the Preschool for the Universal Access Program.

The Centre achieved an operating surplus of \$53,258 compared to an operating surplus of \$20,604 the previous year.

Priority for child care services was given to essential workers so they could continue to work for the greater good of the community.

### Challenge

During 2021–2022, the Centre had a reduction in occupancy due to the effects of COVID-19, with several families choosing to keep children home on some days with work from home arrangements or help from grandparents. When rooms were closed for deep cleans, parents or caregivers were not charged the GAP fee. The GAP fee is the difference between the Child Care Subsidy payment and the total daily cost.

## Other Council Properties



The Council has a broad range of properties that it makes available for use by community groups, sporting organisations, and commercial and government tenants under lease and licence arrangements.

The Council leases facilities including community buildings, sportsgrounds, tennis courts, bowling/croquet greens and reserves. Many of the tenants that use these facilities are established in the local community and several have operated within the City for more than 20 years.

At the same time, the Council encourages new organisations and businesses within the City to use the Council facilities when they become available.

The Council also continues to make available public open space for local community groups, schools and sporting groups through entering into a number of short-term and seasonal licences each year.

# CityPlan 2030: Shaping Our Future

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*CityPlan 2030: Shaping our Future* is the blueprint for the direction that our City will take over the long-term in achieving Community Well-being.

The Vision is based on the community's aspirations and is underpinned by four Outcomes—Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

*Image right: The colourful image depicts the vision of the City of Norwood Payneham & St Peters area in 2030. It was painted by the senior students of the Kid's Art Studio under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.*



## Outcome 1 Social Equity

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*An inclusive, connected, accessible and friendly community.*



## Outcome 2 Cultural Vitality

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



## Outcome 3 Economic Prosperity

*A dynamic and thriving  
centre for business and  
services.*



## Outcome 4 Environmental Sustainability

*A leader in environmental  
sustainability.*





# Outcome 1 Social Equity

---

*An inclusive, connected,  
accessible and friendly  
community.*






## ***CityPlan 2030 Objectives***

- 1.1 Convenient and accessible services, information and facilities.
- 1.2 A people-friendly, integrated sustainable transport network.
- 1.3 An engaged and participating community.
- 1.4 A strong, healthy, resilient and inclusive community.

# Objective 1.1

## Convenient and accessible services, information and facilities

-  Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces
-  Maximise access to services, facilities, information and activities
-  Design and provide safe, high quality facilities and spaces for all people

### Customer Service

Experienced a 5.8% decrease in incoming telephone calls on the previous year. This is most likely due to the easing of COVID-19 restrictions, which resulted in more Council facilities being open, available for use and therefore more face to face inquiries from the community.

#### Responded to incoming telephone calls

● 2021–2022   
 ● 2020–2021   
 ● 2019–2020



#### Completed service requests relating to graffiti, footpaths and road maintenance, stormwater drainage, traffic, parking, trees and waste management

● 2021–2022   
 ● 2020–2021   
 ● 2019–2020



### Digital Communication

The Council's eNewsletter, Your NPSP, was launched in May 2017. It delivers timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber's inbox.

An opt-in bi-monthly communication, Your NPSP, is well received with a 51% average open rate, which is considered strong engagement against a government benchmark of 33%.

The most popular pages on the website have remained constant over the last two years with Swimming Centres, Waste and Recycling and Libraries the most visited pages.

### Total website visits



### Social Media

- continued to increase the Council's social media profiles on Facebook, Instagram and LinkedIn since they were established in April 2018; and
- achieved 2,262,222 total page impressions and 18,804 visits.

#### Facebook and Instagram performance during 2021–2022

##### Total fans



Total fans compared to 2,539 in 2020–2021

Total fans compared to 1,278 in 2020–2021

### Community Care Services

The Home Support Services Program is part the Council's range of Community Care Services. The Home Support Services Program experienced a 1% decline in demand.

The 1% decline could be attributed to the availability of people living with disability accessing services, through the National Disability Insurance Scheme (NDIS), as opposed to the Council.

There was also a 9% decrease in the number of hours and services delivered. This was due to the Council's Panel of Contractors for Domestic Assistance and Personal Care being limited in the number of clients they could service.

#### Number of residents accessing Community Care Services



#### Referrals from My Aged Care



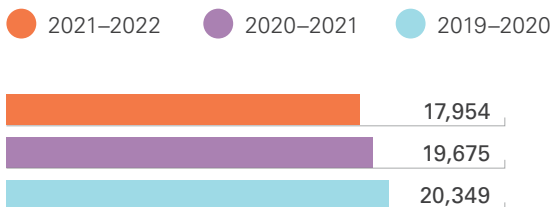
**284**  
2020–2021

**267**  
2019–2020

While there were more referrals in 2021–2022, compared to previous years, the number of Community Care Service hours was less than previous years.

This is because not all referrals resulted in a service. For example, a person who received a referral may no longer require the service, or the service is not provided by our Council.

#### Hours of Community Care Services delivered



### Personal Care

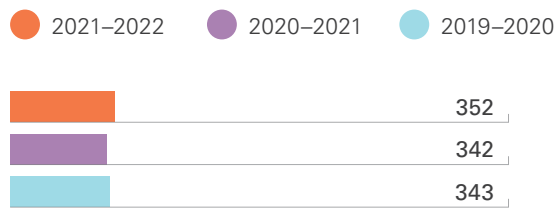
The Council's Personal Care Services provide assistance to eligible citizens who need assistance with dressing, feeding or showering. 19 people accessed Personal Care Services in 2021–2022, an increase from 10 people in 2020–2021.

### Home Maintenance Services

The Home Maintenance Service provides assistance to eligible citizens with maintenance and repair work of an essential nature such as gutter cleaning and window cleaning, replacing light globes and tap washers and garden tidies.

352 citizens accessed home maintenance services during 2021–2022, compared to 342 in 2020–2021.

#### Number of residents accessing Home Maintenance Services



### Long-term Domestic Assistance

Long-term Domestic Assistance services provide a cleaning service for 1.5 hours per fortnight to eligible citizens. There was a 9% decrease in the number of people who accessed this service. The decline in the number of clients who received this service was not due to a decline in demand for Domestic Assistance. The decline was due to the Council's Domestic Assistance and Personal Care Panel of Contractors being limited in the number of new clients they could service. The Council's Domestic Assistance Contractors limited ability to take on new referrals was due to a proportion of staff having contracted COVID-19 and not being able to recruit new staff due to a shortage of Aged Care workers in the industry.

A waiting list was created to those clients that the Council could not provide a service, in the immediate future. Their request for the service (via the waiting list) was responded to once Contractors had the capacity to take on new referrals. On average clients were waiting for up to six to eight weeks before their new service commenced.



### Home Modification Services

Home Modification Services is a specialised service offering installation of rails, steps and bannisters to improve safety in homes.

During 2021–2022, 49 people accessed this service compared to 55 in 2020–2021.

#### Number of residents accessing Home Modification Services



### Community Visitors Scheme

The Community Visitors Scheme was introduced by the Department of Health in 1992, to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who are socially isolated or are at risk of social isolation and loneliness. The Council employs a Community Visitor Scheme Co-ordinator to co-ordinate the Program.

The Community Visitors Scheme provided visitation and companionship to a total of 71 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown and Norwood Payneham & St Peters.

The number of visits to residents in aged care is higher than previous years as Volunteers met multiple residents at the same time.

#### Challenge

Volunteer recruitment and retention has been impacted by COVID-19, Volunteers moving interstate for work and family commitments. Other challenges included:

- Volunteers found the Aged Care Facilities’ visitor entry requirements of RAT Testing and registering too difficult;
- Volunteers not willing to wear the required mask and face shield to visits: and
- some potential Volunteers not willing to have a mandatory flu and COVID-19 vaccination which are now required for visits to Aged Care Facilities.

### Shopping and Transport Services

Eligible citizens are transported in either the Council's community bus or in a Council vehicle to a local shopping centre and provided with assistance to complete their shopping.

In 2021–2022, the program had 117 citizens accessing the services on a regular basis compared to 108 in 2020–2021.

Citizens who are unable to visit shopping centres can access a Shopping List Service whereby the Council’s Community Care Officer will complete a shopping and task list on behalf of eligible citizens.

There was an increase of 19% in the number of people who accessed the Shopping List Service during 2021–2022, compared to 2020–2021.

#### Number of residents accessing shopping and transport services



### Community Bus

In December 2021, the Council branded its new Community Bus.

Colourful, vibrant in NPSP branding, the roomy 21 Seater Fuso Rosa features all the mod cons for a comfortable and smooth ride

The new bus has a wheel chair lifter, grab rails and an additional retractable step at the entry, together with all other mod cons.

It was used 30 times in 2021–2022 for the Council’s Community Care Services Program as well as tours and excursions.







William Street, Norwood School Crossing




## Objective 1.2

### A people-friendly, integrated, sustainable and sustainable transport and pedestrian network.

 Enable sustainable and active transport modes.

 Provide safe and accessible movement for all people.

 Work with other agencies to influence or provide improved and integrated public transport networks.

#### Smart School Crossing

The City of Norwood Payneham & St Peters installed Australia's first Smart School Crossing in April 2022.

The Smart Crossing, near St Joseph's Memorial School on William Street, Norwood measures incoming and outgoing traffic speed and volumes, enabling the Council to monitor driver behaviour at any given time, and make better transport planning decisions.

Data indicates that traffic speeds are slowing during the school drop-off and pick-up periods since the installation of the crossing and planning is now underway to assess the feasibility of installing similar technology at other locations in the City.

In September 2022, the Council will nominate for the Planning Institute Australia Awards for Planning Excellence, in the category of Technology & Digital Innovation.

#### 40km/h speed limit endorsement

Reducing the speed limit to 40km/h in residential streets improves safety for pedestrians and cyclists which can encourage more people to choose environmentally sustainable transport options for short trips.

In March 2022, the Council endorsed the reduction of speed from 50km/h to 40km/h in residential streets in Norwood and Kent Town. The decision followed extensive community consultation which was undertaken in 2020–2021, in which more than 800 responses were received.

The speed limit reduction signs will be rolled out in September 2022 and motorists and riders who are adjusting to the change will have a limited grace period with SA Police issuing warnings, rather than fines.

#### Annual Bicycle Count

The Annual Bicycle Count is carried out at various intersections within the City each year. These intersections have been identified as key bicycle routes in the Council's City-Wide Cycling Plan.

The bicycle count helps track progress, identify areas for improvement, guide investment in infrastructure and inform active transport policy with the goal of making it easier for people to choose active modes of transport every day.

In March 2022, 1,843 bicycles were counted in the Annual Bicycle Count.

#### City-wide Cycling Plan 2021–2026

The City-wide Cycling Plan has been updated to plan for cycling network projects for the next five years.

The proposed works include path widening and lighting, barrier fencing at steep embankments, improved access to the street network, and cyclist wheeling ramps at two staircases. The upgrades will encourage more path users by improving physical and personal safety along the path, and accessibility to and from the path.

#### On-Street Parking Policy

Following consultation in February 2021, the Council released its On-Street Parking Policy in early 2022.

The Policy sets out a framework to provide fair and equitable access in mixed use zones, while optimising the use of on-street parking to best meet the needs of individual precinct.

It also ensures the management of on-street parking is clear and transparent.

The provision and management of on-street parking fits in with Council's Strategic Plan *CityPlan 2030: Shaping Our Future*.



## Objective 1.3

### An engaged and participating community.



Promote and facilitate volunteering opportunities in the community and within the Council.



Provide opportunities for community input in decision-making and program development.



Recognise and use the skills, knowledge and resources of the community.



Inform and connect new residents to the community and its resources.



Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

### Engaging with our Community

More than 60% of households in the City of Norwood Payneham & St Peters have a pet and the Council understands the importance pets play in companionship, exercise and general well-being.

The Council provides resources and opportunities for the community to ensure they are responsible pet owners.

The Council's 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the *Dog and Cat Management Act 1995* over the five-year life of the Plan.

A key focus of the Plan is implementation of an education campaign to ensure community understanding of the State Government legislative requirements relating to microchipping and desexing of dogs and cats and to promote responsible pet ownership.

During 2021–2022, the Council continued a number of existing initiatives for monitoring and compliance of dog and cat management issues:

- monitoring dog registrations;
- following standard operating procedures to reduce the risk of dog attacks, including education and preventative measures and patrols of public places, parks & reserves;
- managing complaints of dogs wandering at large and investigating barking complaints; and
- continuing the Council's partnership with Cats Assistance To Sterilise, through provision of an annual grant.

Other achievements include:

- social media campaign reached 4852 people;
- delivering a discounted microchipping for dogs and cats;
- direct outreach to the Council's dog database reached 2,500 dog owners;
- strong website visitation rates for dog registration (1,477 views) and off-leash areas (1,207 views);
- successful follow-up on overdue dog registrations, resulting in an increase in the number of dogs registered in the City;
- increase in the percentage of dogs and cats microchipped and cats desexed; and
- the Council continued its Volunteer pet companionship program.

### Community Funding Program





\$57,850 has been provided to 27 community groups to support local initiatives as part of the 2021–2022 Community Funding Program. See page 126.

### Community Consultation

Facilitated 15 community consultations relating to Council policies, plans and major projects. For more information see page 112.

## Objective 1.4

### A strong, healthy, resilient and inclusive community.

-  Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
-  Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
-  Provide spaces and facilities for people to meet, learn and connect with each other.
-  Encourage and provide opportunities for lifelong learning.

#### Youth Programs

The Council's biannual Canvas Youth Art Exhibition was held in August 2021. The exhibition was open over four weeks displaying and promoting the creative talent of 13 young artists. Young people were also given the opportunity to develop new skills by taking part in artistic workshops.

In the summer of 2021–2022, the event Friday Nights at the Pool was held at the Payneham Memorial Swimming Centre.

The Council's Wheel Park event was held in the January 2022 featuring an open day, learn to ride lessons, and bling your bike workshops. This event is now held annually to develop and encourage young people's lifelong love of cycling.

For the second year in a row, the Skill Sessions workshops were also held in the April school holidays. A variety of workshops were run over a one week period.

For more information on the Council's youth programs please see page 113.

#### Volunteer Programs

Volunteering contributes significantly to the vibrancy of the City of Norwood Payneham & St Peters. The City has a dedicated group of 208 active Volunteers who play a valuable role in strengthening community resilience and contribute almost 5264 hours of services across a range of programs.

For more information, see pages 118–123.

#### Come and Try - Tai Chi and Mindfulness

Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for older citizens to try.

In 2021–2022, the Council continued Tai Chi in the Park and also introduced the Mindfulness and Relaxation initiative as part of Come and Try. A total 65 citizens attended these two activities.

#### Total Come and Try program participants



\* 30 people attended Tai Chi and 35 people attended Mindfulness, which was a new program.



## Outcome 2 Cultural Vitality

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






### **CityPlan 2030 Objectives**

- 2.1 An artistic, creative, cultural and visually interesting City.
- 2.2 A community embracing and celebrating its social and cultural diversity.
- 2.3 A City which values and promotes its rich cultural and built heritage.
- 2.4 Pleasant, well designed, and sustainable urban environments.
- 2.5 Dynamic community life in public spaces and precincts.



# Objective 2.1

## An artistic, creative, cultural and visually interesting City.

-  Use the arts to enliven public spaces and create a 'sense of place'.
-  Provide opportunities and places for creative expression for all people.
-  Attract and support cultural and creative organisations, businesses and individuals.

### Visual Art

#### South Australian Living Artists (SALA) Festival

In August 2021, SALA took place across the City of Norwood Payneham & St Peters, including an exhibition at the Norwood Town Hall.

The Council also subsidised registration fees for artists from the City of Norwood Payneham & St Peters to participate in the Festival.

#### Art on Parade

The 2022 Art on Parade event featured 26 artists, 114 artworks including paintings, illustrations, photography and indoor sculptures. The art was on display in 24 premises on The Parade. The event took place from 1–31 April. Council staff have been engaging with traders who have not participated in Art on Parade to date, with a view to increasing participation in the 2023 event.

#### Adelaide Fringe Festival

The City of Norwood Payneham & St Peters featured 26 performances over four venues—including the Norwood Concert Hall—as part of the popular Adelaide Fringe Festival.

The Adelaide Fringe is one of the largest annual arts festivals in the world.

#### Quadrennial Public Art

Every four years, the Council commissions an artist to create a large-scale sculpture, feature or other form of art work for the whole community to enjoy.

The Council's Quadrennial Public Art Program is now in its fourth round and in May 2022, South Australian artist Nicholas Uhlmann presented his final developed concept to the Quadrennial Public Art Assessment Panel. Mr Uhlmann's design was endorsed by the Panel after considering Expressions of Interest from 11 artists.

The Quadrennial Public Art Commission will be funded through the Council's Major Public Art Reserve Fund. The Council has allocated \$190,000 towards the Council's Quadrennial Major Public Art Project. The art work—Seed Mix which is made up of three sculptures, will be unveiled in Old Mill Reserve, Hackney in September 2022.

### Live Music

#### Concerts in the Park

The Council is committed to providing free live music events to residents and visitors. This year, the Council hosted Concerts in the Park, a series of open-air concerts which attracted music lovers, families and friends.

The free Concerts were held in February, March and April.

#### Event Attendance

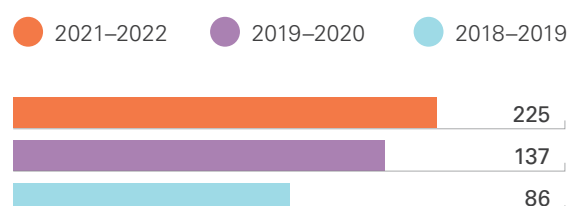
**800** Jazz in the Park

**850** Melodies in the Park

**950** Symphony in the Park

#### Busking in NPSP

Number of busking permits issued



# Objective 2.2

## A community embracing and celebrating its social and cultural diversity

- ✓ Acknowledge and recognise local Aboriginal heritage and history.
- ✓ Inform and connect new residents to the community and its resources.
- ✓ Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
- ✓ Promote understanding of, and respect for, our cultures and heritage.

### Citizenship

Six citizenship ceremonies were held during 2021–2022, welcoming 284 new citizens into our community. New residents are from a diverse range of countries including:

|             |                  |                               |
|-------------|------------------|-------------------------------|
| Afghanistan | Israel           | Philippines                   |
| Albania     | Italy            | Romania                       |
| Australia   | Kenya            | Singapore                     |
| Bangladesh  | Korea            | South Africa                  |
| Bosnia      | Kuwait           | Spain                         |
| Britain     | Lebanon          | Sri Lanka                     |
| Canada      | Malaysia         | Sweden                        |
| China       | Mexico           | Switzerland                   |
| Colombia    | Moldova          | Taiwan                        |
| Egypt       | Morocco          | Thailand                      |
| England     | Mozambique       | Turkey                        |
| Ethiopia    | Myanmar          | Ukraine                       |
| France      | Nepal            | United Arab Emirates          |
| Greece      | Netherlands      |                               |
| Hungary     | New Zealand      | United Kingdom                |
| India       | Nigeria          | United States of America, and |
| Iran        | Northern Ireland | Vietnam                       |
| Iraq        | Pakistan         |                               |

### Citizen of the Year Awards

The 2022 Citizen of the Year Awards recognise the valuable and long-lasting contributions of people within our community.

The 2022 Award recipient was Mr Sudhir Thakur who has provided exceptional service to his community through his tireless and dedicated Justice of the Peace volunteering, particularly throughout the COVID-19 pandemic. See more on page 128.

### Festive Gallery on Osmond

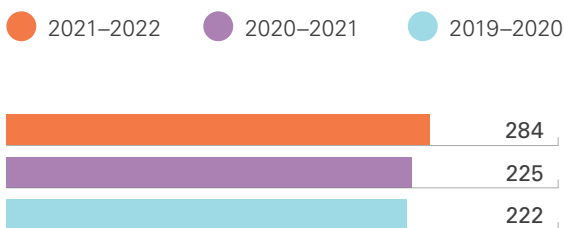
Festive Gallery was once again held on Osmond Terrace from November 2021 to January 2022.

As well as the traditional festive trees, a number of Christmas “presents” were decorated by 16 schools and childcare centres.

The community was invited to nominate their favourite tree and present in the People’s Choice Award competition, which was held on the Council’s Facebook page. The winners of the competition were presented with a \$250 Dillions Norwood Bookshop voucher and a \$500 donation to a charity of their choice courtesy of The Norwood Parade Precinct Committee.




The winning Christmas Tree was decorated by Felixstow Community School. Children from Marryatville Out of Hours School Care, Stepping Stone Marden Childcare and Early Learning were also acknowledged for their art work on other Christmas decorations.

### New Citizens



## Objective 2.3

### A City which values and promotes its rich cultural and built heritage

-  Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
-  Reflect our City's history through cultural heritage programs and initiatives.
-  Promote the value of heritage protection.

#### South Australia's 2022 History Festival

South Australia's History Festival is one of the State's largest annual community events. Taking place in May each year, the History Festival creates a platform for South Australians to explore, promote and engage with the unique and evolving history of our State.

Each year, the Council participates in the annual State-wide SA History Festival which contributes in a significant way to the City's cultural vitality.

The City of Norwood Payneham & St Peters hosted a range of events including Down at the Local Exhibition about the history of pubs as well as:

- Self-guided walks; and
- Built heritage forums.

The event will return in 2023.

#### Down at the Local

As part of History Month in May 2022, the Council hosted Down at the Local, a photographic exhibition at the Cultural Heritage Centre.

Capturing the social legacy and stunning architecture of local pubs, some built in the late 1800s, Down at the Local featured the transformation of these iconic buildings into the much-loved hotels of today.

#### Cultural heritage

The purpose-designed Heritage Centre, located within the St Peters Town Hall Complex, provides interested researchers with access to the Council's significant archival collection. The Centre also features an exhibition gallery to showcase the City's local history and culture through an exciting program of displays and innovative.



## Objective 2.4

### Pleasant, well designed, and sustainable urban environments

- ✓ Encourage development that complements our City's built heritage and character areas.
- ✓ Encourage sustainable and quality urban design outcomes.
- ✓ Maximise the extent of green landscaping provided in new development and in the public realm.
- ✓ Encourage a range of housing options to assist in maintaining social and cultural diversity.

#### Langman Grove Road Reconstruction Project

The reconstruction of Langman Grove, Felixstow has ensured the road is maintained to standards suitable for all users.

Works for this project included new stormwater infrastructure at the intersection of Wicks Road and Langman Grove as well as:

- 200m of kerbing replacement along Langman Grove;
- full depth excavation to 500mm and reconstruction of the road in two rubble layers;
- three asphalt layers to finished road level;
- construction of 16 new pram ramps along the section of Langman Grove; and
- new line marking and medium strips.

The project was completed in September 2021.

#### Burchell Reserve Upgrade

Detailed design of the Burchell Reserve Upgrade, which began in November 2021, has now been completed. The key features of the \$3.2 million Burchell Reserve Upgrade—which is located at Sixth Avenue, St Peters—includes new multi-purpose courts for tennis, basketball, netball and handball, barbeques and picnic shelter and play equipment.

#### State Planning Reforms

South Australia's new planning system came into effect on 19 March 2021. The new system, which was introduced by the State Government, has resulted in a range of changes, including the replacement of all Council Development Plans with the state-wide Planning and Design Code.

#### Development Assessment

842 Development Applications were lodged with the Council. Development approvals included the following:

- new dwellings;
- land divisions;
- swimming pools;
- tree activities (including pruning and removal); and
- changes to dwellings including pergolas.

The total value of the development proposals lodged with Council was \$498.74 million.

The Development Assessment Unit has had an increased focus on compliance, which has resulted in recruitment of a Public Realm Compliance Officer in addition to the Development Compliance Officer role.




#### Challenge

Despite being operational for more than 18 months, the transition to the new planning system continues to present a range of challenges and adjustments. The assessment of proposed developments against the state-wide Planning and Design Code has demonstrated gaps in the policy framework, some of which have been resolved through minor Code Amendments but others currently remain unresolved. The new planning system has also introduced the ability for private land owners to apply to the State Government for a rezoning of their property through a private Code Amendment.

To minimise the impacts of these challenges, the Council regularly engages with the State Government to advocate for improved planning policy and system outcomes.

## Objective 2.5

### Dynamic community life in public spaces and precincts.

-  Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
-  Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
-  Host and facilitate community events and activities.

#### Community events

The Council's annual events program included a range of major events including Australia Day celebrations, the Concerts in the Park series, St Peters Fair and Art on Parade.

Other events that also took place included the Food Secrets at the Green, History Festival, Wheel Park, Citizenship Ceremonies, Poolside, Zest for Life, Movie on the Oval and Volunteers Week.

#### Challenge

As a result of COVID-19, the Norwood Christmas Pageant and Twilight Carols could not go ahead.

The Council was also advised by the State Government that the Santos Tour Down Under would not go ahead in 2022 in its usual format. This decision resulted in the cancellation of the Council's Norwood on Tour Street Party.

#### Film friendly City

Issued 13 permits for commercial filming in the City.



10  
2020–2021

10  
2019–2020

#### Pianos in the Park

For the fifth year in a row, the Council has collaborated with piano specialists Leaver & Son, to bring music to the City of Norwood Payneham & St Peters.

Sometimes pianos have been so well-loved that for a number of reasons they cannot be restored or resold, however, they still have some tunes left to play.

Rather than leave these ivory keys unused, Leaver & Son has carried out a small amount of work and delivered a piano to Richards Park and another to Linde Reserve for everyone to enjoy.

This year, children from the Saint Ignatius' College, Early Years & the Council's St Peters Child Care Centre & Preschool added an artistic element to the pianos.

Alice Parsons, Director of St Peters Child Care Centre & Preschool, says that this was a great opportunity for the children to get creative and participate in a collaboration that the whole community can enjoy.

The pianos were installed in Richards Park and Linde Reserve under cover to protect them from the weather.

Pianos in the Park will return next year.



## Outcome 3 Economic Prosperity

*A dynamic and thriving centre  
for business and services.*



### **CityPlan 2030 Objectives**

- 3.1 A diverse range of businesses and services.
- 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
- 3.3 Attract new enterprise and local employment opportunities to locate in our City.
- 3.4 A leading centre for creative industries.
- 3.5 A local economy supporting and supported by its community.



## Objective 3.1

### A diverse range of businesses and services.



Support and encourage small, specialty, independent and family-owned businesses.



Attract diverse businesses to locate in our City.

#### Eastside Business Awards

The fifth Eastside Business Awards was held in partnership with Solstice Media, recognising business excellence in the City of Norwood Payneham & St Peters.

A record number of 10,974 public votes were received, with 295 businesses being nominated. 33 businesses were shortlisted as finalists in 11 categories.

Winners were announced at a special Awards Ceremony at the St Peters Banquet Hall on Tuesday 12 April 2022.

The Awards, which were more significant than previous years, following months of long-term uncertainty as a result of the COVID-19 pandemic, celebrated the hard work and passion local businesses put into their work to ensure the best service and outcomes for their customers.

The Eastside Business Awards will take place again in 2023.

#### Eastside Business Awards Hall of Fame

Reserved for businesses in operation in the City for 20+ years, the 2022 inductee to the Hall of Fame category was **James Thredgold Jeweller** which has been in business on The Parade since 1997. For more information, see page 138.

#### Previous inductees in the Hall of Fame

2021 – *The Parade Norwood Veterinary Clinic*

2020 – *ORBE*

2019 – *Outdoors on Parade*

2018 – *Robern Menz*

#### Networking events

An end of year networking event was held for businesses located in our City in December 2021. The Christmas networking event, which was held at Adelaide Appliance Gallery in St Peters, ensured representatives from local businesses could re-engage with each other following a challenging year. The event was attended by 79 business and property owners.

In June 2022, a mid-year networking event was again held for businesses in the Council area. This networking event was held at Fine & Fettle, located on Magill Road in Stepney. This event was attended by 85 businesses and property owners.

#### Communications

The Council sends out monthly e-newsletters to businesses within the City as well as more targeted e-newsletters to traders within The Parade precinct. Monthly e-newsletters are also being sent to the community, encouraging them to shop, dine and engage with Council initiatives.

The e-newsletters are distributed monthly and are an effective method of:

- building positive relationships with businesses;
- keeping businesses and the community informed of Council and business-related news and events;
- creating partnerships and networking opportunities between businesses within the precinct; and
- promoting local businesses and their services to the community.

As at 30 June 2022, the number of EDM subscribers were as follows:

- The Parade - 358
- City-wide businesses - 912
- Head East - 9520

54 e-newsletters were distributed to businesses and the community between 1 July 2021 and 30 June 2022.

## Objective 3.2

### Cosmopolitan business precincts contributing to the prosperity of the City.



Retain, enhance and promote the unique character of all our City's business precincts.



Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.



Promote the City as a tourist destination.

### Events

#### Eastside Wine & Ale Trail

In 2021–2022, the Council's Economic Development Unit worked with multiple businesses, including Reform Distilling and Fox Gordon Wines, to facilitate their participation in the Eastside Wine & Ale Trail (EWAT).

The EWAT encourages local visitors, as well as interstate and international tourists to visit a variety of local operators including nine boutique cellar doors, two gin distilleries and a micro brewery.

The trail continues to expand each year, having started with just four participating businesses in 2017, and provides visitors with access to the best producers from various parts of South Australia, without having to venture out of metropolitan Adelaide.

### Competitions

#### Taste of The Parade

In order to boost visitation and patronage to businesses along The Parade, the Council's Norwood Parade Precinct Committee endorsed the Taste of The Parade Hospitality voucher program.

The concept for the vouchers was developed in March 2022, as a direct result of the pandemic-related density restrictions imposed by the State Government, which had a devastating impact on the hospitality sector.

The initiative started on 28 March 2022 and concluded on 12 June 2022.

The Taste of The Parade vouchers, valued at \$25 each, were available to the public via a registration process—with 46 businesses being nominated by voucher recipients. This resulted in an approximate injection of \$27,031 into The Parade precinct's economy.

More than 70% of vouchers were redeemed, resulting in diners enjoying a range of culinary delights from The Parade.

Owner of the European Café, Gabriella Cavuoto, located on The Parade, said the Taste of The Parade vouchers were an excellent example of the Council helping local businesses, and helping to attract locals, visitors as well as tourists to the precinct.

The European Café experienced its most difficult financial period, in its 43-year history, as a result of density restrictions introduced by the State Government in late 2021. The third-generation business experienced an alarming 75% drop in income. Mrs Cavuoto described the experience as "daunting and very challenging."

"We just opened week-to-week. It was surreal looking at The Parade just completely empty without anyone there," she said.

To find out more about the European Café and how the Taste of The Parade vouchers helped this iconic business, see Page 141.

#### Spend to Win Christmas Competition

To help provide a boost to the pre-Christmas shopping period along The Parade, \$15,000 worth of prizes were on offer to the community for simply shopping on The Parade. To enter, a minimum of \$25 had to be spent at a participating business within The Parade precinct and an online entry had to be submitted.

Entrants were then in the running to win one of the following:

- \$5,000 to spend at businesses on The Parade; or
- \$5,000 holiday with the choice from a travel agency based on The Parade; or
- \$5,000 towards an e-bike from a bike shop located on The Parade.

In total 2,049 entries were received at an average of 62 entries per day and resulting in a direct expenditure of \$271,283.55 at different businesses within the precinct.



Fallow, St Peters Street

### Promoting our City's unique character

In February 2022, the City of Norwood Payneham & St Peters endorsed its inaugural Built Heritage Strategy.

A key element of the Strategy, which will be finalised early in 2022–2023, is to retain, enhance, and promote the unique character of the City.

To achieve this, the Council will work to enhance state-wide planning policies and facilitate appropriate development opportunities in historic areas to cater for the demographic make up of the City's future population and employment growth.

### Public Art Map

In order to attract local visitors as well as interstate and international tourists, the Council has developed a Public Art Walking Trail.

The Walking Trail features 26 unique, inspiring and culturally relevant art located throughout the City of Norwood Payneham & St Peters.

The latest art work to be included in the map, will be the Council's fourth Quadrennial Public Artwork, Seed Mix, by local artist Nicholas Uhlmann, following its unveiling in September 2022.

### Advertising

In 2021–2022, the Council invested significantly in advertising and promoting businesses across the City, including The Parade and Magill Road, two of its key business and economic precincts.

The Council's initiatives were promoted in leading publications such as CityMag, SALIFE, and South Australian Style just to name a few.

### Web and social media

The Council continued to publish articles on The Parade and Magill Road websites in the 2021–2022 financial year.

#### The Parade Social Media

17,244

Followers of The Parade Facebook account at 30 June 2022. Compared to 17,569 in 2020–2021

4,047

Followers of The Parade Instagram account at 30 June 2022. Compared to 3,818 in 2020–2021

#### Magill Road Social Media

7,615

Followers of Magill Rd Facebook account at 30 June 2022. Compared to 7,647 in 2020–2021

1,913

Followers of Magill Rd Instagram account at 30 June 2022. Compared to 1,897 in 2020–2021



## Objective 3.3

### Attract new enterprises and local employment opportunities to our City

✓ Foster emerging enterprises and industries.

✓ Support appropriate home-based businesses.

✓ Promote and support local food manufacturing.



#### Small Business Friendly Council

The Small Business Friendly Council (SBFC) initiative recognises the Council's work in supporting its small business community. The benefits of being small business friendly include:

- supporting the Council's local economy, including growth in small business and job opportunities;
- meeting the needs of ratepayers through the provision of local goods and services; and
- creating the right environment to establish and grow a business.

The Council signed the charter to be a member of the SBFC in November 2021. Since then the Council has continued to:

- implement activities which improve the operating environment for small business within the Council area;
- maintain a business advisory group to assist Council's understanding of the small business needs in its local area;
- implement a procurement policy which recognises and supports local small businesses; paying invoices within 30 days; and
- maintain a timely and cost-effective dispute resolution process to manage disputes.

As a member of the SBFC, the Council is required to submit an Annual Report highlighting all of its achievements in accordance with this initiative. This information assists the Office of the Small Business Commissioner to identify best practice examples that can be shared with other participating Councils.

#### Business Growth Workshops

The Council presented a series of Business Workshops throughout 2021–2022.

The six sessions focused on a broad range of topics including social media and marketing for business, workplace well-being and business planning.

2021–2022 Business Growth Workshop topics included:

- Workplace well-being
- Brand Journey
- Business Planning
- Improving your business model
- Leadership Thinking
- Social Media 101

A total of 69 people attended the workshops.

## Objective 3.4

### A leading centre for creative industries

- ✔ Create a business environment that is conducive to retaining and attracting creative industries to our City.
- ✔ Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.



*The Parade, Norwood*

#### Spendmapp data

Since September 2020, the Council has continued to utilise the financial reporting tool, Spendmapp, to analyse whether its marketing and promotional activities have had a positive impact on local traders.

By monitoring banking transaction data and taking into account cash transactions, Spendmapp delivered a comprehensive representation of the City's economy.

Data revealed that the events developed by the Council, in conjunction with the Norwood Parade Precinct Committee, including the Spring Shopping Day, had a direct and tangible impact on local businesses and traders with a 'spike' in expenditure.

The 2021–2022 data showed that consumer confidence and willingness to spend is continuing to recover well from yet another wave of COVID-19, as well as the global effects of war and inflation.

#### Smart Parking Pilot Project

The Council partnered with eSMART21, to undertake a Smart Parking Pilot Project in October 2021 for a two month period. One of the main aims of the trial was to understand how the Council can use the technology to monitor the ground floor of the Webbe Street Carpark to enforce parking time limit controls to improve turn-over rate of spaces, and increase convenience of finding a car park for visitors to The Parade and increase accessibility to businesses in the precinct.

Monitoring car parking bays electronically allows the Council to understand the occupancy rates for the car park, when the peak arrival and departure times are, and how many motorists meet or overstay parking control time limits.










James & Carolyn Schmidt, Heidelberg Cakes



## Objective 3.5

### A local economy supporting and supported by its community

-  Support opportunities for people to collaborate and interact in business precincts.
-  Retain accessible local shopping and services.
-  Encourage businesses to sponsor local community activities.
-  Support opportunities for the community to access locally produced food and beverage produce.
-  Encourage community support for and promote awareness of all businesses in our City.

### Mayor's Business Commendation Awards

The Mayor's Business Commendation Awards recognise small businesses that make a significant contribution to the City, and that have been operating in the City for a minimum of 10 years.

The four Award categories are:

- 10+ Years Bronze Commendation
- 25+ Years Silver Commendation
- 50+ Years Gold Commendation
- 3+ Generational Family Business Commendation

The Awards are based on a self-nomination process. The commendation certificates will be presented at the Council's end of year networking function.

The following businesses received an Award for:

#### 10+ years of trading

- Heidelberg Cakes
- Send a Gourmet Basket
- Leaver and Son Piano & Furniture Specialists
- Well2
- Granite Kitchen Makeovers

#### 25+ years of trading

- James Thredgold Jeweller
- DeConno & Blanco Insurance Brokers
- Ambrosini's Restaurant
- European Café
- Venture Corporate Recharge
- Natural Floors
- Calèche Bridal House

### Spring Shopping Day

Spring Shopping Day was an excellent collaboration between the Council, local businesses, creative industries and the community.

With live music at six locations along The Parade, the buzz was felt up and down Adelaide's premier main street, The Parade, Norwood on 16 October 2021.

Created by the Council, the event is designed to encourage visitation and expenditure within the Council area and mainly within The Parade Precinct.

There was also a donation station set up in Norwood Place where pre-loved clothing could be donated, with all collected items being distributed to op shops in the Council area.

Feedback from the local business community includes:

"The Spring Shopping Day was a success for Aqua Boutique. Shoppers loved the atmosphere created by buskers and of course the sale specials on the day. Chris, our busker, had many people listening and chatting to him during breaks." – Aqua Boutique

"Thanks to you and NPSP for coordinating the Spring Shopping Day. We had an 18% increase in revenue for a Saturday, both from a higher spend per sale as well as increased customer numbers. We also saw more engagement across our social media." – Tell Henry

"It was a successful day for us – seminar on Australian Tours was full and we feel we increased our presence in our new location with a table out front to chat all things travel. The Parade was busy and there were lots of people about." – Phil Hoffmann Travel



# Outcome 4 Environmental Sustainability

*A leader in environmental sustainability.*









## ***CityPlan 2030 Objectives***

- 4.1 Sustainable and efficient management of resources.
- 4.2 Sustainable streets and open spaces.
- 4.3 Thriving and healthy habitats for native flora and fauna.
- 4.4 Mitigating and adapting to the impacts of climate change.

## Objective 4.1

### Sustainable and efficient management of resources.

-  Make better use of water resources including the harvesting and re-use of stormwater.
-  Promote the use of sustainable, active and low emission transport modes.
-  Investigate and implement innovative waste reduction and education initiatives.
-  Improve the water quality in our City's watercourses.
-  Employ and promote energy efficiency initiatives and renewable energy resources.
-  Manage stormwater to reduce the risks of flooding.

### Waste Collection

Through East Waste, the Council provides a waste collection service to properties within the City. Since 2004, the Council has provided a three-bin model of kerbside waste collection to residential, commercial and other types of properties. In addition, the Council provides a kitchen organics service and hard waste collections to residential properties. The Council's provision of waste collection system provides options for maximum possible diversion of waste from landfill by recycling and composting finite and valuable resources.

|   | 21–22    | 20–21   | 19–20   |
|---|----------|---------|---------|
| Kerbside recycling waste diverted from landfill     | 3,449 t  | 3,530 t | 3,468 t |
| Kerbside green organic waste diverted from landfill | 5,062 t  | 4,931 t | 5,006 t |
| General waste collected                             | 6,958 t  | 7,223 t | 7,076 t |
| Hard waste collections                              | 500.38 t | 496 t   | 480 t   |

t = tonnes

The slight decrease seen in the volume of waste collected may be attributed to more people being back at work and not working from home.

Electronic waste collected during 2021–2022 was minimal as most people take advantage of free specialised drop off points at local hardware and specialty stores.

### Circular Procurement Pilot Project

As part of the Council's environmental leadership through an agreement with the Local Government Association of South Australia, staff prioritise and report on recycled-content products and materials when undertaking procurement.

This agreement aligns with the Council's *CityPlan 2030* target to ensure year-on-year increases in corporate purchases.

In 2021–2022, the Council made 140 purchases that had recycled-content products or materials.

**Table 1: Purchases Recorded by Use Category – July 2021 to June 2022**

| Category of Goods Purchased | Recycled Content Weight (tonnes) |
|-----------------------------|----------------------------------|
| Plastics                    | 299                              |
| Paper/Cardboard             | 5                                |
| Rubber/Tyres                | N/A                              |
| Rubble/Asphalt              | 9,738                            |
| <b>Total</b>                | <b>10,065</b>                    |



## Water Quality Improvement Measures

### Treenet Inlets

For the second year in a row, 10 tree inlets were installed.

Treenet Inlets assist in capturing stormwater flowing along the kerb and direct it to a sump buried in the verge. By capturing this stormwater, the Council is able to reduce the quantity of pollutants contained in stormwater from discharging to the River Torrens and the Gulf of St Vincent as well as providing water to street tree to improve their health.

### Second Creek Outlet GPT Upgrade

The Council continued to partner with Green Adelaide and the Federal Department of Agriculture, Water and the Environment to upgrade the Gross Pollutant Trap (GPT) located at the Second Creek outlet to the River Torrens.

The GPT is designed to capture gross pollutants such as leaves, bottles and other rubbish for mechanical removal, preventing them from entering the River Torrens. The Deed of Agreement for this project was signed in January 2021 and the project was finalised in April 2022.

### St Peters Street Streetscape

The Council has allocated \$4.45 million to undertake the St Peters Street Upgrade Project. The funding consists of \$1.27 million from the Federal Government's Local Road and Community Infrastructure Extension.

The St Peters Street Streetscape Project provides a unique opportunity to deliver measurable environmental benefits. This is achieved through the use of native plants in the verges and median islands, Water Sensitive Urban Design (WSUD) elements to provide passive irrigation to the landscaping and water quality improvements and new street tree planting.

The construction works commenced in March 2022 and are expected to be completed in December 2022.

## Waste and Recycling Education

On 1 September 2019, after receiving funding from Green Industries SA (GISA), the Council commissioned an initiative to promote the use and uptake of kitchen caddies.

In 2021–2022, the Council continued its free kitchen caddie initiative to households in the City.

The Council prepared a new Waste Management Policy which prioritises recycling and collection of organic waste for re-processing. Implementation of the new Waste Management Policy commenced, with engagement with the strata managers of multi-storey residential apartments and school sites.

The Council made a submission to the State Government's consultation on the future of Single Use Plastic In South Australia.

The Council made a submission on the Environment Protection Authority's Review of Container Deposit Scheme.

A review was undertaken on Shared Mobility Schemes and the Council resolved to support an extension to the permit agreements with the operators of E-scooters within the City.

The Council partnered with a number of other Councils, community groups and Government agencies by becoming a signatory to the National Park City Charter. In December 2021, Adelaide was successful in becoming the first Australian city to be awarded National Park City status.






The Council also promoted waste education at the St Peters Fair, Concerts in the Park and Movie at the Oval.

In 2021–2022, the Council continued its battery and unwanted mobile phone drop off and recycling initiative, resulting in the diversion of:

- 566 kilograms of batteries from landfill;
- 40 kilograms of mobile phones (including batteries and accessories) from landfill; and
- 45.72kgs of toner cartridges.

## Objective 4.2

### Sustainable streets and open spaces.

-  Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
-  Protect, enhance and expand public open space.
-  Establish a network of linked open spaces for wildlife habitat.
-  Protect, diversify and increase green cover.
-  Integrate green infrastructure into streetscapes and public spaces.



### Street and Footpath Cleaning Program

Our Street and Footpath Cleaning Program is designed to effectively manage the cleaning of tree-lined streets in a coordinated manner.

The Council provides a number of street cleaning programs throughout the year in an effort to keep our streets tidy and prevent waste from entering the storm water network.

The frequency of cleaning cycles is determined by seasonal and weather related factors.

#### Fast Facts

**186km** of roads are swept every 28 days throughout the City

**4,500 t** of waste is collected each year on average through the Street and Footpath Cleaning Programs  
*t = tonnes*

**2,972km** of footpaths are cleaned every year

### Street & Footpath Cleaning Program Tonnage 2021–2022

| Program                                   | Qty (tonnes)    |
|---|-----------------|
| Main Roads - Sweep Only                   | 113.44          |
| Main Roads - Sweep & Blow                 | 196.63          |
| Residential Streets - Sweep Only          | 270.19          |
| Residential Streets - Sweep & Blow Normal | 2800.88         |
| Residential Streets - West Side           | 897.19          |
| Traffic Management Devices                | 6.19            |
| Car Park Sweeping                         | 19.25           |
| The Parade & Webbe Street                 | 687.50          |
| <b>Total</b>                              | <b>4,991.25</b> |

### Street trees

#### Number of street trees planted

**523** New street trees planted 2021–2022



In comparison to 510 planted in 2020–2021 and 391 in 2019–2020.

## Objective 4.3

### Thriving and healthy habitats for native flora and fauna.



Identify and protect remnant vegetation and enhance habitat quality.



Revegetate designated areas with local native species.



Encourage appropriate biodiversity in privately owned open space.



Facilitate community participation in revegetation programs.



St Peters Billabong

### Working together to green the City

The Council and St Peters Rotary Club are demonstrating the power of collaboration when it comes to greening the City.

In 2021–2022, the Club and Council, worked together to offer funding grants to community groups, schools, other educational institutions and businesses to assist them to make a positive difference to the environment.

The St Peters Rotary Environmental Grants range from \$50 to \$1000 and will be offered for initiatives and ideas, including but not limited to:

- undertaking a planting day to increase canopy cover;
- providing environmental education to children;
- establishing a native garden to attract bees, birds or butterflies;
- conservation work; and
- waste and recycling systems.

The grant round will open after 1 July 2022.

### St Peters Billabong

Just three kilometres from South Australia's capital city, Adelaide, the St Peters Billabong is a thriving ecosystem and a popular place for families and friends to spend time with nature. The Billabong and its surrounding natural landscape have been carefully nurtured over many years by a group of professional and passionate Volunteers.

#### Friends of the St Peters Billabong

Volunteers participate in regular working bees and are mainly involved in re-vegetation work and offer practical, hands-on assistance including planting, weed eradication, watering and general site improvement according to the agreed management plan.

The Council continued to support the Friends of St Peters Billabong to undertake work to restore native habitat, increase biodiversity and improve the quality of water flowing into the River Torrens. Working bees are held at the St Peters Billabong on the third Sunday of the month.

To find out more about the Council's Volunteers see pages 118–123.



## Objective 4.4

### Mitigating and adapting to the impacts of a changing climate.

- ✔ Lead initiatives to reduce the City's ecological and carbon emissions.
- ✔ Support climate change adaptation and community education.
- ✔ Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.



#### Corporate Emissions Reduction Plan

The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions. The Council's previous *CityPlan 2030* target was to reduce the amount of corporate greenhouse gas emissions by 5% from 2264 tonnes in 2015–2016. This was achieved by transitioning the City's street lighting to LED technology.

The Council set a new target which is zero corporate carbon emissions by 2030. The ways in which the Council will achieve this target are set out in the Council's Corporate Emissions Reduction Plan. The Plan contains the Council's emissions profile, identifies a pathway that utilises a Quadruple Bottom Line Approach to ensure the Council can achieve outcomes that support social, economic, cultural and environmental sustainability.

Actions undertaken within 2021–2022 to reduce carbon emissions included lighting upgrades to both the St Peters Childcare Centre and Preschool and the Council Depot. The Council also continued its transition to a hybrid electric vehicle fleet, before transitioning to a fully electric vehicle fleet.

#### Zero Emissions Fleet Transition

In April 2021, the Council endorsed a Low Emissions Fleet Transition Paper. The purpose of the Paper is to provide strategic direction to transition to low emissions vehicles by 2030. The key recommendations include:

- transition all corporate passenger fleet vehicles to hybrid vehicles by 2023, with a small number of vehicles transitioned straight to full electric vehicle (EV) where there are no hybrid alternatives;
- transition all corporate passenger fleet vehicles to fully electric vehicles by 2026 as part of fleet replacement; and
- commence plant and maintenance vehicle transition to low and zero emission options from 2025 (as vehicle technology and availability increases).

# Measuring our Success

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The Council is committed to delivering *CityPlan 2030* through to 2030 and monitoring progress through regular reporting to our community through the Council's Annual Report. Additional reporting is also provided through the Council's Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: Macro, Council and Community.

- ▶ **Macro Targets** reflect the Council's commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within the full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for, and are not impacted by any reasonable external influences.
- ▶ **Community Perception Targets** are set that reflect the community's level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards.

It's important to note some targets cannot be fully achieved as they require a comparison to the previous year and data collected for the targets only commenced in 2021–2022.

## Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The use of active transport (cycling, walking and public transport) to school/work

| Measurement                 | Target                                | Baseline   | 2021–2022 Actual                    | 2021–2022 Result   |
|-----------------------------|---------------------------------------|------------|-------------------------------------|--------------------|
| Journey to work census data | 31% of trips made by active transport | 25% (2016) | Data unavailable until October 2022 | Result unavailable |

| Key Projects and Programs to Support Target Delivery                             | Status at June 2022 |
|--|---------------------|
| <b>Alternative Transport Trials Program</b>                                      |                     |
| E-Scooters and E-Bike Trial  | In Progress         |
| <b>City-Wide Cycling Infrastructure Projects</b>                                 |                     |
| St Morris Bikeway  | In progress         |
| William Street/Osmond Terrace Crossing Upgrade                                   | In progress         |
| William Street Roundabout Black Spot Mitigation                                  | In progress         |
| Nelson St/Henry Street Cyclist Crossing  | In progress         |
| Wayfinding signage Norwood-Magill Bikeway  | Completed           |
| Wayfinding signage Burnside Bikeway  | Completed           |
| Pedestrian refuge The Parade West, between Grenfell St & Capper Street           | In progress         |
| <b>Shared Path Infrastructure Upgrades</b>                                       |                     |
| River Torrens Linear Path (Royston Park to College Park) – lighting and widening | Completed           |
| <b>Traffic Calming Initiatives</b>   |                     |
| 40kmph Speed Limit (Norwood & Kent Town)   | In progress         |
| Emu Crossing - St Joseph's Payneham  | In progress         |
| Koala Crossing at St Joseph's Memorial Norwood                                   | Completed           |
| <b>Active Travel Awareness, Promotion, Education &amp; Measurement</b>           |                     |
| Cycle network and bus route promotion  | Ongoing             |
| Active travel promotion for events   | Ongoing             |
| Promote & participate in National active travel                                  | Ongoing             |
| Cyclist skills and maintenance workshops   | Ongoing             |
| Participate in Annual Commuter Bike Count  | Ongoing             |
| Include active transport question in Community Survey                            | Delayed             |
| Promote & participate in work/ride to School Events and Way2Go Program           | Ongoing             |
| <b>Advocacy Program</b>  |                     |
| Advocate for improved crossings on Main Roads                                    | Ongoing             |
| SA Road Safety Strategy Submission   | Completed           |



## Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The number of lifelong learning programs provided by the Council.

| Measurement                              | Target   | Baseline            | 2021–2022 Actual       | 2021–2022 Result |
|--|--|---------------------|------------------------|------------------|
| Session numbers collected by the Council | Year-on-year increase in the number of lifelong learning program sessions delivered by the Council | 335 sessions (2020) | 963 sessions delivered | Target achieved  |

| Key Projects and Programs to Support Target Delivery  | Status June 2022 |
|---|------------------|
| <b>Youth Programs (10-18 years)</b>   |                  |
| Skill based programs (New Vibes, CANVAS Youth Art, work experience, school holiday programs)    | Delivered        |
| Recreational activities (Friday Nights at the Pool, Wheel Park)                                 | Delivered        |
| <b>Library and Community Centre (Lifelong Learning) Activities</b>                              |                  |
| Adult recreational activities (Movies at the Library, Knit & Stitch Group, Book Club)           | Ongoing          |
| Adult Skill based programs (Gardening, Self Help, Digital Literacy Support, Author Events)      | Ongoing          |
| Child & Youth Program (Baby Bounce, Storytime, Book Week, School Holiday activities, Lego Club) | Ongoing          |
| <b>Active Ageing Programs</b>   |                  |
| Adult recreational activities (Come & Try)  | Ongoing          |
| Zest for Life Festival  | Delivered        |

► **Metric:** The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.

| Measurement   | Target  | Baseline                     | 2021–2022 Actual     | 2021–2022 Result |
|---|---|------------------------------|----------------------|------------------|
| Infrastructure improvements recorded by the Council | A minimum of one prioritised street improvement each year that encourages active travel | Minimum 1 street improvement | 2 projects completed | Target achieved  |

| Key Projects and Programs to Support Target Delivery           | Status June 2022 |
|--|------------------|
| <b>Streetscape Upgrades</b>                                    |                  |
| College Road, Kent Town  | Completed        |
| The Parade West, Kent Town                                     | Completed        |
| Nino Solari Beulah Road/Osmond Terrace, Norwood Median Upgrade | Completed        |

► **Metric:** The level of community satisfaction with safety during the day and night.

| Measurement                                 | Target   | Baseline    | 2021-2022 Actual            | 2021-2022 Result    |
|---|--|-------------|-----------------------------|---------------------|
| Community Survey undertaken every two years | Achieve a <b>resident</b> perception rating higher than the average of the previous four Council Community Surveys | > 4.7 day   | 4.6 day                     | Target not achieved |
|   |  | > 4.1 night | 4.0 night<br>(0.1 decrease) | Target not achieved |
|   | Achieve a <b>business</b> perception rating higher than the average of the previous four Council Community Surveys | > 4.4 day   | 4.5 day                     | Target achieved     |
|   |  | > 3.7 night | 3.9 night                   | Target achieved     |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| Community Survey                                     |                  |
| 2021 Community Survey                                | Delivered        |

► **Metric:** The level of community satisfaction with the access to services and facilities.

| Measurement                                 | Target   | Baseline | 2021-2022 Actual | 2021-2022 Result |
|---|--|----------|------------------|------------------|
| Community Survey undertaken every two years | Achieve a <b>resident</b> perception rating higher than the average of the previous four Council Community Surveys | > 4.1    | 4.2              | Target achieved  |
|   |  |          |                  |                  |
|   | Achieve a <b>business</b> perception rating higher than the average of the previous four Council Community Surveys | > 3.75   | 4.0              | Target achieved  |
|   |  |          |                  |                  |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| Community Survey                                     |                  |
| 2021 Community Survey                                | Delivered        |
| SA Road Safety Strategy Submission                   | Completed        |

## Outcome 2 Cultural Vitality

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

► **Metric:** Council support for initiatives and events that support cultural diversity

| Measurement                                       | Target   | Baseline                      | 2021–2022 Actual              | 2021–2022 Result |
|---|--|-------------------------------|-------------------------------|------------------|
| The number of promotions delivered by the Council | Promote four cultural events each year which celebrate our City's cultural diversity (eg NAIDOC Week, Harmony Day)<br>Aligns with Arts & Culture Plan South Australia 2019–2024. | Four cultural events promoted | Four cultural events promoted | Target achieved  |

| Key Projects and Programs to Support Target Delivery                   | Status June 2022 |
|--|------------------|
| <b>Cultural Diversity Celebration Program</b>                          |                  |
| Annual Citizenship Ceremonies and Australia Day Celebrations (January) | Delivered        |
| Annual Chinese New Year Promotions (February)                          | Delivered        |
| Annual SA History Month Festival (May)                                 | Delivered        |
| Annual NAIDOC Week Promotion (July)                                    | Delivered        |

► **Metric:** The number of community events held.

| Measurement                                   | Target  | Baseline                                | 2021–2022 Actual             | 2021–2022 Result |
|---|---|---|------------------------------|------------------|
| The number of events delivered by the Council | Hold a minimum of six major community events per year | A minimum of six major events delivered | Seven major events delivered | Target achieved  |

| Key Projects and Programs to Support Target Delivery                    | Status June 2022 |
|---|------------------|
| <b>Major Community Events Program</b>                                   |                  |
| Tour Down Under Stage Start Event (January) (Cancelled due to COVID-19) | Cancelled        |
| Jazz in the Park (February)   | Delivered        |
| Melodies in the Park (March)  | Delivered        |
| Symphony in the Park (April)  | Delivered        |
| St Peters Fair (April)  | Delivered        |
| Zest for Life Festival (October)  | Delivered        |
| Norwood Christmas Pageant (November) (Cancelled due to COVID-19)        | Cancelled        |
| Twilight Carols (December)  | Delivered        |
| Movie on the Oval (December)  | Delivered        |



► **Metric:** Designs or upgrades undertaken to community spaces.

| Measurement                                     | Target   | Baseline                                 | 2021–2022 Actual                     | 2021–2022 Result |
|---|--|--|--------------------------------------|------------------|
| The number of projects delivered by the Council | Undertake the design or upgrade of at least one public space per annum | At least one design or upgrade delivered | Six designs and upgrades in progress | Target achieved  |

| Key Projects and Programs to Support Target Delivery                                  | Status June 2022 |
|---|------------------|
| <b>Public Space Upgrades</b>  |                  |
| Burchell Reserve, St Peters – Stage 1 - Masterplan                                    | Completed        |
| Burchell Reserve, St Peters – Stage 2 – Detail Design                                 | Completed        |
| Burchell Reserve, St Peters – Stage 3 - Construction                                  | Scheduled        |
| Hannaford Reserve, St Peters – Stage 1 - Masterplan                                   | Deferred         |
| Dunstan Adventure Playground, St Peters – Stage 1 - Masterplan                        | Completed        |
| Dunstan Adventure Playground, St Peters – Stage 2 – Detail Design                     | Completed        |
| Dunstan Adventure Playground, St Peters – Stage 3 - Construction                      | Scheduled        |
| Borthwick Park, Kensington Creek Improvements – Stage 2 – Design                      | Completed        |
| Borthwick Park, Kensington Creek Improvements – Stage 3 - Construction                | Completed        |
| The Parade & George Street, Norwood (George Street Upgrade) – Stage 2 – Detail Design | In Progress      |
| Payneham Memorial Swimming Centre Redevelopment – Stage 2 – Detail Design             | In progress      |

► **Metric:** The level of community satisfaction with the nature of new development within the Council area.

| Measurement  | Target   | Baseline  | 2021–2022 Actual                               | 2021–2022 Result |
|--|--|---|--|------------------|
| Community Survey undertaken by the Council every two years | Achieve a resident and business perception rating higher than the average from the previous four Council Community Surveys | Resident rating > 3.2<br>Business rating > 3.45 | Resident rating > 3.3<br>Business rating > 3.6 | Target achieved  |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| <b>Community Survey</b>                              |                  |
| 2021 Community Survey                                | Delivered        |

► **Metric:** The level of community satisfaction with cultural heritage programs provided by the Council.

| Measurement  | Target   | Baseline | 2021–2022 Actual | 2021–2022 Result |
|--|--|----------|------------------|------------------|
| Community Survey undertaken by the Council every two years | Achieve a <b>resident</b> perception rating higher than the average from the previous four Council Community Surveys | > 3.8    | 3.9              | Target achieved  |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| <b>Community Survey</b>                              |                  |
| 2021 Community Survey                                | Delivered        |

## Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

► **Metric:** The number of jobs in the City.

| Measurement  | Target  | Baseline            | 2021–2022 Actual                              | 2021–2022 Result    |
|--|---|---------------------|---|---------------------|
| Australian Bureau of Statistics and Australian Business Register | Number of people employed in the City has returned to pre-Covid levels (24,367 February 2020) | 23,826 (April 2020) | Census results unavailable until October 2022 | Results unavailable |
| Key Projects and Programs to Support Target Delivery             |   |                     |   | Status June 2022    |
| Business/Investment Attraction Program                           |   |                     |   |                     |
| Business and Investment Prospectus                               |   |                     |   | Scheduled           |

► **Metric:** The number of Council training and networking opportunities held by the Council.

| Measurement   | Target   | Baseline   | 2021–2022 Actual       | 2021–2022 Result |
|---|--|------------|------------------------|------------------|
| Registration numbers recorded by the Council          | A minimum of six training/networking events held per annum | Six (2020) | Eight events delivered | Target achieved  |
| Key Projects and Programs to Support Target Delivery  |  |            |                        | Status June 2022 |
| Business Education Program                            |  |            |                        |                  |
| Business Workshop – Workplace Wellbeing               |  |            |                        | Delivered        |
| Business Workshop – Grand Journey (online delivery)   |  |            |                        | Delivered        |
| Business Workshop – Business Planning                 |  |            |                        | Delivered        |
| Business Workshop – Business Models (online delivery) |  |            |                        | Delivered        |
| Business Workshop – Leadership Thinking               |  |            |                        | Delivered        |
| Business Workshop – Social Media                      |  |            |                        | Delivered        |
| Business Networking Program                           |  |            |                        |                  |
| Mid-Year Business Networking Event                    |  |            |                        | Delivered        |
| End-of-year Business Networking Event                 |  |            |                        | Delivered        |

► **Metric:** The number of promotional initiatives undertaken by the Council.

| Measurement                         | Target   | Baseline   | 2021–2022 Actual             | 2021–2022 Result |
|-------------------------------------|--|------------|------------------------------|------------------|
| Initiatives recorded by the Council | Year-on-year increase in the number of business promotional initiatives held | Six (2020) | Eleven initiatives delivered | Target achieved  |

| Key Projects and Programs to Support Target Delivery         | Status June 2022 |
|--|------------------|
| Business Promotion Program                                   |                  |
| Eastside Design for Living Publication                       | Completed        |
| Eastside Happy Hour Series (9 separate events)               | Completed        |
| Eastside Business Awards                                     | Completed        |
| Mayor's Business Commendation Award                          | Completed        |
| Raising the Bar Event  | Completed        |
| Book a Holiday Win a Holiday (COVID-19 initiative)           | Completed        |
| Food Secrets & Eastside Wine & Ale Trail Tours (run monthly) | Completed        |
| Spring Shopping Day  | Completed        |
| Spend to Win \$15,000 on the Parade (COVID-19 Initiative)    | Completed        |
| Win a Fiat on The Parade                                     | Completed        |
| Taste of the Parade hospitality vouchers                     | Completed        |

► **Metric:** The level of community satisfaction with the Council's performance in attracting and supporting businesses.

| Measurement  | Target  | Baseline               | 2021–2022 Actual      | 2021–2022 Result |
|--|---|------------------------|-----------------------|------------------|
| Community Survey undertaken by the Council every two years | Achieve a resident and business rating higher than the average from the previous four Council Community Surveys | Resident rating > 3.65 | resident rating > 3.7 | Target achieved  |
|  |   | Business rating > 3.0  | Business rating > 3.3 | Target achieved  |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| Community Survey                                     |                  |
| 2021 Community Survey                                | Delivered        |

► **Metric:** The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.

| Measurement  | Target  | Baseline               | 2021–2022 Actual                  | 2021–2022 Result    |
|--|---|------------------------|-----------------------------------|---------------------|
| Community Survey undertaken by the Council every two years | Achieve a resident and business rating higher than the average from the previous four Council Community Surveys | Resident rating > 4.2  | Resident rating > 4.2 (No change) | Target not achieved |
|  |   | Business rating > 3.65 | Business rating > 3.8             | Target achieved     |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| Community Survey                                     |                  |
| 2021 Community Survey                                | Delivered        |



## Outcome 4 Environmental Sustainability

A leader in environmental sustainability

► **Metric:** Total green cover (includes private and public land).

| Measurement   | Target  | Baseline                                      | 2021–2022 Actual      | 2021–2022 Result |
|---|---|---|-----------------------|------------------|
| Record the number of new trees planted by the Council (LiDAR Analysis – Mapping Data) | Plant a minimum of 500 new trees per year in streets and/or public spaces | Minimum of 500 new trees (Baseline 2021–2022) | 708 new trees planted | Target achieved  |

| Key Projects and Programs to Support Target Delivery                       | Status June 2022 |
|--|------------------|
| <b>New Trees via the Annual Street Tree Planting Program</b>               |                  |
| New tree plantings across the Council's 21 suburbs                         | Completed        |
| <b>New Trees via the Streetscape, Parks &amp; Reserves Upgrade Program</b> |                  |
| The Parade West, Kent Town   | Completed        |
| College Road, Kent Town  | Completed        |
| Buttery Reserve  | Completed        |

► **Metric:** Corporate carbon emissions.

| Measurement                                     | Target                        | Baseline                                      | 2021–2022 Actual | 2021–2022 Result |
|---|-------------------------------|---|------------------|------------------|
| Carbon emissions recorded with the Trellis tool | Zero carbon emissions by 2030 | 1,890tCo <sub>2</sub> -e (Baseline 2017–2018) | Awaiting figures |                  |

| Key Projects and Programs to Support Target Delivery      | Status June 2022 |
|---|------------------|
| <b>Corporate Carbon Emissions Reduction Plan</b>          |                  |
| Solar and Battery Feasibility Study                       | Completed        |
| Solar PV Specifications for 4 Council buildings           | Completed        |
| Solar PV & Battery storage installed at Norwood Town Hall | Completed        |
| Low Emissions Fleet Transition                            | In progress      |
| Installation of Electric Vehicle Chargers                 | In progress      |
| 100% Renewal Electricity Procurement                      | In progress      |
| Energy Efficiency audits and initiatives                  | Ongoing          |

► **Metric:** The weight (tonnes) of recycled content purchased by the Council.

| Measurement                                 | Target  | Baseline  | 2021–2022 Actual | 2021–2022 Result |
|---|---|---|------------------|------------------|
| Council circular procurement reporting tool | Year-on-year increase in corporate purchases of products or materials that contain recycled content | > 72.72 tonnes<br>(Baseline 72.72 t, June 2020) | Awaiting figures |                  |

| Key Projects and Programs to Support Target Delivery                | Status June 2022 |
|---|------------------|
| <b>Corporate Training</b>   |                  |
| Regular reminders for staff to purchase and report recycled content | Ongoing          |
| <b>Corporate Reporting</b>  |                  |
| Quarterly reporting to LGA using Trellis                            | Ongoing          |

► **Metric:** The level of community satisfaction with the Council's response to climate change.

| Measurement  | Target  | Baseline   | 2021–2022 Actual                               | 2021–2022 Result                       |
|--|---|--|--|--|
| Community Survey undertaken by the Council every two years | Achieve a resident and business rating higher than the average from the previous four Council Community Surveys | Resident rating > 3.0<br>Business rating First time measured | Resident rating > 3.3<br>Business rating > 3.4 | Target achieved<br>First time measured |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| <b>Community Survey</b>                              |                  |
| 2021 Community Survey                                | Delivered        |

► **Metric:** The level of community satisfaction with the Council's management and use of water.

| Measurement  | Target  | Baseline   | 2021–2022 Actual                               | 2021–2022 Result                       |
|--|---|--|--|--|
| Community Survey undertaken by the Council every two years | Achieve a resident and business rating higher than the average from the previous four Council Community Surveys | Resident rating > 3.5<br>Business rating First time measured | Resident rating > 3.7<br>Business rating > 3.7 | Target achieved<br>First time measured |

| Key Projects and Programs to Support Target Delivery | Status June 2022 |
|--|------------------|
| <b>Community Survey</b>                              |                  |
| 2021 Community Survey                                | Delivered        |

# Regulatory Functions

The Council performs a number of Regulatory Functions to ensure compliance with various legislation.

## Animal Management

The Regulatory Services Unit undertakes investigations, follow up and enforcement action in relation to complaints regarding dog attacks, dogs barking and other animal management matters associated with the administration of the *Dog & Cat Management Act 1995* and the Council's Dog and Cat Management Plan.

In addition, the Unit assists with the education and promotion of good animal management in accordance with the Council's Dog and Cat Management Plan.

**40** expiations were issued during 2021–2022 for:

- 21 dogs wandering at large;
- 9 unregistered dogs;
- 9 dog attacks; and
- 1 caution issued for dog attack.

## Development Compliance

The Planning Services Compliance Unit undertakes investigations, follow up and enforcement action, associated with complaints regarding unauthorised development and development which is undertaken contrary to relevant approvals, as well as local nuisance matters such as noise, dust, odour and unsightly properties.

The Building Services Unit undertakes assessments of Development Applications against the Building Rules and inspections of development at various stages of construction to ensure that works are undertaken in accordance with the relevant structural details. In addition, the Building Services Unit manages a range of permits associated with building sites, including those required for driveway crossovers, electrical connections and closure of footpaths during construction.

## Fire Prevention

In accordance with Section 105F (1) of the *Fire & Emergency Services Act 2005* (the Act), property owners are required to maintain their properties in a manner which will mitigate against the outbreak and spreading of fire, which includes the following:

- ensuring that undergrowth and grasses are cut below 100mm in height;
- removing any dead trees, branches, leaves, wood piles and undergrowth from and around homes and properties;
- pruning any branches and/or tree limbs; and
- cleaning gutters and roof of any debris that may be deemed flammable.

Each year, prior to the designated fire danger season, the Council sends letters to applicable property owners reminding them of these requirements and their obligations under the Act.

During 2021–2022, 208 property owners were advised of their obligations under the Act.

**257** development related complaints were investigated

**100** compliance inspections of recently completed developments

**410** building inspections

**113** local nuisance complaints were investigated





Compliance Officer, Regulatory Services

## Parking Permits

### Residential Parking Permits

Residential Parking Permits are issued to residents of the City, in order to exempt them from parking controls which apply directly adjacent to their properties.

To be eligible to receive a Resident Permit, an applicant must meet the following criteria:

- be a resident of the City;
- have an applicable vehicle(s), which is not a truck, trailer, caravan, boat, bus or motorcycle;
- not have off-street parking or the number of vehicles which are garaged at the property cannot be accommodated off-street;
- produce evidence of ownership of the vehicle(s); and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

### Visitor Permits

Visitor Permits are issued to residents of the City to enable their visitors, or trades persons to allow them to park their vehicles for longer than the permitted time in areas in which time-limit apply or in areas that indicate Resident only parking adjacent to their properties.

To be eligible to receive a Visitor Permit, an applicant must meet the following criteria:

- be a resident of the City;
- not have off-street parking; and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

**527** properties  
were issued  
1012 permits

488 Residential permits  
524 Visitor permits

## Management of Parking

The Council has implemented a number of time-limited on street parking controls throughout the City to:

- provide a fair and equitable process in assessing and meeting the parking needs of all road users within the City; and
- optimise the use of available on-street parking in a manner that best meets all needs and complements the role of available off-street parking provisions.

The role of the Council's Compliance Officers, is to ensure that parking is available in a safe, convenient and appropriate manner which supports the primary land use activities across the City.

**10,668**

Parking  
expiations issued

**816**

Parking expiations  
withdrawn

## Other Regulatory Functions

The Regulatory Services Unit is also responsible for ensuring legislative compliance with the relevant components of the Council's By-Laws, *Expiation of Offences Act 1996*, *Private Parking Areas Act 1986*, *Road Traffic Act 1961*, *Local Government Act 1999* and *Local Nuisance & Litter Control Act 2016*, and undertaking investigations as required and in accordance with the relevant legislation.

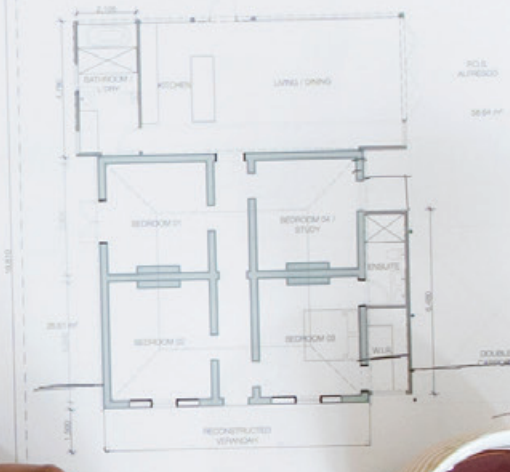
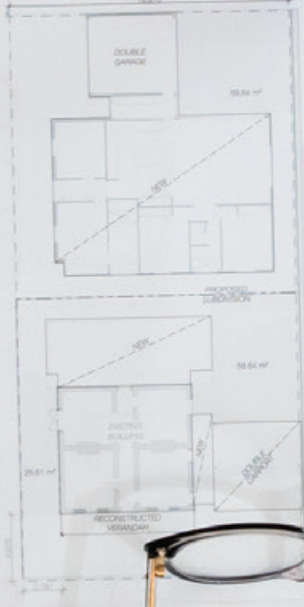


A hand holding a green pen, positioned over the architectural blueprints.

A hand holding a pair of black-rimmed glasses, positioned over the architectural blueprints.

CASIO  
FUNCTIONAL PROGRAMMABLE  
8:362  
A Casio calculator with a green display and a numeric keypad.

DEMOLITION PLAN 1:100





# Corporate Reporting

Corporate reporting demonstrates the organisation's compliance with legislative requirements and its ability to manage its governance responsibilities effectively.

|  |     |
|--|-----|
| Strategies and Plans                   | 214 |
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# Strategies & Plans

## Access & Inclusion Strategy



The objective of the Council's Access & Inclusion Strategy, A City for All 2018–2022, is to improve opportunities for inclusion and better accessibility for residents of all ages, abilities and backgrounds.

This is achieved by engaging with people with disability, their families and carers to develop and implement innovative services, practices and/or policies that provide greater and enhanced opportunities.

The Access & Inclusion Strategy – A City for All Citizens 2018–2022, recognises the importance of family, community, culture and the ability to age in place from birth to 100+ years.

The purpose of the Strategy is to improve opportunities for inclusion and better accessibility through the City, for citizens of all ages, abilities and backgrounds so that they can live safe, healthy and connected lives within an inclusive community.

The Strategy also responds to the Council's obligations under the *Commonwealth Disability Discrimination Act (1993)*, *South Australian Disability Inclusion Act (2018)*, the State Disability Access and Inclusion Plan Inclusive SA and the United Nations Convention on the Rights of Persons with Disabilities.

The development of the Strategy included consultation with Elected Members, the community and staff through workshops and surveys. A detailed Action Plan supports the implementation of the Strategy.

### During 2021–2022 the Council:

- continued to recruit members for the Access & Inclusion Engagement Register;
- Volunteers developed A Working with Disability brochure. The brochure provides guidance on working with people living with disability. The brochure has been provided to all Volunteers and is now included in the Volunteers Induction Pack;
- hearing loops were installed in all Council owned buildings where business is transacted. The hearing loops will improve communications between staff and citizens required to wear hearing aids;
- continued to deliver accessible and inclusive services through the Council's Libraries, St Peters Early Learning Centre & Preschool and community services;
- continued to provide and maintain library collections, equipment and facilities which are accessible to citizens of all ages, abilities, cultures and background;
- continued to upgrade bus shelters and public toilets to ensure that they are accessible; and
- continued with the ongoing work of replacing 9,640m of footpath, installing 80 mobility ramps and 1487 tactile indicators.

### The Council's Access & Inclusion Engagement Register

The Council's Access & Inclusion Register is an essential tool in ensuring that any developments, new projects, services programs and policies are inclusive and accessible.

If, for example, a reserve or building is being upgraded, registry participants may be asked to comment on whether there are any potential access or inclusion issues.

In order to be eligible for membership to the Register, people need to be over 15 years of age, live, work or study in the City of Norwood Payneham & St Peters and either:

- be living with disability;
- have an interest in Access & Inclusion;
- be a carer or a family member; and
- a representative from a service provider who delivers services to citizens living with disability.

The Register has 11 members, all of which are either carers or people with disability. All members of the Register have a keen interest in contributing to the community. Participation in the Register is voluntary.

## Age Friendly Wayfinding Strategy



The Council's Age Friendly Wayfinding Strategy aims to provide an age-friendly, inclusive and pedestrian focused environment that encourages positive ageing in place.

The Strategy provides a framework for the creation of accessible walking routes throughout the City.

The framework takes a holistic and person-centred approach, which includes the design of accessible signage and considers safety and accessibility requirements to increase pedestrian confidence and assist people of diverse abilities to walk around the City.

In 2021, the Council set out to create and trial an accessible route in the City. A number of routes were explored throughout the City for the purpose of trialling age friendly wayfinding signage. A route along Linear Park (from Felixstow to Marden) was initially considered as a potential site for the signage.

However due to accessibility issues such as the steep incline of some sections, this path was not selected for the project.

A route starting from Linear Park (St Peters Street) through to The Parade, Norwood has been mapped.

The project has been put on hold until the works to St Peters Street have been completed and will proceed to the design and installation of signage during 2022–2023.

## Community Land Management Plans

The Council owns a variety of parks and reserves, sporting facilities and community facilities throughout the City. These assets are classified as Community Land, pursuant to Section 193 of the *Local Government Act 1999 (the Act)*.

Almost all land which is owned by the Council, except roads, is classified as community land under Section 193 of the Act.

In accordance with the Act, all Councils are required to prepare and adopt Community Land Management Plans and a Community Land Register for all community land located within their Council area.

The Council has adopted four Community Land Management Plans for each of the key categories of community land in the City:

- Parks & Reserves;
- Sporting Facilities;
- Civic & Community Facilities; and
- Operational & Other Community Land.

These Management Plans set out the purpose of the land and the Council's objective, strategies and performance targets for management of the land. Provisions regarding leasing and licensing and proposed redevelopments and upgrades of community land are also included.

The Council's Community Land Management Plans were adopted on 1 June 2020 and will be reviewed every three years or otherwise as required.

**The Council has more than 100 parcels of Community Land, including:**

**72** parks and reserves

**10** sporting facilities

**11** civic and community facilities

**26** parcels of operational and other community land

## Corporate Emissions Reduction Plan



The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions.

The Council's previous *CityPlan 2030* target was to reduce the amount of corporate greenhouse gas emissions by 5% from 2264 tonnes in 2015–2016. This was achieved by transitioning the City's street lighting to LED technology.

In 2020–2021, and as part of the Mid-term review of *CityPlan2030*, the Council set a new target which is zero corporate carbon emissions by 2030.

The ways in which the Council will achieve this target are set out in our Corporate Emissions Reduction Plan, which was endorsed by Council in June 2021.

The Plan analyses the Council's emissions profile, identifies a pathway that utilises a Quadruple Bottom Line Approach to ensure the Council can achieve outcomes that support social, economic, cultural and environmental sustainability.

## Dog & Cat Management Plan



The Council's 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the *Dog and Cat Management Act 1995* over the five-year life of the Plan.

### Key objectives of the plan

A key focus of the Plan is implementation of an education campaign to ensure community understanding of the new State Government legislative requirements relating to microchipping and desexing of dogs and cats and to promote responsible pet ownership.

On 1 July 2018, new legislative requirements were introduced requiring all dogs and cats to be microchipped and all new generations of dogs and cats born after 1 July 2018 to be desexed by the age of six months.

### Education and new legislative requirements

- educate the community in the broad range of responsible dog and cat ownership requirements;
- focus on educating the community on the new statewide legislative requirements applying to dogs and cats under the Act from 1 July 2018; and
- educate residents about the mandatory microchipping and desexing requirements.



### Dog and cat management

- minimise the risk of dog attacks to the community;
- reduce the impact of barking dogs;
- reduce the number of dogs wandering at large in the community and entering shelter;
- educate the community on the requirements applying to dogs in Council parks and reserves; and
- promote responsible cat ownership and educate the community on cat management strategies.

### In Progress

The following projects are currently in progress and will be delivered during 2022–2023:

- Hannaford Reserve Master Plan incorporating a dedicated dog park;
- audit of existing signage in key reserves and off-leash areas and development of new permanent informational dog signage;
- investigations into a temporary holding facility for dogs within the City;
- developing partnerships with local vets to support the Council's education campaign; and
- delivering a discounted microchipping for dogs and cats.

## Economic Development Strategy



There are more than 7800 businesses creating more than 24,300 jobs in our City. The Council's Economic Development Strategy 2021–2026 outlines our strategic direction for economic development over the next five years, in order to strengthen and grow the City's local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The Economic Development Strategy sets out the Vision for the economy of the City and the Outcomes, Objectives, Strategies and Actions to achieve the Vision.

As an overarching document, its role is to guide economic development within our City, identify the priority areas over the next five years and articulate the Council's role in supporting business and economic development.

In its first year, the Strategy delivered 40 initiatives, which have all played a key role in helping the local economy during the pandemic.

A review of the first-year actions revealed the following positive data:

- the vacancy rate within The Parade Precinct dropped from 10.5% in 2020 to 5.16% in 2021;
- employment in the City grew from 24,367 jobs to 24,594 jobs over the same period; and
- a diverse range of initiatives, competitions, networking events and business support from the Council received high engagement from local businesses, resulting in a boost to the local economy.

# Infrastructure and Asset Management Strategies

The City of Norwood Payneham & St Peters is dedicated to providing the highest quality services for the well-being of its citizens and visitors.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets is at the forefront of this commitment and is made possible through the implementation of its unique and robust 'Whole-of-Life' Asset Renewal Model and delivery of its various annual Capital Works Programs. This is indeed one of the cornerstones of the Council's overall approach and strategy to ensure its long-term financial sustainability and prudent management of the City's infrastructure.

The 'Whole-of-Life' Asset Renewal Model and required service levels to drive its various annual Capital Works Programs, are set out in the Council's Infrastructure and Asset Management Plans.

A summary of each of the Council's four Plans is set out below:

- The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives;
- The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan also incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives;
- The Community Buildings Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of various building components to ensure they continue to be fit for purpose and to meet the community's expectations. The Plan also outlines

the Council's financial implications and projected capital expenditure to achieve its objectives; and

- The Recreation & Open Space Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its playgrounds, tennis courts, irrigation and recreation assets. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets to ensure they continue to be fit for purpose and meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.

## Smart City Plan



The Council's Smart City Plan sets the long-term vision, direction and objectives for our future as a smart city.

The plan includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community.

Smart cities make use of digital technology to improve collaboration, efficiency, sustainability and economic development.

In 2021–2022, as part of its Smart City Plan commitments, the Council:

- implemented Australia's first Smart School Crossing, enhancing safety for students and enabling the remote capture of vehicle volume and speed data, adjacent St Josephs Memorial School, Norwood;
- developed the Council's Tree Strategy using Heat Mapping and Aerial Thermal Sensing to determine policy outcomes such as hot spot areas, where trees should be planted;
- transitioned the majority of its fleet of passenger vehicles to hybrid electric vehicles. It is expected the Council's

entire corporate and operational fleet will transition to zero emission vehicles by 2030;

- partnered with eSMART21, to undertake a Smart Parking Pilot Project in the Council owned Webbe Street, Norwood car park;
- captured tree canopy coverage using LiDAR technology, which is vital to ensure the Council is climate change ready;
- undertook a variety of energy actions such as installing solar panels and battery storage at Council facilities;
- continued to install smart irrigation systems in our parks and reserves;
- expanded free Wi-fi in the Norwood Town Hall Complex;
- engaged Jolt Charge and Evie Networks to install electric vehicle charging stations;
- extended a trial of e-Scooters across the City to facilitate diverse, accessible transportation options and assist in reducing motor vehicle congestion; and
- gained membership to the Smart Cities Council, Australia & New Zealand.

## Tree Strategy 2022–2027

In May 2022, the Council adopted its inaugural Tree Strategy which will serve as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years. While its primary focus is on street trees, the 2022–2027 Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land. The overarching vision of the Strategy is to create a greener, cooler and more liveable City to enhance Community Well-being. The Strategy has been developed in the context of other strategic documents and targets set by both the Council and the State Government, which have been summarised into three strategic objectives:

- Adapting to climate change and mitigating against urban heat;
- Ensuring species diversity to support sustainability and biodiversity and;
- Delivering clean, safe and beautiful streets and footpaths to support active lifestyles and Community Well-being.

To read more about the Tree Strategy see page 132.

## Youth Development Strategy 2022–2025



The Youth Development Strategy is a three-year plan which outlines four objectives for youth development and engagement, which are:

- Young people are connected, included and welcome in the life of the community;
- Young people are active and healthy;
- Young people have resilient futures; and
- Young people are visible and heard.

These objectives were informed following consultation with young people who live, work and play in the City of Norwood Payneham & St Peters.

They align with the State Government's Strong Futures: SA Youth Action Plan and are integral to achieving the goals of *CityPlan 2030: Shaping our Future*.

The City of Norwood Payneham & St Peters is committed to providing opportunities for young people to be visible, valued and involved in the community.

The Council values the contribution young people make to shape the future direction of our community and in order to prepare the Strategy, consultation was undertaken with a range of youth who live, work and play in the City of Norwood Payneham & St Peters.

To read more about engaging with our youth and activities that have taken place in 2021–2022, see pages 113 and 131.



# Policies, Codes and Registers

## Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council. Policies can be a requirement under statutory legislation. For example, the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by Councils.

In accordance with the *Local Government Act 1999*, the City of Norwood Payneham & St Peters has adopted the following statutory policies:

- Code of Practice – Access to Meetings & Documents (Section 92 of the *Local Government Act 1999*)
- Contracts & Tenders Policy (Section 49 of the *Local Government Act 1999*)
- Community Consultation Policy (Section 50 of the *Local Government Act 1999*)
- Code of Conduct for Council Members – Complaint Handling Procedure (Part 2 of the *Code of Conduct for Council Members*)
- Elected Member Training & Development Policy (Section 80A of the *Local Government Act 1999*)
- Informal Gatherings Policy (Section 90 of the *Local Government Act 1999*)
- Internal Control Policies (Section 125 of the *Local Government Act 1999*)
- Local Government Elections Caretaker Policy (Section 91A of the *Local Government (Elections) Act 1999*)
- Naming of Roads and Public Places (Section 219 of the *Local Government Act 1999*)
- Order Making Policy (Section 259 of the *Local Government Act 1999*)
- Rating Policy (Section 171 of the *Local Government Act 1999*)
- Review of Decisions Procedure (Section 270 of the *Local Government Act 1999*)

In addition to these policies which are required by legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance and consistency to both the organisation and the community.

| Finance   |
|---|
| Accounting for Assets & Liabilities             |
| Asset Impairment                                |
| Asset Revaluation                               |
| Assets Capitalisation and Depreciation          |
| Bad Debt Write-Off                              |
| Bank Accounts                                   |
| Budget  |
| Budget Review                                   |
| Credit  |
| Credit Cards                                    |
| Electronic Communication Devices                |
| Expenditure                                     |
| Fees & Charges                                  |
| Financial Hardship                              |
| Financial Hardship – COVID-19                   |
| Fringe Benefits Tax                             |
| Funding   |
| Goods & Services Tax                            |
| Payments  |
| Petty Cash                                      |
| Prudential Management                           |
| Rate Rebates on Council Land Leased or Licenced |
| Salaries & Wages Administration                 |
| Time Off In Lieu (TOIL) & Overtime Management   |
| Treasury Management                             |

## Governance

Access & Inclusion

Asset Management

Building Inspection

Civic Bands & Orchestra

Civic Collection

Civic Recognition

Closed Circuit Television

Code of Conduct for Council Members  
— Complaint Handling Procedure

Community Consultation

Community Funding Program

Community Gardens

Community Information

Complaints Handling

Conditions of Library Use

Council Assessment Panel Review of  
Decisions of the Assessment Manager

Council's Role in Markets

Data Management Guidelines

Development Assessment &  
Development Compliance  
Reporting & Monitoring

Directional Signage

Display of Business Merchandise and  
Objects on Council Footpaths

Disposal of Land and Assets

Elected Member Access to Legal  
Advice

Elected Member Allowances & Benefits

Elected Member Training &  
Development

Elected Members Electronic  
Communications

Emergency Disaster Donations

Events

Footpaths and Driveway Crossovers

Fraud, Corruption, Misconduct &  
Maladministration Prevention

Freedom of Information

Home Library Service

Informal Gatherings

Informal Gatherings—Temporary  
Arrangements (COVID-19)

Information Management

Internal Control

Integrated Waste Service

Irrigation

Library Collection Development

Library Outreach Services

Live Music

Local Area Traffic Management

Local Government Elections Caretaker

Mobile Food Vendor Guidelines

Naming of Roads and Public Places

Norwood Oval Football Passes

On-street Parking Policy

Order Making

Outdoor Dining

Planning Approval Compliance &  
Development Complaint Handling

Plaques, Monuments & Memorials

Privacy

Private Laneways

Procurement

Public Art

Public Buildings

Public Interest Disclosure

Public Liability Insurance for Community  
Groups when Hiring Council Owned  
Facilities

Rate Rebate

Rating

Reconciliation

Records Disposal

Records Management Guidelines

Reinstatement of Council Infrastructure  
by Public Utilities

Removal and Impounding of Vehicles

Request for Services

Review of Decisions

Risk Management

Safe Environments

Smoke-Free

Social Media

Temporary Road Closures for Non-  
Council Initiated Road Events

Tennis Facilities

Tree

Unreasonable Complainant Conduct

Verge Landscaping and Maintenance

Work Health & Safety

## Human Resources

Ageing and Work Health Statement  
2020–2025

Behaviour Standards

Breastfeeding in the Workplace  
Guidelines

Classification

Disciplinary and Under Performance  
Management

Fair Treatment & Equal Opportunity

Grievance

Injury Management & Return to Work

Safe Environment

Surveillance Devices

Training and Development

Volunteer Management

## Policy Review

The Council's policies are regularly reviewed to ensure that they remain relevant and up to date with legislative requirements and the Council's operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

During 2021–2022, the Council continued its policy review program and in doing so, a number of new policies were adopted, including:

- Ageing and Work Health Statement 2020–2025
- Breastfeeding in the Workplace
- Code of Conduct for Council Members — Complaint Handling Procedure
- Council Assessment Panel Review of Decisions of the Assessment Manager
- Elected Member Access to Legal Advice
- Elected Member Allowances & Benefits
- Library Outreach Services
- Requests for Services
- Unreasonable Complainant Conduct
- Verge Landscaping and Maintenance

The Home Library Services Policy was also reviewed, however this policy was revoked on the basis that the policy was redundant and therefore no longer required.

## Registers

The *Local Government Act 1999* and the *Local Government (Elections Act) 1999*, require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following Registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns  
(Section 81 of the *Local Government (Elections Act) 1999*)
- Members Register of Interest  
(Section 68 of the *Local Government Act 1999*)
- Extracts from the Elected Member Register of Interest  
(Section 70 of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits  
(Section 79 of the *Local Government Act 1999*)
- Register of Salaries  
(Section 105 of the *Local Government Act 1999*)
- Officers Register of Interests  
(Section 116 of the *Local Government Act 1999*)
- Register of Community Land  
(Section 207 of the *Local Government Act 1999*)
- Register of Public Roads  
(Section 231 of the *Local Government Act 1999*)
- Register of By-laws  
(Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register  
(Section 270 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits  
(Code of Conduct for Elected Members)
- Staff Gifts Register.

As required by legislation, all Registers, with the exception of the Officers (Staff) Register of Interests, are available to the public upon request.



# Data Management

## Record Keeping Protocol

The Council's Records Management Unit is responsible for ensuring the effective and efficient tracking, retention and retrieval of the Council's corporate records.

Records Management ensures the capture, control, disposal and management of the Council's official corporate records is in accordance with the requirements of the *Local Government Act 1999*, *State Records Act 1997* and other relevant legislation.

In March 2020, the Council implemented the Objective ECM (Enterprise Content Management) document management system. In October 2021, Objective was upgraded with additional functionality and improvements together with conducting Objective training in November 2021 to all staff.

Better practice information management, through the use of structured content and consistent metadata plays a significant role in the everyday functions of the organisation, as well as assisting with Independent Commission Against Corruption (ICAC) investigations, Ombudsman enquiries and Freedom of Information applications.

Council staff welcomed the use of Objective, there were more than:

**793,994+** User Interactions

**793,994+** Searches

**29,368+** Tasks Lodged

**43,872+** Emails Registered

**27,393+** Documents Added

### Challenge

In order to ensure that staff are equipped with the knowledge and expertise to use Objective to its full potential, the Council's Coordinator Corporate Records undertakes regular educational and awareness staff training and briefing sessions throughout the year.

## Information Security Breaches

The Council's Risk Management Plan identifies breaches of confidentiality, and the destruction of information as risks.

A staff-initiated Information Security Committee was established in October 2016, in addition to existing IT Security Controls and system procedures and policies.

The Committee meets on a quarterly basis, and is coordinated by the Manager, Information Services and supported by the General Manager, Corporate Services and looks into three key areas: Confidentiality, Integrity and Availability.

### Challenge

Keeping IT systems and security up to date to mitigate new threats and vulnerabilities, and maintaining a high level of cyber security awareness for staff.

### Risk

There is an interminable risk of a breach of confidential data and information. This not only includes the Council's data, but also confidential and personal data of residents and staff members.

# Council Business

## By-laws

The Council has the power to make By-laws under the *Local Government Act 1999*. Each By-law must be contemplated by that Act or another Act, or relate to a matter authorised by the *Local Government (General) Regulations 2013* or another Act.

In particular, By-laws can be made for the following:

- Access to and use of Local Government land (Section 238 of the Act);
- Use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- Moveable signs (Section 239, subject to Section 226 of the Act);
- Control or management of dogs and cats (*Dog and Cat Management Act 1995*); and
- Ports, harbors and other coastal land (*Harbors and Navigation Act 1993*).

The Council also has a general power under Section 246 of the *Local Government Act*, to make By-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council has adopted the following By-laws, which came into operation on 24 December 2018 and will expire on 1 January 2026:

- By-Law No 1 – Permits and Penalties By-Law 2018
- By-Law No 2 – Moveable Signs By-Law 2018
- By-Law No 3 – Local Government Land By-Law 2018
- By-Law No 4 – Roads By-Law 2018
- By-Law No 5 – Dogs By-Law 2018
- By-Law No 6 – Waste Management By-Law 2018

## Contracts and Purchasing

The Council is committed to fair, transparent and accountable procurement when sourcing and purchasing goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing of the design, project management, supervision and construction. Outsourcing is undertaken in accordance with the Council's Procurement Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, life cycle costing and environmental sustainability principles.

In cases where the Council provides a service, it is committed through its Procurement Policy to identify and test appropriate means of delivery of services to the community.

To ensure best value is achieved, the Council undertakes reviews through a combination of benchmarking, performance appraisal and measurement and the use of management tools and indices to ensure that services are delivered effectively.

In respect to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local suppliers located within the City of Norwood Payneham & St Peters;
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions;
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors; and
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industrial and retail businesses, many of which benefit from the local purchasing approach which is used by the Council.

The Council, where possible, also considers joint purchasing opportunities with other councils to achieve best value through larger economies of scale.

## Credit Card Expenditure

Two General Managers, personnel in the Chief Executive's office, Library and Events staff, have the use of credit cards for the purchase of various goods and services including online subscriptions, airfares and other travel expenses and stock for the Council's three Libraries.

The total credit card expenditure for 2021–2022 was \$198,131.46.

## Legal Expenses

In 2021–2022, the Council engaged the services of various legal firms, who specialise in Local Government, Planning and Development, Regulatory and Human Resource legislation.

The total expenditure was \$765,015, which included the following:

- the Council's Supreme Court Judicial Review in relation to protecting the amenity of Adelaide's premier mainstreet, The Parade, Norwood. See page 35; and
- General advice (Local Government matters, Human Resource matters, Regulatory Functions etc)
- Planning and Development matters.

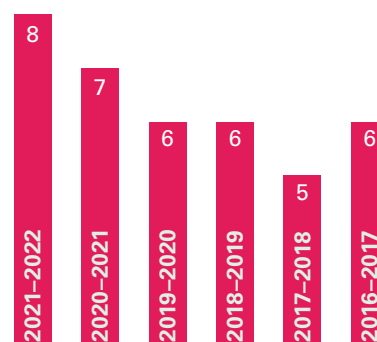
## Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. The provision of the Act extends to every person, the right to access information held by State and Local Government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required.

The City of Norwood Payneham & St Peters received eight Freedom of Information applications during the 2021–2022 financial year.

For further information regarding the Freedom of Information Applications received in 2021–2022 see page 293.





## *National Competition Policy: Clause 7 Statement Reporting*

The National Competition Policy applies to Local Government in South Australia pursuant to Clause 7 of the Competition Principals Agreement. The aims of the Policy are to:

- develop an open and integrated Australian market for goods and services by removing unnecessary barriers to trade and competition;
- ensure no buyer or seller in a market is able to engage in anti-competitive conduct against the public interest;
- as far as possible, apply the same rules of market conduct to all market participants, regardless of the form of business ownership—that is, government business activities should not enjoy any net advantages solely as a result of their public ownership; and
- ensure that regulation of business activities which restrict competition is subject to an assessment of the likely costs and benefits.

### **Significant Business Activities**

In accordance with the reporting requirements of the Clause 7 Statement on the application of Competition Principles to Local Government under the Competition Principles Agreement, the City of Norwood Payneham & St Peters operates the St Peters Child Care Centre & Preschool, which is classified as a 'significant business activity'.

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the implemented complaints procedure regarding the National Competition Policy during 2021–2022.

## *COVID-19 Impacts on Competitive Neutrality*

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the impacts of the COVID-19 pandemic during 2021–2022.

## *Revocation of Community Land Classification*

No parcels of Community Land had their Community Land classification revoked during 2021–2022.

# Council Collaboration and Subsidiaries

## *Regional Collaboration*

Regional collaboration is a key area of focus, for the Council and it continually seeks opportunities to work with other councils and to establish networks.

Regional collaboration not only has the potential to improve service delivery in terms of resource management where possible (eg waste collection and health services) but, it can also provide greater 'bargaining power' when it comes to applying for funding and resources.

The Council's major regional collaborative activities during the 2021–2022 period included:

- Ongoing membership of the Eastern Region Alliance (ERA);
- Eastern Adelaide Emergency Management Zone; and
- Resilient East.

### **Eastern Region Alliance**

The Eastern Region Alliance (ERA) is a group of six eastern metropolitan councils which have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

### **Eastern Adelaide Emergency Management Zone**

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville. The Council's Chief Executive Officer Mario Barone is the Chair of the Eastern Adelaide Zone Emergency Management Committee.

All Councils have an important role in identifying risks, reducing risks and mitigation strategies and measures. While our Council, like other councils, is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms, earthquakes and potentially pandemic influenza.

### **Resilient East**

Resilient East is an initiative between Campbelltown City Council, the cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville.

Resilient East is funded by the eight participating councils, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission and the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The objective of Resilient East is to ensure our communities, assets and infrastructure, local economies and natural environment are resilient to the impacts and challenges of climate change.

Through Resilient East a number of vulnerabilities, risks and level of adaptive capacity across the eastern region have been identified and a Climate Change Adaptation Plan has been developed with input from government, business and community organisations.

The Climate Change Adaptation Plan offers a range of regional and local adaption pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.

## Regional Subsidiaries

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

### Eastern Health Authority

The Eastern Health Authority (EHA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* and provides public and environmental health services on behalf of its Constituent Councils (owners), the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

The Authority ensures that its Constituent Councils meet their wide range of legislative responsibilities which relate to environmental health and which are mandated in a number of pieces of legislation, the most important of these being the *Public and Environmental Health Act 1987*, the *Food Act 2001* and the *Supported Residential Facilities Act 1992*.

A wide range of environmental health functions and activities are performed to maintain appropriate public health standards and to prevent and control disease.

These include:

- regularly inspecting food premises to ensure appropriate food safety standards are being maintained and taking appropriate enforcement action when necessary;
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern including pest infestations, unsanitary conditions and substandard housing;
- provision of immunisation via public clinics, the school based immunisation program and worksite clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas;
- registration, monitoring and inspection of cooling towers and warm water systems for the management of legionella;

- ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours;
- licensing and monitoring supported residential facilities;
- inspecting boarding houses and lodging houses;
- approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems;
- supplying a sharps disposal service to residents; and
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for Local Government to adopt a more regional focus in the delivery of their services, the Authority is a long standing example of co-operation and shared service delivery. In this case, local councils working together to protect the health of their communities.

The Eastern Health Authority is overseen by a Board comprised of Elected Members and staff from each of the Constituent Councils. The Elected Members representing the City of Norwood Payneham & St Peters are Councillors Sue Whittington and Garry Knoblauch.

The Council's Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all of the Constituent Councils. In addition, the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.

### East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils. The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect and the Adelaide Hills Council.



In addition to providing waste management and recycling services, East Waste also undertakes a number of co-ordinated waste education programs on behalf of its Constituent Councils and has recently worked with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

The waste management information provided as part of the My Local Services App ensures residents do not forget to put their bins out and at the same time, receive information regarding the correct way to dispose of their waste and recyclables.

### **ERA Water**

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

ERA Water was legally established on 21 July 2015.

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

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

### **Highbury Landfill Authority**

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

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

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







# Financials

*The Council's financial goal is to be a City which delivers on its strategic outcomes by managing its financial resources in a sustainable and equitable manner.*

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# Message from the General Manager

## Corporate Services

The City of Norwood Payneham & St Peters' 2021–2022 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2021 to 30 June 2022.



The Annual Report outlines the Council's performance for the financial year against the strategic objectives outlined in the Council's Annual Business Plan, Long Term Financial Strategy and the Council's strategic management plan, *CityPlan 2030: Shaping Our Future*.

The Annual Report provides an opportunity for the Council to inform the community and key stakeholders, about its progress towards achieving these objectives, as well as highlighting our achievements and challenges.

The Financial Report is a detailed analysis of the Council's performance and reflects the economic transactions undertaken during 2021–2022.

The Financial Report consists of four primary financial statements, notes which explain the Council's accounting policies, the Mayor's and Chief Executive Officers Certification of the Financial Statements and the Independent Auditor's Report.

The four primary Financial Statements are:

- Statement of Comprehensive Income (also referred to as a profit and loss statement);
- Statement of Financial Position (also referred to as a balance sheet);
- Statement of Changes in Equity; and
- Statement of Cash Flow.

Together, the Financial Statements present information relevant to the current financial period and comparative figures for the previous period to illustrate how the financial performance and position of the Council has changed over the 12 month period to 30 June 2022.

The Statement of Comprehensive Income provides an overall picture of the Council's financial performance by reporting the total monetary value of all financial transactions (income and expenses) during the reporting period.

The Statement of Financial Position shows the monetary value of all the assets controlled by the Council and its financial obligations as at 30 June 2022.

The Statement of Changes in Equity reports all changes to equity during the financial period. Equity is made up of the Council's total assets minus its total liabilities including the change in value of its infrastructure.

The Statement of Cash Flow shows when cash is received (e.g. through the collection of rates) and an outflow when cash is paid (e.g. when purchasing an asset or paying for services).

This is in contrast to the Statement of Comprehensive Income and the Statement of Financial Position, which record the value of the transactions, when they occur and when the financial commitment is made.

The Council measures its financial sustainability through a number of financial ratios, with the performance measured against the targets set out in the Council's Long-term Financial Plan. In terms of financial sustainability, over the medium to long term, the Council needs to ensure that it is achieving an Operating Surplus in order to meet its ongoing financial obligations, its long term assets are renewed in line with the Asset Management Plans and it has a sensible approach to the use of debt.

Through the hard work and dedication of all involved, Elected Members and staff, the Council has consistently achieved this result, despite external influences including the COVID-19 pandemic and its various effects — mainly on the supply chain and its impact on the cost of inputs and delivery of major infrastructure upgrades.

Detailed analysis of the Council's Operating Surplus reinforces and confirms the Council's reputation for exceptional fiscal management.

**Sharon Perkins**  
**General Manager, Corporate Services**

# Financials

## CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Council to certify the financial statements in their final form. In our opinion:

- \* the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- \* the financial statements present a true and fair view of the Council's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- \* internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- \* the financial statements accurately reflect the Council's accounting and other records.



**Robert Bria**  
MAYOR



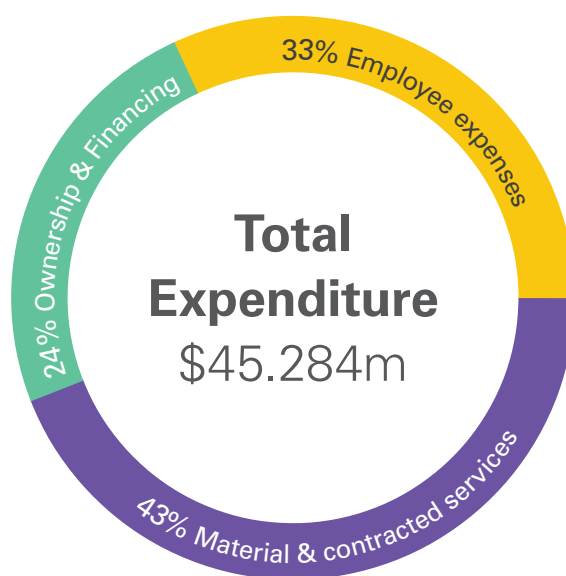
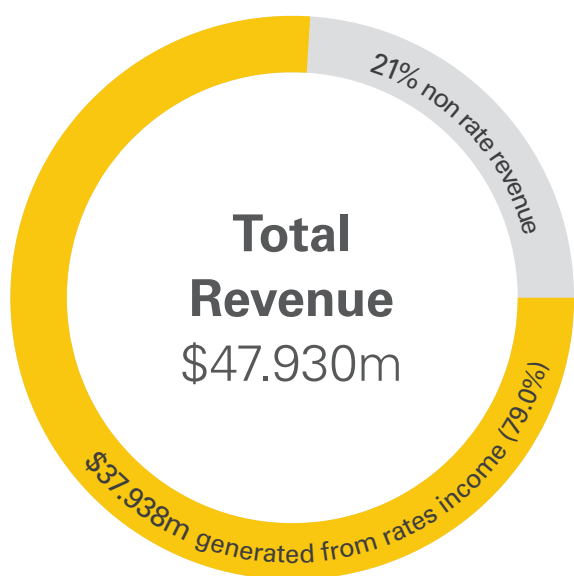
**Mario Barone**  
CHIEF EXECUTIVE OFFICER

**Dated** 7 November 2022



# Year In Review

## Financial Summary



### Residential Rate Increase

# 3.57%

Average residential rate increase from 2020–2021  
= \$54/year based on a mean property valuation of \$686,000

### Operating Surplus

# \$2.645 m

Up on 2020–2021 by 138%





### Total Assets

\$564.146m



|  |            |
|--|------------|
| ● Infrastructure, property and plant equipment | \$543.710m |
| ● Cash and cash equivalents                    | \$11.393m  |
| ● Other assets                                 | \$9.043m   |

### Total Liabilities

\$27.767m



|                     |           |
|---------------------|-----------|
| ● Total borrowings  | \$9.549m  |
| ● Trade payable     | \$13.031m |
| ● Other liabilities | \$5.188m  |

### Net Assets \$536.379m

7.4% increase from 2020–2021

### Capital Expenditure

\$16.292m



# Year In Review

## Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2021–2022, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$2.645 million.

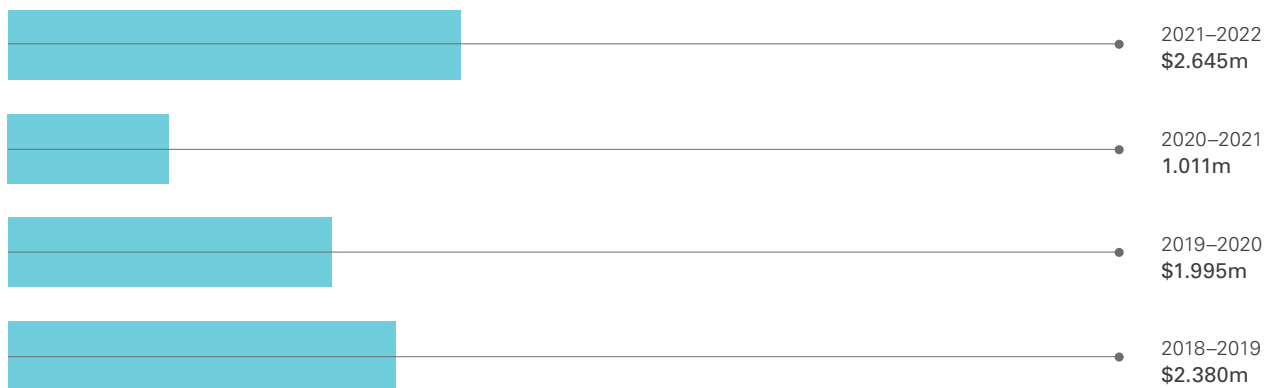
The following pages provide a summary of the Council’s financial position, with detailed information relating to the Council’s financial performance included within the Financial Statements section of this Annual Report, from pages 240–273.

### Operating Result

In 2021–2022, the Council reported an Operating Surplus of \$2.645 million, compared to a budgeted Operating Deficit of \$0.471 million. The better than anticipated result was in part due to the receipt of an additional quarter of the 2022–2023 Financial Assistance Grants, which was paid in June 2022, as part of the Federal Government’s economic stimulus.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Diagram 1, the Council continues to deliver an underlying Operating Surplus in line with its financial outcomes and the financial sustainability indicators on the following page. The Council has continued to deliver on its financial goal and outcomes, which are set out in the Council’s Long-term Financial Plan.

Diagram 1: Operating Surplus



## Financial Sustainability Indicators

A series of Financial Sustainability Indicators have been developed by Local Government to assist in determining whether a Council is financially sustainable, or moving to a position of financial sustainability.

The Financial Sustainability Indicators which are used by the Council to measure its performance and financial sustainability are:

- **Operating Surplus Ratio** measures the Council's ability to cover its operational costs through its own source revenue (principally rates) and have surplus revenue available for capital funding and other purposes.
- **Net Financial Liabilities Ratio** measures the extent of the Council's debt.
- **Asset Sustainability Ratio** measures how well the Council is performing with respect to the renewal or replacement of existing physical assets such as roads, footpaths, kerbs and buildings.

|   | 2022<br>Amount    | 2022<br>Indicator | 2021<br>Indicator | 2012<br>Indicator |
|---|-------------------|-------------------|-------------------|-------------------|
| <b>Operating Surplus Ratio</b>  |                   |                   |                   |                   |
| Operating Surplus   | 2,645,487         | 5.5%              | 2.4%              | 5.2%              |
| <b>Total Operating Revenue</b>  | <b>47,929,578</b> |                   |                   |                   |
| Long-term Financial Plan target between 0% and 10%                      |                   |                   |                   |                   |
| <b>Net Financial Liabilities Ratio</b>                                  |                   |                   |                   |                   |
| Net Financial Liabilities   | 13,585,955        | 28%               | 29%               | 28%               |
| <b>Total Operating Revenue</b>  | <b>47,929,578</b> |                   |                   |                   |
| Long-term Financial Plan target less than 75%                           |                   |                   |                   |                   |
| <b>Asset Sustainability Ratio</b>                                       |                   |                   |                   |                   |
| Net Asset Renewals  | 8,937,416         | 80%               | 124%              | 113%              |
| <b>Infrastructure &amp; Asset Management Plan required expenditure*</b> | <b>11,117,141</b> |                   |                   |                   |
| Long-term Financial Plan target between 90% and 110%                    |                   |                   |                   |                   |

\*Based on the 2017 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2020–2021 for the 10 year period commencing 2021–2022.



# Year In Review

## Income and Expenditure

### Income

Council rates are a form of property taxation and are the main source of funding for the activities undertaken by the Council. In the 2021–2022 financial year, rates represented 79% of total income compared with 77% in 2020–2021.

The Council collected \$34.897 million in General Rate Revenue. As part of the COVID-19 Financial Support Package to business, the Council had a zero rate increase and did not collect The Parade Separate Rate, a reduction in rate revenue in the order of \$215,000 compared to prior years.

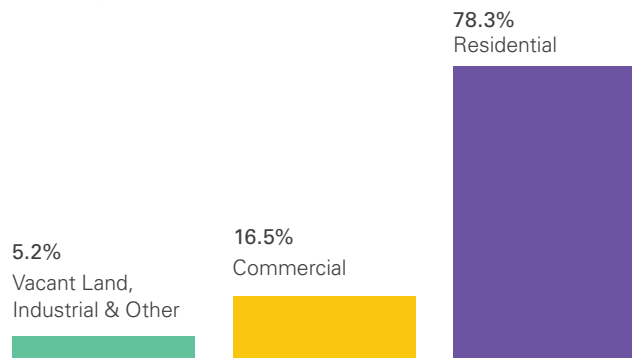
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while others services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2021–2022 was \$47.807 million (a 5.6% increase from 2020–2021).

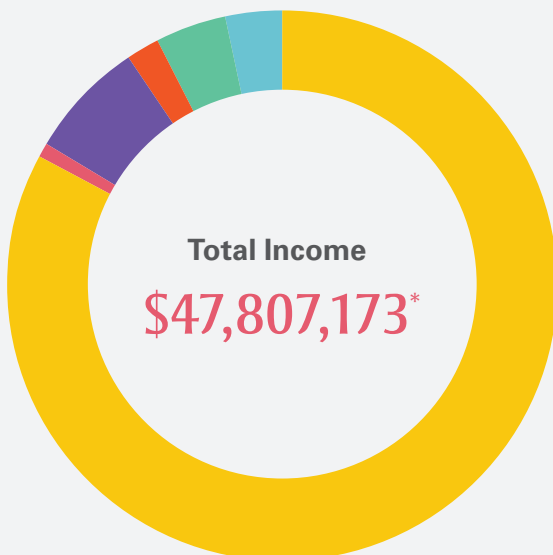
The Council granted \$1.021 million of rate rebates to eligible property owners during the year.

### General Rates Sources

**\$34,767,608<sup>#</sup>**



<sup>#</sup>The Council granted \$1.021 million of rate rebates to eligible property owners during the year and charged \$93,831 in penalties for late payments of rates.



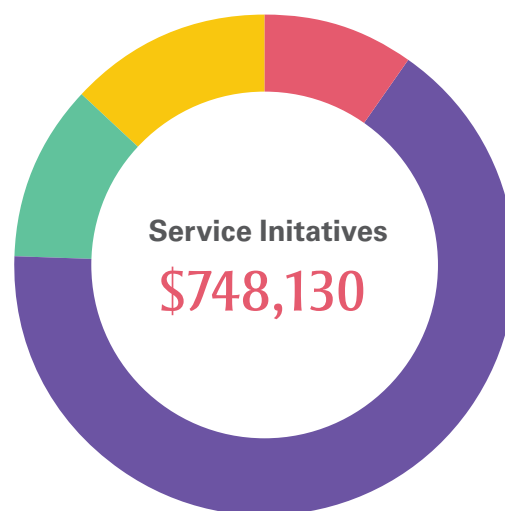
|                                     |              |
|-------------------------------------|--------------|
| Rates                               | \$36,575,676 |
| User charges                        | \$3,561,156  |
| Grants, subsidies and contributions | \$3,432,789  |
| Statutory charges                   | \$2,002,942  |
| State Government charges (NRM Levy) | \$1,388,046  |
| Other Income                        | \$846,564    |

\*Excludes Gain on Equity accounted Council Businesses

## Expenditure

During 2021–2022, the Council spent \$42.934 million to deliver its continuing services, with a further \$0.748 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.388 million on behalf of the State Government for its Regional Landscapes Levy.

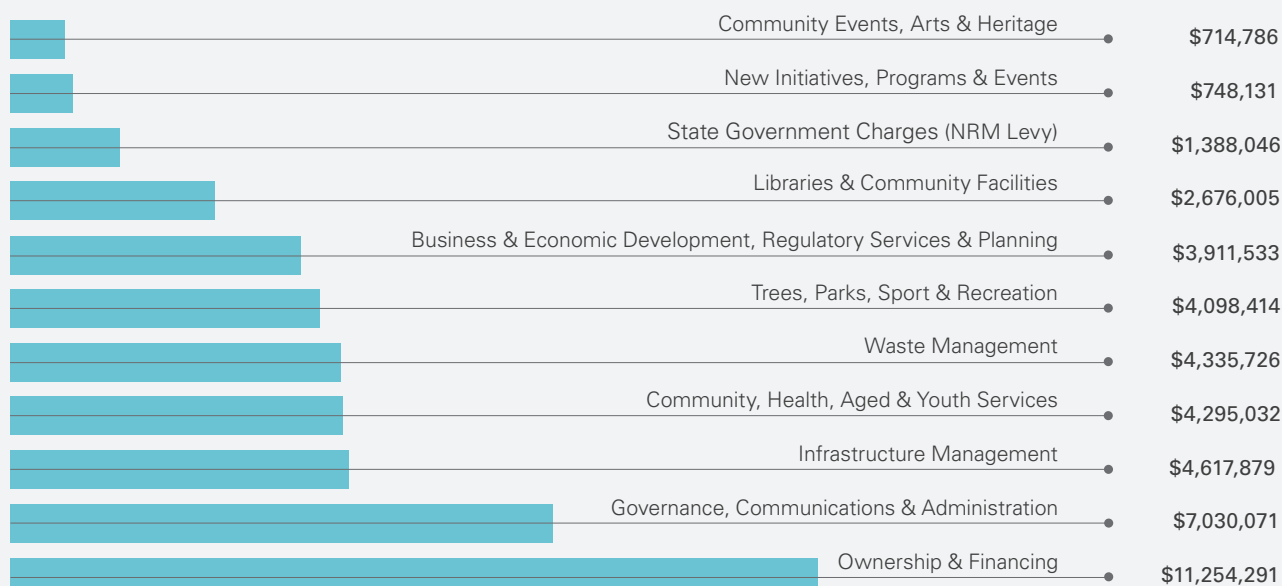
Initiatives included events such as the Concerts in the Park, Movie on the Oval, Canvas Youth Arts and Events and Wheel Park. Strategy, project and governance reviews included the second year of the Footpath defect rectification program, Traffic and Integrated transport solution and City-wide Parking review. Environmental initiatives included the development of an Emissions Reduction Plan, climate adaptation projects through the Resilient East partnership, greening verges, native plant giveaways and the planting of additional street trees. Economic development & Planning initiatives included the development of the Smart City Plan and contributions to economic development initiatives such as Raising the Bar Adelaide and the Eastside Business Awards.



|  |           |
|--|-----------|
| ● Events                                   | \$71,590  |
| ● Strategy, project and governance reviews | \$371,031 |
| ● Environmental initiative                 | \$114,610 |
| ● Economic development and planning        | \$190,899 |

## Total Expenditure

\$45,069,914\*



\*Excludes loss on Equity accounted Council Businesses

| Statement of Comprehensive Income for the year ended 30 June 2022            | Notes | 2022<br>\$        | 2021<br>\$        |
|--|-------|-------------------|-------------------|
| <b>Income</b>  |       |                   |                   |
| Rates  | 2     | 37,938,230        | 36,287,820        |
| Statutory charges  | 2     | 2,002,942         | 1,751,114         |
| User charges   | 2     | 3,561,156         | 3,505,662         |
| Grants, subsidies and contributions  | 2     | 3,432,789         | 2,921,485         |
| Investment income  | 2     | 23,848            | 18,786            |
| Reimbursements   | 2     | 117,707           | 56,818            |
| Other income   | 2     | 730,501           | 714,296           |
| Net Gain – Equity Accounted Council Businesses                               | 19    | 122,405           | 217,074           |
| <b>Total Income</b>  |       | <b>47,929,578</b> | <b>45,473,055</b> |
| <b>Expenses</b>  |       |                   |                   |
| Employee costs   | 3     | 14,126,088        | 14,447,559        |
| Materials, contracts & other expenses  | 3     | 19,831,643        | 19,165,311        |
| Depreciation, amortisation & impairment                                      | 3     | 10,765,876        | 9,968,299         |
| Finance costs  | 3     | 346,307           | 454,465           |
| Net loss – Equity Accounted Council Businesses                               | 19    | 214,176           | 327,202           |
| <b>Total Expenses</b>  |       | <b>45,284,090</b> | <b>44,362,836</b> |
| <b>Operating Surplus</b>   |       | <b>2,645,487</b>  | <b>1,110,219</b>  |
| Asset disposal & fair value adjustments                                      | 4     | (2,371,457)       | (1,145,242)       |
| Amounts received specifically for new or upgraded assets                     | 2     | 2,340,924         | 3,303,447         |
| <b>Net Surplus transferred to Equity Statement</b>                           |       | <b>2,614,954</b>  | <b>3,268,424</b>  |
| <b>Other Comprehensive Income</b>  |       |                   |                   |
| Changes in revaluation surplus – infrastructure, property, plant & equipment | 9     | 34,462,345        | 12,045,839        |
| Share of other comprehensive income – joint ventures and associates          | 19    | (5,125)           | 5,388             |
| <b>Total Other Comprehensive Income</b>                                      |       | <b>34,457,220</b> | <b>12,051,227</b> |
| <b>Total Comprehensive Income</b>  |       | <b>37,072,174</b> | <b>15,319,651</b> |

This Statement is to be read in conjunction with the attached Notes contained in pages 244–273.



| Statement of Financial Position as at 30 June 2022 | Notes | 2022<br>\$         | 2021<br>\$         |
|--|-------|--------------------|--------------------|
| <b>Assets</b>                                      |       |                    |                    |
| <b>Current Assets</b>                              |       |                    |                    |
| Cash and cash equivalents                          | 5     | 11,393,311         | 7,070,828          |
| Trade & other receivables                          | 5     | 2,675,026          | 3,699,322          |
| <b>Total Current Assets</b>                        |       | <b>14,068,337</b>  | <b>10,770,150</b>  |
| <b>Non-current Assets</b>                          |       |                    |                    |
| Financial Assets                                   | 6     | 113,202            | 104,044            |
| Equity accounted investments in Council businesses | 6     | 1,930,694          | 2,207,035          |
| Infrastructure, Property, Plant & Equipment        | 7     | 543,709,984        | 507,904,397        |
| Other Non-current Assets                           | 6     | 4,323,896          | 2,509,203          |
| <b>Total Non-current Assets</b>                    |       | <b>550,077,776</b> | <b>512,724,679</b> |
| <b>Total Assets</b>                                |       | <b>564,146,113</b> | <b>523,494,829</b> |
| <b>Liabilities</b>                                 |       |                    |                    |
| <b>Current Liabilities</b>                         |       |                    |                    |
| Trade & Other Payables                             | 8     | 13,030,882         | 8,006,434          |
| Borrowings   | 8     | 1,021,493          | 971,642            |
| Provisions   | 8     | 3,003,511          | 3,325,976          |
| <b>Total Current Liabilities</b>                   |       | <b>17,055,886</b>  | <b>12,304,052</b>  |
| <b>Non-current Liabilities</b>                     |       |                    |                    |
| Borrowings   | 8     | 8,527,132          | 9,391,818          |
| Provisions   | 8     | 1,280,371          | 1,328,251          |
| Liability – Equity accounted Council businesses    | 8     | 904,106            | 1,164,265          |
| <b>Total Non-current Liabilities</b>               |       | <b>10,711,609</b>  | <b>11,884,334</b>  |
| <b>Total Liabilities</b>                           |       | <b>27,767,495</b>  | <b>24,188,386</b>  |
| <b>Net Assets</b>                                  |       | <b>536,378,618</b> | <b>499,306,443</b> |
| <b>Equity</b>                                      |       |                    |                    |
| Accumulated Surplus                                |       | 62,708,655         | 60,098,826         |
| Asset Revaluation Reserves                         | 9     | 473,669,963        | 439,207,617        |
| <b>Total Equity</b>                                |       | <b>536,378,618</b> | <b>499,306,443</b> |

This Statement is to be read in conjunction with the attached Notes contained in pages 244–273.

| Statement of Changes in Equity for the year ended 30 June 2022          | Notes | Accumulated<br>Surplus | Asset<br>Revaluation<br>Reserve | Total<br>Equity    |
|---|-------|------------------------|---------------------------------|--------------------|
|   |       | \$                     | \$                              | \$                 |
| <b>2022</b>   |       |                        |                                 |                    |
| <b>Balance at end of previous reporting period</b>                      |       | <b>60,098,826</b>      | <b>439,207,617</b>              | <b>499,306,443</b> |
| Net Surplus for Year  |       | 2,614,954              | -                               | 2,614,954          |
| <b>Other Comprehensive Income</b>                                       |       |                        |                                 |                    |
| Changes in revaluation of infrastructure, property, plant & equipment   | 9     | -                      | 34,462,346                      | 34,462,346         |
| Share of other comprehensive income - joint ventures and associates     | 19    | (5,125)                | -                               | (5,125)            |
| <b>Balance at end of period</b>   |       | <b>62,708,655</b>      | <b>473,669,963</b>              | <b>536,378,618</b> |
| <b>2021</b>   |       |                        |                                 |                    |
| <b>Balance at end of previous reporting period</b>                      |       | <b>56,825,014</b>      | <b>427,161,779</b>              | <b>483,986,793</b> |
| Net Surplus / (Deficit) for Year  |       | 3,268,424              | -                               | 3,268,424          |
| <b>Other Comprehensive Income</b>                                       |       |                        |                                 |                    |
| Changes in revaluation of infrastructure, property, plant & equipment   | 9     | -                      | 12,045,839                      | 12,045,839         |
| Impairment (expense) / recoupsments offset to asset revaluation reserve | 9     | 5,388                  | -                               | 5,388              |
| <b>Balance at end of period</b>   |       | <b>60,098,826</b>      | <b>439,207,617</b>              | <b>499,306,443</b> |

This Statement is to be read in conjunction with the attached Notes contained in pages 244–273.

| Statement of Cash Flow for the year ended 30 June 2022        | Notes | 2022<br>\$          | 2021<br>\$          |
|---|-------|---------------------|---------------------|
| <b>Cash Flows from Operating Activities</b>                   |       |                     |                     |
| <b>Receipts</b>   |       |                     |                     |
| Rates – General & Other                                       |       | 37,858,989          | 36,672,325          |
| Fees & Other Charges  |       | 2,009,634           | 1,612,735           |
| User Charges  |       | 4,592,395           | 3,112,698           |
| Investment Receipts   |       | 23,848              | 18,786              |
| Grants Utilised for Operating Purposes                        |       | 3,440,310           | 2,755,845           |
| Reimbursements  |       | 142,203             | 221,709             |
| Other Revenues  |       | 770,785             | 776,220             |
| <b>Payments</b>   |       |                     |                     |
| Employee Costs  |       | (15,626,687)        | (14,547,338)        |
| Materials, Contracts & Other Expenses                         |       | (17,515,000)        | (18,073,548)        |
| Finance Payments  |       | (156,091)           | (447,160)           |
| <b>Net Cash provided by (or used in) Operating Activities</b> | 11b   | <b>15,540,386</b>   | <b>12,102,272</b>   |
| <b>Cash Flows from Investing Activities</b>                   |       |                     |                     |
| <b>Receipts</b>   |       |                     |                     |
| Amounts specifically for new or upgraded assets               |       | 5,785,317           | 2,625,998           |
| Sale of replaced assets                                       |       | 47,869              | 25,659              |
| Sale of surplus assets  |       | 1,909               | 21,190              |
| Repayments of loans by community groups                       |       | 5,968               | 11,040              |
| <b>Payments</b>   |       |                     |                     |
| Expenditure on renewal/replacement of assets                  |       | (8,937,416)         | (9,651,815)         |
| Expenditure on new/upgraded assets                            |       | (6,941,204)         | (5,507,612)         |
| Capital contributed to associated entities                    | 19    | (170,179)           | (80,714)            |
| <b>Net Cash provided by (or used in) Investing Activities</b> |       | <b>(10,207,736)</b> | <b>(12,556,254)</b> |
| <b>Cash Flow from Financing Activities</b>                    |       |                     |                     |
| <b>Payments</b>   |       |                     |                     |
| Repayments of Borrowings                                      |       | (1,010,167)         | (1,652,559)         |
| <b>Net Cash provided by (or used in) Financing Activities</b> |       | <b>(1,010,167)</b>  | <b>(1,652,559)</b>  |
| <b>Net Increase (Decrease) in cash held</b>                   |       | <b>4,322,483</b>    | <b>(2,106,541)</b>  |
| Cash & cash equivalents at beginning of period                | 11    | 7,070,828           | 9,177,369           |
| <b>Cash &amp; cash equivalents at end of period</b>           | 11    | <b>11,393,311</b>   | <b>7,070,828</b>    |

This Statement is to be read in conjunction with the attached Notes contained in pages 244–273.



## Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

### Note 1 - Significant Accounting Policies

The principal accounting policies adopted by the Council in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### 1. Basis of Preparation

##### 1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis in accordance with the Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

##### 1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

##### 1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgment in applying the Council's accounting policies. The areas involving a higher degree of judgment complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

#### 2. The Local Government Reporting Entity

The City of Norwood Payneham & St Peters is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 175 The Parade, Norwood. These financial statements include the consolidated fund and all entities through which the Council controls resources to carry on its functions.

Trust monies and property held by the Council but subject to the control of other persons have been excluded from these reports.

#### 3. Income Recognition

The Council recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Council obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever occurs first.

Where grants, contributions and donations recognised as income during the reporting period were obtained on the condition that they are expended in a particular manner or used over a particular period and those conditions were un-discharged as at the reporting date, the amounts subject to those un-discharged conditions are disclosed in these notes. Also disclosed is the amount of grants, contributions and receivables recognised as income in a previous reporting period which were obtained in respect of the Council's operations for the current reporting period.

In recent years the payment of untied grants (financial assistance grants/ local roads/ supplementary grants) has varied from the annual allocation as shown in the table below:

**Table 1: Untied Financial Assistance Grants**

| Financial Year | Cash Payment Received | Annual Allocation | Difference |
|----------------|-----------------------|-------------------|------------|
| 2021–2022      | \$1,648,333           | \$1,184,403       | \$463,930  |
| 2020–2021      | \$1,113,164           | \$1,161,256       | (\$48,092) |
| 2019–2020      | \$1,208,049           | \$1,147,922       | \$60,127   |

As these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the Operating Result for these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grant monies received and the grant entitlements allocated.

#### 4. Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Council's option, without a significant risk of changes in value, with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and an adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

### 5. Infrastructure, Property, Plant & Equipment

#### 5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All assets are capitalised at 30 June of the year the asset is ready for use and the depreciation expenditure will commence from 1 July. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to Infrastructure, Property, Plant & Equipment when completed ready for use.

#### 5.2 Materiality

Assets with an economic life in excess of one year are capitalised where the cost of acquisition exceeds materiality thresholds established by the Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Materiality thresholds have been reviewed and remain as follows:

|                              |         |
|------------------------------|---------|
| Land                         | \$0*    |
| Buildings & Other Structures | \$3,000 |
| Infrastructure               | \$3,000 |
| Plant & Equipment            | \$1,000 |
| Furniture & Fittings         | \$1,000 |
| Other Assets                 | \$1,000 |

\*With the exception of Land under Roads and Easements, all land will be capitalised and recorded as an asset of the Council.

#### 5.3 Subsequent Recognition

Certain asset classes are re-valued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Further detail of existing valuations, methods and valuers are provided in Note 7.

#### 5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

|                              |                 |
|------------------------------|-----------------|
| Building & Other Structures  | 10 to 100 years |
| Plant, Furniture & Equipment | 3 to 20 years   |
| Furniture & Fittings         | 10 to 20 years  |
| Infrastructure               |                 |
| Road Seal                    | 10 to 40 years  |
| Road Pavement                | 80 to 150 years |
| Footpaths                    | 15 to 50 years  |
| Off Road Car parks           | 100 years       |
| Traffic Control              | 30 to 60 years  |
| Linear Park                  | 30 to 60 years  |
| Kerbing                      | 40 to 70 years  |
| Stormwater                   | 80 to 100 years |
| Open Space Assets            | 10 to 100 years |
| Other Assets                 |                 |
| Library Books                | 2 to 8 years    |
| Leasing Assets               | 2 to 5 years    |
| Landscaping                  | 5 years         |

### 5.5 Land under Roads

The Council has elected not to recognise land under roads acquired prior to 1 July 2008 as an asset in accordance with AASB 1051 Land under Roads. Land under roads acquired after 30 June 2008 has not been recognised, as in the opinion of the Council it is not possible to reliably attribute a fair value, and further that such value if determined would be immaterial.

### 5.6 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Council were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a key assumption is made that the current replacement cost exceeds the original cost of acquisition.

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

### 5.7 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 Borrowing Costs. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

## 6. Payables

### 6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid thirty (30) days from invoice date unless otherwise specified.

### 6.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

## 7. Borrowings

Loans are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables". Interest free loans are carried at their nominal amounts; interest revenues foregone by the lender effectively being a reduction of interest expense in the period to which it relates.

## 8. Employee Benefits

### 8.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119 Employee Benefits.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

#### Weighted average discount rate

2.71% (2021: 2.67%)

#### Weighted average settlement period

1.33 years (2021: 1.31 years)



No accrual is made for sick leave as experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Council does not make payment for untaken sick leave.

## 8.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme or where selected by employees under the "choice of fund" legislation to another complying fund. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

## 9. Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

## 10. Joint Ventures and Associated Entities

The Council participates in cooperative arrangements with other Councils for the provision of services and facilities. The Council's interests in cooperative arrangements and are accounted for in accordance with AASB 128 Investments in Associates and are set out in detail in Note 19.

## 11. Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

### Right-of-use assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

|                     |              |
|---------------------|--------------|
| Plant and Equipment | 2 to 5 years |
| Property            | 2 to 5 years |

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (s) Impairment of non-financial assets.

### Lease liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

### Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

## 12. GST Implications

In accordance with Urgent Issues Group Abstract 1031 'Accounting for the Goods & Services Tax'

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis

## 13. Accounting Standards and UIG Interpretations

In the current year, the Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to the Council's accounting policies.

## Note 2 – Income

|   | 2022              | 2021              |
|---|-------------------|-------------------|
|   | \$                | \$                |
| <b>Rates Revenue</b>  |                   |                   |
| General Rates   | 37,353,515        | 35,773,231        |
| <i>Less: Mandatory rebates</i>                                  | (1,008,910)       | (985,640)         |
| <i>Less: Discretionary rebates, remissions &amp; write offs</i> | (115,986)         | (20,983)          |
|   | <b>36,228,619</b> | <b>34,766,608</b> |
| <b>Other Rates (including service charges)</b>                  |                   |                   |
| Natural Resource Management levy                                | 1,396,733         | 1,426,381         |
| Parade Rate   | 247,368           | -                 |
|   | <b>1,644,101</b>  | <b>1,426,381</b>  |
| <b>Other Charges</b>  |                   |                   |
| Penalties for late payment                                      | 132,909           | 130,608           |
| <i>Less: Discretionary rebates, remissions &amp; write offs</i> | (67,399)          | (35,777)          |
|   | <b>65,510</b>     | <b>94,831</b>     |
|   | <b>37,938,230</b> | <b>36,287,820</b> |
| <b>Statutory Charges</b>  |                   |                   |
| Development Act fees  | 421,546           | 439,071           |
| Town planning fees  | 103,511           | 52,224            |
| Animal registration fees & fines                                | 155,079           | 172,251           |
| Parking fines / expiation fees                                  | 1,022,920         | 720,900           |
| Other registration fees   | 135,155           | 213,942           |
| Sundry  | 164,731           | 152,726           |
|   | <b>2,002,942</b>  | <b>1,751,114</b>  |
| <b>User Charges</b>   |                   |                   |
| Admission Charges - Pools                                       | 418,470           | 374,069           |
| Activity Program Revenues                                       | 16,531            | 11,181            |
| Child Care Centre Fees  | 1,094,915         | 1,080,144         |
| Subsidies received on behalf of users                           | 1,265,757         | 1,401,316         |
| Hall & Equipment hire   | 526,676           | 409,512           |
| Sales - general   | 76,787            | 51,512            |
| Sundry  | 162,021           | 177,928           |
|   | <b>3,561,156</b>  | <b>3,505,662</b>  |
| <b>Investment Income</b>  |                   |                   |
| <b>Interest on investments</b>                                  |                   |                   |
| Local Government Finance Authority                              | 23,480            | 17,322            |
| Banks & Other   | 368               | 1,464             |
|   | <b>23,848</b>     | <b>18,786</b>     |

## Note 2 – Income Continued

|   | 2022             | 2021             |
|---|------------------|------------------|
|   | \$               | \$               |
| <b>Reimbursements</b>   |                  |                  |
| For private works   | 6,329            | 12,420           |
| Other   | 111,378          | 44,398           |
|   | <b>117,707</b>   | <b>56,818</b>    |
| <b>Other Income</b>   |                  |                  |
| Insurance & other recoupments – infrastructure, property, plant & equipment | 263,760          | 169,847          |
| Sundry  | 466,741          | 544,449          |
|   | <b>730,501</b>   | <b>714,296</b>   |
| <b>Grant Subsidies, Contributions</b>                                       |                  |                  |
| Amounts received specifically for new or upgraded assets                    | 2,340,924        | 3,303,447        |
| Other grants, subsidies and contributions                                   | 3,432,789        | 2,921,485        |
|   | <b>5,773,713</b> | <b>6,224,932</b> |
| The functions to which these grants relate are shown in Note 12.            |                  |                  |
| <b>Sources of grants</b>  |                  |                  |
| Commonwealth government   | 4,020,327        | 2,708,563        |
| State government  | 1,724,230        | 3,100,729        |
| Other   | 29,156           | 415,640          |
|   | <b>5,773,713</b> | <b>6,224,932</b> |



| Note 3 – Expenses  | Notes | 2022<br>\$        | 2021<br>\$        |
|--|-------|-------------------|-------------------|
| <b>Employee Costs</b>  |       |                   |                   |
| Salaries and Wages   |       | 11,695,255        | 11,682,060        |
| Employee leave expense   |       | 1,186,729         | 1,524,530         |
| Superannuation - defined contribution plan contributions                           | 18    | 1,223,243         | 1,208,233         |
| Superannuation - defined benefit plan contributions                                | 18    | 21,279            | 21,065            |
| Workers' Compensation Insurance  |       | 662,807           | 644,814           |
| Income Protection Insurance  |       | 214,036           | 224,067           |
| <i>Less: Capitalised and distributed costs</i>                                     |       | (877,262)         | (857,210)         |
| <b>Total Operating Employee Costs</b>  |       | <b>14,126,088</b> | <b>14,447,559</b> |
| <br>   |       |                   |                   |
| <i>Total Number of Employees (Full time equivalent at end of reporting period)</i> |       | <i>131</i>        | <i>132</i>        |
| <br>   |       |                   |                   |
| <b>Materials Contracts &amp; Other Expenses</b>                                    |       |                   |                   |
| <b>Prescribed Expenses</b>   |       |                   |                   |
| Auditor's Remuneration – Auditing the financial reports                            |       | 26,153            | 25,078            |
| Elected members' expenses  |       | 335,795           | 331,127           |
| Lease Expense – low value assets/short term leases                                 |       | 132,035           | 104,296           |
| <b>Subtotal</b>  |       | <b>493,983</b>    | <b>460,501</b>    |
| <br>   |       |                   |                   |
| <b>Other Materials, Contracts &amp; Expenses</b>                                   |       |                   |                   |
| Contractors  |       | 6,398,643         | 6,886,014         |
| Energy   |       | 505,795           | 573,394           |
| Water  |       | 567,401           | 514,436           |
| Administration Costs   |       | 1,161,603         | 1,178,366         |
| Grants and Donations   |       | 177,929           | 91,380            |
| Rates and Taxes  |       | 96,025            | 89,160            |
| Waste Collection & Disposal  |       | 4,137,830         | 4,083,665         |
| Insurance  |       | 797,473           | 762,641           |
| Subscriptions and Licences   |       | 646,430           | 576,486           |
| Legal Expenses   |       | 759,515           | 562,460           |
| Levies paid to Government  |       |                   |                   |
| Landscape Levy   |       | 1,365,201         | 1,365,201         |
| Other Levies   |       | 107,568           | 88,100            |
| Parts, Accessories & Consumables   |       | 1,097,532         | 1,031,471         |
| Professional Services  |       | 829,374           | 621,667           |
| Sundry   |       | 689,341           | 280,369           |
| <b>Subtotal</b>  |       | <b>19,337,660</b> | <b>18,704,810</b> |
| <b>Total Other Materials, Contracts &amp; Expenses</b>                             |       | <b>19,831,643</b> | <b>19,165,311</b> |

## Note 3 – Expenses continued

|                      | Notes | 2022<br>\$     | 2021<br>\$     |
|----------------------|-------|----------------|----------------|
| <b>Finance Costs</b> |       |                |                |
| Interest on Loans    |       | 343,003        | 452,858        |
| Interest on Leases   |       | 3,304          | 1,607          |
|                      |       | <b>346,307</b> | <b>454,465</b> |

**Depreciation, Amortisation & Impairment****Depreciation**

|                           |    |                   |                  |
|---------------------------|----|-------------------|------------------|
| Buildings                 |    | 2,113,925         | 1,796,910        |
| Open Space Infrastructure |    | 1,078,283         | 997,364          |
| Roads Infrastructure      |    | 2,116,246         | 1,972,496        |
| Kerbing                   |    | 1,212,494         | 1,196,863        |
| Footpaths                 |    | 1,074,993         | 1,065,476        |
| Linear Parks              |    | 35,354            | 34,642           |
| Stormwater Drainage       |    | 1,554,765         | 1,451,701        |
| Off Street Car parks      |    | 47,854            | 44,988           |
| Traffic Control           |    | 162,675           | 126,038          |
| Plant & Equipment         |    | 300,231           | 321,012          |
| Furniture & Fittings      |    | 99,577            | 95,206           |
| Other Assets              |    | 892,006           | 756,622          |
| Right-of-use assets       | 17 | 77,473            | 108,981          |
|                           |    | <b>10,765,876</b> | <b>9,968,299</b> |

## Note 4 – Asset Disposals &amp; Fair Value Adjustments

|  | Notes | 2022<br>\$ | 2021<br>\$ |
|--|-------|------------|------------|
|--|-------|------------|------------|

**Infrastructure, Property, Plant & Equipment****Assets renewed or directly replaced**

|   |   |                    |                    |
|---|---|--------------------|--------------------|
| Proceeds from disposal                      |   | 47,869             | 21,190             |
| <i>Less: Carrying amount of assets sold</i> | 7 | 2,421,235          | 1,192,091          |
| <b>Gain (Loss) on disposal</b>              |   | <b>(2,373,366)</b> | <b>(1,170,901)</b> |

**Assets surplus to requirements**

|   |   |              |               |
|---|---|--------------|---------------|
| Proceeds from disposal                      |   | 1,909        | 25,659        |
| <i>Less: Carrying amount of assets sold</i> | 7 | -            | -             |
| <b>Gain (Loss) on disposal</b>              |   | <b>1,909</b> | <b>25,659</b> |

|   |  |                    |                    |
|---|--|--------------------|--------------------|
| <b>Net Gain (Loss) on disposal or revaluation of Assets</b> |  | <b>(2,371,457)</b> | <b>(1,145,242)</b> |
|---|--|--------------------|--------------------|

| Note 5 – Current Assets                   | 2022              | 2021             |
|---|-------------------|------------------|
|   | \$                | \$               |
| <b>Cash &amp; Equivalent Assets</b>       |                   |                  |
| Cash on Hand and at Bank                  | 1,085,760         | 444,669          |
| Deposits at Call                          | 10,307,551        | 6,626,159        |
|   | <b>11,393,311</b> | <b>7,070,828</b> |
| <b>Trade &amp; Other Receivables</b>      |                   |                  |
| Rates – General & Other                   | 1,178,984         | 1,108,627        |
| Accrued Revenues                          | 172,253           | 7,941            |
| Debtors – General                         | 1,153,664         | 2,187,259        |
| GST Recoupment                            | 366,903           | 110,893          |
| Prepayments                               | 331,940           | 555,898          |
| Loans to community organisations          | -                 | 5,968            |
| Sundry                                    | 51,241            | 71,290           |
|   | <b>3,254,985</b>  | <b>4,047,875</b> |
| <i>Less: Allowance for Doubtful Debts</i> | 579,959           | 348,554          |
| <b>Total</b>                              | <b>2,675,026</b>  | <b>3,699,322</b> |

| Note 6 – Non Current Assets                              | Notes | 2022             | 2021             |
|--|-------|------------------|------------------|
|  |       | \$               | \$               |
| <b>Financial Assets</b>                                  |       |                  |                  |
| Council Rates Postponement Scheme                        |       | 113,202          | 104,044          |
|  |       | <b>113,202</b>   | <b>104,044</b>   |
| <b>Equity Accounted Investment in Council Businesses</b> |       |                  |                  |
| Eastern Health Authority Inc.                            | 19    | 172,504          | 181,905          |
| Eastern Waste Management Authority Inc.                  | 19    | 121,560          | 174,324          |
| ERA Water Inc  | 19    | 1,636,630        | 1,850,806        |
|  |       | <b>1,930,694</b> | <b>2,207,035</b> |
| <b>Other Non-Current Assets</b>                          |       |                  |                  |
| Capital Works-in-Progress                                |       | 4,323,896        | 2,509,203        |
|  |       | <b>4,323,896</b> | <b>2,509,203</b> |



## Note 7 – Infrastructure, Property, Plant &amp; Equipment

| 2022<br>\$   | Fair<br>Value<br>Level | At Fair<br>Value   | At Cost           | Accum<br>Dep'n       | Carrying<br>Amount |
|--|------------------------|--------------------|-------------------|----------------------|--------------------|
| Land   | 3                      | 195,775,648        | 18,366            | -                    | 195,794,017        |
| Buildings & Other Structures                                 | 3                      | 153,923,648        | 457,619           | (77,366,196)         | 77,015,071         |
| Infrastructure   |                        |                    |                   |                      |                    |
| Open Space Infrastructure                                    | 3                      | 28,834,513         | 3,358,708         | (12,801,036)         | 19,392,184         |
| Roads  | 3                      | 137,443,583        | 4,281,235         | (58,378,956)         | 83,345,863         |
| Kerbing  | 3                      | 83,384,157         | 1,934,025         | (27,069,078)         | 58,249,104         |
| Footpaths  | 3                      | 52,943,011         | 972,773           | (25,694,381)         | 28,221,403         |
| Linear Parks   | 3                      | 1,455,686          | -                 | (474,499)            | 981,187            |
| Stormwater Drainage  | 3                      | 140,495,611        | 1,762,483         | (74,229,156)         | 68,028,938         |
| Off Roads Car parks  | 3                      | 2,889,064          | 153,428           | (807,421)            | 2,235,071          |
| Traffic Control  | 3                      | 7,402,063          | 376,757           | (3,410,483)          | 4,368,337          |
| Plant & Equipment  |                        | -                  | 7,214,820         | (5,461,352)          | 1,753,468          |
| Furniture and Fittings                                       |                        | -                  | 2,709,018         | (2,117,753)          | 591,265            |
| Other assets   |                        | 3,607,783          | 4,267,631         | (4,296,682)          | 3,578,732          |
| Right of use assets  |                        | 472,459            | -                 | (317,115)            | 155,344            |
| <b>Total Infrastructure, Property, Plant &amp; Equipment</b> |                        | <b>808,627,226</b> | <b>27,506,863</b> | <b>(292,424,108)</b> | <b>543,709,984</b> |
| <i>Comparatives</i>  |                        | <i>739,942,614</i> | <i>42,430,420</i> | <i>(274,468,640)</i> | <i>507,904,397</i> |

| 2021<br>\$   | Fair<br>Value<br>Level | At Fair<br>Value   | At Cost           | Accum<br>Dep'n       | Carrying<br>Amount |
|--|------------------------|--------------------|-------------------|----------------------|--------------------|
| Land   | 3                      | 172,489,559        | -                 | -                    | 172,489,559        |
| Buildings & Other Structures                                 | 3                      | 131,607,412        | 15,408,168        | (71,780,297)         | 75,235,283         |
| Infrastructure   |                        |                    |                   |                      |                    |
| Open Space Infrastructure                                    | 3                      | 26,392,661         | 2,426,108         | (11,942,115)         | 16,876,654         |
| Roads  | 3                      | 128,964,066        | 2,638,939         | (55,038,162)         | 76,564,843         |
| Kerbing  | 3                      | 82,873,020         | 1,443,497         | (26,361,400)         | 57,955,117         |
| Footpaths  | 3                      | 52,021,903         | 1,271,681         | (24,705,795)         | 28,587,789         |
| Linear Parks   | 3                      | 1,411,651          | -                 | (429,672)            | 981,979            |
| Stormwater Drainage  | 3                      | 131,611,203        | 4,279,954         | (69,239,490)         | 66,651,667         |
| Off Roads Car parks  | 3                      | 2,819,849          | 93,979            | (776,901)            | 2,136,927          |
| Traffic Control  | 3                      | 5,863,079          | 1,526,332         | (3,244,386)          | 4,145,025          |
| Plant & Equipment  |                        | -                  | 6,975,422         | (5,171,321)          | 1,804,101          |
| Furniture and Fittings                                       |                        | -                  | 2,643,725         | (2,018,176)          | 625,548            |
| Other assets   |                        | 3,607,783          | 3,722,615         | (3,521,283)          | 3,809,116          |
| Right of use assets  |                        | 280,431            | -                 | (239,642)            | 40,789             |
| <b>Total Infrastructure, Property, Plant &amp; Equipment</b> |                        | <b>739,942,616</b> | <b>42,430,420</b> | <b>(274,468,640)</b> | <b>507,904,397</b> |
| <i>Comparatives</i>  |                        | <i>714,263,633</i> | <i>21,433,334</i> | <i>(259,227,949)</i> | <i>476,469,020</i> |

## Note 7 – Infrastructure, Property, Plant &amp; Equipment Continued

|  | Fair Value Level | 2021 \$            |                  | Carrying amount movements during the year |                    |                     |           |              |                   | 2022 \$            |
|--|------------------|--------------------|------------------|---|--------------------|---------------------|-----------|--------------|-------------------|--------------------|
|  |                  | Carrying Amount    | New/Upgrade      | Additions                                 |                    |                     | Disposals | Depreciation | Revaluation       | Carrying Amount    |
|  |                  |                    |                  | Renewals                                  | Renewals           | Renewals            |           |              |                   |                    |
| Land   | 3                | 172,489,559        | 18,366           | -   | -                  | -                   | -         | -            | 23,286,090        | 195,794,017        |
| Buildings & Other Structures                                 | 3                | 75,235,283         | 236,594          | 221,025                                   | (583)              | (2,113,925)         |           |              | 3,436,677         | 77,015,071         |
| Infrastructure   |                  |                    |                  |   |                    |                     |           |              |                   |                    |
| Open Space Infrastructure                                    | 3                | 16,876,654         | 2,827,408        | 531,299                                   | (21,985)           | (1,078,283)         |           |              | 257,092           | 19,392,184         |
| Roads  | 3                | 76,564,843         | -                | 4,281,235                                 | (1,066,658)        | (2,116,246)         |           |              | 5,682,689         | 83,345,863         |
| Kerbing  | 3                | 57,955,117         | -                | 1,934,025                                 | (870,990)          | (1,212,494)         |           |              | 443,446           | 58,249,104         |
| Footpaths  | 3                | 28,587,789         | -                | 972,773                                   | (274,248)          | (1,074,993)         |           |              | 10,084            | 28,221,403         |
| Linear Parks   | 3                | 981,979            | -                | -   | -                  | (35,354)            |           |              | 34,562            | 981,187            |
| Stormwater Drainage  | 3                | 66,651,667         | 1,762,483        | -   | (81,010)           | (1,554,765)         |           |              | 1,250,563         | 68,028,938         |
| Off Roads Car parks  | 3                | 2,136,927          | -                | 153,428                                   | (48,381)           | (47,854)            |           |              | 40,951            | 2,235,071          |
| Traffic Control  | 3                | 4,145,025          | -                | 376,757                                   | (10,962)           | (162,675)           |           |              | 20,192            | 4,368,337          |
| Plant & Equipment  |                  | 1,804,101          | 12,304           | 244,321                                   | (7,027)            | (300,231)           |           |              | -                 | 1,753,468          |
| Furniture and Fittings                                       |                  | 625,548            | 39,362           | 25,931                                    | -                  | (99,577)            |           |              | -                 | 591,265            |
| Other assets   | 3                | 3,809,116          | 489,548          | 211,465                                   | (39,391)           | (892,006)           |           |              | -                 | 3,578,732          |
| Right of use assets  |                  | 40,789             | -                | 192,028                                   | -                  | (77,473)            |           |              | -                 | 155,344            |
| <b>Total Infrastructure, Property, Plant &amp; Equipment</b> |                  | <b>507,904,397</b> | <b>5,386,065</b> | <b>9,144,287</b>                          | <b>(2,421,235)</b> | <b>(10,765,876)</b> |           |              | <b>34,462,346</b> | <b>543,709,984</b> |
| Comparatives   |                  | 476,469,023        | 15,807,407       | 14,742,518                                | (1,192,091)        | (9,968,299)         |           |              | 12,045,839        | 507,904,398        |

## Note 7 – Infrastructure, Property, Plant & Equipment Continued

### Valuation of Assets

AASB 13 Fair Value Measurement requires disclosure of the valuation principles adopted for all valuations according to the relevant level in the fair value hierarchy. The hierarchy has three levels and measurements are categorised based on the lowest level that a significant input can be categorised into. The fair value hierarchy levels are outlined below:

- Level 1: Measurements are based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2: Measurements are based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Measurements are based on unobservable inputs for the asset or liability.

Effectively, the hierarchy level reflects the dependence on market evidence used to establish the fair value (i.e. transactions of similar assets).

### Valuation Techniques

The valuation approach to define fair value is dependent on the degree to which a market assists in substantiating the value of an asset. The primary approaches by which assets may be valued in the marketplace are:

- Market Approach: uses prices and other relevant information generated by market transactions for similar or substitute assets or liabilities.
- Income Approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- Cost approach: reflects that current replacement cost of an asset at its current service capacity.

All of Council's non-financial assets are considered as being utilised for their highest and best use.

At 1 July 2004 upon the transition to International Financial Reporting Standards (IFRS), the Council elected pursuant to AASB 1.19 to retain a previously established cost under generally accepted accounting principles (GAAP) as its deemed cost. With subsequent additions at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, fair value is taken to be the current replacement cost.

Non-current assets, other than receivables, land under roads and investments are valued as follows, and all subsequent additions after valuation are recorded at cost or fair value on acquisition.

### Land and Buildings

Land and Buildings assets are independently valued every five (5) years. An independent valuation of the Council's Land and Buildings was undertaken in the 2017-2018 Financial Year by JLL Infrastructure Advisory Pty Ltd based on fair values of the assets as at 30 June 2018.

As the result of revaluation, all of the Council's land assets were reassigned to the fair value hierarchy level 3 from level 2 and all of the Council's building and other structure assets were reassigned to the fair value hierarchy level 3. The transfers took effect as at 30 June 2018.

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.



If there is no known market for buildings, infrastructure and other assets, these assets are valued at depreciated replacement cost. This method involves:

- the determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate; and
- the calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by the Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

In 2021–2022, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. Accordingly, Land and Building assets were indexed by 13.5% and 4.7% respectively.

The Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition; land under roads has not been recognised in these reports.

#### **Open Space Assets**

The Councils open space assets were independently condition assessed by Tonkin Consulting as at 1 July 2021 and yet finalised. The basis of valuation adopted was written down replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Accordingly, total replacement value, total economic working life and residual economic working life were reliably established for each asset. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

#### **Road Infrastructure (Roads, Kerbing & Footpaths)**

Road Infrastructure assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

#### **Linear Park**

Linear Park assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

#### **Stormwater Drainage**

Stormwater Drainage assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2020 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

#### **Off Roads Carparks**

Off Roads Carparks assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

#### **Traffic Control Devices**

Traffic Control Devices assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.



**Note 9 – Reserves**

|                                   | 1 July<br>2022<br>\$ | Net Increments<br>(Decrements)<br>\$ | 30 June<br>2021<br>\$ |
|-----------------------------------|----------------------|--------------------------------------|-----------------------|
| <b>Asset Revaluation Reserves</b> |                      |                                      |                       |
| Land                              | 154,196,904          | 23,286,090                           | 177,482,994           |
| Buildings & Other Structures      | 72,193,851           | 3,436,677                            | 75,630,528            |
| Infrastructure                    |                      |                                      |                       |
| Open Space Infrastructure         | 7,005,441            | 257,092                              | 7,262,534             |
| Roads                             | 64,764,049           | 5,682,689                            | 70,446,738            |
| Kerbing                           | 63,566,522           | 443,446                              | 64,009,968            |
| Footpaths                         | 29,986,742           | 10,084                               | 29,996,826            |
| Linear Parks                      | (57,521)             | 34,562                               | (22,959)              |
| Stormwater Drainage               | 43,290,446           | 1,250,563                            | 44,541,009            |
| Off Road Car Park                 | 1,658,175            | 40,951                               | 1,699,126             |
| Traffic Control Devices           | 1,970,430            | 20,192                               | 1,990,621             |
| Other assets                      | 632,578              | -                                    | 632,578               |
| <b>2021 Total</b>                 | <b>439,207,617</b>   | <b>34,462,346</b>                    | <b>473,669,963</b>    |
| <i>2020 Totals</i>                | <i>427,161,780</i>   | <i>12,045,839</i>                    | <i>439,207,617</i>    |

**Purpose of Reserve****Asset Revaluation Reserve**

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

**Note 10 – Assets Subject to Restriction**

| Notes | 2022<br>\$ | 2021<br>\$ |
|-------|------------|------------|
|-------|------------|------------|

The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

| <b>Cash &amp; Financial Assets</b>                             |   |                |                |
|--|---|----------------|----------------|
| Deposits at Call   | 5 | 466,180        | 411,648        |
| <b>Total Assets subject to Externally Imposed Restrictions</b> |   | <b>466,180</b> | <b>411,648</b> |

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance.

|                                    |   |                |                |
|------------------------------------|---|----------------|----------------|
| Future Open Space Trust Fund       | 8 | 315,575        | 255,440        |
| Deposits and Bonds held by Council | 8 | 42,703         | 99,621         |
| St Peter RSL Trust Fund            | 8 | 17,569         | 42,523         |
| New Tree Legislation Fund          | 8 | 90,333         | 14,064         |
|                                    |   | <b>466,180</b> | <b>411,648</b> |



**Note 11 – Reconciliation to Statement of Cash Flow****Notes****2022**  
\$**2021**  
\$**(a) Reconciliation of Cash**

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

|  |   |                   |                  |
|--|---|-------------------|------------------|
| Total cash & equivalent assets             | 5 | 11,393,311        | 7,070,828        |
| <b>Balances per Statement of Cash Flow</b> |   | <b>11,393,311</b> | <b>7,070,828</b> |

**(b) Reconciliation of Change in Net Assets to Cash from Operating Activities**

|  |  |                   |                   |
|--|--|-------------------|-------------------|
| Net Surplus (Deficit)  |  | 2,614,954         | 3,268,424         |
| Non-cash items in Income Statement                                       |  |                   |                   |
| Depreciation, amortisation & impairment                                  |  | 10,765,876        | 9,968,299         |
| Equity movements in equity accounted investment (increase) decrease      |  | 91,771            | 110,127           |
| Net (increase) decrease in Non-Current Council Rates Postponement Scheme |  | (9,158)           | (7,011)           |
| Net increase (decrease) in unpaid employee benefits                      |  | (270,421)         | 422,665           |
| Net (Gain) Loss on Disposals   |  | 2,421,234         | 1,145,241         |
| Grants for capital acquisitions (treated as Investing Activity Receipts) |  | (5,785,317)       | (2,625,998)       |
|  |  | <b>9,828,939</b>  | <b>12,281,747</b> |
| Add (Less): Changes in Net Current Assets                                |  |                   |                   |
| Net (increase) decrease in receivables                                   |  | 786,922           | (813,451)         |
| Net increase (decrease) in trade & other payables                        |  | 4,924,525         | 633,976           |
| <b>Net Cash provided by (or used in) operations</b>                      |  | <b>15,540,386</b> | <b>12,102,272</b> |

**(c) Financing Arrangements****Unrestricted access was available at balance date to the following lines of credit:**

|                         |  |            |            |
|-------------------------|--|------------|------------|
| Cash Advance Facilities |  | 10,500,000 | 10,500,000 |
| Corporate Credit Cards  |  | 35,000     | 35,000     |

The Council has immediate access to a short-term draw-down facility, and variable interest rate borrowings under a Cash Advance facility from the Local Government Finance Authority of SA.

## Note 12 – Functions

## Income, Expenses &amp; Assets have been directly attributed to the following functions &amp; activities

|                           | Income*           |                   | Expenses*         |                   | Operating Surplus<br>(Deficit)* |                  | Grants Included in<br>Income** |                  | Total Assets Held<br>(Current and Non-Current) |                    |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------------|------------------|--------------------------------|------------------|--|--------------------|
|                           | 2022              | 2021              | 2022              | 2021              | 2022                            | 2021             | 2022                           | 2021             | 2022   | 2021               |
| Community Services        | \$ 3,936,495      | \$ 4,006,581      | \$ 5,143,627      | \$ 5,245,358      | \$ (1,207,132)                  | \$ (1,238,775)   | \$ 1,099,617                   | \$ 1,099,053     | \$ 31,630,627                                  | \$ 24,813,120      |
| Culture                   | 364,730           | 268,488           | 2,387,746         | 2,142,120         | (2,023,016)                     | (1,873,632)      | 248,141                        | 229,066          | 12,026,087                                     | 5,514,027          |
| Economic Development      | 221,617           | -                 | 1,238,603         | 1,247,378         | (1,016,986)                     | (1,248,101)      | -                              | -                | 23,991   | -                  |
| Environment               | 569,217           | 699,689           | 7,606,493         | 7,532,638         | (7,037,276)                     | (6,832,949)      | 2,088,835                      | 1,260,794        | 74,838,507                                     | 3,653,043          |
| Recreation                | 586,993           | 545,344           | 3,263,404         | 3,407,966         | (2,676,411)                     | (2,862,622)      | 6,000                          | 1,618,000        | 221,181,298                                    | 220,147,515        |
| Regulatory Services       | 1,882,724         | 1,651,678         | 3,110,061         | 2,770,297         | (1,227,336)                     | (1,118,619)      | -                              | -                | 985,529  | 2,757,013          |
| Transport & Communication | -                 | -                 | 1,082,121         | 989,637           | (1,082,121)                     | (989,637)        | 475,257                        | 489,214          | 177,773,841                                    | 238,126,148        |
| Plant Hire/Depot Indirect | 32,676            | 8,766             | 858,660           | 827,324           | (825,984)                       | (818,559)        | -                              | -                | 2,979,014                                      | -                  |
| Council Administration    | 40,212,720        | 38,075,434        | 20,379,199        | 19,872,915        | 19,833,521                      | 18,203,241       | 1,826,706                      | 1,113,164        | 42,707,216                                     | 28,483,960         |
| <b>Totals</b>             | <b>47,807,172</b> | <b>45,255,980</b> | <b>45,069,914</b> | <b>44,035,633</b> | <b>2,737,259</b>                | <b>1,220,347</b> | <b>5,744,556</b>               | <b>5,809,291</b> | <b>564,146,110</b>                             | <b>523,494,826</b> |

\*Excludes net gain (loss) on disposal or revaluation of assets, net gain (loss) from joint ventures & associated entities, amounts received specifically for new or upgraded assets and physical resources received free of charge.

\*\*Grants, subsidies and contributions received from Commonwealth and State governments as shown on Note 2.

**Note 12 Continued – Components of Functions**

The activities relating to Council functions are as follows:

**Business Undertakings**

Private Works

**Community Services**

Public Order and Safety, Crime Prevention, Emergency Services, Other Fire Protection, Other Public Order and Safety, Health Services, Pest Control – Health, Immunisation, Preventive Health Services, Other Health Services, Community Support, Elderly Citizens Facilities, Home Assistance Scheme, Other Services for the Aged and Disabled, Child Care Centres, Children and Youth Services, Community Assistance, Community Transport, Family and Neighbourhood Support, Other Community Support, Community Amenities, Bus Shelters, Public Conveniences, Car Parking – non-fee-paying, Telecommunications Networks, and Other Community Amenities.

**Culture**

Library Services, Mobile Libraries and Housebound Services, Static Libraries, Other Library Services, Cultural Services, Cultural Venues, Heritage and Other Cultural Services.

**Economic Development**

Employment Creation Programs, Regional Development, Support to Local Businesses, Tourism, and Other Economic Development.

**Environment**

Waste Management, Domestic Waste, Green Waste, Recycling, Transfer Stations, Waste Disposal Facility, Other Waste Management, Other Environment, Stormwater and Drainage, Street Cleaning, Street Lighting, Street scaping, Natural Resource Management Levy, and Other Environment.

**Recreation**

Parks and Gardens, Sports Facilities – Indoor, Sports Facilities – Outdoor, Swimming Centres – Outdoor, and Other Recreation.

**Regulatory Services**

Dog and Cat Control, Building Control, Town Planning, Clean Air/Pollution Control, Litter Control, Health Inspection, Parking Control, and Other Regulatory Services.

**Transport**

Bridges, Footpaths and Kerbing, Roads – sealed, Roads – formed, Roads – natural formed, Traffic Management, Local Government Grants Commission – roads (formula funded), and Other Transport.

**Council Administration**

Governance, Administration, Elected Members, Organisational, Support Services, Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Rates Administration, Records, Property, Contract Management, Customer Service, Other Support Services, Revenues, Local Government Grants Commission – General Purpose, and Separate and Special Rates.



## Note 13 – Financial Instruments

## Recognised Financial Instruments

|   |   |
|---|---|
| <b>Bank, Deposits at Call, Short Term Deposits</b>  | <b>Accounting Policy:</b> Carried at lower of cost and net realisable value; Interest is recognised when earned.  |
|   | <b>Terms &amp; conditions:</b> Deposits are returning fixed interest rates between 0.30% and 0.74% (2021: 0.30% and 0.70%).   |
|   | <b>Carrying amount:</b> approximates fair value due to the short term to maturity.  |
| <b>Receivables - Rates &amp; Associated Charges</b><br>(including legal & penalties for late payment) | <b>Accounting Policy:</b> Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.  |
|   | <b>Terms &amp; conditions:</b> Secured over the subject land, arrears attract interest of 5.80% (2021: 5.20%) Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.                       |
|   | <b>Carrying amount:</b> approximates fair value (after deduction of any allowance).   |
| <b>Receivables - Fees &amp; other charges</b>   | <b>Accounting Policy:</b> Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.  |
|   | <b>Terms &amp; conditions:</b> Unsecured, and do not bear interest. Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.  |
|   | <b>Carrying amount:</b> approximates fair value (after deduction of any allowance).   |
| <b>Receivables - other levels of Government</b>   | <b>Accounting Policy:</b> Carried at nominal value.   |
|   | <b>Terms &amp; conditions:</b> Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of the Governments of the Commonwealth & State. |
|   | <b>Carrying amount:</b> approximates fair value.  |
| <b>Liabilities - Creditors and Accruals</b>   | <b>Accounting Policy:</b> Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.  |
|   | <b>Terms &amp; conditions:</b> Liabilities are normally settled on 30 day terms.  |
|   | <b>Carrying amount:</b> approximates fair value.  |
| <b>Liabilities - Interest Bearing Borrowings</b>  | <b>Accounting Policy:</b> Carried at the principal amounts. Interest is charged as an expense as it accrues.  |
|   | <b>Terms &amp; conditions:</b> Secured over future revenues, borrowings are for a fixed term ranging from between 15 years to 20 years; interest is charged at fixed (or variable - describe) rates between 2.40% and 6.77% (2021: 2.40% and 6.77%)   |
|   | <b>Carrying amount:</b> approximates fair value.  |
| <b>Liabilities - Finance Leases</b>   | <b>Accounting Policy:</b> accounted for in accordance with AASB 117 Leases.   |

## Note 13 – Financial Instruments Continued

| Liquidity Analysis           | Due<br>< 1 year<br>\$ | Due > 1 year;<br>< 5 years<br>\$ | Due<br>> 5 years<br>\$ | Total Contractual<br>Cash Flows<br>\$ | Carrying<br>Values<br>\$ |
|------------------------------|-----------------------|----------------------------------|------------------------|---------------------------------------|--------------------------|
| <b>2022</b>                  |                       |                                  |                        |                                       |                          |
| <b>Financial Assets</b>      |                       |                                  |                        |                                       |                          |
| Cash & Equivalents           | 11,393,312            | -                                | -                      | 11,393,312                            | 11,393,312               |
| Receivables                  | 1,379,270             | -                                | -                      | 1,379,270                             | 1,379,270                |
| Other Financial Assets       | (2,112)               | -                                | -                      | (2,112)                               | (2,112)                  |
|                              | <b>12,770,470</b>     | <b>-</b>                         | <b>-</b>               | <b>12,770,470</b>                     | <b>12,770,470</b>        |
| <b>2022</b>                  |                       |                                  |                        |                                       |                          |
| <b>Financial Liabilities</b> |                       |                                  |                        |                                       |                          |
| Payables                     | 3,003,511             | 1,029,687                        | 250,684                | 4,283,882                             | 4,283,882                |
| Current Borrowings           | 1,279,681             | -                                | -                      | 1,279,681                             | 945,921                  |
| Lease Liabilities            | 75,572                | 81,236                           | -                      | 156,807                               | -                        |
| Non-Current Borrowings       | -                     | 5,118,725                        | 4,734,238              | 9,852,963                             | 8,445,897                |
|                              | <b>4,358,764</b>      | <b>6,229,648</b>                 | <b>4,984,922</b>       | <b>15,573,333</b>                     | <b>13,675,700</b>        |
| <b>2021</b>                  |                       |                                  |                        |                                       |                          |
| <b>Financial Assets</b>      |                       |                                  |                        |                                       |                          |
| Cash & Equivalents           | 7,070,828             | -                                | -                      | 7,070,828                             | 7,070,828                |
| Receivables                  | 2,266,490             | -                                | -                      | 2,266,490                             | 2,266,490                |
| Other Financial Assets       | 5,968                 | -                                | -                      | 5,968                                 | 5,968                    |
|                              | <b>9,343,286</b>      | <b>-</b>                         | <b>-</b>               | <b>9,343,286</b>                      | <b>9,343,286</b>         |
| <b>2021</b>                  |                       |                                  |                        |                                       |                          |
| <b>Financial Liabilities</b> |                       |                                  |                        |                                       |                          |
| Payables                     | 3,151,076             | 1,236,176                        | 259,365                | 4,646,617                             | 4,646,617                |
| Current Borrowings           | 1,306,477             | -                                | -                      | 1,306,477                             | 931,099                  |
| Lease Liabilities            | 33,872                | 7,118                            | -                      | 40,991                                | 40,543                   |
| Non-Current Borrowings       | -                     | 6,398,406                        | 4,734,238              | 11,132,644                            | 9,391,818                |
|                              | <b>4,491,425</b>      | <b>7,641,700</b>                 | <b>4,993,603</b>       | <b>17,126,728</b>                     | <b>15,010,077</b>        |

The following interest rates were applicable to Council's borrowings at balance date:

|                      | 30 June 2022                           |                         | 30 June 2021                           |                         |
|----------------------|--|-------------------------|--|-------------------------|
|                      | Weighted Average<br>Interest Rate<br>% | Carrying<br>Value<br>\$ | Weighted Average<br>Interest Rate<br>% | Carrying<br>Value<br>\$ |
| Fixed Interest Rates | 3.67                                   | 9,391,818               | 3.19                                   | 10,322,917              |
|                      |  | <b>9,391,818</b>        |  | <b>10,322,917</b>       |

**Note 13 – Financial Instruments Continued****Net Fair Value**

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

**Risk Exposures**

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk adverse manner.

**Note 14 – Commitments****2022****2021**

\$

\$

**Capital Commitments**

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

|                                  |                |                  |
|----------------------------------|----------------|------------------|
| Infrastructure – Buildings       | -              | -                |
| Infrastructure – Road & Footpath | 304,937        | 2,350,626        |
| Infrastructure – Open Space      | -              | -                |
|                                  | <b>304,937</b> | <b>2,350,626</b> |
| These expenditures are payable:  |                |                  |
| Not later than one year          | 304,937        | 2,350,626        |
|                                  | <b>304,937</b> | <b>2,350,626</b> |

**Other Expenditure Commitments**

Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

|                                 |                  |                |
|---------------------------------|------------------|----------------|
| Audit Services                  | -                | 25,000         |
| Employee Remuneration Contracts | 3,389,029        | 822,133        |
|                                 | <b>3,389,029</b> | <b>847,133</b> |



## Note 15 – Financial Indicators

|  | 2022<br>Amounts | 2022<br>Indicator | 2021<br>Indicator | 2010<br>Indicator |
|--|-----------------|-------------------|-------------------|-------------------|
|--|-----------------|-------------------|-------------------|-------------------|

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

| <b>Operating Surplus Ratio</b> |                   |      |      |      |
|--------------------------------|-------------------|------|------|------|
| Operating Surplus              | 2,645,487         | 5.5% | 2.4% | 5.2% |
| <b>Total Operating Revenue</b> | <b>47,929,578</b> |      |      |      |

This ratio expresses the operating surplus as a percentage of total operating revenue.

|                                  |                   |      |      |      |
|----------------------------------|-------------------|------|------|------|
| Adjusted Operating Surplus Ratio | 2,181,557         | 4.6% | 2.5% | 5.1% |
| <b>Total Operating Revenue</b>   | <b>47,465,648</b> |      |      |      |

*In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. The Adjusted Operating Surplus Ratio adjusts for the resulting distortion in the disclosed operating result for each year.*

| <b>Net Financial Liabilities Ratio</b> |                   |     |     |     |
|--|-------------------|-----|-----|-----|
| Net Financial Liabilities              | 13,585,955        | 28% | 29% | 28% |
| <b>Total Operating Revenue</b>         | <b>47,929,578</b> |     |     |     |

*Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.*

| <b>Asset Sustainability Ratio</b>                                      |                   |     |      |      |
|--|-------------------|-----|------|------|
| Net Asset Renewals   | 8,937,416         | 80% | 124% | 113% |
| <b>Infrastructure &amp; Asset Management Plan required expenditure</b> | <b>11,117,141</b> |     |      |      |

*Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.*

**Note 16 – Uniform Presentation of Finances****2022****2021**

\$

\$

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

|          |                  |                  |
|----------|------------------|------------------|
| Income   | 47,929,578       | 45,473,055       |
| Expenses | 45,284,090       | (44,362,836)     |
|          | <b>2,645,488</b> | <b>1,110,219</b> |

**Net Outlays on Existing Assets**

|   |                    |                    |
|---|--------------------|--------------------|
| Capital Expenditure on renewal and replacement of Existing Assets | 8,937,416          | (3,651,937)        |
| Add back Depreciation, Amortisation and Impairment                | 10,765,876         | 9,968,299          |
| Add back Proceeds from Sale of Replaced Assets                    | 47,869             | 21,190             |
|   | <b>(1,876,329)</b> | <b>(6,337,552)</b> |

**Net Outlays on New and Upgraded Assets**

|  |                  |                  |
|--|------------------|------------------|
| Capital Expenditure on New and Upgraded Assets                     | 7,215,601        | 11,507,490       |
| Add back Amounts received specifically for New and Upgraded Assets | 2,340,924        | 2,810,018        |
| Add back Proceeds from Sale of Surplus Assets                      | 1,909            | 25,659           |
|  | <b>4,872,768</b> | <b>8,671,813</b> |

**Net Lending / (Borrowing) for Financial Year****(350,951)****(1,224,042)****Note 17 – Leases****Lease payment commitments of Council**

The Council leases a fleet motor vehicles and storage facilities while set up below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period.

**Right-of-use assets**

|                                  | Buildings &<br>Other Structures<br>\$ | Plant, Machinery<br>& Equipment<br>\$ | Total<br>\$    |
|----------------------------------|---------------------------------------|---------------------------------------|----------------|
| <b>At 1 July 2021</b>            | <b>1,095</b>                          | <b>39,694</b>                         | <b>40,789</b>  |
| Additions of right-of-use assets |                                       | 192,028                               | 192,028        |
| Depreciation charge              | (1,095)                               | (76,377)                              | (77,472)       |
| <b>At 30 June 2022</b>           | <b>-</b>                              | <b>155,345</b>                        | <b>155,345</b> |

**Right-of-use assets**

|                                  | Buildings &<br>Other Structures<br>\$ | Plant, Machinery<br>& Equipment<br>\$ | Total<br>\$    |
|----------------------------------|---------------------------------------|---------------------------------------|----------------|
| <b>At 1 July 2020</b>            | <b>13,147</b>                         | <b>128,405</b>                        | <b>141,552</b> |
| Additions of right-of-use assets | -                                     | 8,218                                 | 8,218          |
| Depreciation charge              | (12,052)                              | (96,929)                              | (108,981)      |
| <b>At 30 June 2021</b>           | <b>1,095</b>                          | <b>39,694</b>                         | <b>40,789</b>  |

**Leasing Liability**

|                        | Buildings &<br>Other Structures<br>\$ | Plant, Machinery<br>& Equipment<br>\$ | Total<br>\$    |
|------------------------|---------------------------------------|---------------------------------------|----------------|
| <b>At 1 July 2021</b>  | -                                     | <b>40,543</b>                         | <b>40,543</b>  |
| Additions              | -                                     | 192,028                               | 192,028        |
| Accretion of Interest  | -                                     | 3,304                                 | 3,304          |
| Payment                | -                                     | (79,069)                              | (79,069)       |
| <b>At 30 June 2022</b> | -                                     | <b>156,806</b>                        | <b>156,806</b> |
| Current                | -                                     | 75,571                                | 75,571         |
| Non-Current            | -                                     | 81,235                                | 81,235         |

The maturity analysis of lease liabilities is included in Note 13

|                          |               |                |                |
|--------------------------|---------------|----------------|----------------|
| <b>As at 1 July 2020</b> | <b>13,667</b> | <b>130,188</b> | <b>143,855</b> |
| Additions                | -             | 8,218          | 8,218          |
| Accretion of Interest    | -             | 1,607          | 1,607          |
| Payment                  | (13,667)      | (99,470)       | (113,137)      |
| <b>At 30 June 2021</b>   | -             | <b>40,543</b>  | <b>40,543</b>  |
| Current                  | -             | 33,469         | 33,469         |
| Non-Current              | -             | 7,074          | 7,074          |

**Amounts recognised in profit or loss**

|  | 2022<br>\$     | 2021<br>\$     |
|--|----------------|----------------|
| Depreciation expense of right-of-use assets      | 77,472         | 108,981        |
| Interest expense on lease liabilities            | 3,304          | 1,607          |
| Expense relating to short term leases            | 60,073         | 25,103         |
| Expense relating to leases of low-value assets   | 71,963         | 79,194         |
| <b>Total amount recognised in profit or loss</b> | <b>212,812</b> | <b>214,885</b> |



### **Note 18 – Superannuation**

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to Marketlink and/or Salarylink. All other employees (including casuals) have all contributions allocated to Marketlink.

#### **Marketlink (Accumulation Fund) Members**

Marketlink receives both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (10% in 2021–2022; 9.5% in 2020–2021).

No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

#### **Salarylink (Defined Benefit Fund) Members**

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3% (6.3% in 2020–2021) of "superannuation" salary.

Given that Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation, the Council makes a separate 3% for Salarylink members allocated to their Marketlink account. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink Plan is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

#### **Contributions to Other Superannuation Schemes**

The Council also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

**Note 19 – Joint Ventures and Associated Entities**

All joint ventures and associated entities are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

**Highbury Landfill Authority Inc.**

The City of Norwood Payneham & St Peters is a member Council of the Highbury Landfill Authority Inc. The other member Councils are the City of Burnside and the Corporation of the Town of Walkerville.

The Highbury Landfill Authority was established on 5 August 2004 by the member Councils.

The purpose of the Highbury Landfill Authority includes facilitation of the closure and post closure of the Highbury Landfill site as well as managing the joint venture interests and liabilities of the Councils in relation to the site.

On 31 December 2004, the property known as the Highbury Landfill site was transferred from East Waste to Highbury Landfill Authority Inc.

|   | 2022  | 2021  |
|---|-------|-------|
| <b>Council's respective interests are:</b>              |       |       |
| - interest in outputs of the joint operation            | 40.4% | 40.4% |
| - ownership interest in the joint operation             | 40.4% | 40.4% |
| - the proportion of voting power in the joint operation | 40.4% | 40.4% |

| <b>Movements in Investment in Joint Operation</b> | \$               | \$                 |
|---|------------------|--------------------|
| Opening Balance                                   | (1,164,264)      | (1,396,500)        |
| New Capital Contributions                         | 80,714           | 80,714             |
| Share in Operating Result                         | 179,445          | 151,522            |
| <b>Share in Equity of Joint Operation</b>         | <b>(904,105)</b> | <b>(1,164,264)</b> |

**Operating Expenditures payable**

Each member of the operation is jointly and severally liable for the debts of the operation

|   |   |         |
|---|---|---------|
| - arising from joint and several liability of all members | - | 300,000 |
|---|---|---------|

**Note 19 – Joint Ventures and Associated Entities Continued****Eastern Waste Management Authority Inc.**

The City of Norwood Payneham & St Peters is a member Council of the Eastern Waste Management Authority. The other member Councils are The City of Burnside, The Corporation of the Town of Walkerville, The City of Mitcham, The City of Campbelltown The City of Prospect and Adelaide Hills Council.

The Authority collects and disposes of each Council's waste streams.

|   | 2022           | 2021           |
|---|----------------|----------------|
| <b>Council's respective interests are:</b>              |                |                |
| - interest in outputs of the joint operation            | 14.3%          | 14.3%          |
| - ownership interest in the joint operation             | 14.3%          | 14.3%          |
| - the proportion of voting power in the joint operation | 14.3%          | 14.3%          |
| <b>Movements in Investment in Joint Operation</b>       |                |                |
|   | \$             | \$             |
| Opening Balance   | 174,324        | 137,853        |
| Share in Operating Result                               | (52,764)       | 36,471         |
| Share in Other Comprehensive Income                     | -              | -              |
| <b>Share in Equity of Joint Operation</b>               | <b>121,560</b> | <b>174,324</b> |

**Expenditure Commitments**

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities. With the Adoption of AASB 16 Lease commitments are now recognised in the financial statements.

The East Waste Management Authority Inc. does have an expenditure commitment which at the reporting date totalled \$2.02 million



**Note 19 – Joint Ventures and Associated Entities Continued****Eastern Health Authority Inc.**

The City of Norwood Payneham & St Peters is a member Council of Eastern Health Authority. The other member Councils are the Cities of Burnside, Campbelltown, and Prospect and the Corporation of the Town of Walkerville.

The Authority provides health services to member Councils.

|   | 2022           | 2021           |
|---|----------------|----------------|
| <b>Council's respective interests are:</b>              |                |                |
| - interest in outputs of the joint operation            | 31.27%         | 32.18%         |
| - ownership interest in the joint operation             | 31.27%         | 32.18%         |
| - the proportion of voting power in the joint operation | 31.27%         | 32.18%         |
| <b>Movements in Investment in Joint Operation</b>       |                |                |
|   | <b>\$</b>      | <b>\$</b>      |
| Opening Balance   | 181,905        | 147,436        |
| Share in Operating Result                               | (4,276)        | 29,081         |
| Adjustment to Equity Share                              | (5,125)        | 5,338          |
| <b>Share in Equity of Joint Operation</b>               | <b>172,504</b> | <b>181,905</b> |

**Expenditure Commitments**

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities. With the Adoption of AASB 16 Lease commitments are now recognised in the financial statements.

**Note 19 – Joint Ventures and Associated Entities Continued****ERA Water**

The City of Norwood, Payneham and St Peters is a member Council of ERA Water.  
The other member Councils are the City of Burnside and the Corporation of the Town of Walkerville.

ERA Water is responsible for managing the Waterproofing Eastern Adelaide project involved the establishment of wetland bio filters, aquifer recharge and recovery, pipeline installations and water storage facilities. ERA Water supplies non-potable water to the Member Council's for the irrigation of the Member Council's parks and reserves. ERA Water may also supply water to external customers such as schools and other Councils for the irrigation of parks and reserves.

**Council's respective interests are:**

|   |        |        |
|---|--------|--------|
| - interest in outputs of the joint operation            | 33.33% | 33.33% |
| - ownership interest in the joint operation             | 33.33% | 33.33% |
| - the proportion of voting power in the joint operation | 33.33% | 33.33% |

| <b>Movements in Investment in Joint Operation</b> | <b>\$</b>        | <b>\$</b>        |
|---|------------------|------------------|
| Opening Balance                                   | 1,850,806        | 2,178,008        |
| Share in Operating Result                         | (214,176)        | (327,202)        |
| <b>Share in Equity of Joint Operation</b>         | <b>1,636,630</b> | <b>1,850,806</b> |

**Note 20 – Assets and Liabilities not recognised**

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

**Land under Roads**

As reported elsewhere in these Statements, the Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, the Council controlled 171 km of road reserves of average width 14 metres.

**Potential Insurance Losses**

The Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At the reporting date, there were no claims made against Council that remain unsettled. The Council insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance. At the reporting date, there were no claims made by the Council that remain unsettled.

**Legal Expenses**

The Council is the Planning Consent Authority for its area under the *Development Act 1993* (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

**Note 21 – Events Occurring After Reporting Date**

Consistent with disclosures under AASB 110 - Events after Balance Date, there were no events subsequent to 30 June 2021 that need to be disclosed in the financial statement.

**Note 22 – Related Party Disclosures**

The Related Parties (Key Management Personnel) of the City of Norwood Payneham & St Peters include the Mayor, Councillors, Chief Executive Officer, and certain prescribed officers pursuant to 112 of the *Local Government Act 1999*.

In all, 27 persons were paid the following total compensation:

|  | 2022<br>\$       | 2021<br>\$       |
|--|------------------|------------------|
| Salaries, allowances & other short term benefits | 1,288,958        | 1,311,035        |
| Post-employment benefits                         | 91,919           | 86,770           |
| Long term benefits                               | -                | -                |
| <b>Total Compensation Paid</b>                   | <b>1,380,878</b> | <b>1,397,805</b> |

*Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.*

*No key management personnel or parties related to them had any transactions during the year on terms more favourable than those available to the general public.*



## STATEMENT OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Norwood Payneham and St Peters for the year ended 30 June 2022 the Council's Auditor, BDO, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



Mario Barone  
CHIEF EXECUTIVE OFFICER



John Minney  
PRESIDING MEMBER  
AUDIT COMMITTEE

Dated 24 October 2022

# Auditor Profile

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BDO, established in Australia in 1975 as an association of firms, provides audit, tax and advisory services to individuals, businesses, corporate firms and government enterprises across a broad range of industry sectors.

BDO has more than 160 Partners and staff in South Australia who are located in offices in the Adelaide CBD and McLaren Vale.

Geoff Edwards is currently assigned to Council's External Audit contract.

Geoff is an Audit Partner with BDO in South Australia specialising in audit and corporate services. He has experience with financial modelling, particularly in large and complex financing proposals, and providing technical financial reporting advice to clients. Geoff has more than 20 years of experience in both England and Australia working with both large and mid-tier firms.

Geoff's professional and academic qualifications:

- Chartered Accountant (Australia, England & Wales)
- Registered Company Auditor
- Diploma, Accounting Studies

Geoff's professional affiliations:

- Member, Chartered Accountants Australia & New Zealand
- Member of the South Australian Local Government Finance Managers Group (SALGFMG)

# Independent Auditor's Report

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Australia

## CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Norwood Payneham & St Peters for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

A handwritten signature in blue ink, appearing to read 'G K Edwards', is written over a faint, light blue circular stamp.

G K Edwards  
Director

**BDO Audit (SA) Pty Ltd**

Adelaide, 15 November 2022



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## INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS

### Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Norwood Payneham & St Peters ('the Council') in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2021 to 30 June 2022 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2021 to 30 June 2022.

### Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

### Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.



#### **Assurance practitioner's responsibilities**

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

#### **Limitations of controls**

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

A handwritten signature in blue ink that reads 'BDO'.

**BDO Audit (SA) Pty Ltd**

A handwritten signature in blue ink that reads 'G K Edwards'.

G K Edwards  
Director

Adelaide, 15 November 2022





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## INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF CITY OF NORWOOD PAYNEHAM & ST PETERS

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of City of Norwood Payneham & St Peters (the Council), which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the accompanying financial report presents fairly, in all material respects, the Council's financial position as at 30 June 2022, and its financial performance and its cash flows for the year ended in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the Local Government Act 1999 and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained at the date of this auditor's report is the annual reports of the regional subsidiaries which for the year ended 30 June 2022, which we obtained prior to the date of this auditor's report, and the Annual Report, which is expected to be made available to use after that date.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report of the City of Norwood Payneham & St Peters, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.



If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Council's Responsibility for the Financial Report**

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council's officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_files/ar4.pdf](http://www.auasb.gov.au/auditors_files/ar4.pdf).

This description forms part of our auditor's report.

A handwritten signature in blue ink that reads 'BDO'.

**BDO Audit (SA) Pty Ltd**

A handwritten signature in blue ink that reads 'G Edwards'.

G K Edwards  
Director

Adelaide, 15 November 2022

# Appendices

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|                                     |     |
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| Confidential Items                  | 283 |
| Informal Gatherings                 | 290 |
| Gifts to Elected Members            | 292 |
| Freedom of Information Applications | 293 |



# Confidential Items

## July 2021–June 2022

| Meeting & Date           | Item | Subject   | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released) | Period to be Retained in Confidence | Comments  | To be Released                              |
|--------------------------|------|---|-----------------------------|---|-------------------------------------|---|---|
| Council<br>5 July 2021   | 14.1 | Tender Selection Report – Construction of Brick Paved Footpaths 2021–2022   | Section 90(2) and (3)(k)    | Retain in confidence                                | 5 years                             | Minute Released.<br>Report to be kept confidential. | July 2026                                   |
| Council<br>5 July 2021   | 14.2 | 49 George Street, Norwood – Further Expressions of Interest & Draft Lease   | Section 90(2) and (3)(d)    | Retain in confidence                                | 5 years                             | Minute to be released when the matter is finalised. | Report to be kept confidential<br>July 2026 |
| Council<br>5 July 2021   | 14.3 | Eastern Region Alliance (ERA) Water Board – Appointment of Independent Chairperson  | Section 90(2) and (3)(a)    | Retain in confidence                                | 5 years                             | Minute Released.<br>Report to be kept confidential. | July 2026                                   |
| Council<br>5 July 2021   | 14.4 | Questions With Notice – Elected Member Related Matter – Local Government Employees Enterprise Agreement (Australian Workers Union) Negotiations | Section 90(2) and (3)(a)    | Retain in confidence                                | 5 years                             |   | July 2026                                   |
| Council<br>5 July 2021   | 14.5 | Eastern Region Alliance (ERA) Water – Verbal Update   | Section 90(2) and (3)(b)    | Retain in confidence                                | 12 months                           |   | Released July 2022                          |
| Council<br>5 July 2021   | 14.6 | East Waste – Green Waste Contract – Verbal Update   | Section 90(2) and (3)(d)    | Retain in confidence                                | 12 months                           |   | Released July 2022                          |
| Council<br>5 July 2021   | 14.7 | The Parade & George Street Scramble Crossing – Verbal Update  | Section 90(2) and (3)(h)    | Matter is finalised                                 |                                     |   | Released                                    |
| Council<br>12 July 2021  | 3.1  | The Parade & George Street Scramble Crossing  | Section 90(2) and (3)(h)    | Matter is finalised                                 |                                     |   | Released                                    |
| Council<br>2 August 2021 | 13.1 | East Waste - Verbal Update  | Section 90(2) and (3)(d)    | Retain in confidence                                | 12 months                           |   | Released<br>August 2022                     |

| Meeting & Date               | Item | Subject   | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released) | Period to be Retained in Confidence | Comments   | To be Released               |
|------------------------------|------|---|-----------------------------|---|-------------------------------------|--|------------------------------|
| Council<br>2 August 2021     | 13.2 | The Parade & George Street Scramble Crossing - Verbal Update  | Section 90(2) and (3)(h)    | Matter is finalised                                 |                                     |  | Released                     |
| Council<br>2 August 2021     | 14.1 | Residual & Hard Waste Disposal Contract   | Section 90(2) and (3)(d)    | Retain in confidence                                | 5 years                             | Minute Released. Report to be kept confidential. | August 2026                  |
| Council<br>2 August 2021     | 14.2 | Questions with Notice Elected Member Related Matter - Local Government Employees Enterprise Agreement (Australian Workers Union) Negotiations | Section 90(2) and (3)(a)    | Retain in confidence                                | 5 years                             |  | August 2026                  |
| Council<br>18 August 2021    | 2.1  | The Parade & George Street Scramble Crossing  | Section 90(2) and (3)(h)    | Matter is finalised                                 |                                     |  | Released                     |
| Council<br>6 September 2021  | 14.1 | Review of Confidential Item - Trinity Gardens Bowling Club  | Section 90(2) and (3)(d)    |   | Until the matter is finalised       |  | When the matter is finalised |
| Council<br>6 September 2021  | 14.2 | Review of Confidential Item - Third Creek Drainage Upgrade - Stage 2B Henry Street  | Section 90(2) and (3)(b)    | Retain in confidence                                | 5 years                             |  | September 2026               |
| Council<br>6 September 2021  | 14.3 | Notice of Motion - Purchase Of Property   | Section 90(2) and (3)(b)    | Until the matter is finalised                       |                                     |  | When the matter is finalised |
| Council<br>6 September 2021  | 14.4 | East Waste Kerbside Recycling Material  | Section 90(2) and (3)(k)    | Retain in confidence                                | 5 years                             | Minute Released. Report to be kept confidential. | September 2026               |
| Council<br>27 September 2021 | 2.1  | The Parade & George Street Scramble Crossing  | Section 90(2) and (3)(h)    | Matter is finalised                                 |                                     |  | Released                     |
| Council<br>5 October 2021    | 13.2 | East Waste - Verbal Update  | Section 90(2) and (3)(d)    | Retain in confidence                                | 12 months                           |  | Released                     |

| Meeting & Date                 | Item | Subject   | Grounds for Confidentiality      | Outcome of Review (Retained in Confidence/Released) | Period to be Retained in Confidence                                  | Comments   | To be Released               |
|--------------------------------|------|---|----------------------------------|---|--|--|------------------------------|
| Council<br>5 October<br>2021   | 14.1 | Notice of Motion - Code Amendment Inter-War Heritage Housing  | Section 90(2) and (3)(m)         | Retain in confidence                                | Until the matter is released for the purpose of public consultation. |  |                              |
| Council<br>5 October<br>2021   | 14.2 | Electric Vehicle Charging Stations  | Section 90(2) and (3)(d)         | Retain in confidence                                | 5 years  | Minute Released. Report to be kept confidential. | October 2026                 |
| Council<br>5 October<br>2021   | 14.3 | Trans-Tasman Energy Group - Public Lighting Dispute   | Section 90(2) and (3)(h) and (i) | Retain in confidence                                | Until the matter is finalised  |  | When the matter is finalised |
| Council<br>5 October<br>2021   | 14.4 | Chief Executive Officer's Contract of Employment  | Section 90(2) and (3)(d)         |   | Until the Contract of Employment has been signed by the parties      |  | Released                     |
| Council<br>26 October<br>2021  | 2.1  | Tender Selection Report - Payneham Memorial Swimming Centre Redevelopment - Design Consultants      | Section 90(2) and (3)(k)         | Retain in confidence                                | 5 years  | Minute Released. Report to be kept confidential. | October 2026                 |
| Council<br>26 October<br>2021  | 2.2  | Tender Selection Report - Implementation of The Parade Masterplan and George Street Upgrade Project | Section 90(2) and (3)(k)         | Retain in confidence                                | 5 years  | Minute Released. Report to be kept confidential. | October 2026                 |
| Council<br>26 October<br>2021  | 2.3  | The Parade & George Street Scramble Crossing  | Section 90(2) and (3)(h)         | Matter is finalised                                 |  |  | Released                     |
| Council<br>11 November<br>2021 | 14.1 | Review of Shared Mobility Scheme  | Section 90(2) and (3)(d)         | Retain in confidence                                | 5 years  | Minute Released. Report to be kept confidential. | November 2026                |
| Council<br>11 November<br>2021 | 14.2 | Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1                 | Section 90(2) and (3)(k)         | Retain in confidence                                | 5 years  | Minute Released. Report to be kept confidential. | November 2026                |



| Meeting & Date                 | Item | Subject   | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released) | Period to be Retained in Confidence  | Comments | To be Released               |
|--------------------------------|------|---|-----------------------------|---|--|----------|------------------------------|
| Council<br>11 November<br>2021 | 14.3 | Compulsory Acquisition of Easement for Drainage Purposes 2 North Terrace, Kent Town | Section 90(2) and (3)(b)    | Retain in confidence                                | Until the matter is finalised  |          | When the matter is finalised |
| Council<br>1 December<br>2021  | 14.1 | Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1 | Section 90(2) and (3)(k)    | Retain in confidence                                | 5 years  |          |                              |
| Council<br>6 December<br>2021  | 14.2 | Draft Inter-War Housing Heritage Code Amendment                                     | Section 90(2) and (3)(m)    | Retain in confidence                                | Until the matter is released for the purpose of public consultation.   |          |                              |
| Council<br>6 December<br>2021  | 14.3 | 2022 Australia Day Awards   | Section 90(2) and (3)(a)    | Retain in confidence                                | Until 26 January 2022  |          | Released                     |
| Council<br>6 December<br>2021  | 14.4 | Compulsory Acquisition of Land 2 North Terrace, Kent Town                           | Section 90(2) and (3)(h)    | Retain in confidence                                | Until either the matter is finalised or the release of the report and minutes is necessary to enable the matter to be enacted. |          |                              |
| Council<br>6 December<br>2021  | 14.5 | East Waste - Green Organics Legal Dispute with Jeffries Group                       | Section 90(2) and (3)(h)    | Retain in confidence                                | Until the matter is finalised  |          | When the matter is finalised |
| Council<br>6 December<br>2021  | 14.6 | Annual Report - Chief Executive Officer's Contract of Employment                    | Section 90(2) and (3)(a)    | Retain in confidence                                | 12 months  |          | December 2022                |
| Council<br>6 December<br>2021  | 14.7 | Appointment of Acting Chief Executive Officer                                       | Section 90(2) and (3)(a)    | Retain in confidence                                | 12 months  |          | December 2022                |

| Meeting & Date                | Item | Subject   | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released)                | Period to be Retained in Confidence                                  | Comments   | To be Released |
|-------------------------------|------|---|-----------------------------|--|--|--|----------------|
| Council<br>17 January<br>2022 | 14.1 | Re-appointment of Members to the ERA Water Audit Committee            | Section 90(2) and (3)(a)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | January 2027   |
| Council<br>17 January<br>2022 | 14.2 | East Waste - Re-appointment of Independent Chairperson                | Section 90(2) and (3)(a)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | January 2027   |
| Council<br>17 January<br>2022 | 14.3 | 2023 Tour Down Under Expression of Interest                           | Section 90(2) and (3)(a)    | Retain in confidence until the official announcement has been made |  | Released by virtue of the resolution when the public announcements were made by Events SA. | Released       |
| Council<br>17 January<br>2022 | 14.4 | The Parade & George Street Scramble Crossing                          | Section 90(2) and (3)(h)    | Matter is finalised  |  |  | Released       |
| Council<br>7 February<br>2022 | 14.1 | Tender Selection Report - St Peters Street Upgrade Project            | Section 90(2) and (3)(b)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | February 2027  |
| Council<br>7 February<br>2022 | 14.2 | Tender Selection Report - Borthwick Park Creek Improvements Project   | Section 90(2) and (3)(b)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | February 2027  |
| Council<br>7 March 2022       | 14.1 | Council Assessment Panel - Specialist External Member appointments    | Section 90(2) and (3)(a)    | Retain in confidence   | 5 years  |  |                |
| Council<br>7 March 2022       | 14.2 | Heritage Protection Opportunities                                     | Section 90(2) and (3)(m)    | Retain in confidence   | Until the matter is released for the purpose of public consultation. |  |                |
| Council<br>7 March 2022       | 14.3 | Chief Executive Officer's Vehicle and Long Service Leave Arrangements | Section 90(2) and (3)(a)    | Retain in confidence   | 5 years  |  | February 2027  |

| Meeting & Date           | Item | Subject  | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released) | Period to be Retained in Confidence                           | Comments   | To be Released |
|--------------------------|------|--|-----------------------------|---|---|--|----------------|
| Council<br>7 March 2022  | 14.4 | Chief Executive Officer's Key Performance Indicators                               | Section 90(2) and (3)(a)    | Retain in confidence                                | 12 months   |  | February 2023  |
| Council<br>23 March 2022 | 2.1  | Proposal to host the inaugural Adelaide Springfest                                 | Section 90(2) and (3)(d)    | Retain in confidence                                | 12 months   | Minute Released. Report to be kept confidential. | February 2023  |
| Council<br>4 April 2022  | 14.1 | Tender Selection Report - Norwood Townhall Air Conditioning Upgrade                | Section 90(2) and (3)(k)    | Retain in confidence                                | 5 years   | Minute Released. Report to be kept confidential. | April 2027     |
| Council<br>4 April 2022  | 14.2 | Trinity Valley Drainage Upgrade - Preliminary Design Update                        | Section 90(2) and (3)(b)    | Retain in confidence until the matter is finalised  |   |  |                |
| Council<br>4 April 2022  | 14.3 | East Waste Agreement for the Collection and Processing of Mattresses and Ensembles | Section 90(2) and (3)(d)    | Retain in confidence                                | 12 months   | Minute Released. Report to be kept confidential. | April 2023     |
| Council<br>4 April 2022  | 14.4 | Appointment to the Traffic Management & Road Safety Committee                      | Section 90(2) and (3)(a)    | Retain in confidence                                | 5 years   | Minute Released. Report to be kept confidential. | April 2027     |
| Council<br>4 April 2022  | 14.5 | Concept Selection for the Quadrennial Public Art Commission                        | Section 90(2) and (3)(d)    | Retain in confidence                                | Until all parties have been advised of the Council's decision |  | Released       |
| Council<br>4 April 2022  | 14.6 | Service Review Project   | Section 90(2) and (3)(a)    | Retain in confidence                                | Until the Project commences                                   |  |                |
| Council<br>11 April 2022 |      | New Organisational Structure   | Section 90(2) and (3)(a)    | Retain in confidence                                | 12 months   |  | April 2023     |



| Meeting & Date          | Item | Subject   | Grounds for Confidentiality | Outcome of Review (Retained in Confidence/Released)                | Period to be Retained in Confidence  | Comments   | To be Released |
|-------------------------|------|---|-----------------------------|--|--|--|----------------|
| Council<br>2 May 2022   | 14.1 | Compulsory Acquisition of Easement for Drainage Purposes - 1 North Terrace, Kent Town | Section 90(2) and (3)(b)    | Retain in confidence   | Until either the matter is finalised or the release of the report and minutes is necessary to enable the matter to be enacted. |  |                |
| Council<br>2 May 2022   | 14.2 | Payneham Memorial Swimming Centre Redevelopment                                       | Section 90(2) and (3)(d)    | Retain in confidence   | 12 months  | Report, Attachment B and discussion retained in confidence. Attachments A, C and D released. | May 2023       |
| Council<br>6 June 2022  | 14.1 | 2022 ARA Awards – City of Norwood Payneham & St Peters Annual Report 2020–2021        | Section 90(2) and (3)(g)    | Retain in confidence until the official announcement has been made |  | Released by virtue of the resolution-when the public announcements were made by the ARA.     | Released       |
| Council<br>6 June 2022  | 14.2 | East Waste Recycling Contract – Commitment of Recycling Tonnes                        | Section 90(2) and (3)(d)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | June 2027      |
| Council<br>21 June 2022 | 3.1  | Auditor-General's Review of the Management of Kerbside Waste Services                 | Section 90(2) and (3)(g)    | Retain in confidence   | Up to 6 months   | Public Report has been released by the Auditor-General.                                      | Released       |
| Council<br>21 June 2022 | 3.2  | East Waste – New Member Council Proposal and Charter Review                           | Section 90(2) and (3)(d)    | Retain in confidence   | 5 years  | Minute Released. Report to be kept confidential.   | June 2027      |



|               |   | Open to Public | Mayor Bria | Cr Callisto | Cr Dottore | Cr Duke | Cr Granzio | Cr Knoblauch | Cr Mex | Cr Minney | Cr Moore | Cr Moorhouse | Cr Patterson | Cr Sims | Cr Stock | Cr Whittington |
|---------------|---|----------------|------------|-------------|------------|---------|------------|--------------|--------|-----------|----------|--------------|--------------|---------|----------|----------------|
| 1 March 2022  | Dunstan Adventure Playground Concept Plan                       | No             | ●          | ●           | ●          | ●       | —          | ●            | ●      | —         | ●        | —            | ●            | ●       | ●        | ●              |
| 2 March 2022  | Budget (No.1) – Recurrent                                       | No             | ●          | ●           | ●          | ●       | —          | ●            | ●      | ●         | ●        | ●            | —            | ●       | ●        | ●              |
| 15 March 2022 | Payneham Memorial Swimming Centre                               | No             | ●          | ●           | ●          | ●       | —          | ●            | ●      | —         | —        | ●            | ●            | ●       | ●        | ●              |
| 16 March 2022 | Budget (No.2) – Projects  | No             | ●          | ●           | ●          | ●       | —          | ●            | ●      | ●         | —        | ●            | ●            | ●       | ●        | ●              |
| 23 March 2022 | ERA Water Briefing  | No             | ●          | ●           | ●          | ●       | —          | ●            | ●      | ●         | —        | ●            | —            | ●       | —        | ●              |
| 26 April 2022 | Rate Reporting, Rate Increase and Minimum Rate & Rate Capping   | No             | ●          | —           | ●          | ●       | ●          | ●            | —      | ●         | ●        | ●            | —            | —       | —        | ●              |
| 27 June 2022  | New Local Government Act 1999 Requirements and Caretaker Period | No             | ●          | ●           | ●          | ●       | ●          | ●            | ●      | ●         | ●        | ●            | ●            | ●       | —        | ●              |
| 27 June 2022  | Changes to Home Support Program for 2023                        | No             | ●          | ●           | ●          | ●       | ●          | ●            | ●      | ●         | ●        | ●            | ●            | ●       | —        | ●              |
| 27 June 2022  | Felixstow Basketball Court                                      | No             | ●          | ●           | ●          | ●       | ●          | ●            | ●      | ●         | ●        | ●            | ●            | ●       | —        | ●              |

— apology



# Gifts to Elected Members

July 2021–June 2022

|                       | Volunteer Christmas Dinner 2021 | Mayor's Christmas Dinner 2021 | Football Ticket* (10 games in total) | Football Pre-Match Functions ° | Football Half Time Hospitality# |
|-----------------------|---------------------------------|-------------------------------|--------------------------------------|--------------------------------|---------------------------------|
| <b>Mayor Bria</b>     | \$66.81                         | \$106.56                      | \$112.00<br>(8 Games)                | \$560.00<br>(7 Functions)      | \$180.48<br>(8 Half Time)       |
| <b>Cr Callisto</b>    | \$66.81                         | \$106.56                      | \$84.00<br>(6 Games)                 | —                              | \$137.16<br>(6 Half Time)       |
| <b>Cr Dottore</b>     | —                               | —                             | \$140<br>(10 Games)                  | \$160<br>(2 Functions)         | \$241.47<br>(10 Half Time)      |
| <b>Cr Duke</b>        | \$66.81                         | \$106.56                      | \$126.00<br>9 Games                  | —                              | \$205<br>(9 Half Time)          |
| <b>Cr Granozio</b>    | \$66.81                         | \$106.56                      | —                                    | —                              | —                               |
| <b>Cr Knoblauch</b>   | \$66.81                         | \$106.56                      | \$112.00<br>(8 Games)                | \$80<br>(1 Function)           | \$180.48<br>(8 Half Time)       |
| <b>Cr Mex</b>         | —                               | —                             | \$14<br>(1 Game)                     | —                              | \$24.86<br>(1 Half Time)        |
| <b>Cr Minney</b>      | \$66.81                         | \$106.56                      | \$126.00<br>(9 Games)                | \$80<br>(1 Function)           | \$222.64<br>(9 Half Time)       |
| <b>Cr Moore</b>       | \$66.81                         | \$106.56                      | —                                    | —                              | —                               |
| <b>Cr Moorhouse</b>   | —                               | \$106.56                      | \$84.00<br>(6 Games)                 | \$80<br>(1 Function)           | \$137.16<br>(6 Half Time)       |
| <b>Cr Patterson</b>   | —                               | —                             | —                                    | —                              | —                               |
| <b>Cr Sims</b>        | —                               | \$106.56                      | \$84.00<br>(6 Games)                 | —                              | \$136.03<br>(6 Half Time)       |
| <b>Cr Stock</b>       | —                               | \$106.56                      | \$126.00<br>(9 Games)                | \$80<br>(1 Function)           | \$222.64<br>(9 Half Time)       |
| <b>Cr Whittington</b> | \$66.81                         | \$106.56                      | —                                    | —                              | —                               |
| <b>Total</b>          | <b>\$601.29</b>                 | <b>\$1,172.16</b>             | <b>\$1,008.00</b>                    | <b>\$1040.00</b>               | <b>\$1,692.25</b>               |

— did not attend

\* Ticket cost \$14.00

° pre-match functions cost \$80 per person.

# refreshments at half time range between \$19 and \$25 per person.

# Freedom of Information Applications

*July 2021–June 2022*

| Date Received    | Details of Application   | Determination   |
|------------------|--|---|
| 9 September 2021 | All documents relating to any actual legal costs or anticipated legal costs in, or relating to, the Supreme Court litigation instigated by the City of Norwood Payneham and St Peters in 2021 relating to the junction of The Parade and George Street.  | Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clauses 7 and 10 of the FOI Act.   |
| 1 November 2021  | All correspondence, file notes, details of telephone discussions, instructions to external consultants, emails, internal notes/memos, post it notes, phone records/text messages between Council Staff and all external consultants including telephone bills. From the date of lodgement of DA 008/17/2021 to 29 September 2021 at 5 Foster Street, Norwood.  | Documents Released  |
| 2 November 2021  | Copies of any information, documents, or other materials relevant to the use or presence of asbestos at 28 Elizabeth Street, Evandale SA 5069; and Copies of development applications, building plans and specifications and details of building work undertaken and materials used at 28 Elizabeth Street, Evandale SA 5069 until 1995.   | Documents Released  |
| 3 March 2022     | A copy of the consulting scope related to the Royston Park, Marden traffic option design Study. All emails, electronic and or written communications to and from NPSP staff internally and/or Councillors and the engaged Consultant related to the Royston Park, Marden and Joslin area (River St, Beasley Street, Battams Rd and Lambert Rd). The draft options for traffic management devices and all plans and preliminary draft report as presented in February 2022. | Documents Released  |
| 19 May 2022      | CCTV Footage of Webb Street Car Park 12 March 2022   | Footage Released via USB  |
| 31 May 2022      | Copies of any information, documents, or other materials relevant to the use or presence of asbestos at 36 Edward Street, Norwood; and Copies of development applications, building plans and specifications and details of building work undertaken and materials used at the property until 1985   | No documents within the scope of the application.   |
| 17 June 2022     | 1. The Council's Information Statement.<br>2. A complete copy of the Survey done by Council between 2019–2021 of the NE of the Billabong, at the rear of properties on Eighth Ave and River Street, St Peters, showing Public Land and set-backs, if present. 3. A 'Confidential' report supplied to Councillors in the last 2 years, providing a history of the titles referred to above on the NE Billabong.   | Partial Release – Part 1 Release<br>Part 2 – Exempt in accordance with Clauses 9 (1)(a) and 15.<br>Part 3 – No documents within the scope of the application. |
| 28 June 2022     | All documents and correspondence regarding grants funded or committed to local sporting groups by the Malinauskas Labor Government from 19/3/22 to 27/6/22   | No documents within the scope of the application.   |

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

# Glossary

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Terms and Acronyms



|   |   |
|---|---|
| <b>AASB</b>                               | Australian Accounting Standards Board   |
| <b>Accrued Revenue/Expense</b>            | Accrued revenue relates to items of revenue in which the Council has the right to receive but has yet to receive the payment. Conversely, accrued expenditure relates to expenses the Council has an obligation to pay, but is yet to make the payment. |
| <b>Asset</b>                              | A facility or part of a facility that is owned and controlled by the Council.   |
| <b>Asset Sustainability Ratio</b>         | Measures the extent to which the Council is renewing or replacing its existing physical assets.   |
| <b>Budget</b>                             | Council's planned allocation of monetary resources for a financial year.  |
| <b>Business Precinct</b>                  | The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts including The Parade, Norwood; Magill Road; Payneham Road; and Glynde Corner.   |
| <b>By-Law</b>                             | Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .   |
| <b>CAP</b>                                | Council Assessment Panel  |
| <b>Capital Expenditure</b>                | Expenditure made by the Council which results in the creation or improvement of an asset.   |
| <b>Capital Works</b>                      | Any work undertaken to establish, renew, expand and upgrade Council assets.   |
| <b>CEO</b>                                | Chief Executive Officer   |
| <b>CityPlan 2030: Shaping Our Future</b>  | The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.  |
| <b>Civil Infrastructure Works Program</b> | The planned resealing of roads, replacement of footpaths, kerbing and watertable as described and scheduled in the Council's Asset Management Plan for Civil Infrastructure.  |
| <b>Councillors</b>                        | The elected representatives of the Council.   |
| <b>CPA</b>                                | Certified Practising Accountant   |
| <b>DDA</b>                                | <i>Disability Discrimination Act 2005</i>   |
| <b>Depreciation</b>                       | Reduction in the value of an asset over time.   |
| <b>East Waste</b>                         | Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.   |
| <b>EDM</b>                                | Electronic direct mail  |
| <b>EHA</b>                                | Eastern Health Authority  |
| <b>Elected Members</b>                    | The elected representatives of the Council.   |
| <b>Engagements</b>                        | Measures the public shares, likes, comments and interactions of content posted on social media.   |
| <b>Environmental Sustainability</b>       | The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.  |
| <b>Equity</b>                             | The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.   |

---

|  |  |
|--|--|
| <b>ERA</b>   | Eastern Region Alliance  |
| <b>E-waste</b>                                     | Electronic waste including televisions, computers and mobile phones.   |
| <b>Expense</b>                                     | An outgoing payment made by the Council.   |
| <b>FOI</b>   | Freedom of Information   |
| <b>Governance</b>                                  | The systems established by the Council to ensure compliance with legislative requirements.   |
| <b>GST</b>   | Goods and Services Tax   |
| <b>Infrastructure</b>                              | The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.  |
| <b>Infrastructure &amp; Asset Management Plans</b> | Developed in accordance with the <i>Local Government Act 1999</i> , strategies to guide management, inspection, maintenance and replacement of the Council's key assets.   |
| <b>LGA</b>   | Local Government Association of South Australia  |
| <b>LGAWCS</b>                                      | Local Government Association Workers Compensation Scheme   |
| <b>Liabilities</b>                                 | A financial debt or obligations owed by the Council.   |
| <b>Link clicks</b>                                 | The number of clicks on links to select destinations or experiences on the Council's website.  |
| <b>Long-Term Financial Plan</b>                    | Sets out the financial projections for the Council's planned activities over a ten year timeframe.   |
| <b>Net Assets</b>                                  | The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.  |
| <b>Net Financial Liabilities</b>                   | Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.  |
| <b>Net Financial Liabilities Ratio</b>             | Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.  |
| <b>NRM Levy</b>                                    | Natural Resources Management Levy  |
| <b>Open Space</b>                                  | Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and the River Torrens Linear Park. |
| <b>Operating Surplus/Deficit</b>                   | The difference between income earned and expenditure to provide ongoing services and programs.   |
| <b>Operating Surplus Ratio</b>                     | Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.   |
| <b>Organic Waste</b>                               | Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council's kerbside collection service (green lidded bin).  |
| <b>Page impression</b>                             | Number of times a specific website or page has been viewed by users.   |

|                               |   |
|-------------------------------|---|
| <b>Parade Separate Rate</b>   | A separate rate charged to commercial property owners on The Parade, Norwood. The revenue collected may only be used for the purpose of promotion and enhancing business viability along The Parade precinct.   |
| <b>Presiding Member</b>       | A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.  |
| <b>Rate Cap</b>               | The Council, subject to certain conditions, will grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.   |
| <b>Rates</b>                  | Council rates are a property tax and the Council's primary source of income, which enables the delivery of services and facilities for the community.   |
| <b>Regional Subsidiary</b>    | Formed by two or more councils to provide specified service/s or to perform a function of the councils under the <i>Local Government Act 1999</i> (or another Act).   |
| <b>Regulatory Services</b>    | A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.   |
| <b>Representation Quota</b>   | A ratio of the number of electors per Elected Member.   |
| <b>Representation Review</b>  | A representation review is a requirement of Section 12 of the <i>Local Government Act 1999</i> , and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members. |
| <b>Revenue</b>                | The amount of money the Council receives from its activities, including from rates and services provided to the community.  |
| <b>Service Centre</b>         | The Council's customer service centre that handles requests, enquiries and payment from ratepayers and the general public.  |
| <b>Supplementary Election</b> | A supplementary or bi-election is held whenever there is a vacancy in the Council.  |
| <b>Sustainability</b>         | Sustainability for our City is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.   |
| <b>Vision</b>                 | A Vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.   |
| <b>Ward</b>                   | An area that provides a fair and equitable division of a municipal district. The City of Norwood Payneham & St Peters is comprised of six wards each represented by two Elected Members, with the exception of the Maylands/Trinity Ward which is represented by three.   |
| <b>WHS</b>                    | Work Health and Safety  |
| <b>Your NPSP</b>              | The Council's bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.  |



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# Index—Legislative Reporting Requirements

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All councils and council subsidiaries in South Australia must produce an annual report. Section 131 of the *Local Government Act 1999* (the Act), requires a council to produce an annual report, and Schedule 4 of the Act sets out the information to be included.

Schedule 4 prescribes in detail a council's obligations to provide certain material and to report on other matters in its annual report. The Act also at various sections contains other prescribed reporting requirements as part of a Council's for annual report.

Section 132 of the Act requires the annual report to be published on the Council's website.

In addition, a council subsidiary must "furnish to the council or to the constituent councils a report on the work and operations of the subsidiary" annually (on or before a day determined by the council or constituent councils and must be incorporated into the annual report of all the constituent councils.

Other statutory requirements relate to the Clause 7 statement on the application of competition principles, the *Libraries Act 1982* and the *Copyright Act 1968*.



## Annual Report Requirements *Local Government Act 1999*

The annual reporting requirements prescribed in the *Local Government Act 1999* are summarised as follows:

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### *Local Nuisance and Litter Control Act 2017*

Section 8 of the *Local Nuisance and Litter Control Act 2017* requires councils to include information in its annual report regarding the functions conferred on councils under this Act.

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For the purposes of Section 8 of the Act, a council's annual report should include details of:

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- (a) the number of complaints of local nuisance or littering received by the Council; and
  - (b) the number and nature of:
    - offences under the Act that were expiated; and
    - offences under the Act that were prosecuted; and
    - nuisance abatement notices or litter abatement notices issued; and
    - civil penalties negotiated under Section 34 of the Act; and
    - applications by the Council to the Court for orders for civil penalties under Section 34 of the Act and the number of orders made by the Court on those applications; and
  - (c) any other functions performed by the Council under the Act.
-

## **Council Facilities**

### **The Council's Principal Office is located at:**

Norwood Town Hall  
175 The Parade, Norwood

### **Additional sites of operation include:**

Council Works Depot  
Davis Street, Glynde

Norwood Library  
110 The Parade, Norwood

St Peters Library  
101 Payneham Road, St Peters

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

Payneham Community Centre  
374 Payneham Road, Payneham

Cultural Heritage Centre  
101 Payneham Road, St Peters

Norwood Swimming Centre  
Phillips Street, Kensington

Payneham Memorial Swimming Centre  
OG Road, Felixstow

### **The Council also operates two unique entities:**

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

Norwood Concert Hall  
175 The Parade, Norwood

## **Additional Copies**



The 2021–2022 Annual Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Additional copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074



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