

Special Council Meeting Agenda & Reports

25 November 2024

Our Vision

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

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

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
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City of
Norwood
Payneham
& St Peters

21 November 2024

To all Members of the Council

NOTICE OF SPECIAL MEETING OF COUNCIL

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

Monday 25 November 2024, commencing at 7.00pm.

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

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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

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City of
Norwood
Payneham
& St Peters

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 4 NOVEMBER 2024**
2. **STAFF REPORTS**

2.1 CITY OF NORWOOD PAYNEHAM & ST PETERS 2023-2024 ANNUAL REPORT

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA78925
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present to the Council, the draft 2023-2024 Annual Report for the Council's consideration and endorsement.

BACKGROUND

The *Local Government Act 1999*, sets out the legislative requirements for the Council's Annual Report, with one of the key areas being reporting on the Council's performance in achieving the objectives set out in its Strategic Management Plan. The Council's Strategic Management Plan is *CityPlan 2030: Shaping Our Future*.

An Annual Report is also an important tool which is used to communicate with the local and wider community, current and potential employees, other Councils and prescribed bodies, about the Council's operations, its services, activities, performance and achievements. Annual Reports are principally documents of accountability and form part of the Council's Governance Framework.

Annual Reports also provide a historical record of the Council's activities and achievements.

A copy of the draft 2023-2024 Annual Report is contained within **Attachment A**.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The costs associated with the preparation, production and distribution are funded from existing Budget lines.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

The 2023-2024 Annual Report will be printed in accordance with the Council's environmental standards. A limited number of copies of the 2023-2024 Annual Report will be printed.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The draft 2023-2024 Annual Report has been prepared in accordance with the provisions of the *Local Government Act 1999* and in doing so, ensures that the Council meets its legislative requirements.

CONSULTATION

- **Elected Members**
Elected Members have provided their Profiles which are included in the draft 2023-2024 Annual Report.
- **Community**
Not Applicable.
- **Staff**
All relevant staff have been consulted during the preparation of the 2023-2024 Annual Report.
- **Other Agencies**
Not Applicable.

DISCUSSION

The draft 2023-2024 Annual Report has been produced in accordance with the relevant statutory requirements.

The draft 2023-2024 Annual Report includes information on a number of new matters which are now required in accordance with the *Local Government Act 1999* (the Act).

The new reporting requirements were identified through the Local Government Reform process, and have subsequently been included in the *Statutes Amendment (Local Government Review) Act 2021 (Review Act)*.

The new reporting requirements include the following:

- Section 131(1a) requires a Council to include in the Annual Report, the amount of legal costs which have been incurred in the relevant financial year;
- a report is required under Section 270(8) of the Act regarding Internal Review of Decisions;
- a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by Elected Members during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any interstate and international travel (excluding prescribed interstate travel) undertaken by employees of the Council during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any gifts above the value of \$50 provided to Elected Members during the relevant financial year funded in whole or in part by the Council;
- a summary of the details (including the cost) of any gifts above the value of \$50 provided to employees of the Council during the relevant financial year funded in whole or in part by the Council;
- a statement of the total amount of expenditure incurred using credit cards provided by the Council for use by Elected Members or employees of the Council during the relevant financial year.

Regulation 35 of the Local Government (General) (Annual Reports) Variation Regulations 2021, sets out the following definitions:

- **cost of travel** includes accommodation costs and other costs and expenses associated with the travel;
- **gift** includes hospitality;
- **prescribed interstate travel** means travel by an Elected Member or employee (as the case may be) of a Council the area of which shares a border with another State or a Territory of the Commonwealth if the travel is within that other State or that Territory and is in the course of ordinary business of the Council, or travel of a kind included within the ambit of this definition by the Minister by notice in the Government Gazette.
- for the purposes of the definition of **prescribed interstate travel**, travel is taken not to be in the course of ordinary business of a Council if the travel is for the purposes of an Elected Member or employee of the Council attending a conference or training or development activities in another State or a Territory.

In addition to the above, Section 262B (7) of the *Local Government Act 1999*, requires the Council to review the operation of its *Behavioural Management Policy* within 12 months of the periodic election. As Members are aware, the Local Government Association of South Australia (LGA) has prepared a Model Behavioural Management Policy which applies to all Councils in South Australia until such time as the Council adopts its own Behavioural Management Policy.

In accordance with Section 262B (7) of the *Local Government Act 1999*, the draft 2022-2024 Annual Report includes a report on the operation of the *Model Behavioural Management Policy*.

The Annual Report is an important document, as in addition to the required financial reporting, the Report also sets out a summary of the activities undertaken by the Council over the relevant financial year. As such, it is an important communication document for our community and other stakeholders. By implication therefore, from a legislative and completeness perspective, the document contains details regarding all of the activities which have been undertaken by the Council in a consolidated format – in this case 2023-2024.

Elected Members may recall that the Council's 2015-2016 Annual Report was awarded a Bronze Award and the 2016-2017 Annual Report was awarded a Silver Award by the Australasian Reporting Awards Association.

The Council's last six (6) Annual Reports, (2017-2018, 2018-2019, 2019-2020, 2020-2021, 2021-2022 and 2022-2023), have been awarded a Gold Award by the Australasian Reporting Awards Association.

The Awards are administered by Australasian Reporting Awards Limited, an independent not-for-profit organisation run by professionals from the business, government and not-for-profit sectors, with the support of professional bodies concerned with the quality of financial and business reporting.

The Australasian Reporting Awards are open to all organisations in Australia, New Zealand and countries in the Asia-Pacific region, which prepare an annual report (private sector, public sector and the not-for-profit sector).

As part of the Australasian Reporting Awards, comments are provided to organisations to consider elements of the Annual Report which can be improved and/or areas which are no longer considered relevant in terms of current reporting standards. Based on the comments which were provided to staff regarding the Council's previous Annual Reports, the 2023-2024 Annual Report has been structured to align with the comments which have been received and ensure that the Annual Report reflects best practice in terms of reporting.

Following the Council's adoption of the draft 2023-2024 Annual Report, copies, as required by legislation, will be forwarded to all relevant persons and/or bodies, including the South Australian Grants Commission, the Parliamentary Librarian of SA, the National Library and the State Library of South Australia.

A copy of the 2023-2024 Annual Report will also be made available on the Council's website.

The draft Annual Report will undergo some further editorial and formatting amendments prior to printing.

OPTIONS

Not Applicable.

CONCLUSION

The City of Norwood Payneham & St Peters 2023-2024 Annual Report provides a comprehensive review of highlights, activities and achievements during the reporting period.

The Annual Report also complies with the legislative requirements contained in the *Local Government Act 1999*.

COMMENTS

Nil.

RECOMMENDATION

1. That the draft 2023-2024 City of Norwood Payneham & St Peters Annual Report be approved.
2. That the Chief Executive Officer be authorised to make any required editorial changes prior to the printing of the City of Norwood Payneham & St Peters 2023-2024 Annual Report.

Attachment A

**City of Norwood Payneham & St Peters
2023-2024 Annual Report**



A progressive City,
with a strong
community spirit.



Annual Report

2023 – 2024

[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@npsp.sa.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@npsp.sa.gov.au oppure chiamando al numero 08 8366 4555.

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

Chinese

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

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

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

Hindi

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

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

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

Greek

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

Αυτό το έγγραφο διατίθεται σε εναλλακτικές μορφές και γλώσσες κατόπιν αιτήματος. Μπορείτε να το ζητήσετε στέλλοντας email στο citizenservice@npsp.sa.gov.au 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

Dunstan Adventure Playground
Mural, St Peters. Artists: Tania Taylor
and Jay Milera

We value your comments

For more information about the
2023–2024 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 2023–2024 Annual Report provides a comprehensive account of the Council’s performance, achievements, challenges and financial management, from 1 July 2023 to 30 June 2024.

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*.

In South Australia, Section 131 of the *Local Government Act 1999* (the Act), requires all Councils, on or before 30 November in each year, to prepare and adopt an annual report relating to the operations of the Council for the financial year ending on the preceding 30 June. The Annual Report must include the material and include specific reports on the matters specified in Schedule 4 of the Act.

The City of Norwood Payneham exceeds the legislative requirements of the Act to produce an Annual Report that is comprehensive, demonstrates our wide range of services and programs and celebrates our community.

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 2023–2024 is on pages **XXXX**
- Information about the Council, our organisation and our community can be found on pages **XXX**.
- Our performance outcomes for 2023–2024 are on pages **XXX**.
- To view our 2023–2024 financial indicators and audited financial statements, please see pages **XXX**.

A glossary of terms and acronyms used throughout the report is on pages **XXX**.

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.



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Introduction

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

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A10

City of
Port Adelaide
Enfield

Campbelltown
City Council

City of
Prospect

Town of
Walkerville

City of
Charles Sturt

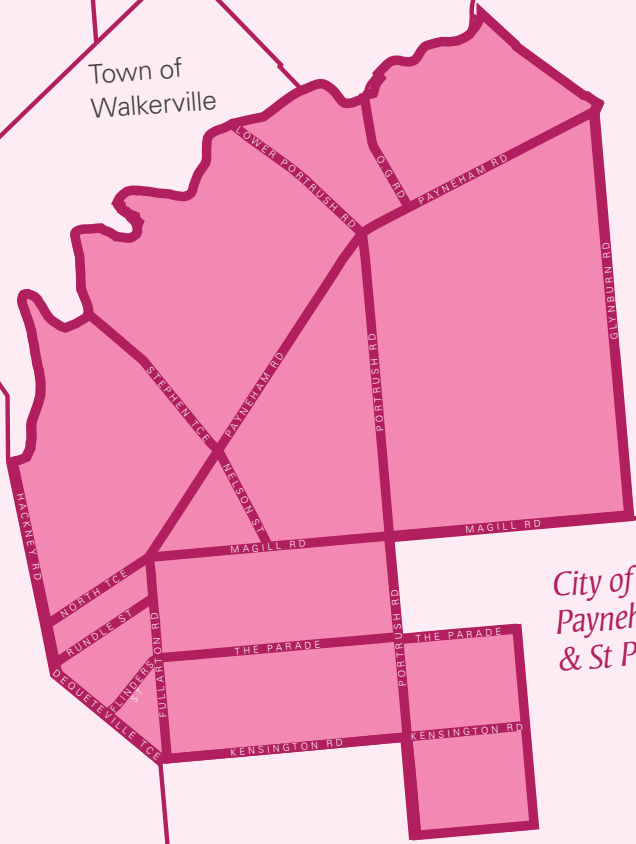
City of
Adelaide

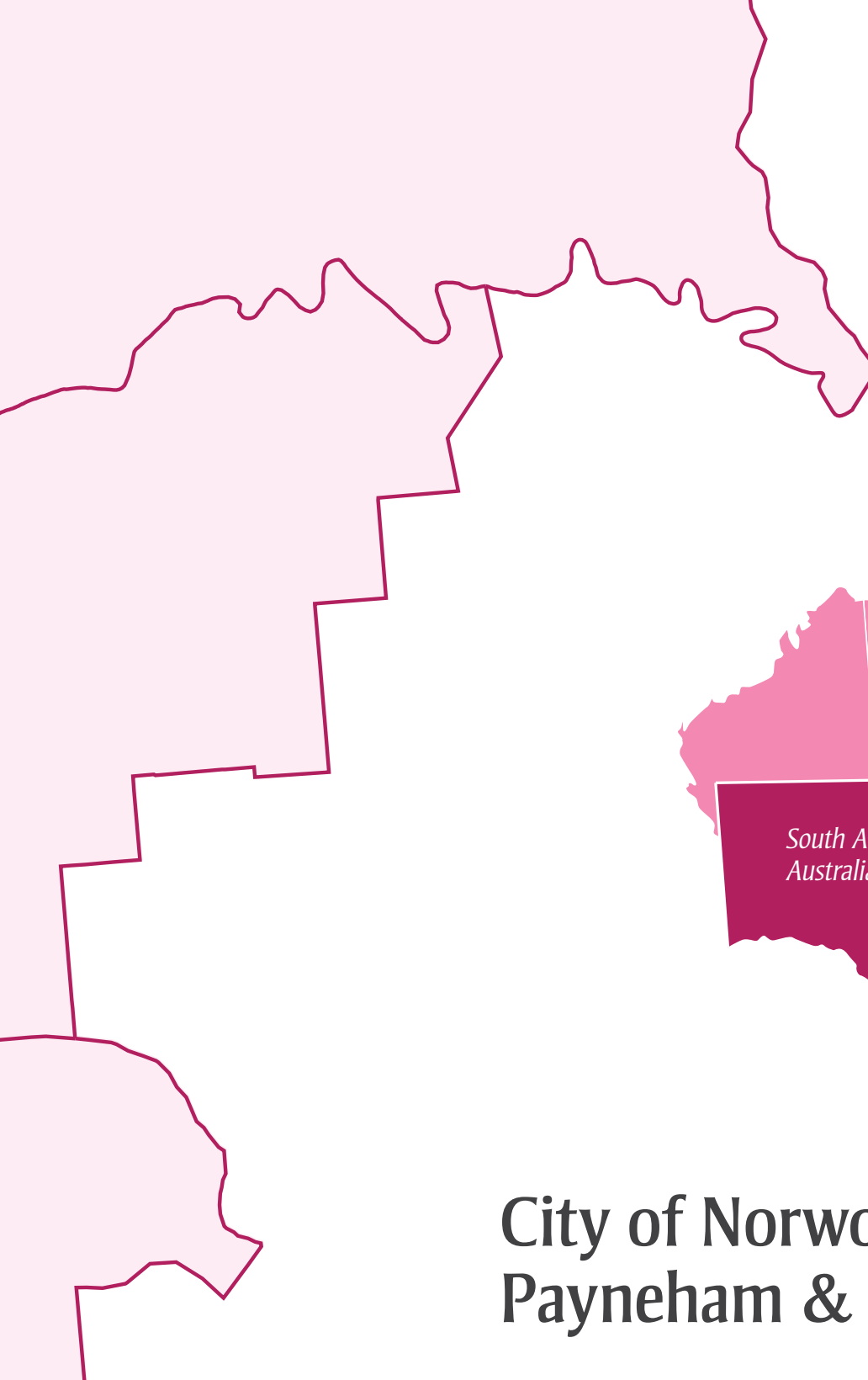
*City of Norwood
Payneham
& St Peters*

City of
West Torrens

City of Burnside

City of Unley





City of Norwood Payneham & St Peters

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

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

Who We Are

Our History

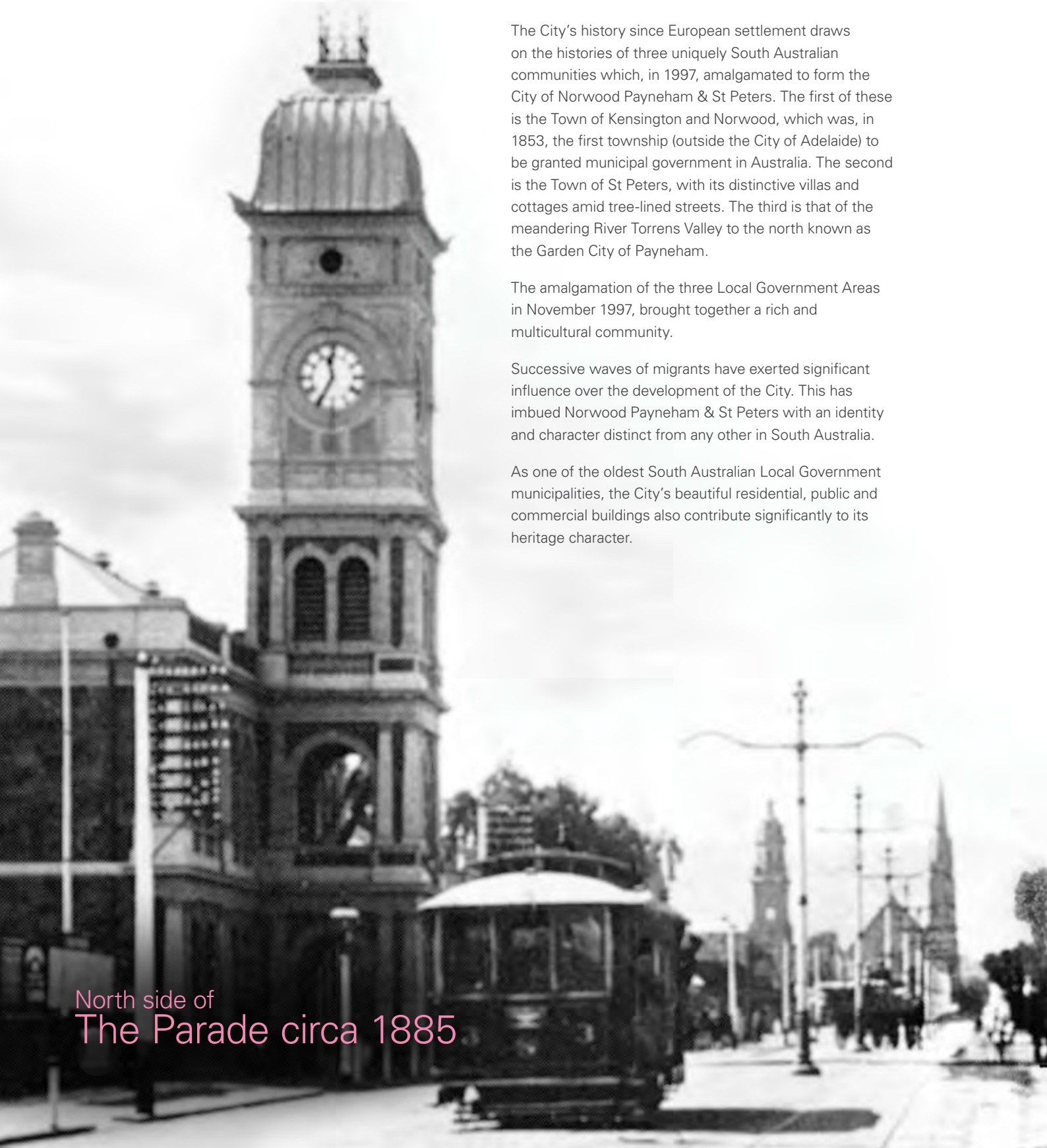
The Kurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kurna people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

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

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

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

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



North side of
The Parade circa 1885

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.

South side of
The Parade circa 2024



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.

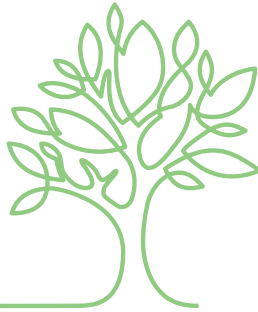


29.7%

of citizens residing in the City of Norwood Payneham & St Peters were born overseas.

341km
of footpaths

363km
of kerbing



171km roads

20,000+ street trees

Local businesses

7,010*

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



2 Swimming Centres

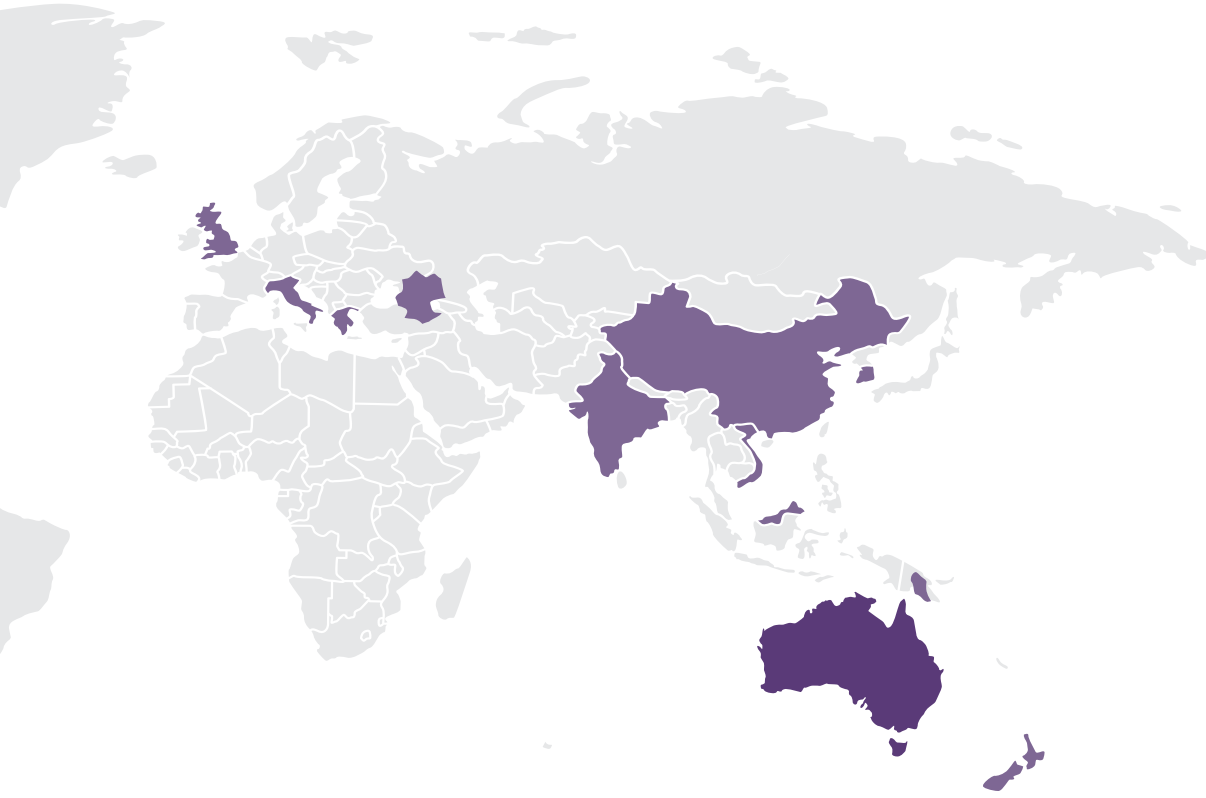


1 Child Care Centre & Pre-School



3 Libraries

Source: Australian Bureau of Statistics 2021 Estimated Resident Population
* Approximate figure



Top 5 origins of birth in the City

63.7%

Australia

4.4%

China

3.8%

Italy

3.7%

England

3.6%

India

Residents

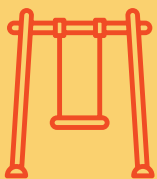
39,312#

The median age of people is 41 years. Children aged 0–17 years make up 17.6% of the population and people aged over 60 years make up 26.9%.

Volunteers

221

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) approach to decision making of environmental, social and economic sustainability, highlights the importance of protecting and enhancing our City's unique character and strong '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 which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *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 objectives and 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 the Council realises the future which we want for ourselves and the next generations, 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

Update 2024



***CityPlan 2030: Shaping Our Future* is the long-term strategic management plan used to guide decision making on future planning, programming of projects and services for our City and community.**

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

The Local Government Act 1999, requires all Councils to undertake a review of their Strategic Management Plan(s) within two years of each Council General Election. As the General Election of the Norwood Payneham & St Peters Council was held in 2022, a review of the Council's Strategic Management Plan, *CityPlan 2030* needs to be completed by no later than November 2024.

In accordance with the Act, the review of *CityPlan 2030* commenced in October 2023 and at the Council meeting held on 13 November 2023, the Council endorsed the draft *CityPlan 2030 - Update 2024* for the purpose of undertaking community consultation and engagement.

Following endorsement by the Council, the document was released for community consultation for a period of four weeks, commencing on 15 January 2024 and concluding on 11 February 2024.

A total of 39 submissions were received (9 written submissions and 30 survey respondents) from the community.

The consultation process indicated a positive level of support for the draft *CityPlan 2030 - Update 2024*. As a result of the research undertaken as part of the review process and the comments which were received, minor changes were made to the wording of the existing Objectives and Strategies. Generally, the proposed changes reflect emerging trends and the Council's level of influence and role in the delivery of its programs, services, facilities and initiatives.

CityPlan 2030 - Update 2024 was endorsed by the Council in September 2024

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 2024–2034 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 2024–2034 Long-term Financial Plan contains a number of strategic projects which will enhance the well-being of the community, while ensuring that the Council can fund its continuing services, programs and activities in a financially responsible and prudent manner.

Annual Business Plan



The City of Norwood Payneham & St Peters Annual Business Plan is a key document in the Council's strategic Planning Framework.

The Annual Business Plan is based on 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 while in turn shapes the projects, services and events delivered each year.

Revenue through rates, grants user charges and loan borrowings allows the Council to deliver more than 40 services, programs and events and enables the delivery of a number of strategic projects, initiatives and renewal of the City's infrastructure.



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 XXX–XXX.

Looking forward

The Council's aspiration to be a leader in environmental sustainability, will see the Council ensuring that:

- less resources, including natural resources, are used, monitoring our waste production and recycling and adapting our programs to continue to reduce waste;
- impacts of climate change is included in decision making as required;
- 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;
- the City's tree canopy is 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
- the City's 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.

Between 2018–2019 and 2023–2024, the Council has reduced its carbon footprint to approximately 1,287 tonnes CO₂e, a decrease of 32 per cent, resulting from reductions in electricity (56%), natural gas (37%), and transport (12%) emissions compared to the baseline of 1,890 tonnes.

The decrease in electricity emissions in 2023–2024, is attributed to a substantial investment by the Council in solar and battery installations at key sites, energy efficiency projects switching street lights to LED and the higher renewable electricity percentage in the South Australian grid.

The 37% reduction in natural gas emissions was largely as a result of the closure of the Payneham Memorial Swimming Pool.

The increase in waste emissions is as a result of changes to the way in which waste volumes and carbon emissions are calculated.

Corporate Emissions Summary

Category	Emissions (tCO ₂ -e)		Change (%)
	2018–19	2023–24	
Electricity Buildings & Facilities	840	372	-55.7
Electricity Streetlights	277	144	-48.0
Natural Gas	252	158	-37.3
Water	134	147	+9.7
Transport Fuel	225	198	-12.0
Supply chain (paper)	14.6	6	-58.9
Waste & resources (operational waste to landfill)	142	236.2	+66.3
Fugitive Emissions (refrigerants)	4.7	5	+6.4
Tonnes of carbon dioxide equivalent (CO₂-e)	1,890	1,287	-31.9



Challenges

Future emissions reductions will rely on a number of initiatives such as transitioning the Council's vehicle fleet to hybrid vehicles and transitioning Council buildings from gas to all electric heating and hot water; all powered by 100% renewable electricity.

The Council will also look to expand its reporting and management of indirect emissions sources that occur as a consequence of our activities, including embodied emissions from Council capital projects, procurement of goods and services and employee commuting emissions.

Looking ahead

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

- increasing solar and battery installations to its buildings;
- implementing energy and waste efficiency measures;
- continuing the transition of the fleet to low and zero- emission vehicles;
- pursuing a 100% renewable electricity contract (over time); and
- building a new all electric Payneham Memorial Swimming Centre (full electrification for energy use which uses no gas heating).

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

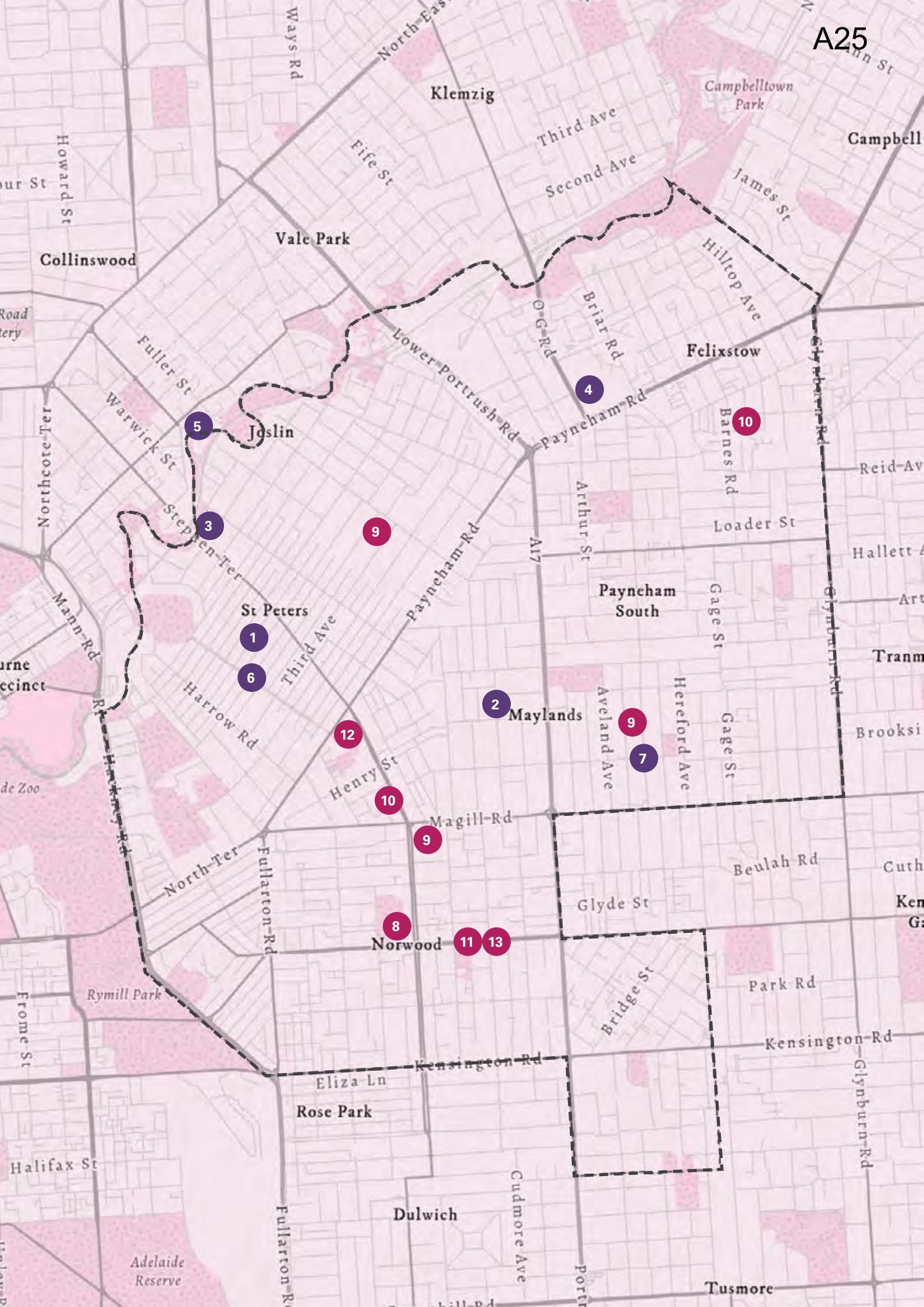
The Council's dedication to reducing its carbon footprint is evident, setting a positive example for the community and fostering a greener, more resilient City.

Year In Review

Key Projects & Events

This map and list includes some of the key projects and events which were delivered or commenced across the City during 2023–2024, for the benefit of the community.

1. **Burchell Reserve Upgrade**
Upgrade of Burchell Reserve in St Peters, features new tennis courts, picnic areas, playground and improved landscaping, focusing on mature trees and stormwater management.
2. **Cruickshank Reserve Facility Upgrade**
The upgrade of Cruickshank Reserve features a new clubroom, canteen, change rooms, and public toilets to support tennis, netball and other recreational activities.
3. **Dunstan Adventure Playground Redevelopment**
Redevelopment of the iconic St Peters Playground with new play equipment, improved paths, enhanced accessibility and updated park amenities
4. **Payneham Memorial Swimming Centre Redevelopment**
Redevelopment includes new all-access facilities, a 25m indoor pool, 50m outdoor pool, water slides and a waterplay area.
5. **River Torrens Linear Park Shared Path Upgrade**
Stage 2 upgrade of the shared path, including reconstruction, a new path and wayfinding signage for improved access.
6. **St Peters Street Streetscape Upgrade**
Upgrade of St Peters Street to enhance safety and connectivity for pedestrians, cyclists, and motorists, linking the River Torrens Linear Park to major local destinations.
7. **Trinity Valley Stormwater Drainage Upgrade – Stages 2 & 3**
Installation of new stormwater infrastructure, including culverts and a detention basin, to reduce flooding.
8. **AFL Gather Round**
Hosted two AFL matches at Norwood Oval as part of the Gather Round.
9. **Concerts in the Park**
The Concerts in the Park events provide a relaxed picnic style concert which the whole family can enjoy. The themed Concerts are held once a month over 3 months at the beginning of each year.
10. **Food Secrets Tours**
Embark on a four-hour journey to explore authentic local food and drink. Enjoy factory tours, tastings, lunch, and a shopping bag with printed merchandise and recipes. Discover local businesses and leave with memories and tips.
11. **Norwood Christmas Pageant**
Adelaide's' second biggest Christmas Pageant takes place along The Parade, Norwood.
12. **St Peters Fair**
St Peters Fair is an annual event offering a relaxed, affordable and fun-filled day for the whole family at Linde Reserve in Stepney. The event features free entertainment for the whole family and live music.
13. **Tour Down Under**
The Tour Down Under, a nationally and internationally recognised cycling event, is held in South Australia during January.



Year In Review

How Your Rates Have Been Spent

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



Governance, Communications & Administration

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



Waste & Recycling Services

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



Infrastructure Management

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



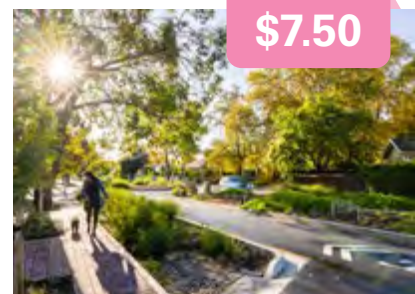
Community Health, Aged & Youth Services

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



Parks, Sport & Recreation

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



Enviormental Sustainability

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



\$6.06

Community Events, Arts and Heritage

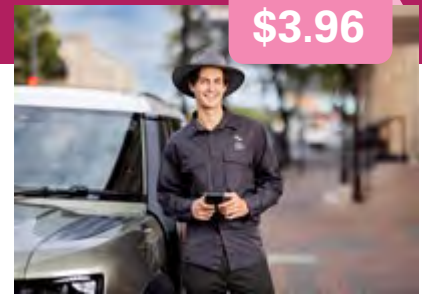
- Community events
- Community arts
- Cultural heritage
- Public Art



\$5.04

Libraries & Community Facilities

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



\$3.96

Regulatory Services

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



\$5.79

Planning

- Urban planning
- Health inspections
- Development assessments



\$2.44

Economic Development

- Management of business precincts
- Strategic projects
- Economic development



\$0.66

Subsidiaries

- ERA Water (recycled stormwater)
- Highbury Landfill Authority
- East Waste (waste management)
- Eastern Health Authority (health inspections)

Year In Review

Performance Highlights

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community

2023–2024 Achievements

Biennial Community Survey

The Council undertook its Community Survey in 2023. 400 citizens and 200 business operators participated in the survey.

Dunstan Adventure Playground

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

Payneham Memorial Swimming Centre

Work commenced on the Council's biggest ever capital project, the redevelopment of the Payneham Memorial Swimming Centre.

- ✓ Delivered 19,791 hours of Home Community Care Services to senior citizens. See Page XX
- ✓ The Council's 221 Volunteers dedicated 7861 hours of service across a diverse range of programs and services. See Page XX
- ✓ Undertook multiple traffic management reviews and surveys to ensure the safety of our community. See Page XX
- ✓ Commenced a review of the Community Funding Program to ensure it is meeting the objectives of the program. See Page XX

Challenges

- Received mixed feedback from local citizens on traffic changes and speed reductions during reviews and surveys.
- Announcement of the Payneham Memorial Swimming Centre redevelopment was delayed due to the State Government postponing the press conference.

The year ahead

- Commence Stage 4 of the Trinity Valley Stormwater Drainage Upgrade including St Morris Reserve Upgrade.
- Continue to implement a range of Smart City initiatives across the City.
- Finalise the review of the Community Funding Program to ensure it is meeting the objectives of the program.
- Continue construction of the Payneham Memorial Swimming Centre Redevelopment.

81%
Infrastructure Management

7%
Regulatory Services

4%
Subsidiaries

8%
Community, Health Aged & Youth Services



Function	Income	Expense	(Surplus)/Net Cost
Community, Health Aged & Youth Services	(3,707,509)	4,245,370	537,861
Infrastructure Management	(861,299)	6,290,268	5,428,969
Regulatory Services	(1,188,066)	1,645,866	457,800
Subsidiaries	(38,653)	333,700	295,047

Year In Review

Performance Highlights

Outcome 2: Cultural Vitality

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

2023–2024 Achievements

AFL Gather Round & Norwood Food & Wine Festival

For the second year, the Council worked with the AFL and the State Government to host the 2024 AFL Gather Round at Norwood Oval.

The Gallery

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

Hosted Popular Events

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

- ✓ 603 Development Applications were lodged with the Council.
- ✓ Hosted Stage 3 of Tour Down Under on South Australia's Premier Mainstreet, The Parade.
- ✓ The 2024–2027 Arts & Culture Plan was endorsed by the Council.
- ✓ Welcomed 247 new citizens to our City.

Challenges

- Engaging more traders to participate in the AFL Gather Round and Norwood Food & Wine Festival.

The year ahead

- Deliver a number of programs and activities which are focussed on achieving the objectives set out in the Council's Youth Strategy.
- Continue to explore heritage protection opportunities through the Council's Built Heritage Strategy.
- Development of a Public Art Masterplan.
- Digitise the Council's heritage collection to improve community access.

40%

Parks, Sport & Recreation

22%

Community Events, Arts and Heritage

22%

Planning

16%

Libraries & Community Facilities

Function	Income	Expense	(Surplus)/Net Cost
Community Events, Arts and Heritage	(46,511)	1,754,365	1,707,854
Libraries & Community Facilities	(1,215,570)	2,492,336	1,276,766
Planning	(817,939)	2,519,255	1,701,316
Parks Sport & Recreation	(595,044)	3,655,051	3,060,007

Year In Review

Performance Highlights

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services

2023–2024 Achievements

Eastside Business Awards

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

Food Secrets and Eastside Wine & Ale Trail Tours

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

Raising the Bar

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

- ✓ Commenced an economic analysis to inform the Council's strategic planning process for the Employment Zone in Glynde and Stepney.
- ✓ Hosted A Day of Fashion for the third year with participants "swapping" almost 1000 items.
- ✓ Hosted the Shop the Parade and Win a Ford Puma – resulting in \$560,000 in expenditure in the Parade Precinct
- ✓ Delivered the Mayor's Business Commendation Awards.
- ✓ 50 local business representatives attended the Council's mid-year networking event.

Challenges

The Glynde & Stepney Economic Report highlights significant challenges in both precincts, including limited amenities, poor parking and inadequate infrastructure.

The year ahead

- Continuing to implement and roll out of initiatives from the Council's Economic Development Strategy.
- Achieve better engagement with the City's business owners and operators.

100%

Economic Development



Function	Income	Expense	(Surplus)/Net Cost
Economic Development	(249,665)	1,063,013	813,348
Precinct Management	(215,000)	295,000	80,000

Year In Review

Performance Highlights

Outcome 4: Environmental Sustainability

A leader in environmental sustainability

2023–2024 Achievements

Tree planting

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

Smart Irrigation

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

Kerbside Green Waste Diversion Success

Diverted 5050 tonnes of kerbside green organic waste from landfill.

- ✓ Introduced a range of energy reduction initiatives at Council owned facilities.
- ✓ Offered an \$80 tree voucher to property owners.
- ✓ More than 2995 tonnes of kerbside recycling waste was diverted from landfill.
- ✓ Continued the transition to low emission Council-owned vehicles.
- ✓ Worked closely with Resilient East to educate citizens about climate change.
- ✓ Hosted tours of the St Peters Billabong, assisted by Friends of the Billabong Volunteers.

Challenges

Engaging more residents and business owners to participate in environmental initiatives and programs, including complying with recycling policies.

The year ahead

- Continuing to implement key objectives in the 2020–2030 Corporate Emissions Reduction Plan.
- Implementing energy and water efficiency measures.

59%

Waste Management

41%

Environmental Sustainability



Function	Income	Expense	(Surplus)/Net Cost
Environmental Sustainability	(35,115)	3,240,579	3,205,464
Waste Management	(59,359)	4,757,401	4,698,042

Year In Review

Events

In 2023–2024, the City of Norwood Payneham & St Peters delivered a wide range of events—from major and medium events attracting international and interstate visitors to small-scale community events for our local community.

All eyes were on Norwood Oval and South Australia's Premier Mainstreet, The Parade in April for the 2024 AFL Gather Round and Norwood Food & Wine Festival when thousands of football fans flocked to our City.

The Council's Events unit and Volunteers also did an incredible job delivering an array of events including the Norwood Christmas Pageant, delighting up to 20,000 spectators as well the Concerts in the Park, St Peters Fair and Twilight Carols.



Norwood Christmas Pageant

With the sun shining, Santa waving, and the cheers of 10,000 children and their families, the Norwood Christmas Pageant was a resounding success. Crowds began to gather along The Parade from 8am before the 10am start in front of the Norwood Oval. The event featured 70 floats, including six Council-owned floats, as well as contributions from local schools, businesses, and community groups. Each year, this joyous event is made possible by 80 dedicated volunteers and staff.

Concerts in the Park

A favourite in the Council's events calendar, the Concerts in the Park outdoor live music series took place in February and March. Over 3,200 music lovers, families, and friends enjoyed Jazz in the Park hosted at Koster Park, Melodies in the Park at Joslin Reserve, and Symphonies in the Park at the beautiful Richards Park.



St Peters Fair

3,000 happy children and their families and friends, enjoyed the sounds and sights at St Peters Fair on Saturday 16 March. Featuring a petting zoo, face painting, henna tattoos, amusement rides, inflatable games, St Peters Fair, which was held at Linde Reserve, Stepney is one of the Council's most loved events. St Peters Fair will be returning in March 2025.



AFL Gather Round & Norwood Food & Wine Festival

From 5–7 April 2024, Norwood Oval and The Parade, Norwood, filled with thousands of football fans from around the state and the nation for the second round of the AFL Gather Round, which was held at Norwood Oval. As part of this event, the Council hosted a Rivals Long Lunch and a Champions Lunch.

The Council worked closely with the State Government to deliver the Norwood Food & Wine Festival which attracted more than 70,000 people throughout the course of the event. It was the first time the Festival had been held on South Australia’s Premier Mainstreet, The Parade, since 2012.



Tour Down Under

The Parade was a sea of colour as thousands of cycling fans lined the street to see the cycling elite for the efex Men’s Stage 2 of the Tour Down Under on 17 January 2024.

As the riders took off on the 141.6-kilometre stage through the Adelaide Hills, the shops, cafes, restaurants and bars continued to buzz with activity throughout the City. The Tour Down Under will be warmly welcomed back in 2025!

Twilight Carols

This free family friendly open-air concert under the stars is always a crowd-pleaser. Held on Saturday 2 December 2023, more than 600 citizens welcomed the festive season at Linde Reserve with carols and a special visit from Santa. Twilight Carols will be returning in December 2024.





The Parade Norwood

Year In Review

Fast Facts

221

Volunteers

dedicated to our City.
Page XX.

220 in 2022–2023
208 in 2021–2022

900

attendees

gathered for Jazz in the Park.
Page XXX.

700 in 2022–2023
800 in 2021–2022

900

tickets

reserved for the Raising the Bar
event. Page XXX.

1,000 in 2022–2023
930 in 2021–2022

6,602

tonnes

of Kerbside General (landfill) waste collected.
Page XXX.

6,799 in 2022–2023
7,205 in 2021–2022

19,791

hours

of Community Care Service provided to citizens.
Page XXX.

18,242 in 2022–2023
17,954 in 2021–2022

16

consultations

with our local community.
Page XX.

8 in 2022–2023
15 in 2021–2022

247

new citizens

welcomed into our
community. Page XXX.

284 in 2022–2023
225 in 2021–2022

\$73,418

grants provided

through the Council's Community
Funding Program. Page XXX.

\$58,554 in 2022–2023
\$57,850 in 2021–2022

508

street trees

planted in our City.
Page XXX.

666 in 2022–2023
523 in 2021–2022

57,255

calls received

by the Council from citizens and
businesses. Page XXX.

59,892 in 2022–2023
43,978 in 2021–2022

603

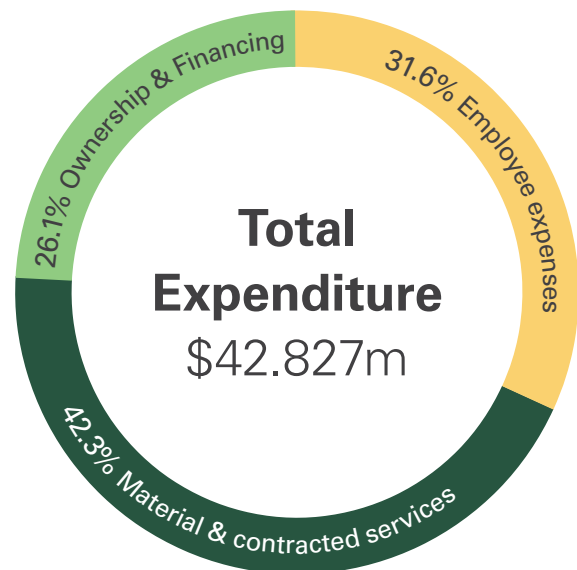
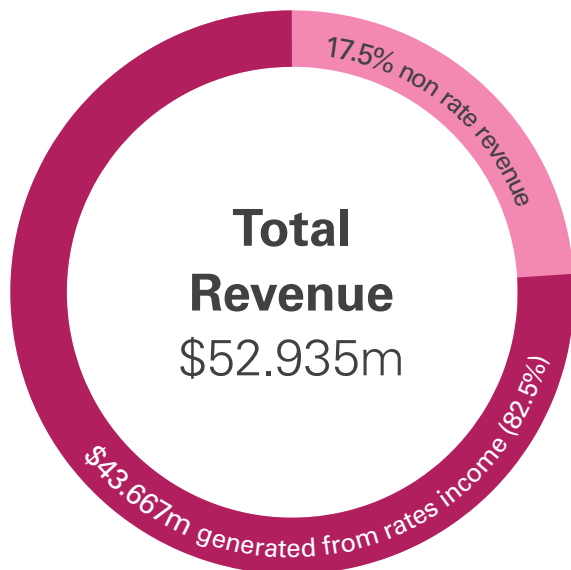
development applications

were lodged with the Council.
Page XXX.

768 in 2022–2023
842 in 2021–2022

Year In Review

Financial Summary



Residential Rate Increase

4%

Average residential rate increase from 2022–2023
= \$85/year based on a mean property valuation of \$868,000

Operating Surplus

\$0.109m

Down from 2022–2023 by 26%*

* The reduced Operating Surplus was predominantly due to the delay in payment of 85% of the Federal Government 2024-2025 Financial Assistance Grant which is budgeted to be paid as an advance.

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

Total Assets

\$662.472m



● Infrastructure, property and plant equipment	645.595m
● Cash and cash equivalents	\$0.997m
● Other assets	\$15.879m

Total Liabilities

\$34.037m



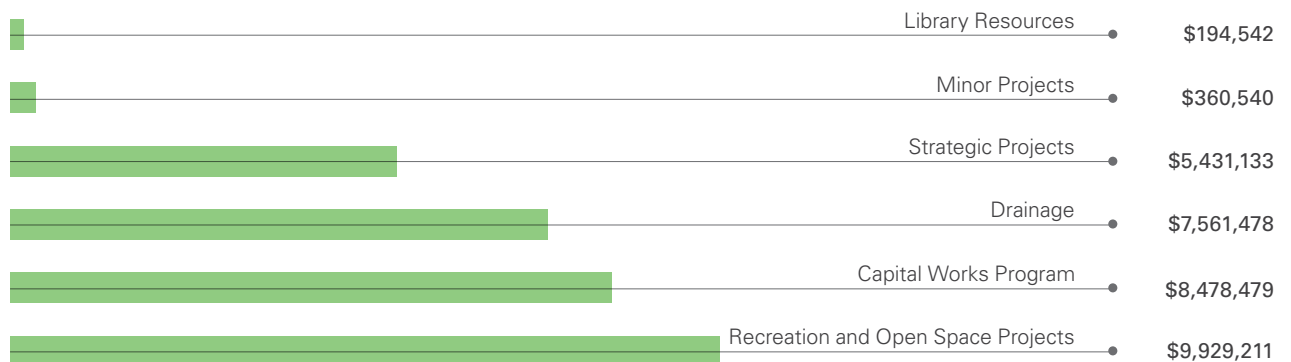
● Total borrowings	\$20.155m
● Trade payable	\$8.828m
● Other liabilities	\$5.054m

Net Assets \$628.434m

7.15% increase from 2022–2023

Capital Expenditure

\$31.955m



Strategic Challenges 2023–2024

Strategic Challenges are challenges which 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.



Payneham Memorial Swimming Centre Redevelopment

In January 2024, the City of Norwood Payneham & St Peters announced that the Council had awarded the construction contract of the Payneham Memorial Swimming Centre redevelopment to South Australian-based company, Badge Constructions.

The Council also announced that the cost to redevelop the Payneham Memorial Swimming Centre was \$60 million.

The redeveloped Payneham Memorial Swimming Centre will include:

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

The \$60 million cost is \$36 million more than what the Council originally announced to the community in 2022.

This has created a range of Strategic Challenges for the Council.

Background

The Payneham Memorial Swimming Centre (PMSC) was first opened in 1968 by the former City of Payneham and despite several repairs and replacement of plant and equipment over the years, it had reached the end of its useful life after more than 50 years of service. As such, the pool closed to the public at the conclusion of the 2021–2022 Swimming Season.

The pools at the Centre had a number of structural defects due to the degradation of the existing structure and pipe network, resulting in significant water loss.

Additionally, major pieces of equipment, such as the pumps, needed to be replaced. Given the age of the pool, this was not unexpected. However, at some point, a decision on the future of the Centre had to be made. As the PMSC contained ageing assets, it exposed the Council to financial risk in terms of the net cost to undertake maintenance and remedial works and ongoing water loss. The Council was also exposed to reputational risk due to the inability to deliver the service at a standard that is expected by the community and potential public safety risks as the facility was not in line with current aquatic standard facilities.

The Cost of the New Centre

The initial project budget of \$24 million was estimated on the basis cost of the Masterplan concept adopted by the Council in December 2020.

After the original budget was established, Australia's economic landscape changed dramatically following the COVID-19 pandemic. Interest rate increases, inflation, skill shortages, supply chain issues and world events all had an effect on the nation's construction industry and in turn a significant increase in construction costs.

In October 2022, a new cost estimate was prepared by cost consultants, which indicated a total construction cost of \$32.6 million.

Other similar South Australian aquatic projects (the City of Salisbury Aquatic Centre and the District Council of Mt Barker's Regional Aquatic & Leisure Centre), have faced similar issues in terms of the cost of the construction of new aquatic centres.

Similarly, the new Adelaide Aquatic Centre, which is to be built at North Adelaide by the State Government, has also faced significant cost escalations, resulting in substantial budget increases.

Financial Considerations

The Council is driven by the need to deliver programs and services to its citizens through the most efficient and effective means possible and therefore, various reviews of the Project and the cost implications of the Project have been undertaken by both the Council and its Audit & Risk Committee with input from independent consultants, as required by the *Local Government Act 1999*.

The *Local Government Act 1999*, sets out a number of requirements for Councils in respect to financial sustainability, including the preparation of a Long-term Financial Plan and the preparation of a Prudential Management Report 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).

In accordance with the *Local Government Act 1999*, a Prudential Management Report for the Payneham Memorial Swimming Centre Redevelopment Project was prepared by UHY Haines Norton in May 2023. The Report identified that most of the prudential issues related to the Project, are compliant with Section 48 of the *Local Government Act 1999*.

The Prudential Management Report May 2023, was updated to reflect the revised costs and presented to the Council's Audit & Risk Committee for consideration at its meeting held on 20 November 2023.

Review of Other Major Projects

As part of its consideration regarding the impact of the Payneham Memorial Swimming Centre Upgrade on the Long-term Financial Plan and on the Council's financial sustainability, the Council undertook a review of all known major projects.

As part of this process, a number of projects have been removed from the Long-term Financial Plan. Those projects will be considered by the Council on a case-by-case basis as part of the annual budget process.

Looking Ahead

The cost of the new Payneham Memorial Swimming Centre has been factored into the Long-term Financial Plan and has taken into account the impact on the Council's financial situation over the next 10 years.

The consultants that have prepared the Prudential Management Report, have advised that the various indicators such as Net Financial Liabilities Ratio, are acceptable providing that the Council adheres to its Long-term Financial Plan and on that basis the Council is sustainable in the long term.

Service Reviews

The Council continually reviews the level of efficiency and effectiveness its operations and the services that it provides..

Records Management System, Objective

Background

In April 2022, the Council endorsed a Service Review Project to be undertaken over a three year period.

As part of the process, the Council has determined (based upon advice and recommendations of staff), the high priorities and which services/programs/processes it wishes to review.

The Council's Audit & Risk Committee has oversight of the Service Review Project, which involves making recommendations to the Council following consideration of any outcomes and recommendations of the respective reviews.

One of the Chief Executive Officer's Key Performance Indicators is the implementation of the Service Review Project.

In 2020, the Council transitioned to an electronic records management system, Objective (ERMS).

This was both an expensive and significant change management program for the organisation. It is also an important component of the organisation's operations.

The Local Government Act 1999, sets out the role of the Chief Executive and includes the requirement for the Chief Executive Officer to "ensure that records required under this or another Act are properly kept and maintained".

In addition to legislative compliance, if an ERMS is not established properly, it can lead to significant 'filing' errors, which in turn, can lead to issues when staff are seeking to access information when writing reports, dealing with complaints and issues management generally.

From a risk management perspective therefore, the management of an ERMS must be both efficient and effective and designed to comply with legislative requirements.

On this basis, and as the system had been in operation for some time it was timely to assess the impact (both positive and negative) which the new system has had on the organisation and whether any improvements can be made.

The Process

BDO Australia was appointed to undertake the Service Review and commenced the review of the ERMS in May 2023. To ensure that the Review being undertaken was robust, the scope of work required close collaboration between BDO Australia and the organisations software supplier, Objective Corporation Ltd., who assisted BDO Australia by providing specialised insights regarding the ERMS implementation and the organisations utilisation of the system's full potential.

The scope of work specified that 'internal stakeholders' be engaged in order to understand the following:

- how managers and staff are currently using ERMS;
- an exploration of their respective needs, expectation and requirements from the system; and
- areas for suggested improvement.

A comprehensive and structured approach to the Review consultation was undertaken which included the following:

1. Staff Selection

Two Focus Groups, of up to 15 staff members per group, including General Managers, Managers and other staff members, were selected from various Departments across the organisation. This selection process was designed to represent a diverse cross-section of staff, including individuals from different roles, responsibilities and Departments.

2. Consultant-Led Discussions

BDO Australia facilitated discussions with these selected staff members. These discussions were structured to be inclusive, allowing participants to provide their perspectives and feedback regarding the ERMS.

3. Structured Questioning

Structured questions were used as a framework during the discussions. These questions were designed to ensure consistency and comparability in the responses while still allowing for broader discussions when necessary.

4. Questionnaires

In addition to the discussions, members of the Focus Groups were requested to complete questionnaires. These questionnaires aimed to gather both quantitative and qualitative feedback on their experiences with the ERMS.

5. Individual Meetings

To capture a comprehensive view, individual meetings with selected General Managers and Managers, were conducted. These meetings occurred both before and after the Focus Group sessions.

6. Consultant's Assessment

An assessment was then undertaken to determine how staff members across the organisation were using the ERMS, their experiences and suggestions for potential improvements.

By implementing this structured approach to staff engagement, the review process was well-organised and thorough. It ensured that feedback was collected from various levels and roles within the organisation, providing a well-rounded perspective on the ERMS and its impact. This method also allowed for both quantitative and qualitative data to be collected, contributing to a comprehensive review.

Key Findings

1. Staff Feedback

Staff had mixed feedback regarding the ERMS. While some acknowledged its merits, others faced challenges and expressed frustrations. General Managers were particularly concerned about the difficulties in achieving a 'single source of truth.' Concerns were raised around document organisation, naming conventions and overall usability.

2. Strengths and Weaknesses

The ERMS was appreciated in terms of providing centralised records, improving version control and supporting secure record-keeping. However, there were concerns about the complex folder structure, lengthy search results and the need for document approval in confidential cases.

3. Improvement Suggestions

Staff suggested simplifying the file structure, introducing workflows linked to documents and offering ongoing training and skill updates. They also recommended aligning Council policies and procedures for better use of the ERMS.

In summary, it was clear that from a change management perspective, the transition from a paper-based system to an ERMS, should have comprised a more integrated process in terms of establishing the correct framework/file structure, a more robust training program (including a more robust staff induction program for new staff members) and regular audits of the system.

One of the major issues related to system workarounds by staff who were frustrated with the ERMS.

Recommendations

The review contained a number of recommendations including:

- adopting a hybrid approach to file structure and classification for user-friendly navigation while ensuring compliance with record-keeping standards;
- improving metadata to facilitate filing and search functions, making the system more user-friendly;
- implementing co-authoring capabilities, enhancing collaboration among users;
- optimising workflows to streamline document processes and improve efficiency; and
- regular training sessions with staff should be scheduled to reinforce core aspects of the ERMS.

In addition, the review highlighted that policies need to align with the use of the ERMS to promote consistent and efficient utilisation and that a systematic process for capturing and resolving operational frustrations and improvements, ensuring continuous enhancements was required.

Final Report and Next Steps

The Electronic Records Management System Review September 2023 - Final (the Report), was presented to the Council's Audit & Risk Committee in November 2023.

A Project Group has been established to address the recommendations set out in the Report. An Action Plan has been developed and work has commenced to implement the recommendations with the first action being to undertake a review of the file structure and defining a 'corporate record', in accordance with the *State Records Act 1997*.

Challenges

The Council's Coordinator, Corporate Records resigned in April 2024 and work to progress some of the actions was placed on hold pending the appointment of a new Senior Records Officer.

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.

Significant Media Coverage

AFL Gather Round and Norwood Food & Wine Festival

The 2024 AFL Gather Round was again an incredible opportunity for local and national media exposure for our City when the AFL came to South Australia’s Premier Mainstreet, The Parade.

With coverage inside and outside Norwood Oval and as many as 10 interviews a day with Mayor Robert Bria, the 2024 Gather Round and Norwood Food & Wine Festival, was by far the most significant media event the Council has ever experienced.

It generated over 8000 print articles and social media hits and rolling television coverage for five consecutive days. Mayor Robert Bria also did an interview during a live breakfast weather cross from the Channel 7 Morning Show from Norwood Oval with an estimated viewing audience of 4.2 million viewers.

The Council also introduced the Rivals Lunch and the Champions Lunch to this year’s Gather Round festivities and invited the media to attend.

Gather Round a windfall at The Parade and the City

Two months after the AFL Gather Round, the economic data was revealed and the media coverage was again significant with stories in InDaily, AdelaideNow and radio (ABC and 5AA).

The data revealed more than \$17.6 million was spent in the City of Norwood, Payneham & St Peters during the 2024 AFL Gather Round weekend—up from \$14.2 million in 2023.

Mayor Robert Bria told the media the weekend was “an incredible financial boost for the City”.

This included the Brisbane Lions v North Melbourne match on Friday 5 April, the Richmond v St Kilda game on Sunday 7 April, and the Norwood Food and Wine Festival – also on the Sunday. To read more about the economic boost to the City of Norwood Payneham & St Peters, see page XX

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 7th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City.

Coverage in InDaily, CityMag and the Adelaide East Herald.

Council amalgamations

In January 2024, at a neighbouring Council, an Elected Member put forward a motion for amalgamation with three Councils—the City of Norwood Payneham & St Peters, City of Campbelltown and the City of Burnside.

Despite the motion being defeated, it resulted in three days of coverage on AM radio as to whether the Councils should be amalgamated and Mayor Robert Bria was interviewed on 5AA outlining his strong opposition to the motion.



Payneham Memorial Swimming Centre

On 20 March 2024, InDaily, 'broke' the news that the cost the Payneham Memorial Swimming Centre had escalated in cost to \$60 million from \$24 million which had been reported three years earlier.

In a media release to InDaily, the Mayor said:

"The Council is delivering what we have long committed to the people of the City of Norwood Payneham & St Peters—a brand new, significantly improved Payneham Memorial Swimming Centre."

"The Council understands the historical, cultural and social significance of this facility and is proud that our community will have a magnificent state-of-the-art facility in its own backyard."

"The local community, swimming clubs, schools and regular users have been waiting patiently for the redevelopment of this much-loved facility and they will not be disappointed with the final product."

He added the swimming centre would "be the pinnacle of aquatic leisure centres, promoting health, well-being and recreational opportunities, as well as providing thousands of children with the life-saving skill of learning to swim".

The following day, AdelaideNow, also wrote a story about the cost escalation of the Swimming Centre with the heading "Payneham Memorial Swimming Centre redevelopment cost rises to \$60m, council blames 'economic landscape'".

This story also focussed on the fact 100 local jobs would be created. To read more about the redevelopment of the Pool, see pages XX and XX.

Major projects in our City

AdelaideNow has promoted the Council's major projects through a series of stories on the development of Cruickshank Reserve, at Maylands and Koster Park, Trinity Gardens and Burchell Reserve, St Peters.

On May 24, 2024, AdelaideNow reported that "Cruickshank Reserve will be opened to the public after the redevelopment including a new clubroom, changerooms, toilets, canteen and a new office.

The official opening event was attended by several high profile state and federal politicians including South Australian Senator Marielle Smith who said the "vital improvements" to the reserve would see local families provided with "every opportunity to embrace active lifestyles".

"This upgrade is an absolute boon for the Maylands Sports Centre, St Peters Tennis Club and the Gems Netball Club—all of whom use Cruickshank Reserve for training, games and community activities," Ms Smith said.

"The upgraded facilities here at Cruickshank Reserve provide the ideal place for people from Maylands and the surrounding areas to come together and celebrate two things so intrinsic to Australian communities—mateship and sport."

A month later, AdelaideNow reported on the refurbishment of Koster Park, at Trinity Gardens.

Speaking to AdelaideNow, Mayor Robert Bria said: "Koster Park is a fantastic asset in our City and is very popular with young families in the local area," Mr Bria said. "The construction of the new playground is an exciting development for the neighbourhood and will certainly enhance the amenity of the park."

To read more about these major projects see page XX

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 Citizen 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 seen the Council move forward with confidence, clarity and conviction to get the job done for our community.



Travelling around the City of Norwood Payneham & St Peters, attending events and functions, speaking to citizens, business owners and sporting clubs, there is a real buzz in the air that the City is on the move.

The new Council is working together to reaffirm our credentials as one of South Australia's leading Local Government Authorities.

Building our City

I am proud of the manner in which Elected Members and staff have continued to work collaboratively and cooperatively to improve the welfare of the citizens we serve. This positive and productive relationship has created an environment conducive to new and critical thinking about the challenge and opportunities we face as a City and a Country.

One of the highlights of 2023–2024, was the steadfast commitment shown by the Council to get a number of capital projects 'off the books' and 'on the ground'.

Most of these projects are either now completed or well on track to completion. This progress demonstrates the Council's strong commitment to providing high quality facilities and infrastructure for our community.

In February 2024, the \$1.5 million Dunstan Adventure Playground in St Peters was officially opened with the Premier of South Australia, Hon Peter Malinauskas MP, joining me to officially open this magnificent play space.

In May 2024, the new clubrooms at Cruickshank Reserve, Maylands, were also opened, providing better amenities for netball and tennis players and officials.

The long-awaited \$4.3 million upgrade to Burchell Reserve, in St Peters, is due for completion in July 2024, while Stages 2 and 3 of the Trinity Valley Stormwater Drainage Upgrade were completed in May 2024.

Work is on track to start construction on Stages 1 and 4 including the redevelopment of St Morris Reserve in 2024–2025.

Finally, redevelopment of the \$60 million Payneham Memorial Swimming Centre has begun. This is the biggest and most exciting capital project ever undertaken by the Council and will be the 'jewel in the crown' for our City and indeed, the eastern suburbs.

Once complete, in 2026, every ratepayer and citizen in our City should feel very proud of what will undoubtedly be one of the best swimming centres in Adelaide—and it's located in our own backyard!

Supporting small business and hosting community event

The Council's support of the local business community continued through a series of events and initiatives in 2023–2024.

The seventh edition of the Eastside Business Awards, resulted in a record number of nominations. This year's event also saw the introduction of a Legends category with four inaugural inductees. The Awards advanced from a cocktail event in the St Peter's Town Hall to a formal dinner in the Norwood Concert Hall, a move which was well received by all the guests including the Minister for Small & Family Business, the Hon Andrea Michaels MP.

The much-loved Raising the Bar event also returned to local bars and breweries, helping to retain its status as one of our City's most popular events with almost 1,000 people attending the various talks covering a diverse range of topics.

Long established and popular fixtures such as the Norwood Christmas Pageant, the internationally acclaimed Santos Tour Down Under, St Peters Fair and Concerts in the Park also returned, drawing thousands of locals and visitors to The Parade and local parks throughout the City of Norwood Payneham & St Peters.

Individually and combined, these events bring our community together to celebrate, give our City its unique 'sense of place' and foster a strong community spirit.

Major events which boost the local economy

Our City's reputation as a place to host major events was boosted with the 2024 AFL Gather Round returning to South Australia's Premier Mainstreet, The Parade and Norwood Oval in April.

The Friday twilight match saw 2023 Grand Finalist Brisbane play North Melbourne, while Richmond and St Kilda did battle on Sunday. Both matches were attended by full capacity crowds of more than 9,000 fans.

A key part of this year's AFL Gather Round, was the return of the Norwood Food & Wine Festival. Combining football with food, music and beverages proved to be a hit with more than 70,000 locals and visitors from interstate coming to South Australia's Premier Mainstreet, The Parade. Overall, it was a weekend of activities showcasing our hospitality scene. In respect to the festival, the Council thanks and appreciates the State Government funding this event.

Importantly, the economic impact of the 2024 AFL Gather Round went to another level. Economic data showed that between Friday 5 and Sunday 7 April 2024, spending on food and beverage across our City was \$6.6 million compared to \$4.4 million in 2023. Of that figure, \$3.7 million was spent in the suburb of Norwood, up from \$2.2 million in 2023.

The Council is keen to build on this success and has resolved to register its interest with the AFL and the State Government for Norwood Oval to again host matches as part of the 2025 Gather Round.

The success of major events such as the Gather Round are the result of the Council moving quickly to take advantage of unique opportunities

as they arise with the clear aim of providing economic, social and cultural benefits to everyone who live, work and play in our City

Consulting with our Community

The biennial Community Survey conducted in November 2023 was a valuable opportunity for the Council to hear directly from residents and the business operators.

The feedback received across a number of key areas of the Council's governance, service delivery and infrastructure, is used to inform the way we interact with our citizens and ensure that our services, programs and facilities continue to meet the needs of the community

It is evident that while the Council is generally performing well, it needs to remain vigilant in its response to our community's changing priorities.

Looking Ahead

The City of Norwood Payneham & St Peters can look forward to 2024–2025 with a great deal of confidence. However, ongoing cost-of-living pressures—which effect South Australia and indeed the whole nation, will mean the Council will need to be vigilant to ensure the community is getting 'value for money' from services, capital projects and events that it provides.

In this regard, the Council's Long-term Financial Plan (LTFP) and the timing of major capital projects, will be carefully monitored over the life of the Long-term Financial Plan, to ensure that the Council remains financially sustainable.

The Council must not waver in its fiscal discipline and only spend where it can afford to do so and when and where citizens will benefit from the investment.

However, at its core, Local Government is about improving the quality of life for communities. It therefore makes no sense no Council to sit back, play it safe and do nothing out of fear it will make a mistake or be criticised by the media or our community for spending money improving the City's infrastructure and community facilities.

Ratepayers work hard for their money to contribute to the Council's budget, so it is only fair that in return, the Council ensures that the money in the budget works hard for ratepayers.

Acknowledgements and thank you

I would like to thank my fellow Elected Members, who have supported me by showing great leadership with a collegiate spirit.

My thanks also to the dedicated and professional Council staff led by the Chief Executive Officer Mario Barone PSM.

I also want to extend a special tribute to the Council's 221 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.

I am excited about the next 12 months and look forward to seeing our City move forward to bring positive change to our the lifestyle of our citizens.

Robert Bria
Mayor

Message from the Chief Executive Officer

An engaged and participatory community makes the City of Norwood Payneham & St Peters vibrant and dynamic and the past year has reinforced this City's reputation as one of the best places to live, work and do business in South Australia.



The events of the past year have validated the City of Norwood Payneham & St Peters' intrinsic purpose and strategic direction.

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

The information contained in the 2023–2024 Annual Report, also demonstrates the organisation's Values – which are Our People, Working Together, Leadership, Excellence, Integrity and Service.

The Annual Report also provides an extremely invaluable insight into the City's fiscal administration, while shining a light on the services and programs available to the City's citizens.

Major projects

During 2023–2024, the Council invested significantly in new major 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 through the ongoing renewal of the City's infrastructure and community facilities.

Most significantly, in February 2024, the Council advanced its plans for the redevelopment of the Payneham Memorial Swimming Centre, awarding the construction contract to South Australian-based Badge Constructions.

The project – which is estimated to cost \$60 million - is the biggest investment in the City's infrastructure that has been undertaken by the Council.

Construction work commenced almost immediately following the signing of contracts and during the construction phase 100 Full Time Equivalent jobs will be created. Badge Constructions is an award-winning builder renowned for its expertise in similar community focused sport and recreation projects. The decision to award the contract is extremely exciting and I would like to thank the community for their patience while we have undertaken this significant body of work to ensure that this project is a success.

Also in February 2024, the Council officially opened the much-loved Dunstan Adventure Playground, in St Peters, together with the Premier of South Australia the Hon Peter Malinauskas MP.

The \$1.45 million project has been made possible through the generous contribution of \$450,000 by the State Government.

In May 2024, the Council, in partnership with the Federal Government, officially opened the community facilities at

Cruickshank Reserve, at Maylands.

The Council is extremely grateful for the partnerships that it has developed with the State and Federal Governments and the funding which is injected straight into the community.

Looking to the future, the Council is continuing its focus on the implementation of The Parade Masterplan. As South Australia's Premier Mainstreet, The Parade, it is important for the long-term economic viability and sustainability of our City. The implementation of The Parade Masterplan is a long-term project, which will be undertaken in a staged manner to ensure that The Parade remains a vibrant and accessible destination for our community.

Protecting our community

As part of its multi-million dollar Stormwater Drainage Program, the Council completed the first two stages of the Trinity Valley Stormwater Drainage Upgrade in 2023–2024.

The Trinity Valley Stormwater Project involves the installation of a new stormwater drainage network in the suburbs of St Morris, Trinity Gardens, Maylands, and Stepney (known collectively as the 'Trinity Valley'). It is another successful partnership with the Federal Government which contributed \$9.9 million as part of its Preparing Australia Communities Program, which targets projects that improve resilience against natural disasters.

The investment is being matched dollar-for-dollar by the Council, resulting in a near \$20 million investment to reduce the risk of flooding.

An important component of this project, is the redevelopment of St Morris Reserve which includes the establishment of a stormwater detention basin and upgrade of the Reserve. Work is scheduled to commence at St Morris Reserve in the 2024–2025 financial year.

Growing our Economy

With some 7,800 businesses located in the City of Norwood Payneham & St Peters, the Council plays a critical role in driving employment and investment opportunities. In respect to Economic Development, the Council 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. A thriving community needs a thriving business sector.

As part of this partnership, in 2023–2024, the Council continued to deliver its drawcard events, which encourage local business participation. These events include the Eastside Business Awards, Raising the Bar and the Mayor’s Business Commendation Awards.

In October 2023, the Council commissioned a strategic analysis aimed at putting strategies in place to revitalise the Glynde and Stepney Employment Zones, focusing on the manufacturing legacy and economic potential of these precincts.

One of the recommendations from the analysis was to create an Urban Food and Beverage Manufacturing Precinct in Stepney, leveraging its infrastructure and proximity to the Adelaide CBD. This precinct would foster innovation, support businesses and strengthen the City’s economic resilience while enhancing South Australia’s reputation in the food and beverage sector.

Changes to the Executive Leadership Team

In late 2023, transformative and innovative changes to the organisation were implemented in order to ensure succession planning and the sharing of corporate knowledge.

I formally invited three of the Council’s new management staff to join the Council’s Executive Leadership Team (ELT).

The Executive Leadership Team was previously made up of myself and four General Managers and combined has over 100 years of experience.

This structure has held the Council and the organisation in good stead, but I believed it was time to expand the scope of the ELT to include the corporate functions of finance, People & Culture, Organisational Development, Work Health & Safety and Strategic Communications, who can bring different perspectives and experiences to the corporate decision-making process.

To this end, in October 2023, the Manager, Chief Executive’s Officer, together with the Manager, Strategic Communications & Advocacy, and the Chief Financial Officer, officially joined the Council’s Executive Leadership Team.

The new Executive Leadership Team has already made significant progress on a number of initiatives and there are clear signs of renewal, reinvigoration and the sharing of corporate knowledge.

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 Melville and Daniel Rowe—a father and son—who remove graffiti Volunteer in our City each week. See [page XX](#).

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

In an environment where there is an expectation that the public sector continues to do more with less, the passion and resilience that is shown from our staff is excellent.

As it is each year, it is a honour 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.

I am very confident that the information in the 2023–2024 Annual Report provides extremely useful insight into the City’s fiscal administration, while shining a light on the services and programs available to the City’s citizens.

On behalf of the Council, it is my privilege to present the City of Norwood Payneham & St Peters 2023–2024 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.

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Mayor Robert Bria and Elected Members

Mayor and Councillors

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

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

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

In South Australia, the role of an Elected Member is regarded as a voluntary part-time position. The Elected Members who represented the City of Norwood Payneham & St Peters and the various Committees of the Council in 2023–2024 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

A life-long resident of the City, 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 for 39 years. Before entering Local Government, I played junior and senior football for the Payneham (now Payneham Norwood Union) Football Club, owned a small business at the Glynde Corner and studied at Marden Senior College.

I joined the Council in November 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, including:

- Chair, Metropolitan Local Government Group of Mayors and Chief Executive Officers
- Member, Local Government Association Board
- Member, East Waste Board.

I am the current Chair of the Eastern Region Alliance (ERA) of Council's Mayors and Chief Executive Officers Group.

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 for our city.

In 2015, I received a Commendation from Economic Development Australia (EDA) for Excellence in Economic Development Leadership (Elected Member category). In 2023, I obtained accreditation from EDA as an Australian Certified Economic Developer. I am also a Member of the Mainstreet SA Committee.

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.

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

I have also served the local community in a number of Volunteer roles and I have participated in almost every Norwood Christmas Pageant during my time on Council. I served the St Joseph's Memorial School community as a Board Member from 2012–2018 and coached football teams at the school from 2017–2019.

I live in Trinity Gardens with my wife, Pina, 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 am honoured to have served another year as your Elected Member for the Kensington/East Norwood Ward.

I continue to feel privileged and excited to live in this vibrant community that embraces our expansive culture, business opportunities, retail, restaurant precinct and special heritage.

I have continued to enjoy meeting and assisting residents from my Ward and business owners, to support and enable them to seek the best appropriate outcomes.

I am pleased to continue to actively participate on the Norwood Parade Precinct Committee, which supports local events.

We have seen some great events this year, including the AFL Gather Round and Norwood Food & Wine Festival, Santos Tour Down Under, Norwood Christmas Pageant and Concerts in the Park.

These are great opportunities for our business owners to showcase their establishments. I will continue to advocate for our community and support businesses that operate in our major precinct to ensure that our Ward in particular, is a safe place to live, work and visit.

I congratulate the many new residents that have chosen to now live in this Ward. I hope to be of assistance to residents as you need.

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

As your Elected Member for Kensington/East Norwood Ward, I commit to supporting you and represent the views of our community

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 am fortunate to live in the City of Norwood Payneham & St Peters. There is a real sense of community in our City, with its shopping precincts, cafes, sporting and social clubs. The people who reside here exhibit or run various businesses and enjoy a cosmopolitan lifestyle. The infrastructure of roads, footpaths, playgrounds, Libraries, Norwood Concert Hall, meeting rooms, parks and sporting facilities are well maintained by the Council with our residents participating and volunteering their time, breathing life into these community facilities.

I have involved myself in many local community groups such as School Boards, Parents and Friends Associations and Residents Associations.

Traffic management has been an important focus for me, as the increase in the traffic volume and speed in residential streets threatens the amenity and safety of all residents. I am pleased the Council is addressing this issue with traffic studies and the progressive introduction of 40kph speed limits.

I am pleased the Council now has an Arts Officer cultivating appreciation and participation in the performing and visual arts.

I also believe that all forms of sport are crucial for the well-being of our community, as they foster physical activity and also social interaction.

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

I am retired from working in the human services areas of education, mental health and physical rehabilitation. I am married with two adult daughters. I am also a Justice of Peace.

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



Cr Josh Robinson

I thoroughly enjoy being a Councillor of the Payneham Ward and I love to meet with and assist local residents, community groups and businesses.

I am very proud of what we have achieved as a Council in the time since I was elected in 2022.

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 are continuing to spend on infrastructure with major projects both ongoing and planned, including the Payneham Memorial Swimming Centre Redevelopment, the Trinity Valley Stormwater Drainage Upgrade and The Parade Masterplan. These major projects will improve the quality of life for the community now and into the future.

The past year has been extremely productive and successful with the second AFL Gather Round and Norwood Food & Wine Festival which showcased our local food and wine producers to the State and the rest of the nation, as well as other events which are a staple in the Council's calendar such as Raising the Bar, the Eastside Business Awards, the Norwood Christmas Pageant and the Concerts in the Park. These events don't just happen. It is the dedication of the Council's staff and Volunteers which make them a success.

I am very proud to be a resident of the City of Norwood Payneham & St Peters and to represent the Payneham Ward 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 the 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 second AFL Gather Round and the return of the Norwood Food & Wine Festival brought to the City of Norwood Payneham & St Peters in April 2024.

Economic data for the month of April revealed that the business sector in the City of Norwood Payneham & St Peters benefitted from a massive increase in spending in 2024 compared to 2023, which is fantastic news for our local economy.

It was also a privilege to attend the opening of the Dunstan Adventure Playground and to witness its beautiful open space and modern equipment for children. It is a place where families and friends can connect for exercise and to socialise in a safe environment and it is a tremendous addition to our local community.

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

Torrens Ward



Cr Hugh Holfeld

I am currently 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 56 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, the Chief Executive Officer's Performance Review Committee and I 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, Kent Town. The wonderful coincidence of inner city living provides us endless items of ongoing interest, growing choices for coffee and wine bars 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 business consultant working across varied industries from the Event Business (Caravan & Camping SA) to being part time CEO for the industry Association of growers of apples, pears, strawberries & cherries of the Adelaide Hills.

I continue to be excited by the City of Norwood Payneham & St Peters. We are currently spending to deliver two once-in-a-generation projects—the Payneham Memorial Swimming Centre Redevelopment and the Trinity Valley Stormwater Project. Having committed to these projects, I am confident that the financial pressures which these project will present will be ably met by our City in future years.

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 charm of Norwood to purchase an old 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 and built heritage. The rich story of our City is reflected in its buildings, meaning that our streetscapes are an expression of our history that we can read every day.

During my tenure, I have served on numerous Council committees and I am presently a Board Member of the Eastern Health Authority. I was previously a Volunteer with the State Government Community Visitor Scheme.

I am absolutely committed to improving essential 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 and travel.

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

Maylands/Trinity Ward



Cr Connie Granozio

I have lived in the Maylands/Trinity Ward for 38 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 24 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 16 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 cgranozio@electedmembers.npsp.sa.gov.au



Cr Scott Sims

I have lived in the area for more than 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



Cr Victoria McFarlane

It is coming up to two years since my election to the City of Norwood Payneham & St Peters and my sense of privilege has grown matched only by the awareness of the responsibility of serving the people of our great City.

As an Elected Member my highlights over the last 12 months are many and varied. Some of my favourite moments are witnessing people choosing to becoming Australian citizens at our Citizenship Ceremonies held throughout the year. The experiences that have led to the decision of someone moving country and 'restarting' life truly humbles me. The flavours, colour, tenacity and character of our new Australians adds to the beauty and depth of our nation. It is a joy and I am grateful to share in these moments.

Like many, we have also faced the impact of rising costs of living and the stress that brings households, families and business. Cost effectively running our City, offering the right mix of services, that meets the needs and aspirations of our community and deciding how and when to invest in new infrastructure has shaped many of our debates and decisions in the Council Chamber. We come from different backgrounds and have different strengths and focuses and it has been a blessing to work together; united in our commitment to serve and improving our City.

I must also commend and thank the administrative team for their dedication to our City. Our team regularly goes above and beyond to get the right outcome for our residents and businesses. They are awesome. If I can ever be of assistance. Please don't hesitate to get in touch.

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 2023–2024 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
- Audit & Risk Committee
- Norwood Parade Precinct Committee
- Chief Executive Officer's Performance Review Committee

Cr Kevin Duke

- Traffic Management & Road Safety Committee
- Chief Executive Officer's Performance Review Committee

Cr Christel Mex

- Council Assessment Panel

Cr Connie Granzio

Nil

Cr Sue Whittington

- Norwood Parade Precinct Committee
- Eastern Health Authority Board Member

Cr Garry Knoblauch

- Traffic Management & Road Safety Committee
- Chief Executive Officer's Performance Review Committee

Cr Kester Moorhouse

- St Peters Child Care Centre & Pre-School Committee
- Eastern Health Authority Board Member
- Deputy Member of Council Assessment Panel

Cr John Callisto

- Business & Economic Development Committee
- Norwood Parade Precinct Committee
- Chief Executive Officer's Performance Review Committee

Cr Scott Sims

Nil

Cr Claire Clutterham

- Audit & Risk Committee
- St Peters Child Care Centre & Pre-School Committee
- Board Member of Eastern Waste Management Authority

Cr Josh Robinson

- Norwood Parade Precinct Committee
- Deputy Board Member of Highbury Landfill Authority

Cr Hugh Holfeld

- Traffic Management & Road Safety Committee

Cr Grant Piggott

- Audit & Risk Committee
- Business & Economic Development Advisory Committee
- Board Member of ERA Water
- Board Member of Highbury Landfill Authority

Cr Victoria McFarlane

- Business & Economic Development Advisory Committee
- Norwood Parade Precinct Committee
- Deputy Board Member of Eastern Waste Management Authority

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 and Strategic Risks

Legislative change which commenced at the end of November 2023 requires all Councils to ensure appropriate policies, systems and procedures relating to Risk Management are implemented and maintained. These assist the Council to carry out activities in an efficient and orderly manner to achieve our objectives, inform general decision making and the appropriate prioritisation of finite resources and mitigation of strategic, financial and operation risks.

The Council has had an established risk management system in place since 2012 which includes a Risk Management Policy with associated Procedures to support implementation. As the role of the Council, Chief Executive Officer and Audit & Risk Committee have continued to expand from a risk management perspective, so the framework is evolving.

Operational and Strategic Risks are recorded and monitored via Council's Risk Register. Regular reporting via the Executive Leadership Team and the Audit & Risk Committee provides a crucial mechanism for the monitoring and mitigation of risks.

Audit & Risk Committee

The Council's Audit & Risk Committee role has expanded to include providing independent assurance and advice to the Council on risk management and governance matters, as well as accounting, financial management and internal controls.

Specifically with respect to risk management, the Audit & Risk Committee reviews and evaluates the effectiveness of the policies, systems and procedures the Council has in place for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.

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.

Council Framework Components



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.

Referral of Matters to the Behavioural Standards Panel

No matters were referred to the Behavioural Standards Panel during 2023–2024.

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.

Breaches of the Behavioural Standards and Behavioural Management Policy

There were no breaches of the Behavioural Standards or Behavioural Management Policy during 2023–2024.

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:

- a. 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
- b. 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.

Breaches of Section 75G of the Local Government Act 1999 - Health and Safety Duties of Elected Members.

No breaches of Section 75G of the *Local Government Act 1999* occurred during 2023–2024.

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.

Referral of Matters to External Agencies

During 2023–2024 no matters were referred to these external agencies.

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).

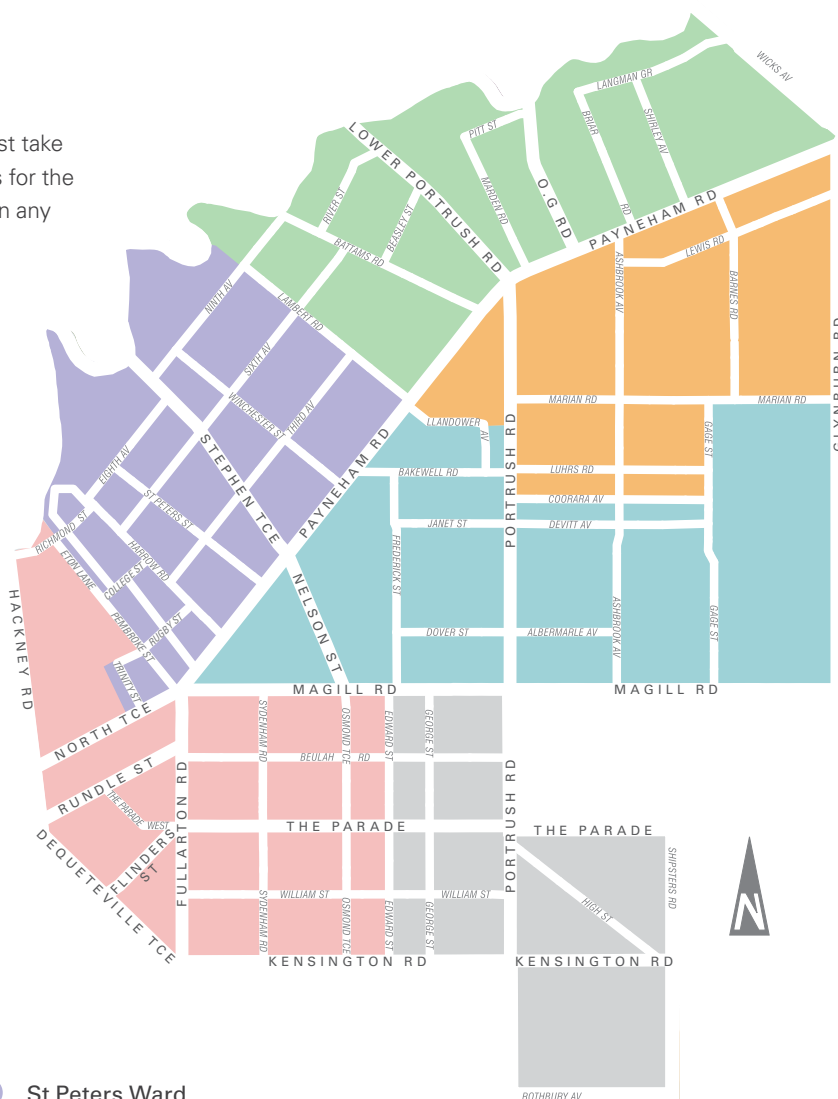
In determining Ward boundaries, the Council must take into account the average ratio of elector numbers for the area and then compare this with the actual ratio in any one Ward.

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

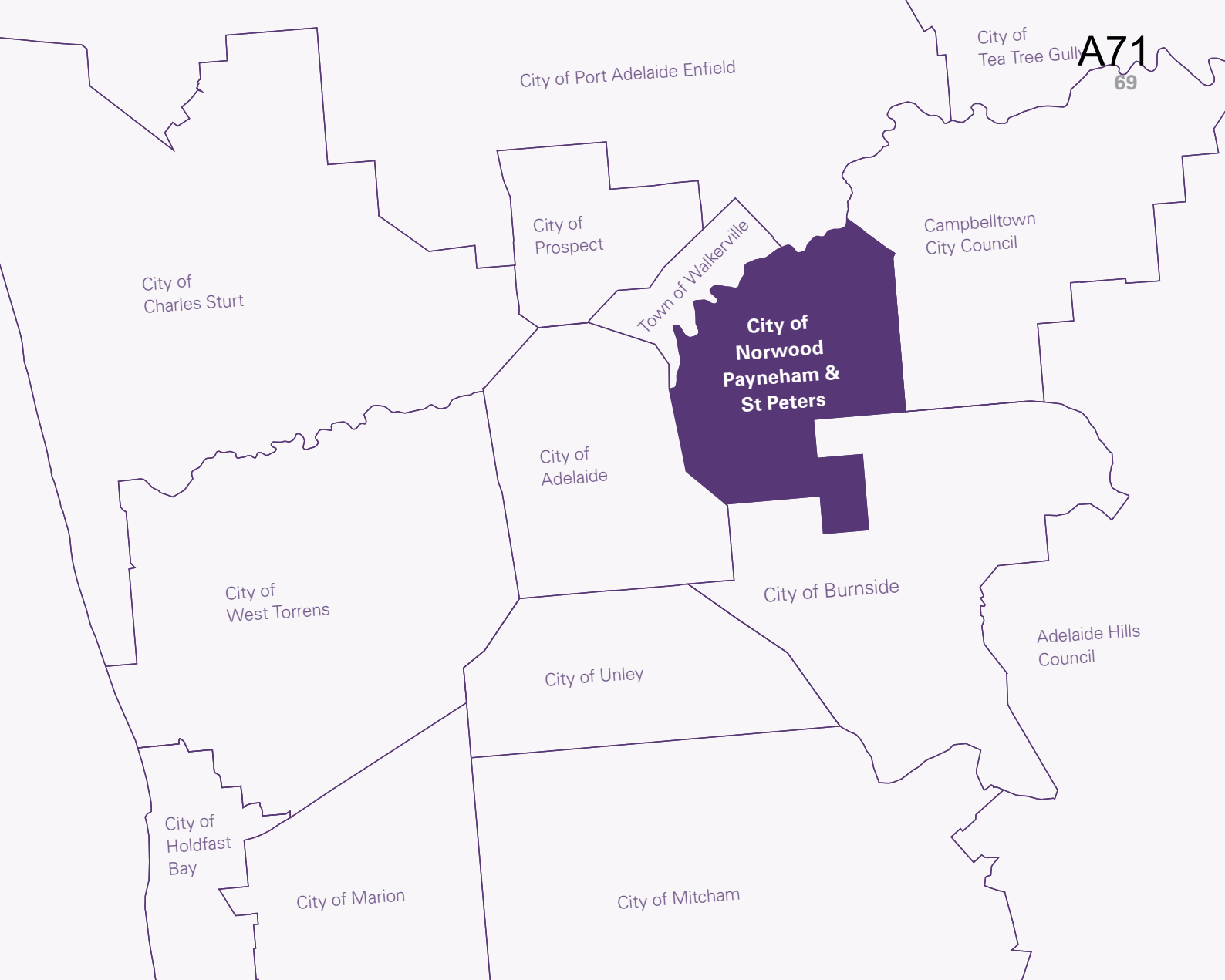
In South Australia, Regulation 4 of the Local Government (General) Regulations 2013 requires the Minister to publish a notice in the Government Gazette which sets out the timeframes for all Councils in South Australia in terms of when they must complete their Representation Reviews.

To this end, on 1 August 2019, the Minister gazetted a schedule of Representation Reviews with the next Representation Review for the City of Norwood Payneham & St Peters, scheduled to be undertaken in the 2024–2025 financial year.

In February 2024, the Council commenced the Representation Review process which is expected to be completed by the end of June 2025.



- | | |
|--|--|
| ● 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 City of Norwood Payneham & St Peters representation quota for 2023–2024 is set out below:

Table 1: City of Norwood Payneham & St Peters Representation Quota 2023–2024

Total number of Electors	26,064
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1861

A comparison to the average representation quota for Councils of a similar size within the metropolitan area is set out below:

Table 2: Average Representation Quota for Metropolitan Councils in South Australia 2023–2024

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	26,064	1:1861
Burnside	13	32,324	1:2486
Campbelltown	11	37,148	1:3377
Holdfast Bay	13	28,679	1:2206
Unley	13	28,002	1:2154
West Torrens	15	43,198	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 meetings.

During 2023–2024, 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 eight Special Council Meetings were held between July 2023 and June 2024. Tables 3 and 4 set out the attendance of Elected Members over this period.

Table 3: Elected Member Attendance at Council Meetings July 2023–June 2024

Mayor & Elected Members	Number of Council Meetings Attended
Mayor Robert Bria	12
Cr John Callisto	12
Cr Claire Clutterham	10
Cr Kevin Duke	10
Cr Connie Granozio	10
Cr Hugh Holfeld	12
Cr Garry Knoblauch	12
Cr Victoria McFarlane	9
Cr Christel Mex	9
Cr Kester Moorhouse	12
Cr Grant Piggott	10
Cr Josh Robinson	11
Cr Scott Sims	11
Cr Sue Whittington	12

Table 4: Elected Member Attendance at Special Council Meetings July 2023–June 2024

Mayor & Elected Members	Number of Special Council Meetings Attended
Mayor Robert Bria	8
Cr John Callisto	8
Cr Claire Clutterham	6
Cr Kevin Duke	6
Cr Connie Granozio	7
Cr Hugh Holfeld	8
Cr Garry Knoblauch	8
Cr Victoria McFarlane	4
Cr Christel Mex	6
Cr Kester Moorhouse	7
Cr Grant Piggott	7
Cr Josh Robinson	5
Cr Scott Sims	8
Cr Sue Whittington	7

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

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 2023–2024 were:

- Audit & Risk Committee[#]
- Building Fire Safety Committee[#]
- Business and Economic Development Committee
- Council Assessment Panel[#]
- Norwood Parade Precinct 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 [xx–xx](#).

Table 5: Number of Reports at Council & Committee Meetings July 2023–June 2024

Council & Committees	Number of Reports
Council and Spcial Council	131
Audit & Risk Committee	20
Business & Econimic Development Advisory Committee	9
Norwood Parade Precinct Committee	13
St Peters Child Care Centre & Pre-School Committee	0
Traffic Management & Road Saftey Committee	2
Council Assessment Panel	29
Chief Executive Officer's Performance Review Committee	2
Total	207

The number of reports includes all Staff Reports, Staff Confidential Reports, Petitions, Written Notices of Motion and Questions with Notice.

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.

Council Confidential Items

Of the 32 items considered by the Council in confidence during 2023–2024, at the end of the reporting period, a total of 13 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.

6 items were partially released (i.e. the Minute was released however the report remained confidential).

As at 30 June 2024, there are 119 items which remain Confidential.

Audit & Risk Committee Confidential Items

A review of the Audit & Risk Committee Confidential Items as at 30 June 2024 was undertaken during 2023–2024.

The Audit & Risk Committee considered six items in confidence during 2023–2024.

Three items are no longer confidential by virtue of the Council's original resolution which specified a time and/or an event to trigger the release of the item.

As at 30 June 2024, there are 5 items which remain confidential.

For further information regarding the Council's Confidential Items please see pages [xxx–xxx](#).

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.

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*.

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. As such, by their very nature, Information and Briefing Sessions are not subject to the procedural meeting requirements of the Act or the Local Government (Proceedings at Meetings) Regulations 2013.

Formal minutes are therefore not recorded and there is no requirement for a record to be kept in terms of who attended or did not attend the Information and/or Briefing Session. In terms of the legislative requirements for Elected Members to attend Council and/or Committee Meetings and/or Information and Briefing Sessions, the only provision set out within the Act to this effect, is the requirement for Elected Members to attend Council Meetings.

However, at its meeting held on 6 May 2024, the Council resolved that the attendance of Elected Members at Information and Briefing Sessions will be recorded and published in the Council's Annual Reports, commencing from 1 July 2024.

A total of 24 Information and Briefing Sessions were held in 2023–2024.

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 times the annual allowance for Elected Members.

The Elected Member Allowance for 2023–2024 was:

Mayor:	\$80,948 per annum
Councillors:	\$20,237 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 and Chief Executive Officer's Performance Review Committee's are the only Prescribed Committees. The Mayor has been appointed as the Presiding Member for both Committees 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 2023, the Council hosted its annual Volunteers Christmas Dinner at The Norwood Concert Hall. The event is held to celebrate and thank Volunteers for their contribution over the year and to acknowledge Volunteers that have reached years of service milestones through the presentation of years of service awards.

Nine Elected Members attended the Volunteers Christmas Dinner. The cost of attendance was \$73 per Elected Member.

Mayor's Christmas Dinner

The 2023 Mayor's Christmas Dinner was held on Friday, 1 December 2023 at Martini Ristorante, The Parade, Norwood.

13 Elected Members attended the Mayor's Christmas Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$97 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 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 xxx.

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 are required to complete refresher training which will be undertaken in 2024–2025.

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 2023–2024 period, the Council received three requests for a Review of Decision.

Review of Decision Number 1

This request related to a decision of the Council's Traffic Management & Road Safety Committee.

At its meeting held on 1 May 2023, the Council considered a petition requesting the removal of the Pedestrian Warning Signs which are located at each end of Percival Street, Norwood.

The petitioners advised that the Pedestrian Warning Signs, (which have the wording 'AGED' on the signs), were causing the residents to feel unsafe and vulnerable by indicating that the residents in the area are elderly.

The matter was referred to the Council's Traffic Management & Road Safety Committee (the Committee), in accordance with the Local Area Traffic Management Policy.

The Committee, following consideration of the issues raised by the petitioners resolved to retain the Pedestrian Warning Signs.

The Council subsequently received a request for a Review of Decision from three residents in respect to the Committee's decision.

Following a review of the Pedestrian Survey and the traffic data which indicated that there were no traffic-related safety concerns in terms of vehicular speeds and volumes and advice from the Council's Manager, Traffic & Integrated Transport that traffic signs should only be installed where absolutely required, otherwise signs tend to lose their effectiveness if used unnecessarily or too frequently, the Council overturned the Committee's decision and determined that the signs would be removed.

Review of Decision Number 2

This request related to a decision which had been made by Council staff as part of a Development Application process. The request by the applicant related to the encroachment of their boundary fence onto Council land and their subsequent application to enter into a licence to occupy Council land which was refused.

Following the review process, the decision was overturned and the applicants were advised that they could enter into a license to use the land for a two year period.

Review of Decision Number 3

This request was in respect to a complaint regarding the level of noise emanating from a swimming pool pump.

The applicant withdrew the request for a Review of Decision on the basis that the complaint had not been finalised and therefore a decision in respect to the matter had not been made.

Council Committees

Audit & Risk Committee



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

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

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.

For the period commencing 1 July 2023 until 30 June 2024, the Audit & Risk 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)

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

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 finances. 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

During 2023–2024 the activities of the Audit & Risk Committee were primarily based on the expanded legislative responsibilities associated with the November 2023 commencement of accountability and governance provisions of the *Statutes Amendment (Local Government Review) Act 2021* (the Review Act).

Processes to support these legislative responsibilities will continue to be embedded during the 2024–2025 financial year.

The review and oversight of accounting, financial management, internal controls, risk management and governance matters provided by the Audit & Risk Committee, continues to support the Council to responsibly achieve its objectives and manage its financial affairs.

The principal matters considered and addressed by the Audit & Risk Committee during 2023–2024 included the following:

- reviewing the 2022–2023 Annual Financial Statements for the Council, Eastern Health Authority, Eastern Waste Management Authority, ERA Water and the Highbury Landfill Authority;
- monitoring and review of financial performance against the Adopted Budget;
- reviewing of the draft 2024–2034 Long Term Financial Plan;
- consideration of the 2022–2023 Audit Report on Council’s Financial Controls;
- monitoring and reviewing Council’s Significant Corporate Risks; and
- reviewing Internal Audit reports.

Multiple policies relating to financial and risk management matters were reviewed and updated as required.

The Committee also reviewed the Council’s proposed 2024–2025 Annual Business Plan and Budget and recommended to the Council that the 2024–2025 Budget should result in a minimum Operating Surplus of \$171,000, by re-considering the funding of all Operating Projects, with a particular focus on those projects that will incur recurrent funding.

The Committee also considered a further Prudential Management Report prepared in accordance with Section 48 of the *Local Government Act 1999* 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.

See pages XX for the full copy of the Annual Work Program.

Challenges

The new provisions of the *Local Government Act 1999*, which commenced on 30 November 2023 resulted in significant implications on the membership, reporting, role and function of the Audit & Risk Committee.

While the legislation requires the Audit & Risk Committee to have a majority of Independent Members (and be between three to five Members), the new membership requirements will be considered at the conclusion of the term of the Independent Members which is in March 2025. This transition is in accordance with the *Local Government (Transitional Provisions) Regulations 2021* which allow for the current Members to hold office for the remainder of their term of appointment to the Committee.

With the broadening role of the Committee and to support the regular review of External and Internal Audit actions, Risk Management procedures and other monitoring functions, it is envisaged that a quarterly reporting framework will be implemented with the Audit & Risk Committee in the 2024–2025 Financial Year.

The Committee will be reviewing its Terms of Reference and Work Plan to ensure that the expanded function requirements can be met on an ongoing basis.

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 4 occasions during the 2023–2024 reporting period. The Committee dealt with 9 matters during the year, which included 6 matters that were carried over from the previous year and 3 new matters. The Committee also conducted 3 inspections.

2 matters were fully resolved during 2023–2024. 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 2 buildings with ACP cladding are under investigation by the Committee.

For the period commencing 1 July 2023 until 30 June 2024, 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) ceased 21 May 2024
- Jon Pearce (Committee Member) commenced 21 May 2024
- Mario Hlavati (Committee Member)

Troy Olds***Presiding Member of the Committee***

Troy has over 29 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 34 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 (MFS) for 28 years. He has served as a Firefighter for 17 years, and Station officer for 14 years.

Peter has 9 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 the Salisbury, Onkaparinga, Tea Tree Gully and Mt Gambier Building Fire Safety Committee.

In May 2024, Peter was replaced by the Metropolitan Fire Service Station Officer Jon Pearce. Jon will have his first meeting with the Committee in 2024–2025.

Jon Pearce
Committee Member

Jon has 32 years experience in the SA Metropolitan Fire Service. He has been a Station Officer for the past 16 years. He currently works within the Built Environment Department as a Planning Officer

Jon has a Bachelor of Education. Jon is the MFS appointed Committee Representative on 12 other Building Fire Safety Committees.

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 effective in 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 three years and due to rising living expenses, 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, Stephen Smith (not pictured), Julian Rutt (not pictured)

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 3.8% 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 2023–2024 reporting period the CAP met on 15 occasions.

The CAP made a total of 23 determinations in respect to Development Applications out of a total of 603 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.

CAP Development Assessment 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)
- Mr Stephen Smith (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 (Resigned February 2024)

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.

Mr Stephen Smith

Presiding Member

Stephen is an experienced urban and regional planner with over 40 years' expertise in Local and Regional government, holding both undergraduate and postgraduate degrees in Planning, as well as a Master's in Business Administration. He has served 15 years in Local Government across the UK and South Australia. Stephen also held senior roles with the Onkaparinga Catchment Water Management Board and the Adelaide and Mount Lofty Ranges Natural Resources Management Board. As a Director, he led the development of South Australia's first Natural Resources Management (NRM) Plan, recognized with State and National awards. Currently, Stephen chairs several Council and Regional Planning Assessment Panels and continues to contribute to planning reforms in South Australia.

Ms Jenny Newman

External Member (Resigned February 2024)

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.

Mr Julian Rutt

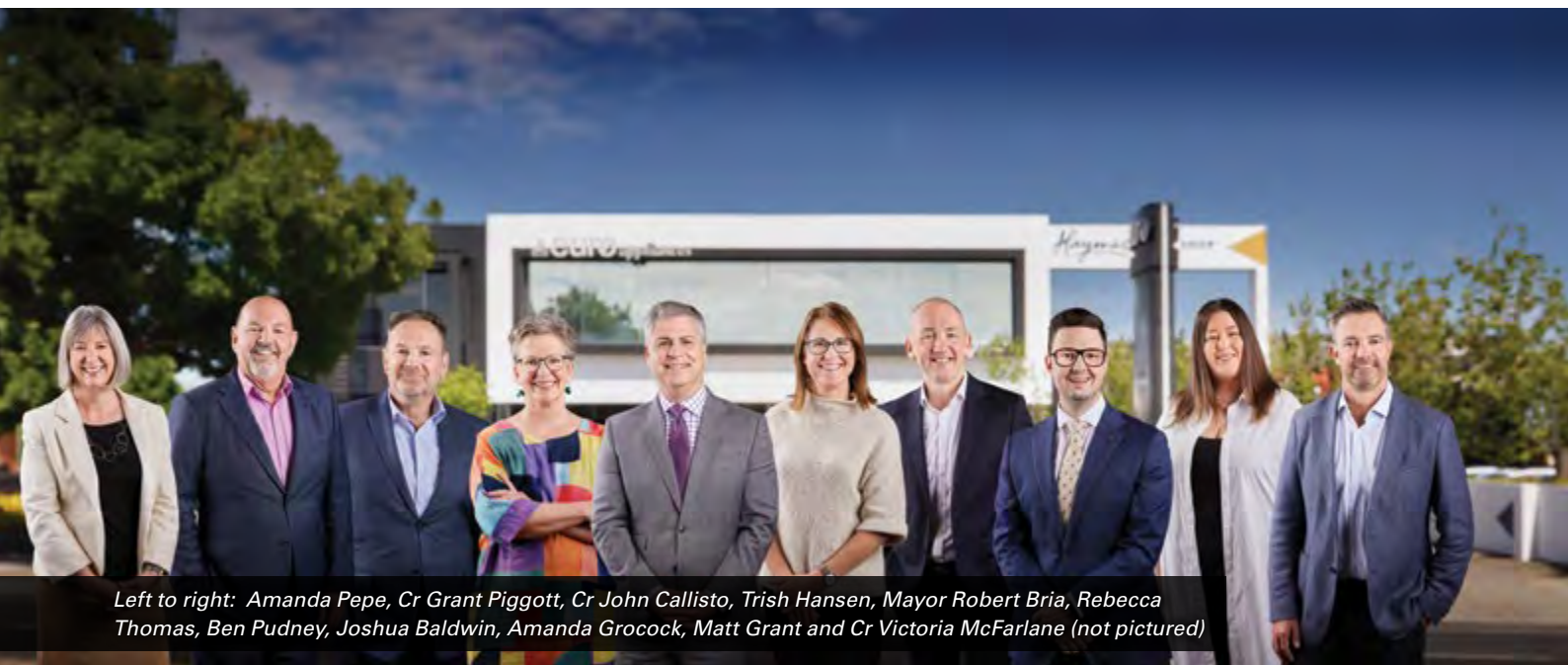
External Member

Julian is an award-winning Architect with experience spanning the UK & Australia. Running his own practice and member of multiple Council Assessment Panels, he consults to Local Government, tutors & lectures at the University of Adelaide's School of the Built Environment and has previously been expert witness in the ERD court and was an inaugural Office for Design and Architecture SA (ODASA) Design Review Panel member.

Challenges

The Council Assessment Panel faced significant challenges in 2023–2024, including the evaluation of complex and detailed development proposals, as well as interpreting arguments within the policy framework of 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 Council's Business & Economic Development Advisory Committee comprises four Elected Members and seven Independent Specialist Members. The Committee provides 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 oversees the continued implementation of the Council's 2021–2026 Economic Development Strategy. This five-year strategy aims 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 facilitate ease of doing business.

The actions outlined in Year 1 and Year 2 of the Strategy were focused on providing direct support to help

businesses survive and recover from the COVID-19 pandemic, guided by the previous Committee. In contrast, the actions for Years 3 and 4 are directed toward supporting key sectors within the City and establishing connections to grow and support all businesses.

With expenditure within the City continuing to rise, alongside an increase in the number of businesses and employment, the Committee aims to provide valuable insights on how to capitalise on this growth while navigating the challenges posed by rising costs of living, interest rates, and business taxes.

The Committee met five times during 2023–2024. Independent Committee Members receive a \$300 sitting fee.

For the period commencing 1 July 2023 until 30 June 2024, the Business & Economic Development Advisory Committee comprised 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.

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 comprises three Elected Members and three Specialist Independent Members. It was established by the Council to make final determinations on traffic management issues referred to the Committee and to consider proposals and recommendations aimed at improving traffic management and road safety throughout the City.

The Committee continues to play an integral role in implementing initiatives that enhance road safety and address traffic-related concerns. The Committee meets every two months (unless there are no items for discussion) and held four meetings during 2023–2024.

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

For the period commencing 1 July 2023 until 30 June 2024, the Traffic Management & Road Safety Committee comprised 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 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.

Looking Ahead

The Committee will play a key role in assessing the outcomes of the community consultation and recommending future plans for implementing the traffic management projects initiated during 2023–2024.

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 collected by the Council) and to oversee the implementation of the marketing and promotional initiatives outlined in the Plan. These initiatives aim to stimulate visitation, activate the area, and encourage patronage across retail, services, leisure, and dining sectors along The Parade.

For the period commencing 1 July 2023 until 30 June 2024, the Norwood Parade Precinct Committee comprised of 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 seven times during 2023–2024. Committee Members do not receive a sitting fee.

The Committee focused on identifying support and promotional strategies to assist The Parade businesses. Key activities included how best to capitalise on the AFL games played at Norwood Oval during the second AFL Gather Round, as well as the return of the Norwood Food & Wine Festival (see [page XXX](#)). The Committee also worked to support businesses during ongoing development projects within The Precinct.

In response to the current economic climate (high interest rates and cost of living pressures), the Committee continued to explore effective methods for attracting people to The Parade Precinct. This resulted in activities such as the Shop to Win competition and The Parade Gift Card initiative.



Susan Doyle
Library Community Facilities Officer



Matthew Turner
Work Health & Safety Advisor



Jared Barnes
Manager, City Projects



Rosanna Clemente
Senior Graphic Designer

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.



Ann Jayasinghe
Senior Finance Business Partner



Mark Fletcher
Team Member, Civil Maintenance



Adam Feo
General Compliance Officer



Christina Garuccio
Team Leader, 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
- Community Development
- 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



Strategy
Manager
Keke Michalos



Chief Financial Officer
Natalia Axenova



Urban Planning & Environment
General Manager
Carlos Buzzetti



Urban Planning & Sustainability
Manager
Eleanor Walters

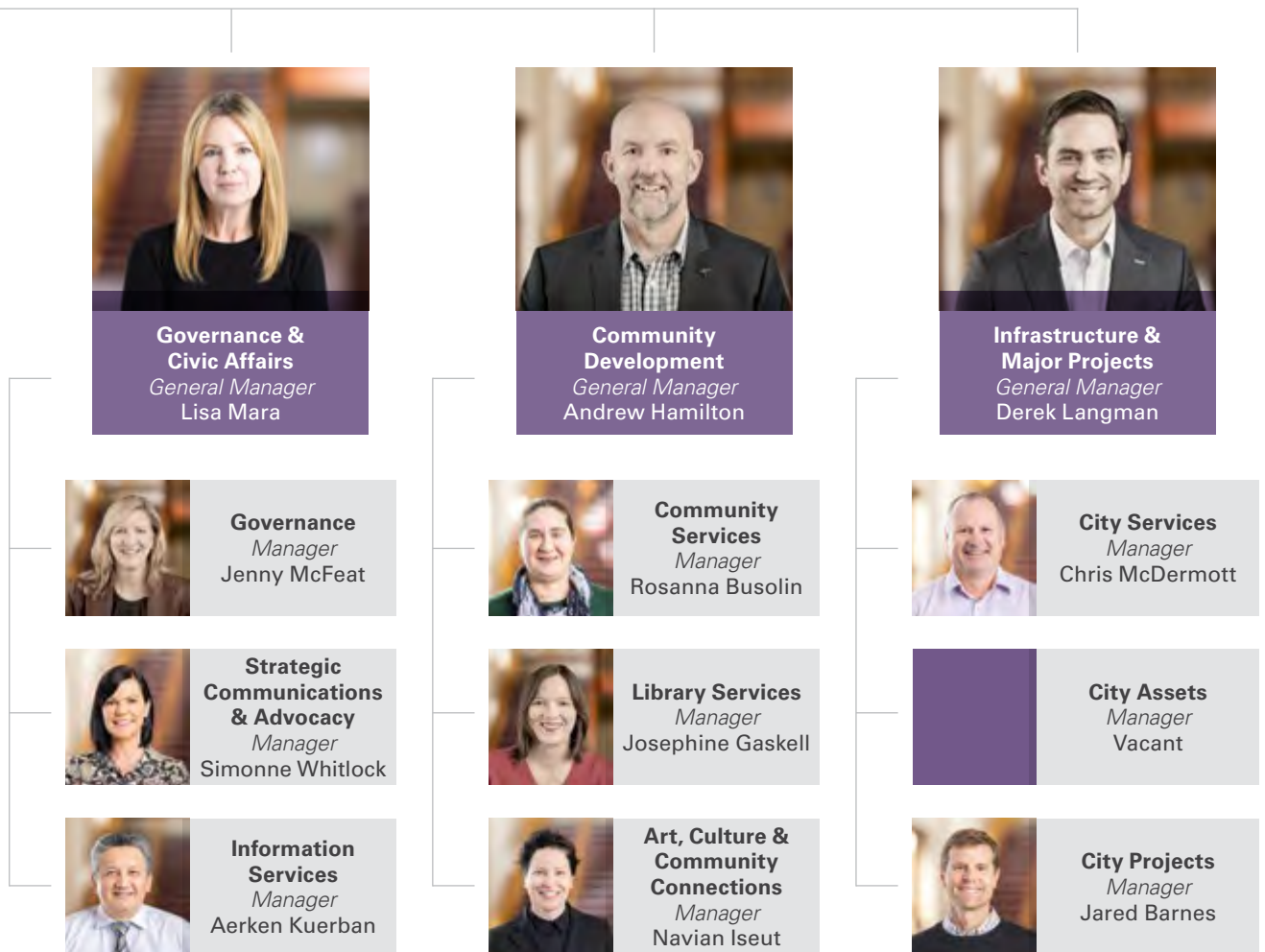


Traffic & Integrated Transport
Manager
Gayle Buckby



Development & Regulatory Services
Manager
Geoff Parsons

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



Executive Leadership

The Executive Leadership Team is currently comprised of the Chief Executive Officer, four General Managers, Chief of Finance Officer, Manager, Chief Executive's Office and Manager, Strategic Communications & Advocacy. 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 honoured to be appointed as Chief Executive Officer of the City of Norwood Payneham & St Peters. In this role, I am responsible for the overall management and leadership of the organisation, with direct oversight of economic development, strategic planning, organisational development, human resources, work health and safety, and citizen services. I am accountable to the Council for implementing its decisions and ensuring the efficient and effective operation of the organisation.

I have a background in Urban, Regional and Environmental Planning, holding a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning. I am also a Fellow of the Planning Institute of Australia. In 1993, I was appointed to the State Government Development

Policy Advisory Committee, where I served as Presiding Member from 1997 for 20 years. I have also served as Deputy Presiding Member of the Development Assessment Commission, Presiding Member of the Local Heritage Advisory Committee, Member of the State Heritage Council, Member of the City of Adelaide Development Plan Committee and Member of the Local Government Association of South Australia's CEO Advisory Committee.

Additionally, I have served as a Board Member of Regional Subsidiaries East Waste and ERA Water and as President of the Royal Planning Institute of Australia.

In recognition of my contributions to Local Government, I was awarded a Queen's Birthday Honour for outstanding public service. I am passionate about creating positive outcomes for our citizens and ensuring the City's unique character is preserved.



Chief Executive's Office
Manager
 Skye Grinter-Falzun



Strategy
Manager
 Keke Michalos



Chief Financial Officer
 Natalia Axenova



Carlos Buzzetti

**General Manager
Urban Planning & Environment**

Joined the Council in 2003

I am an experienced Local Government executive with a background 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 strategic planning, change management, leading multidisciplinary teams, master planning, urban renewal, sustainable urban design and environmental management.

As General Manager, Urban Planning and Environment, I lead a highly skilled team responsible for delivering the Council’s planning policy, development assessment, enforcement services, regulatory services, traffic, sustainability and Smart City initiatives.

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I 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.



Urban Planning & Sustainability
Manager
Eleanor Walters



Traffic & Integrated Transport
Manager
Gayle Buckby



Development & Regulatory Services
Manager
Geoff Parsons



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, Strategic Communications & Advocacy and Information Services— all vital activities in achieving the Council’s collective vision of community well-being and supporting the organisation to achieve its objectives.

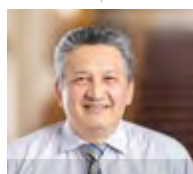
I have a Bachelor Degree in Management from the University of South Australia and a Company Directors Course Diploma from the Australian Institute of Company Directors.



Governance
Manager
Jenny McFeat



Strategic Communications & Advocacy
Manager
Simonne Whitlock



Information Services
Manager
Aerken Kuerban



Andrew Hamilton

*General Manager
Community Development*

Joined the Council in March 2024

With a career spanning all three tiers of government, I have enjoyed partnering with communities to understand their needs and respond through innovative policy and programs.

Through these roles I have seen the amazing things everyday people do, from rallying to provide support in response to State emergencies, to those who leave the ‘big smoke’ to live in the most remote parts of Australia to provide education and health services.

It is this community spirit that has attracted me to Local Government where the connection with community affords a great opportunity to support and strengthen it.

Having grown up in the City, the people and places take on additional meaning, with memories of the opening of the Dunstan Adventure Playground, learning to swim at the Payneham Pool to the privilege of attending Marryatville High School.

I hope to give as much back to the City as it has given to me and I am excited to contribute to all the amazing outcomes already being delivered by the Community Development team, including supporting the realisation of the City’s new Payneham Memorial Swimming Pool.



Derek Langman

*General Manager
Infrastructure & Major Projects*

Joined the Council in 2023

The opportunity to join the team at the City of Norwood Payneham & St Peters was exciting both personally and professionally; allowing me the opportunity to combine my experience in major projects, Local Government and the not-for-profit leadership into one fantastic role.

I have spent the last 10 years of my career in Local Government as I have a core belief that community really matters. I believe that Councils generally provide the ability to contribute to the community in very tangible ways, and the City of Norwood Payneham & St Peters is no exception.

The pipeline of projects such as the Payneham Memorial Swimming Centre and Trinity Valley Drainage Upgrade will contribute positively to both the enjoyment and safety of the community for decades to come.

My background as an Engineer in major projects consulting will help in delivering these projects, but more importantly, I am looking forward to seeing the community thrive as a result.

With two boys attending school locally in the City, I take great pride in showing them the new trees, upgraded parks, buildings and beautiful spaces that our teams at the Council have worked so hard to create and maintain.



Community Services
Manager
Rosanna Busolin



Library Services
Manager
Josephine Gaskell



Art, Culture & Community Connections
Manager
Navian Iseut



City Services
Manager
Chris McDermott



City Assets
Manager
Vacant



City Projects
Manager
Jared Barnes



Skye Grinter-Falzun

*Manager
Chief Executive’s Office*

Joined the Council in 2017

I am a Human Resource professional with a background in high-demand industries, including Oil & Gas. I joined the Council in 2017 and advanced my career in 2022 to the role of Manager, Chief Executive’s Office, where I adeptly manage a multifunctional team. My responsibilities include Human Resources, Organisational Development, Work Health & Safety, the Citizen Services Unit. In addition, I am also the interim manager of the St Peters Child Care Centre & Pre-School.

Prior to my current role, I served as the Executive Assistant to the Chief Executive Officer & Mayor from February 2020 to July 2022, where I provided high-level operational and administrative support.

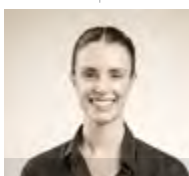
In my role, I drive the organisation’s key initiatives that enhance organisational efficiency and employee wellbeing. My knowledge of Human Resources, coupled with my strategic oversight of

Organisational Development and Work Health & Safety, ensures a balanced and productive work environment. My interim management of the St Peters Child Care Centre & Pre-School highlights my versatility and commitment to community service and engagement.

Holding both a Diploma of Human Resource Management and a Diploma of Business Management, I aim to combine practical knowledge with strategic insight and my career trajectory reflects a dedication to professional growth and a passion for fostering positive workplace cultures.



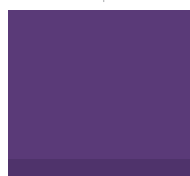
Executive Assistant
Lucinda Knight



Human Resource Advisor
Caitlin Rea



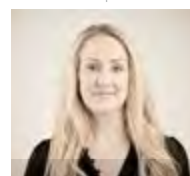
Work, Health & Safety Advisor
Matthew Turner



Organisational Development Specialist
Vacant



St Peters Childcare & Pre-School
Director
Alice Parsons



Senior Service Officer
Dhyanna Favretto



Natalia Axenova

Chief Financial Officer

Joined the Council in 2023

I bring extensive experience in finance, tax, auditing and accounting across multiple roles and industries, including as Associate Director of Finance in a large organisation. Currently, I lead the Finance Unit, providing financial guidance to the Chief Executive Officer, Elected Members, General Managers and Managers to support informed decision-making. My responsibilities include overseeing financial risk management, ensuring compliance with legal and regulatory requirements and delivering management accounting services across all functional areas. I also focus on process innovation and operational improvements throughout the organisation.

A key part of my role is to ensure decision-makers are fully informed about financial implications and viable alternative options. I take this responsibility seriously to support sound, strategic decisions.

I hold a Bachelor of Commerce, am a Member of Certified Practising Accountants and have completed a Senior Leader Professional Development Program at Howard University.



Simonne Whitlock

Manager

Strategic Communications & Advocacy

Joined the Council in 2021

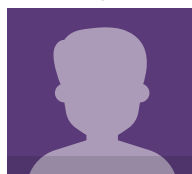
I am a highly skilled media and communications professional with 28 years of experience in journalism, public relations, media advice and policy development across State and Local Government. My career includes providing strategic advice to two South Australian Premiers and various Cabinet Ministers and I am an award-winning journalist recognised nationally and locally for excellence in reporting.

At the City of Norwood Payneham & St Peters, I serve as Manager, Strategic Communications & Advocacy, providing high-level advice to the Mayor, Chief Executive and Executive Leadership Team. I oversee community consultations and manage editorial content for corporate publications, including Look East, delivered to 30,000 residents and businesses twice annually.

My role includes preparing speeches and media releases for the Mayor and responding to media queries from print, television and radio outlets. I also address inquiries from residents and businesses on topics ranging from rates and the Annual Business Plan to major projects like the Payneham Memorial Swimming Centre redevelopment.



Senior Finance Business Partner
Ann Jayasinghe



Procurement Specialist
James Greenfield



Senior Graphic Designer
Rosanna Clemente



Creative Digital Designer
Adriana Rinna



Website Officer
Julie Adair-Cullen

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.



Regulatory Services Team

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.

These values shape our commitment to delivering quality services to our community and create a foundation for positive interactions, both internally and with our citizens.



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.

Leadership

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

Excellence

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

Integrity

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

Service

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

Meet some of our Staff



Emma Comley

Arts Officer

Working in the Local Government sector may seem like an unusual choice for someone with as much creative flair and artistic history as Emma Comley

Her resume includes various artistic professions; photographer, graphic designer, gallery assistant, art installer, printer, space maker, artist and designer.

But Emma has found her calling as the City of Norwood Payneham & St Peters' Arts Officer.

"I feel that all of the various elements of my background and career have contributed to the diverse role as Arts Officer, and I thoroughly love my job,"

"My favourite part is working with artists to bring their vision to life, particularly in The Gallery space, in the St Peters Town Hall Complex," Emma said.

"I love the process of installing an exhibition and all of the detail that goes with it, while also creating a visual experience for the viewer and bringing the artist's idea to fruition.

"I also love recreating the space every time there's a new exhibition; no two exhibitions are the same, and the space transforms each time new artwork is installed."

Emma said the biggest surprise about starting at the Council was how much an Arts Officer was welcomed—and also needed.

"Every encounter I've had with local creatives (and there are a lot in this Council area), has been positive and I've been welcomed into the arts community with open arms.

"Artists, artists groups, studios and local creatives are all eager to connect and collaborate with the Council, and I feel extremely fortunate to have this role to connect with and support them, thus enriching the City of Norwood Payneham & St Peters.

Emma says the arts sector provides a huge amount of opportunities for people to mingle and learn—whether that be about the arts or the City of Norwood Payneham & St Peters.

"My advice is to get connected. Go out and meet people, go to exhibition openings, visit artist studios. Talk to artists and find out what they're working on, what their ideas are for the future and see if you can get involved. Go to art classes. Reconnect with your childhood artist, make your own art and be passionate!"

To read more about artists who have exhibited at The Gallery see page XXX



Stephanie Sribar-Bills

Co-ordinator of Youth Programs

Building trust with young people is the most challenging—but also the most rewarding—part of Stephanie Sribar-Bills’ role.

Stephanie is the Council’s Co-ordinator of Youth Programs and she strives to ensure that every conversation she has with a young person “leaves them feeling confident that our Council can assist in their needs”.

Stephanie who has a Bachelor’s Degree in International Studies, Majoring in Culture & Development, has extensive background working with children and young people

In 2010, Stephanie volunteered at the Malaika Orphanage in Johannesburg, in South Africa in 2010 and also volunteered at Parijat Academy in India in July 2012.

Parijat Academy is for children from socio-economically disadvantaged communities in the outskirts of

Guwahati, Assam. It has two schools that cater to children from 10 tribal villages where access to education is limited.

“Working with children at both non-profit organisations, were incredibly influential experiences,” she says.

“They helped to reinforce my core values and perspectives on the importance of providing young people with access to resources, education, and support for all socio-economic backgrounds.

“The life experience that I gained throughout these trips has translated to transferable skills and an ability to adapt to the various projects I take on, and the various demographics of young people that I engage with.

“In my current role, it helps me to better connect with the people that work directly with young people in the youth sector.”

Since commencing her role Stephanie has engaged with every primary school and secondary school in the Council area, which has resulted in multiple presentations and collaborations.

“I want to make sure the young people’s perception of our Council is a positive one where they feel heard and considered,” she says.

The focus for Stephanie since beginning in the role in January 2023 has been:

- the Council’s ‘Voice & Vision of Young People’ Community Consultation and Action Plan;
- Young Achievers Program Funding;
- Work Experience & Work Placement Program;
- Elevate Radio Overhaul and April 2024 intake with Three D Radio; and
- St Peter’s Fair, Youth Week & Young Entrepreneurs & Creatives Stall Holders.

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.

As at 30 June 2024, the Council employed 214 staff, comprising 114 full-time, 38 part-time, and 62 casual staff. Casual staff primarily work at the Council’s Swimming Centres, St Peters Child Care Centre & Pre-school and Libraries.

The Council supports a diverse range of employment types. These roles help deliver services across seven days and meet demand during seasonal and high-traffic periods.

Staff are engaged across various positions within:

- Administration
- Arts & Culture
- Child Care
- Civil Services
- Community Services

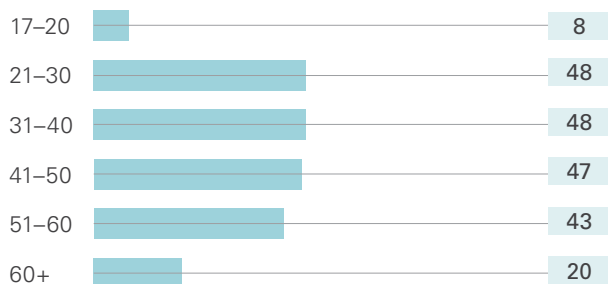
- Economic Development
- Engineering
- Environmental Planning
- Events
- Governance
- Horticulture Services
- Information Technology
- Library Services
- Management
- Planning and Building
- Recreation Services
- Regulatory Services
- Strategic Planning
- Swimming Centres
- Traffic Management
- Work Health & Safety

214 Full time, part time and casual staff

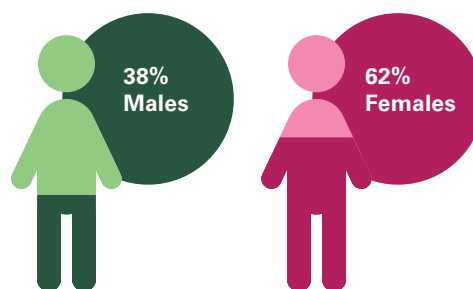
71% of our workforce is permanent

6.8 Average years of service

Age Profile



Gender Profile



Length of Service

As of 30 June 2024, the average length of tenure of the staff at the Council was 6.8 years, with the longest tenure at 43 years. This reflects a slight decrease from 8.3 years and a tenure of 43 years recorded in 2022–2023.

Demographics

Our staff range in age from 19 to over 69 years, with an average age of 41 years, and hold job skills or qualifications at all levels, from certificate to postgraduate level.

The total workforce comprises 38% males and 61% females, representing a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, Farsi, Mandarin, and Japanese.

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	Females	Males
\$270,000–\$290,000	0	1
\$170,000–\$189,999	1	3
\$150,000–\$169,999	3	2
\$130,000–\$149,999	4	3
\$110,000–\$129,999	7	4
\$90,000–\$109,999	11	18
\$70,000–\$89,999	32	29
\$50,000–\$69,999	21	4
\$30,000–\$49,999	32	8
\$0–\$29,999	21	11
Total	132	83

Staff Changes and Recruitment

During 2023–2024, 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 2023–2024, the Council recruited for the following positions:

- Project Manager
- Executive Assistant
- General Manager
- Team Member, Arboriculture
- Team Member, Civil Maintenance
- Mechanic
- Team Member Parks & Gardens
- Finance Business Partner
- Educators, St Peters Child Care Centre
- Coordinator, Volunteer Services
- Pool Supervisors
- Swimming Instructors
- Accounts Officer
- Administrator, People & Culture
- Accountant
- Lifeguard
- Compliance Officers
- Payroll Specialist
- Events Assistant
- Service Officer
- Work Health & Safety Advisor
- Organisational Development Specialist
- Manager Governance
- Norwood Concert Hall Coordinator
- Library Programs Officer
- Senior Graphic Designer
- Team Leader, Educator

Extensive 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.

New staff participate in inductions which are relevant to their position and can cover all areas of the Council's operations, as well as a tour of the City and the various Council venues and work sites.



Giulia Flowers, Service Officer



Michael Moshos, Project Manager Civil

Job Description Spotlight

Coordinator, Children & Youth Services

The Coordinator, Children & Youth Services is responsible for the development, coordination and delivery of infant, child and youth programs and services, aimed at promoting literacy skills, developing young readers, supporting lifelong learning and providing valuable recreational opportunities for young people in our City. This also includes the development of contemporary spaces and places within the library sites for

families, children and youth to participate and engage with their community.

The position is also responsible for assisting with the delivery of quality customer and information services, including corporate receipting and contributing to the development of Library Service collections.

Executive Assistant, Infrastructure & Major Projects

The Executive Assistant, Infrastructure & Major Projects is responsible and accountable for the provision of high-level administrative and project support to enable the General Manager, and the Infrastructure & Major Projects Department to operate efficiently and effectively. The role also requires liaison with external stakeholders, while providing high level

support to all other business units across the Infrastructure & Major Projects Department as required. The Executive Assistant, Infrastructure & Major Projects also assists in project and administration functions within the Infrastructure & Major Projects Department including researching, preparing and coordinating projects and initiatives.

Senior Graphic Designer, Place Activation & Marketing

The Senior Graphic Designer is responsible for the provision and maintenance of the Council's Corporate Identity associated with the graphic and digital design of all Council materials such as publications, documents, events, campaigns, stationery and signage.

The Senior Graphic Designer maintains a consistent approach to the Council's Corporate Identity and branding requirements and provides professional, high-quality graphic and digital design advice and content to meet the ongoing needs and expectations of the organisation.

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 of 30 June 2024, 75% of the staff employed by the City of Norwood Payneham & St Peters, are covered by the South Australian Municipal Salaried Officers Award in administrative positions, while 25% are employed under the Local Government Employees Award in trade positions.

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 provide 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 2023–2024 Professional development benefits included:

- Accredited FOI Officer
- Civica Payroll Users
- Coaching Skills for Leaders
- Community Land Management Plan
- Community Land Management Plan (duplicate)
- Council Delegations & LGA Delegation
- End of Year Virtual Classroom
- Human Guide Training Workshop
- Introduction to Risk Management
- Managing Challenging (Frontline) Behaviours
- Planning Institute of Australia
- Planning in a Housing Crisis
- Property 101 for Planners
- Regulated Trees & the Law Update
- Safe Dog Handling
- Vendor Panel Introduction Developing Skills in Informal

Performance Conversations & Increasing Leadership Effectiveness through Performance Coaching Skills

- Introduction to Legal Obligations
- LGSWCS Return to Work
- Positive Communication
- Walking the Talk Conference
- Carry Out Basic Levelling

Work Health & Safety

- A Good Place to be a Child - Creating Effective early Learning Environments
- An insight into Autism Spectrum Disorder in the early years
- Duty of Care - Work Health & Safety in Education & Care
- Ethics for Accredited Professionals
- Temporary Traffic Management (WZTM)
- Understanding Young Childrens Behaviour & Empowering their Future
- Provide First Aid
- Chief Emergency Warden and Emergency Warden
- Provide Cardiopulmonary Resuscitation
- Quantified Tree Risk Assessment Limited

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 2023–2024, no discrimination matters were raised by Council staff.

Apprenticeship Scheme

In 2023–2024, 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.

In 2023–2024, a Healthy Lifestyles program was launched with a Corporate Health Group (CHG) Mental Health Awareness seminar on 16 May 2024. The Council provides an Employee Assistance Program to staff and promotes monthly Health Tips on the OneNPSP Intranet.



90 Influenza vaccinations
138 in 2022–2023 and 105 in 2021–2022

26

Health assessments
26 in 2022–2023 and 40 in 2021–2022

65

Skin cancer screenings
75 in 2022–2023 and 70 in 2021–2022

Keeping Staff Informed

Keeping staff informed and connected is central to ensuring that our staff are engaged with their role within the organisation 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 staff briefing sessions. These sessions are an important opportunity to communicate, learn about colleagues job roles and projects which the Council is undertaking.

National Conference costs

In 2023–2024, Council staff attended the following conferences including:

Purpose: PIA National Planning Congress

Costs: \$3,010.

Purpose: AITPM National Transport Conference

Costs: \$2,500

Charitable Contributions

In 2023–2024, the Council donated \$346 to Backpacks for SA Kids, raised through the 2023 Staff Christmas Raffle, using gifts generously contributed by staff and Elected Members throughout the year.

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 2023–2024 which some staff attended. Details of these events are set out below:

- in November 2023, the Council hosted its annual Volunteers Christmas Dinner at the Norwood Concert Hall. 7 staff, who work directly with Volunteers attended the Volunteers Christmas Dinner at a cost of \$73.10 each; and
- the 2023 Mayor's Christmas Dinner was held on Friday, 1 December 2023 at Martini on the Parade. The Council's Chief Executive Officer, General Managers and Managers attended the Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$97.25 each.



Dunstan Adventure Playground

Beyond the Playground

Stuart Pope, Project Manager, City Projects

Stuart reflects on the recently upgraded Dunstan Adventure Playground, which boasts an adventure-themed play area complete with trampolines, barbecues, lighting, pathways and the iconic 19-metre slide and flying fox, paying homage to former South Australian Premier Don Dunstan.

Stuart, who holds a Bachelor of Design and a Master's in Landscape Architecture, oversaw the construction phase of this major project. When work commenced in February 2023, it became clear that historical and geological aspects of the site needed to be addressed. "This meant certain elements had to be redesigned while retaining aspects of the original layout," he explains.

Community consultation revealed a strong connection to the original long slide, described by residents as a "rite of passage." This feedback led to the decision to incorporate a new slide that complied with current safety standards.

Given the Playground's location on the River Torrens, the larger slide and supporting structure necessitated additional investigations to ensure ground stability. "We had to adjust the design to avoid disturbing the soil," Stuart notes.

Throughout the design phases, the Council collaborated with the Kurna community to weave their stories and connections to Karra Wirra Pari (River Torrens) into the project.



“I wanted Kaurna representatives on site during construction to ensure their input shaped the feature elements, like the birds atop the playground structures and the slide platform that represents a fishing net.”

The Council’s Arts Officer collaborated with Kaurna representatives to develop a mural near the picnic shelter and BBQ area, which sets the theme for the Playground.

Stuart reflects on the project’s success: “The integration of nature play, rock elements, and improved amenities allows families to enjoy the space.” Despite the project being completed, he continues to visit the Playground and appreciates the collective efforts of everyone involved.

“It is one of the most unique sites I have worked on—there are beautiful established trees and the River Torrens. I have visited about six or seven times.”

The most rewarding aspect, he believes, is the teamwork among Council staff, arborists, designers, contractors, and residents.

The Playground not only offers a place for children to play but also serves as a gathering point for families and friends. The redesigned space encourages community interaction and fosters a sense of belonging among visitors of all ages. Stuart’s commitment to enhancing this area ensures that Dunstan Adventure Playground will continue to be a cherished location for generations to come.

To read more about the Dunstan Adventure Playground, visit [page XX](#).

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, 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

Year	Description	Award	Project
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 (RTLIP 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
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

Year	Description	Award	Project
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
2024	Australasian Reporting Awards	Gold Award	2022–2023 Annual Report
2024	Australian Institute of Landscape Architecture (AILA) Awards	Infrastructure Award of Excellence	St Peters Street
2024	Australian Institute of Landscape Architecture (AILA) Awards	Water for Life Award	St Peters Street
2024	Australian Institute of Landscape Architecture (AILA) Awards	Healthy Parks, Healthy People Award	St Peters Street
2024	Australian Institute of Landscape Architecture (AILA) Awards	Minister for Planning's Award	St Peters Street



From left to right: Joe Miller-Norman (Dryside Engineering), Jamie Walker (Plot Works), Alex Game (Landskap), Mayor Robert Bria, Jared Barnes (City of NPSP) and James Butterworth (Landskap)

St Peters Street Project Wins Prestigious Awards

The City of Norwood Payneham & St Peters' \$4.45 million upgrade of St Peters Street achieved remarkable recognition at the Australian Institute of Landscape Architects (AILA) 2024 Landscape Architecture Awards, winning four prestigious awards in June 2024.

This once-in-a-generation project transformed a tired residential street with crumbling infrastructure, traversing eight avenues to create a revitalised community space. The Landscape Architecture Awards celebrate the accomplishments of landscape architects across Australia, providing a platform for both public and peer recognition.

The St Peters Street Upgrade Project received accolades in the following categories:

- Infrastructure Award of Excellence
- Water for Life Award
- Healthy Parks, Healthy People Award

Additionally, the project earned the inaugural Minister for Planning's Award, which was presented to Mayor Robert Bria by Hon Nick Champion, Minister for Planning.

This transformative project was part of the Council's 'complete streets' approach, which integrates the timing of replacing and renewing various assets, including footpaths, kerbs, road reseals and stormwater drainage.

The upgrade has delivered enhanced streetscape infrastructure that:

- provides safe and accessible movement for pedestrians, cyclists, and motorists;
- encourages physical activity and supports mental well-being;
- maximises green landscaping and shade tree planting for comfort;
- links movement between open spaces for both people and wildlife; and
- integrates green infrastructure and utilises recycled water for sustainability.

The Council extends its gratitude for the Awards and acknowledges the efforts of Council staff, consultants, and contractors involved in delivering the project, including Landskap (landscape architecture), Dryside Engineering, Plotworks and Cavocon.



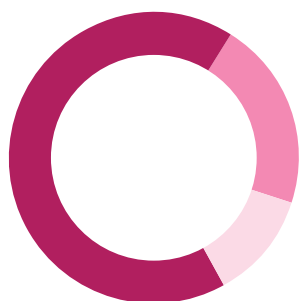
Work Health & Safety

The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces, whether they are attending the Norwood Town Hall, utilising our pool and libraries, or enjoying our beautiful urban parkland and heritage streetscapes.

This commitment is reflected in our Work Health & Safety (WHS) strategies, policies, and management systems.

During the 2023–2024 financial year, the Council's reporting system recorded a total of 104 incidents, of which 43 resulted in an injury. The types of injuries reported are graded by severity, including Fatality, Lost Time Injury (LTI), Medical Treatment Injury (MTI), First Aid Injury (FAI), and Report Only (RO).

Injury Incident by Type



- 67% First Aid Injuries
- 21% Report Only
- 12% Medical Treatment Injuries

Drug and Alcohol Testing

The Council's Drug & Alcohol Policy acknowledges that many positions are considered high risk, requiring staff to be fit for duty and unimpaired at work. Consequently, the Council enforces a zero-tolerance policy and conducts random drug and alcohol testing.

Each year, up to 20 staff members, equating to approximately 10% of all staff, are routinely and randomly tested for inappropriate drug and alcohol use. In 2023–2024, 20 staff members were randomly tested.

For the 2024–2025 period, the Council plans to increase the drug and alcohol testing programme to incorporate up to 55 tests per financial year, an increase from 20. This will be achieved through monthly testing at irregular times and days.

Challenges

The ongoing challenge for the organisation is to improve the utilisation of Skytrust, the WHS reporting system. Increased uptake of Skytrust will provide more information on risks identified by staff and contractors, which can then be addressed in WHS risk management.

The Council has reviewed its WHS function, resulting in a structural change. As part of this change, a dedicated WHS Advisor has been appointed.

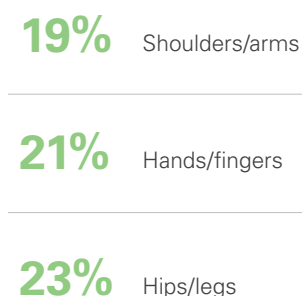
Looking Ahead

The WHS Management System will continue to develop, in both governance and hazard management processes driven by continual review processes. One area where this will be achieved will be the re-assessment of WHS hazards linked to tasks conducted by staff.

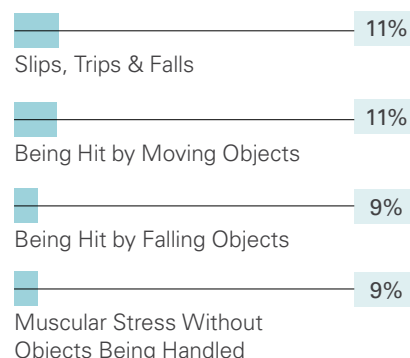
Workers Compensation Claims Trend Analysis 2023–2024

Claim Type	Count
Total New Claims for the Year	10
Total New Claims Closed During the Year	3
Total Existing Claims at Year Start	7

Injury Hotspots



Top Injury Causes



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.



Arts & Culture Plan 2024–2027 Community Feedback Session

The Council invited comments from the community on a range of topics and issues during 2023–2024 which included:

- Access & Inclusion Strategy
- City of Norwood Payneham & St Peters Biennial Community Survey
- *CityPlan 2030: Shaping Our Future - Update 2024*
- Draft 2024–2025 Annual Business Plan and Budget
- Draft Arts & Culture Plan 2024–2027
- Draft Marryatville Master Plan
- Draft On-Street Parking Policy
- Draft Voice & Vision of Young People Action Plan - Stage 2 Consultation
- Kensington and Portrush Road Community Facilities Code Amendment
- Marden and Royston Park Traffic Management
- Open Space, Playgrounds & Recreation Strategy
- Proposed 40km/h speed limit in residential streets of Marden, Royston Park, Joslin, St Peters, College Park, and Hackney

- Proposal to amend a Community Land Management Plan
- The Parade Precinct Separate Rate & Draft Parade Precinct Annual Business Plan 2024–2025
- Traffic Study: Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris - Stage 2

The City of Norwood Payneham & St Peters' Biennial Community Survey

The biennial Community Survey is an important initiative to help the Council to improve its performance and to measure its progress towards the targets which are contained in the Council's long-term strategic plan *CityPlan 2030: Shaping Our Future*.

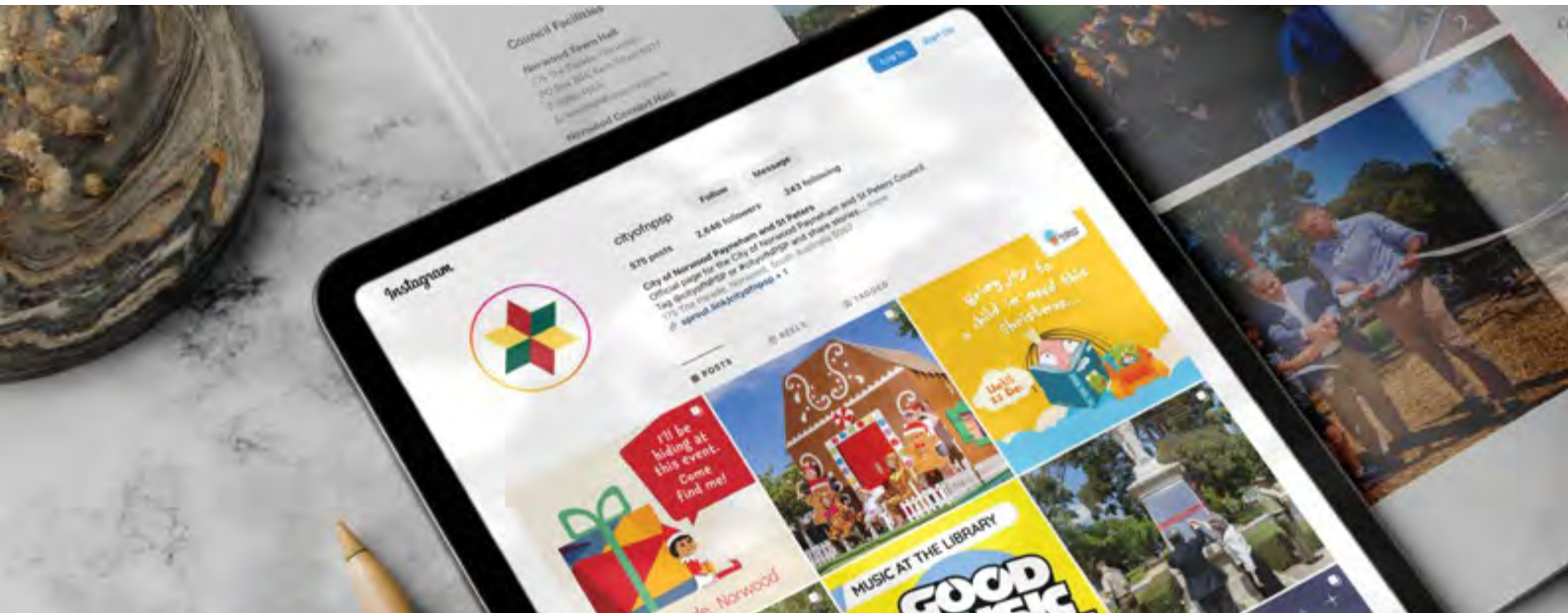
The Survey is undertaken every two years and the results are compared with the previous survey.

In 2023, the Council engaged local marketing and research analysts, Square Holes, to engage with 400 local residents and 200 business operators.

The results of the 2023 Community Survey are on [pages XX](#)

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 2023–2024, the Council produced its community publication. Look East is distributed to ratepayers and residents 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 and LinkedIn, all of which are experiencing significant audience growth, reach and engagement. For more information see page XXX.

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 45% average open rate, which is considered good engagement against a government benchmark of 35.3%¹. As at 30 June 2024, Your NPSP had 3118 subscribers compared to 1,872 subscribers at the end of 30 June 2023.

¹ Mailchimp Benchmarking data



Libraries - 58,851 visits



Waste & Recycling - 45,311 visits



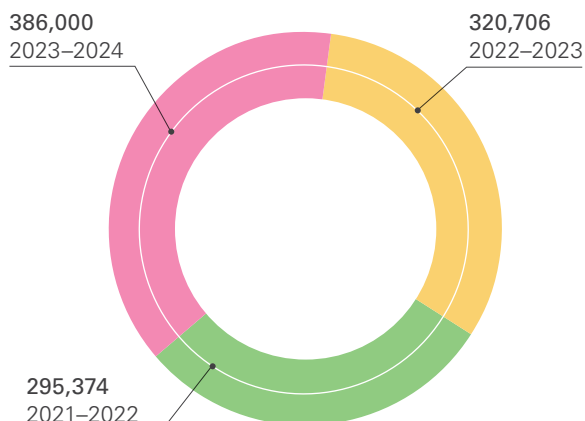
Events Calendar - 43,064 visits

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 2023–2024 with 386,000 visits, an increase of 20.3% on the previous year.



Devices

Audience behaviour analysis shows that 58.7% 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 2023–2024 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 2023–2024, 11 online forms were created for the convenience of citizens and to streamline the way we collect and process service requests, enquiries, feedback and complaints.



Make a Payment - 15,245 visits



Contact Us - 13,740 visits



Christmas Pageant - 10,507 visits

Completed Website Improvements during 2023–2024

Volunteer Vacancies & Programs

The Volunteer Vacancies & Programs Interactive Listing enhances the visibility and accessibility of the Council's Volunteer Program by providing an online platform where community members can easily browse, search, and apply for volunteer opportunities.

Key features included:

- **Showcase of Volunteer Opportunities:** Displays current vacancies with role overview and responsibilities.
- **User-Friendly Interface:** Simple navigation allows users to filter opportunities based on interests, skills and availability.
- **Search Functionality:** Enables volunteers to quickly find specific programs or vacancies that match their preferences.
- **Streamlined Application Process:** Volunteers can apply directly through the platform, making onboarding faster and more efficient.
- **Program Highlights:** Provides insights into ongoing volunteer programs, encouraging greater community involvement.

Parking Expiation Notice Portal

The Parking Expiation Notice Portal allowed recipients of expiation notices to access and view their expiation details and photos. This new online service provided transparency and streamlined the expiation review process.

Upcoming Website Improvements 2024–2025

Digital Look East Website

The Look East website will serve as a digital extension of the Council's long-running community print magazine, Look East. The website will provide an accessible online platform for residents, businesses, community members, and stakeholders to stay informed about the City of Norwood Payneham & St Peters, featuring updates on Council programs, local initiatives, and community news.

The Look East website will showcase a range of articles and content similar to the print magazine, offering timely and relevant information for the community. In addition to the website, a bi-monthly eNewsletter will be distributed to subscribers, providing a curated selection of content from both the Look East magazine and the website.

This digital approach will complement the Council's existing communication channels, including social media and print, and aims to enhance engagement by providing subscribers with regular updates in a convenient format.

Parks & Playgrounds Interactive Map

The Parks & Playgrounds Interactive Map will allow users to view and search for parks and playgrounds across the City of Norwood Payneham & St Peters. Visitors will be able to filter locations based on specific amenities, such as toilets, sporting equipment, dog off-leash areas, and more.

This feature is designed to make it easier for residents and visitors to find the most suitable outdoor spaces to meet their needs, offering a convenient way to explore local parks and playgrounds. By providing detailed information and interactive search options, the map aims to enhance the overall experience of using the area's recreational facilities.

Community Survey

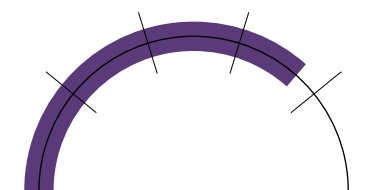
The biennial Community Survey was undertaken in late 2023 and early 2024, with face-to-face interviews and online consultation with more than 600 citizens and business operators in our City.

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

Residents

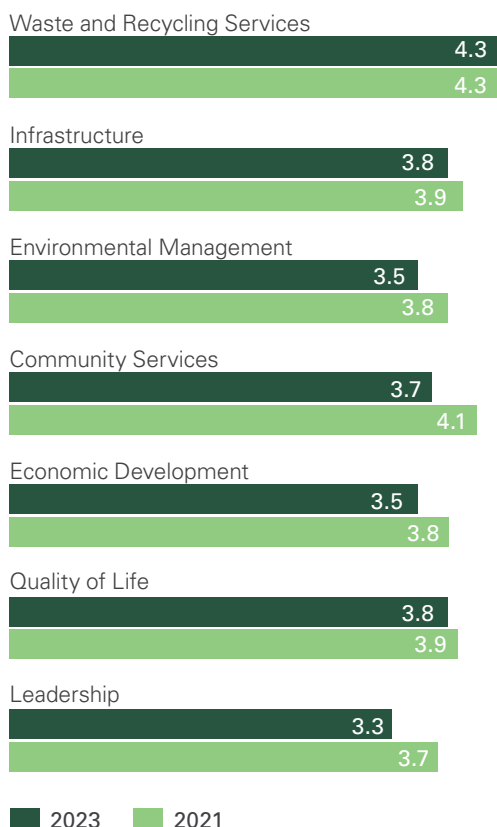
Overall satisfaction

Overall satisfaction levels from residents slightly decreased from 3.9 to 3.7 out of 5 in 2023.



3.7 out of 5

Satisfaction with performance areas



Satisfaction with specific issues



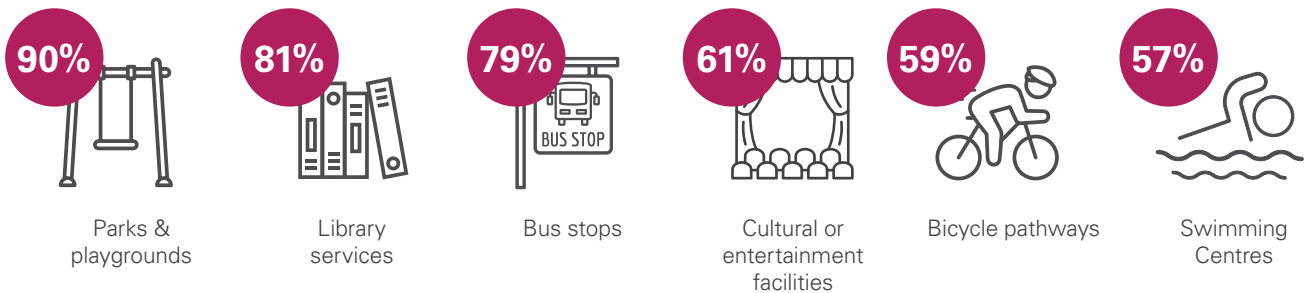
How residents receive information



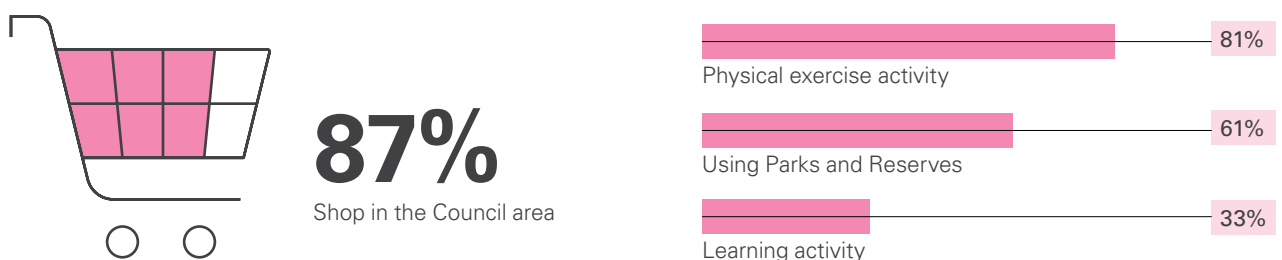
The Community Survey asks how satisfied people are with the various services, programs and facilities the Council provides, together with other questions that affect overall quality of life in the City.

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

Use of the Council services or facilities

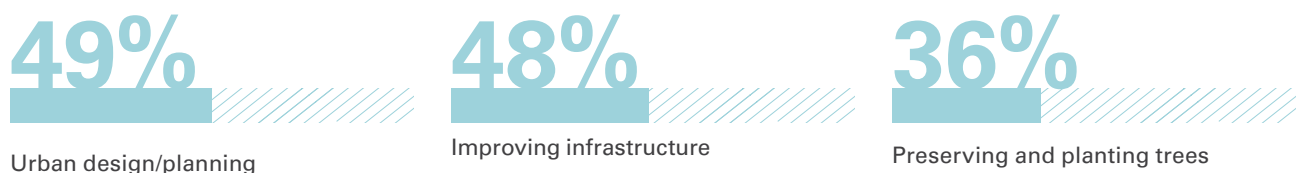


Weekly participation in activities in the City of Norwood Payneham & St Peters



Priority issues

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

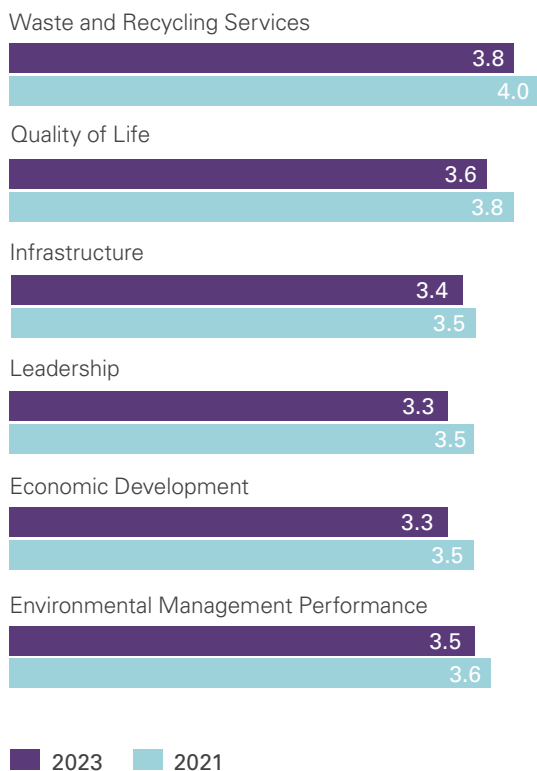


Business Owners and Operators



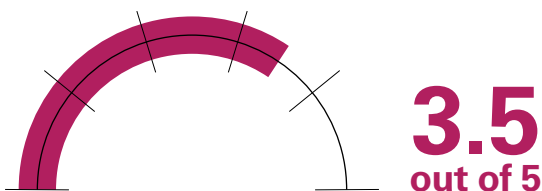
Satisfaction with performance areas

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

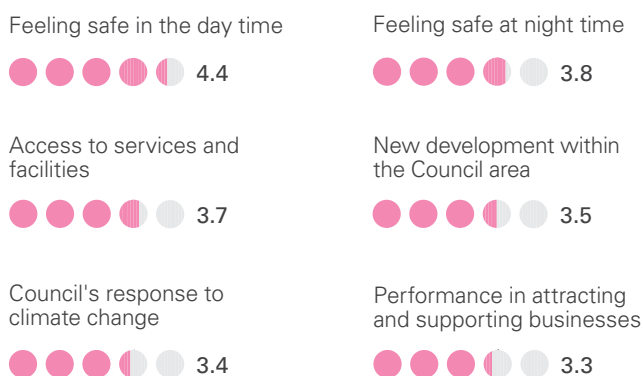


Overall satisfaction

Overall satisfaction levels from businesses slightly decreased across all areas from 3.6 to 3.5 out of 5 in 2023.

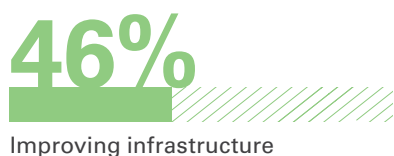


Satisfaction with specific issues



Priority issues

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



OTHER COMMENTS...

Business development expectations



Addressing carparking

Carparking is a difficult issue to resolve as our residents and business often have competing expectations. Seeking to strike a balance, the Council has recently undertaken consultation on its draft On-street Parking Policy.

Once the submissions have been analysed the Council will implement a City-wide parking policy which will aim to alleviate business and residents concerns in relation to long-term commuter parking in residential streets.

Business Operators

"There is a great mix of businesses, good foot traffic, high end customers, clean streets. Cosmopolitan lifestyle and tourists"

"Too many of the same type of business in the area."

"Limited car parking spaces along with a limited time for parking"

"Good community and vibrant business precinct without the bustle of the City"

"I think operating a business for those who are from non-English speaking background or have creative ideas for start-ups, are not encouraged or supported as much as they could be."

Residents

"Part of the beauty of the area are the trees, it makes walking in Summer time bearable, supports wildlife and reduces our environmental impact."

"We need Payneham Pool refurbished and opened so all residents who want to use it can do so, as soon as possible."

"More public education about recycling...what exactly can be recycled in this Council area and what should not go into recycling bins."

"Outsiders parking in neighbourhood. Managing of cycling paths on major roads. Reducing speed on The Parade. Reducing the high-rise residences in the area."

Capturing the colour of Christmas

Mayor's 14th Christmas Card Competition



Mayor Robert Bria and the winners of the Mayor's Christmas Card Competition

The City of Norwood Payneham & St Peters officially welcomed the holiday season with the 14th Mayor's Christmas Card Competition, an event that continues to captivate the hearts and minds of our local community's youngest artists.

The tradition invited local children to engage in a fun and festive activity, capturing the spirit of Christmas through drawing, painting and decorating festive scenes.

A total of 132 entries were received from nine different schools.

Mayor Bria had the honour of hosting the event on Thursday, 2 November, with all of the competition winners, finalists and their families.

All entries were exhibited and displayed in the foyer of the Norwood Town Hall, offering a delightful opportunity for the wider community to appreciate the young artists' creativity.

The overall winner of the competition received a Wacom Graphic Tablet, a cutting-edge tool to further explore their talent and a book recounting the history of the Adelaide Christmas Pageant. All the winners, including the finalists, received prizes to acknowledge their achievements and contributions to the community.

For the finalists, there was an additional special treat, 10 copies of their entries were also turned into Christmas Cards, providing a unique opportunity for them to share their creativity with their loved ones during this festive season.

Congratulations to all the winners of the 2023 Mayor's Christmas Card Competition.

Overall winner

Wen Shuen - Norwood Primary School

Pre-School

1st Prize: Jonathan - St Andrew's School

2nd Prize: Ira - Hackney Kindergarten

Reception

1st Prize: Evan - Trinity Gardens Primary School

2nd Prize: Anneliese - East Adelaide Primary School

Year 1

1st Prize: Isla - Norwood Primary School

Year 2

1st Prize: Anh - East Adelaide Primary School

2nd Prize: Alexander - St Andrew's School

3rd Prize: Mia - St Joesph's Memorial School

Year 3

1st Prize: Maiya - East Adelaide Primary School

2nd Prize: Noa - East Adelaide Primary School

3rd Prize: Liana - East Adelaide Primary School

Year 4

1st Prize: Samuel - East Adelaide Primary School

2nd Prize: Grace - St Andrew's School

3rd Prize: Francesca - Prince Alfred College

Year 5

1st Prize: Phoebe - Norwood Primary School

2nd Prize: Yalena - Norwood Primary School

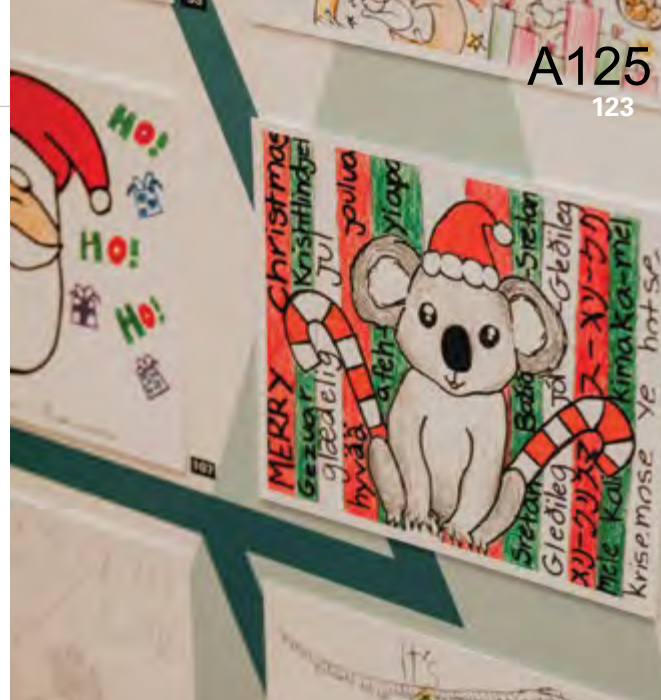
3rd Prize: Linda - Norwood Primary School

Year 6

1st Prize: Zia - Trinity Gardens Primary School

2nd Prize: Pearl - St Joseph's Memorial School

3rd Prize: Annie - St Joseph's Memorial School





Norwood Christmas Pageant 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.

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 2023–2024, 221 Volunteers contributed 7,861 hours of benefit to our community. The value of these hours is \$366,479, based on a dollar replacement value of \$46.62 per hour (Volunteering SA-NT).

Our Volunteers contribute across the organisation, support the wider community, and bring with them diverse skill sets, experience, and cultural backgrounds.

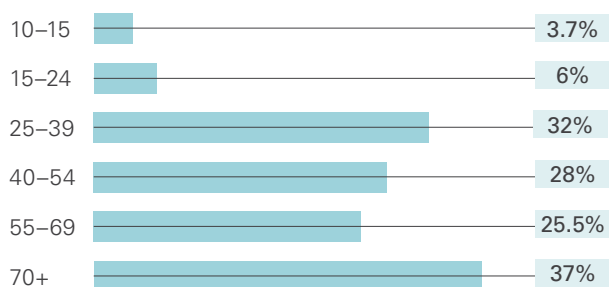
Our Volunteers contributed to a range of programs, events and initiatives including:

- 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.

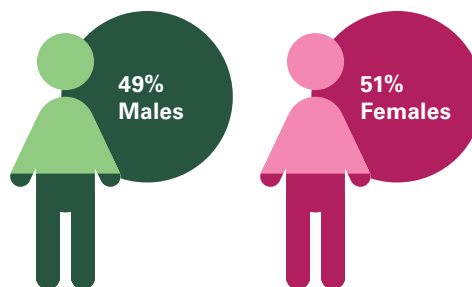
7,861 Hours contributed to the community

\$366,479 Dollar value of hours contributed*

Age Profile



Gender Profile



*Based on dollar replacement value of \$46.62 per hour (Volunteering SA-NT)

Volunteer Management

The Council applies a consistent approach to managing both Volunteers and staff through its people management systems and processes. For Volunteers, this includes:

- pre-appointment checks, including National Police Clearances;
- managing performance and skills;
- professional development reviews and exit interviews; and
- Volunteer engagement surveys.

Volunteers are also offered training, personal development opportunities, and recognition through awards events, ensuring they are acknowledged and celebrated for their contributions to the Council and the City.

Volunteer Years of Service Awards

Volunteers are formally recognised for their years of service at key milestones. Service history is calculated from the Volunteer's commencement date, with awards and certificates organised by the Coordinator, Volunteer Services, and presented by the Mayor at the annual Volunteer Christmas Dinner.

Certificates are awarded at 5, 10 and 15 years of service, while Volunteers who have completed 20, 25, or 50 years of service receive medals. A bronze medal is awarded for 20 years, a silver medal for 25 years and a gold medal for 50 years of service.

On 22 November 2023, at the Annual Volunteer Christmas Dinner, the following Volunteers received Certificates for the Years of Services to the Council

5 Years

Terry Dickeson
Simon Fahey
Bob Hill
Juliet Hugo
Margaret Minney
Nick Nash
David Pfitzner
Mick Roche
Carmen Walker-Galpin

10 years

Gail Baranovskis
Libbie Coote
David Cree
Peter Mann

15 Years

Kathy Cotter
Cathy Fowler

25 Years

Christine Culbertson

30 years

Christine Ward

35 Years

Barbara Cook

Challenges

One challenge the Council faces is the age of its Volunteers, with 37% aged 70 years or older. For some, age limits their ability to continue in their preferred roles, leading to difficult decisions such as retiring, modifying, or switching roles. This change can be challenging due to reduced social activity or the loss of the sense of giving back to the community.

Looking Ahead

In 2024–2025, the Council will consult on the 2024–2029 Volunteer Strategy. This Strategy will guide the growth and development of Volunteer Services, fostering an inclusive community service that encourages meaningful participation.

Volunteer Length of Tenure



71%
0–5 Years

18%
6–10 Years

4%
11–15 Years

3%
16–20 Years

2%
21–25 Years

2%
26+ Years

Meet our Volunteers



Daniel and Melville Rowe

Like birds of a feather, Melville and his son Daniel flock together to keep the streets of the City of Norwood Payneham & St Peters free from graffiti.

Melville embarked on his volunteering journey in 2005 after leaving his dream job as a zoo-keeper at the Adelaide Zoo, where he dedicated over 20 years of his life.

“Every animal had its own peculiarities and personalities,” Melville recalls with fondness. “I started in the bird department, then moved to the mammal department, eventually becoming a rover. But you wouldn’t have known I was there. It was mainly behind the scenes, just like graffiti removal really.” This behind-the-scenes experience has translated seamlessly into his current role, allowing him to work with minimal fanfare but maximum impact.

Melville draws interesting parallels between the markings left by vandals and the way animals spray to establish their territory. “It might be arrogant or ego-driven,” he observes. “Other times,

it’s just mindless squiggles and a waste of resources.” This perspective adds depth to Melville’s commitment to cleaning up the community, highlighting the importance of taking action against such vandalism.

Daniel, now 21, decided to join his father while at a career crossroads, contemplating whether to follow in Melville’s footsteps at the zoo or forge an entirely new path. “I’m the only young person on the graffiti team, but I like to think I bring new ideas to the table,” Daniel shares, proud of the fresh perspective he offers.

Each Friday, the duo drives from their home in Hope Valley for a 3.5-hour volunteering shift, joined by fellow volunteer Chris Levingston. Over time, their shared experiences have forged strong friendships, particularly between Melville and Chris. “Since I started in 2005, I’ve worked with many great people, but I’m really happy with my crew now,” Melville says, giving Daniel a warm smile that reflects their close bond.

The relationship between Melville and Daniel is evident as they finish each other’s sentences, a testament to their camaraderie. Both agree that the best way to combat graffiti build-up is to remove it promptly. They could easily spend hours discussing the most effective cleaning products and their environmental impacts, demonstrating a shared commitment to both their work and their community.

Their dedication to making the streets cleaner not only strengthens their bond but also fosters a sense of community pride. Through their efforts, Melville and Daniel exemplify the spirit of volunteerism, showing that even small actions can lead to significant change. Together, they are not just cleaning up graffiti; they are building a stronger, more connected community.



Amorette Pérez

In January 2023, Amorette Pérez embarked on an adventure with her husband and two-year-old son, relocating from Chile to Adelaide for her husband's job in the IT sector.

A qualified psychologist with a Master's degree in Educational Psychology from the Universidad de Santiago de Chile, Amorette embraced this significant life change and found her place in the City of Norwood Payneham & St Peters.

Today, Amorette serves as an Aged Care Volunteer Visitor at Estia Health – Kensington Gardens, dedicating her time to a resident named Margaret. This role has become a source of joy and fulfillment, helping her feel at home in her new community. "Two years ago, thinking about this opportunity in Australia was an unthinkable reality," she reflects. "Now, I believe volunteering gives you a purpose in life, adds meaning, and fosters personal growth."

Amorette describes her experience as transformative, allowing her to learn about the culture and community of Norwood Payneham & St Peters.

"I marvel at how generous our community can be," she says, noting the small acts of kindness she witnesses on her walks to visit Margaret, like neighbours offering homegrown fruit. This sense of commitment, she believes, is woven into daily life.

Her background in psychology has proven invaluable in her role. "My understanding of human behaviour allows me to empathise with those I'm assisting," Amorette explains. This empathy helps her forge connections and tailor support to meet individual needs. She emphasizes the importance of compassion, fostering a positive environment for those she interacts with.

Over the past year, Amorette has cultivated a special bond with Margaret, transcending traditional friendships in volunteering. Through shared moments, including bingo and discussing literature, they've discovered common ground despite their age difference. "This whole experience has undoubtedly been

the best thing that has happened to me since I arrived in Adelaide," Amorette shares.

Language has presented challenges, as she navigates her English skills after primarily speaking Spanish for 37 years. However, she appreciates the patience and support from others. "Volunteering is great because people are patient with you, help you, and you also have a good time," she notes.

Reflecting on her journey, Amorette passionately encourages others to consider volunteering. "Everyone has a story they want to tell," she asserts. By spending time with others—whether reading or enjoying the garden—volunteers can significantly impact lives, especially those who feel isolated or lonely.

In her own words, "If I can do it, everyone can." Amorette's story is a testament to the enriching power of volunteering and the meaningful connections it fosters within the community.



Twilight Carols, Linde Reserve

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 offers a wide range of programs, services and facilities aimed at improving the health and well-being of our citizens while enhancing the cultural vitality of the community.



Artist Hari Koutlakis Mural, Little Rundle Street, Kent Town

The Council also provides support to local groups and organisations that deliver projects and services benefiting the community.

The Community Funding Program provides the opportunity for local groups and organisations to receive financial support for their activities and develop new initiatives that contribute to the community's well-being.

Funded initiatives are expected to make meaningful contributions to social, cultural, economic, environmental, and community development within the City or address significant social and 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 awarded through two rounds each financial year, one in August and one in February.

In 2023–2024, the Council provided \$48,740 in funding to 14 community groups through the Public Art & Culture Grants Scheme. Additionally, the Council provided \$24,678 to 10 community groups to support local initiatives.

Community Grants Scheme		
Organisation	Initiatives	Amount
JDRF Zumbathon	Support for Community event	\$440
Associazione Nazionale Carabinieri	Musician and equipment for Community event	\$2948
Adelaide Sound Connection	Support for Community event	\$896
Maylands Sports Centre	Minor equipment for Team events	\$4998
Kent Town Residents Association	Minor equipment for Community events	\$450
Payneham Bowling Club	Defibrillator for the Club	\$1900
Nature Play SA	Support for Community Event (Nature Walks)	\$4240
Returned Services League Payneham Sub-Branch	Minor equipment for Community events	\$3940
All Souls	Minor equipment for promoting Community events	\$2000
Act for Kids	Minor equipment for Community workshops	\$2866

Public Art & Culture Grants Scheme		
Organisation	Initiatives	Amount
Australian Dance Theatre	Mural painted inside the Odeon Theatre by artist Shane Cook	\$4750
Adelaide Youth Orchestra	Youth Orchestra performance with the SAPPS Choir NCH	\$5000
Collective Haunt	New workshop and community space	\$3420
Artist Deborah Smalley	Corner sketching pilot workshop	\$550
Artist Ella Simpson	Mural located on Magill Road, St Morris	\$5000
Mark Penney	Artistic development at Eamonn Vereker Glass Studio	\$4000
Scouts SA	Adelaide Gang Show performance at NCH	\$1920
Shruthi Adelaide Inc	Performing artists at the Indian Art & Culture Festival	\$5000
fab Studio (formerly Workshop Experience)	Artistic Development/artist residency facility upgrade	\$2750
Adelaide Philharmonia Chorus	Autumn Reflections Performance	\$1500
Artist Hari Koutlakis	Mural located in Little Rundle Street, Kent Town	\$5000
No Strings Attached	Artistic development in support of Rachel High	\$3700
TPD Productions	Kaleidoscope: A Cultural Tapestry performance NCH	\$2250
The MUD	Improvisation and Extended Domains Composer in residence workshop	\$3900



Banjo at the Billabong Event

Connecting with Nature

Nature Play SA were successful in the August 2023 round of the Council's Community Grant Program and secured funding to host two nature walks to celebrate the rich cultural heritage of the Kurna people while fostering a deeper appreciation for the natural environment around St Peters and Felixstow.

Both events featured guided walks, mindfulness exercises and watercolour workshops, allowing participants to immerse themselves fully in the beauty of the local landscapes.

Rakali among the Reeds gathered participants at Felixstow Reserve for a tour led by Paul Herzich, a respected Kurna/Ngarrindjeri Landscape Architect and Public Artist. Attendees explored the diverse ecosystems of the Reserve as Paul shared insights into local flora and fauna, emphasising the importance of preserving these natural habitats.

Mindfulness practices encouraged participants to connect with the sights and sounds of nature, followed by a watercolour workshop where they could capture the serene landscapes they had just experienced.

Banjoes in the Billabong took place at the picturesque St Peters Billabong. Guided by Kauwanu Tamaru, a revered Kurna/Narungga Elder, participants engaged with the cultural significance of the Billabong.

Tamaru's storytelling fostered a sense of community and shared heritage, while mindfulness activities provided grounding in the tranquil surroundings. The accompanying watercolour workshop encouraged attendees to express their interpretations of the landscape, resulting in vibrant artistic creations.

These nature walks not only fostered learning and creativity but also strengthened community bonds. Participants left with a deeper understanding of the Kurna culture and a renewed appreciation for the natural environment that surrounds them.

The positive impact of these events is evident in the testimonials received, reinforcing the importance of such experiences for our community.

One participant remarked, "Children really explored and were focused on their surroundings. They just enjoyed stopping and being present in the moment."

A common sentiment expressed was, "We all need more of these experiences!" underscoring the desire for continued community engagement.

The support of these Grants meant Nature Play SA can investigate hosting more events that celebrate our rich cultural heritage and the beauty of our natural surroundings, ensuring that our community continues to thrive and connect with the land we cherish.



Rachael High

A Journey to the Stage

No Strings Attached Theatre of Disability was successful in the February 2024 round of the Community Grant Program, securing \$3,700 to support the artistic development of Rachael High for her debut theatre performance, aptly titled HIGH.

This initiative represented a significant milestone in Rachael's journey as a performance artist and showcased her commitment to sharing her story with the community.

Since childhood, Rachael had travelled far and wide to pursue her dream of becoming a performance artist. In 2023, she made history as the first person with Down syndrome in Australia to graduate from university, completing her Bachelor of Arts (Drama). Rachael collaborated with No Strings Attached, where she co-wrote HIGH and will co-direct the production alongside local director Lisa Lanzi.

For Rachael, HIGH embodies the culmination of her experiences and passion for theatre. Reflecting on her childhood, she recalled the exhausting yet exhilarating journey of catching the bus weekly from Port Augusta to Adelaide to attend theatre workshops. "My love of theatre developed over the past 25 years," Rachael shared.

Alongside her artistic pursuits, Rachael worked as a Community Researcher at Flinders University, where she advocated for disability inclusion. "It involved understanding my personal experience to support people with disabilities," she explained.

Rachael views HIGH is her artistic manifesto and a chance to share her educational journey, challenges, and learning style with a broader audience. "HIGH is something that I was proud to achieve," she states with conviction.

Looking ahead, Rachael expressed her ambition to explore further opportunities in film, saying, "I would be happy to work in film in America or London," with a cheeky grin.

HIGH will premiere at the Space Theatre from 29 to 31 August 2024, promising to be a remarkable showcase of Rachael's talent and determination. The support from the Community Grant Program made this artistic journey possible, enabling Rachael to shine and inspire others in the community.

Australia Day Awards

Welcoming new Australia Citizens



In 2023–2024, the City of Norwood Payneham & St Peters proudly welcomed 247 new Australian citizens during seven ceremonies, including the Australia Day Celebration & Citizenship Ceremony held on 26 January 2024.

At the Australia Day ceremony, Mayor Robert Bria officiated and addressed the audience, expressing gratitude to those who have chosen Australia as their new home.

“We are humbled and honoured that you have chosen Australia to spend the rest of your life, to raise your children and grandchildren, develop your talents, and contribute to your community. In a few moments, you will make a solemn pledge not only to this gathering but to the rest of the nation. It is a pledge that gives you rights but also responsibilities. For taking this last step to join the ranks of other Australian citizens, we say a heartfelt ‘thank you’.”

On Australia Day, a total of 40 men, women, and children officially became citizens, with Federal Senator Marielle Smith in attendance, reading a message from the Hon Andrew Giles MP, Minister for Immigration, Citizenship, and Multicultural Affairs.

During the ceremonies, new citizens took a pledge, choosing between two legal options: the Oath of Allegiance or the Affirmation of Allegiance. Both pledges express loyalty to Australia and its democratic values.

Following the official proceedings, Kurna Elder Uncle Karl Tamaru, the Mayor, and representatives from Federal and State Government joined the new citizens, their families, and guests to sing ‘Advance Australia Fair’, led by local performer Mr Lou Pisaniello.

The Australia Day 2024 celebration was truly memorable, showcasing the rich diversity and commitment of new citizens to their community

Each ceremony not only celebrated the individuals taking their pledge but also reinforced the values that unite all Australians.

As part of the festivities, the Council also presented the Australia Day Awards, recognising individuals and organisations that have made significant contributions to the local community.

The award ceremony highlighted exceptional citizens and community events.

The recipients of the Australia Day Awards exemplify the spirit of dedication and service that strengthens the community.

The Council congratulates the recipients of the Australia Day Awards on their well-deserved recognition for hard work and incredible achievements!



Young Citizen of the Year: Abbey Wilkinson

Abbey Wilkinson is an inspiring community leader known for her remarkable mentorship abilities and dedication to positive change. She became a South Australian Youth Forum member in 2022 and progressed to an Executive Member and Mentor in 2023. Abbey contributed to the SA Youth Forum Annual Report, collaborating with various stakeholders, including Federal and State Ministers and Local Councils.

By becoming an Executive Member, Abbey demonstrated active citizenship through mentoring young people selected for the Forum's program. Elected as a Year 12 Prefect by her peers, Abbey embodies the spirit of youth activism and advocacy.

Local Citizen of the Year: Ravi Hammond

Ravi Hammond has made waves in the tech world, securing third place globally in the NASA Space Robotics Challenge and completing internships at prestigious companies like Google and Microsoft. In 2020, he established "Ravi's Study Program" (RSP), an annual bootcamp designed to prepare programming students for coding interviews—a vital step for aspiring tech professionals.

In just three years, 131 students graduated from RSP, resulting in over 200 job offers from industry leaders. Ravi has built a supportive community, where former students now volunteer to assist others, paying forward the guidance they received.

Community Event of the Year: The Kurna Cultural Ceremony

The Kurna Cultural Ceremony, organised by the Kensington Residents Association, took place on 9 July 2023 in Borthwick Park along Second Creek. This event attracted about 100 citizens and aimed to engage Kurna leaders in honouring the culture, language, and knowledge of the Kurna people.

Guided by Kurna leaders, the ceremony included singing, dancing, storytelling, and education about bush foods, native animals, and medicinal plants. This gathering deepened respect among participants and highlighted the importance of community compassion, paving the way for future cultural activities and genuine reconciliation.

To see the full list of countries represented by the new citizens, visit [page XX](#).



Kapi Wala Exhibition, Opening Night

The Gallery at St Peters

Connecting the Community Through Art & Culture

Situated in the heart of the St Peters Town Hall Complex, The Gallery has become a thriving space for community connection through art and culture.

Throughout 2023–2024, it hosted a variety of exhibitions and events, attracting nearly 15,000 visitors and firmly establishing itself as a cultural destination in the City of Norwood Payneham & St Peters.

A Year of Diverse Exhibitions

The Gallery's 2023–2024 program featured 16 exhibitions, balancing contemporary art and cultural heritage displays. Fourteen exhibitions highlighted the talents of local artists, while two celebrated the area's rich history. These exhibitions included everything from traditional paintings to digital art and sculpture, offering something for every visitor.

The top three exhibitions were Kapi Wala, Art of Glass, and Point of View. Kapi Wala celebrated 21 First Nations artists, drawing nearly 4,000 visitors, while Art of Glass explored stained glass artistry through workshops and demonstrations. Point of View provided a platform for locals to showcase their photography talents.

Engaging the Community Through Activations

To compliment exhibitions, 32 artist-led activations were held, including photography workshops and bush tucker demonstrations. These events encouraged hands-on participation, allowing visitors to engage with art and culture in a meaningful way.

The Gallery's commitment to inclusion was evident in its diverse programming, ensuring all community members could enjoy the space.

A Growing Presence in the Community

With nearly 15,000 visitors in 2023–2024, The Gallery continues to grow as a key part of the community. It showcased 62 artists and 551 works of art, 112 of which were sold, generating \$49,425 for local artists.

This thriving art space strengthens the City's cultural landscape by offering diverse, engaging experiences for all who visit.

Looking ahead, The Gallery plans to build on its success, with more collaborations and accessible initiatives lined up for 2024–2025.



Stephanie Doddridge & Catherine Fitz-Gerald



Meet the Artists

The creators behind the art

The Gallery at St Peters Town Hall Complex has become a prominent destination for art lovers, featuring works from both emerging and established artists.

In 2023–2024, two standout exhibitions at The Gallery captured the attention of visitors and highlighted the unique journeys of their creators.

Stephanie Doddridge: Exploring Human-Nature Relationships

In August 2023, emerging contemporary artist Stephanie Doddridge presented *On Harvesting Dandelions* as part of the South Australian Living Arts (SALA) Festival. The exhibition drew hundreds of visitors over six weeks, offering a personal reflection on human-nature relationships as experienced through gardens. Stephanie's work, which is deeply autobiographical, explores the reciprocal care between humans and nature, symbolised by the humble dandelion.

"Dandelions are entirely edible, provide for pollinators, and often remind us of childhood garden experiences," Stephanie explained. Her exploration of these relationships resonated with visitors, and the exhibition earned her one of SALA's top awards. The combination of personal experience and ecological reflection made *On Harvesting Dandelions* both intriguing and thought-provoking, inviting visitors to reflect on their own connections with nature.

Catherine Fitz-Gerald: Weaving Memories Through Fabric

In February 2024, Catherine Fitz-Gerald's *If Fabrics Could Speak* exhibition invited visitors to discover the intimate stories hidden within fabric pieces. A multidisciplinary artist recognised for her mastery of light and colour, Catherine combined still-life images with digital storytelling to evoke memories associated with fabric.

Through the voices of people aged six to 91, the exhibition shared how simple fabrics can hold emotional ties to significant moments in time.

Catherine's work didn't just captivate audiences visually; it also made The Gallery a leader in accessibility. Collaborating with the Adelaide Fringe Fund, the exhibition featured tactile tours, audio descriptions, and Auslan interpreters to ensure it was accessible to everyone. This attention to inclusivity helped *If Fabrics Could Speak* win a 2024 Adelaide Fringe Weekly Award and cemented Catherine's reputation as an artist who challenges both perceptions and accessibility in art.

These exhibitions exemplified how art can serve as a personal and communal experience, connecting individuals to their environment and memories. The Gallery's role in bringing these works to the community reinforces its position as a place for artistic expression.

A day of fun and celebration

Dunstan Adventure Playground official opening

The Dunstan Adventure Playground was officially opened by South Australian Premier the Hon Peter Malinauskas MP and Mayor Robert Bria on 3 February 2024.

The redevelopment of the Dunstan Adventure Playground, honours the Council's original vision of rejuvenating the much-loved community facility.

The Playground has incorporated new public infrastructure, including additional lighting, new toilets, shelter, barbeque and picnic facilities, with additional new play elements.

Funding for this project included a contribution from the State Government of \$450,000 as part of its Open Space Grant Program.

The opening of the Playground included a smoking ceremony, Welcome to Country and didgeridoo performance by members of the Kurna community. Face painting was provided for children attending the event and there was a free BBQ, free hot chips and ice cream from local suppliers.

The official opening provided the opportunity for the Council to thank and express appreciation to all involved in the delivery of the Playground and to thank the community for its patience during the construction process.



Premier Don Dunstan at the Official Opening on 18 September 1976.

South Australian former Premier's vision still alive!

Almost 50 years after it first opened, the Dunstan Adventure Playground, named after former Premier Don Dunstan, has been transformed into a play zone for children and a family fun facility for future generations.

In 1975, the former St Peters Council received funding to create an Adventure Playground for children aged between 10 and 16 years.

But the playground was only partially built because too many residents complained about it.

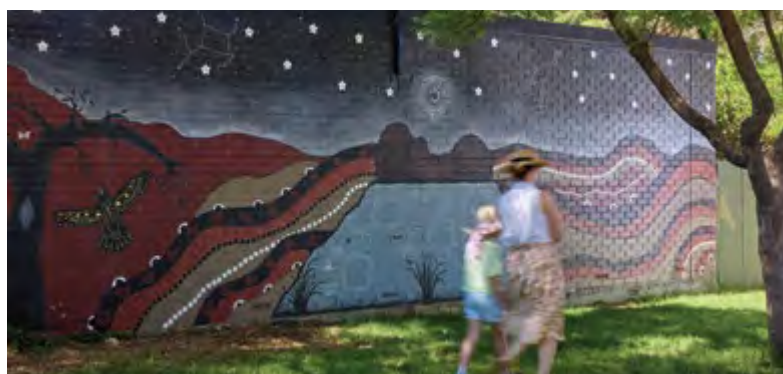
So the Council designed a new park but needed additional funding to create and install the play equipment.

It was then Premier Don Dunstan who assisted the Council by organising the State Government to allocate funds to complete the Dunstan Adventure Playground.

The new Playground included an obstacle bike track with tunnels, slides, slopes and the flying fox which the Premier famously latched on to.

In 2021, the City of Norwood Payneham & St Peters continued ex-Premier Dunstan's vision by announcing the redevelopment and upgrade of the Dunstan Adventure Playground.

The upgrade to the playground honours Don Dunstan's original vision with adventure themed play equipment, including a new slide, swings, and the flying fox.



Our Business Community

A City of opportunities that is recognised for its innovation, diversity and vibrancy.



Magill Road

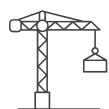
Snapshot of the Local Economy

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts—each with a unique character and shopping experience—and 8,344 businesses which the Council is committed to supporting and nurturing.

We continue to foster the local business economy, which now supports 27,821 jobs and generates an impressive annual economic output of \$8.183 billion. This growth reflects our commitment to creating a thriving marketplace that benefits both businesses and residents alike.

Top 5 Business Sectors

The value of goods and services produced within our City, contributing significantly to the local economy:



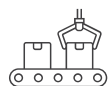
\$462m

Construction



\$455m

Professional, Scientific
Technical Services



\$240m

Manufacturing



\$233m

Financial &
Insurance Services

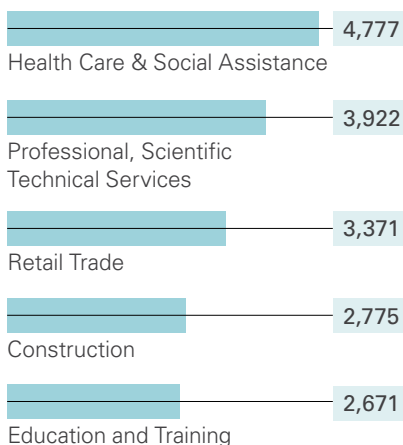


\$146m

Rental, Hiring &
Real Estate Services

Top 5 Business Sectors

The number of employees whose workplace is located within the City of Norwood Payneham & St Peters, comprising 63% of the working population:



Economic Contributions

The City of Norwood Payneham & St Peters highlights strong financial performance, with a median weekly income of \$1,249.

The City sees \$2.08 billion in regional imports, while regional exports amount to \$3.42 billion, showcasing its significant role in the broader economy.

Additionally, the value added by businesses within the City stands at \$3.85 billion, reflecting its ongoing contribution to South Australia's economic landscape.

Businesses in our City

8,344

As of June 2023, there were 8,117 businesses trading within the City, indicating a stable and growing entrepreneurial landscape.

Live & Work in our City

4,597

residents aged 25-44 live and work in the City of Norwood Payneham & St Peters, reflecting a strong connection between our community and local employment opportunities.

Unemployment Rate

3.1%

of the workforce in the City of Norwood Payneham & St Peters were unemployed in June 2024.



AFL GATHER ROUND

2024 AFL Gather Round on The Parade

*Millions of dollars
pour into our City*

Not only did our City host two thrilling AFL matches, the Norwood Food & Wine Festival and promote our local eateries and traders to the nation, the 2024 AFL Gather Round in April, also delivered significant economic benefits.

More than 18,000 fans packed Norwood Oval over the Gather Round weekend for the two AFL matches. The Brisbane Lions kicking off a convincing win over North Melbourne in front of 9,037 fans on Friday 5 April, while 9,425 footy fans enjoyed watching St Kilda defeat Richmond on Sunday 7 April.

South Australia's Premier Mainstreet, The Parade, was once again home to the Norwood Food & Wine Festival after a 12 year break, transforming The Parade into a buzzing hub for foodies and music lovers.

With our best local food and beverage producers mixing with traders from across the State, festival attendees were spoilt for choice as they waited for ARIA award-winning band The Temper Trap to take to the stage just after sunset.





The Festival also included live DJ sets and bands, large TV screens showing the footy and packed pubs, restaurants, shops and other venues.

It is estimated that over 70,000 people enjoyed the festivities throughout the day.

The Spendmapp* data for the month of April 2024 shows the City and in particular the suburb of Norwood, benefitted from an increase in spending this year compared to in 2023.

The total spend for the entire City over the three days was \$17.6 million compared to \$14.2 million in 2023.

And City-wide spending in the Dining and Hospitality category was \$6.6 million this year compared to \$4.45 million in 2023.

Dining and Hospitality spending in the suburb of Norwood reached \$3.7 million compared to \$2.2 million in 2023.

The massive increase in spending this year is testament to the momentum of the AFL Gather Round and of course, the popularity of The Parade and The Norwood Food & Wine Festival.

The high percentage of spending coming from visitors, rather than locals, reinforces the success of the AFL Gather Round and how it attracts people from interstate to the City of Norwood Payneham & St Peters.

The AFL Gather Round will return to South Australia next season, with the State Government locking in the concept until the end of 2026.

Recently, the Council resolved to express its interest with the AFL and the State Government for Norwood Oval to host matches at next year's AFL Gather Round and has allocated \$200,000 in its 2024–2025 budget for activations and events.

**Spendmapp data takes into account financial transactions to monitor spending trends associated with specific events or between certain time periods.*



2024 EASTSIDE BUSINESS AWARDS

2024 Eastside Business Awards Night

This year, 11 local businesses were recognised for excellence and four businesses received the new Legends Award, which is awarded when a business has won the same category at least three times.

The winners of the 2024 Legends Award were: **Little Bang Brewery** - Best Pub/Bar, **Shouz Boutique** - Best Fashion Retailer, **Mary MacKillop Museum** - Best Arts & Culture/Entertainment Experience, and **Cheeky Grin Coffee** - Best Coffee category.

St Morris Mexican grocery store, Chile Mojo, was inducted into the esteemed Hall of Fame. See page 12 to read more.

All of the winners were presented their awards by Mayor Robert Bria and the Minister for Small and Family Business,

Hon Andrea Michaels MP, and received \$1,000 towards advertising with Solstice Media and a \$1,000 voucher to use at AFM Services.

This year a record number of businesses were nominated, with eight being nominated for the first time. The Awards received a total of 10,900 votes over the 11 categories.

The awards night was attended by all finalists, City of Norwood Payneham & St Peters' Elected Members and representatives from Solstice Media, who worked with the Council to deliver the successful Awards program.

Mayor Bria said this year's Eastside Business Awards honoured and recognised businesses and traders who have excelled in the City of Norwood Payneham & St Peters.



Recognising excellence and honouring local legends

“The Awards are one of many of the Council’s ways of recognising the efforts made by our business community and their contributions to the economic and social framework of our City.”

“To be an Eastside Business 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.”

“I encourage all business owners, traders, clients, customers and visitors to our City to get involved next year and shine a light on our business sector.”

To find out more about the 2024 Eastside Business Awards visit www.npsp.sa.gov.au/eba

Congratulations to all of the winners!

Hall of Fame (20+years)

Chile Mojo
395 Magill Road, Magill

Best Arts & Culture / Entertainment Experience and Legends Award

Mary MacKillop Museum
19 Phillips St, Kensington

Best Café / Restaurant

Pave Café
138b The Parade, Norwood

Best Coffee and Legends Award

Cheeky Grin Coffee
74A Gage Street, Firlie

Best Customer Experience

Physio Smart
296 Payneham Road,
Payneham South

Best Fashion Retailer

Boutique Mon Ami
121 Glynburn Road, Glynde

Best Food / Beverage Manufacturer

Prove Patisserie
157–159 Magill Road, Stepney

Best Hair / Beauty Salon

Marros Hair & Beauty
148B The Parade, Norwood, Adelaide

Best Independent Small Business

Tito Pignetti – Training & Consulting
34 Ashleigh Ave, Felixstow

Best Professional Service

Physio Smart
296 Payneham Road, Payneham South

Best Pub / Bar

Rising Sun Inn
60 Bridge Street, Kensington

2024 EASTSIDE BUSINESS AWARDS



Joel and Morgen, Chile Mojo

The Taco of the Town

Hall of Fame winner Chile Mojo

You can't grow a Mexican chilli outside of Mexico, but you can bring the very best flavours of Mexico to the City of Norwood Payneham & St Peters.

And that is exactly what husband and wife Joel Adams and Morgen Britton did just a little over 20 years ago when they started Chile Mojo.

"When we came to Australia from Seattle, Mexico's world class cuisine was severely under-represented. I have always had an interest in Mexican food. It is part of the fabric of American cooking," Joel says.

In order to quench their burning desire for all things Mexican—from chillis, tacos, chile rellenos, fajitas, pozole, hot sauces, burritos—Joel and Morgen did something very unusual.

"We built a store, put it in a box and shipped it here from Seattle."

"It wasn't easy and there were many tricks and hurdles, but we made it

work. And key to this is that we found a good location on The Parade to launch our store."

In their endearing quirky manner, they named the shop after themselves—with the 'Mo' in MoJo representing the first two letters of Morgen's name—likewise the 'Jo' representing Joel's name.

Their iconic and much-loved business moved to Magill Road in 2009, and has gone on to become an institution in our City. Chile Mojo was inducted into the Hall of Fame at this year's Eastside Business Awards.

Chile Mojo isn't an ordinary supermarket. It is a Mexican wonderland—bursting with colour and a collection of delights from Scorpion filled lollipops, sombreros, corn chips, chillies, to ingredients for the most discerning of chefs.

Joel, who has a background working in kitchens, boasts he has cooked 600,000 meals on the flame grill alone, and has swiped his knife 3.2 million times just making pico de gallo salsa!

However, his favourite part of his job is chatting to customers.

"We have a lot of people coming in who want to try cooking Mexican food for the first time, or they may want to eat the hottest chilli, and my advice for them is, don't take the leap from Tabasco sauce straight to the deep end," he says with a wry smile.

Speaking about the Hall of Fame Award, Joel says "I would like to offer my sincere thanks for the people who have voted for us and supported us over two decades, many of who have gone on to become friends, or even come around to our house to play the guitar!"

Pleasingly, the business which has three full time staff is growing and Joel and Morgen have plans to expand in the future.



Christine Fazzini and Josie Cirocco

Boutique Mon Ami

A Fashion Destination

Lovers of fashion from Europe, Singapore, New Zealand, the United States and Canada have their choice of stylists worldwide, yet they consistently turn to Boutique Mon Ami in the City of Norwood Payneham & St Peters for their retail therapy.

This family-owned business, a two-time winner of the Eastside Business Fashion Award, has established a strong and loyal customer base that spans the globe.

Founded in 1974 and relocating to Glynde in 1988, the boutique has maintained a proud presence within our City, operating in various locations including Marden and Norwood before settling into its flagship store at 121 Glynburn Road, Glynde.

Co-owners Christine Fazzini and Josie Cirocco, describe their venture as a family affair. Their close bond is evident; they affectionately call each other 'sisters'. Christine's mother,

Maria Cirocco, opened the original business, setting the stage for what has become a beloved local fashion destination.

While fashion and styles have evolved over the decades, Christine and Josie emphasize that the personal service and attention to detail remain unchanged. "People come here for a purpose. They come here because they need or want something, and we provide a great experience for them," Christine says.

The boutique offers a wide variety of options, from glamorous evening wear and mother-of-the-bride outfits to eye-catching, comfortable smart casual styles. "The choices are endless," Josie adds.

The expansion into online shopping through the Boutique Mon Ami website and social media has been a significant game changer for the business, allowing them to tap into

international markets. "We have a lot of word-of-mouth clientele, and we still have second and third-generation customers," Christine explains.

Their online and social media presence gives international customers the advantage of accessing a range that is a year in advance. "Our seasons fall differently, so Australia gets it first. We are setting the trend for the upcoming season!" Christine adds with a cheeky laugh.

The co-owners speak highly of their amazing team of stylists, always ready to help customers find the perfect look for any occasion. "We love them like family; they really are a great team, and the hundreds of Five-Star Trustpilot reviews reflect that," Josie says.

Raising the Bar

Eclectic speakers and sold-out sessions



Daniel Panozzo and Sean Fewster

One of the most common challenges faced by attendees of the Council's annual event, Raising the Bar, is deciding which sessions to attend.

With multiple expert speakers delivering thought-provoking talks across 10 different venues throughout the City of Norwood Payneham & St Peters, it's no wonder participants feel they can't experience everything on offer.

Held on 8 August 2023, Raising the Bar once again proved to be a standout event, showcasing a diverse range of captivating speakers. The event was a resounding success, with many of the sessions selling out as eager attendees filled venues around the City.

The Alma Hotel, one of the busiest venues of the night, attracted a crowd of around 150 people who gathered to hear a gripping discussion on South Australia's legal system. The session was led by Sean Fewster, Chief Court Reporter for The Advertiser and Daniel Panozzo, a change management

consultant, both co-hosts of the popular podcast Just Lawful. Their insightful conversation covered the intricacies of the legal world, offering a unique perspective that resonated with the audience.

The topics discussed during Raising the Bar, were as varied as the speakers themselves. From exploring the complexities of body language and bias in law to discussions about managing cancer and addressing domestic violence, the event offered something for everyone. Other fascinating sessions touched on repeat offenders, oysters, and even the role of domestic violence in society—ensuring the talks were as eclectic as they were educational.

Raising the Bar is part of a global event series that first began in New York, with the aim of making education accessible to all and embedding it within popular culture. Cities across the world, including the City of Norwood Payneham & St Peters, have

embraced this innovative approach to learning, transforming pubs, cafes, and other everyday venues into spaces where education and conversation take centre stage.

Each year, Raising the Bar continues to grow in popularity, cementing itself as a staple in the City's event calendar. The 2023 edition was no exception, drawing in large crowds eager to learn, engage, and connect with the vibrant topics and experts at the forefront of their fields.

As the event evolves, it's clear that Raising the Bar has become more than just an evening of talks. It's an opportunity for the community to come together, engage in meaningful discussions, and make learning an exciting part of everyday life. With its continued success, Raising the Bar will no doubt remain a highly anticipated event for years to come.

A Lucky Win

Norwood Resident Takes Home New Ford Puma



Gail Casey, The Parade Shop to Win competition winner

When Norwood resident Ms Casey received a phone call from the City of Norwood Payneham & St Peters, she was in disbelief.

Having entered the local competition six times, she never imagined winning the grand prize—a brand-new Ford Puma St-Line valued at \$35,250. “I was absolutely gobsmacked,” Ms Casey said. “I thought I’d won something small, like \$500, but never a car!”

A seasoned participant in competitions, Ms Casey has made a habit of entering free draws, adding up to over 200 competitions in her lifetime. From concert tickets to flights, she has enjoyed her fair share of wins, but nothing has compared to winning a brand-new car. “I mainly enter free ones, and it takes no time at all,” she explained. “But this win was beyond anything I could have expected. The car is absolutely perfect for me.”

Ms Casey has already developed a fond connection to her new vehicle. The car’s number plate features the

letters “DAX,” which prompted her to nickname it DAX—a fitting choice since her granddaughter Dakoda’s nickname is “Dakkas.” The win feels especially meaningful because of this personal connection. “It already fits right into the family,” she said with a smile.

The Parade Shop to Win competition, held by the Norwood Parade Precinct Committee, was designed to generate local spending and support businesses within The Parade Precinct. Running from 6 May to 16 June 2024, the competition encouraged shoppers to spend a minimum of \$25 at participating businesses for a chance to enter the draw. The initiative garnered over 4,500 entries across the six weeks, with an average of 107 entries per day. It resulted in more than \$560,000 being spent across 213 local businesses, showing the strong community support for the initiative.

Ms Casey’s winning entry came from Chemist Warehouse on The Parade, a regular stop for her. “I’ve won a few things before, but this is something I’ll

be using for many years,” she said. As a retiree, the practicality of the car is particularly appealing to her. “It has all the bells and whistles,” she noted, “and the higher seats make it easy for me to use as I get older.” She also added that its compact size makes it ideal for her small carport, a feature she considers “meant to be.”

The competition, which was a major success for both businesses and participants, reflects the Council’s commitment to supporting the local economy while offering exciting rewards for the community. The City of Norwood Payneham & St Peters extends its thanks to Jarvis Ford at Trinity Gardens for partnering on the competition and providing the grand prize.

Ms Casey, now enjoying the benefits of her new car, is grateful for the experience and encourages others to get involved in local initiatives. “You never know what might happen,” she said. “I certainly didn’t expect this, but I’m sure glad I entered!”



Infrastructure work at Trinity Valley



Our Performance

The future can be shaped and influenced by our actions today, for both our benefit and that of future generations.

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Major Projects

Trinity Valley Stormwater Drainage Upgrade

Ongoing

As part of the multi-million-dollar Trinity Valley Stormwater Drainage Upgrade Project, the Council is installing new infrastructure to significantly reduce the risk of flooding to properties in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney (collectively known as the 'Trinity Valley').

Stages 2 and 3 of the four-stage Project, were completed in 2023–2024. Stages 1 and 4 will be undertaken during the 2024–2025 financial year.

Stage 2 involved the installation of large concrete culverts, pipes and pits within the roadway, followed by

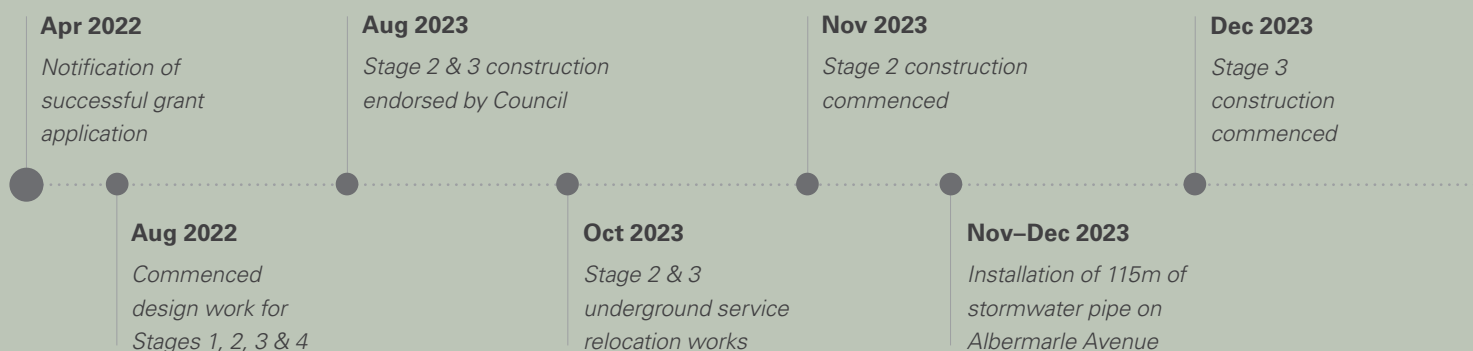
reconstruction of the road pavement in Albermarle Avenue and Ashbrook Avenue, Trinity Gardens.

Stage 3 involved similar works, with large concrete culverts, pipes, and pits being installed, followed by road reconstruction of Jones Avenue, Trinity Gardens.

These large culverts, together with new stormwater side entry pits and connections, provide underground detention storage by capturing and detaining surface water that would otherwise flood residential properties during major rainfall events.

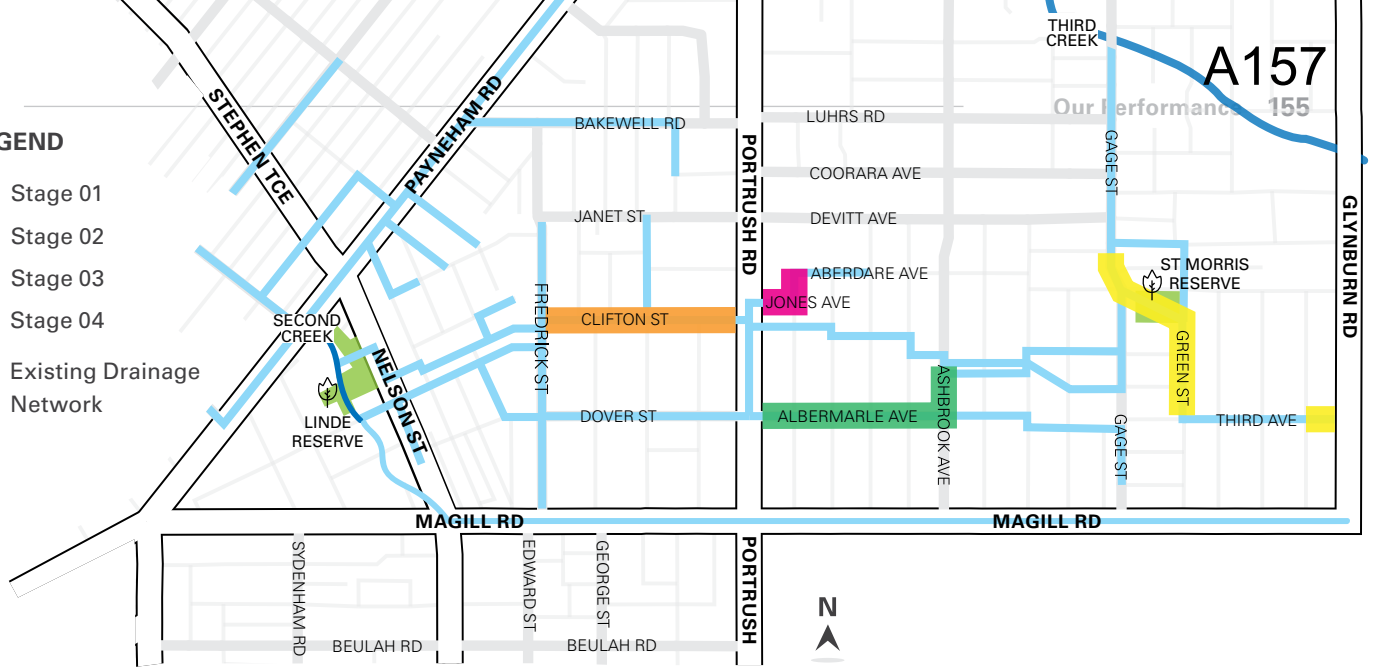


Project timeline



LEGEND

- Stage 01
- Stage 02
- Stage 03
- Stage 04
- Existing Drainage Network



The Trinity Valley Stormwater Drainage Upgrade Project received \$9.9 million in funding from the Federal Government through the Preparing Australia Communities Program, which targets projects that improve resilience against natural disasters. This grant is being matched dollar-for-dollar by the Council.

The next phase, Stage 4, includes installing new stormwater drainage infrastructure in Gage Street and Green Street,

St Morris, and the redevelopment of St Morris Reserve, which will incorporate a stormwater detention basin. Work on Stage 4 is scheduled to commence in early 2025.

Stage 1, the final stage, includes new stormwater drainage infrastructure in Maylands, with work scheduled to begin mid 2025.



Jan 2024

Completion of Stage 3

Mar–Apr 2024

Installation of 70m of Stormwater Pipe on Ashbrook Avenue

May 2024

Completion of Stage 2

Mid 2025

Stage 1 scheduled to commence

Dec 2023–Jan 2024

Installation of 90m of reinforced concrete box culverts, 200m of stormwater pipe & asphalt pavement on Jones Avenue & Amherst Avenue

Feb–Apr 2024

Installation of 320m of reinforced concrete box culverts on Albermarle Avenue

May 2024

Asphalt pavement on Albermarle Avenue

Early 2025

Stage 4 scheduled to commence



Cruickshank Reserve Facility Upgrade

Cruickshank Reserve Facility Upgrade

Complete

The new clubroom facility at Cruickshank Reserve, Maylands, was officially opened by Senator Marielle Smith and Mayor Robert Bria in May 2024.

The redevelopment—which was supported by \$888,786 from the Federal Government under the Local Roads and Community Infrastructure Program and \$460,000 from the City of Norwood Payneham & St Peters—includes a new clubroom, two unisex change rooms and toilets, a canteen, an office, storerooms and two public toilets.

The Reserve was named after Robert Cruickshank, who was born in 1865. A solicitor and authority on shipping law, Mr Cruickshank was a keen sportsman who lived in Augusta Street, Maylands and was very active in the community.

A Councillor for the Maylands Ward, Mayor of the Town of St Peters and a member of the Board of Governors of the Public Library, Museum and Art Gallery, he was a very prominent figure. In 1912, the St Peters Council purchased part of a cow paddock and named it 'Cruickshank Reserve' in recognition of Mr Cruickshank's valuable service to the Council and community.

The upgrade is greatly appreciated by the Maylands Sports Centre incorporating the St Peters Tennis Club and the Gems Netball Club, who use the reserve facilities for training, games and community activities.



On-site detention tanks being installed beneath the Burchell Reserve sports courts.

Burchell Reserve Redevelopment

Under Construction

The redevelopment of Burchell Reserve, St Peters, includes new community tennis courts, toilets, picnic shelter, playground, paths, furniture, lawn and gardens that will support community gatherings and encourage social interaction.

The redevelopment has been designed to retain most of the existing mature trees located throughout the Reserve, which contribute significantly to the character of the Reserve.

The Project also aims for best practice stormwater management, by 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, equivalent to approximately 13 residential swimming pools) to be located beneath the tennis courts;
- flood levee wall (nominally 1 metre tall) along a portion of the northern and western boundaries; and
- installation of a rain garden within the Reserve, for the effective management of stormwater.

The Reserve is expected to be completed in July 2024.



Artist Impression of Payneham Memorial Swimming Centre Redevelopment

Payneham Memorial Swimming Centre Redevelopment

Under Construction

On 25 July 2023, the City of Norwood Payneham & St Peters invited five construction companies to tender for the Payneham Memorial Swimming Centre Redevelopment Project. The Request for Tenders closed on 26 September 2023. The submitted tenders were comprehensively evaluated over the next several months.

In December 2023, the Council resolved to award the construction contract for the Payneham Memorial Swimming Centre Redevelopment Project to South Australian-based company, Badge Constructions. The construction contract was executed on 25 January 2024. Construction activities began in February 2024 starting with demolition of the former buildings, pools and associated infrastructure. Other completed early works include upgrades to the sewer main and water connections, earthworks and soil contamination management.

Project construction will take approximately two years and is on-track to be completed in early 2026.

When completed, the redeveloped Payneham Memorial Swimming Centre will include:

- a 10 lane, 50 metre outdoor pool;
- an 8 lane, 25 metre indoor pool;
- an 11 x 20 metre indoor learner's pool;
- a 14 metre tall tower with two waterslides;
- a zero-depth waterplay area;
- multiple male, female and unisex all-access changerooms with showers, toilets and lockers;
- multipurpose meeting rooms; and
- shade shelters, 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 estimated that the project will create 100 new jobs during construction plus 40 jobs (e.g. lifeguards) after the new centre opens. The \$60 million project cost includes a \$5.6 million Local Government Infrastructure Partnership Program contribution from the State Government.



Artist impression of George Street

George Street Upgrade

Detailed design commenced

The upgrade of George Street, between The Parade and Webbe Street Norwood, is the first stage of the implementation of The Parade Masterplan. The proposed upgrade directly connects to the pedestrian scramble crossing installed at The Parade/George Street intersection in 2021 and will improve pedestrian and vehicle movement and safety.

The upgrade will convert the existing on-street carparking spaces on both the eastern and western sides of the street, into wider pedestrian footpaths with new street trees, garden beds, street furniture and lighting. This will provide new space, opportunity and purpose to visit, stay and participate in public life and the economic, cultural and civic offerings of The Parade precinct.

The widened footpaths will use locally sourced clay pavers of a size and texture that assists with pedestrian movement and meets accessibility standards, ensuring that George Street is inclusive for all.

The trees and irrigated garden beds will assist with moderating urban heat by providing shade and lower ground surface temperatures.

Improved public lighting will enhance pedestrian safety and comfort to encourage street activity into the evening hours. Feature lighting will illuminate the Norwood Town Hall façade, enhancing this heritage asset and providing additional night-time interest.

Once completed the George Street Upgrade will transform the existing public realm into a well-designed, high quality public space which demonstrates the Council's objectives to increase green canopy cover, promote a safe and healthy environment and encourage opportunities for social connection.

Construction is expected to commence in 2025.



The Parade Masterplan

Detailed design commenced

The Parade has long been the vibrant core of eastern suburbs, evolving over the past 20 years into a destination known for its rich cultural, economic and civic offerings. It now stands as a premier mainstreet for the City of Norwood Payneham & St Peters and the eastern suburbs, while also being recognised as South Australia's Premier mainstreet. Recent mixed-use developments have introduced medium-density housing and retail spaces, bringing more residents and businesses to the doorstep of The Parade.

However, with infrastructure dating back over 25 years, The Parade's public realm is now due for a refresh to enhance accessibility and modernise amenities. Presently, vehicle traffic takes priority over pedestrians, making the street difficult to cross and footpaths less inviting for leisurely activities. Other areas needing improvement include inadequate lighting, missing or ageing street trees and worn public spaces.

Endorsed in 2019, The Parade Masterplan provides a strategic blueprint to revitalize this bustling mainstreet, with \$30 million allocated in the Council's Long-term Financial Plan to guide phased upgrades over the coming years.

With a strong focus on pedestrian safety, movement and community enjoyment, the Masterplan outlines key enhancements, including wider footpaths, a new pedestrian crossing near Norwood Oval, removal of on-street parking between Edward and George Streets, additional street trees, new paving, street furniture, lighting and public art.

The vision for The Parade Masterplan is set to take shape in 2026, ensuring that The Parade retains its unique sense of place and continues to serve as a welcoming, accessible destination that meets the evolving needs of the community.

Investing to
ensure our
community
is safe.

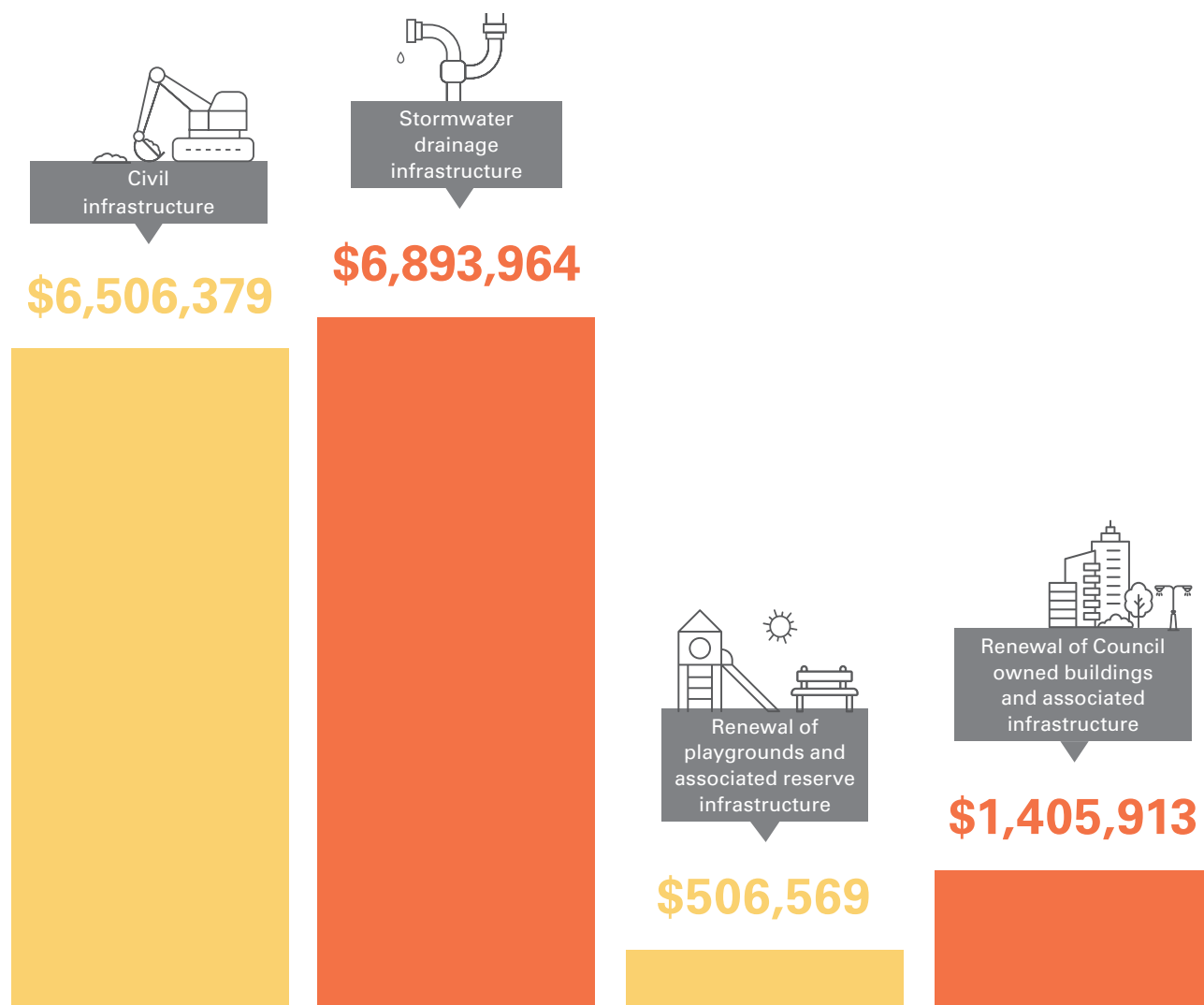


Capital Works Program Expenditure 2023–2024

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 2023–2024 Capital Works Program expenditure of \$15,312,825 incorporated:

- Civil infrastructure works to the value of \$6,506,379 including resealing 8.5kms of roads, reconstructing 4.2kms of footpaths and replacing 5.3kms of kerbing.
- Building works to the value of \$1,405,913 including the upgrade of facilities at the Norwood Oval.
- Recreation and open space infrastructure works to the value of \$506,569 including renewal of Manning Reserve and Koster Reserve playgrounds.
- Stormwater drainage works to the value of \$6,893,964, including Trinity Valley Stormwater Drainage Upgrade Stage 2 & 3.



Civil Infrastructure Capital Works Program 2023–2024

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 2023–2024 Civil Infrastructure Capital Works Program

Suburb	Street	From	To
College Park			
Footpath	Magdalen Street	Torrens Street	Harrow Road
Evandale			
Footpath	Janet Street	Elizabeth Street	Portrush Road
Kerb & Water Table	Elizabeth Street	Janet Street	Llandower Avenue
Felixstow			
Footpath	Briar Road	Langman Grove	Turner Street
	Payneham Road	Briar Road	Ashleigh Avenue
Kerb & Water Table	Briar Road	Langman Grove	Turner Street
	Redden Court	Redden Avenue	End
	Turner Street	Briar Road	OG Road
Road Re-sealing	Briar Road	Langman Grove	Turner Street
	Redden Court	Redden Avenue	End
Firle			
Footpath	Shelley Street	Gage Street	Glynburn Road
	Ryan Avenue	Gage Street	Hampden Street
	John Street	Ryan Avenue	Shelley Street
Kerb & Water Table	Morris Street	Marian Road	Arnold Avenue
	Arnold Avenue	Gage Street	Hampden Street
	May Street	Arnold Avenue	End
Road Re-sealing	Morris Street	Marian Road	Arnold Avenue
	Arnold Avenue	Gage Street	Hampden Street
	May Street	Arnold Avenue	End
Glynde			
Kerb & Water Table	Loader Street	Scott Street	Glynburn Road
Road Re-sealing	Loader Street	Scott Street	Glynburn Road
Hackney			
Road Re-sealing	Nuffield Lane	North Terrace	Westbury Street
	Nuffield Lane	Nuffield Lane	Osborne Street
Joslin			
Footpath	Fourth Avenue	Suburb Boundary	Lambert Road

Suburb	Street	From	To
Kensington			
Footpath	Bowen Street	High Street	The Parade
Kerb & Water Table	Bowen Street	High Street	The Parade
Road Re-sealing	Bowen Street	High Street	The Parade
Kent Town			
Road Re-sealing	Little Angas Street	Dequetteville Terrace	Fullarton Road
	The Parade West	Rundle Street	Fullarton Road
Marden			
Footpath	Marden Road	Kent Street	Payneham Road
Kerb & Water Table	Marden Road	Kent Street	Payneham Road
Road Re-sealing	Marden Road	Kent Street	Payneham Road
Maylands			
Kerb & Water Table	Adelaide Street	Dover Street	Clifton Street
	Parsons Street	Phillis Street	Adelaide Street
Footpath	Augusta Street	Dover Street	Clifton Street
Road Re-sealing	Adelaide Street	Dover Street	Clifton Street
	Parsons Street	Phillis Street	Adelaide Street
Norwood			
Kerb & Water Table	Clarke Street	Kensington Road	William Street
	George Street	William Street	The Parade
	William Street	Fullarton Road	Portrush Road
	The Parade West	Rundle Street	Rundle Street
	Stacey Street	Sheppards Lane	Sydenham Road
Road Re-sealing	William Street	Fullarton Road	Portrush Road
	Woods Street	Beulah Road	Florence Street
	Stacey Street	Sheppards Lane	Sydenham Road
	Clarke Street	Kensington Road	William Street
	George Street	William Street	The Parade
	Gloucester Terrace	Elizabeth Street	Osmond Terrace
Payneham South			
Footpath	Arthur Street	Luhrs Road	Second Avenue
	Arthur Street	Second Avenue	Marian Road
Kerb & Water Table	Hereford Avenue	Seventh Avenue	Devitt Avenue
	River Street	Eight Avenue	End
Road Re-sealing	Hereford Avenue	Seventh Avenue	Devitt Avenue
St Peters			
Road Re-sealing	Second Lane	St Peters Street	Stephen Terrace
	Sixth Lane	Harrow Road	Stephen Terrace
	Eighth Avenue	River Street	Stephen Terrace
	River Street	Tenth Avenue	Eighth Avenue
	First Lane	Stephen Terrace	Westminster Street
Stepney			
Footpath	Henry Street	Ann Street	Federicks Street
Kerb & Water Table	Ann Street	Henry Street	Payneham Road
Road Re-sealing	Ann Street	Henry Street	Payneham Road

The Year Ahead

This map and list includes some of the projects and events which are planned for delivery across the City during 2024–2025, for the benefit of the community.

1. Trinity Valley Stormwater Drainage Program (Stage 1 & 4)

Installation of a new stormwater drainage network in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney.

2. Payneham Memorial Swimming Centre Redevelopment

Work is underway to transform the Payneham Memorial Swimming Centre into a state-of-the-art aquatic facility.

3. George Street Upgrade

The first stage of The Parade Masterplan implementation in Norwood.

4. Scott Street Reserve Playground Renewal

Installation of new playground equipment for all ages to enjoy.

5. Joslin Reserve Tennis

Reconstruction of the existing tennis courts for the community to use.

6. Installation of speed cushions at Langman Grove, Felixstow

The installation of speed cushions is to improve road safety by reducing traffic speed, while also reducing traffic volumes by discouraging non-local through traffic.

7. Santos Tour Down Under

The Tour Down Under, a nationally and internationally recognised cycling event, is held in South Australia during January and comprises a series of races with a start and finish being held in different parts of the State. Once again this event will be supported by the Council and The Parade traders.

8. Concerts in the Park

The Concerts in the Park events provide a relaxed picnic style concert which the whole family can enjoy. The themed Concerts are held once a month over 3 months at the beginning of each year.

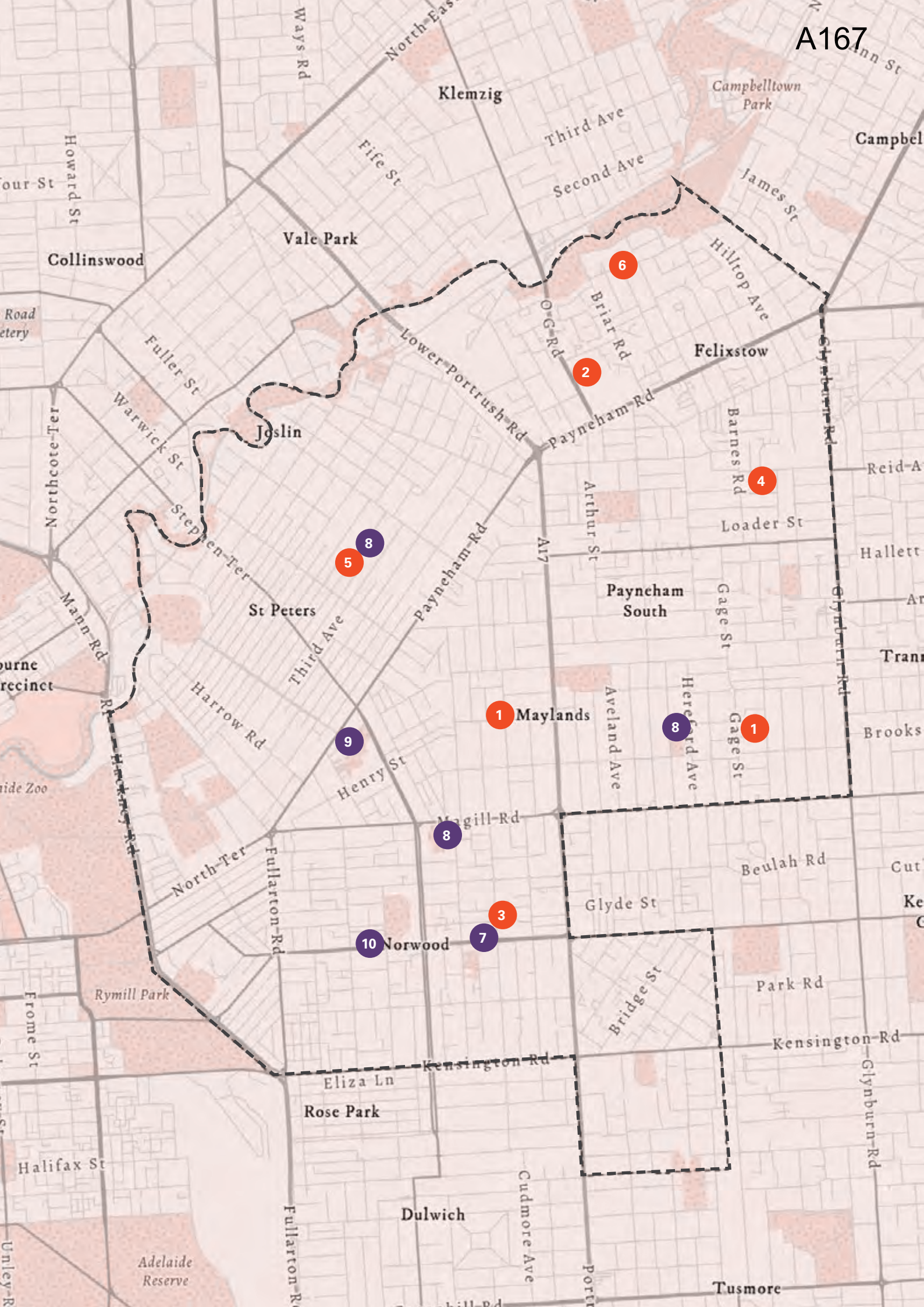
9. St Peters Fair

St Peters Fair is an annual event offering a relaxed, affordable and fun-filled day for the whole family at Linde Reserve in Stepney. The event features free entertainment for the whole family and live music.

10. Norwood Christmas Pageant

Adelaide's second biggest Christmas Pageant takes place along The Parade, Norwood.





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 Procurement 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; and
- complexity of the purchase.

Purchasing thresholds apply and these are set out within the Procurement Guidelines. 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:

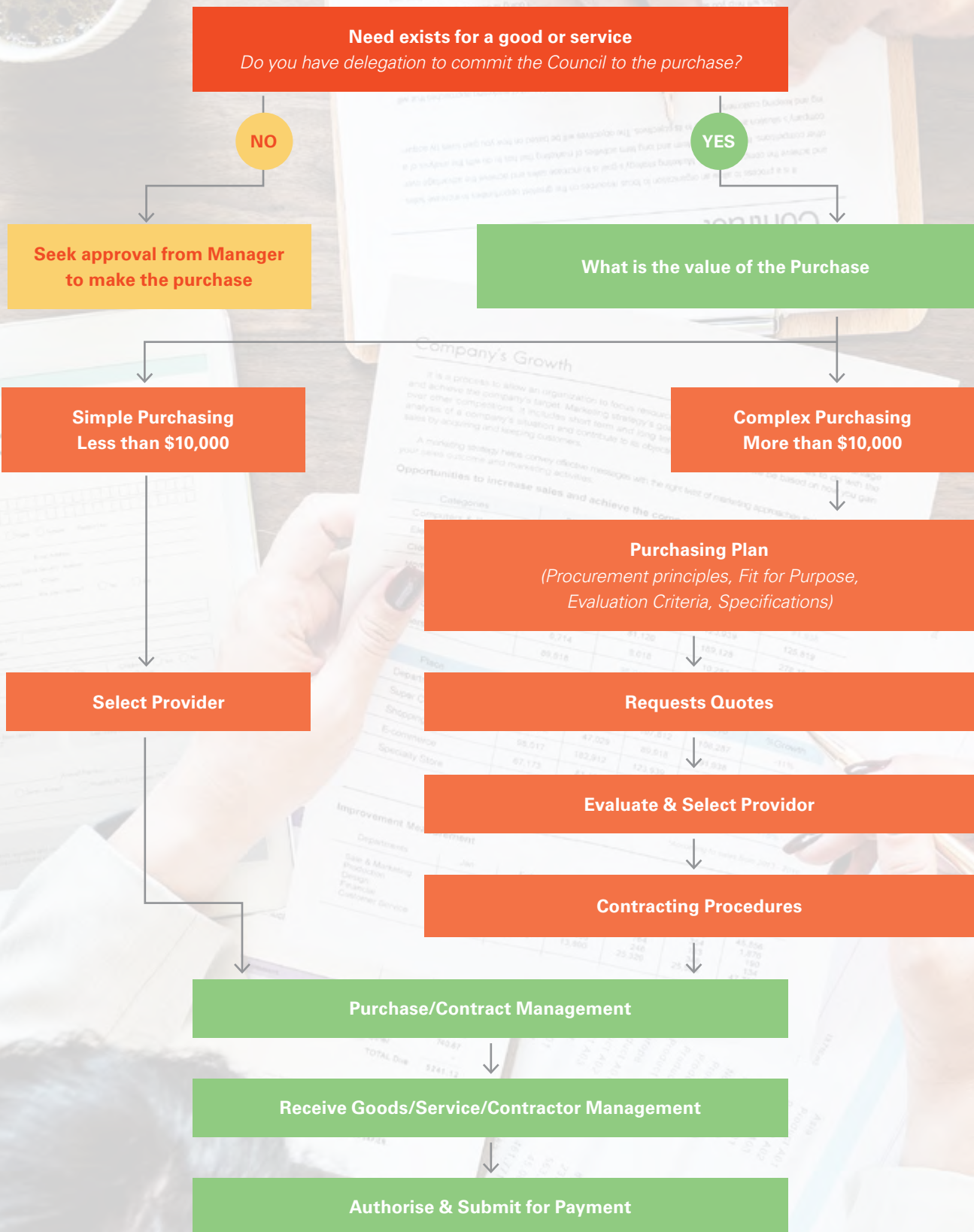
1. Leadership responsibilities and accountabilities;
2. Strategic Communications;
3. Risk and Issue management; and
4. Monitoring and Compliance.

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:

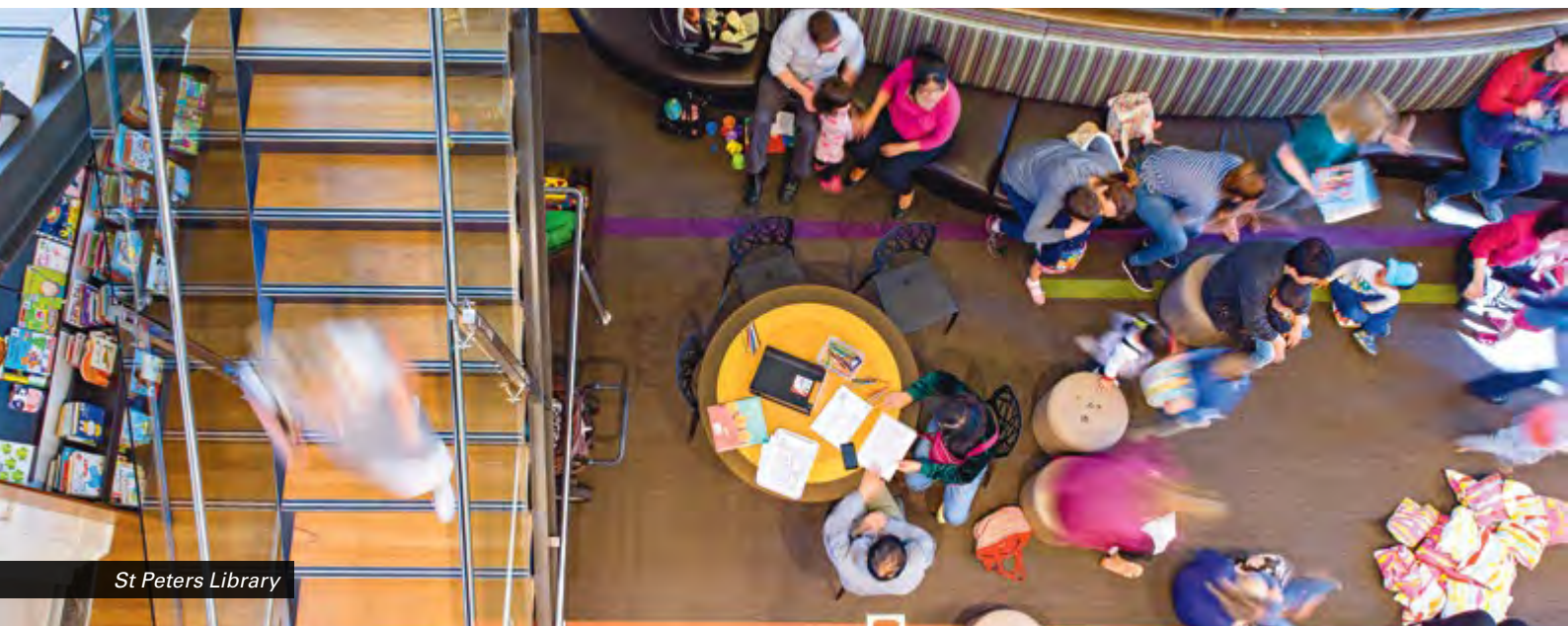
- setting of project goals;
- identification of project deliverables;
- creation of project schedules; and
- reporting requirements.

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



Community Facilities



St Peters Library

Libraries

The Council's Libraries support knowledge, recreation, and learning, connecting citizens through shared spaces and experiences. In 2023–2024, Library usage grew by 7%, with 168,506 visits compared to 156,365 in 2022–2023.

Visitations

St Peters Library was the busiest facility with 77,447 visits, followed by Payneham Library and Norwood Library. The Public Library Services Survey indicated most visitors attended a Library to borrow items, utilise the space and connect with others. The Council's Libraries currently have 14,149 members.

77,447 St Peters Library

61,510 Payneham Library

29,549 Norwood Library

Loans

The collection use for St Peters Library was 110,623 in 2023, compared to 124,228 in 2022–2023; Payneham Library recorded 138,105, down from 149,032 in the previous year; and Norwood Library had 55,844, slightly decreased from 57,226 in 2022–2023.

Digital Content Loans and User Engagement

In 2023–2024, digital content loans reached 74,931, up from 56,499 in 2022–2023 and 50,211 in 2021–2022, underscoring the growing demand for both digital and traditional library resources.

Collections Development and Service Enhancements

In 2023–2024, the Library Service took proactive steps to enhance collections and meet community needs. Key initiatives included:

- the introduction of a loanable Thermal Imaging Camera to detect heat loss and unwanted heat gain in homes;

- a comprehensive review and refresh of Community Languages resources;
- the development of Early Literacy Reader Kits to support childhood literacy;
- updated the inhouse gaming consoles (Nintendo DS) at all library sites;
- improved access to DVD's by making them easier to loan (by removing locking cases); and
- updated the printing release station at Norwood Library to make printing process more effective.

Responding to community feedback, the Library Service acquired a range of new items, aligning with its commitment to maintaining a contemporary, diverse, and culturally meaningful collection.

Reader Advisory Tools and Community Engagement

Several reader advisory tools were introduced, including Shelf Talkers, Staff Picks, a subscription to Good Reading Online, and the launch of the Off the Shelf bi-monthly newsletter.

Curated Displays and Web Resources

The Collections Team curated displays for key events such as the AFL Gather Round, SALA, SA History Festival, NAIDOC Week, and Families Week. These displays, along with dedicated web pages featuring reading lists and online resources, enriched the library experience and celebrated diversity, arts, and cultural heritage.

Collaboration Across Council Services and with The Gallery

The Library Service strengthened its collaboration with Council Services, including Youth Services, Community Services, and Sustainability, to support community engagement and initiatives.

The partnership with The Gallery at St Peters Town Hall Complex expanded cultural offerings by acquiring arts and cultural heritage-themed books, enriching the cultural experience for gallery visitors.

Launch of Off the Shelf Newsletter

In June 2024, the Library Service Off the Shelf, a bi-monthly print newsletter was launched. The first edition, covering June and July, saw an initial print run of 150 copies, followed by an additional 200 copies due to demand. Off the Shelf is available at all three Library branches and selected Council venues.

Early Childhood Literacy and Families

In 2023–2024, 3,033 families participated in early childhood education sessions such as Baby Bounce and Story Time, while an additional 2,449 children and families joined for school holiday programs and events throughout the year.

Outreach Services

The Home Library Service made 195 visits to more than 50 individual citizens and three care organisations, delivering over 8,700 items. This service improves quality of life by providing access to Library resources and information, along with social interaction and wellbeing checks for those who may be isolated or vulnerable.

Click, Call & Collect Home Delivery also continues to assist citizens who may need temporary support accessing Library resources.

Community Facilities

Community facilities play an important role in the social fabric of our City, building stronger, healthier, and more connected communities. Providing important gathering places that enable lifelong learning, creative expression, access to essential services, opportunities for people to meet, share skills and resources, building community cohesion and wellbeing.

An average of 58.1% of the total bookings across our four venues for hire were for community programs, groups and activities, with 41.9% being booked for private functions (e.g. birthdays, christenings).

In total, our facilities had 226 unique hirers, including 172 casual users and 54 regular groups, primarily from Norwood, Adelaide and Stepney. This year, we welcomed 59 new hirers.



Norwood Swimming Centre

Norwood Swimming Centre

The Norwood Swimming Centre, located at 32 Phillips Street, Kensington, opened for the season on 4 November 2023 and concluded on 5 May 2024.

In 2023, significant repairs were carried out on the main 50-metre pool to address a major leak in the pool structure, resulting in a delayed start of three weeks to the 26-week swimming season.

The Centre recorded 39,573 attendances for the season, a decrease of 898 compared to 2022–2023. This decrease was partly due to cooler and milder temperatures over the summer months.

The Swimming Centre attracted 4,072 participants for the school term's Swimming and Water Safety Education Program, down from 5,593 in 2022–2023. This decline was largely due to a major school relocating its program to the Adelaide Aquatic Centre.

Key revenue sources included general admissions, season passes, swimming lessons and hire income. The Norwood Swimming Centre realised an operating deficit (excluding internal costs and depreciation) of \$461,148.

Events at the Swimming Centre

With the new Payneham Memorial Swimming Centre under construction, the Norwood Swimming Centre hosted an increased number of events, including:

- an Australia Day event on Friday 26 January 2024;
- two Norwood Splash youth events on Sunday 26 November 2023 and Sunday 18 February 2024; and
- two movie nights on 13 January 2024 and 27 January 2024, where attendees could watch the movie from the water or the grassed area.

Challenges

The Norwood Swimming Centre is an ageing asset that is facing increasing competition from other centres. Careful management will be crucial to ensuring it continues to deliver valuable services to the community.

Car parking remains a challenge, with limited on-street parking that is often occupied by all-day parkers from nearby workplaces. To improve access, three-hour parking restrictions were introduced on Phillips Street prior to the swimming season commencing.

Increasing costs also impacted on the operations, leading to increased costs for utilities (natural gas and electricity) and chemicals. The combined total cost for these in 2023–2024 was \$112,361, compared to \$95,107 in 2022–2023.



Norwood Concert Hall

Norwood Concert Hall

The Norwood Concert Hall is a cherished arts and cultural venue that is owned and operated by the Council, hosting a diverse range of local and international events that cater to various community interests. It plays a critical role in supporting the sustainability of the arts, culture and creative industries, while also providing an important connection to the broader community.

The high-quality annual events calendar continues to attract visitors to The Parade, South Australia's Premier Mainstreet, increasing activity in the surrounding area.

During the 2023–2024 financial year, the Norwood Concert Hall hosted 105 events, compared to 54 events in 2022–2023. This resulted in an operating profit of \$28,053 (before overheads).

In 2023–2024, the venue hosted a variety of performances, including:

- Wakakirri - Australia's largest performing arts event for schools. The 2024 event involved more than 1,050 children.

- The Tea Party - Performing in front of a sold-out crowd of approximately 800 people.
- Chocolate Starfish - The Australian rock band performed for an audience of approximately 500 people in 2024.
- Emma Memma - Popular children's entertainer Emma Watkins, formerly of The Wiggles attracted a total of 1,500 attendees across three shows in 2024.

Challenges

The age and style of the Norwood Concert Hall presents limitations in accommodating larger performances and audience numbers.

In 2023–2024, removable stair covers were installed to allow wheelchair access ramps to be fitted when required.

Looking Ahead

Key improvements scheduled for 2024–2025 include:

- painting and carpet renewal in the foyer;
- an engineering assessment of the Norwood Concert Hall floor to review patron capacity. While the seated capacity remains at 800, the assessment will explore a non-seated capacity that could allow up to 1,100 standing patrons, potentially broadening market opportunities; and
- conducting a review of the Concert Hall operations and developing a 3–5 year business plan to achieve growth, improved community and economic impact and delivering a financially stable outcome.

Parks and Reserves

The City has more than 180 hectares of open space, comprising 72 parks and reserves and 29 playgrounds for the community and visitors 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

Dunstan Adventure Playgournd

Winchester Street, St Peters

Features adventure-themed play equipment, barbeque and picnic facilities and shaded lawns.



Felixstow Reserve

Corner of Langman Grove and Riverside Drive, Felixstow

Features nature play spaces, Kaurua interpretive trail, fitness stations, walking trails and various sporting facilities.



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 Peter's Child Care Centre & Preschool

St Peter's Child Care Centre & Preschool

The St Peter's Child Care Centre & Preschool in Stepney, has been providing quality child care since 1977. The Centre emphasises the importance of play in helping children learn. Through exploration, children develop skills in all areas of development, including physical, social, cognitive, emotional, and creative growth.

The Centre is licensed for 104 long day care places per day and operates as an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations.

During 2023–2024, the Centre focused on children's interests and development, sustainability, gardening, social inclusion, and building community connections. 131 families accessed childcare through the Centre, which caters for infants through to preschool-aged children, compared to 120 families in 2022–2023. The Centre maintained an average of 82 children per day (compared to 85 the previous year), with 4 families accessing the Preschool's Universal Access Program under the Federal Government's Childcare Plan.

In May 2024, the Centre successfully passed a Food Safety Audit conducted by the Eastern Health Authority. Building on this success, the Centre transitioned from a six-month to an annual audit schedule and implemented the following improvements:

- regular calibration of food thermometers;
- consistent use of the Hard Frozen method for freezer temperature checks; and
- completion of the 'Do Food Safely' online training for all staff.

Staffing changes also took place, with a new Educator joining to support the 'Possum Room'. In August 2024, Educators working with children under 12 months of age will complete Safe Sleep Training with SIDS and Kids South Australia.

Challenge

In 2023–2024, the Centre faced challenges, including lower-than-usual attendance due to the increasing number of childcare centres opening across South Australia.

Looking ahead

In 2024–2025, the St Peter's Child Care Centre & Preschool will undergo rebranding, which will include an updated logo, stationery, website and parent handbook, along with an extensive review of its policies.



The Gallery at St Peters

The Gallery at St Peters

Located within the St Peters Town Hall Complex, The Gallery at St Peters serves as a vital cultural facility, showcasing diverse exhibitions that celebrate local and international artistic talent and the City's most valued cultural heritage. Since its establishment, The Gallery has played an important role in connecting the community through the arts, providing a space for creativity, cultural expression and cultural heritage.

The Gallery hosts a wide range of exhibitions throughout the year, from contemporary art and cultural heritage displays to interactive art experiences. The venue is designed to cater to a variety of artistic formats, including painting, photography, sculpture, and digital art, ensuring that visitors can engage with a broad spectrum of creative works.

In addition to exhibitions, The Gallery facilitates community involvement through artist-led activations, workshops and educational programs, allowing visitors of all ages to participate in hands-on creative experiences. These events help foster a sense of connection between artists and the community, enhancing the cultural vibrancy of the City of Norwood Payneham & St Peters.

The facility's prime location on St Peters Street makes it easily accessible, and its role as a cultural hub continues to attract visitors from across the region, contributing to the City's reputation as a centre for the arts.

Achievements

Whilst initially utilised as a mechanism to engage the community in cultural heritage, providing on average two cultural heritage exhibitions annually, the Council's adoption of the Arts and Culture Plan 2024-2027, expanded the programming at the Gallery to better support the achievement of Council's CityPlan 2030 objective to create an artistic, creative, cultural, and visually interesting City.

In its first year of activation, the Gallery welcomed 14,941 visitors, hosted 16 exhibitions (14 focused on contemporary art and 2 on cultural heritage), presented 32 artist-led initiatives such as workshops and participatory experiences,

showcased 62 artists, sold 112 artworks, held 7 opening events, and received 2 arts sector awards: the SALA Emerging Artist award (Stephanie Doddridge) and Adelaide Fringe Best Overall Visual Arts award (Catherine Fitz-Gerald).

Looking ahead

To continue the successful activation of the Gallery in the 2024-2025 financial year, a range of activities is underway or planned, including a curated History Festival program to attract and engage a broad audience; a partnership with Helpmann Academy to support artist residencies at two studios within the City, facilitating exhibitions for the Adelaide Fringe and SALA festivals in 2025; and collaboration with Access2Arts to develop an access guide for the Gallery space to share on the Gallery's website.

Other Council Facilities

The Council has a broad range of facilities 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 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.

Community Bus

252

Times the Community buses were used for Council initiatives. Compared to 122 in 2022–2023.

Shopping and Transport Services

80

Citizens accessing Shopping and Transport Services. Compared to 103 in 2022–2023.

Social Media



4,268

Facebook followers.
Compared to 3,587
in 2022–2023



2,605

Instagram followers.
Compared to 1,838
in 2022–2023

“ Maintain what makes Norwood a great place to live—its character—beautiful old houses and trees in back yards/on the street, a strong sense of community —keeping it green, cooler and therefore healthier” Citizen ”



8.5kms

Resealed Roads in our City.



39,312

Citizens in our City.



57,220

Citizens services responded to incoming telephone calls. Compared to 59,892 in 2022–2023



386,000

Website Visits. Compared to 320,706 in 2022–2023

Long-term Domestic Assistance

356

Citizens received Long-term Domestic Assistance. Compared to 372 in 2022–2023.

Community Care Services

19,791

Hours of Community Care Services delivered. Compared to 18,242 in 2022–2023.

692

Number of citizens accessing Community Care Services. Compared to 714 in 2022–2023.

234

Referrals from My Aged Care Compared to 376 in 2022–2023.

Home Maintenance Services

320

Citizens accessing Home Maintenance Services. Compared to 322 in 2022–2023.

Engagement in Council Facilities

96%

Citizens use Council parks & reserves*



Objective 1.1

Convenient and accessible services, information and facilities.

Strategy

- 1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.
- 1.1.2 Maximise access to services, facilities, information and activities.
- 1.1.3 Design and provide safe, high quality facilities and spaces for all people.

Objective 1.2

A people-friendly, integrated and sustainable transport network.

Strategy

- 1.2.1 Enable sustainable and active transport modes.
- 1.2.2 Provide safe and accessible movement for all people.
- 1.2.3 Work with other agencies to influence or provide improved and integrated sustainable transport networks.
- 1.2.4 Provide appropriate traffic management to enhance residential amenity.

Objective 1.3

An engaged and participating community.

Strategy

- 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.
- 1.3.2 Provide opportunities for community input in decision-making and program development.
- 1.3.3 Recognise and use the skills, knowledge and resources of the community.
- 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
- 1.3.5 Inform and connect new residents to the community and its resources.

Objective 1.4

A strong, healthy, resilient and inclusive community.

Strategy

- 1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
- 1.4.2 Encourage and provide opportunities for lifelong learning.
- 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.
- 1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.

Supporting our Community and their pets

Kerry-Anne, the Community Services Coordinator at the City of Norwood Payneham & St Peters, wears two hats at the Council.

In addition to her daily role, she dedicates her lunch breaks to volunteering in the Council's Pet Care Program, supporting community members who need assistance with walking their beloved pets.

Since joining the program in 2020, Kerry-Anne's commitment to dog walking has grown into a deeply meaningful part of her week.

"The first dog I was matched with was Paddy, a young Beagle full of personality," she recalls with a smile. "Paddy would sometimes take me for a walk when he picked up an interesting scent!" Kerry-Anne walked Paddy every Sunday for three years, building a lasting bond with both the dog and his owner.

After losing her own Cavalier of 15 years, Kerry-Anne took a break from volunteering.

In August 2024, she was matched with Halo, a black Labrador and former guide dog. "Halo is such a gentle soul; she chose me," Kerry-Anne says fondly. Known for her calm demeanour, Halo quickly bonded with Kerry-Anne, who now walks her twice a week during lunch breaks.

Kerry-Anne's connection with Halo goes beyond their time on the leash; her friendship with Halo's owners is equally rewarding. "The Pet Care Program provides so much more than exercise for the dogs.

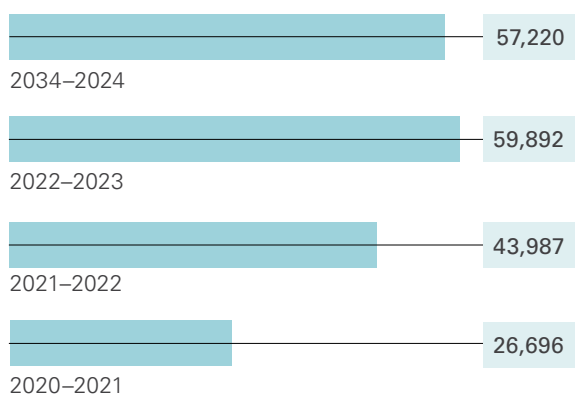
It fosters wonderful social connections," she says. Kerry-Anne treasures her conversations with Halo's owners, Adrienne and her partner, filled with easy laughter and warm exchanges. "Adrienne told me that Halo leaps from her pet bed and rushes to the door whenever I ring the bell—it's like she knows it's our time together."

Kerry-Anne's story highlights the personal connections forged through the Pet Care Program and the joy it brings to everyone involved, both human and canine.



Citizen Services

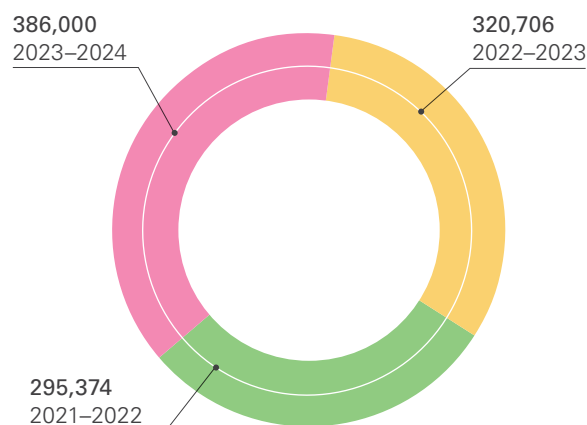
In 2023–2024, the Council responded to 57,220 telephone calls, showing a slight decrease from 2022–2023 (59,892 calls). The Council's Citizen Services staff managed service requests covering graffiti, footpath and road maintenance, traffic, parking, trees, waste management and general enquiries.



Digital Communication

The Council collaborated with Adelaide-based web design business, Karmabunny, to design and produce Look East Digital, set to launch in 2024–2025 (see page XX for more details).

Website visits



Social Media

Since launching its social media platforms in 2018, the Council's reach has grown steadily on Facebook, Instagram and LinkedIn, engaging citizens with updates on events, major projects, news and local stories. Women aged 35–44 remain the most engaged demographic, with popular content consistently reaching thousands of profiles. In 2023–2024, the highest-reaching posts included the announcement of Raising the Bar, with a 7,010 profile reach on Facebook and a reel from the Business Networking event on Instagram, reaching 4,064 profiles.

Financial Year	Facebook Followers	Instagram Followers
2023–2024	4,268	2,605
2022–2023	3,587	1,838
2021–2022	2,987	1,501
2020–2021	2,539	1,278
2019–2020	1,642	854

Community Care Services

The Council's Home Support Services Program provides a range of Community Care Services. In 2023–2024, 690 citizens accessed these services, a 3% decrease from the previous year. This decline reflects several factors, including:

- increased service hours required for existing clients needing more home support;
- delays in receiving Home Modification reports from Allied Health Professionals, which detail the modifications needed for citizens; and
- rising costs in service delivery, such as Domestic Assistance, Home Maintenance, and Car Shopping Services, due to increased contractor charges, limiting the number of citizens the Council can assist.

In 2023–2024, there were 234 referrals from Aged Care, and 19,791 hours of Community Care Services were delivered.

Personal Care

The Council's Personal Care Services provide support to eligible citizens who need assistance with dressing, feeding or showering. In 2023–2024, 11 people accessed Personal Care Services.

Home Maintenance Services

The Council's Home Maintenance Service assists eligible citizens with minor repairs and maintenance, such as gutter cleaning, window cleaning and yard tidying. 320 citizens accessed these services in 2023–2024, compared to 322 the previous year.

Long-Term Domestic Assistance

Long-Term Domestic Assistance provides up to two hours of cleaning services per fortnight. This allowance was increased from 1.5 hours to 2 hours in 2023–2024 to better meet the needs of citizens, with 356 citizens receiving assistance.

Home Modification Services

The Home Modification Service improves home safety through the installation of rails, steps, and bannisters. In 2023–2024, 18 people accessed this service.

Shopping and Transport Services

Eligible citizens receive assistance with shopping, either through transportation to shopping centres or via the community bus or car Shopping Services. In 2023–2024, 90 citizens accessed the shopping transport service, down from 103 the previous year.

Community Bus

The Council operates two Community Buses: a 12-seater Ford Transit and a 21-seater Fuso Rosa, equipped with a wheelchair lift and retractable step. The buses were used 252 times in 2023–2024 for Community Care Programs, tours, and excursions, an increase from 122 uses in 2022–2023.

Aged Care Volunteer Visitors Scheme

The Aged Care Volunteer Visitors Scheme (formerly the Community Visitors Scheme) recruits Volunteers to provide companionship to citizens receiving Australian Government-subsidised Home Care Packages or living in aged care homes. The Council's Volunteer Visitors Scheme Co-ordinator manages this program, which served 57 socially isolated residents in aged care facilities across Norwood Payneham & St Peters, Burnside, and Campbelltown.

Community Care Services Challenges

The Council's contracted staff are employed under the Social and Community Services Award. These contracted staff received wage increases this year, which raised contractor hourly rates for services such as Home Maintenance, Domestic Assistance and Car Shopping. The increase in rates has, in turn, raised the Council's service delivery costs, reducing its capacity to deliver the same level of service to as many citizens as in previous years.

Engaging with our Community on Speed Limit Reduction

As part of a community consultation that was undertaken from 27 July to 28 August 2023, citizens were asked to provide comments on a proposal to reduce the speed limit to 40kms per hour in the residential streets of Marden, Royston Park, Joslin, St Peters, College Park, and Hackney. A total of 834 responses were received, with 54% of respondents supporting the proposal.

Notably, 142 respondents (17% of total responses) indicated they do not live or work in the precinct. These respondents may commute through the area, visit local schools, parks, or businesses, or enjoy the precinct's amenities. Public streets serve a broad community, and the comments from all users remains essential in understanding the broader impacts of traffic management. The next step is to secure State Government approval for the proposed speed reduction.

Engaging with our Community on Traffic Calming Measures

In 2021, the Council initiated a project to improve traffic management in the suburbs of Marden and Royston Park. Following community consultations that were undertaken in 2022 and evaluations of various design options, the Council advanced to the next stage of proposed traffic calming devices.

In March, citizens were invited to review and provide comments on these designs. Over 300 citizens participated in the process and a recommendation based on the comments received from the community was then submitted to the Council's Traffic Management & Road Safety Committee for consideration.

The Traffic Management & Road Safety Committee recommended that given the outcomes of the consultation, the installation of the traffic management devices be placed on hold until a review of the 40kms per hour speed limit has been undertaken.



Reducing Speed Limits in Narrow Streets

To enhance road safety, the Council successfully applied to the State Government to reduce speed limits on four narrow streets. In September, the State Government approved speed reductions from 40kms per hour to 20kms per hour for Little Capper Street, Dew Street, and Little Dew Street in Kent Town as well as Wesley Lane in Norwood. These new speed limits were implemented in February 2024.

Way2Go Funding for Felixstow Primary School

Through the State Government's Way2Go Program, the Council secured funding for a range of road safety improvements at Felixstow Primary School. The grant funded 50% of the installation of a pedestrian crossing on Briar Road, new signage for the car park and school gates, a parking guide for parents, and red hoop signs to enhance visibility and safety for students and road users. The works were completed in April 2024.

Traffic Calming in Glynde, Payneham, Firle, Trinity Gardens and St Morris.

Following a traffic study consultation, the design of traffic calming devices is currently underway in the residential streets bound by Payneham Road, Glyndburn Road, Magill Road and Portrush Road. This will support the upcoming reduced speed limit of 40kms per hour in these streets. The community will be invited to provide comments on this design in 2025–2026.

Streetscape and Road Safety Improvements Along the St Morris Bikeway Completed

The Council has completed concept designs of cyclist infrastructure and traffic calming devices along the St Morris Bikeway from Glynburn Road, St Morris, to Magill Road, Stepney. Consultation with the community has been completed. The next steps are subject to Council approval and funding.

Installation of Bicycle and Pedestrian Crossing on Magill Road

The City of Norwood Payneham & St Peters partnered with the City of Burnside, to install a Bicycle and Pedestrian Actuated Crossing (BPAC) on Magill Road. The crossing will provide safe cyclist access from Ashbrook Avenue, Trinity Gardens, to Osborn Avenue, Beulah Park, connecting key bike routes including the River Torrens Linear Park, St Morris Bikeway, Norwood-Magill Bikeway and Burnside Bikeway. To improve safety, a 'no right turn' restriction will be implemented at Osborn Avenue and Magill Road. Construction will be completed in November 2024.

Annual Bicycle Count

The Annual Bicycle Count, conducted at key intersections as identified in the Council's City-Wide Cycling Plan, gathers data on cyclists commuting into the City during the morning peak hours.

This data helps assess cycling trends, pinpoint areas needing improvement, and guides investment in infrastructure to support active transport. In March 2024, the survey covered 19 locations within the Council area, recording over 1,500 cyclists over the two hour period.

The findings inform policy to promote cycling and make active transport a more accessible choice for residents.



Volunteering Strategy

In 2024, the Council considered a draft Volunteer Strategy to strengthen and support the City's volunteer services.

This Strategy aims to guide the development and growth of Volunteer initiatives, setting clear focus areas and priority actions for the next five years. It also defines the Council's role in supporting and nurturing the people who dedicate their time to volunteering across the City.

Preparation of the draft Strategy was a collaborative process, engaging with Volunteers and Council staff.

Extensive consultations and research assisted the Council gaining insight into the experiences and needs of its Volunteers.

Comments highlighted the importance of adequate resources to manage and support Volunteer programs effectively. The Council also learned that a cautious, risk-averse approach can sometimes create barriers to Volunteering, limiting the community's engagement in meaningful ways.

Above all, the research reaffirmed that volunteering is at the heart of Australian communities, bringing people together and enriching local life.

Volunteerism contributes to all facets of society. Volunteering SA&NT's State of Volunteering 2023 reports that in 2023, people contributed to their community in the following ways:

Our Commitment

Our community can expect the City of Norwood, Payneham & St Peters to:

- Implement best practice standards guided by the National Standards for Volunteer Involvement and advocate for community needs.
- Partner and collaborate with key stakeholders to strengthen the culture of volunteerism and identify opportunities for joint efforts to achieve shared goals.
- Promote volunteering opportunities and the importance volunteering plays in the community.
- Improve the experience volunteers have when volunteering with the Council.
- Support the well-being of Council volunteers and include volunteers in decisions that affect them.
- Advocate for improved access to training and resources that support volunteers and Volunteering Involving Organisations.

Zest for Life

The Zest for Life Program, which is delivered by the Council to celebrate positive ageing, was held in August 2023. The Program offered tours, learning opportunities, and social activities across a range of interests, including health and well-being, entertainment and lifestyle trends, making it a popular initiative among the Council's older citizens. The most common age group for participants was between 71 and 80 years.

A variety of events were available, from a tour of Karkoo Nursery in Oakbank and a baking class at the Norwood Commercial Kitchen, to tours of local op-shops, seminars, movie screenings, and concerts. Participants had the opportunity to enjoy beer or wine tastings at Little Bang Brewing and Ferg's Stepney, both part of the Council's Eastside Wine and Ale Trail initiative.

This year's Zest for Life Concert featured the Royal Australian Navy Band, in a Sunday matinee performance, with afternoon tea in the Norwood Concert Hall.

Almost 400 citizens attended the 17 events over the two-week program. Approximately 70% of participants were from the City of Norwood Payneham & St Peters, while 30% joined from nearby suburbs such as Adelaide, Walkerville, Klemzig and more.

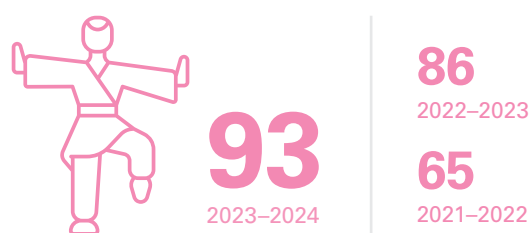
Come & Try

The Council's Come & Try program, established in 2016, continues to support the health and well-being of older citizens by offering affordable activities that foster social connection and physical wellness. In the 2023–2024 period, two events provided engaging opportunities for participants to connect with nature and explore new wellness practices.

Tai Chi in the Park brought the ancient practice of Tai Chi to Linde Reserve, where attendees enjoyed an hour of mindful movements, deep breathing, and meditative focus against a backdrop of nature. Morning sessions were held from 30 January to 27 February 2024, with 32 participants attending. An evening series followed from 5 to 26 March 2024, drawing 29 attendees.

In May, Mat Pilates sessions introduced a mix of Pilates, yoga, stretching, and balance exercises designed to strengthen core muscles and promote mobility. Held from 3 May to 21 June 2024, the sessions welcomed 32 participants, all eager to engage in the gentle, restorative movements aimed at enhancing overall flexibility and strength.

Total Come & Try participants



Lifelong Learning at the Libraries

The Council's Lifelong Learning staff supported community well-being by delivering 559 sessions to 7,898 participants, an increase from 531 sessions in 2022–2023. Social connection was fostered through programs such as Movies at the Library and Book Discussion Groups. Other skill-building sessions with guest speakers and authors provided opportunities for personal growth, connection, and well-being.

Digital Literacy User Education

Lifelong Learning programs also focused on digital inclusion, with tailored one-on-one digital literacy sessions and small group workshops. 477 participants attended workshops and information sessions, while 203 participants received individual assistance, enhancing their digital knowledge, safety, and confidence.



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.
Pleasant, well designed, and sustainable urban environments.
- 2.4 Dynamic community life in public spaces and precincts.
- 2.5

Engagement in Council Activities and Facilities

78%

of citizens attended a Council event.*

68%

of citizens participate in arts & culture activities in the Council area.*

Concerts in the Park attendance highlights

1100

Jazz in the Park attendees, enjoying a vibrant evening of jazz music in an open-air setting.

960

Melodies in the Park drew families and music lovers for an engaging community performance.

840

Symphony in the Park welcomed attendees to experience classical music under the stars.

“ Part of the beauty of the area are the trees, it makes walking in summertime bearable, supports wildlife and reduces our environmental impact. It is important to communicate with the community the value of the trees, so they don't focus on the negative aspects of leaf litter and root damage to the pavement.”

Citizen



370

busking permits issued.
Compared to 100 in 2022–2023.



247

new citizens welcomed through seven citizenship ceremonies, celebrating the City's diversity and inclusivity.



603

Development applications received, reflecting the ongoing growth and investment in the City.



13

permits issued for film and photography projects, reinforcing the City's support for creative industries as a film-friendly location.

Supporting Community Art and Events

\$73,418

Community Grant funding provided to foster Public Art and Event initiatives, enhancing cultural vibrancy and community engagement across the City.

Cultural Heritage and Art Program Highlights

493

citizen requests for research were fulfilled as part of our Cultural Heritage services, supporting community interest in historical records and resources.

16

exhibitions hosted throughout the year, showcasing diverse and impactful themes in cultural heritage.

62

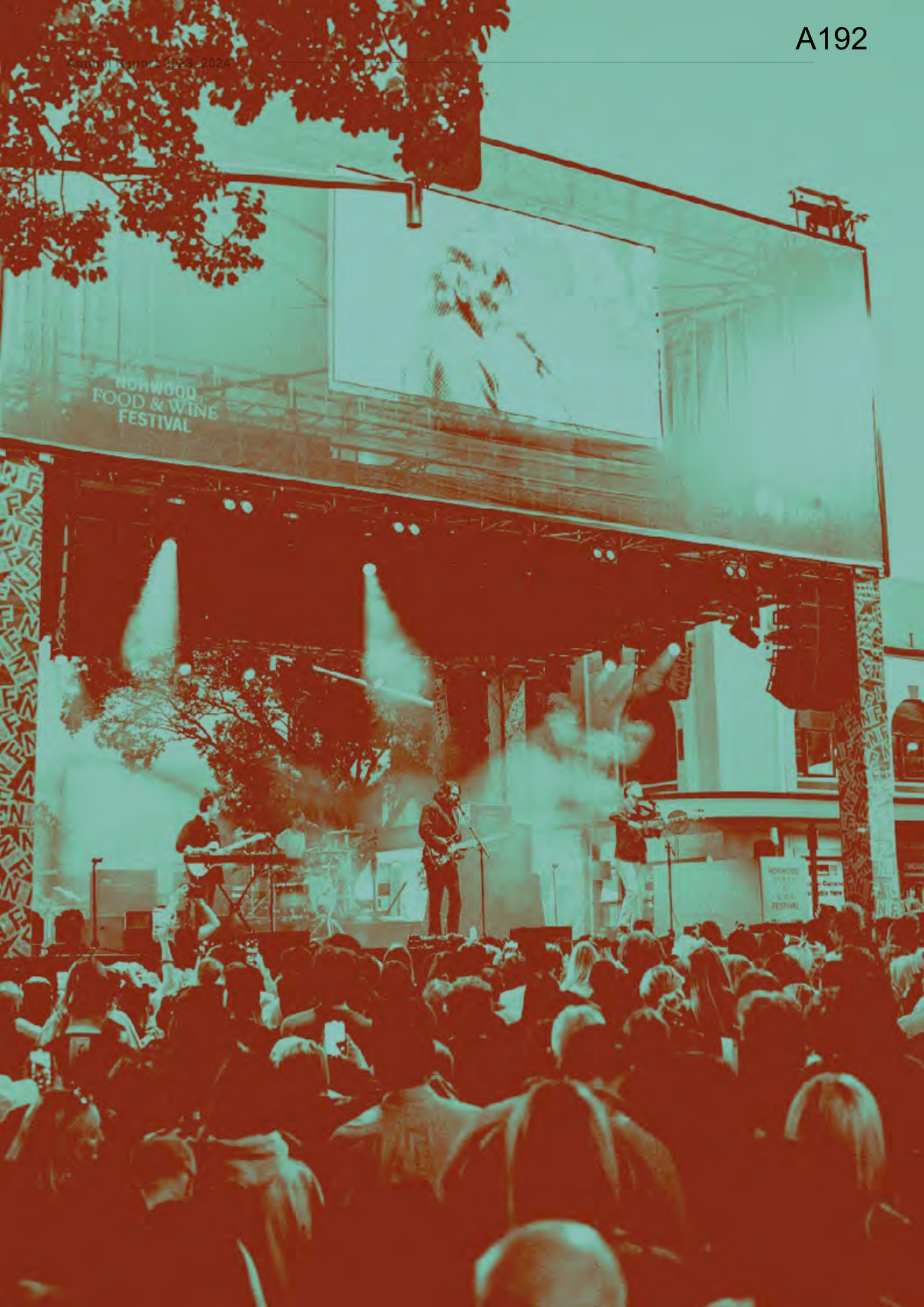
artists featured in our exhibitions, providing a platform for local and regional talent.

112

artworks sold through The Gallery, contributing to the growth and support of local artists.

\$49,425

total value of artworks sold at The Gallery.



Objective 2.1

An artistic, creative, cultural and visually interesting City.

Strategy

- 2.1.1 Use the arts to enliven public spaces and create a 'sense of place'.
- 2.1.2 Provide opportunities and places for creative expression for all people.
- 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

Objective 2.2

A community embracing and celebrating its social and cultural diversity.

Strategy

- 2.2.1 Acknowledge and recognise local Aboriginal heritage and history.
- 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
- 2.2.3 Promote understanding of and respect for our cultures and heritage.

Objective 2.3

A City which values and promotes its rich cultural and built heritage.

Strategy

- 2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
- 2.3.2 Reflect our City's history through cultural heritage programs and initiatives.
- 2.3.3 Promote the value of heritage protection.

Objective 2.4

Pleasant, well designed, and sustainable urban environments.

Strategy

- 2.4.1 Encourage development that complements our City's built heritage and character areas.
- 2.4.2 Encourage sustainable and quality urban design outcomes.
- 2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.

Objective 2.5

Dynamic community life in public spaces and precincts.

Strategy

- 2.5.1 Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
- 2.5.2 Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- 2.5.3 Host and facilitate community events and activities.

Cultural Heritage at The Gallery

The Art of Glass exhibition at The Gallery showcased the evolution of stained-glass artistry, tracing the journey from ancient techniques to modern-day expressions.

This cultural heritage exhibition captivated audiences with its vibrant display of stained-glass windows, exploring how colors, craftsmanship and artistry have transformed over time.

Visitors could experience a variety of interactive sessions, including guided tours of local stained-glass installations, glass painting workshops and live glass-blowing demonstrations led by skilled artisans.

The exhibition attracted 2,909 visitors and engaged 991 participants in workshops and activations, allowing them to learn about the intricate process behind creating stained-glass and even purchase unique pieces to take home.

This blend of history, hands-on activities and community involvement highlighted stained glass as both an ancient art form and a living tradition.

Cultural heritage is a focus of the City of Norwood Payneham & St Peters and The Gallery is used as a platform to connect citizens with history. In 2023-2024, Cultural Heritage staff responded to 493 research requests, illustrating community interest in local history, ancestry and property origins. However, the demand has also highlighted the need for a strategic approach to manage requests and develop a more diverse program.

To address these needs, the Council plans to refocus its Cultural Heritage services in 2024–2025.

Priorities will include digitising archival materials to improve access, cataloguing paper-based records and exploring methods to make heritage collections more accessible to the public.

Additionally, some gallery programming will shift to feature more art-focused exhibitions, creating capacity for Cultural Heritage staff to address the high demand for historical inquiries and better serve the community's interests.

By balancing art and heritage, the Council remains committed to preserving and celebrating local history, while providing unique, hands-on experiences that continue to inspire and connect our community.



Visual Art

The Council's multi-purpose art space, The Gallery, provides a dynamic exhibition area designed to showcase and encourage community participation in art and culture. Located within the St Peters Town Hall Complex, The Gallery shares its home with the St Peters Library, the Cultural Heritage Centre, Eastern Health Authority, and community radio station Three D Radio.

The curated exhibition program offers the community an opportunity to engage with both contemporary art and cultural heritage artifacts and stories, highlighting the work of emerging and established artists alike.

Live Music

In 2023–2024, the Council launched a series of initiatives to support live music and foster creative expression across the City, including:

- continuing our partnerships with Three D Radio to support local live music and develop young radio presenters;
- offering a registration subsidy for Good Music Month (MusicSA's annual state-wide open access music festival, which takes place each year during the month of November) to encourage live performances in venues throughout the City; and
- collaborating with Thebarton Theatre to bring live music shows to the Norwood Concert Hall during the renovations at the Thebarton Theatre.

Concerts in the Park

The Council remains dedicated to providing free live music events for citizens and visitors and this year's Concerts in the Park series attracted music lovers, families and the wider community to enjoy open-air performances throughout February and March.

Jazz in the Park saw an impressive attendance of 1100, followed closely by Melodies in the Park with 960 attendees and Symphony in the Park with 840.

Busking in the City

The Council issued 370 permits for busking and fundraising across the City, further enhancing public spaces and supporting local talent.

Citizenship

In 2023–2024, the Council held seven citizenship ceremonies to welcome 283 new citizens into our community. These ceremonies celebrated the diversity and inclusivity of the City, bringing together individuals and families from a wide range of cultural backgrounds. Each ceremony provided a unique opportunity for new citizens to connect with their fellow residents and share in the journey of joining the community.

Our newest citizens hail from countries across the globe, representing the rich cultural tapestry of our City. Among the nationalities welcomed this year were citizens from Afghanistan, Albania, Argentina, Bangladesh, Belarus, Brazil, Canada, Chile, China, Colombia, Croatia, Denmark, Egypt, England, France, Germany, Hong Kong, Hungary, India, Indonesia, Iran, Ireland, Italy, Kenya, Malaysia, Myanmar, Nepal, the Netherlands, New Zealand, Nigeria, Pakistan, Peru, the Philippines, Russia, Scotland, Serbia, Singapore, South Africa, Sri Lanka, Switzerland, Taiwan, Thailand, Türkiye, Ukraine, the United Kingdom, Venezuela and Vietnam.

Acknowledging Aboriginal Heritage

In June 2024, the Council proudly hosted a NAIDOC exhibition, Kapi Wala (meaning 'running water') at The Gallery, St Peters Town Hall Complex. This significant exhibition recognised and celebrated the enduring heritage, history and culture of local Aboriginal communities. The artwork and ceramics on display were produced by two notable artist groups, Iwiri Arts Studio and KU Arts, providing a platform for Indigenous artists to share their unique perspectives and stories.

Complementing the exhibition, the Council organised a series of NAIDOC-themed workshops in the Banquet Hall, open to all ages. Participants engaged in hands-on activities that included basket weaving, storytelling, face painting, jewellery making, bush tucker tastings and canvas painting. These workshops offered an immersive experience, connecting citizens with Aboriginal art and traditions while fostering a deeper appreciation for local Indigenous culture.

Engaging with Local Indigenous Representatives

The Council's commitment to respecting and incorporating Indigenous heritage in community spaces was further highlighted in the design and construction of the Dunstan Adventure Playground. The Council collaborated closely with local Indigenous representatives to ensure the playground's design reflected their connection to Country. Through these partnerships, key Kaurna feature elements were thoughtfully integrated, celebrating the significance of the land and its history.

To learn more about the Kaurna design features within the playground, see page XX.

Development Assessment

In 2023–2024, the Council received 603 development applications for assessment, reflecting ongoing growth and investment in the City's urban farm.

Built Heritage Strategy

The City of Norwood Payneham & St Peters is renowned for its stunning heritage listed buildings, some of the most admired in South Australia. The Council's commitment to the preservation and enhancement of this built heritage, is demonstrated through the delivery of a five-year Built Heritage Strategy. This Strategy outlines the Council's goals and planned actions to ensure the City's historic buildings and structures continue to be valued, protected, and integrated within the community.

The Strategy serves as a public statement of what the Council values in terms of heritage preservation and provides citizens with information on heritage and historic area protection in the context of South Australia's planning framework. It sets a clear path for the Council to support and protect built heritage, recognising its importance to the City's character and identity.

In 2023–2024, the Council undertook several key actions, including:

- investigated and progressed Code amendments to advance heritage protection opportunities;
- provided detailed submissions to support improvements in South Australia's heritage legislation;
- conservation of bluestone kerbing in streets where maintenance work was performed, maintaining the character of local streetscapes;
- meeting with planners from other councils to discuss heritage and historic area issues with the State Planning Commission; and
- working closely with Members of Parliament and the Local Government Association of South Australia, to support Private Members' Bills aimed at legislating protection against neglect for State Heritage Places.

These initiatives reflect the Council's ongoing commitment to valuing and preserving the City's built heritage, ensuring that historic structures are protected for future generations to appreciate.

Leading the Way to Support Streetscapes

In May 2024, the State Government recognised the City of Norwood Payneham & St Peters as one of eight Councils to benefit from a grant to progress amendments to the State's Planning & Design Code. This recognition highlights the Council's proactive role in heritage conservation and its dedication to protecting South Australia's heritage and streetscapes, reinforcing its position as a leader in preserving historic character and enhancing the visual appeal of the City's streetscapes.



Jazz in the Park

Community Events

Each year, the City of Norwood Payneham & St Peters hosts a vibrant array of festivals, performances and activities, offering a rich calendar of events that fosters community spirit and brings people together.

Venues for Hire

To encourage community interaction and social gatherings, the Council provides a range of venues and facilities available for hire, including:

- Don Pyatt Hall
- St Peters Youth Centre
- St Peters Town Hall Complex
- Payneham Community Centre
- Payneham Library and Community Facility
- Parks & Reserves
- Norwood Concert Hall (see page XX for details)

Film Friendly City

The City of Norwood Payneham & St Peters proudly supports creative industries as a film-friendly City, with no application or location fees being rejected.

Filmmakers, movie producers and commercial photographers are all welcomed to capture the beauty of the City's landscapes and streetscapes.

In 2023–2024, the Council issued 13 permits to support various film and photography projects.



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.

Economic Impact and Key Events

\$17.6m

total expenditure in the City during the 2024 AFL Gather Round.[#]

70,000

people attended the 2024 AFL Gather Round at the Norwood Food + Wine Festival on Sunday 7 April.

\$207.614m

estimated output generated by the tourism sector.[#]

20,000

full-house attendance at Gather Round matches at Norwood Oval.

Employment Insights

8,344

businesses operating in the City of Norwood Payneham & St Peters.[^]

4,597

residents work within the City of Norwood Payneham & St Peters.[^]

^{*}2023 Community Survey

[#]Spendmapp data

[^]Remplan data

“ *Sense of community, the best strip in Adelaide, have been here for almost 40 years and have operated my business for nearly 30 years, wouldn't want to be anywhere else.** Business owner ”

Social Media



7,570

Magill Road Facebook followers. Compared to 7,621 in 2022–2023

18,290

The Parade Facebook followers. Compared to 17,774 in 2022–2023



2,077

Magill Road Instagram followers. Compared to 1,951 in 2022–2023

5,797

The Parade Instagram followers. Compared to 4,408 in 2022–2023

Business Insights

62%

businesses prioritising local promotion as key support from the Council.*

50%

businesses rating car parking as the highest priority for the Council to address.*

14%

percent of employed people who live and work in the City.

11

businesses recognised for excellence at the 2024 Eastside Business Awards Night.

Industry and Sector Highlights

\$173.123m

contribution of the Food Manufacturing sector to total regional exports (7.2%).#

98.3%

percentage of Professional, Scientific & Technical Services jobs in the City located in Kent Town.

3,800+

workers employed in the Healthcare and Social Assistance sector across the City.

2,149

jobs provided by 100 Education & Training businesses in the City.

523

number of Cultural & Creative Industry businesses in the City.



Objective 3.1

A diverse range of businesses and services.

Strategy

- 3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.
- 3.1.2 Attract diverse businesses to locate in our City.

Objective 3.2

Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy

- 3.2.1 Retain, enhance and promote the unique character of all our City's business precincts.
- 3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
- 3.2.3 Promote the City as a visitor destination.

Objective 3.3

Attract new enterprise and local employment opportunities to locate in our City.

Strategy

- 3.3.1 Foster emerging enterprises and industries.
- 3.3.2 Support appropriate home-based businesses.
- 3.3.3 Promote and support local food and beverage manufacturing.

Objective 3.4

A leading centre for creative industries.

Strategy

- 3.4.1 Create a business environment that is conducive to retraining and attracting creative industries to our City.
- 3.4.2 Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.

Objective 3.5

A local economy supporting and supported by its community.

Strategy

- 3.5.1 Support opportunities for people to collaborate and interact in business precincts.
- 3.5.2 Retain accessible local shopping and services.
- 3.5.3 Encourage businesses to sponsor local community activities.
- 3.5.4 Support opportunities for the community to access locally produced food and beverage produce.
- 3.5.5 Encourage community support for and promote awareness of all businesses in our City.

Glynde and Stepney Food and Beverage Precinct and Startup Hub

In October 2023, the Council commissioned a strategic analysis aimed at securing the future of Glynde and Stepney's Employment Zones as thriving business precincts.

Acknowledging the rich manufacturing history of Stepney and Glynde and the importance to the State and local economy, the Council commissioned a detailed Economic and Strategic Options Analysis.

This Project was designed to inform the Council's long-term planning and to foster a dynamic environment that attracts innovative businesses, strengthens the food and beverage sector and encourages sustainable economic growth.

To guide the project, independent advisory firm Acil Allen was engaged, with the Business & Economic Development Advisory Committee overseeing progress of the study. Acil Allen's work was divided into two phases, the first of which focused on comparing Glynde and Stepney to similar industrial areas in Adelaide and beyond, exploring key trends and identifying growth barriers in food and beverage manufacturing.

The analysis undertaken by Acil Allen also assessed the potential of Glynde and Stepney as startup hubs and evaluated the opportunity cost of preserving the land for industrial use versus considering residential or mixed-use development.

In assessing the future growth potential, Phase 1 highlighted the need for improved amenities, infrastructure upgrades and strategic investments to enhance the business-friendly appeal of Stepney and Glynde and support the growing demand for light industrial/manufacturing.

The findings showed that although Glynde and Stepney have unique advantages, significant challenges exist. In Glynde, issues such as limited public transport access, residential versus industrial use conflicts and parking infrastructure. Many businesses operate with minimal off-street parking, causing congestion and complicating the flow of traffic in the surrounding residential areas.

These challenges are compounded by the old infrastructure, which pre-dates modern planning regulations. In contrast, the Stepney Triangle benefits from its proximity to the Adelaide CBD, with better access to public transport and local amenities.

Despite similarities in the width of streets and parking issues, Stepney's more attractive setting positions it as a stronger candidate for a dedicated startup hub focused on food and beverage manufacturing.

Building on these insights, Acil Allen's Phase 2 analysis recommended creating an Urban Food and Beverage Manufacturing Precinct in Stepney. Leveraging Stepney's existing infrastructure and its alignment with the Employment Lands Zoning, the Business Case proposed that a startup hub within

this precinct could offer more than just a physical location; it would support startups and established businesses through mentorship, networking and resources aimed at fostering innovation and growth.

The initiative's emphasis on a sustainable and industry-led model would make it an attractive destination for high-growth potential firms, aligning with the Council's economic development goals and the State's vision for a stronger presence in the food and beverage sector.

The Council envisions that a strategically positioned food and beverage hub in Stepney would serve as a catalyst for regional economic development, attracting skilled professionals, encouraging new investment and generating employment opportunities.

The next steps include hosting Round Table discussions in 2024-2025, with local manufacturers and property owners in both precincts, to gather further insights and assess support for the Business Case.

As part of a forward-looking vision for Glynde and Stepney, this project stands to strengthen the City's economic resilience and contribute to South Australia's reputation as a leader in the food and beverage industry.



A Strong and Healthy Local Economy

From June 2023 to May 2024, Spendmapp data recorded an impressive \$1.91 billion in expenditure across the City of Norwood Payneham & St Peters, a \$250 million increase from the \$1.66 billion recorded the previous year. This significant boost to the City's local economy, reflects the dedication and success of local traders who continually provide high-quality goods and services to both the local and wider community.

Thanks to the commitment, professionalism and ongoing investment of these businesses, the City continues to deliver robust programs, initiatives and support networks for local enterprises.

2024 Eastside Business Awards

The seventh Eastside Business Awards were held on 23 April 2024, in partnership with Solstice Media, celebrating business excellence across the City of Norwood Payneham & St Peters. The event saw 11,900 votes cast across 11 categories, with the introduction of a new Legends Award honoring businesses that have won in the same category at least three times. Four local businesses received this prestigious recognition.

A record 347 individual businesses were nominated, up from 312 the previous year, with eight businesses joining the ranks as first-time finalists. The Eastside Business Awards will return in 2025.

For more details on the awards, including the esteemed Hall of Fame winner, see pages XX and XX.

Networking Events and Mayor's Business Commendation Awards

A mid-year networking event was held at Pfitzner Furniture, Norwood, drawing over 50 local businesses for an evening of connection and celebration.

The event highlighted the achievements of three local businesses honored with the Mayor's Business Commendation Awards:

- Success Tax Professionals – 10+ Years Bronze Commendation
- Adelaide Timber Flooring – 25+ Years Silver Commendation
- Pfitzner Furniture – 25+ Years Silver Commendation

Communications

The Council maintains active communication with business owners and operators and the community through monthly e-newsletters sent to businesses City-wide, with targeted e-newsletters for traders within The Parade Precinct. A separate e-newsletter for the broader community promotes Council initiatives, encouraging citizens to shop, dine and support local establishments.

These e-newsletters strengthen connections by:

- building positive relationships with local businesses;
- keeping businesses and the community informed of Council news and events;
- creating partnerships and networking opportunities within the precinct; and
- promoting local businesses and their services to the community.

As of 30 June 2024, the Electronic Direct Mail (EDM) subscriber numbers are:

- The Parade: 442
- City-wide businesses: 885
- Head East: 14,378
- Magill Road: 254

Between 1 July 2023 and 30 June 2024, a total of 33 e-newsletters were distributed to businesses and the community, supporting engagement and local business promotion across the City.

Shop the Parade & Win a Ford Puma

To boost direct economic activity along The Parade, the Council's Norwood Parade Precinct Committee launched the 'Shop to Win a Ford Puma' competition. This six-week initiative, held from 6 May to 16 June 2024, saw a tremendous response, with 4,509 entries—an average of 107 entries per day. The competition generated over \$560,000 in spending across 213 businesses in The Parade precinct.

For more on the winner of this competition, see [page XX](#).

Eastside Wine & Ale Trail Television Promotion

On 9 July 2023, the Council's Eastside Wine & Ale Trail was featured on the popular Hello SA television program, reaching an average audience of 74,000 during Sunday evening prime time. Since its inception, with just four businesses in 2017, the Trail has expanded to include ten boutique cellar doors, one gin distillery and two micro-breweries. Each stop offers visitors a unique experience of sounds, sights, bustling atmospheres and distinct flavors.

To help guide visitors, the Council has created a brochure and digital flipbook, offering a self-guided tour of this unique experience.

A Day of Fashion

For the third consecutive year, the Council held A Day of Fashion on The Parade on 14 October 2023. This event celebrated local style and sustainability, inviting citizens to a weekend of sales along The Parade and featuring two sessions of a sustainable 'Clothes Swap'. Participants brought up to ten well-cared-for clothing items or accessories to exchange for 'new-to-you' garments, with leftover items donated to local op-shops, including the Salvo's and Elcie's on The Parade.

- Session 1: 76 attendees, over 580 garments swapped
- Session 2: 53 attendees, over 410 garments swapped

The Norwood Parade Precinct Committee contributed \$30,000 towards the event, with \$10,000 allocated for operations and \$20,000 for marketing The Parade as a premier shopping destination.

Promoting our City's Unique Character

The 2024 AFL Gather Round at Norwood Oval and the Norwood Food & Wine Festival provided high-profile platforms to showcase the City's unique character to both South Australia and a national audience. With its heritage architecture, green streets and premium food and wine offerings, the City welcomed over 70,000 visitors in April 2024.

Advertising

Throughout 2023–2024, the Council actively promoted businesses in key precincts, including The Parade and Magill Road. Economic development initiatives featured in leading publications such as CityMag, SALIFE, InDaily, and South Australian Style, strengthening the visibility of local businesses across South Australia.

Web and Social Media

The Council continued to share business news on The Parade and Magill Road websites, along with a robust social media presence.

Eastern Business Advisory Service

In 2024, the Eastern Business Advisory Service was launched as part of a collaborative initiative with the Eastern Region Alliance (ERA). This project, aimed at enhancing economic growth and support for local businesses, brings together six Eastern metropolitan Councils: Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley and Walkerville. ERA Councils voluntarily work together to serve their local communities by providing tailored support to small businesses, equipping them with resources and guidance to navigate today's competitive economic landscape.

The Eastern Business Advisory Service offers eligible small businesses access to experienced mentors who specialise in various fields relevant to business success and sustainability. These Business Advisors provide one-on-one advice on topics ranging from mindset coaching and leadership management training to marketing strategies, branding, and managing psychosocial hazards in the workplace.

The service is also of value for businesses looking to start up or expand, offering insights in areas such as business growth, food and beverage management, brand creation, rebranding, human resources fundamentals, and cybersecurity.

The program is available to all eligible small businesses within the ERA Council region, offering up to three free one-hour mentoring sessions per financial year.

Through the Eastern Business Advisory Service, the Council continues its commitment to fostering a supportive environment for local businesses.

The Parade Gift Card

The Parade Gift Card initiative, launched by the Norwood Parade Precinct Committee, encourages spending along The Parade precinct. Usable at any business within the precinct, the gift card supports direct spending on fashion, interiors, coffee, and dining. In 2023–2024, the gift card was loaded 192 times, generating \$18,630 in direct revenue for the local economy.

Invest in NPSP

The Invest in NPSP directory on the Council's website is a valuable resource for business operators looking to start, grow, or relocate within the City of Norwood Payneham & St Peters. Designed to guide investors with essential economic insights, the directory provides real-time data on local employment figures, industry trends and revenue projections, empowering investors to make informed decisions about opportunities in the City's thriving commercial landscape.

The City supports an estimated 27,821 jobs, representing 30.5% of employment within the eastern metropolitan area (incorporating the Cities of Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville). Among its localities, Norwood hosts the highest concentration of jobs, positioning it as a key area for commerce and services. Health Care & Social Assistance is the City's largest employment sector, providing 4,777 jobs, while tourism sustains 1,411 jobs. The Accommodation & Food Services sector alone supports 507 jobs tied directly to tourism spending.

Mayor Welcomed as Member of Mainstreet SA

In early 2024, Mayor Robert Bria was welcomed as a Member of Mainstreet South Australia, the State's premier organisation dedicated to the development and celebration of mainstreets. With a long record of economic initiatives as Chair of the Council's Business & Economic Development Committee and the Norwood Parade Precinct Committee, Mayor Bria is committed to supporting local traders and employment.

In October 2024, the City will co-host the Mainstreet SA Conference together with the City of Unley.

Raising the Bar

Raising the Bar Adelaide has established itself as one of the State's most engaging local events, combining expert discussion in a relaxed pub setting. The 2023 event, held on 8 August, featured 18 talks across 10 venues, covering topics like positive aging, sustainable homes and myths about business culture. Over 900 attendees joined and through registration, the Council captured the details of nearly 1,300 interested participants. Raising the Bar has been hosted by the City since 2018, creating a lively community space for education and conversation.

For more on this event and speaker details, [see page XX](#).



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.

Sustainable Transport

8

publicly accessible electric vehicle Electric Vehicle charging stations, provided by JOLT and Evie.

95%

of the Council's passenger fleet vehicles are now hybrid.

115

Flexicar bookings across Kent Town and Norwood locations, enabling easy access to shared vehicles.

Community Events and Environmental Initiatives

227

attendees engaged in the Explore Flora and Fauna program events, fostering conservation and community connection with local natural spaces.

154

vouchers issued through the Tree Incentive Program to support shade tree planting on private properties, with 32% going to areas of lower canopy cover.

“Part of the beauty of the area are the trees, it makes walking in summertime bearable, supports wildlife and reduces our environmental impact. It is important to communicate with the community the value of the trees, so they don't focus on the negative aspects of leaf litter and root damage to the pavement.” Citizen ”



29,036

Annual E-Scooter Trips
in 2023–2024



88,951

Kilolitres of recycled stormwater to support irrigation at approximately 50 parks and open spaces within the City.



316

Kilometres of roads swept every
28 days throughout the City.



21

New Smart Irrigation controllers installed across the Council's parks and reserves and open spaces.

Environmental Performance Rating

76%

of citizens rated the Council's environmental performance at 3.8 out of 5 for protecting native flora and fauna, managing watercourses, and enhancing the natural environment.*

Greening our City

508

Trees planted throughout the City.
Compared to 666 in 2022–2023.

100

Native plant packs distributed to boost green cover and biodiversity on private properties, in partnership with Jeffries soil.

10

new TREENET inlets installed, capturing rainfall for street trees and preventing sediment pollutants from reaching the ocean.

Waste Collection and Diversion

2,995

tonnes of kerbside recycling diverted from landfill.

5,050

tonnes of Green Organic Waste diverted from landfill.

6,602

tonnes of General Waste collected.



Objective 4.1

Sustainable and efficient management of resources.

Strategy

- 4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.
- 4.1.2 Investigate and implement innovative waste reduction and education initiatives.
- 4.1.3 Employ and promote energy efficiency initiatives and renewable energy resources.
- 4.1.4 Promote the use of sustainable, active and low emission transport modes.
- 4.1.5 Improve the water quality in our City's watercourses.
- 4.1.6 Manage stormwater to reduce the risks of flooding.

Objective 4.2

Sustainable streets and open spaces.

Strategy

- 4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
- 4.2.2 Protect, enhance and expand public open space.
- 4.2.3 Establish a network of linked open spaces for wildlife habitat.
- 4.2.4 Protect, diversify and increase green cover.
- 4.2.5 Integrate green infrastructure into streetscapes and public spaces.

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

Strategy

- 4.3.1 Identify and protect existing native vegetation and enhance habitat quality.
- 4.3.2 Revegetate designated areas with local native species where appropriate.
- 4.3.3 Encourage green cover on private land.
- 4.3.4 Facilitate community participation in revegetation programs and gardening programs, where appropriate.

Objective 4.4

Mitigating and adapting to the impacts of climate change.

Strategy

- 4.4.1 Lead initiatives to reduce the City's ecological footprint and carbon emissions.
- 4.4.2 Undertake climate change adaption initiatives for our assets, public spaces, services and operations.
- 4.4.3 Support climate change adaptation and community education.

St Peters Street Upgrade

The St Peters Street upgrade showcases the Council's dedication to sustainable urban design, climate resilience, and green infrastructure.

In partnership with consultants from Landskap and Dryside Engineering and the main contractor PlotWorks, the City of Norwood Payneham & St Peters has transformed St Peters Street into a thriving, biodiverse streetscape that benefits both the community and the environment.

A primary focus of the St Peters Street upgrade was integrating passive stormwater management. Replacing hardscape areas with over 1,800 square metres of permeable surfaces, the upgrade prioritised water-sensitive urban design (WSUD) features, including raingardens, permeable paving and passively irrigated tree pits.

These features support stormwater infiltration and reduce surface runoff, while removing gross pollutants and promoting a healthier water cycle.

Key to the project's sustainability goals was the retention of 97 mature trees and the addition of 205 new trees planted along the footpaths and within the central median. Designed to counter the urban heat island effect, this shade canopy offers natural cooling benefits while providing a rich habitat for local wildlife. The tree canopy, paired with a native understorey, creates a biodiverse corridor for pollinators and native fauna, linking the area's civic spaces to the River Torrens and St Peters Street Billabong.

The upgrade has also reimagined St Peters Street as a space prioritising pedestrian and cyclist movement, creating a safer and more accessible streetscape.

With new wide footpaths and bike-friendly routes, the project not only reduces the prominence of vehicles but actively promotes active transport.

Using locally sourced materials in the landscape and recycled water for irrigation, the streetscape is a testament to the Council's forward-thinking approach to climate resilience and community-focused design.

St Peters Street exemplifies how streetscape upgrades can create vibrant, functional spaces that support environmental and community well-being, setting a new benchmark for green infrastructure in Adelaide.



Thermal Imaging Cameras and Home Energy Kits

The Council introduced thermal imaging cameras to its library catalogue and promoted home energy kits, aiming to improve home energy efficiency. These resources are designed to help citizens understand and reduce energy consumption, create more thermally comfortable homes, adapt to climate change, and alleviate cost-of-living pressures.

Native Plant Giveaway

The fourth annual Native Plant Giveaway aimed to boost green cover and biodiversity on private properties. In partnership with Jeffries, the Council distributed 100 plant packs, each containing six native seedlings and a bag of compost, to community members.

EV Expo and Charging Stations

In partnership with Resilient East, the Council participated in an EV Expo to support citizens in learning about electric vehicles (EVs). The event connected the community with experts on EV capabilities, environmental benefits, and potential cost savings.

In December 2023, the Council celebrated the first full year of EV stations, showing consistent monthly growth in usage, with data indicating increased engagement with local businesses from EV owners who charge their vehicles while visiting.

Climate Risk Governance Assessment

In August 2023, an external audit assessed the Council's integration of climate risk into its governance and operational frameworks. The Council achieved the highest rating of 'advanced' for having a net zero target. Recommendations were provided to enhance financial, risk, and climate-related policy management.

Flexicar Expansion

Following a successful trial of the car share scheme with Flexicar, the Council expanded the program to three additional sites, creating new opportunities for sustainable transport. New locations include George Street and Webbe Street in Norwood and College Road in Kent Town. The program now includes a permit and policy to guide ongoing operation.

Soft Plastic Advocacy and ESD Guidelines

The Council submitted a response to the South Australian Parliamentary Inquiry to advocate for soft plastic recycling solutions and drafted Environmentally Sustainable Design (ESD) Guidelines to embed sustainable practices within Council and contractor projects. These ESD Guidelines, currently under review, will strengthen environmental considerations in future initiatives.

Renewable Energy Contract and Fleet Transition

The Council continued its exploration of a long-term renewable energy contract in collaboration with the Eastern Regional Alliance. Plans to establish a regional Power Purchase Agreement by 2025 are underway. Additionally, a business case was completed for the transition of the Council's fleet to hybrid and potentially electric vehicles.

Waste Collection and Diversion

Through its Regional Subsidiary, East Waste, the Council provides waste collection services to the community, using a three-bin kerbside system for general waste, recyclables and green organics. This model maximises waste diversion from landfill by ensuring that recyclable and compostable materials are processed sustainably.

In 2023–2024, a total of 2,995 tonnes of recyclables and 5,050 tonnes of green organic waste diverted from landfill. General waste collected totaled 6,602 tonnes, with an additional 393 tonnes collected through 3,341 hard waste pickups.

Improving Water Efficiency

The Council completed the Smart Irrigation rollout with 21 new controllers being installed across the City's parks and reserves, in addition to the 25 controllers that were installed in 2022–2023. These controllers enable efficient water usage by automating irrigation schedules based on weather data, reducing water waste and maintaining healthy green spaces.

Waste and Recycling Education

East Waste delivered waste education programs at local schools and community events, including the Norwood Christmas Pageant, St Peters Fair and Symphony in the Park, helping citizens learn about proper waste disposal and recycling practices.

Diverting Waste at Community Events

For the 2024 Concerts in the Park series, the Council partnered with Australian Green Clean to achieve a 100% waste diversion rate. The initiative used a three-bin system for attendees, introduced compostable packaging for vendors, and included educational bin covers, diverting a total of 1.21 tonnes of waste from landfill.

Expanded Recycling Initiatives

The Council continued its free kitchen caddie program and battery recycling service, now part of the national B-cycle battery stewardship program, making battery and mobile phone recycling accessible to more households and reducing electronic waste.

ERA Water - Stormwater Harvesting

In 2023–2024, the Council utilized 88,951KL of recycled stormwater from the ERA Recycled Stormwater Water Scheme, reducing reliance on potable water and providing irrigation at approximately 50 parks, including 18 within Norwood Payneham & St Peters. ERA Water (a Regional Subsidiary established by the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters), uses a combination of wetlands, aquifer recharge, and pipelines to capture and distribute stormwater for urban use.

Managing Stormwater for Flood Mitigation

The Trinity Valley Stormwater Drainage Upgrade continued with the completion of Stages 2 and 3 in 2023–2024. This major infrastructure project reduces flood risks in St Morris, Trinity Gardens, Maylands, and Stepney by enhancing stormwater drainage and storage capacity. For more on this project, see page XX.

Street and Footpath Cleaning Program

Throughout the year, 316 kilometres of roads were swept every 28 days, collecting approximately 3,506 tonnes of waste to keep streets clean and safe.

2023–2024 Street and Footpath Cleaning Program Tonnage

Program	Qty (tonnes)
Main Roads - Sweep Only	97.60
Main Roads - Sweep & Blow	117.64
Residential Streets - Sweep & Blow Heavy Fall	472.99
Residential Streets - Sweep & Blow Normal	2,004.04
Residential Streets - West Side*	774.81
Traffic Management Devices	5.5
Council Owned Car Parks Sweep	33.66
Total	3506.24

*The west sweep and blow is an additional fortnightly sweep and blow that occurs over Autumn in areas that have been identified as having higher levels of leaf fall over this period.

Urban Greening and Biodiversity Programs

The Council's Explore Flora and Fauna Program attracted 227 attendees across a range of community events, including guided tours of the St Peters Billabong and Borthwick Park, the Along the River event and a Nature Play activity. Participants also took part in the Native Plant Giveaway, fostering engagement with the City's natural spaces and supporting Volunteer efforts in conservation.

The Council's Tree Incentive Program provides \$80 vouchers to encourage planting of long-lived shade trees on private properties. In 2023–2024, 154 vouchers were issued, including to Marrayville Primary School, East Adelaide Primary School and Trinity Gardens Primary School. Approximately 32% of vouchers were distributed to properties in areas with lower canopy cover, with eligible properties in these areas able to receive up to two vouchers.

Tree Inlets

The Council installed 10 tree inlets in St Morris streets, as part of an ongoing initiative to reduce urban stormwater pollution and direct runoff to street tree roots. The inlet installation program will continue at identified locations across the City in 2024–2025.

Expanding Tree Canopy

The Council planted 508 street trees across the City in 2023–2024, enhancing urban greening and providing shade, habitat and aesthetic value in the community.

Sustainable Transport

The City of Norwood Payneham & St Peters is tackling urban traffic and parking challenges by promoting sustainable transport options to reduce carbon emissions. Through partnerships with Evie and Jolt, EV chargers have been installed on Council owned land. It has also trialed e-scooter programs in partnership with the State Government and introduced dedicated parking bays for Flexicar car-sharing. These initiatives aim to ease traffic, lower emissions, and improve accessibility across the City.

Borthwick Park Revegetation Project

Borthwick Park in Kensington, located between Bridge and Thornton Streets, is a serene green space featuring two small playgrounds and a shelter shed. To enhance the park's environment and support native wildlife, the Council collaborates with volunteers from the Kensington Residents' Association and the Adelaide and Mt Lofty Ranges Natural Resource Management Board. This joint effort aims to improve park amenities and create habitats for native birds and animals.

Several initiatives have contributed to the park's ongoing transformation:

- Protective 'halo' plantings around sentinel gum trees;
- sedges and rushes planted in bags to protect the eroded banks of Second Creek;
- interpretive signage to showcase and educate visitors about local flora;
- establishment of a butterfly garden and a grass promenade along the pathway;
- installation of nesting boxes for birds and bats; and
- modifications to the creek's western end to manage standing water, slow fast flows, and create nature play spaces.

Each June, the Borthwick Annual Plant-a-thon invites Volunteers to further this work. In 2024, 54 volunteers joined to plant grasses, groundcovers, climbers, and low shrubs. A bare gravel area was also revitalized with loam and new plants, enhancing the park's natural beauty.

This revegetation effort has already shown benefits, such as reducing pollutants and run-off into the creek and increasing the diversity of insects, butterflies, and birds. Visitors often remark on the park's extraordinary growth and natural beauty, thanks to the planting of local species in an environment where they naturally thrive.

Climate Change Adaptation and Resilient East

The Council continued its partnership with Resilient East, working with other eastern region Councils and the State Government to build community resilience against climate change. This collaboration addresses climate challenges by strengthening assets, infrastructure, local economies, and natural environments. In 2023–2024, Resilient East updated urban canopy and heat mapping data for the region and launched a Sustainable Homes Webinar series for residents. Resilient East also advocated for the State Government's draft Urban Greening Strategy to support greener initiatives across the region.

Corporate Emissions Reduction Plan

The Council remains committed to achieving net zero corporate carbon emissions by 2030. Aligned with the *CityPlan 2030: Shaping Our Future*, the Corporate Emissions Reduction Plan focuses on reducing emissions from Council operations. In 2023–2024, several initiatives were implemented, including:

- replacement of a gas heater with an electric alternative at Payneham Community Centre; and
- continued the transition to hybrid vehicles.

These actions align with the Council's four key outcomes: Social Equity, Cultural Vitality, Economic Prosperity, and Environmental Sustainability, advancing both local and international climate action efforts.

Regulatory Functions

The Council performs a number of Regulatory Functions to ensure compliance with various legislation.

Development Compliance

The Planning Services Compliance Unit handles investigations and enforcements related to unauthorised development and activities that do not comply with relevant approvals, as well as local nuisance issues such as noise, dust, odour, and unsightly properties.

The Building Services Unit assesses Development Applications against the Building Rules and conducts inspections throughout construction to ensure compliance with structural requirements. It also manages permits for building-related activities such as driveway crossovers, electrical connections, and footpath closures.

72 compliance inspections of recently completed developments

112 development related complaints were investigated

387 building inspections

356 local nuisance complaints were investigated

On-Street Parking Permits

Residential Parking Permits

Residential Parking Permits are issued following an assessment of the applications to citizens to exempt them from on-street parking controls adjacent to their properties. To be eligible, citizens must:

- 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 Parking Permits

Visitor Parking Permits are issued to citizens 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 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.

In 2023–2024, a total of 1,056 permits were issued. This compares to 1,101 permits issued in 2022–2023.

1056

permits were issued to 581 properties

466

Residential permits

590

Visitor permits



Management of On-Street 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.



11,204

Parking expiations issued



841

Parking expiations withdrawn

Fire Prevention

Pursuant to Section 105F (1) of the *Fire & Emergency Services Act 2005*, property owners are required to maintain their properties to mitigate fire risks, which includes cutting undergrowth below 100mm, removing dead trees, pruning branches, and cleaning gutters.

Prior to each fire danger season, the Council reminds property owners of these obligations. In 2023–2024, 181 property owners were advised of their responsibilities.

Animal Management

The Regulatory Services Unit is responsible for investigating and taking enforcement action regarding complaints relating to dog attacks, barking dogs and other matters under the *Dog & Cat Management Act 1995* and the Council’s Dog & Cat Management Plan. The Unit also assists in educating and promoting good animal management practices.

During 2023–2024, 12 expiations were issued, comprising 3 for dogs wandering at large, 8 for unregistered dogs and 1 associated with a dog attack. No fines were issued for contravening an order or for dogs not being microchipped or desexed.



12

expiations were issued

8

unregistered dogs

3

dogs wandering at large

1

dog attack





Corporate Reporting

Corporate reporting demonstrates the organisation's compliance with legislative requirements and its ability to manage its governance responsibilities effectively.

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Access & 2024–2028

Strategies & Plans

2024–2028 Access & Inclusion Strategy

With over 38,000 citizens from diverse backgrounds, the City of Norwood Payneham & St Peters is committed to being adaptable and responsive to the needs of those who live, work, study, or visit the area.

Recognising the importance of family, community, culture and ageing in place, the Council has developed the 2024–2028 Access & Inclusion Strategy – A City for All. This Strategy aims to foster a safe, healthy, and connected community within an accessible and inclusive environment.

The Strategy focuses on improving the quality of life and wellbeing of all citizens by providing accessible and inclusive services, programs, facilities and infrastructure.

It is estimated that more than 10,000 citizens in the City require specific access and inclusion measures, including those living with disabilities, families with young children using prams and older citizens who benefit from improved accessibility.

In 2023–2024, the Council conducted consultations for this updated Strategy, which replaces the Access & Inclusion Strategy: A City for All 2018–2022. The Strategy aligns with legislative requirements, including the *Commonwealth Disability Discrimination Act 1992*, *South Australian Equal Opportunity Act 1984*, *South Australian Disability Inclusion Act 2018*, South Australian Disability Inclusion Plan: Inclusive SA, and Australia's Disability Strategy 2021–2031.

According to the 2021 ABS Census, 2,181 citizens were identified as needing assistance with self-care, mobility, and communication due to disability, with 73% aged over 60. Additionally, around 4,138 carers within the City provide unpaid support to individuals with disabilities, long-term illness, or old age.

To ensure the Strategy was inclusive, the Council engaged with the South Australian Department of Human Services.

The Department's support included promoting the consultation via their Disability Talks database and providing a review to confirm the Strategy's compliance with the *South Australian Disability Inclusion Act 2018*. This feedback led to the inclusion of a statement clarifying that, for legislative purposes, the Strategy also serves as the Council's Disability Access and Inclusion Plan.

The Strategy's accessible design features include:

- colour contrast for better visibility;
- compatibility with screen readers;
- larger fonts for older and vision-impaired citizens; and
- use of infographics and photos to enhance appeal.

The consultation period commenced 7 March and concluded on 8 April 2024 and despite broad promotion, resulted in ten responses. Eight were responses to a survey, and two were written submissions. Based on the comments that were received, the Council amended the Vision Statement to: "An accessible and connected City where people feel welcome."

In May 2024, the Council endorsed the 2024–2028 Access & Inclusion Strategy – A City for All, which will guide future planning, decision-making, and resource allocation to support inclusive services, programs, and facilities.

Arts & Culture Plan 2024–2027



The Arts & Culture Plan 2024–2027 outlines the Council’s strategic approach to fostering a vibrant arts and culture landscape in the City of Norwood Payneham & St Peters. Over the next three years, the Plan will guide the development and delivery of services, allocate budget priorities, and establish collaborative partnerships that enrich community life and encourage creativity and engagement.

Aligned with CityPlan 2030, the Plan supports the City’s Cultural Vitality objectives, which aim to cultivate an artistic, inclusive, and culturally dynamic community. The Plan identifies clear actions and goals linked to specific outcomes, including enhancing public art, celebrating the City’s diversity, and preserving cultural heritage.

A defining feature of the Arts & Culture Plan is its Foundation Projects, which are multi-year initiatives set to influence future priorities and shape arts and cultural programs across the City. These projects are pivotal in achieving the Council’s long-term vision, supporting the growth of a creative, inclusive City that values and promotes cultural identity.

The Council’s Arts and Culture Plan was adopted by the Council on 22 January 2024.

Asset Management Plans



The City of Norwood Payneham & St Peters seeks to providing the highest quality services for the well-being of its citizens, visitors and business sector.

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 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 associated service levels to drive its various annual Capital Works Programs, are set out in the Council’s Asset Management Plans (AMP).

A summary of the each of the Council’s four AMPs 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 AMPs 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 Management 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 AMPs 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 Buildings Infrastructure Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The AMP 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 AMP 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 AMP also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.

Built Heritage Strategy 2022–2027



The Built Heritage Strategy serves as the Council's framework for preserving, celebrating and advocating for the City's rich architectural legacy, as defined by the *Planning Development & Infrastructure Act 2016*, *Heritage Places Act 1993*, and the *Planning & Design Code*. This Strategy applies to all aspects of built heritage, including State Heritage Places, Local Heritage Places, Representative Buildings and structures within the Historic Area Overlay, as well as sites under consideration for these designations.

The strategy outlines the Council's intended actions and desired outcomes for safeguarding built heritage, a commitment that reflects its longstanding dedication to heritage preservation. While many initiatives are expected to continue beyond the initial timeframe, progress will be reported annually and the Strategy will be reviewed after five years to ensure priorities align with any changes in State policy or legislative frameworks. It also publicly affirms the Council's values and priorities regarding heritage preservation and offers residents insights into the protection of heritage areas within the State's planning framework.

Objectives of the Built Heritage Strategy:

- Celebrate, Promote, and Support Built Heritage - Showcase the City's architectural heritage and its contributions to cultural identity, community well-being, and economic prosperity.
- Protect Built Heritage - Preserve historic buildings and districts while enabling modern adaptation through careful conservation and sensitive development practices.
- Advise, Influence, and Advocate for Built Heritage - Engage with stakeholders to champion a transparent planning system that supports robust heritage protection policies.
- Lead by Example on Built Heritage - Demonstrate leadership by responsibly managing and maintaining heritage buildings, streetscapes, and assets under the Council's care.

Through this Strategy, the Council aims to guide its actions, resource allocation and budget toward these outcomes, ensuring that the City's built heritage continues to enhance the unique character and sense of place within our City.

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 2020–2030



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 2019–2024



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 2021–2026



There are some 8,100 businesses creating more than 27,821 jobs in The City of Norwood Payneham & St Peters. The Council's Economic Development Strategy 2021–2026 outlines its 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.

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 first Tree Strategy, which will serve as the framework 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 Council's Youth Development Strategy is based on 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.

Achievements

Guided by the voice and aspirations of young people key achievements include:

- implemented a Work experience & Work Placement application process to increase accessibility and reduce red tape;
- hosted eight work experience and work place students across five Business Units;
- part-funded 22 young people to participate in local, interstate and international sporting competitions and youth leadership programs;

- increased collaboration with local schools and young people's participation in Career Expos, public art projects and exhibitions, Gather Round art competition and the Mayor's Christmas Card competition;
- partnered with Three D Radio to mentor 5 young people in radio presenter skills and to host a weekly radio program, Elevate Radio;
- expanded the annual workshop program to include Come 'n' Try seasonal sessions delivered by local sporting groups and clubs; Science Week activities; intergenerational & culture experiences and school holiday workshops targeting young people aged 12-25; and
- supported six young creative entrepreneurs to participate in and showcase their artisan products at the St Peters Fair.

In Progress

The following key projects are currently being developed and will be delivered in 2024-2025:

- development of a Department for Education Problem Based Learning Program with Norwood Primary School, Term 3 2024;
- the Lounge – Youth Space Takeover at Payneham Library during school holidays;
- tree planting with St Peter's College students and friends of the Billabong Volunteer group;
- self-esteem and mental health workshops; and
- Robotic workshops.

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.

Policies form 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 the 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	Human Resources
Fraud, Corruption, Misconduct & Maladministration Prevention	Public Interest Disclosure	Ageing and Work Health Statement 2020–2025
Freedom of Information	Public Liability Insurance for Community Groups when Hiring Council Owned Facilities	Behaviour Standards
Information Management	Rate Rebate	Breastfeeding in the Workplace Guidelines
Internal Control*	Rating	Classification
Irrigation	Reconciliation	Disciplinary and Under Performance Management
Library Collection Development	Records Disposal	Fair Treatment & Equal Opportunity
Library Outreach Services	Records Management Guidelines	Grievance
Live Music	Reinstatement of Council Infrastructure by Public Utilities	Injury Management & Return to Work
Local Area Traffic Management	Removal and Impounding of Vehicles	Safe Environment
Local Government Elections Caretaker	Request for Services	Surveillance Devices
Naming of Roads and Public Places	Review of Decisions*	Training and Development
Norwood Oval Football Passes	Risk Management	Vaccination
On-street Parking Policy	Safe Environments	Volunteer Management
Order Making*	Smoke-Free	
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 oversees the secure and efficient tracking, retention, and retrieval of Council records, ensuring compliance with the *Local Government Act 1999*, *State Records Act 1997*, and other legislative requirements. With the Objective ECM (Enterprise Content Management) system implemented in March 2020, the Council has streamlined document management, enhancing information handling for daily operations and supporting Independent Commission Against Corruption (ICAC) investigations, Ombudsman inquiries, and Freedom of Information applications.

In 2023–2024, the Council's Objective ECM system facilitated over:

853,648 User Interactions

40,181 Emails Registered

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

Phishing attacks present a prominent security threat, often using fraudulent emails to gather sensitive information. In 2023–2024, the IT department advised staff to watch for unexpected senders, urgent language, generic greetings, or requests for personal information.

Staff were instructed to:

- avoid Clicking Links or Replying to suspicious emails;
- report Emails to helpdesk@nps.sa.gov.au for investigation; and
- change Passwords immediately if they believed an attack was successful.

Challenge

Maintaining up-to-date IT systems and security measures is critical in addressing new threats. The Council prioritises staff awareness and ongoing updates to its cyber security protocols to protect both Council and citizen information from potential breaches.

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 1999*, 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 2023–2024 was \$232,243.86.

Legal Expenses

In 2023–2024, 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 \$602,298.97, which included the following:

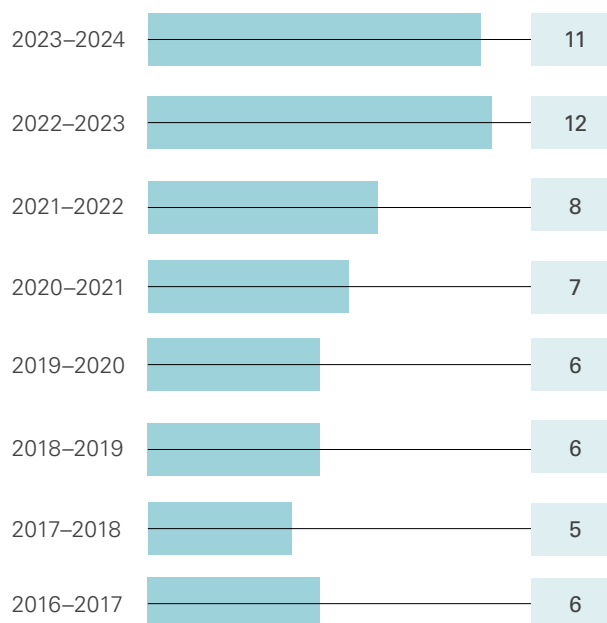
- General advice (Local Government matters, Human Resource matters, Regulatory Functions etc); and
- Planning and Development matters.

Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. This 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 11 Freedom of Information applications during the 2023–2024 financial year.

For further information regarding the Freedom of Information Applications received in 2023–2024 see page XXX.



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 Principles 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 2023–2024.

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 2023–2024.

Revocation of Community Land Classification

No parcels of Community Land had their Community Land classification revoked during 2023–2024.

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 2023–2024 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, that 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 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 established on 21 July 2015.

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

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

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

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



Financials

The Council's financial goal is to be a City which delivers on its strategic outcomes by managing its financial resources in a sustainable and equitable manner.

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Message from the Chief Financial Officer

The City of Norwood Payneham & St Peters' 2023–2024 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2023 to 30 June 2024.



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 2023–2024.

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 2024.

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 2024.

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 represents movements in cash such as inflow, when it 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.

Natalia Axenova
Chief Financial Officer

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 2024 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
04 November 2024



Robert Bria
Mayor
04 November 2024

Year In Review

Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2023–2024, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$0.109 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 XXX–XXX.

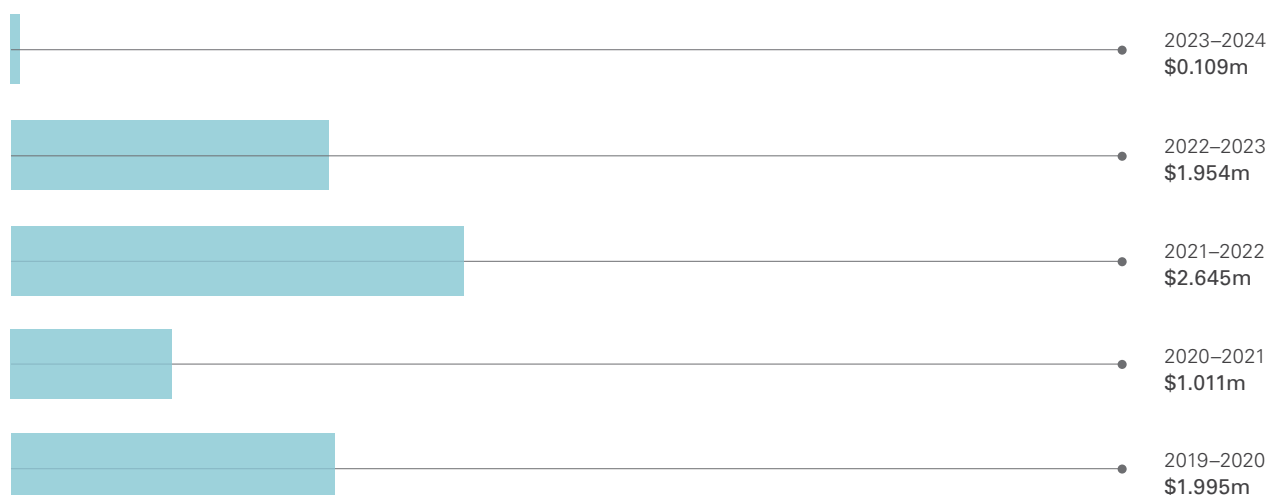
Operating Result

In 2023–2024, the Council reported an Operating Surplus of \$0.109 million, compared to a budgeted Operating Surplus of \$1.954 million from the previous year. The worse than anticipated result was mainly due to the missed receipt of advance payment of the 2024–2025 Financial Assistance Grants, which was consequently paid in July 2024, 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.

	2023–2024 Amount	2023–2024 Indicator	2023 Indicator	2022 Indicator
Operating Surplus Ratio				
Operating Surplus	108,598	0.2%	3.8%	5.5%
Total Operating Revenue	52,935,296			
Long-term Financial Plan target between 0% and 10%				
Net Financial Liabilities Ratio				
Net Financial Liabilities	28,239,547	53%	29%	28%
Total Operating Revenue	52,935,296			
Long-term Financial Plan target less than 75%				
Asset Sustainability Ratio				
Net Asset Renewals	12,977,607	106%	99.5%	80%
Infrastructure & Asset Management Plan required expenditure*	12,234,713			
Long-term Financial Plan target between 90% and 110%				

*Based on the 2021 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2024–2025 for the 10 year period.

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 2023–2024 financial year, rates represented 82.5% of the total income received by the Council.

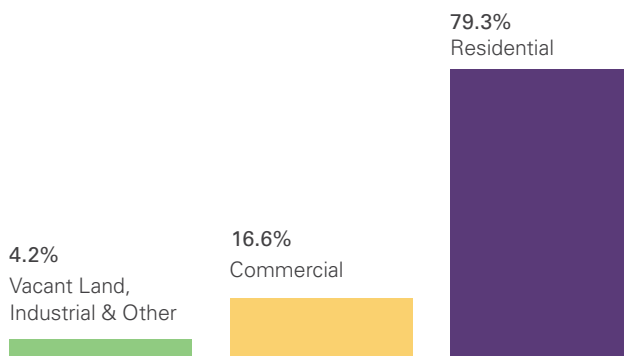
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while others services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2023–2024 was \$52,935 million (a 4% increase from 2022–2023).

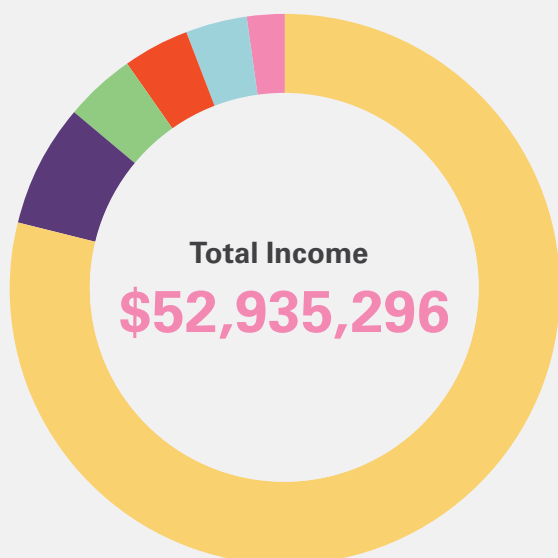
The Council granted \$1.11 million of rate rebates to eligible property owners during the year.

General Rates Sources

\$41,668,077



#The Council granted \$1.11 million of rate rebates to eligible property owners during the year and charged \$146,943 in penalties for late payments of rates.



Rates	\$41,838,976
User charges	\$3,823,470
Grants, subsidies and contributions	\$2,214,507
Statutory charges	\$2,111,925
State Government & rates other charges (NRM Levy & Parade Precinct)	\$1,828,094
Other Income	\$1,118,324

Expenditure

During 2023–2024, the Council spent \$52.827 million to deliver its continuing services, with a further \$1.178 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.549 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.



● Community & Youth Services	\$69,823
● Strategy, project and governance reviews	\$117,714
● Environmental initiative	\$195,828
● Community Events, Arts & Heritage	\$267,834
● Economic development and planning	\$526,864

Total Expenditure

\$52,826,698



Statement of Comprehensive Income

for the year ended 30 June 2024

\$	Notes	2024	2023
Income			
Rates	2a	43,667,070	39,973,871
Statutory charges	2b	2,111,925	2,038,822
User charges	2c	3,823,470	3,667,548
Grants, subsidies and contributions - capital	2g	571,428	552,577
Grants, subsidies and contributions - operating	2g	1,643,079	3,539,761
Investment income	2d	60,849	171,292
Reimbursements	2e	133,730	232,206
Other income	2f	885,092	620,157
Net gain - equity accounted council businesses	19(a)	38,653	49,738
Total income		<u>52,935,296</u>	<u>50,845,972</u>
Expenses			
Employee costs	3a	16,699,578	15,804,002
Materials, contracts and other expenses	3b	22,331,022	20,710,499
Depreciation, amortisation and impairment	3c	12,851,791	11,561,849
Finance costs	3d	610,605	458,233
Net loss - equity accounted council businesses	19(a)	333,700	357,104
Total expenses		<u>52,826,696</u>	<u>48,891,687</u>
Operating surplus / (deficit)		<u>108,600</u>	<u>1,954,285</u>
Asset disposal and fair value adjustments	4	(4,490,539)	(1,502,314)
Amounts received specifically for new or upgraded assets	2g	6,441,807	640,200
Net surplus / (deficit)		<u>2,059,868</u>	<u>1,092,171</u>
Other comprehensive income			
Changes in revaluation surplus - I,PP&E	9	39,253,447	49,030,971
Share of other comprehensive income - equity accounted council businesses	19	631,004	(11,537)
Total other comprehensive income		<u>39,884,451</u>	<u>49,019,434</u>
Total comprehensive income		<u>41,944,319</u>	<u>50,111,605</u>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2024

\$	Notes	2024	2023
ASSETS			
Current assets			
Cash and cash equivalent assets	5a	997,332	4,317,226
Trade and other receivables	5b	3,719,748	2,193,344
Total current assets		<u>4,717,080</u>	<u>6,510,570</u>
Non-current assets			
Trade and other receivables	6a	111,106	103,796
Equity accounted investments in council businesses	6b	3,174,946	1,949,341
Other non-current assets	6c	8,872,785	5,706,735
Infrastructure, property, plant and equipment	7	645,596,229	594,770,940
Total non-current assets		<u>657,755,066</u>	<u>602,530,812</u>
TOTAL ASSETS		<u>662,472,146</u>	<u>609,041,382</u>
LIABILITIES			
Current liabilities			
Trade and other payables	8a	8,828,348	8,819,496
Borrowings	8b	1,135,783	1,097,409
Provisions	8c	3,623,717	3,871,685
Total current liabilities		<u>13,587,848</u>	<u>13,788,590</u>
Non-current liabilities			
Borrowings	8b	19,020,322	7,522,162
Provisions	8c	459,562	288,221
Liability - equity accounted council businesses	8d	969,876	952,192
Total non-current liabilities		<u>20,449,760</u>	<u>8,762,575</u>
TOTAL LIABILITIES		<u>34,037,608</u>	<u>22,551,165</u>
Net assets		<u>628,434,538</u>	<u>586,490,217</u>
EQUITY			
Accumulated surplus		66,480,157	63,789,287
Asset revaluation reserves	9	561,954,381	522,700,934
Total council equity		<u>628,434,538</u>	<u>586,490,221</u>
Total equity		<u>628,434,538</u>	<u>586,490,221</u>

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 2024

\$	Notes	Accumulated surplus	Asset revaluation reserve	Total equity
2024				
Balance as at 1 July		63,789,287	522,700,934	586,490,221
Net surplus / (deficit) for year		2,059,866	–	2,059,866
Other comprehensive income				
Gain (loss) on revaluation of IPP&E	7a	–	39,253,447	39,253,447
Share of OCI - equity accounted council businesses		631,004	–	631,004
Other comprehensive income		631,004	39,253,447	39,884,451
Total comprehensive income		2,690,870	39,253,447	41,944,317
Balance at the end of period		66,480,157	561,954,381	628,434,538
2023				
Balance as at 1 July		62,708,655	473,669,963	536,378,618
Net surplus / (deficit) for year		1,092,169	–	1,092,169
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		1,080,632	49,030,971	50,111,603
Balance at the end of period		63,789,287	522,700,934	586,490,221

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 2024

\$	Notes	2024	2023
Cash flows from operating activities			
<u>Receipts</u>			
Rates receipts		43,219,209	39,978,796
Statutory charges		2,111,925	2,038,822
User charges		3,823,470	3,667,548
Grants, subsidies and contributions		1,643,079	3,539,761
Investment receipts		60,849	171,292
Reimbursements		133,730	232,205
Other receipts		1	887,653
<u>Payments</u>			
Payments to employees		(16,241,406)	(15,075,367)
Payments for materials, contracts and other expenses		(23,882,179)	(25,104,883)
Finance payments		(520,720)	(448,056)
Net cash provided by (or used in) operating activities	11b	<u>10,347,958</u>	<u>9,887,771</u>
Cash flows from investing activities			
<u>Receipts</u>			
Grants utilised for capital purposes		571,428	552,577
Amounts received specifically for new or upgraded assets		7,132,921	200,846
Sale of replaced assets		16,598	256
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(12,994,204)	(11,193,008)
Expenditure on new/upgraded assets		(18,961,179)	(5,167,739)
Capital contributed to equity accounted Council businesses		(871,964)	(289,465)
Net cash provided (or used in) investing activities		<u>(25,106,400)</u>	<u>(15,896,533)</u>
Cash flows from financing activities			
<u>Receipts</u>			
Proceeds from loans		12,500,000	–
Proceeds from bonds and deposits		43,452	–
<u>Payments</u>			
Repayments of loans		(988,781)	(945,921)
Repayment of lease liabilities		(116,120)	(99,631)
Repayment of bonds and deposits		–	(21,771)
Net cash provided by (or used in) financing activities		<u>11,438,551</u>	<u>(1,067,323)</u>
Net increase (decrease) in cash held		<u>(3,319,891)</u>	<u>(7,076,085)</u>
plus: cash & cash equivalents at beginning of period		4,317,226	11,393,311
Cash and cash equivalents held at end of period	11a	<u>997,335</u>	<u>4,317,226</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 2024

Contents of the Notes accompanying the General Purpose Financial Statements

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Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Material 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
2023/24	\$68,806	\$1,504,411	+\$1,266,794

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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Material 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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Material 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.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

Note 1. Summary of Material 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 1.54% (2023, 0.62%)

Weighted avg. settlement period 1.5 years (2023, 1.35 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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Material 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

New accounting standards, amendments to existing 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 2023. Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates

Council adopted AASB 2021-2, which makes some small amendments to a number of standards including the following: AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2.

AASB 2022-6: Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants

Council adopted AASB 2022-6, which introduces specific disclosure requirements for loan liabilities. These requirements apply when the right to defer settlement for at least twelve months from the reporting date is subject to conditions in the arrangement.

AASB 2022-7: Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards

AASB 2022-7 makes various editorial corrections to a number of standards effective for reporting periods beginning on or after 1 January 2023.

Council has adopted all amendments mentioned above required for the year ended 30 June 2024. The adoption of these amendments did not have a material impact on the financial statements.

Standards issued by the AASB not yet effective

The AASB has issued new and amended Australian Accounting Standards and Interpretations that are not effective as of 30 June 2024. These standards have not yet been adopted by Council and will be incorporated into the financial statements upon their effective dates. The following list identifies all applicable new and amended Australian Accounting Standards and Interpretations that were issued but are not yet effective as of 30 June 2024.

Effective for annual report periods beginning on or after 1 January 2024

- *AASB 2020-1: Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- *AASB 2022-5: Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- *AASB 2022-10: Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

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 impact on the financial statements.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Material Accounting Policies (continued)

(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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 2. Income

\$	2024	2023
(a) Rates		
General rates		
General rates	42,907,214	39,559,502
Less: mandatory rebates	(1,056,824)	(993,484)
Less: discretionary rebates, remissions and write-offs	(182,313)	(357,528)
Total general rates	41,668,077	38,208,490
Other rates (including service charges)		
Natural Resource Management Levy	1,549,976	1,384,593
Parade Rate	278,118	233,845
Total other rates (including service charges)	1,828,094	1,618,438
Other charges		
Penalties for late payment	170,899	146,943
Total other charges	170,899	146,943
Total rates	43,667,070	39,973,871
(b) Statutory charges		
Development fees	547,063	509,523
Town planning fees	-	14,411
Animal registration fees and fines	120,346	141,318
Parking fines / expiation fees	1,044,193	958,552
Other registration fees	246,263	275,196
Sundry	154,060	139,822
Total statutory charges	2,111,925	2,038,822
(c) User charges		
Admission charges - pools	189,020	201,544
Hall and equipment hire	954,247	790,905
Sales - general	147,765	118,227
Subsidies received on behalf of users	1,480,607	1,298,340
Sundry	154,397	140,908
Activity Program Revenues	21,783	22,594
Child Care Centre Fees	875,652	1,095,030
Total user charges	3,823,471	3,667,548
(d) Investment income		
Interest on investments		
- Local Government Finance Authority	60,684	171,216
- Banks and other	164	76
Total investment income	60,848	171,292

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 2. Income (continued)

\$	2024	2023
(e) Reimbursements		
Private works	7,920	11,209
Other	125,810	220,996
Total reimbursements	133,730	232,205
(f) Other income		
Insurance and other recoupments - infrastructure, property, plant and equipment	56,298	152,215
Sundry	828,794	467,941
Total other income	885,092	620,156
(g) Grants, subsidies and contributions		
Capital grants, subsidies and contributions		
Amounts received specifically for new or upgraded assets	6,441,807	640,200
Other grants, subsidies and contributions - capital		
Untied - Local roads and community	571,428	552,577
Total Other grants, subsidies and contributions - capital	571,428	552,577
Operating grants, subsidies and contributions		
Other grants, subsidies and contributions	1,643,079	3,539,761
Other grants, subsidies and contributions - operating		
The functions to which operating grants relate are shown in Note 12.		
Total grants, subsidies and contributions	8,656,314	4,732,538
(i) Sources of grants		
Commonwealth Government	5,362,728	2,159,211
State Government	3,293,586	2,473,327
Other	–	100,000
Total	8,656,314	4,732,538

Note 3. Expenses

\$	Notes	2024	2023
(a) Employee costs			
Salaries and wages		12,845,700	11,497,079
Temporary Labour and Apprentices		989,247	1,272,594
Employee leave expense		1,500,131	1,836,894
Superannuation - defined contribution plan contributions	18	1,221,068	1,082,032
Superannuation - defined benefit plan contributions	18	182,874	210,997
Workers' compensation insurance		734,391	640,750
Income Protection Insurance		218,354	221,710
Less: capitalised and distributed costs		(992,187)	(958,053)
Total operating employee costs		16,699,578	15,804,003

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 3. Expenses (continued)

\$	2024	2023
Total number of employees (full time equivalent at end of reporting period)	165	167
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	13,858	34,000
Bad and doubtful debts	(164,544)	-
Elected members' expenses	393,236	338,688
Lease expense - low value assets / short term leases	52,878	84,100
Subtotal - prescribed expenses	295,428	456,788
(ii) Other materials, contracts and expenses		
Contractors	8,133,686	7,228,413
Energy	756,832	589,080
Legal expenses	602,299	411,719
Parts, accessories and consumables	1,277,225	1,251,285
Professional services	1,150,563	910,875
Sundry	464,342	250,977
Water	750,705	703,984
Administration Costs	861,565	1,124,379
Grants and Donations	152,040	81,457
Rates and Taxes	89,253	129,569
Waste Collection and Disposal	4,513,451	4,400,457
Insurance	947,336	878,299
Subscriptions and Licences	752,159	820,843
Levies Paid to Government - Landscape Levy	1,523,277	1,383,353
Levies Paid to Government - Other	60,862	89,020
Subtotal - Other material, contracts and expenses	22,035,595	20,253,710
 Total materials, contracts and other expenses	 22,331,023	 20,710,498

(c) Depreciation, amortisation and impairment

(i) Depreciation and amortisation

Buildings and other structures	2,810,542	2,233,881
Infrastructure		
- Stormwater drainage	1,830,213	1,705,839
Open Space Infrastructure	1,343,503	1,234,176
Roads	2,459,893	2,304,224
Kerbing	1,363,237	1,275,338
Footpaths	1,138,065	1,107,152
Linear Parks	41,285	37,558
Off Roads Car Parks	54,711	52,278
Traffic Control	183,296	166,301
Footbridges	16,108	14,933
Right-of-use assets	109,084	105,203
Plant and equipment	326,455	300,274
Furniture and fittings	100,767	101,460
Other assets	1,074,632	923,233
Subtotal	12,851,791	11,561,850
 Total depreciation, amortisation and impairment	 12,851,791	 11,561,850

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 3. Expenses (continued)

\$	2024	2023
(d) Finance costs		
Interest on overdraft and short-term drawdown	156,405	106,235
Interest on loans	447,509	343,937
Interest on leases	6,692	8,061
<u>Total finance costs</u>	<u>610,606</u>	<u>458,233</u>

Note 4. Asset disposal and fair value adjustments

\$	2024	2023
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	16,597	256
Less: carrying amount of assets sold	<u>(4,507,137)</u>	<u>(1,502,570)</u>
Gain (loss) on disposal	<u>(4,490,540)</u>	<u>(1,502,314)</u>
<u>Net gain (loss) on disposal or revaluation of assets</u>	<u>(4,490,540)</u>	<u>(1,502,314)</u>

Note 5. Current assets

\$	2024	2023
(a) Cash and cash equivalent assets		
Cash on hand and at bank	866,105	777,840
Deposits at call	<u>131,227</u>	<u>3,539,386</u>
<u>Total cash and cash equivalent assets</u>	<u>997,332</u>	<u>4,317,226</u>

(b) Trade and other receivables

Rates - general and other	1,624,016	1,183,465
Debtors - general	1,299,663	1,318,359
GST recoupment	947,282	155,472
Prepayments	226,291	113,274
Sundry	8,807	2,733
Subtotal	<u>4,106,059</u>	<u>2,773,303</u>
Less: provision for expected credit losses	<u>(386,311)</u>	<u>(579,959)</u>
<u>Total trade and other receivables</u>	<u>3,719,748</u>	<u>2,193,344</u>

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 6. Non-current assets

	2024	2023
\$		
(a) Trade and other receivables		
Receivables		
Council rates postponement scheme	111,106	103,796
<u>Total financial assets</u>	<u>111,106</u>	<u>103,796</u>
(b) Equity accounted investments in council businesses		
Eastern Health Authority Inc. 19	221,270	184,390
Eastern Waste Management Authority Inc.	111,750	147,875
ERA Water Inc.	2,841,926	1,617,077
<u>Total equity accounted investments in Council businesses</u>	<u>3,174,946</u>	<u>1,949,342</u>
(c) Other non-current assets		
Capital work in progress	8,872,785	5,706,735
<u>Total other non-current assets</u>	<u>8,872,785</u>	<u>5,706,735</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 7. Infrastructure, property, plant & equipment and investment property

Infrastructure, property, plant and equipment

	Fair Value Level	as at 30/06/23				Asset movements during the reporting period						as at 30/06/24					
		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)	Revaluation Decrements to Equity (ARR) (Note 9)	Revaluation Increments to Equity (ARR) (Note 9)	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount
Land	3	236,889,999	–	–	–	236,889,999	–	–	–	–	–	16,108,520	252,998,519	–	–	–	252,998,519
Buildings and other structures	3	162,132,000	228,301	(95,674,827)	–	66,685,474	1,203,575	2,325,310	(1,495,540)	(2,810,542)	–	4,241,799	166,952,217	3,528,885	(100,331,027)	–	70,150,075
Infrastructure	3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
- Stormwater drainage	3	155,057,008	750,379	(83,403,026)	–	72,404,361	7,561,478	–	–	(1,830,213)	–	4,711,879	165,518,910	7,561,478	(90,232,878)	–	82,847,510
- Open Space Infrastructure	3	33,325,425	1,218,024	(14,767,719)	–	19,775,730	5,142,159	187,082	(153,701)	(1,343,503)	–	1,467,851	36,233,942	5,329,241	(16,487,567)	–	25,075,616
- Roads	3	152,974,078	3,899,990	(64,143,651)	–	92,730,417	747,344	5,274,227	(1,467,937)	(2,459,893)	–	9,309,704	166,141,087	6,021,571	(68,028,797)	–	104,133,861
- Kerbing	3	88,256,057	2,265,088	(29,352,820)	–	61,168,325	424,239	1,136,501	(744,415)	(1,363,237)	–	3,015,236	94,248,441	1,560,741	(32,172,532)	–	63,636,650
- Footpaths	3	54,531,936	2,163,951	(27,072,789)	–	29,623,098	–	716,713	(252,055)	(1,138,065)	(540,809)	–	56,187,076	716,713	(28,494,906)	–	28,408,883
- Linear Parks	3	1,572,859	–	(549,502)	–	1,023,357	1,461,523	–	(243,553)	(41,285)	–	109,673	1,173,269	1,461,523	(325,078)	–	2,309,714
- Off Street Car Parks	3	3,228,527	–	(921,460)	–	2,307,067	11,539	–	–	(54,711)	–	182,868	3,466,018	11,539	(1,030,794)	–	2,446,763
- Traffic Control	3	7,365,206	455,091	(3,299,788)	–	4,520,509	135,762	591,481	(61,728)	(183,296)	–	356,716	8,233,100	727,243	(3,600,898)	–	5,359,445
- Footbridges	3	1,498,393	–	(279,624)	–	1,218,769	–	–	–	(16,108)	–	92,279	1,611,873	–	(316,933)	–	1,294,940
Right-of-use assets		588,957	–	(422,318)	–	166,639	141,436	–	–	(109,084)	–	–	419,670	–	(220,680)	–	198,990
Plant and equipment		–	7,618,154	(5,751,211)	–	1,866,943	217,705	–	(84,653)	(326,455)	–	–	–	7,635,888	(5,962,350)	–	1,673,538
Furniture and fittings		–	2,719,510	(2,219,214)	–	500,296	–	–	(3,552)	(100,767)	–	–	–	2,708,362	(2,312,385)	–	395,977
Other assets	3	3,607,783	5,498,879	(5,216,705)	–	3,889,957	1,634,268	18,424	–	(1,074,632)	–	197,731	6,856,902	4,092,770	(6,283,925)	–	4,665,747
Total infrastructure, property, plant and equipment		901,028,228	26,817,367	(333,074,654)	–	594,770,941	18,681,028	10,249,738	(4,507,134)	(12,851,791)	(540,809)	39,794,256	960,041,024	41,355,954	(355,800,750)	–	645,596,228
Comparatives		808,627,226	27,506,866	(292,424,108)	–	543,709,984	5,084,164	10,010,246	(1,502,570)	(11,561,850)	(10,728,529)	59,759,500	901,028,228	26,817,367	(333,074,654)	–	594,770,941

The City Of Norwood Payneham & St Peters

Financial Statements 2024

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

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. 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 2023.

Road Infrastructure (*Roads, Kerbing & Footpaths*)

Road Infrastructure assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2024 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 2023.

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 30 June 2024 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 2023.

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 2023.

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 30 June 2024 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 2023.

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 30 June 2024 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 2023.

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

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

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

\$	2024 Current	2024 Non Current	2023 Current	2023 Non Current
(a) Trade and other payables				
Goods and services	1,404,493	–	1,347,682	–
Payments received in advance	5,608,969	–	4,917,855	–
Accrued expenses - employee entitlements	603,861	–	69,062	–
Accrued expenses - finance costs	179,618	–	89,733	–
Accrued expenses - other	919,394	–	1,853,802	–
Deposits, retentions and bonds	112,014	–	68,562	–
St Peters RSL Trust	–	–	44,003	–
Future Open Space Trust Fund	–	–	411,227	–
New Tree Legislation Rund	–	–	17,569	–
<u>Total trade and other payables</u>	<u>8,828,349</u>	<u>–</u>	<u>8,819,495</u>	<u>–</u>
(b) Borrowings				
Loans	1,033,879	6,423,236	988,781	7,457,115
Lease liabilities	17 101,904	97,086	108,628	65,047
Cash Advance Debenture Facility	–	12,500,000	–	–
<u>Total Borrowings</u>	<u>1,135,783</u>	<u>19,020,322</u>	<u>1,097,409</u>	<u>7,522,162</u>
(c) Provisions				
Employee entitlements (including oncosts)	3,623,717	459,562	3,871,685	288,221
<u>Total provisions</u>	<u>3,623,717</u>	<u>459,562</u>	<u>3,871,685</u>	<u>288,221</u>
(d) Liability accounted investments in Council businesses				
Highbury Landfill Authority Inc.	19 –	969,876	–	952,192
<u>Total liability accounted investments in Council businesses</u>	<u>–</u>	<u>969,876</u>	<u>–</u>	<u>952,192</u>

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 9. Reserves

\$	as at 30/06/23		Transfers	Impairments	as at 30/06/24	
	Opening Balance	Increments (Decrements)			Closing Balance	
Asset revaluation reserve						
Land	218,578,981	16,108,520	–	–	234,687,501	
Buildings and other structures Infrastructure	64,969,669	4,241,799	–	–	69,211,468	
Stormwater Drainage	51,037,590	4,711,879	–	–	55,749,469	
Roads	78,611,803	9,309,704	–	–	87,921,507	
Kerbing	66,621,896	3,015,236	–	–	69,637,132	
Footpaths	30,714,123	(540,809)	–	–	30,173,314	
Open Space Infrastructure	7,663,170	1,467,851	–	–	9,131,021	
Traffic Control	1,922,951	356,716	–	–	2,279,667	
Off Roads Car Parks	1,823,400	182,868	–	–	2,006,268	
Linear Parks	56,769	109,673	–	–	166,442	
Footbridges	68,004	92,279	–	–	160,283	
Other assets	632,578	197,731	–	–	830,309	
Total asset revaluation reserve	522,700,934	39,253,447	–	–	561,954,381	
Comparatives	473,669,963	49,030,971	–	–	522,700,934	

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

\$	2024	2023
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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	46,007	541,861
Total cash and financial assets	46,007	541,861
Total assets subject to externally imposed restrictions	46,007	541,861

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance:

Future Open Space Trust Fund	–	411,227
Deposits and Bonds held by Council	46,007	44,003
St Peter RSL Trust Funds	–	17,569
New Tree Legislation Fund	–	69,062
Total	46,007	541,861

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 11. Reconciliation to Statement of Cash Flows

\$	Notes	2024	2023
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(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	997,332	4,317,226
Balances per Statement of Cash Flows		997,332	4,317,226

(b) Reconciliation of Operating Result

Net surplus/(deficit)		2,059,866	1,092,169
Non-cash items in income statements			
Depreciation, amortisation and impairment		12,851,791	11,561,849
Equity movements in equity accounted investments (increase)/decrease		295,047	307,366
Grants for capital acquisitions treated as investing activity		(7,013,235)	(1,192,777)
Net (gain)/loss on disposals		4,490,539	1,502,314
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		7,310	(9,406)
		12,691,318	13,261,515
Add (less): changes in net current assets			
Net (increase)/decrease in receivables		(1,347,375)	930,442
Change in allowances for under-recovery of receivables		(193,648)	–
Net increase/(decrease) in trade and other payables		(725,712)	(4,180,210)
Net increase/(decrease) in unpaid employee benefits		(76,627)	(123,976)
Net cash provided by (or used in) operations		10,347,956	9,887,771

(c) Financing arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate credit cards	75,000	75,000
Cash advance facilities	35,000,000	10,500,000

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

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).

\$	OPERATING INCOME		OPERATING EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN OPERATING INCOME		TOTAL ASSETS HELD (CURRENT AND NON-CURRENT)	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Functions/Activities										
Culture	772,410	688,160	3,687,320	2,804,071	(2,914,910)	(2,115,911)	107,223	138,298	13,530,792	12,442,314
Economic Development	304,291	206,076	910,227	972,084	(605,936)	(766,008)	–	–	1,230,580	1,131,587
Environment	103,125	1,045,557	9,142,098	8,507,812	(9,038,973)	(7,462,255)	27,000	974,875	84,282,053	77,502,026
Recreation	310,893	367,476	3,763,829	3,707,095	(3,452,936)	(3,339,619)	6,000	10,000	271,003,765	249,203,004
Regulatory Services	2,063,007	1,930,663	3,772,972	3,328,436	(1,709,965)	(1,397,773)	–	–	501,577	461,228
Transport & Communication	–	40,000	1,510,535	1,219,399	(1,510,535)	(1,179,399)	–	40,000	210,665,949	193,719,033
Plant Hire/Depot Indirect	19,643	48,140	938,234	819,209	(918,591)	(771,069)	–	–	3,035,291	2,791,119
Council Administration	45,261,144	42,494,678	23,146,145	21,289,460	22,114,999	21,205,218	287,631	1,831,511	40,953,413	36,728,001
Other	–	–	–	297,647	–	(297,647)	–	(552,577)	150,645	930,934
Community Services	4,100,783	3,975,483	5,955,338	5,887,017	(1,854,555)	(1,911,534)	1,215,225	1,097,654	37,118,082	34,132,137
Total Functions/Activities	52,935,296	50,796,233	52,826,698	48,832,230	108,598	1,964,003	1,643,079	3,539,761	662,472,147	609,041,383

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.

The City Of Norwood Payneham & St Peters

Financial Statements 2024

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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.

Governance

Audit & Assurance, Planning and Performance, Legal Services and Major Projects.

Equity accounted Council businesses

Net Gain equity accounting Council businesses

Net Loss equity accounting Council businesses

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 4.30% and 4.55% (2023: 1.05% and 4.30%).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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 9.15% (2023: 9.05%). 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 6.15% (2023: 2.40% and 6.10%).

Carrying Amount:

Approximates fair value.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

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					
2024					
Financial assets					
Cash and cash equivalents	997,332	–	–	997,332	997,332
Receivables	3,493,457	–	–	3,493,457	3,493,457
Other financial assets	–	111,106	–	111,106	111,106
Total financial assets	4,490,789	111,106	–	4,601,895	4,601,895
Financial liabilities					
Payables	3,219,380	–	–	3,219,380	3,219,380
Current borrowings	1,279,681	–	–	1,279,681	1,033,879
Non-current borrowings	–	9,694,115	10,099,485	19,793,600	18,923,236
Total financial liabilities	4,499,061	9,694,115	10,099,485	24,292,661	23,176,495
Total financial assets and liabilities	8,989,850	9,805,221	10,099,485	28,894,556	27,778,390
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
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

The following interest rates were applicable to Council's borrowings at balance date:

\$	2024		2023	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed interest rates	5.61%	20,156,105	4.77%	8,619,571
		<u>20,156,105</u>		<u>8,619,571</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.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

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

\$	2024	2023
Capital commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Infrastructure	52,030,746	268,100
Road & Footpath	253,275	2,770,011
Open Space	290,331	2,865,926
	52,574,352	5,904,037
These expenditures are payable:		
Not later than one year	52,574,352	5,904,037
	52,574,352	5,904,037

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 15. Financial indicators

\$	Amounts 2024	Indicator 2024	Indicators 2023 2022	
Financial Indicators overview <i>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.</i>				
1. Operating Surplus Ratio				
Operating surplus	108,598	0.2%	3.8%	5.5%
Total operating income	52,935,296			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>				
Adjusted Operating Surplus Ratio				
Operating surplus	1,513,771	2.8%	3.2%	4.6%
Total operating income	54,340,469			
2. Net Financial Liabilities Ratio				
Net financial liabilities	28,239,546	53%	29%	28%
Total operating income	52,935,296			
<i>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.</i>				
Adjusted Net Financial Liabilities Ratio				
Net financial liabilities	28,239,546	55%	32%	28%
Total operating income	51,530,123			
Adjustments to Ratios				
<i>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.</i>				
3. Asset Renewal Funding Ratio				
Asset renewals	12,977,606	106%	99%	80%
Infrastructure and Asset Management Plan required expenditure	12,234,713			
<i>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.</i>				

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 16. Uniform presentation of finances

\$	2024	2023
The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.		
All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.		
The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.		
Income		
Rates	43,667,070	39,973,871
Statutory charges	2,111,925	2,038,822
User charges	3,823,470	3,667,548
Grants, subsidies and contributions - capital	571,428	552,577
Grants, subsidies and contributions - operating	1,643,079	3,539,761
Investment income	60,849	171,292
Reimbursements	133,730	232,206
Other income	885,092	620,157
Net gain - equity accounted council businesses	38,653	49,738
Total Income	52,935,296	50,845,972
Expenses		
Employee costs	16,699,578	15,804,002
Materials, contracts and other expenses	22,331,022	20,710,499
Depreciation, amortisation and impairment	12,851,791	11,561,849
Finance costs	610,605	458,233
Net loss - equity accounted council businesses	333,700	357,104
Total Expenses	52,826,696	48,891,687
Operating surplus / (deficit)	108,600	1,954,285
Net timing adjustment for general purpose grant funding	1,405,173	(334,146)
Less: grants, subsidies and contributions - capital	(571,428)	(552,577)
Adjusted Operating surplus / (deficit)	942,345	1,067,562
Net outlays on existing assets		
Capital expenditure on renewal and replacement of existing assets	(12,994,204)	(11,193,008)
Add back depreciation, amortisation and impairment	12,851,791	11,561,849
Add back proceeds from sale of replaced assets	16,598	256
	(125,815)	369,097
Net outlays on new and upgraded assets		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(18,961,179)	(5,167,739)
Add back grants, subsidies and contributions - capital new/upgraded	571,428	552,577
Add back amounts received specifically for new and upgraded assets	7,132,921	200,846
	(11,256,830)	(4,414,316)
Annual net impact to financing activities (surplus/(deficit))	(10,440,300)	(2,977,657)

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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.

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:

\$	2024	2023
Balance at 1 July	173,674	156,806
Additions	141,436	116,497
Accretion of interest	6,692	8,061
Payments	(122,812)	(107,690)
Balance at 30 June	198,990	173,674
Classified as:		
Current	101,904	108,627
Non-current	97,086	65,047

The maturity analysis of lease liabilities is included in Note 13.

The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	109,084	105,203
Interest expense on lease liabilities	6,691	8,061
Expense relating to short term leases	25,755	29,710
Expense relating to leases of low-value assets	52,877	54,390
Total amount recognised in profit or loss	194,407	197,364

(ii) Council as a lessor

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.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

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 (11.00% in 2023/24; 10.50% in 2022/23). 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 2022/23) 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 2023. 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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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	
	2024	2023	2024	2023
Council's share of net income				
Joint ventures	(295,047)	(307,366)	2,205,070	997,149
Total Council's share of net income	(295,047)	(307,366)	2,205,070	997,149

((a)i) Joint ventures, associates and joint operations

(a) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2024	2023	2024	2023	2024	2023
Highbury Landfill Authority Inc.	40.36%	40.40%	40.36%	40.40%	33.33%	33.33%
Eastern Waste Management Authority Inc.	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%
Eastern Health Authority Inc.	31.65%	31.96%	31.65%	31.96%	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	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening Balance	(952,192)	(904,105)	147,875	121,560	184,389	172,504	1,617,077	1,636,630
Share in Operating Result	(89,647)	(137,551)	(36,125)	41,625	38,653	8,112	(207,928)	(219,553)
Share in Other Comprehensive Income	–	–	–	(15,310)	(1,773)	3,773	632,777	–
New Capital Contributions	71,964	89,464	–	–	–	–	800,000	200,000
Council's equity share in the joint venture or associate	(969,875)	(952,192)	111,750	147,875	221,269	184,389	2,841,926	1,617,077

(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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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	
	2024	2023	2024	2023
Council's share of net income				
Joint ventures	(295,047)	(307,366)	2,205,070	997,149
Total Council's share of net income	(295,047)	(307,366)	2,205,070	997,149

((a)i) Joint ventures, associates and joint operations

(a) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2024	2023	2024	2023	2024	2023
Highbury Landfill Authority Inc.	40.36%	40.40%	40.36%	40.40%	33.33%	33.33%
Eastern Waste Management Authority Inc.	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%
Eastern Health Authority Inc.	31.65%	31.96%	31.65%	31.96%	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	
	2024	2023	2024	2023	2024	2023	2024	2023
Opening Balance	(952,192)	(904,105)	147,875	121,560	184,389	172,504	1,617,077	1,636,630
Share in Operating Result	(89,647)	(137,551)	(36,125)	41,625	38,653	8,112	(207,928)	(219,553)
Share in Other Comprehensive Income	–	–	–	(15,310)	(1,773)	3,773	632,777	–
New Capital Contributions	71,964	89,464	–	–	–	–	800,000	200,000
Council's equity share in the joint venture or associate	(969,875)	(952,192)	111,750	147,875	221,269	184,389	2,841,926	1,617,077

(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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

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.

\$	2024	2023
The compensation paid to key management personnel comprises:		
Short-term employee benefits	1,518,248	1,275,973
Post-employment benefits	157,876	93,871
Total	1,676,124	1,369,844

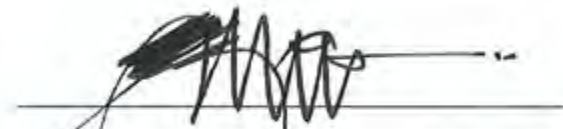
Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

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 2024, 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: 28 October 2024



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

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Financial Statements 2024

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 2024, 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 2024, 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

12 November 2024

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under Professional Standards Legislation**INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS**

1 July 2023 to 30 June 2024

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 2023 to 30 June 2024 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 2023 to 30 June 2024.

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 2023 to 30 June 2024. 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 2023 to 30 June 2024. 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

12 November 2024

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CITY OF NORWOOD PAYNEHAM & ST PETERS Financial Statements 2024

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2024

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 2024, 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: 21 October 2024

Appendices

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Confidential Register

July 2023–June 2024

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.

During 2023–2024 the Council considered 131 items. Of the 131 items that the Council considered, 32 items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Council considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	Local Government Act 1999 Relevant Section and Description of Section
14.2	3/7/2023	Eastern Region Alliance (ERA) Water – Appointment of Independent Chairperson	90(3)(a) Information relating to the personal affairs of a person.
14.4	7/8/2023	Review of Confidential Items – Questions with Notice – Council Related Matter	
14.5	7/8/2023	Review of Confidential Items – Staff Related Matter	
14.1	4/9/2023	Council Related Matter	
14.1	3/10/2023	Establishment of the Chief Executive Officer’s Performance Review Committee	
14.2	6/11/2023	Council Related Matter	
14.3	6/11/2023	Eastern Waste Management Authority Incorporated Board (East Waste) – Appointment of Independent Chairperson	
14.4	6/11/2023	Staff Related Matter	
14.5	6/11/2023	Council Related Matter	
14.1	5/2/2024	City of Norwood Payneham & St Peters Representation Review	
14.2	5/2/2024	Staff Related Matter	
14.2	2/4/2024	Council Assessment Panel – Appointment of Members	
14.3	6/5/2024	Staff Related Matter	
14.1	4/12/2023	Council Related Matter	
4.2	11/12/2023	Draft Long-Term Financial Plan	
14.1	6/5/2024	Council Related Matter	
14.2	6/5/2024	Council Related Matter	
3.1	9/10/2023	Council Related Matter	90(3)(d) Commercial information of a confidential nature.
3.2	9/10/2023	Council Related Matter	
14.3	22/1/2024	Council Related Matter	
14.6	6/11/2023	Council Related Matter	90(3)(g) Matters that must be considered in confidence in order to ensure that the council does not breach any duty of confidence.
14.2	22/1/2024	Council Related Matter	

14.2	4/12/2023	Council Related Matter	90(3)(i) Information relating to litigation that the Council believes on reasonable grounds will take place, involving the Council.
3.1	8/4/2024	Council Related Matter	90(3)(j) Information the disclosure of which would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and would, on balance, be contrary to the public interest.
14.1	3/7/2023	Tender Selection Report – Road Resealing 2023-2026	90(3)(k) Tenders for the supply of goods, the provision of services or the carrying out of works.
14.2	7/8/2023	Tender Selection Report – Trinity Valley Drainage Upgrade Stages 2 & 3	
14.3	7/8/2023	Review of Confidential Items – Tender Selection Reports	
4.3	11/12/2023	Tender Selection Report	
14.1	7/8/2023	Council Related Matter	90(3)(m) Information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Development Plan Amendment proposal relating to the amendment is released for public consultation under that Act.
14.1	22/1/2024	Council Related Matter	
14.1	2/4/2024	Council Related Matter	
4.1	11/12/2023	2024 Australia Day Award Nominations	90(3)(o) Information relating to a proposed award recipient before the presentation of the award.

Audit & Risk Committee Confidential Register 2023–2024

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

During 2023–2024 the Audit Committee considered 20 items. Of the 20 items that the Audit Committee considered, 6 items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Audit Committee considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	Local Government Act 1999 Relevant Section and Description of Section
7.1	1/11/2023	Council Related Matter	90(3)(a) Information relating to the personal affairs of a person.
7.2	1/11/2023	Council Related Matter	
7.1	20/5/2024	Council Related Matter	
2.1	20/11/2023	Council Related Matter	90(3)(b) Commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council.
2.1	6/12/2023	Council Related Matter	
2.2	6/12/2023	Council Related Matter	

Chief Executive Officer's Performance Review Committee Confidential Register 2023–2024

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

During 2023–2024 the Chief Executive Officer's Performance Review Committee considered 3 items. Of the 3 items that the Chief Executive Officer's Performance Review Committee considered, all 3 items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Chief Executive Officer's Performance Review Committee considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	Local Government Act 1999 Relevant Section and Description of Section
3.1	24/1/2024	Staff Related Matter	90(3)(a) Information relating to the personal affairs of a person.
3.1	19/2/2024	Staff Related Matter	
3.1	20/5/2024	Staff Related Matter	

Gifts & Benefits to Elected Members

July 2023–June 2024

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?
19/8/2023	Mayor Robert Bria	SANFL	SANFL Chairman's Pre-Match Dinner at Adelaide Oval	Unknown	Gift	Attended the Pre-Match Dinner
8/09/2023	Mayor Robert Bria	Mayor Jill Whittaker	Breakfast (Eggs Benedict and coffee)	\$25.00	ERA Mayor's Monthly Breakfast	Accepted the Gift
18/9/2023	Mayor Robert Bria	Chinese Consulate	Moon Cakes	\$79.00	Gift	Shared amongst staff
23/09/2023	Mayor Robert Bria	Trinity Gardens Bowling Club	1 x bottle of Schweppes Mineral Water	\$3.50	Attended the Opening of Bowling Season	Accepted the Gift
6/10/2023	Mayor Robert Bria	Mayor Anne Monceaux (City of Burnside)	Cooked breakfast (including coffee)	\$25.00	Eastern Region Alliance (ERA) Mayor's Monthly Breakfast	Accepted the Gift
28/11/2023	Mayor Robert Bria	Dipleen Arneja Aeon Disability Support Services (A796385)	Maggie Beer Gourmet Gift Basket	\$159.00	Gift	Donated to the staff Christmas raffle
1/12/2023	Mayor Robert Bria	Mayor Lomax-Smith (City of Adelaide) (A799039)	Bacon and Eggs and Coffee	\$21.00	Mayor's Monthly Breakfast	Accepted the Gift
7/12/2023	Mayor Robert Bria	David West – (Chair, Mainstreet SA) (A803658)	1 coffee	\$4.50	Meeting	Accepted the Gift
22/12/2023	Mayor Robert Bria	David West – (Chair, Mainstreet SA) (A830327)	1 coffee	\$4.50	Meeting	Accepted the Gift
04/02/2024	Mayor Robert Bria	Mr Fulvio Pagani (Rio Coffee) (A841717)	Seating and hospitality in a corporate box at Cooper's Stadium to watch the Adelaide United versus Central Coast Mariners soccer match	\$80.00	N/A	Accepted the Gift
08/02/2024	Mayor Robert Bria	Theo Maras (A841717)	Dinner at Enoteca, Rundle Street	\$100.00	N/A	Accepted the Gift
9/2/2024	Cr Christel Mex & Cr John Callisto	Anna & Matthew, 25 Heathpool Rd, Heathpool	Timber serving board with nuts & lollies from Petals on Parade	\$80.00	Gift	Shared amongst Governance & Planning Department staff.
28/3/2024	Mayor Robert Bria	Norwood Football Club	2 tickets to the Redlegs versus Sturt football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
28/3/2024	Cr Scott Sims	Norwood Football Club	2 tickets to the Redlegs versus Sturt football match – Norwood Oval	\$36.00	Gift	Accepted the Gift

28/3/2024	Cr Victoria McFarlane	Norwood Football Club	2 tickets to the Redlegs versus Sturt football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
28/3/2024	Cr Kevin Duke	Norwood Football Club	2 tickets to the Redlegs versus Sturt football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
28/3/2024	Cr John Callisto	Norwood Football Club	2 tickets to the Redlegs versus Sturt football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
4/4/2024	Mayor Robert Bria	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 1 ticket to Champions Lunch at the Norwood Concert Hall	\$180.00	Gift	Accepted the Gift
4/4/2024	Cr Kevin Duke	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 1 ticket to Champions Lunch at the Norwood Concert Hall	\$180.00	Gift	Accepted the Gift
5/4/2024	Cr Hugh Holfeld	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club) – North Melbourne v Brisbane Lions	\$200.00	Gift	Accepted the Gift
5/4/2024	Cr Kevin Duke	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club) – North Melbourne v Brisbane Lions	\$200.00	Gift	Accepted the Gift
5/4/2024	Cr Grant Piggott	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club) – North Melbourne v Brisbane Lions	\$200.00	Gift	Accepted the Gift
5/4/2024	Cr John Callisto	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club) – North Melbourne v Brisbane Lions	\$200.00	Gift	Accepted the Gift
5/4/2024	Cr Christel Mex	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club) – North Melbourne v Brisbane Lions	\$200.00	Gift	Accepted the Gift
6/4/2024	Mayor Robert Bria & Partner	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
6/4/2024	Cr Hugh Holfeld	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 1 ticket to the Rivals Long Lunch on Osmond Terrace	\$150.00	Gift	Accepted the Gift

6/4/2024	Cr Garry Knoblauch & Partner	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
6/4/2024	Cr Kester Moorhouse & Guest	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
6/4/2024	Cr Claire Clutterham & Partner	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
6/4/2024	Cr Josh Robinson	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 1 ticket to the Rivals Long Lunch on Osmond Terrace	\$150.00	Gift	Accepted the Gift
6/4/2024	Cr Kevin Duke & Partner	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
6/4/2024	Cr John Callisto & Partner	Hosted by City of Norwood Payneham & St Peters	2024 AFL Gather Round – 2 tickets to the Rivals Long Lunch on Osmond Terrace	\$300.00	Gift	Accepted the Gift
7/4/2024	Cr Garry Knoblauch	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club – St Kilda v Richmond	\$200	Gift	Accepted the Gift
7/4/2024	Cr Kester Moorhouse	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club – St Kilda v Richmond	\$200	Gift	Accepted the Gift
7/4/2024	Cr Josh Robinson	Norwood Football Club (Wolf Blass Community Centre)	2024 AFL Gather Round – 2 tickets to the Official Function (Wolf Blass Community Centre, Norwood Football Club – St Kilda v Richmond	\$200	Gift	Accepted the Gift
7/04/2024	Mayor Robert Bria	30 Acres (A890380)	Cheesecake (single portion)	\$8.00	Complimentary	Accepted the Gift
12/4/2024	Cr Victoria McFarlane	Norwood Football Club	2 tickets to the Redlegs versus Glenelg football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
12/4/2024	Cr Kevin Duke	Norwood Football Club	2 tickets to the Redlegs versus Glenelg football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
12/4/2024	Cr Grant Piggott	Norwood Football Club	2 tickets to the Redlegs versus Glenelg football match – Norwood Oval	\$36.00	Gift	Accepted the Gift

12/4/2024	Cr John Callisto	Norwood Football Club	2 tickets to the Redlegs versus Glenelg football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
30/04/2024	Mayor Robert Bria	Jenny's Bakery (A890390)	Espresso Coffee	\$3.50	Complimentary	Accepted the Gift
10/5/2024	Mayor Robert Bria	Norwood Football Club	2 tickets to the Redlegs versus Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
10/5/2024	Cr Victoria McFarlane	Norwood Football Club	2 tickets to the Redlegs versus Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
10/5/2024	Cr Kevin Duke	Norwood Football Club	2 tickets to the Redlegs versus Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
10/5/2024	Cr John Callisto	Norwood Football Club	2 tickets to the Redlegs versus Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
10/5/2024	Cr Christel Mex	Norwood Football Club	2 tickets to the Redlegs versus Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
21/05/2024	Mayor Robert Bria	Theo Maras (A915592)	Dinner at Eros Cafe, Adelaide	\$120.00	N/A	Accepted the Gift
2/6/2024	Mayor Robert Bria	Norwood Football Club	2 tickets to the Redlegs versus Eagles football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
2/6/2024	Cr Victoria McFarlane	Norwood Football Club	2 tickets to the Redlegs versus Eagles football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
2/6/2024	Cr Kevin Duke	Norwood Football Club	2 tickets to the Redlegs versus Eagles football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
2/6/2024	Cr Grant Piggott	Norwood Football Club	2 tickets to the Redlegs versus Eagles football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
2/6/2024	Cr John Callisto	Norwood Football Club	2 tickets to the Redlegs versus Eagles football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
7/06/2024	Mayor Robert Bria	Mayor Matt Larwood – City of Prospect (A924605)	Breakfast at Luigi Delicatessen Adelaide	\$25.00	Monthly ERA Mayor's Breakfast Meeting 'What was Done'	Accepted the Gift
10/6/2024	Cr Kevin Duke	SANFL	Two (2) tickets to the SANFL Norwood vs Sturt Football Match – Unley Oval	\$40.00	Gift	Accepted the Gift

15/6/2024	Mayor Robert Bria	SANFL	Two (2) tickets to the SANFL Chairman's Match Day Function – Adelaide vs Sydney – Adelaide Oval	\$190.00	Gift	Accepted the Gift
23/6/2024	Mayor Robert Bria	Norwood Football Club	2 tickets to the Redlegs versus Port Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
23/6/2024	Cr Victoria McFarlane	Norwood Football Club	2 tickets to the Redlegs versus Port Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
23/6/2024	Cr Kevin Duke	Norwood Football Club	2 tickets to the Redlegs versus Port Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
23/6/2024	Cr Grant Piggott	Norwood Football Club	2 tickets to the Redlegs versus Port Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
23/6/2024	Cr John Callisto	Norwood Football Club	2 tickets to the Redlegs versus Port Adelaide football match – Norwood Oval	\$36.00	Gift	Accepted the Gift
29/6/2024	Cr Kevin Duke	SANFL	Two (2) tickets to the SANFL Norwood vs South Adelaide Football Match – Flinders University Stadium	\$40.00	Gift	Accepted the Gift

Elected Member Attendance at Events

July 2023–June 2024

	Volunteer Christmas Dinner 2023	Mayor's Christmas Dinner 2023	AFL Gather Round Champions Lunch	AFL Gather Round Rivals Lunch	Eastside Business Awards Dinner	Football Ticket (9 games in total)	Football Pre-Match Functions	Football Half Time Hospitality
Mayor Bria	\$73.10	\$97.25	\$150.53	\$74.94	\$98.57	\$90.00	\$420.00	\$170.61
Cr Callisto	\$73.10	\$97.25	—	\$74.94	\$98.57	—	\$340.00	\$300.50
Cr Clutterham	—	—	—	\$74.94	\$98.57	\$36.00	—	\$52.80
Cr Duke	—	\$97.25	\$150.53	\$74.94	\$98.57	\$162.00	\$190.00	\$300.50
Cr Granozio	\$73.10	\$97.25	—	—	\$98.57	—	—	—
Cr Holfeld	\$73.10	\$97.25	—	\$74.94	—	—	—	—
Cr Knoblauch	\$73.10	\$97.25	—	\$74.94	\$98.57	—	—	—
Cr McFarlane	\$73.10	\$97.25	—	—	—	\$162.00	\$95.00	\$300.50
Cr Mex	\$73.10	\$97.25	—	Paid for own ticket	\$98.57	\$72.00	—	\$87.64
Cr Moorhouse	—	\$97.25	—	\$74.94	\$98.57	—	—	—
Cr Piggott	—	\$97.25	—	—	—	\$54.00	—	\$123.92
Cr Robinson	—	\$97.25	—	\$74.94	\$98.57	\$72.00	—	\$109.67
Cr Sims	\$73.10	\$97.25	—	—	\$98.57	\$18.00	\$95.00	\$30.55
Cr Whittington	\$73.10	\$97.25	—	—	\$98.57	—	—	—
Total	\$657.90	\$1,264.25	\$301.06	\$599.52	\$1,084.27	\$828.00	\$1,140.00	\$1,475.94

— did not attend

Football ticket cost \$18.00

Football pre-match functions cost \$80–\$95 per person

Football refreshments at half time range between \$35 and \$45 per person.

Freedom of Information Applications

July 2023–June 2024

Date Received	Details of Application	Determination
1/9/2023	Copies of surveys undertaken of the St Peters Billabong.	Documents Released.
1/9/2023	Copies of invoices, correspondence and documents relating to expenditure on grants, donations, sponsorships and financial support provided to Aboriginal and Torres Strait Islander organisations and corporations, or in support of Aboriginal and Torres Strait Islanders.	No documents within the scope of the application.
4/9/2023	<p>Copies of invoices, correspondence and documents relating to expenditure on Aboriginal and Torres Strait Islander consultants engaged by Council, including but not limited to:</p> <ul style="list-style-type: none"> a. performance of ceremonies, (e.g. Welcome to Country, Acknowledgement of Country, smoking and related ceremonies); b. cultural awareness training; c. performance of Aboriginal Heritage surveys; and d. consultation with registered native title body corporates. <p>Time period: 1/7/2022 – 30/6/2023.</p>	<p>Partial Release – Documents provided with exemptions in accordance with Schedule 1</p> <p>Clause 6 of the FOI Act</p>
6/11/2023	Copies of documents in relation to a citizen who was injured in an incident that occurred on 4 December 2022 at Richards Park, Norwood	<p>Partial Release – Documents provided with exemptions in accordance with Schedule 1</p> <p>Clause 6 of the FOI Act.</p>
15/1/2024	<p>Copies of communication (including emails, files notes) in relation to a retaining wall at a property located in Devitt Avenue, Payneham South.</p> <p>Copies of complaints in relation to a property located in Devitt Avenue, Payneham South.</p>	<p>Partial Release – Documents provided with exemptions in accordance with Schedule 1</p> <p>Clause 6 of the FOI Act.</p>
23/1/2024	Copies of documents (between 1 January 2023 and 31 December 2023 relating to Development Application 155/624/2018; or relating to the operation of a dog day care centre, located in King William Street, Kent Town	<p>Partial Release – Documents provided with exemptions in accordance with Schedule 1</p> <p>Clauses 6, 7 and 10 of the FOI Act.</p>

Date Received	Details of Application	Determination
29/1/2024	A copy of a complaint regarding a Community Corporation and the written report of the complaint and the outcome of the complaint provided to the complainant.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the FOI Act.
22/5/2024	Copies of all documents, including but not limited to emails, text messages, diary entries, briefings, notes or any other form of communication between the Council and the Member for Dunstan and/or her office from 5 April 2024 to 22 May 2024.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the FOI Act.
28/5/24	Copies of documents since 1 January 2016 detailing meetings and/or communications regarding the proposed upgrade of George Street, Norwood SA 5067, or the Parade Master Plan between the Council and a private business owner.	Withdrawn
28/5/24	Copies of documents since 1 January 2023 detailing meetings and/or communications as between any employee of the Council and an engineering consulting firm regarding the proposed upgrade of George Street, Norwood	Withdrawn
28/6/24	Copies of documents regarding the installation, maintenance and repair work relating to the exit gate situated at the Webbe Street Carpark, Norwood	In Progress

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

Annual Report of the Audit & Risk Committee

The Audit & Risk Committee operates as a Committee of the Council and has been established pursuant to Section 41 of the *Local Government Act 1999* (the Act), in accordance with the requirements of Section 126 of the Act.

The purpose of the Committee is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters. Section 126(4) prescribes the functions of the Audit & Risk Committee and these are captured in the Committee's Terms of Reference.

This Annual Report provides a summary of the work undertaken by the Committee during the 2023-2024 year and demonstrates how the Audit & Risk Committee has effectively fulfilled its legislative functions.

1. Committee Membership

The current Audit & Risk Committee Members were appointed by the Council on 22 March 2023. The Members are:

- Mayor Robert Bria
- Cr Claire Clutterham
- Cr Grant Piggott
- Sandra Di Blasio (Independent Member)
- Stefanie Eldridge (Independent Member)

Following legislative reforms to the Act and Regulations arising from the passage of the *Statutes Amendment (Local Government Review) Act 2021* (the Review Act), various financial and governance accountability changes came into effect from November 2023.

These changes had a number of consequent implications for the Council's Audit & Risk Committee, including the membership which is required to comprise of a majority of Independent Members. Notwithstanding this, Regulation 14(a) of the *Local Government (Transitional Provisions) Regulations 2021* (the Transitional Regulations), provides that a Member of a Council Audit & Risk Committee holding office immediately before the commencement of the changes to Section 126(2) of the Act can continue to hold office for the remainder of their term of appointment to the Committee.

While the current membership of the Audit & Risk Committee does not have a majority of Independent Members, the Council has determined that the new membership requirements will be considered at the conclusion of the term of the Independent Members (ie. March 2025). This is in accordance with and satisfies the Transitional Regulations.

2. Meetings and Attendance

The Audit & Risk Committee met on a quarterly basis fulfilling the requirement of Section 126(5) of the Act. In addition, Special Meetings were convened as needed in accordance with Section 87 of the Act.

Table 1 provides a summary of Meeting dates and attendance for the 2023-2024 Financial Year:

TABLE 1: SUMMARY OF MEETING DATES AND ATTENDANCE FOR THE 2023-2024 FINANCIAL YEAR

Meeting	Mayor Robert Bria	Cr Claire Clutterham	Cr Grant Piggott	Sandra Di Blasio	Stefanie Eldridge
18 September 2023	✓	✓	✓	✓	✓
1 November 2023	✓	✓	✓	✓	X
20 November 2023 (Special)	✓	✓	✓	✓	✓
6 December 2023 (Special)	✓	✓	✓	✓	✓
7 March 2024	✓	X	✓	✓	X
22 April 2024	✓	✓	✓	✓	✓
20 May 2024	✓	✓	✓	✓	✓

Key: Present: ✓ Apology: X

3. Activities

The following information provides a summary of the work that has been undertaken by the Audit & Risk Committee during the 2023-2024 financial year, to fulfill the Committee's purpose and function. The legislative functions of the Audit & Risk Committee have been listed in italics with the summary of the activity underneath.

3.1. Reviewing Annual Financial Statements

Legislative function (Section 126(4)(a) of the Act): *Reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council.*

At its Meeting on 1 November 2023, the Audit & Risk Committee reviewed the Council's Annual Financial Statements for the year ended 30 June 2023 and recommended to the Council that the Audited Financial Statements be adopted including the asset revaluations.

A report on the Annual Financial Statements for the year ended 30 June 2023 for each of the Regional Subsidiaries, of which the Council is a Member, was also received and noted at the Audit & Risk Committee meeting held on 1 November 2023. The report provided to the Committee, included highlights from the 2022-2023 Financial Year for the Eastern Health Authority, Eastern Waste Management Authority, ERA Water and the Highbury Landfill Authority.

The Audit & Risk Committee received and noted the Council's Financial Summary Report for 2022-2023, which provided the Actual results compared to the Adopted Budget. That report was prepared in accordance with Regulation 10 of the *Local Government (Financial Management) Regulations 2011*.

3.2. Reviewing Strategic Management Plans or Annual Business Plan

Legislative function (Section 126(4)(b) of the Act): *Proposing and providing information relevant to, a review of the Council's Strategic Management Plans or Annual Business Plan.*

The Audit & Risk Committee received and noted the Council's draft Long Term Financial Plan at its meeting on 6 December 2023. The Committee recommended to the Council that the Key Financial Indicators should be revised annually by the Committee, with recommendations being made to the Council in respect to any revised targets for the Council's consideration.

The updated Key Performance Indicators were subsequently received and noted by the Audit & Risk Committee at its meeting held on 7 March 2024 and no additional recommendations were provided to the Council.

At its meeting held on 22 April 2024, the Audit & Risk Committee considered the Council's draft 2024-2025 Budget which was based on the Council's draft 2024-2025 Annual Business Plan and recommended that the Council should seek to achieve the following:

- a Rate Revenue increase of no more than 8.0% as part of the Draft 2024-2025 Budget; and
- an Operating Surplus of at least \$171,000, by re-considering the funding of all Operating Projects, with a particular focus on those projects that will incur recurrent funding.

3.3. Responsiveness to recommendations for improvement

Legislative function (Section 126(4)(c) of the Act): *Monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor.*

The Audit & Risk Committee received the External Auditor's report regarding implementation of Internal Control recommendations at its meeting on 1 November 2023.

A report on the St Peters Child Care Centre & Pre-School, which included recommended actions from a financial and risk management perspective, was received by the Audit & Risk Committee on 20 May 2024. The implementation of these recommendations continue to be monitored by the Committee through reporting as required.

It is envisaged that a quarterly reporting framework will be implemented with the Audit & Risk Committee in the 2024-2025 Financial Year. This will assist the Committee to monitor the Council's responsiveness to previous Internal and External Audits, as well as risk assessments, on an ongoing basis.

3.4. Section 130A Examination reviews

Legislative function (Section 126(4)(d) of the Act): *Proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999.*

Section 130A of the Act provides that the Council may request an examination and report on any matter relating to financial management, or the efficiency and economy with which the Council manages or uses its resources to achieve its objectives, that would not otherwise be addressed as part of the External Audit.

The Council has not requested such an examination.

A Section 130A examination is akin to Service Reviews which is currently being undertaken by the Chief Executive Officer, in exercising the Chief Executive Officer's ongoing responsibilities for the day-to-day operations and affairs of the Council.

The current Terms of Reference for the Audit & Risk Committee provide that the Committee will review and provide advice on Service Reviews. At its meeting on 1 November 2023, the Committee received and noted a confidential report on Service Reviews. Progress of actions arising from Service Reviews will be incorporated into the quarterly reporting framework for the Audit & Risk Committee.

3.5. Liaising with Council's External Auditor

Legislative function (Section 126(4)(e) of the Act): *Liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations.*

The Council's External Auditor, Galpins attended the following meetings of the Committee:

- 18 September 2023;and
- 1 November 2023.

With the commencement of changes to the *Local Government (Financial Management) Regulations 2011* on 30 November 2023, Regulation 17B prescribes that in liaising with the Council's External Auditor, there must be at least one (1) confidential meeting with the Auditor where the majority of Committee Members are present and no Elected Members or Employees of the Council are present (other than Elected Members who are Members of the Committee). This requirement commenced after the meetings were held with the Auditor for the 2023-2024 Financial Year. A confidential meeting with External Auditors will be scheduled during the 2024-2025 financial year.

3.6. Reviewing adequacy of internal controls and financial matters

Legislative function (Section 126(4)(f) of the Act): *Reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis.*

At its meeting held on 18 September 2023, the Audit & Risk Committee received and noted a report from Mr Tim Mulhausler of Galpins, which provided the results of a comprehensive review of the Council's Internal Control procedures and processes. The majority of Internal Controls were found to be working effectively and recommendations were provided in respect to those that required improvement. The Committee noted the implementation of the recommendations contained in the report.

An update on the progress of implementing the recommendations from the Auditor in relation to Internal Controls was subsequently considered by the Audit & Risk Committee at its meeting held on 1 November 2023 and reports will continue to be provided on a quarterly basis.

The Committee was also provided the opportunity to review the Council's Financial Delegations Policy and requested a report annually regarding the reimbursement of the Chief Executive Officer's reimbursements. The Committee recommended to the Council that the Financial Delegations Policy be adopted and that the Expenditure Policy be revoked.

Some of the additional policies referred to below in point 3.8 also form part of the Council's Internal Controls.

3.7. Oversight and review of Internal Audit

Legislative function (Section 126(4)(g)(i)(A) of the Act): *Providing oversight of planning and scoping of the Internal Audit work plan.*

The Committee received the Strategic Internal Audit Plan 2023-2025 prepared by Bentleys SA Pty Ltd as the Council's Internal Auditor at its meeting on 1 November 2023.

Legislative function (section 126(4)(g)(i)(B) of the Act): *Reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis.*

The Human Resources Internal Audit Report was considered in confidence by the Audit & Risk Committee at its meeting on 1 November 2023.

3.8. Reviewing and evaluating risk management policies, systems and procedures

Legislative function (Section 126(4)(h) of the Act): *Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.*

The Audit & Risk Committee received a report on significant corporate risks at its meeting held on 18 September 2023.

The Committee also reviewed a number of policies which assist with the monitoring, management and review of strategic, financial and operation risks, as well as Internal Controls. Following its review of the Policies, the Audit & Risk Committee recommended to the Council that the following policies be adopted:

- Bad Debt Write-Off Policy
- Credit Cards Policy
- Bank Accounts Policy
- Budget Policy
- Treasury Management Policy
- Asset Impairment Policy
- Asset Revaluation Policy
- Budget Review Policy

As previously mentioned, the Audit & Risk Committee received a report on the St Peters Child Care Centre & Pre-school which included recommendations from a financial and risk management perspective. In addition, the following policies specific to the operation of the St Peters Child Care Centre & Pre-School were reviewed and recommended for the Council's adoption:

- Providing A Child Safe Environment Policy
- Sleep and Rest for Children Policy & Delegation

Following discussions regarding the re-development of the Payneham Memorial Swimming Centre held on 6 December 2023, the Audit & Risk Committee requested that a quarterly report on the project risks be provided. Some of the risks were discussed as part of discussions at the Audit & Risk Committee meeting held on 7 March 2024 when the Audit & Risk Committee considered the Council's Long Term Financial Plan Key Performance Indicators. The project risks will be incorporated into the ongoing quarterly reporting framework to be implemented during the 2024-2025 year.

3.9. Prudential Report reviews

Legislative function (section 126(4)(h) of the Act): *Reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999.*

The Audit & Risk Committee considered Prudential Reports in relation to the re-development of the Payneham Memorial Swimming Centre at its meetings held on 20 November 2023 and 6 December 2023. Following consideration of the Reports, recommendations were made to the Council which have subsequently been factored into the Council's Long Term Financial Plan.

4. Conclusion

Supported by Council staff, the Council's Audit & Risk Committee has worked diligently over the 2023-2024 financial year to provide independent assurance and advice to the Council on matters within the scope of its functions.

Activities of the Audit & Risk Committee continue to evolve as a result of additional and expanded legislative responsibilities associated with the November 2023 commencement of accountability and governance provisions of the Review Act. Processes to support these legislative responsibilities will continue to be embedded during the 2024-2025 financial year.

The review and oversight of accounting, financial management, internal controls, risk management and governance matters provided by the Audit & Risk Committee, continues to support the Council to responsibly achieve its objectives and manage its financial affairs.

Through the work undertaken in the 2023-2024 financial year, this Annual Report summarises how the Audit & Risk has effectively fulfilled its legislative functions.

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.

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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:

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Local Nuisance and Litter Control Act 2017

Section 8 of the *Local Nuisance and Litter Control Act 2017* requires councils to include information in its annual report regarding the functions conferred on councils under this Act.

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 2023–2024 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

EastWaste

Annual Report 2023-2024

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East Waste continue to **lead** the way in **pioneering** and **innovative** waste management solutions.

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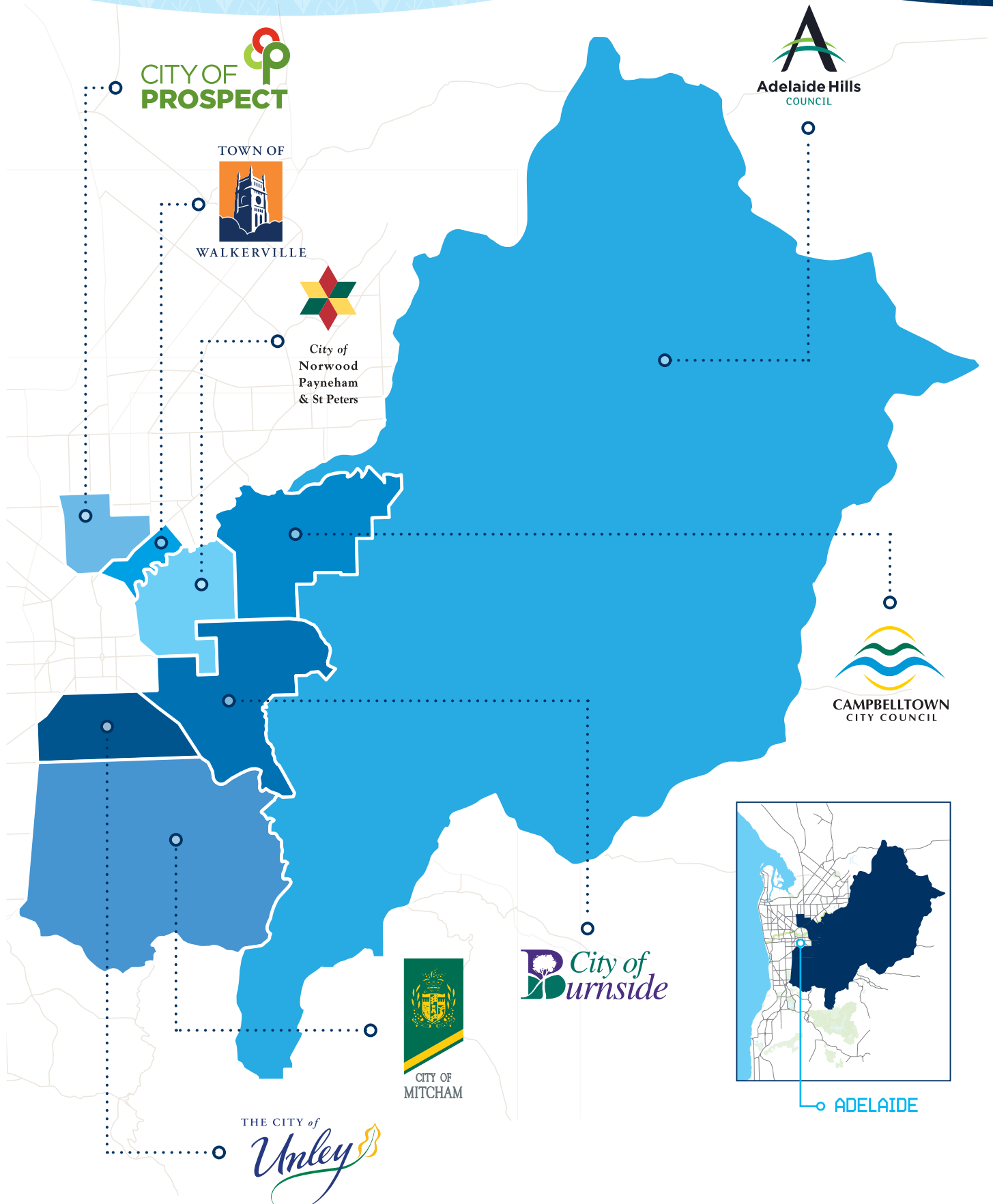
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East Waste Service Area

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Chairperson's Report

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I am very pleased to present my fifth Annual Report as Chair of East Waste Board, covering the 2023/2024 financial year. This year, we have continued to implement our strategic vision to be the leading waste logistics operator in South Australia, delivering innovative and sustainable waste management services to our Member Councils and the communities they serve.

The waste management sector is constantly evolving, with new challenges and opportunities emerging regularly. Whether it's adapting to shifts in legislation, technology advancements, or changing community expectations, East Waste has remained at the forefront of this dynamic landscape. We understand that staying flexible and forward-thinking is critical to our success, and we have embraced this change as an opportunity to innovate and improve.

A major highlight of the year has been the successful rollout of our Food Organics and Garden Organics (FOGO) trials.

These trials have proven to be a significant step forward in our mission to assist in reducing waste going to landfill. What has been particularly rewarding is the high level of community participation, with only a small percentage of

people opting out of the trials. This result shows that we are on the right track in promoting long-term behavioural change in how waste is managed across our Member Councils. The success of these trials will help guide future initiatives aimed at achieving greater sustainability.

Maintaining the high standard of service that East Waste is known for, in the midst of ongoing challenges in the labour market, has been another key focus. Our team's efforts to attract and retain skilled drivers have been successful, ensuring the continuity of our services across all Councils.

The emphasis we place on fostering a culture of professionalism and operational efficiencies within East Waste has played a significant role in navigating these challenges.



Chairperson's Report

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In terms of governance, East Waste has remained steadfast in adhering to critical industry regulations, including those set by the National Heavy Vehicle Regulator (NHVR). The successful completion of the Enterprise Bargaining Agreement demonstrates our commitment to ensuring positive outcomes for both staff and the organisation as a whole. These achievements contribute to East Waste's strong standing as a responsible and reliable partner for our Member Councils.

Our Audit and Risk Management Committee (ably lead by Emma Hinchey) has once again provided invaluable guidance and oversight, helping us to navigate financial pressures and ensure sound risk management practices. The Committee's work has been crucial as we continue to explore opportunities for increased efficiency and cost-saving measures, all while maintaining our commitment to delivering high-quality services.

Looking ahead, East Waste is preparing for several significant initiatives, including a review of our Strategic Plan and key tenders, as well as the strengthening of our internal audit capabilities.

These efforts aim to ensure that East Waste remains proactive and responsive to the evolving needs of our Member Councils and the waste management industry.

I would like to express my deepest appreciation to the entire East Waste team for their hard work and dedication over the past year. I would also like to thank my fellow Board members for their support and leadership, as well as our partners for their ongoing collaboration. Together, we have made significant progress toward our goals, and I look forward to another year of continued success/innovation and improvement.



Fraser Bell
Independent Chairperson





East Waste's **initiatives** are vital in ensuring that we **remain adaptable** and forward-thinking.

In 2023-2024 East Waste Achieved...

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124,559 TOTAL TONNES COLLECTED*



10,072,723 ANNUAL BIN COLLECTIONS



23,358 HARD WASTE COLLECTIONS COMPLETED



2,879 HARD WASTE TONNES CONVERTED TO FUEL



57% OF MATERIAL DIVERTED FROM LANDFILL



57 COLLECTION VEHICLES



7,563 BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



6,792 BIN DELIVERIES COMPLETED



132,257 ENQUIRIES RECEIVED & RESOLVED Phone 63,697 Online 68,560



12,537 MATTRESSES COLLECTED AND RECYCLED



8,736 ADDITIONAL BIN PERMITS APPROVED

*Kerbside Bin Tonnes include litter but do not include Mitcham Landfill.



General Manager's Report

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I am pleased to present the 2023/2024 East Waste Annual Report. This year, East Waste has once again demonstrated its commitment to delivering high-quality waste management services, even in the face of numerous challenges. Our continued focus on sustainability, operational efficiency, and service delivery has enabled us to achieve several key milestones.

The standout achievement of this year has been our Food Organics and Garden Organics (FOGO) trials in partnership with selected Member Councils. Food is one of the largest discarded items, by weight, through the kerbside bins and is a valuable resource that can be put to great use through its transition into compost, but currently is largely being wasted.

The weekly FOGO (green) bin collection trials have been a significant opportunity for East Waste to showcase our ability to drive and achieve community engagement and achieve lasting behaviour change. I commend Adelaide Hills Council, Campbelltown City Council and the City of Prospect, who we have worked closely with and repeatedly demonstrated an ability to achieve and sustain state government municipal solid waste diversion targets along with strong community acceptance.

Simply, matching household waste volumes to collection cycles is the best way to drive the recycling of food waste and a raft of other environmental and financial benefits. Broader rollouts unfortunately have been reduced as a result of legislative uncertainty and it is imperative that the State Government work with Local Government and provide appropriate flexibility in the legislation through the upcoming Environment Protection Policy Review if targets and more efficient use of our collected resources is a holistic priority.

Whilst reflecting on the past year, it is important to acknowledge the collaboration and support from our Member Councils. Our service reporting to Councils has been enhanced, allowing for greater transparency and better alignment with each Council's waste management goals. These reports, alongside our refined reconciliation



General Manager's Report

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processes, have contributed to greater operational efficiencies, which remain a priority as we navigate increasing cost pressures.

Our ability to maintain high standards of service delivery, despite a challenging labour market, is another key achievement this year. The attraction and retention of skilled drivers have been a focal point, with new drivers commending East Waste's culture of professionalism and operational excellence.

The success of these initiatives underscores our commitment to being an employer of choice in the industry, which has been further solidified by a successful Enterprise Bargaining Agreement negotiation. East Waste continues to uphold a strong adherence to the National Heavy Vehicle Regulator standards, an area that is often undersold but critically important in ensuring safety and compliance in our sector. Our ongoing commitment to improving internal governance and processes has further strengthened our operational resilience.

During the year, we were deeply saddened by the loss of two valued members of the East Waste family. Ray Pawa worked with us for almost 20 years, principally as our Coordinator of Operational Services and was one of the most loyal and dedicated staff I have had the pleasure of working with. Importantly, Ray was a kind and genuine gentleman and the only thing missed more than his knowledge and passion is his big smile, laugh and sense of humour. Such was Ray's legacy, he is the first member of staff to have a new truck named after them.

We were also saddened to hear of Shane Raymond's passing. Shane worked with East Waste for a period of 6 years and was instrumental in shaping a lot of policy and governance and like Ray, a terrific person.

Both Ray and Shane made significant contributions to East Waste during their time with us, leaving a lasting impact on our organisation and those who had the privilege of working with them.



Looking forward, East Waste is poised to undertake a review of our Strategic Plan and key tenders, as well as strengthen our internal auditing functions. These initiatives are vital in ensuring that East Waste remains adaptable and forward-thinking, ready to meet the evolving needs of our Councils and communities.

In signing off on another successful year, I would like to take this opportunity to thank the Board, the Audit & Risk Management Committee and our dedicated staff for their guidance, hard work and continued commitment to serve the community and drive organisational improvement. The past year's successes are a testament to the collective efforts of everyone involved in East Waste's operations.

As we move into the next financial year, I am confident that East Waste will continue to lead the way in innovative waste management, fostering strong relationships, and delivering exceptional service to the communities we serve.



Rob Gregory
General Manager



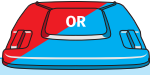






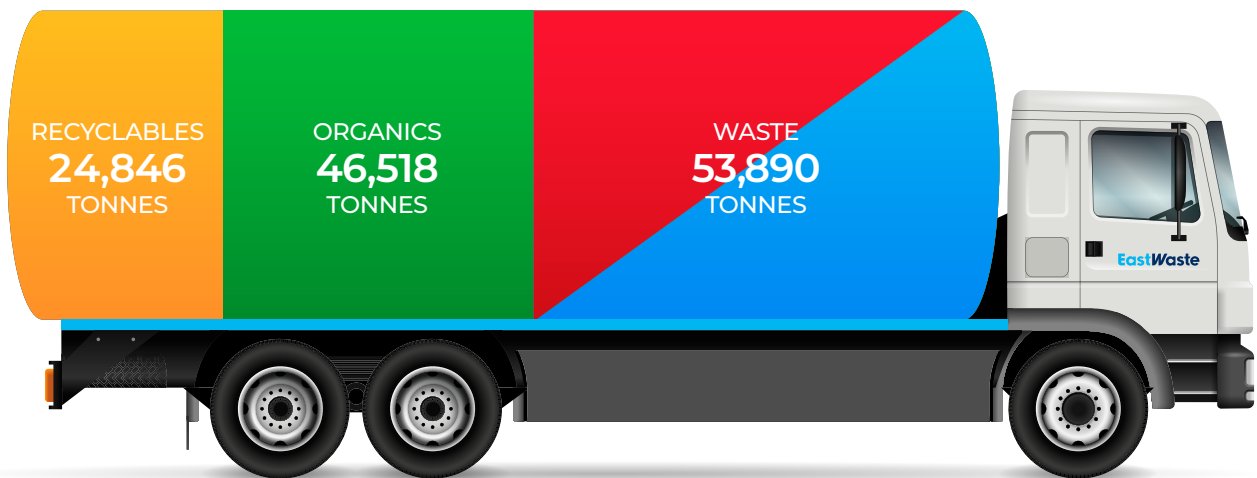
East Waste continue to lead the way in pioneering innovative waste management.

Kerbside Tonnages Collected

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Member Council	 Recyclables	 Organics	 Waste	 Hard Waste	 Mattresses Recycled
Adelaide Hills Council	3,366	5,002	7,333	111	384
City of Burnside	3,663	7,286	6,997	398	1762
Campbelltown City Council	3,948	7,202	9,718	557	2,620
City of Mitcham *	5,271	11,543	11,228	769	3,144
City of Norwood Payneham & St Peters	3,089	5,052	6,704	399	1,836
City of Prospect	1,585	3,362	3,658	291	1,229
City of Unley	3,260	5,907	6,422	294	1,439
Town of Walkerville	615	1157	1300	61	123

*City of Mitcham undertakes the collection of Landfill for its residents



East Waste Governance

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East Waste is administered by a Board in accordance with the requirements of the Local Government Act 1999, the East Waste Charter, and various other policies and codes.

The membership of the Board comprises of eight directors – one director appointed by each of the Member Councils, and one independent person who acts as Chair. The Board appoints a General Manager who is responsible for implementing

the decisions made by the Board and running the day-to-day operations of East Waste. The Board held seven formal meetings over the 2023-2024 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
Mr Fraser Bell (Chair)	7/7
Cr Lucy Huxter (Adelaide Hills Council)	5/7
Cr Ted Jennings (City of Burnside)	6/7
Mr Paul Di Iulio (Campbelltown City Council) * Deputy Chair until 14 March 2024	3/7
Cr Claire Clutterham (City of Norwood Payneham & St Peters)	2/7
Mayor Heather Holmes-Ross (City of Mitcham)	5/7
Mr Sam Dilena (City of Prospect)	6/7
Mr Claude Malak (City of Unley)	7/7
Mayor Melissa Jones (Corporation of the Town of Walkerville) *Deputy Chair from 14 March 2024	7/7

DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr Andrian Wiguna (Campbelltown City Council)	3/3
Mr David Waters (Adelaide Hills Council)	1/1
Cr Victoria McFarlane (City of Norwood Payneham & St Peters)	1/1



Audit and Risk Management Committee

In accordance with the requirements of the Local Government Act 1999, East Waste has an established Audit and Risk Management Committee (the Audit Committee).

The principal objective of the Audit Committee is to ensure that the East Waste Board meets its

legislative and probity requirements as required by the Local Government Act 1999 and other relevant legislation, standards and codes. The Audit Committee held five formal meetings over the 2023-2024 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
Ms Emma Hinchey (Independent Member and Chair)	5/5
Mr Fraser Bell (Independent Board Chair)	5/5
Mr Paul Di Iulio (Board Appointment)	4/5
Cr Linda Green (Independent Member)	5/5
Ms Sandra Di Blasio (Independent Member) Appointment expired January 2024 and was reappointed 1 March 2024	3/4

The Audited Financial Statements for the year ending 30 June 2023 are provided on the following pages.



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EastWaste
FINANCIAL
STATEMENTS
2023-2024



Financial Statements

2023-2024

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CERTIFICATION OF FINANCIAL STATEMENTS

EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements
for the financial year ended 30 June 2024

Certification of Financial Statements

We have been authorised by Eastern Waste Management Authority Inc. 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 Authority's financial position at 30 June 2024 and the results of its operations and cash flows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.



Rob Gregory
Executive Officer



Fraser Bell
Chairperson

Date: 26 September 2024



Financial Statements

2023-2024

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STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
INCOME			
User charges	2	22,559	21,188
Investment income	2	66	46
Other	2	1,574	1,078
Total Income		24,199	22,312
EXPENSES			
Employee costs	3	8,492	7,476
Materials, contracts & other expenses	3	13,123	12,184
Finance costs	3	442	354
Depreciation & amortisation	3	2,512	2,108
Total Expenses		24,569	22,122
OPERATING SURPLUS		(370)	190
Asset disposal & fair value adjustments	4	81	143
NET SURPLUS		(289)	333
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(289)	333

This Statement is to be read in conjunction with the attached Notes.



Financial Statements

2023-2024

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STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	1,634	3,953
Trade & other receivables	5	1,082	746
Inventory		63	43
Total Current Assets		2,779	4,742
Non-current Assets			
Property, Plant & Equipment	6	11,038	9,510
Total Non-current Assets		11,038	9,510
Total Assets		13,817	14,252
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	1,299	1,266
Provisions	7	1,011	871
Borrowings	7	2,029	2,306
Total Current Liabilities		4,269	4,443
Non-current Liabilities			
Borrowings	7	8,546	8,490
Provisions	7	108	136
Total Non-current Liabilities		8,654	8,626
Total Liabilities		12,923	13,069
Net Assets		894	1,183
EQUITY			
Accumulated Surplus		894	1,183
Total Equity		894	1,183

This Statement is to be read in conjunction with the attached Notes.





**East Waste
will continue to
lead and adapt
to future waste
management
challenges.**

Financial Statements

2023-2024

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STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2024

	Accumulated Surplus \$'000	Total Equity \$'000
Balance at start of period - 1 July 2023	1,183	1,183
Net Surplus for Year	(289)	(289)
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2024	894	894
Balance at start of period - 1 July 2022	850	850
Net Surplus for Year	333	333
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2023	1,183	1,183

This Statement is to be read in conjunction with the attached Notes.



Financial Statements

2023-2024

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STATEMENT OF CASH FLOWS for the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts		23,801	22,455
Investment receipts		62	46
Employee costs		(8,380)	(7,361)
Materials, contracts & other expenses		(13,141)	(12,397)
Finance payments		(481)	(304)
Net cash provided by operating activities	8	1,861	2,439
CASH FLOWS FROM INVESTING ACTIVITIES			
Sale of replaced assets	4	81	145
Expenditure on renewal/replacement of assets	6	(4,040)	(587)
Expenditure on new/upgraded assets	6	-	(2,484)
Net cash used in investing activities		(3,959)	(2,926)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		2,155	4,525
Repayments of Borrowings		(2,091)	(1,815)
Repayment of lease liabilities		(285)	(271)
Net cash provided by (used in) financing activities		(221)	2,439
Net Increase (Decrease) in cash held		(2,319)	1,952
Cash & cash equivalents at beginning of period	5	3,953	2,001
Cash & cash equivalents at end of period	5	1,634	3,953

This Statement is to be read in conjunction with the attached Notes.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared 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.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Mitcham, City of Norwood, Payneham & St Peters, City of Prospect, The City of Unley and the Corporation of the Town of Walkerville.

The eight Member Councils have an equity share and the Board comprises a Director from each Council and an Independent Chair appointed by the absolute majority of the Member Councils.

1.2 Historical Cost Convention

Except where 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 which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

Eastern Waste Management Authority Inc. operates as a regional subsidiary and is incorporated under the *SA Local Government Act 1999*. Its principal place of business is at 1 Temple Court Ottoway.

3 Income Recognition

The Authority 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 'sufficient specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied.

Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

into a transaction where the consideration to acquire the 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 that has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the Authority satisfies its obligations under the transfer.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

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. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

5 Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "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 the Authority 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.

5.3 Depreciation of Non-Current Assets

Property, plant and equipment assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, 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.

Asset Class	Estimated Useful Lives	Capitalisation Threshold
Plant, Machinery & Equipment	3-10 Years	>\$1,000
Buildings & Other Structures	5-20 Years	>\$1,000
Right-of-use-assets	Over period of expected lease	n/a

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

5.4 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 Authority were deprived thereof, the value in use is the depreciated replacement cost.

In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

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.

7 Employee Benefits

7.1 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.

The Authority recognises a liability for employee benefits relating to rostered day off (RDO) entitlements in Note 7 given entitlements are paid-out on termination of employment. Experience indicates that RDO entitlements are generally taken given there is a cap applied to the level of RDO entitlements allowed to be accrued.

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super and prior to that the Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently.



East Waste is dedicated to driving **behavioural change** and **education** in South Australia.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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 (11% in 2023/24; 10.5% in 2022/23). No further liability accrues to the Authority 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. The Authority makes employer contributions as determined by the Fund's Trustee based on advice for the appointed Actuary. The rate is currently 6.3% (6.3% in 2022/23) of 'superannuation' salary.

In addition, the Authority 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 119.32(b), the Authority 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 2023. 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 the Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority 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 new assets of the scheme, and no further liability attaches to the Authority.

8 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

Borrowings 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'.

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

11 New Accounting Standards

The Authority did not apply any new accounting standards during the financial year. There are no new accounting standards, interpretations or amendments which are expected to have a material impact on the accounting policies of the Authority for future periods.



Financial Statements

2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 2 - INCOME

	Notes	2024 \$'000	2023 \$'000
USER CHARGES			
Waste Collection Income		16,713	15,607
Waste Processing Income		5,569	5,326
Administration		277	255
		22,559	21,188
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		66	46
		66	46
OTHER INCOME			
Bin Supply		657	382
Replacement Bins		786	681
Sundry		131	15
		1,574	1,078
NOTE 3 - EXPENSES			
EMPLOYEE COSTS			
Salaries and Wages		6,488	5,615
Employee leave expense		106	114
Superannuation		616	508
Wages Casual Agency		1,061	1,017
Workers' Compensation Insurance		142	128
Other		79	94
Total Employee Costs		8,492	7,476
<i>Number of FTE Employees as at reporting date</i>		71	63



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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 3 - EXPENSES (Cont.)

	Notes	2024 \$'000	2023 \$'000
MATERIALS, CONTRACTS & OTHER EXPENSES			
Auditor's Remuneration		13	11
Additional Bin Service Costs		657	379
Board Expenses		22	41
Waste Processing Costs		5,569	5,354
Electricity		17	10
Fuel, Gas & Oil		1,994	2,041
Legal Expenses		9	23
Licences & Telecommunications Costs		235	137
Maintenance		3,197	2,828
Parts, Accessories & Consumables		4	11
Printing, Stationery & Postage		46	33
Professional Services		677	552
Registration & Insurance - Trucks		472	462
Sundry		211	302
		13,123	12,184
FINANCE COSTS			
Interest on Loans		433	338
Interest on Leases		9	16
		442	354
DEPRECIATION & AMORTISATION			
Buildings & Other Structures	6	82	81
Plant, Machinery & Equipment	6	2,171	1,768
Right-of-use assets	6	259	259
		2,512	2,108



Financial Statements

2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 4 - ASSET DISPOSALS

Notes	2024 \$'000	2023 \$'000
Proceeds from disposal	81	145
Less: Carrying amount of assets sold	-	(2)
Gain (Loss) on disposal	81	143

NOTE 5 - CURRENT ASSETS

CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	618	3,724
Deposits at Call	1,016	229
	1,634	3,953

TRADE & OTHER RECEIVABLES

Debtors - general	1,030	718
Accrued Income	7	28
Prepayments	45	
	1,082	746



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2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2024 \$'000	2023 \$'000
Buildings & Other Structures - At Cost		617	617
Accumulated Depreciation		(294)	(212)
		323	405
Plant, Machinery & Equipment - At Cost		22,388	19,747
Accumulated Depreciation		(11,738)	(10,966)
		10,650	8,781
Right-of-use-assets		1,346	1,346
Accumulated Depreciation		(1,281)	(1,022)
		65	324
Total Property, Plant & Equipment		11,038	9,510

	2023 \$'000						2024 \$'000	
	Carrying Value	Additions		Disposal - Cost	Disposal - Accumulated Depreciation	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal					
Buildings & Other Structures	405	-	-	-	-	(82)	-	323
Plant, Machinery & Equipment	8,781	-	4,040	(1,400)	1,400	(2,171)	-	10,650
Right-of-use-asset	324	-	-	-	-	(259)	-	65
	9,510	-	4,040	(1,400)	1,400	(2,512)	-	11,038
2023 (\$'000)	8,542	2,484	587	(2,205)	2,203	(2,108)	7	9,510



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2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 7 - LIABILITIES

	2024		2023	
	\$'000		\$'000	
	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES				
Goods & Services	1,048	-	1,111	-
Payments received in advance	80	-	80	-
Accrued expenses - other	101	-	75	-
	1,299	-	1,266	-
BORROWINGS				
Loans	1,953	8,546	2,017	8,413
Lease Liabilities	76	-	289	77
	2,029	8,546	2,306	8,490
PROVISIONS				
Annual Leave	496	-	447	-
Rostered-Day-Off (RDO)	84	-	65	-
Long Service Leave	431	108	359	136
	1,011	108	871	136



East Waste's education programs empower the local community with essential knowledge for effective waste management



Financial Statements

2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 8 - CASH FLOW RECONCILIATION

	2024 \$'000	2023 \$'000
Total cash & equivalent assets	1,634	3,953
Balances per Cash Flow Statement	<u>1,634</u>	<u>3,953</u>
(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities		
Net Surplus (Deficit)	(289)	328
Non-cash items in Statement of Comprehensive Income		
Depreciation	2,512	2,108
Net increase (decrease) in employee benefits	104	113
Net increase (decrease) accrued expenses	(26)	234
(Gain) / Loss on Disposal	(81)	(143)
Lease liability adjustment	(4)	7
	<u>2,216</u>	<u>2,647</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables & inventory	(352)	189
Net increase (decrease) in trade & other payables	(15)	(404)
Net increase (decrease) in other provisions	12	2
Net Cash provided by (or used in) operations	<u>1,861</u>	<u>2,434</u>
(b) Financing Arrangements		
Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 9 - 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.

Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 4.3% (2023: 4.3%).

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Waste Collection Fees & 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.

Carrying amount: Approximates fair value (after deduction of any allowance).

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 Authority.

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: Approximates fair value.

Liabilities - Creditors and Accruals Interest bearing borrowings

Accounting Policy: Initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate.

Terms & conditions: Secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.88% (2023: 1.7% - 5.65%).

Liabilities - Leases

Accounting Policy: Accounted for in accordance with AASB 16 as stated in Note 11.

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 Authority.

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 Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.



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2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 9 - FINANCIAL INSTRUMENTS (Cont.)

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

Liquidity Analysis

2024	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	1,634	-	-	-	1,634
Receivables	-	-	-	1,030	1,030
Total	1,634	-	-	1,030	2,664
<i>Financial Liabilities</i>					
Payables	-	-	-	1,048	1,048
Borrowings	2,089	6,766	1,644	-	10,499
Total	2,089	6,766	1,644	1,048	11,547

2023	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	3,953	-	-	-	3,953
Receivables	-	-	-	718	718
Total	3,953	-	-	718	4,671
<i>Financial Liabilities</i>					
Payables	-	-	-	1,111	1,111
Borrowings	2,017	6,998	1,781	-	10,796
Total	2,017	6,998	1,781	1,111	11,907



Financial Statements

2023-2024

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 10 - CAPITAL EXPENDITURE COMMITMENTS

The Authority has capital expenditure commitments totalling an estimated \$2.178 million as at reporting date.

NOTE 11 - LEASES

Authority as a lessee

Right-of-use-assets

The Authority leases its administrative and depot facilities at Ottoway.

	Buildings & Other Structures \$'000	Total \$'000
At 1 July 2023	324	324
Additions of right-of-use-assets	-	-
Depreciation Charge	(259)	(259)
Adjustments to right-of-use-assets	-	-
At 30 June 2024	65	65

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	\$'000
At 1 July 2023	365
Additions	-
Accretion of interest	9
Payments	(294)
Adjustments to lease liability	(4)
At 30 June 2024	76
Current	76
Non-Current	-

NOTE 12 - POST BALANCE DATE EVENTS

There were no events after reporting date that occurred that require to be reported.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2024

NOTE 13 - RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other prescribed officers as defined under Section 112 of the *Local Government Act 1999*. In all, 5 persons were paid the following total compensation:

	2024 \$'000	2023 \$'000
Salaries, allowances & other short term benefits	649	599
TOTAL	649	599

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
Adelaide Hills Council	3,865	113	Provision of kerbside waste collection and hard waste collection services
City of Burnside	3,701	173	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	3,556	224	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	3,325	78	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,719	91	Provision of kerbside waste collection and hard waste collection services
City of Unley	3,717	180	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	3,016	51	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	609	19	Provision of kerbside waste collection and hard waste collection services

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.



Financial Statements 2023-2024

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CERTIFICATION OF AUDITOR INDEPENDENCE

Galpins

Accountants, Auditors
& Business Consultants



EASTERN WASTE MANAGEMENT AUTHORITY INC

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2024

Statement by Auditor

I confirm that, for the audit of the financial statements of the Eastern Waste Management Authority Inc for the year ended 30 June 2024, 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: 30 September 2024

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INDEPENDENT AUDITOR'S REPORT

Galpins
 Accountants, Auditors
 & Business Consultants



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INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of the Eastern Waste Management Authority Inc

Opinion
 We have audited the accompanying financial report of Eastern Waste Management Authority Inc (the Authority), which comprises the statements of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2024, and its financial performance and its cash flow for the year then ended in accordance with the Australia Accounting Standards, *Local Government Act 1999* and *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 Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (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.

Responsibility for the Financial Report
 The Authority 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 the Authority 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, the Authority is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority'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 misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level 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 decision of users taken on the basis of this financial report.



INDEPENDENT AUDITOR'S 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 risk 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, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Authority'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 the Authority'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 Authority's ability 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

Date: 30 September 2024













**East Waste
prides** itself
on delivering
**exceptional
service** to the
communities
we serve.



Why waste it?
when you can
Recycle. Compost.
Re-Use. Avoid. Reduce.

EastWaste

-  1 Temple Court
Ottoway SA 5013
-  PO Box 26
Mansfield Park SA 5012
-  08 8347 5111
-  east@eastwaste.com
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-  [@East_Waste](#)
-  [East Waste - Eastern Waste
Management Authority](#)
-  eastwaste.com.au

2023-24 Annual Report

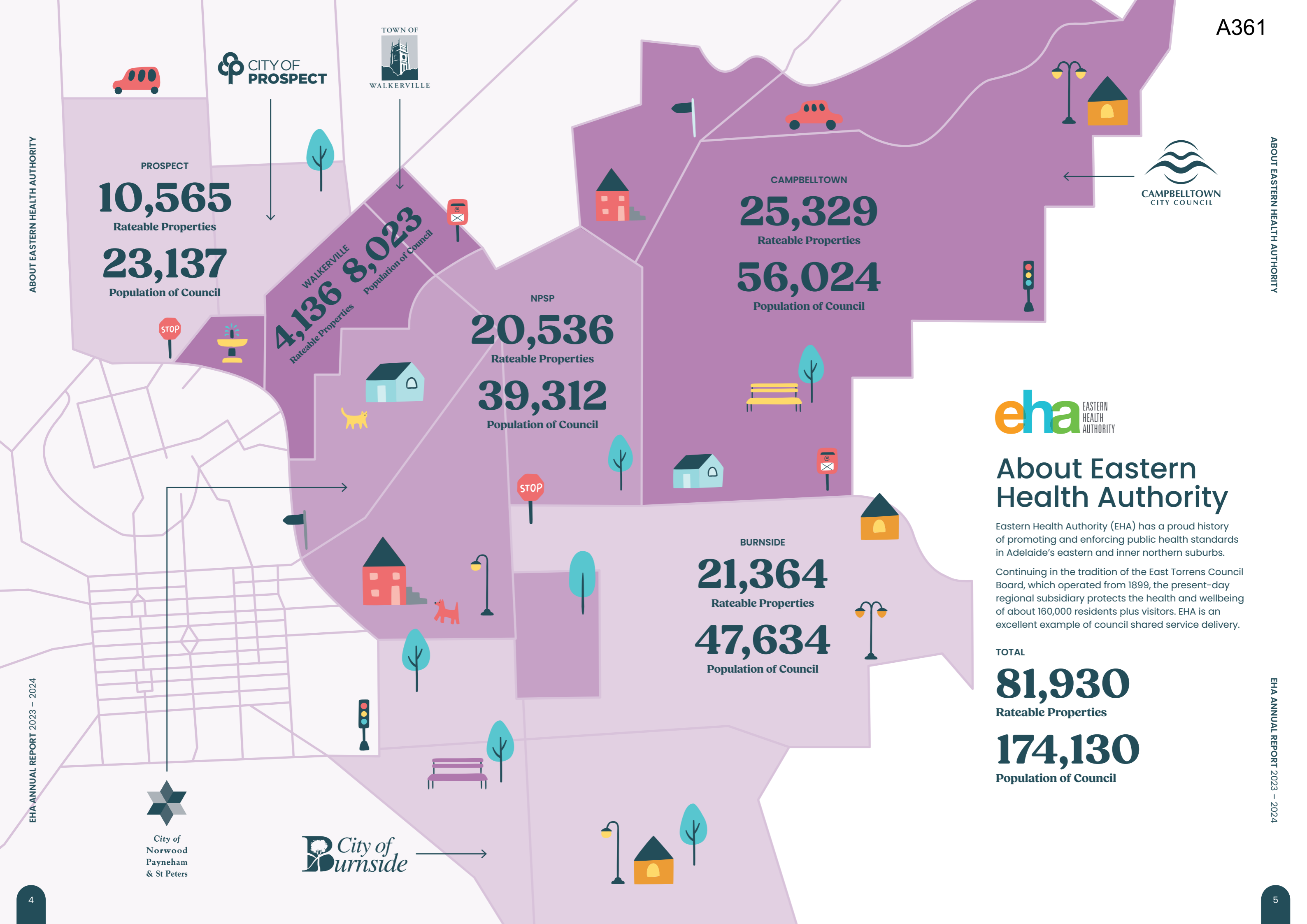


local councils working together to protect the health of the community



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CITY OF PROSPECT

TOWN OF WALKERVILLE

CAMPBELLTOWN CITY COUNCIL

PROSPECT

10,565

Rateable Properties

23,137

Population of Council

WALKERVILLE
4,136
Rateable Properties
8,023
Population of Council

NPSP

20,536

Rateable Properties

39,312

Population of Council

CAMPBELLTOWN

25,329

Rateable Properties

56,024

Population of Council

BURNSIDE

21,364

Rateable Properties

47,634

Population of Council

eha EASTERN HEALTH AUTHORITY

About Eastern Health Authority

Eastern Health Authority (EHA) has a proud history of promoting and enforcing public health standards in Adelaide's eastern and inner northern suburbs.

Continuing in the tradition of the East Torrens Council Board, which operated from 1899, the present-day regional subsidiary protects the health and wellbeing of about 160,000 residents plus visitors. EHA is an excellent example of council shared service delivery.

TOTAL

81,930

Rateable Properties

174,130

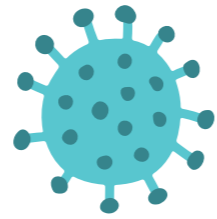
Population of Council



City of Norwood Payneham & St Peters

City of Burnside

Chief Executive Officer & Chairperson Report



The Eastern Health Authority's (EHA) success is built on our singular and dedicated focus to protect and enhance the health, safety and wellbeing of our region. We have specialist and passionate staff and strong and open relationships with our Constituent Councils. Our ability to effectively advocate on public health matters as a united regional voice is a strength. We believe this approach represents outstanding value for money for ratepayers and means our communities enjoy the highest standards of environmental health services.

The communities we serve continue to change, and with this change comes new risks to public health, and opportunities to innovate. Climate change and more extreme weather events will exacerbate some of our existing public health risks. Population growth and change will bring more people, businesses and events to our region. This will increase demand for our services. Technology continues to provide opportunities to improve how we work.

It is with these changes in mind that during this reporting period, EHA has developed a new Strategic Plan, Towards 2033. This plan aims to provide a clear roadmap for how EHA will build on its long history and operational success, while also navigating future changes.

One of the priorities detailed in the plan is to "deliver great public and environmental health services". We believe that we already deliver great services as can be evidenced in this report. We intend to build upon this foundation during the life of the Strategic Plan.

Healthy communities require access to safe and suitable food. Monitoring food safety standards to ensure this occurs, continues to be one of our most important areas of core business. A Strategic Plan priority is "strengthening food safety practices across our region". We continue to provide businesses with educational and training resources, as well as having an effective food safety assessment and enforcement regime in line with this priority.

EHA provides food business with the opportunity to attend food safety training sessions conducted by Authorised Officers. The training aims to educate food handlers on the fundamental principles of food safety with interactive activities to consolidate the participants learnings. The sessions are available free to food businesses in our constituent councils and to food businesses out of area for a small charge. Food safety training sessions are promoted to all food businesses within EHA's Constituent Council area; on EHA's website; during routine food safety inspections; and, through the Food Safety Bi-annual Newsletter.

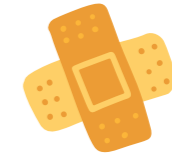
We continued to build on our food safety resources for businesses with the production of three new food safety videos. The videos provide business with food safety information in relation to effective cooling and reheating processes and how to effectively sanitise food fixtures and equipment. These videos complement existing videos on handwashing, safe storage practices and temperature measuring devices. All videos are available on the EHA website.

The recent addition to the Australia New Zealand Food Standards Code of Standard 3.2.2A means that since December 2023, food safety requirements have changed for many food service businesses across Australia. These businesses are required to implement either two or three of the new food safety management tools detailed below, depending on the risk posed by their food handling activities;

- mandatory food handler training,
- requirement to have a 'food safety supervisor', and
- requirement to 'substantiate' key food handling activities.



Special congratulations to the 220 businesses that achieved a 5 Star rating. This is an increase of 32% from the previous year and an amazing cumulative 3 year increase of 101%.



Prior to the change Authorised Officers have had regular communications with business to ensure that they are prepared for the changes and will continue to ensure that businesses are complying with the new requirements.

The education and support provided to food business detailed above supplement our food safety assessment program and are a driver of food safety improvements.

During the year 1,482 food safety assessment and related inspections were undertaken. It is pleasing to observe the decrease in food-safety nonconformances per inspection observed (-18%) in comparison to the previous year.

This has translated into a 22% increase in food business achieving a Food Safety Star pass rating (3 to 5 stars) last year. The cumulative increase over 3 years is an impressive 74%.

Special congratulations to the 220 businesses that achieved a 5 Star rating. This is an increase of 32% from the previous year and an amazing cumulative 3 year increase of 101%.

Immunisation continues to be one of the most successful and cost effective public health protection initiatives. Growing our immunisation programs is another strategic priority. Our Public Clinic and Worksite Immunisation programs continue to be extremely popular, with 7,949 vaccines provided during the year at our various immunisation venues.

An extensive review of our public clinics on offer saw changes to Prospects clinic location and timeslot making it a more accessible and improved attendance in 2024. An additional clinic on Monday evenings at St Peters was added to our timetable and continues to be operating at near capacity.

The School Immunisation Program, which operates on a calendar year basis continually evolves. 2023 saw the inclusion of the year 7 cohort. The inclusion allowed for the transition of the SIP delivering vaccines to the year 7 and 10 cohort where previously it was delivered to the year 8 and 10 cohort.

The change meant an additional year level to manage in 2023. EHA attended a total of 103 visits to schools and delivered a total of 15,137 vaccines. Our experienced immunisation and administrative staff handled the changes seamlessly. EHA school vaccination rates continue to be well above the state average, a reflection on the excellence of delivery.

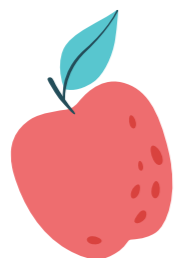
It has been yet another extremely busy and challenging year for EHA. We are extremely proud of our organisation which we believe "delivers great public and environmental health services". Our talented and dedicated staff all contribute to a high-quality service and delivering positive public health outcomes. We sincerely thank them for their efforts over the year. We also thank the Board of Management for their support and interest in the work we undertake on behalf of their respective councils.



Michael Livori
Chief Executive Officer



Peter Cornish
Chairperson Report





Governance

EHA is a body corporate, governed by a Board of Management comprised of two members from each Constituent Council.



Board of Management 2023

EHA is a body corporate, governed by a Board of Management comprised of two members from each Constituent Council. The Board met six (6) times during the year to consider EHA's business.

Audit Committee

Members of EHA's Audit Committee include:

Madeleine Harding
Presiding Member

Natalie Caon
Independent Member

Cr Peter Cornish
Board Appointed Member

The Committee met on three occasions during the year.

City / Town	Member	Total Meetings Attended
	Cr P Cornish	★★★★★★
	Cr L Henschke	★★★★★★
	Cr S Whittington	★★★★☆☆
	Cr K Moorhouse	★★★★★★
	Cr M Hammond	★★★★☆☆
	Cr M Noble	★★★★★★
	Cr K Barnett	★★★★☆☆
	Cr T Nguyen	★★★★☆☆
	Cr J Nenke	★★★☆☆☆
	Cr J Allanson	★★★☆☆☆



Immunisation

EHA provides a comprehensive, specialised, and convenient immunisation service by way of public immunisation clinics, school immunisation program and workplace immunisation programs to the residents of our Constituent Councils.





Immunisation



Eastern Health Authority provides a comprehensive, specialised, and convenient immunisation service by way of public immunisation clinics, school immunisation program and workplace immunisation programs to the residents of our Constituent Councils.

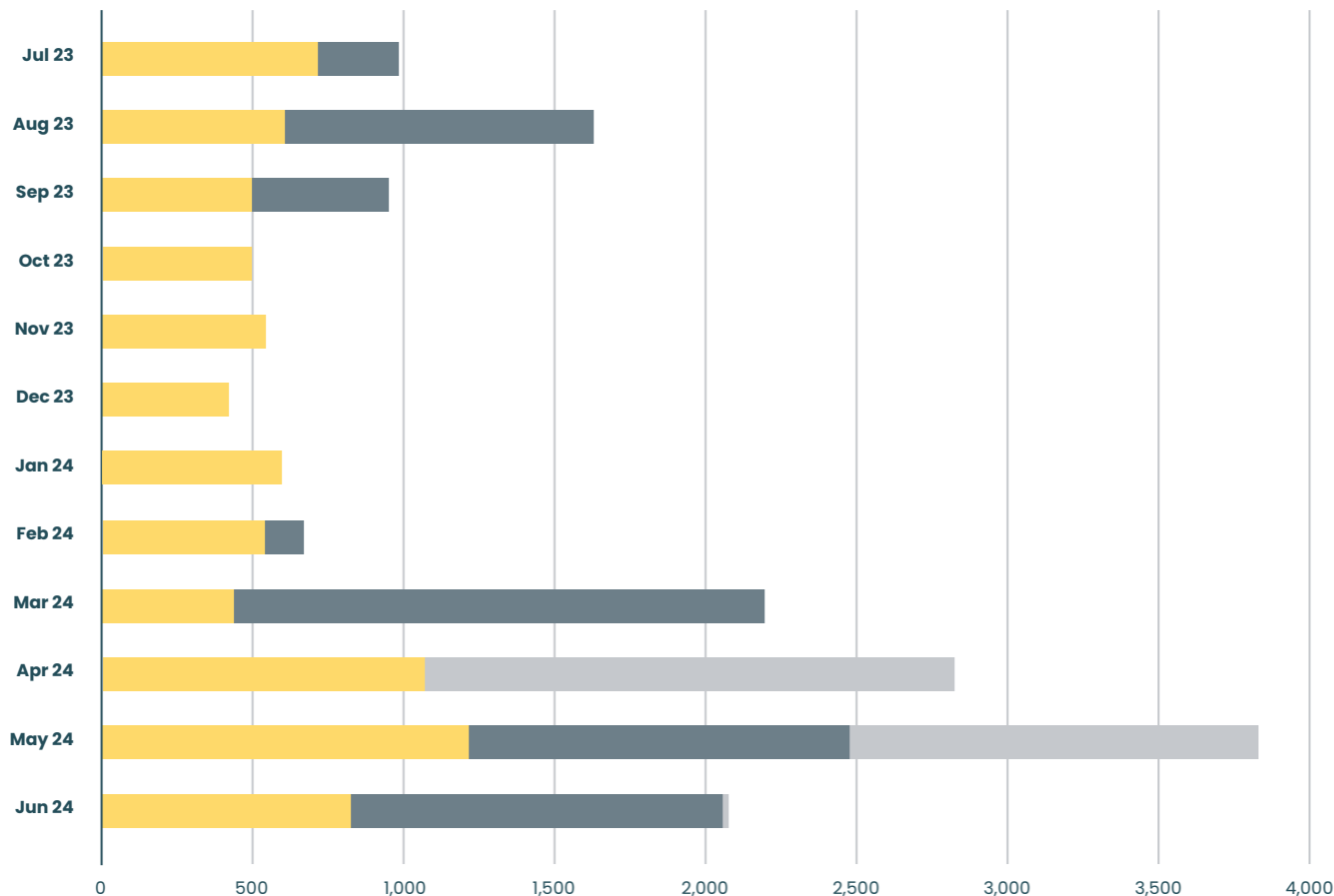
A commitment to increasing immunisation coverage rates by providing access to convenient, family-friendly immunisation services is something EHA prides itself on and is a well-known provider within the five Constituent Councils.

EHA offers a 'catch-up' service to residents who have recently arrived in Australia or have overseas records which need to be uploaded to the Australian Immunisation Register (AIR).

Over the past year EHA have assisted 146 families and children with assessing and updating their immunisation history. This has seen a positive increase of 29 clients (25%) visiting EHA over the past 12 months. EHA has the ability to provide fee vaccines to non-Medicare clients. After the completion of the assessment of immunisation records, families can attend the various public clinics on offer and have the required fee vaccines administered.

The combined demand for all immunisation services over the last year

Clinic vaccines
School vaccines
Workplace vaccines



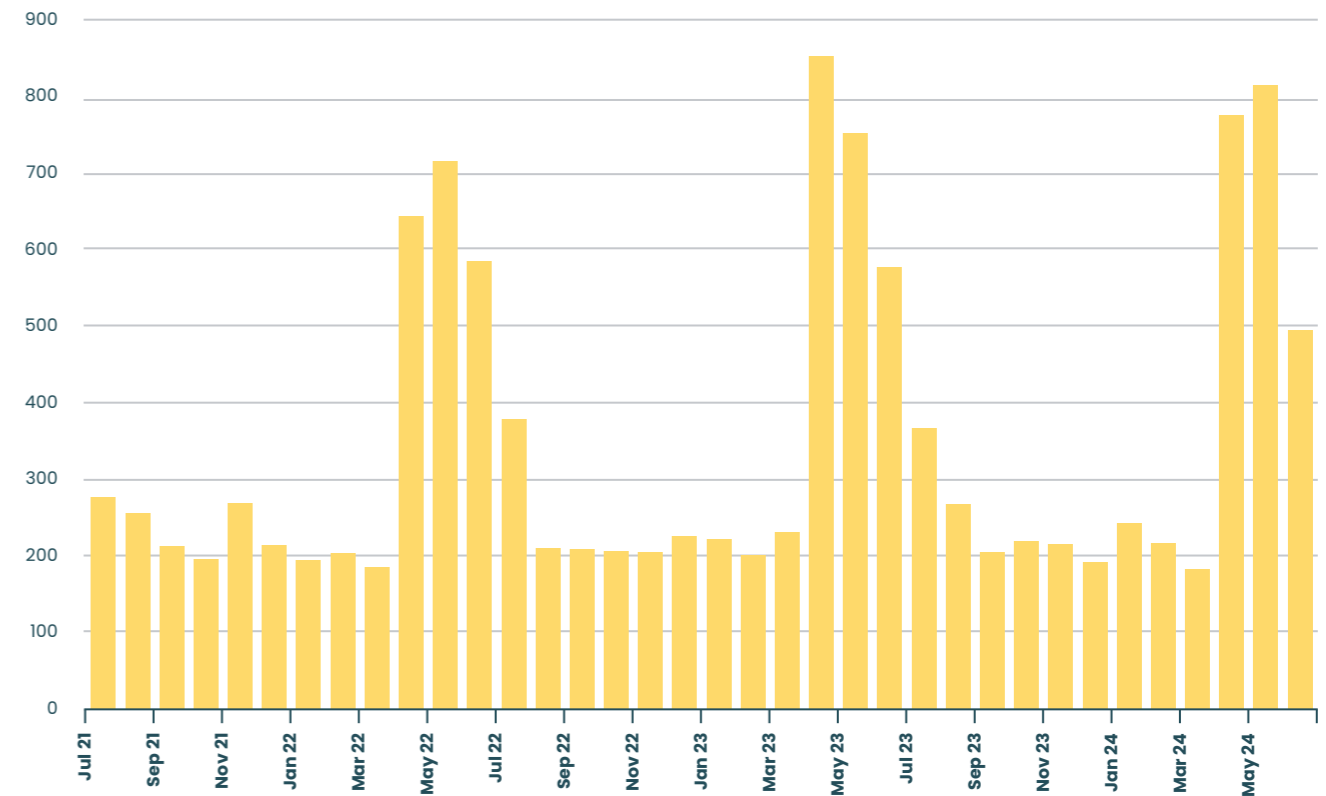
Public Immunisation Clinics

4,189 clients
 75 DECREASE (2%) from last year

WERE PROVIDED WITH

7,949 vaccinations
 63 DECREASE (6%) from last year

Client attendance at public immunisation clinics for the last 3 years



School Immunisation 2023 Program

During 2023, EHA continued its delivery of the School Immunisation Program (SIP). EHA attended a total of 103 Year level visits within the SIP to deliver a total of 15,137 vaccines to Year 7, 8 and 10 students. An increase of 2,789 (22.59%) when compared to the 2022 SIP.

2023 saw the inclusion of the year-7 cohort for a catch-up program to transition year-7's into the SIP program and replace the year-8 cohort from 2024. This change to the SIP program brings South Australia in line with all of Australia, making year-7 students eligible to receive the Human Papillomavirus (HPV) vaccine and Diphtheria Tetanus and Pertussis (dTpa) vaccine.

At the completion of 2023, the SIP program reduced the year levels to year 7 and 10 students only.

The 2023 program included 27 schools from our 5 Constituent Council areas, which include 2 schools from the City of Unley and an additional 7 from The Adelaide Hills Council.

The Adelaide Hills Council contract concluded at the end of the 2023 SIP program, with the City of Unley continuing until the end of December 2025.

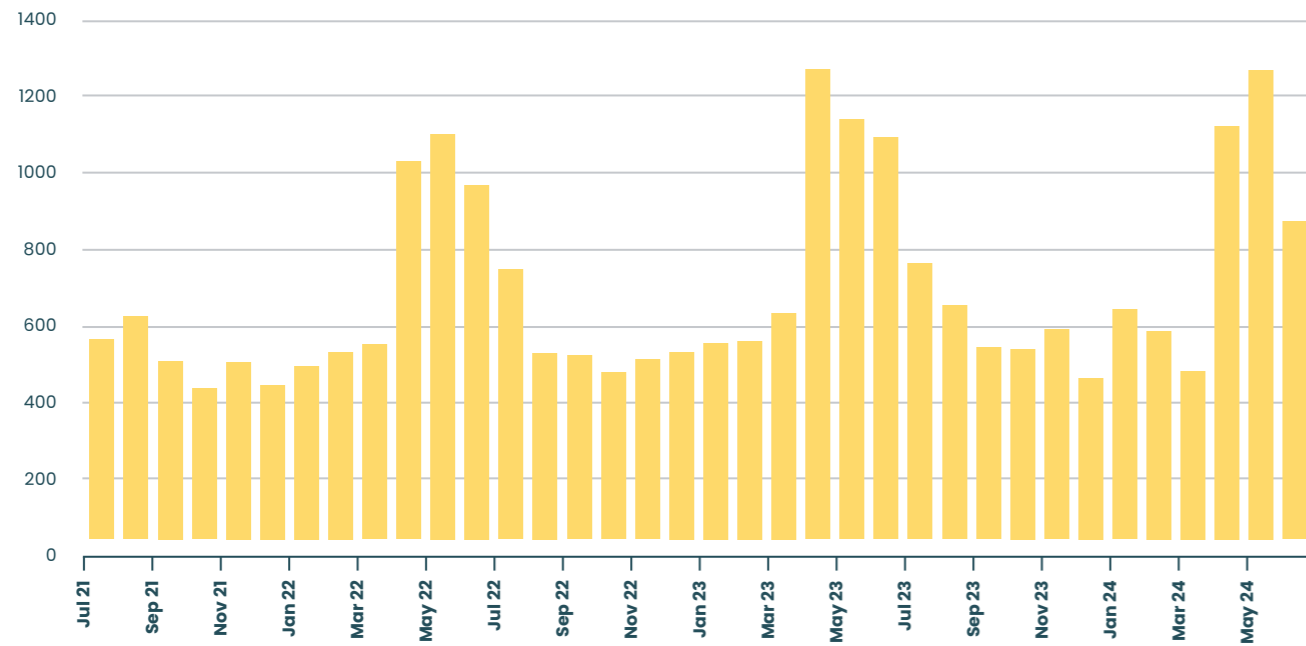


School Vaccinations for Calendar Year 2023

Council	Human Papillomavirus	Diphtheria Tetanus and Pertussis (dTpa)	Meningococcal (Men B)	Meningococcal ACWY	Total
Burnside	1,408	1,426	1,472	912	5,218
Campbelltown	583	589	391	231	1,794
NPSP	990	996	1,052	620	3,658
Prospect	184	187	144	80	595
Walkerville	137	137	137	78	489
Unley	290	299	281	169	1,039
Adelaide Hills	688	708	600	348	2,344
Total	4,280	4,342	4,077	2,438	15,137



The number of vaccines delivered at public clinics for the last 3 years

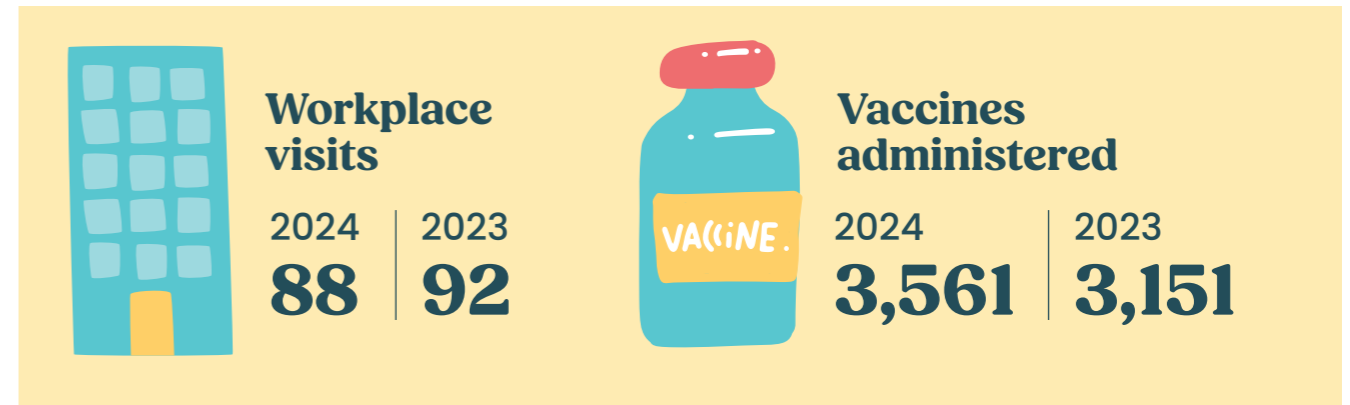


The number of clients per council area and their choice of clinic venue

Where clients come from (Council Area)	Number of Clients from Council Area	Where clients attended (clinic venue by %)					
		Burnside	Campbelltown	NPSP	Prospect	Walkerville	Unley
Burnside	940	31.5%	5.4%	52.1%	1.1%	1.7%	7.9%
Campbelltown	936	7.3%	26.3%	59.9%	0.9%	2.2%	4.1%
NPSP	1,025	6.1%	5.6%	82.1%	0.2%	2.0%	3.8%
Prospect	318	4.1%	5.7%	51.3%	31.8%	4.4%	2.8%
Walkerville	160	1.3%	7.5%	71.9%	1.9%	14.4%	3.1%
Unley	436	15.1%	1.1%	27.1%	0.9%	0.7%	54.8%
Other	374	7.2%	13.1%	39.0%	5.1%	4.0%	29.9%
Total Number Of Clients	4,189						



Workplace Immunisation Program



Eastern Health Authority provides an efficient and competitive service for workplaces to protect their staff from the highly infectious influenza virus.

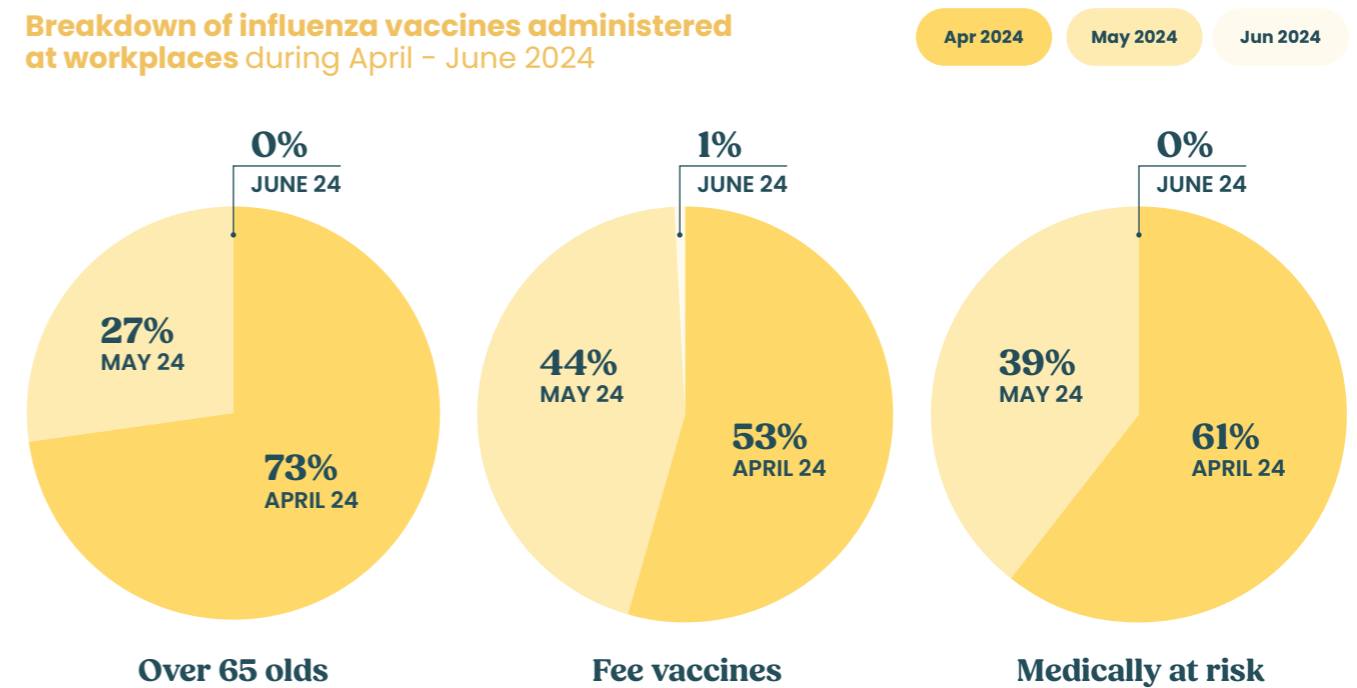
EHA's workplace program services a range of clients in both the public and private sector, including local businesses, schools, childcare centres, and government departments.

The program provides a convenient option to have their staff vaccinated on site by experienced nurses at a time that suits the business requirements and promotes employee health and wellbeing.

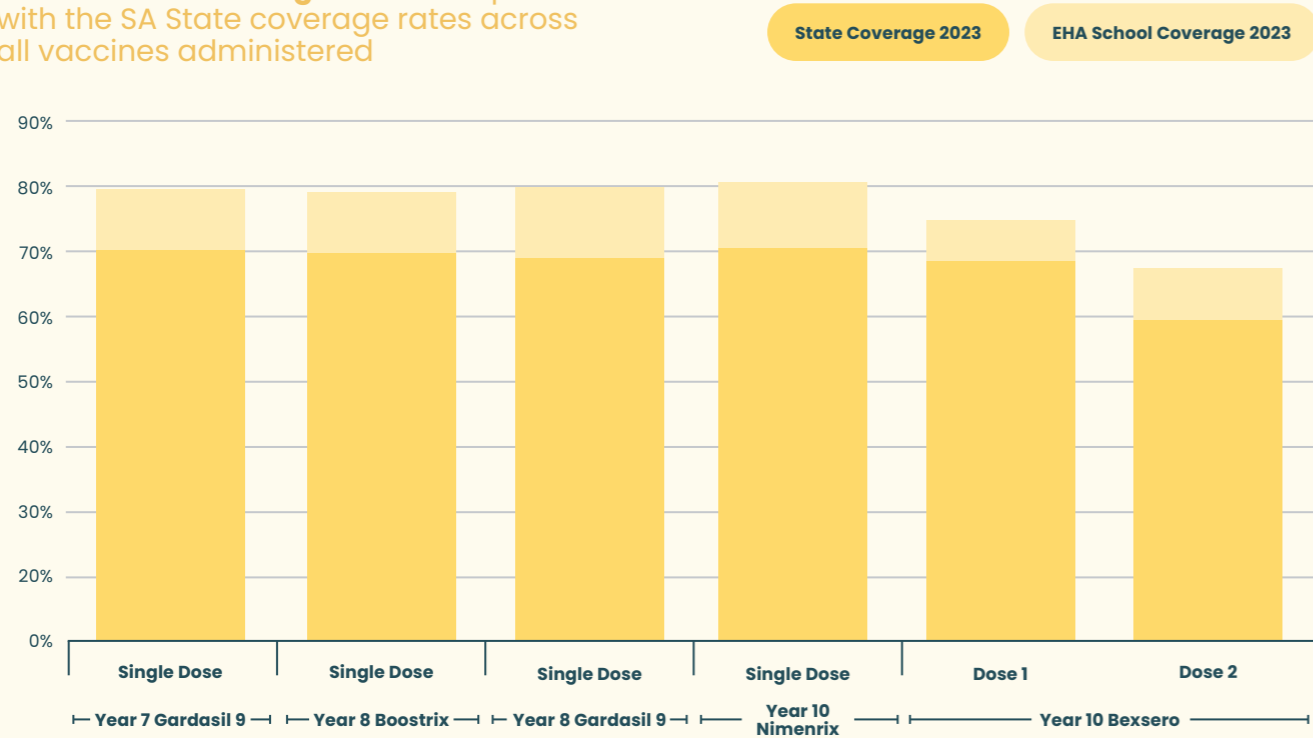
EHA's Workplace Influenza program was finalised in June with an increase of 410 vaccines delivered on the previous year's numbers.

During the program's delivery period, April through to June 2024, a total of 88 workplace visits were conducted, with 3,561 influenza vaccines delivered.

Breakdown of influenza vaccines administered at workplaces during April - June 2024



EHA vaccine coverage rates compared with the SA State coverage rates across all vaccines administered





Public and Environmental Health

Environmental Health is the branch of public health that focuses on the interrelationships between people and their environment, promotes human health and well-being, and fosters healthy and safe communities.

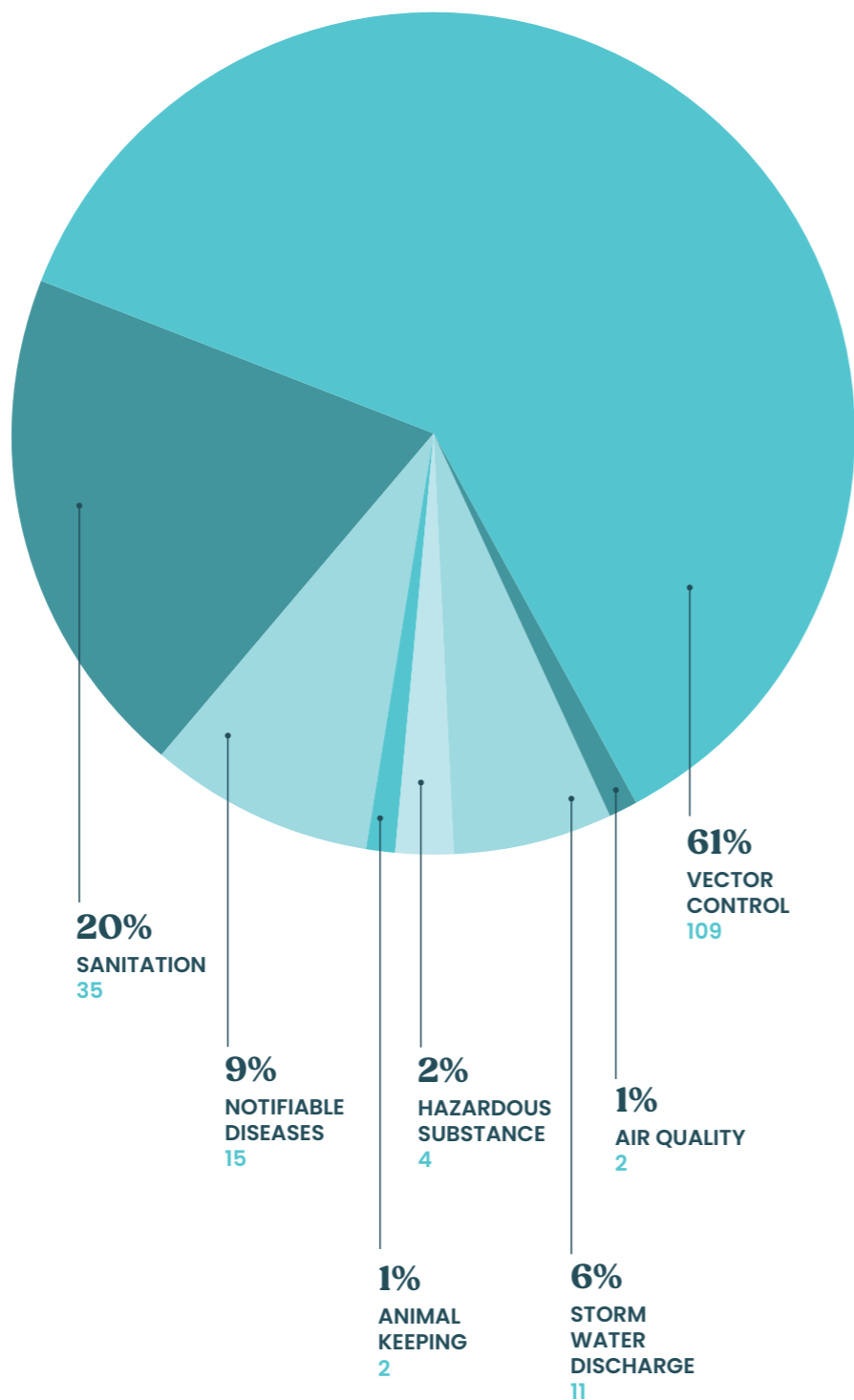
website: [NEHA Environmental health](#)



Complaints and Referrals

Environmental Health Officer's investigate public health related complaints/referrals from the public or State Government agencies under the SA Public Health Act 2011.

Public Health Complaint Category



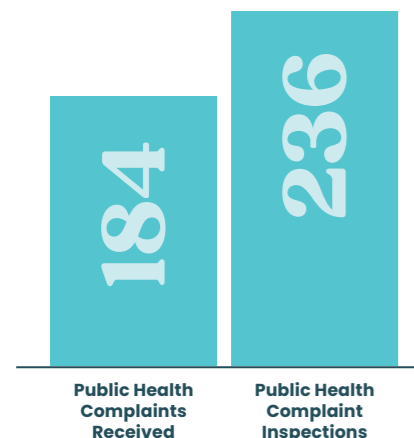
Public health related complaints/referrals from the public or State Government.

209
2021-22

181
2022-23

184
2023-24

Inspections per complaint



Vector Control

36
Rats/Mice

10
Mosquitos

5
Pigeons

Squalor

14
2021-22

6
2022-23

4
2023-24

Hoarding

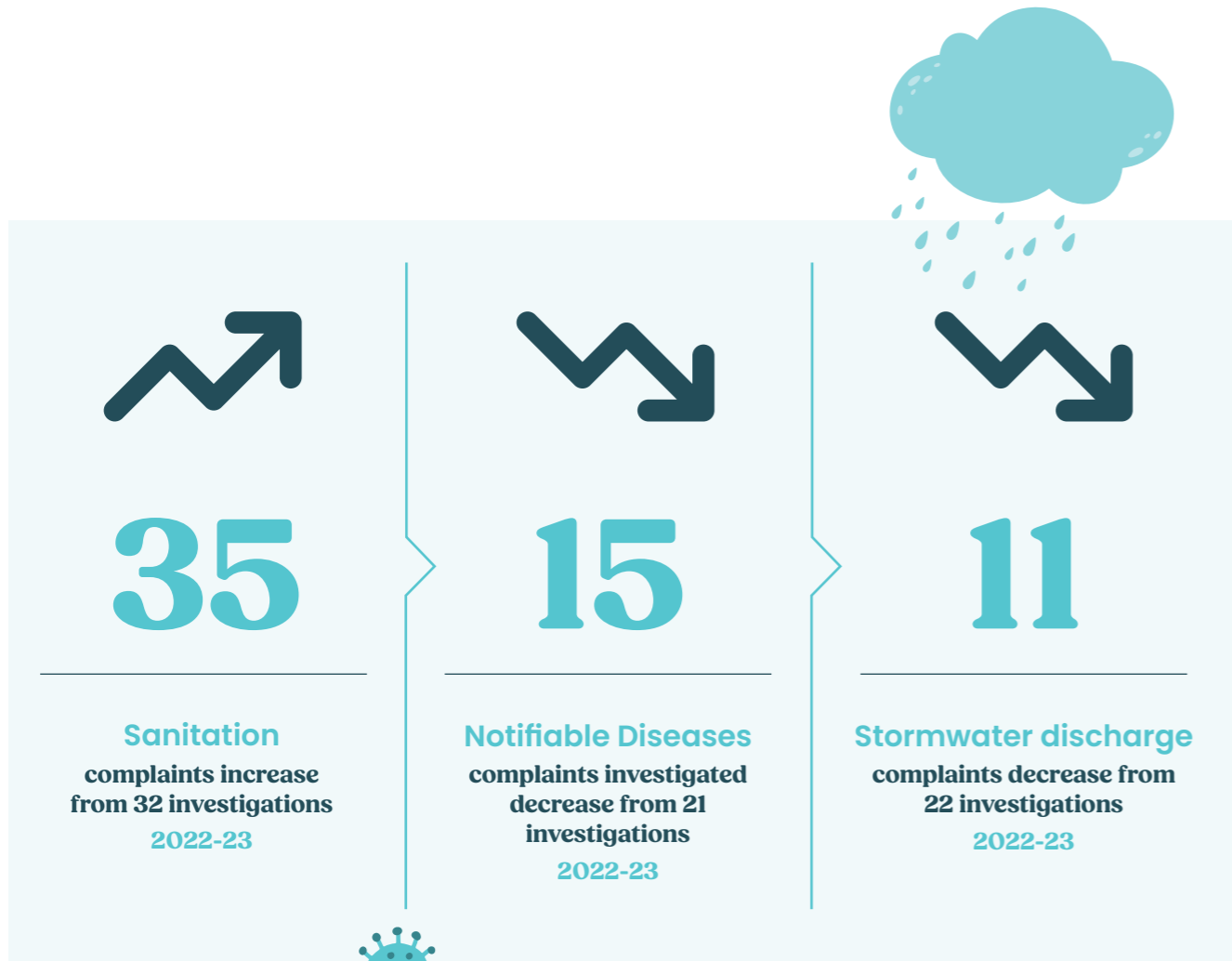
3
2021-22

4
2022-23

5
2023-24

Sanitation Inspections per complaint



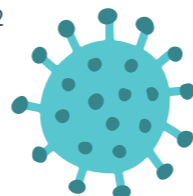


Notifiable Diseases

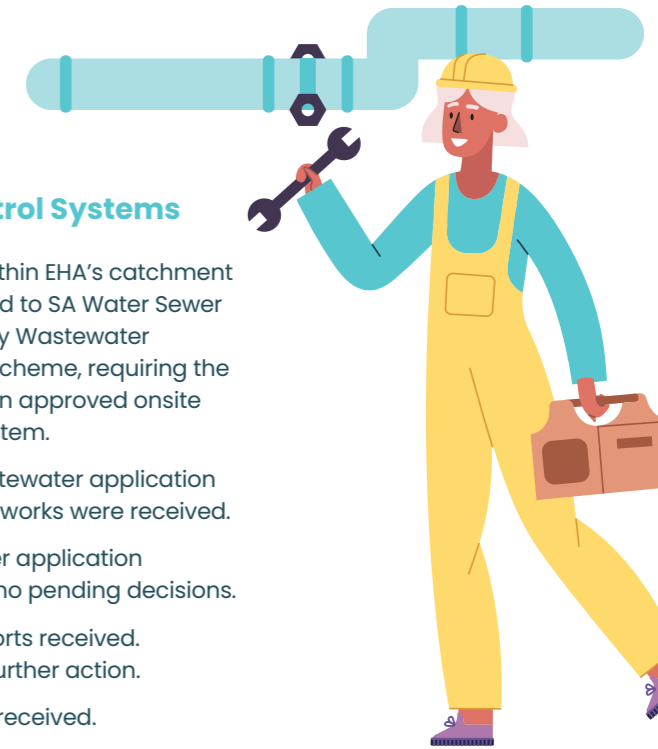
	2022-23	2023-24
<i>Campylobacter</i>	309	259 ↘
<i>Salmonella</i>	56	61 ↗
<i>Legionellosis</i>	5	3 ↘
<i>Cryptosporidiosis</i>	9	41 ↗
Hepatitis A	1	1 →
Rotavirus	66	79 ↗
COVID-19	14,467	2,350 ↘

In total there was a decrease in notifiable disease notifications when compared to the previous year. This decrease is mainly attributed to the reduction of COVID-19 notifications.

Despite the overall decrease there was an increase in the number *Cryptosporidiosis* reported with 32 more cases across the five Constituent Council when compared to the previous year.



Monitoring and Surveillance



Cooling Towers and Warm Water Systems

Positive *Legionella* Detections

- 2 during routine sampling at two warm water sites.
- 4 internally identified by one site and notified to EHA.

4 *Legionella* Disease Notifications

- 4 Desktop investigations
- 3 onsite sampling
 - two investigations returned a positive for *Legionella*
 - 1 site further action and decontamination
 - 0 sites linked to notifiable cases

Waste Control Systems

A small area within EHA's catchment is not connected to SA Water Sewer or a Community Wastewater Management Scheme, requiring the installation of an approved onsite wastewater system.

One onsite wastewater application for wastewater works were received.

One wastewater application approved and no pending decisions.

160 service reports received. One requiring further action.

No complaints received.





Health Care and Community Services



Licensing	Monitoring	Complaints
3	11	1
Licence renewal applications were received and approved. 3 facilities – one year.	9 routine licensing audits. 2 inspections were conducted across 3 facilities.	Complaint investigations were undertaken /ongoing.



Public Swimming Pools and Spas



42	swimming pool and spa's at	27 sites
65	4	5
Routine inspections	Follow-up inspections	Complaint inspections

Personal Care and Body Art (PCBA)



10	Tattoo premises involving high risk skin penetration practice were assessed.	No follow-up inspections were required. No complaints were received.
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Food Safety

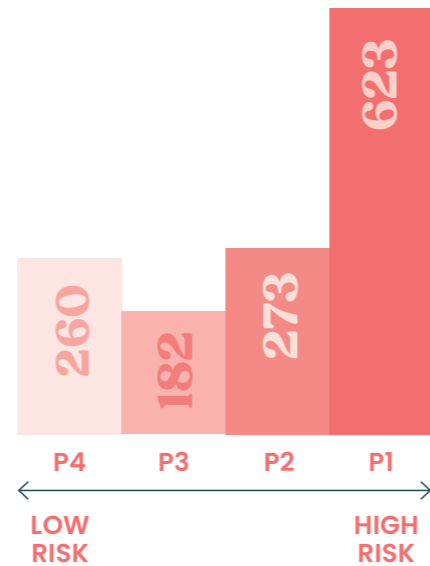
EHA administers the *Food Act 2001* in conjunction with the Food Safety Standards to protect the public from food-borne illness and associated risks.





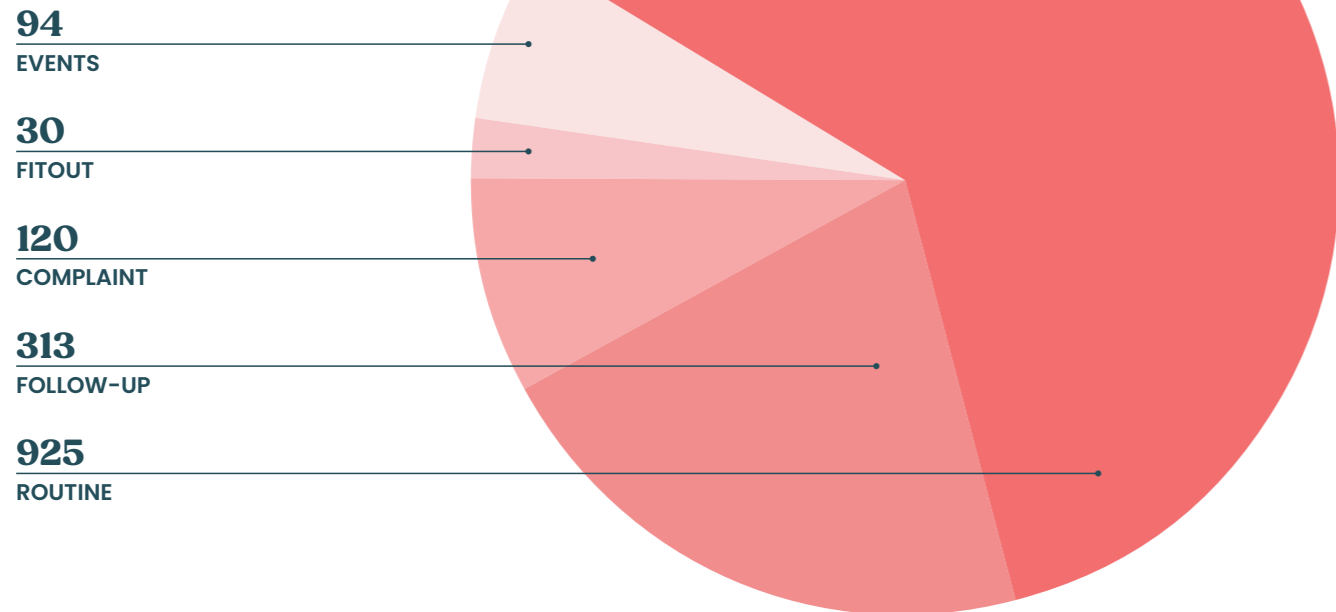
Food Safety Inspections

EHA administers the *Food Act 2001* in conjunction with the Food Safety Standards to protect the public from food-borne illness and associated risks.



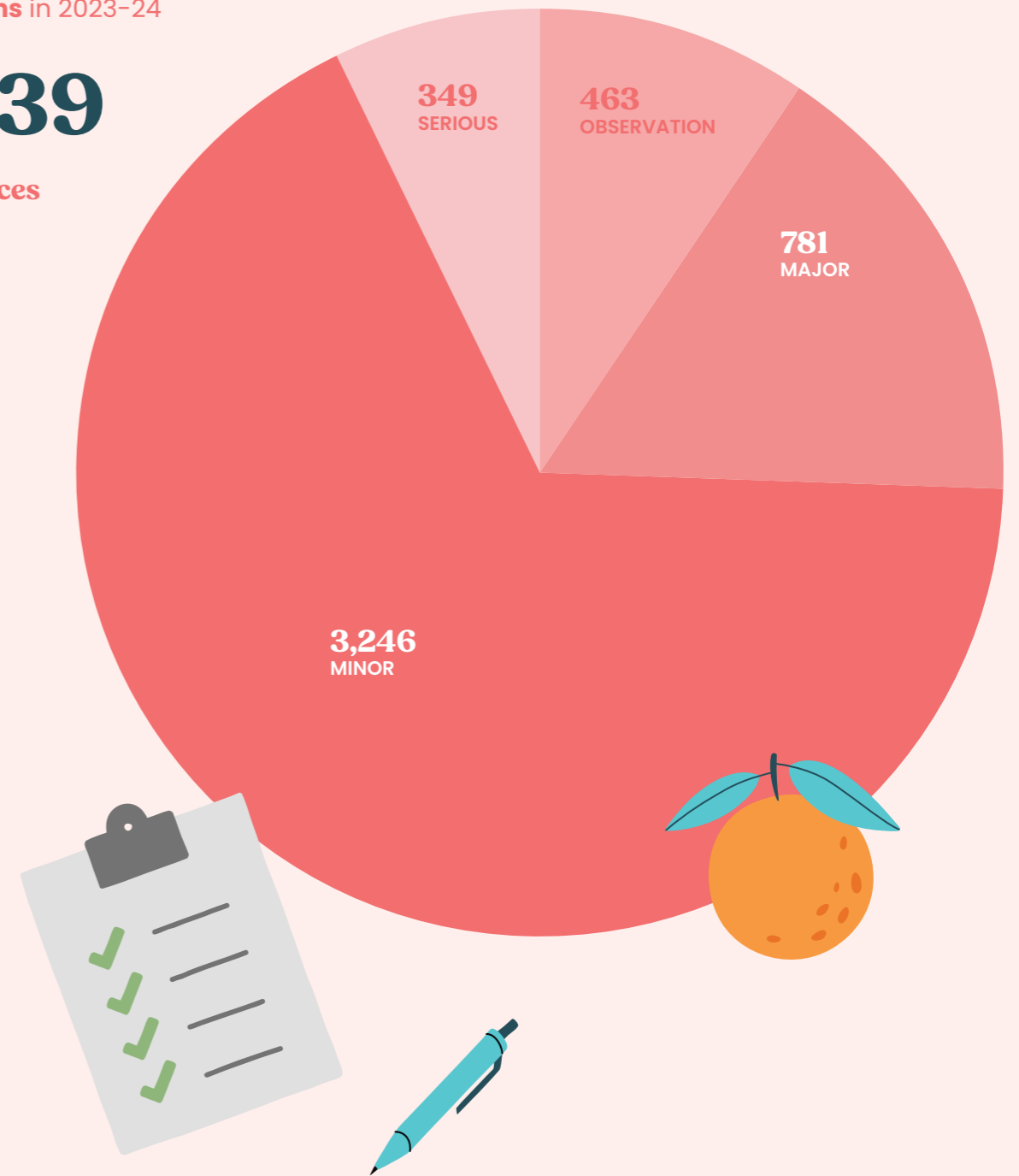
Total Number of inspections in 2023-24

1,482
total food safety inspections



Non Compliances observed during routine food inspections in 2023-24

4,839
total non compliances recorded





SA Health Food Star Rating Scheme

A total of **653** businesses are captured within the scheme.

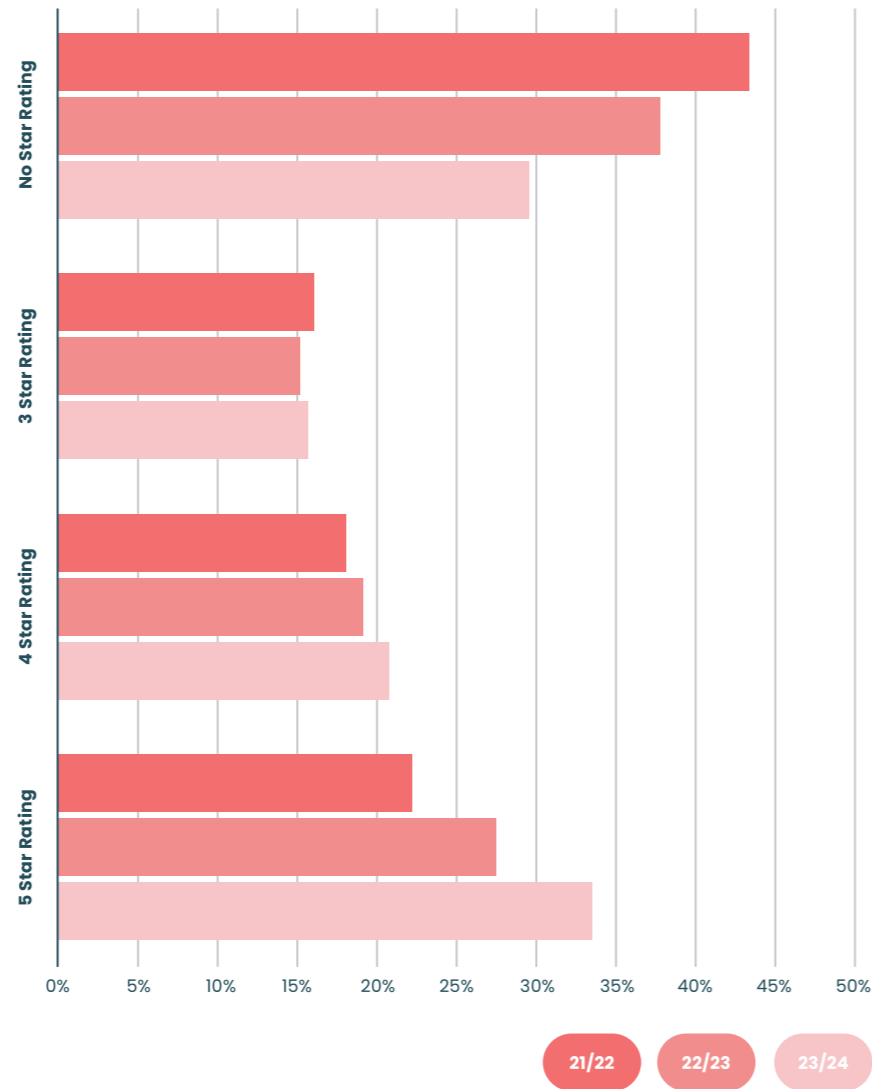
★★★★★ **34%**
7% INCREASE from last year

★★★★☆ **21%**
1% INCREASE from last year

★★★☆☆ **16%**
COMPARABLE from last year

☆☆☆☆☆ **30%**
8% DECREASE from last year

Three year comparison of the percentage of captured food businesses receiving a star rating



Two year comparison of the types of food safety non-compliances observed during routine inspections during 2023-24



Food Safety Management Tools - Standard 3.2.2a

As of December 2023 the introduction of Food Safety Management Tools 3.2.2a came into effect. These standards apply to food service and catering businesses and specific food retailers. These businesses are required to implement either two or three new food safety management tools, depending on the risk posed by their food handling activities.

Namely:

- mandatory food handler training,
- requirement to have a 'food safety supervisor', and
- requirement to 'substantiate' key food handling activities

The table below outlines the number of captured businesses inspected that have nominated a Food Safety Supervisor (FSS) and received the required training.



Total No Food Business Captured	Total No of Food Businesses Inspected since 1/12/23	Complied - FSS nominated	Not Complied - No FSS	% Compliant
859	295	108	187	37



Food Safety Enforcement

The majority of food businesses requiring legal action are P1 high risk businesses.

Number of businesses requiring legal action per risk rating

	P1	P2	P3
Warning Letter	7	1	0
Improvement Notices	22	7	1
Offences Expiated	4	1	1
Prohibition Orders	0	1	0

A graph illustrating the graduated response to enforcement under the Food Act 2001.



Improvement Notices

31

31 Improvement Notices issued to 25 food businesses

Expiations

5

businesses were expiated under the Food Act 2001

6

Businesses issued with multiple Improvement Notices

0.54%

of routine inspections resulted in the issue of an Expiation Notice

2.70%

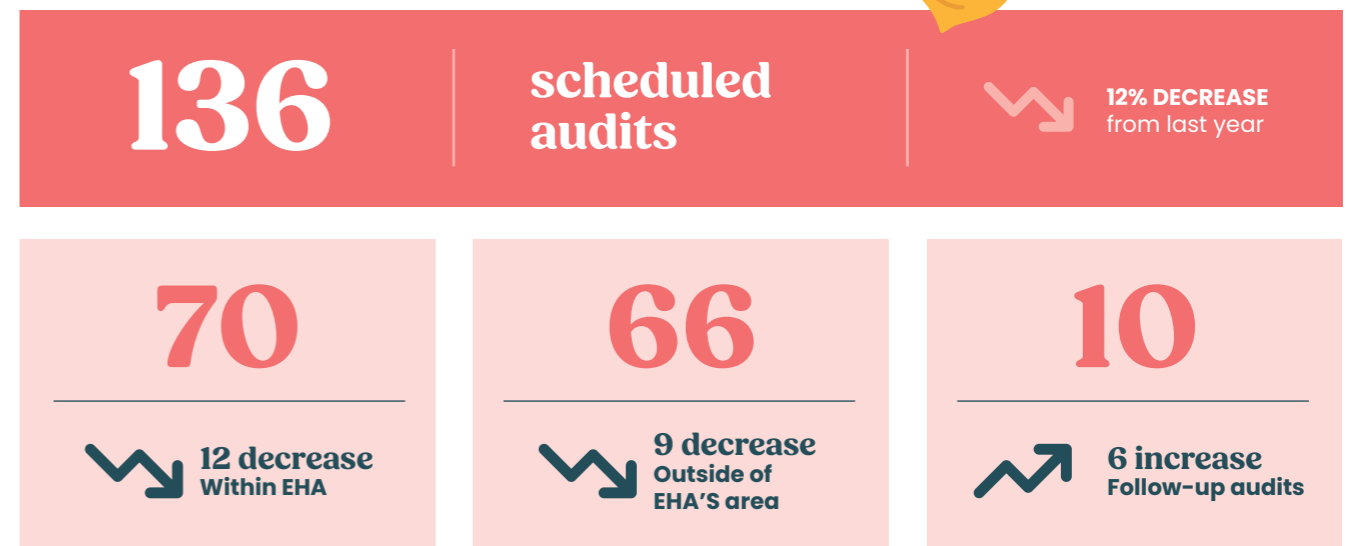
of routine inspections resulted in the issue of an Improvement Notice



Food Safety Audits



Scheduled food safety audits of food businesses serving food to vulnerable population.

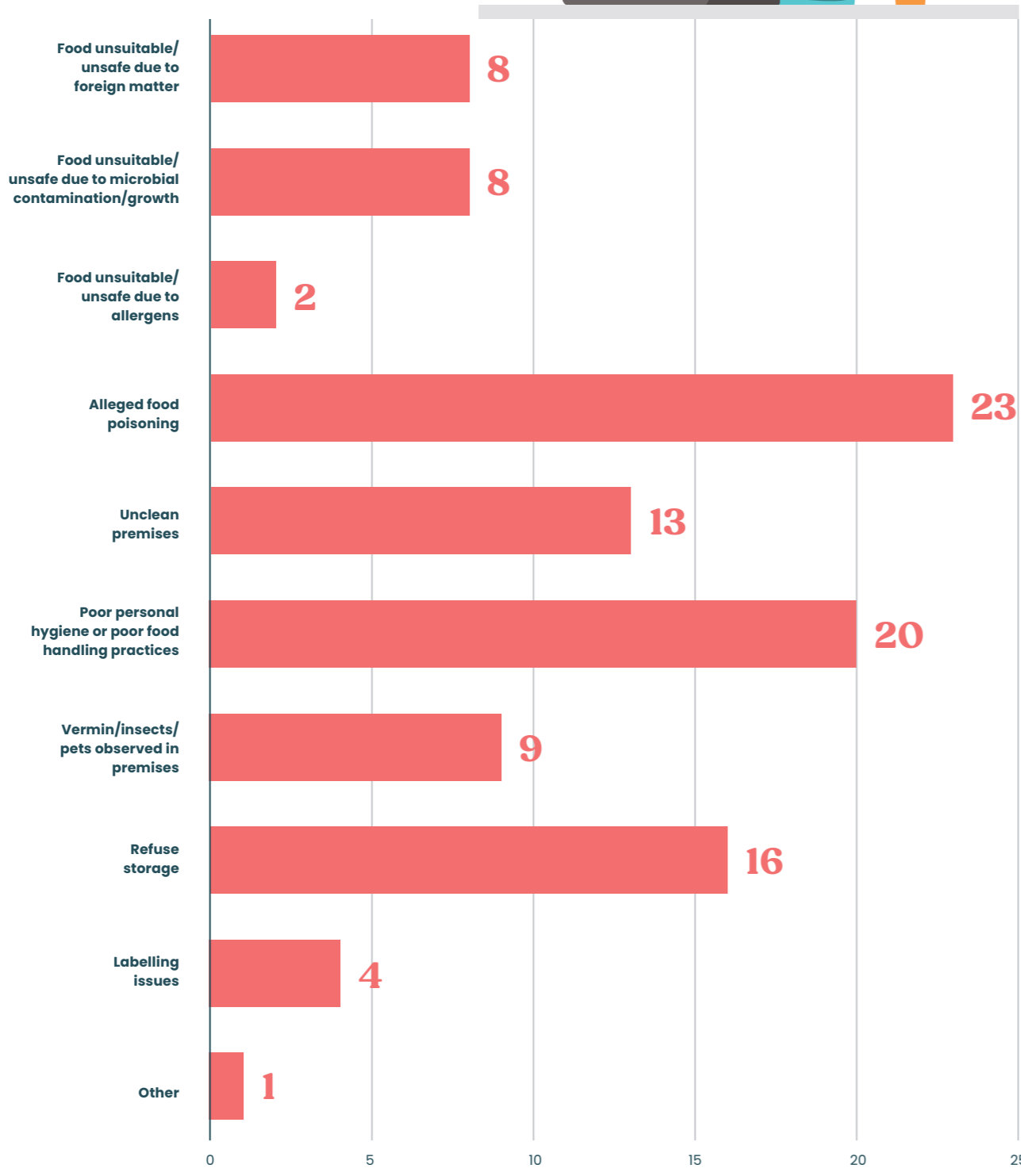


Food Safety Complaints





Types of Food Complaints received in 2023-24



Promotional

Food Safety Training

During the 2023-24 financial year, EHA continued to provide training sessions on the fundamentals of food safety. A total of seven training sessions were held with 71 participants attending.

The recently revised session is aimed at educating food handlers on the fundamental principles of food safety with interactive activities to consolidate the participants learnings. The sessions are available free to food businesses in our Constituent Councils and to food businesses out of area for a small charge.



EHA Food Safety Bi-annual Newsletter

The bi-annual food safety newsletter was issued electronically to food businesses in November 2023 and April 2024. The newsletter is a one page, easy to read communication promoting a positive food safety culture by providing food businesses information on key legislative updates, spotlight safe food safety practices and provides key training dates and/or reminders.



Food Safety Training Videos

Three new food safety videos were developed, aimed at continuing to educate food businesses with a focus on cooling, reheating and sanitising. These videos are a new addition to the existing videos - handwashing, safe storage practices and temperature measuring devices - developed by EHA and are currently available on the website.





Summary

Financial Statement for
the year ending 30 June 2024



	2023	2024
INCOME		
Council Contributions	1,828,000	1,970,200
Statutory charges	136,026	152,387
User charges	457,619	414,731
Grants, subsidies and contributions	230,170	249,436
Investment income	15,866	37,380
Other income	7,255	913
TOTAL INCOME	2,674,936	2,825,407
EXPENSES		
Employee Costs	1,881,592	1,847,846
Materials, contracts & other expenses	571,267	636,970
Depreciation, amortisation & impairment	159,013	175,901
Finance costs	37,681	36,923
TOTAL EXPENSES	2,649,553	2,697,640
OPERATING SURPLUS (DEFICIT)		
Asset disposal & fair value adjustments	-	(5,287)
NET SURPLUS/(DEFICIT)	25,383	122,120
Other Comprehensive Income		
TOTAL COMPREHENSIVE INCOME	25,383	122,120
CURRENT ASSETS		
Cash and cash equivalents	644,769	954,882
Trade and Other Receivables	271,901	187,908
TOTAL CURRENT ASSETS	916,670	1,142,790
NON-CURRENT ASSETS		
Property, Plant & Equipment	1,104,793	999,746
TOTAL NON-CURRENT ASSETS	1,104,793	99,746
TOTAL ASSETS	2,021,463	2,142,536
CURRENT LIABILITIES		
Trade & Other Payables	121,916	198,870
Borrowings	111,865	139,565
Provisions	285,083	289,788
Liabilities relating to Non-current Assets held for Sale	518,864	628,223
TOTAL CURRENT LIABILITIES		
NON-CURRENT LIABILITIES		
Borrowings	881,032	782,210
Provisions	44,614	33,030
TOTAL NON-CURRENT LIABILITIES	925,646	815,240
TOTAL LIABILITIES	1,444,510	1,443,463
NET ASSETS	576,953	699,073
EQUITY		
Accumulated Surplus	576,953	699,073
TOTAL EQUITY	576,953	699,073

Eastern Health Authority
General Purpose Financial Reports
for the year ended 30 June 2024

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**EASTERN HEALTH AUTHORITY****ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024****CERTIFICATION OF FINANCIAL STATEMENTS**

We have been authorised by Eastern Health Authority (EHA) 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 EHA's financial position at 30 June 2024 and the results of its operations and cash flows for the financial year.
- internal controls implemented by EHA 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 EHA's accounting and other records.

Michael Livori
CHIEF EXECUTIVE OFFICER

Cr Peter Cornish
CHAIRPERSON
EHA BOARD OF MANAGEMENT

Date: 28/8/24.

Eastern Health Authority
Statement of Comprehensive Income
for the year ended 30 June 2024

	Notes	2024 \$	2023 \$
INCOME			
Council contributions	2	1,970,200	1,828,000
Statutory charges	2	152,387	136,026
User charges	2	414,731	457,619
Grants, subsidies and contributions - Operating	2	249,436	230,170
Investment income	2	37,380	15,866
Other income	2	913	7,255
Total Income		2,825,047	2,674,936
EXPENSES			
Employee costs	3	1,847,846	1,881,592
Materials, contracts & other expenses	3	636,970	571,267
Depreciation, amortisation & impairment	3	175,901	159,013
Finance costs	3	36,923	37,681
Total Expenses		2,697,640	2,649,553
OPERATING SURPLUS / (DEFICIT)		127,407	25,383
Asset disposal & fair value adjustments	4	(5,287)	-
NET SURPLUS / (DEFICIT)		122,120	25,383
transferred to Equity Statement			
Other Comprehensive Income			
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		122,120	25,383

This Statement is to be read in conjunction with the attached Notes.

Eastern Health Authority
Statement of Financial Position
as at 30 June 2024

ASSETS	Notes	2024	2023
		\$	\$
Current Assets			
Cash and cash equivalents	5	954,882	644,769
Trade & other receivables	5	187,908	271,901
Total Current Assets		<u>1,142,790</u>	<u>916,670</u>
Non-current Assets			
Property, plant & equipment	6	999,746	1,104,793
Total Non-current Assets		<u>999,746</u>	<u>1,104,793</u>
Total Assets		<u>2,142,536</u>	<u>2,021,463</u>
LIABILITIES			
Current Liabilities			
Trade & other payables	7	198,870	121,916
Borrowings	7	139,565	111,865
Provisions	7	289,788	285,083
Total Current Liabilities		<u>628,223</u>	<u>518,864</u>
Non-current Liabilities			
Borrowings	7	782,210	881,032
Provisions	7	33,030	44,614
Total Non-current Liabilities		<u>815,240</u>	<u>925,646</u>
Total Liabilities		<u>1,443,463</u>	<u>1,444,510</u>
NET ASSETS		<u>699,073</u>	<u>576,953</u>
EQUITY			
Accumulated surplus		<u>699,073</u>	<u>576,953</u>
TOTAL EQUITY		<u>699,073</u>	<u>576,953</u>

This Statement is to be read in conjunction with the attached Notes.

Eastern Health Authority
Statement of Changes in Equity
for the year ended 30 June 2024

		Acc'd Surplus	Asset Rev'n Reserve	Other Reserves	TOTAL EQUITY
2024	Notes	\$	\$	\$	\$
Balance at end of previous reporting period		576,953	-	-	576,953
Net Surplus / (Deficit) for Year		122,120	-	-	122,120
Balance at end of period		699,073	-	-	699,073
		Acc'd Surplus	Asset Rev'n Reserve	Other Reserves	TOTAL EQUITY
2023	Notes	\$	\$	\$	\$
Balance at end of previous reporting period		551,570	-	-	551,570
Net Surplus / (Deficit) for Year		25,383	-	-	25,383
Balance at end of period		576,953	-	-	576,953

This Statement is to be read in conjunction with the attached Notes

Eastern Health Authority
Statement of Cash Flows
for the year ended 30 June 2024

		2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES	Notes	\$	\$
Receipts:			
Council Contributions		1,970,200	1,828,000
Fees & other charges		152,387	136,026
User charges		498,191	418,158
Investment receipts		35,775	14,506
Grants utilised for operating purposes		249,436	230,170
Other revenues		913	7,633
Payments:			
Employee costs		(1,821,964)	(1,847,155)
Materials, contracts & other expenses		(590,639)	(586,184)
Finance payments		(36,923)	(38,517)
Net Cash provided by (or used in) Operating Activities	8	<u>457,376</u>	<u>162,637</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments:			
Expenditure on renewal/replacement of assets		-	(49,557)
Expenditure on new/upgraded assets		(14,141)	
Net Cash provided by (or used in) Investing Activities		<u>(14,141)</u>	<u>(49,557)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments:			
Repayments of borrowings		-	(38,391)
Repayment of principal portion of lease liabilities		(133,122)	(70,803)
Net Cash provided by (or used in) Financing Activities		<u>(133,122)</u>	<u>(109,194)</u>
Net Increase (Decrease) in cash held		<u>310,113</u>	<u>3,886</u>
Cash & cash equivalents at beginning of period	8	<u>644,769</u>	640,883
Cash & cash equivalents at end of period	8	<u>954,882</u>	<u>644,769</u>

This Statement is to be read in conjunction with the attached Notes

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 1 - Material Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis 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 judgement in applying Eastern Health Authority's (EHA) accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are material to the financial statements are specifically referred to in the relevant sections of these Notes.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar.

2 The Local Government Reporting Entity

EHA is incorporated under the SA Local Government Act 1999 and has its principal place of business at 101 Payneham Rd, St Peters SA. These consolidated financial statements include the EHA's direct operations and all entities through which EHA controls resources to carry on its functions. In the process of reporting on the EHA as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

3 Income recognition

3.1 Revenue

The EHA 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 EHA expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when EHA enters into transactions where the consideration to acquire an asset is materially 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 EHA to acquire or construct a recognisable non-financial asset that is to be controlled by the EHA. In this case, the EHA 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.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 1 - Material Accounting Policies

4 Cash, Cash Equivalents and Other Financial Instruments

4.1 Cash, Cash Equivalent Assets

Cash assets include all amounts readily convertible to cash on hand at EHA's option with an immaterial risk of changes in value with a maturity of three months or less from the date of acquisition.

4.2 Other Financial Instruments

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 also form part of Note 9.

5 Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". 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 EHA includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

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 EHA 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. No capitalisation threshold is applied to the acquisition of land or interests in land.

5.3 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Material uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure.

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 EHA, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

5.5 Impairment

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 EHA were deprived thereof, are not subject to impairment testing.

Other 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 inflows or value in use).

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 1 - Material Accounting Policies

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 EHA assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7 Borrowings

Borrowings are initially recognised at fair value net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings 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 initially recognised at fair value with any difference between fair value and proceeds recognised in the profit and loss. The loan is subsequently measured at amortised cost with interest being recognised using the effective interest rate method.

8 Provisions

8.1 Employee Benefits

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on-costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as EHA 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. EHA does not make payment for untaken sick leave.

Superannuation:

The EHA 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 EHA's involvement with the schemes are reported in Note 12.

9 Leases

The EHA 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.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024
Note 1 - Material Accounting Policies

EHA as a lessee

The EHA 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 EHA 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.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 6.5 - Impairment of non-financial assets above.

ii) Lease liabilities

At the commencement date of the lease, the EHA 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 EHA uses its incremental borrowing rate or the interest rate implicit in the lease.

10 Goods & Services Tax

In accordance with interpretation of 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.

11 New and amended standards and interpretations

The EHA applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2023. New standards and amendments relevant to the EHA are listed below. The EHA has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 2 - INCOME

	2024	2023
Notes	\$	\$
COUNCIL CONTRIBUTIONS		
City of Burnside	549,526	494,233
Cambelltown City Council	485,862	453,186
City of Norwood, Payneham & St Peters	623,600	584,210
City of Prospect	222,106	214,740
Town of Walkerville	89,106	81,631
	<u>1,970,200</u>	<u>1,828,000</u>
STATUTORY CHARGES		
Inspection Fees: Food	122,913	107,990
Inspection Fees: Legionella	7,892	10,027
SRF Licences	1,587	1,630
Fines & Expiation Fees	19,995	16,379
	<u>152,387</u>	<u>136,026</u>
USER CHARGES		
Immunisation: Clinic Vaccines	92,513	86,207
Immunisation: Service Provision	121,000	152,625
Immunisation: Worksite Vaccines	78,336	96,177
Immunisation: Clinic Service Fee	2,775	1,640
Food Auditing	120,107	120,970
	<u>414,731</u>	<u>457,619</u>
INVESTMENT INCOME		
Interest on investments:		
Local Government Finance Authority	37,380	15,866
	<u>37,380</u>	<u>15,866</u>
OTHER INCOME		
Motor Vehicle Reimbursements	364	4,357
Sundry	549	2,898
	<u>913</u>	<u>7,255</u>
GRANTS, SUBSIDIES, CONTRIBUTIONS		
<i>Other grants, subsidies and contributions - Operating</i>		
Immunisation: School Programme	228,138	209,229
Immunisation: AIR	21,298	18,941
Immunisation: PHN Project	-	2,000
Total Grants all sources	<u>249,436</u>	<u>230,170</u>
Sources of grants		
<i>Other</i>	<u>249,436</u>	<u>230,170</u>
	<u>249,436</u>	<u>230,170</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 3 - EXPENSE

	Notes	2024 \$	2023 \$
EMPLOYEE COSTS			
Salaries and Wages		1,620,120	1,580,063
Employee leave expense		23,783	54,041
Superannuation - defined contribution plan contributions	12	158,379	172,557
Superannuation - defined benefit plan contributions	12	19,884	20,103
Workers' Compensation Insurance		23,646	20,160
Other - Agency Staff and Consultant Medical Officer		2,034	34,668
Total Operating Employee Costs		1,847,846	1,881,592
Total Number of Employees		18	18
<i>(Full time equivalent at end of reporting period)</i>			
MATERIALS, CONTRACTS & OTHER EXPENSES			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		9,500	8,800
Bad and Doubtful Debts		6,939	-
Governance expenses		10,574	16,038
Lease Expenses - short term leases	11	15,736	26,942
Subtotal - Prescribed Expenses		42,749	51,780
<u>Other Materials, Contracts & Expenses</u>			
Accounting		4,658	3,775
Contractors		31,352	28,290
Energy		18,327	7,182
Fringe benefits tax		14,480	14,480
Human resources		27,159	8,794
Income protection		29,536	31,047
Insurance		56,586	39,010
IT licensing and support		145,357	151,411
Legal Expenses		6,061	14,321
Motor vehicle expenses		19,564	25,465
Parts, accessories & consumables		136,213	105,347
Printing and stationary		20,071	24,387
Staff training		26,528	20,974
Sundry		36,984	22,759
Telephone		15,947	16,248
Work health & safety consultancy		5,398	5,997
Subtotal - Other Materials, Contracts & Expenses		594,221	519,487
		636,970	571,267

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 3 - EXPENSE con't

	2024	2023
Notes	\$	\$
DEPRECIATION, AMORTISATION & IMPAIRMENT		
Depreciation		
Buildings & Other Structures	23,642	27,394
Office Equipment, Furniture & Fittings	11,337	3,752
Right of use assets	11 140,922	127,867
	<u>175,901</u>	<u>159,013</u>
FINANCE COSTS		
Interest on Loans	-	(836)
Interest on Leases	36,923	38,517
	<u>36,923</u>	<u>37,681</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 4 - ASSET DISPOSALS AND FAIR VALUE ADJUSTMENTS

	2024	2023
Notes	\$	\$
INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT		
<i>Assets renewed or directly replaced</i>		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	<u>(5,287)</u>	<u>-</u>
Gain (Loss) on disposal	<u>(5,287)</u>	<u>-</u>
NET GAIN (LOSS) ON DISPOSAL OR REVALUATION OF ASSETS	<u>(5,287)</u>	<u>-</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 5 - CURRENT ASSETS

	Notes	2024 \$	2023 \$
CASH & EQUIVALENT ASSETS			
Cash on Hand and at Bank		193,430	199,093
Deposits at Call		761,452	445,676
		<u>954,882</u>	<u>644,769</u>
TRADE & OTHER RECEIVABLES			
Accrued Revenues		3,334	1,729
Debtors - general		176,653	270,172
GST Recoupment		7,921	-
		<u>187,908</u>	<u>271,901</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 6 - PROPERTY, PLANT & EQUIPMENT (PP&E)

	2023				2024			
	\$				\$			
	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Buildings & Other Structures	-	472,846	(286,648)	186,198	-	472,846	(310,290)	162,556
Office Equipment, Furniture & Fittings	-	281,287	(253,981)	27,306	-	282,183	(257,360)	24,823
Right of use assets	-	1,362,000	(470,711)	891,289	-	1,424,000	(611,633)	812,367
Total IPP&E	-	2,116,133	(1,011,340)	1,104,793	-	2,179,029	(1,179,283)	999,746
Comparatives	-	2,066,576	(852,327)	1,214,249	-	2,116,133	(1,011,340)	1,104,793

This Note continues on the following pages.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 6 - PROPERTY, PLANT & EQUIPMENT

	2023	Carrying Amounts Movement During the Year							2024	
	\$	\$							\$	
	Carrying Amount	Additions		Disposals	Dep'n	Impair't	Transfers		Net Reval'n	Carrying Amount
New / Upgrade		Renewals	In				Out			
Buildings & Other Structures	186,198	-	-	-	(23,642)	-	-	-	-	162,556
Office Equipment, Furniture & Fittings	27,306	14,141	-	(5,287)	(11,337)	-	-	-	-	24,823
Right of use assets	891,289	62,000	-	-	(140,922)	-	-	-	-	812,367
Total IPP&E	1,104,793	76,141	-	(5,287)	(175,901)	-	-	-	-	999,746
<i>Comparatives</i>	1,214,249	-	49,557	-	(159,013)	-	-	-	-	1,104,793

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 7 - LIABILITIES

	Notes	2024		2023	
		Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		104,536	-	60,791	-
Accrued expenses - employee entitlements		91,748	-	58,987	-
Accrued expenses - other		2,586	-	-	-
GST Payable		-	-	2,138	-
		<u>198,870</u>	<u>-</u>	<u>121,916</u>	<u>-</u>
BORROWINGS					
Leases Liabilities	11	139,565	782,210	111,865	881,032
		<u>139,565</u>	<u>782,210</u>	<u>111,865</u>	<u>881,032</u>
PROVISIONS					
LSL Employee entitlements (including oncosts)		140,256	33,030	136,974	44,614
AL Employee entitlements (including oncosts)		149,532	-	148,109	-
		<u>289,788</u>	<u>33,030</u>	<u>285,083</u>	<u>44,614</u>

Amounts included in provisions that are not expected to be settled within 12 months of reporting date.

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Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 8 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	Notes	2024	2023
		\$	\$
Total cash & equivalent assets	5	<u>954,882</u>	<u>644,769</u>
Balances per Cash Flow Statement		<u>954,882</u>	<u>644,769</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		122,120	25,383
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		175,901	159,013
Net increase (decrease) in unpaid employee benefits		<u>25,882</u>	<u>34,437</u>
		<u>329,190</u>	218,833
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		81,855	(40,443)
Net increase (decrease) in trade & other payables		<u>46,331</u>	<u>(15,753)</u>
Net Cash provided by (or used in) operations		<u>457,376</u>	<u>162,637</u>

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	5,000	5,000
------------------------	-------	-------

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 9 - FINANCIAL INSTRUMENTS

All financial instruments are categorised as *loans and receivables*.

Accounting Policies - 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 of 4.55% (2023:4.3%).

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Fees & 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 & conditions: Unsecured, and do not bear interest. Although EHA is not materially exposed to any individual debtor, credit risk exposure is concentrated within EHA'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 & 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 EHA.

Terms & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Liabilities - Finance Leases

Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 11

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 9 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

2024	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>	\$	\$	\$	\$	\$
Cash & Equivalents	954,882	-	-	954,882	954,882
Receivables	187,908	-	-	187,908	187,908
Total	1,142,790	-	-	1,142,790	1,142,790
<u>Financial Liabilities</u>					
Payables	104,536	-	-	104,536	104,536
Lease Liabilities	171,827	564,204	336,037	1,072,068	921,775
Total	276,363	564,204	336,037	1,176,604	1,026,311
2023	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<u>Financial Assets</u>	\$	\$	\$	\$	\$
Cash & Equivalents	644,769	-	-	644,769	644,769
Receivables	273,003	-	-	273,003	271,901
Total	917,772	-	-	917,772	916,670
<u>Financial Liabilities</u>					
Payables	96,432	-	-	96,432	62,929
Lease Liabilities	111,865	464,492	576,357	1,152,714	992,897
Total	208,297	464,492	576,357	1,249,146	1,055,826

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 9 - FINANCIAL INSTRUMENTS (con't)

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of EHA.

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 EHA is the carrying amount, net of any impairment. All EHA investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 in relation to individual classes of receivables, exposure is concentrated within EHA'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 EHA'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 EHA 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. EHA 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. EHA 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.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 10 - UNIFORM PRESENTATION OF FINANCES

The following is a detailed summary of both operating and capital investment activities of EHA prepared on a modified Uniform Presentation Framework basis, adjusted for timing differences associated with prepaid Federal assistance Grants required to be recognised as revenue on receipt in accordance with Australian Accounting Standards.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

	2024	2023
	\$	\$
Income		
<i>Council contributions</i>	1,970,200	1,828,000
<i>Statutory charges</i>	152,387	136,026
<i>User charges</i>	414,731	457,619
<i>Grants, subsidies and contributions - Operating</i>	249,436	230,170
<i>Investment income</i>	37,380	15,866
<i>Other income</i>	913	7,255
	<u>2,825,047</u>	<u>2,674,936</u>
Expenses		
<i>Employee costs</i>	(1,847,846)	(1,881,592)
<i>Materials, contracts and other expenses</i>	(636,970)	(571,267)
<i>Depreciation, amortisation and impairment</i>	(175,901)	(159,013)
<i>Finance costs</i>	(36,923)	(37,681)
	<u>(2,697,640)</u>	<u>(2,649,553)</u>
Operating Surplus / (Deficit)	127,407	25,383
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	-	(49,557)
Add back Depreciation, Amortisation and Impairment	175,901	159,013
	<u>175,901</u>	<u>109,456</u>
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(14,141)	-
Finance Lease Payments for Right of Use Assets	170,043	146,329
	<u>155,902</u>	<u>146,329</u>
Adjusted Annual Net Impact to Financing Activities surplus/ (deficit)	<u>459,210</u>	<u>281,168</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 11 - LEASES

EHA as a Lessee

Right of Use Assets

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Property, Plant & Equipment and the movements during the period:

Right of Use Assets <i>(Carrying Value)</i>	Building & Other Structures	Plant, Machinery & Equipment	Office Equipment	Total
At 1 July 2023	816,000	75,289	-	891,289
Additions	-	62,000	-	62,000
Depreciation Charge	(96,000)	(44,922)	-	(140,922)
At 30 June 2024	720,000	92,367	-	812,367

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2024
Opening Balance 1 July 2023	992,897
Additions	62,000
Payments	(133,122)
Closing Balance 30 June 2024	921,775
Current	139,565
Non Current	782,210

The maturity analysis of lease liabilities is included in Note 9.

EHA and its associated entities (the group) had total cash outflows for leases of \$170,045

The following are amounts recognised on profit or loss:

Depreciation expense right of use assets	140,922
Interest expense on lease liabilities	36,923
Expenses relating to short term leases	15,736
Total amount recognised in profit and loss	193,581

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 12 – SUPERANNUATION

The EHA 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 (11% in 2023-24; 10.5% in 2022-23). No further liability accrues to the EHA 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. EHA 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 2022-23) of "superannuation" salary.

In addition, EHA 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), EHA 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 2023. 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 EHA's contribution rates at some future time.

Contributions to Other Superannuation Schemes

EHA 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 EHA.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 13 - CONTINGENT ASSETS AND CONTINGENT LIABILITIES

There are no contingencies, assets or liabilities not recognised in the financial statements for the year ended 30 June 2024.

Note 14 - EVENTS OCCURRING AFTER BALANCE DATE

There are no events subsequent to 30 June 2024 that need to be disclosed in the financial statements.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 15 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of EHA include the Chairperson, Board Members, CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all, the Key Management personnel were paid the following total compensation:

	2024	2023
	\$	\$
Salaries, allowances & other short term benefits	195,848	192,884
TOTAL	195,848	192,884

Amounts received from Related Parties during the financial year.

	2024	2023
	\$	\$
City of Burnside	549,526	494,233
Cambelltown City Council	485,862	453,186
City of Norwood, Payneham & St Peters	623,600	584,210
City of Prospect	222,106	214,740
Town of Walkerville	89,106	81,631
TOTAL	1,970,200	1,828,000

Amounts paid to Related Parties during the financial year.

	2024	2023
	\$	\$
City of Norwood, Payneham & St Peters	112,121	112,121
TOTAL	112,121	112,121

DESCRIPTION OF SERVICES

Assist the Constituent Councils to meet their legislative responsibilities in accordance with the SA Public Health Act 2011, the Food Act 2001 (SA), the Supported Residential Facilities Act 1992 (SA), the Expiation of Offences Act 1996 (SA), (or any successor legislation to these Acts) and any other legislation regulating similar matters that the Constituent Councils determine is appropriate within the purposes of EHA; Take action to preserve, protect and promote public and environmental health within the area of the Constituent Councils.



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Eastern Health Authority for the year ended 30 June 2024, Dean Newbery, 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*.

Michael Livori
CHIEF EXECUTIVE OFFICER

Madeleine Harding
**PRESIDING MEMBER
AUDIT COMMITTEE**

Date: 14/08/2024



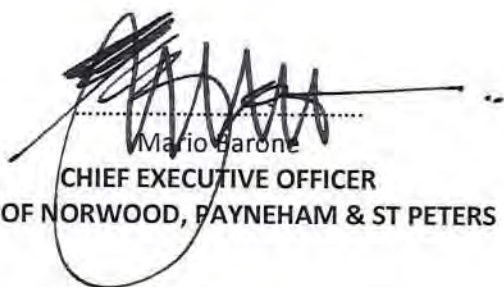
EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



Mario Barone
CHIEF EXECUTIVE OFFICER
CITY OF NORWOOD, PAYNEHAM & ST PETERS

Date: 10.07.2024.



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

A handwritten signature in black ink, appearing to read 'Chris White', is positioned above a horizontal dotted line.

Chris White
**CHIEF EXECUTIVE OFFICER
CITY OF PROSPECT**

Date: 10/07/2024



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

.....
Paul Di Iulio
**CHIEF EXECUTIVE OFFICER
CAMPBELLTOWN CITY COUNCIL**

Date: **23.7.24**




EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



Chris Cowley
CHIEF EXECUTIVE OFFICER
CITY OF BURNSIDE

Date: 10/07/2024



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Eastern Health Authority for the year ended 30 June 2024, the Auditor, Dean Newbery, 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*.

A handwritten signature in blue ink, appearing to read 'A MacDonald', is written over a horizontal dotted line.

Andrew MacDonald
CHIEF EXECUTIVE OFFICER
CORPORATION OF THE TOWN OF WALKERVILLE

Date: 10 JULY 2024



local councils working together to protect the health of the community

ANNUAL REPORT 2023-24



ERA WATER ANNUAL REPORT 2023-24

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We acknowledge the Kurna people as the traditional custodians of this land and respect their spiritual relationship with their country. We recognise the many generations of stewardship the Kurna people have provided to this land and respect that their cultural heritage and beliefs are as important today as they were for their ancestors.

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INDEPENDENT CHAIRPERSON'S REPORT

The 2023-24 financial year enabled further consolidation and maturity for ERA Water's fourth full year of operation. An unseasonably long and dry spring (the driest on record) and summer led to ERA Water providing a record 316 ML (316,000,000 litres) of clean harvested stormwater to its Constituent Councils and external customers for irrigation purposes, reducing the demand on the River Murray and the state's reservoirs. The stormwater would otherwise have gone into Gulf St Vincent.

Projections about the impacts of climate change require that we take a long-term view in relation to water management. ERA Water is one component of a broader approach to managing water, providing fit for purpose irrigation water to our customers, in particular our Constituent Councils, to maintain green, usable and biodiversity spaces for their communities year in and year out, including under drought conditions.

We will continue to explore opportunities to further enhance the sustainable trajectory of ERA Water and maintain a focus on regularly monitoring and improving the strategic, financial, operational and environmental performance of ERA Water.

I take this opportunity to thank our three Constituent Councils as well as the other members of the Board, the Audit & Risk Committee, and our General Manager Andrew Aitken and principal contractor Mark Millington for their ongoing commitment and contribution to ERA Water.

JEFF TATE

ERA WATER INDEPENDENT CHAIRPERSON

GENERAL MANAGER'S REPORT

The capacity of the ERA Water MAR scheme, built up in recent years with significant volumes of water harvested and injected into the aquifer, has led to a plentiful supply of clean, harvested stormwater throughout a record dry 2023-24 irrigation season. Despite the volume of harvesting and injection being lower than last year, largely due to an unusually early start and late finish to the 2023-24 irrigation season, we still retained almost 600 ML of ERA water in the aquifer.

A significant project undertaken during the course of the year was the external revaluation of ERA Water's approximately \$20m worth of assets. This was an important milestone for the authority, resetting the baseline across its key asset classes as well as painting a clearer picture of the value and useful lives of its core infrastructure into the future.

Overall, 2023-24 was a year of further consolidation of ERA Water's MAR scheme and business performance. I thank the Constituent Councils, Board Members and Audit & Risk Committee Members for the unwavering support they have provided me in my time as General Manager and for their commitment to ERA Water. I remain incredibly optimistic and excited about ERA Water's future and look forward to seeing even greater success for the subsidiary in the years to come.

ANDREW AITKEN
ERA WATER GENERAL MANAGER

ABOUT ERA WATER

ERA Water Regional Subsidiary (ERA Water) is a regional subsidiary of the Constituent Councils established on 21 July 2015 under Section 43 of the *Local Government Act 1999*. Its Charter provides for the supply of harvested urban storm water on behalf of its Constituent Councils in the eastern suburbs of Adelaide, South Australia.

THE CONSTITUENT COUNCILS

The Constituent Councils of ERA Water are:

- The Corporation of the Town of Walkerville
- The City of Norwood, Payneham & St Peters
- The City of Burnside.

PURPOSE

ERA Water was established as an outcome of the Waterproofing Eastern Adelaide Project (Project), funded by the Constituent Councils which were supported through funding from the Australian Government's National Urban Water & Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board (now Green Adelaide Landscape Board).

ERA Water's current prime function is to manage a water recycling scheme that captures, treats and delivers harvested stormwater for irrigation purposes to the Constituent Councils and other customers. By doing so, it makes a significant contribution to the protection of Adelaide's environment and reduces the reliance of Adelaide upon water from the River Murray. The scheme included the establishment of wetlands and biofilters, aquifer recharge and recovery infrastructure, pipeline installations and water storage facilities and utilises a process known as Managed Aquifer Recharge and Recovery - a system of harvesting, treating and injecting the cleaned water into aquifers for later extraction and use for irrigation.

The scheme comprises two treatment sites (which were modelled to be capable of harvesting 600 ML of stormwater per annum and yielding for use 458 ML of water per annum) as well as 46km of distribution pipe network covering each of the three Constituent Council areas, plus a site in each of the City of Port Adelaide Enfield and the City of Campbelltown areas. The distribution network is designed to deliver water to Constituent Council reserves as well as to other potential customers in these areas and beyond (see page 12 showing a plan of the ERA Water network).

The ERA Water scheme was designed to ultimately produce 458 ML per annum of water for sale to customers of which a minimum of 204.7 ML per annum is committed to the three Constituent Councils. An additional 253.3 ML per annum is forecast to be sold to other customers when identified and to Constituent Councils as growth in their water demand occurs. To this end, ERA Water is forecasting sales in excess of 300 ML next financial year.

CHARTER

The Charter for ERA Water was approved by the Minister for Local Government on 21 July 2015. The Charter sets out the responsibilities of ERA Water including its governance, financials and its responsibilities to the Constituent Councils. The Charter has recently been reviewed, with proposed changes forwarded to Constituent Councils for their consideration in July 2024.

The Charter sets the Objects and Purposes of ERA Water to:

- implement, oversee and manage the Project
- develop, implement, oversee and manage practical solutions to provide water supply diversity within and outside the Region
- supply water to the Constituent Councils and other persons for irrigation purposes within and outside the Region except that priority shall be given to the supply of water for irrigation within the Region
- manage and oversee the distribution of water captured as part of the Project
- provide strategic direction for the Project
- fund, lease or own physical infrastructure required to undertake the Project
- meet all legislative requirements for the Subsidiary
- be responsible for the ongoing maintenance, replacement and other capital requirements of all physical infrastructure owned by the Subsidiary
- utilise proven water management planning principles and technologies
- manage, operate and control the necessary infrastructure for the Project
- maximise economic, environmental and social benefits to the community by developing and implementing innovative water management principles and techniques
- identify, develop and implement water recycling and supply opportunities for the Constituent Councils
- provide technical and other expert services and advice to the Constituent Councils in the area of water management and recycling including identifying emerging issues and opportunities
- represent the Constituent Councils and liaise with State government regarding the implementation or alteration of legislation in relation to water and licensing
- be financially self-sufficient as far as possible.

GOVERNANCE

BOARD OF MANAGEMENT

ERA Water is governed by a Board of Management comprising an Independent Chairperson and a representative from each Constituent Council. The Board held six (6) ordinary meetings and one (1) special meeting during the 2023-24 financial year. The Chairperson and Board Member attendance for all meetings at which time they each held office are outlined below.

Member

Independent Chairperson	Mr Jeff Tate	6 of 7 meetings
City of Burnside	Mr Chris Cowley (CEO)	6 of 7 meetings
City of Norwood, Payneham and St Peters	Cr Grant Piggott	6 of 7 meetings
Corporation of the Town of Walkerville	Cr Anthony Vanstone	7 of 7 meetings

Regular Meetings of the Board were held on the following dates:

20 July 2022

21 September 2023

16 November 2023

25 January 2024

28 March 2024

23 May 2024

A Special Meeting of the Board was held on the following date:

26 June 2024

CONFIDENTIALITY

During the 2023-24 financial year, the Board considered reports of a confidential nature for seven (7) separate agenda items at five (5) of its meetings where it was necessary to exclude the public from discussion. The table below identifies the grounds on which the Board made this determination.

Local Government Act 1999

Section	Description	No. times used
90(3)(d)	commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and	
90(3)(k)	(ii) would, on balance, be contrary to the public interest; tenders for the supply of goods, the provision of services or the carrying out of works.	1
90(3)(a)	information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);	1
90(3)(d)	commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest; as the information discussed includes details regarding possible supply and pricing required to be confidential under any subsequent contract.	5

FREEDOM OF INFORMATION

No requests were received under the *Freedom of Information Act 1991* during the 2023-24 financial year.

STAFFING STRUCTURE

Andrew Aitken occupied the role of General Manager for the entire financial year.

No additional staff were employed during the year.

SUPPORT FROM CONSTITUENT COUNCILS

The Town of Walkerville provided ERA Water with Board and Audit & Risk Committee secretarial and executive support functions and services during the 2023-24 financial year as well as meeting rooms for Board meetings and workshops and Audit & Risk Committee Meetings.

The City of Burnside contributed the premises some administrative support for the preparation of Board and Audit & Risk Committee agendas.

The City of Norwood, Payneham & St Peters provided office accommodation as well as some IT and financial/bookkeeping support.

FINANCIAL AND OPERATIONAL MATTERS

2023-24 BUDGET

The 2023-24 Budget was approved by the Constituent Councils, and subsequently adopted by the Board, in accordance with the procedures and requirements under the ERA Water Charter.

The audited General Purpose Financial Statements form an attachment to the Annual Report.

AUDIT & RISK COMMITTEE

The ERA Water Audit & Risk Committee held six (6) meetings in the 2023-24 financial year. The work of the Committee over the past financial year has included:

- reviewing ERA Water's year to date management accounts and preliminary end of financial year financial statements
- reviewing the external asset revaluation proposals and ultimately the final asset revaluation that was subsequently adopted by the Board in June 2024
- reviewing 2023-24 budget reviews
- reviewing the draft 2024-25 ERA Water Budget
- providing recommendations on relevant policy, governance and finance related matters
- reviewing the risk register.

Regular Meetings of the Audit & Risk Committee were held on the following dates:

2 August 2023

13 September 2023

8 November 2023

17 January 2024

20 March 2024

12 June 2024

Meeting attendance by the Independent Chairperson and Committee Members was as follows:

Member		
Independent Chairperson (Corporation of the Town of Walkerville nominee)	Mr Michael Parkinson	6 of 6 meetings
Independent Committee Member (City of Norwood, Payneham & St Peters)	Ms Sandra Di Blasio	6 of 6 meetings
Committee Member (City of Burnside nominee)	Cr Harvey Jones	5 of 6 meetings

FINANCIAL STATEMENTS

The Audited Financial Statements for the year ending the 30 June 2024 are provided as an attachment to the Annual Report and show an Operating Deficit of \$611,161 (2022-23 \$658,658) and Total Council Equity of \$8,525,740 (2022-23 \$4,851,192).

Total income was \$1,153,886 (2022-23 \$961,455) and total expenses \$1,765,047 (2022-23 \$1,620,113).

FINANCIAL MANAGEMENT SUPPORT

BRM Advisory and VRM Accounting continued to provide financial management support to the Board and General Manager, with in-kind support provided by the City of Norwood, Payneham & St Peters.

REGULATORY FRAMEWORK

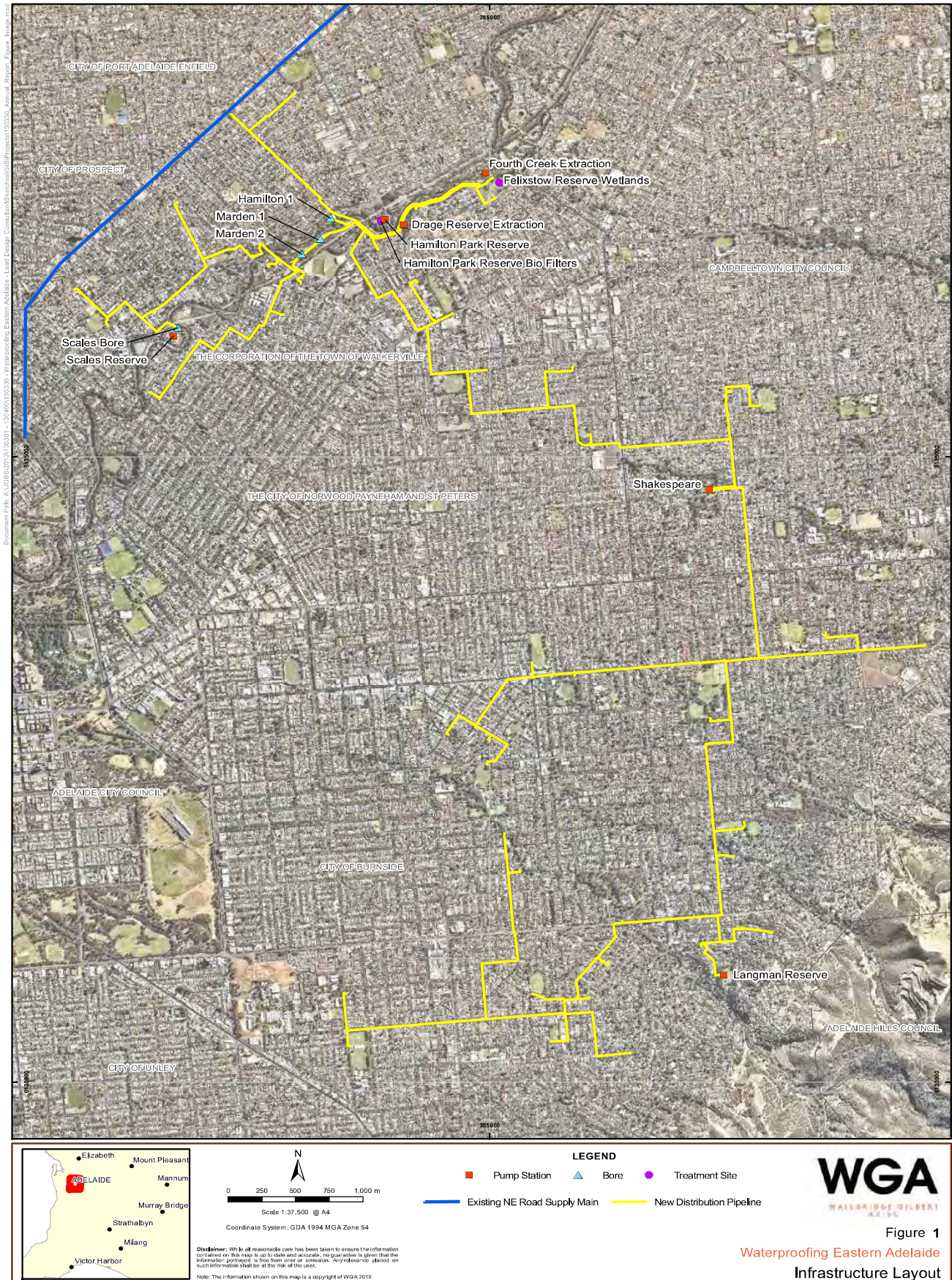
ERA Water operates within a regulated framework that require licences from the Environment Protection Agency (EPA) and from the Essential Services Commission South Australia (ESCOSA), an Authorisation from the Department for Environment and Water (DEW) and Permits from the Green Adelaide Landscape Board.

The EPA Licence is to discharge stormwater to underground aquifers. There are a number of conditions attached to the licence including specifying criteria for water quality that have to be monitored on a continuous basis and have to be met to enable water to be injected into the aquifer. It also requires ERA Water to have a Managed Aquifer Recharge Risk Management Monitoring Plan (MARRMMP) which details among other things the sampling and testing regime for water quality monitoring and reporting requirements regarding injection and extraction data as well as annual reporting requirements. The MARRMMP submitted for 2023-24 did not identify any breaches of water quality requirements through regular water quality monitoring undertaken, with water quality within the specified criteria for turbidity, electrical conductivity, and pH.

The ESCOSA Licence is a Water Industry Licence and is issued subject to a number of conditions including compliance with laws and industry codes and reporting to ESCOSA on compliance.

The Authorisation from DEW is to be able to take water from the Central Adelaide Prescribed Wells Area. The amount of water able to be taken is dependent on volume of water recharged over the life of the scheme minus any volume that was extracted during those years, or the current authorised annual volumetric limit of 500ML (whichever is the lesser).

The permits from the Green Adelaide Landscape Board are for Water Affecting Activity and enabled ERA Water to construct infrastructure on Third and Fourth Creeks to enable water to be harvested to inject into the aquifer. The permits were issued with a number of conditions primarily to ensure there are no adverse environmental impacts.





ERA Water Regional Subsidiary

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2024

*The Corporation of the Town of Walkerville
The City of Norwood Payneham and St Peters
The City of Burnside*

ERA Water Regional Subsidiary

General Purpose Financial Statements
for the year ended 30 June 2024

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ERA Water Regional Subsidiary

General Purpose Financial Statements
for the year ended 30 June 2024

Certification of Financial Statements

We have been authorised by ERA Water Regional Subsidiary 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 ERA Water Regional Subsidiary's financial position at 30 June 2024 and the results of its operations and cash flows for the financial year,
- internal controls implemented by ERA Water Regional Subsidiary provide a reasonable assurance that ERA Water Regional Subsidiary's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect ERA Water Regional Subsidiary's accounting and other records.



Andrew Alken
General Manager



Jeff Tate
Independent Chairperson

Date: 11 SEPTEMBER 2024

19/9/2024

ERA Water Regional Subsidiary

Statement of Comprehensive Income
for the year ended 30 June 2024

\$	Notes	2024	2023
Income			
User Charges	2a	1,129,854	883,232
Investment Income	2b	24,032	34,004
Other Income	2c	-	44,218
Total Income		1,153,886	961,455
Expenses			
Employee Costs	3a	115,617	117,121
Materials, Contracts & Other Expenses	3b	640,187	589,309
Depreciation, Amortisation & Impairment	3c	415,533	470,210
Finance Costs	3d	593,710	443,473
Total Expenses		1,765,047	1,620,113
Operating Surplus / (Deficit)		(611,161)	(658,658)
Asset Disposal & Fair Value Adjustments	4	(12,623)	-
Amounts Received Specifically for New or Upgraded Assets		-	-
Net Surplus / (Deficit)		(623,784)	(658,658)
Other Comprehensive Income			
Changes in Revaluation Surplus - I,PP&E	8a	2,498,332	-
Total Other Comprehensive Income		2,498,332	-
Total Comprehensive Income		1,874,548	(658,658)

ERA Water Regional Subsidiary

Statement of Financial Position

for the year ended 30 June 2024

\$	Notes	2024	2023
ASSETS			
Current Assets			
Cash and Cash Equivalents	5a	88,752	4,284
Trade & Other Receivables	5b	41,528	82,525
Prepayments		8,624	1,662
Subtotal		138,904	88,471
Total Current Assets		138,904	88,471
Non-Current Assets			
Other Non-Current Assets	6	21,809,602	19,686,494
Total Non-Current Assets		21,809,602	19,686,494
TOTAL ASSETS		21,948,506	19,774,965
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7a	214,976	205,191
Provisions	7c	12,668	2,501
Subtotal		227,644	207,692
Total Current Liabilities		227,644	207,692
Non-Current Liabilities			
Borrowings	7b	13,195,122	14,716,081
Total Non-Current Liabilities		13,195,122	14,716,081
TOTAL LIABILITIES		13,422,766	14,923,773
Net Assets		8,525,740	4,851,192
EQUITY			
Accumulated Surplus		3,627,408	4,251,192
Asset Revaluation Reserves	8a	2,498,332	-
Capital Contributed - Constituent Councils		2,400,000	600,000
Total Council Equity		8,525,740	4,851,192

ERA Water Regional Subsidiary

Statement of Changes in Equity

for the year ended 30 June 2024

\$	Notes	Accumulated Surplus	Asset Revaluation Reserve	Capital Contributed	Other Reserves	Total Equity
2024						
Balance at the end of previous reporting period		4,251,192	-	600,000	-	4,851,192
Restated Opening Balance		4,251,192	-	600,000	-	4,851,192
Contributed / (Reduction) in Equity		-	-	1,800,000	-	1,800,000
a. Net Surplus / (Deficit) for Year		(623,784)	-	-	-	(623,764)
b. Other Comprehensive Income	8a	-	2,498,332	-	-	2,498,332
Other Comprehensive Income		-	2,498,332	-	-	2,498,332
Total Comprehensive Income		(623,784)	2,498,332	-	-	1,874,548
c. Transfers between Reserves		-	-	-	-	-
Balance at the end of period		3,627,408	2,498,332	2,400,000	-	8,525,740

\$	Notes	Accumulated Surplus	Asset Revaluation Reserve	Capital Contributed	Other Reserves	Total Equity
2023						
Balance at the end of previous reporting period		4,909,850	-	-	-	4,909,850
Restated Opening Balance		4,909,850	-	-	-	4,909,850
Contributed / (Reduction) in Equity		-	-	600,000	-	600,000
a. Net Surplus / (Deficit) for Year		(658,658)	-	-	-	(658,658)
b. Other Comprehensive Income		-	-	-	-	-
Other Comprehensive Income		-	-	-	-	-
Total Comprehensive Income		(658,658)	-	-	-	(658,658)
c. Transfers between Reserves		-	-	-	-	-
Balance at the end of period		4,251,192	-	600,000	-	4,851,192

ERA Water Regional Subsidiary

Statement of Cash Flows

for the year ended 30 June 2024

\$	Notes	2024	2023
Cash Flows from Operating Activities			
<u>Receipts</u>			
User Charges		1,170,852	860,379
Investment Receipts		24,032	33,983
Reimbursements		-	-
Other Receipts		-	44,217
<u>Payments</u>			
Payments to Employees		(105,450)	(115,197)
Payments for Materials, Contracts & Other Expenses		(637,365)	(586,987)
Finance Payments		(593,710)	(407,957)
Net Cash provided by (or used in) Operating Activities	9	(141,641)	(171,562)
Cash Flows from Investing Activities			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets			
<u>Payments</u>			
Expenditure on New/Upgraded Assets		(52,931)	(15,517)
Net Cash provided by (or used in) Investing Activities		(52,931)	(15,517)
Cash Flows from Financing Activities			
<u>Receipts</u>			
Proceeds from Borrowings		-	-
Contributions from Constituent Councils		1,800,000	600,000
<u>Payments</u>			
Repayments of Borrowings		(1,520,960)	(583,919)
Net Cash provided by (or used in) Financing Activities		279,040	16,081
Net Increase (Decrease) in Cash Held		84,468	(170,998)
plus: Cash & Cash Equivalents at beginning of period	9	4,284	175,282
Cash & Cash Equivalents at end of period	9	88,752	4,284
Total Cash, Cash Equivalents & Investments	9	88,752	4,284

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Contents of the Notes accompanying the Financial Statements

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ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Significant Accounting Policies

ERA Water is a Local Government Authority Section 43 Regional Subsidiary under the control of the Corporation of the Town of Walkerville, the City of Norwood, Payneham & St Peters and the City of Burnside. The principal accounting policies adopted by ERA Water Regional Subsidiary (ERA Water) in the preparation of these 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 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 Going Concern Basis

The Authority has an operating loss for FY2024 and the 10-year Long Term Financial Plan indicates that its operations are financially unsustainable without the support of its Constituent Councils.

The board of management notes that the Authority has borrowings that it will continue to manage. The Authority has a statutory guarantee from its Constituent Councils to meet all of its financial obligations and accordingly has prepared their financials on a going concern basis.

1.3 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.4 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 judgement in applying ERA Water's accounting policies.

The areas involving a higher degree of judgement 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.

1.5 Economic Dependency

Per Section 5.2 of the Authority's Charter, there may be a requirement for additional financial contributions to be made by Constituent Councils if there is insufficient working capital available to meet ERA Water's financial obligations into the future. The Authority may be reliant on this additional financial support being provided to enable it to continue to operate on a going concern basis.

1.6 Rounding

All amounts in the financial statements have been rounded to the nearest Dollar.

2 The Local Government Reporting Entity

ERA Water is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 175 The Parade, Norwood SA 5067.

3 Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when ERA Water obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

Where grants, contributions and donations recognised as incomes during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts subject to those undischarged conditions are disclosed in these notes.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at ERA Water's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

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. A detailed statement of the accounting policies applied to financial instruments forms part of Note 10.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Significant Accounting Policies (continued)

5 Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". 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 ERA Water includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

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. No capitalisation threshold is applied to the acquisition of land or interests in land.

5.3 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 ERA Water, best reflects the consumption of the service potential embodied in those assets.

5.4 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 inflows or value in use).

5.5 Subsequent Recognition

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. Significant uncertainties exist in the estimation of the value of a number of asset classes including land and infrastructure. Further detail of these uncertainties and of existing valuations, methods and valuers are provided below.

The Board sought an independent valuation to be applied as at 1st July 2023, of ERA Water. The Board recognises that the ERA has unique infrastructure. The Board sought the advice from Tonkin Consulting Pty Ltd, who provided replacement cost valuation based on the actual construction contract costs, including some 'owner's costs' which would be incurred in the event of a replacement being necessary. In accordance with Account Standard (AASB)13 Fair Value Measurement the valuation was undertaken as at 1 July 2023 and recorded as a level 3 restricted asset valuation. The next Valuation is scheduled to be undertaken in 2028/2029. Fair value level 3 valuations of buildings, infrastructure and other assets - There is no known market for these assets and they are valued at depreciated current replacement cost.

The 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 entities of an 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 straight line depreciation method adopted by the Authority. The 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.

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount exceeds its recoverable amount (which is higher of the present value of future cash inflows or value in use).

5.6 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123. 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.

5.7 Connection Costs

In previous reporting periods, expenditure relating to direct connections to a number of reserves was expensed on the basis that the infrastructure for the most part sits on customer land. Despite connection infrastructure sitting on customer land, ERA Water has certain responsibilities in relation to the future upkeep, maintenance and renewal of connection infrastructure. Accordingly, there is an argument that costs which were expensed in previous reporting periods should have been capitalised.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Significant Accounting Policies (continued)

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 ERA Water assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7 Borrowings

Borrowings 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".

In line with AASB 101, the disclosure of all CAD facility loan balances in the current financial year and comparative figures were reclassified from current liabilities to non-current liabilities as there is no expectation these facilities will be repaid in the next 12 months.

9 Employee Benefits

9.1 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.

10 Provisions for Reinstatement, Restoration and Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of

disturbed areas. Significant uncertainty exists in the estimation of the future restoration and/or closure costs and accordingly, no provisions for such costs have been made at this time.

11 Construction Contracts

Construction works undertaken by ERA Water for third parties are generally on an agency basis where the third party reimburses ERA Water for actual costs incurred, and usually do not extend beyond the reporting period. As there is no profit component, such works are treated as 100% completed. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

12 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.

13 New accounting standards and UIG interpretations

In the current year, ERA Water reviewed all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period and have found none requiring adoption. ERA Water has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

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 Local Government entities.

Effective for annual reporting periods beginning on or after 1 January 2024:

- AASB 2020-1: Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements for the year ended 30 June 2024

Note 1. Summary of Significant Accounting Policies (continued)

- AASB 2022-5: *Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback.*
- AASB 2022-10: *Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.*

Effective for NFP annual reporting periods beginning on or after 1 January 2025:

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate of Joint Venture (amended by AASB 2015-10, AASB 2017-5 and AASB 2021-7).

The authority 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 impact on the financial statements.

14 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.

15 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 2. Income

\$	Notes	2024	2023
(a). User Charges			
Water Sales including annual supply charges		1,129,854	883,232
Total User Charges		1,129,854	883,232
(b). Investment Income			
Interest Income		183	202
LGFA distribution		23,849	33,802
Total Investment Income		24,032	34,004
(c). Other Income			
Insurance Claim		-	44,219
Total Other Income		-	44,219
Note 3. Expenses			
(a). Employee Costs			
Salaries and Wages		95,000	103,069
Movement in Leave Provision		10,167	1,924
Superannuation		10,450	12,128
Total Operating Employee Costs		115,617	117,121
(b). Materials, Contracts and Other Expenses			
Auditor's Remuneration			
- Auditing the Financial Reports		-	6,825
Electricity		177,990	143,871
Insurance		55,800	51,730
Maintenance and Repairs		266,089	197,088
Professional Services		63,354	136,044
Other		76,954	53,751
Total Materials, Contracts and Other Expenses		640,187	589,309
(c). Depreciation, Amortisation and Impairment			
Depreciation		415,533	470,210
Total Depreciation, Amortisation and Impairment		415,533	470,210
(d). Finance Costs			
Interest Expense		593,710	443,473
Total Finance Costs		593,710	443,473

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 4. Asset Disposal & Fair Value Adjustments

\$ '000	Notes	2024	2023
Infrastructure, Property, Plant & Equipment			
(i) Assets Renewed or Directly Replaced			
Proceeds from Disposal		-	-
Less: Carrying Amount of Assets Sold		(12,623)	-
Gain (Loss) on Disposal		(12,623)	-
Net Gain (Loss) on Disposal or Revaluation of Assets		(12,623)	-

Note 5. Current Assets

(a). Cash & Cash Equivalents

Cash at Bank		88,716	2,341
Local Government Finance Authority		36	1,943
Total Cash & Cash Equivalents		88,752	4,284

(b). Trade & Other Receivables

Trade debtors		31,688	41,485
GST Receivable		9,840	41,040
Subtotal		41,528	82,525
Total Trade & Other Receivables		41,528	82,525

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 6. Non-Current Assets

	as at 30/6/2023			Asset Movements during the Reporting Period					as at 30/6/2024			
	Cost	Acc. Dep'n	Written Down Value	Asset Additions		Depreciation	WDV of Asset Disposals	Revaluation Increments to Equity (ARR) (Note 9)	Fair Value	Cost	Acc. Dep'n	Written Down Value
New / Upgrade				Renewals								
\$												
System Infrastructure Assets	21,810,688	2,124,194	19,686,494	33,380	19,551	415,533	(12,623)	2,498,332	24,241,010	52,931	2,484,339	21,809,602
Total Infrastructure, Property, Plant & Equipment	21,810,688	2,124,194	19,686,494	33,380	19,551	665,335	(12,623)	2,498,332	24,241,010	52,931	2,484,339	21,809,602
Comparatives	21,795,171	1,653,984	20,141,187	15,517	-	470,210	-	-	-	21,810,688	2,124,194	19,686,494

5.1 Valuation of infrastructure, property, plant and equipment

During FY2024, ERA Water undertook its first review of the fair value of its asset base and accordingly assets were revalued.

Date of Valuation: 1-Jul-23
Valuer: Tonkin

Basis of valuation: Depreciated Replacement Cost - comprised by gross replacement cost (based on estimated unit costs for which a substitute asset with similar service potential, physical characteristics, dimensions, depth and environmental parameters could be constructed) and accumulated depreciation (estimated total and remaining useful lives informed by the condition assessment of the asset, and the planned asset management strategy applicable to the asset).

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 7. Liabilities

\$	Notes	2024 Current	2024 Non Current	2023 Current	2023 Non Current
(a). Trade and Other Payables					
Trade and Other Payables		66,100	-	32,123	-
Accrued Expenses - Finance Costs		145,906	-	123,178	-
Accrued Expenses - Other		-	-	18,662	-
Accrued Expenses - Employment liabilities		2,970	-	31,228	-
Total Trade and Other Payables		214,976	-	205,190	-
(b). Borrowings					
Loans		-	13,195,122	-	14,716,081
Total Borrowings		-	13,195,122	-	14,716,081

Unrestricted access was available at balance date to the following lines of credit:

	2024	2023
LGFA Cash Advance Debenture Facility	13,195,122	14,716,081
Undrawn balance	2,104,878	583,919

ERA's Maturity Date on current CAD facilities held is as follows:

Deal	Settlement	End Date
ERA Water CA 2 Cash Advance	1,000,000	15/03/2033
ERA 3 CAD	2,300,000	17/06/2034
ERA CAD	12,000,000	15/12/2031

Note: ERA Water has agreed to a recapitalisation proposal which has resulted in an equity injection of \$1,800,000 from Constituent Councils to ensure that ERA Water has sufficient capital to meet its future liabilities, at least for a further 12 months.

(c). Provisions

Employee Entitlements	12,668	-	2,501	-
Total Provisions	12,668	-	2,501	-

Note 8. Reserves

\$ '000	1/7/2023	Increments (Decrements)	Transfers	Impairments	30/6/20124
(a). Asset Revaluation Reserve					
Infrastructure	-	2,498,332	-	-	2,498,332
Total Asset Revaluation Reserve	-	2,498,332	-	-	2,498,332
Comparatives	-	-	-	-	-

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).

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 9. Reconciliation to Statement of Cash Flows

\$	2024	2023
(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 Balance Sheet as follows:		
Total Cash & Equivalent Assets	88,752	4,284
Balances per Statement of Cash Flows	88,752	4,284
(b). Reconciliation of Change in Net Assets to Cash from Investing Activities		
Net Surplus/(Deficit)	(623,784)	(658,658)
Non-Cash Items in Income Statements		
Fair Value Adjustments	12,623	-
Depreciation, Amortisation & Impairment	415,533	470,210
Net increase (decrease) in unpaid employee benefits	10,168	1,924
	(185,461)	(186,523)
Add (Less): Changes in Net Current Assets		
Net (Increase)/Decrease in Receivables	40,997	(22,876)
Net (Increase)/Decrease in Other Current Assets	(6,962)	6,565
Net Increase/(Decrease) in Trade & Other Payables	9,785	31,273
Net Cash provided by (or used in) operations	(141,641)	(171,562)

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 10. 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.

Rates:

All deposits are at call earning rates of between 4.30% and 4.55% as at 30 June 2024 (1.05% and 4.3% as at 30 June 2023).

Carrying Amount:

Approximates fair value due to the short term to maturity.

Receivables

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost.

Terms & Conditions:

Unsecured, and do not bear interest. At the balance date, ERA Water is not materially exposed to any individual debtor.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

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 ERA Water.

Terms & 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 and conditions

Interest is charged at a range of both fixed and variable rates ranging from 2.9% to 6.15% as at 30 June 2024 (1.66% to 6.05% as at 30 June 2023)

Carrying Amount:

Approximates fair value.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements

for the year ended 30 June 2024

Note 10. Financial Instruments

\$	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2024					
Financial Assets					
Cash & Equivalents	88,752	-	-	88,752	88,752
Receivables	41,528	-	-	41,528	41,528
Total Financial Assets	130,280	-	-	130,280	130,280
Financial Liabilities					
Trade and other payables	214,976	-	-	214,976	214,976
Non-Current Borrowings	-	-	13,195,122	13,195,122	13,195,122
Total Financial Liabilities	214,976	-	13,195,122	13,410,098	13,410,098

\$	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
2023					
Financial Assets					
Cash & Equivalents	4,284	-	-	4,284	4,284
Receivables	82,525	-	-	82,525	82,525
Total Financial Assets	86,809	-	-	86,809	86,809
Financial Liabilities					
Payables	205,191	-	-	205,191	205,191
Non-Current Borrowings	-	-	14,716,081	14,716,081	14,716,081
Total Financial Liabilities	205,191	-	14,716,081	14,921,272	15,472,124

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2023		30 June 2022	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Other Variable Rates	4.41%	13,195,122	3.49%	14,716,081
		13,195,122		14,716,081

Financial Liabilities

Financial liabilities do not include employee benefits such as wages payable, superannuation payable, or income tax withheld.

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 ERA Water.

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 ERA Water is the carrying amount, net of any allowance for doubtful debts. All ERA Water investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of ERA Water'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 ERA Water 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. ERA Water also has available a borrowing facility that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. At the balance date, ERA Water has a combination of variable and fixed rate facilities of varying maturities.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 11. Uniform Presentation of Finances

\$	2024	2023
The following is a high level summary of both operating and capital investment activities of ERA Water prepared on a simplified Uniform Presentation Framework basis. All Councils and Subsidiaries in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.		
Income		
User Charges	1,129,854	883,232
Investment Income	24,032	34,004
Other Income	-	44,218
	<u>1,153,886</u>	<u>961,454</u>
Expenses		
Employee Costs	115,617	117,121
Materials, Contracts & Other Expenses	640,187	589,309
Depreciation, Amortisation & Impairment	415,533	470,210
Finance Costs	593,710	443,473
	<u>1,765,047</u>	<u>1,620,113</u>
Operating Surplus / (Deficit)	(611,161)	(658,659)
<i>less Net Outlays on Existing Assets</i>		
Capital Expenditure on Renewal and Replacement of Existing Assets	(19,551)	-
Add back Depreciation, Amortisation and Impairment	415,533	470,210
Proceeds from Sale of Replaced Assets	-	-
Subtotal	395,982	470,219
<i>less Net Outlays on New and Upgraded Assets</i>		
Capital Expenditure on New and Upgraded Assets	(33,380)	(15,517)
Amounts Received Specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
Subtotal	(33,380)	(15,517)
Net Lending / (Borrowing) for Financial Year	(248,560)	(203,965)

Note 12. Contingencies & Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

POTENTIAL INSURANCE LOSSES

ERA Water insures against 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. ERA Water is not aware of any such insurance claims at the reporting date. Other potential claims not reported to ERA Water may have existed at reporting date.

PIPE REMEDIATION OR DAMAGE

ERA Water owns a network of pressurised underground pipes which could result in damage to public or private infrastructure in the event of failure. Further more, there may be long term remediation liabilities attached to some of ERA Water's pipeline assets. The cost of these potential liabilities cannot be reliably estimated and have not been included in these financial statements.

Note 13. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2024, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

ERA Water has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the authorised for issue date is 27 September 2024.

ERA Water is unaware of any material or significant "non adjusting events" that should be disclosed.

ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

Note 14. Expenditure Commitments

Capital Commitments

No known capital commitments exist at the balance date.

Other Expenditure Commitments

ERA Water has contracts in place with 3rd party contractors for business as usual operations and maintenance services.

Note 15. Related Party Transactions

Key Management Personnel

Transactions with Key Management Personnel

At the Balance Date, the Key Management Personnel of the Authority include Andrew Aitken (General Manager) and the members of the ERA Water Board including:

- Jeff Tate (Chairperson)
- Grant Piggott (Councillor - City of Norwood, Payneham and St Peters)
- Anthony Vanstone (Councillor - Corporation of the Town of Walkerville)
- Chris Cowley (CEO - City of Burnside)

General Manager

-Andrew Aitken

In all, five persons are paid a total of \$118,367 of remuneration for services provided to ERA Water.

Key Management Personal Remuneration	2024	2023
Salaries, allowances & other short term benefits	\$ 118,367	\$ 125,892
Post-employment benefits	\$ -	\$ -
Long-term benefits	\$ -	\$ -
Termination benefits	\$ -	\$ -
TOTAL	\$ 118,367.00	\$ 125,892

Transactions with related parties:

The related parties disclosed below are equity owners of the Authority and are referred to as Constituent Councils. Constituent Councils have representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No single Constituent Council individually has control of ERA Water.

Amounts received from related parties:

Town of Walkerville provided ERA Water with Board and Audit Committee secretarial support and a location to hold ERA Water board meetings.

City of Norwood Payneham & St Peters provided furnished office accommodation for ERA Water General Manager for the whole of the financial year and funded part of the cost of bookkeeping and financial management support provided to ERA Water by a third party.

There are no invoices that remain payable by related parties outside of ordinary trading terms.

Related Party	Sale of Water	Outstanding from Related Parties	Description of Services Provided
Town of Walkerville	\$ 86,615.87	\$ 6,078.31	Water Sales
City of Norwood, Payneham and St Peters	\$ 242,969.66	\$ 5,639.20	Water Sales
City of Burnside	\$ 419,350.81	\$ 6,823.40	Water Sales
TOTAL	\$ 748,936.34	\$ 18,540.91	



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INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of ERA Water

Opinion

We have audited the accompanying financial report of ERA Water (the Authority), which comprises the statements of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the General Manager and the Chairperson.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2024, and its financial performance and its cash flow for the year then ended in accordance with the Australia 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 Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (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.

Responsibility for the Financial Report

The Authority 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 the Authority 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, the Authority is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority'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 misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level 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 decision 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 risk 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, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Authority'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 the Authority'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 Authority's ability 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

Date: 27 September 2024



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INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROLS

To the members of ERA Water

Independent Assurance Report on the Internal Controls of ERA Water

Opinion

We have audited the compliance of ERA Water (the Authority) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority 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 2023 to 30 June 2024 have been conducted properly and in accordance with the law.

In our opinion, the Authority has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to internal controls established by the Authority 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 Authority have been conducted properly and in accordance with law for the period 1 July 2023 to 30 June 2024.

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 Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority 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 2023 to 30 June 2024. 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.

Responsibility for Internal Controls

The Authority 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 applied Auditing Standard ASQC 1 *Quality Control for Firms that Performs 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 Authority's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority 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 Authority 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 2023 to 30 June 2024. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

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.

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 Authority 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 Authority, or for any purpose other than that for which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 27 September 2024



ERA WATER REGIONAL SUBSIDIARY

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2024

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of ERA Water Regional Subsidiary for the year ended 30 June 2024, the Subsidiary'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*.

Michael Parkinson
ERA Water Audit & Risk Committee
Chairperson

Date: 8 August 2024

Andrew Aitken
ERA Water
General Manager

Date: 8 AUGUST 2024



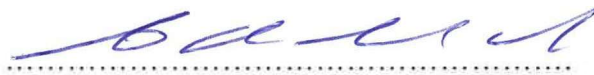
ERA WATER REGIONAL SUBSIDIARY

GENERAL PURPOSE FINANCIAL STATEMENTS
FOR THE YEAR ENDING 30 JUNE 2024

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

A handwritten signature in blue ink, appearing to read 'Andrew MacDonal', written over a dotted line.

Andrew MacDonal PSM
CHIEF EXECUTIVE OFFICER
CORPORATION OF THE TOWN OF WALKERVILLE

Date: 8 August 2024.



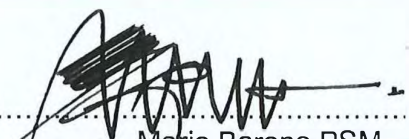
ERA WATER REGIONAL SUBSIDIARY

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2024

CERTIFICATION OF AUDITOR INDEPENDENCE

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.


.....
Mario Barone PSM
CHIEF EXECUTIVE OFFICER
CITY OF NORWOOD PAYNEHAM & ST PETERS

Date. 08. 08. 2024.



ERA WATER REGIONAL SUBSIDIARY

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2024

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of ERA Water Regional Subsidiary for the year ended 30 June 2024, the Subsidiary'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*.

A handwritten signature in black ink, appearing to read "Chris Cowley".

.....
Chris Cowley
CHIEF EXECUTIVE OFFICER
CITY OF BURNSIDE

Date: 8 August 2024



ERA WATER

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2024

Statement by Auditor

I confirm that, for the audit of the financial statements of ERA Water for the year ended 30 June 2024, 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

A handwritten signature in blue ink, appearing to read 'T. Muhlhausler'.

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 27 September 2024

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HIGHBURY LANDFILL AUTHORITY

ANNUAL REPORT 2023 / 2024

GOVERNANCE AND ADMINISTRATION

BOARD AND AUDIT COMMITTEE MEMBERS

BURNSIDE

Mr. Chris Cowley
(Board Member)

NORWOOD, PAYNEHAM & ST PETERS

Cr Grant Piggott
(Board Member)

WALKERVILLE

Mr. James Kelly
(Board Member and Chair)

INDEPENDENT AND PRE-SIDING MEMBER AUDIT COMMITTEE

Corinne Garrett

There were no changes to Members of the Board and Audit and Risk Committee of the Highbury Landfill Authority (HLA) during the year. TJH Management Services Pty Ltd continued to provide administration and management services to HLA.

The Board of HLA developed a new Business plan for the three year period from 2024 to 2027.

The Highbury Landfill is governed by the South Australian Environment Protection Authority (SA EPA) as a contaminated site covered by the Environment Protection Act 1993. The Authority has an ongoing environmental duty to manage the site and ensure that it has minimal impact on the surrounding environment. The site has remained stable and within an acceptable risk profile during the year.

The Board Authorized significant capital expenditure during the year to upgrade the monitoring network around the site to have access to real time landfill gas monitoring results remotely. A new 300m³ chimney was installed to extend the life of the flare and increase its utilization.

The accounting standards require Highbury to estimate the future costs over an initial period of at least 25 years to meet the legislative requirements of a closed landfill in South Australia. HLA is now 14 years into the post



Re-vegetated Landfill

closure management period. The provision in the accounts is a net present value (NPV) calculation of the future cash outflows to manage the remaining 11 years.

An external review of the provision calculation was undertaken this year by WSP Australia Pty Ltd (formerly Golders) and the cashflow assumptions were considered appropriate. The inflation rate was increased inline with the RBA projections and the interest rates revised to match future predicted Commonwealth bond rates. These revised rates in the provision calculation has not had a material impact on the balance sheet.

SPECIAL POINTS OF INTEREST:

- The Risk Management Plan continued to be the measure of how the site was managed during the year.
- The board has noted that the HLA will need to provide carbon emission data to Member Councils to conform to the new accounting standards for carbon to be introduced in 26/27 financial year.
- Dean Newberry is the Authority's Auditor to the 24/25 financial year.



Landfill gas remote boundary monitoring bore

CLOSURE & POST-CLOSURE MANAGEMENT

The site is maintained with annual spraying for noxious weeds and regular grass cutting and maintenance in accordance with the landfill closure plan. The Leachate pond is designed to collect leachate from the landfill gas collection infrastructure of pipes and wells in the winter months. This leachate then evaporates during the summer months.

Ennovo installed a new 300m³ chimney in March this year which will extend the life of the flare for next 6 to 7 years. HLA is now achieving around 97% utilization in flaring landfill gas on the site. The EPA has access to monthly reports on landfill gas extraction and monitoring. These reports show compliance with the risk profile for the site.

**FINANCIAL SUMMARY FOR THE YEAR ENDING 30 JUNE 2024**

Income Statement as at 30 June 2024

Statement of Financial Position as at 30 June 2024

	<u>2024</u>	<u>2023</u>		<u>2024</u>	<u>2023</u>
	\$	\$		\$	\$
<u>INCOME</u>			<u>CURRENT ASSETS</u>		
Interest Received	285	378	Cash & Cash Equivalents	38,354	141,933
Sundry Income	18,730	20,328	Trade & Other Receivables	23,191	25,778
Highbury Landfill Provision	-	-			
TOTAL INCOME	19,015	20,706	Total Current Assets	61,545	167,711
<u>EXPENSES</u>			<u>NON-CURRENT ASSETS</u>		
Materials, contracts & other expenses	3,465	3,300	Infrastructure, Property, Plant	183,179	85,859
Depreciation, amortisation & impairment	40,654	25,218			
Finance Payments	3,453	4,503	Total Non-Current Assets	183,179	85,859
Highbury Closure Provision	193,579	328,520	<u>TOTAL ASSETS</u>	244,724	253,570
TOTAL EXPENSES	241,151	361,541			
OPERATING SURPLUS/ (DEFICIT)	(222,136)	(340,835)	<u>CURRENT LIABILITIES</u>		
			Trade and Other Payables	80,704	36,138
			Borrowings	29,677	28,597
			Provisions	278,391	345,202
TOTAL COMPREHENSIVE INCOME	(222,136)	(340,835)	Total Current Liabilities	388,772	409,937
			<u>NON-CURRENT LIABILITIES</u>		
			Borrowings	46,638	76,317
			Provisions	2,210,755	2,146,621
			Total Non-Current Liabilities	2,257,393	2,222,938
			TOTAL LIABILITIES	2,646,165	2,632,875
			NET ASSETS	(2,401,441)	(2,379,305)
			<u>EQUITY</u>		
			Accumulated Deficit	(2,401,441)	(2,379,305)
			TOTAL EQUITY	(2,401,441)	(2,379,305)



Leachate Pond Highbury Landfill

AERIAL MAP OF LANDFILL GAS MONITORING LOCATIONS FOR THE HIGHBURY LANDFILL TO MONITOR COMPLIANCE WITH THE RISK MANAGEMENT PLAN FOR THE SITE.



LANDFILL GAS MANAGEMENT AT HIGHBURY

- The plan opposite shows the network of monitoring bores to assist in managing landfill gas on the site.
- Boundary gas extraction bores have been established on the southern and eastern boundaries of the site.
- Landfill gas monitoring bores were monitored monthly during the year
- Ennovo extract landfill gas from approximately 80 extraction bores located over the site and flare the landfill gas to reduce the carbon footprint.
- The landfill gas quality and quantity is declining and a new chimney was installed in March which will allow its continued operation for a further 6-7 years..
- The ongoing flaring of the landfill gas ensures that the gas is controlled from the site to comply with the risk management plan.
- The Landfill gas extraction infrastructure will need to be maintained and an allowance for this work has been included in the budget going forward.

2.2 REVIEW OF LIBRARY SERVICES

REPORT AUTHOR: General Manager, Community Development
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 0403 002 732
FILE REFERENCE:
ATTACHMENTS: A

PURPOSE OF REPORT

To seek Council's approval of the Audit Committee's recommendations relating to the outcome of the Service Review of the Council's Library Services.

BACKGROUND

As Elected Members are aware, a Service Review of the Council's Library Service has been undertaken. As part of the process, Service Reviews are reported to the Council through its Audit & Risk Committee.

To this end, at its meeting held on 18 November 2024, the Council's Audit & Risk Committee considered this matter and resolved the following:

1. *That the Final Service Review Report prepared by BRM Advisory be received and noted.*
2. *That the Committee recommends to the Council the following:*
 - a. *to maintain its current three (3) Library strategy;*
 - b. *with the exception of Recommendation 5.2 of the Final Service Review Report, to endorse "in principle" the recommendations contained in the Report;*
 - c. *authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority; and*
 - d. *request subsequent reports regarding the implementation of the remaining recommendations contained in the Final Service Review Report, as required.*

A copy of the Final Service Review of Library Services Report prepared by BRM Advisory is included as **Attachment A**.

For over 50 years, South Australian public libraries have consistently proven to be valued community assets, welcoming over 9.7 million visitors annually.

In South Australia, public libraries operate as a network, underpinned by the *Libraries Act 1982* which seeks to:

- achieve and maintain a co-ordinated system of libraries and library services that adequately meets the needs of the whole community;
- promote and facilitate the establishment and maintenance of libraries and library services by councils and other appropriate bodies;
- promote a co-operative approach to the provision of library services;
- ensure that the community has available to it adequate research and information services providing access to library materials and information stored in libraries and other institutions both within and outside the State.

The Libraries Board of South Australia is a statutory authority operating under the provisions of the *Libraries Act 1982*, and is responsible for policies and administration of the State Library and Public Library Services.

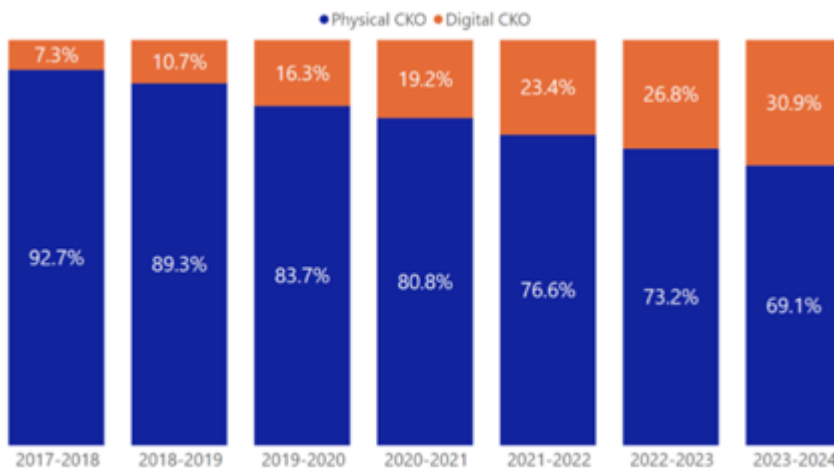
The City of Norwood Payneham & St Peters owns and operates three (3) libraries which are part of the South Australian Public Library network namely:

- Payneham Library;
- St Peters Library; and
- Norwood Library.

The Council's Library facilities and operations were last reviewed by MacroPlan (consultants) in March 1999. This review was updated in 2005 following the replacement of the Payneham Library in 2003.

Over the last 20 years, the library network has observed a change in how people use public libraries, experiencing stronger participation trends towards internet devices, digital mediums and attendance at library programs. Meanwhile, library membership and visitation has declined. This is clearly evidenced through the shift in consumer preference towards digital mediums as illustrated below in *Graph 1 – Digital and Physical Loans As a Proportion of Total Libraries SA Loans* noting that in 2023-24 over 30% of borrowings were digital:

GRAPH 1: DIGITAL AND PHYSICAL LOANS AS A PROPORTION OF TOTAL LIBRARIES SA LOANS



In addition to the escalating shift towards digital engagement and mediums, the Public Libraries South Australia 2019 strategic review – *The Value of Public Libraries in South Australia* identified additional trends, reporting that:

- the number of public access internet devices provided by public libraries in South Australia increased at an approximate annual average growth rate of 16.9% per annum;
- attendance at library programs including adult, children and one on one sessions increased at an approximate 5.2% annual average growth rate;
- increases in program participation for accredited outcome-based learning, programs that support other government agencies (e.g. ESL, Tax Help), recreation (place making and liveable cities), and other learning programs in health and finance topics.

The maturation of these trends underpin a substantial need for change within the library network's business model. Whilst this is not to suggest that the basis for traditional library services is redundant, but rather, represents a need to re-prioritise services, provide renewed infrastructure that is responsive to new priorities and opportunities and which is supported with modern resources and tools.

This presents a complex challenge, given a tendency to continue to perpetuate the historic library model through significant investment in assets and people.

For example, the Public Library South Australia’s 2016 public library workforce review: *One Workforce - Transforming The South Australian Public Library Network From The Inside Out* considered the future workforce needs of libraries in comparison to the existing workforce, as illustrated below in *Table 1 – Comparison of Library Workforce Attributes*:

TABLE 1: COMPARISON OF LIBRARY WORKFORCE ATTRIBUTES

Traditional	Future
Stable	Curious
Introverted	Conversationalist
Technology phobic	Brave dabbler
Disengaged	Cheer leader
Rules based	Open minded
Social media critic	Social media contributor
Specialist	Multi-skilled
Conservative	Contemporary

In addition, the Review contemplated a range of broader workforce characteristics, inferring the complexity embodied in the existing workforce, as the Network sought to attract different skills and experience. These characteristics included:

- nearly 57% of the workforce had worked in libraries for longer than 10 years;
- more than half of the workforce had come from a library related background (either from another library, library industry, new graduate or traineeship);
- the library network’s age profile reflected a distinctly mature workforce, with nearly 43% over the age of 50;
- women represent nearly 87% of library workers.

At an asset level, similar observations can be made in library design, where floor-space is principally occupied by bookshelves and service counters as opposed to work and meeting spaces, flexible family and participation areas, and a focus on digital technology and connectivity.

The City of Norwood Payneham & St Peters was formed with three (3) resident libraries which have been retained, with each designed to provide discreet library services to their respective communities. Whilst managed collectively, the service design largely reflects duplicated and historic offerings as opposed to a configuration that responds to the emerging needs of the community.

It is noted that the Council has allocated capital renewal funding in future years in its Long-Term Financial Plan, for the Norwood Library. As such, it is important that the Council consider its Library Services holistically to inform design decisions and the allocation of funds.

FINANCIAL AND BUDGET IMPLICATIONS

In 2022-23, Council invested approximately \$1.9 million in the delivery of Library Services. An additional \$600,000 per annum expense is estimated for cleaning, maintenance and utilities, noting that each Library facility exists in a multi-use building and hence, these costs are not apportioned at the use-type level.

Whilst expenditure in the 2022-23 financial year is reflective of Library Service expenditure across the previous year and the 2023-24 financial year, 2022-23 data has been utilised in the Service Review to enable benchmarking against other data that is collected by the South Australian Public Library Service (PLSA) for the same financial year.

In this regard, the City invests \$39 per capita in staffing and \$51 per capita in total, per annum, in the delivery of its Library Services. The calculated median for 2022-23 is \$34 and \$49, respectively.

Whilst expenditure on Library staffing is approximately 14% above the South Australian metropolitan Council average, on a three (3) library site basis, achieves low staffing levels that are below the per capita Australian Library and Information Association (ALIA) standards of 1.25 to 1.5 per 3,000 residents (which equates to a total of between 16.6 and 21 FTEs compared to the existing 12.6 FTE) and comprising a high level of relatively low role classifications.

A compounding consideration relates to the predominance of part-time employment and casual staff and the retained effort required to facilitate rostering to meet customer service requirements across the three library sites. Rostering is generally problematic due to its complexity and the limited baseline of permanent staff to cover opening hours across the three Libraries. Staff absences for leave, training and attending meetings, add to rostering pressures as does the requirement for staff to work weekends where they accrue time off in lieu (at a penalty rate of accumulation) which needs to be accommodated in the following week. It should be noted that Team Leaders are also rostered over weekends to undertake operational/customer service-related tasks which, in turn, reduces their capability and focus on leadership responsibilities.

Fundamental to rostering, is the reliance on casual staff, representing up to 100 hours per week of casual support from a pool of approximately 15 casuals. A budget of \$109,000 per annum is allocated to support the use of casuals. This allocation equates to approximately 49 hours per week. The remaining 51 hours is funded through salary savings resulting from staff vacancies that occur from time-to-time. Naturally, the utilisation of casuals comes at a higher salary cost compared to non-casual employees and requires significantly higher levels of coordination and management, whilst also carrying higher degrees of risk to service delivery due to availability (lack of) and, at times, lower levels of experience.

Provisionally, in accordance with the three library model, there is limited capacity for financial efficiency. However, there is significant scope to achieve greater effectiveness and impact. Principally, this opportunity exists within an organisational design that aims, in part, to significantly remove/reduce the need for rostering and casualisation. In addition, within this context, a re-prioritisation of Council's recurrent investment in its catalogue, in favour of investment in meeting spaces and digitisation, would assist in the transformation and relevance of the City's libraries.

The Service Review has identified that a consolidation of library facilities presents opportunities for improved impact and efficiency, whilst providing new revenue through potential asset disposal. However, such an approach represents a major shift in strategy. On the basis therefore that the three (3) Library Model is to continue, then the Council needs to acknowledge the current and future inefficiencies that this creates and as such must understand that the opportunities and recommendations contained in the Service Review, presents an opportunity to achieve 'best value' in respect to the allocation of resources and in doing so, provide a modern/contemporary Library Service.

RESOURCE ISSUES

The Service Review presents two potential pathways for reform, namely:

- maximising the three-library model services; and/or
- explore a library of the future (a community hub) through the consolidation of libraries and/or create community hubs using the three (3) Library Model.

Both present complexity and necessitate planning, investment and management.

In addition, the Service Review identifies a range of operational opportunities.

In all scenarios, the resource implication will, in part, be influenced by the speed at which the recommendations of the Service Review are implemented.

Certainly, where the resource impact is strategic and/or substantial, these will be communicated to the Council.

In most instances, the recommendations set about significant change, introducing a need for careful management which balances the needs of the staff and customers. Implementation that relies solely on 'operational' staff is not considered appropriate. Hence, consideration of how to best support the change process will be considered and incorporated within a new staffing structure for Library Services.

RISK MANAGEMENT

The Service Review has identified that the current operations of the Council's library service present ongoing risks to the Council. Principally, these relate to:

- decreasing levels of community demand due to outdated and/or mis-aligned service and program design;
- low levels of community participation due to poor and/or inadequate resources and asset utilisation; and
- reputational risk and inability to respond to community need due to poor organisational capability and capacity.

Indeed, the Service Review illustrates that the emergence of these risks is being realised and escalating, such as through the significant trend towards digital materials and poor program effectiveness.

The implementation and further consideration of the recommendations contained in the Service Review report, will assist in the effective management of these risks.

CONSULTATION

- **Elected Members**

An Elected Members' Information Briefing was held on 14 October 2024 and the Council's Audit & Risk Committee considered this matter at its meeting held on 18 November 2024. Mayor Bria and Councillors Piggot and Clutterham are Members of the Audit & Risk Committee.

- **Community**

Not Applicable.

- **Staff**

To assist in undertaking the Service Review, BRM Advisory engaged with a number of staff, including the Manager, Library Services and staff from across the Library Services Unit:

- **Other Agencies**

BRM Advisory engaged with a number of other Councils, as referenced in the attached Service Review report for the purposes of benchmarking.

DISCUSSION

Libraries play a vital role in improving people's lives by supporting participatory government, enabling access to information and education and the provision of safe and trusted environments. Their effectiveness correlates to their relevance within, and accessibility to, their local community.

Whilst this relevance and accessibility takes on many forms for the City of Norwood Payneham & St Peters community and notwithstanding the critical role that libraries play in supporting vulnerable people, it is the additional value that the function offers to an already thriving community that provides the greatest potential for positive impact. In addition to foundation services, the need to support higher levels of learning, digital advancement, economic and social strengthening, are all important areas of focus when considering the future of the City's library function.

Notwithstanding building renewals for the Payneham and St Peters libraries, the City's Library Service was last reviewed by MacroPlan in March 1999. Whilst regular customers are largely satisfied with the service, a number of workforce, management and service design challenges continue to be observed, which in turn impede the ability of Library Services to evolve to respond to the changing needs of the community and the strategic reforms being led by Public Libraries South Australia.

In light of these issues, BRM Advisory were engaged to undertake a Service Review of the City's library function to provide benchmarked comparison and advice on how to transition to an improved service.

Importantly, the Service Review acknowledged the thriving nature of the City of Norwood Payneham & St Peters (and adjoining) community, noting that the City is ranked at the 72nd percentile on the SEIFA Index (Index of Relative Socio-economic Disadvantage) across Greater Adelaide, meaning that 72% of suburbs in Greater Adelaide are *more* disadvantaged.

In this regard, libraries contribute significantly to a thriving community, underpinning models of '*community wellbeing*' by providing:

- services and programs that activate and connect people to place; and
- providing physical places and spaces which act as enablers of community activity.

Whilst there will always be (and should be) a fundamental need to provide for and respond to, vulnerable people, there is a unique opportunity within the City of Norwood Payneham & St Peters, to strategically position the Council's Library Service to support the advancement of the community and thereby progress the existing thriving state of the community.

For example, as reported in the 2021 Census, the City of Norwood Payneham & St Peters is highly educated, with 16.6% more residents holding a Bachelor or Higher degrees (42.5%) when compared to Greater Adelaide (25.9%). Hence, an important strategic consideration for the future design of the Council's Library Service relates to how it compliments and grows this academic interest and achievement. In practice, this might, in part, be realised through the provision of resources that are not universally available to the community, such as high quality digital and work spaces that include access to 3D printers and software licenses for digital creation and publishing which are typically unaffordable for casual users, but often central to contemporary interests. In many ways, this approach mirrors previous approaches employed in libraries, where they were once one of the few places you could access a photocopier or printer etc.

Similarly, there is an opportunity to design the Council's three Library Facilities in a manner that is more responsive to community needs. The Service Review explores this in a variety of ways, including:

- Spaces (Page 27, Ref: 3.1.3) - The Council spends more on library materials per capita than the ALIA recommended standard and subsequently holds a large collection. In addition, the shelving utilised within the three Libraries is no longer contemporary. Collectively, this reduces the community's ability to access the collection and the extensive shelving dominates floorspace preventing utilisation for other high demand use types, such as the provision of flexible workstations and digital technology areas.
- Opening Hours (Page 28, Ref: 3.1.4) - The existing opening hours across the three Libraries (46.5 hours) is below the recommended Australian Library and Information Service (ALIA) standards of 48 hours per week. In addition, both the Norwood and Payneham Libraries are closed on Mondays. No library is open after 5.00 pm. Current Opening hours are illustrated in the below table:

	Norwood	Payneham (Tirkandi)	St Peters
Monday	Closed	Closed	9.30am – 5.00pm
Tuesday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Wednesday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 1.00pm
Thursday	1.00pm – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Friday	9.30am – 5.00pm	9.30am – 5.00pm	9.30am – 5.00pm
Saturday	10.00am – 1.00pm	10.00am – 1.00pm	10.00am – 4.00pm
Sunday	1.00pm – 4.00pm	1.00pm – 4.00pm	Closed

Increasing and modifying opening hours would provide an opportunity to increase access to the Council's Library Services, particularly for those users who are unable to access services within the current opening hours bandwidth. It is likely this can be achieved by reconfiguring the existing hours, thereby reducing the impact on resourcing.

- Wayfinding (Page 29, Ref: 3.1.5) - Utilisation of wayfinding and signage is not well executed across the three Library Facilities. The lack of external signage reduces the promotion of the service to new users, whilst inconsistent and limited collection and facility signage, undermine the customer experience.
- Three Libraries (Page 30, Ref: 3.1.6) - The Council provides more libraries per capita than almost all other metropolitan Local Government Areas. On a per square kilometre basis, only the Town of Walkerville's library provides greater proximity for its residents than this Council. Each of the three existing libraries offer similar collections and services. It is akin to the three Libraries continuing to service the three (3) pre-amalgamated Local Government Areas.

The existing three library model adds building costs along with operational and logistical complexity, yet achieves similar visitation to the City of Burnside's single library, realises less loans per capita and costs more to operate per annum.

- Service Efficiency (Page 30, Ref: 3.2.1) - Service efficiency has been assessed by the Service's cost effectiveness in comparison to other South Australian libraries.

Whilst the Council's service expenditure places its Library Service in the middle of expenditure across South Australian metropolitan Councils, expenditure on library staffing is approximately 14% above the South Australian metropolitan Council average.

However, when translated across a three-library model, it is realised as a relatively low level of staffing, that is below the per capita ALIS standards of 1.25 to 1.5 per 3,000 residents.

Similarly, the expenditure fails to achieve comparable outcomes relating to loans and visitations, etc when compared to ALIA standards.

- Structure and Library Resourcing (Page 31, Ref: 3.2.2) - Whilst staffing levels are lower than ALIA standards, the Service Review has identified that staffing levels were not dissimilar to other Councils' library services. Key differences that have been identified included:
 - significantly higher levels of program participation (approximately 60%) in other councils (e.g. City of Burnside, City of Mitcham and the City of Prospect);
 - a greater prevalence of Level 3 and Level 4 roles in other council libraries;
 - a significant resource impact as a result of managing a very high number of casual and part-time employees; and
 - reduced leadership capability resulting from the practice of Team Leader positions regularly being rostered to customer service shifts.
- Rostering (Page 32, ref: 3.2.3) - The significant reliance on the high numbers of casual and part-time staff creates unnecessary challenges with fulfilling rostering needs. Rostering for after-hours and weekend shifts is particularly difficult due to the low popularity of these shifts.

The creation of 'weekend specific' roles, or primarily utilising casual employees for weekend shifts, could assist in reducing the rostering burden.

Similarly, consideration of 'non-staffed' operating hours and automated rostering systems could offer additional efficiency.

- Staff Cohesion / Culture (Page 33, Ref: 3.2.4) - Council's Library Services enjoys a committed and, in many instances, a long-standing stable workforce.

However, there is a strong acknowledgement of the challenges that are now being faced due to the long-standing rostering practices and the operationalisation of leadership roles. In both respects, feedback has highlighted the difficulty for allocating time for new thinking.

- Capability and Capacity (Staff) (Page 33, Ref: 3.3.1) - Overall, the organisational design compares with other comparison councils, however the:
 - predominance of lower-level roles creates challenges in attracting and retaining staff;
 - existing staffing levels are not currently adequate to cover the minimum hours that the libraries are open without the utilisation of casual employees; and
 - reliance on casual staff is inefficient due to requiring a higher investment in roster management, and often does not attract the same skill and experience levels as permanent employees.
- Leadership (Page 34, Ref: 3.3.2) – Achieving improved impact through Council's Library Service relies on strong leadership. Reducing some of the operational customer facing utilisation of the Team Leader roles, can assist in improving leadership capacity.
- Training (Page 34, Ref: 3.3.3) – evolving service delivery and creating a responsive service relies on, amongst other things, requisite skills and knowledge. Whilst some of this may be sourced through recruitment, an improved strategic understanding of how Library Services supports community outcomes will assist in the design and implementation of employee development.

Service Review – Recommendations

Whilst the Review identified that the Library Service is relatively effective, it is considered to be inefficient and greater impact/improved performance could be achieved.

In this regard, the Service Review identified the following recommendations:

- 1) Create unique library experiences within each of the three (3) library facilities which, in part, aligns with some of the strategic needs of the local community context. Associated themes suggested include:
 - a. Payneham – Children, Youth and Family
 - b. St Peters – Art, Culture and History
 - c. Norwood – Digital Connection

Collectively, the three library facilities would operate as an integrated service rather than three discreet facilities, but leverage each site to provide a more impactful and targeted level of service – noting that the Council area is 15 square km² and each library facility can be accessed easily.

The built form, services and organisational design would, over time, be modelled to reflect the realisation of these themes.

It is important to note that the adoption of 'themed libraries' would reflect an area of focus/speciality in each Library Facility, realised through the type of services/programs offered and the design of the Facility. Whilst this may result in a different range of services in each Library Facility, the needs of all other library users (e.g. people who are ageing or who are vulnerable), would continue to be recognised and supported by the Council's Library Service.

- 2) Reduce the library books collection to improve community access, enhance the visual display of the collection and reduce the future annual collection expenditure in favour of investment on signage, improved shelving etc.
- 3) Modernise library spaces by:
 - a. providing new shelving, furniture, desks etc, to improve patronage and use;
 - b. investigate utilising the foyer at the Payneham Library to 'extend' the library space;
 - c. provide an increased number of work-stations and furniture that supports the engagement of children;
 - d. redesign the counter spaces within each Library to encourage improved interaction with the community; and
 - e. incorporate flexible study and workspaces within the Norwood Library when it is redeveloped.

- 4) Increase the range of digital offerings available for gaming, design and digital enterprise, with a core focus on supporting the Norwood Library to be realised as a site that underpins economic and education outcomes through digital literacy, creativity and enterprise.

The transition of the Norwood Library as a predominantly digital library, underpins the unique location of this facility, serving to support the domestic and visitation characteristics of The Parade.

Such an approach is thought to be a 'first' within Australia, opening doors to expand the breadth of services that could be offered. For example, such an approach may enable a new catalogue that provides customers access to software that is financially prohibitive for casual users.

Importantly, cultural and creative activities contributed \$122.3 billion to the national economy in 2019–20.

Cultural and creative activity refers to economic activity that involves human ingenuity, expression and storytelling. These activities connect Australians through arts, media, heritage, design, fashion and information technology.

Over the last 10 years, the economic impact from this activity has increased 27.1%, reaffirming its value to the national economy and identity.

As a result of the working from home arrangements and cloud-sharing services, computer and digital design has experienced a \$17.8 billion increase over the past decade. Changes resulting from the COVID-19 pandemic also resulted in a significant growth in the industry of computer system design.

Other industry domains with substantial economic influence include literature and print media, broadcasting, electronic or digital media and film, and fashion.

- 5) Revise the staff structure to support holistic library outcomes, creates efficiency through reduced rostering and improved support for digital literacy. In addition, when considering the organisational design of the Council's Library Service, it is also important to consider the intersect with other Council functions (e.g. Council supports youth through a specific youth strategy and resource in addition to offering youth programs and infrastructure within Library Services). Better coordination and integration across these interests, will assist the Council in providing a more strategic and impactful outcome.

Notwithstanding the afore-mentioned recommendations, the Service Review also considered a 'library of the future'. Progression of this recommendation represents a significant departure from the Council's existing and longstanding three Library Model. Whilst it may offer a range of efficiencies, the modernisation of the current Library Service is based upon the three library model through an approach that focusses on improving the strategic alignment of the existing Libraries.

Staff Engagement

Whilst some staff have contributed to the Service Review, the sharing of the Service Review Report is considered to be an important pre-cursor to the proposed change. Creating shared ownership of vision and its implementation, will underpin the success of responses to the themes that have been identified, both in form and function. Following consideration of this issue by the Council, it is intended to share the Service Review report with staff.

Implementation

Adoption of the recommendations contained in the Service Review, represents a significant transformation for the Council's Library Service. Given the complexity, a staged approach is recommended and a draft outline for implementation is detailed in Table 1 below:

TABLE 1: DRAFT OUTLINE FOR IMPLEMENTATION OF COUNCIL'S LIBRARY SERVICE

Activity	Timing	Description
Staffing structure	Complete by 30 June 2025	Assess and devise a staff structure to address the high level of casualisation and inject new capability and deliver upon the recommendations.
Operational planning and implementation	2026	Embed new staff structure, develop and implement operational strategies and processes.
Library design options	2026	Commission the development of designs centred on areas of community focus. This will include consideration of technologies for use within the three Libraries, including community consultation.
Library design implementation	2027	Implement the final approved designs incrementally.
Norwood Library	2028-2029	Ramping up to the completion of the Norwood Library renewal.

The development of a new staff structure is considered a priority, as it reflects the importance of position design, skills, experience and culture, to the realisation of the broader recommendations contained in the Service Review Report.

This will enable further work to be undertaken to better understand the implications of the Review's additional recommendations which will be reported to the Council.

In respect to the recommendations of the Council's Audit & Risk Committee, the following provides context of the recommendations that have been made by the Committee, for the Council's information:

1. Maintain its current three (3) Library strategy.

The Council's three (3) Library strategy is longstanding and reflects the ongoing operations of the current three (3) Library Facilities.

The facilities at Payneham and St Peters have been redeveloped and the remaining facility at Norwood is scheduled to be redeveloped within the term of the Council's current Long-Term Financial Plan.

The recommendations contained in the Final Service Review Report are based upon maintaining the current three (3) Library Facilities.

2. With the exception of Recommendation 5.2 of the Final Service Review, the Audit & Risk Committee has recommended that the Council endorse the recommendations "in principle".

Recommendation 5.2 relates to the Council exploring a "Library of the Future" which could entail commissioning a feasibility to explore a single or two-site hybrid Model.

As the Audit & Risk Committee has recommended that the Council maintain the three (3) Library Model, it is also recommending that Recommendation 5.2 not be pursued.

3. Authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority.

Recommendation 5.1.5 relates to progressing a new staff structure as outlined in the Final Service Review Report

This component of the Final Service Review Report is fundamentally important to improving staff capacity and capability, which are essential ingredients to achieving improvement performance.

Recommendation 5.1.2 relates to restricting the current investment in new collection items and to focus efforts on reducing existing floor stock across the three facilities, with the aim of unlocking new floor space and improving access to and better promotion of the collection.

The reasons for this recommendation are clearly articulated in the Final Service Report and represent a step forward in the strategy to modernise the Library Facilities.

An overview of the implementation of the recommendations contained in the Service review Report are set out in Table 2 below.

TABLE 2: IMPLEMENTATION OF RECOMMENDATIONS

Opportunity	Action	Approach	Timing	Budget Impact	Advice to Council
Visitation, Loans, Participation and Memberships	Improve quality of the Library collection	Utilise current catalogue budget to engage a consultancy to assist in identifying a strategy to achieve a smaller and impactful catalogue.	2024-2025 – post finalisation of staffing structure	No	No
	Improve marketing and communication of services/programs	Develop communication strategy	2024-2025 – to be undertaken once a new Program plan has been established	TBD	TBD
Spaces					
	Consolidate collection	Implement Catalogue reduction strategy	2025-2026	No	No
	Reduce and redesign shelving facility	Procure consultancy to advise on new layout	2026	Yes	Yes
	Implement new workstations and access to digital technology space	Implement Facility design	2027 - 2029	Yes	No
	Create community meeting spaces	Implement Facility design	2027 - 2029	Yes	No
	Redesign all three Library counter spaces (e.g. adopt a concierge model)	Implement Facility design	2027 – 2029	Yes	No
	Provide access to the upstairs Cultural Heritage rooms for low impact activities	Subject to the outcome of the Cultural Heritage Services review	TBD	TBD	Yes

Opening Hours					
	Review opening hours for St Peters and Norwood Libraries	Consider as part of staffing structure	2024	No	Yes
	Review opening hours for Norwood Library	Consider as part of Norwood Library renewal	2029	Yes	Yes
Wayfinding					
	Improve external signage	Implement Library design			
	Improve internal wayfinding	Implement Library design			
	Improve information about parking/transport options	Develop promotional material	2024	No	No
Service Efficiency, Structure and Library Resourcing					
	Review the staffing structure and reduced the reliance on part-time and casual employees	Develop a new staffing structure	2023-2024	TBD	Yes
	Strengthen the strategic capability of the Library staff structure	Develop a new staffing structure	2023-2024	TBD	Yes
	Strengthen the Programming capability, including digital, of the Library staff structure	Develop a new staffing structure	2023-2024	TBD	Yes
	Consider the alignment of the new staffing structure with ALIA standards	Develop a new staffing structure	2023-2024	TBD	Yes
	Consider the utilisation of 'weekend roles'	Develop a new staffing structure	2023-2024	TBD	Yes
	Identify training needs to support the upskilling of digital literacy and technologies and evolving library services	Develop an annual staff training & development plan	2024-2025	No	No
Create Unique Library Services					
	Design and implement solutions to support themed facilities (Payneham: Children, Youth and Family, St Peters: Art, Culture and History, Norwood: Digital Connection	Procure consultancy to advise on new Library designs	2026	Yes	Yes

	Investigate a new secured foyer space to enable extended hours returns/collections	Procure consultancy to advise on new Library designs	2026	Yes	Yes
	Invest in a high proportion of flexible workstations at the Norwood Library	Procure consultancy to advise on new Library designs	2026	Yes	Yes
Reduce and Unlock the Full Potential of the Collection					
	Reduce the spend in new collection items	Re-allocate some of the Councils existing catalogue investment to support other library priorities in line with the Review recommendations	2024-2025 onwards	No	No

OPTIONS

The Council can determine to not implement the recommendations (in part or full), however, this option is not prudent given the issues which have been identified in the Service Review.

COMMENTS

The recommendations outlined within the Service Review represent a comprehensive and complex range of strategies and actions for enhancing community impact through the modernisation of the Council’s Library Services and achieve ‘best value’ for the community.

Bedding down the new staff structure will provide the necessary staff capability and capacity to realise a number of the other recommendations and to identify the resources required to realise these over the next 24 months (excluding those that are dependent on other matters such as the renewal of the Norwood Library).

RECOMMENDATION

1. That the Final Review Report prepared by BRM Advisory and the recommendations contained therein, be received and noted.
2. That in respect to the Final Service Review of the Council’s Library Service, the Council resolves to:
 - a. maintain its current three (3) Library strategy;
 - b. with the exception of Recommendation 5.2 of the Final Service Review Report, endorses “in principle” the recommendations contained in the Report; and
 - c. authorise staff to progress Recommendations 5.1.2 and 5.1.5 of the Final Service Review Report as a priority.
3. The Council notes that the recommendations contained in the Final Review Report prepared by BRM Advisory, will now be implemented and progress reports will be provided to the Council’s Audit & Risk Committee.

Attachment A

Review of Library Services





City of Norwood Payneham & St Peters

Service Review of Library Services

18 October 2024

Final Report



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EXECUTIVE SUMMARY

The City of Norwood Payneham & St Peters is committed to providing exceptional Library Services to citizens residing in and visiting the City. This Service Review is an integral part of a broader initiative and ongoing commitment to improve community services. The Service Review is timely to inform future design and capital allocation decisions prior to the planned renewal of the Norwood library. NPSP operates three libraries (Norwood, Payneham (Felixstow) and St Peters) all of which provide a wide range of resources and activities designed to meet the diverse needs of the community, in addition to providing general Council customer services, and collectively achieves strong levels of community satisfaction.

The Service Review evaluates the effectiveness and efficiency of these library services across the three sites, informed by insights from library staff, customers and industry benchmarking. Strengths, weaknesses, opportunities and threats are identified to inform recommendations for improvements and innovation. The Review also considers the staffing structure and the effectiveness of the current organisational design to provide insights and recommendations for enhancing capacity and capability (including staff training).

In our view, the provision of the existing suite of library services within NPSP is relatively effective in delivering a service that meets community expectations, but that there is scope to enhance the service and impact in accordance with NPSP's aspirations for improved community services. Furthermore, our conclusion is that the provision of library services is not particularly efficient. The efficiency of the services is hampered by the operational realities of delivering services across three sites, with expenditure above benchmarked median spend and 'middle of the pack' service outcomes achieved across key metrics such as visitations and loan levels. NPSP could be spending less and achieving more through a change to its service delivery, with consolidation of libraries providing the most significant opportunity for financial savings *and* improved service outcomes. We recognise that this would represent a significant change in the service offering and would not advocate for it without extensive community consultation to assess the appetite for such a change.

Conversely, given the commitment to improving community services (and to operate three libraries) the Review highlights how NPSP could leverage its three sites more effectively through specialisation of focus and a reduction in the size of (and investment in) its collection, thereby unlocking additional space for new work and study areas, and to improving the utilisation of its collection.

Other opportunities, such as consolidating part time positions, reducing the utilisation of casuals and creating new, dedicated digital and weekend roles, will help reduce the coordination burden on leaders and unlock capacity for investment in service improvements. Improved community access (and outcomes) could also be achieved by adjusting opening hours to provide access after 5pm for the 'working community' of NPSP. The Norwood library, given its location and planned renewal, offers the most significant opportunities (within the constraints of the three-site model) to challenge the norms of service delivery and consider an alternative/complementary service experience, catering for demand for digital services, providing more spaces for study and work, and trialling different staffing arrangements that can achieve greater activation of this facility without investing more in library staffing. Should NPSP intend to be more ambitious, an option for consolidation and creation of an integrated community hub is also explored.

This Service Review highlights opportunities for NPSP to improve the efficiency and effectiveness of its library services in keeping with its aspiration for improved community service outcomes. By addressing the identified issues and leveraging the opportunities, NPSP can better meet community needs, optimise (or reduce) its investment and sustainably deliver the service now and into the future.



1. INTRODUCTION

1.1 Background

Library services play a pivotal role in the community, promoting community engagement, intellectual growth, and cultural vibrancy through the provision of safe spaces and knowledge. This important role often results in libraries being at the forefront of promoting and providing the community with access to new technology.

The City of Norwood Payneham & St Peters (NPSP) has a proud tradition of providing library services across its three libraries for many years. Consistent with the social equity aspiration articulated in CityPlan:2030, NPSP operates its library sites as community hubs, repositories of knowledge, and free public spaces that contribute to the overall well-being of its residents and visitors. Libraries are supported by programming, events, community activities and a home delivery service.

NPSP has a rich history of adaptive reuse of historic sites for delivery of library services, including through the former St Peters Town Hall, and the continuation of the historic reading room on The Parade, Norwood.

Service delivery is guided by a staff-developed vision to provide equitable access, offer welcoming places for all community members to connect or simply be; to seek knowledge and know-how from a trusted source, without judgment or expense, tailored to meet the seeker's needs to the best of the libraries' ability.

The staff vision aligns with the broader South Australian Public Library Network vision, which aims for '**Smart Libraries... Smart Communities** [where]:

Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world.'

According to the NPSP's 2021 Community Satisfaction Survey, its library services are the second most utilised Council service by residents and achieve very high satisfaction levels, with consistent improvements in satisfaction achieved over the last five survey collection periods (i.e., since 2009).

While the regular customers of the libraries are largely satisfied with the service, it is timely to undertake this review and consider whether the service is effective and efficient, and maximising its community impact and whether there is an opportunity to increase community reach. In particular, NPSP is served by three libraries, where similar sized council areas are more commonly served by only one or two, presenting both opportunities and operational challenges.

1.2 Catalyst for the Review

While achieving high levels of community satisfaction and meeting several relevant library standards, NPSP is committed to reviewing its library services in line with a commitment to continuously improve the quality of services provided to the community.

In addition, NPSP has capital renewal funding allocated in future years of its long-term financial plan for the Norwood library. Prior to making investments in capital works, it is important that the Council consider the service holistically to inform design decisions and the allocation of capital.

1.3 **Scope of the Review**

The scope of the service review of library services is comprised of the following elements:

Service Delivery

- Evaluation of the effectiveness and efficiency of library services across the three (3) libraries operated by NPSP.
- Identify strengths, weaknesses, opportunities and threats related to service delivery.
- Propose recommendations for improvement and innovation in service delivery.

Staff Requirements

- Benchmark positions and salaries against industry standards, ensuring competitiveness and fairness.
- Analyse staff classifications and roles, providing clarity in respect to responsibilities and accountabilities.
- Assess the balance of part-time and full-time positions for optimal resourcing.
- Evaluate and benchmark rostering practices.
- Assess and develop collaboration strategies to enhance the cohesion of library services.

Capacity and Capabilities

- Assess the effectiveness of the current organisational design, positions, culture and capability.
- Provide insights and recommendations for enhancing leadership within the team, including consideration of the capacity and capabilities of the current leadership structure.

Training Requirements

- Examine existing training programs and materials.
- Identify gaps in staff knowledge and skills, particularly in the context of evolving Library Services.
- Propose a comprehensive development plan, including appropriate training, materials and induction programs for new hires.

1.4 Methodology

The approach used to deliver the service review is broadly arranged in the following three phase methodology:



The **Inform** phase involved gathering relevant background information from library staff, site inspections of each of the three libraries, holding a 'leaders' workshop, conducting a staff survey, reviewing customer satisfaction survey data (from both NPSP and South Australian Public Library Services (PLSA)), and comparing learnings with other council library services.

During the **Analyse and Evaluate** phase, the results from the workshop, staff survey and discussions with leaders provided a qualitative assessment of the service to compare with a review of available metrics and benchmarking with library services across South Australia.

The insights gained from the proceeding phases are articulated in observations, conclusions and recommendations contained in this **Report** for presentation to the Audit and Risk Committee.

2. CURRENT SERVICE

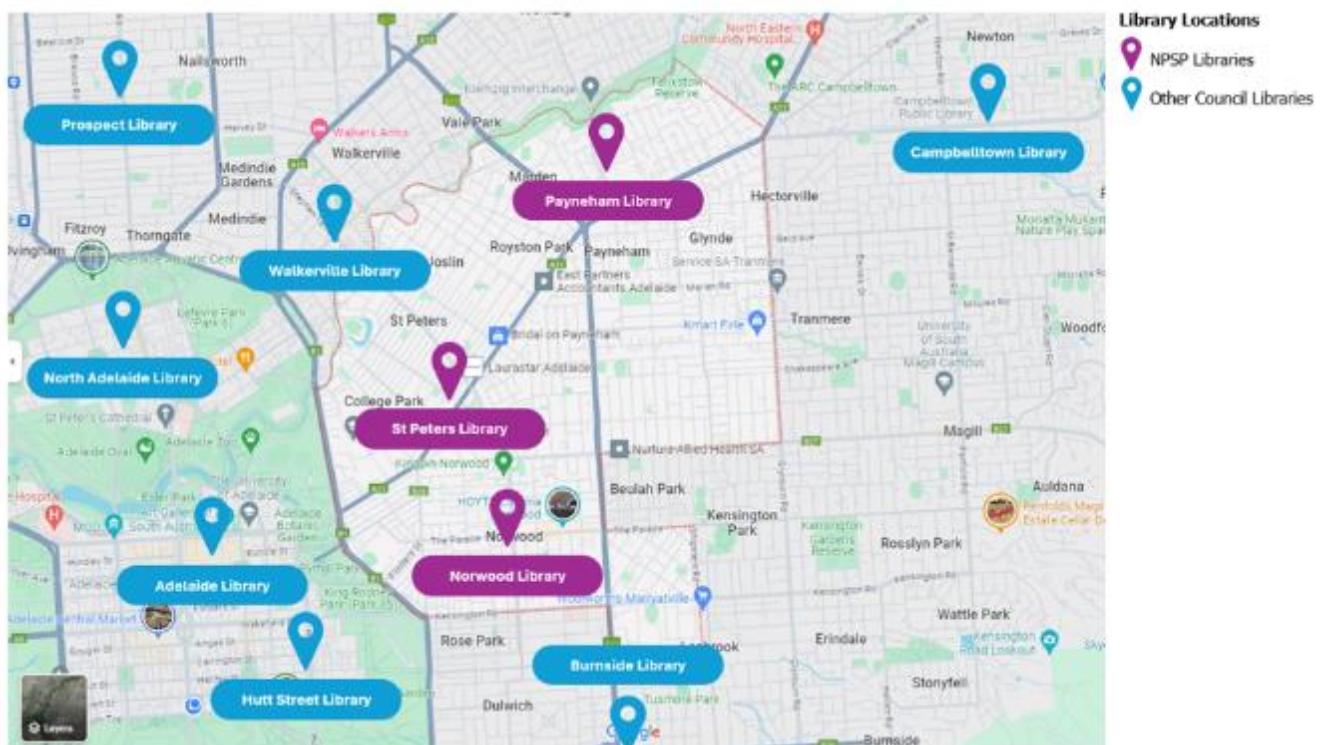
2.1 Service Area

NPSP delivers library services across three library branches (Norwood, St Peters and Payneham (located in Felixstow)).

The NPSP Council Area is shown in Figure One with neighbouring council operated libraries and the NPSP's own three libraries mapped. Libraries in proximity for use by residents, in addition to NPSP's libraries, are shown in Figure One.

- Town of Walkerville;
- City of Burnside;
- Campbelltown City Council;
- City of Adelaide (three libraries); and
- City of Prospect.

Figure One: Council area and nearby libraries



NPSP serves an estimated resident population of 39,312¹, with a population density of 2,603 persons per square kilometre.

The community is highly educated, with 16.6% more residents holding a Bachelor or Higher degrees (42.5%) when compared to Greater Adelaide (25.9%) during the 2021 census period.

¹ Australian Bureau of Statistics Estimated Resident Population (ERP), 2023



Similarly, an analysis of the jobs held by the resident population in 2021 shows the three most common occupations were:

- Professionals (6,960 people or 36.0%);
- Managers (2,790 people or 14.4%); and
- Clerical and Administrative Workers (2,396 people or 12.4%).

In combination, these three occupations accounted for 12,146 people in total or 62.8% of the employed resident population, a higher total proportion in employment when compared with Greater Adelaide (61.7%).

The community also has a high proportion of 'English only' residents, with 70% only speaking English at home, an increase of 1,946 persons between the two most recent census periods. In addition, an increase in 'Speaks English well or very well' and reduction in 'speaks English not well or not at all' occurred during the last census period (+829 persons and -217 persons, respectively).

The relevant SEIFA Index (Index of Relative Socio-economic Disadvantage) in 2021 was recorded at 1039, putting NPSP at the 72nd percentile across Greater Adelaide (i.e. 72% of suburbs in Greater Adelaide are *more* disadvantaged), akin to adjoining Eastern Regional Alliance Council areas.

A larger percentage of households in NPSP earn more than those in Greater Adelaide, particularly in categories above \$4,500 per week. However, there are subtle differences in the population characteristics as they relate to the areas served by NPSP's three libraries. For example, households with incomes above \$3,000 per week are more pronounced in areas surrounding St Peters library (north of Payneham Road). These areas also reflect a higher proportion of a professional, working population who are nearing or are recently retired.

Areas surrounding Payneham library tend to be relatively less affluent, with higher proportions of households experiencing 'mortgage' and 'renting' stress, residents with proportionately less university qualifications, less manager and professional workers, and a higher proportion of trade workers and technicians.

Surrounding Norwood library, the population comprises a higher proportion of 25 to 34 year old 'working population' and those attending university. Likewise, there is a higher proportion of 'Lone young person' households and 'renters' in these areas. In general, renting households are more highly represented in areas south of Payneham Road.

Kent Town had the highest proportion of people who moved address over the 5 years between 2016 and 2021. Kent Town also recorded the highest percentage growth in population between the same period, with other areas of higher growth (i.e. when compared to the average growth rate across the Council area) in Marden, Felixstow, Glyn and Norwood and Payneham.

2.2 Service Offer

The NPSP library service offers a wide range of resources and activities including free access to educational and recreational resources including books, magazines, DVDs and CDs, online databases, computers, public internet access, events, local history services and interlibrary loans (i.e., through the South Australian Public Libraries OneCard Network). The service configuration reflects a 'traditional library service' rather than a configuration that that may be described as 'contemporary'.

All three libraries also provide NPSP citizen services (e.g. payment of Council rates or registration of dogs, etc.).

Opening hours vary across the three sites, as shown in Figure Two and Table One, with library services only open on Mondays at St Peters, primarily in the afternoon at Norwood, and no branches open past 5pm. (Note, each library branch was kept open late at least one night per week prior to the COVID-19 disruption period).

Figure Two: Opening Hours Across NPSP Libraries

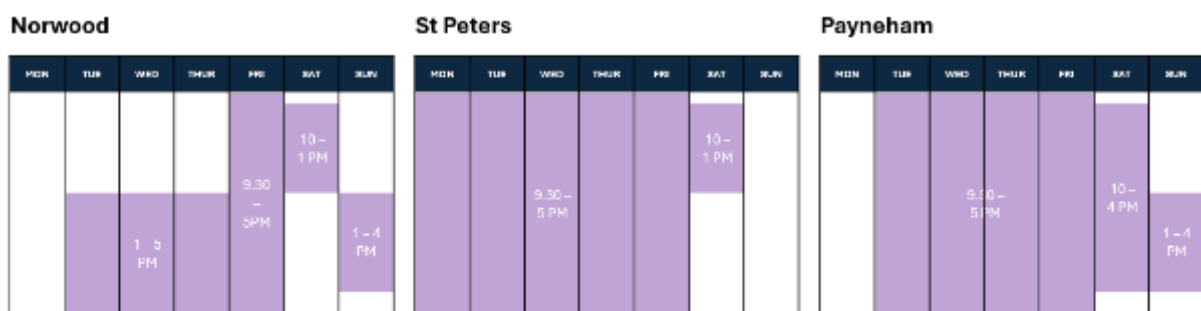


Table One: Library Weekly and Annual Opening Hours

Library	Weekly Hours	Annual Hours
Norwood	25.5	1,326
St Peters	36.5	1,898
Payneham	39.0	2,028

While the socio-economic profile within NPSP is strong, the library services support a wide range of residents and visitors with their daily challenges, including vulnerable people, such as new residents engaging in online services and establishing new connections to their community, or older residents accessing online government support services.

The libraries provide a broad and convenient collection of loans, allowing customers to reserve materials online (at any time) and collect materials during business hours. Casual and informal use of library spaces is encouraged, with areas set aside for reading, studying, or simply relaxing in a quiet environment, but this is limited by small and contested space at all three sites.

All libraries provide access to free WiFi and computers, with some support provided by staff (either via rostered staff at the counter or through a dedicated digital learning role).

The libraries also offer a variety of programs tailored to different age groups and interests. For adults, libraries host recreational activities such as movie screenings, 'knit and stitch' groups, and book clubs, fostering a sense of community and shared interests. Skill-based programs are also available, including gardening workshops, self-help sessions, digital literacy support, and author events, which provide opportunities for personal growth and lifelong learning. These programs are designed to engage the community and offer valuable educational experiences in a welcoming and accessible setting.

For children and their parents, popular programs include 'baby bounce' sessions, story time, and book week celebrations, which introduce young children to the joys of reading. School holiday programs and activities, such as Lego clubs, offer creative and educational outlets for older children and teenagers. These programs not only support literacy and learning but also provide safe and enriching environments where young people can explore their interests and develop new skills.

In 2022-23, the 'Home Library Service' visited 37 individual residents and three care organisations monthly, with approximately 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 a library branch, but also in providing social interaction to those who may be isolated, or vulnerable. The service is primarily delivered by volunteers.

In 2022-23, the St Peters and Payneham facilities provided community facility hire to approximately 368 community groups, private hirers and commercial organisations.

2.3 Library Sites

2.3.1 Norwood

Located on The Parade in Norwood, the library is located within a historic building that was the original 'Institute' for Norwood and Stepney, providing access to a public reading room and supporting intellectual pursuits for nearly 150 years.

The library is relatively small, providing a floor area of approximately 200 square metres, with a basic computer area (six PCs), newspaper reading area, collection shelves and small children's area on the stage at the rear of the main floor.



Figure Three: Norwood Library - modest floor area, seating and collection shelves

Public toilets are provided from the entrance foyer and do not meet contemporary disability access and inclusion needs.

Staff work areas are provided at the north-western corner of the main floor, accessible from both the entrance foyer and from behind the serving counter.

At the rear of the main floor (i.e. past the stage) a small staff room and toilet is available, with storage for program materials.

The building has an upper floor at the rear and front, with two modest rooms at the rear (currently empty), accessed via a set of central stairs, which also provide access to a generous basement beneath, which is currently occupied by a commercial tenant.

At the front of the building, access from the entrance foyer is provided by stairs to additional upper floor rooms used for community groups (e.g. chess club).

The building can be difficult to access for customers due to access from the footpath via stairs and ramp (shown), use of traditional swing doors (i.e. not sliding) and other access limitations throughout primarily due to the age of the building.



Figure Four: Norwood Library – front access ramp

An entrance ramp helps to provide access but can also be difficult for customers due to its steep incline and tight switchback design.

While the building offers architectural merit and a strong sense of history, its traditional design and lack of transparent street presentation is at odds with the approach to contemporary civic libraries, which are designed to draw pedestrians in

from the street and assist with wayfinding through contemporary design principles. The modest signage further exacerbates the library's lack of presence.

The facility is on the edges of the busier parts of The Parade and has limited accessible car parking. Its location is both advantageous, in that it can benefit from nearby activity generators and strong foot traffic, but also challenging for access, given the busy nature of the street. The facility's small internal footprint limits circulation areas and flexibility to expand areas for desks, chairs and other informal areas. Full utilisation of the site would require significant capital investment in providing lift access for lower and upper floors.

It is understood that NPSP has provisioned \$5 million in capital renewal funding in the Council's Long Term Financial Plan to invest in upgrades to achieve this aim of improved site utilisation.

We note that the facility's toilets would also require reconfiguration and update to meet DDA standards, and Council would also need to address the variation in floor levels, narrow doorways and narrow circulation areas.

To maximise the floor area available, a new lift and contemporary airlock/foyer would ideally be situated in front of the building, maximising the space between the footpath and the existing façade, enhancing street presence and limiting the loss of floor area provided within the historic Reading Room.

To complement the building's heritage values, it is likely that any new structure would utilise transparent materials and contemporary form, akin to the entrance foyer of St Peters library, to intentionally complement and not replicate the era of the heritage building.

The provision of \$5 million in capital funding represents approximately \$8,300 per square metre to fund the redevelopment (i.e. assuming approximately 400 sqm in library and basement, plus 200 sqm for rooms upstairs at the front and rear of the building). Based on other library project upgrades we have benchmarked, this level of funding should be adequate to unlock access to additional floor area, resolve DDA shortfalls and improve the amenity of the site.

Whilst the basement currently houses a tenant, it's noted that the full potential of a modernised library on the Parade assumes sole occupancy of the building for library services.

2.3.2 Payneham

Located on Turner Street, Felixstow, the Payneham library is a relatively modern facility, opened in 1983, offering community access to a library and community rooms for hire.

The library occupies the eastern wing of the facility, with a floor area of approximately 500 square metres, incorporating both public access and staff areas.

Entrance is provided from a shared foyer, with the counter and computer bays (six) occupying the northern end of the library, before large collection shelves occupy most of the remaining spaces. A few small breakout areas are provided in protruding wings on the eastern edge of the building, and a small children's area at the rear of the library.

Public toilets are provided with access from the shared foyer.

Staff work areas are provided behind the library counter, with manager's office, desk areas, storage and processing facility at the rear, accessible by rear loading area. (Collection processing for Norwood is provided at this site due to site constraints at Norwood).

The site has convenient car parking and access to three large meeting rooms that can be connected to provide a very large community hall. (The community hall area is used for children's story time programs during the week).

A commercial kitchen and a small kitchenette support community access to the adjoining rooms for hire.

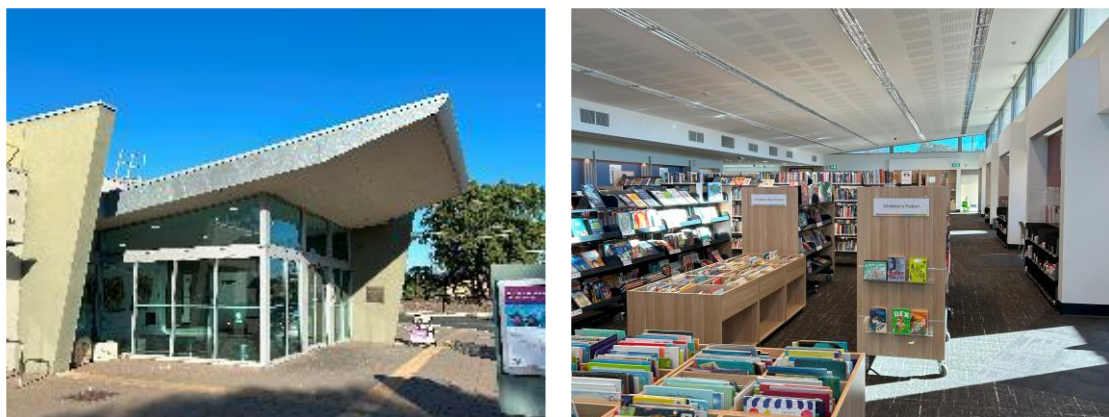


Figure Five: Payneham Library – contemporary entranceway and congested floor area with high shelving

The facility is relatively contemporary in design and presents a relatively strong civic façade to Turner Street (as shown) but is more discrete in presentation to OG Road.

The design of internal signage makes navigation of the facility difficult. The shelving height and extent of collection limits visibility and circulation areas.

2.3.3 St Peters

Located on Payneham Road, St Peters, the St Peters library makes use of the former St Peters Town Hall.

Opened in 2012, the reconfiguration of the historic town hall facility provides access to main collection area and mezzanine, linking directly through an art gallery, cultural centre and adjoining community facility.

The ground floor is approximately 300 square metres, with the former stage occupied by staff areas, and a further 150 square metre mezzanine, accessed by stairs and lift, and connecting through to the cultural heritage spaces above the ground floor art gallery.

The facility was redeveloped with significant investment in surrounding public realm improvements, providing high-quality spaces between the former Town Hall and the adjoining streets.



Figure Six: St Peters Library – mezzanine, quality finishes and architectural merit

Internally, the facility benefits from quality design and materials.

From the glass entrance on St Peters Street, access is provided to the main counter, which is adjoined by a small casual reading area and small bank of personal computers (six), respectively on each side of the lift shafts and service areas.

A ground floor collection area leads to a children’s seating area that wraps around the front of the former Town Hall stage, with storage shelves to provide display of collection materials and provide privacy to staff working on the stage behind.

An open staircase leads to the mezzanine where more collection shelves provide access to resources and a bar-height table and casual seating area provided for reading, work and study.

2.4 Service Costs and Delivery

2.4.1 Expenditure

In 2022-23, NPSP invested approximately \$1.9 million in the delivery of library services or 9.1% of its 2022-23 Council rate revenue (according to the Council’s 2022-23 Annual Business Plan).

Expenditure in the 2022-23 financial year is reflective of library service expenditure across the previous year and the 2023-24 financial year. Utilising 2022-23 data enables the Service Review to effectively benchmark against other supplied Council data, collected by the South Australian Public Library Service (PLSA) for the same financial year (as referenced). Library services expenditure for 2022-23 is outlined in Table Two.

Table Two: Library Services Expenditure (2022-23)

Expenditure Item	2022-23 Expenditure
Wages and Salaries	\$1,439,789
Operating and corporate expenses	\$155,709
Printed Materials	\$56,132
Non-Printed Materials	\$42,420
Digital Materials	\$25,096
Library Materials (General)*	\$105,807
Community Languages Levy**	\$13,029
Digital Content Levy**	\$34,509
Total	\$1,872,491

* The Council receives a grant from the PLSA network of approximately \$106,000 each year to invest in library materials.

** Note – levies are reported as costs to the service but administered by the Public Library Service (PLSA) directly (i.e. not under control of Council in the delivery of this service).

Expenditure categories include:

- Printed materials: books and magazines;
- Non-printed: audio visual, toys, language kits, gaming;
- Digital: streaming services, e-books, e-audio; and
- Library materials (general): BlueCloud Acquisition (a tool to access PLSA procured resources).

We note that, the maintenance and renewal costs of the three buildings occupied by the libraries is not included in the reported expenditure against the library service. It is estimated at approximately \$292,000 per annum, comprising cleaning (\$157k), maintenance (\$82k) and utilities (\$53k). However, these are estimates based on a

proportionate cost allocation of multi-use buildings and care should be taken in relying upon these figures.

For the Service Review to enable comparison with other library services, this report considers only direct service costs as reported to the PLSA.

2.4.2 **Staffing & Structure**

The most significant expenditure item for library services is wages and salaries. NPSP library services are delivered by approximately 15 permanent employees, with most working on a part time basis. In total, this equates to between 10.8 and 12.6 full time equivalents (FTE's) -depending on reporting period and vacancies. In addition, the service utilises a pool of casual staff to cover rostering gaps during the week and to ensure coverage on the weekend.

In 2022-23 there was no expenditure on staff training, and rostering challenges limited opportunities for staff to attend the NPSP corporate 'Empower' training initiative, or PLSA Online training to refresh their skills training, when it was made available.

The organisational structure for the library service is provided in Attachment One.

The team is led by a Manager who is supported by three Team Leaders and a coordinator, with supporting specialist positions underneath. Library and Customer Service officer positions form the bulk of the staffing resources.

The library staffing structure and levels has been compared with a sample of five councils in Table Seven of Attachment Two and shows the variety of staffing arrangements across council libraries sampled.

As shown, NPSP library structure is similar to the City of Marion and City of Burnside, with staffing provided by Level 2 customer service and library officers, supported by collection and program roles (Level 3), coordinated by Level 5 leaders and a Manager/Team Leader (Level 7). However, there are some differences noted, such as the number of Level 3 and Level 4 roles used across the compared services.

For example, as shown in Attachment Two, the City of Burnside, the City of Mitcham and the City of Prospect are supported by a higher number of Level 3 and Level 4 roles. These three library services do achieve a higher level of program participation and active memberships than NPSP (approximately 60% higher) despite less or comparable levels of expenditure on staffing overall.

In our discussions with the relevant library Managers and Team Leaders from these three councils, it was explained that the mix of staffing levels is the result of extended efforts over time from staff to instigate and achieve reclassifications that recognised their qualifications and the technical nature of their roles. However, the Managers and Team Leaders were reluctant to conclude that their program and membership outcomes were due to the mix of classifications. Rather, they believed that strong promotional activities, including widely circulated newsletters and marketing efforts, a culture of innovation amongst staff and an investment in high-quality events was key. Further, with each new vacancy following a staff departure, each leader

emphasised their intention to hire new staff with a particular passion for activation of their library services.

Consistent with these perspectives, across all South Australian metropolitan library services benchmarked, we found no observable correlation between the total expenditure on staffing and program attendance and/or memberships.

Across the comparison councils and at NPSP, most permanent staff are part time (0.5 to 0.8 FTE). The prevalence of part time workers within the NPSP library service results in a higher number of employees, which, in our experience, requires more coordination than the employment of less staff in full time roles, and adds to reported rostering challenges.

2.4.3 Rostering

All staff members are engaged in providing customer service for three hours daily, except for Team Leaders who are provided one day away from customer service, per week, to provide additional time to perform leadership duties.

Duties within the 3-hour shift are split between two 90-minute periods of 'Desk' and 'Backup'. Those rostered on Desk deliver the primary customer support duties, ready and open the facility, and manage all *reactive* enquiries (both for customer service and library services) from the front counter position. Those on Backup perform a range of duties including management of the holds and hold shelves, redistribution of inter-library collection materials (i.e. 'Black Box' management), re-shelving items, topping up displays and collateral, managing internal courier and issuing late notices, etc.

From our comparisons with the City of Burnside, the City of Mitcham and the City of Prospect, we note that these libraries are also organised into shifts in a similar manner, with at least one primary and secondary position rostered who perform similar duties as undertaken by staff at NPSP. However, the shift times do vary from one hour to four hours, and the number of staff rostered from two to four at a time, depending on the size of the library and the time of day.

It is also common for Team Leaders and Coordinators (i.e. at Level 5) to provide customer service shifts each day. Similarly, it is common for each shift to be provided with a more senior staff member to partner with a more junior member or casual (as required).

For NPSP, those rostered on shift have limited capacity to be *proactive* in their interaction with customers, either due to the restricted design of counters (which restricts movement onto the floor) and when busy 'back of house' sorting collection items.

When permanent staff are not rostered on customer service duties, they manage their positional responsibilities, e.g. collection, programming, technical support, etc.

All permanent staff have a rostered weekend shift, once a month, with full-time positions covering two shifts a month. When staff members work a weekend shift, they take equivalent time off during the working fortnight in lieu.

Rostering is generally problematic due to its complexity and limited baseline of permanent staff to cover opening hours across the three libraries. Staff absences for leave, training and attending meetings also add to rostering pressures.

Figure Seven demonstrates the allocation of staff for customer service duties and gaps for casuals during a typical week at St Peters.

Figure Seven: Typical Weekday Roster (St Peters) with staffing gaps as highlighted

	Monday		Tuesday		Wednesday		Thursday		Friday	
	Desk	Backup	Desk	Backup	Desk	Backup	Desk	Backup	Desk	Backup
9am	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed
10.30am	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed
12noon	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed	Staffed
1pm	x	Staffed	x	Staffed			x	Staffed	x	Staffed
2.30pm	x	Staffed	x	Staffed			x	Staffed	x	Staffed
4pm	Staffed		Staffed				Staffed		Staffed	

As shown, for St Peters in a typical week, between 12 and 16 hours of casual staffing is required to cover Desk and Backup responsibilities. Shifts on the weekend add approximately 14 hours (at St Peters).

A budget of \$109,000 per year is included in service costings to fund casual staff. At \$43 per hour, this equates to approximate funding of 49 hours per week across the full service / three sites. Salary savings resulting from staff vacancies help fund any budget shortfall to fulfil the currently required 100 hours per week casual support.

Table Three illustrates a typical week in mid-June, the 100 hours of casual support (from a pool of approximately 15 casuals) required to meet service requirements.

Table Three: Typical Casual Hours Across Entire Week (including weekends)

Mid-June	Norwood	Payneham	St Peters
Casual Hours	31.5	45.5	31

Rostering is managed manually (using Excel) by a 0.5 FTE staff member and relies on a series of phone calls for resolving roster failures when they occur (i.e. the staff member calling casuals and other team members to check availability and resolve gaps in the roster and/or attending the site themselves).

The use of Team Leaders for weekend shifts requires corresponding time off during the week, reducing time available to lead their teams and perform other operational responsibilities.

The seven-day a week nature of the service can result in staff members working six or seven days in a row, which is not ideal from a lifestyle or wellbeing perspective.

2.4.4 Decentralised Operations

Each library site provides staff areas for undertaking 'back of house' activities supporting a decentralised operating model. The Manager is based at St Peters and travels between sites. Each site has a Team Leader or coordinator who provides leadership and manages day-to-day operations.

The benefit of a decentralised approach is that it supports the operation of the three individual libraries to provide similar services. It limits travel time for staff attending for rostered counter duties and allows for easy transition from customer service shifts to fulfilling core role responsibilities. It also limits idle time for secondary customer service shifts, whereby staff can easily resume core activities once duties 'on the floor' are complete (while still being available for backup).

The challenge with a decentralised model is that all three sites are constrained for space and staff areas occupy valuable floor area. In particular, at St Peters, the staff area is problematic due to its siting on the former Town Hall stage, requiring a mechanical lift to move collection items and requiring staff to navigate a range of stairs and narrow doorways.

A centralised operating model, whereby staff travel to attend site for customer service duties, would allow two of the libraries additional space for public access. However, it would also add travel time and additional logistical complexity. Inter-library collection items can only be processed locally, and physical items moved between sites and manually returned to shelving.

2.5 Service Metrics & Benchmarking

2.5.1 Number of Libraries

When considering the NPSP libraries services against metropolitan Adelaide equivalents, attention is first drawn to the total number of libraries per capita. As shown in Table Eight, Attachment One, NPSP is unique in the total number of libraries its supports within its relatively small catchment of 39,312 residents (2023).

The Town of Gawler and Adelaide Hills Council provide a similar ratio of libraries to residents; while the City of Unley and the City of Holdfast Bay provide one library per 20,000 residents, with Campbelltown City Council, City of West Torrens and City of Tea Tree Gully delivering library services through a single centralised facility for much larger populations.

When considering the number of libraries per square kilometre (i.e. in contrast to the number of residents), NPSP has one of the highest ratios across metropolitan Adelaide, similar to the City of Adelaide and Town of Walkerville, as illustrated in Table Nine, Attachment One.

2.5.2 Expenditure Benchmarking

With respect to expenditure per capita, NPSP invests more in staffing and more in total expenditure, when compared to the median spend across metropolitan Adelaide libraries, as shown in Table Ten, Attachment One. NPSP invests \$39 per capita in

staffing and \$51 per capita in total, per annum, in the delivery of its library services. The calculated median for 2022-23 is \$34 and \$49, respectively, as shown below.

Table Four: Expenditure per capita

Expenditure Type	NPSP Expenditure (Per Capita)	Median Expenditure (Per Capita)	Difference (and percentage difference)
Staffing	\$39	\$34	\$5 (14.7% above)
Total	\$51	\$49	\$2 (4% above)

In contrast, at the extremes of service costs across libraries in metropolitan Adelaide, the City of Playford cost per capita was \$19 (staffing) and \$27 (total), whereas the City of Adelaide (which supports a small resident population) cost per capita was \$90 (staffing) and \$187 (total).

Another area of expenditure focus is investment in the library collection, with NPSP investing approximately \$162,000 per annum, which includes a Council contribution towards printed materials of approximately \$56,000 to complement the PLSA grant of approximately \$106,000 in 2022-23 (with PLSA grants determined by the number of residents in the council Area).

Based on the PLSA dataset, the value of the grant each year is approximately \$2.85 per resident of each council. NPSP invests \$4.40 per resident in physical collection materials, which is the sixth highest investment in physical collection materials, significantly above a low of \$2.30 (City of Playford) and above the median of \$3.64.

This is reflected in the size of the physical collection and the turnover of stock (refer Table Thirteen, Attachment One).

2.5.3 Visitations and Loans Benchmarking

With respect to visitation and loans, NPSP performs comparably with a range of similar sized Councils.

In 2022-23, the three libraries achieved a total of 156,365 visits and members accessing 330,486 physical and 56,4999 digital loans, with nearly 800 new users registered during the financial year.

Table Five: Visitations and Loans Per Library (2022-23)

Library	Visitations	Physical Loans
St Peters	68,601	124,228
Payneham	59,323	149,032
Norwood	28,441	57,226

As shown in Table Five, Norwood has considerably fewer visits and physical loans than the two other libraries. While this in part can be explained by its limited opening

hours, as shown in Table Six, its performance on a 'per hour opened' adjusted ratio is also below St Peters and Payneham.

Table Six: Visitations and Loans Per Library Hours Open

Library	Average Visitations Per Hour Open	Average Physical Loans Per Hour Open
St Peters	36	65
Payneham	29	73
Norwood	21	43

Norwood underperforms the other two libraries by between 35-40% with less visitations and loans, even when performance is adjusted for opening hours.

Overall, across all three libraries, loans and visitation levels are above median when compared with other metropolitan Councils, per Table Eleven, Attachment One.

2.5.4 Program Participation and Membership Benchmarking

NPSP attracts less participants per capita than the median across South Australian metropolitan councils, per Table Twelve, Attachment Three.

In the 2022-23 financial year, NPSP attracted 8,859 program participants, achieving a ratio of approximately one per four residents. This is less than the median, which is approximately one per three residents, and significantly less than the City of Playford, who achieved 108,394 program participants at a ratio to residents of over one participant per resident (though we acknowledge the differences in the socioeconomic needs between the communities of NPSP and Playford).

Similarly, the City of Burnside, the City of Mitcham and the City of Prospect all achieve above the median program participation rates and approximately 60% higher than NPSP.

These councils also achieve a higher ratio of 'Active Memberships'. For example, in 2022-23, the City of Burnside achieved just over 18,000 active memberships at a per capita ratio of four membership per ten residents (0.4), which is above the recommended Australian Library and Information Association (ALIA) Standard of between three and four and a half per ten residents (0.3 and 0.45).

In contrast, in 2022-23 NPSP counted 8,964 'Active Memberships' or approximately one member for ever four residents, which is approximately 40% less than the City of Burnside and 25% less than the median ratio of active memberships across South Australian metropolitan library services.

NPSP would need to increase its active memberships and program participants by between 2,200 and 7,750 to achieve ALIA standards.

2.5.5 **Customer Satisfaction**

NPSP undertakes a customer satisfaction survey every two years to assess satisfaction across all of its services.

Based on the 2021 results, the library services are the second highest utilised services and the service that residents are most satisfied with. This has been a consistent result since 2009, with an improvement in satisfaction over that time period from 4.2 out of 5 to 4.4 in the 2021 results.

While there is a high level of satisfaction, comments made by survey participants are consistent with some of the observations already canvassed within this report, such as the small size of the Norwood library, restricted opening hours and some of the practical challenges resulting from running three smaller libraries rather than a large, consolidated library.

Interestingly, when considering results from surveys sourced from the City of Burnside, Campbelltown City Council, Town of Walkerville, City of Holdfast Bay, City of Salisbury, City of Tea Gully and City of Playford, all customer satisfaction surveys scored comparably with NPSP (i.e. satisfaction ratings between 83% and 88%). Whereas other council satisfaction surveys sourced demonstrate even higher levels of satisfaction achieved for the cities of Marion (98%) and Burnside (96%) in 2022 and 2020 (respectively).

In 2023, SA Libraries conducted its annual Customer Survey to capture customer experiences at the network level, highlight key findings and areas where this year's data has shown significant movement from last year's.

As shown in Attachment Three, the NPSP library services performed strongly from the perspective of its customers, achieving an increase in 'Net Promoter Score' from the last reporting period and levels of satisfaction across categories of 'positive experience', 'offer' and 'customer service' in the low to mid 90% - aligned with Council's own customer satisfaction survey results from 2021.

This is reflected in the SWOT Analysis, where staff survey results highlight a strong staff focus on providing a positive customer experience.

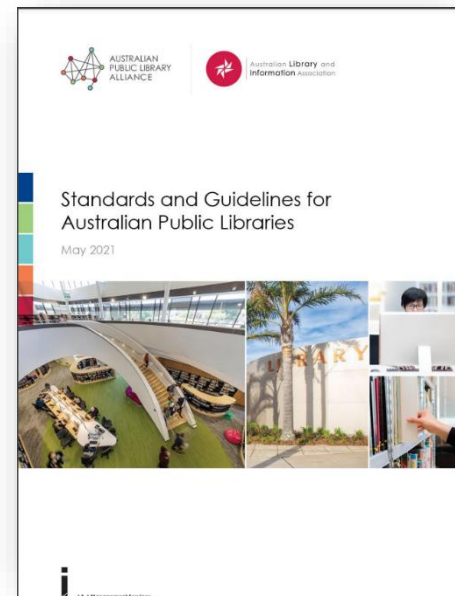
Against the areas of focus for this SA Libraries Customer Survey, the only area where the NPSP library services does not achieve a high level of agreement is with the statement '*My visit to the library has provided me with new ideas*'.

2.5.6 Australian Library and Information Association Standards

When considering the overall performance of NPSP libraries, consideration has been given to the Australian Library and Information Association (ALIA) Standards.

The purpose of national standards and guidelines for public libraries is to reflect the evolving role of contemporary public libraries and to better recognise the different circumstances in the eight states and territories, allowing for appropriate local interpretation.

ALIA provides *'...standards and guidelines [that] outline what is achievable and what is aspirational'* and acknowledging that *'... while some libraries may operate at the most basic level of service, all libraries strive towards the highest levels of service that they can deliver.'*



The benefit of aligning a review to these standards and guidelines is it enables benchmarking against a national context and objectively consider the allocation of resourcing. A full assessment of NPSP library services against these ALIA Standards is provided in Table Thirteen, Attachment Three.

Areas where the NPSP service does not meet the ALIA standard includes staffing levels, opening hours, membership numbers, program participation and access to web-based information.

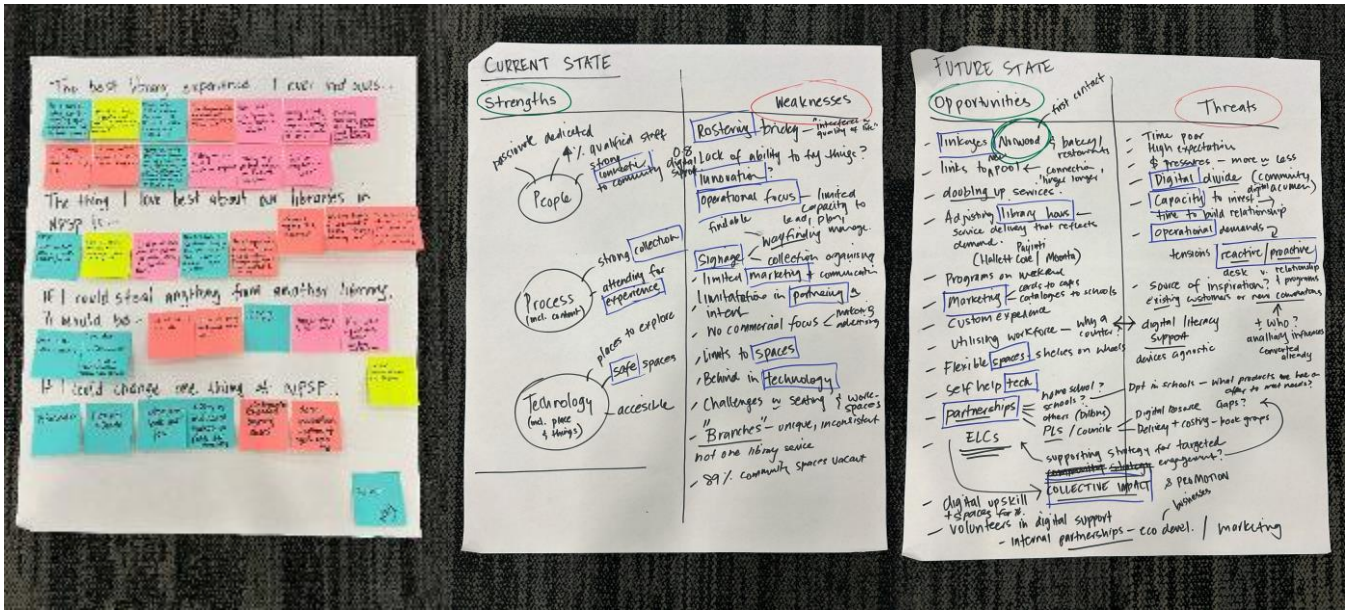
Areas where the NPSP service sits above the standards include expenditure on library materials, collection size, collection age, loans and turnover of stock.

These quantitative findings are balanced against a qualitative assessment with input from library staff as provided in the SWOT Analysis.

2.6 SWOT Analysis

To better understand the relative effectiveness and efficiency of the service, an assessment has been undertaken with input from NPSP library staff. A workshop was held with senior staff and project team members, complemented by an online staff survey to inform the following SWOT analysis.

Figure Eight: Workshop Outputs



2.6.1 Strengths

One of the library’s greatest strengths identified is its excellent relationship between staff and members/visitors. It was also evident from the workshop and based on survey feedback that staff are strongly focussed on providing quality customer experiences.

Staff value the opportunities to connect and engage with visitors, offer personalised assistance and foster meaningful connections. Amongst staff, there is desire to build relationships and create a welcoming atmosphere where visitors feel valued and supported.

Over 80% of staff survey respondents remarked that ‘customer service’ was where NPSP library services excelled. The second most frequent remark related to the strength of the collection, followed by the digital support services provided by staff to customers.

With respect to physical spaces, it was noted by staff that the libraries are steeped in heritage (in particular, Norwood) with a distinctive look and architectural quality (in particular, St Peters). These spaces provide not only culturally rich environments, but also serve as important, safe spaces where regular users can read, connect, work, or study (albeit with limited areas to do so). The library’s inclusive approach endeavours to ensure that everyone, regardless of background, feels welcome.

Staff are very proud of the library's extensive collection, which is highly responsive to the needs and desires of its members. By actively seeking feedback and staying attuned to members' interests, the library staff curate a collection that responds to the requests of its members.

Likewise, the collection is large, varied and regularly renewed, which presents unique opportunities and challenges (specifically, discovering collection items after they are relocated from the 'new release' shelves and accommodating effective storage).

The home library program is also seen by staff as an important service offer, catering to vulnerable and isolated members. This service demonstrates the library service's commitment to inclusivity and community support, ensuring that even those who cannot visit the library in person have access to its resources.

2.6.2 Weaknesses

While the staff are proud of the collection, it is recognised that its considerable size places additional pressure on the limited physical spaces available across the three libraries. Each library reportedly struggles to achieve sufficient space for study, work, casual use and other, new emerging spaces (e.g. make spaces, virtual reality, coding rooms, etc.). These space constraints hinder the libraries' ability to serve as versatile and dynamic community hubs.

Likewise, staff reported through their survey that library services at NPSP did not provide 'modern contemporary spaces'.

Marketing and promotional efforts are also limited. The library has minimal online marketing, and workshop participants stated that it can be difficult to secure adequate support or funding for additional promotional materials, which hinders its ability to reach a broader audience and attract more visitors.

Similarly, signage is another area where the library service is limited. On the outside of its buildings, branded wayfinding signage tends to use small fonts and sign placement is regularly hindered by heritage constraints.

Further, navigating within the library to discover collections is problematic due to inconsistent and non-effective signage across the different sites. This lack of effective signage can make it difficult for customers to fully utilise the library's resources, compounded by very full shelves with limited display materials. This in part can explain the library service's high 'Dead on Arrival' statistics, where many of its collection items are only borrowed once – either by the member who requested the item or discovery through the 'new release' shelves. With congested shelves, poor signage, and limited recommendations by staff and curated displays, members struggle to maximise collection items.

Another challenge is the heavy operational focus for leaders, which limits their capacity to innovate, plan, or be creative. Similarly, staff will often report that their hours are often consumed with routine, day-to-day tasks, leaving little time for trying new approaches. Likewise, rostering staff to cover the seven-day schedule across three distinct sites is problematic, often resulting in a heavy reliance on the use of casual employees.

Time constraints on staff further limit the library's ability to form partnerships with local schools and aged-care providers (for example). Without adequate time to invest in building and maintaining partnerships, opportunities for collaboration and community engagement are often missed.

Additionally, it is felt that staff could benefit from a more strategic approach to investing time and resources to achieve better returns, ensuring that efforts are aligned with the library's goals and community needs, supported by capacity that needs to be unlocked throughout the week.

There is also limited digital technology support available, even though staff report this as their primary area of development and a significant part of their customer support role. Staff desire the skills necessary to help develop the community to develop digital acumen. This deficiency hampers the library's ability to meet the growing technological needs of its customers.

Against the SA public library network's "Tomorrow's Libraries" five strategies, staff were asked to assess where they did not feel that the NPSP service met community expectations. Nearly half of the 17 respondents believed that NPSP library services were not meeting community expectations as they related to the provision of *community spaces, innovation and digital hubs, and partnering with intent*.

Staff were also asked to rate how well supported they felt to deliver library services that met community expectations, now and into the future, resulting in an average rating of 2.8 out of 5. Similarly, staff gave themselves an average rating of 3.1 out of 5 as a measure of how well equipped they felt to deliver library services, now and into the future.

2.6.3 Opportunities

The library service faces the unique challenge of managing consistent outcomes across three distinct sites, each with its own set of demands and characteristics. The three sites present opportunities for the library service, but consolidation of library sites is likely to present the most significant opportunity. As best articulated by a library staff member survey response, "...consolidating into one large library [would allow] optimised space, technology, and staffing, rather than maintaining three smaller, less functional sites, and ensure the continuation of highly valued services, such as timely access to popular books and quiet, comfortable reading and IT spaces".

Notwithstanding the concept of consolidation, the other opportunity raised by staff was that library services need not be replicated consistently across each site and could instead specialise at each site, providing new space and focus for innovation and experimentation.

The proximity of Payneham library adjoining the redeveloped Payneham Memorial Swimming Centre presents opportunities to connect its services and potentially leverage the library to support greater activation of this important asset. Library staff also highlighted an opportunity to play a more active role in managing the use of community spaces adjoining the Payneham library.

Adjusting library hours could also help to expand the impact of library services, without necessarily requiring additional Council investment. With no libraries open after 5pm, it is likely that there are additional members that would access library services after-hours if available. (This was raised as an area for desired focus for the review by library staff, who reported regular customer requests for libraries to be opened late at least once per week).

New flexible workspaces would also support increased library utilisation for both workers and students and could relieve some of the community tension over access to existing shared workspaces. Similarly, an investment in movable shelving may help to further expand the possibility for access to library space, with shelving at Payneham requiring adjustment in height to improve visibility and aesthetics.

There are also potentially many opportunities to partner with nearby schools and other service providers to increase the programming and leverage the collection for the benefit of more members. Volunteers could potentially help to bridge the gap in demand for digital support services.

Marketing efforts would help to drive increased patronage, particularly at Norwood, reminding the community of the important service that they have free access to within a short walk or drive from their homes (and near retail on The Parade).

Library staff provided their perspectives on the top priorities for focus and ranked 'Improvements to physical spaces', 'staffing levels' and 'technology' as the three highest areas for improvement. Underneath these, 'marketing of the collection', 'hours of service', and 'signage' were the next highest ranked areas for improvements and focus.

Library staff also highlighted areas of knowledge and skills (particularly in the context of evolving library services) that they would recommend additional training and support. Two thirds of respondents listed support in developing digital acumen, with approximately one in four requesting training on community outreach and ensuring support to use new equipment or delivery of new services.

2.6.4 **Threats**

The library service faces threats to its ability to meet community needs and to compete with other neighbouring council library services. Staff at NPSP often feel time-poor, with limited capacity to take on additional tasks or try different approaches. This is compounded by high expectations to continually deliver the same quality service that existing members expect, placing pressure on staff to do 'more with less' or to achieve more without any additional funding.

The growing digital divide within the community further strains staff time as they support customers who lack digital skills. This digital divide highlights a critical need for investment in technology and staff training. Without such investments, the library risks falling behind in its ability to serve all members of the community effectively.

The demands of daily operations often require a reactive rather than proactive approach, making it difficult for staff to engage in creative planning or strategic thinking. This is further exasperated by unfilled positions, putting pressure on

remaining staff. Time spent at the counter is commonly reported as a challenge that detracts from time that could be used for planning and innovation.

There are also concerns about the capacity to build and maintain relationships with customers if there is a significant shift in service delivery style. Any additional operational focus will reduce time for staff to develop meaningful connections with members, which are essential for understanding and meeting their needs.

There is also tension about who the service should be designed for. For instance, library staff debate whether the focus be on its existing customers or whether more effort is made to understand the needs of those not currently using the library. Staff felt that addressing this question is critical for ensuring that services are designed to be inclusive and meet the broader community's needs.

Lastly, the digital challenge is exacerbated by the rapid proliferation of information and knowledge, changing the demands on contemporary libraries. If libraries are not staffed with individuals who can help develop discernment among students, enhance digital acumen within the community, and provide flexible spaces for knowledge workers, their importance and community satisfaction are expected to decline over time.

3. SERVICE REVIEW

3.1 Service Effectiveness

3.1.1 Overall Assessment of Effectiveness

For the purposes of this Service Review, 'effectiveness' has been defined as a library service that achieves high levels of community satisfaction and delivers comparable levels of service, with a strong focus on visitation, loans, program participation and active memberships, as well as consideration of the quality of (and access to) physical spaces.

We have constrained benchmarking to other South Australian metropolitan councils and ALIA Standards.

Overall, the NPSP library service is considered relatively effective, as demonstrated through visitations and loan levels across the three sites, which are above the median of other metropolitan council library services (and near recommended ALIA standards), and when considering customer satisfaction data.

However, there is scope for improvement to meet NPSP's aspirations for improved community services. In particular, program participation and membership levels are below the median achieved by metropolitan council library services, and do not meet ALIA standards.

Further, while visitations and loans *across* the three sites achieves levels above the median of other metropolitan Council library services, Norwood significantly underperforms the other two library sites (even when assessed for hours open).

The library service is also not accessible after 5pm, despite it serving a community that comprises a high proportion of working professionals, and despite the Norwood library being situated within a premier shopping precinct (The Parade).

The physical collection receives an overly high level of investment, adding pressure on congested spaces, reducing the effective access to the collection and leaving limited floor space for contemporary study spaces.

Library staff are distributed across three sites and report a lack of capacity to invest in the development of the service beyond managing basic operational responsibilities. A high proportion of part time and casual workers creates coordination burden and rostering challenges.

There has also been limited investment in the adoption of new technologies and development of staff members' digital acumen (despite demand from staff and customers alike).

While the NPSP library services achieves relatively strong customer satisfaction results, this is common amongst Council library services and NPSP's results *may* simply reflect the quality of customer service provided by its staff, rather than represent the overall quality of the library service that is delivers.

3.1.2 **Visitation, Loans, Participation and Memberships**

Below expectations

As highlighted in Table Eleven, Attachment One, visitations and loans are above the median of metropolitan councils, but below the ALIA Standard.

Further, Norwood has considerably fewer visits and physical loans than the two other NPSP libraries. While this in part can be explained by its limited opening hours, even when adjusted to a 'per hour opened' ratio, Norwood achieves less visitors and loans than both St Peters and Payneham.

When considering the ALIA standard against the NPSP resident population (refer Attachment Three), it is noted that total visitations should achieve between 157,248 and 176,850. This represents approximately 20,000 more visits (at the top of the range), per annum, to be truly 'effective'.

Program participation and membership levels are also below the median and do not meet the ALIA standard, as shown in Table Twelve, Attachment One, and Attachment Three. To be considered highly effective (and to meet ALIA Standards), the NPSP library service would need to increase both its program participants and members by between 2,200 and 7,750 (each).

It is understood that St Peters art gallery attracts a very high number of visitors annually (approximately 13,000), which presents opportunities to draw attendees into the library and to encourage increased loans through curated collections nearby (or within) the gallery itself. Similarly, the redevelopment of the Payneham Memorial Swimming Pool offers opportunities to attract higher visitation levels at Payneham by creating linkages between the facilities.

Library services are less effective than others in attracting visitors or achieving adequate levels of loans, program participation and memberships.

3.1.3 **Spaces**

Congested by Collection

The large collections across all three sites results in floor areas being congested by shelving. Shelving is also high, which limits views across the library floor, and is largely fixed in position, limiting flexible use of floor space (e.g. for programming and events).

The allocation of space is particularly problematic at the Norwood branch, where space is significantly constrained by the small floor size and design of the historic 'Reading Room'.

Each of the libraries would benefit from more space for flexible workstations and access to new digital technology areas, however this is not viable without the reduction in collection and the reallocation of space.

As outlined in the SWOT, NPSP library staff are proud of the diverse and comprehensive collection. Comments reviewed through satisfaction survey data and from staff comments suggests that existing library members support access to a strong collection.

However, all three sites are at shelving capacity and browsers struggle to effectively discover new items in the collection as illustrated by a high ratio of 'Death on Arrivals' (DoAs), whereby new stock is purchased, borrowed once, and then not accessed again for the life of the collection item.

New releases can be discovered easily in contrast to older items that are stored within the general collection shelves. When items are not accesible via the new release area, they are shelved at high density with limited 'face-out' displays, limited signage and limited curated displays.

As highlighted, NSPS's investment in new collection items is high when considering its expenditure per capita. In addition to consuming valuable space and making browsing more difficult, a large collection also requires time to choose, source, order and commission items (and dispose of the replaced stock). This is not an effective allocation of resources, as shown through the DOA's, congested collection areas and high proportionate spend, above ALIA standards.

An overinvestment in collection items has resulted in the ineffective allocation of floor space and limits opportunities for additional flexible workstations and/or providing access to new digital technology areas.

The collection is not being effectively accessed due to congested shelving, poor signage and display practices.

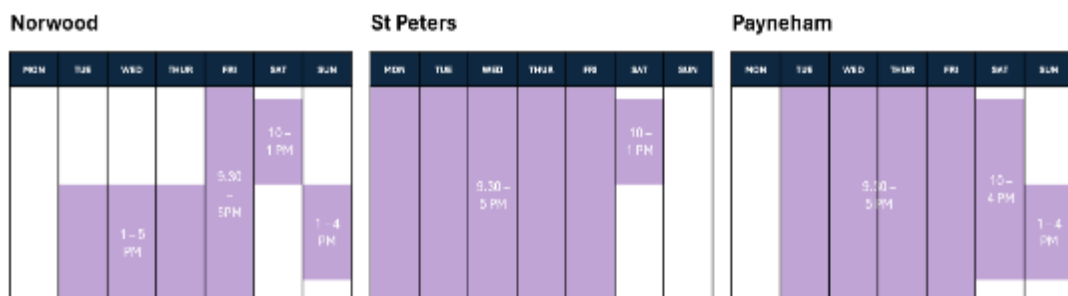
3.1.4 Opening Hours

Provide Access After 5pm for the Working Community

The library service coverage of hours across the week and across its three libraries is 46.5 hours, which is below the recommended ALIA standards for a catchment of NPSP's size (i.e. 48 hours per week).

The primary deficiency is access to a library after 5pm.

Figure Nine: Opening Hours Across NPSP Libraries



As shown through satisfaction data and anecdotal feedback provided by staff, it is common each week to receive requests from members for libraries to return to 'pre-COVID-19' levels, with each library offering access after 5pm at least one night per week.

Given the reasonable level of coverage provided across the three sites, in aggregate, NPSP has an opportunity to consider *recalibrating* opening hours to more effectively provide access to residents to library services, particularly for those not available to attend the site during the day. This could be achieved without adding additional hours and staff (e.g. by opening later and closing at 6 or 7pm, etc.).

Norwood is a prime site for late night access, due to its location on The Parade and given that it already operates on a primarily 'afternoon shift' basis. Likewise, the site presents opportunities to experiment with a different offering and staffing arrangements, and lower-service provision 'out of hours' to improve the overall effectiveness of the library service.

An effective library service provides access after 5pm to cater for a working community.

3.1.5 **Wayfinding**

Make it Easy to Locate, Park and Explore

All sites present access and wayfinding challenges.

In addition to limited collection signage, each site lacks clear signs that would help visitors locate the sites, entrances and supporting car parking.

In particular, Norwood library is difficult to locate, as attested to by anecdotal staff experience and online reviews, with a façade that is set back from the street and supported by limited directional signage.

Locating parking can also be problematic for access to Norwood and St Peters. Norwood is in a busy shopping precinct without a designated car park; whereas St Peters has dedicated car parking to the rear and opposite the site (on St Peters Street) but both are obscured, lack clear signage and are not actively reserved only for library customers.

None of the library entranceways are provisioned with large, high contrast and large font accessible signage.

Internally, inconsistent and limited signage across all three library sites detracts from the user experience, making it difficult for customers to navigate and discover collection items.

Poor signage makes locating, parking and exploring libraries difficult, detracting from the experience and reducing service effectiveness.

3.1.6 Three Libraries

Three libraries: expensive and not essential

Benchmarking shows that NPSP provides more libraries per capita than almost all other metropolitan council areas. On a per square kilometre basis, only the Town of Walkerville's library provides greater proximity for its residents than NPSP.

Each of the three existing libraries offer similar collections and services.

By comparison, library services, such as the City of Unley and City of Prospect, deliver library services with a ratio of approximately 1 per 20,000 residents and achieve higher visitations and more loans, delivered at comparable expenditure per capita (Unley) and significantly less expenditure (Prospect).

Further, the City of Burnside is served by only one library and caters for over 8,000 more residents than NPSP, yet achieves similar visitations per capita, more loans per capita, and delivers the service for 8% less per capita, per annum.

Based on this comparative data, the provision of library services at a high ratio of libraries per capita is not seen as critical to effective service delivery. Further, operating multiple sites adds additional building costs and requires staff members to be distributed across multiple sites, adding operational and logistical complexity.

The delivery of library services through the existing three libraries adds cost, complexity and does not achieve comparable results to consolidated libraries.

3.2 Service Efficiency

3.2.1 Overall Assessment of Effectiveness

For the purposes of this Service Review, 'efficiency' has been defined as a library service that achieves comparable levels of effectiveness at expenditure levels that compare favourably to other South Australian metropolitan councils.

NPSP service expenditure, per capita, is \$51 per annum, which places NPSP directly in the middle of expenditure across South Australian metropolitan councils.

However, expenditure on library staffing is approximately 14% above the South Australian metropolitan council average.

While this may represent efficient delivery for a multiple site library service, it does not represent efficient value when overall outcomes, such as loans and visitations and the other metrics reported that do not achieve ALIA standards.

Relative efficiency 'per site' expenditure can, in part, be explained by relatively low staffing levels that are below the per capita ALIA standards of 1.25 to 1.5 per 3,000 residents (which equates to a total of between 16.6 and 21 FTEs when calculated for NPSP based on this standard and the resident population of the council area) and comprising a high level of relatively low role classifications.

Further, and as already explored, expenditure on library materials per capita is higher than the ALIA recommended standard, which is reflected by the large collection.

Visitations and loan levels vary between the three sites, even when adjusting for hours opened, with Norwood underperforming the other two libraries.

With a high proportion of part timers and casual staff, rostering across the three sites is complex, time consuming and inefficient, offering opportunities for improved efficiencies through changes in role structure, practice and investment in supporting systems.

3.2.2 **Structure and Library Resourcing**

Expenditure on staffing to deliver NPSP library services is approximately 14% above the South Australian metropolitan council average.

However, given the challenges of providing staff for three sites, staffing levels are not considered above what is necessary to deliver the service in its current form. While the total level of FTE is less than ALIA standards, the structure is not dissimilar to other council's library services that we have compared.

As shown, NPSP is broadly similar to the councils compared, with a mix of Level 2 library officers, Level 3 program and coordinator roles, Level 5 coordinating or team leaders and a Manager who provides overall responsibility for the service outcomes. We have highlighted that library services across City of Burnside, City of Mitcham and City of Prospect all achieve a higher level of program participation and active membership than NPSP (approximately 60% higher) for similar or less expenditure on wages per resident population.

While there is a noted difference in the prevalence of Level 3 and Level 4 roles in these councils, our discussions with the relevant library Managers and Team Leaders uncovered that this is the result of extended efforts over time from staff to instigate and achieve reclassifications that recognised their qualifications and the technical nature of their roles, rather than a strategic intervention designed to improve library outcomes. It is unlikely that simply reclassifying library officers will result in better service outcomes.

However, as highlighted by the leaders of these three library services, intentional effort to capitalise on vacancies and bring new staff with energy for activation and innovation was seen as critical to their success. As was an investment in promotional activities and the quality of events. Staff require capacity to make these investments.

Capacity at NPSP could be unlocked through reducing 'coordination burden'. At NPSP, the prevalence of part time staff and the frequent use of casuals creates a significant coordination burden. Fragmented FTE results in more staff members who then in turn require more training, oversight and support. While this can provide additional flexibility and enable more specialist focus areas, having more staff members is simply less efficient than delivering the service with less staff who can work more days and longer hours.

The use of casuals is also more expensive per hour and requires additional coordination and support from permanent staff (on shift) and attracts a more transient workforce, prone to pursue other opportunities, putting more pressure on training and support of replacement casuals.

These factors, coupled with the demands on team leaders to provide regular customer service shifts, limits capacity for leaders to invest in the design and evaluation of program and experience outcomes, which could help to improve service effectiveness. For example, Level 5 coordination roles at the City of Mitcham, which are akin to the NPSP team leader roles, are only expected to cover one, 90-minute shift per day. In contrast, NPSP team leaders are expected to provide one 3-hour shift, four days a week, which equates to approximately 12 hours per week or 4.5 *more* hours per week than the City of Mitcham coordinators.

Lastly, the level of investment in digital support and programs is considered low at only 0.9 FTE, particularly given the growing demand for digital support amongst members of the community (and staff reporting a desire for greater digital training as well).

Reducing the use of part timers and casuals would provide efficiencies (i.e. through reduced coordination burden and reduced hourly rate) and unlock capacity in leaders to reinvest in improvements to programming.

3.2.3 Rostering

The high reliance on a large casual pool of workers and the combination of part-timers also makes rostering inefficient. The process for settling the roster is a manual process, relying on a series of phone calls and last-minute adjustments, and management of two separate Excel spreadsheets.

Rostering for afterhours and weekend shifts is particularly difficult as they are unpopular shifts to fill. Weekend shifts are rostered with a combination of permanent staff and casuals.

The City of West Torrens is one council that has created designated weekend staffing positions. The benefit is a reduced reliance on rostering, the ability to offer permanent roles and hours to attract talent, and to specifically hire for the role, providing clear expectations of weekend work, upfront.

Another approach is to utilise only casual staff for weekend rostering, but this approach brings additional risks to service quality and would require a greater investment in induction, training and support for the casual workforce.

Similarly, NPSP could explore 'non-staffed' open hours to provide greater access to the community without requiring new costs or coordination. This is a concept widely in use across the United Kingdom, but we have been unable to confirm an active use case in Australia for comparison and to leverage learnings. In short, the concept comprises swipe card access granted to members who complete an induction process, and who can then access loans and digital technology on site without staff supervision. In South Australia, we are aware of at least one Council recreation centre operating in this manner for access to gym and court hire.

Several metropolitan councils have invested in automated rostering systems. NPSP has also taken initial steps to explore the use of 'Shifts' within Microsoft Teams. An investment in automation and the provision of a system that allows staff to nominate, swap and manage their shifts would reduce demand on the person responsible for the roster.

A reduction in the use of casuals and the creation of dedicated 'weekend roles' would improve the efficiency of rostering and could lead to improved service quality outcomes.

3.2.4 Staff Cohesion / Culture

The SWOT process informed by NPSP library leaders and staff suggests that staff are loyal and dedicated, with many employed by the Council for many years. Customer feedback on the quality of customer service is strong and staff see this as the strongest value of the existing service.

The library service has been delivered in similar ways for many years. With staff spread across three sites and staffing/rostering challenges (as outlined), staff report that it has been challenging to allocate time for new thinking and experimentation.

Similarly, part time leaders also deliver frontline customer service roles, keeping leaders 'busy in the operations' and limiting capacity to explore service improvements. It will be difficult to unlock capacity to drive improvements without an alteration to this practice.

A change in practice to limit team leader time spent on the customer service desk would unlock 'more time to lead'.

3.3 Staff Requirements

3.3.1 Capability and Capacity

As shown, the current library service team structure is not significantly at odds with comparison councils and there are significant levels of variation across library teams reviewed.

NPSP library services are largely delivered by lower-level staff and leadership is provided by Level 5 positions (similar to sampled Councils). The advantage of this approach is that lower-level positions reduce service expenditure; but the challenge is attracting and retaining talent to fill these roles.

Staffing levels are not currently adequate to cover the minimum hours that libraries are open without relying on a casual workforce. From staff feedback provided, this in part is explained through staffing vacancies, but it is also likely that casual roles could be converted to permanent roles to manage these rostering gaps.

Casual workers offer flexibility but cost the service more per hour than a permanent employee. Service quality is more difficult to deliver consistently without the use of permanent staff. Talented casual workers are also more likely to secure permanent work elsewhere, over time.

As a general concept, the more staff in use, the more shifts to coordinate and the heavier the logistical workload for leaders. This concept appears to be proven by the experience of the rostering coordinator.

3.3.2 Leadership

Team Leaders lose on average three hours per day to customer service functions – limiting their ability to lead the team and invest in innovation and development.

Removing the four leadership roles from the customer service roster would require an additional full time customer service role (i.e. 4 leaders, spending on average 3 hours per day for 3 days per week = 36 hours) but could unlock capacity for development and provide more flexibility for leadership, collaboration and growth.

It could also help to provide capacity for leaders to fill vacancies, in response to staff survey feedback, with staff reporting operational strains resulting from a failure to timely fill vacancies (i.e. as remaining staff cover gaps in service provision).

Another insight from the staff survey was that the close involvement of leadership in daily operational activities can at times limit opportunities for staff to experiment and innovate. With much of the team's time and energy focused on delivering existing tasks, there is limited capacity for exploring new ideas and approaches.

3.3.3 Training

From the staff survey results, it is clear that staff would appreciate a greater investment in digital upskilling to support the new demands of the service.

Staff training in 2022-23 was largely delivered through a NPSP corporate 'Empower' initiative, in addition to staff attending PLSA supplied training to refresh skills, for example, using LinkedIn Learning (free online tool) and PLSA Online training via OnePlace (Forum), with no direct library training costs reported against the service in 2022-23.

Staff also attended online PLSA user groups in specialised areas, such as digital services, youth services and collections, and were allocated time away from customer service duties to attend inhouse training, such as managing difficult customers.

Leadership training was also made available to leaders and team members through the Empower corporate training initiative.

As part of the informing survey, staff were asked to rate how well supported they felt to deliver library services that met community expectations, now and into the future, resulting in an average rating of 2.8 out of 5. Similarly, staff gave themselves an average rating of 3.1 out of 5 as a measure of how well equipped they felt to deliver library services, now and into the future.

This is, by definition, average. Ideally, staff would feel confident and positive about the support they receive to deliver and equipped to achieve success.

Library staff also highlighted areas of knowledge and skills (particularly in the context of evolving library services) that they would recommend additional training and support.

Two thirds of respondents listed support in developing digital acumen, with approximately one in four requesting training on community outreach and ensuring support to use new equipment or delivery new services.

The growing digital divide within the community further strains staff time as they support customers who lack digital skills. This digital divide highlights a critical need for investment in technology and staff training. Without such investments, the library services risk falling behind in its ability to serve all members of the community effectively.

Adequate staffing and training across the three-library model was raised through the survey as essential for staff wellbeing and to ensure the delivery of a quality service.

4. CONCLUSIONS

4.1 Service Delivery

The service is considered relatively effective but there is scope for improvement to meet NPSP's aspirations for improved community services.

The service is not considered efficient, and Council could be investing less and achieving more with its library services.

The investment of \$51 per capita, per annum (or approximately \$2 million in total), places NPSP near the median spending level when benchmarked with other SA metropolitan Councils to deliver 'middle of the pack' outcomes across loans and visitations.

While the service achieves high levels of community satisfaction, other library services (such as City of Marion or City of Burnside) demonstrate that much higher levels (95%+) of community satisfaction can be achieved with less investment, per capita.

Likewise, other library services demonstrate that greater visitation and similar loan levels can be achieved for less investment and deliver program participation and membership levels within ALIA standards.

The provision of three libraries and the resulting high level of libraries per capita is not critical to NPSP to deliver an effective service. Further, managing three sites is more complex and requires more supervision and coordination than managing one or two, creating inefficiencies.

Consolidation of library services could provide for more efficient site management and staffing. Both the St Peters and Payneham sites could be configured to maximise community spaces for larger library footprints.

Across the three libraries, the extensive collection is both a strength and a weakness – supported by staff, but limiting the space available for new, flexible workspaces, and making it difficult for members to discover collection items (other than new releases). Across the three libraries, the collection could be reduced to unlock space and reduce operating costs.

Opening hours should be adjusted to improve community outcomes by providing access to the NPSP working community after 5pm.

4.2 Staff Requirements

Expenditure on staffing to deliver NPSP library services is approximately 14% above the South Australian metropolitan council average. However, staffing levels are not considered high given the challenges of rostering for three sites.

The prevalence of part time staff and the frequent use of casuals creates coordination burden and inefficiencies.

A broader effort to consolidate and reshape roles to reduce the total number of staff and to provide dedicated coverage on weekends will reduce the coordination burden and unlock capacity for leaders.

4.3 Capacity and Capabilities

The current organisational design and staffing structure is not considered a significant barrier to effective or efficient service delivery. However, it would benefit from consolidation of roles/FTE and a stronger focus on digital services.

A high degree of effort and focus from staff is also being directed towards coordination activities and operational matters, with limited capacity and effort placed on the improvement to service outcomes (such as increase memberships and program participation). Unlocking capacity for investment in program design and promotion is important to drive improved service outcomes.

Investment in digital acumen and digital services will also help meet demand both from staff and customers, now and into the future.

Reducing part time roles, converting casual positions to permanent roles, and reducing the hours leaders staff the customer service counter will unlock capacity for leaders to develop their programs, staff and service improvements.

4.4 Training Requirements

When surveyed, two thirds of library staff survey respondents listed support in developing digital acumen; and one in four requested training on community outreach and ensuring support to use new equipment or delivery of new services, as key priorities for a focus on training.

Digital acumen, marketing, collection management and general leadership training would be of benefit to the library services staff.

5. SERVICE DELIVERY IMPROVEMENTS AND INNOVATION

The following opportunities and recommendations are provided for NPSP to consider in order to achieve service delivery improvements and innovation across its library service.

5.1 Maximise the three-library model

5.1.1 Create unique library experiences

If the Council is committed to retaining all three library sites, then its opportunity is to leverage each site to create unique experiences while utilising its existing resource base and limiting additional operational costs or complexities. Creating a unique experience at each library presents opportunities to reduce and redistribute the collection, unlock new spaces and encourage customers to visit different branches for different experiences.

Through reframing the service offer around a concept of 'One library: three unique library experiences', NPSP could allocate spaces at each library differently and challenge the held stereotypes of what a library service comprises. The service could be reshaped to move beyond access to collections, programs and digital support services, and focus on providing vibrant, safe, integrated 'community hubs' that support a range of outcomes, not just those related to literacy and lifelong learning. The unique differences between the surrounding areas of each library could be leveraged to deliver a tailored experience organised against these themes:

- Payneham: "Children, Youth and Family"
- St Peters: "Art, Culture and History"
- Norwood: "Digital Connection"

Payneham library supports an area experiencing greater levels of population growth than other areas of NPSP. Residents within its catchment are generally relatively less affluent, more likely to be experiencing mortgage and rent stress, and comprise lower household incomes than other parts of the City. In addition, the Council is investing in the adjoining redevelopment of Payneham Memorial Swimming Centre. These factors combined present a range of opportunities to tailor library services to creatively extend the offer to draw from (and add to) future demand generated by the redeveloped pool, setting the tone for the library as a vibrant hub of learning and activity for families.

St Peters library is conversely situated in the Council's most affluent area, where the population is largely professional, more highly educated and comprises a higher proportion of early retirees. In addition, the library adjoins a highly visited art gallery and benefits from a well-appointed historic building. Council could leverage these factors, encourage dual purpose visits, integrate displays with collection content, encourage permeable access between the two, setting the tone for the library as a place for art, history and culture.

Norwood library is situated in a more 'transient' part of the Council area, with areas south of Payneham Road comprising a higher proportion of renters, working

populations of between 25 to 34 years old and those attending university. In addition, the library sits within the Council's premier 'Mainstreet' (i.e. The Parade), which presents both an opportunity to benefit from heavy foot traffic and to help drive economic activity e.g. visitation through a new type of offer that caters to workers with a stronger digital focus (particularly if hours could be adjusted to extend after 5pm).

If more space is created through a reduction in collection, each library could explore services and resources to cater for specific needs and interests. This strategic reorganisation could ultimately create a more dynamic and engaging library service for the community.

Recommendations

5.1.1.1 NPSP should consider reframing its services to be 'One library: three unique library experiences', organised broadly against three themes to reflect local demographics and the setting of each respective library:

- Payneham: "Children, Youth and Family"
- St Peters: "Art, Culture and History"
- Norwood: "Digital Connection"

5.1.1.2 NPSP should consider curating its collection to match each library branch 'theme' through engagement with staff and community, supported by aligned programming, promotion and outreach. It is important the community is engaged through this process to help inspire support for a change in approach.

As part of the renewal project at Norwood:

5.1.1.3 NPSP should adjust opening hours to provide after 5pm access to complement the more traditional offers at Payneham and St Peters (either through adding hours or simply recalibrating to a 'late afternoon and evening only' model).

5.1.1.4 NPSP should invest in a new secured foyer space (or similar) that could allow for collections and returns at any hour of the day, providing a new afterhours collection point for working residents, supported by dedicated short-term parking as required.

5.1.1.5 NPSP should invest in a high proportion of flexible workstations at Norwood and consider options for additional late-night access with reduced service offer (i.e. complemented by security or similar) to expand community access without additional library staff.

5.1.2 **Reduce and unlock the full potential of the collection**

NPSP should reduce its investment in the collection and enhance its shelving to assist customers with their discovery of collection items, supported by enhanced signage. Paradoxically, we believe that a reduction in the size of the collection (with improved presentation) will result in higher levels of loans and improved customer satisfaction.

For example, a combination of 40% binding out, 40% face-out and 20% empty shelves can create a visually appealing and accessible collection, and potentially make reshelving more expedient.

Redeploying surplus stock to local schools and community libraries can help manage space effectively while supporting the broader community.

A reduction in spend in new collection items would also unlock staff capacity for other activities (such as programming and partnerships) and would provide operational funding for other investments (such as new furniture, digital resources and marketing).

In addition to the \$106,000 grant from PLSA, the Council invests approximately \$123,000 to fund its library materials. Of this combined \$229,000 investment, approximately \$162,000 is invested into *printed* materials. A reduction of \$50,000 per annum in printed materials would result in a reduced per capita rate of approximately \$3, which is similar to the investment made by the City of Unley, Mount Barker District Council and the City of Tea Tree Gully. Further, given the strong investment over recent years, NPSP could also reduce collection expenditure more aggressively in the short term to unlock more financial capacity for once-off investments, before returning to a more sustainable level of investment (with support by the PLSA).

With a unique branch focus, staff could place more targeted effort to leverage existing stock through effective displays, recommendations from staff and advice to members.

Recommendations

- 5.1.2.1 NPSP should restrict its investment in new collection items and focus efforts on reducing existing floor stock across the three sites. The benefit of this is to unlock new floor space and improve access to and promotion of remaining collection items.
- 5.1.2.2 NPSP should reinvest any financial savings achieved through a reduced expenditure on new collection items (initially) on new moveable shelving, end displays, collection signage design and installation, and then digital resources. This approach will improve collection maximisation and improve the aesthetics of each library.

5.1.3 **Develop new spaces for work, study and exploration**

Ideally, libraries provide relaxed, safe, and inviting spaces with thoughtful interior design, comfortable seating, and interesting collection displays, however for a variety of reasons all three libraries struggle to achieve this desired level of ambiance.

At St Peters, the architecture is striking, but wayfinding is problematic, and the building has a formal, structured feel. At Payneham, the foyer is light filled, but empty, and the entrance to the library is congested. Tall shelving and a lack of break-out spaces limit the desired feeling of spaciousness. At Norwood, the history of the building is strong, but the experience is akin to stepping back in time as visitors navigate old stairs and attempt to make sense of the small, congested spaces.

How a library is perceived and how easily it is used are critical to its success and community impact. An approachable library building should provide a degree of transparency – inside and out, allowing passers-by to see inside before entering, and support transparent work practices, such as smaller service desks, side-by-side consultation areas, and roving librarians help to break down boundaries between staff and users.

Clear sightlines within the library, achieved through low shelves, open staircases, and high viewing points, make navigation easier. Comfortable and welcoming spaces for reading, study, research, and recreation enhance the library experience.

All three sites suffer from a lack of informal seating, areas to study and work, and displays to help members discover new collection items. Public computer stations are available but lack flexibility to support those with their own laptop or limit the noise of a phone call or video conference. There are limited flexible meeting spaces, with Payneham meeting spaces far too large for daily use and St Peters spaces disconnected from the library via breezeway and difficult to locate. There is no formal access to the library beyond opening hours, other than access to meeting rooms in the community centres

Likewise, all sites struggle at times to manage noise, with children's areas either elevated (at Norwood), adjoining a large void (at St Peters) or simply too small (at Payneham), with resulting noise periodically causing complaint. Curating each library for a different experience, as outlined, will help, but NPSP should also consider investments in loose furniture and acoustic treatments to enhance the experience for users.

Recommendations

- 5.1.3.1 With savings diverted from a reduced collection, NPSP should consider investment in new furniture, including new shelving, desks, booths and acoustic dampening panels, to maximise spaces unlocked through a reduction in collections and improve casual use.
- 5.1.3.2 NPSP should seek to maximise the entrance foyer at Payneham for the display of new releases, selected collection materials and sale of old stock (with quality display). Doing so will enhance the sense of arrival and help promote the discovery of collection items.
- 5.1.3.3 NPSP should consider reconfiguring community meeting spaces at Payneham to provide additional study and workspaces, with flexible furniture trialled to store children's collections and to create a more engaging children's space on days that Storytime activities are delivered from the main hall.
- 5.1.3.4 Where practicable, NPSP should invest in a redesign of all three library front counters to provide a smaller, side-by-side consultation area, creating a zone of informal interaction between customer service officer and customers.
- 5.1.3.5 NPSP should consider the reallocation of space at St Peters for new work and study spaces, adjoining the existing ground floor counter. Access to the upstairs heritage room should also be trialled for low impact activities (e.g. reading). Providing more

space for these uses will encourage more visitation and reduce community friction around access to communal spaces.

- 5.1.3.6 NPSP should consider a significant allocation of space at Norwood to flexible study and workspaces, gaming and casual seating and contemplate significant restriction to the collection at this site (e.g. to new releases, magazines, digital resources and holds/returns). Doing so will maximise the space available and set the tone of the Norwood library as a primarily digital experience for 'commerce and connection', with traditional collections available at the other two libraries.

5.1.4 **Address the Digital Divide**

Apart from a small television and PlayStation at Norwood, and traditional banks of PCs provided at each library, there are limited spaces allocated for gaming or design or exploring digital enterprise.

Modern libraries are commonly provisioned with digitally focussed spaces to engage young people and set a tone of technological advancement. Likewise, many modern libraries now provide access to iPads and laptops, 3D glasses, printers and a broad host of electronic devices.

Staff and the community alike report an increasing demand for greater access and support for developing digital acumen. The NPSP libraries are well placed to divert its effort to meet this demand.

Recommendations

- 5.1.4.1 NPSP should utilise reduced spend from its physical collection to purchase new electronic devices for promotion and lending. This will help to expand the offer and attract new loans and visitations.
- 5.1.4.2 NPSP should focus its efforts on digital services at Norwood, where it can trial new approaches and in concert with new, out of hours access. Norwood is the logical site to start experimenting with this digital focus through the renewal process and in response to current flagging community outcomes (i.e. when compared to the other two libraries).
- 5.1.4.3 NPSP should engage its community to test demand for access to new creative industry spaces and supporting infrastructure (such as super computers and recording or design software). Expanding this offer to attract those in (or trying to break in) to the creative industries market is one area of differentiation that NPSP could explore.

5.1.5 **Enhance the structure and resourcing**

The current structure, while similar to other councils, would benefit from consolidation and creation of dedicate weekend positions.

Likewise, a dedicated site coordinator role could improve coordination across the three sites, enhance consistency where needed (i.e. signage) and allow program and technical roles to focus on overall outcomes across the three sites rather than site

specific issues. Increasing digital support staff is also crucial to meet growing community demand.

The reliance on part timers and casual workers complicates rostering. An effort to consolidate roles and create dedicated positions for weekend shifts will streamline operations and free up leaders to focus on community outcomes. This could also be supported by automated rostering software.

Limited staff capacity for innovation and strategic planning hampers service improvement. Investing in digital upskilling and reducing operational burdens on leaders could unlock potential.

Recommendations

- 5.1.5.1 NPSP should consider a revised team structure that supports holistic library outcomes and assigns clear responsibilities by function (e.g. site management, collection, programs, digital) under the 'One library' concept.
- 5.1.5.2 NPSP should reshape its staffing roles to create a more significant focus on digital enterprise and support. Staff require training and the community requires more support to engage with digital services. New roles (or the reshaping of a dedicated team) would help to achieve this.
- 5.1.5.3 NPSP should progressively consolidate part-time positions and create new roles to fulfil duties currently delivered by casual staff thereby reducing overall head-count and the resulting 'coordination burden' of a large team of part-timers and casuals. This will unlock leaders' capacity for focus on higher-value work.
- 5.1.5.4 NPSP should investigate and trial a digital rostering system that could allow staff to self-manage availability, trade shifts and accept unplanned shifts without the roster coordinator needing to manage. This will unlock capacity for leaders to focus on higher-value work.

5.2 Explore a library of the future (a community hub)

The consolidation of library services into one 'library of the future' provides NPSP with the most significant opportunity for financial savings and improved service outcomes. Consolidation of library services should deliver more efficient site management and staffing, reduce building maintenance and utility costs, and reduce the complexities surrounding rostering, opening hours and achieving consistent service outcomes (i.e. compared with delivering a three-library model).

More importantly, consolidation of library services would enable NPSP to pool its capital resources (including funding earmarked for renewal of Norwood) to unlock capacity to develop a state of the art, purpose-built community hub that draws its learning from the best community hubs and libraries across South Australia and further abroad.

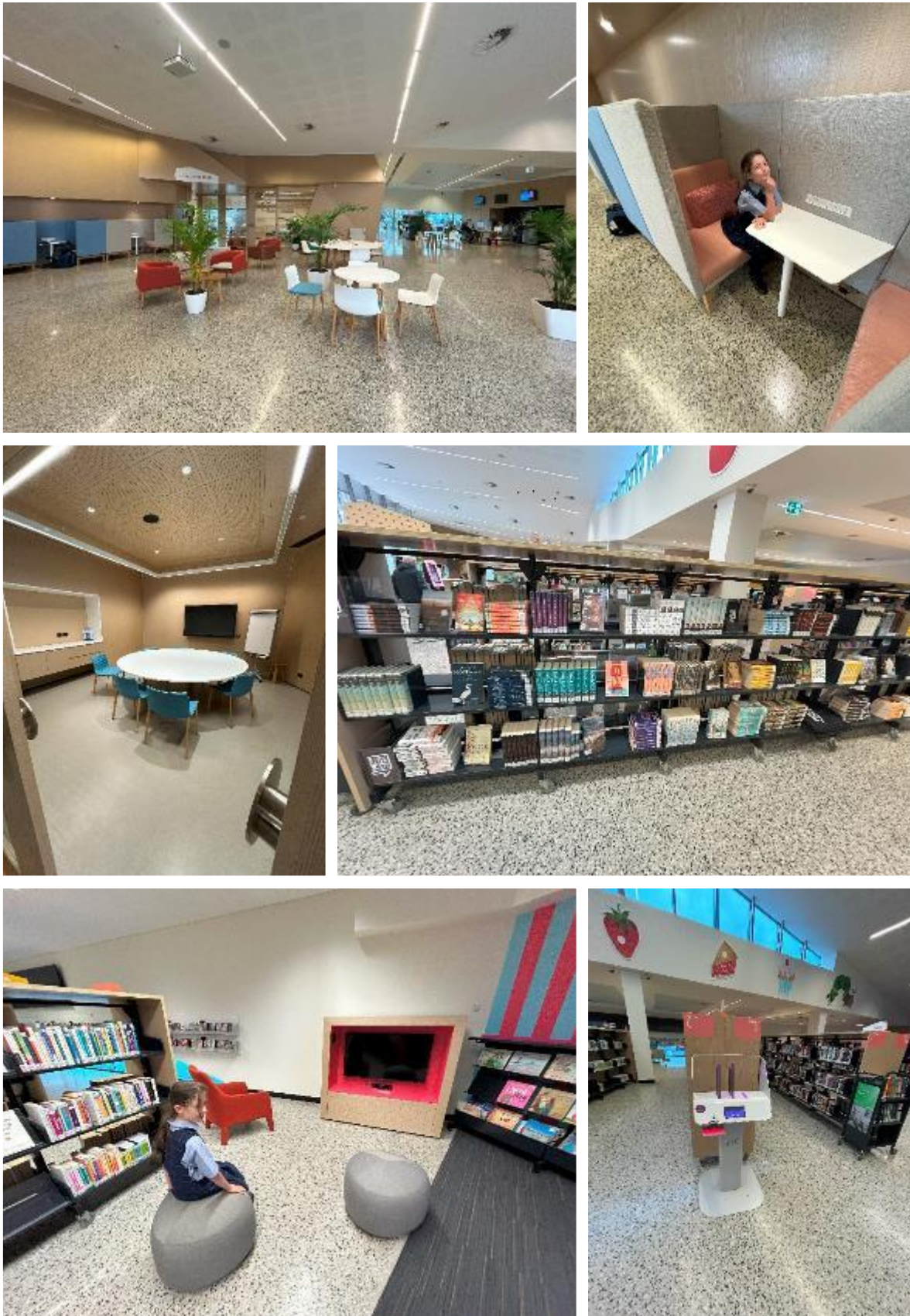
The creation of 'one library of the future' would allow NPSP to develop a range of varied and integrated community spaces that could offer the flexibility required to support the community to thrive now and into the future.

The Cove Civic Centre at Hallett Cove (City of Marion) is a strong South Australian example of how a 'library of the future' can look and perform. Comprising integrated meeting spaces, digital kiosks, wide aisles, nooks and quiet booths, this space is an exemplar of modern civic design and in combination with its three other libraries, delivers high community satisfaction.

As shown in Figure Ten, Cove is characterised by interesting and varied spaces that support study, work and learning. It is not dominated by collection, and it provides digital kiosks and small counters with customer service staff to support the discovery of collection items. There is free movement between library and civic areas. The space is provided on a single level with wide movement paths to provide comfortable accessibility for all.

Salisbury Community Hub and City of Prospect's Payinthe are also examples of this new movement in civic spaces that supports flexible, adaptive uses and exemplify what a 'library of the future' should be: an integrated community hub.

Figure Ten: Cove Civic Centre, Hallett Cove (City of Marion)



A single library (or 'community hub') offering for a Council area of NPSP's size would be akin to the ratio of libraries per square kilometre provided by the City of Marion too.

While it is unlikely that this consolidation would reduce staffing costs (when considering comparable benchmarks), it should unlock staff capacity to invest in programming and to drive memberships, and it should deliver operational savings through a reduction in the number of buildings and total floor area. More importantly, it would deliver better service outcomes than achievable through the retention and operation of the existing three library sites.

However, we also acknowledge that consolidation from three libraries to one is a significant change in practice for NPSP and may be too significant for the community to support. A hybrid model comprising two sites may offer a more achievable approach and would also provide interesting opportunities for service differentiation.

Under a two-site hybrid model, NPSP is uniquely positioned to leverage its Norwood library building to create a unique, digital-focused workspace (described in Section 5.1) that can complement a new consolidated community hub. Council could explore methods for providing 24-hour access to Norwood to expand the reach of the service and extend activation of The Parade.

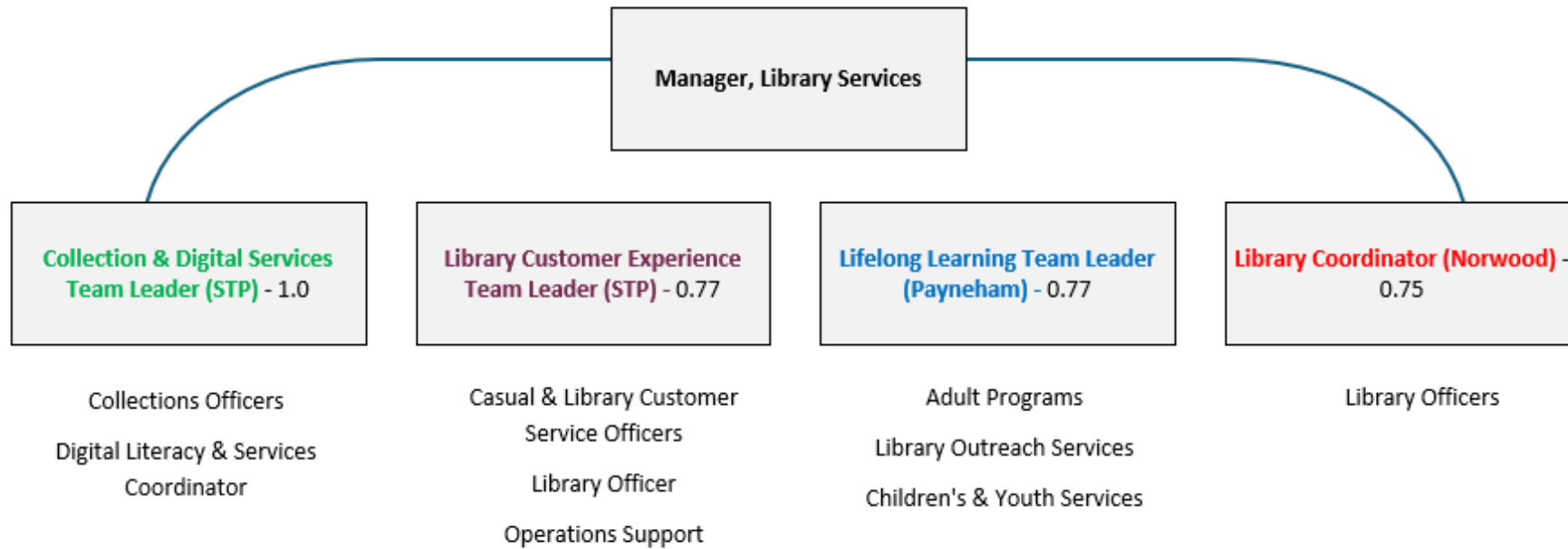
Whether through a single site or through the exploration of two-site hybrid model, consolidating libraries is expected to unlock capacity for service improvements.

Recommendations

NPSP should consider commissioning a feasibility study that explores sites and options for a consolidated library/community hub and available capital funding pathways, considering the revenue available through the repurposing or disposal of the other three library sites.



ATTACHMENT ONE: ORGANISATIONAL CHART – NPSP LIBRARY SERVICES





ATTACHMENT TWO: SALARY AND STRUCTURE BENCHMARKING

Table Seven: Comparison of Levels, Salary and Structure – Selected SA Metropolitan Councils

Salary figures represent the respective top of the level range and exclude superannuation. The number of reported positions counted via published Salary Registers and shown as (X) but may not reflect the total number of roles or FTEs (i.e. if duplicate roles are not reported via the Salary Register).

Roles	NPSP	Burnside	Mitcham	Prospect	Marion	Adelaide Hills Council
Level 2s Library Customer Service Admin Technical Support	\$76,987 Library Officers Customer Services (11) Library Service (6) Library Tech Operations Support (1)	\$73,652 Library Officers (8)	\$80,138 Library Officers (6) Collection Events Tech Home library Customer Service	Only Casual Casual Library Officers and Customer Service and Library (5) \$42.94 per hour	\$75,678 Customer Service Officer Libraries (20)	\$77,724 Library Support Officer (1) Casuals (4)
Level 3s Collections Programs Technical Support	\$84,619 Library Outreach Services Coordinator (1) Lifelong Learning Programs (1) Library Digital Services (1)	\$81,289 Library Support Officer (1) Library Digital Officer (1) Digital Literacy Officer (1) Library Customer Service Officer (2)	\$88,524 Library Coordinators (8) Collection Management Toy library Staffing Events Programs Customer Services	\$80,903 Library Officers (5) Program Support Children's Literacy & Learning Technical Services	\$79,567 Community Programs Events Officer (1) Lib Tech & Dig Project Officer (1) Home Library Support Officer (1)	\$86,262 Children's Programs and Learning (2) Digital Literacy & Programs (1)
Level 4s		\$88,932 Family Network Librarian (1)	\$96,905 Library Systems Administrator			\$94,797 Library Resources and Operations (1) Adult Collections (1) Team Leader Digital Services (1)



Roles	NPSP	Burnside	Mitcham	Prospect	Marion	Adelaide Hills Council
Level 5s Collection Management Experience Management Facility Coordinators	\$98,798 Team Leader Lifelong Learning (1) Team Leader, Library Experience (1) Team Leader, Collections & Digital Services (1) Coordinator Norwood Library & Community Facilities (1)	\$94,658 Coordinator Customer Service (1) Coordinator Programming Services (1) Coordinator Cataloguing & Acquisitions (1)	\$103,194 Community Connection Librarian - Customer Service & Technology (1) Community Connection Librarian - Programs (1)	\$94,241 Team Leader Library Services	\$96,985 Library Customer Experience Coordinator (1) Collections & Resources Coordinator (1) Lifelong Learning Coordinator (1)	
Level 7s Team Leader / Service Managers	\$119,695 Manager Library Services (1)	\$113,745 Team Leader Library & Volunteers (1)	\$124,153 Team Leaders (2)	Nil	Nil	Nil – note L4 TL 'Digital Services'
Group/Unit Managers	Nil	Nil	\$159,668 +vehicle Manager Community Connections	\$132,432 Manager Community Relations & Programs	\$145,290 Unit Manager Libraries	\$125,000 +vehicle Manager Library & Customer Services

ATTACHMENT THREE: COMPARITIVE METRICS TABLES

Table Eight: Libraries Per Capita – SA Metropolitan Councils

Council	Estimated Resident Population (2023)	Population Density	Number of Libraries	Libraries Per Capita
Walkerville	8,420	2385.3	1	8,420
Adelaide	27,901	1,792	3	9,300
Norwood Payneham and St Peters	39,312	2602.8	3	13,104
Gawler	26,789	651.2	2	13,395
Adelaide Hills	41,842	52.63	3	13,947
Holdfast Bay	38,766	2818.9	2	19,383
Unley	39,929	2798	2	19,965
Port Adelaide Enfield	138,585	1510.3	6	23,098
Prospect	23,137	2969.5	1	23,137
Marion	98,493	1770.2	4	24,623
Charles Sturt	127,440	2326.1	5	25,488
Salisbury	149,214	933.5	5	29,843
Onkaparinga	180,865	349.1	6	30,144
Mitcham	69,542	920.5	2	34,771
Burnside	47,444	1724.1	1	47,444
Playford	107,069	310.2	2	53,535
Campbelltown	57,160	2347.6	1	57,160
West Torrens	64,519	1739.6	1	64,519
Tea Tree Gully	103,685	1089	1	103,685

Table Nine: Libraries Per Square Kilometre (km2) – SA Metropolitan Councils

Council (All SA)	Number of Libraries	Km ²	Libraries Per km ²
Walkerville	1	4	4
Norwood Payneham and St Peters	3	15	5
Adelaide	3	16	5
Holdfast Bay	2	14	7
Unley	2	14	7
Prospect	1	8	8
Charles Sturt	5	55	11
Marion	4	56	14
Port Adelaide Enfield	6	92	15
Gawler	2	41	21
Campbelltown	1	24	24
Burnside	1	28	28
Salisbury	5	160	32
West Torrens	1	37	37
Mitcham	2	76	38
Onkaparinga	6	518	86
Tea Tree Gully	1	95	95
Playford	2	345	173
Adelaide Hills	3	795	265

Table Ten: Library Expenditure Per Capita - SA Metropolitan Councils (2022-23)

Council (Metro)	Estimated Resident Population (2023)	Staff and Wages Expenditure (\$)	Total Expenditure (\$)	Staff Expenditure Per Capita	Total Expenditure Per Capita
Playford	98,120	\$1,834,930	\$2,670,663	\$19	\$27
Tea Tree Gully	100,879	\$2,388,251	\$3,557,003	\$24	\$35
Salisbury	144,160	\$3,762,521	\$4,927,348	\$26	\$34
Prospect	21,925	\$603,607	\$991,038	\$28	\$45
Mt Barker	38,975	\$1,180,655	\$1,583,770	\$30	\$41
Burnside	45,869	\$1,401,009	\$2,162,953	\$31	\$47
West Torrens	61,077	\$1,972,092	\$2,759,559	\$32	\$45
Onkaparinga	175,711	\$5,685,227	\$8,456,047	\$32	\$48
Marion	94,927	\$3,075,773	\$3,904,265	\$32	\$41
Campbelltown	53,084	\$1,723,271	\$2,720,115	\$32	\$51
Gawler	25,161	\$905,830	\$1,191,921	\$36	\$47
Port Adelaide Enfield	129,539	\$4,681,034	\$7,945,485	\$36	\$61
Adelaide Hills	40,233	\$1,521,226	\$2,139,446	\$38	\$53
Norwood, Payneham & St Peters	36,930	\$1,439,789	\$1,872,491	\$39	\$51
Charles Sturt	121,065	\$4,824,358	\$8,824,471	\$40	\$73
Mitcham	67,696	\$2,701,614	\$12,352,119	\$40	\$182
Walkerville	7,990	\$324,263	\$536,847	\$41	\$67
Holdfast Bay	37,806	\$1,540,282	\$2,822,426	\$41	\$75
Unley	38,915	\$1,777,796	\$2,232,941	\$46	\$57
Adelaide	25,746	\$2,320,874	\$4,813,039	\$90	\$187

**City of Mitcham expenditure reflects investment in renewal in reported year. Other total expenditure for reported Councils will vary each year depending on renewal programs.*

Table Eleven: SA Metropolitan Library Visitations and Loans Per Capita (2022-23)

Council (Metro)	Estimated Resident Population (2023)	Visitations	Visitations Per Capita	Total Loans at Item Library	Loans Per Capita
Adelaide	25,746	303,398	11.78	363,865	14.13
Prospect	21,925	135,779	6.19	201,751	9.20
Walkerville	7,990	47,331	5.92	99,811	12.49
Unley	38,915	229,769	5.90	509,742	13.10
Holdfast Bay	37,806	180,537	4.78	424,555	11.23
Adelaide Hills	40,233	188,170	4.68	532,626	13.24
Norwood, Payneham & St Peters	36,930	169,280	4.58	379,236	10.27
Burnside	45,869	209,908	4.58	686,783	14.97
Mitcham	67,696	282,937	4.18	793,661	11.72
Mt Barker	38,975	149,534	3.84	361,340	9.27
Onkaparinga	175,711	673,370	3.83	1,265,715	7.20
Port Adelaide Enfield	129,539	474,695	3.66	853,184	6.59
Salisbury	144,160	518,991	3.60	574,833	3.99
Marion	94,927	337,739	3.56	788,232	8.30
Campbelltown	53,084	187,748	3.54	562,317	10.59
Charles Sturt	121,065	374,272	3.09	823,078	6.80
Gawler	25,161	74,992	2.98	134,813	5.36
Playford	98,120	280,871	2.86	358,778	3.66
Tea Tree Gully	100,879	285,900	2.83	823,939	8.17
West Torrens	61,077	164,910	2.70	456,772	7.48

Table Twelve: SA Metropolitan Library Active Memberships and Program Participants Per Capita (2022-23)

Council (Metro)	Estimated Resident Population (2023)	Active Members	Active Members Per Capita	Program Participants	Participants Per Capita
Adelaide	25,746	21,390	0.83	27,166	1.06
Walkerville	7,990	3,258	0.41	2,627	0.33
Burnside	45,869	18,090	0.39	19,151	0.42
Unley	38,915	14,780	0.38	17,610	0.45
Prospect	21,925	7,445	0.34	8,757	0.40
Holdfast Bay	37,806	12,160	0.32	21,775	0.58
Mitcham	67,696	21,417	0.32	27,901	0.41
Adelaide Hills	40,233	12,347	0.31	8,087	0.20
Campbelltown	53,084	16,170	0.30	15,869	0.30
Mt Barker	38,975	11,037	0.28	19,057	0.49
Marion	94,927	25,444	0.27	14,244	0.15
Charles Sturt	121,065	32,060	0.26	40,315	0.33
Tea Tree Gully	100,879	25,373	0.25	42,477	0.42
Onkaparinga	175,711	42,826	0.24	31,907	0.18
Norwood, Payneham & St Peters	36,930	8,954	0.24	8,859	0.24
Port Adelaide Enfield	129,539	29,962	0.23	33,747	0.26
West Torrens/Thebarton	61,077	13,475	0.22	19,722	0.32
Gawler	25,161	5,233	0.21	1,470	0.06
Playford	98,120	19,303	0.20	108,394	1.10
Salisbury	144,160	26,087	0.18	24,402	0.17



ATTACHMENT FOUR: ALIA STANDARDS

Table Thirteen: ALIA Guidelines, Standards and Outcome Measures for Australian Public Libraries

Standard	Objective	Measure	Metric	NPSP Performance	Comments
Library Expenditure	To provide the community with a library service that is equitable, accessible, cost effective and efficient	Library expenditure per capita	\$39-\$62 Expenditure per capita for service population 20,000 to 99,999	\$50.70 \$1.87M / 36,930	At Standard Within expected expenditure range.
Staffing (total and qualified)	To ensure that the number and mix of library staff support development and delivery of a range of services and programs which meet the needs of the community	Number of staff (FTE) per 3,000 population	1.25-1.5 Staff per 3,000 per 10,000 to 49,999 population	10.8 FTE Per PLSA Data	Below Standard 16.6 – 21 FTE expected
Opening Hours	To open library facilities at times which enable the community to make the most effective use of the library service and to ensure that the libraries resources and services are as widely accessible as possible.	Opening hours	48 hours per week for population between 20,000 and 49,999	25 to 39 hours	Below Standard By Site
Expenditure on library materials	To provide access to a current and relevant collection which meets the needs of the community	Expenditure on library materials	\$6.06 per capita	\$6.20 \$229K / 36,930	Above Standard
Collection size	To provide access to a library collection which is large and diverse	Number of collection items per capita	1.6	1.76 64,960 / 36,930	Above Standard



Standard	Objective	Measure	Metric	NPSP Performance	Comments
	enough to meet the needs of the community.				
Collection age	To provide access to a physical collection that is current and of appropriate quality to meet the needs of the community.	% of physical collection items purchased in the last 5 years	40-45%	Refer Notes	Above Standard Expectation TBC
Public technology access	To ensure library users have access to computers, mobile devices and the internet to allow them to access relevant information, government, community, retail, recreational and communication services.	Number of public access internet devices per 2,500 people	1.0 to 1.2	16	Above Standard 14.7 – 17.7
Membership	To encourage widespread community use of and engagement of all people with library facilities, collections, programs and services.	% of resident population who are registered library members	30-45% Metropolitan/Regional	23%	Below standard
Visits	To enable the community to make the most effective use of the library service.	Number of library visits per capita	4.0-4.5 Metropolitan	156,365	Below Standard 157,248 – 176,850
Loans	To assess use of the library's physical and digital collections.	Number of loans per capita	6.0-7.0 Metropolitan	330,486	Above Standard 235,800 to 275,100
Turnover of stock	To provide access to a library collection which	Number of loans per physical collection item	2.0 to 3.0	4.3 – 5.6	Above Standard Noting DoAs*

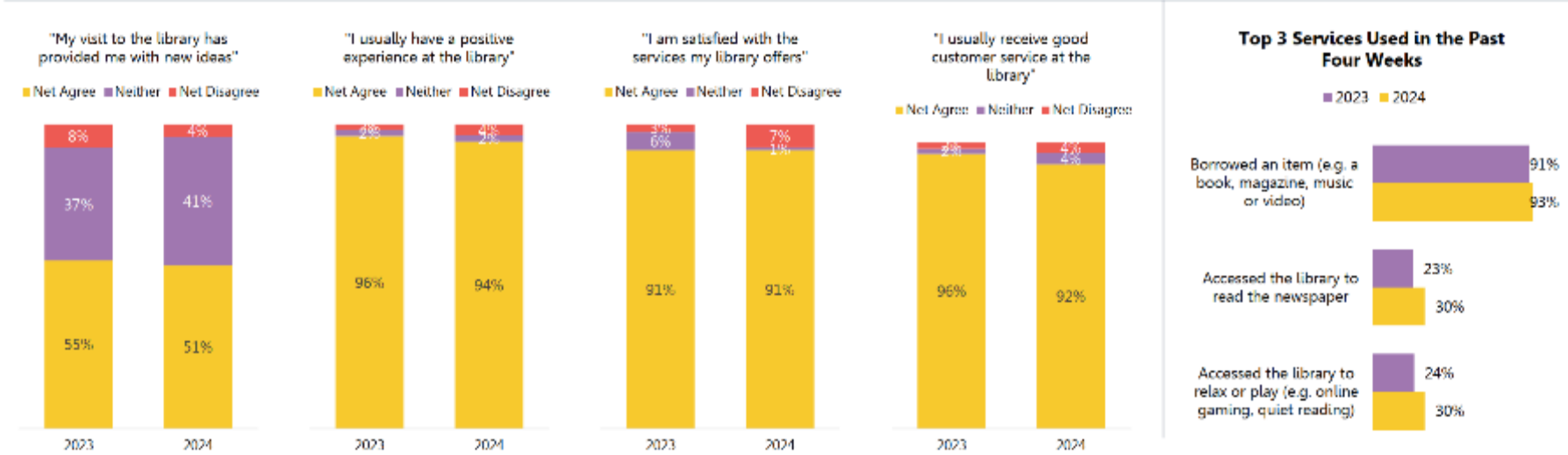
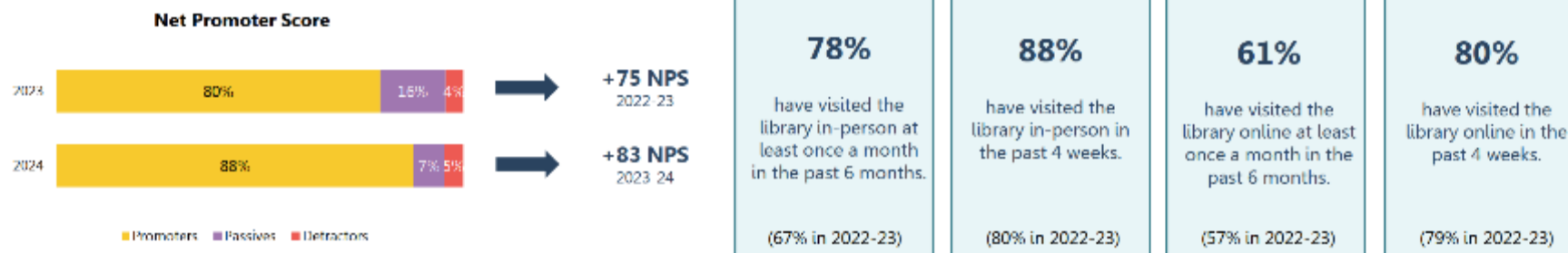


Standard	Objective	Measure	Metric	NPSP Performance	Comments
	appeals to the community.				
Electronic service use	To assess access to and use of the library's digital collections and technology services.	Number of visits to the library website Number of hours use of use of public access devices Number of Wi-Fi sessions in the library Number of hours of Wi-Fi use	2.1 per capita 0.30 per capita 0.50 per capita 0.45 per capita	3,937 No Data No Data No Data	Below Standard 82,530
Program participation	To actively engage the community in activities that leverage the collections, resources, knowledge and expertise that reside in the library to enrich the lives of participants and deliver real and significant benefits to communities.	Attendance at library programs per capita	0.30 – 0.35	8,859 0.25 per capita	Below Standard 11,790 to 13,755
Customer satisfaction	To ascertain the level of customer satisfaction with the library services provided.	% of library customers who rate the library service as 'good' or 'very good'	90-95%	88%	At Standard 2021 Results



ATTACHMENT FIVE: NPSP CUSTOMER SURVEY SUMMARY

Libraries SA Customer Survey (2023)



2.3 NOMINATION TO EXTERNAL BODIES – POWER LINE ENVIRONMENT COMMITTEE

REPORT AUTHOR: Governance Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4533
FILE REFERENCE: qA2219
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the invitation from the Local Government Association of South Australia (LGA), for nominations to the Power Line Environment Committee.

BACKGROUND

The Power Line Environment Committee (PLEC) is a committee assisting the Minister responsible for the *Electricity Act 1996* in assessing and recommending the undergrounding of overhead power lines.

The Committee comprises eight (8) members, with one (1) member representing the interests of each of the following:

- Department of Environment and Heritage (or its equivalent);
- Department for Infrastructure and Transport (or its equivalent);
- Tourism interests;
- The Local Government Association of South Australia;
- Conservation interests;
- Holders of licenses under the Electricity Act which authorise the operation of networks (Network Licensees); and
- Two (2) community representatives.

The Committee operates under The Charter of the Power Line Environment Committee assigned by the Minister in August 2000.

The Charter defines the scope of PLEC's activities, its composition, financial arrangements, reporting requirements and associated administrative processes.

The Committee ostensibly exists to assist Local Government with initiatives to enhance the aesthetics of a location by undergrounding overhead power lines. The Committee has developed guidelines which define the roles and responsibilities for PLEC projects and provides guidance to the process that is used by PLEC.

The Essential Services Commission of SA (ESCOSA) was previously responsible for the administration of PLEC. Since January 2022, the administration function moved to the Office of the Technical Regulator, Department for Energy and Mining.

Each Member of the Committee is appointed by the Minister for a period of up to three (3) years.

The sitting fee for Committee Members is currently \$2,110 per annum.

The LGA was previously represented by Mr Chris Dunn (City of Port Adelaide Enfield), who has recently moved to the private sector.

The Committee meets 12 times a year in Adelaide and online participation is available.

Members of the Committee are required to have the following attributes:

- Local Government knowledge and experience;
- Knowledge and experience of the *Electricity Act 1996* and Local Government impacts;
- Knowledge of the Power Line Environment Committee program and infrastructure related projects; and
- Ability to advocate and represent the interests of Local Government.

All nominees must complete the LGA Appointments and Nominations to Outside Bodies Form, provide a current CV and respond to the selection criteria. A copy of the Nomination Form is contained within **Attachment A**.

Applications close on 22 November 2024, however the LGA has advised that it will accept nominations up to 29 November 2024.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

RECOMMENDATION 1 – POWER LINE ENVIRONMENT COMMITTEE

1. The Council notes the report and declines the invitation to submit a nomination to the Power Line Environment Committee (PLEC).

or

2. The Council nominates _____ to the Power Line Environment Committee (PLEC).

Attachment A

Nomination to External Bodies Power Line Environment Committee



City of
Norwood
Payneham
& St Peters

Power Line Environment Committee (PLEC) — Call for Nominations

Governing Statute	Working group
Purpose/Objective	Assisting the Minister responsible for the Electricity Act 1996 in assessing and recommending the undergrounding of overhead power lines.
Administrative Details	<insert from Outside Bodies Database – e.g. meeting frequency, remuneration, length of appointment (as relevant)>
Selection Criteria (to be addressed by applicant)	<ul style="list-style-type: none"> • Local government knowledge and experience • Knowledge and experience of the Electricity Act and Local Government impacts • Knowledge of the PLEC Program and infrastructure related projects would be an advantage. • Ability to advocate and represent the interest of Local Government.
Liability and indemnity cover	<i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i>

For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2000

Power Line Environment Committee (PLEC) — Nomination Form

Instructions

This form:

- *Must be submitted by a council*
- *Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au*
- *Receipt of nomination will be acknowledged by return email*
- *CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially*

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the *Call for Nominations* information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

Power Line Environment Committee		
Council Details		
Name of Council submitting the nomination		
Contact details of council officer submitting this form	Name:	
	Position:	
	Email:	
	Phone:	
Council meeting date and minute reference		
Nominee Full Name		
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>		
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>		

SECTION 2: NOMINEE to complete

Power Line Environment Committee			
Nominee Details			
* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.			
First Name:*		Gender	
Middle Name:*			
Surname:*			
Home / Personal Postal Address:*			
Phone:		Mobile:	
Personal Email:			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies?			
Yes <input type="checkbox"/> OR No <input type="checkbox"/>			
If Yes, please list any fields of interest or Outside Bodies of interest:			
<ul style="list-style-type: none"> • • • 			
Undertaking:			
<i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i>			
Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

3. CLOSURE