

A PROGRESSIVE
CITY WITH
A STRONG
COMMUNITY
SPIRIT.



Annual Report

2022–2023

[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.

This document is available in alternative formats and languages upon request. You can make a request by emailing citizenservice@npsa.gov.au or calling 08 8366 4555.

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@npsa.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@npsa.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 संस्कृत 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@npsa.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@npsa.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

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.

Front cover image

Children from Marryatville Primary School celebrate their new garden. See page 134 for the full story.

We value your comments

For more information about the 2022–2023 Annual Report, please contact the Council via email:

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 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. A limited number of copies are printed as the Annual Report is available for distribution electronically if requested.





Welcome

The City of Norwood Payneham & St Peters 2022–2023 Annual Report provides a comprehensive account of the Council’s performance, achievements, challenges and financial management, from 1 July 2022 to 30 June 2023.

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 2022–2023 is on pages 7–47.
- Information about the Council and our organisation can be found on pages 49–125.
- Our performance outcomes for 2022–2023 are on pages 174–213.
- To view our 2022–2023 financial indicators and audited financial statements, please see pages 237–283.

A glossary of terms and acronyms used throughout the report is on pages 294–299.

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

Our Vision

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

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



Contents

Introduction	7	Our Performance	153
Our Council	49	<i>CityPlan: Shaping Our Future - Outcomes</i>	174
<i>Mayor and Councillors</i>	51	<i>Outcome 1 - Social Equity</i>	176
<i>Our Organisation</i>	87	<i>Outcome 2 - Cultural Vitality</i>	184
<i>Our Staff</i>	94	<i>Outcome 3 - Economic Prosperity</i>	190
<i>Our Volunteers</i>	119	<i>Outcome 4 - Environmental Sustainability</i>	198
<i>Our Community</i>	127	<i>Measuring our Success</i>	204
<i>Our Business Community</i>	139	Corporate Reporting	217
		Financials	237
		Appendices	284



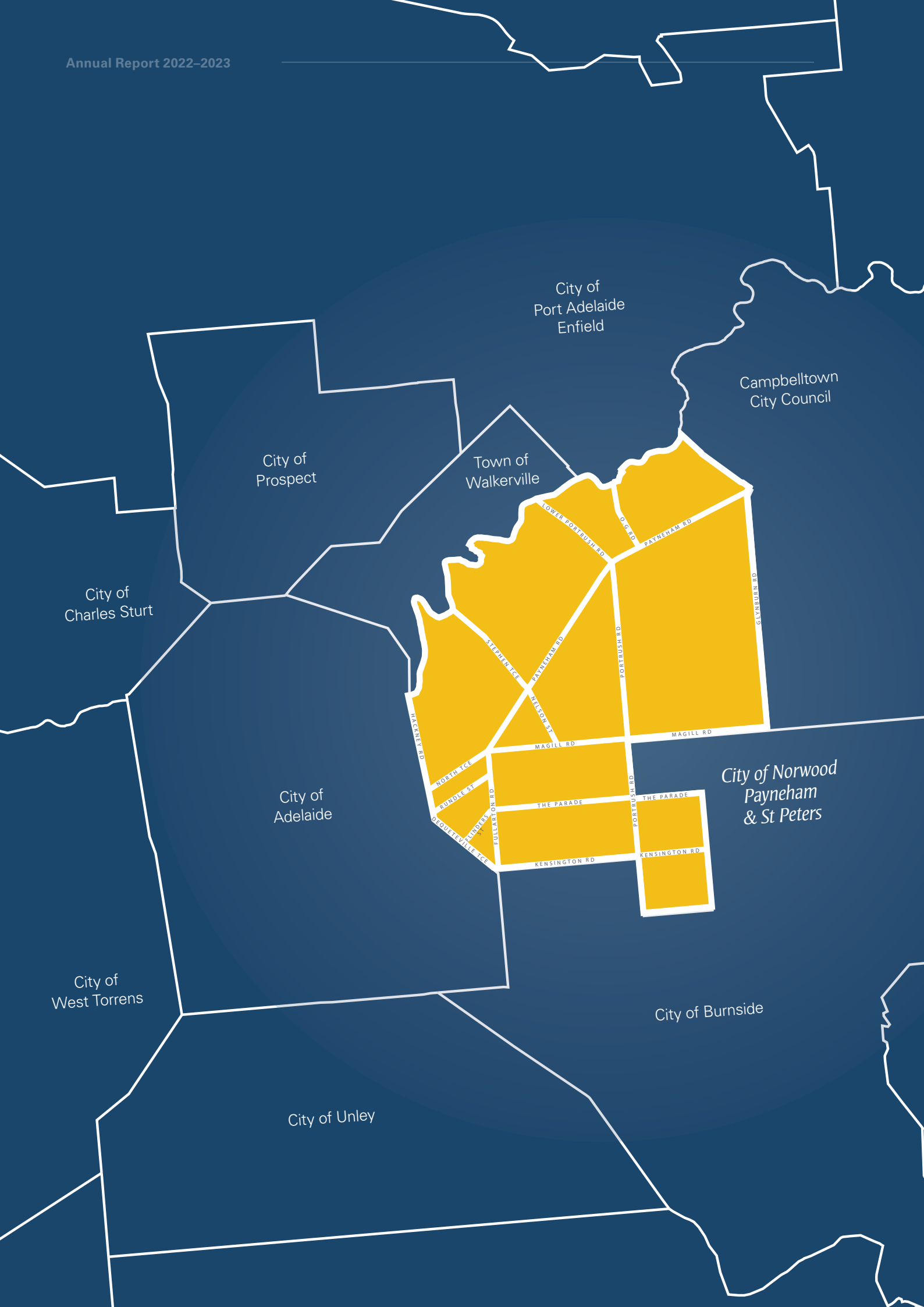


Spectrum, Osmond Tce, Norwood

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.

Location	9
Who We Are	10
City Snapshot	12
Strategic Direction	14
Strategic Planning Framework	15
CityPlan 2030: Shaping Our Future	16
Long-term Financial Plan & Annual Business Plan	17
Sustainability Statement	19
Corporate Carbon Emissions Update	20
Key Projects	22
Where Your Rates Go	24
Year In Review	26
Strategic Challenges	36
Service Reviews	38
Significant Media Coverage	40
Our Stakeholders	42
Message from the Mayor	44
Message from the Chief Executive	46



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

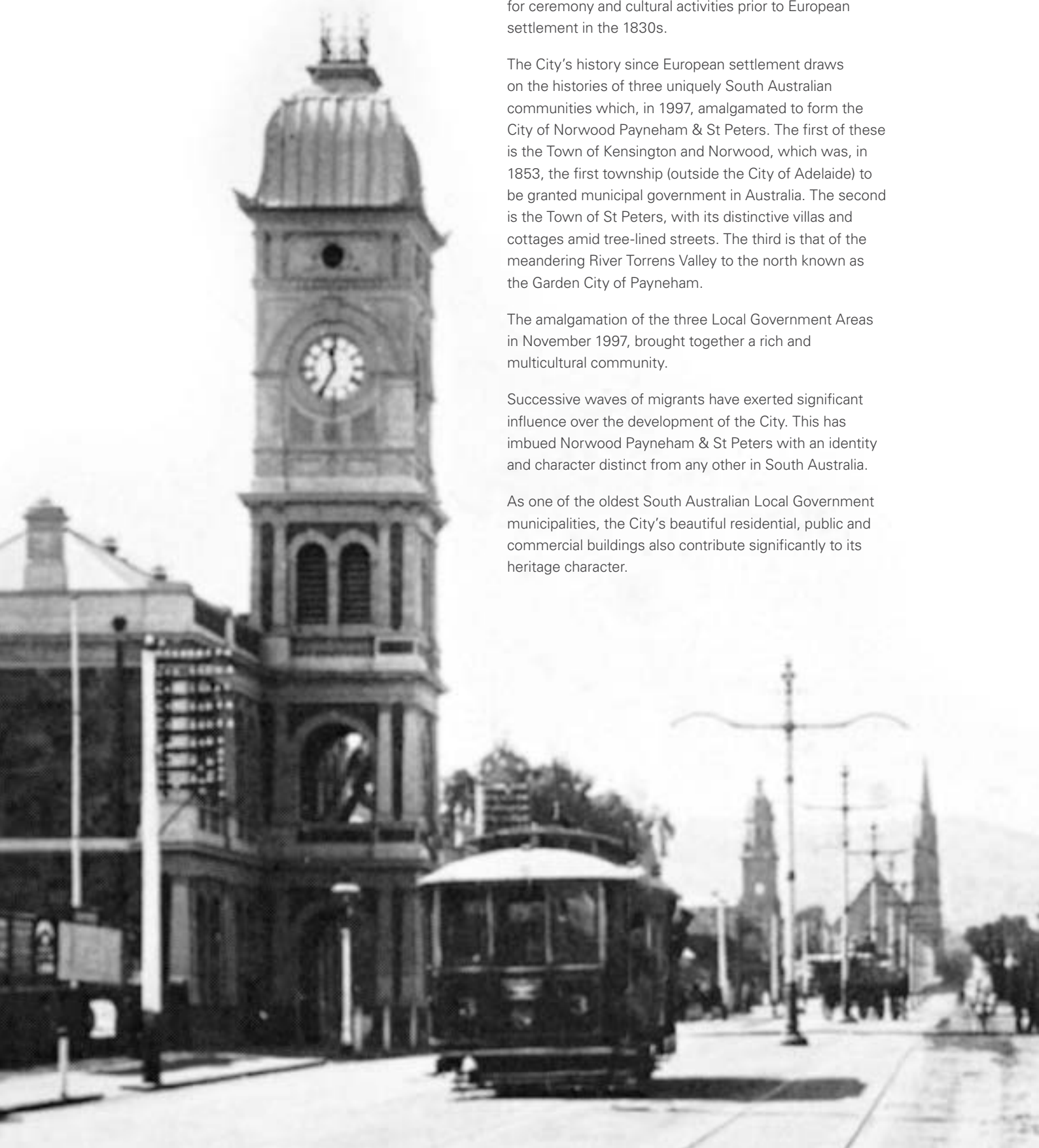
The Kaurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kaurna people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

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.

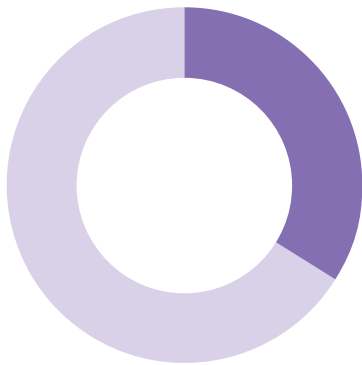
The logo is a six-pointed star, inspired by the clock face of the Norwood Town Hall, located on The Parade, Norwood.

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.

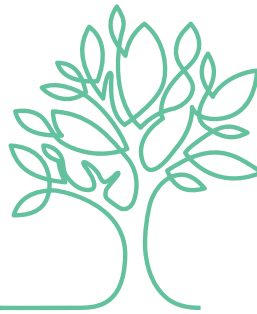


34.5%

of citizens residing in the City of Norwood Payneham & St Peters were born overseas, compared with 28.5% in Greater Adelaide.

341km
of footpaths

363km
of kerbing



Local businesses

8,117*

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

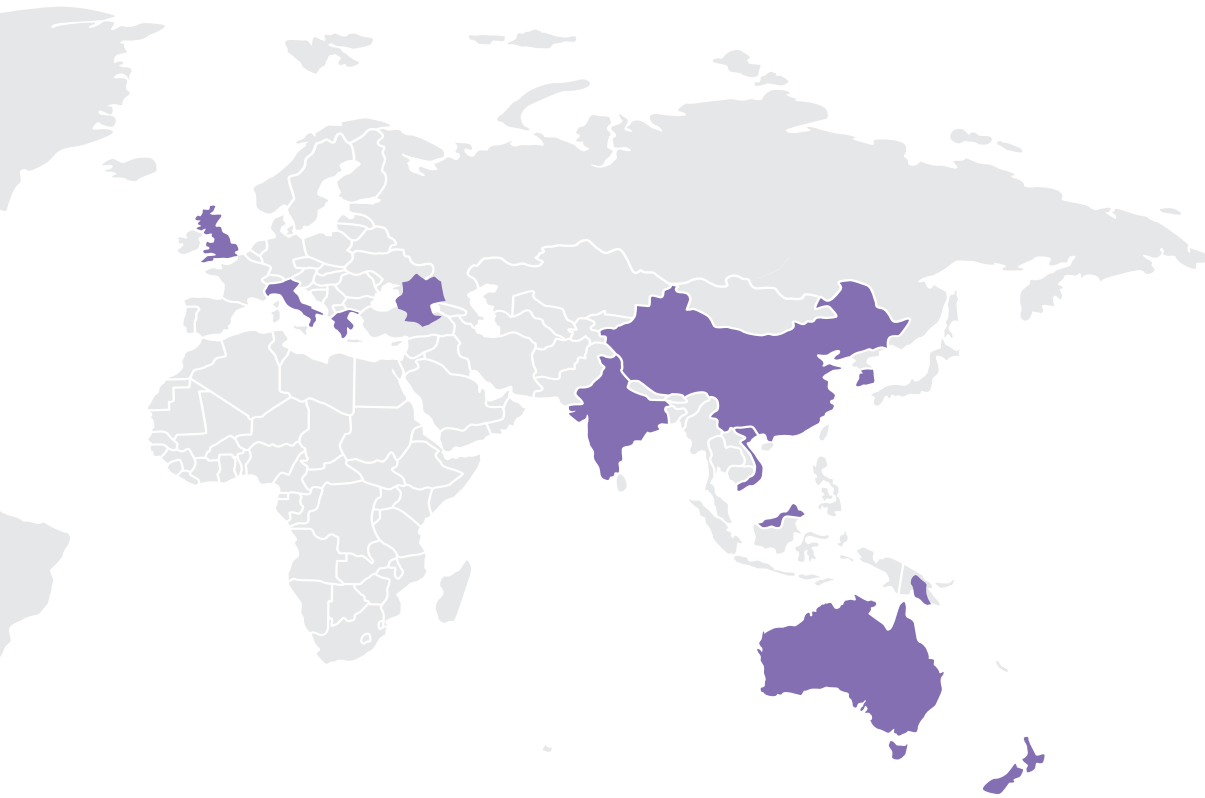


1 Child Care Centre & Pre-School



3 Libraries

Source: Australian Bureau of Statistics 2019 Estimated Resident Population
* Approximate figure



Residents

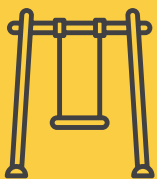
37,487[#]

The median age of people is 41 years.
Children aged 0–14 years make up 18.2% of the population and people aged over 65 years make up 17.2%.

Volunteers

220

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.



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'.

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.



CityPlan 2030: Shaping Our Future

Mid-Term Review



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](#)

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 Peters 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.



Aerial view of St Peters

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 198–203.

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, 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;
- active transport infrastructure and alternative transport methods are provided which assists in reducing the number of cars and congestion on our roads;
- our natural environment is maintained, particularly First, Second, Third and Fourth Creek, the River Torrens and the St Peters Billabong;
- local streets are attractive, safe and shaded, ensuring they are livable, walkable and cyclable;
- our City's street trees are expanding 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.

Corporate Carbon Emissions Update

In 2018–2019, the City of Norwood Payneham & St Peters established a baseline corporate carbon emissions profile at approximately 1,890 tonnes of carbon dioxide equivalent per year.

The primary contributors to these emissions were identified as electricity, natural gas, transport, waste and water, collectively accounting for over 95% of the total emissions. These became focal points for the Council's Corporate Emissions Reduction Plan.

In 2022–2023, the Council successfully reduced its carbon footprint to approximately 1,443 tonnes, a decrease of 24 per cent, resulting in reductions in electricity (47%), natural gas (38%), and transport (10%) emissions compared to the baseline.

The decrease in electricity emissions is attributed to a substantial investment by the Council in solar and battery installations at key sites, energy efficiency projects, and the higher solar percentage in the South Australian grid.

The shift away from gas appliances and energy efficiency measures contributed to a 38% reduction in natural gas emissions.

Transitioning from traditional combustion engine vehicles to hybrids led to a 10% reduction in transport emissions, with a commitment to a fully electric fleet by 2030.

The top five emission sources, electricity, waste, transport, natural gas and water, remain the focus. However, the diligent efforts of the Council have resulted in significant reductions in emissions associated with electricity (-44%), natural gas (-22%) and transport (-10%) compared to the baseline.

Corporate Emissions Summary

Category	Emissions (tCO ₂ -e)		Difference
	2018–19	2022–23	
Electricity Buildings & Facilities	840	486	104.5
Electricity Streetlights	277	144	142.5
Natural Gas	252	197	347.2
Water	134	154	1,854.4
Transport Fuel	225	202	1,239.5
Supply chain (paper)	14.6	14.6	11.7
Waste & resources (operational waste to landfill)	142	320	19.2
Fugitive Emissions (refrigerants)	4.7	4.7	596.3
Tonnes of carbon dioxide equivalent (CO₂-e)	1,890	1,522	4,315.3



Challenges

Emissions associated with water and operational waste saw increases, attributed to variations in weather patterns and accounting methods associated with separating community and corporate waste. The Council has since implemented water efficiency measures, such as smart irrigation systems. Despite these challenges, the overall reduction in emissions demonstrates a proactive approach.

Looking ahead

To further advance its emissions reduction target, the Council's future actions will include:

- increasing solar and battery installations;
- implementing energy and waste efficiency measures;
- continuing the transition of the fleet to low and zero-emission vehicles;
- pursuing a 100% renewable electricity contract and;
- installing heat pumps at the new Payneham Memorial Swimming Centre as part of the redevelopment project.

This overall reduction reflects the Council's commitment to environmental sustainability, addressing challenges, and continuing its strategic approach for a more sustainable future.

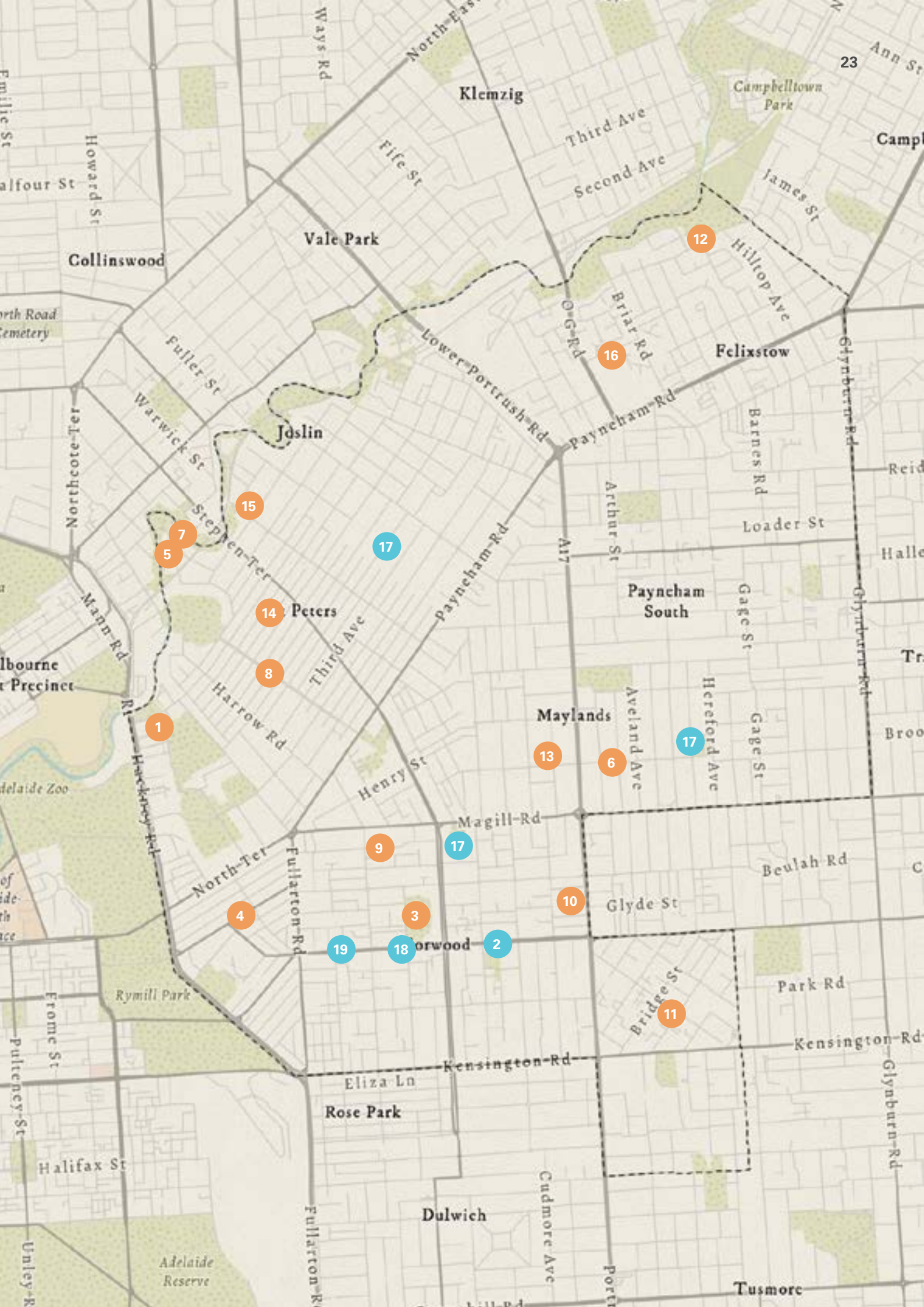
The Council's dedication to reducing its carbon footprint is evident, setting a positive example for the community and fostering a greener, more resilient City.

Key Projects

This map and list includes some of the projects and events which were delivered or commenced across the City during 2022–2023, for the benefit of the community.

- | | |
|---|---|
| 1. Quadrennial Public Artwork Seed Mix | 11. Borthwick Park Creek Improvements |
| 2. Art on Parade | 12. Langman Grove Road Reconstruction |
| 3. Norwood Oval Infrastructure Improvements | 13. Cruickshank Reserve Facility Upgrade |
| 4. Kent Town Streetscape Upgrade | 14. Burchell Reserve Upgrade |
| 5. Second Creek Outlet Upgrade | 15. Dunstan Adventure Playground Redevelopment |
| 6. Trinity Valley Stormwater Drainage Program | 16. Payneham Memorial Swimming Centre Redevelopment |
| 7. Linear Park Path Upgrade | 17. Concerts in the Park |
| 8. St Peters Street Streetscape | 18. Tour Down Under |
| 9. Stephen Street Improvements | 19. Norwood Christmas Pageant |
| 10. Buttery Reserve Tennis Courts Upgrade | |





Where Your Rates Go



The Council collected \$39.974 million in rates revenue during 2022–2023. 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.




\$14.11

Infrastructure Management



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

\$9.90

Waste & Recycling Services



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

\$12.19

Trees, Parks, Sport & Recreation

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

\$10.79

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 spent \$48.892 million.



\$8.55

Community, Health, Aged & Youth Services

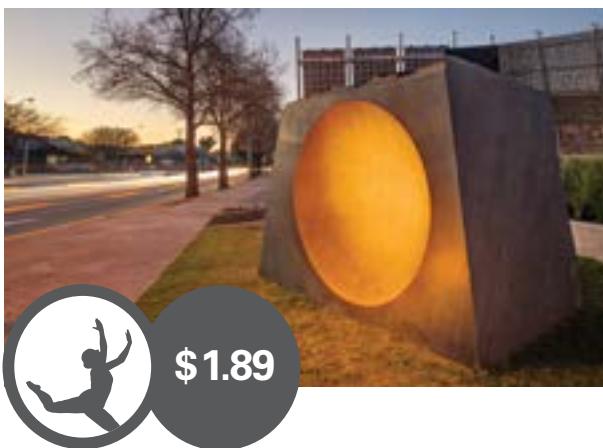
- Environmental health and services
- Community programs
- Home care assist
- Youth services
- St Peters Child Care Centre & Pre-school
- Volunteer



\$4.57

Libraries & Community Facilities

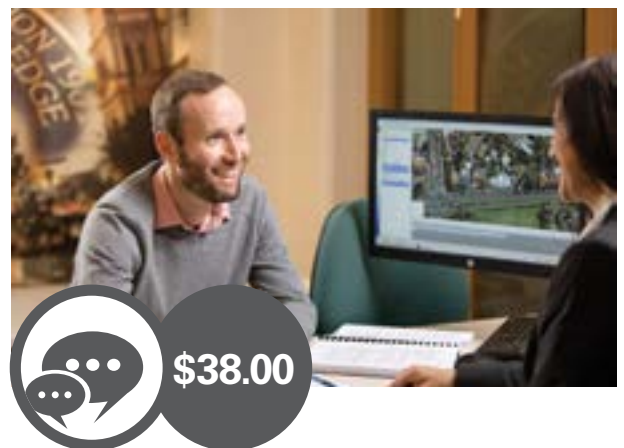
- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall



\$1.89

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



\$38.00

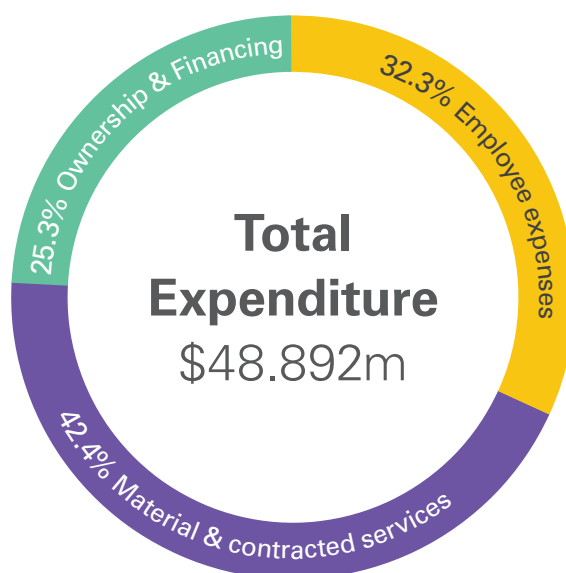
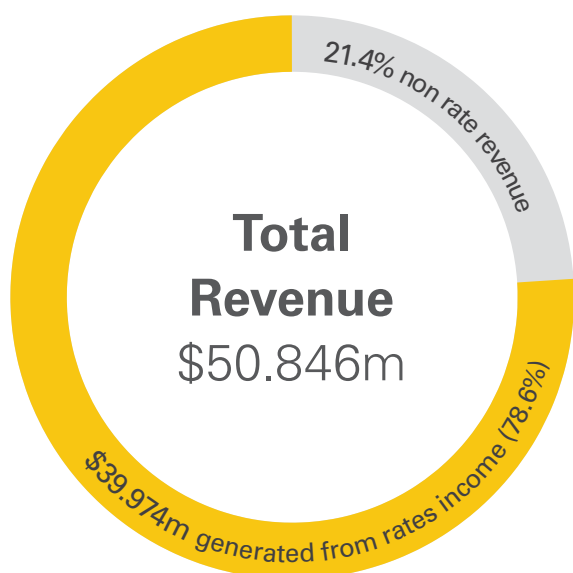
Governance, Communications & Administration

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



Year In Review

Financial Summary



Residential Rate Increase

7.15%

Average residential rate increase from 2021–2022
= \$112/year based on a mean property valuation of \$868,000

Operating Surplus

\$1.954m

Down from 2021–2022 by 26%



Financial Goal: A City which delivers on our strategic outcomes by managing our financial resources in a sustainable and equitable manner.

Total Assets

\$609.041m



● Infrastructure, property and plant equipment	\$594,772m
● Cash and cash equivalents	\$4.317m
● Other assets	\$9.952m

Total Liabilities

\$22.551m



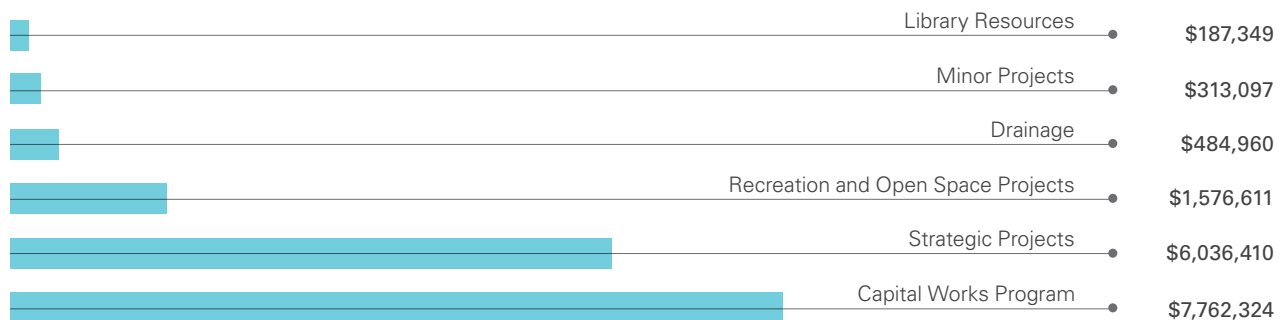
● Total borrowings	\$8.620m
● Trade payable	\$8.819m
● Other liabilities	\$5.112m

Net Assets \$586.490m

9.3% increase from 2021–2022

Capital Expenditure

\$16.361m



Year In Review

Performance Highlights

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community



Norwood Splash, Norwood Swimming Centre

2022–2023 Achievements

- ✓ Undertook community engagement regarding the St Morris Reserve Upgrade project. Page 116.
- ✓ Delivered 18,242 hours of Home Community Care Services to senior citizens. Page 178.
- ✓ Undertook engagement and consultation with young people on the Council's draft 2024–2026 Voice & Vision of Young People Action Plan.
- ✓ Received two Commendations at the South Australia Planning Institute Australia Awards. Page 108.
- ✓ Provided \$58,554 to 17 community groups through the Community Funding Program. Page 128.
- ✓ The Council's 220 Volunteers dedicated 6271 hours of service across a variety of programs and services. Page 120.
- ✓ Continued to increase the Council's social media profiles on Facebook, Instagram and LinkedIn. Page 177.
- ✓ Undertook traffic management reviews and surveys to ensure the safety of our community. Page 181.

Challenges

- Experienced low levels of engagement in relation to the Access & Inclusion Survey. Page 182.

The year ahead

- Undertake the 2023 biennial Community Survey with local residents and businesses.
- Continue to implement a range of Smart City initiatives across the City.
- Review of the Community Funding Program to ensure it is meeting the objectives of the program.

Outcome 2: Cultural Vitality

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



2022–2023 Achievements

- ✓ 768 Development Applications were lodged with the Council. Page 188.
- ✓ Hosted Stage 3 of Tour Down Under on Adelaide’s Premier Main Street, The Parade. Page 137.
- ✓ Undertook consultation on the 2024–2027 Arts & Culture Plan. Page 116.
- ✓ More than 140 art works were featured in Art on Parade. Pages 34 & 185.
- ✓ Welcomed 284 new citizens to our City. Pages 131 & 186.
- ✓ Successfully hosted three Concerts in the Park events. Pages 34 & 185.
- ✓ Construction commenced on the much-loved Dunstan Adventure Playground. Page 155.
- ✓ Unveiled the Council’s fifth Quadrennial Major Art Project, Seed Mix at Old Mill Reserve, Hackney. Pages 132 & 185.

Challenges

- Delays to the Payneham Memorial Swimming Centre project due to the discovery of contamination on site.
- Engaging more traders to participate in Art on Parade.

The year ahead

- Continue to work with the AFL and State Government to secure AFL matches at Norwood Oval as part of the 2024 Gather Round, with associated street activations on The Parade.
- Complete construction of the Dunstan Adventure Playground.
- Commence construction of the Payneham Memorial Swimming Centre.

Year In Review

Performance Highlights

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services



Raising the Bar, Lambrook Wines

2022–2023 Achievements

- ✓ Continued to deliver a range of actions and initiatives in accordance with the Council's Economic Development Strategy.
- ✓ Launched the Shop The Parade & Cruise competition to assist the travel sector. Pages 146 & 192.
- ✓ Hosted the successful Eastside Business Awards for the sixth year and Gelato Bellasimo was inducted into the Hall of Fame. Pages 144, 145 & 191.
- ✓ 55 businesses participated in A Day of Fashion. Page 192.
- ✓ Continued to promote The Parade Gift Card, which generated \$4400 in direct revenue to local traders. Page 197.
- ✓ Launched Invest in NPSP, a website for business operators who are starting a new business or relocating a business to our City. Page 114.
- ✓ Delivered the Mayor's Business Commendation Awards. Page 197.
- ✓ Issued 44 e-newsletters to the business community. Page 191.
- ✓ Delivered two business networking events, which were attended by 217 people. Page 191.
- ✓ Hosted the annual Raising the Bar event in 10 venues across the City. Pages 150–151.

Challenges

- Continuing to improve engagement with the business precincts.
- Navigating and understanding the impacts of inflation rises, including a commercial rate rise higher than previous years.
- Developing unique economic drawcards to retain and attract businesses to our City.

The year ahead

- Continuing to implement and roll out of initiatives from the Council's Economic Development Strategy.
- Undertake an economic and strategic options analysis to inform the Council's strategic planning process for the Employment Zone in Glynde and Stepney.

Outcome 4: Environmental Sustainability

A leader in environmental sustainability



Kitchen Caddy

2022–2023 Achievements

- ✓ Introduced a range of energy reduction initiatives at Council owned facilities.
- ✓ Planted more than 666 street trees across the City. Page 202.
- ✓ More than 3000 tonnes of kerbside recycling waste was diverted from landfill. Page 199.
- ✓ Diverted 5620 tonnes of kerbside green organic waste from landfill. Page 199.
- ✓ Continued to implement initiatives from the Council's Corporate Emissions Reduction Plan. Pages 20, 21 & 203.
- ✓ Continued the transition to low emission Council-owned vehicles. Pages 20–21.
- ✓ Worked closely with Resilient East to educate citizens about climate change. Page 203.
- ✓ Hosted tours of the St Peters Billabong, assisted by Friends of the Billabong Volunteers.
- ✓ Installed smart irrigation controllers at 25 reserves to improve water efficiency. Page 203.

Challenges

- Engaging more residents to participate in environmental initiatives and programs, including complying 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.

Enjoying our City's green open spaces.



Twilight Carols, Stepney

Year In Review

Fast Facts

WEBSITE VISITS

320,706

Total website visits. Page 114.

295,374 in 2021–2022
291,311 in 2020–2021

JAZZ IN THE PARK ATTENDANCE

700

Event attendance. Page 185.

800 in 2021–2022
810 in 2020–2021

RAISING THE BAR TICKETS

1,000

Raising the Bar tickets. Page 150.

930 in 2021–2022
930 in 2020–2021

GENERAL WASTE COLLECTED

6,799

Tonnes of Kerbside General (landfill) waste collected.
Page 199.

7,205 in 2021–2022 | 7,223 in 2020–2021

COMMUNITY SERVICE

18,242

Hours of Community Care Service delivered.
Page 178.

17,954 in 2021–2022 | 19,675 in 2020–2021

BIKE COUNT

1,500

Annual Bicycle Count.
Page 180.

1,843 in 2021–2022
2,284 in 2020–2021

NEW CITIZENS

284

New citizens welcomed into
our community. Page 131.

225 in 2021–2022
222 in 2020–2021

COMMUNITY FUNDING

\$58,554

Community Funding Program.
Page 128.

\$57,850 in 2021–2022
\$55,818 in 2020–2021

STREET TREES

666

Number of new street
trees planted. Page 202.

523 in 2021–2022
510 in 2020–2021

SERVICE REQUESTS

11,346

Completed requests relating to graffiti,
footpaths and road maintenance,
stormwater drainage, traffic, parking, trees
and waste management. Page 177.

11,242 in 2021–2022 | 11,288 in 2020–2021

DEVELOPMENT ASSESSMENTS

768

Development Applications
were lodged with the Council.
Page 188.

842 in 2021–2022
1101 in 2020–2021

Year In Review

Events

In 2022–2023, the City of Norwood Payneham & St Peters reinforced its reputation as producing some of the biggest and best events in Adelaide.

From the highly anticipated return of the much-loved Norwood Christmas Pageant, to the electric atmosphere of the inaugural AFL Gather Round, our City knows how to draw a crowd and host memorable and exceptional events.

The Council's events staff and Volunteers also did an incredible job delivering an array of events from Art on Parade, Concerts in the Park, St Peters Fair and Twilight Carols.



Art on Parade

45 artists exhibited more than 140 artworks in 24 venues as part of the Art on Parade experience in April, 2023. With paintings, ceramics, glass, metal, jewellery and photography, the self-guided trail is the perfect culmination of discovering and learning more about local artists as well as the retail and commercial businesses along The Parade, Norwood.

Concerts in the Park

From February to April, about 2000 music lovers, families and friends relaxed and had fun while listening to jazz, melodies and symphonies in our City's beautiful parks as part of the 2023 Concerts in the Park series. Jazz in the Park was held at Koster Park, Melodies in the Park delighted crowds in Joslin Reserve and Richards Park was the setting for Symphony in the Park. The event will be returning in 2024.



AFL Gather Round

From 13–16 April 2023, The Parade, Norwood filled with thousands of football fans from around the nation for the inaugural AFL Gather Round, which was held at Norwood Oval. To read more about the two AFL matches and the Council's involvement in bringing the AFL to Adelaide's Premier Main Street see page 142.



Norwood Christmas Pageant

More than 15,000 excited children and their families lined The Parade, Norwood, on Saturday, 26 November to be a part of the sorely missed (due to COVID-19 restrictions) but highly anticipated Norwood Christmas Pageant!

The Pageant goes for just over an hour, but it involves a full year of planning and the Council would like to thank the 80 Volunteers and staff who dedicated their time and skills to help make the Pageant such a fantastic day. The Norwood Christmas Pageant will be returning in 2023.

St Peters Fair

Featuring a petting zoo, face painting, henna tattoos, amusement rides, inflatable games and a craft tent run by the Council Library staff, it is no wonder that St Peters Fair attracted a crowd of 3,000 on 25 March 2023 at Linde Reserve, Stepney, compared to 2,200 in 2022.



Tour Down Under

Thousands of spectators flocked to The Parade, Norwood for Stage 3 of the Tour Down Under on 20 January 2022. Not only an important event for cycling lovers, it also provides a boost to the local economy, while shining a national and international spotlight on Adelaide's East. The TDU was warmly welcomed back after a two-year break due to the pandemic.

Twilight Carols

This free family friendly open-air concert under the stars is always a crowd-pleaser. Held on 3 December 2022, more than 1000 community members welcomed the festive season at Linde Reserve. Twilight Carols will be returning in December 2023.



Strategic Challenges

2022–2023

Strategic challenges are issues that must be addressed in order for an organisation to achieve its vision. The challenge may involve tackling one-off situations, such as changes in the market, the competition, the workforce or the external environment.

Organisational Restructure - Future Ready

When the City of Norwood Payneham & St Peters was formed in 1997, following the amalgamation of the City of Kensington and Norwood, the City of Payneham and the Town of St Peters, the Council endorsed a structure based upon the traditional Local Government corporate model of Planning, Engineering, Finance and Community Services.

The structure was compartmentalised and process driven and was very heavily influenced by the Council’s desire to ensure that as much revenue as possible was spent ‘on the ground’ to ensure that infrastructure and urban planning were at the forefront of decision making.

It was typical of many Local Government organisational structures of that era.

In 2002, following a review of the situation, the organisational structure was changed to provide better focus on financial outcomes, urban planning (both policy and Development Assessment) and governance.

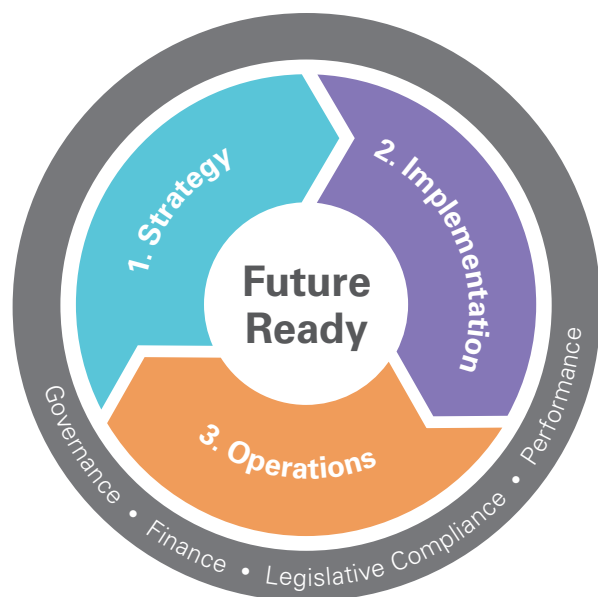
Twenty years later in 2022, the Council was restructured. This change was primarily driven through greater expectation on governance standards and regulatory compliance as well as greater challenges from State and Federal Government agencies.

Future Ready

The restructure was more aligned to the outcomes set out in the Council’s Strategic Management Plan: *CityPlan 2030: Shaping Our Future*.

The Structure was themed 'Future Ready' and insofar as practicable and achievable, the organisation, was allocated into three core areas of strategy, operations and delivery, which were in turn, underpinned by a strong emphasis on governance (including legislative compliance), financial management/sustainability and organisational performance (achieving a high performing organisation).

The restructure was summarised in the model below:



How we consulted

An all staff briefing session, held on 4 May 2022, was presented by the Chief Executive Officer.

All staff also were invited to attend one of two Question and Answer sessions on 18 May 2022 and 25 May 2022.

The formal consultation process concluded on 1 June 2022 and comments, concerns or suggestions from staff, were taken into consideration as part of the process.

With any change comes opportunity. As an organisation, we were doing very well however the proposed re-alignment of functions is designed to make us even better and to prepare us for the future.

The outcome

By the end of June 2023, the majority of the new structure was in place. In respect to individual positions, the transition to the new structure will, in some cases, involve new Person & Position Descriptions and in other cases, changes will simply involve new titles and responsibilities. All of these changes will be managed in accordance with appropriate HR and Award/Enterprise Agreement requirements.

To see the full Organisational Structure see page 88.

Scamming and phishing**The Challenge**

As with all organisations around the world, there is an ongoing and interminable risk of a breach of confidential data and information by scammers at the City of Norwood Payneham & St Peters.

This not only includes the Council's data, but also confidential and personal data of citizens and Council Members.

How we addressed it

The Council's Risk Management Plan identifies breaches of confidentiality and the destruction of information as risks.

In addition to existing IT Security Controls and system procedures and policies, a staff-initiated information Security Committee was established. The Committee meets on a quarterly basis, and is co-ordinated by the Manager, Information Services and supported by the General Manager, Governance & Civic Affairs and it looks into three key areas of Confidentiality, Integrity and Availability.

In 2022–2023, Council staff undertook a series of phishing and scamming preventative training sessions to ensure they developed the skills to avoid being scammed.

This included S.C.A.M. (Sender, Content, Action, Manage) 101 phishing concepts.

The 15-minute course taught basic terminology and explored the different approaches scammers use to trick people.

Looking ahead

In order to prevent scamming into the future, the Council has a new email and content scanner solution powered by AI, which has blocked 427 Phishing, 700 spam and 27 Malware emails over a 30 day period (on average).

All new staff are also trained (on SCAM) as part of their induction.

Service Reviews

The Council continually reviews the level of efficiency and effectiveness of our services.

Regulatory Services Unit

The Council's Regulatory Services Unit provides a range of services to citizens and the community generally including, but not limited to:

- parking compliance duties of timed zones, no stopping zones and bike lanes and school zones;
- implementation of the Council's On-street Parking Policy;
- management of abandoned vehicles;
- parking expiation processing and expiation appeals;
- processing of residential and visitor parking permits and renewals;
- assessment of new parking control signs and line marking requests;
- temporary parking controls for events;
- animal management including dog attacks, collection of dogs wandering at large, barking dogs, transporting of dogs to pounds and dog registrations;
- flammable growth (overgrown vegetation) property checks and enforcement;
- the management of smokers who smoke within the Smoke Free area of The Parade;
- liaison with unauthorised campers and buskers;
- enforcement of outdoor trading licences; and
- assisting Planning staff to investigate breaches of the *Local Nuisance & Litter Control Act 2016*.

The Review

The Council's Regulatory Services Unit function is broad ranging and consumes a significant amount of staff resources.

Over time, the Council has implemented a number of additional parking controls within the City which require monitoring on a more regular basis.

However, without additional resources these areas were not being patrolled on a regular basis.

There are 16 schools within the City and each school zone could only be patrolled by a Compliance Officer, Parking, every 16 days.

Taking these factors into account, the review also considered the number of complaints the Council has received over the last few years.

Benchmarking against neighbouring councils was also taken into consideration to ensure appropriate staffing levels.

The outcome

Following the review, the Council resolved to employ more staff.

The employment of additional staff provides increased resourcing capacity to ensure proactive policing of parking controls and parking and better coverage of staff to enable uninterrupted continuation of service during periods of annual and sick leave.

In addition by employing an additional Compliance Officer, Parking, that each of the 16 schools within the City would be patrolled every eight days.



Regulatory Services Unit

It was also identified that the employment of a General Compliance Officer would provide greater capacity to effectively service animal management complaints (barking dogs, dog pick-ups including taking the dog to impound facility), proactively patrol off-leash parks and the River Torrens Linear Park trails, investigate abandoned vehicle complaints, littering complaints including hard rubbish dumping, some residential parking permit site inspections and parking control changes.

In turn, this would enable the Senior Compliance Officer to focus on escalated dog attack complaints, effecting parking control changes, litter compliance and proactive education, liaison with illegal campers, a-frame sign compliance, processing of expiations and coverage for parking related complaints when Compliance Officers, Parking are ill or on leave.

The additional resources will also free up more time for the Team Leader, Regulatory Services to implement the Council's On-street Parking Policy, handle expiation and parking zone enquiries and implementing system and process improvements.

Based on the revenue and cost projections, the employment of two additional Regulatory Service Officers and associated on-costs, would be entirely offset by the projected additional revenue that would be generated by employing a third Compliance Officer, Parking.

The service review also resulted in the following operational service improvements in the Regulatory Services Business Unit:

- the processing of expiation appeals of a 'trifling' nature was transferred to Citizen Services staff and this has provided the Regulatory Services Administrative staff with some additional capacity to absorb any additional workload. Additional administrative support is now provided by the Executive Assistant, Urban Planning & Environment and;
- the procurement of software allowing recipients of expiation notices to view digital photos of their alleged overstay of time limit-controlled parking spaces on-line and this has reduced the number of telephone enquiries and administrative processing times associated with emailing and mailing out photo evidence to affected citizens.

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, all mainstream television networks and the national broadcaster, the ABC, along with Solstice Media’s InDaily, CityMag and SA Life.

AFL Gather Round at Norwood Oval

The AFL Gather Round was an incredible opportunity for local and national media exposure for our City when the AFL came to South Australia’s Premier Main Street, The Parade.

With coverage inside and outside Norwood Oval, and as many as 10 interviews a day with Mayor Robert Bria, the 2023 Gather Round was by far the most monumental media event the Council has ever experienced. It generated over 3500 print articles, thousands of social media hits and rolling television coverage for five consecutive days.

This unique and truly impressive major event also attracted media coverage from diverse outlets such as Sports Entertainment Network, AFL.com (national football website) and the traditional AFL Record which is sold before AFL matches on game day. See page 142.

Tour Down Under

The world’s media spotlight was shining brightly on South Australia’s Premier Main Street, The Parade on 20 January 2023.

Sports writers, tv presenters, bloggers and camera crews travelled from all over the world to Norwood to witness one of the most elite international sporting events, the Tour Down Under, when it launched into gear for Stage 3.

Abuzz with energy and colour, thousands of spectators also soaked up the adrenalin and atmosphere to cheer on the peloton as they left The Parade headed east to climb Norton Summit, Checkers Hill and Corkscrew Road before finishing in Campbelltown.

It was Spanish rider, Pello Bilbao’s, super cool downhill bike handling skills which resulted in his debut Santos Tour Down Under stage win.

About 40 million world-wide viewers watched the race on television, creating immeasurable media exposure for the City of Norwood Payneham & St Peters. See page 137.

Local Government Elections

The re-election of long serving Mayor Robert Bria, who faced two challengers, at the 2022 Local Government Election, generated print and radio coverage in the days leading up to voting day, 12 November 2022.

Mayor Bria, who retained his position, has held the role for 17 years, having first spent eight years as a Councillor. See page 63.

Built Heritage Strategy and Action Plan

In September 2022, the Council endorsed its first ever Built Heritage Strategy and Action Plan 2022–2027.

The Strategy sets out a five-year plan to preserve and protect local heritage, fund heritage project initiatives and importantly, provide clarity for the community in regards to the timeline for Council’s heritage agenda. The announcement to endorse the Strategy received coverage on ABC radio, AdelaideNow and The Advertiser. See page 218.



Beyond the Bleachers

During the months of April and May 2023, the Council's Cultural Heritage Centre hosted an exhibition, Beyond the Bleachers, which looked into the history of the Norwood Football Club and the men and women who helped shape the Club's history, dating back to 1878.

While the exhibition provided just a glimpse into the Club's coveted treasure trove of memorabilia, it received a huge amount of media coverage with three live Channel 10 weather crosses, multiple radio interviews and a half page feature in the State's daily newspaper, The Advertiser.

Raising the Bar

Award-winning event series, Raising the Bar, returned to the City of Norwood Payneham & St Peters on 9 August October 2022. 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. Talks from experts ranging from crime, body language, healthy minds and diets left audiences hungry for more and looking forward to 2024! Coverage in InDaily, CityMag and the Adelaide East Herald. See page 150.

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 6th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City. The Hall of Fame winner was Gelato Bello. Coverage in InDaily, CityMag and the Adelaide East Herald. See page 144.

Media Releases

Other media releases that generated coverage included:

- Trinity Valley Stormwater Upgrade Funding.
- Norwood Pageant to Return in 2022. See page 35.
- Dunstan Adventure Playground Upgrade. See page 155.

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 Mayor

The past 12 months has been a period of constant change for the City of Norwood Payneham & St Peters.



A key part of this change was the turnover of five Elected Members following the 2022 Local Government Elections.

Joining the Council are Councillors Claire Clutterham, Hugh Holfeld, Victoria McFarlane, Grant Piggott and Josh Robinson.

They join incumbent Elected Members Kevin Duke, Connie Granozio, Garry Knoblauch, Christel Mex, Kester Moorhouse, Scott Sims and Sue Whittington, who were all returned.

The 2022 Local Government election has delivered the City of Norwood Payneham & St Peters a wonderful blend of youth and experience.

I'm confident we have an outstanding team in place ready to continue and build on our record of delivery for our community.

It is truly a great privilege to continue to represent our City as Mayor and I thank every voter for playing their part and being involved in the election process.

Seven months after the election, it is obvious the new Council is committed to work as a team to improve the wellbeing of the people in our City who we have the honour to serve.

In the words of Henry Ford: "Coming together is a beginning. Keeping together is progress. Working together is success."

In other words, when the Council succeeds, our community succeeds.

With the COVID-19 pandemic behind us, the Council has returned to governing and delivering for our community in a 'new normal' environment.

There is now a very real sense that past practice must now give way to best practice.

While this is an issue facing many other Councils, our Council was conscious of its responsibility to 'step up' to the challenge in a high inflation environment, which placed significant financial strain on our community, while at the same time negatively impacting the cost of materials, services and projects.

The ensuing economic uncertainty meant that the Council had to be extra vigilant in its expenditure to ensure our ratepayers continue to receive value for money.

That said, the Council remains steadfast in its commitment to asset renewal to ensure that future Councils do not become burdened with infrastructure backlogs what will negatively impact on the quality of life of our citizens.

The Council has also now returned to its busy schedule of events, including its Concert in the Park Series and the Tour Down Under.

Undoubtedly, the highlight of the year was the iconic Norwood Oval, home of the SANFL Redlegs, hosting two matches as part of the inaugural Australian Football League (AFL) Gather Round.

The Fremantle versus Gold Coast match on Friday 14 April and Hawthorn versus Greater Western Sydney match on Sunday 16 April both attracted crowds of almost 10,000 fans.

Aside from the two thrilling matches—both being decided by less than a goal—the national exposure of our City from these games and the influx of interstate visitors into South Australia resulted in a massive injection into the local economy, particularly the hospitality sector.

Other support for local businesses was provided through the sixth Eastside Business Awards. For the third year running, the Council partnered with Solstice Media to recognise and celebrate local business operators who who made an indelible mark in our City.

The attendance of the Hon. Andrea Michaels MP, Minister for Small and Family Business added to the prestige of the award ceremony held in April at the St Peters Banquet Hall.

The Council once again hosted Raising the Bar, helped to retain its status as one of our City's most talked about events with more than 1,000

people visiting local bars and hotels for one night of thought-provoking talks by experts and industry leaders.

The return of the iconic Norwood Christmas Pageant after a two-year absence was welcomed by 15,000 locals and visitors who lined The Parade and nearby streets to officially start the festive season in our City. The Pageant was followed by a range of events, activities and attractions for the community to come together and enjoy the joy and excitement of Christmas.

As we all look forward to 2023–2024, we can do so with confidence that a number of highly anticipated major projects will start or be completed. These include upgrades to Burchell Reserve in St Peters; Cruikshank Reserve in Maylands; Stages 2 & 3 of the Trinity Valley Stormwater Project; and work will continue on the Payneham Memorial Swimming Centre Redevelopment.

Against this backdrop, the Council will also review its Long-Term (10 Year) financial Plan to ensure it stays on the path of financial sustainability and can afford to deliver on its ambitious list of major projects over the next decade.

This process will require discipline and a strong focus on our community's priorities that meet current and future needs to enhance the quality of life for all who call Norwood Payneham & St Peters home.

The biennial Community Survey will be conducted in November 2023, once again providing residents and business owners with the opportunity to provide valuable feedback to the

Council regarding their views across a number of key indicators, such as operations, responsiveness, leadership provision of services and infrastructure. This information is crucial to the Council's ongoing commitment of continuous improvement in the delivery of services and facilities for our community.

In closing, I would like to thank my fellow Elected Members, past and present, and Council staff who continue to work together as a cohesive team, dedicated to improving the quality of life and welfare of the City of Norwood Payneham & St Peters community. My sincere thanks also to the Chief Executive Officer, Mario Barone PSM and his Executive Leadership Team who have faced a number of operational and strategic challenges with professionalism, grace and humility.

Gratitude must also be extended to the selfless and dedicated group of the Council's 200 Volunteers who, day in and day out, go about their business seeking neither recognition nor reward, without fuss or fanfare to provide a helping hand to others in our community. Their inspirational efforts are a reminder of the importance of showing care and compassion in our everyday interactions, and the humility that comes with being something bigger than ourselves.

The next 12 months will present our City with new challenges that will test our resolve and opportunities that will test our agility to move

quickly to deliver benefits to our community.

Both will require leadership and a strong sense of purpose. The Council's aim must be to continue working in partnership with our resident and business community to achieve our shared goals and aspirations for the future.

I am confident that together, we can safely and effectively navigate the current economic climate and work towards a better future for our City.

**Robert Bria
Mayor**

Message from the Chief Executive Officer

In 2022–2023, the City of Norwood Payneham & St Peters once again reinforced its solid reputation as one of the best places to live, visit and do business in South Australia. And in doing so, reinforced its strong and unique sense of place.



This was achieved by our consistent and sustainable delivery of programs, services and initiatives and working with, and alongside our citizens and businesses.

An engaged and participatory community makes our City vibrant and dynamic, bringing a deeper understanding of our organisational values, which are—our People, Working Together, Leadership, Excellence, Integrity and Service.

These values are the foundations of the culture and success of our organisation.

Major projects

During 2022–2023, the Council invested significantly into new projects, as well as completing a number of projects which contribute to the Council's overall vision of improving the well-being of our community and the ongoing renewal of the City's infrastructure and facilities.

Notably, the redevelopment of the much-loved Dunstan Adventure Playground at St Peters commenced in October 2022.

The Dunstan Adventure Playground, has been redeveloped at a total cost of \$1.45 million. The project has been made possible through the generous contribution of \$450,000 by the State Government. Work is on schedule to be completed prior to the start of the 2023 school holidays, with an official opening in early 2024. When completed it once again is going to be a much-loved community facility for many years into the future.

The Council continued to reach key milestones associated with the redevelopment of the Payneham Memorial Swimming Centre in 2022–2023, including completion of the detailed design. While the tender process was deferred until 2023–2024, the major redevelopment is still on schedule to deliver a contemporary facility including new pools, high platform waterslides and a water play area. The significant upgrade will also boost the local economy by creating jobs and a direct spend on construction.

The Parade is South Australia's Premier Main Street and the implementation of The Parade Masterplan is always front of mind for the long-term economic viability and sustainability of our City. The implementation of The Parade Masterplan is a long-term project and the Council has commenced, this project with undertaking the planning, due diligence and initial design stages. This will ensure that the redevelopment of The Parade can be undertaken in a staged manner and continue to be a vibrant and accessible destination for our community.

Planning for the redevelopment of Burchell Reserve, St Peters, reached new milestones in 2022–2023, with the completion of the detailed design which includes a new multi-purpose court, barbeques and picnic shelter, furniture, lighting, and initiatives to address stormwater management in the area. The upgrade is scheduled to commence in August 2023, and by the end of June 2024 it is scheduled to be completed.

Pleasingly, the upgrade of St Peters Street was completed in April 2023 and builds on the previous upgrades to the St Peters Precinct, including Linde Reserve, Dunstone Grove, St Peters Town Hall Complex and the Avenue of Honour from Payneham Road to Second Avenue.

To read more about the completion of this milestone, and other major projects in our great City. See pages 154–157.

Consulting with the Community

In early 2023, the Council undertook wide-ranging community consultation in relation to the upgrade of St Morris Reserve, at St Morris.

The upgrade of St Morris Reserve forms part of the Trinity Valley Stormwater Drainage Project which aims to reduce the risk of flooding in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney. The Federal Government has contributed \$9.9 million towards this significant project and this investment is being matched dollar for dollar by the Council. The upgrade works will be completed over the next three years.

Other community consultations that took place included the inaugural Draft Built Heritage Strategy, Arts & Culture Plan, Voice & Vision of Young People Action Plan, and a Traffic Study incorporating the suburbs of Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris.

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.

To find out more about the other consultations that our Council undertook, see page 116.

Financial Management

The Council continues to keep our City on the path of financial sustainability through careful budgeting and financial management, balancing the demand for services and infrastructure with an understanding of cost-of-living pressures which are currently being faced by property owners and business operators.

During 2022–2023, the value of the average residential property increased by 26.5% in capital value from 2021–2022. Taking into account the capital value movement and the change in the rate-in-the-dollar, the total increase in rates payable for the average residential property was 7.2%.

The value of the average commercial property had an 12.6% increase in capital value from 2021–2022. Taking into account the capital value movement, and the change in the rate-in-the-dollar, the average commercial property had a 4.7 per cent reduction in rates.

Growing our Economy

With more than 7,800 businesses and a Gross Regional Product of \$3.671 billion, the City of Norwood Payneham & St Peters plays a critical role in driving employment and investment opportunities.

The Council's Economic Development Unit remains focussed on building positive and sustainable relationships with business owners, operators and employees and offering support to businesses at all stages of their development.

In 2022–2023, the Council launched Invest in NPSP, an online economic directory designed to encourage investment in our City and South Australia.

We also continued to deliver our drawcard events, which encourage local business participation—the Eastside Business Awards, Raising the Bar, Behind the Business podcasts and the Mayor's Business Commendation Awards.

Working Together

I continue to be impressed by the strong sense of community flourishing in our City. The Council is incredibly fortunate to have a dedicated and growing team of more than 200 Volunteers who generously give their time to improve the lives of others.

It was heart-warming to read the story of Tolga Olka—formerly from Istanbul—who has used his experience of Volunteering with the City of Norwood Payneham & St Peters to help to change the lives of so many South Australians, see page 124.

I would also like to take this opportunity to thank our hardworking loyal and dedicated staff.

Future Ready

In 2022–2023, the organisation was restructured, to ensure that we continue to deliver a sustainable and high performing workforce well into the future, to ensure we are Future Ready.

Future Ready was implemented on the principles of continuous improvement, high performance and ensuring we have the right people in the right jobs.

Change at times can be difficult and I would like to thank each staff member for their significant contribution during the restructure and for embracing change to ensure that we can improve the way in which we serve and assist our community.

The importance of a harmonious workforce with their ability to work so well with Elected Members and our community, is so fundamentally important to everything we achieve.

I would like to offer a warm welcome to the new Council which was inaugurated following the Local Government Elections held in November 2022.

I also extend my thanks to the outgoing Elected Members for their service, dedication and strong commitment to our community.

As it is each year, it is a pleasure and privilege to work alongside, and in partnership, with Mayor Robert Bria, Councillors, staff and Volunteers who individually and collectively are committed to the ongoing improvement and stewardship of the City of Norwood Payneham & St Peters.

On behalf of the Council, it is my privilege to present the City of Norwood Payneham & St Peters 2022–2023 Annual Report.

Mario Barone PSM
Chief Executive Officer





Our Council

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

Mayor and Councillors	51
Our Organisation	87
Executive Leadership Team	90
Our Staff	94
Our Volunteers	119
Our Community	127
Our Business Community	139



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 2022–2023 are listed on the following pages.



Oath of Office

Having been elected or appointed to the office of a Member of the City of Norwood Payneham & St Peters, undertake to 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

My family's connection to 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 have been involved in the sporting, business and community life of the City spanning 38 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 joined the Council in 1997 as a Councillor representing Torrens Ward, a position I held until October 2005 when I was first elected Mayor in a by-election. I was re-elected Mayor in 2006, 2010, 2014, 2018 and 2022.

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.

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 2022, I received a 25 Years of Service Award from the Local Government Association of South Australia for services to Local Government.

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 at Multicultural Affairs, Department of the Premier and Cabinet.

I have also served in a number of Volunteer roles, including St Joseph's Memorial School Board Member from 2012–2018 and football coach from 2017–2019.

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 previously lived in Felixstow and Payneham.

Email rbria@electedmembers.npsp.sa.gov.au

Kensington / East Norwood Ward



Cr John Callisto

I thank everyone for the opportunity to represent you for another term as your Elected Member for the Kensington/ Norwood East Ward.

As a resident living in Norwood my continued representation of your voice on the Council is an honour and truly rewarding.

Whilst excitedly campaigning through my Ward, I often paused to reflect on how fortunate and privileged we are to live in this vibrant City that embraces our expansive culture, business opportunities, close walking distance to a thriving retail/restaurant precinct and experience a diverse cross section of local heritage.

I will continue to actively participate in committees that assist in supporting local events, support our community, support businesses that operate in our major Parade Precinct and continue to ensure our City, my Ward in particular, continues to be a safe place to live, work and visit for everyone.

I congratulate the many new residents that have chosen to now live in this ward and hope to be of some assistance in the near future.

As always, I acknowledge and thank our dedicated Volunteers, Resident Associations, community sporting organisations and support organisations that continue to dedicate their time in working to support their community.

I am delighted to be given the opportunity to continue my role as your Elected Member and I look forward to supporting you with any concerns that arise.

Email jcallisto@electedmembers.npsp.sa.gov.au



Cr Christel Mex

I live in the City of Norwood Payneham & St Peters because I feel a deep connection with its heritage and community.

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 Centres, parks, playgrounds, community centres, Libraries and the Norwood Concert Hall, which I strongly support.

I appreciate the great work of our service clubs, welfare organisations, environmental groups, sporting associations and dedicated Volunteers. My interest in community extends to my PhD thesis where my topic of research was the sustainability of grassroots associations in Australia. Advocating for quality city planning and heritage protection is important to me, and I am our community's representative on the Council Assessment Panel.

I have worked for more than 20 years in senior management roles and on numerous not-for-profit boards. My other qualifications include a Master of Business Administration and Bachelor of Arts.

Email cmex@electedmembers.npsp.sa.gov.au

Payneham Ward



Cr Kevin Duke

I have had the fortunate experience of living in the community serviced by the Norwood Payneham and St Peters Council. The location near the city and the foothills makes it an attractive and enviable location. The people who reside here and run various businesses create a great sense of community. The Council is responsible for the infrastructure of roads, footpaths, playgrounds, Libraries, Concert Hall, meeting rooms, parks and sporting facilities, but it is people participating and volunteering their time that breathe life into our community.

I am tertiary educated with a post graduate degree in Social Administration and 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 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 Para Quad SA] including a term as State President.

Traffic management is a prime focus for my involvement in local government and the Council has commenced the goal of calming traffic and restoring some of the lost amenity by progressively introducing 40Kph speed limits.

I am a strong supporter of all forms of sport, not only for the physical activity but also the social interaction it generates amongst residents.

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

Email kduke@electedmembers.npsp.sa.gov.au



Cr Josh Robinson

I have been a Councillor of the Payneham Ward now for just over 10 months and I am thoroughly enjoying the challenges it brings. I have met so many local residents, community groups and businesses and love to help in any way I can.

I had only lived in the City of Norwood Payneham & St Peters for four years before seeking election to the Council, a decision I did not take lightly. I am proud of what we have achieved as a Council in the time since the elections, including approving the Payneham Memorial Swimming Centre Redevelopment, upgrades to Norwood Oval to facilitate the AFL Gather Round, continued support for the major drainage works throughout the City and the numerous parks and recreation spaces that we have committed to upgrading.

The Council has a social responsibility to maintain or improve the quality of living for our residents, something which the Council takes very seriously. We have tried to keep Council rates as low as possible in the face of rising inflation and cost of living. We are continuing to spend on infrastructure with major projects both ongoing and planned. We are actively working with community groups, sporting associations and neighbourhood groups to collectively improve the quality of our City.

I am proud to be a resident of Norwood, Payneham & St Peters and to represent the Payneham Ward. I am proud of what we, as a Council, have achieved in a short period of time since the election, I am proud to have been able to contribute to these positive changes and I look forward to continuing to serve the local community.

Email jrobinson@electedmembers.npsp.sa.gov.au

St Peters Ward



Cr Kester Moorhouse

I live in College Park and this is my second term representing the beautiful St Peters Ward. I have a Bachelor of International Studies (Honours in Politics) from the University of Adelaide and I work in the public service.

I chair the St Peters Child Care Centre & Pre-School Committee, I am a member of the Eastern Health Authority Board and I am a Deputy Member of the Council Assessment Panel.

A healthy lifestyle is something I value highly. I enjoy playing indoor soccer in Stepney, tennis with friends at Joslin Reserve, bouldering in Kent Town, lifting weights at the gym in St Morris, cycling along the River Torrens Linear Path and volunteering with Friends of the St Peters 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.

A big thank you to Council staff and Volunteers for your hard work this past year. It is much appreciated.

Email kmoorhouse@electedmembers.npsp.sa.gov.au



Cr Claire Clutterham

I live in the St Peters Ward with my family. Every day, I am reminded of how fortunate I am to live in such a beautiful area of Adelaide. It is quiet and safe, with excellent amenities, community facilities and green spaces. I am an avid runner and as I run through our leafy green streets I am motivated to ensure that the unique character and quality of the Ward is preserved for existing and future generations to enjoy. This, together with contributing to good governance, accountability and transparency of Council-led decisions and getting to know my community motivated me to run for a position as an Elected Member.

It is a privilege to learn how Local Government functions, and a privilege and important responsibility to be able to listen to and act on the concerns of local residents, to play a role in ensuring that rate payer money is spent efficiently and effectively, and to contribute to the effective running of the Council.

As a sports fan, a highlight for me this year was the tremendous success and economic benefit that the AFL Gather Round brought to the City of Norwood Payneham & St Peters. After three years of pandemic-related disruption and disconnection it was heartening that our City led the pursuit and implementation of an event that promoted community interaction.

Email cclutterham@electedmembers.npsp.sa.gov.au

Torrens Ward



Cr Hugh Holfeld

I am currently in my fourth year studying electrical and electronic engineering at the University of Adelaide and working as a swim instructor. I enjoy an active lifestyle, playing netball in Stepney at the ICA, Soccer for AUSC, and enjoying walks around Felixstow Reserve.

Having completed my schooling at both Marryatville Primary School and High School and having grown up in Felixstow, I am proud to represent the residents of Torrens Ward. I aim to bring new energy and a fresh perspective to the Council in my first term.

Our Ward is lucky to have the expanse of Linear Park and the Torrens River running through our Council area, along with the reserves and playgrounds that provide so much for our community. I believe the preservation and restoration of these green spaces should be our priority both for the benefit of our residents, but also our flora and fauna.

Thank you to all our Volunteers and staff who work tirelessly to maintain and grow our council. They are truly the heart of our Council, and their work is greatly appreciated.

I am a strong advocate for community consultation for all residents so if you have any questions or thoughts please get in touch!

Email hholfeld@electedmembers.npsp.sa.gov.au



Cr Garry Knoblauch

I was born, raised, educated and employed in the Port Adelaide district, so naturally I am a supporter of the Port Adelaide Football Club (The Magpies and The Power). However, I played Soccer and I 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 of Australia and a Member of the Australian Institute of Traffic Planning and Management.

I have lived in Marden for 55 years and was first elected as a Councillor for the Torrens Ward in 2006, re-elected in 2010, again in 2014, and 2018 and again in 2022.

Although I was originally a somewhat reluctant candidate, I have found life as an Elected Member to be both challenging and interesting.

I am currently on the Council's Traffic Management and Road Safety Committee and am also involved with local community groups such as Neighbourhood Watch and Sustainable Communities SA and I am an Affiliate Member of the Payneham RSL.

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

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

Email gknoblauch@electedmembers.npsp.sa.gov.au

West Norwood/Kent Town Ward



Cr Grant Piggott

I love living in the City of Norwood Payneham & St Peters.

Alexandra, my wife, and I share an apartment in the La Verde development in King William Street in Kent Town. The wonderful coincidence of inner city living provides us endless items of ongoing interest, growing choices for coffee and the excitement, with minimal hassle, of proximity to a major CBD.

This also captures the spirit of the City of Norwood Payneham & St Peters generally. The City is, simultaneously, a great place to live, home to one of Adelaide's most successful high streets and fertile ground for small businesses and professional practices. The Council activities reflect this, facilitating residential and business interests to keep us as the envy of other districts.

In my business life, I am a Chartered Accountant and financial consultant. I have found this a profession useful to activities in Local Government as the financial health and integrity of Council is paramount. Our City is currently spending to deliver two once-in-a-generation projects—Payneham Memorial Swimming Centre redevelopment and the Trinity Valley Stormwater Project. It is great that the work of our predecessors has placed the Council in a strong position, able to accommodate these projects.

My personal interests are walking, watching sport and quality theatre and good food. And, like I said, I love living in the City of Norwood Payneham & St Peters.

Email gpiggott@electedmembers.npsp.sa.gov.au



Cr Sue Whittington

Some years ago, I was enticed by the character of Norwood to purchase an old single fronted cottage. I enjoyed the culture, heritage and strong sense of community so much that I felt encouraged to stand for Council in 2000. I am honoured to have represented the West Norwood/Kent Town Ward since then.

I care deeply about our City and am passionate about our cultural heritage. I view the State Government's Development Plan reforms as an assault on our heritage and history. Our Council has spent 40 years developing robust policies to protect our City's character. Our State heritage, as expressed in the built form of our historic towns and neighbourhoods, should be protected and not destroyed by politicians.

During my tenure, I have served on numerous Council committees and I am presently a Board Member of the Eastern Health Authority, a Local Government representative on the South Australian Public Health Council for six years. I was previously a Volunteer with the State Government Community Visitor Scheme and also served on the Board of the Carpe Diem Trust for 11 years. The Trust helped young people financially to achieve their life potential.

I am absolutely committed to improving local amenities such as our parks, footpaths, roads, Libraries and Swimming Pools, and I am an ardent supporter of the Council's cultural heritage and public art programs, especially the installation of artwork in the public realm.

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

Email swhittington@electedmembers.npsp.sa.gov.au

Maylands/Trinity Ward



Cr Connie Granzio

I have lived in the Maylands/Trinity Ward for 37 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 22 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 15 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.

Email cgranzio@electedmembers.npsp.sa.gov.au



Cr Scott Sims

I have lived in the area for 20 years and love so much about it—in particular our 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.

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.

I am very pleased that the Council has broadened its community development focus, to include arts, cultural heritage, place making and community connections and I am looking forward to the progression of these functions over the next 12 months.

While we must manage the nuts and bolts such as footpaths, roads, parking and waste, as one of the youngest Councillors, it is also important that the Council is focussed on the longer term future. As a result I continue to be a strong advocate for progressive policies.

Email ssims@electedmembers.npsp.sa.gov.au

Maylands/Trinity Ward



Cr Victoria McFarlane

I love the City of Norwood Payneham & St Peters and am privileged to represent the Ward of Maylands and Trinity Gardens.

I have a background in finance, governance, business operations, facility and asset management, and climate change in the private and not-for-profit sectors. I aim to use my skills to build continuous improvement in the way we maintain our public assets and deliver our services. When it comes to capital investment in major projects, I want to ensure our investments meet the needs and aspirations of the community, yield enduring and tangible benefits, and get delivered in a transparent manner, on time, and within budget.

Connecting with and advocating for our residents, community groups, and local businesses was my motivation for running for local government. I love to build collaborative relationships and seek out business development opportunities to help our community to thrive. I am excited to be part of a group of people whose motivation is to build community spirit to reduce social isolation and improve our sense of well-being and belonging.

I am pleased to have been elected to the Council's Business & Economic Development Committee, the Norwood Parade Precinct Committee, and also as the Council's appointed Deputy Board Member of the East Waste Board.

Email vmcfarlane@electedmembers.npsp.sa.gov.au

Council Committee and Board Appointments

The Local Government Act 1999 makes provision for the establishment of committees to assist the Council in the performance of its functions.

The role of a committee is determined by the Council and is set out in the Terms of Reference for the Committee. Committee members are appointed by the Council usually when the Committee is established. During 2022–2023 a number of Committees were established to assist the Council as part of its decision making framework and a number of Elected Members were appointed to the Committees.

Mayor Robert Bria

- Business & Economic Development Committee
(1 July 2022–30 June 2023)
- Audit & Risk Committee
(1 July 2022–30 June 2023)
- Norwood Parade Precinct Committee
(1 July 2022–30 June 2023)

Cr John Callisto

- Business & Economic Development Committee
(1 July 2022–30 June 2023)
- Norwood Parade Precinct Committee
(1 July 2022–30 June 2023)

Cr Christel Mex

- Cultural Heritage Committee
(1 July 2022–10 November 2022)
- Council Assessment Panel
(5 December 2022–30 June 2023)

Cr Kevin Duke

- Traffic Management & Road Safety Committee
(1 July 2022–30 June 2023)

Cr Josh Robinson

- Norwood Parade Precinct Committee
(5 December 2022–30 June 2023)
- Deputy Board Member of Highbury Landfill Authority
(5 December 2022–30 June 2023)

Cr Kester Moorhouse

- St Peters Child Care Centre & Pre-School Committee
(1 July 2022–30 June 2023)
- Cultural Heritage Committee
(1 July 2022–10 November 2022)
- Board Member of the Eastern Waste Management Authority
(5 December 2022–30 June 2023)
- Deputy Member of the Council Assessment Panel
(5 December 2022–30 June 2023)

Cr Claire Clutterham

- Audit & Risk Committee
(5 December 2022–30 June 2023)
- St Peters Child Care Centre & Pre-School Committee
(5 December 2022–30 June 2023)
- Board Member of the Eastern Waste Management Authority
(5 December 2022–30 June 2023)

Cr Hugh Holfeld

- Traffic Management & Road Safety Committee
(5 December 2022–30 June 2023)

Cr Garry Knoblauch

- Traffic Management & Road Safety Committee
(1 July 2022–30 June 2023)
- Business & Economic Development Committee
(1 July 2022–10 November 2022)
- Marden Senior College Governing Council Representative
(1 July 2022–March 2023)
- Board Member of the Eastern Health Authority
(1 July 2022–10 November 2022)

Cr Grant Piggott

- Audit & Risk Committee
(5 December 2022–30 June 2023)
- Business & Economic Development Advisory Committee
(5 December 2022–30 June 2023)
- Board Member of ERA Water
(5 December 2022–30 June 2023)
- Board Member of the Highbury Landfill Authority
(5 December 2022–30 June 2023)

Cr Sue Whittington

- Norwood Parade Precinct Committee
(1 July 2022–30 June 2023)
- Cultural Heritage Committee
(1 July 2022–10 November 2022)
- Board Member of the Eastern Waste Management Authority
(1 July 2022–30 June 2023)

Cr Scott Sims

- Cultural Heritage Committee
(1 July 2022–10 November 2022)
- Business & Economic Development Committee
(1 July 2022–10 November 2022)

Cr Victoria McFarlane

- Business & Economic Development Advisory Committee
(5 December 2022–30 June 2023)
- Norwood Parade Precinct Committee
(5 December 2022–30 June 2023)
- Deputy Board Member of the Eastern Waste Management Authority
(5 December 2022–30 June 2023)

Former Elected Members**Cr Evonne Moore**

- 1997–2000
2003–2010
2014–2022
- St Peters Child Care Centre & Pre-School Committee
(1 July 2022–10 November 2022)
 - Cultural Heritage Committee
(1 July 2022–10 November 2022)

Cr Carlo Dottore

- 1997–2022
- Business & Economic Development Committee
(1 July 2022–10 November 2022)
 - Cultural Heritage Committee
(1 July 2022–10 November 2022)
 - Traffic Management & Road Safety Committee
(1 July 2022–10 November 2022)

Cr John Minney

- 1997–2000
2003–2022
- Council Assessment Panel
(1 July 2022–10 November 2022)
 - Audit Committee
(1 July 2022–10 November 2022)
 - Highbury Landfill Authority
(1 July 2022–10 November 2022)

Cr Mike Stock

- 2003–2006
2007–2010
2017–2022
- Audit Committee
(1 July 2022–10 November 2022)
 - Deputy Board Member of the Eastern Waste Management Authority
(1 July 2022–10 November 2022)

Cr Fay Patterson

- 2018–2022
- Traffic Management & Road Safety Committee
(1 July 2022–10 November 2022)
 - Norwood Parade Precinct Committee
(1 July 2022–10 November 2022)

Voting shapes our community's future



Council Elections

The 2022 Local Government Elections (the Election) were held on Saturday, 12 November 2022.

The Electoral Commission of South Australia managed the election which was conducted by postal voting. The Council's General Manager, Governance & Civic Affairs was appointed by the Electoral Commissioner to the position of Council Liaison Officer to assist with the conduct of the election.

Voting closed on Thursday, 10 November 2022 at 5.00pm. The counting of votes commenced at 9.00am on Saturday, 12 November 2022, in the Don Pyatt Hall, Norwood Town Hall and concluded on Sunday, 13 November 2022.

An election was held for the position of Mayor and Elected Members for five of the six Wards of the Council.

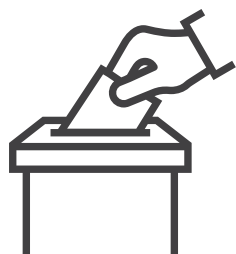
An election was not held for the West Norwood/Kent Town Ward as Sue Whittington and Grant Piggott were declared Elected (unopposed), by the Deputy Returning Officer at the close of nominations on 6 September 2022.

Voter participation

The 2022 Local Government Elections saw a State turnout rate (voter participation) of 34.54% which represented a slight increase compared to the 2018 State voter turnout rate of 32.94%.

The 2022 voter turnout rate for the City of Norwood Payneham & St Peters was 34.23% which represented a slight increase compared to the 2018 turnout rate of 30.8%.

2022 Local Government Elections voter participation rate



34.54%

State Voter Participation

34.23%

NPSP Voter Participation

Former Elected Members

The following Elected Members served until the 2022 Local Government Elections. We thank them for their dedication to the City of Norwood Payneham & St Peters and our community.

Cr Evonne Moore

1997–2000

2003–2010

2014–2022

Cr Carlo Dottore

1997–2022

Cr John Minney

1997–2000

2003–2022

Cr Mike Stock

2003–2006

2007–2010

2017–2022

Cr Fay Patterson

2018–2022

Ethics

Elected Member Behavioural Management Framework

As Elected Members are part of the system of government in Australia and a leader 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 at all times act honestly in the performance and discharge of official functions and duties;
- must act with reasonable care and diligence in the performance and discharge of official functions and duties;
- must 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 for another person or to cause detriment to the Council;
- must 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; and
- must not, either as a current or former Elected Member, whether within or outside the State, disclose information or a document to which there is an order of the Council to retain the information or document in confidence in accordance with the Act, or in those circumstances where either the current or former Elected Member knows or ought reasonably to know that the information or document is required to be treated confidentially.

To support these provisions, new Behavioural Management provisions set out in the *Local Government Act 1999* came into operation in South Australia in 2022 to coincide with the conclusion of the 2022 Local Government Election.

The Behavioural Management framework, which applies to all Elected Members across Local Government in South Australia, includes Behavioural Standards which are a public declaration of the standards of conduct and behaviour which the community can expect Elected Members to observe.

The objective of the Behavioural Management framework 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 Behavioural Standards comprise the following components:

- Part 1 - General Behaviour
- Part 2 - Responsibilities as an Elected Member
- Part 3 - Relationships with fellow Council Members
- Part 3 - Relationships with Council Employees

Behavioural Standards Panel

One of the significant elements of the new Elected Member Behavioural Management framework is the establishment of the Behavioural Standards Panel (the Panel).

The Panel has been given wide-ranging powers to enable efficient resolution of difficult issues that can arise from the poor behaviour of Council Members, that are unable to be resolved at the Council level.

Only the Council or specific persons from the Council are able to refer matters to the Panel.

No matters were referred to the Behavioural Standards Panel during 2022–2023.

Behavioural Management Policy

A key element of the new framework is the mandatory Behavioural Management Policy. Councils must prepare and adopt a Behavioural Management Policy in accordance with Section 262B of the *Local Government Act 1999*.

To support this requirement, and until individual Councils have adopted their own Behavioural Management Policy, the Local Government Association of South Australia (LGA) has prepared a Model Behavioural Management Policy which applies to all Councils in South Australia.

The LGA Model Behavioural Management Policy sets out:

- the requirements relating to the management of behaviour of Council Members; and
- the process for receipt and management of a complaint received regarding the conduct of a Council Member.

Section 262B of the *Local Government Act 1999* sets out that:

(7) A council must, within 12 months after the conclusion of each periodic election, review the operation of its behavioural management policy.

During 2022–2023, the Council received one complaint under the Behavioural Management Policy. An initial assessment of the complaint was undertaken. The complaint was resolved on an informal basis and therefore the matter did not progress any further.

Health and Safety Duties

Section 75G of the *Local Government Act 1999* sets out the Health and Safety Duties of Elected Members as follows:

(1) A member of a council must:

take reasonable care that the member's acts or omissions do not adversely affect the health and safety of other members of council or employees of the council; and comply, so far as the member is reasonably able, with any reasonable direction that is given by a responsible person for the purposes of ensuring that the member's acts or omissions do not adversely affect the health and safety of other members of the council or employees of the council.

The Council is required to report on the total number of contraventions of Section 75G of the *Local Government Act 1999* during the relevant financial year and the total costs incurred by the Council in relation to dealing with any complaints alleging a breach of/or failure to comply with Section 75G.

No breaches of Section 75G of the *Local Government Act 1999* occurred during 2022–2023.

Integrity Agencies

South Australian Ombudsman

Complaints about alleged breaches of the integrity provisions under the *Local Government Act 1999*, such as breaches of Conflicts of Interest or confidentiality requirements, may be lodged with the South Australian Ombudsman.

Matters regarding a potential issue of misconduct or maladministration (but not corruption) in public administration, may also be made to the South Australian Ombudsman.

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, serious or systemic misconduct or maladministration.

Equal Opportunity Commissioner

Under the Equal Opportunity Act 1984, the Equal Opportunity Commissioner can help people resolve discrimination, sexual harassment or victimisation complaints.

During 2022–2023 no matters were referred to these external agencies.

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.

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 incorporates departmental risks and proposed mitigation techniques, as determined by the evaluation process.

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, and are 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 the Audit & Risk Committee.

Audit & Risk Committee

The Council's Audit & Risk 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. See page 76 for further information regarding the Committee.

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 objective of the Plan is to ensure that appropriate structures and protocols are in place to enable effective responses to a business interruption event that has the potential to impact upon the Council's operations. The Plan documents the processes and resources required by the Council in the delivery of its critical business objectives.

The Business Continuity Plan was reviewed and updated in May 2023.

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 components of the Council's framework are illustrated in the following diagram.

Council Framework Components



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 2022–2023 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 2022–2023

Total number of Electors	26,147
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1867

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

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	26,147	1:1867
Burnside	13	32,295	1:2484
Campbelltown	11	37,038	1:3367
Holdfast Bay	13	28,533	1:2194
Unley	13	28,092	1:2160
West Torrens	15	43,195	1:2879

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 2022–2023, 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 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 five Special Council Meetings were held between July 2022 and June 2023. Tables 3 and 4 set out the attendance of Elected Members over this period.

Table 3: Elected Member Attendance at Council Meetings July 2022–June 2023

Mayor & Elected Members	Number of Council Meetings Attended
Mayor Robert Bria	11
Cr John Callisto	12
Cr Claire Clutterham*	7
Cr Carlo Dottore**	4
Cr Kevin Duke	12
Cr Connie Granozio	11
Cr Hugh Holfeld*	7
Cr Garry Knoblauch	12
Cr Victoria McFarlane*	7
Cr Christel Mex	10

* July–November 2022

** November 2022 – June 2023

Cr John Minney**	5
Cr Evonne Moore**	5
Cr Kester Moorhouse	11
Cr Fay Patterson**	4
Cr Grant Piggott*	6
Cr Josh Robinson*	7
Cr Scott Sims	12
Cr Mike Stock**	4
Cr Sue Whittington	12

Table 4: Elected Member Attendance at Special Council Meetings July 2022–June 2023

Mayor & Elected Members	Number of Special Council Meetings Attended
Mayor Robert Bria	5
Cr John Callisto	4
Cr Claire Clutterham*	4
Cr Carlo Dottore**	1
Cr Kevin Duke	5
Cr Connie Granozio	4
Cr Hugh Holfeld*	4
Cr Garry Knoblauch	5
Cr Victoria McFarlane*	4
Cr Christel Mex	4
Cr John Minney**	1
Cr Evonne Moore**	1
Cr Kester Moorhouse	5
Cr Fay Patterson**	1
Cr Grant Piggott*	4
Cr Josh Robinson*	4
Cr Scott Sims	5
Cr Mike Stock**	1
Cr Sue Whittington	5

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

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 2022–2023 were:

- Audit & Risk Committee[#]
- Building Fire Safety Committee[#]
- Business and Economic Development Committee
- Council Assessment Panel[#]
- Cultural Heritage Committee
- Norwood Parade Precinct 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 72–85.

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 39 items considered by the Council in confidence during 2022–2023, at the end of the reporting period, a total of 8 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.

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

In addition to the 21 items referred to above, a further 14 items which had been considered by the Council in previous financial years were also released during 2022–2023.

As at 30 June 2023, there are 119 items which remain Confidential.

For further information regarding the Council's Confidential Items please see pages 285–289.

Information and Briefing Sessions

Council Information and Briefing Sessions provide a valuable opportunity to enhance Council decision-making processes by providing opportunities for Elected Members to become better informed and seek clarification on issues.

Information and Briefing Sessions are held to:

- discuss issues involving strategy and policy; or
- discuss a planning session of a general or strategic nature; or
- brief Elected Members on issues relating to their decision-making function.

A designated Information and Briefing Session is used solely for the purpose of information sharing and not for the purpose of obtaining, or effectively obtaining, a decision on a matter outside a formally constituted meeting of the Council or a Council Committee.

Information and Briefing Sessions are open to the public to attend as observers. There are, however, times when the Council or the Chief Executive Officer believe it is necessary to exclude the public from the discussion of a particular matter in accordance with Section 90(3) of the *Local Government Act 1999*.

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 2022–2023 was:

Mayor:	\$76,440 per annum
Councillors:	\$19,110 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 & Risk Committee;
- Chief Executive Officer Performance Review;
- Corporate Services;
- Finance;
- Governance;
- Infrastructure and Works;
- Risk Management; or
- Strategic Planning and Development.

The Council's Audit & Risk Committee is the only Prescribed Committee and the Mayor has been appointed as the Presiding Member and therefore the payment of an additional allowance does not apply.

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 *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 2022, the Council hosted its annual Volunteers Christmas Dinner at The Ellington, 23 Hackney Rd, Hackney. 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.

Ten Elected Members attended the Volunteers Christmas Dinner. The cost of attendance was \$84 per Elected Member.

Mayor's Christmas Dinner

The 2022 Mayor's Christmas Dinner was held on Friday, 2 December 2022 at Fine & Fettle, Magill Road, Stepney.

All Elected Members attended the Mayor's Christmas Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$134 per Elected Member.

Norwood Football Club Home Games & Pre-Game Functions

The Council extends an invitation to guests, including Members of Parliament, other Council Mayors, Volunteers and members of the local community to join the Mayor and Elected Members at home games of the Norwood Football Club. The invitation includes a ticket to the game (at a cost of \$18) and refreshments at half time (between \$20 and \$25 each per game).

A number of Elected Members attended the home games of the Norwood Football Club, ranging from one (1) 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.

Further information is set out in the Council's Elected Member Attendances at Events Register on page 292.

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.

The LGA Training Standards were revised in 2022 to give more support to Elected Members and are designed to deliver better outcomes for Councils and their community by supporting:

- new legislative requirements;
- building leadership capability in the sector;
- investing in our community leaders; and
- focusing on building a team culture.

The training focuses on the following themes:

- General;
- Behaviour;
- Legal;
- Civic; and
- Strategy & Finance.

In addition, all Mayors in South Australia are required to attend a Principal Members Leadership Forum.

Following the election, training was undertaken to ensure the new Council met its obligations under the Mandatory Training obligations as set out in the Act and Regulations.

All Elected Members completed the Mandatory Training by June 2023.

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) for the removal of a concrete aggregate crossover. 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.

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

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

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

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 2022–2023 period, the Council received one request for a Review of Decision.

Council Committees

Audit & Risk Committee



Left to right: Mayor Robert Bria, Cr Claire Clutterham, Cr Grand Piggott, Ms Stefanie Eldridge, Ms Sandra DiBlasio

The Council's Audit Committee was established in January 2007. However, it was renamed the Audit & Risk Committee following the Local Government Elections in November 2022.

The Committee is an independent advisory Committee of the Council established by a Council to provide independent assurance and advice to the Council on accounting, financial management, internal controls and risk.

The structure of the Committee comprises of the Mayor and two Elected Members and two Independent Specialist Members.

The principal task of the Audit & Risk Committee is to add value and improve the operations of the City of Norwood Payneham & St Peters 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 & Risk Committee assists the Council in the effective conduct of its responsibilities in respect of:

- financial reporting;
- management of risk;
- maintaining a reliable system of internal controls; and
- facilitating the organisation's ethical development.

The Audit & Risk Committee in conjunction with the Council and the Chief Executive Officer develop the Audit & Risk Committee's performance indicators.

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

Following the Local Government Elections in November 2022, the Committee comprised of the following Members:

- Mayor Robert Bria (Presiding Member of the Committee)
- Cr Claire Clutterham (Elected Member)
- Cr Grant Piggott (Elected Member)
- Ms Sandra DiBlasio (Independent Specialist Member)
- Ms Stefanie Eldridge (Independent)

Ms Sandra DiBlasio *Independent Specialist Member*

Member of the Audit & Risk 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, s. 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 Stefanie Eldridge*Independent*

A member of the Audit & Risk Committee since March 2023, Stefanie has over a decade of experience in top tier accounting firms and companies across Australia and Europe.

With a background in engineering and finance, and significant experience in auditing and strategic advisory, Stefanie brings strong technical finance and analytical skills.

She has sat on numerous committees across the not-for-profit and sporting sectors, and is currently working in Sustainability & Climate Change.

Audit & Risk Committee Annual Work Program

The principal matters considered and addressed by the Audit & Risk Committee during 2022–2023 included the following:

- review of the 2022–2023 Annual Financial Statements;
- monitoring and review of financial performance against the Adopted Budget;
- monitoring and review of borrowing and investment performance;
- consideration of the 2022–2023 Audit Completion Report;
- review of all insurance coverage and claims;
- selection of the 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 number of policies relating to financial management matters were reviewed and updated as required.

The Committee also reviewed the Council's proposed 2023–2024 Annual Business Plan and Budget and recommended to the Council that the 2023–2024 Budget should result in a minimum Operating Surplus of \$500,000, taking into consideration that Consumer Price Index (CPI) for the March 2023 Quarter was 6.8%.

The Council will consider the Committee's recommendation when it considers the 2023–2024 Annual Business Plan and Budget in July 2023.

In addition, the Committee considered a report which provided information regarding the review by the Auditor-General into the management of kerbside waste services by the Council under Section 32(1)(a) of the *Public Finance and Audit Act 1987*.

The purpose of the review was to make findings on whether the Council effectively managed its kerbside waste management services, including achieving its waste related targets set by the State Government.

In August 2022, the Auditor-General published the Final Report into the Management of Kerbside Waste Services (Final Report), which was tabled in Parliament.

The Auditor-General's examination found that the Council was operating effectively in managing its kerbside waste services. However, there were also opportunities for improvement specific to the Council, and generally across Local Government.

The Committee also considered the Prudential Management Report for the Payneham Memorial Swimming Centre Redevelopment Project for the purpose of making recommendations to the Council in respect to the impact of the Project on the Council's Long-Term Financial Plan.

The Payneham Memorial Swimming Centre Redevelopment is a significant project for the City of Norwood Payneham & St Peters. The Project will transform the Payneham Memorial Swimming Centre into a contemporary aquatic facility for swimmers, families, and the wider community. The Council was successful in receiving a \$5.6 million grant from the State Government for the redevelopment.

Section 48(1) of the *Local Government Act 1999*, requires the Council to obtain and consider a report that addresses the prudential issues set out in Section 48 (2) of the Act before the Council engages in any project where the expected cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed).

The Prudential Report must be prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues required to be addressed by Section 48.

Challenges

In late November 2023, new provisions of the *Local Government Act 1999* regarding the composition of Audit & Risk Committees will come into effect.

The new provisions will require a Council's Audit & Risk Committee to be made up of a majority of members who are not members of the Council.

Whilst there are transition provisions set out in the Local Government (Transitional Provisions) Regulations 2021, which means that existing Elected Members can continue for the duration of their term as members of the Audit & Risk Committee, despite the commencement of the new section, the Council will be required to review the composition of its Audit & Risk Committee in early 2024, with a view to restructuring the Committee to comply with the new provisions of the Act.

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 five occasions during the 2022–2023 reporting period. The Committee dealt with eight matters during the year, which included six matters that were carried over from the previous year and two new matters. The Committee also conducted five inspections. Three matters were fully resolved during 2022–2023.

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 2022 until 30 June 2023, the Building Fire Safety Committee comprised of the following members:

- Troy Olds (Presiding Member of the Committee)
- Demetrius Poupoulas (Committee Member)
- Peter Hilhorst (Committee Member)
- Mario Hlavati (Committee Member)

Troy Olds

Presiding Member of the Committee

Troy has over 27 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 32 years. He is a Fellow of the Institution of Engineers and has been a member of the Australian Institute of Building Surveyors from 1970–2020.

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 for 28 years. He has served as a Firefighter for 16 years, and Station officer for 12 years. Peter has 7 years' experience within, and is currently the 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 9 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 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: Ms Jenny Newman, Mr Mark Adcock, Mr Ross Bateup, Cr Christel Mex, Mr Terry Mosel

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 2022–2023 reporting period the CAP met on 10 occasions.

The CAP made a total of 22 determinations in respect to Development Applications out of a total of 22 Development Applications determined for Planning and/or Land Division Consent.

The Presiding Member was paid a sitting fee of \$550 and Specialist External Members and Elected Members were paid a sitting fee of \$450 per scheduled meeting of the Council Assessment Panel.

Training was provided to the Council Assessment Panel to assist in its effective on-going operation as a relevant authority, making critically important development assessment decisions within the City of Norwood Payneham & St Peters.

The Council Assessment Panel comprises of the following Members:

- Mr Terry Mosel (External Presiding Member)
- Cr Christel Mex (Elected Member)
- Ms Jenny Newman (External Member)
- Mr Mark Adcock (External Member)
- Mr Ross Bateup (External Member)

Mr Terry Mosel

Presiding Member

Terry's extensive professional career as a City Planner culminated in his appointment spanning over two decades as a full time Commissioner and Sessional Commissioner of the Environment Resources and Development Court. With specialist skills, expertise, extensive experience in Local Government, and tertiary qualifications in planning and economics Terry is well positioned to guide the Council Assessment Panel as its Presiding Member.

Ms Jenny Newman

External Member

Jenny is a full time practising Architect with over 25 years' experience in architecture and planning in Australia and the UK, including 15 years on Planning Panels at both the State and Local level in South Australia. She currently works as a Senior Associate at an award winning Adelaide based architecture practice. Over her career she has worked on a number of large complex projects in Australia, the Pacific and Europe across a broad range of sectors including commercial, residential, heritage, defence, aged care and education.

Mr Mark Adcock

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.

Mr Ross Bateup

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.

Challenges

The Council Assessment Panel functioned effectively and efficiently throughout the reporting period. The primary challenges faced by the Panel, included considering some complex and highly detailed development proposals, and considering arguments and making interpretations in respect to the policy framework within the Planning and Design Code.

Business & Economic Development Advisory Committee



Left to right: Amanda Pepe, Cr Grant Piggott, Cr John Callisto, Trish Hansen, Mayor Robert Bria, Rebecca Thomas, Ben Pudney, Joshua Baldwin, Amanda Grocock, Matt Grant and Cr Victoria McFarlane (not pictured)

The primary role of the Council's Business & Economic Development Advisory Committee, which comprises four Elected Members and seven Independent Specialist Members, is to provide high-level independent expert advice to the Council on economic development matters and employment growth opportunities in the City of Norwood Payneham & St Peters.

The Council's Business & Economic Development Advisory Committee also has oversight of the continued implementation of the Council's 2021–2026 Economic Development Strategy.

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 actions set out in Year 1 and Year 2 of the Strategy were aligned with providing direct support to assist businesses survive and recover from the COVID-19 Pandemic and were guided by the previous Committee. The actions set out in year 3 and year 4 are aligned with supporting key sectors within the City and establishing and leveraging connections to grow and support all businesses.

With expenditure coming into the City continuing to grow, together with the number of businesses and people employed, the Committee aims to provide valuable insights into how best to capitalise on this growth whilst also navigating the many challenges associated with the rising costs of living, interest rates and business tax.

Following the Local Government Elections, the Business & Economic Development Advisory Committee was

re-established and comprises of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott (Elected Member)
- Cr John Callisto (Elected Member)
- Cr Victoria McFarlane (Elected Member)
- Amanda Grocock (Specialist Independent Member)
- Amanda Pepe (Specialist Independent Member)
- Ben Pudney (Specialist Independent Member)
- Joshua Baldwin (Specialist Independent Member)
- Matt Grant (Specialist Independent Member)
- Rebecca Thomas (Specialist Independent Member)
- Trish Hansen (Specialist Independent Member)

Amanda Grocock*Specialist Independent Member*

Amanda holds a Master of Business Administration from the Australian Institute of Business Administration and a Bachelor of Commerce from Adelaide University and qualifications in Governance Foundations for Not-For-Profit Directors from the Australian Institute of Company Directors.

Coupled with 20 years' professional experience in Management, Marketing & Communication roles, Amanda has proven commercial intelligence and a practical understanding of building relationships. She is a negotiator with a commitment to collaborative decision making, and a proven track record of developing and implementing high quality strategic plans, making her a highly effective Board contributor.

Amanda Pepe*Specialist Independent Member*

Amanda has extensive experience in media, arts, communications and management roles.

She is currently CEO of multidisciplinary arts, technology and hospitality enterprise, Light Adelaide.

As Publishing Director for Opinion Media she managed and edited the iconic Adelaide masthead The Adelaide Review until its closure.

Prior to this she was Publisher of Solstice Media, responsible for South Australia's only independent daily source of online news, InDaily and also worked as a freelance feature writer and sub-editor for a number of publications. Amanda is highly self-motivated, creative and deeply connected to South Australian business and politics.

Ben Pudney*Specialist Independent Member*

Ben is a senior executive with extensive experience in developing local industry capability and maximising supply chain opportunities for local business in sectors such as defence and resources. Through his experience in executive and non-executive director roles, Ben also has an in-depth knowledge of strategic planning, financial and risk management and business partnerships.

Joshua Baldwin*Specialist Independent Member*

A former member of the Norwood Parade Precinct Committee, Joshua understands the importance of engagement and collaboration on The Parade between owners, tenants, and patrons.

Coupled with his experience in strategic planning, policy formulation, and organisational performance, Joshua plays a key role in understanding the needs of stakeholders in the local economy.

Matt Grant*Specialist Independent Member*

Matt has a keen interest in the application of emerging technologies, such as blockchain and the impending impact on the current foundational principles applied to economic development and is genuinely excited for the emerging opportunities that present.

Matt is the South Australian representative on the national board of Economic Development Australia. He has also guided the development and implementation of recognised and renowned initiatives, strategies and projects in the private and public sectors.

Rebecca Thomas*Specialist Independent Member*

Rebecca is an experienced urban planning and property practitioner with over 25 years of urban planning, strategy and policy development experience within the private and public sector.

Rebecca is part owner of Town Planning consultancy Ekistics Planning and is also the current Presiding Member of the State Commission Assessment Panel. Rebecca has participated on a number of other Government and Local Council boards and committees and offers a pragmatic and collaborative approach together with sound understanding of governance and organisational operations of Local Government.

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.

Independent Committee Members receive a \$300 sitting fee.

Traffic Management & Road Safety Committee



Left to right: Charles Mountain, Cr Hugh Holfeld, Nick Meredith, Shane Foley, Cr Garry Knoblauch & Cr Kevin Duke

The Council's Traffic Management & Road Safety Committee, which comprises three Elected Members and three Specialist Independent Members, was established by the Council 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 continues to play an integral role in the implementation of initiatives to improve road safety and the management of traffic related issues.

The Committee meets every two months (unless there are no items for discussion) and three meetings were held in 2022–2023.

The Specialist Independent Members receive a \$400 sitting fee per meeting.

For the period commencing 1 July 2022 until 30 June 2023, the Traffic Management and Road Safety Committee comprised of the following members:

- Cr Kevin Duke (Presiding Member)
- Cr Hugh Holfeld (Elected Member)
- Cr Garry Knoblauch (Elected Member)
- Nick Meredith (Specialist Independent Member)
- Charles Mountain (Specialist Independent Member)
- Shane Foley (Specialist Independent Member)

Nick Meredith

Specialist Independent Member

As a 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 Technician's 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.

Norwood Parade Precinct Committee

Charles Mountain

Specialist Independent Member

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 the Manager, Transport & Traffic at the City of Unley.

Shane Foley

Specialist 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

In 2022–2023, traffic management studies were undertaken in two precincts incorporating the suburbs of Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris and Marden and Royston Park.

The studies cross-correlated the traffic and movement concerns raised by citizens in the Have Your Say! campaigns with extensive traffic data and analysis. As a result, a large number of locations have been identified for the implementation of traffic management measures as well as precinct-wide speed limit reduction to 40km/h in residential streets.

The challenge now is to undertake concept designs, prioritise and budget for the traffic management infrastructure.

The Norwood Parade Precinct Committee (NPPC) is responsible for delivering initiatives to market and promote The Parade, Norwood as South Australia'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 property 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 which are aimed at stimulating visitation, activating the area and encouraging retail, services, leisure and dining patronage to The Parade.

Following the Local Government Election in November 2022, the Norwood Parade Precinct Committee comprised the following members:

- Mayor Robert Bria (Presiding Member)
- Cr John Callisto (Elected Member)
- Cr Sue Whittington (Elected Member)
- Cr Victoria McFarlane (Elected Member)
- Cr Josh Robinson (Elected Member)
- Brigitte Zonta (Independent Member)
- Joshua Baldwin (Independent Member)
- Mario Boscaini (Independent Member)
- Michael Zito (Independent Member)
- Rik Fisher (Independent Member)
- Tom McClure (Independent Member)
- William Swale (Independent Member)
- Hannah Waterson (Independent Member)

The Committee met three times during 2022–2023. Committee Members do not receive a sitting fee.

The Committee was tasked with identifying the best support and promotional measures to continue to assist The Parade businesses overcome challenges, including how best to capitalise on AFL games being played at Norwood Oval as part of the inaugural AFL Gather Round (see page 142), how to assist businesses and ensure patronage remains as multiple developments occur within The Precinct (i.e. COMO on the Parade and ORTA on the Parade).

The Committee continued to work towards developing the best methods for attracting people to The Parade Precinct in the current economic climate (high interest rates, costs of living), resulting in activities and initiatives such Shop the Parade and Cruise Europe, The Parade Gift Card and A Day of Fashion.



Sylvia Soon
Project Manager, Buildings and Special Projects



Ned Feary
Urban Planner



Isabella Veenstra
Service Officer



Emma Comley
Arts Officer

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.



Radika Irkulla
Payroll Officer



Nighmat Hasanoff
Information Services Administrator



Peter Wellington
Projects Planner



Vedrana Pantelic
Educator

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 & Community Services
- Governance & Civic Affairs
- Urban Planning & Environment
- Urban Services

The Executive Leadership Team is currently 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.




Chief Executive's Office
Manager
Skye Grinter-Falzun




Arts, Culture & Community Connections
Manager
Navian Iseut




City Projects
Manager
Jared Barnes



Economic Development & Strategy
Manager
Keke Michalos




Organisational Development & Performance
Manager
Nicole Newton



WHS & Risk
Manager
Sean Faulkner




Urban Planning & Environment
General Manager
Carlos Buzzetti



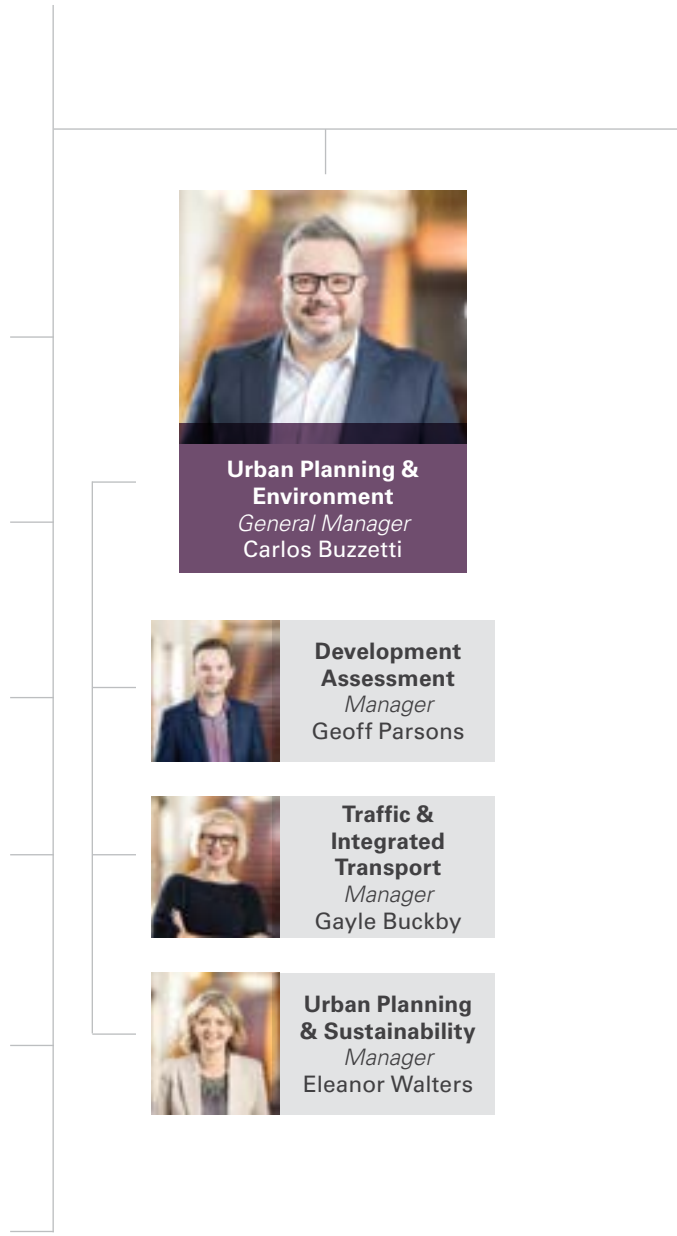
Development Assessment
Manager
Geoff Parsons



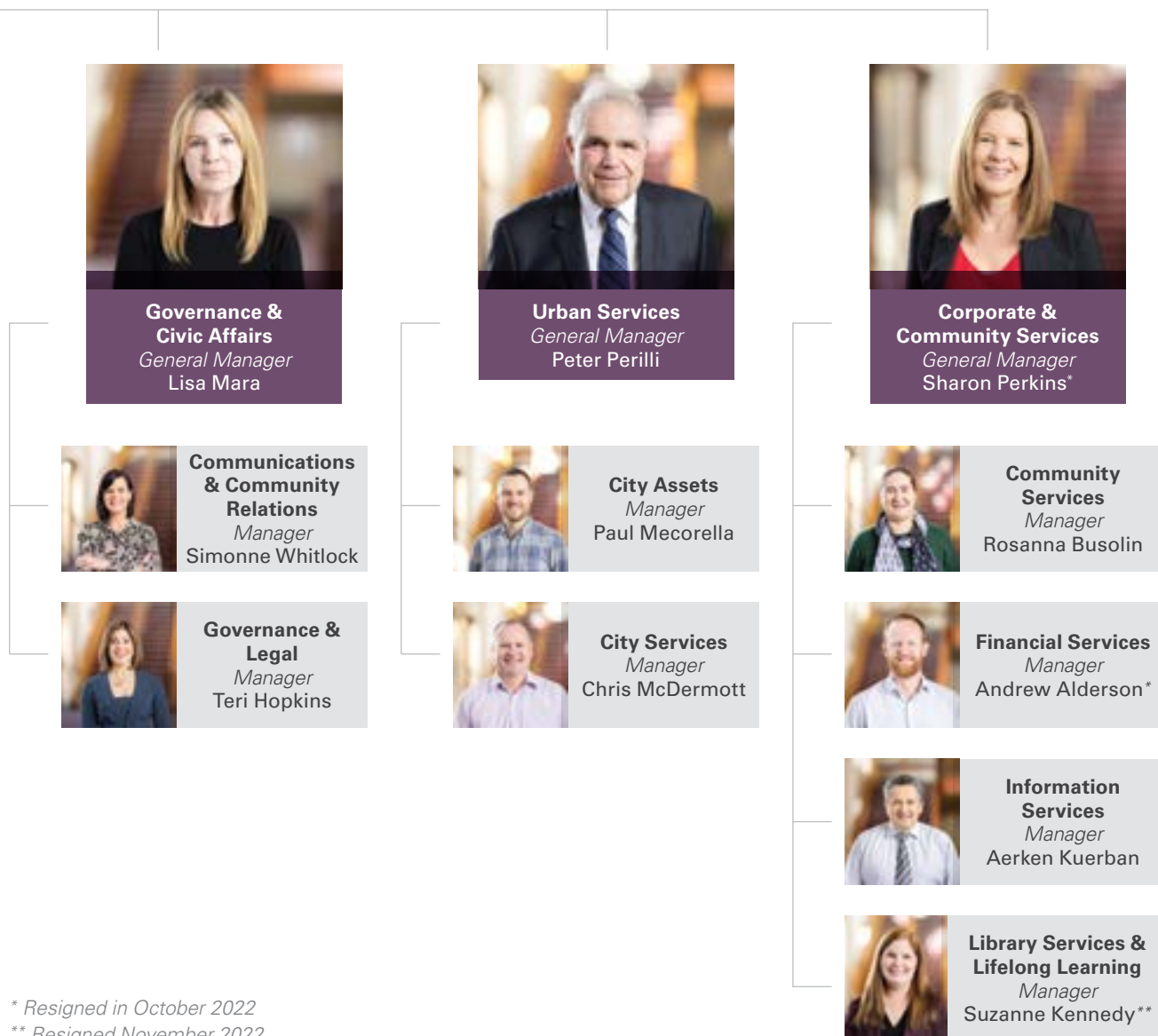
Traffic & Integrated Transport
Manager
Gayle Buckby



Urban Planning & Sustainability
Manager
Eleanor Walters



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



* Resigned in October 2022
 ** Resigned November 2022

Executive Leadership

The Executive Leadership Team is currently 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' General Managers and the Chief Executive Officer form the Executive Leadership Team (ELT). ELT provides consistent service and expertise, across five separate departments.

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.

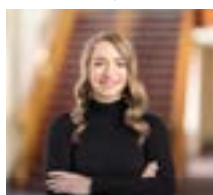
Responsible for the overall management and leadership of the organisation, my direct portfolio responsibilities include the Council’s Libraries, economic development and strategic projects, organisational development, human resources and work health and safety. More broadly, I am responsible and accountable 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 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.



Chief Executive’s Office
Manager
Skye
Grinter-Falzun



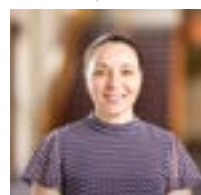
Arts, Culture & Community Connections
Manager
Navian Iseut



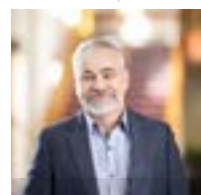
City Projects
Manager
Jared Barnes



Economic Development & Strategy
Manager
Keke Michalos



Organisational Development & Performance
Manager
Nicole Newton



WHS & Risk
Manager
Sean Faulkner



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, regulatory services, arboricultural services, traffic and integrated transport, sustainability and environmental initiatives.

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, a Post-Graduate Degree in Psychology of Business and Management, a Certificate of Management and accreditation as a Smart Cities Practitioner.



Lisa Mara

*General Manager
Governance & Civic 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 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, information services, communications and community relations 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.



**Development
Assessment**
Manager
Geoff
Parsons



**Traffic &
Integrated
Transport**
Manager
Gayle Buckby



**Urban
Planning &
Sustainability**
Manager
Eleanor Walters



**Communications
& Community
Relations**
Manager
Simonne Whitlock



**Governance
& Legal**
Manager
Teri Hopkins



Peter Perilli

*General Manager
Urban Services*

Joined the Council in 1997
Retired in December 2022

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

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

Peter retired in December 2022 after 33 years with the Council, commencing with the former City of Kensington & Norwood and from 1997 with the City of Norwood Payneham & St Peters. The Council thanks Peter for his significant contribution and wish him every success as he enters a new phase of his life.



Sharon Perkins

*General Manager
Corporate Services*

Joined the Council in 2010
Resigned in October 2022

A Fellow Certified Practicing Accountant (FCPA) and hold a Master of Business Administration and Bachelor of Arts (Accountancy), Sharon joined the Council as Manager of Finance, bringing broad experience and knowledge.

Responsible for the Corporate Services Unit, Sharon lead a multifunctional team which delivered 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.

In October 2022, she accepted a position as the Executive Manager, Finance at the Town of Gawler, where she will be responsible for a range of functions including Finance, Governance and Human Resources. The Council thanks Sharon for her significant contribution and wishes her every success.

On 1 May 2023, Natalia Axenova commenced in the role as Chief Finance Officer. Natalia has wide-ranging experience in finance and accounting, across a number of roles and industry sectors and most recently held the position of Associate Director of Finance in a large multi-faceted organisation.



City Assets
Manager
Paul
Mecorella



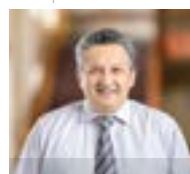
City Services
Manager
Chris
McDermott



Community Services
Manager
Rosanna
Busolin



Financial Services
Manager
Andrew
Alderson*



Information Services
Manager
Aerken
Kuerban



Library Services & Lifelong Learning
Manager
Suzanne
Kennedy**

* Resigned October 2022

** Resigned November 2022

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: Chris McDermott, Mark Fletcher & Rob Sparks

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, our Values also form the basis of our staff recognition program. The contribution of staff is integral to the success of the organisation and in turn the staff recognition program is complemented by a number of other ways in which individuals and business units are acknowledged and celebrated for their achievements.

In 2022–2023, 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.

Working Together

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

Awarded to

Craig Lowe, Team Leader, Parks & Gardens
Ashley Tuttle, Team Member, Parks & Gardens
Douglas Jewell, Team Member, Parks & Gardens
Dhyanna Favretto, Senior Service Officer, Citizen Services
Teagan Cunningham, Service Officer, Citizen Services
Stephanie Sribar-Bills, Coordinator, Youth Programs

Leadership

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

Aaron Cook, Works Coordinator, Tree Services

Excellence

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

Awarded to

Stuart Pope, Project Manager, City Projects

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

Rohan Prigg, Leading Worker, Civil Maintenance

Service

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

Awarded to

Tyson McLean, Economic Development Officer

Meet some of our Staff



Rosanna Busolin

Manager, Community Services

It takes a unique set of personal and professional qualities to work with older citizens who usually have a range of complex needs.

For Rosanna Busolin, Manager, Community Services, this is one of the key reasons she enjoys her role so much at the City of Norwood Payneham & St Peters.

Rosanna, who has been with the Council for 16 years, cheerfully says: "Time flies when you are having fun."

Rosanna manages four staff who she describes as an "excellent team".

Together they have oversight of programs to assist about 840 residents in our City, including providing domestic assistance, personal care, home maintenance and modifications,

shopping transport social and other well-being programs.

The team also deliver a Community Visitors Scheme for older people in aged care facilities.

"My role requires patience, understanding and empathy....but I love working with older people, it is very rewarding."

It is common knowledge that navigating the ever-changing aged care sector, which is mainly funded by the Federal Government, can be perplexing. Rosanna credits her formal education for providing her with the breadth of knowledge for the demanding role.

She has a Bachelor of Arts, Diploma of Applied Psychology and Master of Business Administration (MBA), which

took a gruelling six years to complete, while working full time. Rosanna says her career highlight was being promoted to her current role.

"The promotion to Community Services Manager was a great achievement and a goal that I had been working towards for my professional growth and fulfillment." she said.

Outside of work, Rosanna's passion is travel. "Italy is where my heart is. I have relatives over there and I love the north - Venice, Milan and Verona."

Rosanna and her team continue to juggle the demands and needs of some of the community's most vulnerable people, while ensuring there is a diverse range of social and recreational programs, and importantly enough Volunteers to assist deliver programs.



Jacquelyne Ladner

Cultural Heritage Coordinator

Jacquelyne Ladner's innate fascination with history stems back to her childhood.

"I remember as a little girl, I was fascinated with Tutankhamun. I planned on marrying him and being his princess...but he was a bit old for me."

Despite the obvious age difference and every other unobtainable notion of her marriage plan, Jacquelyne did however decide to pursue her lifelong love of archaeology.

When her two children were at kindy age, Jacquelyne left her career in the banking industry and went to university as a mature age student and studied... and studied.

Over several years, she commenced a double degree in Archaeology and Palaeoanthropology; transferring to a Bachelor of Arts in Australian and International History mid degree, and was a fly-in, fly-out student between

her home in Adelaide and New South Wales. This was followed by an award winning Honours degree investigating the physical and socio-psychological conditions of a POW Camp at Torrens Island, South Australia.

"I've visited over twenty countries including two trips to Egypt and aid work in Asia. I can't wait to see what other secrets Egypt divulges in my life time. During these travels I've been fortunate enough to see some of the best museums in the world".

All of which she describes as "fascinating and fabulous".

Jacquelyne has since worked at several museums, as well as being a tour guide at the former quarantine station on Torrens Island.

Her most recent job before joining the Council was at the Health Museum of SA caring for their extensive and interesting collection of medical paraphernalia.

Jacquelyne's decision to leave the Health Museum to become the Council's Cultural Heritage Coordinator, was to "keep her skills fresh" and her desire to work in one of the most culturally significant areas of South Australia, the City of Norwood Payneham & St Peters.

Her immediate plans for the Centre include digitising and conserving the civic collection to make it more accessible to the public and to ensure longevity for posterity.

Jacquelyne started with the Council in January this year and her first exhibition was Beyond the Bleachers—a look into the history of the Norwood Football Club. Beyond the Bleachers was considered a remarkable success, which received wide-ranging television coverage and promotion.

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.



Leanne Blandis
Accounts Officer

216 full time, part time and casual staff

8.2 years average length of service

61% of our workforce is permanent

18% staff turnover

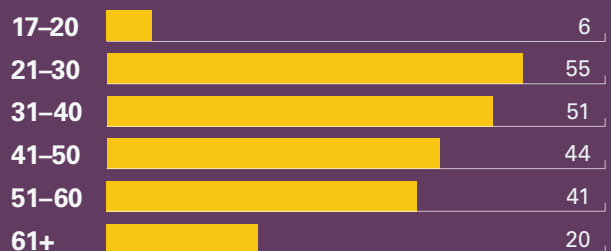
27% administrative positions

Gender profile



 60% Females  40% Males

Age profile



As at 30 June 2023, the Council employed 216 staff, including 109 full time and 38 part time and 70 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:

- Arts & Culture
- Administration;
- Child Care;
- Swimming Centres;
- Civil Services;
- Community Services;
- Economic Development;
- Engineering;
- Environmental Planning;
- Events;
- Governance;
- Horticulture Services;
- Information Technology;
- Library Services;
- Management;
- Planning and Building;
- Recreation Services;
- Regulatory Services;
- Strategic Planning;
- Traffic Management; and
- Work Health & Safety.

Length of Service

As of 30 June 2023, the average length of tenure of the staff at the Council was 8.2 years and the longest tenure at the Council was 44 years. (compared to 8.3 years and tenure of 43 years in 2021–2022).

Continuous service milestones achieved and celebrated during the course of the year included Douglas Jewell, who has worked with the Council for 30 years was recognised for his length of continuous service to the City of Norwood Payneham & St Peters during 2022–2023.

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	46
\$70,000–\$89,000	115
\$90,000–\$109,000	29
\$110,000–\$129,000	8
\$130,000–\$149,000	13
\$150,000–\$169,000	1
\$170,000–\$189,000	2
\$190,000–\$209,000	1
\$210,000–\$229,000	0
\$230,000–\$249,000	0
\$250,000–\$269,000	0
\$270,000–\$289,000	1
\$290,000–\$309,000	0
Total	216



Sophie Schuetze
Events Assistant



Nigel Jordan
Coordinator, Volunteer Services

Staff Changes and Recruitment

During 2022–2023, 45 new staff members commenced employment with the City of Norwood Payneham & St Peters. This included 13 casual staff members in the Council’s Libraries, Swimming Centres, Norwood Concert Hall and St Peters Childcare Centre & Pre School. New staff were appointed to replace vacancies created from resignations of existing staff, as well as the creation of new positions to meet the Council’s strategic objectives.

During 2022–2023, the Council recruited for the following positions:

- Accounts Officer, Finance
- Arts Officer
- Chief Financial Officer
- Childcare Centre Cook
- Compliance Officer, Planning Services
- Compliance Officer, Regulatory Services
- Coordinator, Children’s & Youth Services
- Coordinator, Volunteer Services
- Cultural Heritage Coordinator
- Educator (multiple vacancies)
- Executive Assistant
- General Manager, Infrastructure & Major Projects
- Leading Worker, Arboriculture
- Leading Worker, Parks & Gardens
- Library Service Officer – Casual positions
- Manager, Arts, Culture & Community Connections
- Mechanic
- Payroll Officer
- Project Manager, Civil
- Project Officer, Civil
- Senior Service Officer, Citizen Services
- Senior Urban Planner
- Service Officer, Citizen Services
- Swimming Instructors – Casual positions
- Team Leader, Collections & Digital Services
- Team Leader, Educator (multiple vacancies)
- Team Member, Arboriculture
- Team Member, Civil Maintenance
- Theatre Assistants – Casual positions
- Traffic Engineer/Officer
- Works Coordinator, Tree Services

Best practice interview and selection processes are undertaken with successful candidates demonstrating the Selection Criteria, the Organisational Values and Behaviours and excellent references for position requirements to be appointed 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

Mechanic

The Mechanic plans, prioritises and undertakes the daily maintenance, preventative servicing and repair activities of the Council's small plant and machinery and the daily maintenance and minor repairs of some of the Council's fleet.

The Mechanic works with the Council's Works Coordinator, Civil Maintenance and Leading Workers to identify plant and machinery that requires maintenance to ensure downtime caused by faults and failures is minimised.

Manager, Governance & Legal

The Manager, Governance & Legal is responsible and accountable for the provision of best practice governance, property and legal services to the Council, the organisation and the community. The Manager, Governance & Legal

is expected to develop and administer systems to ensure that the Council meets its legal obligations in respect to governance, property and legal matters in accordance with the *Local Government Act 1999* and related legislation.

Manager Development Assessment

The Manager, Development Assessment is responsible for the accurate and timely delivery of development assessment functions on behalf of the Council.

The Manager, Development Assessment oversees a team of Urban Planners, Development Officers, Building, Compliance

Officers, the City Arborist and Planning Assistants, with the primary function of assessing and determining Development Applications in accordance with requirements set out in the *Planning, Development & Infrastructure Act 2016* (the PDI Act), the Planning & Design Code and any other relevant legislation.

Administrator, Organisational Development & Performance

The Administrator, Organisational Development & Performance contributes to the development and maintenance of human resource processes, organisational development initiatives and delivery of the Council's Training & Development Program, Healthy Lifestyles Program and Work Health & Safety administration.

This role also involves co-ordination with all Council departments to ensure wholistic organisational participation.

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 Officers 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 the local community.

As at 30 June 2023, 157 of the 216 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement. The remaining 60 (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 Insurance;
- Income Protection;
- Rostered-Days-Off;
- no forced redundancies;
- Voluntary Separation Packages;
- recognition of Continuous Service in employment between Councils and the ability to transfer Long Service Leave Entitlements;
- 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 2022–2023 Professional development benefits included:

- Professional Writing
- Decision Making in Development Assessment
- Upskilling & High-Performance Seminar Series
- Timber - Construction & Inspections
- Debunking Observations - St Peters Child Care Centre
- Back to our Roots - Living Turf Seminar
- Code Amendments - Planning Workshop
- Authorised Persons Association Seminar
- How to structure & write a Planning Report
- Return to Work - IRC
- National Construction Code Seminar

- Ethics in Decision Making
- Pitch Preparation - Parks & Gardens
- Playground Inspection Course - Level 2
- Planning & Enforcement Case Law Update
- Building in Flood Hazard Areas
- Objective ECM Refresher

Skill Training

- Work Zone Traffic Management
- Contact Officer training
- Safe Dog Handling
- Performance Based Engineering Solutions - ABCB
- Safe Environments for Children & Young People
- Teacher of Swimming & Water Safety

Work Health & Safety

- Mental Health First Aid
- Emergency Warden
- Health & Safety Representative - Level 1
- Provide First Aid
- Provide Cardiopulmonary Resuscitation - First Aid Attendants
- Risk Management - Managers & Supervisors
- Work Health & Safety Awareness
- Risk Management
- Heat Stress Awareness
- Hazardous Manual Tasks, Drugs & Alcohol, Noise Awareness

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 2022–2023, no discrimination matters were raised by Council staff with any external bodies.

Apprenticeship Scheme

In 2022–2023, under the provisions of its Apprenticeship Scheme, the Council offered four positions for new apprentices in the vocations of Horticulture and Civil Maintenance.

In addition, under the provisions of its Apprenticeship Scheme, two 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.

Staff well-being

The Council is committed to ensuring the health and well-being of its staff. The Healthy Lifestyles Program provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle.

Annual Healthy Lifestyle events include Skin Cancer Screens, Health Assessments and access to the Worksite Immunisation Program which provides the Quadrivalent Influenza and Pneumococcal vaccinations.



Influenza
vaccinations

138
2022–2023

105
2021–2022

136
2020–2021

26

Health assessments

40 in 2021–2022 and 41 in 2020–2021

75

Skin cancer screenings

70 in 2021–2022 and 69 in 2020–2021

In 2022–2023, a Healthy Lifestyles program was launched with healthy cooking demonstrations, a Positivity in Practice workshop, a Mental Health First Aid course, a Stress Management seminar and Corporate Health Group monthly health tips were promoted on the NPSP intranet.

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

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

During 2022–2023 a review of the Staff Briefing sessions has been undertaken and a new format will be introduced in late 2023.

Interstate staff travel costs

In 2022–2023, Council staff attended a variety of events for training and professional growth including:

Position: Graphic Designer

Purpose: Travelled to Sydney to attend Semi Permanent 2023 Design Conference

Costs: Flights, accommodation \$650.00.

Position: General Manager, Urban Planning & Environment

Purpose: Travelled to Melbourne for the Smart Cities Week Conference

Costs: Flights, accommodation \$843.

Charitable Contributions

During 2022–2023, 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 2022–2023 which some staff attended. Details of these events are set out below:

- in November 2022, 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 \$84 each; and
- the 2022 Mayor's Christmas Dinner was held on Friday, 26 November 2021 at Fine and Fettle, Magill Road. The Council's Chief Executive Officer, General Managers and Managers attended the Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$134.80 each.



Council's Works Co-ordinator Aaron Cook with residents Hannah & Otis Neild

Beyond the call of duty

Freak storm event wreaks havoc

Aaron Cook is no stranger to helping out the community during dangerous and freak weather events.

The Council's Co-ordinator, Tree Services, has taken part in emergency rescues before, including the devastating Pinery bushfires in the State's Lower Mid North in late 2015.

But it was the unexpected storm event which hit our City on Saturday 12 November 2022 that had the biggest impact on Aaron.

Aaron was not scheduled to work but dutifully answered a call to assist his Depot colleagues, Luke Hogno, Doug Jewell and Gavin Morris.

"About 30 trees had fallen on power lines. It was back breaking work, and the wind didn't dip below 50km/h." Aaron said

"We worked from 11.30am to midnight alongside State Emergency Service Crews. Residents were so grateful, with many people coming out into their driveways to offer us drinks."

Aaron said Henry St, Stepney, was severely impacted, with a huge tree branch covering the driveway of many homes including that of the Neild family.



Hannah Neild, was inside her home with baby Otis, who was 4 months old at the time.

“The sound that night was insane—like the tornado from the Wizard of Oz and I was panicking.” Hannah said.

When Aaron called past Henry Street recently to check in on Hannah and Otis, Hannah described “her extreme relief” when Aaron cleared her driveway on that frightening night, providing access for her, Otis and her family to leave their house if necessary.

Chris McDermott, Manager City Services, said Aaron faced the challenge head on by managing all of the incoming calls and prioritising what work needed to be done.

“Without his expertise and experience, a lot of residents would have had to wait for much longer before they received the help they needed. To say he went beyond the call of duty is an understatement.”

Reflecting on the epic events of his shift, Aaron said “One of the key things to do is to stay calm and collected and focus on the important things—such as power lines and how dangerous they can be if they have been brought down.”

“It was definitely one of the most rewarding days of my life in terms of helping the community.”

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 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
2022	Planning Institute of Australia (PIA) and Detention Basin	Award for Commendation, Climate Change & Resilience	Felixstow Neighbourhood Urban Renewal Reserve and Detention Basin
2022	Planning Institute of Australia (PIA)	Award for Commendation, Technology & Digital Innovation	Smart School Crossing, William Street, Norwood
2023	Australasian Reporting Awards	Gold Award	2021–2022 Annual Report

Work Health & Safety

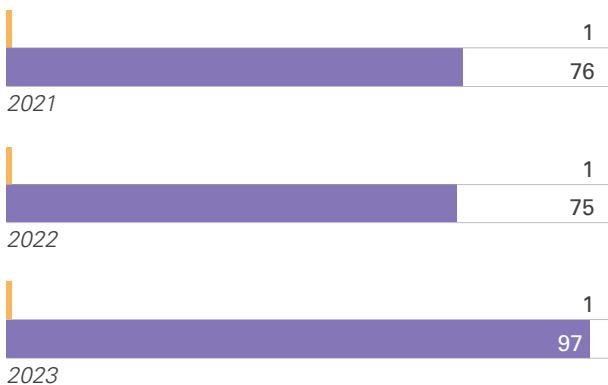
The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces, whether interacting with our friendly citizen services staff, utilising one of our pools or libraries or simply enjoying our beautiful urban parkland environment or our heritage streetscapes. 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 few years, as our community emerges from the shadow of COVID-19, 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 65% of all incidents which were reported resulted in no physical harm to our staff or members of the public (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 234 days without an injury which required Medical Treatment and has not recorded a Lost Time Injury in over 720 days.

Graph 1

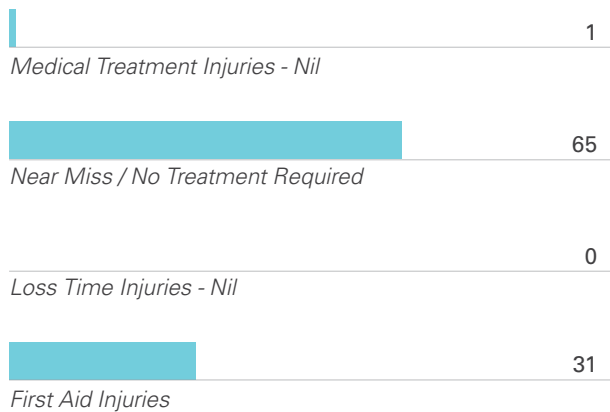
Incident Reports vs Severity



- Total number of incidents
- Incidents requiring medical treatment

Graph 2

Incident by type



Drug and Alcohol Testing

The Council’s Drug & Alcohol Policy recognises that many of the positions at the Council 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 20 staff, which equates to approximately 10% of all staff, are routinely and randomly tested for the inappropriate use of drugs and alcohol.

Challenges

The Council's ongoing challenge is to continue to maintain and build a positive 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.

A positive safety culture also shows that everyone shares common values that make worker health and safety a priority. It means that everyone is alert for unsafe behaviour and hazards, and everyone feels empowered to correct them before harm is done. The Council's positive safety culture demonstrates that injury prevention is a priority and everyone takes ownership of health and safety issues.

Most common injury locations

25% Mental stress

5% Hand

5% Foot/ankle

Most common types of injury

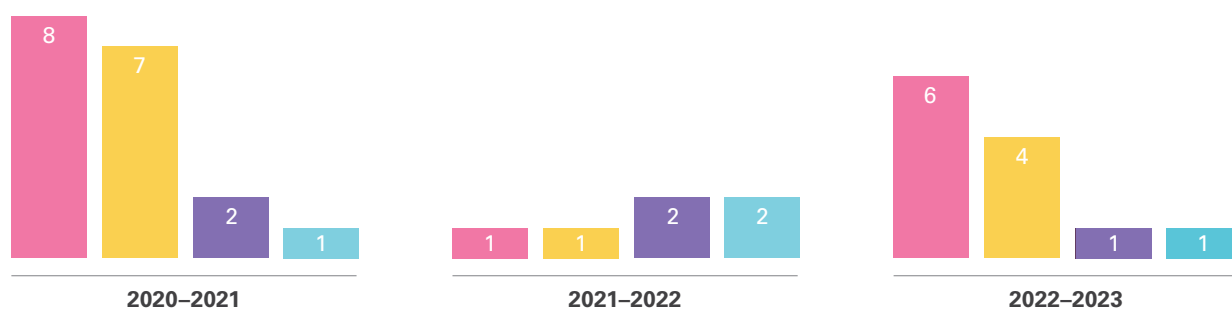
26% Soft tissue injuries

22% Slips, Trips & Falls

28% Exposure to trauma antisocial behaviour

Graph 3

Workers Compensation Claims - Trend Analysis



● Total number of new claims for the year
 ● Total number of new claims closed during the year

● Total number of existing claims at the start of the year
 ● Total number of existing claims closed during the year



**Delivering
exceptional
citizen 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 2022–2023, 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.

Measurable and cost-efficient, the Council now manages a suite of profiles across key platforms Facebook, Instagram, Twitter and LinkedIn, all of which are experiencing significant audience growth, reach and engagement. For more information see page 177.

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 50% average open rate, which is considered strong engagement against a government benchmark of 35.3%*.

As at 30 June 2023, Your NPSP had 1,872 subscribers compared to 1,792 subscribers at the end of 30 June 2022.

¹ Mailchimp Benchmarking data



Libraries - 51,638 visits



Waste & Recycling - 43,819 visits



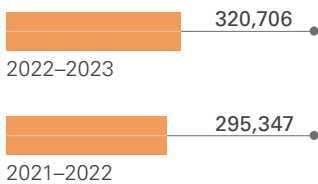
Swimming Centres - 42,187 visits

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 an increase in the number of visitors during 2022–2023, with 320,706 visits, an increase of 8.58% on the previous financial year.



Devices

Audience behaviour analysis shows that 57% of website visitors viewed the website on mobile devices.

Most Popular Content

The images above show the top six most visited website pages and the number of visits each received during the 2022–2023 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 2022–2023, 10 online forms were created for the convenience of citizens and to streamline the way we collect and process service requests, enquiries, feedback and complaints.

Completed Website Improvements during 2022–2023

Invest in NPSP Section

A new website section to encourage investment and make it easy to do business in the City of Norwood Payneham & St Peters.

Web pages in the section:

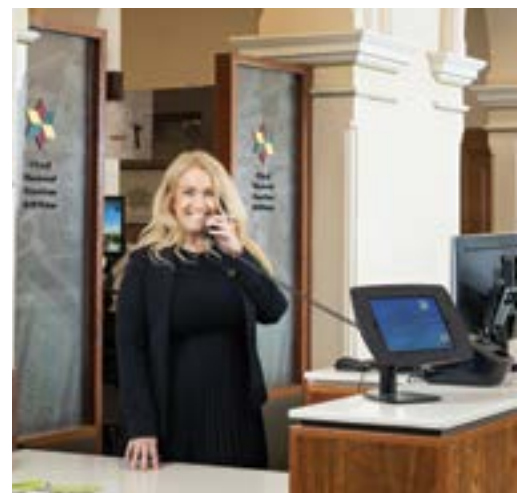
- Economic Overview
- Economic Development Strategy
- Smart City & Business
- Precinct Occupancy Rates
- Labour Force Reports
- Start a Business Enquiry



Make a Payment - 17,582 visits



Events Calendar - 15,008 visits



Contact Us - 14,343 visits

Smart City Section

A new website section to showcase the Council's Smart City Plan and to keep citizens updated on the status of the Council's Smart City projects and initiatives.

Webpages in the section:

- Smart City Plan
- Smart City Framework
- Smart City Showcase
- Smart City Updates

Landscaping and Development Section

A new website section to support planning professionals, developers, development approval applicants and new homeowners to achieve better greening outcomes and comply with requirements in the Planning & Design Code.

Web pages in the section:

- Adelaide Garden Guide for New Homes
- Trees on Private Land - Backyards and Gardens
- Verge Gardens
- Regulated & Significant Trees

Virtual Tours of Selected Council Venues

A 360° virtual venue tour allows a visitor or potential hirer to explore the inside and features of a Council venue from their computer, tablet or smartphone.

Virtual venue tours are embedded on the following webpages:

- Norwood Concert Hall
- Don Pyatt Hall
- St Peters Youth Centre
- St Peters Town Hall Complex Hall
- Payneham Library & Community Facility
- Norwood Swimming Centre

Upcoming Website Improvements 2023–2024

Volunteer Vacancies and Programs Interactive Listing

The Volunteer Vacancies & Programs Listing will showcase the Council's Volunteer Program and allow potential Volunteers to browse, search and apply for Volunteer vacancies.

Parking Expiation Notice Portal

The Parking Expiation Notice Portal will allow a recipient of an expiation notice to access and view their expiation details and photos. This new online service will provide transparency and streamline the expiation review process.

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.



St Morris Reserve draft Concept

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 2022–2023 which included:

- Draft 2023–2024 Annual Business Plan & Budget
- Arts & Culture Plan 2024–2027
- Voice & Vision of Young People Action Plan
- Draft 2023–2024 Norwood Parade Precinct Committee Annual Business Plan
- St Morris Reserve Upgrade
- Access and Inclusion Strategy review
- Traffic Study: Glynde, Payneham, Payneham South, Firlie, Trinity Gardens and St Morris
- Draft Built Heritage Strategy

St Morris Reserve Upgrade Community Consultation

In 2022, the City of Norwood Payneham & St Peters received \$9.9 million from the Federal Government's Preparing Australia Program.

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

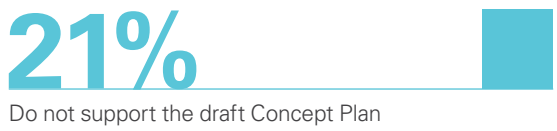
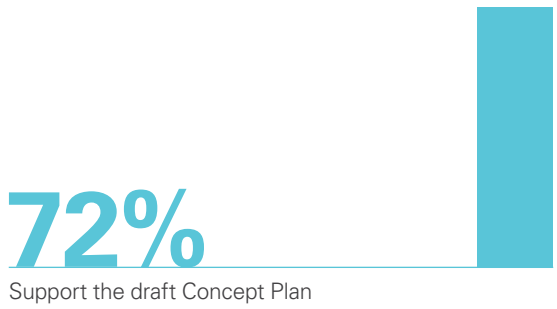
The funding was committed to the Trinity Valley Stormwater Upgrade Project. St Morris Reserve forms part of the Trinity Valley Stormwater Upgrade Project, due to the decision to establish a stormwater detention basin at the Reserve.



Establishing the stormwater detention basin created the opportunity to redevelop St Morris Reserve and in early 2023, the community was invited to share their thoughts and ideas on new elements and equipment such as toilets, sporting facilities, shade, trees, barbeque, and other ideas they wanted to include in the reserve, including a new playground.

As part of the consultation process, the community was invited to attend two Community Information Sessions held at the Reserve in February 2023. In addition, a survey was prepared and made available to the community.

A total of 155 submissions were received. Work will commence on the St Morris Reserve Upgrade at the start of the 2024 calendar year.





Friends of the Billabong Volunteers

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.



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.



Savia Coelho
Volunteer

220 Volunteers
(SA Local Government average 161)

6,271 Hours committed to
the community

71 New Volunteers

66% Live in the City of NPSP

\$282,819 Value of hours

**based on dollar replacement value of \$45.10 per hour
(Volunteering SA-NT)*

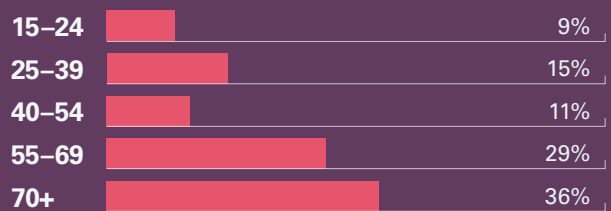
Gender profile



51% Females

49% Males

Age profile



“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...”

Savia Coelho, 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.

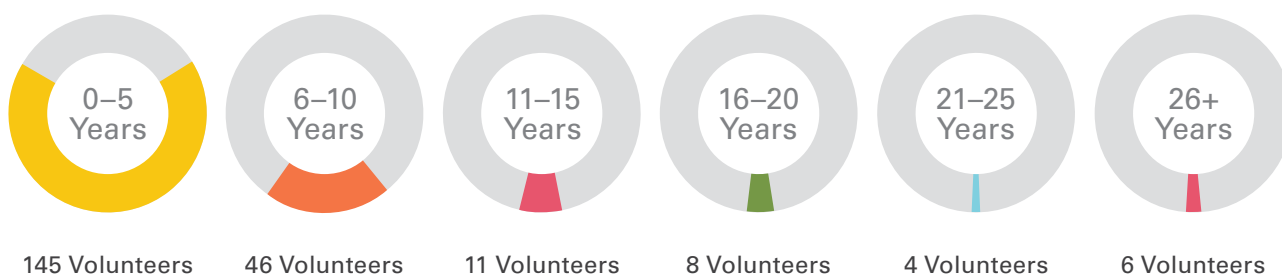
Informal surveying of Council Volunteers who reside outside of the City of Norwood Payneham & St Peters, indicates that Volunteering with the Council appealed to them for a number of reasons from convenience and appeal of the local amenity, to the responsiveness and warm welcome of the Council staff.

During 2022–2023, 220 Volunteers provided 6,271 hours of benefit to 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;
- Food Secrets & Eastside Wine and Ale Trail (EWAT) Bus Tours
- 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.

Volunteer Years of Service Awards

In November 2022, the following Volunteers received Certificates for the Years of Service to the Council:

5 years of service

Paul Wilson
Andrew Mclean
Rohan Sanzgiri
Peter Young

10 years of service

Ralph Robinson

15 years of service

David Harley
Les Dennis

20 years of service

Wendy Elliott

25 years of service

John Connell
John Pearce
Geoff Rundle

Premier of South Australia's Certificate of Recognition

The Premier's Certificate of Recognition for Outstanding Volunteer Service is held annually and recognises Volunteers who have made an outstanding commitment and contribution to Volunteering.

The following Volunteers received Premiers Certificate of Recognition:

Craig Dreyer
Melville Rowe

Barbara Cook
Christine Ward

Challenges

One of the challenges facing the Council was the age of the Volunteers who dedicated their time to help others in the community with 36% of all registered Volunteers aged 70 years or older.

For some Volunteers, their age meant they could not continue to perform in their preferred role and some had to make tough decisions such as retiring from Volunteering, modifying their role or switching to an alternative role.

For the Volunteers facing this challenge it can be a difficult change for many different reasons such as reduction in social activity or forfeiting the feeling of giving back to the community.

Many of the Volunteers also have a deep knowledge and experience in their role which is a huge loss to the programs they assist with. It is anticipated that this trend is likely to continue and the Council is actively looking at ways to improve the support offered to Volunteers reaching this stage in their life, as well as retaining the knowledge that will be lost when they leave.

Looking Ahead

In 2023, the Council's Organisational Development Unit started the development of a Volunteer Strategy to guide the City of Norwood Payneham & St Peters Volunteer Services through these and other challenges over the next five years.

Volunteer Services Program

Survey Results

In June 2023, the Council surveyed Volunteers, Volunteer Program Coordinators and Council staff on the Council's Volunteer Services Program, the types of programs hosted by the Council and potential areas for program growth.



39% of Volunteers participated in the survey.

This is a high response rate that has provided valid and relevant feedback to the Council. This is what they told us:

Programs

The Council could enhance the Volunteer Services Program through program growth in areas of:

- teaching life skills to the community;
- providing Food & Charity Support programs; and
- increasing programs that deliver services to young people.

Volunteer Experience

70%



of respondents said the Council should provide training opportunities to improve the Volunteering experience.

44%



of respondents believe there are no barriers that prevent them from Volunteering with the Council.

21%



of respondents said paperwork and procedures being too arduous could be a barrier to Volunteering with Council.

Reporting

In addition to reporting the number of hours volunteered, client satisfaction and Volunteer satisfaction were nominated as successful ways to measure the impact of Volunteering.

Whats Next

Volunteer responses provided in the survey will help guide the design and content of a Volunteer Strategy, that will enable the City of Norwood Payneham & St Peters to be on the forefront of Volunteering and provide excellence in Volunteering Services.

“Council might use their links with Volunteers to encourage involvement with other non-Council Volunteer organisations which might be seeking to recruit”

Meet our Volunteer

Tolgar Okar



Never underestimate the power of humanity.

This is the powerful message that Volunteer Tolga Okar wants to share with his global community.

Tolga, who is originally from Istanbul, has lived and worked all over the world. With an Honours Degree in English Philology from Istanbul University, the Certified Digital Marketing and Sales Professional said he never once anticipated he would be a Volunteer at the City of Norwood Payneham & St Peters.

But life is about experiences and Tolga has a very enriched and encouraging outlook.

Tolga, who is fluent in Turkish, English, French and with a good understanding of Mandarin and German, was faced with a very uncertain future when he was made redundant after moving to South Australia, with his wife and son aged six, in January 2019.

“I struggled to find a job which was parallel to my experience and corporate level of work,” Tolga said.

“It was right before COVID-19, I was in a new City, my only contact in Adelaide was the Turkish Association of South Australia who advised me to use my multinational intercultural human experiences and languages as a Volunteer.”

Tolga is now a Volunteer with the Council’s Stepping Out Program, and he has developed a special bond with a lady named Claire, who contacted the Council after experiencing loneliness due to various health conditions.

“I have this pleasure and inner satisfaction when Volunteering. It is a mutual thing. We are feeding each other throughout our life and cultural experiences. We are all human. Our material is the same, we share the same agonies, joy, and pain.”

“I can feel Claire is a lady of steel. Recently, in Turkey there was an earthquake—it was so hurtful for us, but Claire was so helpful. She called me frequently and we have developed a strong connection.”

“Coincidentally, Claire was a former nurse and a carer which helps me to understand what a carer is, from an Australian cultural point of view.

During our chats, she has been giving me many tips about my new profession as a carer from another culture.”

Tolga also hosts podcasts on speakmylanguage.com.au, a project from the Multicultural Communities' Council of SA (MCCSA) where he speaks (in Turkish) to guests who have disabilities about community inclusion and accessibility, which is aired on multiple radio stations, Australia wide. He has also been working as a Volunteer with MCCSA, visiting elders from culturally and linguistically diverse communities in nursing homes.

Tolga is also undertaking Certificates in Disability and Aged Care which has led to employment in Nganana Inc. a not-for-profit community development organisation which works for people with disabilities from Indigenous backgrounds.

However, the most exciting news Tolga told Look East was that he, his wife Asli and his son Aksel had recently been welcomed as Australian Citizens and are going to live permanently in Kensington!

Congratulations Tolga and on behalf of the Council, we thank you for your generosity, wisdom and kind heartedness!

Claire Gower Stepping Out Program

Claire Gower is an entertainer and mime artist who loves nothing more than being on stage and making people laugh in comedy variety shows.

But due to ongoing and serious health issues and a very realistic fear of catching COVID-19, Claire spent most of her time alone in her unit in Marryatville.

When Claire's bird escaped the loneliness became was more prevalent.

So when the Council's Community Care Services Project Officer, Maria De Conno phoned to ask if she still interested in having a Volunteer visitor through the Stepping Out Program “the timing was perfect”, Claire says.

Claire accepted and was introduced to Tolga Okar.



“Tolga has taught me that I am worthwhile and that I can help somebody. I think I have taught him how to view things with a different approach, particularly when it comes to Australian culture.”

“He loves to chat and he loves to listen as well. It’s really interesting to learn about his culture and his background.

Claire and Tolga have visited different churches in order to understand different faiths, which has deepened their friendship even further.

Claire says anyone experiencing loneliness should contact the Council and ask for information about the Stepping Out Program.

“I would say give it a go. Be open to new friendships. We live in such a multicultural country and Tolga and I have taught each other so much. He is such a wonderful man.”

The Stepping Out Program

The Stepping Out program works by matching senior residents with compatible Volunteers in order to foster companionship, by building on shared interests.

The Council’s goal is to encourage friendship with the ultimate goal of reducing loneliness.

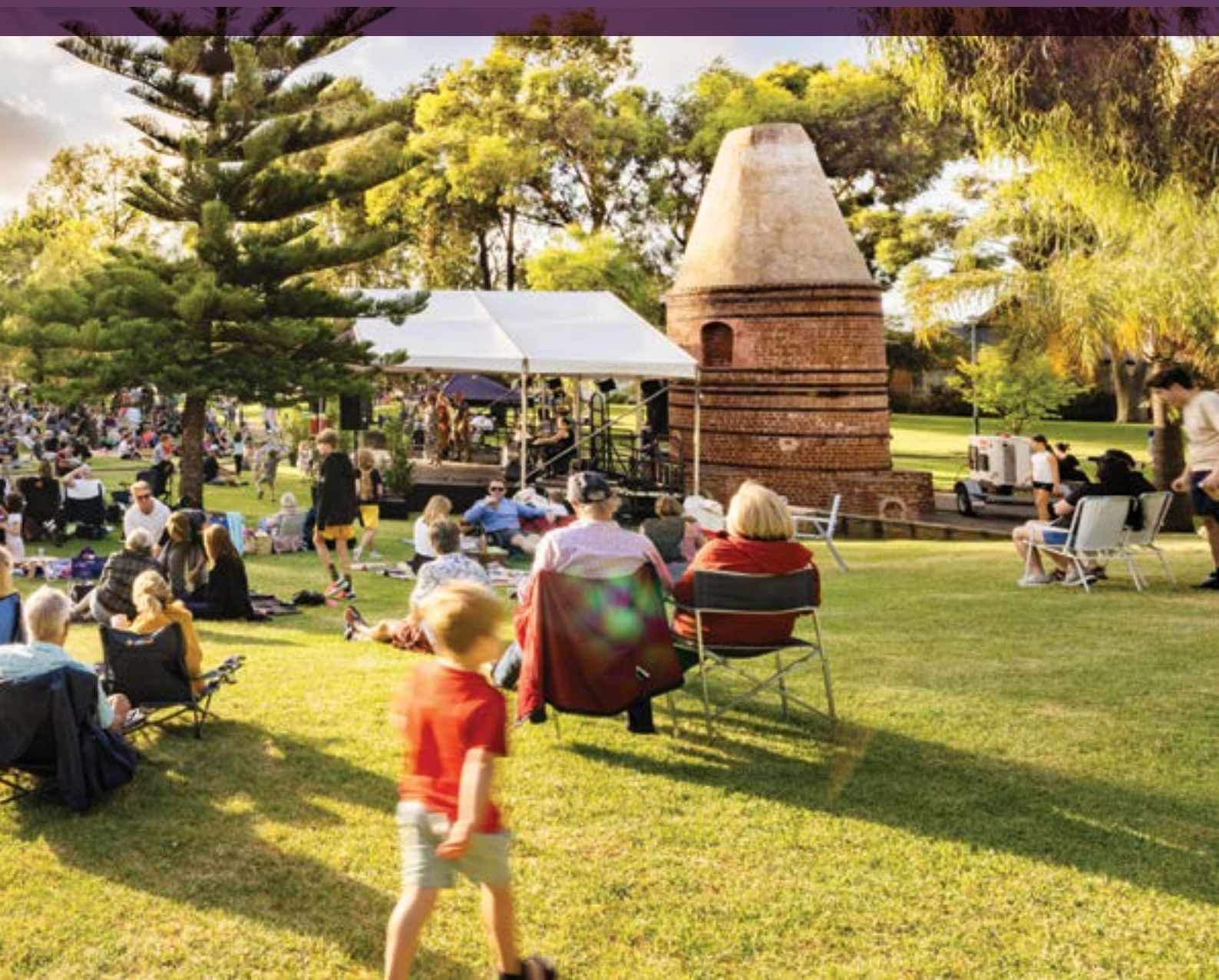


Our Community

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 provides the opportunity for local groups and organisations to receive funding to support their activities and to develop new initiatives, which benefit the community.

The initiatives supported through the Community Funding Program are required to make a contribution to social, cultural, economic, and environmental and community development within the City, or address important social and/or welfare needs.

The Council's Community Funding Program incorporates the following Grants Schemes:

- the Community Grants Scheme; and,
- the Public Art & Culture Grants Scheme.

Grants are offered through two rounds per financial year, one round in August and one round in February.

In 2022–2023, only one round of funding was provided as the round scheduled for August coincided with the period in which the Council was in caretaker mode as part of the 2022 Local Government Election.

The Council provided \$18,449 in funding to seven community groups to support arts and culture initiatives which included:

Organisation	Initiatives	Amount
Caitlin Bowe Artist	Solo exhibition at The Pod Gallery	\$712.30
Deborah Brennan	Deborah Brennan's Bootleg Choir at the Norwood Hotel	\$1603.70
Felixstow Primary School	Artist/student workshops for stobie pole painting	\$3700.00
No Strings Attached	May(hem) Madness Youth Theatre Workshops	\$2453.00
SALA Festival	SALA artist studios tour in the City of NPSP	\$5000.00
The Suburban Brew	Musicians at two breweries for Eastside Hop event	\$1360.00
Brazilian Association of SA	Carnaval at Adey, dance workshops and celebration at final workshop	\$3620.00



SALA Opening, The Gallery at St Peters

The Council provided \$40,105 in funding to 10 community groups to support local initiatives which included:

Organisation	Initiatives	Amount
Hackney Kindergarten	St Peters Billabong community excursion for students	\$4,800
Kensington Residents Association	Borthwick Park Street Library	\$ 1,400
Norwood Croquet Club	Replacing and purchasing spectator and player seats	\$ 3,828
Payneham City Concert Band	Defibrillator and course	\$ 3,400
Bottle Boss	Purchasing equipment and PPE	\$ 4,800
Linde Community Garden	Maintenance for garden bed boarders	\$ 5,000
One Planet Market	Purchasing equipment for community workshops	\$5,000
Operation Flinders	Purchasing equipment for local students attending camps	\$3,877
Payneham Bowling Club	Purchasing specialised steps to improve accessibility	\$ 5,000
East Torrens Lacrosse	New activity for local school engagement	\$ 3,000

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, the Council's award ceremony was held on Australia Day.



Active Citizenship

Andrew Dyson

Andrew Dyson has been a dedicated member of the Kensington Residents Association (KRA) since 1978, having joined one year after the Association was formed.

Since that time, Mr Dyson has attended every KRA meeting, social event and working bee, putting in maximum effort to ensure it has been a success.

In awarding Mr Dyson with the 2023 Active Citizenship of the Year Award, Mayor Bria said he was a worthy recipient and the Council thanked him for the lengthy and loyal contribution to our City.

Mr Dyson's passion is undiminished after decades spent advocating for the protection of natural and built heritage, locally in Kensington and further afield in South Australia.

Citizen of the Year

John Legg

John Legg moved to Kensington in 2005 and rapidly recognised an opportunity in Borthwick Park to increase biodiversity, amenity and a sense of community.

He became the driving force behind the Borthwick Park Biodiversity Project and since 2009 has liaised between Volunteers, the Kensington Residents Association, the Council and Green Adelaide.

His enthusiasm for arranging logistics for work undertaken in Borthwick Park and communicating effectively with all stakeholders including Local and State Government representatives remains unwavering after 12 years of dedicated effort.

Congratulations to Mr Dyson and Mr Legg from everyone at the City of Norwood Payneham & St Peters!

New Australian Citizens

In 2022–2023, the City of Norwood Payneham & St Peters welcomed 284 Australian citizens at six ceremonies including the Australia Day Celebration & Citizenship Ceremony on 26 January 2023.



Cr Claire Clutterham meeting New Australian Citizens

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 new citizens are from, see page 186.

Seed Mix

A series of striking sculptures in Old Mill Reserve, Hackney, are the latest major art installations on display in our City.



Artist Nicholas Uhlmann with Seed Mix

The sculptures, Parrot Gumnut, Germinating Wheat Grain and Golden Wattle, celebrate the contrasting cultures of the Kurna people with early colonist grain processing, and the history of the Reserve.

Collectively titled, Seed Mix, the sculptures were designed and created by South Australian contemporary artist Nicholas Uhlmann.

Nicholas describes his art as “organic constructivist sculpture” which involves a distinct method of wrapping a steel armature in layers of thin metallic strips.

“Seed Mix ties the whole story together and aims to celebrate nature as the star of the Old Mill Reserve experience” Nicholas said.

An established and celebrated artist, Nicholas has held 12 solo shows and exhibited in more than 50 outdoor sculpture events throughout Australia and overseas.

Seed Mix is the fourth major artwork to be commissioned as part of the Council's Quadrennial Public Art Program.

The Council's Quadrennial Public Art Program not only provides incredible opportunities for artists but also an indelible cultural experience for residents, visitors and the wider community.

The Seed Mix artwork has been added to the Council's Public Art Map is available via the Council's website.

Possum Magic

By building a stimulating outdoor environment, with imaginative nature play areas and a bike track, the St Peters Child Care Centre & Preschool also created something quite unexpected.



St Peters Child Care Centre & Preschool

The new outdoor play space has “a calming vibe and the children want to be outside all the time”, even sleeping outdoors whenever possible.

Childcare Centre Director, Alice Parsons, says sleeping outside which is a very unique form of relaxation, following plenty of activity and social engagement, is known as the “possum theory”.

“We put beds out underneath the pergola and the children love it. We have noticed a huge difference in their energy levels in the afternoon,” Ms Parsons said.

“Sleeping outside originally started because of COVID-19. We did everything we could to stop the spread of germs, and have an open environment and then we noticed

how much happier children are in the afternoon.”

The outdoor space which was designed by Wax Design, following consultation with parents and caregivers, was then constructed by LCS Landscapes. Both are South Australian businesses.

The redeveloped yard also features child friendly plants and garden spaces, a sensory path to walk and crawl along, an inbuilt mud kitchen and new sandpit, lush grass, a water tank, a water funnel play feature, a large built in wooden tee pee, a talking tube, a large chalk board, a fire pit, a small bridge over a rock bed and a new deck.

The Centre’s Aboriginal mural, which represents children, the sun and the earth, was created by Kaurna artist, Tjimari.

While the children at the Centre were too busy having fun to provide their feedback on the new play space, their parents certainly had a lot to say including:

“We have been using the Centre for 12 years and absolutely love it. Such great carers and educators who are invested in the children’s development and progress.”

“It has a great community feel so please be a part of it.”

“I just wanted to say how happy we are with St Peters Child Care Centre & Preschool. Everyone has been so warm and welcoming and our daughter has formed strong bonds with her educators.”

To read more about the St Peters Child Care Centre & Preschool see page 173.

From little things, big things grow!



Students from Marryatville Primary School

When Marryatville Primary School found out it had received \$1000 to create a beautiful garden, they took the opportunity very seriously!

St Peters Rotary Club, in partnership with the City of Norwood Payneham & St Peters, offered the grant in August 2022 to help the school make a positive difference to the environment.

“Once we got the fabulous news that we would be receiving \$1000, the Year 1 Wombats and the Year 3 Pod Panthers buddied up—big and little buddies together,” Year 1 teacher, Penny Harris said.

“The student led project taught the children so much but also instilled, in all 53 children, a deep appreciation of the environment and appreciation of the beauty of the natural world,” she added.

“At one point, there were so many helpers in the garden all we saw was super happy kids covered in dirt, compost and mud yelling out happily when they had found a worm!”

Steps involved in creating the beautiful new garden and courtyard included:

- sun mapping the courtyard to see what the plants needed and what kinds of plants would grow best in the area;
- researching local wildlife including Rainbow Lorikeets, Kookaburras, Koalas, Possums, Noisy Miner Birds, Magpies, Crows, Black Cockatoos, Worms, Ladybirds and Monarch Butterflies;
- students and teachers taking part in a local neighbourhood walk and asking the neighbours what was growing best in their gardens. Many generous people also donated cuttings;

- studying what 'companion plants' were especially for fruit trees;
- learning how to use garden sprayers and how to dilute worm wee to fertilise the garden beautifully;
- designing and researching Butterfly Gardens and what locally would attract minibeasts to the garden to create an ecosystem to study lifecycles and;
- lastly, the students decorated river stones by drawing pictures of the things they loved and what inspired them.

Mrs Harris said even the consistent rain didn't dampen the student's spirits.

“Something amazing happened, the kids took true ownership of the space and began bringing in little fairy houses, and garden statues to bring some magic and truly add a junior primary touch.”

A Golden Idea

Seven-year-old Goldie, of Marryatville Primary School, was a little bit envious of the beautiful garden on the other side of the school that the older students enjoyed.

Goldie, who is in Year 1 'Wombats', instead, had a recreation area that was described colloquially as the "concrete jungle of ugliness".

Not one to usually speak up with bold ideas, it took a lot of courage for Goldie to raise the possibility of turning this area into a "beautiful and happy place with lots of colour".

Goldie's idea originally came from her great want to welcome back families on site after COVID-19 restrictions. She told her class and teacher, Mrs Harris:

"I want to create a garden. I know we already have one at school for the big kids. But I want one closer for the little kids. I want a fun place where my Mum and family feel like they belong and can help outside.....It would be a little bit of home, but at school. Is that a good idea? Then, maybe all the Mums and Dads might come back."

As a result, the idea turned into 'The Learning Family Project' to help the children's families feel welcome back on the school site.

Using the funding from the St Peters Rotary grant and support from Bunnings at Kent Town as well as many donations from the Marryatville community, the Year 1 Wombats, Year 3 Pod Panthers, school staff and parents worked around the clock to create a beautiful, vibrant and colourful new space.

"We chose colours that were the school colours—blue and yellow and now I keep spotting butterflies in there," Goldie said.

"In Autumn we will also have fruit from the trees we planted."

Visiting the school and the glorious garden, it is obvious that Goldie's determination to brighten the courtyard has had an overwhelmingly positive effect on the whole school.

"It is such a nice place for everyone to sit and wait and even water the plants," Goldie, who also loves gardening at home, she said.

Goldie describes her favourite gardening moment as "dancing in the rain" and placing decorated stones in the garden, with her classmates who were determined to keep gardening despite tumultuous weather.

When asked what Goldie would suggest to other young students who have a brilliant idea but might be a little bit shy: "Just go for it," she replied gleefully.

Goldie (top right) and classmates with Rotary representatives





Tour Down Under Stage 3 start on The Parade

Peloton of colour on The Parade

Our City welcomes back the TDU

The City of Norwood Payneham & St Peters' 2023 events calendar launched into gear with one of the most elite sporting events in the nation, the Tour Down Under.

On Friday, 20 January 2023, The Parade was abuzz with energy and colour when thousands of spectators descended on South Australia's Premier Main Street, to soak up the adrenalin and atmosphere of the internationally recognised event.

Stage 3 was not only an important event for cycling lovers, but it also provided a boost to the local economy, while shining a national and international spotlight on Adelaide's East.

The peloton left The Parade at 11:30am headed east to climb Norton Summit, Checkers Hill and Corkscrew Road, before finishing in Campbelltown.

It was Spanish rider, Pello Bilbao's, super cool downhill bike handling skills which resulted in his debut Santos Tour Down Under stage win.

Speaking on the stage, Bilbao said: "We really came in a good mood to this race."

As far as the Council can tell, we think Bilbao speaks on everyone's behalf!

The Santos Tour Down Under will be returning to The Parade in 2024.

Did you know?

First held in 1999, the Santos Tour Down Under is the biggest cycling race in the southern hemisphere.

This 10-day event brings both male and female UCI WorldTour professional cycling teams to race on the streets of Adelaide and regional South Australia each January.

Up for grabs are important UCI points and the Santos Ochre Leader's Jersey.

In 2008 the Santos Tour Down Under became the first race outside of Europe to receive prestigious UCI WorldTour status to guarantee the world's best elite teams would make their way to Adelaide.

Attendance

79,000

Hahn Stage 3 - Norwood to Cambelltown

Social Media Audience

248,840

Social media platform followers

In-scope visitors

38,489

24% of visitors were first time TDU attendees. Returning visitors have attended TDU on average 4.6 times

Event excellence

96%

of visitors would recommend the event to friends or family

Positive feedback

80%

of all attendees are likley to attend again in 2024



Magill Road

Our Business Community

A City of opportunities 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 8,117 businesses which the Council is committed to supporting and nurturing.

The City has experienced a positive growth rate of 4.1% in the number of businesses over the last year with the City’s contribution to South Australia’s Gross State Product remaining steady.

Employment opportunities in the City of Norwood Payneham & St Peters increased by 3,454 between 2021–2022 and 2022–2023, reaching a total of 27,821 jobs.

Top 5 Business Sectors

Top 5 sectors that generate the most number of jobs in the City.

1,270



Professional, Scientific Technical Services

1,176



Construction

1,076



Rental, Hiring, Real Estate Services

888



Health Care Social Assistance

510



Financial Insurance Services

Employment

27,821

People work within the City of Norwood Payneham & St Peters.

Journey to Work

78.5%

of employees travel into the City of Norwood Payneham & St Peters to work.

Live & Work in the City

21.5%

The top two age demographics of employed people that live and work in the City are aged 45–54 years and 25–34 years.

Unemployment Rate

3.1%

of the workforce in the City of Norwood Payneham & St Peters were employed in June 2023.

Top 5 Employment Sectors

Top 5 sectors that generate the most number of jobs in the City.

4,777



Health Care Social Assistance

3,922



Professional, Scientific Technical Services

3,371



Retail Trade

2,776



Construction

2,671



Education Training

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 2023.

Businesses in our City

8,117

As at June 2023 there were 8,117 businesses trading within the City.

Median weekly household income

\$1,664

Compared to \$1,548 in Greater Adelaide.

Gross regional product

\$3.671 billion

The City of Norwood Payneham & St Peters' gross regional product represents 2.85% of South Australia's Gross State Product.

Regional imports

\$1.891 billion

The value of goods and services imported into the City of Norwood Payneham & St Peters.

Regional exports

\$3,099 billion

The value of goods and services exported from the City of Norwood Payneham & St Peters.

Value added

\$3,488 billion

The total value added by the City's industry sectors is \$3,488 billion, which is the difference between total expenditure and revenue.



Gold Coast vs Fremantle, Norwood Oval

Gather Round

A roaring and triumphant success

In April 2022, football lovers from around Australia filled the iconic Norwood Oval to watch two nail-biting matches as part of the inaugural AFL Gather Round.

The City of Norwood Payneham & St Peters was the only metropolitan Council outside of Adelaide's CBD to host two of the AFL matches.

Since the announcement of the Gather Round, the City of Norwood Payneham & St Peters has invested in a number of venue upgrades to Norwood Oval, including two new 13-seater coaches boxes, a new commentary box, new canteen and a major turf renovation.

These upgrades are in addition to the recent \$11 million upgrade of Norwood Oval completed in 2020.

Universally considered a triumph, with all nine matches in South Australia selling out, including the Gold Coast vs Fremantle and GWS vs Hawthorn matches played at Norwood Oval the AFL Gather Round exceeded all expectations.

From the Council's perspective, the AFL Gather Round was an outstanding success for South Australia and in particular, for the City of Norwood Payneham & St Peters, the iconic Norwood Oval and South Australia's Premier Main Street, The Parade.

Two million reasons to welcome back AFL to South Australia's Premier Main Street

The two AFL matches played at Norwood Oval provided a massive economic injection into the local economy with hotels, restaurants and cafes reaping the benefits during the action-packed weekend.

The combined expenditure in the hospitality and entertainment sector in Norwood across the Friday, Saturday and Sunday contributed \$2.215 million to the local economy, \$730,000 more than the average spend over those three days.

The Gold Coast vs Fremantle match under lights on Friday 13 April, saw a record \$876,000 spent, representing the single largest daily expenditure in the dining and entertainment sector since the Council starting collecting Spendmapp data in July 2018.

Spendmapp data takes into account all eftpos debit and credit card transactions and makes adjustments to account for all other transactions to ensure cash and non-card payments are included to create a comprehensive representation of the economy.

“The Parade looks great, we are going to see pubs full for these sell-out games. Norwood is putting on a great show”

Premier Peter Malinauskas MP



Challenges

As with any new major event, there is room for improvement and the Council is determined to learn from this experience and identify opportunities to make the 2024 AFL Gather Round an even greater success (should Norwood Oval have the honour of again being selected to host matches).

Looking ahead

In order to capitalise on the unprecedented national exposure for The Parade, at its May 2023 meeting, the Council unanimously voted to express its interest to the AFL and the State Government to be involved in the 2024 Gather Round.

The Council also allocated \$100,000 as part of the 2023–2024 Budget for events and activities associated with Gather Round, should Norwood Oval again be selected to host AFL matches.

Word on The Parade

“Gather Round brought a range of benefits to South Australia and we are thrilled to see the great results for Norwood that resulted into pumping \$2.2 million into the suburb.” South Australia’s Minister for Tourism, Zoe Bettison MP.

“I was talking to the Mayor of Norwood ... and what we can do with Norwood Parade...We’ve been talking to the Premier with what we can do there.” Former AFL Chief Executive Officer, Gillon McLachlan.

“Gather Round is about five-fold on one good SANFL game because we get 4500 for SANFL and we got over 9000 for both AFL games.” Norwood Oval Stadium Manager, Patrick Allan.

“These numbers are incredible and shows that AFL football is very much welcomed on The Parade given the number of hotels, cafes and restaurants fans visited before and after the two matches.” Mayor of City of Norwood Payneham & St Peters, Robert Bria.

“The atmosphere that was produced was something we haven’t seen for a long time on The Parade and we really hope The Parade gets the opportunity to host again next year.” The Colonist Tavern Senior Operations Manager, Bree Stoldt.

“I have never seen such crowds on The Parade. The place was buzzing and we turned the tables around three times on the Friday night.” 400 Gradi Venue Manager, Alessia Campagnaro.



2023 Eastside Business Award Winners

Eastside Business Awards

The City of Norwood Payneham & St Peters business community has once again celebrated a wide range of industry leaders at the sixth annual Eastside Business Awards.

Mayor Robert Bria said the Awards, which were held at the St Peters Banquet Hall on 19 April, 2023 reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in South Australia.

This year, the Awards attracted a record number of votes with 11,062 received across the 11 categories.

Congratulating the finalists and winners at the Awards, which were also attended by the Minister for Small and Family Business, Andrea Michaels MP, Mayor Bria said: "It is one thing to be hardworking, another to be seen and heard. But it's essential to be celebrated and acknowledged and that is what makes tonight such a special occasion."

"This is the sixth Eastside Business Award ceremony and each year I stand here and feel a huge sense of pride to share this night with talented, driven, skilful and creative members of our community," he added.

"On behalf of the Council, I extend my gratitude and appreciation for all of the businesses, the finalists and the winners, who have worked so hard and contributed significantly to the social and economic fabric of our City.

"To be an Award winner or finalist, shows that a business has had an exceptional impact not only on an individual, but also the wider community, and that is something to be immensely proud of."

"This year, Awards also went to Mary MacKillop Museum, Taste of Nepal, Cheeky Grin Coffee, Reform Distilling and Marden Continental, highlighting the diversity of our economic community and why our City is such a popular place to shop, dine, grab a coffee or beer or enjoy a cultural experience."

The winner in each category received \$1,000 of digital advertising services with Solstice Media and \$1,000 of business advisory services thanks to John Zerella and his team at AFM Services.

Congratulations to all of the winners!

Hall of Fame (20+ years)

Gelato Bello
87 Glynburn Road, Glynde

Best Arts & Culture/ Entertainment Experience

Mary MacKillop Museum
19 Phillips Street, Kensington

Best Fashion Retailer

Boutique Mon Ami
121 Glynburn Road, Glynde

Best Café/Restaurant

Taste of Nepal
300 The Parade, Kensington

Best Coffee

Cheeky Grin Coffee
74A Gage Street, Firlie

Best Pub/Bar

The Colonist
44 The Parade, Norwood

Best Hair/Beauty Salon

Sueno Hair
326B Magill Road, St Morris

Best Customer Experience

Wheel&Barrow Homewares
140 The Parade, Norwood

Best Independent Small Business

Marden Continental
Marden Shopping Centre,
1 Portrush Road, Marden

Best Food/Beverage Manufacturer

Reform Distilling
91 Little Rundle Street, Kent Town

Best Professional Service

Explore Potential Consulting
18 Fullarton Road, Norwood



Mayor Rober Bria with Hall of Fame Award winner, Marcus Nardone

Hall of Fame Winner

Gelato Bello

Just like his favourite gelato flavour, Cassata, Marcus Nardone describes Gelato Bello being inducted into the Eastside Business Awards Hall of Fame as “perfect”.

Marcus credits the triumph to Gelato Bello’s fiercely loyal customers who have steadily grown over two decades, then flourished even more when he took over the business in October 2022.

Prior to that, Marcus worked as the Operations Manager for seven years for former owner, Ross Halliday.

“When Ross said he wanted to retire, the timing just worked out perfectly and everything just fell into place,” Marcus said.

“But it was Ross who grew the business in the area and made it a staple and I thank him for that.

In order for a business to be nominated for a Hall of Fame Award it must have operated within the City of Norwood Payneham & St Peters for at least 20 years.

Gelato Bello prides itself on producing authentic Italian gelato, the same as you would find walking the streets of Italy. They have 20 staff working in their retail store at Glynde and five staff involved in the production facility a little further up the road.

“The City of Norwood Payneham & St Peters does a great job with the Eastside Business Awards. The marketing and recognition is excellent.”

Looking to the future, Marcus, who co-owns Gelato Bello with his wife Sabrina and brother James, says there are “grand plans to rebrand and renovate as well as expand into wholesale and distribute to cafes and restaurants all over South Australia.”

Marcus says he is extremely grateful and humbled to receive such positive exposure and extends his heartfelt thanks to everyone who voted for Gelato Bello.





Mario and Lucia Staltari

Shop the Parade and Cruise Europe

Competition winners

Mario and Lucia Staltari thought they were fluky when they won three meat trays over successive weekends at their local pub.

But that rapidly faded in comparison to when they received a phone call from the City of Norwood Payneham & St Peters.

Just four days before departing on a six-week holiday to Europe in July 2023, the Valley View husband and wife were told they had won...a holiday of a lifetime, to Europe!

The Shop the Parade and Cruise Europe competition is valued at over \$14,000 and attracted 2900 entries, based on purchases at 159 different Parade Precinct businesses.

The holiday includes return airfares, a balcony cabin on the Avalon Waterways Danube Symphony Cruise which begins in Budapest, Hungary and concludes in Vilshofen, Germany, and \$2,000 spending money.

Still shaking his head in disbelief, Mario said he and Lucia both regularly visit The Parade.

“The Parade brings people from all over Adelaide,” Mario Staltari said.

“We love it—the restaurants, the atmosphere—we love everything about it.”

“So, when I saw the competition in the Mac Centre, at Norwood, and how easy it was to enter, I just did.”

Mario, who is recently retired from 50 years’ working in the finance sector, says he is looking forward to relaxing on the river cruise, which is renowned for its peacefulness and serenity.

Lucia, who owns her own hairdressing business in Royston Park, Hair Mode on Battams, says it will be the “holiday to end all holidays”.

“We both agree that we are very, very lucky and we are grateful,” she said.

The competition prize was possible thanks to Travel Associates Norwood, their partner company Avalon Waterways and the Norwood Parade Precinct Committee.

In total, \$482,327 was spent within the Parade Precinct providing the economic boost which the competition was created to generate.

Anyone aged 18 or older could enter the competition by making a purchase of \$25 or more at any Parade Precinct business and entering online.



Grant and Jacqui Goodall

Winter Warmers in our City

The warmth and wonder of the historical Rising Sun Inn

It was in 1845 that William Beck, a released South African slave lay down the foundations of what is now the iconic and renowned restaurant, The Rising Sun Inn.

Beck encouraged the Inn to be a stop-over for weary travellers, who still had to cover six hours by horse and cart, following the path of Second Creek, before reaching the heart of Adelaide.

The Rising Sun Inn, in Kensington, which is today co-owned by Grant and Jacqui Goodall, is one of the oldest operating venues in South Australia.

They proudly tell of The Rising Sun Inn's legendary history—bushrangers roamed the area, and wild brawls were reported in the front bar.

Sitting in the boutique front bar, Grant looks around in awe and says: "If only these walls could talk..."

The love for the Inn is shared by many. In fact, many friendships and relationships have been formed by meeting there, including Jacqui and Grant.

While not willing to name names, some of Australia's most famous celebrities, along with international stars and sporting icons, have dined at the venue.

Perhaps the Inn's most notable claim to fame was 27 years ago, when a group of producers brain-stormed in one of the dining rooms, coming up with the name of their company "Rising Sun Pictures", which went on to create special effects for a long list of Hollywood's leading productions, including Game of Thrones, Harry Potter and Lord of the Rings.

Today, the Rising Sun Inn is the ideal place for an intimate lunch or dinner, or even a corporate function, wedding

or high tea, against a backdrop of the Heritage-listed building's four fire places.

With a modern Australian menu featuring seasonal local produce, and Winter specialties such as a 3-Pie Tasting Plate consisting of Beef & Coopers Stout, Chicken & Mushroom and Rabbit & Tarragon pies, along with a global wine list and European digestives, The Inn is the exemplar of Winter warmth and intimacy.

Currently, Jacqui and Grant have 12 staff including Executive Head Chef, Adam Zollo, and Leroy Nazareth, who is their Front of House Manager.

"We treat our staff like family and we select them based on their personality, as well as skills," Jacqui says.

"Together, we all form the team that is required to ensure our guests receive the fine dining experience they are looking for."

Your Next Cup Of Coffee Could Help Save A Life

This is the story of how two business leaders in the City of Norwood Payneham & St Peters, came together to help raise awareness about Australia's second deadliest cancer.



Artist Tiff Manuell, Nick Lee from the Jodi Lee Foundation and Emilia Pirone from Rio Coffee

Renowned local artist Tiff Manuel and Stepney coffee business Rio Coffee, joined forces for a unique collaboration that's stirring up more than just coffee. Their goal was to raise awareness for the Jodi Lee Foundation.

When mother of two Jodi Lee passed away at the age of 40, it left an unfillable vacuum in her family. But what makes her story even more tragic, is that it could so easily have had a different ending.

99 per cent of bowel cancer cases can be treated or even prevented if detected early.

"Bowel cancer has such a stigma and most people don't want to talk about it, so there are hardly any avenues to bring it up in normal conversation," the Foundation's Community Engagement Manager, Samantha Brinsley, said.

Samantha sat down with Emilia Pirone of Rio Coffee and together the pair devised a more subtle way to start the conversation.

"We wanted to support the Jodi Lee Foundation in any way we could because it's a great cause," Emilia said.

"And since purchasing a coffee is a huge part of many Australian's days, we landed on the idea of using coffee cups as a way of sharing their message by literally getting into the hands of a large audience."

Together, they decided to commission a local artist to create a series of limited edition coffee cups that would serve two purposes.

The disposable (but fully compostable) cups could be sold to cafes as a fundraiser, but they would also include a QR code linking to the Foundation's website where customers could get more information on the warning signs of bowel cancer.

And before the conversation was even over, they knew which artist they wanted to work with. "Tiff Manuel was the obvious choice," says Brinsley. "I love that she's South Australian, her work is really eye-catching and her artworks often contain a story."

Manuel's striking expressionistic paintings are usually full of movement and colour, and the work she created for this special collaboration is no exception.

Before picking up her tools, she asked the people who knew Jodi Lee what she was like as a person and then created "a bird's eye view of landscapes that evoke memories of places, moments in time and special things that are close to the heart of Jodi Lee's journey."

The finished artwork will be raffled off by the Jodi Lee Foundation and Tiff Manuel describes the process of creating it in her King Street, Norwood studio as "a true pleasure," adding that "building stories and messages that have meaning to those at the forefront of this foundation and all that it stands for was pivotal in the process."

The flamboyant special edition cups are available until the end of June (which is also Bowel Cancer Awareness Month) at a range of business throughout the Council area.

So far these include 30 Acres, Pave and 33 Chapel in Norwood, FIX. Specialty Coffee in College Park, G + Gracin and Rustic Gourmet in Kent Town and Saha 303 in Maylands.

For the entire month of April 2023, customers could visit Rio's showroom at 22 Nelson Street, Stepney and get a cup of takeaway coffee in return for a gold coin donation to the Jodi Lee Foundation.

More than half of the initial run of 100,000 8oz and 12oz cups were snapped up in the first week of pre-sales.





Just Lawful continues to Raise the Bar Adelaide

For the fifth year in a row, the Council's signature event Raising the Bar, was held across the City's 10 pubs, hotels, breweries, and other venues with a host of experts entertaining hundreds of audience members. Veteran Raising the Bar guest speakers Sean Fewster and Daniel Panozzo—co-creators and co-hosts of the podcast Just Lawful—explain why the acclaimed initiative is so important.

Daniel and you are now veterans of Raising the Bar, why do you keep returning to take part in this unique South Australian event?

Raising the Bar is, for both Daniel and myself, one of the highlights of the year. To be among such esteemed company as our fellow speakers is a real honour, and getting to speak directly to people in an open, engaging and free-flowing exchange of ideas and concepts is never less than fascinating. It's great to meet people who have listened to and enjoyed our work, brilliant to engage and debate with those who disagree with us or our approach, and better still to share our views with those who've never heard of us at all and are just taking a punt on having a great night out. No two Raising the Bar events are the same, and every time we're asked to be involved is a new experience and a great delight.

Raising the Bar is about listening and learning, with questions from the audience at the end. What is one of the most interesting questions you have been asked?

Part of the fun for me is being challenged. We've had lawyers and even judges in the audience, keen to probe our legal understanding or confront us on a point of difference. That's sparked some lively debates about clemency in sentencing, empathy for victims versus the rights of an accused, and what part bias plays in our approach. I also very much enjoy questions from young journalists, or students seeking to become journalists, about how to get started in the industry. That allowed Daniel and I to introduce my protege, Isabelle McMillan, to the audience and she's gone on to do amazing things in the time since.

There are 20 other speakers in total taking part in Raising the Bar at the same time. Looking back at previous years, who would you have liked to listen to, if you had the chance?

The sole downside to being part of Raising the Bar is missing out on listening to the other speakers. Daniel and I have made it a point to arrive early, or stay late, in order to hear the other speaker at our venue and have very much benefitted from hearing Derek McManus and Jules Schiller. We both have long associations with forensic psychologist Luke Broomhall and wish we could have attended his talks, along with Nicholas Proctor's work on trauma, Tammy Franks' talk on sex work, and Paul Tucker's excellent history of SA's convicted murderers.

Will your Raising the Bar presentation be different this year compared to previous years?

This year, we're focusing our presentation on something that affects everyone - bias. How we individually approach a subject, and the beliefs we bring to it both consciously and subconsciously, deeply affect our responses to that subject. Recognising one's bias is one thing, but actively putting it to one side and counteracting its effect is a difficult task. It's become second nature for me, in terms of daily journalism, but I've never had to articulate how I achieve it. And for Daniel, this has been a whole new experience, especially when counterbalanced with his natural empathy and inquisitive nature. We're hoping to share those experiences with our audience and ask them to challenge their own preconceived notions at the same time, using real cases as examples.

How has Just Lawful changed since last year?

We're so privileged that Just Lawful has continued to grow, both in terms of how we create the show and the audience that chooses to consume it. We were honoured with another award late last year, from the SA Press Club, and continue to enjoy the ongoing support of our broadcast partners at FIVEaa.

Personally, I think I've loosened up on-air somewhat and become a better communicator, while Daniel's legal acumen and insight has become frightfully sharp - no great surprise, as he's a constant adapter and innovator. Best of all, we've been told we've helped people process and come to terms with their own trauma while gaining empathy for others, and that's the best growth of all.





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.

Major Projects	154
The Year Ahead	158
Project Governance	162
Capital Works Program	163
Community Facilities	168
CityPlan 2030: Shaping Our Future Objectives	174
Outcome 1: Social Equity	176
Outcome 2: Cultural Vitality	184
Outcome 3: Economic Prosperity	190
Outcome 4: Environmental Sustainability	198
Measuring our Success	204
Regulatory Functions	214

Major Projects



Artist Impression of Payneham Memorial Swimming Centre Redevelopment

Payneham Memorial Swimming Centre

Detailed design commenced

In 2022–2023, a full design team consisting of architects and engineers was engaged to work on the Payneham Memorial Swimming Centre redevelopment.

This resulted in:

- 95% completion of detailed design and documentation;
- planning approval; and
- five local building companies were selected to tender for the works.

The Redevelopment includes:

- an 8 lane, 25 metre indoor pool;
- an 11 x 20 metre indoor learner's pool;
- a 10 lane, 50 metre outdoor pool;
- a 14 metre tall tower with two waterslides;
- a zero-depth waterplay area;

- multiple male, female and unisex all-access changerooms with showers, toilets and lockers;
- multipurpose meeting room; and
- shade shelters, picnic seating and barbeques.

Each pool will have an all-access entry via ramp or lift.

Aquatic wheelchairs will be available for public use.

It is anticipated that in early 2023–2024, the Council will appoint the contractor to undertake this major project which has already received a \$5.6 million grant from the State Government.



Artist Impression of Dunstan Adventure Playground Upgrade

Dunstan Adventure Playground



Under construction

Construction work was undertaken at the site of the iconic Dunstan Adventure Playground for most of 2022–2023.

The much-loved Dunstan Adventure Playground, at St Peters, has several pieces of outdated play equipment requiring regular maintenance.

The Dunstan Adventure Playground Upgrade includes:

- adventure-themed play equipment;
- toilets;
- barbeque and picnic facilities;
- park furniture;
- landscaping and irrigation;
- bank improvements for accessibility, safety and to reduce erosion; and
- better paths and connections between Eleventh Avenue/ Winchester Street and the River Torrens Linear Park Trail.

The Dunstan Adventure Playground will be open to the public in late 2023, with an official opening planned for early 2024.

The Council is providing funding for the project through its Long-Term Financial Plan, while the State Government allocated \$450,000 in 2021–2022, through its Open Space Grant Funding Program.



The River Torrens Linear Park Path



Ongoing

The River Torrens Linear Park is one of Adelaide’s most significant multi-use recreational parks. Stretching almost 47 kilometres from the hills to the coast, the park forms the northern boundary of the City.

The River Torrens Linear Park Shared Path Enhancement Stage 2 project includes:

- reconstruction of the shared path along the River Torrens Linear Park between the intersection of Battams Road / Ninth Avenue, Royston Park to the east and St Peters River Park to the west;
- a new shared path and;
- wayfinding signage to improve the ability for people to find their way to key destinations.

A contractor was appointed in February 2023 and construction is expected to be completed in February 2024.

St Peters Street Upgrade



Completed

The St Peters Street Streetscape Upgrade builds on previous upgrades to the St Peters Precinct, including Linde Reserve and Dunstone Grove, St Peters Town Hall Complex and the Avenue of Honour in the section from Payneham Road to Second Avenue.

The key features of the \$4.5 million upgrade include:

- improved amenity and accessibility for pedestrians and cyclists;
- improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong;
- new trees and landscaping;
- improved local storm water management;
- a revitalised central median and wider footpaths; and
- improved connection to the River Torrens.

The Australian Government contributed \$1.27 million as part of its Local Government and Community Infrastructure Program. Green Adelaide contributed \$200,000 as part of its Greener Neighbourhoods Program. The Council funded the remaining balance of the Project.

Construction work commenced in March 2022 and was completed in April 2023.



Burchell Reserve



Detailed design commenced

The upgrade to Burchell Reserve, St Peters, will include new community tennis courts, toilets, picnic shelter, playground, paths, furniture and more landscaping that will support community gatherings and encourage social interaction.

The upgrade has been designed to retain most of the existing mature trees located throughout the Reserve, as they contribute to the character of the Reserve

The Project also aims for best practice stormwater management, using the SA Water Sensitive Urban Design Policy targets and will seek to maximise Water Sensitive Urban Design (WSUD) and stormwater detention opportunities to reduce flooding and pollution. The works include:

- incorporation of a stormwater detention tank (nominally 660 cubic meters) to be located beneath the tennis courts;
- flood levee wall (nominally 1 metre tall) along a portion of the northern and western boundaries; and
- creation of a rain garden within the Reserve, for the effective management of stormwater.

The Reserve will be closed for redevelopment from August 2023 to June 2024.

The Parade Masterplan



Detailed design commenced

The Parade Masterplan has a focus on pedestrian safety, movement and amenity.

This will be achieved through the delivery of:

- a pedestrian crossing near the Norwood Oval;
- wider footpaths along the full length of The Parade;
- removal of on-street car parking between Edward and George Street;
- additional street trees and landscaping;
- new paving, street furniture and lighting; and
- public art.

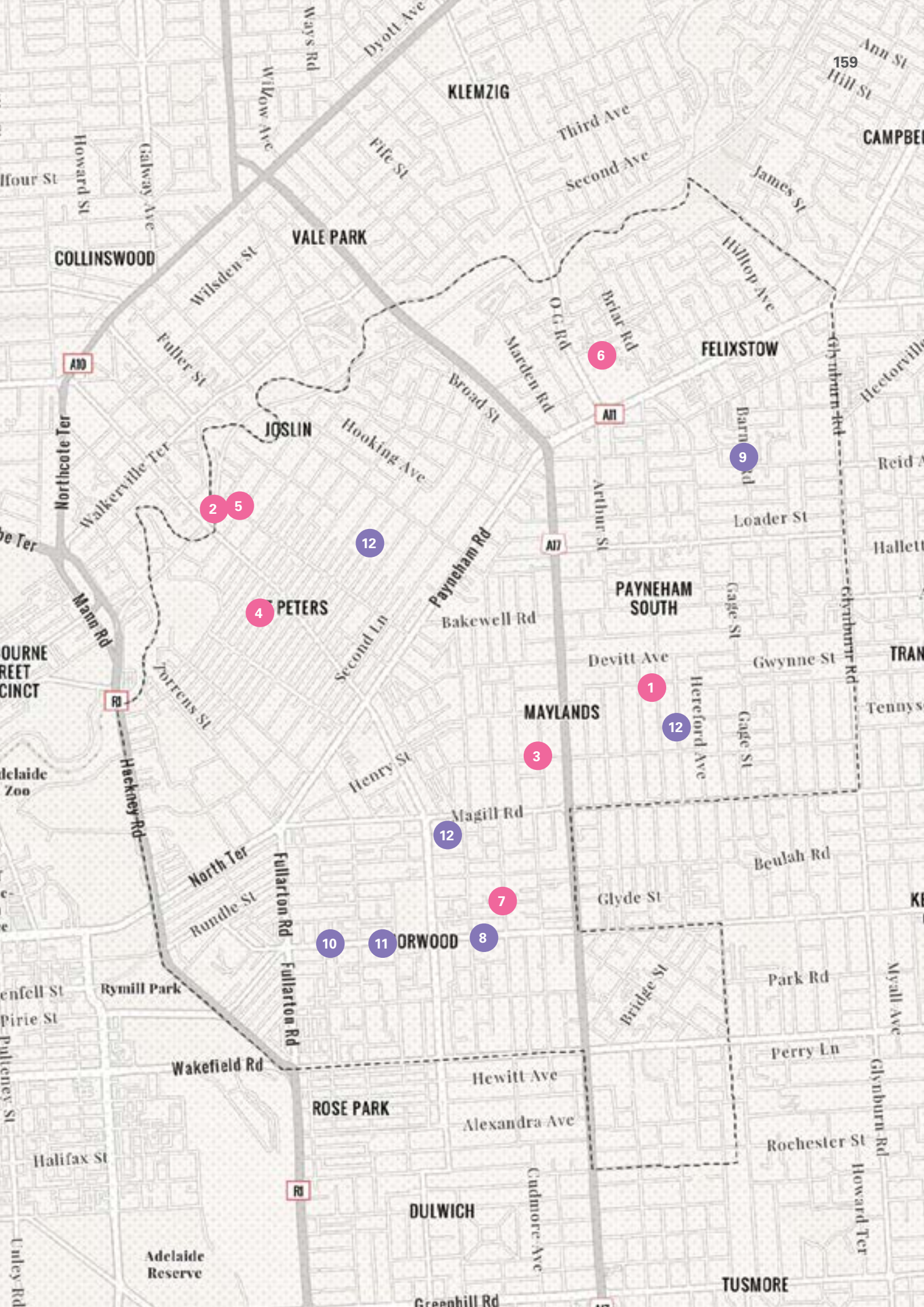
Construction is expected to commence on The Parade in 2024.

The Year Ahead

This map and list includes some of the projects and events which are planned for delivery across the City during 2023–2024, for the benefit of the community.

- | | |
|---|--|
| 1. Trinity Valley Stormwater Drainage Program | 6. Payneham Memorial Swimming Centre Redevelopment |
| 2. Linear Park Path Upgrade | 7. George Street Upgrade |
| 3. Cruickshank Reserve Facility Upgrade | 8. Tour Down Under |
| 4. Burchell Reserve Upgrade | 9. Food Secrets of Glynde |
| 5. Dunstan Adventure Playground Redevelopment | 10. Norwood Christmas Pageant |
| | 11. Art on Parade |
| | 12. Concerts in the Park |





2 5

4

12

6

9

1

12

3

12

7

10

11

8

Rd

Rd

AND

A11

A17

Rd

Rd

Rd

Project Governance

CityPlan 2030: Shaping our Future is the long-term strategic management plan for our City. It provides the overarching planning framework for the Council's decision making, including Project Governance.

The Plan reflects priorities identified by the Council and community, and structures these into four key Outcome areas: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Contracts and procurement

The Council's Procurement Policy complies with the requirements of the *Local Government Act 1999*.

Section 49 of the Act, requires the Council to prepare and adopt policies in respect to contracts and tenders covering the following:

- the contracting of services;
- competitive tendering; and
- the use of local goods and services.

In addition, Section 49 (a1) of the Act, requires the Council to develop and maintain policies, practices and procedures which are directed towards:

- obtaining value in the expenditure of public money;
- providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in all operations.

The Procurement Policy therefore seeks to:

- define the methods by which the Council will acquire goods and services;
- demonstrate accountability and responsibility of the Council to its community;
- be fair and equitable to all parties involved;
- enable all processes to be monitored and recorded; and
- ensure that the best possible outcome is achieved for the Council and in turn the community.

In addition, the Council's Policy Guidelines provide clear direction to all Council employees when undertaking procurement activities during the course of performing their duties at the City of Norwood Payneham & St Peters. These Guidelines are applied in conjunction with the Procurement Policy.

Generally, open and fair competition is best achieved by undertaking a tender process so that all interested parties have an opportunity to bid.

However, there may be procurements in which a tender process will not necessarily deliver the most advantageous outcome for the Council. In such instances, other market approaches may be more appropriate.

When determining which procurement method should be applied, staff give consideration given to the following:

- value of the purchase;
- level of risk associated with the purchase;
- complexity of the purchase; and
- time period in which the purchase will apply.

Purchasing thresholds apply and these are set out within the Procurement Policy. Where possible priority is given to local suppliers when considering Direct Sourcing or Request for Quotation services and/or supplies.

Project Governance Framework

A robust governance framework has been implemented by the Council to ensure project outcomes are consistent with the Council's Vision.

The framework includes the following:

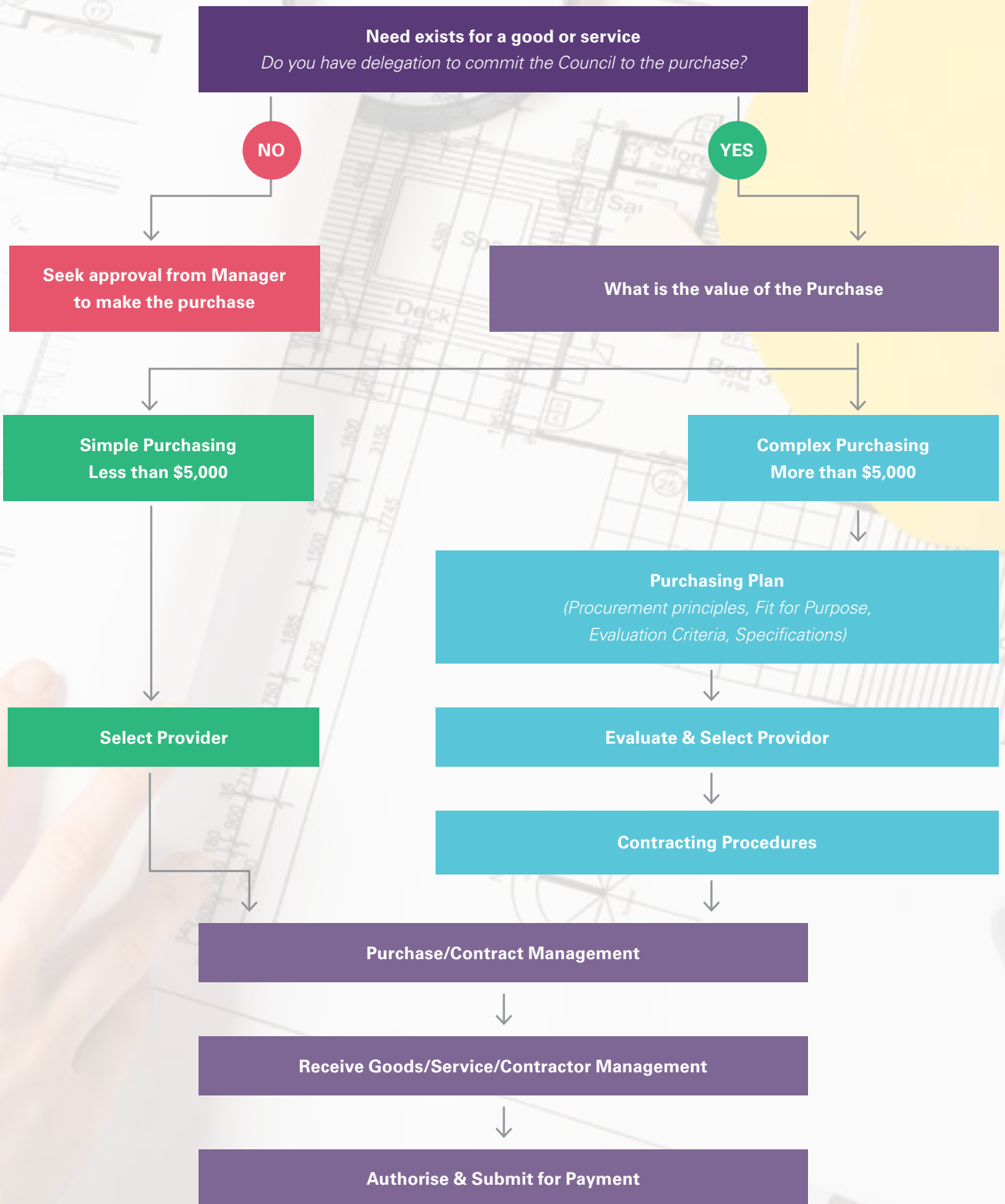
1. Leadership responsibilities and accountabilities;
2. Strategic Communications;
3. Risk and Issue management; and
4. Monitoring and Compliance.

The project planning stage requires several components, including concept and detailed designs, project schedules, resource requirements/limitations and measures for success. As part of this process, an in-depth analysis and structuring of the following activities is undertaken:

- Setting of project goals;
- Identification of project deliverables;
- Creation of project schedules; and
- Reporting requirements.

This framework provides the project manager and team with structure, processes, decision-making models, and tools for managing and controlling the project while ensuring the successful delivery of the project. This is crucial especially for complex projects.

Procurement Process



Investing to ensure our community is safe.



Capital Works Program Expenditure 2022–2023

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 2022–2023 Capital Works Program expenditure of \$11,933,703 incorporated:

Civil infrastructure works to the value of \$8,549,611 including;

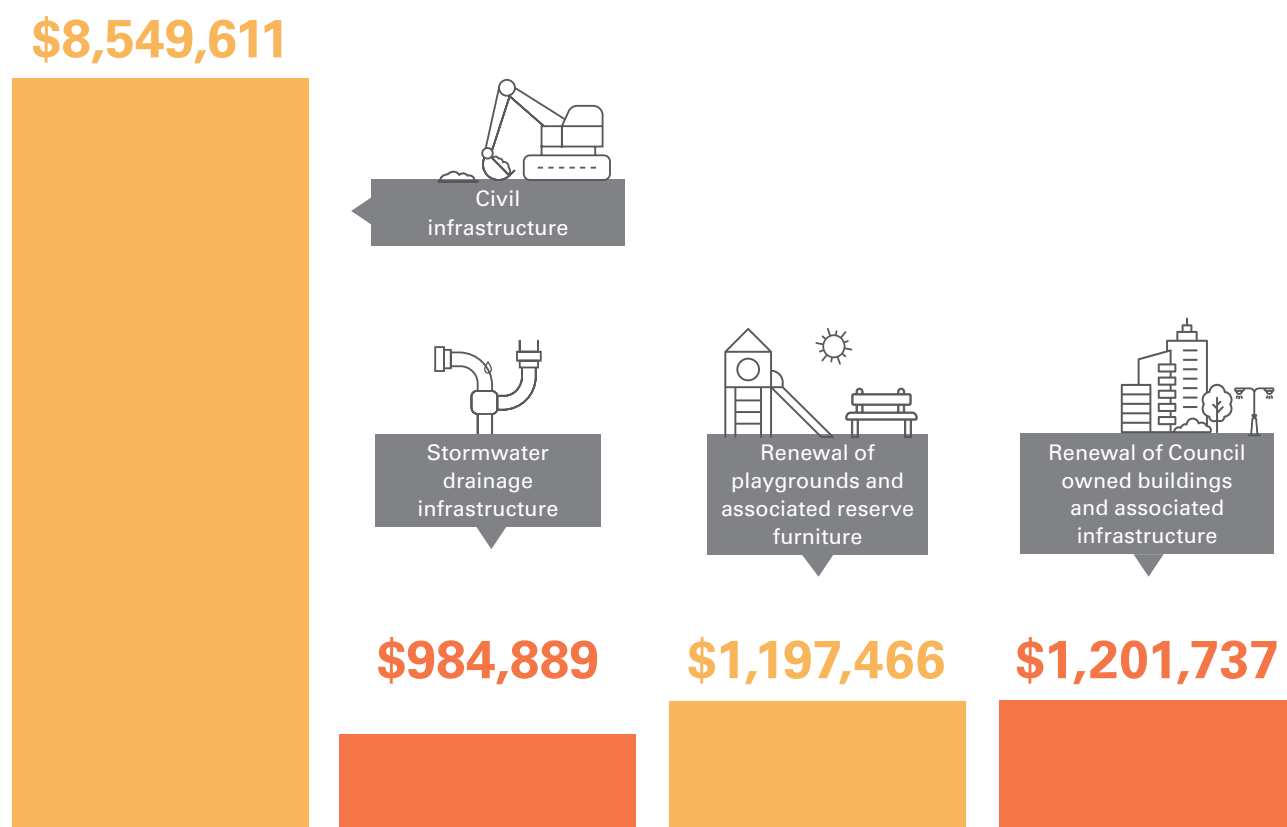
- resealing 58 road segments totalling 68,754 square metres;
- reconstructing 9,149 square metres of footpaths along 39 road segments; and
- replacing 5,064 lineal metres of kerbing along 53 road segments.

Building works to the value of \$1,201,737 including the upgrade of the Norwood Town Hall airconditioning system and installation of solar panels at the Glynde Works Depot, St Peters Childcare Centre and Payneham Library.

Recreation and open space infrastructure works to the value of \$1,197,466 including the Twelftree Reserve stairs and street furniture along St Peters Street.

Stormwater drainage works to the value of \$984,889 including upgrades to stormwater drainage infrastructure along St Peters Street.

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



Civil Infrastructure Capital Works Program

2022–2023

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 2022–2023 Civil Infrastructure Capital Works Program

Suburb	Street	From	To
College Park			
Footpaths	Harrow Road (LHS)	Third Avenue	Fourth Avenue
	Harrow Road (LHS)	Fourth Avenue	College Street
	Marlborough Street (LHS)	Rugby Street	College Street
Evandale			
Footpaths	Portrush Road (LHS)	Janet Street	Edward Street
	Portrush Road (LHS)	Edward Street	Bakewell Road
	Portrush Road (LHS)	Bakewell Road	Suburb Boundary
Felixstow			
Road Re-sealing	Hilltop Avenue	95m (N) of Payneham Road	Fisher Street
	Hilltop Avenue	Payneham Road	95m (N) of Payneham Road
	Laver Terrace	Fisher Street	Torrens Avenue
	Cadna Avenue	Laver Terrace	Wicks Avenue
Kerb & Water Table	Hilltop Avenue	95m (N) of Payneham Road	Fisher Street
	Hilltop Avenue	Payneham Road	95m (N) of Payneham Road
	Laver Terrace	Fisher Street	Torrens Avenue
	Cadna Avenue	Laver Terrace	Wicks Avenue
Firle			
Road Re-sealing	Hampden Street	Shelley Street	Margaret Street
	Hampden Street	Margaret Street	Arnold Avenue
	Hampden Street	Arnold Avenue	Marian Road
	Margaret Street	Hampden Street	Glynburn Road
Kerb & Water Table	Hampden Street	Shelley Street	Margaret Street
	Hampden Street	Margaret Street	Arnold Avenue
	Hampden Street	Arnold Avenue	Marian Road
	Margaret Street	Hampden Street	Glynburn Road
	Marian Road	Portrush Road	Arthur Street
	Marian Road	Avenue Road	Gage Street
Marian Road	Gage Street	Glynburn Road	

Suburb	Street	From	To
Glynde			
Road Re-sealing	Marian Road	Avenue Road	Gage Street
	Marian Road	Gage Street	Glynburn Road
Footpaths	Glynburn Road (LHS)	Lewis Road	Alford Road
	Glynburn Road (LHS)	Penna Avenue	Lewis Road
	Glynburn Road (LHS)	Hectorville Road	Penna Avenue
	Glynburn Road (LHS)	Davis Road	Hectorville Road
	Glynburn Road (LHS)	Janet Avenue	Davis Road
	Glynburn Road (LHS)	Marian Road	Janet Avenue
Hackney			
Kerb & Water Table	Cambridge Street	Hackney Road	Hatswell Road
Footpaths	Cambridge Street (LHS)	Hackney Road	Hatswell Road
	Hatswell Street (LHS)	South End	Bertram Street
Kent Town			
Road Re-sealing	Little Grenfell Street	College Road	Fullarton Road
Footpath	Fullarton Rd / North Terrace corner (LHS)	Fullarton Road	North Terrace
Marden			
Road Re-sealing	Kent Street	Marden Street	OG Road
Maylands			
Kerb & Water Table	Dover Street	Morcombe Street	Frederick Street
Footpaths	Dover Street (RHS)	Morcombe Street	Frederick Street
Payneham			
Road Re-sealing	Marian Road	Portrush Road	Arthur Street
	Marian Road	Arthur Street	Ashbrook Avenue
Payneham South			
Road Re-sealing	Avonmore Avenue	Aberdare Avenue	Devitt Avenue
Kerb & Water Table	Avonmore Avenue	Aberdare Avenue	Devitt Avenue
Footpaths	Aberdare Avenue (LHS)	Aveland Avenue	Ashbrook Avenue
St Peters			
Road Re-sealing	Seventh Lane	Winchester Street	End
	Fourth Lane	Stephen Terrace	Winchester Street
	Second Lane	Winchester Street	Suburb Boundary
Kerb & Water Table	Eighth Avenue	River Street	Stephen Terrace
	Fourth Lane	Stephen Terrace	Winchester Street
	River Street	Tenth Avenue	Eighth Avenue
	Second Lane	Winchester Street	Suburb Boundary
	Seventh Lane	Winchester Street	End
	Gloucester Terrace	Elizabeth Street	Osmond Terrace
Footpaths	Stephen Terrace (RHS)	Payneham Road	First Avenue
Stepney			
Kerb & Water Table	Battams Street	Loch Street	Olive Road
Footpaths	Battams Street (RHS)	Loch Street	Olive Road
	Nelson Street (LHS)	Magill Road	Lindas Lane
	Nelson Street (LHS)	Lindas Lane	Henry Street
	Nelson Street (RHS)	Alfred Street	Payneham Road

Community Facilities



Norwood Swimming Centre



Norwood Swimming Centre



The Norwood Swimming Centre is located at 32 Phillips Street, Kensington.

The Norwood Swimming Centre opened to the community on 15 October 2022, with the season concluding on 16 April 2023.

The Norwood Swimming Centre recorded 40,471 attendances for the season, an increase of 8,511 entries on 2021–2022.

The Swimming Centre attracted 5,593 entries for the school term's Swimming and Water Safety Education Program, an increase from 5,090 in 2021–2022 and 1,993 in 2020–2021.

For 2022–2023 the revenue from swimming lessons was \$48,439.

The Swimming Centre recorded its highest revenue ratios from:

- Admissions 24.3%;
- Season Pass/Visit Passes 23.8%; and
- Swimming Lessons 17.3%.

The Swimming Centre continued to operate its Kiosk and the revenue of the Kiosk was \$31,446 providing a gross profit of \$16,550 for the 2022–2023 season.

At the commencement of the Norwood Swimming Centre season a new state-of-the-art filtration system was installed to the 50 metre pool. The Neptune Benson Defender Filter (NBDF) is an ultra-fine filtration system which has the ability to remove contaminants from the water.

The benefits of the NBDF is that they have a low pressure differential, reduced backwashing requirements and use at least 10 times less water than conventional sand filters.

The implementation of the efficient filtration system results in lower energy usage, less water usage, less chemicals required, less heating demand and a lower carbon footprint for the site compared to the original system.



Challenges

Global shortages and high inflation resulted in significant cost increases for labour provided by contractors and swimming pool chemicals during the 2022–2023 swimming season. Natural gas prices increased significantly resulting in an approximate 78% increase in the cost of gas.

Due to the closure of the Payneham Memorial Swimming the Council only has six lap lanes available for use compared to the 14 lanes traditionally available across both Pools.

As such, accommodating the Norwood and Payneham Swimming Clubs as well as public access and programs required some compromises. The Norwood Swimming Club trained six mornings per week at the Norwood Swimming Centre and chose to train at the Adelaide Aquatic Centre in the afternoons. Payneham Swimming Club trained on five evenings per week and every Saturday morning.

Where possible at least three lanes were made available to the public for a combination of lap and recreational swimmers. The Learners pool at the Norwood Swimming Centre is not ideally designed for swimming lessons and could only facilitate one class at a time.

Car parking has continued to be a significant barrier for patrons accessing the Norwood Swimming Centre. This has been an ongoing problem exacerbated even more during the 2022–2023 swimming season due to the increased usage of the facility due to the closure of the Payneham Memorial Swimming Centre.

Events at the Swimming Centre

Due to the closure of the Payneham Memorial Swimming Centre during the 2022–2023 swimming season, all pool events were moved to the Norwood Swimming Centre.

For the first time in almost a decade the Norwood Swimming Centre offered two movie nights. One movie each night was held on Friday, 13 January and the other was on Friday, 10 February 2023. Favourable weather conditions resulted in 206 attendees in January and 169 attendees for the February event.

To read more about the Payneham Memorial Swimming Centre Redevelopment, see page 154.

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 10 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.

180 hectares of open space

72 parks and reserves

29 playgrounds

10 off-leash areas

Challenge

In December 2022, the Council installed a ring blocking device at the basketball court at Felixstow Reserve following concerns from some local citizens about the noise emanating from the court. The ring blocking device was designed and manufactured by interstate entrepreneurial business, BSquared Studio.

However, shortly after installation, the device was vandalised and whilst undergoing repairs, the basketball ring has been removed.

Considering the basketball court at Felixstow Reserve is a much-loved and used facility in the City of Norwood Payneham & St Peters, a decision has yet to be made about the reinstatement of the basketball ring.

The matter will be considered by Elected Members in 2023–2024.

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.



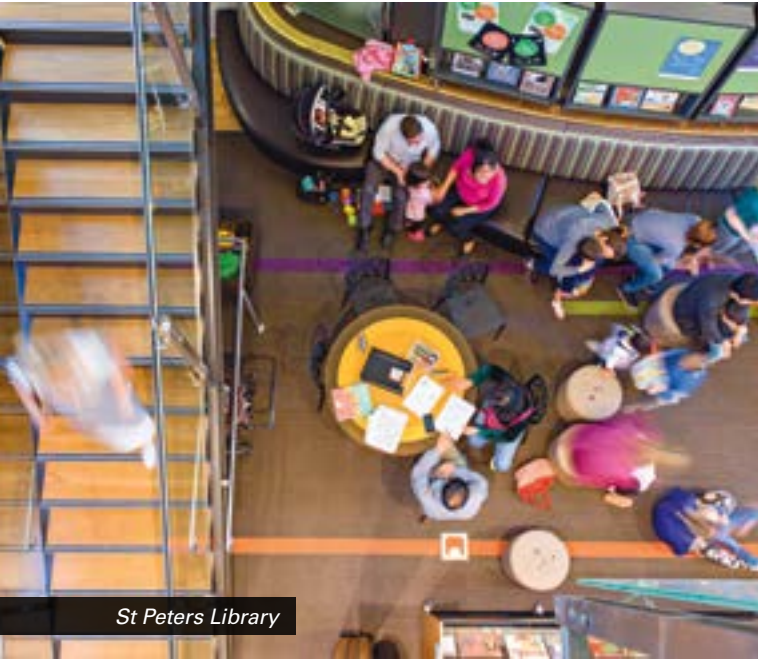
Syd Jones Reserve
 Sullivan Street, Firle
Features a playground, basketball ring, table tennis table, bouldering wall, shelter and barbecue.



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.





St Peters Library



Baby Bounce Library Program

Libraries and Community Centres



The Council’s Libraries facilitate the pursuit of knowledge, recreation, and learning, connecting citizens through shared spaces and experiences.

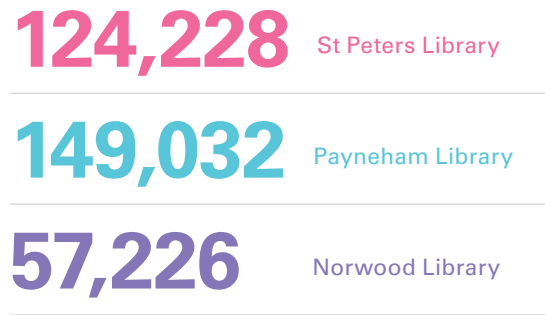
Throughout the year visitors to our Libraries increased steadily. Our Libraries hosted 156,365 visits in 2022–2023, compared to 134,736 in 2021–2022. St Peters Library was the busiest site, closely followed by Payneham Library.

Visitations



Library members enjoyed the diverse collections, accessing 330,486 physical and 56,499 digital loans in 2022–2023. Both collections increased in use over the year.

Physical Loans



Digital content loans recorded



New users totalled 787 people accessing these services. The trend shows a clear increase in demand for library resources in both formats.



Norwood Library

The Council's Libraries Service developed three new collections to meet our citizen's needs. These included:

- Music Scores collection: 100 scores.
- Brainary: educational resources including puzzles and games: 300 resources.
- Quick Picks: a high demand collection, to limit wait times on popular items: 120 items.

The service purchased a range of new Library items responding to citizen requests, high demand and to reflect a contemporary, topical and meaningful collection meeting our Public Library Service obligations and in line with the Council's strategic plan.

The Lifelong Learning team delivered 531 sessions with a total of 8,451 participants. An increase from 441 sessions in 2021–2022.



531

Sessions delivered in 2022–2023
in comparison to 441 in 2021–2022

These sessions included the literacy building programs in early childhood, digital literacy training and social connection opportunities such as 'Movies at the Library' and Book Discussion Groups. Lifelong learning skills were built through our school holiday programs, community events, author talks, and adult workshops.



School Holiday Library Program

Baby Bounce is a fun and interactive session aimed at introducing babies and young children to libraries, action songs, nursery rhymes and rhythm.

It is suitable for parents, grandparents and people caring for children aged 0–2 years.

The Library service continued to assist users with access issues to utilise the Click, Call & Collect and the Home Library Service. The Home Library Service visits over 37 individual citizens and 3 care organisations monthly, with around 470 visits per annum. This service plays an important role in the community by not only delivering resources to Library Members who are unable to come to the Library, but also in providing social interaction to those who may be isolated, or vulnerable.

A total of 368 community groups, private hirers and commercial organisations hired the Council's community facilities. In all, 2,414 hire sessions were facilitated across the four sites in 2022–2023.

Challenge

Changes in State Government funding arrangements to public libraries means that funds will no longer be adjusted to meet the Consumer Price Index. Over the 5-year funding arrangement, a shortfall of \$16 million is expected state-wide, which will impact the Council's future programs and services.



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.

Activities, events and functions held at the Norwood Concert Hall attract visitors to South Australia's Premier Mainstreet, The Parade, which in turn results in increased activity within the surrounding area.

During the 2022–2023 financial year, 54 bookings attracted more than 32,000 patrons. This compares to 50 bookings in the 2021–2022 financial year, with 26,500 patrons.

In September 2022, the Norwood Concert Hall was placed under new management which resulted in an increase of the diversity of local, interstate, and notable international acts during the 2022–2023 season, including:

- Weird Al Yankovic - American musician and comedian
- Kurtis Conner - Canadian comedian and podcaster
- Noel Miller - Canadian comedian, rapper and podcaster
- Steve-O (Jackass) - English daredevil performer and comedian
- The Wiggles - Australian children's music group
- Emma Memma - Member of The Wiggles

Challenge

Due to the age and style of the current facilities at the Norwood Concert Hall, there are limitations to the scale and capacity of performances and audience numbers that can be accommodated at the venue, and limited wheelchair access to the stage.

Plans have commenced to build removable stage extension covers that can be fitted over the stage stairs in the 2023–2024 financial year. The stair covers will enable wheelchair access ramps to be fitted, as required, to both sides of the stage.

Looking ahead

With the temporary closure of another of one of South Australia's iconic theatres, Thebarton Theatre, due to renovations, the Council is collaborating with Thebarton Theatre to refer performances for the 2023–2024 season to the Norwood Concert Hall. This has been a welcomed addition to the growing number of bookings but has also presented areas where the venue can improve.

Even with these limiting factors the Norwood Concert Hall has an ever-filling calendar of existing and new hirers.

St Peters Child Care Centre & Preschool



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.

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 and it as 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 2022–2023, there was a focus on children’s interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

120 families accessed childcare through the Centre, which caters for infants through to preschool aged children.

This compares with 123 families in the previous year.

The Centre maintained an average of 85 children per day (compared to 83 the previous year), with 8 families accessing the Preschool for the Universal Access Program, the Federal Government childcare plan.

Challenge

During 2022–2023, the Centre faced a number of challenges including lower than normal attendance due to the number of childcare centres now open in South Australia.

Looking ahead

In 2023–2024 the St Peters Child Care Centre & Preschool will be undergoing new branding, together with an extensive review of its policies. A new website is also planned for the Centre.

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

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

An inclusive, connected, accessible and friendly community.



Outcome 2 Cultural Vitality

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

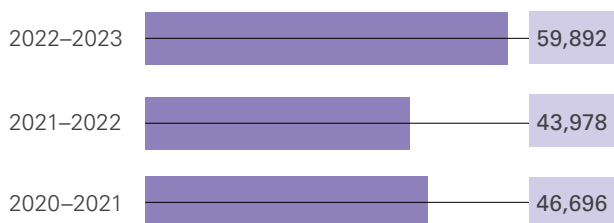
Convenient and accessible services, information and facilities

-  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

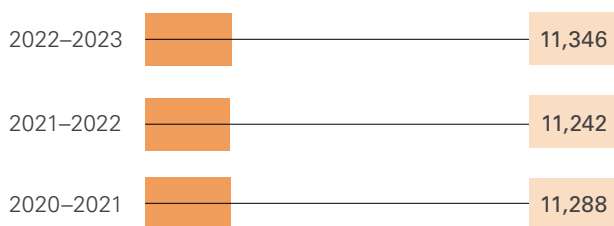
Customer Service

Experienced a 36.18 % increase in incoming telephone calls on the previous year.

Responded to incoming telephone calls



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

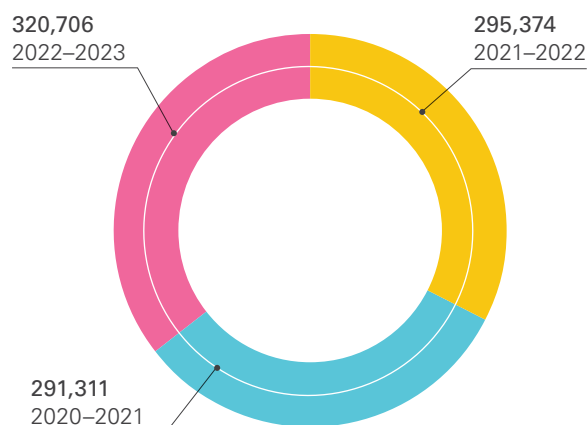


Digital Communication

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 50% average open rate, which is considered strong engagement against a government benchmark of 35.3%.

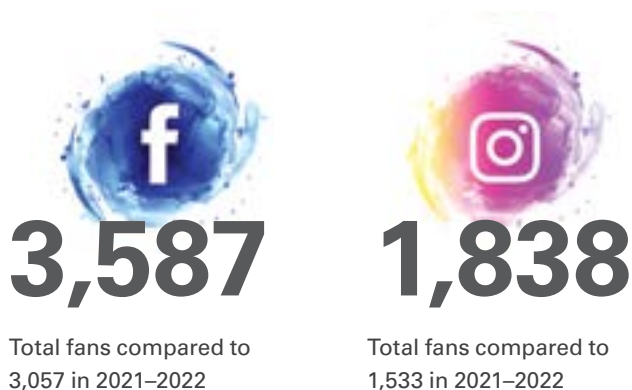
Website visits



Social Media

Continued to increase the Council's social media profiles on Facebook, Instagram and LinkedIn since they were established in April 2018.

Facebook and Instagram performance during 2022-2023



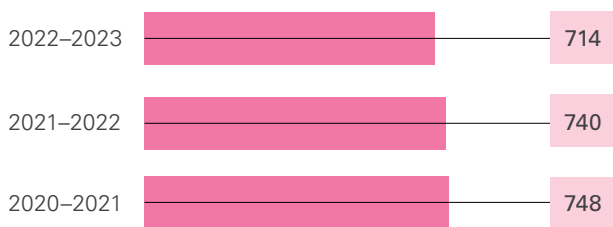
Community Care Services

The Home Support Services Program is part the Council's range of Community Care Services.

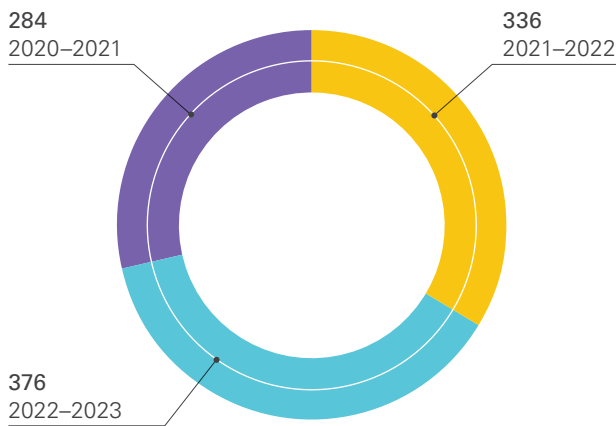
The Home Support Services Program experienced a 3% decline in the number of people who received services or participated in programs.

However, there was a 2% increase in the number of hours and services delivered to existing clients.

Number of residents accessing Community Care Services



Referrals from My Aged Care



There was an 11% increase in the number of referrals received from My Aged Care in 2022–2023, compared to the previous year.

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.

27 people accessed Personal Care Services in 2022–2023, an increase from 19 people in 2021–2022.

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.

There was a decrease in the number of citizens who accessed Home Maintenance services.

322 citizens accessed home maintenance services during 2022–2023, compared to 352 in 2021–2022.

Number of residents accessing Home Maintenance Services



Long-term Domestic Assistance

Long-term Domestic Assistance provides a cleaning service for 1.5 hours per fortnight to eligible citizens.

372 people received this service in 2022–2023 compared to 357 in 2021–2022.

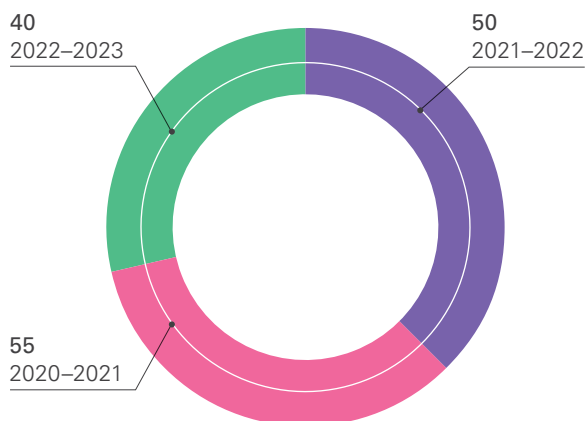
Home Modification Services

Home Modification Services is a specialised service offering installation of rails, steps and bannisters to improve safety in homes.

During 2022–2023, 40 people accessed this service compared to 50 in 2021–2022.

The reason for the decline in the number of people who received home modifications is that some citizens who had been referred to the service required occupational therapist assessment of their needs before the home modification could be installed, which caused a delay in them receiving the service.

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 were socially isolated or are at risk of social isolation and loneliness.

The Council employs a Community Visitor Scheme Co-ordinator.

The Community Visitors Scheme provided visitation and companionship to 53 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown and the City Norwood Payneham & St Peters.

The Commonwealth Department of Health & Ageing has completed a review of the Community Visitors Scheme and released a new service model designed to improve the quality of outcomes for citizens in providing companionship to socially isolated citizens in aged care facilities and in receipt of Home Care Packages.

The Program name was changed from Community Visitors Scheme to the Australian Aged Care Volunteers Visitors Scheme.

The Council applied for funding to continue to deliver services under this proposed new model.

In May 2023, the Council was advised that it was successful in its funding application to provide visitors to 50 citizens living in aged care facilities and 13 citizens who received Home Care Packages.

Challenge

Volunteer recruitment and retention has been impacted by Volunteers moving interstate for work and family commitments. Other challenges included some potential Volunteers not willing to have a mandatory flu and COVID-19 vaccination which are now required for visits to Aged Care Facilities.

Looking ahead

The new Australian Aged Care Volunteers Visitors Scheme program will commence from 1 July 2023. Citizens and Volunteers who were participating in the Community Visitors Scheme will continue to participate but under the new program name and with no changes to their routine visits.

Shopping and Transport Services

Eligible citizens are transported in either the Council's community bus or in a vehicle to a local shopping centre and provided with assistance to complete their shopping.

In 2022-2023, the program had 103 citizens accessing the services on a regular basis compared to 117 in 2021-2022.

There was a slight decrease in the number of citizens accessing this service due to some clients transitioning to receive services from the Home Care Packages. The Federal Government's Department of Health and Ageing provides funding for Home Care packages to citizens with complex needs to support them to remain in their homes.

Citizens who are unable to visit shopping centres can access a Shopping List Service whereby a Support Worker will complete a shopping and task list on behalf of eligible citizens. There was a slight decline in the number of people who accessed the Shopping List Service with 20 people accessing this service in 2022-2023, compared to 25 during 2021-2022.

There was also a slight decline in the number of citizens who received assistance to complete their shopping. In this service a support worker accompanies the citizens and assists them with completing their shopping.


During 2022-2023 there were 19 citizens who received the service in comparison to 23 during 2021-2022.


Community Buses


The Council has two Community Buses, a 12 seater bus used for shopping services for older people and an 18 seater used for excursions and other tours for citizens and visitors to our City. The 12 seater bus was used 122 times and the 18 Seater bus was used 70 times during 2022-2023.

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.

Award for Smart School Crossing

In November 2022, the Council received national recognition for installing Australia's first Smart School Crossing at William Street, Norwood.

The Smart Crossing, located near St Joseph's Memorial School measures incoming and outgoing traffic speed and volumes, enabling the Council to pass it on to State Government departments, so that appropriate transport planning decisions can be made to improve road safety.

The Council received a Commendation in the category of Technology & Digital Innovation from the Planning Institute Australia (SA Division).

Reducing the speed limit

Speed limits signs were installed in residential streets in Norwood and Kent Town in September 2022 to reflect the change in the speed limit from 50km/h to 40km/h.

The Council endorsed the speed limit change after more than 800 citizens responded as part of the community consultation process, with 60% of respondents supporting the proposed lower speed limit.

Safer crossings for cyclists and pedestrians

A pedestrian crossing was installed on The Parade West, just southeast of Little Grenfell Street in August 2022. The crossing addresses safety concerns for the high number of pedestrians who cross The Parade West at this location, and cyclists who use Little Grenfell Street and Capper Street as a low traffic bicycle route to avoid the busy traffic on Rundle Street.

The Council also partnered with the City of Burnside and the State Government's Department for Infrastructure & Transport to design a safer crossing at Magill Road for cyclists and pedestrians in order to access schools, reserves, shops and key metropolitan cycle routes. The designs are nearly complete and construction work will commence early in 2024.

Annual Bicycle Count



The Annual Bicycle Count is carried out at various intersections within the Council area 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 2023, 18 locations were surveyed, and more than 1,500 bicyclists were counted.

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

In 2022, the Council engaged consultants to undertake a traffic study of the area bound by Payneham Road, Portrush Road, Magill Road and Glynburn Road, which includes the suburbs of Glynde, Payneham, Payneham South, Firlie, Trinity Gardens and St Morris.

The community feedback was analysed and correlated with evidence-based traffic data to develop a Draft Action Plan. The Plan prioritised a list of traffic management measures in order of importance to enable the Council to strategically plan and allocate funding.

A campaign titled, Have your Say! provided an opportunity for citizens to review and comment on the Draft Action Plan and recommendations, which helped inform the final traffic study report.

The majority of the community supported a speed limit of 40km/h throughout the precinct as well as the installation of traffic calming measures at key locations. Commencement of these works are planned for the 2023–2024 financial year.

In 2022, the Council also engaged consultants to undertake a traffic management plan to address traffic and road safety concerns raised by citizens, regarding high traffic speed and cut-through traffic in some streets in Marden and Royston Park.

A range of traffic management alternatives were developed, with the community invited to review these options and provide the Council with their comments.

The options ranged from road closures that would eliminate cut-through traffic to measures that moderated speed and discouraged cut-through traffic. In addition, the community were asked if they would support a 40km/h speed limit in the area.

More than 400 citizens participated in the Have Your Say! campaign and the majority of participants supported a 40km/h speed limit, as well as traffic management devices such as landscaped medians, slow points and pedestrian islands.

Commencement of these works are planned for the 2023–2024 financial year.

Community Funding Program

\$58,554 has been provided to 17 community groups to support Community Groups as part of the 2022–2023 Community Funding Program. See page 128.

Community Consultation

Facilitated 8 community consultations relating to Council policies, plans and major projects. For more information see page 116.

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.

Access & Inclusion Strategy

During 2022–2023 the Council:

- commenced the process of reviewing the Access & Inclusion Plan;
- continued to recruit members for the Access & Inclusion Engagement Register;
- continued to deliver accessible and inclusive services through the Council's Libraries, St Peter's Early Learning Centre and other 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 3,448m of footpath, installing 90 mobility ramps and 1300 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.

For example, if a reserve or library 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 Peter's 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.

In 2022–2023, the Register had 14 members, all of whom are either carers or people with disability or have a keen interest in contributing to community.

Participation in the registry is voluntary.

During 2022–2023, the Members of the Access & Inclusion Register were invited to provide feedback on the:

- 2023–2028 Access & Inclusion Strategy;
- Payneham Memorial Swimming Centre Redevelopment and;
- St Morris Reserve Upgrade

The comments are greatly appreciated and have been taken into consideration and will be used as these projects are developed in 2023–2024.



Come and Try

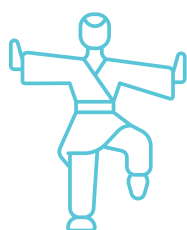
Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for older citizens to try.

In 2022–2023 there were three Come and Try activities.

Aqua Aerobics was held over a six week period in November to December 2022. Aqua Aerobics offers resistance training through the hydrostatic pressure of water across the body. Aqua Aerobics provides benefit for balance-ordination and mobility. 13 citizens participated in the program.

Tai Chi in the Park was held over four weeks in March 2023. Attendances remain strong for this program with approximately 47 people participating.

Body Balance was held over six weeks during May and June 2023. A blend of Tai Chi and Pilates, the program is designed to Improve strength and improve flexibility. 26 citizens took part.



86*
2022–2023

65
2021–2022

30
2020–2021

**13 people attended Aqua Aerobics, 47 people attended Tai Chi in the Park and 26 people attended Body Balance.*

Stepping out Program

The Council promotes a strong, healthy and resilient community through a range of activities and programs.

The Stepping Out Program helps facilitate community support networks and partnerships through the kindness of Volunteers, dedicated to sharing their own skills and interests, with frail aged or younger disabled members of our community living in their own home.

The benefits of Stepping Out include:

- companionship and friendship;
- increasing an individuals involvement in social; activities and the community; and
- sharing a hobby or activity that is of mutual interest.

To read more about the Stepping Out Program and meet a Volunteer and a Stepping Out participant, see page 124.



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 2022, SALA exhibitions were held across the City of Norwood Payneham & St Peters, including an exhibition in the Norwood Town Hall.

In 2023, the Council will be providing the St Peters Town Hall as a designated exhibition space for artists with five dedicated rooms, for the event.

Art on Parade

Art on Parade was held from 1–30 April 2023 and showcased more than 140 works from 45 artists in 24 venues throughout our City. For the first time there was a People's Choice Award which was won by Jodie Shoobridge for her sculpture *The Last Yard*. The Inaugural Art on Parade Award was won by Gus Clutterbuck for his ceramic artwork *Celadon Footies*.

The event will be returning in 2024.

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.

In May 2022, South Australian artist Nicholas Uhlmann presented his final developed concept to the Quadrennial Public Art Assessment Panel. Mr Uhlmann's design *Seed Mix*, was endorsed by the Panel after considering Expressions of Interest from 11 artists. To read more about *Seed Mix* and learn more about Nicholas Uhlmann, see page 132.

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

700 Jazz in the Park

600 Melodies in the Park

700 Symphony in the Park

Busking in NPSP

Issued 100 permits for busking in the City.







100
2022–2023

225
2021–2022

137
2020–2021

Objective 2.2

A community embracing and celebrating its social and cultural diversity

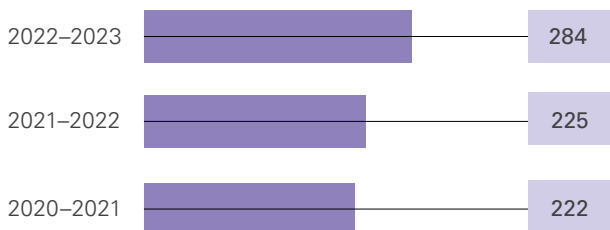
-  Acknowledge and recognise local Aboriginal heritage and history.
-  Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
-  Inform and connect new residents to the community and its resources.
-  Promote understanding of, and respect for, our cultures and heritage.

Citizenship

5 citizenship ceremonies were held during 2022–2023, 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	United Kingdom
Hungary	New Zealand	United States of America, and
India	Nigeria	Vietnam
Iran	Northern Ireland	
Iraq	Pakistan	

New Citizens



Beyond the Bleachers

Local footy fans and history buffs had the chance to have a rare sneak peek into the history of the Norwood Football Club during April and May 2023.

The limited exhibition hosted by the Council, called Beyond the Bleachers, showcased items collected by the Club’s History Committee, dating back to 1878.

Beyond the Bleachers was a treasure trove of memorabilia, which had been secreted away and rarely seen by the public.



Significantly, it was a poignant exhibition about the impact of the various wars; Boer War, World War I, World War II and Vietnam and the impact it had on the Norwood community, including the young men who played for the Club, who went off to fight for their country and tragically didn’t make it back home.

The exhibition of memorabilia which was held at the Council’s Cultural Heritage Centre also featured an extensive range of memorabilia showcasing the Redlegs’ triumphs, struggles and enduring legacy including:

- heritage guernseys;
- photographs;
- trophies, medals and a timeline of premierships;
- rolling television footage of Club’s history making moments;
- photos of the Oval’s changing landscape;
- homemade memorabilia and;
- the Club’s various logos and mascots.

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.

Built Heritage Strategy

The City of Norwood Payneham & St Peters is home to some of the most stunning heritage buildings in South Australia and is committed to the protection and enhancement of its built heritage.

As part of this commitment, the Council has delivered a five-year Built Heritage Strategy.

The Council's Built Heritage Strategy 2022–2027 was endorsed in September 2022 and in a very short time frame has already delivered on various key actions and initiatives which will help to preserve the City's history and character, now and into the future.

The Built Heritage Strategy has delivered on the following initiatives, including, but not limited to:

- Council staff writing to all Parliamentarians and the Local Government Association of South Australia to express support for a Private Members Bill to legislate to protect State Heritage Places from neglect;
- Bluestone kerbing being conserved in various street upgrades and maintenance;
- The Council's Heritage Advisor providing specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens;
- Council staff writing to the State Planning Commission about the need for more nuanced policy about height criteria affecting Historic Areas, and height and setback criteria for development fronting The Parade in Norwood;

- Council staff preparing and presenting a detailed submission to the Expert Panel on the Planning System Review;
- Continuing to liaise with various Residents Associations; and
- Preparing advice to the South Australian Heritage Council expressing support for listing Dr Kents Paddock (Kent Town) as a State Heritage Place.

The Council's role in supporting the retention of buildings and places of heritage value strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character.

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.

Planning Excellence in open space

In November 2022, the City of Norwood Payneham & St Peters in partnership with the SA Housing Authority received a prestigious Commendation award for the Felixstow Neighbourhood Urban Renewal Project from the Planning Institute of Australia.

In describing why the project received a commendation the Judges wrote: "From inception the project prioritised providing enough land for a detention basin design that would also double as community open space. This meant that the project was able to deliver benefits to stormwater management for the development site and wider area, improved water quality and green open space for the community."

The project team also factored in ongoing management and maintenance, such as weed and erosion control, maintaining the gross pollutant trap and ensuring Council workers can access the area to mow the lawns.

Detention Basin at St Morris Reserve

As part of the Council's multi-million dollar Trinity Valley Stormwater Upgrade, construction of a detention basin will commence in St Morris Reserve in late 2023.

To ensure the community was involved in the upgrade of the Reserve and what facilities and equipment they wanted to include as part of the redevelopment, the Council undertook wide-ranging consultation. To find out more see page 116.

Development Assessment

768 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.






Heritage Advisor

In 2022–2023, the Council's Heritage Advisor provided specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens.

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.

The excitement of the AFL Gather Round

South Australia's Premier Mainstreet, The Parade, was bursting with energy and excitement when a variety of cultures came together to soak up the colour and joy of the AFL Gather Round in April 2023. Whether you were a footy fan or just wanted to grab a bite to eat, it was impossible to not get caught up in the vibrancy of our City!

To read more about this fantastic AFL event and how the Council helped to make it a reality see page 142.

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.

Film friendly City

Issued 15 permits for commercial filming in the City.



15
2022–2023

13
2021–2022

10
2020–2021

Pianos in the Park

For the sixth 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.

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 sixth Eastside Business Awards were held in partnership with Solstice Media, recognising business excellence in the City of Norwood Payneham & St Peters.

A record number of 11,062 of votes were cast across 11 categories and the winner received their awards from Mayor Robert Bria and the Minister for Small and Family Business, Hon Andrea Michaels MP, at St Peters Hall on 19 April 2023.

The event was also attended by City of Norwood Payneham and St Peters' Elected Members, a diverse range of business owners, their family and friends as well as representatives from Solstice Media, who worked closely with the Council to deliver the successful Awards program.

Mayor Bria said the Awards reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in South Australia.

The Awards will be returning in 2024.

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 *Gelato Bello*. For more information, see page 145.

Previous inductees in the Hall of Fame

2022 - *James Thredgold Jeweller*

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 2022.

The Christmas event, which was held at local luxury furniture business, Transforma, on Kensington Road, Norwood, ensured representatives from local businesses could re-engage and network with each other following a challenging year. The event was attended by 100 people representing 48 businesses.

In June 2023, a mid-year networking event was again held for businesses in the Council area. This networking event was held at The Suburban Brew, located in Glynde. This event was attended by 117 people representing 56 businesses.

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 sent to the wider community, encouraging them to shop, dine and engage with Council initiatives.

The e-newsletters 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 2023, the number of Electronic Direct Mail (EDM) subscribers were as follows:

- The Parade - 358
- City-wide businesses - 738
- Head East - 11,667

44 e-newsletters were distributed to businesses and the community between 1 July 2022 and 30 June 2023.

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.

Competitions

Shop the Parade and Cruise Europe

In order to boost direct economic expenditure along The Parade, the Council's Norwood Parade Precinct Committee developed The Shop the Parade and Cruise Europe Competition.

The competition prize was possible thanks to Travel Associates Norwood, their partner company Avalon Waterways and the Norwood Parade Precinct Committee.

Over \$480,000 of direct investment into The Parade Precinct can be attributed to the competition.

To read more about the lucky competition winners, Mario and Lucia Staltari, see page 146.

Events

Eastside Wine & Ale Trail

In 2022–2023, the Council's Economic Development Unit worked with multiple businesses, to continue to expand and enhance the Eastside Wine and Ale Trail (EWAT), with Suburban Brew the latest local business to join the Trail.

Having started with just four businesses in 2017, there are now nine boutique cellar doors, two gin distilleries and a micro-brewery. The sounds, sights, machinations of the equipment, bustling staff and the various atmospheres are all dynamic and distinct.

With the Trail continuing to grow, the Council has collated all of the stories, behind-the-scenes action, history and characters

from the venues that make up the self-guided Trail into a new brochure and online flipbook.

There is nothing quite like the experience of the EWAT, and the brochure/flipbook has been created as a tool to complement and promote this event as well as incorporating the EWAT into the Food Secrets Tour.

A Day of Fashion 2022

For the second year, the City of Norwood Payneham & St Peters hosted A Day of Fashion which was held on The Parade, Norwood, on 15 October 2022.

With a focus on both style and sustainability, the event was popular with a diverse audience who attended the popular panel discussion, titled In Conversation With... Fashion and the Sip & Swap with The Clothing Exchange, which encouraged attendees to bring six clothing garments and accessories that they love but no longer wear, and to exchange them at the unique event.

A Day of Fashion also featured live music pop-ups along The Parade and a private screening of House of Gucci at Hoyts Cinema Norwood. A Day of Fashion will be returning in October 2023.



Reform Distilling, Kent Town

Promoting our City as a tourist destination

The City of Norwood Payneham & St Peters is a cosmopolitan and innovative City that welcomes national and international visitors.

Our City is the ideal choice for tourists looking for a base close to the Adelaide CBD, or professionals visiting on business who need fully furnished, short to long-term accommodation.

Food and coffee lovers will delight in our restaurants, bars and cafes while shoppers will love our fashion boutiques, hair and beauty salons, antique stores, art galleries and more.

Meanwhile, all of the Council’s outdoor posters for upcoming events, consultations, road closures, major projects and other initiatives contain QR codes, providing immediate links to the Council’s website, which can then be translated into languages from all over the world.

Advertising

In 2022–2023, the Council advertised and promoted businesses across the City, including The Parade and Magill Road, two of its key business and economic precincts. The Council’s economic development initiatives were promoted in leading publications including, but not limited to, CityMag, SALIFE, InDaily and South Australian Style.

Web and social media

The Council continued to publish articles on The Parade and Magill Road websites in the 2022–2023 financial year.

The Parade Social Media



17,774

Followers of The Parade Facebook account at 30 June 2023. Compared to 17,244 in 2021–2022



4,408

Followers of The Parade Instagram account at 30 June 2023. Compared to 4,047 in 2021–2022

Magill Road Social Media



7,621

Followers of Magill Rd Facebook account at 30 June 2023. Compared to 7,615 in 2021–2022



1,951

Followers of Magill Rd Instagram account at 30 June 2023. Compared to 1,913 in 2021–2022

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 businesses within the Council area;
- maintain a business advisory group to assist the Council's understanding of small business needs in its local area; and
- implement a procurement policy which recognises and supports local small businesses.

As a member of the SBFC, the Council is required to submit a report highlighting all of its achievements in accordance with this initiative.

The report also provides a summary of key initiatives and events undertaken by the Council.

This information assists the Office of the Small Business Commissioner to identify best practice examples that can be shared with other participating Councils.

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

By monitoring banking transaction data and taking into account cash transactions, Spendmapp delivers a comprehensive representation of the City's economy.

Data revealed that the events developed by the Council, including the AFL Gather Round weekend at Norwood Oval in April 2023, had a direct and tangible impact on local businesses and traders with \$2.2 million expenditure at Norwood dining and entertainment establishments in just one weekend, see page 142.

Smart Parking Pilot Project

In 2022, the City of Norwood Payneham & St Peters was accepted as a member of the Smart Cities Council of Australia/New Zealand and members of the Steering Committee are in the process of obtaining Smart City Practitioner Accreditation.

As technology is ever-evolving, the Council must be flexible and adapt rapidly to change so as to take advantage of opportunities as they arise.

In the past year, the following Smart City initiatives were undertaken:

- the Council partnered with IronBark Sustainability and Google to use Google EIE analytics to understand transport volumes by different modes across the City, pre and post COVID-19;
- an upgrade of the Wi-Fi at the Norwood Town Hall was undertaken which allows visitors to access it at Council facilities;
- processing of invoices was made into a fully digital process, allowing for greater efficiencies in the invoice approval process as well as allowing for better document management of invoices received;
- all digital administrative forms are being transitioned to digital versions that will allow users to complete them online and submit them directly. This avoids the need to print out forms, fill them in, scan them and then email them back to the Council; and
- SAGE Automation were engaged as a key sub-contractor as part of the progression of The Parade Masterplan, a key indication that the design elements in the redevelopment of the street will aim to incorporate smart technology.






Celebrating our iconic business community.



Fulvio Pagani, Founder, Rio Coffee

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

- Australian Medical Placements Health, Education and Training
- Adelaide Property Renovations
- Taste of Nepal
- Bambrick Legal

25+ years of trading

- McConnells' Furnishings & Upholstery
- No Strings Attached Theatre of Disability

50+ Years Gold Commendation

- Rio Coffee

Encouraging community support

In June 2022, the Council collaborated with the St Peters Rotary Club to facilitate grant funding of \$1000 to local community groups who wanted to make a difference to the environment. Marryatville Primary School submitted an application and received the full grant. To read more about how the Council, the Rotary Club and the School worked with local community, see pages 134.

The Parade Gift Card

The Parade Gift Card was created by the Norwood Parade Precinct Committee to generate direct expenditure along the Parade precinct.

The Gift Cards can be used at any business within the Parade Precinct which includes stunning fashion, unique interiors, barista made coffee and world-class dining.

In 2022–2023, The Parade Gift Card was loaded 117 times generating \$4400 in direct revenue into the local economy.



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 services provide options for maximum possible diversion of waste from landfill by recycling and composting finite and valuable resources.

	22–23	21–22	20–21
Kerbside recycling waste diverted from landfill	3,204 t	3,449 t	3,530 t
Kerbside green organic waste diverted from landfill	5,620 t	5,062 t	4,931 t
General waste collected	6,799 t	6,958 t	7,223 t
Hard waste collections	422 t	500.38 t	496 t

t = tonnes

The 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 2022–2023 was minimal as most people took advantage of free specialised drop off points. The City of Norwood Payneham & St Peters has a designated drop off point.

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: Shaping our Future* target to ensure year-on-year increases in corporate purchases.

In 2022–2023, the Council made over 50 purchases that had recycled-content products or materials.

Purchases Recorded by Use Category – July 2022 to June 2023

Category of Goods Purchased	Recycled Content Weight (tonnes)
Plastics	299
Paper/Cardboard	5
Rubber/Tyres	N/A
Rubble/Asphalt	9,738
Total	10,065

Waste and Recycling Education

The Council promoted waste education at the St Peters Fair, Concerts in the Park and Christmas events. In 2022–2023, the Council continued its free kitchen caddie initiative to households throughout the City. There was an information display at the Norwood Town Hall for International Compost Awareness Week as well as an Compost Pledge competition.






An East Waste Kerbside Audit Report found that 40.5% of waste in General Waste Bins (red lid bin) was compostable and should have been placed in the Organics Bins (green lid bin). If disposed of correctly, this compostable material could have been turned into soil and garden compost, saving \$423,000 annually in landfill costs.

In 2022–2023, the Council continued its battery and mobile phone/accessory drop off and recycling initiative and switched to new battery recycling scheme with the introduction of national battery stewardship program, B-cycle.



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.

356.85km

of roads are swept every 28 days throughout the City

5297.25 tonnes

of waste is collected each year on average through the Street and Footpath Cleansing Program

4,639km

of footpaths are cleaned every year

Street and Footpath Cleaning Program Tonnage 2022–2023

Program	Qty (tonnes)
Main Roads - Sweep Only	104.5
Main Roads - Sweep & Blow	142.5
Residential Streets - Sweep Only	347.2
Residential Streets - Sweep & Blow Normal	1854.4
Residential Streets - West Side	1239.5
Traffic Management Devices	11.7
Car Park Sweeping	19.2
The Parade & Webbe Street	596.3
Total	4315.3

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

- ✓ Identify and protect remnant vegetation and enhance habitat quality.
- ✓ Encourage appropriate biodiversity in privately owned open space.
- ✓ Revegetate designated areas with local native species.
- ✓ Facilitate community participation in revegetation programs.



Record number of street trees

As part of the Council’s Plan for Growth and Renewal, Council staff have planted 564 street trees as we work towards achieving the State Government’s goal of increasing canopy cover by 20% by 2045.

In addition to the Council’s street tree planting program, a major upgrade to the St Peters Street streetscape has included the planting of 102 trees.

The total number of trees planted across the City by Council staff is more than 666 new trees.




Street trees

666 new street trees were planted in 2022–2023.



Objective 4.4

Mitigating and adapting to the impacts of a changing climate.

-  Lead initiatives to reduce the City's ecological and carbon emissions.
-  Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.
-  Support climate change adaptation and community education.

Community education to combat Climate Change

In line with Resilient East's goal to improve community resilience, assets and infrastructure, local economies and natural environments to cope with the challenges and opportunities of climate change, the City of Norwood Payneham & St Peters co-hosted sustainable homes webinars with Renew; continued to roll out smart irrigation in its parks and reserves, and Water Sensitive Urban Design features and greening were included in the St Peters Street upgrade. Additionally, a strategic partnership was formed with the State Government and metropolitan councils to capture urban canopy and heat mapping data for the Greater Adelaide region.

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 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.

Actions undertaken within 2022–2023 to reduce carbon emissions included the installation of and upgrades to solar panels at the St Peters Childcare Centre and Preschool (25kW), Payneham Library (85kW) and the Council Depot (45kW). The St Peters Town Hall Complex solar (58kW) and batteries (42kWh) installation will occur in 2023–2024. The Payneham Memorial Swimming Pool upgrade will include solar (135kW).

The Council continued its transition from an internal combustion energy vehicle (ICE) fleet to a hybrid electric vehicle fleet and will transition to a fully electric vehicle fleet in coming years.

Public Electric Vehicle (EV) Charging Stations, with fast chargers, have been installed at six locations. The Council will continue to work with operators of EV companies as demand continues to increase in the future.

Following trials at two Council reserves, Scott Street Reserve and Syd Jones Reserve, the Council installed smart irrigation controllers at 25 reserves to improve water efficiency. The smart irrigation controllers use local weather stations and rain-sensing to adjust watering as required. The cost of installing the smart control irrigators in 2022–2023 was \$25,213.

Sustainable Transport

Two reviews were undertaken on Shared Mobility Schemes, in particular e-scooters, and the Council resolved to support an extension to the permit agreements with the operators of e-scooters within the City.

The Council made a submission to the State Government's consultation on the future of personal mobility devices in South Australia. As an inner suburban Council, our City faces significant traffic and parking challenges due to diverse user groups, including local residents, businesses, and commuters who work in the area. The Council has been actively working on integrated land use, parking, and transport strategies to encourage alternative travel choices and reduce traffic congestion. Secondly, the Council also recognises the importance of reducing greenhouse gas emissions and promoting sustainable transport, the Council had previously endorsed a shared mobility device framework and is conducting a multi-year e-scooter trial (approved by the Minister), demonstrating that shared micro-mobility devices can alleviate traffic and parking pressures, provide first and last-mile transport options, and promoting recreation.

Measuring our Success

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 2022–2023.

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	
Journey to work census data	31% of trips made by active transport in 2024	25%	This data will be available as part of the 2026 Census.

Key Projects and Programs to Support Target Delivery	Status at June 2022
Alternative Transport Trials Program	
E-Scooters and E-Bike Trial	Completed
City-Wide Cycling Infrastructure Projects	
St Morris Bikeway	In progress
William Street/Osmond Terrace Crossing Upgrade	Completed
William Street Roundabout Black Spot Mitigation	Completed
Nelson St/Henry Street Cyclist Crossing	In progress
Shipsters Road Cyclist Crossing	In progress
Ninth Avenue bikeway extension to Hackney Road	In progress
Pedestrian refuge The Parade West, between Grenfell St & Capper Street	Completed
Shared Path Infrastructure Upgrades	
River Torrens Linear Path (St Peters) - lighting and widening	In progress
Traffic Calming Initiatives	
40kmph Speed Limit (Glynde, Payneham, Firlé, Trinity Gardens, St Morris)	In progress
40kmph Speed Limit (Hackney, College Park, St Peters, Joslin, Royston Park, Marden)	In progress
Emu Crossing - St Joseph's Payneham	Delayed
Traffic Calming Devices (Marden, Royston Park, Glynde, Payneham, Firlé, Trinity Gardens, St Morris)	In progress
Traffic Calming Devices (Langman Grove)	In progress
Speed Monitoring Trailer Development	Ongoing
Active Travel Awareness, Promotion, Education & Measurement	
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
Advocacy Program	
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	2022–2023 Actual	2022–2023 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	531 sessions	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Youth Programs (10-18 years)	
Skill based programs (New Vibes, CANVAS Youth Art, work experience, school holiday programs)	Delivered
Recreational activities (Friday Nights at the Pool, Wheel Park)	Delivered
Library and Community Centre (Lifelong Learning) Activities	
Adult recreational activities (Movies at the Library, Knit & Stitch Group, Book Club)	Delivered
Adult Skill based programs (Gardening, Self Help, Digital Literacy Support, Author Events)	Delivered
Child & Youth Program (Baby Bounce, Storytime, Book Week, School Holiday activities, Lego Club)	Delivered
Active Ageing Programs	
Adult recreational activities (Come & Try)	Delivered
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	2022–2023 Actual	2022–2023 Result
Infrastructure improvements recorded by the Council	A minimum of one prioritised street improvement each year that encourages active travel	Minimum 1 street improvement	1 project completed	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Streetscape Upgrades	
St Peters Street Upgrade	Completed

▶ **Metric:** The level of community satisfaction with safety during the day and night.

Measurement	Target	Baseline	
Community Survey undertaken every two years	Achieve a resident perception rating higher than the average of the previous four Council Community Surveys	> 4.7 day > 4.1 night	The Council's biennial Community Survey will be undertaken in late 2023.
	Achieve a business perception rating higher than the average of the previous four Council Community Surveys	> 4.4 day > 3.7 night	The Council's biennial Community Survey will be undertaken in late 2023.

▶ **Metric:** The level of community satisfaction with the access to services and facilities.

Measurement	Target	Baseline	
Community Survey undertaken every two years	Achieve a resident perception rating higher than the average of the previous four Council Community Surveys	> 4.1	The Council's biennial Community Survey will be undertaken in late 2023.
	Achieve a business perception rating higher than the average of the previous four Council Community Surveys	> 3.75	The Council's biennial Community Survey will be undertaken in late 2023.

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	2022–2023 Actual	2022–2023 Result
The number of promotions delivered by the Council	Promote four cultural events each year which celebrate our City's cultural diversity	Four cultural events promoted	Four	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Cultural Diversity Celebration Program	
Annual Citizenship Ceremonies and Australia Day Celebrations	Delivered
Annual Chinese New Year Promotions	Delivered
Annual SA History Month Festival	Delivered
Annual NAIDOC Week Promotion	Delivered

► **Metric:** The number of community events held.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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	11 major events delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Major Community Events Program	
Tour Down Under Stage Start Event	Delivered
Jazz in the Park	Delivered
Melodies in the Park	Delivered
Symphony in the Park	Delivered
St Peters Fair	Delivered
Zest for Life Festival	Delivered
Norwood Christmas Pageant	Delivered
Twilight Carols	Delivered
Movie in the Park	Delivered
Movie Nights at the Pool	Delivered
AFL Gather Round	Delivered

► **Metric:** Designs or upgrades undertaken to community spaces.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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	Two	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Public Space Upgrades	
Burchell Reserve, St Peters - Stage 1 - Masterplan	Completed
Burchell Reserve, St Peters - Stage 2 - Detail Design	Completed
Burchell Reserve, St Peters - Stage 3 - Construction	In Progress
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	In Progress
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	
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 Business rating > 3.45	The Council's biennial Community Survey will be undertaken in late 2023.

► **Metric:** The level of community satisfaction with cultural heritage programs provided by the Council.

Measurement	Target	Baseline	
Community Survey undertaken by the Council every two years	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys	> 3.8	The Council's biennial Community Survey will be undertaken in late 2023.

Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

▶ **Metric:** The number of jobs in the City.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Australian Bureau of Statistics and Australian Business Register	Number of people employed in the City has returned to pre-Covid levels	23,826 (April 2020)	27,821	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
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	2022–2023 Actual	2022–2023 Result
Registration numbers recorded by the Council	A minimum of six training/networking events held per annum	Six	Two events delivered	Target not achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
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	2022–2023 Actual	2022–2023 Result
Initiatives recorded by the Council	Year-on-year increase in the number of business promotional initiatives held	Six	Seven initiatives delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Business Promotion Program	
Eastside Business Awards	Completed
Mayor's Business Commendation Award	Completed
Raising the Bar Event	Completed
Shop the Parade & Cruise Europe Competition	Completed
Food Secrets & Eastside Wine & Ale Trail Tours	Completed
A Day of Fashion	Completed
The Parade Gift Cards	Ongoing

► **Metric:** The level of community satisfaction with the Council's performance in attracting and supporting businesses.

Measurement	Target	Baseline	
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 Business rating > 3.0	The Council's biennial Community Survey will be undertaken in late 2023.

► **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	
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 Business rating > 3.65	The Council's biennial Community Survey will be undertaken in late 2023.

Outcome 4 Environmental Sustainability

A leader in environmental sustainability

► **Metric:** Total green cover (includes private and public land).

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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	666 new trees planted	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
New Trees via the Annual Street Tree Planting Program	
New tree plantings across the Council's 21 suburbs	Completed
New Trees via the Streetscape, Parks & Reserves Upgrade Program	
Glynde	Completed
Felixstow	Completed
Firle	Completed

► **Metric:** Corporate carbon emissions.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Carbon emissions recorded with the Trellis tool	Zero carbon emissions by 2030	1,890 tCo2-e (Baseline 2017–2018)	1,522 tCo2-e	On track

Key Projects and Programs to Support Target Delivery	Status June 2022
Corporate Carbon Emissions Reduction Plan	
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	Ongoing
Installation of Electric Vehicle Chargers	Ongoing
100% Renewal Electricity Procurement	Delayed
Energy Efficiency audits and initiatives	Ongoing

► **Metric:** The weight (tonnes) of recycled content purchased by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Council circular procurement reporting tool	Year-on-year increase in corporate purchases of products or materials that contain recycled content	> 72.72 tonnes (Baseline 72.72 t, June 2020)		In Progress

Key Projects and Programs to Support Target Delivery	Status June 2023
Corporate Training	
Regular reminders for staff to purchase and report recycled content	Ongoing
Corporate Reporting	
Quarterly reporting to LGA using Trellis	Completed

► **Metric:** The level of community satisfaction with the Council's response to climate change.

Measurement	Target	Baseline	
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 Business rating First time measured	The Council's biennial Community Survey will be undertaken in late 2023.

► **Metric:** The level of community satisfaction with the Council's management and use of water.

Measurement	Target	Baseline	
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 Business rating First time measured	The Council's biennial Community Survey will be undertaken in late 2023.

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.

28 expiations were issued during 2022–2023 for:

- 1 contravention of order;
- 2 unmicrochipped;
- 3 undesexed;
- 5 dogs wandering at large;
- 8 unregistered dogs; and
- 9 dog attacks.

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 2022–2023, 223 property owners were advised of their obligations under the Act.

140 development related complaints were investigated

43 compliance inspections of recently completed developments

387 building inspections

198 local nuisance complaints were investigated



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; 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 to enable their visitors, or trades people to park their vehicles for longer than the permitted time in areas in which time-limits apply, or in areas that indicate resident only parking.

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.

1101

permits were issued to 630 properties

502

Residential permits

599

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.

10,441

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.





Corporate Reporting

Corporate reporting demonstrates the organisation's compliance with legislative requirements and its ability to manage its governance responsibilities effectively.

Built Heritage Strategy	218
Strategies and Plans	220
Policies, Codes and Registers	226
Data Management	229
Council Business	230
Council Collaboration and Subsidiaries	233

Built Heritage Strategy

*Building on strong foundations
to preserve our built heritage*



Heritage everyday life buildings

The City of Norwood Payneham & St Peters is committed to conserving its built heritage for current and future generations

In September 2022, the Council endorsed its first ever Built Heritage Strategy for the City of Norwood Payneham & St Peters.

It was generated to ensure there are protections and polices in place to preserve the City's heritage and character, now and into the future.

The Strategy was also produced so the community can look to the future with greater confidence, certainty and clarity about the Council's work in this area, based on a clear framework with short, long-term and ongoing actions.

The Strategy sets out a five-year plan to preserve and protect local heritage, fund heritage project initiatives and importantly, provide clarity for the community in regards to the timeline for the Council's heritage agenda.

Since its endorsement, the Council has delivered on the following initiatives, including but not limited to:

- writing to all Parliamentarians and the Local Government Association of South Australia to express support for a Private Members Bill to legislate to protect State Heritage Places from neglect;
- bluestone kerbing being conserved in various street upgrades and maintenance;
- the Council's Heritage Advisor providing specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens;
- writing to the State Planning Commission about the need for more nuanced policy about height criteria affecting Historic Areas, and height and setback criteria for development fronting The Parade in Norwood;
- the preparation and presentation of a detailed submission to the Expert Panel on the Planning System Review;
- continuing to liaise with various Residents Associations; and



- preparation of advice to the South Australian Heritage Council expressing support for listing Dr Kents Paddock (Kent Town) as a State Heritage Place.

The Council's role in supporting the retention of buildings and places of heritage value strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character.

What we value

Built heritage comes in various forms, all of which are valued by the Council, including:

- **Landmark Buildings**
Buildings which are a key feature of the local area that are easily seen and recognised. Many of these buildings have played a significant role in the development of the community, such as the St Peters Town Hall.
- **Everyday Life Buildings**
Buildings which represent everyday life of members of the community throughout history, such as humble workers' cottages, grand villas and local corner shops.
- **Notable Buildings**
Buildings which represent notable architectural styles and eras, people or events. Protecting these buildings assists in conserving the stories of the past.
- **Historic Streetscapes and Areas**
Historic streetscapes are a highly valued feature of the Council area. Historic area planning policy allows for the protection of buildings which, although individually may not meet heritage place criteria, collectively contribute to the historic character of the area.
- **Unique Structures and Places**
Heritage is not limited to cottages, churches and town halls. It is also important to protect unique structures and places, such as the Koster Park Kiln.

Strategies & Plans

Access & Inclusion Strategy



The objective of the Council's Access & Inclusion Strategy: A City for All Citizens 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.

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 *CityPlan 2030*, 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.

Economic Development Strategy



There are more than 8,117 businesses creating more than 27,821 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 second year, the Strategy delivered 38 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:

- employment in the City grew from 24,594 jobs to 27,821 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 the 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.



Tree Strategy 2022-25

Creating a greener, cooler and more liveable City



City of
Norwood
Payneham
& St Peters

Youth Development Strategy 2022-2025

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.

The Council is a member of 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 Tree 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.

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.

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 Council has adopted all statutory policies.

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.

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.

Finance

Asset Impairment
Asset Revaluation
Assets Capitalisation and Depreciation
Bad Debt Write-Off
Bank Accounts
Budget
Budget Review
Credit
Credit Cards
Electronic Communication Devices
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
Treasury Management

Governance

Access & Inclusion
Asset Management
Body Worn Video and Camera Device
Building Inspection
Civic Bands & Orchestra
Civic Collection
Civic Recognition
Closed Circuit Television
Code of Practice - Access to Meetings & Documents
Community Consultation*
Community Funding Program
Community Gardens
Community Information
Complaints Handling
Conditions of Library Use
Contact Management
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

*Statutory Policy Required by the *Local Government Act 1999*

Disposal of Land and Assets*	Planning Approval Compliance & Development Complaint Handling	Temporary Road Closures for Non-Council Initiated Road Events
Elected Member Access to Legal Advice	Plaques, Monuments & Memorials	Tennis Facilities
Elected Member Allowances & Benefits	Policy of Notification - Accredited Professionals	Tree
Elected Member Training & Development*	Privacy	Unreasonable Complainant Conduct
Elected Members Electronic Communications	Private Laneways	Verge Landscaping and Maintenance
Emergency Disaster Donations	Procurement*	Waste Management Policy
Events	Public Art	Work Health & Safety
Footpaths and Driveway Crossovers	Public Buildings	
Fraud, Corruption, Misconduct & Maladministration Prevention	Public Interest Disclosure	Human Resources
Freedom of Information	Public Liability Insurance for Community Groups when Hiring Council Owned Facilities	Ageing and Work Health Statement 2020–2025
Information Management	Rate Rebate	Behaviour Standards
Internal Control*	Rating	Breastfeeding in the Workplace Guidelines
Irrigation	Reconciliation	Classification
Library Collection Development	Records Disposal	Disciplinary and Under Performance Management
Library Outreach Services	Records Management Guidelines	Fair Treatment & Equal Opportunity
Live Music	Reinstatement of Council Infrastructure by Public Utilities	Grievance
Local Area Traffic Management	Removal and Impounding of Vehicles	Injury Management & Return to Work
Local Government Elections Caretaker	Request for Services	Safe Environment
Naming of Roads and Public Places	Review of Decisions*	Surveillance Devices
Norwood Oval Football Passes	Risk Management	Training and Development
On-street Parking Policy	Safe Environments	Vaccination
Order Making*	Smoke-Free	Volunteer Management
Outdoor Dining	Social Media	

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*)
- Elected Member Register of Interest
(Section 68 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits
(Section 72A of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits
(Section 79 of the *Local Government Act 1999*)
- Elected Member Register of Training and Development
(Section 80A of the *Local Government Act 1999*)
- Register of Salaries
(Section 105 of the *Local Government Act 1999*)
- Register of Interests Employees
(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*)

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. 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:

820,471	User Interactions
79,163	Searches
6,491	Completed Tasks
37,108	Emails Registered
34,919	ID Objects

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 co-ordinated 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.

To read more about how the Council addresses scamming and phishing please see page 37.

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 2022–2023 was \$296,853.

Legal Expenses

In 2022–2023, 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 \$411,719, which included the following:

- General advice (Local Government matters, Human Resource matters, Regulatory Functions etc); and
- Planning and Development matters.

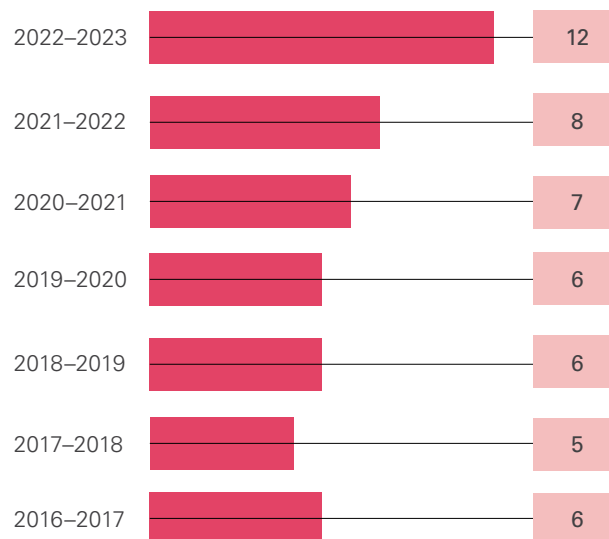
Freedom of Information Applications

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 12 Freedom of Information applications during the 2022–2023 financial year.

For further information regarding the Freedom of Information Applications received in 2022–2023 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 2022–2023.

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 2022–2023.

Revocation of Community Land Classification

No parcels of Community Land had their Community Land classification revoked during 2022–2023.

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 2022–2023 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.

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, City of Unley 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.

Message from the General Manager	238
Certification of Financial Statements	239
Year in Review Financial Summary	240
Statement of Comprehensive Income	244
Statement of Financial Position	245
Statement of Changes in Equity	246
Statement of Cash Flow	247
Notes to and Forming Part of Financial Statements	248
Certificate of Auditor Independence	276
Auditor Profile	277
Independent Auditor's Report	278

Message from the General Manager

Governance & Civic Affairs

The City of Norwood Payneham & St Peters' 2022–2023 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2022 to 30 June 2023.



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 Financial Report is a detailed analysis of the Council's performance and reflects the economic transactions undertaken during 2022–2023.

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 2023.

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 2023.

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 increasing interest rates and inflating costs on building materials, contractors and therefore the impact on major infrastructure upgrades and builds.

Detailed analysis of the Council's Operating Surplus reinforces and confirms the Council's reputation for exceptional fiscal management.

Lisa Mara
General Manager,
Governance & Civic Affairs

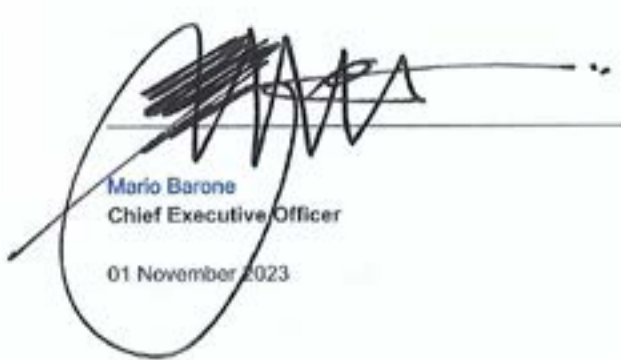
Financials

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 2023 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.



Mario Barone
Chief Executive Officer

01 November 2023



Robert Bria
Mayor

01 November 2023

Year In Review

Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2022–2023, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$1.954 million.

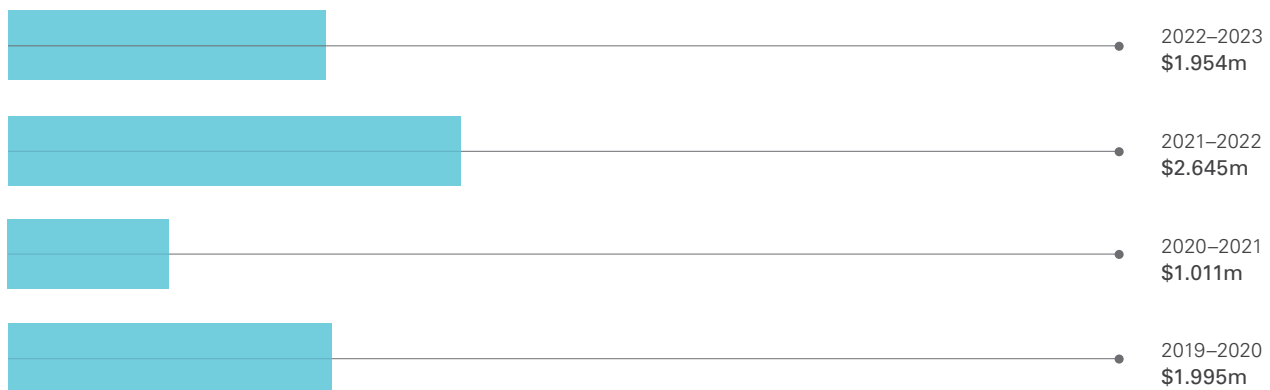
The following pages provide a summary of the Council’s financial position, with detailed information relating to the Council’s financial performance included within the Financial Statements section of this Annual Report, from pages 240–273.

Operating Result

In 2022–2023, the Council reported an Operating Surplus of \$1.954 million, compared to a budgeted Operating Deficit of \$0.864 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 2023, 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 Amount	2023 Indicator	2022 Indicator	2021 Indicator
Operating Surplus Ratio				
Operating Surplus	1,954,282	3.8%	5.5%	2.4%
Total Operating Revenue	50,845,970			
Long-term Financial Plan target between 0% and 10%				
Net Financial Liabilities Ratio				
Net Financial Liabilities	1,620,136	3.2%	28%	29%
Total Operating Revenue	50,845,970			
Long-term Financial Plan target less than 75%				
Asset Sustainability Ratio				
Net Asset Renewals	11,193,008	99.5%	80%	124%
Infrastructure & Asset Management Plan required expenditure*	11,249,643			
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 2022–2023.

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 2022–2023 financial year, rates represented 79% of the total income received by the Council.

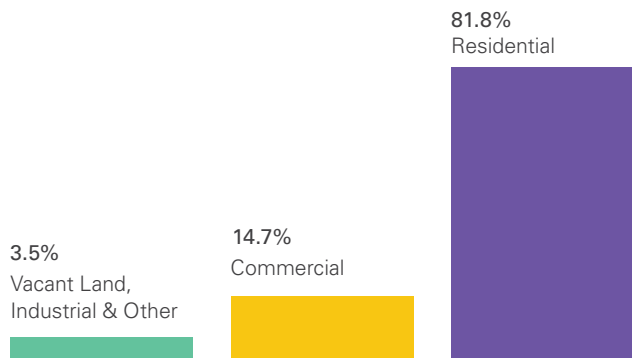
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while other services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2022–2023 was \$50,796 million (a 6.2% increase from 2021–2022).

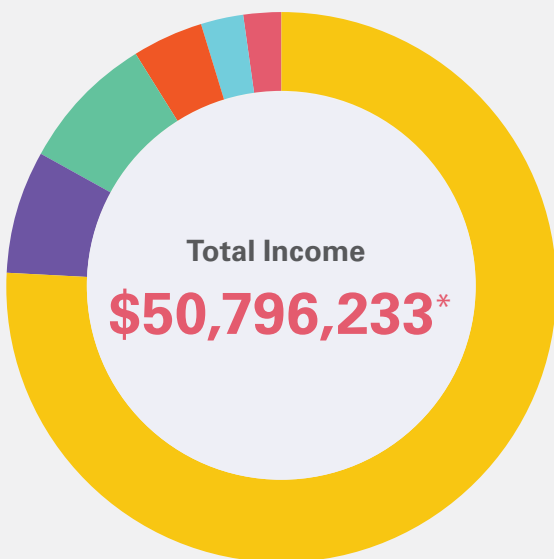
The Council granted \$1.057 million of rate rebates to eligible property owners during the year.

General Rates Sources

\$38,418,528[#]



[#]The Council granted \$1.057 million of rate rebates to eligible property owners during the year and charged \$146,943 in penalties for late payments of rates.



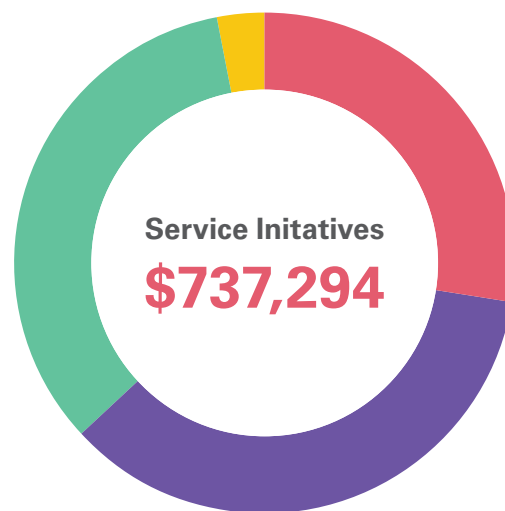
Rates	\$38,620,657
User charges	\$3,667,548
Grants, subsidies and contributions	\$4,092,338
Statutory charges	\$2,038,822
State Government charges (NRM Levy)	\$1,353,214
Other Income	\$1,023,655

*Excludes Gain on Equity accounted Council Businesses.

Expenditure

During 2022–2023, the Council spent \$47.620 million to deliver its continuing services, with a further \$0.914 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.353 million on behalf of the State Government for its Regional Landscapes Levy.

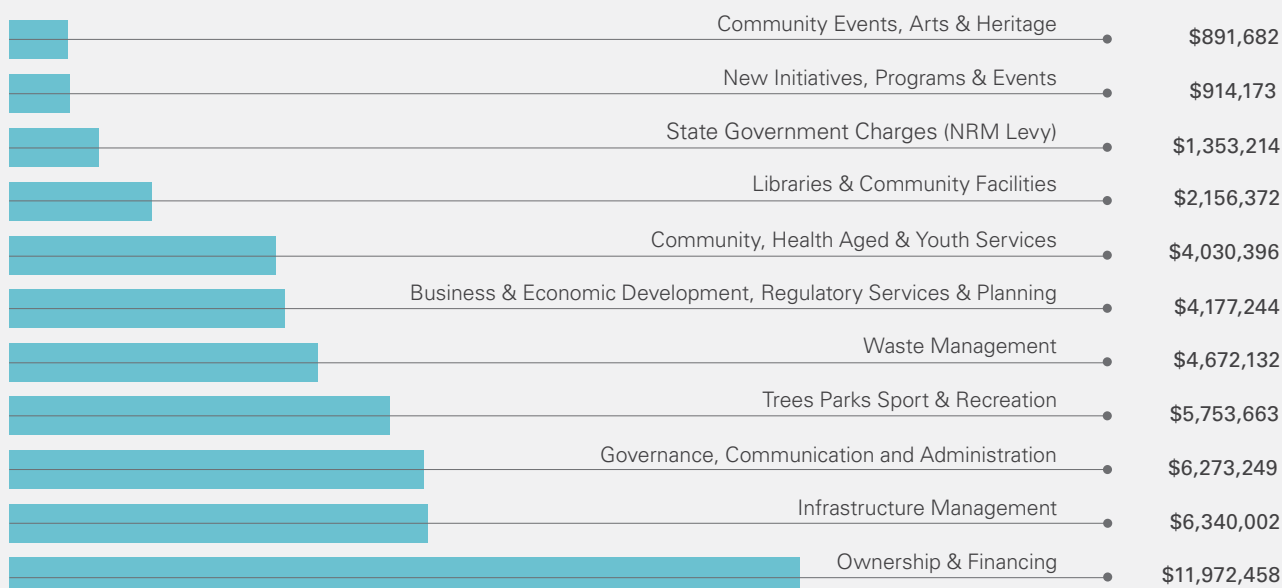
Initiatives included events such as the Concerts in the Park, Movie on the Oval, Canvas Youth Arts and Events and Wheel Park. Strategy, project and governance reviews included the second year of the Footpath defect rectification program, Traffic and Integrated transport solution and City-wide Parking review. Environmental initiatives included the development of an Emissions Reduction Plan, climate adaptation projects through the Resilient East partnership, greening verges, native plan 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	\$253,310
● Strategy, project and governance reviews	\$325,358
● Environmental initiative	\$307,891
● Economic development and planning	\$27,613

Total Expenditure

\$48,534,583*



*Excludes loss on Equity accounted Council Businesses.

Statement of Comprehensive Income

for the year ended 30 June 2023

\$	Notes	2023	2022
Income			
Rates	2a	39,973,871	37,938,230
Statutory charges	2b	2,038,822	2,002,942
User charges	2c	3,667,548	3,561,156
Grants, subsidies and contributions - capital	2g	552,577	–
Grants, subsidies and contributions - operating	2g	3,539,761	3,432,789
Investment income	2d	171,292	23,848
Reimbursements	2e	232,205	117,707
Other income	2f	620,156	730,501
Net gain - equity accounted council businesses	19(a)	49,738	122,405
Total income		50,845,970	47,929,578
Expenses			
Employee costs	3a	14,531,409	14,126,089
Materials, contracts and other expenses	3b	21,983,092	19,675,552
Depreciation, amortisation and impairment	3c	11,561,850	10,765,876
Finance costs	3d	458,233	502,398
Net loss - equity accounted council businesses	19(a)	357,104	214,176
Total expenses		48,891,688	45,284,091
Operating surplus / (deficit)		1,954,282	2,645,487
Asset disposal and fair value adjustments	4	(1,502,314)	(2,371,457)
Amounts received specifically for new or upgraded assets	2g	640,200	2,340,924
Net surplus / (deficit)		1,092,168	2,614,954
Other comprehensive income			
Changes in revaluation surplus - I,PP&E	9	49,030,971	34,462,346
Share of other comprehensive income - equity accounted council businesses	19	(11,537)	(5,125)
Total other comprehensive income		49,019,434	34,457,221
Total comprehensive income		50,111,602	37,072,175

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2023

\$	Notes	2023	2022
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	4,317,226	11,393,311
Trade and other receivables	5b	2,193,344	2,675,026
Total current assets		6,510,570	14,068,337
Non-current assets			
Trade and other receivables	6a	103,796	113,202
Equity accounted investments in council businesses	6b	1,949,342	1,930,694
Other non-current assets	6c	5,706,735	4,323,896
Infrastructure, property, plant and equipment	7	594,770,941	543,709,984
Total non-current assets		602,530,814	550,077,776
TOTAL ASSETS		609,041,384	564,146,113
LIABILITIES			
Current liabilities			
Trade and other payables	8a	8,819,495	13,030,882
Borrowings	8b	1,097,409	1,021,493
Provisions	8c	3,871,685	3,003,511
Total current liabilities		13,788,589	17,055,886
Non-current liabilities			
Borrowings	8b	7,522,162	8,527,132
Provisions	8c	288,221	1,280,371
Liability - equity accounted council businesses	8d	952,192	904,106
Total non-current liabilities		8,762,575	10,711,609
TOTAL LIABILITIES		22,551,164	27,767,495
Net assets		586,490,220	536,378,618
EQUITY			
Accumulated surplus		63,789,286	62,708,655
Asset revaluation reserves	9	522,700,934	473,669,963
Total council equity		586,490,220	536,378,618
Total equity		586,490,220	536,378,618

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2023

\$	Notes	Accumulated surplus	Asset revaluation reserve	Total equity
2023				
Balance as at 1 July		62,708,655	473,669,963	536,378,618
Net surplus / (deficit) for year		1,092,168	–	1,092,168
Other comprehensive income				
Gain (loss) on revaluation of IPP&E	7a	–	49,030,971	49,030,971
Share of OCI - equity accounted council businesses		(11,537)	–	(11,537)
Other comprehensive income		(11,537)	49,030,971	49,019,434
Total comprehensive income		1,080,631	49,030,971	50,111,602
Balance at the end of period		63,789,286	522,700,934	586,490,220
2022				
Balance as at 1 July		60,098,826	439,207,617	499,306,443
Net surplus / (deficit) for year		2,614,954	–	2,614,954
Other comprehensive income				
Gain (loss) on revaluation of IPP&E	7a	–	34,462,346	34,462,346
Share of OCI - equity accounted council businesses		(5,125)	–	(5,125)
Other comprehensive income		(5,125)	34,462,346	34,457,221
Total comprehensive income		2,609,829	34,462,346	37,072,175
Balance at the end of period		62,708,655	473,669,963	536,378,618

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2023

\$	Notes	2023	2022
Cash flows from operating activities			
<u>Receipts</u>			
Rates receipts		39,978,796	37,858,989
Statutory charges		2,038,822	2,009,634
User charges		3,667,548	4,592,395
Grants, subsidies and contributions		3,539,761	3,440,310
Investment receipts		171,292	23,848
Reimbursements		232,205	142,203
Other receipts		887,653	770,785
<u>Payments</u>			
Payments to employees		(15,075,367)	(15,626,687)
Payments for materials, contracts and other expenses		(25,104,883)	(17,515,000)
Finance payments		(448,056)	(156,091)
Net cash provided by (or used in) operating activities	11b	<u>9,887,771</u>	<u>15,540,386</u>
Cash flows from investing activities			
<u>Receipts</u>			
Grants utilised for capital purposes		552,577	–
Amounts received specifically for new or upgraded assets		200,846	5,785,317
Sale of Replaced Assets		256	47,869
Sale of Surplus Assets		–	1,909
Repayments of Loans by Community Groups		–	5,968
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(11,193,008)	(8,937,416)
Expenditure on new/upgraded assets		(5,167,739)	(6,941,204)
Capital contributed to equity accounted Council businesses		(289,465)	(170,179)
Net cash provided (or used in) investing activities		<u>(15,896,533)</u>	<u>(10,207,736)</u>
Cash flows from financing activities			
<u>Payments</u>			
Repayments of loans		(945,921)	(1,010,167)
Repayment of lease liabilities		(99,631)	–
Repayment of bonds and deposits		(21,771)	–
Net cash provided by (or used in) financing activities		<u>(1,067,323)</u>	<u>(1,010,167)</u>
Net increase (decrease) in cash held		(7,076,085)	4,322,483
plus: cash & cash equivalents at beginning of period		11,393,311	7,070,828
Cash and cash equivalents held at end of period	11a	<u>4,317,226</u>	<u>11,393,311</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2023

Contents of the Notes accompanying the General Purpose Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	249
2	Income	254
3	Expenses	255
4	Asset disposal and fair value adjustments	257
5	Current assets	257
6	Non-current assets	258
7	Infrastructure, property, plant & equipment and investment property	259
8	Liabilities	262
9	Reserves	263
10	Assets subject to restrictions	263
11	Reconciliation to Statement of Cash Flows	264
12(a)	Functions	265
12(b)	Components of functions	266
13	Financial instruments	266
14	Capital Expenditure Commitments	269
15	Financial indicators	270
16	Uniform presentation of finances	271
17	Leases	272
18	Superannuation	273
19	Interests in other entities	274
20	Contingencies and assets/liabilities not recognised in the balance sheet	275
21	Events after the balance sheet date	275
22	Related party transactions	275

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements 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 using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, 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 or 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 Council 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.

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:

	Cash Payment Received	Annual Allocation	Difference
2020/21	\$1,113,164	\$1,161,256	- \$48,092
2021/22	\$1,648,333	\$1,184,403	+ \$463,930
2022/23	\$1,655,338	\$1,328,532	+ \$326,806

Because these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the operating results of 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.

Note 1. Summary of Significant Accounting Policies (continued)

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grants received and the grants entitlements allocated.

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”.

(4) Cash, cash equivalents and other financial instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant 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 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, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

(5) Infrastructure, property, plant and 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 only capitalised where the cost of acquisition exceeds materiality thresholds established by 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 on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Note 1. Summary of Significant Accounting Policies (continued)

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are listed below. Depreciation periods for infrastructure assets have been estimated based on the best information available to 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

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.

5.5 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.

5.6 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 30 days after the month of invoice. No interest is payable on these amounts.

6.2 Payments Received in Advance & Deposits

Amounts other than grants 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.

Note 1. Summary of Significant Accounting Policies (continued)

(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 oncosts) measured in accordance with AASB 119.

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 oncosts) 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 avg. discount rate 0.62% (2022, 2.71%)

Weighted avg. settlement period 1.35 years (2022, 1.33 years)

No accrual is made for sick leave as Council 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. 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 Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

(9) 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.

9.1 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.

i) 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 above - Impairment of non-financial assets.

ii) 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.

iii) 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 an expense on a straight-line basis over the lease term.

Note 1. Summary of Significant Accounting Policies (continued)

(10) Equity accounted Council businesses

Council participates in cooperative arrangements with other Councils for the provision of services and facilities. Council's interests in cooperative arrangements, which are only recognised if material, are accounted for in accordance with AASB 128 and set out in detail in Note 19.

(11) GST implications

In accordance with UIG 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.

(12) New accounting standards and UIG interpretations

Council applied for the first time certain new standards and amendments to existing standards, which are effective for annual periods beginning on or after 1 January 2022. Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to Australian Accounting Standards – AASB 2020-3: Annual Improvement 2018-2020 and Other Amendments

Council adopted AASB 2020-3 which makes some small amendments to a number of standards including the following: AASB 1, AASB 3, AASB 9, AASB 116, AASB 137 and AASB 141.

The adoption of the amendment did not have a material impact on the financial statements.

AASB 2020-6: Amendments to Australian Accounting Standards – Classification of Liabilities as Current and Non-Current

AASB 2020-6 defers the effective date for applying the requirements added to AASB 101 in AASB 2020-1 from annual reporting periods beginning on or after 1 January 2022 to annual reporting periods beginning after 1 January 2023, with earlier application permitted.

The adoption of the amendment did not have a material impact on the financial statements.

Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2023, these standards have not been adopted by Council and will be included in the financial statements on their effective date. The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Council.

Effective for annual report periods beginning on or after 1 January 2023

AASB 2022-6: Amendments to Australian Accounting Standards – Non current Liabilities with Covenants.

Effective for annual report periods beginning on or after 1 January 2024

AASB 2022-5: Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback

Effective for annual report periods beginning on or after 1 January 2025

AASB 2014-10: Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an investor and its Associate or Joint Venture

Council has assessed the impact of new and changed Australian Accounting Standards and Interpretations not yet effective and concluded that they will not have a material in the financial statements.

(13) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(14) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Note 2. Income

\$	2023	2022
(a) Rates		
General rates		
General rates	39,559,502	37,353,515
Less: mandatory rebates	(993,484)	(1,008,910)
Less: discretionary rebates, remissions and write-offs	(357,528)	(183,385)
Total general rates	38,208,490	36,161,220
Other rates (including service charges)		
Natural Resource Management Levy	1,384,593	1,396,733
Parade Rate	233,845	247,368
Total other rates (including service charges)	1,618,438	1,644,101
Other charges		
Penalties for late payment	146,943	132,909
Total other charges	146,943	132,909
Total rates	39,973,871	37,938,230
(b) Statutory charges		
Development Act fees	509,523	421,546
Town planning fees	14,411	103,511
Animal registration fees and fines	141,318	155,079
Parking fines / expiation fees	958,552	1,022,920
Other registration fees	275,196	135,155
Sundry	139,822	164,731
Total statutory charges	2,038,822	2,002,942
(c) User charges		
Admission charges - pools	201,544	418,470
Hall and equipment hire	790,905	526,676
Sales - general	118,227	76,787
Subsidies received on behalf of users	1,298,340	1,265,757
Sundry	140,908	162,020
Activity Program Revenues	22,594	16,531
Child Care Centre Fees	1,095,030	1,094,915
Total user charges	3,667,548	3,561,156
(d) Investment income		
Interest on investments		
- Local Government Finance Authority	171,216	23,480
- Banks and other	76	368
Total investment income	171,292	23,848

Note 2. Income (continued)

\$	2023	2022
(e) Reimbursements		
Private works	11,209	6,329
Other	220,996	111,378
Total reimbursements	232,205	117,707
(f) Other income		
Insurance and other recoupments - infrastructure, property, plant and equipment	152,215	263,760
Sundry	467,941	466,741
Total other income	620,156	730,501
(g) Grants, subsidies and contributions		
Amounts received specifically for new or upgraded assets	640,200	2,340,924
Other grants, subsidies and contributions - capital		
Untied - Local roads and community	552,577	-
Total Other grants, subsidies and contributions - capital	552,577	-
Other grants, subsidies and contributions		
Other grants, subsidies and contributions	3,539,761	3,432,789
Total grants, subsidies and contributions	4,732,538	5,773,713
The functions to which these grants relate are shown in Note 12.		
(i) Sources of grants		
Commonwealth Government	2,159,211	4,020,327
State Government	2,473,327	1,724,230
Other	100,000	29,156
Total	4,732,538	5,773,713

Note 3. Expenses

\$	Notes	2023	2022
(a) Employee costs			
Salaries and wages		11,497,079	11,695,257
Employee leave expense		1,836,894	1,186,729
Superannuation - defined contribution plan contributions	18	1,082,032	1,223,243
Superannuation - defined benefit plan contributions	18	210,997	21,279
Workers' compensation insurance		640,750	662,807
Income Protection Insurance		221,710	214,036
Less: capitalised and distributed costs		(958,053)	(877,262)
Total operating employee costs		14,531,409	14,126,089
Total number of employees (full time equivalent at end of reporting period)		167	131

Note 3. Expenses (continued)

\$	2023	2022
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	34,000	26,153
Elected members' expenses	338,688	335,795
Lease expense - low value assets / short term leases	84,100	132,035
Subtotal - prescribed expenses	456,788	493,983
(ii) Other materials, contracts and expenses		
Contractors	8,501,007	6,398,643
Energy	589,080	505,795
Legal expenses	411,719	759,515
Parts, accessories and consumables	1,251,285	1,097,532
Professional services	910,875	829,374
Sundry	250,977	689,341
Water	703,984	567,401
Administration Costs	1,124,379	1,005,512
Grants and Donations	81,457	177,929
Rates and Taxes	129,569	96,025
Waste Collection and Disposal	4,400,457	4,137,830
Insurance	878,299	797,473
Subscriptions and Licences	820,843	646,430
Levies Paid to Government - Landscape Levy	1,383,353	1,365,201
Levies Paid to Government - Other	89,020	107,568
Subtotal - Other material, contracts and expenses	21,526,304	19,181,569
Total materials, contracts and other expenses	21,983,092	19,675,552
(c) Depreciation, amortisation and impairment		
(i) Depreciation and amortisation		
Buildings and other structures	2,233,881	2,113,925
Infrastructure		
- Stormwater drainage	1,705,839	1,554,765
Open Space Infrastructure	1,234,176	1,078,283
Roads	2,304,224	2,116,246
Kerbing	1,275,338	1,212,494
Footpaths	1,107,152	1,074,993
Linear Parks	37,558	35,354
Off Roads Car Parks	52,278	47,854
Traffic Control	166,301	162,675
Footbridges	14,933	-
Right-of-use assets	105,203	77,473
Plant and equipment	300,274	300,231
Furniture and fittings	101,460	99,577
Other assets	923,233	892,006
Subtotal	11,561,850	10,765,876
Total depreciation, amortisation and impairment	11,561,850	10,765,876

Note 3. Expenses (continued)

\$	2023	2022
(d) Finance costs		
Interest on overdraft and short-term drawdown	106,235	156,091
Interest on loans	343,937	343,003
Interest on leases	8,061	3,304
<u>Total finance costs</u>	<u>458,233</u>	<u>502,398</u>

Note 4. Asset disposal and fair value adjustments

\$	2023	2022
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	256	47,869
Less: carrying amount of assets sold	(1,502,570)	(2,421,235)
Gain (loss) on disposal	<u>(1,502,314)</u>	<u>(2,373,366)</u>
(ii) Assets surplus to requirements		
Proceeds from disposal	–	1,909
Gain (loss) on disposal	<u>–</u>	<u>1,909</u>
<u>Net gain (loss) on disposal or revaluation of assets</u>	<u>(1,502,314)</u>	<u>(2,371,457)</u>

Note 5. Current assets

\$	2023	2022
(a) Cash and cash equivalent assets		
Cash on hand and at bank	777,840	1,085,760
Deposits at call	3,539,386	10,307,551
<u>Total cash and cash equivalent assets</u>	<u>4,317,226</u>	<u>11,393,311</u>
(b) Trade and other receivables		
Rates - general and other	1,183,465	1,178,984
Accrued revenues	–	172,253
Debtors - general	1,318,359	1,153,664
GST recoupment	155,472	366,903
Prepayments	113,274	331,940
Sundry	2,733	51,241
Subtotal	<u>2,773,303</u>	<u>3,254,985</u>
Less: provision for expected credit losses	(579,959)	(579,959)
<u>Total trade and other receivables</u>	<u>2,193,344</u>	<u>2,675,026</u>

Note 6. Non-current assets

\$	2023	2022
(a) Trade and other receivables		
Receivables		
Council rates postponement scheme	103,796	113,202
<u>Total financial assets</u>	<u>103,796</u>	<u>113,202</u>
(b) Equity accounted investments in council businesses		
Eastern Health Authority Inc.	19 184,390	172,504
Eastern Waste Management Authority Inc.	147,875	121,560
ERA Water Inc.	1,617,077	1,636,630
<u>Total equity accounted investments in Council businesses</u>	<u>1,949,342</u>	<u>1,930,694</u>
(c) Other non-current assets		
Capital work in progress	5,706,735	4,323,896
<u>Total other non-current assets</u>	<u>5,706,735</u>	<u>4,323,896</u>

Note 7. Infrastructure, property, plant & equipment and investment property

Infrastructure, property, plant and equipment

	Fair Value Level	as at 30/06/22										as at 30/06/23									
		At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	Asset Additions New / Upgrade	Asset Additions Renewals	WDV of Asset Disposals	Depreciation Expense (Note 3c)	Adjustments & Transfers	Revaluation Decrease in Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	Revaluation Increase in Equity (ARR) (Note 9)			
Land	3	195,775,648	19,369	-	-	195,794,017	-	-	-	-	-	-	236,889,989	-	-	-	236,889,989	-			
Buildings and other structures	3	153,923,648	457,619	(77,366,196)	-	77,015,071	2,052,107	513,033	(2,233,881)	-	-	-	162,132,000	228,301	(95,674,827)	-	86,685,474	-			
Infrastructure	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
- Stormwater drainage	3	140,495,611	1,762,483	(74,229,156)	-	68,028,938	750,379	-	(1,705,839)	(1,165,698)	6,496,581	155,057,008	750,379	(83,403,026)	-	72,404,361	-				
- Open Space Infrastructure	3	28,834,513	3,356,708	(12,801,036)	-	19,392,185	1,215,081	4,942	(1,234,176)	-	400,636	33,325,425	1,218,024	(14,767,719)	-	19,775,730	-				
- Roads	3	137,443,583	4,281,235	(68,278,956)	-	83,345,862	3,899,990	-	(2,304,224)	-	8,165,065	152,974,078	3,899,990	(64,143,651)	-	92,730,417	-				
- Kerbing	3	83,384,157	1,934,025	(27,069,078)	-	56,249,104	2,265,088	(662,457)	(1,275,338)	-	2,611,928	88,256,057	2,265,088	(29,352,820)	-	61,168,325	-				
- Footpaths	3	52,943,011	972,773	(25,694,381)	-	28,221,403	-	(372,402)	(1,107,152)	-	717,297	54,531,938	2,163,951	(27,072,789)	-	29,623,098	-				
- Linear Parks	3	1,455,686	-	(474,489)	-	981,197	-	-	(37,558)	-	79,728	1,572,859	-	(549,502)	-	1,023,357	-				
- Off Street Car Parks	3	2,889,064	153,428	(807,421)	-	2,235,071	-	(62,278)	-	-	124,274	3,226,527	-	(921,460)	-	2,307,067	-				
- Traffic Control	3	7,402,083	376,757	(3,410,483)	-	4,368,337	-	(66,946)	(166,301)	-	(67,670)	7,365,206	455,091	(3,289,788)	-	4,526,509	-				
- Footbridges	3	-	-	-	-	-	-	-	-	1,165,698	68,004	1,498,393	-	(279,624)	-	1,218,769	-				
Right-of-use assets	3	472,459	-	(317,115)	-	155,344	-	-	(105,203)	-	-	588,957	-	(422,318)	-	166,639	-				
Plant and equipment	3	7,214,820	-	(5,461,352)	-	1,753,468	21,488	-	(300,274)	-	-	-	-	-	-	-	-				
Furniture and fittings	3	2,709,018	-	(2,117,753)	-	591,265	10,493	-	(101,460)	-	-	-	-	-	-	-	-				
Other assets	3	4,267,631	-	(4,296,652)	-	3,578,732	1,047,109	-	(923,233)	-	-	-	-	-	-	-	-				
Total infrastructure, property, plant and equipment		808,627,226	27,506,866	(292,424,108)	-	543,709,984	5,084,164	10,010,246	(11,561,850)	-	(10,728,529)	59,759,500	901,028,228	26,817,367	(333,074,654)	-	594,770,941	-			

Comparatives		739,942,617	42,430,420	(274,468,640)	-	507,904,397	5,366,065	9,144,287	(2,421,235)	-	-	34,462,346	808,627,226	27,506,866	(292,424,108)	-	543,709,984	-
--------------	--	-------------	------------	---------------	---	-------------	-----------	-----------	-------------	---	---	------------	-------------	------------	---------------	---	-------------	---

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

Valuation of infrastructure, property, plant & equipment and investment property

Valuation of assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7(a) for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

Fair value hierarchy level 3 valuations of land - 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.

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current 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.
- 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 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. Accordingly, formal sensitivity analysis does not provide useful information.

Transfers between fair value hierarchy levels

In the course of revaluing (name the asset classes), the nature of the inputs applied was reviewed in detail for each asset and where necessary, the asset reassigned to the appropriate fair value hierarchy level. Such transfers take effect as at the date of the revaluation.

Other information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to *AASB 1.D5* to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition 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, current replacement cost is taken to be the fair value.

Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land. Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

For buildings and other structures on and in the land, including infrastructure, “highest and best use” is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement

Land & 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 2022-2023 Financial Year by AVR Consulting based on fair values of the assets as at 30 June 2023.

As the result of revaluation, all of the Council's land assets are classified at the fair value hierarchy level 3 and all of the Council's building and other structure assets are classified at the fair value hierarchy level 3.

AVR Consulting adopted a market approach to valuation of the land assets using level two inputs and level three inputs where unobservable inputs have been required and a cost-based approach for the valuation of the building assets and relied upon level 3 inputs.

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 2022.

Road Infrastructure (*Roads, Kerbing & Footpaths*)

Road Infrastructure assets are independently condition assessed every five (5) 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 2022.

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 (5) 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 2022.

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 (5) 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 2022.

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 Car Parks

Off Roads Carparks assets are independently condition assessed every five (5) 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 2022.

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 (5) 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 2022.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

Plant, Furniture & Equipment

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

These assets are recognised on the cost less subsequent accumulated depreciation and impairment costs.

Library Books & Materials

These assets are recognised on the cost less subsequent accumulated depreciation.

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 re-measurement of lease liabilities. The council uses the modified retrospective method to calculate the leased related balance. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

Note 8. Liabilities

\$	2023 Current	2023 Non Current	2022 Current	2022 Non Current
(a) Trade and other payables				
Goods and services	1,347,682	–	3,613,544	–
Payments received in advance	4,917,855	–	5,357,209	–
Accrued expenses - employee entitlements	69,062	–	489,044	–
Accrued expenses - finance costs	89,733	–	79,556	–
Accrued expenses - other	1,853,802	–	3,025,349	–
Deposits, retentions and bonds	68,562	–	90,333	–
St Peters RSL Trust	44,003	–	42,703	–
Future Open Space Trust Fund	411,227	–	315,575	–
New Tree Legislation Rund	17,569	–	17,569	–
Total trade and other payables	8,819,495	–	13,030,882	–
(b) Borrowings				
Loans	988,781	7,457,115	945,921	8,445,896
Lease liabilities	108,628	65,047	75,572	81,236
Total Borrowings	1,097,409	7,522,162	1,021,493	8,527,132
(c) Provisions				
Employee entitlements (including oncosts)	3,871,685	288,221	3,003,511	1,280,371
Total provisions	3,871,685	288,221	3,003,511	1,280,371
(d) Liability accounted investments in Council businesses				
Highbury Landfill Authority Inc.	–	952,192	–	904,106
Total liability accounted investments in Council businesses	–	952,192	–	904,106

Note 9. Reserves

\$	as at 30/06/22		Transfers	Impairments	as at 30/06/23
	Opening Balance	Increments (Decrements)			Closing Balance
Asset revaluation reserve					
Land	177,482,994	41,095,987	–	–	218,578,981
Buildings and other structures	75,630,528	(10,660,859)	–	–	64,969,669
Infrastructure					
Stormwater Drainage	44,541,009	6,496,581	–	–	51,037,590
Roads	70,446,738	8,165,065	–	–	78,611,803
Kerbing	64,009,968	2,611,928	–	–	66,621,896
Footpaths	29,996,826	717,297	–	–	30,714,123
Open Space Infrastructure	7,262,534	400,636	–	–	7,663,170
Traffic Control	1,990,621	(67,670)	–	–	1,922,951
Off Roads Car Parks	1,699,126	124,274	–	–	1,823,400
Linear Parks	(22,959)	79,728	–	–	56,769
Footbridges	–	68,004	–	–	68,004
Other assets	632,578	–	–	–	632,578
Total asset revaluation reserve	473,669,963	49,030,971	–	–	522,700,934
Comparatives	439,207,617	34,462,346	–	–	473,669,963

Purposes of reserves

Asset revaluation reserves

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 restrictions

\$	2023	2022
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.		
Cash and financial assets		
Deposits at Call	541,861	466,180
Total cash and financial assets	541,861	466,180
Total assets subject to externally imposed restrictions	541,861	466,180

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance:

Future Open Space Trust Fund	411,227	315,575
Deposits and Bonds held by Council	44,003	42,703
St Peter RSL Trust Funds	17,569	17,569
New Tree Legislation Fund	69,062	90,333
Total	541,861	466,180

Note 11. Reconciliation to Statement of Cash Flows

\$	Notes	2023	2022
(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 Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:			
Total cash and equivalent assets	5	4,317,226	11,393,311
Balances per Statement of Cash Flows		4,317,226	11,393,311
(b) Reconciliation of change in net assets to cash from operating activities			
Net surplus/(deficit)		1,092,168	2,614,954
Non-cash items in income statements			
Depreciation, amortisation and impairment		11,561,850	10,765,876
Equity movements in equity accounted investments (increase)/decrease		307,366	91,771
Grants for capital acquisitions treated as investing activity		(1,192,777)	(5,785,317)
Net (gain)/loss on disposals		1,502,314	2,421,234
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		(9,406)	(9,158)
		13,261,515	10,099,360
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		930,442	786,922
Net increase/(decrease) in trade and other payables		(4,180,210)	4,924,525
Net increase/(decrease) in unpaid employee benefits		(123,976)	(270,421)
Net cash provided by (or used in) operations		9,887,771	15,540,386
(c) Financing arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Corporate credit cards		75,000	35,000
Cash advance facilities		10,500,000	10,500,000

Note 12(a). Functions

	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 12(b).															
	2023	2022	2023	2022	EXPENSES	2023	2022	OPERATING SURPLUS (DEFICIT)	2023	2022	GRANTS INCLUDED IN INCOME	2023	2022	TOTAL ASSETS HELD (CURRENT AND NON-CURRENT)	2023	2022
Functions/Activities																
Culture	688,160	364,730	2,804,071	2,387,746	(2,115,911)	(2,023,016)	138,298	248,141	12,442,314	12,026,087						
Economic Development	206,076	221,617	972,084	1,238,603	(766,008)	(1,016,986)	—	—	1,131,587	23,991						
Environment	1,045,557	569,217	8,507,812	7,606,793	(7,462,255)	(7,037,576)	974,875	2,088,835	77,502,026	74,838,507						
Recreation	367,476	586,993	3,707,095	3,263,404	(3,339,619)	(2,676,411)	10,000	6,000	249,203,004	221,181,298						
Regulatory Services	1,930,663	1,882,724	3,328,436	3,110,061	(1,397,773)	(1,227,337)	—	—	461,228	985,529						
Transport & Communication	40,000	—	1,219,399	1,082,121	(1,179,399)	(1,082,121)	40,000	475,257	193,719,033	177,773,841						
Plant Hire/Depot Indirect	48,140	32,676	819,209	858,660	(771,069)	(825,984)	—	—	2,791,119	2,979,014						
Council Administration	42,494,678	40,212,720	21,289,460	20,379,199	21,205,218	19,833,521	1,831,511	1,826,706	36,728,001	42,707,219						
Other	—	—	297,647	—	(297,647)	—	—	—	(552,577)	930,935						
Community Services	3,975,483	3,936,495	5,887,017	5,143,627	(1,911,534)	(1,207,132)	1,097,654	1,099,617	34,132,137	31,630,627						
Total Functions/Activities	50,796,233	47,807,172	48,832,230	45,070,214	1,964,003	2,736,958	3,539,761	3,432,789	609,041,384	564,146,113						

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.

Note 12(b). 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

Bank, deposits at call, short term deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 1.05% and 4.30% (2022: 0.30% and 0.74%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Note 13. Financial instruments (continued)

Receivables - rates and associated charges

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 9.05% (2022: 5.80%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

Unsecured, and do not bear interest. Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying amount:

Approximates fair value (after deduction of any allowance).

Receivables - other levels of government

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

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 State and Federal Governments.

Carrying amount:

Approximates fair value.

Liabilities - creditors and accruals

Accounting policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms and conditions:

Liabilities are normally settled on 30 day terms.

Carrying amount:

Approximates fair value.

Liabilities - interest bearing borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Terms & conditions: 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 6.10% (2022: 2.40% and 6.77%).

Carrying Amount:

Approximates fair value.

Note 13. Financial instruments (continued)

Liabilities - leases

Accounting policy:

Accounted for in accordance with AASB 16 as stated in Note 17.

\$	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
Financial assets and liabilities					
2023					
Financial assets					
Cash and cash equivalents	4,317,226	–	–	4,317,226	4,317,226
Receivables	2,080,070	–	–	2,080,070	2,080,070
Other financial assets	–	103,746	–	103,746	103,746
Total financial assets	6,397,296	103,746	–	6,501,042	6,501,042
Financial liabilities					
Payables	3,832,578	–	–	3,832,578	3,832,578
Current borrowings	1,279,681	–	–	1,279,681	988,781
Non-current borrowings	–	4,406,420	4,166,861	8,573,281	7,457,115
Lease liabilities	–	–	–	–	–
Total financial liabilities	5,112,259	4,406,420	4,166,861	13,685,540	12,278,474
Total financial assets and liabilities	11,509,555	4,510,166	4,166,861	20,186,582	18,779,516
2022					
Financial assets					
Cash and 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)
Total financial assets	12,770,470	–	–	12,770,470	12,770,470
Financial liabilities					
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
Non-current borrowings	–	5,118,725	4,734,238	9,852,963	8,445,896
Lease liabilities	75,572	81,236	–	156,808	156,808
Total financial liabilities	4,358,764	6,229,648	4,984,922	15,573,334	13,832,507
Total financial assets and liabilities	17,129,234	6,229,648	4,984,922	28,343,804	26,602,977

The following interest rates were applicable to Council's borrowings at balance date:

\$	2023		2022	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed interest rates	4.77%	8,619,571	3.67%	9,391,818
		<u>8,619,571</u>		<u>9,391,818</u>

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.

Note 13. Financial instruments (continued)

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 impairment. 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 and 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 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 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. 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. 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 averse manner.

Note 14. Capital Expenditure Commitments

\$	2023	2022
Capital commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Infrastructure	268,100	–
Road & Footpath	2,770,011	304,937
Open Space	2,865,926	–
	5,904,037	304,937
These expenditures are payable:		
Not later than one year	5,904,037	304,937
	5,904,037	304,937

Note 15. Financial indicators

\$	Amounts 2023	Indicator 2023	Indicators 2022	Indicators 2021
----	-----------------	-------------------	--------------------	--------------------

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.

1. Operating Surplus Ratio

Operating surplus	<u>1,954,282</u>	3.8%	5.5%	2.4%
Total operating income	50,845,970			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio

Operating surplus	<u>1,620,136</u>	3.2%	4.6%	2.5%
Total operating income	50,511,824			

2. Net Financial Liabilities Ratio

Net financial liabilities	<u>14,984,606</u>	29%	28%	29%
Total operating income	50,845,970			

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.

Adjusted Net Financial Liabilities Ratio

Net financial liabilities	<u>16,389,779</u>	32%	28%	0%
Total operating income	50,511,824			

Adjustments to Ratios

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. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.

3. Asset Renewal Funding Ratio

Asset renewals	<u>11,193,008</u>	99%	80%	124%
Infrastructure and Asset Management Plan required expenditure	11,249,643			

Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.

Note 16. Uniform presentation of finances

\$	2023	2022
<p>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.</p> <p>All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.</p> <p>The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.</p>		
Income		
Rates	39,973,871	37,938,230
Statutory charges	2,038,822	2,002,942
User charges	3,667,548	3,561,156
Grants, subsidies and contributions - capital	552,577	–
Grants, subsidies and contributions - operating	3,539,761	3,432,789
Investment income	171,292	23,848
Reimbursements	232,205	117,707
Other income	620,156	730,501
Net gain - equity accounted council businesses	49,738	122,405
Total Income	50,845,970	47,929,578
Expenses		
Employee costs	14,531,409	14,126,089
Materials, contracts and other expenses	21,983,092	19,675,552
Depreciation, amortisation and impairment	11,561,850	10,765,876
Finance costs	458,233	502,398
Net loss - equity accounted council businesses	357,104	214,176
Total Expenses	48,891,688	45,284,091
Operating surplus / (deficit)	1,954,282	2,645,487
Timing adjustment for capital grant	(552,577)	–
Timing adjustment for grant revenue	(334,146)	–
Adjusted Operating surplus / (deficit)	1,067,559	2,645,487
Net outlays on existing assets		
Capital expenditure on renewal and replacement of existing assets	(11,193,008)	(8,937,416)
Add back depreciation, amortisation and impairment	11,561,850	10,765,876
Add back proceeds from sale of replaced assets	–	47,869
	368,842	1,876,329
Net outlays on new and upgraded assets		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(5,167,739)	(7,215,601)
Add back amounts received specifically for new and upgraded assets	200,846	2,340,924
Add back proceeds from sale of surplus assets (including investment property, real estate developments and non-current assets held for resale)	256	1,909
	(4,966,637)	(4,872,768)
Annual net impact to financing activities (surplus/(deficit))	(3,530,236)	(350,952)

Note 17. Leases

(i) Council as a lessee

Terms and conditions of leases

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.

(a) Right of use assets

\$	Buildings & Other Structures	Plant, Machinery & Equipment	Total
2023			
Opening balance	–	155,345	155,345
Additions to right-of-use assets	–	116,497	116,497
Depreciation charge	–	(105,203)	(105,203)
Balance at 30 June	–	166,639	166,639
2022			
Opening balance	1,095	39,694	40,789
Additions to right-of-use assets	–	192,028	192,028
Depreciation charge	(1,095)	(76,377)	(77,472)
Balance at 30 June	–	155,345	155,345

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$	2023	2022
Balance at 1 July	156,806	40,543
Additions	116,497	192,028
Accretion of interest	8,061	3,304
Payments	(107,690)	(79,069)
Balance at 30 June	173,674	156,806
Classified as:		
Current	108,627	75,571
Non-current	65,047	81,235

The maturity analysis of lease liabilities is included in Note 13.

The Group had total cash outflows for leases of \$183,731
The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	105,203	77,472
Interest expense on lease liabilities	8,061	3,304
Expense relating to short term leases	29,710	60,073
Expense relating to leases of low-value assets	54,390	71,963
Total amount recognised in profit or loss	197,364	212,812

(ii) Council as a lessor

Note 17. Leases (continued)

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.

Note 18. Superannuation

The Council makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are 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 the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (10.50% in 2022/23; 10.00% in 2021/22). No further liability accrues to the Council 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 and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund's Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2021/22) of "superannuation" salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), 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 Willis 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

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. Interests in other entities

All joint ventures and associates are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

\$	Council's Share of Net Income		Council's Share of Net Assets	
	2023	2022	2023	2022
Council's share of net income				
Joint ventures	(307,366)	(91,771)	997,150	1,026,588
Total Council's share of net income	(307,366)	(91,771)	997,150	1,026,588

((a)i) Joint ventures, associates and joint operations

(a) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2023	2022	2023	2022	2023	2022
Highbury Landfill Authority Inc.	40.40%	40.40%	40.40%	40.40%	33.33%	33.33%
Eastern Waste Management Authority Inc.	12.50%	14.30%	12.50%	14.30%	12.50%	14.30%
Eastern Health Authority Inc.	31.96%	31.27%	31.96%	31.27%	20.00%	20.00%
ERA Water	33.33%	33.33%	33.33%	33.33%	25.00%	25.00%

(b) Movement in Investment in Joint Venture or Associate

\$	Highbury Landfill Authority Inc.		Eastern Waste Management Authority Inc.		Eastern Health Authority Inc.		ERA Water	
	2023	2022	2023	2022	2023	2022	2023	2022
Opening Balance	(904,105)	(1,164,264)	121,560	174,324	172,504	181,905	1,636,630	1,850,806
Share in Operating Result	(137,551)	179,445	41,625	(52,764)	8,112	(4,276)	(219,553)	(214,176)
Share in Other Comprehensive Income	–	–	(15,310)	–	3,773	–	–	–
New Capital Contributions	89,464	80,714	–	–	–	–	200,000	–
Adjustments to Equity	–	–	–	–	–	(5,125)	–	–
Council's equity share in the joint venture or associate	(952,192)	(904,105)	147,875	121,560	184,389	172,504	1,617,077	1,636,630

(c) Share of Joint Operations Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

Eastern Waste Management Authority Inc.

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 \$2.082 million.

Note 20. Contingencies and assets/liabilities not recognised in the balance sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Land under roads

As reported in the Financial Statements, 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 the 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, Council controlled 171 km of road reserves of average width 14 metres.

2. Potential insurance losses

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. 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 after the balance sheet date

Consistent with disclosures under AASB 110 - Events after Balance Date, there were no events subsequent to 30 June 2023 that need to be disclosed in the financial statement.

Note 22. Related party transactions

Key management personnel

Transactions with key management personnel

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.

\$	2023	2022
The compensation paid to key management personnel comprises:		
Short-term employee benefits	1,275,973	1,288,958
Post-employment benefits	93,871	91,919
Total	1,369,844	1,380,877

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.

Certification 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 & St Peters for the year ended 30 June 2023, the Council's Auditor, Galpins 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

Date: 01 November 2023



Robert Bria
Presiding Member, Audit Committee

Auditor Profile

Galpins is a leading entity in Australian financial services, providing audit, tax and advisory solutions to individuals, businesses, and government entities across diverse industries.

With nine partners and a dedicated team, Galpins strategically operates from Adelaide CBD and McLaren Vale, ensuring accessible, comprehensive services.

Tim Muhlhausler and Juliano Freitas are currently assigned to Council's External Audit contract.

Tim is a Registered Company Auditor, Registered SMSF Auditor and Chartered Accountant specialising in the areas of risk and assurance services, financial and compliance auditing, internal audit and consulting with a particular focus on local government and the public sector.

Tim's qualifications and memberships:

- Bachelor of Commerce (Adelaide University)
- Member Institute of Chartered Accountants ANZ
- Graduate Diploma (ICAA)
- Registered Company Auditor
- Registered SMSF Auditor
- Member, Institute of Internal Auditors
- Certified Internal Auditor (study underway)

Juliano specialises in the area of audit for large proprietary companies, state government agencies and local government entities. Over the years, he has built his portfolio to also include managing consultancy services, corporate due diligences, solvency reviews and forensic audits.

Juliano's qualifications and memberships:

- Bachelor of Accounting
- Graduate Diploma (CAANZ)
- Member, CAANZ
- Registered Company Auditor

Independent Auditor's Report

Galpins

Accountants, Auditors
& Business ConsultantsCHARTERED ACCOUNTANTS™
MEMBER SINCE 1988

Mount Gambler
230 Commercial Street West
PO Box 244, Mount Gambler SA 5210
P: (08) 8725 3548
F: (08) 8724 9553
E: admin@galpins.com.au

Stirling
Unit 4, 3-5 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8329 1255
F: (08) 8329 1244
E: stirling@galpins.com.au

Norwood
3 Kensington Road, Norwood SA 5067
PO Box 4967, Norwood South SA 5067
P: (08) 8332 3433
E: norwood@galpins.com.au

W: www.galpins.com.auGalpins Trading Pty Ltd
ABN: 89 454 702 886Liability limited by a scheme approved
under Professional Standards Legislation

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS

To the members of City of Norwood Payneham & St Peters

Opinion

We have audited the compliance of City of Norwood Payneham & St Peters (the Council) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2022 to 30 June 2023 have been conducted properly and in accordance with law.

In our opinion, City of Norwood Payneham & St Peters has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2022 to 30 June 2023.

Basis for opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2022 to 30 June 2023. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's responsibility for internal controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

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.

Auditor's responsibility

Our responsibility is to express an opinion on the Council's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Council to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2022 to 30 June 2023. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

Limitations of controls

Because of the inherent limitations of 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 so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on 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.

Limitation of use

This report has been prepared for the members of the Council in Accordance with Section 129 of the *Local Government Act 1999* in relation to the internal controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor
Partner

21 November 2023

Galpins

Accountants, Auditors
& Business ConsultantsCHARTERED ACCOUNTANTS®
MEMBERSHIP NO. 1008 (2018/2019)**Mount Gambler**233 Commercial Street West
PO Box 244, Mount Gambler SA 5210
P: (08) 8729 3068
F: (08) 8724 1553
E: admin@galpins.com.au**Stirling**Unit 4, 3-9 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8339 1255
F: (08) 8339 1266
E: stirling@galpins.com.au**Norwood**3 Kensington Road, Norwood SA 5067
PO Box 4947, Norwood South SA 5067
P: (08) 8332 3433
E: norwood@galpins.com.au

W: www.galpins.com.au

Galpins Trading Pty Ltd
ABN: 89 656 702 886Liability limited by a scheme approved
under Professional Standards Legislation**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT****To the members of City of Norwood Payneham and St Peters****Opinion**

We have audited the accompanying financial report of City of Norwood Payneham and St Peters (the Council), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of City of Norwood Payneham and St Peters.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Council as at 30 June 2023, and its financial performance and its cash flows for the year then ended in accordance with the 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 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 ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council's responsibility for the financial report

Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Council is 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 Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's responsibility 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 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

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor
Partner

21 November 2023

Galpins

Accountants, Auditors
& Business ConsultantsCHARTERED ACCOUNTANTS™
MEMBERSHIP SINCE 1880**CITY OF NORWOOD PAYNEHAM & ST PETERS****GENERAL PURPOSE FINANCIAL STATEMENTS**

For the year ended 30 June 2023

Statement by Auditor

I confirm that, for the audit of the financial statements of City of Norwood Payneham & St Peters for the year ended 30 June 2023, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, 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*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 27 October 2023

Mount Gambler

233 Commercial Street West
PO Box 244, Mount Gambler SA 5210
P: (08) 8729 3068
F: (08) 8724 9553
E: admin@galpina.com.au

Stirling

Unit 4, 3-5 Mount Barker Road
PO Box 727, Stirling SA 5152
P: (08) 8339 1255
F: (08) 8339 1266
E: stirling@galpina.com.au

Norwood

3 Kensington Road, Norwood SA 5067
PO Box 4947, Norwood South SA 5067
P: (08) 8332 3433
E: norwood@galpina.com.au

W: www.galpina.com.au

Galpins Trading Pty Ltd
ABN: 89 456 702 886Liability limited by a scheme approved
under Professional Standards Legislation

Appendices

Confidential Items	285
Gifts & Benefits to Elected Members	290
Elected Member Attendance at Events	292
Freedom of Information Applications	293

Confidential Items

July 2022–June 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 4 July 2022	14.1	Tender Selection Report – Construction of Bluestone and Concrete Kerbing 2022-2023	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Minute to be released when the matter is finalised.	July 2026
Council 4 July 2022	14.2	Intersection of Portrush Road and Magill Road	Section 90(2) and (3)(g)	Retain in confidence	5 years	Minute Released. Report to be kept confidential July 2026	July 2027
Council 4 July 2022	14.3	2023 Tour Down Under	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made		Minute Released. Report to be kept confidential.	July 2027
Council 4 July 2022	14.4	East Waste – Recycling Contract Update	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	July 2027
Council 1 August 2022	14.1	Proposed New Mandatory Training Standards for Elected Members	Section 90(2) and (3)(g)	Retain in confidence until the matter is finalised		Matter is finalised.	Released
Council 1 August 2022	14.2	Staff Related Matter	Section 90(2) and (3)(a)	Retain in confidence	5 years		August 2028
Council 1 August 2022	14.3	Personal Explanation – Cr Scott Sims	Section 90(2) and (3)(a)	Retain in confidence	5 years		August 2028
Council 22 August 2022	3.1	Tender Selection Report – Battams Road Linear Park Bank Erosion Remediation Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	August 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 5 September 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.	September 2027
Council 4 October 2022	14.1	Appointment of Independent Members to the Eastern Region Alliance (ERA) Water Audit Committee	Section 90(2) and (3)(a)			Appointment to the Board has been made.	Released
Council 4 October 2022	14.2	Code of Conduct Matter - Cr Fay Patterson	Section 90(2) and (3)(a) and (3)(h)	Retain in confidence	5 years		October 2027
Council 7 November 2022	14.1	River Torrens Shared Path Enhancement Project Stage 1 Deed of Settlement and Release (the Deed) between the Council and Aspect Studios Pty Ltd and Lucid Projects (Australia) Pty Ltd	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	November 2027
Council 7 November 2022	14.2	Annual Report in Accordance with the Chief Executive Officer's Contract of Employment	Section 90(2) and (3)(a)	Retain in confidence	12 months		November 2023
Council 5 December 2022	14.1	2023 Australia Day Awards	Section 90(2) and (3)(o)			Until presentation of the Awards - 26 January 2023.	Released 26 January 2023
Council 5 December 2022	14.2	Tender Selection Report for the Construction of the Dunstan Adventure Playground Redevelopment	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	December 2027
Council 5 December 2022	14.3	Norwood Oval - 2023 AFL 'Magic Round'	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024

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 5 December 2022	14.4	Lions Club of Glenside Inc - Tusmore Community Hub Proposal	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024
Council 5 December 2022	14.5	Service Review Project	Section 90(2) and (3)(a)	Retain in confidence	Until the project commences		
Council 5 December 2022	14.6	Organisational Structure	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024
Council 16 December 2022	14.1	Lease Agreement - 64 Nelson Street, Stepney - Women's Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence	Until a new Lease is entered into		
Council 16 January 2023	14.2	Request by Prince Alfred College for the Council to facilitate Land Acquisition	Section 90(2) and (3)(b)	Retain in confidence	Until the process commences		
Council 16 January 2023	14.3	Potential Disposal of Lot 13 Holton Court, Joslin by the Minister for Infrastructure and Transport	Section 90(2) and (3)(i)	Retain in confidence	Until the matter is finalised		
Council 6 February 2023	13.1	Australian Football League (AFL) Gather Round	Section 90(2) and (3)(d)	Retain in confidence	Until the Agreement has been finalised		Released
Council 6 February 2023	14.1	Tender Selection Report - River Torrens Linear Park Shared Path Enhancement Project (Stage 2)	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	February 2028
Council 6 February 2023	14.2	Appointments to the Norwood Parade Precinct Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	February 2028

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 6 February 2023	14.3	2024 Tour Down Under	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made			Released
Council 6 February 2023	14.4	Norwood Concert Hall – Invoicing and Administration	Section 90(2) and (3)(a)	Retain in confidence	5 years		February 2028
Council 6 March 2023	14.1	Lease Agreement - 64 Nelson Street, Stepney - Women's Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence	Until a new Lease is entered into		
Council 6 March 2023	14.2	52 Sydenham Road, Norwood - Establishment of Access over Council Owned Land	Section 90(2) and (3)(d)	Retain in confidence	Until the notice of the amendment to the Community Land Management Plan is published		
Council 22 March 2023	3.1	Audit & Risk Committee - Appointment of Independent Members	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	March 2028
Council 22 March 2023	3.2	Appointments to the Business & Economic Development Advisory Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	March 2028
Council 22 March 2023	3.3	Review of the St Peters Child Care Centre & Pre-School	Section 90(2) and (3)(a)	Retain in confidence	5 years		March 2028
Council 3 April 2023	14.1	Tender Selection Report - Burchell Reserve Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2028
Council 3 April 2023	14.2	Tender Selection Report - Cruickshank Reserve Facility Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2028

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 3 April 2023	14.3	Appointment of Members to the ERA Water Audit Committee	Section 90(2) and (3)(a)	Retain in confidence	Until the appointment has been made		Released June 2023
Council 1 May 2023	14.1	Execution of Council Seal - Land Management Agreement - 27 Stannington Avenue, Heathpool	Section 90(2) and (3)(a)	Retain in confidence	Until such time that the LMA Deed is noted on Certificate of Title		
Council 1 May 2023	14.2	Trans Tasman Energy Group Pty Ltd - Public Lighting Dispute	Section 90(2) and (3)(a) and (3)(i)	Retain in confidence	Until the matter is finalised		
	14.1	Heritage Protection Opportunities	Section 90(2) and (3)(m)	Retain in confidence	Until the proposed amendment is released for the purpose of public consultation		
	14.2	2023 ARA Awards – City of Norwood Payneham & St Peters Annual Report 2021–2022	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made			Released July 2023

Gifts & Benefits to Elected Members

July 2022–June 2023

Date	Recipient	Name of person or organisation providing the gift or benefit	Description of gift or benefit	Approximate value of gift or benefit	Reason for gift or benefit	What was done with the gift or benefit?
29 July 2022	Mayor Robert Briä	Dr Aanchal Gupta & Dr Vikas Jasuria	Penfolds Bin 407 Cabernet Sauvignon 2017	\$100.00	Gift	Donated to staff Christmas raffle
1 August 2022	Mayor Robert Briä	Consulate-General of the People's Republic of China Adelaide	1 Moon Cake	\$65.00	Gift	Accepted the gift
29 November 2022	Mayor Robert Briä	Darren Chandler, Chief Executive Officer of SANFL	\$50 towards lunch at George's Restaurant	\$50.00	Gift	Accepted the gift
20 December 2022	Mayor Robert Briä	Stefan Iannace (Cheeky Grin Café)	1 bottle of Shiraz red wine	\$20.00	Gift	Accepted the gift
26 January 2023	Mayor Robert Briä	Shruthi Adelaide Inc.	Decorative elephant statue (20cm width 15cm height)	Unknown	Gift	Accepted the gift
12 February 2023	Mayor Robert Briä	Beit Shalom Synagogue	VIP Guest at 'Yetzirah' Art Exhibition	\$30.00	Gift	Donated to NPSP Libraries
15 February 2023	Mayor Robert Briä	Mr Theo Maras OAM	Dinner at Martini's Ristorante	\$100.00	Gift	Accepted the gift
11 April 2023	Mayor Robert Briä	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round Gold Coast SUNS v Fremantle match on 14 April 2023 - Norwood Oval	\$50.00	Gift	Accepted the gift

Date	Recipient	Name of person or organisation providing the gift or benefit	Description of gift or benefit	Approximate value of gift or benefit	Reason for gift or benefit	What was done with the gift or benefit?
11 April 2023	Mayor Robert Bria	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round GWS Giants v Hawthorn match on 16 April 2023 - Norwood Oval	\$50.00	Gift	Accepted the gift
14 April 2023	Mayor Bria, Cr McFarlane, Cr Knoblauch, Cr Moorhouse, Cr Clutterham, Cr Duke, Cr Piggott, Cr Callisto	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round GWS Giants v Hawthorn match on 16 April 2023 - Norwood Oval	\$480.00	Gift	Accepted the gift
15 April 2023	Mayor Robert Bria	David Tudorovic	Norwood Football Club 2022 Premiership Scarf	\$38.00	Gift	Accepted the gift
16 April 2023	Mayor Bria, Cr Sims, Cr McFarlane, Cr Knoblauch, Cr Moorhouse, Cr Clutterham, Cr Robinson, Cr Duke, Cr Piggott, Cr Callisto, Cr Mex	Australian Football League Gather Round	One ticket to the AFL Gather Round match Hawthorn v Greater Western Sydney on 16 April 2023 - Norwood Oval	\$660.00	Gift	Accepted the gift

Elected Member Attendance at Events

July 2022–June 2023

	Volunteer Christmas Dinner 2022	Mayor's Christmas Dinner 2022	Football Ticket (10 games in total)	Football Pre-Match Functions	Football Half Time Hospitality
Mayor Bria	\$84.00	\$134.80	\$42.00	\$240.00	\$60.38
Cr Callisto	\$84.00	\$134.80	\$42.00	—	\$60.38
Cr Clutterham**	—	\$134.80	—	—	—
Cr Dottore*	—	—	\$42.00	—	\$60.38
Cr Duke	\$84.00	\$134.80	\$42.00	—	\$60.38
Cr Granozio	\$84.00	\$134.80	—	—	—
Cr Holfeld**	\$84.00	\$134.80	—	—	—
Cr Knoblauch	\$84.00	\$134.80	\$42.00	—	\$60.38
Cr McFarlane**	\$84.00	\$134.80	—	—	—
Cr Mex	\$84.00	\$134.80	\$14.00	—	\$19.13
Cr Minney*	—	—	\$42.00	—	\$60.38
Cr Moore*	—	—	—	—	—
Cr Moorhouse	\$84.00	\$134.80	\$42.00	—	\$60.38
Cr Patterson*	—	\$134.80	—	—	—
Cr Piggott**	—	\$134.80	—	—	—
Cr Robinson**	—	\$134.80	—	—	—
Cr Sims	\$84.00	\$134.80	\$42.00	—	\$60.38
Cr Stock*	—	—	\$42.00	—	\$60.38
Cr Whittington	—	—	—	—	—
Total	\$840.00	\$1887.20	\$392.00	\$240.00	\$526.55

— did not attend

* July–November 2022

** November 2022 – June 2023

Football ticket cost \$14.00

Football pre-match functions cost \$80 per person

Football refreshments at half time range between \$19 and \$25 per person.

Freedom of Information Applications

July 2022–June 2023

Date Received	Details of Application	Determination
19 July 2022	All documents regarding the potential conversion of Salisbury Lane, Royston Park to public road.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clauses 6 and 7 of the FOI Act.
19 July 2022	A copy of documents that relate to the enforcement of conditions associated with Development Application 155-411-2018/21010934.	Documents Released
6 October 2022	CCTV footage of the ground floor of the Webbe Street Car Park on 25 September 2022 between 19.10pm and 20.50pm.	Footage Released
10 October 2022	A copy of dog registration records for a dog belonging to resident.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the FOI Act.
12 October 2022	A stamped copy of the plans for Development Application 22011791.	Access granted via inspection of the documents
12 October 2022	Documents dated between 15 September 2022 & 20 September 2022 relating to cameras set up on George Street, Norwood.	No documents within the scope of the application.
19 October 2022	A copy of the request for legal advice and the legal advice presented verbally to Elected Members on 2 December 2019, in relation to the Chief Executive Officer's Performance Review Committee.	Partial 2 documents provided with some exemptions – Clause 6(1) Schedule 1 of the Freedom of Information Act. 2 documents not released due to exemptions - Clause 10 (1) of Schedule 1
11 November 2022	CCTV Footage of the Webbe Street Car Park on 12 March 2022	Footage Released
21 November 2022	A copy of the Traffic Impact Statement and copies of traffic studies regarding works in George Street Norwood. Copies/details of the consultation undertaken by the Council regarding George Street.	Application withdrawn
28 April 2023	A copy of the Acoustics Report regarding Development Application 155-449-2019	Released
21 June 2023	A copy of the documents regarding inspections undertaken at a private residence in Norwood by Council Staff.	Released
23 June 2023	CCTV Footage of the Webbe Street Car Park on 11 June 2023	Released

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

Glossary

Terms and Acronyms

AASB	Australian Accounting Standards Board
Accrued Revenue/Expense	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.
Asset	A facility or part of a facility that is owned and controlled by the Council.
Asset Sustainability Ratio	Measures the extent to which the Council is renewing or replacing its existing physical assets.
Budget	Council's planned allocation of monetary resources for a financial year.
Business Precinct	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.
By-Law	Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .
CAP	Council Assessment Panel
Capital Expenditure	Expenditure made by the Council which results in the creation or improvement of an asset.
Capital Works	Any work undertaken to establish, renew, expand and upgrade Council assets.
CEO	Chief Executive Officer
CityPlan 2030: Shaping Our Future	The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.
Civil Infrastructure Works Program	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.
Councillors	The elected representatives of the Council.
CPA	Certified Practising Accountant
DDA	<i>Disability Discrimination Act 2005</i>
Depreciation	Reduction in the value of an asset over time.
East Waste	Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.
EDM	Electronic direct mail
EHA	Eastern Health Authority
Elected Members	The elected representatives of the Council.
Engagements	Measures the public shares, likes, comments and interactions of content posted on social media.
Environmental Sustainability	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.
Equity	The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.

ERA	Eastern Region Alliance
E-waste	Electronic waste including televisions, computers and mobile phones.
Expense	An outgoing payment made by the Council.
FOI	Freedom of Information
Governance	The systems established by the Council to ensure compliance with legislative requirements.
GST	Goods and Services Tax
Infrastructure	The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.
Infrastructure & Asset Management Plans	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.
LGA	Local Government Association of South Australia
LGAWCS	Local Government Association Workers Compensation Scheme
Liabilities	A financial debt or obligations owed by the Council.
Link clicks	The number of clicks on links to select destinations or experiences on the Council's website.
Long-Term Financial Plan	Sets out the financial projections for the Council's planned activities over a ten year timeframe.
Net Assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net Financial Liabilities	Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.
Net Financial Liabilities Ratio	Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.
NRM Levy	Natural Resources Management Levy
Open Space	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.
Operating Surplus/Deficit	The difference between income earned and expenditure to provide ongoing services and programs.
Operating Surplus Ratio	Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.
Organic Waste	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).
Page impression	Number of times a specific website or page has been viewed by users.

Parade Separate Rate	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.
Presiding Member	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.
Rate Cap	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.
Rates	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.
Regional Subsidiary	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).
Regulatory Services	A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.
Representation Quota	A ratio of the number of electors per Elected Member.
Representation Review	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.
Revenue	The amount of money the Council receives from its activities, including from rates and services provided to the community.
Service Centre	The Council's customer service centre that handles requests, enquiries and payment from ratepayers and the general public.
Supplementary Election	A supplementary or bi-election is held whenever there is a vacancy in the Council.
Sustainability	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.
Vision	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.
Ward	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.
WHS	Work Health and Safety
Your NPSP	The Council's bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.

Index

A	Page
Access and Inclusion Strategy	220
Age Friendly Wayfinding Strategy	220
Alternative languages	Inside cover
Annual Business Plan	17
Appendices	284
Apprenticeship Scheme	103
Art on Parade	34, 185
Audit & Risk Committee	66, 76–77
Auditor Profile	277
Auditor's Report	278–283
Australia Day Awards	130
Awards	108–109
B	
Beyond the call of duty	106–107
Building Fire Safety Committee	78–79
Built Heritage Strategy	218–219
Burchell Reserve	157
Business & Economic Development Advisory Committee	82–83
By-laws	230
C	
Capital Expenditure	27, 269
Capital Works Program	163
Chief Executive Officer's Message	46
CityPlan 2030: Shaping Our Future	16, 174
City Snapshot	12
Civil Infrastructure Capital Works Program	164–165
Charitable Contributions	105
Committees	71
Communications	113
Community Care Services	178
Community Consultation	116
Community Facilities	166
Community Funding Program	128–129
Community Land Management Plans	221
Community Well-being	14
Confidential Items	71, 285–298

C	Page
Contracts & Procurement	160
Contracts & Purchasing	230
Concerts in the Park	34 & 185
Conditions of Employment	102
Corporate Carbon Emissions Update	20
Corporate Emissions Reduction Plan	203, 221
Corporate Reporting	217
Council Assessment Panel	80–81
Council Committees	76–84
Council Committee and Board Appointments	60–61
Council Collaboration and Subsidiaries	233
Council Elections	63
Council Meetings	70
Council Representation	68–69
Credit Card Expenditure	231
Customer Service	177
D	
Data Management	229
Demographics	99
Dog & Cat Management Plan	221
Drug and Alcohol Testing	110
Dunstan Adventure Playground	155
E	
Eastside Business Awards	41, 144, 191
East Waste	234
Economic Development Strategy	221
Elected Member Attendance at Events	292
Elected Member Behavioural Management Framework	64–65
Elected Members	72–73
Ethics	64–65
Events	34
Executive Leadership	90–93
F	
Fast Facts	33
Financials	237

F	Page
Former Elected Members	63
Freedom of Information	231, 293
From big things little things grow	134–135
G	
Gather Round	142–143
Gifts & Benefits to Elected Members	290–291
Gifts to Staff	105
Glossary	294–297
H	
Hall of Fame Winner	145
How To Read This Annual Report	
Human Resources	104
I	
Independent Auditor's Report	278–283
Infrastructure and Asset Management Strategies	223
Information and Briefing Sessions	72
Information Security Breaches	229
Interstate staff travel costs	105
J	
Job Description Spotlight	101
Just Lawful continues to Raise the Bar Adelaide	150–151
K	
Kaurna Acknowledgment	Inside Cover
Keeping Staff Informed	104
Kensington / East Norwood Ward	53
Key Projects	22
L	
Legal Expenses	231
Legislative Reporting Requirements	300–302
Length of Service	99
Libraries and Community Centres	170–171
Long-term Financial Plan	17
Look East	113

M	Page	P	Page	S	Page
Major Projects	154	Parks and Reserves	168–169	Strategic Planning Framework	15
Mayor and Councillors	51–61	Payneham Memorial Swimming Centre	154	Strategies & Plans	220–225
Maylands/Trinity Ward	58–59	Payneham Ward	54	Sustainability Statement	19
Mayor's Business Commendation Awards	197	Peloton of colour on The Parade	137	T	
Measuring our Success	204–215	Performance Highlights	28–31	The Parade Masterplan	157
Media Coverage	40–41	Policies	226	The Year Ahead	158–159
Meet our Staff	96–97	Policies, Codes and Registers	226–228	Torrens Ward	56
Meet our Volunteer	124–125	Possum Magic	133	Traffic Management & Road Safety Committee	84–85
Message from the Chief Executive	46–47	Project Governance	160–161	Tree Strategy	225
Message from the General Manager	238	R		V	
Message from the Mayor	44–45	Raising the Bar	41,	Volunteer Management	122
N		Record Keeping Protocol	229	Volunteer Service Program	123
National Competition Policy	232	Regional Collaboration	233	W	
New Australian Citizens	131	Regional Subsidiaries	234–235	Website Usage	114–115
Norwood Concert Hall	172	Registers	228	West Norwood/Kent Town Ward	57
Norwood Parade Precinct Committee	85	Regulatory Functions	214–215	Where your Rates Go	24–25
Norwood Swimming Centre	166–167	Representation Quota	69	Who We Are	10–11
O		Risk Governance and Management	66–67	Winter Warmers in our City	147
Oath of Office	51	River Torrens Linear Park Path	156	Work Health & Safety	110–111
Organisational Structure	88–89	S		Y	
Other Council Properties	173	Seed Mix	132	Year in Review	26–35
Our Business Community	139	Service Reviews	38–39	Your Next Cup Of Coffee Could Help Save A Life	148–149
Our City	11	Shop the Parade and Cruise Europe	146	Your NPSP	113
Our Community	127	Smart City Plan	225	Youth Development Strategy 2022–2025	225
Our History	10	Snapshot of Local Economy	140–141		
Our Identity	11	Social Media	113		
Our Organisation	87	Staff Changes and Recruitment	100		
Our Performance	153	Staff Profile	98–101		
Our Staff	94	Staff Well-being	104		
Our Stakeholders	42–43	Stakeholders			
Our Values	95	St Morris Reserve Upgrade Community Consultation	116–117		
Our Vision	4	St Peters Child Care Centre & Preschool	173		
Our Volunteers	119–120	St Peters Street Upgrade	156		
Outcome 1 Social Equity	176–183	St Peters Ward	55		
Outcome 2 Cultural Vitality	184–189	Strategic Challenges	36–37		
Outcome 3 Economic Prosperity	190–197	Strategic Direction	14		
Outcome 4 Environmental Sustainability	198–203				

Index - Legislative Reporting Requirements

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:

	Page
Audited Financial Statements	239–283
Auditor's Remuneration	256
Confidentiality Provisions - a report on the use of the confidentiality provisions for the Council meetings and documents	71, 285–289
Credit Card Expenditure	231
Decision Making Structure of the Council	70–71
Elected Member Behavioural Management Policy	64
Elected Members Gifts	74, 290
Elected Members information on allowances paid to Members of the Council or a Council Committee	72
Elected Members interstate and international travel costs	75
Elected Members training and development activities	74
Employee interstate and international travel costs	105
Employee Gifts	105
Equal Employment Opportunity programs and other Human Resource Management programs	102–105
Freedom of Information Applications - a report on the number of Freedom of Information applications made to the Council	231, 293
Health and Safety Duties	65
Information regarding the Council's Auditor	277
Legal Costs	231
National Competition Policy - information regarding the application of competitive neutrality principles, including the commencement or cessation of significant business activities and any complaints alleging a breach of competitive neutrality principles	232
Registers and Codes of Conduct or Practice required under the <i>Local Government Act 1999</i> or <i>Local Government (Elections) Act 1999</i>	226–228
Representation Quota - the average for similar Councils, conduct of periodic reviews and information on procedures available for elector representation submissions	69
Reviews of Decisions - number of applications, nature of the application and the outcome.	75
Senior Executive Officers - information regarding the number of senior executive officers and the kinds of allowances, bonuses and benefits made available as part of a salary package	90
Strategic Management Plans - reporting on performance and projections for the next financial year and performance against its Annual Business Plan	174–213

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.

For the purposes of Section 8 of the Act, a council's annual report should include details of:

214–215

- (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 2022–2023 Annual Report can be viewed online at 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
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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

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



City of
**Norwood
Payneham
& St Peters**