

Council Meeting Agenda & Reports

7 November 2022

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

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City of
Norwood
Payneham
& St Peters

3 November 2022

To all Members of the Council

NOTICE OF MEETING

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

Monday 7 November 2022, 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
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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. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 4 OCTOBER 2022**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**

7.1 QUESTIONS WITH NOTICE – RESIDENTIAL DEVELOPMENT IN CHARACTER AND HISTORIC AREAS - SUBMITTED BY CR EVONNE MOORE

QUESTIONS WITH NOTICE: Residential Development in Character and Historic Areas
SUBMITTED BY: Cr Evonne Moore
FILE REFERENCE: qA1040
ATTACHMENTS: Nil

BACKGROUND

Cr Moore has submitted the following Question with Notice:

Why is our Council approving excessively large and bulky two-storey residential constructions/extensions at the rear of dwellings in Established Neighbourhood Zones (Character Overlay Areas) and in Established Neighbourhood Zones (Historic Overlay Areas) when constructions/extensions are:

- (a) often inconsistent with the character of the predominantly single-storey locality;
- (b) often negatively impact the amenity of nearby neighbours, and
- (c) often appear to have grossly inadequate side set-backs to adjoining properties?



Examples of constructions built in Historic Overlay areas

REASONS IN SUPPORT OF QUESTION

Nil

RESPONSE TO QUESTION

PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

Council’s Assessment Panel and Development Assessment staff, are responsible for assessing Development Applications against the relevant provisions of the *Planning and Design Code* (the Code). In many cases, procedural tables contained in the Code prescribe the relevant policies, meaning the assessment cannot take into account any other policies which are not prescribed, even if the Planner undertaking the assessment is of the view the policies could be relevant to the assessment. For any Development Applications lodged prior to March 2021, Development Assessment staff and the Panel, assessed developments against the relevant provisions of the Council’s former Development Plan. Therefore, it’s worth noting that some developments currently under construction were assessed under the former planning system.

Development Assessment staff and the Panel discharge their duties in accordance with the relevant planning legislation and instruments of delegation. Assessments by junior staff are considered by the Council’s Assessment Manager before authorisation is granted and design guidance is provided by the Council’s Heritage Advisor (David Brown) for most developments proposed in the Historic Area Overlay, Local Heritage Place Overlay or the Heritage Adjacency Overlay. This provides a robust “check and balance” to ensure that Development Applications are determined appropriately.

The side and rear setback requirements for residential developments vary across the Established Neighbourhood Zone. In some areas, these requirements are based on policies contained in the former Development Plan but in other areas where the Development Plan did not specify setbacks, standardised Code setbacks have been applied. For areas which are also located in the Historic or Character Area Overlay, additional qualitative policies apply which seek development which is consistent with the character of the area. Maximum building heights also vary across the zone, which have predominantly transitioned from the former Development Plan. Some examples are provided below:

Location	Marlborough Street, College Park
Zone + Overlay	Established Neighbourhood Zone + Historic Area Overlay
Side Setbacks (No quantitative side setbacks in former Development Plan)	<p><u>Established Neighbourhood Zone DPF 8.1</u></p> <p>a) at least 900mm where the wall is up to 3m</p> <p>b) other than for a south facing wall, at least 900mm plus 1/3 of the wall height above 3m</p> <p>c) at least 1.9m plus 1/3 of the wall height above 3m for south facing walls.</p> <p><u>Historic Area Overlay PO 2.4</u></p> <p>Development is consistent with the prevailing front and side boundary setback pattern in the historic area.</p> <p><u>College Park Historic Area Statement (NPSP1)</u></p> <p>Side and rear setbacks providing large separation distances between dwellings.</p>
Rear Setbacks (No quantitative rear setbacks in former Development Plan)	<p><u>Established Neighbourhood Zone DPF 9.1</u></p> <p>a) 4m for the first building level</p> <p>b) 6m for any second building level.</p> <p><u>College Park Historic Area Statement (NPSP1)</u></p> <p>Side and rear setbacks providing large separation distances between dwellings.</p>
Building Height (Consistent with former Development Plan)	<p><u>Established Neighbourhood Zone DPF 4.1</u></p> <p>Maximum building height is 2 levels</p> <p><u>Historic Area Overlay PO 2.2</u></p> <p>Development is consistent with the prevailing building and wall heights in the historic area.</p> <p><u>College Park Historic Area Statement (NPSP1)</u></p> <p>Building Height: Single storey, two storey in some locations.</p>

Location	Hatswell Street, Hackney
Zone + Overlay	Established Neighbourhood Zone + Historic Area Overlay.
Side Setbacks (No quantitative side setbacks in former Development Plan)	<u>Established Neighbourhood Zone DPF 8.1</u> a) at least 900mm where the wall is up to 3m b) other than for a south facing wall, at least 900mm plus 1/3 of the wall height above 3m c) at least 1.9m plus 1/3 of the wall height above 3m for south facing walls. <u>Historic Area Overlay PO 2.4</u> Development is consistent with the prevailing front and side boundary setback pattern in the historic area <u>Hackney North Historic Area Statement (NPSP2)</u> Dwellings built close to street with minimal setbacks and separation distances.
Rear Setbacks (No quantitative rear setbacks in former Development Plan)	<u>Established Neighbourhood Zone DPF 9.1</u> a) 4m for the first building level b) 6m for any second building level.
Building Height (Consistent with former Development Plan)	<u>Established Neighbourhood Zone DPF 4.1</u> Maximum building height is 1 level <u>Historic Area Overlay PO 2.2</u> Development is consistent with the prevailing building and wall heights in the historic area. <u>Hackney North Historic Area Statement (NPSP2)</u> Building Height: Single storey.

Location	Ninth Avenue, Joslin
Zone + Overlay	Established Neighbourhood + Character Area Overlay
Side Setbacks (Generally consistent with former Development Plan)	<u>Established Neighbourhood Zone DPF 8.1</u> Minimum side boundary setback is 1.5m for the first building level; 3m for any second building level or higher. <u>Character Area Overlay PO 2.4</u> Development is consistent with the prevailing front and side boundary setback pattern in the character area.
Rear Setbacks (Consistent with former Development Plan)	<u>Established Neighbourhood Zone DPF 9.1</u> a) 4m for the first building level b) 6m for any second building level.
Building Height (Generally consistent with former Development Plan)	<u>Established Neighbourhood Zone DPF 4.1</u> Maximum building height is 2 levels <u>Character Area Overlay PO 2.2</u> Development is consistent with the prevailing building and wall heights in the character area. <u>St Peters/ Joslin / Royston Park Character Area Statement (NPSP-C4)</u> Single storey, with some two storey to the rear of buildings (with single storey appearance to primary street frontage).

Concerns regarding two-storey development often relate to privacy and overshadowing. In this respect, the following Code policies are relevant to these issues:

Location	All Residential Zones
Privacy from upper-level windows (1.7m high screening required in former Development Plan)	Windows screened up to 1.5m above finished floor level.
Privacy from balconies (1.7m high screening required in former Development Plan)	Balconies screened up to 1.5m or 1.7m above finished floor level, depending on proximity to neighbours.
Overshadowing of private open space (Generally consistent with former Development Plan)	Half of neighbouring private open space has 2 hours of sunlight between 9am – 3pm on 21 st June.
Overshadowing of windows (Similar to former Development Plan)	North facing habitable windows receive 3 hours of sunlight between 9am – 3pm on 21 st June.
Overshadowing of solar panels (Former Development Plan required 3 hours access)	Development does not unduly reduce generating capacity of solar energy facilities.

In addition to the above quantitative and qualitative design standards, the assessing planner must also consider the context of the development site, including the prevailing built form and streetscape character. Streetscape fit is especially important for development in the Historic and Character Area Overlays, which generally involves maintaining a single storey streetscape appearance. However, in order for historic and character homes to be adapted to modern day dwelling functionality, the building footprint and mass of dwelling additions behind the main front façade, can be relatively large and some neighbours may consider this problematic.

The current provisions that guide the assessment of residential applications in Character and Historic Overlay Areas are considered reasonable and appropriate as they balance the retention of established streetscape character and rhythm, whilst allowing for contemporary living arrangements and generally maintaining a reasonable degree of privacy and amenity for adjacent neighbours.

It should also be noted that the extent to which a development is considered to include ‘*excessive bulk and scale*’ and or results in a significant detracting of residential amenity, is a highly subjective consideration and there are often differing views regarding new developments. Residential premises within the historic and character areas within the City of Norwood Payneham & St Peters are highly sought after and the Council receives very few complaints regarding new residential forms of development within these areas. This suggests that the current planning policy framework and Development Assessment approach which is taken by the Council and the Panel appear to be in line with community expectations and ensures existing dwelling stocks and high amenity streetscapes are largely retained.

8. **DEPUTATIONS**
Nil

9. **PETITIONS**
Nil

10. **WRITTEN NOTICES OF MOTION**

10.1 LEGAL FEE ACCOUNTING POLICY – SUBMITTED BY CR FAY PATTERSON

NOTICE OF MOTION: Legal Fee Accounting Policy
SUBMITTED BY: Cr Fay Patterson
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

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

NOTICE OF MOTION

That staff prepare a policy regarding the recording of Elected Member legal fees and the subsequent reporting of these, to ensure that balanced and accurate understandings are reached in the event that such fees are later disclosed.

REASONS IN SUPPORT OF MOTION

On 4 July 2022, in response to Questions Without Notice, staff advised that legal fees related to matters for which an Elected Member has been exonerated are recorded against the accused Elected Member's name for what are basically accounting purposes.

These includes legal fees for an investigation that the Elected Member did not initiate, could not prevent and where an independent investigation has exonerated the Elected Member; for matters where the Elected Member has sought advice prior to being exonerated via either a Council or Ombudsman's investigation; and for other matters for which no formal finding indicating Elected Member guilt has been made.

Staff have then used these recorded amounts when reporting an Elected Member's legal fees as being related to that Elected Member's conduct and behaviour – in addition to fees for legal advice sought in accordance with the Elected Member Access to Legal Advice Policy. When queried about the fairness of this practice, staff rejected Elected Member concerns on the basis that the amounts recorded against an Elected Member's name were "correct": these were indeed the amounts recorded.

Disclosure of an Elected Member's legal fees either in a confidential setting or the general public without any context about what these were related to, or ability for the Elected Member to dispute the components listed, has the potential to unfairly damage an Elected Member's reputation.

This Motion seeks the development of a policy to protect Elected Members from unfair reputational damage incurred during the disclosure of legal fees in response to a question put to staff, or as required by a resolution of Council, or as a result of a Freedom of Information request.

This could involve providing in addition to the amount of fees an indication of what they related to in general terms: an allegation about which the Elected Member has been exonerated, a matter for which a finding was made against the Elected Member, the seeking of legal advice in accordance with the Elected Member Access to Legal Advice Policy, and so on. However, a broader question exists about whether the legal fees related to an investigation into a complaint that is unsubstantiated should be recorded against the accused Elected Member at all.

STAFF COMMENT GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

Nil

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

[No Items listed under this Section]

Section 2 – Corporate & Finance
Reports

11.1 MONTHLY FINANCIAL REPORT – SEPTEMBER 2022

REPORT AUTHOR: Manager, Finance
GENERAL MANAGER: General Manager, Corporate & Community Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA487800
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Council with information regarding its financial performance for the year ended September 2022.

BACKGROUND

Section 59 of the *Local Government Act 1999* (the Act), requires the Council to keep its resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review. To assist the Council in complying with these legislative requirements and the principles of good corporate financial governance, the Council is provided with monthly financial reports detailing its financial performance compared to its Budget.

RELEVANT STRATEGIC DIRECTIONS AND POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Financial sustainability is as an ongoing high priority for the Council. The Council adopted a Budget which forecasts an Operating Surplus of \$861,695 for the 2022-2023 Financial Year.

For the period ended September 2022, the Council's Operating Surplus is \$388,000 against a budgeted Operating Surplus of \$126,000, resulting in a favourable variance of \$262,000.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers and General Managers.
- **Other Agencies**
Not Applicable.

DISCUSSION

For the period ended September 2022, the Council's Operating Surplus is \$388,000 against a budgeted Operating Surplus of \$126,000, resulting in a favourable variance of \$262,000.

User Charges are \$91,000 unfavourable to the adopted budget. At the end of September 2022, as a result of the change in management structure of the Norwood Concert Hall there was a minor delay in the issuing of invoices to hirers, which has been corrected in October. This delay has resulted in an unfavourable income position in the Norwood Concert Hall of \$42,000.

Employee expenses are \$302,000 (7%) favourable to the adopted Budget. The driving factors behind this variance are as follows:

- budgeted staff positions that were vacant at the commencement of the financial year (\$170,000). Some of these positions are now filled and others are currently undergoing recruitment. Where required, activities and functions have been back filled by utilisation of temporary staff or consultants.
- timing variance is related to the Annual Leave being taken as compared to the Budget expectations.
- additional staffing hours worked to backfill staff who have taken Sick Leave due to illness.

There are no individually significant variances to the Budget and are primarily due to expenditure timings compared to actual expenditure which is not uncommon for the beginning of the Financial Year. The Monthly Financial report is contained in **Attachment A**.

OPTIONS

Not Applicable.

CONCLUSION

Not Applicable.

COMMENTS

Not Applicable.

RECOMMENDATION

That the September 2022 Monthly Financial Report be received and noted.

Attachments – Item 11.1

Attachment A

Monthly Financial Report September 2022

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

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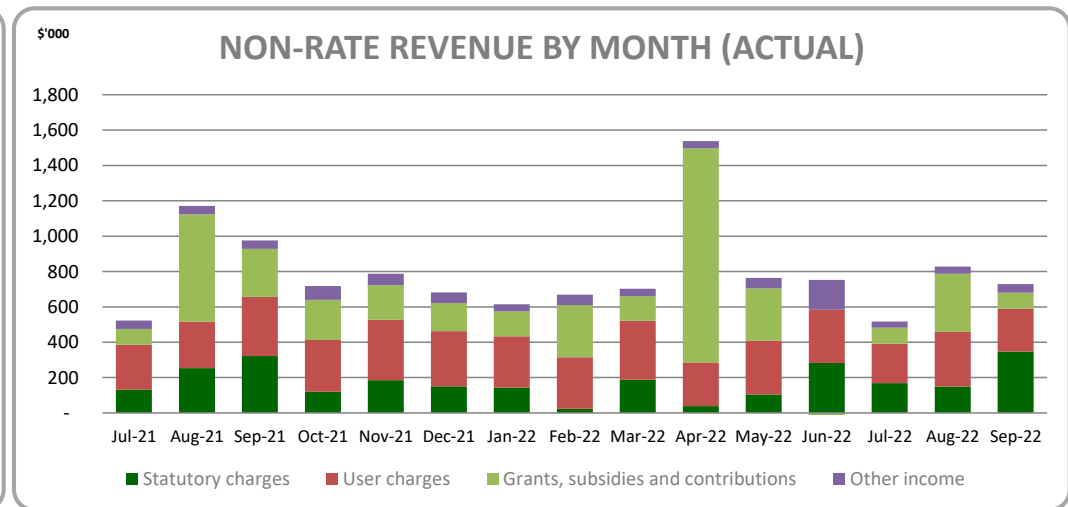
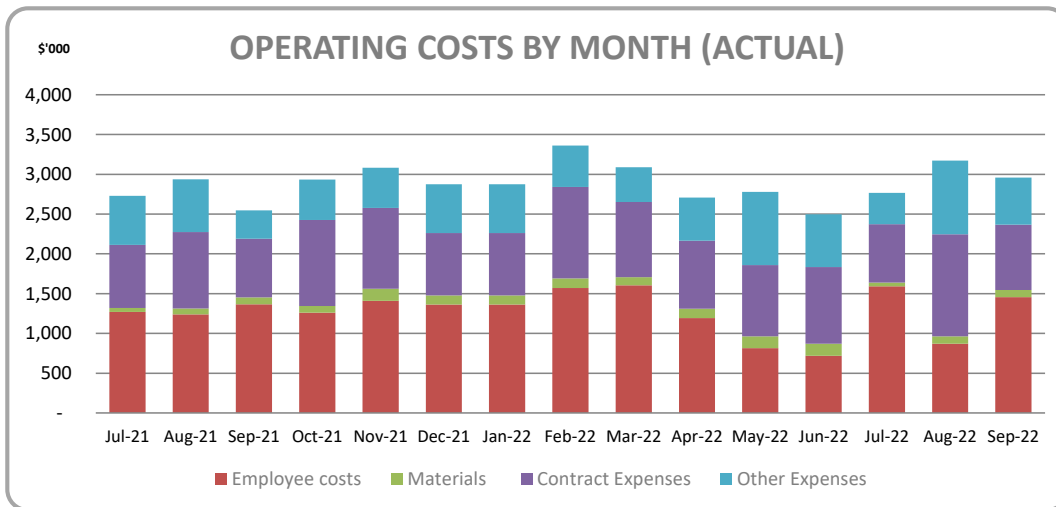


City of
**Norwood
Payneham
& St Peters**

CITY OF NORWOOD PAYNEHAM & ST PETERS

Financial Performance for the period ended 30 September 2022					
LYTD Actual		YTD Actual	YTD Revised	Var	Var %
\$'000		\$'000	Budget \$'000	\$'000	
	Revenue				
9,407	Rates Revenue	10,000	9,980	20	0%
707	Statutory Charges	664	623	41	7%
851	User Charges	775	866	(91)	(11%)
969	Grants, Subsidies and Contributions	510	507	3	1%
4	Investment Income	36	11	25	216%
139	Other	89	118	(29)	(24%)
2	Reimbursements	4	4	(0)	(9%)
12,079	Total Revenue	12,078	12,110	(32)	(0%)
	Expenses				
3,872	Employee Expenses	3,915	4,215	300	7%
2,336	Contracted Services	2,724	2,644	(81)	(3%)
91	Energy	118	116	(2)	(2%)
198	Insurance	221	206	(15)	(7%)
191	Legal expense	115	45	(70)	(156%)
57	Materials	73	105	32	30%
153	Parts, Accessories and Consumables	157	211	54	25%
19	Water	71	100	29	29%
1,189	Sundry	1,448	1,423	(25)	(2%)
2,631	Depreciation, Amortisation and Impairment	2,790	2,790	-	-
138	Finance Costs	57	129	72	56%
105	Net Loss - Joint Ventures & Associates	-	-	-	-
10,980	Total Expenses	11,690	11,984	294	2%
1,099	Operating Surplus/(Deficit)	388	126	262	207%

Summary of Net Cost of Divisions for the period				
Division	YTD Actual	YTD Budget	Var	Var %
	\$'000	\$'000	\$'000	
Chief Executive Office	(992)	(1,091)	100	9%
Corporate Services	(4,185)	(4,125)	(60)	-1%
Governance and Community Affairs	(299)	(481)	183	38%
Urban Planning and Environment	(667)	(559)	(108)	-19%
Urban Services	(3,469)	(3,598)	129	4%
Operating Surplus/(Deficit) (before Rate Revenue)	(9,612)	(9,854)	242	2%
Rate Revenue	10,000	9,980	20	0%
Operating Surplus/(Deficit)	388	126	262	207%



CITY OF NORWOOD PAYNEHAM & ST PETERS

Project Summary for period ended 30 September 2022

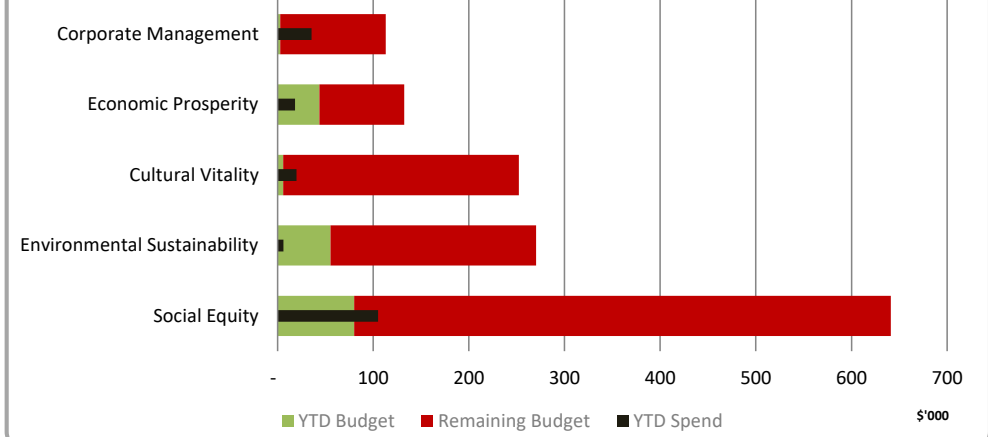
	YTD Actual	YTD Budget	Remaining Budget
	\$'000	\$'000	\$'000
Operating Projects			
Income			
Social Equity	-	-	477
Environmental Sustainability	-	-	-
Cultural Vitality	-	-	-
Economic Prosperity	-	-	-
Corporate Management	-	-	-
Total Income	-	-	477
Expenses			
Social Equity	105	666	561
Environmental Sustainability	6	221	215
Cultural Vitality	20	266	246
Economic Prosperity	18	107	89
Corporate Management	35	110	75
Total Expenses	184	1,370	1,186

Net Cost of Operating Projects	(184)	(1,370)	(709)
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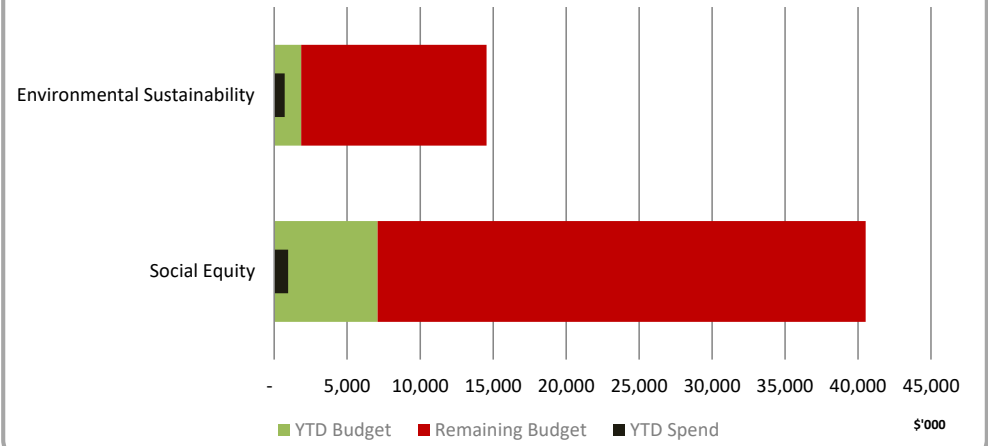
Capital Projects			
Income			
Social Equity	-	29	(4,858)
Environmental Sustainability	-	909	(5,186)
Cultural Vitality	-	-	-
Economic Prosperity	-	-	-
Corporate Management	-	-	-
Total Income	-	938	(10,044)
Expenses			
Social Equity	1,647	7,092	33,441
Environmental Sustainability	-	1,843	12,717
Cultural Vitality	98	65	161
Economic Prosperity	128	782	-
Corporate Management	5	22	278
Total Expenses	1,878	9,804	46,596

Net Cost of Capital Projects	(1,878)	(8,866)	(56,640)
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SERVICE INITIATIVES (inc. Carry Forwards)



NEW ASSETS & RENEWALS (inc. Carry Forwards)

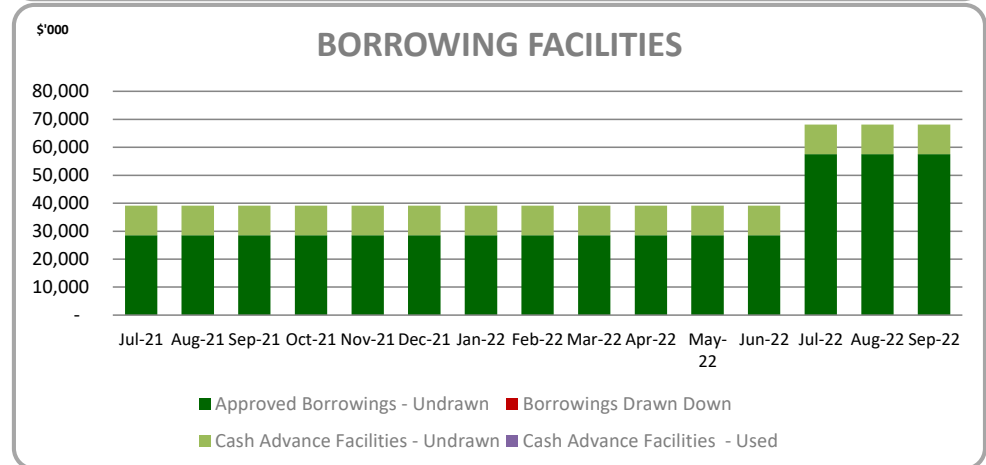
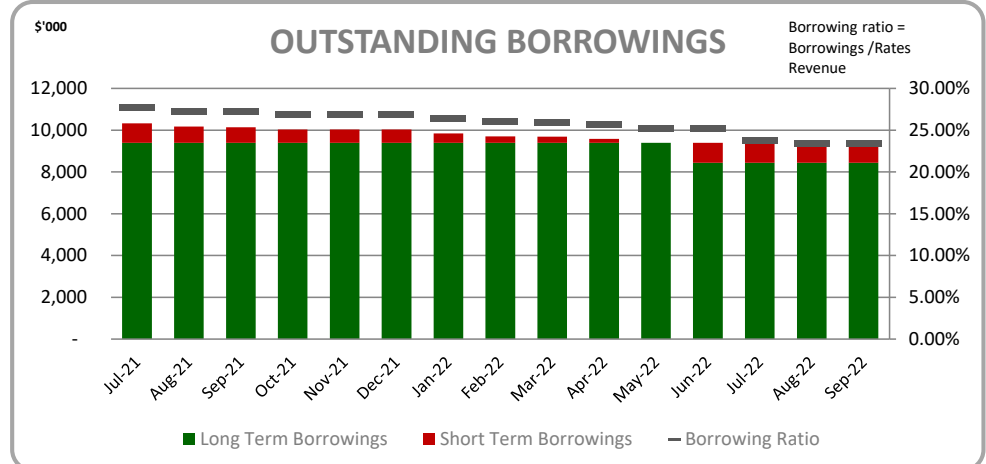
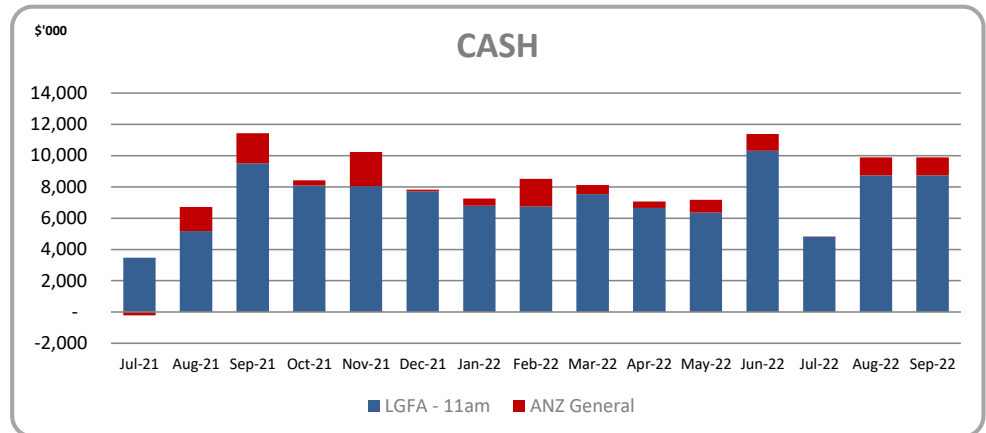


CITY OF NORWOOD PAYNEHAM & ST PETERS

Statement of Financial position as at 30 Sept 2022

	Sep-22	Aug-22	Movement	June 2022
	Actual	Actual		
	\$'000	\$'000	\$'000	\$'000
ASSETS				
Current Assets				
Bank and Cash	12,070	4,829	7,241	11,393
Accounts receivables	28,474	42,222	(13,748)	3,255
Less : Provision for Bad Debts	(580)	(580)	-	(580)
Total Current Assets	39,964	46,471	(6,507)	14,068
Non-current Assets				
Financial Assets	113	113	-	113
Investments in Joint Ventures	2,131	2,131	-	1,931
Infrastructure, Property, Plant and Equipment	547,129	546,601	528	548,034
Total Non-current Assets	549,373	548,845	528	550,078
Total Assets	589,337	595,316	(5,979)	564,146
LIABILITIES				
Current Liabilities				
Trade and Other Payables	38,188	43,475	(5,286)	13,031
Borrowings	1,021	945	76	1,021
Provisions	3,004	1,713	1,291	3,004
Total Current Liabilities	42,213	46,132	(3,919)	17,056
Non-current Liabilities				
Borrowings	8,364	8,447	(83)	8,527
Provisions	1,089	2,678	(1,589)	1,280
Investments in Joint Ventures	904	904	-	904
Total Non-current Liabilities	10,357	12,029	(1,672)	10,712
Total Liabilities	52,570	58,161	(5,591)	27,767
NET ASSETS	536,767	537,155	(388)	536,379
EQUITY				
Accumulated Surplus	63,097	63,485	(388)	62,709
Asset Revaluation Reserves	473,670	473,670	-	473,670
TOTAL EQUITY	536,767	537,155	(388)	536,379

Key areas to highlight YTD :



11.2 FINANCIAL SUMMARY 2021-2022 ACTUAL RESULTS VERSUS ADOPTED BUDGET

REPORT AUTHOR: Manager, Finance
GENERAL MANAGER: General Manager, Corporate & Community Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA105726 /A506182
ATTACHMENTS: A

PURPOSE OF REPORT

This report provides a summary of the 2021-2022 Audited result and explanations for variations from the 2021-2022 Adopted Budget.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 10 of the Regulations, requires the Council to prepare and consider a report, no later than 31 December in each year, showing the audited financial results of the Council for the previous financial year, compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The financial information contained in this report is based on the 2021-2022 Annual Financial Statements, the 2021-2022 Adopted Budget and the various policies adopted by the Council as they impact the Councils financial performance (eg. Rating Policy).

FINANCIAL AND BUDGET IMPLICATIONS

The Council concluded the Financial Year with an Operating Surplus of \$2.645 million, compared to the Council's Adopted Operating Budget, which forecast an Operating Surplus of \$0.471 million. Details of the drivers behind the variances from the Adopted Operating Surplus, are contained in the Discussion Section of this report.

After capital items, the Council is reporting a Net Surplus of \$37.1 million against an Adopted Net Surplus of \$8 million, with the favourable variance being driven by revaluation of Infrastructure, Property, Plant & Equipment, which is difficult to predict when setting the Budget.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Elected Members have received regular reports on the Councils financial performance throughout the year.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and Council's External Auditors.
- **Other Agencies**
Not Applicable.

DISCUSSION

The 2021-2022 Annual Financial Statements have been finalised, and a separate report has been included at Agenda Item 11.3 for the Council's consideration.

a) Operating Result

The 2021-2022 Annual Financial Statements have been finalised and will be presented to the Council for adoption at the Council Meeting to be held on 7 November 2022. A separate report has been provided on the 2021-2022 Annual Financial Statements for consideration by the Audit Committee.

Statement of Comprehensive Income

Operating Result

The Council is reporting an Operating Surplus of \$2.645 million, compared to the Council Adopted Operating Budget, which forecasted an Operating Deficit of \$0.471 million, a favourable variance of \$2.174 million. The major variances (over \$50,000 or 5%) from the Adopted Operating Surplus are outlined in Table 1 below:

TABLE1: MAJOR VARIANCES FROM ADOPTED OPERATING SURPLUS

Reasons for the Variance	Amount (\$)
Statutory Charges was \$137,067 favourable to the Adopted Budget driven primarily by: <ul style="list-style-type: none"> • There was a significant increase in the number of Development Applications which were lodged, resulting in higher than anticipated Planning Consent and Building Assessment fees (\$287,993); and • Income from issuing Parking Expiation Notices was slightly higher than anticipated (\$27,309). 	137,067
User Charges was \$349,255 unfavourable to the Adopted Budget driven primarily by: <ul style="list-style-type: none"> • A decrease in income at the St Peters Child Care Centre and Preschool (\$95,633) compared to the budget, due to room closures and child absences due to COVID-19 exposures and the gap fee above the Government Subsidy being waived; and • The hire income of Council facilities was \$152,395 unfavourable due to COVID-19 and social distancing requirements which impacted on demand for large gathering events. 	(349,255)

Reasons for the Variance	Amount (\$)
Grant funding received was \$549,622 favourable to the Adopted Budget driven by the Federal Government advancing 75% of 2022-2023 Financial Assistance Grants.	549,622
Other Income was \$350,081 favourable to the Adopted Budget driven primarily by:	350,081
<ul style="list-style-type: none"> • Insurance re-imbursments for claims made during the year which amounted to \$95,485. This income was offset by expenditure to replace or repair items subject to the insurance claim; • Receipt of Council's share of East Waste 2020-2021 Operating Surplus, which is returned to Constituent Councils as per the Charter (\$77,000); Insurance rebates received relating to 2020-2021 premiums (\$44,882); and • Reimbursement of \$53,107 as part of Australian Apprenticeship Incentive System. 	
Employee expenses were favourable against the adopted budget due to:	1,478,337
<ul style="list-style-type: none"> - Turnover of Depot based staff combined with difficulties in recruiting replacement staff. As a result, to meet operational need, contract staff providers were utilised; - Revaluation down of Annual Leave and Long Service Leave provision due to more leave being taken compared to budget estimate; and - Vacant positions that were budgeted to be filled, combined with the time frame to replace positions which became vacant during the year due to resignations and extremely tight labour market. 	
During the year, the Council completed 26 of the 40 Operating Projects included in the Adopted Budget, resulting in favourable variance of \$211,500. The majority of the savings were delivered across the following projects:	211,500
<ul style="list-style-type: none"> • Tour Down Under (\$99,500) – Due to COVID-19, the event was cancelled. The Council hosted a series of minor bicycle related events during the January 2022 School Holidays; • The Parade & George Street Scramble Crossing (\$82,452) – The Construction works were not undertaken by the Council; • Footpath Defect Rectification Project (\$40,000) – The program was completed with greater utilisation of internal resources as opposed to using external contractors. 	
<p>Fourteen (14) of the planned projects were yet to be completed as at 30 June 2022, with the budget to be carried forward to the 2022-2023 financial year (\$318,000) and 2023-2024 financial year (\$110,970).</p>	
The long term borrowings planned to be drawn down as part of the Adopted Budget were not required, resulting in reduced financing costs.	227,000
Legal fees were unfavourable to the Adopted Budget, mainly due to the legal expenses incurred on the legal proceedings relating to the Scramble Crossing at the intersection of The Parade and George Street Norwood.	(512,500)
Depreciation expense was greater than anticipated due to the full year impact of the 2020-2021 Asset Capitalisation and unit cost revaluation.	(126,000)

b) Non-Operating Income

Non-Operating Income includes grant funding specifically for asset upgrades or renewals and gain/(loss) on asset disposals and assets received free of charge.

For the 2021-2022 Financial year, the Council is reporting Non-operating Loss of \$0.031 million against an Adopted Non-operating Surplus of \$5.566 million, a unfavourable variance of \$5.597 million. The unfavourable variance is set out in Table 2 below.

TABLE 2: MAJOR VARIANCES FROM ADOPTED NON-OPERATING INCOME

Reasons for the Variance	Amount (\$'000)
Loss on the sale and or disposal of the Council's small Plant and Equipment at the end of its operational life, combined with write-off of the carrying values of the Council Civil Infrastructure, upon renewal.	(2,400)
Grant funding budgeted but yet received due to the delay of capital projects as a result of lack of resources:	(3,200)
<ul style="list-style-type: none"> • Payneham Memorial Swimming Centre Upgrade - \$2,800,000 • Linear Park Path Upgrade - \$1,000,000 • St Peters Street Streetscape - \$400,000 	

Non-Operating Income, the Council is reporting a Net Surplus of \$2.6 million against an Adopted Net Surplus of \$6 million.

Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenses that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income, is a Surplus of \$37million, which is primarily due to the revaluation of Land Assets.

Balance Sheet

The Net Assets of the Council at 30 June 2022 is \$536 million, against an Adopted Budget of \$497 million, a favourable variance of \$39 million.

Major reasons for the variance in the Net Assets include:

Assets

Cash deposits with the Local Government Financing Authority is favourable by \$10 million, with the variance resulting from the opening cash balance used to develop the 2021-2022 Budget, being less than the actual closing cash balance as at 30 June 2021 and the receipt of the first payment of the Grant funding for the Trinity Valley Stormwater Drainage Project and receipt of an additional quarter of Financial Assistance Grants.

The carrying values of Infrastructure, Property, Plant & Equipment is reporting a variance of \$24 million, resulting from the change in asset value resulting from the current market condition and cost reviews.

Other Non-current assets represent Capital Works-in-Progress. As at 30 June 2022, works on capital project not yet completed amounted to \$4.3 million.

Liabilities

Trade and Other Payables – with the timing of expenditures at the end of financial year the Council had a larger than anticipated value of invoices due that anticipated in the Adopted Budget resulting in the \$7.9 million unfavourable variance.

The long-term borrowings planned to be drawn down as part of the Adopted Budget were not required, resulting in a favourable variance of \$8.1 million

Attachment A contains the 2021-2022 Financial Statements comparing the actual result to the 2021-2022 Adopted Budget as required by Section 10 of the Regulations.

Bad and Doubtful Debts

The Council's accounts receivable balance has been reviewed at the end of the financial year for the recoverability of the outstanding debts. The outstanding amounts which make up the reported Accounts Receivable balance are considered to be recoverable.

With the ongoing impacts of the COVID-19 pandemic a more lenient approach to recovering outstanding amounts was applied which has seen an increase in the value of debts over 150 days. It would be expected that debts will be paid.

OPTIONS

There are no options associated with this issue.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Attachments – Item 11.2

Attachment A

Financial Summary 2021-2022 Actual Results v Adopted Budget

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

Statement of Comprehensive Income for the year ended 30 June 2022

	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000	Variance from Adopted Budget \$'000
Income			
Rates	37,938	37,811	127
Statutory charges	2,003	1,866	137
User charges	3,561	3,910	(349)
Grants, subsidies and contributions	3,433	2,883	550
Investment Income	24	111	(87)
Other Revenues	848	498	350
Net Gain - Equity Accounted Council Business	122	2	120
Total Revenues	47,930	47,081	848
Expenses			
Employee Costs	14,126	15,604	1,478
Materials, contracts & other expenses	19,832	19,432	(399)
Depreciation, Amortisation & Impairment	10,766	10,640	(126)
Finance Costs	346	730	384
Net Loss - Equity Accounted Council Business	214	203	(11)
Total Expenses	45,284	46,610	1,326
Operating Surplus (Deficit)	2,645	471	2,174
Net gain/(loss) on disposal or revaluation of assets	(2,371)	25	(2,396)
Amounts received specifically for new or upgraded assets	2,341	5,541	(3,200)
Physical resources received Free of charge	-	-	-
Non Operating Items – joint ventures	-	-	-
Net Surplus (Deficit)	2,615	6,037	(3,422)
Other Comprehensive Income			
Changes in revaluation surplus - infrastructure, property, plant & equipment	34,462	2,000	32,462
Share of other comprehensive income - joint ventures and associates	(5)	-	(5)
Total Other Comprehensive Income	34,457	2,000	32,457
Total Comprehensive Income	37,072	8,037	29,035



City of
**Norwood
Payneham
& St Peters**

Statement of Financial Position as at 30 June 2022



City of
Norwood
Payneham
& St Peters

	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000	Variance from Adopted Budget \$'000
Assets			
Current Assets			
Cash & cash equivalents	11,393	1,359	10,034
Trade & other receivables	2,675	2,772	(97)
Total Current Assets	14,068	4,131	9,937
Non-current Assets			
Financial Assets	113	45	68
Equity accounted investments in Council businesses	1,931	2,546	(615)
Infrastructure, Property, Plant & Equipment	543,710	519,457	24,253
Other Non-current Assets	4,324	-	4,324
Total Non-current Assets	550,078	522,048	28,030
Total Assets	564,146	526,179	37,967
Liabilities			
Current Liabilities			
Trade & Other Payables	13,031	5,174	7,857
Borrowings	1,021	946	75
Short-term Provisions	3,004	2,961	43
Total Current Liabilities	17,056	9,081	7,975
Non-current Liabilities			
Long-term Borrowings	8,527	16,660	(8,133)
Long-term Provisions	1,280	1,160	120
Other Non-current Liabilities	904	1,838	(934)
Total Non-current Liabilities	10,712	19,658	(8,946)
Total Liabilities	27,767	28,739	(972)
Net Assets	536,379	497,440	38,939
Equity			
Accumulated Surplus	62,709	66,278	(3,569)
Asset Revaluation Reserve	473,670	431,162	42,508
Total Equity	536,379	497,440	38,939

Statement of Changes in Equity for the year ended 30 June 2022



City of
Norwood
Payneham
& St Peters

	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000	Variance from Adopted Budget \$'000
Accumulated Surplus			
Balance at end of previous reporting period	60,099	60,241	(142)
Net Surplus/(Deficit) for Year	2,615	6,037	(3,422)
Other Comprehensive Income	-	-	-
Other equity adjustments - equity accounted Council businesses	(5)	-	(5)
Balance at end of period	62,709	66,278	(3,569)
Asset Revaluation Reserve			
Balance at end of previous reporting period	439,208	429,162	10,046
Change in revaluation of infrastructure, property, plant & equipment	34,462	2,000	32,462
Balance at end of period	473,670	431,162	42,508
Total Equity at the end of the Reporting Period	536,379	497,440	38,939

Statement of Cash Flow for the year ended 30 June 2022



City of
Norwood
Payneham
& St Peters

	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000	Variance from Adopted Budget \$'000
Cash Flows from Operating Activities			
Receipts			
Rates - General & Other	37,859	37,517	342
Fees & Other Charges	2,010	1,866	144
User Charges	4,592	3,910	682
Investment Receipts	24	111	(87)
Grants Utilised for Operating Purposes	3,440	2,883	557
Other Revenues	913	498	415
Payments			
Employee Costs	(15,627)	(16,543)	916
Materials, Contracts & Other Expenses	(17,515)	(16,834)	(681)
Finance Payments	(156)	(730)	574
Net Cash provided by (or used in) Operating Activities	15,540	12,678	2,862
Cashflows from Investing Activities			
Receipts			
Amounts Specifically for New or Upgraded Assets	5,785	5,541	244
Sale of Replaced Assets	48	25	23
Sale of surplus assets	2	-	2
Repayments of Loans by Community Groups	6	-	6
Payments			
Expenditure on Renewal/Replacement of Assets	(8,937)	(11,653)	2,716
Expenditure on New/Upgraded Assets	(6,941)	(15,319)	8,378
Capital Contributed to Equity Accounted Council Businesses	(170)	(81)	(89)
Net Cash Provided by (or Used in) Investing Activities	(10,208)	(21,487)	11,279
Cashflows from Financing Activities			
Receipts			
Proceeds from Borrowings	-	8,120	(8,120)
Payments			
Repayments of Borrowings	(1,010)	(931)	(79)
Net Cash Provided by (or Used in) Financing Activities	(1,010)	7,189	(8,199)
Net Increase (Decrease) in Cash Held	4,322	(1,620)	5,942
Cash & Cash Equivalents at Beginning of Period	7,071	2,980	4,091
Cash & Cash Equivalents at End of Period	11,393	1,360	10,033

Uniform Presentation of Finances for the year ended 30 June 2022



	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000	Variance from Adopted Budget \$'000
Operating Revenues	47,930	47,081	848
<i>less</i> Operating Expenses	(45,284)	(46,610)	1,326
Operating Surplus (Deficit)	2,645	471	2,174
Less: Net Outlays on Existing Assets			
Capital Expenditure on Renewal/Replacement of Existing Assets	8,937	11,653	(2,716)
<i>less Proceeds from Sale of Replaced Assets</i>	(48)	(25)	(23)
<i>less</i> Depreciation, Amortisation & Impairment	(10,766)	(10,640)	(126)
	(1,876)	988	(2,864)
Less: Net Outlays on New and Upgraded Assets			
Capital Expenditure on New/Upgraded Assets	7,216	15,319	(8,103)
<i>less</i> Amounts received specifically for new or upgraded assets	(2,341)	(5,541)	3,200
<i>less Proceeds from Sale of Surplus Assets</i>	(2)	-	(2)
<i>less</i> Assets Received Free of Charge	-	-	-
	4,873	9,778	(4,905)
Net Lending (Borrowing) for Financial Year	(351)	(10,295)	9,944

	2021-2022 Actual \$'000	2021-2022 Adopted Budget \$'000
Key Financial Indicators		
Operating Surplus / (Deficit) - \$'000	2,645	471
Adjusted Operating Surplus	2,182	471
Operating Surplus Ratio - %	5.5%	1.0%
Adjusted Operating Surplus Ratio - %	4.6%	1.0%
Net financial Liabilities - \$'000	13,586	24,563
Net Financial Liabilities Ratio - %	28.3%	52.2%
Interest Cover Ratio - %	1%	1%
Asset Sustainability Ratio - %	80%	99%

11.3 ANNUAL FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2022

REPORT AUTHOR: Manager, Finance
GENERAL MANAGER: General Manager, Corporate & Community Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA105726/A506001
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the 2021-2022 Financial Statements to the Council for adoption.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 13 of the Regulations, requires that the Financial Statements of a Council to be prepared in accordance with the requirements set out in the Model Financial Statements. The City of Norwood, Payneham & St Peters has prepared the Annual Financial Statements in accordance with the Model Financial Statements.

Section 126 (4) (a) of the Act requires that the functions of an Audit Committee to include “*reviewing annual financial statements to ensure that they present fairly the state of affairs of the council*”.

The Council's Audit Committee considered the 2021-2022 Financial Statements, together with a covering report, at its meeting held on 24 October 2022 and resolved to recommend to the Council the following:

- a. *That the Annual Financial Statements for the year ended 30 June 2022, be adopted.*
- b. *That the Annual Financial Statements for the year ended 30 June 2022, be dated 7 November 2022 and be signed on behalf of Elected Members by the Mayor.*
- c. *That the Asset Revaluations as set out in Table 2 of this report be adopted.*

A copy of the Annual Financial Statements is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's long term strategic directions are outlined in the *City Plan 2030 – Shaping our Future*. The 2021-2022 Annual Business Plan and supporting Budget, set out the services and programs and initiatives for the 2021-2022 Financial Year.

The Council highlighted in the 2021-2022 Annual Business Plan, that financial sustainability was a high priority. In adopting the 2021-2022 Budget, the Council forecast an Operating Surplus of \$0.471 million for the 2021-2022 Financial Year.

FINANCIAL AND BUDGET IMPLICATIONS

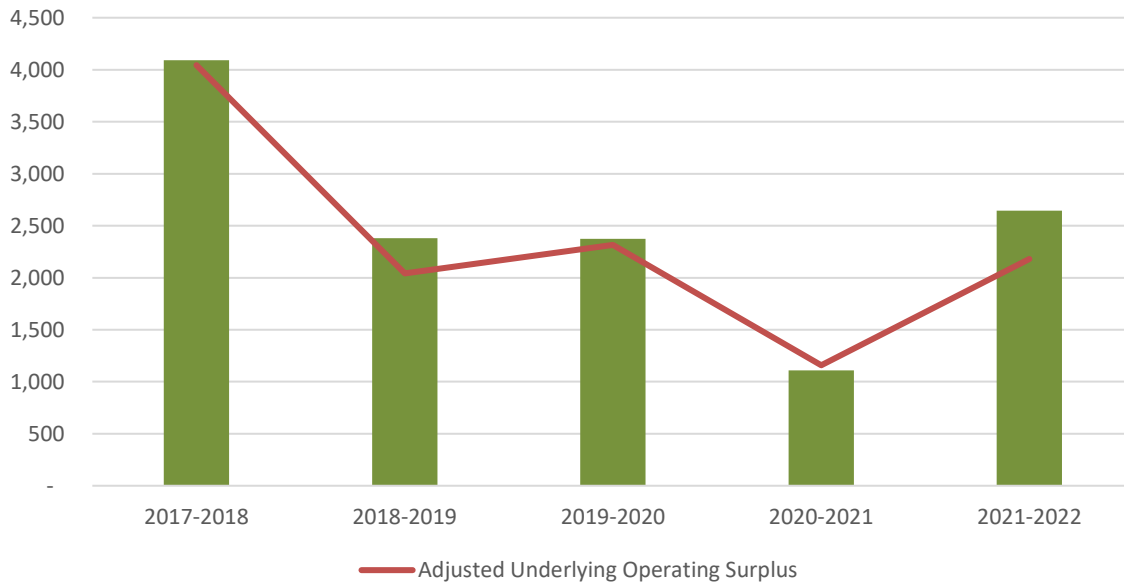
Statement of Comprehensive Income

a. Operating Result

As detailed in Figure 1 below, the Council concluded the financial year with an Operating Surplus of \$2.645 million (2020-2021: \$1.110 million). The increase in the Operating Surplus is due to the increase in the rates revenue and the additional quarter of the 2022-2023 Financial Assistance grant which was advanced during 2021-2022.

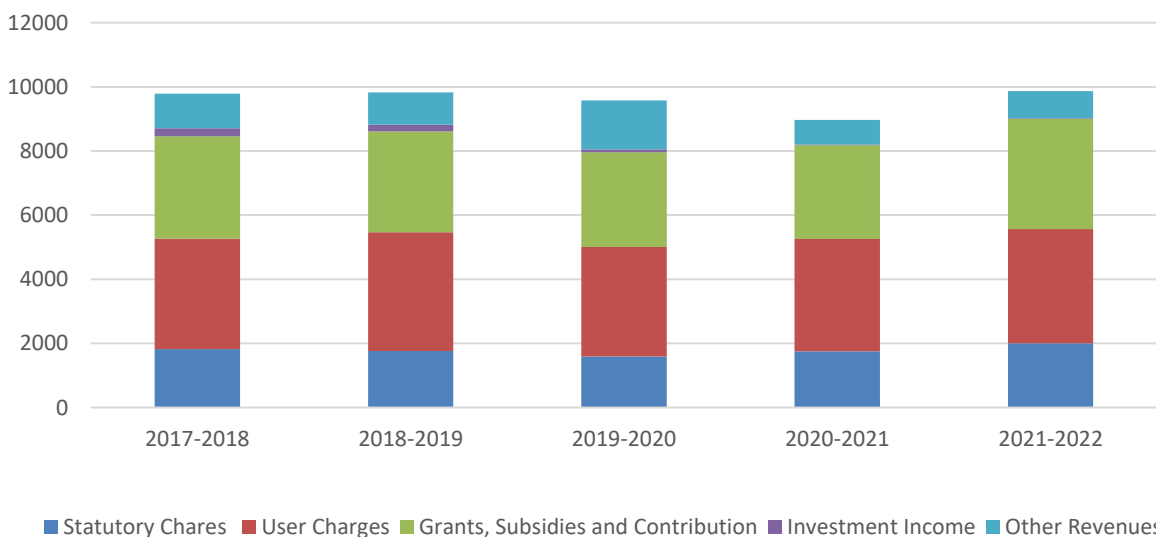
For the last four (4) consecutive years, the Federal Government has made advance payments equal to approximately two quarters of the Financial Assistance Grants. The advance was increased to three quarters for the 2022-2023 financial year. Adjusting for the effect of the advance payments, the underlying Operating Surplus is \$2.182 million for 2021-2022, (2020-2021: \$1.158 million). Figure 1 below, shows the Operating Surplus over the last five years and compares the impacts of the advance payment of Financial Assistance Grants.

FIGURE 1: OPERATING SURPLUS (DEFICIT) - \$'000



As detailed in Figure 2 below, non-rate revenues have increased (10%) compared to the 2020-2021 financial year, which is primarily due to the additional advance of 2022-2023 Financial Assistance Grant (\$464,000). In addition, income from Parking Expiation fees has increased by \$240,000 compared to the 2022-2021 financial year. During the 2020-2021 financial year, to assist the business sector in its recovery from the impacts of COVID-19, the Council relaxed time limited parking within The Parade Precinct and other business precincts.

FIGURE 2: NON-RATE REVENUES - \$'000



The cost to deliver the Council's continuing services (i.e., Recurrent Operating Costs) increased by 2.96% (\$1.273 million) compared to 2020-2021. Primary drivers behind this increase were:

- the depreciation costs have increased by \$800,000 compared to 2020-2021 as a result of \$30.5 million capitalisation of fixed assets during 2020-2021 Financial Year;
- legal costs associated with the scramble crossing between the Parade and George Street (\$420,979); and
- the allowance for doubtful debts increased by \$231,406 in line with the Council's Credit Policy.

Offsetting these cost increases, Employee Costs were \$326,783 lower when compared to the 2020-2021, due to a number of vacant positions not filled during the 2021-2022 Financial Year.

In addition to the continuing services, the Council delivered twenty-six (26) Operating Projects, which encompassed a number of new service initiatives and one-off activities or programs. The net cost of delivering the Operating Projects was \$381,000 (2020-2021: \$463,000). Due to the physical distancing requirements and mass gathering restrictions imposed by the State Government in response to the COVID-19 pandemic, a number of planned events and activities were cancelled. Major Operating Projects which were undertaken during the year included:

- Footpath Defects Works Program;
- Raising the Bar;
- Various Cultural, Youth and Arts Programs and Events;
- additional Street Tree Planting; and
- Assets Condition Audit & Valuation.

Ownership costs, which incorporate interest paid on long term borrowings and depreciation, increased by 6.6% (\$689,000). The increase is attributed to depreciation costs on the major assets which have been capitalised in prior years offset by a reduction in interest paid.

b. Non-Operating Items

A Non-Operating Deficit of \$30,534 is being reported for 2021-2022 (2020-2021 Non-Operating Surplus \$2,158,000). The Non-Operating Deficit comprised of the following, as detailed in Table 1 below:

TABLE 1: NON-OPERATING ITEMS

ITEM	COST
• Loss on Sale and Write-off of Infrastructure Assets renewed as part of the Capital Works program.	(\$2.371 million)
• Grant Funding received or recognised for Capital Projects including:	\$2.312 million
– St Peters Street Streetscape	\$847,049
– Second Creek Outlet Upgrade	\$734,153
– Linear Park Path Upgrade	\$267,500
– Langman Grove Road Reconstruction	\$177,757
– Burchell Reserve Upgrade	\$111,875
– Library Book Acquisition	\$109,973
– Stormwater Drainage Program	\$33,460
– Capital Works Program - Traffic Control	\$30,000

c. Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenses that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by other Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income, is a Surplus of \$34.457 million.

The major factor contributing to the Surplus is the indexation of the Councils' Civil Infrastructure, Land and Building Assets. In line with the Councils Asset Revaluation Policy, independent valuations of the major long term asset classes are undertaken on a rolling five (5) year period. For the 2021-2022 financial year, an independent condition assessment for Recreation and Open Space assets commenced, however the valuation was not finalised due to resourcing issues arising from COVID-19.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

COVID-19 IMPLICATIONS

Nil

CONSULTATION

- **Elected Members**
The Council's Audit Committee which comprises Mayor Robert Bria, Councillor John Minney (Presiding Member) and Councillor Mike Stock (and two (2) Independent Members Ms Sandra Di Blasio and Ms Brigid O'Neill), have been presented with the 2021-2022 Financial Statements and considered the Financial Statements at the Audit Committee meeting held on Monday 24 October 2022. The Audit Committee has recommended, as set out in the Audit Committee minutes that the Council adopt the Financial Statements and that the Financial Statements be signed by the Mayor and dated 7 November 2022.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and the Council's External Auditors.
- **Other Agencies**
Nil

DISCUSSION

The 2021-2022 Annual Financial Statements have 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 Council’s Audit Committee considered the 2021-2022 Financial Statements, together with a covering staff report at its meeting held on 24 October 2022 (refer to the Minutes of the Audit Committee meeting held on the 24 October 2022). At that meeting, the Audit Committee resolved to recommend to the Council that the Annual Financial Statements for the year ended 30 June 2022, be adopted by the Council and the Mayor be authorised to sign the Statements.

In preparing the Financial Statements, the overriding requirement for all non-current assets, is that these assets be reviewed to determine whether the assets are in excess of their recoverable amount at balance date. The Council’s Policy is that all major classes of non-current assets are independently valued every five (5) years. For the 2021-2022 financial year, the independent valuations commenced for Recreation & Open Space assets, however the valuation was not finalised and carried forward to 2022-2023 financial year. For Asset Classes, not subject to an independent valuation, the carrying values of Assets Classes were reviewed and adjusted where appropriate.

The revaluation impact for each asset class is detailed in Table 2.

TABLE 2: IMPACT OF ASSET REVALUATION

Asset Class	Revaluation Increase/ (Decrease) \$million	Comments
Land	23.286	Based on the Valuer-Generals review of property values within the Council area, a 13.5% increase in Fair Value was deemed appropriate.
Buildings and Other Structures	3.437	Represents a 4.7% increase in the Fair value with the indexation based on the annual average movement in value of like assets
Open space Assets	0.257	While pending the finalisation of the condition assessment, represents a 1.4% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting
Road Infrastructure	5.683	Represents a 7% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Kerbing	0.443	Represents a 0.7% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Footpaths	0.010	Represents a 0.3% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Linear Park	0.035	Represents a 3.1% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Storm-water Drainage	1.251	Represents a 3.5% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Off- Roads Carparks	0.041	Represents a 2.4% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Traffic Control Assets	0.020	Represents a 0.8% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Total	34.462	

Overall, the revaluation increase for the 2021-2022 financial year is \$34 million, compared to an increase of \$12 million for the 2020-2021 financial year.

The Audit Committee considered the Asset revaluations as detailed in Table 2 above at its meeting held on 24 October 2022 and recommended to the Council that the valuations be adopted.

Bad and Doubtful Debts

The Council's accounts receivable balance has been reviewed at the end of the financial year for the recoverability of the outstanding debts. The outstanding amounts which make up the reported Accounts Receivable balance are considered to be recoverable.

OPTIONS

Not Applicable.

CONCLUSION

The Council concluded the financial year with an Operating Surplus of \$2.645 million (2020-2021: \$1.110 million).

After Capital Items, which includes the impact of asset revaluations and grant funding specifically for asset upgrades or renewals and asset disposals, the Council is reporting a Net Surplus of \$37.072 million (2020-2021: \$15.320 million).

The Council's Auditor, BDO Advisory (SA) Pty Ltd, have completed the audit of the Council's Financial Statements and have advised that they will sign an unqualified Independent Auditors' Reports in the form prescribed, upon the Presiding Member of the Audit Committee signing the "Council Certificate of Audit Independence".

There were no significant issues raised during the audit of this year's Financial Statements which would prevent the Council from adopting the 2021-2022 Financial Statements.

COMMENTS

Nil

RECOMMENDATION

1. That the following Fair Values as at 30 June 2022, after revaluations, for the year ended 30 June 2022, be adopted:
 - a. Land Assets be reflected in the Financial Statements at the Fair Value of \$195.794 million;
 - b. Building and Other Structures be reflected in the Financial Statements at the written down value of \$77.015 million;
 - c. Open Space Assets be reflected in the Financial Statements at the written down value of \$19.392 million;
 - d. Road Infrastructure Assets be reflected in the Financial Statements at the written down value of \$169.816 million;
 - e. Storm-water Drainage Assets be reflected in the Financial Statements at the written down value of \$68.029 million;
 - f. Off-Road Car Park Assets be reflected in the Financial Statements at a written down value of \$2.235 million;
 - g. Traffic Control Assets be reflected in the Financial Statements at the written down value of \$4.368 million; and
 - h. River Torrens Linear Park Assets be reflected in the Financial Statements at the written down value of \$981,186.

2. That the Annual Financial Statements for the year ended 30 June 2022, as contained in **Attachment A** be adopted.
3. That the Annual Financial Statements for the year ended 30 June 2022, be dated 7 November 2022 and that Mayor and the Chief Executive Officer, be authorised to sign 2021-2022 Annual Financial Statements on behalf of the Council.

Attachments – Item 11.3

Attachment A

Annual Financial Statements For Year End 30 June 2022

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

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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Financials

CERTIFICATION OF FINANCIAL STATEMENTS

We have been authorised by the Council to certify the financial statements in their final form. In our opinion:

- * the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- * the financial statements present a true and fair view of the Council's financial position at 30 June 2022 and the results of its operations and cash flows for the financial year.
- * internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- * the financial statements accurately reflect the Council's accounting and other records.

Robert Bria
MAYOR

Mario Barone
CHIEF EXECUTIVE OFFICER

Dated November 2022

Financials

Statement of Comprehensive Income for the year ended 30 June 2022

	Notes	2022 \$	2021 \$
Income			
Rates	2	37,938,230	36,287,820
Statutory charges	2	2,002,942	1,751,114
User charges	2	3,561,156	3,505,662
Grants, subsidies and contributions	2	3,432,789	2,921,485
Investment income	2	23,848	18,786
Reimbursements	2	117,707	56,818
Other income	2	730,501	714,296
Net Gain – Equity Accounted Council Businesses	19	122,405	217,074
Total Income		47,929,578	45,473,055
Expenses			
Employee costs	3	14,126,088	14,447,559
Materials, contracts & other expenses	3	19,831,643	19,165,311
Depreciation, amortisation & impairment	3	10,765,876	9,968,299
Finance costs	3	346,307	454,465
Net loss - Equity Accounted Council Businesses	19	214,176	327,202
Total Expenses		45,284,090	44,362,836
Operating Surplus		2,645,487	1,110,219
Asset disposal & fair value adjustments	4	(2,371,457)	(1,145,242)
Amounts received specifically for new or upgraded assets	2	2,340,924	3,303,447
Net Surplus transferred to Equity Statement		2,614,954	3,268,424
Other Comprehensive Income			
Changes in revaluation surplus - infrastructure, property, plant & equipment	9	34,462,345	12,045,839
Share of other comprehensive income - joint ventures and associates	19	(5,125)	5,388
Total Other Comprehensive Income		34,457,220	12,051,227
Total Comprehensive Income		37,072,174	15,319,651

This Statement is to be read in conjunction with the attached Notes contained in pages 9 to 39

Financials

Statement of Financial Position as at 30 June 2022

	Notes	2022 \$	2021 \$
Assets			
Current Assets			
Cash and cash equivalents	5	11,393,311	7,070,828
Trade & other receivables	5	2,675,026	3,699,322
Total Current Assets		14,068,337	10,770,150
Non-current Assets			
Financial Assets	6	113,202	104,044
Equity accounted investments in Council businesses	6	1,930,694	2,207,035
Infrastructure, Property, Plant & Equipment	7	543,709,984	507,904,397
Other Non-current Assets	6	4,323,896	2,509,203
Total Non-current Assets		550,077,776	512,724,679
Total Assets		564,146,113	523,494,829
Liabilities			
Current Liabilities			
Trade & Other Payables	8	13,030,882	8,006,434
Borrowings	8	1,021,493	971,642
Provisions	8	3,003,511	3,325,976
Total Current Liabilities		17,055,886	12,304,052
Non-current Liabilities			
Borrowings	8	8,527,132	9,391,818
Provisions	8	1,280,371	1,328,251
Liability - Equity accounted Council businesses	8	904,106	1,164,265
Total Non-current Liabilities		10,711,609	11,884,334
Total Liabilities		27,767,495	24,188,386
Net Assets		536,378,618	499,306,443
Equity			
Accumulated Surplus		62,708,655	60,098,826
Asset Revaluation Reserves	9	473,669,963	439,207,617
Total Equity		536,378,618	499,306,443

This Statement is to be read in conjunction with the attached Notes contained in pages 9 to 39

Financials

Statement of Changes in Equity for the year ended 30 June 2022

	Notes	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
		\$	\$	\$
2022				
Balance at end of previous reporting period		60,098,826	439,207,617	499,306,443
Net Surplus for Year		2,614,954	-	2,614,954
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	34,462,346	34,462,346
Share of other comprehensive income - joint ventures and associates	19	(5,125)	-	(5,125)
Balance at end of period		62,708,655	473,669,963	536,378,618
2021				
Balance at end of previous reporting period		56,825,014	427,161,779	483,986,793
Net Surplus / (Deficit) for Year		3,268,424	-	3,268,424
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	12,045,839	12,045,839
Impairment (expense) / recoupments offset to asset revaluation reserve	9	5,388	-	5,388
Balance at end of period		60,098,826	439,207,617	499,306,443

This Statement is to be read in conjunction with the attached Notes contained in pages 9 to 39

Financials

Statement of Cash Flow for the year ended 30 June 2022

	Notes	2022 \$	2021 \$
Cash Flows from Operating Activities			
Receipts			
Rates - General & Other		37,858,989	36,672,325
Fees & Other Charges		2,009,634	1,612,735
User Charges		4,592,395	3,112,698
Investment Receipts		23,848	18,786
Grants Utilised for Operating Purposes		3,440,310	2,755,845
Reimbursements		142,203	221,709
Other Revenues		770,785	776,220
Payments			
Employee Costs		(15,626,687)	(14,547,338)
Materials, Contracts & Other Expenses		(17,515,000)	(18,073,548)
Finance Payments		(156,091)	(447,160)
Net Cash provided by (or used in) Operating Activities	11b	15,540,386	12,102,272
Cash Flows from Investing Activities			
Receipts			
Amounts specifically for new or upgraded assets		5,785,317	2,625,998
Sale of replaced assets		47,869	25,659
Sale of surplus assets		1,909	21,190
Repayments of loans by community groups		5,968	11,040
Payments			
Expenditure on renewal/replacement of assets		(8,937,416)	(9,651,815)
Expenditure on new/upgraded assets		(6,941,204)	(5,507,612)
Capital contributed to associated entities	19	(170,179)	(80,714)
Net Cash provided by (or used in) Investing Activities		(10,207,736)	(12,556,254)
Cash Flow from Financing Activities			
Payments			
Repayments of Borrowings		(1,010,167)	(1,652,559)
Net Cash provided by (or used in) Financing Activities		(1,010,167)	(1,652,559)
Net Increase (Decrease) in cash held		4,322,483	(2,106,541)
Cash & cash equivalents at beginning of period	11	7,070,828	9,177,369
Cash & cash equivalents at end of period	11	11,393,311	7,070,828

This Statement is to be read in conjunction with the attached Notes contained in pages 9 to 39

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

The principal accounting policies adopted by the Council in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1. Basis of Preparation

1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared on a going concern basis in accordance with the Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB), Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgment in applying the Council's accounting policies. The areas involving a higher degree of judgment 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 a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Council obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever occurs first.

Where grants, contributions and donations recognised as income during the reporting period were obtained on the condition that they are expended in a particular manner or used over a particular period and those conditions were un-discharged as at the reporting date, the amounts subject to those un-discharged conditions are disclosed in these notes. Also disclosed is the amount of grants, contributions and receivables recognised as income in a previous reporting period which were obtained in respect of the Council's operations for the current reporting period.

In recent years the payment of untied grants (financial assistance grants/ local roads/ supplementary grants) has varied from the annual allocation as shown in Table 1 below:

Table 1: Untied Financial Assistance Grants

Financial Year	Cash Payment Received	Annual Allocation	Difference
2021-2022	\$1,648,333	\$1,184,403	\$463,930
2020-2021	\$1,113,164	\$1,161,256	\$(48,092)
2019-2020	\$1,208,049	\$1,147,922	\$60,127

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

As these grants are untied, the Australian Accounting Standards require that payments be recognised upon receipt. Accordingly, the Operating Result for these periods have been distorted compared to those that would have been reported had the grants been paid in the year to which they were allocated.

The Operating Surplus Ratio disclosed in Note 15 has also been calculated after adjusting for the distortions resulting from the differences between the actual grant monies received and the grant entitlements allocated.

4. Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Council's option, without a significant risk of changes in value, with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 1999*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and an adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

5. Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All assets are capitalised at 30 June of the year the asset is ready for use and the depreciation expenditure will commence from 1 July. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to Infrastructure, Property, Plant & Equipment when completed ready for use.

5.2 Materiality

Assets with an economic life in excess of one year are capitalised where the cost of acquisition exceeds materiality thresholds established by the Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Materiality thresholds have been reviewed and remain as follows:

Land	\$0*
Buildings & Other Structures	\$3,000
Infrastructure	\$3,000
Plant & Equipment	\$1,000
Furniture & Fittings	\$1,000
Other Assets	\$1,000

* With the exception of Land under Roads and Easements, all land will be capitalised and recorded as an asset of the Council.

5.3 Subsequent Recognition

Certain asset classes are re-valued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Further detail of existing valuations, methods and valuers are provided in Note 7.

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Building & Other Structures		10 to 100 years
Plant, Furniture & Equipment		3 to 20 years
Furniture & Fittings		10 to 20 years
Infrastructure	Road Seal	10 to 40 years
	Road Pavement	80 to 150 years
	Footpaths	15 to 50 years
	Off Road Car parks	100 years
	Traffic Control	30 to 60 years
	Linear Park	30 to 60years
	Kerbing	40 to 70 years
	Stormwater	80 to 100 years
Open Space Assets		10 to 100 years
Other Assets	Library Books	2 to 8 years
Leasing Assets		2 to 5 years
Landscaping		5 years

5.5 Land under Roads

The Council has elected not to recognise land under roads acquired prior to 1 July 2008 as an asset in accordance with AASB 1051 Land under Roads. Land under roads acquired after 30 June 2008 has not been recognised, as in the opinion of the Council it is not possible to reliably attribute a fair value, and further that such value if determined would be immaterial.

5.6 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Council were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a key assumption is made that the current replacement cost exceeds the original cost of acquisition.

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

5.7 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123 Borrowing Costs. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

6. Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid thirty (30) days from invoice date unless otherwise specified.

6.2 Payments Received in Advance & Deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

7. Borrowings

Loans are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates, and is recorded as part of "Payables". Interest free loans are carried at their nominal amounts; interest revenues foregone by the lender effectively being a reduction of interest expense in the period to which it relates.

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2021

8. Employee Benefits

8.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119 Employee Benefits.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

Weighted average discount rate	2.71% (2021: 2.67%)
Weighted average settlement period	1.33 years (2021: 1.31 years)

No accrual is made for sick leave as experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Council does not make payment for untaken sick leave.

8.2 Superannuation

The Council makes employer superannuation contributions in respect of its employees to the Statewide Superannuation Scheme or where selected by employees under the "choice of fund" legislation to another complying fund. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in Note 18.

9. Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

10. Joint Ventures and Associated Entities

The Council participates in cooperative arrangements with other Councils for the provision of services and facilities. The Council's interests in cooperative arrangements and are accounted for in accordance with AASB 128 Investments in Associates and are set out in detail in Note 19.

11. Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Council as a lessee

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Plant and Equipment	2 to 5 years
Property	2 to 5 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (s) Impairment of non-financial assets.

Lease liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

12. GST Implications

In accordance with Urgent Issues Group Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis

13. Accounting Standards and UIG Interpretations

In the current year, the Council adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised Standards and Interpretations has not resulted in any material changes to the Council's accounting policies.

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 2 - Income

	Notes	2022 \$	2021 \$
Rates			
General Rates		37,353,515	35,773,231
Less: Mandatory rebates		(1,008,910)	(985,640)
Less: Discretionary rebates, remissions & write offs		(115,986)	(20,983)
		36,228,619	34,766,608
Other Rates (including service charges)			
Natural Resource Management levy		1,396,733	1,426,381
Parade Rate		247,368	-
		1,644,101	1,426,381
Other Charges			
Penalties for late payment		132,909	130,608
Less: Discretionary rebates, remissions & write offs		(67,399)	(35,777)
		65,510	94,831
		37,938,230	36,287,820
Statutory Charges			
Development Act fees		421,546	439,071
Town planning fees		103,511	52,224
Animal registration fees & fines		155,079	172,251
Parking fines / expiation fees		1,022,920	720,900
Other registration fees		135,155	213,942
Sundry		164,731	152,726
		2,002,942	1,751,114
User Charges			
Admission Charges - Pools		418,470	374,069
Activity Program Revenues		16,531	11,181
Child Care Centre Fees		1,094,915	1,080,144
Subsidies received on behalf of users		1,265,757	1,401,316
Hall & Equipment hire		526,676	409,512
Sales - general		76,787	51,512
Sundry		162,021	177,928
		3,561,156	3,505,662
Investment Income			
Interest on investments			
Local Government Finance Authority		23,480	17,322
Banks & Other		368	1,464
		23,848	18,786
Reimbursements			
for private works		6,329	12,420
other		111,378	44,398
		117,707	56,818
Other Income			
Insurance & other recoupments - infrastructure, property, plant & equipment		263,760	169,847
Sundry		466,741	544,449
		730,501	714,296

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 2 continued - Income

	Notes	2022 \$	2021 \$
Grant Subsidies, Contributions			
Amounts received specifically for new or upgraded assets		2,340,924	3,303,447
Other grants, subsidies and contributions		3,432,789	2,921,485
		<u>5,773,713</u>	<u>6,224,932</u>
The functions to which these grants relate are shown in Note 12.			
Sources of grants			
Commonwealth government		4,020,327	2,708,563
State government		1,724,230	3,100,729
Other		29,156	415,640
		<u>5,773,713</u>	<u>6,224,932</u>

Note 3 - Expenses

Employee Costs

Salaries and Wages		11,695,255	11,682,060
Employee leave expense		1,186,729	1,524,530
Superannuation - defined contribution plan contributions	18	1,223,243	1,208,233
Superannuation - defined benefit plan contributions	18	21,279	21,065
Workers' Compensation Insurance		662,807	644,814
Income Protection Insurance		214,036	224,067
Less: Capitalised and distributed costs		(877,262)	(857,210)
Total Operating Employee Costs		<u>14,126,088</u>	<u>14,447,559</u>

Total Number of Employees

131

132

(Full time equivalent at end of reporting period)

Materials Contracts & Other Expenses

Prescribed Expenses

Auditor's Remuneration - Auditing the financial reports		26,153	25,078
Elected members' expenses		335,795	331,127
Lease Expense – low value assets/short term leases		132,035	104,296
Subtotal		<u>493,983</u>	<u>460,501</u>

Other Materials, Contracts & Expenses

Contractors		6,398,643	6,886,014
Energy		505,795	573,394
Water		567,401	514,436
Administration Costs		1,161,603	1,178,366
Grants and Donations		177,929	91,380
Rates and Taxes		96,025	89,160
Waste Collection & Disposal		4,137,830	4,083,665
Insurance		797,473	762,641
Subscriptions and Licences		646,430	576,486
Legal Expenses		759,515	562,460
Levies paid to Government			
-Landscape Levy		1,365,201	1,365,201
-Other Levies		107,568	88,100
Parts, Accessories & Consumables		1,097,532	1,031,471
Professional Services		829,374	621,667
Sundry		689,341	280,369
Subtotal		<u>19,337,660</u>	<u>18,704,810</u>
Total Other Materials, Contracts & Expenses		<u>19,831,643</u>	<u>19,165,311</u>

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 3 continued - Expenses

	Notes	2022 \$	2021 \$
Finance Costs			
Interest on Loans		343,003	452,858
Interest on Leases		3,304	1,607
		346,307	454,465
Depreciation, Amortisation & Impairment			
Depreciation			
Buildings		2,113,925	1,796,910
Open Space Infrastructure		1,078,283	997,364
Roads Infrastructure		2,116,246	1,972,496
Kerbing		1,212,494	1,196,863
Footpaths		1,074,993	1,065,476
Linear Parks		35,354	34,642
Stormwater Drainage		1,554,765	1,451,701
Off Street Car parks		47,854	44,988
Traffic Control		162,675	126,038
Plant & Equipment		300,231	321,012
Furniture & Fittings		99,577	95,206
Other Assets		892,006	756,622
Right-of-use assets	17	77,473	108,981
		10,765,876	9,968,299

Note 4 - Asset Disposals & Fair Value Adjustments

Infrastructure, Property, Plant & Equipment

Assets renewed or directly replaced

Proceeds from disposal		47,869	21,190
Less: Carrying amount of assets sold	7	2,421,235	1,192,091
Gain (Loss) on disposal		(2,373,366)	(1,170,901)

Assets surplus to requirements

Proceeds from disposal		1,909	25,659
Less: Carrying amount of assets sold	7	-	-
Gain (Loss) on disposal		1,909	25,659

Net Gain (Loss) on disposal or revaluation of Assets

		(2,371,457)	(1,145,242)
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Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 5 - Current Assets

	Notes	2022	2021
		\$	\$
Cash & Equivalent Assets			
Cash on Hand and at Bank		1,085,760	444,669
Deposits at Call		10,307,551	6,626,159
		11,393,311	7,070,828
Trade & Other Receivables			
Rates - General & Other		1,178,984	1,108,627
Accrued Revenues		172,253	7,941
Debtors - General		1,153,664	2,187,259
GST Recoupment		366,903	110,893
Prepayments		331,940	555,898
Loans to community organisations		-	5,968
Sundry		51,241	71,290
		3,254,985	4,047,875
Less: Allowance for Doubtful Debts		579,959	348,554
Total		2,675,026	3,699,322

Note 6 - Non Current Assets

Financial Assets

Council Rates Postponement Scheme		113,202	104,044
		113,202	104,044

Equity Accounted Investment in Council Businesses

Eastern Health Authority Inc.	19	172,504	181,905
Eastern Waste Management Authority Inc.	19	121,560	174,324
ERA Water Inc	19	1,636,630	1,850,806
		1,930,694	2,207,035

Other Non-Current Assets

Capital Works-in-Progress		4,323,896	2,509,203
		4,323,896	2,509,203

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 7 - Infrastructure, Property, Plant & Equipment

	FAIR VALUE LEVEL	2021				2022			
		AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEP'N	CARRYING AMOUNT
Land	3	172,489,559	-	-	172,489,559	195,775,648	18,366	-	195,794,017
Buildings & Other Structures	3	131,607,412	15,408,168	(71,780,297)	75,235,283	153,923,648	457,619	(77,366,196)	77,015,071
Infrastructure									
Open Space Infrastructure	3	26,392,661	2,426,108	(11,942,115)	16,876,654	28,834,513	3,358,708	(12,801,036)	19,392,184
Roads	3	128,964,066	2,638,939	(55,038,162)	76,564,843	137,443,583	4,281,235	(58,378,956)	83,345,863
Kerbing	3	82,873,020	1,443,497	(26,361,400)	57,955,117	83,384,157	1,934,025	(27,069,078)	58,249,104
Footpaths	3	52,021,903	1,271,681	(24,705,795)	28,587,789	52,943,011	972,773	(25,694,381)	28,221,403
Linear Parks	3	1,411,651	-	(429,672)	981,979	1,455,686	-	(474,499)	981,187
Stormwater Drainage	3	131,611,203	4,279,954	(69,239,490)	66,651,667	140,495,611	1,762,483	(74,229,156)	68,028,938
Off Roads Car parks	3	2,819,849	93,979	(776,901)	2,136,927	2,889,064	153,428	(807,421)	2,235,071
Traffic Control	3	5,863,079	1,526,332	(3,244,386)	4,145,025	7,402,063	376,757	(3,410,483)	4,368,337
Plant & Equipment		-	6,975,422	(5,171,321)	1,804,101	-	7,214,820	(5,461,352)	1,753,468
Furniture and Fittings		-	2,643,725	(2,018,176)	625,548	-	2,709,018	(2,117,753)	591,265
Other assets		3,607,783	3,722,615	(3,521,283)	3,809,116	3,607,783	4,267,631	(4,296,682)	3,578,732
Right of use assets		280,431	-	(239,642)	40,789	472,459	-	(317,115)	155,344
Total Infrastructure, Property, Plant & Equipment		739,942,616	42,430,420	(274,468,640)	507,904,397	808,627,226	27,506,863	(292,424,108)	543,709,984
<i>Comparatives</i>		<i>714,263,633</i>	<i>21,433,334</i>	<i>(259,227,949)</i>	<i>476,469,020</i>	<i>739,942,614</i>	<i>42,430,420</i>	<i>(274,468,640)</i>	<i>507,904,397</i>

Financials

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2022

Note 7 continued - Infrastructure, Property, Plant & Equipment

	FAIR VALUE LEVEL	2021 \$ CARRYING AMOUNT	Carrying amount movements during the year					2022 \$ CARRYING AMOUNT
			Additions		Disposals	Depreciation	Net Revaluation	
			New/Upgrade	Renewals				
Land	3	172,489,559	18,366.00	-	-	-	23,286,090	195,794,017
Buildings & Other Structures	3	75,235,283	236,594	221,025	(583)	(2,113,925)	3,436,677	77,015,071
Infrastructure								
Open Space Infrastructure	3	16,876,654	2,827,408	531,299	(21,985)	(1,078,283)	257,092	19,392,184
Roads	3	76,564,843	-	4,281,235	(1,066,658)	(2,116,246)	5,682,689	83,345,863
Kerbing	3	57,955,117	-	1,934,025	(870,990)	(1,212,494)	443,446	58,249,104
Footpaths	3	28,587,789	-	972,773	(274,248)	(1,074,993)	10,084	28,221,403
Linear Parks	3	981,979	-	-	-	(35,354)	34,562	981,187
Stormwater Drainage	3	66,651,667	1,762,483	-	(81,010)	(1,554,765)	1,250,563	68,028,938
Off Roads Car parks	3	2,136,927	-	153,428	(48,381)	(47,854)	40,951	2,235,071
Traffic Control	3	4,145,025	-	376,757	(10,962)	(162,675)	20,192	4,368,337
Plant & Equipment		1,804,101	12,304	244,321	(7,027)	(300,231)	-	1,753,468
Furniture and Fittings		625,548	39,362	25,931	-	(99,577)	-	591,265
Other assets	3	3,809,116	489,548	211,465	(39,391)	(892,006)	-	3,578,732
Right of use assets		40,789	-	192,028	-	(77,473)	-	155,344
Total Infrastructure, Property, Plant & Equipment		507,904,397	5,386,065	9,144,287	(2,421,235)	(10,765,876)	34,462,346	543,709,984
<i>Comparatives</i>		476,469,023	15,807,407	14,742,518	(1,192,091)	(9,968,299)	12,045,839	507,904,398

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 7 continued - Infrastructure, Property, Plant & Equipment

Valuation of Assets

AASB 13 Fair Value Measurement requires disclosure of the valuation principles adopted for all valuations according to the relevant level in the fair value hierarchy. The hierarchy has three levels and measurements are categorised based on the lowest level that a significant input can be categorised into. The fair value hierarchy levels are outlined below:

Level 1: Measurements are based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Measurements are based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Measurements are based on unobservable inputs for the asset or liability.

Effectively, the hierarchy level reflects the dependence on market evidence used to establish the fair value (i.e. transactions of similar assets).

Valuation Techniques

The valuation approach to define fair value is dependent on the degree to which a market assists in substantiating the value of an asset. The primary approaches by which assets may be valued in the marketplace are:

Market Approach: uses prices and other relevant information generated by market transactions for similar or substitute assets or liabilities.

Income Approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.

Cost approach: reflects that current replacement cost of an asset at its current service capacity.

All of Council's non-financial assets are considered as being utilised for their highest and best use.

At 1 July 2004 upon the transition to International Financial Reporting Standards (IFRS), the Council elected pursuant to AASB 1.19 to retain a previously established cost under generally accepted accounting principles (GAAP) as its deemed cost. With subsequent additions at cost, this remains as the basis of recognition of non-material asset classes.

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 Fair Value Measurement: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, fair value is taken to be the current replacement cost.

Non-current assets, other than receivables, land under roads and investments are valued as follows, and all subsequent additions after valuation are recorded at cost or fair value on acquisition.

Land and Buildings

Land and Buildings assets are independently valued every five (5) years. An independent valuation of the Council's Land and Buildings was undertaken in the 2017-2018 Financial Year by JLL Infrastructure Advisory Pty Ltd based on fair values of the assets as at 30 June 2018.

As the result of revaluation, all of the Council's land assets were reassigned to the fair value hierarchy level 3 from level 2 and all of the Council's building and other structure assets were reassigned to the fair value hierarchy level 3. The transfers took effect as at 30 June 2018.

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

If there is no known market for buildings, infrastructure and other assets, these assets are valued at depreciated replacement cost. This method involves:

- the determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate; and
- the calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by the Council.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

Note 7 continued - Infrastructure, Property, Plant & Equipment

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

In 2021-2022, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. Accordingly, Land and Building assets were indexed by 13.5% and 4.7% respectively.

The Council being of the opinion that it is not possible to attribute a value sufficiently reliably to qualify for recognition; land under roads has not been recognised in these reports.

Open Space Assets

The Councils open space assets were independently condition assessed by Tonkin Consulting as at 1 July 2021 and yet finalised. The basis of valuation adopted was written down replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Accordingly, total replacement value, total economic working life and residual economic working life were reliably established for each asset. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

Road Infrastructure (*Roads, Kerbing & Footpaths*)

Road Infrastructure assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

Linear Park

Linear Park assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

Stormwater Drainage

Stormwater Drainage assets are independently condition assessed every five (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 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

Off Roads Carparks

Off Roads Carparks assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

The basis of valuation is written down current replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 7 continued - Infrastructure, Property, Plant & Equipment

Traffic Control Devices

Traffic Control Devices assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2018 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2021.

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

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

	Notes	2022		2021	
		\$ Current	\$ Non-current	\$ Current	\$ Non-current
Trade & Other Payables					
Goods & Services		3,613,544	-	1,743,249	-
Payments received in advance		5,357,209	-	1,875,865	-
Accrued expenses - employee entitlements		489,044	-	389,121	-
Accrued expenses - other		3,025,349	-	3,474,619	-
Interest Payable		79,556	-	111,931	-
Deposits, Retentions & Bonds		90,333	-	99,621	-
St Peters RSL Trust		42,703	-	42,523	-
Future Open Space Trust Fund		315,575	-	255,441	-
New Tree Legislation Fund		17,569	-	14,064	-
		13,030,882	-	8,006,434	-
Borrowings					
Loans - LGFA		945,921	8,445,896	931,098	9,391,818
Lease Liabilities		75,572	81,236	40,544	-
		1,021,493	8,527,132	971,642	9,391,818
<i>All LGFA interest bearing liabilities are secured over the future revenues of the Council</i>					
Provisions					
Employee entitlements (including on-costs)		3,003,511	1,280,371	3,325,976	1,328,251
		3,003,511	1,280,371	3,325,976	1,328,251
Liability - Equity Accounted Council Business					
Highbury Landfill Authority Inc.	19	-	904,106	-	1,164,265
		-	904,106	-	1,164,265

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 9 - Reserves	Notes	1 July 2020	Net Increments (Decrements)	30 June 2021
		\$	\$	\$
Asset Revaluation Reserves				
Land		154,196,904	23,286,090	177,482,994
Buildings & Other Structures		72,193,851	3,436,677	75,630,528
Infrastructure				
Open Space Infrastructure		7,005,441	257,092	7,262,534
Roads		64,764,049	5,682,689	70,446,738
Kerbing		63,566,522	443,446	64,009,968
Footpaths		29,986,742	10,084	29,996,826
Linear Parks		(57,521)	34,562	(22,959)
Stormwater Drainage		43,290,446	1,250,563	44,541,009
Off Road Car Park		1,658,175	40,951	1,699,126
Traffic Control Devices		1,970,430	20,192	1,990,621
Other assets		632,578	-	632,578
2022 Total		439,207,617	34,462,346	473,669,963
<i>2021 Totals</i>		427,161,780	12,045,839	439,207,617

Purpose of Reserve

Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

Note 10 Assets Subject to Restriction

	Notes	2022	2021
		\$	\$
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 & Financial Assets			
Deposits at Call	5	466,180	411,648
Total Assets subject to Externally Imposed Restrictions		466,180	411,648
The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance.			
Future Open Space Trust Fund	8	315,575	255,440
Deposits and Bonds held by Council	8	42,703	99,621
St Peter RSL Trust Funds	8	17,569	42,523
New Tree Legislation Fund	8	90,333	14,064
		466,180	411,648

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 11 - Reconciliation to Statement of Cash Flow

Notes

2022

2021

\$

\$

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Total cash & equivalent assets	5	<u>11,393,311</u>	<u>7,070,828</u>
Balances per Statement of Cash Flow		<u>11,393,311</u>	<u>7,070,828</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		2,614,954	3,268,424
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		10,765,876	9,968,299
Equity movements in equity accounted investment (increase) decrease		91,771	110,127
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		(9,158)	(7,011)
Net increase (decrease) in unpaid employee benefits		(270,421)	422,665
Net (Gain) Loss on Disposals		2,421,234	1,145,241
Grants for capital acquisitions (treated as Investing Activity Receipts)		<u>(5,785,317)</u>	<u>(2,625,998)</u>
		9,828,939	12,281,747
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		786,922	(813,451)
Net increase (decrease) in trade & other payables		<u>4,924,525</u>	<u>633,976</u>
Net Cash provided by (or used in) operations		<u>15,540,386</u>	<u>12,102,272</u>

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Cash Advance Facilities	10,500,000	10,500,000
Corporate Credit Cards	35,000	35,000

The Council has immediate access to a short-term draw-down facility, and variable interest rate borrowings under a Cash Advance facility from the Local Government Finance Authority of SA.

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Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 12 - Functions

	INCOME, EXPENSES AND ASSETS HAVE BEEN DIRECTLY ATTRIBUTED TO THE FOLLOWING FUNCTIONS & ACTIVITIES									
	Income *		Expenses *		Operating Surplus (Deficit) *		Grants Included in Income**		Total Assets Held (Current and Non-Current)	
	Actual	Actual	Actual	Actual	Actual	Actual				
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community Services	3,936,495	4,006,581	5,143,627	5,245,358	(1,207,132)	(1,238,775)	1,099,617	1,099,053	31,630,627	2,481,3120
Culture	364,730	268,488	2,387,746	2,142,120	(2,023,016)	(1,873,632)	248,141	229,066	12,026,087	5,514,027
Economic Development	221,617	-	1,238,603	1,247,378	(1,016,986)	(1,248,101)	-	-	23,991	-
Environment	569,217	699,689	7,606,493	7,532,638	(7,037,276)	(6,832,949)	2,088,835	1,260,794	74,838,507	3,653,043
Recreation	586,993	545,344	3,263,404	3,407,966	(2,676,411)	(2,862,622)	6,000	1,618,000	221,181,298	220,147,515
Regulatory Services	1,882,724	1,651,678	3,110,061	2,770,297	(1,227,336)	(1,118,619)	-	-	985,529	2,757,013
Transport & Communication	-	-	1,082,121	989,637	(1,082,121)	(989,637)	475,257	489,214	177,773,841	238,126,148
Plant Hire/Depot Indirect	32,676	8,766	858,660	827,324	(825,984)	(818,559)	-	-	2,979,014	-
Council Administration	40,212,720	38,075,434	20,379,199	19,872,915	19,833,521	18,203,241	1,826,706	1,113,164	42,707,216	28,483,960
TOTALS	47,807,172	45,255,980	45,069,914	44,035,633	2,737,259	1,220,347	5,744,556	5,809,291	564,146,110	523,494,826

* Excludes net gain (loss) on disposal or revaluation of assets, net gain (loss) from joint ventures & associated entities, amounts received specifically for new or upgraded assets and physical resources received free of charge.

** Grants, subsidies and contributions received from Commonwealth and State governments as shown on Note 2.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 12 continued - Components of Functions

The activities relating to Council functions are as follows:

Business Undertakings

Private Works

Community Services

Public Order and Safety, Crime Prevention, Emergency Services, Other Fire Protection, Other Public Order and Safety, Health Services, Pest Control – Health, Immunisation, Preventive Health Services, Other Health Services, Community Support, Elderly Citizens Facilities, Home Assistance Scheme, Other Services for the Aged and Disabled, Child Care Centres, Children and Youth Services, Community Assistance, Community Transport, Family and Neighbourhood Support, Other Community Support, Community Amenities, Bus Shelters, Public Conveniences, Car Parking – non-fee-paying, Telecommunications Networks, and Other Community Amenities.

Culture

Library Services, Mobile Libraries and Housebound Services, Static Libraries, Other Library Services, Cultural Services, Cultural Venues, Heritage and Other Cultural Services.

Economic Development

Employment Creation Programs, Regional Development, Support to Local Businesses, Tourism, and Other Economic Development.

Environment

Waste Management, Domestic Waste, Green Waste, Recycling, Transfer Stations, Waste Disposal Facility, Other Waste Management, Other Environment, Stormwater and Drainage, Street Cleaning, Street Lighting, Street scaping, Natural Resource Management Levy, and Other Environment.

Recreation

Parks and Gardens, Sports Facilities – Indoor, Sports Facilities – Outdoor, Swimming Centres – Outdoor, and Other Recreation.

Regulatory Services

Dog and Cat Control, Building Control, Town Planning, Clean Air/Pollution Control, Litter Control, Health Inspection, Parking Control, and Other Regulatory Services.

Transport

Bridges, Footpaths and Kerbing, Roads – sealed, Roads – formed, Roads – natural formed, Traffic Management, Local Government Grants Commission – roads (formula funded), and Other Transport.

Council Administration

Governance, Administration, Elected Members, Organisational, Support Services, Accounting/Finance, Payroll, Human Resources, Information Technology, Communication, Rates Administration, Records, Property, Contract Management, Customer Service, Other Support Services, Revenues, Local Government Grants Commission – General Purpose, and Separate and Special Rates.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 13 - Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits

Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.

Terms & conditions: Deposits are returning fixed interest rates between 0.30% and 0.74% (2021: 0.30% and 0.70%).

Carrying amount: approximates fair value due to the short term to maturity.

Receivables - Rates & Associated Charges (including legal & penalties for late payment)

Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & conditions: Secured over the subject land, arrears attract interest of 5.80% (2021: 5.20%) Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying amount: approximates fair value (after deduction of any allowance).

Receivables - Fees & other charges

Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.

Terms & conditions: Unsecured, and do not bear interest. Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.

Carrying amount: approximates fair value (after deduction of any allowance).

Receivables - other levels of Government

Accounting Policy: Carried at nominal value.

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 the Governments of the Commonwealth & State.

Liabilities - Creditors and Accruals

Carrying amount: approximates fair value.

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 & conditions: Liabilities are normally settled on 30 day terms.

Carrying amount: approximates fair value.

Liabilities - Interest Bearing Borrowings

Accounting Policy: Carried at the principal amounts. Interest is charged as an expense as it accrues.

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 6.77% (2021: 2.40% and 6.77%)

Carrying amount: approximates fair value.

Liabilities - Finance Leases

Accounting Policy: accounted for in accordance with AASB 117 Leases.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 13 continued Financial Instruments

Liquidity Analysis

2022	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
Financial Assets					
Cash & Equivalents	11,393,312	-	-	11,393,312	11,393,312
Receivables	1,379,270	-	-	1,379,270	1,379,270
Other Financial Assets	(2,112)	-	-	(2,112)	(2,112)
Total	12,770,470	-	-	12,770,470	12,770,470

2022	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
Financial Liabilities					
Payables	3,003,511	1,029,687	250,684	4,283,882	4,283,882
Current Borrowings	1,279,681	-	-	1,279,681	945,921
Lease Liabilities	75,572	81,236	-	156,807	-
Non-Current Borrowings	-	5,118,725	4,734,238	9,852,963	8,445,897
Total	4,358,764	6,229,648	4,984,922	15,573,333	13,675,700

2021	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
Financial Assets					
Cash & Equivalents	7,070,828	-	-	7,070,828	7,070,828
Receivables	2,266,490	-	-	2,266,490	2,266,490
Other Financial Assets	5,968	-	-	5,968	5,968
Total	9,343,286	-	-	9,343,286	9,343,286

2021	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
	\$	\$	\$	\$	\$
Financial Liabilities					
Payables	3,151,076	1,236,176	259,365	4,646,617	4,646,617
Current Borrowings	1,306,477	-	-	1,306,477	931,099
Lease Liabilities	33,872	7,118	-	40,991	40,543
Non-Current Borrowings	-	6,398,406	4,734,238	11,132,644	9,391,818
Total	4,491,425	7,641,700	4,993,603	17,126,728	15,010,077

The following interest rates were applicable to Council's borrowings at balance date:

	30 June 2022		30 June 2021	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
Fixed Interest Rates	3.67	9,391,818	3.19	10,322,917
		<u>9,391,818</u>		<u>10,322,917</u>

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 13 continued Financial Instruments

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk Exposures

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Council is the carrying amount, net of any allowance for doubtful debts. All Council investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Notes 5 & 6 in relation to individual classes of receivables, exposure is concentrated within the Council's boundaries, and there is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Council will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. The Council also has available a range of bank overdraft and standby borrowing facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Council has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk adverse manner.

Note 14 - Commitments

Notes

2022

2021

\$

\$

Capital Commitments

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Infrastructure – Buildings

Infrastructure – Road & Footpath

304,937

2,350,626

Infrastructure – Open Space

304,937**2,350,626**

These expenditures are payable:

Not later than one year

304,937

2,350,626

304,937**2,350,626**

Other Expenditure Commitments

Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:

Audit Services

25,000

Employee Remuneration Contracts

3,389,029

822,133

3,389,029**847,133**

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 15 - Financial Indicators

	2022	2022	2021	2020
	Amounts	Indicator	Indicator	Indicator

These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

Operating Surplus Ratio

Operating Surplus	2,645,487	5.5%	2.4%	5.2%
Total Operating Revenue	47,929,578			
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>				
Adjusted Operating Surplus Ratio	2,181,557	4.6%	2.5%	5.1%
Total Operating Revenue	47,465,648			

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. The Adjusted Operating Surplus Ratio adjusts for the resulting distortion in the disclosed operating result for each year.

Net Financial Liabilities Ratio

Net Financial Liabilities	13,585,955	28%	29%	28%
Total Operating Revenue	47,929,578			

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

Asset Sustainability Ratio

Net Asset Renewals	8,937,416	80%	124%	113%
Infrastructure & Asset Management Plan required expenditure	11,117,141			

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022**Note 16 - Uniform Presentation of Finances****2022**
\$**2021**
\$

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances

Income	47,929,578	45,473,055
Expenses	45,284,090	(44,362,836)
	2,645,488	1,110,219
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	8,937,416	(3,651,937)
Add back Depreciation, Amortisation and Impairment	10,765,876	9,968,299
Add back Proceeds from Sale of Replaced Assets	47,869	21,190
	(1,876,329)	(6,337,552)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	7,215,601	11,507,490
Add back Amounts received specifically for New and Upgraded Assets	2,340,924	2,810,018
Add back Proceeds from Sale of Surplus Assets	1,909	25,659
	4,872,768	8,671,813
Net Lending / (Borrowing) for Financial Year	(350,951)	(1,224,042)

Financials

Note 17 - Leases

Lease payment commitments of Council

The Council leases a fleet motor vehicles and storage facilities while set up below are the carrying amounts of right-of-use assets recognised within Infrastructure, Property, Plant and Equipment and the movements during the period.

Right-of-use assets

	Buildings & Other Structures	Plant, Machinery and Equipment	Total
	\$	\$	\$
At 1 July 2021	1,095	39,694	40,789
Additions of right-of-use assets		192,028	192,028
Depreciation charge	(1,095)	(76,377)	(77,472)
At 30 June 2022	-	155,345	155,345
At 1 July 2020	13,147	128,405	141,552
Additions of right-of-use assets	-	8,218	8,218
Depreciation charge	(12,052)	(96,929)	(108,981)
At 30 June 2021	1,095	39,694	40,789

Leasing Liability

	Buildings & Other Structures	Plant, Machinery and Equipment	Total
	\$	\$	\$
As at 1 July 2021	-	40,543	40,543
Additions	-	192,028	192,028
Accretion of Interest	-	3,304	3,304
Payment	-	(79,069)	(79,069)
At 30 June 2022	-	156,806	156,806
Current	-	75,571	75,571
Non-Current	-	81,235	81,235
The maturity analysis of lease liabilities is included in Note 13			
As at 1 July 2020	13,667	130,188	143,855
Additions	-	8,218	8,218
Accretion of Interest	-	1,607	1,607
Payment	(13,667)	(99,470)	(113,137)
At 30 June 2021	-	40,543	40,543
Current	-	33,469	33,469
Non-Current	-	7,074	7,074

Amounts recognised in profit or loss

	2022	2021
	\$	\$
Depreciation expense of right-of-use assets	77,472	108,981
Interest expense on lease liabilities	3,304	1,607
Expense relating to short term leases	60,073	25,103
Expense relating to leases of low-value assets	71,963	79,194
Total amount recognised in profit or loss	212,812	214,885

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 18 - Superannuation

The Council makes employer superannuation contributions in respect of its employees to Statewide Super (formerly Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to Marketlink and/or Salarylink. All other employees (including casuals) have all contributions allocated to Marketlink.

Marketlink (Accumulation Fund) Members

Marketlink receives both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (10% in 2021-2022; 9.5% in 2020-2021).

No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3% (6.3% in 2020-2021) of "superannuation" salary.

Given that Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation, the Council makes a separate 3% for Salarylink members allocated to their Marketlink account. Employees also make member contributions to the Fund. As such, assets accumulate in the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink Plan is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Council also makes contributions to other superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 19 - Joint Ventures and Associated Entities

2022

2021

All joint ventures and associated entities are required to prepare Annual Financial Statements that comply with the SA Local Government Model Financial Statements.

Highbury Landfill Authority Inc.

The City of Norwood Payneham & St Peters is a member Council of the Highbury Landfill Authority Inc. The other member Councils are the City of Burnside and the Corporation of the Town of Walkerville.

The Highbury Landfill Authority was established on 5 August 2004 by the member Councils.

The purpose of the Highbury Landfill Authority includes facilitation of the closure and post closure of the Highbury Landfill site as well as managing the joint venture interests and liabilities of the Councils in relation to the site.

On 31 December 2004, the property known as the Highbury Landfill site was transferred from East Waste to Highbury Landfill Authority Inc.

Council's respective interests are:

- interest in outputs of the joint operation	40.4%	40.4%
- ownership interest in the joint operation	40.4%	40.4%
- the proportion of voting power in the joint operation	40.4%	40.4%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	(1,164,264)	(1,396,500)
New Capital Contributions	80,714	80,714
Share in Operating Result	179,445	151,522
Share in Equity of Joint Operation	(904,105)	(1,164,264)

Contingent Liabilities

Each member of the operation is jointly and severally liable for the debts of the operation

- arising from joint and several liability of all members	-	300,000
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Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 19 continued Joint Ventures and Associated Entities

2022

2021

Eastern Waste Management Authority Inc.

The City of Norwood Payneham & St Peters is a member Council of the Eastern Waste Management Authority. The other member Councils are The City of Burnside, The Corporation of the Town of Walkerville, The City of Mitcham, The City of Campbelltown The City of Prospect and Adelaide Hills Council.

The Authority collects and disposes of each Council's waste streams.

Council's respective interests are:

- interest in outputs of the joint operation	14.3%	14.3%
- ownership interest in the joint operation	14.3%	14.3%
- the proportion of voting power in the joint operation	14.3%	14.3%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	174,324	137,853
Share in Operating Result	(52,764)	36,471
Share in Other Comprehensive Income	-	-
Share in Equity of Joint Operation	121,560	174,324

Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities. With the Adoption of AASB 16 Lease commitments are now recognised in the financial statements.

The East Waste Management Authority Inc. does have an expenditure commitment which at the reporting date totalled \$2.02 million

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 19 continued Joint Ventures and Associated Entities

2022

2021

Eastern Health Authority Inc.

The City of Norwood Payneham & St Peters is a member Council of Eastern Health Authority. The other member Councils are the Cities of Burnside, Campbelltown, and Prospect and the Corporation of the Town of Walkerville.

The Authority provides health services to member Councils.

Council's respective interests are:

- interest in outputs of the joint operation	31.27%	32.18%
- ownership interest in the joint operation	31.27%	32.18%
- the proportion of voting power in the joint operation	31.27%	32.18%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	181,905	147,436
Share in Operating Result	(4,276)	29,081
Adjustment to Equity Share	(5,125)	5,338
Share in Equity of Joint Operation	172,504	181,905

Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities. With the Adoption of AASB 16 Lease commitments are now recognised in the financial statements.

ERA Water

The City of Norwood, Payneham and St Peters is a member Council of ERA Water. The other member Councils are the City of Burnside and the Corporation of the Town of Walkerville.

ERA Water is responsible for managing the Waterproofing Eastern Adelaide project involved the establishment of wetland bio filters, aquifer recharge and recovery, pipeline installations and water storage facilities. ERA Water supplies non-potable water to the Member Council's for the irrigation of the Member Council's parks and reserves. ERA Water may also supply water to external customers such as schools and other Councils for the irrigation of parks and reserves.

Council's respective interests are:

- interest in outputs of the joint operation	33.33%	33.33%
- ownership interest in the joint operation	33.33%	33.33%
- the proportion of voting power in the joint operation	33.33%	33.33%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	1,850,806	2,178,008
Share in Operating Result	(214,176)	(327,202)
Share in Equity of Joint Operation	1,636,630	1,850,806

Financials

Notes to and forming part of the Financial Statements for the year ended 30 June 2022

Note 20 - Assets and Liabilities not recognised

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

Land under Roads

As reported elsewhere in these Statements, the Council is of the opinion that it is not possible to attribute a value sufficiently reliably for these assets to qualify for recognition, and accordingly land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

At reporting date, the Council controlled 171 km of road reserves of average width 14 metres.

Potential Insurance Losses

The Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At the reporting date, there were no claims made against Council that remain unsettled. The Council insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance. At the reporting date, there were no claims made by the Council that remain unsettled.

Legal Expenses

The Council is the Planning Consent Authority for its area under the *Development Act 1993* (as amended). Pursuant to that Act, certain persons aggrieved by a planning decision of the Council may appeal. It is normal practice that parties bear their own legal costs. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Note 21 - Events Occurring After Reporting Date

Consistent with disclosures under AASB 110 - Events after Balance Date, there were no events subsequent to 30 June 2022 that need to be disclosed in the financial statement.

Note 22 – Related Party Disclosures

The Related Parties (Key Management Personnel) of the City of Norwood Payneham & St Peters include the Mayor, Councillors, Chief Executive Officer, and certain prescribed officers pursuant to 112 of the *Local Government Act 1999*.

In all, 27 persons were paid the following total compensation:

	2022	2021
	\$	\$
Salaries, allowances & other short term benefits	1,288,958	1,311,035
Post-employment benefits	91,919	86,770
Long term benefits	-	-
Total Compensation Paid	1,380,878	1,397,805

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.

Financials

STATEMENT OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Norwood Payneham and St Peters for the year ended 30 June 2022 the Council's Auditor, BDO, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Mario Barone

CHIEF EXECUTIVE OFFICER

John Minney

PRESIDING MEMBER
AUDIT COMMITTEE

Dated 26 October 2021

Financials

CERTIFICATION OF AUDITORS INDEPENDENCE

Section 3 – Governance & General Reports

11.4 DRAFT LEASE - 66 NELSON STREET, STEPNEY- NO STRINGS ATTACHED THEATRE OF DISABILITY INCORPORATED

REPORT AUTHOR: Manager, Governance & Legal
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8336 4646
FILE REFERENCE: qA59165
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to present the draft Lease between the Council and No Strings Attached Theatre of Disability Incorporated, for the premises located at 66 Nelson Street, Stepney.

BACKGROUND

At the Council meeting held on 6 December 2021, the Council considered the request by the Board of No Strings Attached Theatre Disability Inc. (the Lessee) to extend the Lease at 66 Nelson Street, Stepney (the premises).

The Lessee has occupied the premises since 2008 and during this time, has meet its obligations as a tenant. Following consideration of the request, the Council resolved the following:

1. *That the Council agrees to grant a lease to No Strings Attached Theatre of Disability Incorporated to occupy the premises located at 66 Nelson Street, Stepney for a period of five (5) years.*
2. *That a draft Lease be prepared and presented to the Council for consideration at the February 2022 Council Meeting.*

The process for preparing the draft Lease commenced in April 2022, which included obtaining a market rental valuation of the premises in accordance with the general revaluation of Council owned assets.

Since expiry of the former Lease on 31 December 2021, the Lessee has been holding over the premises while the new Lease was being drafted.

A copy of the draft Lease between the Council and the Lessee is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant goals contained in the CityPlan 2030 are:

Outcome 1: Social Equity

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.*

FINANCIAL AND BUDGET IMPLICATIONS

An updated rent valuation has been prepared for the premises in October 2022 in accordance with the general revaluation of Council assets.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable

SOCIAL ISSUES

The Lessee is a not-for-profit community group providing opportunities for persons with disabilities and raises awareness of disability issues within the broader community. The Council promotes and encourages not-for-profit community groups such as the Lessee being active in the community.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

A draft Lease has been prepared by the Council's lawyers to mitigate any risk to the Council and the Lessee.

COVID-19 IMPLICATIONS

Not Applicable.

CONSULTATION

- **Elected Members**
Elected Members previously considered the matter at the Council Meeting on 6 December 2021
- **Community**
The term of the draft Lease is for a period of five (5) years, therefore community consultation is not required under Section 202(3)(a) of *the Local Government Act 1999*.
- **Staff**
General Manager, Governance & Civic Affairs
Manager, City Assets
- **Other Agencies**
Not Applicable.

DISCUSSION

In accordance with the Council's resolution, a draft Lease has been prepared for its consideration. The lease arrangements are similar to the arrangements under the former Lease, however, the Annual Lease Fee has changed as a result of the recent valuation of the premises.

Liquid Asset Consultants undertook a rental market valuation of the premises in October 2022. The Annual Lease Fee for the premises is \$40,000. Based on the Council's Lease Fee Model, the Lessee will now be required to pay an Annual Lease Fee of \$8,000.00. The Annual Lease Fee under the former lease was \$9,328.00.

The reduction in the Lease Fee reflects the condition of the premises, the impacts of the COVID-19 pandemic on businesses and their requirements for workspace and the office market remaining steady.

OPTIONS

Not Applicable.

CONCLUSION

Following the Council's endorsement of the draft Lease, the draft Lease will be forwarded to the Lessee for execution.

COMMENTS

Not Applicable.

RECOMMENDATION

That the Council endorses the draft Lease contained in Attachment A, prepared between the Council and No Strings Attached Theatre of Disability Incorporated for the premises at 66 Nelson Street, Stepney.

Attachments – Item 11.4

Attachment A

Draft Lease
66 Nelson Street, Stepney
No Strings Attached Theatre of Disability Incorporated

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
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City of
**Norwood
Payneham
& St Peters**

LEASE AGREEMENT

Sporting & Community (Not for Profit)

between

THE CORPORATION OF THE CITY OF NORWOOD
PAYNEHAM AND ST PETERS

and

NO STRINGS ATTACHED THEATRE OF DISABILITY INC.

66 Nelson Street

Schedule 1**Item 1**

Premises

That portion of the land comprised in Certificates of Title Volume 5799 Folio 119, Volume 5799 Folio 121, and Volume 5799 Folio 117 otherwise known as 66 Nelson Street, Stepney SA 5069 and delineated as 'Office 2, Verandah B, Yard E, Tank G and Tank H' in FX56181, a copy of which is included as Annexure A

Item 2

Land

The whole of the land comprised in Certificates of Title Volume 5799 Folio 119, Volume 5799 Folio 121, and Volume 5799 Folio 117

Item 3

Initial Term

Five (5) years commencing on (insert date)(**Commencement Date**) and expiring at midnight on (insert date)

Item 4

Renewal(s)

N/A

Item 5

Rent

\$ 8000 per annum (exclusive of GST)

Item 6

Review Dates and Review Methods

Date/s**Method**

1 November 2023 CPI Review in accordance with clause 4

Item 7

Outgoings

Outgoings means the total of all amounts paid or payable by the Council in connection with the ownership, management, administration and operation of the Land and/or Building, excluding building insurance.

Item 8

Permitted Use

As an office and a place for conducting workshops together with ancillary uses including storage of materials, costumes and props

Item 9

Public risk insurance

\$20,000,000.00

Item 10

Painting

Internal painting at the expiry of this lease.

DATE

PARTIES

THE CORPORATION OF THE CITY OF NORWOOD PAYNEHAM AND ST PETERS of
175 The Parade, Norwood SA 5067 (**Council**)

NO STRINGS ATTACHED THEATRE OF DISABILITY INCORPORATED ABN 30 433 646
981 of 66 Nelson Street, Stepney SA 5069 (**Lessee**)

BACKGROUND

- A. The Council is the registered proprietor, or has the care, control and management, of the Land.
- B. The Lessee has requested a lease to occupy the Land and Premises for the Permitted Use.
- C. The Council has resolved to grant the Lessee a lease of the Premises and (if necessary) undertaken public consultation and/or been granted Parliamentary approval in accordance with the *Local Government Act 1999* (SA).
- D. The Council and Lessee wish to record the terms of their agreement in this lease.

AGREED TERMS

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this lease:

Agreed Consideration means the Rent, Outgoings and all other consideration (whether in money or otherwise) to be paid or provided by the Lessee for any supply or use of the Premises and any goods, services or other things provided by the Council under this lease (other than tax payable under clause 18).

Building means the interior and exterior of all present and future improvements on the Land and includes all Building Services and Common Areas and all other conveniences, services, amenities and appurtenances of in or to the Building.

Building Services includes all services (including gas, electricity, water, sewerage, lifts, escalators, communications, fire control, air-conditioning, plumbing and telephone and all plant, equipment, pipes, wires and cables in connection with them) to or of the Building or any premises in or on the Land supplied by any authority, the Council or any person the Council authorises.

Business Day means a day which is not a Saturday, Sunday or public holiday in Adelaide.

Commencement Date means the commencement date described in Item 3 of Schedule 1.

Common Areas means all areas of the Land which are not licenced or tenanted and which are for common use by tenants and lessees of the Land or Building and their invitees and customers including driveways, car parks, walkways, washrooms, toilets and stairways.

Council means the party described as 'Council' in this lease and where the context permits includes the employees, contractors, agents and other invitees of the Council.

Council's Equipment means all fixtures and fittings, plant, equipment, services, chattels and other goods installed or situated in or on the Premises and available for use by the Lessee.

CPI means the consumer price index published by the Australian Bureau of Statistics for All Groups (Adelaide).

Current CPI means for a CPI Review Date, the CPI number for the quarter ending immediately before that Review Date.

GST has the meaning given to that term in the GST Legislation.

GST Legislation means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any ancillary or similar legislation.

GST Rate means 10% or the rate of GST imposed from time to time under the GST Legislation.

Institute means the South Australian Division of the Australian Property Institute.

Initial Term means the initial term of this lease commencing on the Commencement Date and described in Item 3 of Schedule 1.

Land means the land described in Item 2 of Schedule 1 and includes any part of the Land.

Legislation includes any relevant Act of Parliament (whether State or Federal) and any regulation or by-law including by-laws issued by any local government body or authority.

Lessee means the party described as 'Lessee' in this lease and where the context permits includes the employees, contractors, agents, customers and other invitees of the Lessee.

Lessee's Equipment means any and all fixtures and fittings and other equipment installed in or brought on to or kept in the Premises by the Lessee.

Lessee's Share means the proportion the lettable area of the Premises bears from time to time to the total lettable area of the Land as measured in accordance with the method of measurement recommended for such Premises by the Institute's guidelines current as at the Commencement Date or such other Institute method of measurement as the Council notifies the Lessee.

Outgoings means the outgoings described in Item 7 of Schedule 1.

Payment Date means the Commencement Date and the first day of each month during the Term.

Permitted Use means the use described in Item 8 of Schedule 1.

Premises means the premises described in Item 1 of Schedule 1 including all present and future improvements thereon and the Council's Equipment.

Previous CPI means, for a CPI Review Date, the CPI number for the quarter ending immediately before the last Review Date (or if there has not been a review, the Commencement Date).

Rates and Taxes means all present and future rates, charges, levies, assessments, duty and charges of any Statutory Authority, department or authority having the power to raise or levy any such amounts in respect of the use, ownership or occupation of the Land or Premises and includes water and sewer charges, council rates, emergency services levy.

Renewal Term/s means the term/s (if any) of renewal or extension in Item 4 of Schedule 1.

Rent means the rent described in Item 5 of Schedule 1.

Review Date means each date described in Item 6 of Schedule 1.

Review Method means the relevant method of rent review in Item 6 of Schedule 1 for any Review Date.

Statutory Authorities means any government or authorities created by or under any relevant Legislation.

Statutory Requirements means all relevant Legislation and all lawful conditions, requirements, notices and directives issued or applicable under any such Legislation or by any Statutory Authorities.

Subsidy Percentage means the percentage reduction of fair market rent to be attributed to lessees/licensees of Council owned facilities in accordance with Council's lease fee setting model as applicable and as updated from time to time (80% at the time of entering into this lease).

Term means the Initial Term, the Renewal Term/s and any period during which the Lessee holds over or remains in occupation of the Premises.

1.2 Interpretation

In this lease, unless the context otherwise requires:

- 1.2.1 a reference to a party includes its executors, administrators, successors and permitted assigns;
- 1.2.2 a reference to a person includes a partnership, corporation, association, government body and any other entity;

- 1.2.3 a reference to this lease includes any schedules and annexures to this lease;
- 1.2.4 a reference to any document (including this lease) is to that document as varied, novated, ratified or replaced from time to time;
- 1.2.5 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.2.6 an unenforceable provision or part of a provision may be severed, and the remainder of this lease continues in force; and
- 1.2.7 the special conditions in Annexure B prevail over the terms in the body of this lease to the extent of any inconsistency.

1.3 **Background**

The Background forms part of this lease and is correct.

2. **GRANT OF LEASE**

The Council grants and the Lessee accepts a lease of the Premises for the Term as set out in this lease.

3. **RENT**

3.1 **Payment of Rent**

The Lessee must pay the Rent by equal instalments in advance on demand.

3.2 **Instalment**

If a rent instalment period is less than a month, the instalment for that period is calculated at a daily rate based on the number of days in the month in which that period begins and the monthly instalment which would have been payable for a full month.

3.3 **Rent Subsidy**

3.3.1 The parties acknowledge that the Rent represents the fair market rent for the Premises (calculated in accordance with the Council's asset valuation data applicable as at the Commencement Date), following the application of a discount equivalent to the Subsidy Percentage.

3.3.2 The Council reserves the right to charge the Lessee undiscounted Rent in the event that the Lessee:

- a) is in breach of any of its obligations under the Lease; or
- b) assigns or transfers its rights and obligations under the Lease to another party.

4. RENT REVIEWS

4.1 Market Review

Where the Review Method for any Review Date is Market, the Rent on and from that Review Date will be reviewed by the Council to the fair market rent for the Premises (calculated in accordance with the Council's asset valuation data applicable as at the subject Review Date), with a discount applied equivalent to the Subsidy Percentage.

4.2 CPI Review

Where the Review Method for any Review Date is CPI, the Rent on and from that Review Date is calculated as follows:

$$R_2 = R_1 \times \frac{\text{CurrentCPI}}{\text{PreviousCPI}}$$

Where:

R_2 is the Rent on and from the Review Date; and

R_1 is the Rent immediately before the Review Date.

4.3 Change to CPI

If the CPI is no longer published, either party may ask the President of the Institute to nominate an index which reflects the rate of price change in the area and group for the CPI and 'CPI' then means that index. Each party must pay one half of the President's costs for nominating an index.

4.4 Rent pending determination

4.4.1 The Rent may be reviewed at any time from a Review Date even if the review is instituted after that Review Date.

4.4.2 If the Rent to apply on and from a Review Date is not agreed or determined by that Review Date, the Lessee must continue to pay instalments of Rent at the rate that applied before the relevant Review Date until the Rent is determined.

4.5 Adjustment once Rent determined

Once the Rent to apply on and from a Review Date is agreed or determined, the Lessee must pay any shortfall and the Council must allow any adjustment for overpayment at the next Payment Date.

4.6 No decrease in Rent

The Rent will not decrease on a Review Date unless otherwise agreed.

4.7 Other review

The Council and Lessee may negotiate and agree a Rent to apply from a Review Date without following this clause.

5. RATES AND TAXES AND OUTGOINGS

5.1 Liability for Rates and Taxes

- 5.1.1 The Lessee must pay or reimburse the Council all Rates and Taxes levied, assessed or charged in respect of the Premises or upon the owner or occupier of the Premises, with the exception of Council Rates.
- 5.1.2 The applicable Rates and Taxes must be adjusted between the Council and the Lessee as at the Commencement Date and the end or termination date of this lease.

5.2 Payment of Outgoings

- 5.2.1 The Lessee must pay or reimburse the Council all Outgoings levied, assessed or charged in respect of the Premises or upon the owner or occupier of the Premises.
- 5.2.2 The Outgoings must be adjusted between the Council and the Lessee as at the Commencement Date and the end or termination date of this lease.

5.3 Lessee's Share

If there are Rates and Taxes and/or Outgoings payable under this lease and any of those Rates and Taxes and/or Outgoings are not separately assessed or charged in respect of the Premises, then the Lessee must pay the Lessee's Share of any such Rates and Taxes or Outgoings assessed or charged in respect of the Land.

5.4 Power and other utilities

- 5.4.1 The Lessee must pay, when due, all costs for the use of telephone, light and other facilities and the consumption of electricity, gas, and any and all other services and utilities supplied to or used from the Premises.
- 5.4.2 If there is no separate meter for a service or utility used on or from the Premises and if the Council so requires, then the Lessee must install the meter at its own cost.
- 5.4.3 Without limiting this subclause, the Lessee must comply with the *Electricity (General) Regulations 1997 (SA)* and any other applicable electricity laws.

6. USE OF PREMISES

6.1 Permitted Use

The Lessee may use the Premises only for the Permitted Use and must not use or allow the Premises to be used for any other use without the Council's consent.

6.2 **Offensive activities**

The Lessee must not carry on any offensive or dangerous activities on or from the Premises or create a nuisance or disturbance on the Premises at any time, and must ensure at all times that activities conducted on or from the Premises do not discredit the Council.

6.3 **Use of facilities**

6.3.1 The Lessee must ensure that the Building Services are used carefully and responsibly and in accordance with any directions given by the Council from time to time.

6.3.2 The Lessee must repair or correct any damage or malfunction which results from any misuse or abuse of the Building Services by the Lessee.

6.4 **Statutory Requirements**

The Lessee must comply with all Statutory Requirements (including the *Occupational Health, Safety and Welfare Act 1986 (SA)*) relating to the Lessee's use and occupation of the Premises, as well as the Permitted Use.

6.5 **No alcohol**

6.5.1 The Lessee must not:

6.5.1.1 serve, sell or provide to persons; or

6.5.1.2 consume or allow persons to consume;

alcoholic beverages on the Premises without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit.

6.5.2 Further, the Lessee must not allow any other activities to be carried out on the Premises that would require a liquor licence under the *Liquor Licensing Act 1997 (SA)* without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit.

6.6 **Gaming Machines**

Under no circumstances will Council approve the use of gaming machines upon the Premises.

6.7 **Signs**

The Lessee must not place any sign or advertisement on the outside or inside (if they can be seen from outside) of the Premises, except a sign or advertisement which is approved by the Council and complies with any relevant Statutory Requirements and policies of the Council.

6.8 Dangerous equipment and installations

The Lessee may only install or use within the Premises equipment and facilities which are reasonably necessary for and normally used in connection with the Permitted Use and must not install or bring onto the Premises:

- 6.8.1 any electrical, gas powered or other machinery or equipment that may pose a danger, risk or hazard;
- 6.8.2 any chemicals or other dangerous substances that may pose a danger, risk or hazard; or
- 6.8.3 any heavy equipment or items that may damage the Premises or Building.

6.9 Fire precautions

The Lessee must comply with all Statutory Requirements relating to fire safety and procedures including carrying out any structural works or modifications or other building works which are required as a consequence of the Lessee's use of the Premises.

6.10 Security

The Lessee must keep the Premises securely locked at all times when the Premises are not occupied and must provide a key to the Premises to the Council (or if the Council has engaged a manager, then to the manager) to be used only in emergencies.

6.11 No warranty

The Council makes no warranty or representation regarding the suitability of the Premises (structural or otherwise) for the Permitted Use or any other purpose.

7. INSURANCE

7.1 Lessee must insure

The Lessee must keep current during the Term:

- 7.1.1 public risk insurance for at least the amount in Item 9 of Schedule 1 (or any other amount the Council reasonably requires) for each claim;
- 7.1.2 all insurance in respect of the Lessee's Equipment for its full replacement value; and
- 7.1.3 other insurances required by any Statutory Requirement or which the Council reasonably requires.

7.2 Requirements for policies

Each policy must:

- 7.2.1 be with an insurer and on terms reasonably approved by the Council;

- 7.2.2 be in the name of the Lessee and note the interest of the Council and any other person the Council requires;
- 7.2.3 cover events occurring during the policy's currency regardless of when claims are made; and
- 7.2.4 note that despite any similar policies of the Council, the Lessee's policies will be primary policies.

7.3 Evidence of insurance

The Lessee must give the Council certificates evidencing the currency of each policy. During the Term the Lessee must:

- 7.3.1 pay each premium before it is due for payment;
- 7.3.2 give the Council certificates of currency each year when the policies are renewed and at other times the Council requests;
- 7.3.3 not vary, allow to lapse or cancel any insurance policy without the Council's consent;
- 7.3.4 notify the Council immediately if a policy is cancelled or if an event occurs which could prejudice or give rise to a claim under a policy.

7.4 Insurance affected

- 7.4.1 The Lessee must not do anything which may:
 - 7.4.1.1 prejudice any insurance of the Premises or the Building; or
 - 7.4.1.2 increase the premium for that insurance.
- 7.4.2 If the Lessee does anything (with or without the Council's consent) that increases the premium of any insurance the Council has in connection with the Premises or the Building, the Lessee must on demand pay the amount of that increase to the Council.

8. REPAIR AND MAINTENANCE

8.1 Repair and Maintenance

- 8.1.1 The Lessee must, at its cost, keep, maintain, repair and replace the Premises, the Lessee's Equipment and any Building Services situated within the Premises in accordance with the Maintenance Schedule at Annexure C.
- 8.1.2 Any repairs of a structural nature will be the responsibility of the Council, except if specified otherwise in the Maintenance Schedule or if relating to any alterations to the Premises made by the Lessee in accordance with clause 8.2.
- 8.1.3 The Council may update or amend the Maintenance Schedule at its discretion, and must provide the Lessee with a copy of the updated or amended Maintenance Schedule.

- 8.1.4 For the avoidance of doubt, the Lessee will be responsible for the repair and maintenance of Council's Equipment during the Term, and must replace any damaged (through misuse) or missing Council's Equipment during the Term, to the same standard and value as the original.
- 8.1.5 If the Council so requires, the Lessee must promptly repair any damage to the Building or the Land caused or contributed to by the act, omission, negligence or default of the Lessee.

8.2 Alterations by Lessee

- 8.2.1 The Lessee must not carry out any alterations or additions to the Premises without the Council's consent.
- 8.2.2 The Lessee must provide full details of the proposed alterations and additions to the Council.
- 8.2.3 The Council may impose any conditions it considers necessary if it gives its approval, including requiring the Lessee to obtain the Council's consent to any agreements that the Lessee enters into in relation to the alterations or additions.
- 8.2.4 Unless otherwise agreed in writing between the parties, all alterations and additions to the Land or the Premises made pursuant to this clause become the property of the Council.
- 8.2.5 The Lessee must pay all of the Council's costs (including consultant's costs and legal costs) as a result of the Lessee's alterations and additions.

8.3 Painting

The Lessee must paint the Premises on or before each date specified in Item 10 of Schedule 1 to the following specification:

- 8.3.1 clean and repair all surfaces to be painted; and
- 8.3.2 paint (with at least two coats) or wallpaper, stain, varnish or polish each surface to be painted according to the previous treatment of that surface.

8.4 Cleaning

The Lessee must:

- 8.4.1 keep the Premises clean and tidy;
- 8.4.2 at its cost, arrange for an annual pest inspection to be carried out with respect to the Premises by a licensed pest control company, and must provide the Council with a copy of the annual pest inspection report within 14 days of receiving the report from the relevant company; and
- 8.4.3 not cause the Common Areas to be left untidy or in an unclean state or condition.

9. ASSIGNMENT, SUBLETTING AND HIRING OUT

9.1 Assignment and Subletting

The Lessee may only assign or sublease or otherwise part possession with the Premises with the consent of the Council, which consent may be granted at the Council's discretion and subject to any conditions that the Council sees fit.

9.2 Hiring out Premises

The Lessee may hire out the Premises without the Council's consent provided that hiring the Premises is consistent with the Permitted Use.

9.3 Costs

The Lessee must pay all costs reasonably incurred by the Council (including the costs of any consultant or any legal fees) in relation to any dealing with the Premises, including in considering whether or not to grant consent under this clause.

10. LESSEE GOVERNANCE

If requested, the Lessee must provide to the Council a copy of the Lessee's constitution and any other documents that regulate its governance and operations.

11. COUNCIL'S OBLIGATIONS AND RIGHTS

11.1 Quiet enjoyment

Subject to the Council's rights and to the Lessee complying with the Lessee's obligations under this lease, the Lessee may occupy the Premises during the Term without interference from the Council.

11.2 Right to enter

The Council may (except in an emergency when no notice is required) enter the Premises after giving the Lessee reasonable notice:

11.2.1 to see the state of repair of the Premises;

11.2.2 to do repairs to the Premises or the Building or other works which cannot reasonably be done unless the Council enters the Premises;

11.2.3 to do anything the Council must or may do under this lease or must do under any Legislation or to satisfy the requirements of any Statutory Authority; and

11.2.4 to show prospective lessees through the Premises.

11.3 Emergencies

In an emergency the Council may:

11.3.1 close the Premises or Building; and

11.3.2 prevent the Lessee from entering the Premises or Building.

11.4 Works and restrictions

11.4.1 The Council may:

11.4.1.1 install, use, maintain, repair, alter, and interrupt Building Services;

11.4.1.2 carry out works on the Building (including extensions, renovations and refurbishment); and

11.4.1.3 close (temporarily or permanently) and restrict access to the Common Areas.

11.4.2 The Council must (except in an emergency) take reasonable steps to minimise interference with the Lessee's use and occupation of the Premises.

11.5 Right to rectify

The Council may at the Lessee's cost do anything which the Lessee should have done under this lease but which the Lessee has not done or which the Council reasonably considers the Lessee has not done properly.

12. TERMINATION FOR DAMAGE OR DESTRUCTION

If the Premises are destroyed or are damaged so that they are unfit for the Lessee's use then, if within three months that damage or destruction has not been repaired, either party may terminate this lease with one (1) months' notice.

13. REDEVELOPMENT, ASSET RATIONALISATION AND DEMOLITION

If as part of any redevelopment, asset rationalisation or other project conducted by the Council that includes the Land, or for any other reason, the Council wishes to demolish or acquire vacant possession of the Premises or any part of the Premises, then the Council may terminate this lease with six (6) months' notice to the Lessee.

14. RENEWAL

14.1 If a right of renewal or first right of renewal is specified in Item 4 of Schedule 1 and the Lessee wishes to exercise that right of renewal, then the Lessee must give a written notice to the Council not less than 6 months and not more than 12 months before the expiry of the Initial Term stating it wishes to renew this lease for the period specified in Item 4 of Schedule 1. If such notice is given the Council must renew this lease for the first Renewal Term on the terms in this lease (except this subclause) commencing immediately after the Initial Term expires.

14.2 If a second right of renewal is specified in Item 4 of Schedule 1 and the Lessee wishes to exercise that right of renewal, then the Lessee must give a written notice to the Council not less than 6 months and not more than 12 months before the expiry of the Renewal Term stating it wishes to renew this lease for the period specified in Item 4 of Schedule 1. If such notice is given the Council must renew this lease for the second Renewal Term on the terms in this lease (except this subclause and the previous subclause) commencing immediately after the first Renewal Term expires.

- 14.3 The Lessee is not entitled to renew this lease if:
- 14.3.1 the Lessee has been in breach of this lease at any time before giving notice of exercise of the right of renewal;
 - 14.3.2 the Lessee is in breach of this lease at the time of giving that notice; or
 - 14.3.3 the Lessee is in breach or commits a breach of this lease after giving that notice but before commencement of the first or second Renewal Term (as applicable).

15. RIGHTS AND OBLIGATIONS ON EXPIRY

15.1 Expiry

This lease comes to an end at midnight on the last day of the Term unless it is terminated earlier by the Council or the Lessee under this lease.

15.2 Handover of possession

Before this lease comes to an end, the Lessee must:

- 15.2.1 remove all of the Lessee's Equipment and repair any damage caused by such removal;
- 15.2.2 remove and reinstate any alterations or additions made to the Premises by the Lessee;
- 15.2.3 paint the Premises as required under clause 8.3.2; and
- 15.2.4 complete any repairs which the Lessee is obliged to carry out under this lease.

15.3 Abandoned goods

If, when this lease comes to an end, the Lessee leaves any goods or equipment at the Premises, then the Council may deal with and dispose of those goods at its discretion.

15.4 Holding over

If, with the Council's consent, the Lessee continues to occupy the Premises after the end of this lease, the Lessee does so under a monthly tenancy which:

- 15.4.1 either party may terminate on one month's notice given at any time; and
- 15.4.2 is on the same terms as this lease.

16. BREACH

16.1 Council's rights on breach

- 16.1.1 The Council may come onto the Premises and remedy a breach of this lease without notice:

16.1.1.1 in an emergency; or

16.1.1.2 if the Lessee breaches any provision of this lease and fails to remedy the breach within 14 days after receiving notice requiring it to do so.

16.1.2 The Lessee must pay or reimburse the Council on demand for all costs of remedying the breach.

16.2 Breach and re-entry

If:

16.2.1 the Lessee fails to pay a sum of money when due and fails to remedy that failure within seven days after receiving notice requiring it to do so; or

16.2.2 the Lessee breaches any other provision of this lease and fails to remedy the breach within 14 days after receiving notice requiring it to do so;

then despite any other clause of this lease, the Council:

16.2.3 may terminate this lease and re-enter and repossess the Premises, without prejudice to its other rights; and

16.2.4 is discharged from any claim by or obligation to the Lessee under this lease.

16.3 Rights of Council not limited

A power or right of the Council under this lease or at law resulting from a breach or repudiation of this lease by the Lessee, or the exercise of such power or right, does not limit the Council's powers or rights.

17. INDEMNITY AND RELEASE

17.1 Risk

The Lessee occupies and uses the Premises at the Lessee's risk.

17.2 Indemnity

The Lessee is liable for and must indemnify the Council against all actions, liabilities, penalties, claims or demands for any loss, damage, injury or death incurred or suffered directly or indirectly including in connection with:

17.2.1 any act or omission of the Lessee;

17.2.2 the use of the Premises by the Lessee or otherwise relating to the Premises; or

17.2.3 a breach of this lease by the Lessee.

17.3 Release

The Lessee releases the Council from all actions, liabilities, penalties, claims or demands for any damage, loss, injury or death occurring in the Premises or the Building except to the extent that they are caused by the Council's negligence.

17.4 Indemnities are independent

Each indemnity is independent from the Lessee's other obligations and continues during this lease and after this lease ends.

18. GOODS AND SERVICES TAX

18.1 If the Council is liable to pay GST in connection with a supply under this lease then:

18.1.1 the Agreed Consideration for that supply is exclusive of GST;

18.1.2 the Council may increase the Agreed Consideration or the relevant part of the Agreed Consideration by the GST Rate; and

18.1.3 the Lessee must pay the increased Agreed Consideration on the due date for payment by the Lessee of the Agreed Consideration.

18.2 Where the Agreed Consideration is increased under this clause, the Council must, on or before the date on which the Agreed Consideration is payable, issue a tax invoice to the Lessee.

18.3 If the Lessee breaches this clause and as a result the Council becomes liable for penalties or interest for late payment of GST, then the Lessee must pay the Council on demand an amount equal to the penalties and interest.

19. RESUMPTION

The Council may terminate this lease by giving at least three months' written notice to the Lessee if the Council receives notice of resumption or acquisition of the Premises or the Building or Land (or any part of the Building or Land affecting the Premises) from or by any Statutory Authority governmental or semi-governmental body.

20. MISCELLANEOUS

20.1 Entire agreement

This lease constitutes the entire agreement between the parties about the Premises and supersedes any prior understanding, agreement, condition, warranty, indemnity or representation about the Premises.

20.2 Waiver

If the Council accepts or waives any breach by the Lessee, that acceptance or waiver cannot be taken as an acceptance or waiver of any future breach of the same obligation or of any other obligation under this lease.

20.3 **Exercise of power**

20.3.1 The failure, delay, relaxation or indulgence by a party in exercising a power or right under this lease is not a waiver of that power or right.

20.3.2 An exercise of a power or right under this lease does not preclude a further exercise of it or the exercise of another right or power.

21. **NOTICE**

A notice, demand, consent, approval or communication under this lease (**Notice**) must be in writing and will be sufficiently given if sent via email to either parties' nominated email address or if posted by pre-paid post to the last known address of either party.

22. **COSTS**

On request, the Lessee must pay or reimburse to the Council:

- 22.1 one half of all costs incurred by the Council in connection with the preparation, negotiation and registration of this Lease;
- 22.2 all of the legal costs incurred by the Council in connection with any extension of this lease; and
- 22.3 all legal and other costs incurred by the Council in consequence of any actual or threatened breach by the Lessee under this lease or in exercising or enforcing (or attempting to do so) any rights or remedies of the Council under this lease or at law or otherwise arising in consequence of any actual or threatened breach by the Lessee.

EXECUTED as an agreement on this day (date)

EXECUTED by an authorised representative of **THE CORPORATION OF THE CITY OF NORWOOD PAYNEHAM AND ST PETERS** under delegation pursuant to section 44 of the Local Government Act 1999:

.....
Signature of Authorised Representative

.....
Signature of Witness

.....
Name of Authorised Representative (print)

.....
Name of Witness (print)

.....
Position of Authorised Representative (print)

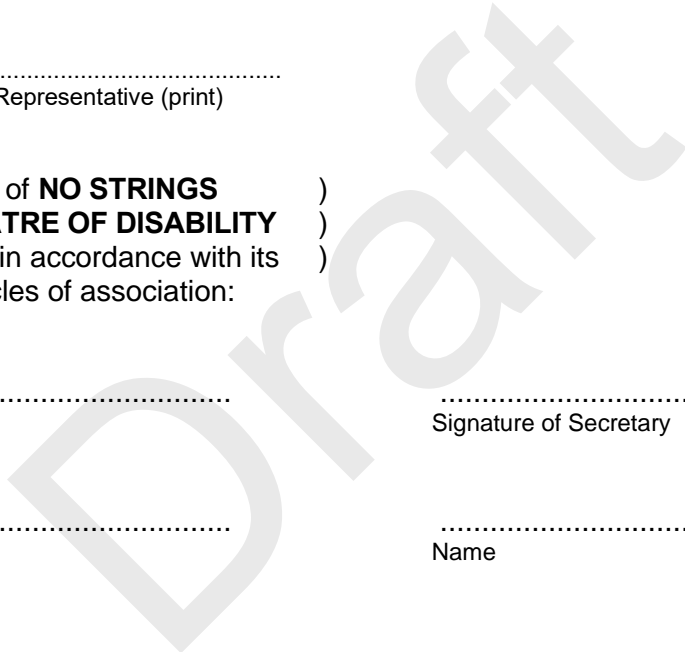
SIGNED on behalf of **NO STRINGS ATTACHED THEATRE OF DISABILITY INCORPORATED** in accordance with its constitution or articles of association:

.....
Signature of President

.....
Signature of Secretary

.....
Name

.....
Name



Annexure B Special Conditions

1. ACCESS FOR RAINWATER TANK AND MINOR PLANT

1.1 Rainwater Tank

1.1.1 For the duration of the Term, the Lessee agrees to allow the Council access to the Premises at all times to install, and subsequently maintain, a rainwater tank with associated pipework, drains and gutters on the Premises (**'Rainwater Tank'**).

1.1.2 The location of the Rainwater Tank is delineated as Tank G on FX56181.

1.2 Minor Plant

1.2.1 For the duration of the Term, the Lessee agrees to allow the Council access to the Premises at all times to install, and subsequently maintain, minor plant such as air-conditioning plant for the benefit of the premises at 68 Nelson Street, Stepney SA 5069.

2. CARPARKING LICENCE

For the duration of the Term, the Council grants the Lessee a non-exclusive licence for the use of the carparks located on the Land, which licence will be subject to any conditions or restrictions that the Council may impose from time to time.

3. COUNCIL TO USE MAINS WATER

The Lessee acknowledges that the Council will use water from the mains water service supplying the Premises for the purpose of maintaining the landscaped area on Nelson Street immediately in front of the Premises, on the following conditions:

3.1 The Council will ensure that a flow meter is installed to measure the volume of water used by the Council;

3.2 The Council will ensure that the main meter and the flow meter will be read at least once per month and will supply the records of those readings to the Lessee upon request; and

3.3 The Council will, on a quarterly basis, reimburse the Lessee for the cost of the water used by the Council in accordance with this Special Condition.

Annexure C Maintenance Schedule

Draft

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
LEGISLATIVE RESPONSIBILITIES, E.G. OCCUPATIONAL HEALTH, SAFETY & WELFARE, DUTY OF CARE AND PUBLIC LIABILITY						
Owner's responsibilities	Legislative requirements	Ensure compliance with Work Health and Safety Act 2012 and all relevant Regulations & Codes	As required	Council	Council	
Occupier's responsibilities	Legislative requirements	Ensure compliance with Work Health and Safety Act 2012 and all relevant Regulations & Codes	As required	Lessee	Lessee	
Risk Management	Risk Management Plan	Prepare and adopt an All Risks Management Plan. Implement the Plan. Provide current copies of the Plan to the Council and keep the Council informed of compliance/non-compliance with the Plan.	As required	Lessee	Lessee	Council to verify adequacy of the Plan
	Identify hazards	On-going monitoring of potential hazards of any kind. In the event that a hazard is identified, position clear signage immediately to warn building users of the risk THEN notify the Council. Rectify the situation as soon as practicable.	As required	Lessee	Lessee	Council to verify adequacy of the implementation of the Plan as part of its annual inspection
	Audit/Inspection	Council to arrange a joint inspection of the Premises to view the state of the Facility and compliance with the provisions of the Lease, legislation and the All Risks Management Plan	Annual	Council		Joint inspection.
Chemical Register	Provide and maintain a register of all chemicals used or brought onto the site	Record all chemicals and keep SDS sheets for these. Registers to be made available to the Council.	Ongoing	Lessee	Lessee	Council to verify adequacy of the Chemical Register as part of its annual inspection and review
	Monitor	Check that register is being maintained properly	Yearly	Council	Council	
Hazardous Substances	Storage management	Seek written approval from Council before storing hazardous chemicals on-site.	As required	Lessee	Lessee	
		Store all hazardous chemicals in accordance with the appropriate AS.	Ongoing	Lessee	Lessee	
		Do not store excess amounts of hazardous chemicals.	Ongoing	Lessee	Lessee	
Asbestos Register	Provide Asbestos Register	Ensure that the Register is provided to the Lessee	Lease Commencement	Council	Council	
	Make accessible	Ensure that the Register is available on site at all times.	As required	Lessee	Lessee	
	Contact Council	Lessee to Contact Council BEFORE ANY works take place within the building. Approval is required by Council before any works are commenced.	As required	Lessee	Lessee	
	Maintain up to date register	Maintain up to date register in line with the relevant Australian Standard.	Ongoing	Council	Council	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
Pest Control	Vermin & Pest Control	Eradication of domestic pests & vermin, e.g.. mice, cockroaches & black ants (European wasps and termites excepted)	Ongoing	Lessee	Lessee	Council can direct action to be taken
	European wasps	Treatment of any nests and infestations.	As required	Council	Council	Council to inform Lessee of proposed actions, chemicals etc. before undertaking any pest extermination work
	Termites	Reporting infestations Prevention measures and treatment of nests & infestations.	Ongoing Ongoing	Lessee Council	Council	Council to be advised ASAP Council to inform Lessee of proposed actions, chemicals etc. before undertaking any pest extermination work
Storage	Storage management	All storage areas must be well organised. Avoid over filling storage areas. Store goods/equipment so as to minimise risk.	Ongoing	Lessee	Lessee	
Hire Agreements	Use hire agreement.	The Lessee must ensure that all groups using the premises sign a Council-approved hire agreement. The agreement must state the intended use and include a clause stating that illegal and/or dangerous activities are not permitted.	Ongoing	Lessee	Lessee	

SERVICE CHARGES

Service	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
Electricity	Connection	If there is any initial charge for new occupant	As required	Lessee	Lessee	
	Usage	Ongoing usage costs	As required	Lessee	Lessee	
Water	Charges	Payment of base water supply charge and levies (if separately charged)	As required	Lessee	Lessee	
	Usage	Usage Costs	As required	Lessee	Lessee	
Sewer	Connection	If there is any initial charge for any connection	As required	Lessee	Lessee	
	Charges	Payment of base sewer rate (if levied)	As required	Lessee	Lessee	
	Usage	Ongoing usage costs	As required	Lessee	Lessee	
Gas	Connection	If there is any initial charge for new occupant	As required	Lessee	Lessee	
	Usage	Ongoing usage costs	As required	Lessee	Lessee	
Telephone / data	Equipment, switchboard systems	Installation of equipment and cabling, both to the site and within the premises, including any upgrades and modifications	As required	Lessee	Lessee	If there are existing connections, cabling and equipment in place at the commencement of the occupancy, the Lessee takes the installation 'as is', and becomes responsible for its use and usability.
	Connection	Lessee to pay any connection costs or installation of new lines	As required	Lessee	Lessee	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
	Usage	Ongoing usage costs including for specific lines for security	As required	Lessee	Lessee	
INSURANCE						
Relief from Insurance Excess Requirement						
Graffiti Attack	Insurance Excess			Council	Council	No excess charge is recoverable from Lessee. Council to carry out the repairs.
Vandalism and Malicious Damage	Insurance Excess	Includes broken windows, provided the damage is only external and not caused/initiated by Lessee, or its permitted hirers.		Council	Council	No excess charge is recoverable from Lessee. Council to carry out the repairs.
Exterior only Burglary	Insurance Excess	Includes repairing damage to building		Council	Lessee	No excess charge is recoverable from Lessee. Council to carry out the repairs.
Fire, water damage and all other property damage, including being hit by vehicles	Insurance Excess	Includes repairing damage to building		Council	Lessee	No excess charge is recoverable from Lessee. Council to carry out the repairs.
All other Claims	Insurance Excess	Includes repairing damage		Council	Lessee	No excess charge is recoverable from Lessee. Council to carry out the works.
CLEANING						
Building internals Clause 3.9	Cleaning	Ensure that the Premises are cleaned regularly & thoroughly by competent cleaners and ensure that at all times the Premises are kept in a clean, neat & tidy condition appropriate for the intended use.	Weekly	Lessee	Lessee	
External Areas Clause 3.9	Cleaning	Ensure that the outside areas are kept in a clean, neat & tidy condition appropriate for the intended use.	Ongoing	Lessee	Lessee	
EXTERNAL BUILDING FABRIC						
Audit/Inspection	Inspection of Facility	Visual check for movement, cracks, dampness or other irregularities. Undertake repairs as required and with reference to budgeting process.	Annual	Council	Council	Council to pay for inspection; Council or Lessee to pay for repairs and replacement, depending upon who is obligated under the Lease.
External walls / External painting	Monitor graffiti	Notify Graffiti Removal Group in the event of an attack.	Ongoing	Lessee	Lessee	
	Remove graffiti Re-paint	Remove or paint over graffiti. Council will undertake re-painting in line with budget allocations & portfolio priorities.	As required As required	Council Council	Council Council	Unless the Improvement Register attached to the Lease identifies the Lessee as being responsible for this

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
External/internal windows	Cleaning – windows and screens	Clean all windows (including screens) on a periodic basis.	Quarterly	Lessee	Lessee	
	Broken glass	Lessee responsible for the cost of replacement of broken glass, unless through malicious acts not associated with the Lessee, or the Lessee's use of the Facility. Council to organise. Breakage to be reported to Council.	As required	Council	Lessee	
	Glass broken maliciously	Council responsible for the cost of replacement of broken windows resulting from break-in, attempted break-in or vandalism.	As required	Council	Council	
	Operation	Smooth and proper operation of windows and associated mechanisms	As required	Council	Council	
	Frames	To be maintained in serviceable order, well painted/protected from weather (if appropriate) and replaced when necessary	As required	Council	Council	
	Audit/Inspection	Visual inspection for deterioration and/or damage. Physically test for operation.	Annually	Council	Council	
Roof – framing & cladding	Monitor leaks	Notify Council if leaks appear.	Ongoing	Lessee		
	Repair or replace	Rectify leaks	As required	Council	Council	
Roof – gutters & downpipes	Monitoring effectiveness	Visual inspection for integrity, damage & cleaning requirement.	Ongoing	Lessee	Lessee	
	Cleaning of gutters	As required.	As required	Council	Lessee	
	Painting	As required to prevent deterioration.	As required	Council	Council	
	Poor condition	Repair or replace	As required	Council	Council	
	Audit/Inspection	Visual inspection for integrity, damage & cleaning requirement.	Annually	Council	Council	
External doors	Installation & operation of the solid external doors	Maintain integrity of the doors	As required	Council	Council	
	Installation & operation of fly screen doors	Maintain integrity of the doors	As required	Lessee	Lessee	The Lessee may install and maintain fly screen door as a fixture for which the Lessee is responsible. Note: fly screen doors are required to be keyed to the Council's master key system.
	Keys	Key cutting required as a result of lost/damaged keys or operational demands of Lessee	As required	Council	Lessee	
	Door operation (Hinges)	Lessee to lubricate hinges as required.	As required	Lessee	Lessee	
	Door operation (General)	Ongoing monitoring of operating condition & locking integrity. Notify Council immediately in the event of any failure.	Ongoing	Lessee	Lessee	
	Lock maintenance and replacement	Lock management is the responsibility of Council except where the damage is clearly a result of misuse by Lessee.	Ongoing	Council	Council	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
External building signage	Approval	Council to be notified of new signage. Lessee to apply to the Council for Lessor approval	As required	Lessee	Lessee	Major signage is to include the Council logo, as per the Lease. Development Authorisation fees and other costs are the responsibility of the Lessee.
	Installation	Lessee to install in accordance with lease requirements and relevant statutory requirements (i.e. planning, building, by-laws etc.) when installing or replacing signage	As required	Lessee	Lessee	
	Maintenance	Lessee to maintain, replace, keep in good appearance, condition and working order and abide by all lease requirements and relevant statutory requirements (i.e. planning, building, Community Land Management Plans, by-laws etc.)	As required	Lessee	Lessee	
External lighting, including flood lighting and security lighting	Approval	Council to be notified of proposal to install or alter external lighting. Lessee to apply to the Council for Lessor approval.	As required	Lessee	Lessee	
	Installation	Council to install in accordance with Lessee's requirements and compliance with relevant statutory requirements (ie planning, building, by-laws etc) when installing or replacing lighting	As required	Council	Lessee	
	Maintenance	Lessee to maintain, replace, keep in good appearance, condition and working order	As required	Council	Lessee	This includes globe replacement and motion detectors.
INTERNAL BUILDING FABRIC						
Internal walls & ceilings – solid and/or gyprock	Manage against damage/marking	Ensure that use/activities are undertaken in a suitable environment so as to minimise potential damage. Refer to cleaning below.	Ongoing	Lessee	Lessee	
	Repairs	Lessee responsible for the cost of repairs or replacement, unless caused through structural failure or water damage which was not contributed to by the Lessee failing to take proper precautions.	As required	Council	Lessee	Council to organise.
Internal doors – including operable walls	Lock & key issues	Same as external doors.				
	Manage against damage/marking	Ensure that use/activities are undertaken in a suitable environment so as to minimise potential damage. Refer to cleaning below.	Ongoing	Lessee	Lessee	
	Repairs	Lessee responsible for the cost of repairs, unless only attributable to fair wear and tear factors.	As required	Council	Lessee	Council to organise.

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
Floor finishes (includes stairs where applicable)	Monitor for trip/slip hazards	On-going monitoring of potential slip/trip hazards. In the event that a hazard is identified, position clear signage immediately to warn building users of the risk. Notify Council should hazard relate to structural movement or building fabric.	As required	Lessee	Lessee	
	Audit/Inspection	Inspect in order to assess integrity & replacement requirement.	Annually	Council	Council	
	Cleaning (including stain removal) and/or polishing	To be undertaken as part of a formal cleaning regime.	As required	Lessee	Lessee	
	Strip back & re-seal of hard floors	Strip back & re-seal of hard floors e.g wood or parquetry. Contact Council for appropriate procedure.	Not Applicable			If applicable, this would be the Lessee's responsibility.
	Repairs & replacement	Repair and replace carpets and other floor coverings, if originally supplied by the Council, or accepted by the Council as a Council fixture, otherwise the Lessee is responsible.	As required	Council	Council	Lessee liable to pay if work is required due to extraordinary factors or negligence pertaining to the Lessee.
Wall finishes	Cleaning	Where nature of finish permits, wash marks off walls.	As required	Lessee	Lessee	
	Painting	Council will undertake re-painting in line with budget allocations & portfolio priorities.	As required	Council	Council	
Ceiling finishes	Painting	Council will undertake re-painting in line with budget allocations & portfolio priorities.	As required	Council	Council	
Internal fittings, fixings & built-in joinery	Audit/Inspection	Visual inspection for integrity & damage. Repair/replace as required.	Annually	Council	Council	
	Repairs & replacement	Repair and replace fixtures, if originally supplied by the Council, or accepted by the Council as a Council fixture, otherwise the Lessee is responsible.	As required	Council	Council	Lessee liable to pay if work is required due to extraordinary factors or negligence pertaining to the Lessee, or the fixture belongs to the Lessee.
GROUNDS						
Garden beds	Gardening	General garden maintenance including watering, weeding, trimming etc. to all external shrubbery and garden beds	Ongoing			
Lawns	Installation and maintenance	Maintain in good, neat condition, weed free and mown	As required			
Tree management	Assessment of condition	Monitor aesthetics and stability, especially with respect to potential personal injury or building damage. Notify Council of issues.	As required	Lessee	Lessee	
	Remove, prune or treat	Undertake tree maintenance as agreed with the Council	As required	Council	Council	
	Protection	Exercise caution with vehicles associated with the activity that enter / exit the site adjacent to existing mature trees.		Council	Council	
	Major trimming or removal	Trim or remove trees as advised by arborist	As required	Council	Council	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
Fencing (including gates)	Site perimeter fencing and gates	Install, repair, maintain and replace as necessary and if applicable, in accordance with the <i>Fences Act 1975</i> . Refer below if there is contributory negligence by the Lessee.	As required	Council	Council	
	Site perimeter fencing	Repair any damage caused by Lessee, e.g. materials, including fill placed on or against fence, attachments, etc..	As required	Council	Lessee	
	Special purpose fencing and gates	Install, repair, maintain and replace as necessary any special purpose fencing that is different from a standard neighbourhood fence, or the standard reserve fencing specified by the Council.	As required	Lessee	Lessee	
	Internal fencing	Responsible for supply, repair and maintenance.	As required	Council	Council	
	Trellises on fences	Responsible for supply, repair and maintenance.	As required	Council	Council	
Paths & Paved Areas	Keep clean	Keep free of rubbish and tree/garden debris.	As required	Lessee	Lessee	Lessee is not responsible if Council has undertaken maintenance works
	Repairs & replacement	Undertake repairs as required in order to maintain integrity & minimise public risk.	As required	Council	Council	
	Identify trip hazards	On-going monitoring of potential slip/trip hazards. In the event that a hazard is identified, position clear signage immediately to warn building users of the risk THEN notify Council of the details, including date discovered and date fixed.	As required	Lessee	Lessee	
Site Signage	Signs necessary for site management (i.e. statutory, parking signs)	Update details, remove graffiti, repair or replace as required.	As required	Council	Council	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
STORMWATER DRAINS						
Open Stormwater Drains	Construction & Maintenance	Install and keep in good working order	As required	Lessee	Lessee	If applicable, this would be the Lessee's responsibility
	Regular inspection and cleaning	Keep free of tree/garden debris & litter	Weekly	Lessee	Lessee	If applicable, this would be the Lessee's responsibility
Stormwater drainage systems (sumps and pipes)	Construction & Maintenance	Install and keep in good working order	As required	Council	Council	
	Regular inspection and cleaning	Keep free of blockages and silt	Annually	Council	Council	
SA WATER MAINS WATER IRRIGATION SYSTEM						
Irrigation Mains	Supply, repairs and maintenance	Provision of a mains water (SA Water) supply, either from the SA Water main meter with a subsidiary flow meter in the line to measure the usage of mains water by the Lessee, or a direct metered supply from SA Water	As required	Council	Council	NB: Does not include supply and maintenance of reticulation systems attached to main supply point. Lessee to provide and maintain this.
Water consumption	Pay utility charges	Pay charges for supply and consumption	As required	Lessee	Lessee	
RAINWATER TANKS						
Rainwater tanks & filters	Supply, repairs and maintenance	Maintain in good working order, including cleaning the filters and tanks. Rainwater tank located at 66 Nelson Street next door, but plumbed to this tenancy at 68 Nelson Street.	As required	Council	Lessee	Council to pay for repairs and replacement, unless Lessee is negligent
Board screen leaf filter	Clean	Clean leaves from inlet-screen in tank	As required	Lessee	Lessee	
AIR CONDITIONING						
Air conditioning systems	Maintenance contract	Includes major cleaning and general maintenance.	As required	Council	Council	
Air conditioning systems	Repairs & replacement	As advised from time to time by the Contractor, or the Lessee	As required	Council	Council	
Air conditioning filters	Clean	Clean filters as per the operating manual	As required	Lessee	Lessee	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
PLUMBING MAINTENANCE						
General plumbing (water & sewer)	Toilet fittings, taps, sinks, drains, pipes etc.	Keep clean, maintain in good repair and free from blockages.	As required	Lessee	Lessee	
	Toilet fittings, sinks, drains, pipes etc.	Unblock	As required	Lessee	Lessee	
	Toilet fittings, sinks, drains, pipes etc.	Repair/replace as required for fair wear and tear.	As required	Council	Council	
	Toilet fittings, sinks, drains, pipes etc.	Repair/replace as required if damaged or prematurely failing due to lack of maintenance or negligence, etc.	As required	Council	Lessee	
Hot water services (includes solar)	Relief valve	Keep relief valve clear	Annually	Lessee	Lessee	
	Repair or replace	Repair or replace as required	As required	Council	Council	
ELECTRICAL SUPPLY & MAINTENANCE						
Solar or wind generation systems	Supply	Supply & installation	As decided	Council	Lessee	
	Operation and maintenance	Maintenance, including testing and inspections	As required	Council	Lessee	
Main Switchboard	Main electrical connection and main distribution board	Supply main electrical connection and main distribution board	Initial installation	Council	Council	
	Maintenance, including testing and inspections	Checking and maintenance/repair of electrical installation	As required	Council	Council	
	Upgrade	Upgrade if a result of increased power requirements	As required	Council	Lessee	
Electrical distribution network & sub-boards	Maintenance, including testing and inspections	Checking and maintenance/repair of electrical installation	As required	Council	Council	
	Upgrade	Upgrade if a result of increased power requirements	As required	Council	Lessee	
RCDs	Regular test by identified resource	Test for correct operation monthly. Document test as required.	Monthly	Council	Lessee	
	Electrician testing & maintenance	Contract for inspection and test as per AS 3190	As required	Council	Lessee	
Tagging and testing	In-service safety inspection and testing of electrical equipment	Maintain regulatory compliance as per AS 3760.	Ongoing	Lessee	Lessee	The Council will check for compliance during its annual inspection of the premises

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
External lighting/Internal lighting (including Fittings)	Initial Installation	Installation of all lights, including floodlighting, security lighting and internal lighting	As required	Council	Council	The Lessee takes the installation 'as is', and becomes responsible for its use and usability.
	Alterations and new fittings	Changes or additions to existing lighting is required	As required	Council	Lessee	Council to decide on which party to pay, depending upon the the circumstances and the need.
	Maintenance, including replacement of motion detectors, globes, etc.	Lessee to replace at own cost.	As required	Council	Lessee	
	Monitor operation	Lessee to notify Council of maintenance/replacement requirement of light fittings.	Ongoing	Lessee		
	Damaged fittings	Repair/replace as required	As required	Council	Lessee	Council to pay for vandalism & malicious damage, up to amount of insurance excess
Switches	Audit/inspection	Inspection for integrity and damage by Lessee.	Annually	Council	Council	Council to pay for inspection; Lessee to pay for repairs and replacement, if Lessee's fault.

ESSENTIAL SAFETY PROVISIONS (ESP'S)

ESP's include: building fire safety systems, fire extinguishers, fire blankets, fire hose reels, exit lighting, emergency lighting, emergency egress points, etc. and other statutory safety requirements for buildings.

General	Initial Installation: Supply & install ESP equipment	Ensure that required ESP equipment is supplied, installed and working and that the premises comply with relevant legislative and Building Code requirements at the beginning of the occupancy (not a continuing occupancy).	As required	Council	Council	
	Coordinate testing, servicing and maintenance for all ESP's & ensure compliance with the <i>Planning, Infrastructure and Development Act 2016</i>	A Form 3 certificate (as required pursuant to Regulation 94(11) of the <i>Planning, Infrastructure and Development Act 2016</i>) will be completed by a certified contractor annually as proof that the required testing and maintenance has been carried out.	Ongoing	Council	Council	
	Cost reimbursement	Reimburse Council expenditure incurred with ongoing ESP supply and ocmpliance	As incurred	Council	Lessee	
Exit lighting	Notify Council if inoperative	If an exit light is damaged or not working the Council must be contacted immediately.	Ongoing	Lessee	Lessee	
	Repair/replace	Repair/replace immediately	As required	Council	Lessee	
Fire extinguishers, fire blankets, fire hose reels, etc.	Tampering	Manage against tampering. Ensure that fire safety equipment is not moved from its dedicated location or tampered with.	Ongoing	Lessee	Lessee	
	Repair/replace	Repair/replace immediately	As required	Council	Lessee	
Emergency exit doors	Monitor operation	Ongoing monitoring of operating condition & locking integrity. Notify Council immediately in the event of any failure.	Ongoing	Lessee		
	Repair/replace	Repair/replace immediately	As required	Council	Council	

Council will schedule item replacements, reconditioning and painting in line with its Asset Management Plan, budget allocations and portfolio priorities.

Item	Issue	Task Description	Timeliness	Who to Do	Who to Pay	Comments
Emergency egress points & paths of travel to exit doors	Keep clear at all times (internally and externally)	Ensure that emergency egress points are kept clear at all times. That is, prevent blocking by furniture or stored items.	Ongoing	Lessee	Lessee	
SECURITY - Council Installed & Maintained						
Security system	Maintain the security system.	Maintain the security system.	Annually	Council	Council	
Security contract	Repairs & replacement	As required	As required	Council	Council	
SECURITY - Lessee Installed & Maintained						
Security system	Maintain the security system.	Maintain the security system.	Annually	Lessee	Lessee	
	Council to be kept informed	Provide current details of the security system, including names of security company and access codes to the Council	As required	Lessee	Lessee	
Security contract	Repairs & replacement	As required	As required	Lessee	Lessee	

11.5 NORWOOD OVAL - NEW LIGHT TOWERS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8336 4646
FILE REFERENCE: qA105548
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the new light towers that are currently being installed by the Norwood Football Club at the Norwood Oval.

BACKGROUND

At its meeting held on 6 December 2021, the Council was advised of the proposal by the Norwood Football Club (the Club), to upgrade the existing light fittings to LED technology in the four (4) current light towers. In addition, the Club was seeking approval to install LED 'ribbon' lighting around the perimeter of the Norwood Oval, and LED screen around the eastern perimeter of the Oval. Following consideration of the matter, the Council resolved the following:

1. *That the Council, as landowner endorse 'in principal' the project to transform the Norwood Oval to a Carbon Natural Stadium, subject to the following conditions:*
 - a. *That the new LED lamp fittings do not emit any lux output that would negatively impact on the amenity of occupants of adjacent residential properties that light spill from the Oval be equal to or less than the light spill from the existing lights; and*
 - b. *That the Club seek and obtain all relevant approvals, including any approvals required under the Planning, Development and Infrastructure Act 2016 and Planning Development & Infrastructure Regulations 2017.*
2. *That the Norwood Football Club provides the Council with detailed drawings and specifications of all the various components of the project, for final approval.*

On 14 July 2022, Mayor Bria and the Chief Executive Officer, met with the Norwood Football Club President, Paul Di Iulio, and Chief Executive Officer, Paul Fantasia.

At this meeting a number of matters were discussed including the Club's intention to replace the four (4) light towers at Norwood Oval ('the Oval'). The Club advised that it had entered into a sponsorship agreement with VALO, a company specialising in ultra-high performance LED lighting.

At the time the Council considered the matter at its meeting held on 6 December 2021, the Council was advised that the installation of the new light fittings would not require new light towers to be erected.

At the meeting held on 14 July 2022, the Club representatives were advised that the installation may require Development Approval and that as part of the proposal, the issue of light spillage needed to be addressed. That is, the extent of any light spillage would be required to be less than or equal to the existing light spillage.

Development Approval

Following the meeting held on 14 July 2022, the Council's General Manager, Urban Planning & Environment advised the Club that development approval was required to install the new four (4) light towers on the basis that replacement of the light towers constitutes "building work" for the purposes of the *Planning, Development and Infrastructure Act 2016*.

On 8 October 2022, Development Approval was granted to replace the four (4) light towers at the Oval.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The Norwood Football Club has negotiated a sponsorship arrangement with VALO for the replacement of the lights at Norwood Oval.

Based on the information to which has been provided by VALO, the total project value to replace the four (4) light towers and upgrade the existing metal halide fittings to LED's is \$1,730,000, (excluding variations).

VALO and the Norwood Football Club have advised there is no financial or budgetary implications for the Council.

Under the current Norwood Oval lease, the Council is responsible for the structural maintenance of the existing light towers, however considering the Norwood Football's Club sponsorship arrangement with VALO, all associated maintenance costs including the replacement of the light fittings and structural maintenance will be the responsibility of the Norwood Football Club.

EXTERNAL ECONOMIC IMPLICATIONS

The Norwood Oval is a significant component of the economic fabric of The Parade and the City generally. The ability to upgrade the existing light towers to an AFL standard will ensure that Norwood Oval is able to host AFLW games and more SANFL twilight or night games, which in turn will have a positive effect on patrons visiting The Parade cafes and hotels before and after games. In order to continue the Norwood Oval's status as a major component of the City's economic fabric, there is a need to continually update the Oval to ensure that it remains competitive.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

The existing towers are made up of a total of 24 metal halide fittings per pole and use approximately 203 kWh at a lighting level of 500 lux, in comparison to the new light towers that are made up of 48 LED fittings per pole and use approximately 112kWh, at the same lighting level, providing a reduction in power of 55%.

An additional environmental benefit in replacing the existing metal halide lighting technology to LED is that the bulbs do not need to be replaced at the same frequency, considering metal halide bulbs need 50% of their bulbs replaced at 12,000 hours of use, in comparison to LED fittings which achieve 90% brightness at 70,000 hours of use, significantly reducing highly toxic and hazardous waste.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The Club submitted a Development Application to replace the four (4) existing light towers under the *Planning, Development and Infrastructure Act 2016*. The application required plans and specifications that were granted along with the development approval. There was a risk assessment undertaken by the Assessment Manager of the Council's Assessment Panel at the time of granting the approval.

In addition, the Council as the 'landowner' has assessed and reviewed the approved documentation to ensure that the replacement of the four (4) existing light towers does not have a detrimental impact to the facilities and assets adjacent the towers within the Norwood Oval nor does it have a negative impact on the amenity of occupants of adjacent properties. The lighting designs incorporated within the approved documentation have been certified, indicating that the light spill of the new towers meet the relevant Australian Standards AS 2560.1 &.2 (Sports Lighting) and more importantly AS4282 (Control of the obtrusive effects of outdoor lighting).

Additionally, a dilapidation report has been undertaken prior to the commencement of the works to ensure any damage caused to existing structures within or surrounding the Norwood Oval as a result of the works is rectified at the cost of the contractor, VALO.

COVID-19 IMPLICATIONS

Not Applicable.

CONSULTATION

- **Elected Members**
Elected Members were advised of the proposed LED upgrade by VALO to the existing four (4) towers at the Council Meeting held on 6 December 2021.
- **Community**
Not Applicable.
- **Staff**
General Manager, Governance & Civic Affairs
Manager, Governance & Legal
Manager, City Assets
Manager, Development Assessment
- **Other Agencies**
Not Applicable.

DISCUSSION

Replacing the four (4) light towers at the Norwood Oval will ensure that the Oval can host AFL/AFLWL standard games. Other than Adelaide Oval, Norwood Oval will be the only suburban ground with AFL standard fixed light towers.

At the time of preparing this report, three (3) of the light towers at the Oval, including the light fittings had been replaced, with the fourth and final pole in the south eastern corner of the Oval to be installed shortly, with all the remaining works anticipated to be completed by 2 December 2022. The four (4) new light towers have been manufactured by GM Poles, the same manufacturer who fabricated the existing light towers which were installed in 2010 by the Council. GM Poles have successfully designed the new poles to utilise the existing footings and comply with the same design installation life of 20 years.

The design of the south eastern light tower is slightly different to the other three (3) towers, as it incorporates a mobile telephone antenna, resulting from a lease arrangement between the Club and Vodafone Network Pty Ltd.

As a result, the additional load created by the antenna equipment has been taken into consideration to confirm whether the existing concrete footings have the relevant capacity to support the new tower and the additional load. At the time of design, it was confirmed the existing concrete footing has the structural capacity to support the additional load, however following removal of the existing tower it was noted the size of a number of the antenna cables were incorrectly documented, resulting in additional load to the tower.

The additional load has been recalculated and it was determined that the pole and the footing are at their design capacity, requiring the design of the tower and the footing to be reassessed.

Following reassessment of the loads, the pole manufacturers engineer confirmed although the additional cable load will not enable the pole and footing to meet a 20-year installation life, considering the current condition of the footing and that the pole is newly fabricated, the engineer confirmed the tower is able to achieve a minimum 2-year installation life. This therefore allows the tower to be installed, however requires the load on the tower to be reassessed within the next 24 months to enable the tower to meet its 20-year installation life, in line with the remaining three (3) light towers.

In discussions with VALO, Vodafone Network Pty Ltd have advised that due to the age and performance of the current mobile telephone antenna equipment, the existing equipment is scheduled to be upgraded within the next 12 months, resulting in the reduction of load to the tower, which will then ensure a 20-year installation life.

To ensure that the Norwood Football Club complies with the engineer's requirements, a condition will be incorporated in the lease arrangements with the Club thereby removing all liability from the Council.

The existing light tower poles and metal halide fittings will be removed as part of the replacement works and recycled accordingly, however the existing cable infrastructure will be reused considering it is in excellent condition and has an extensive remaining life.

As outlined within the Financial and Budget Implications Section of the report, considering the Club has entered into a sponsorship arrangement with VALO, the maintenance obligations of the new light towers will be negotiated in the future lease between the Council and the Club.

OPTIONS

Not Applicable.

CONCLUSION

The installation of four (4) new light towers at Norwood Oval represents a significant asset for the City and Norwood Oval. The new towers will not only provide an increased lighting level, but a significant reduction in power usage.

COMMENTS

Not Applicable.

RECOMMENDATION

That the Council, as the landowner, notes the replacement of the new light towers by the Norwood Football Club at the Norwood Oval.

11.6 CITY OF NORWOOD PAYNEHAM & ST PETERS ANNUAL REPORT 2021-2022

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 the draft 2021-2022 Annual Report to the Council for 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 2021-2022 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 Annual Report document will be printed in accordance with the Council's environmental standards.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The draft 2021-2022 Annual Report has been prepared in accordance with the provisions of the *Local Government Act 1999*, and in doing so, ensures the Council meets its legislative requirements.

CONSULTATION

- **Elected Members**

Elected Members (with the exception of one (1) Elected Member), have provided their Profiles which are included in the draft Annual Report.

- **Community**

Not Applicable.

- **Staff**

All General Managers have been consulted during the preparation of the 2021-2022 Annual Report.

- **Other Agencies**

Not Applicable.

DISCUSSION

The draft 2021-2022 Annual Report, has been produced in accordance with the relevant statutory requirements.

The draft 2021-2022 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.

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.

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 four (4) Annual Reports, (2017-2018, 2018-2019, 2019-2020 and 2020-2021), 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 2021-2022 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 2021-2022 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.

Whilst it is not a legislative requirement, a summary will be included within the December edition of *Look East*.

A copy of the 2021-2022 Annual Report will also be made available on the Council's website.

Printed copies of the Annual Report will be minimal.

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 2021-2022 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 City of Norwood Payneham & St Peters Annual Report for the 2021-2022 financial year 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 2021-2022 Annual Report.

Attachments – Item 11.6

Attachment A

City of Norwood Payneham & St Peters Annual Report 2021-2022

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

A PROGRESSIVE
CITY WITH
A STRONG
COMMUNITY
SPIRIT.



Annual Report

2021 – 2022

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



City of
Norwood
Payneham
& St Peters

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

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

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

Italian

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

Questo documento è disponibile in formati e lingue alternativi su richiesta. Puoi fare una richiesta inviando un'e-mail a customerservice@npsa.gov.au oppure chiamando al numero 08 8366 4555.

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

Chinese

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

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

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

Hindi

The City of Norwood, Payneham & St Peters एक समावेशी और 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 customerservice@npsa.gov.au पर ई-मेल करके या 08 8366 4555 पर फोन करके निवेदन कर सकते/सकती हैं।

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

Greek

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

Αυτό το έγγραφο διατίθεται σε εναλλακτικές μορφές και γλώσσες κατόπιν αιτήματος. Μπορείτε να το ζητήσετε στέλλοντας email στο customerservice@npsa.gov.au ή τηλεφωνώντας στο 08 8366 4555.

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





Kurna Acknowledgement

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

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

We value your comments

For more information about the 2021–2022 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, manufactured in Australia and copies are distributed electronically.





Welcome

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

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

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

How to read this Annual Report

This Annual Report is divided into four main sections:

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

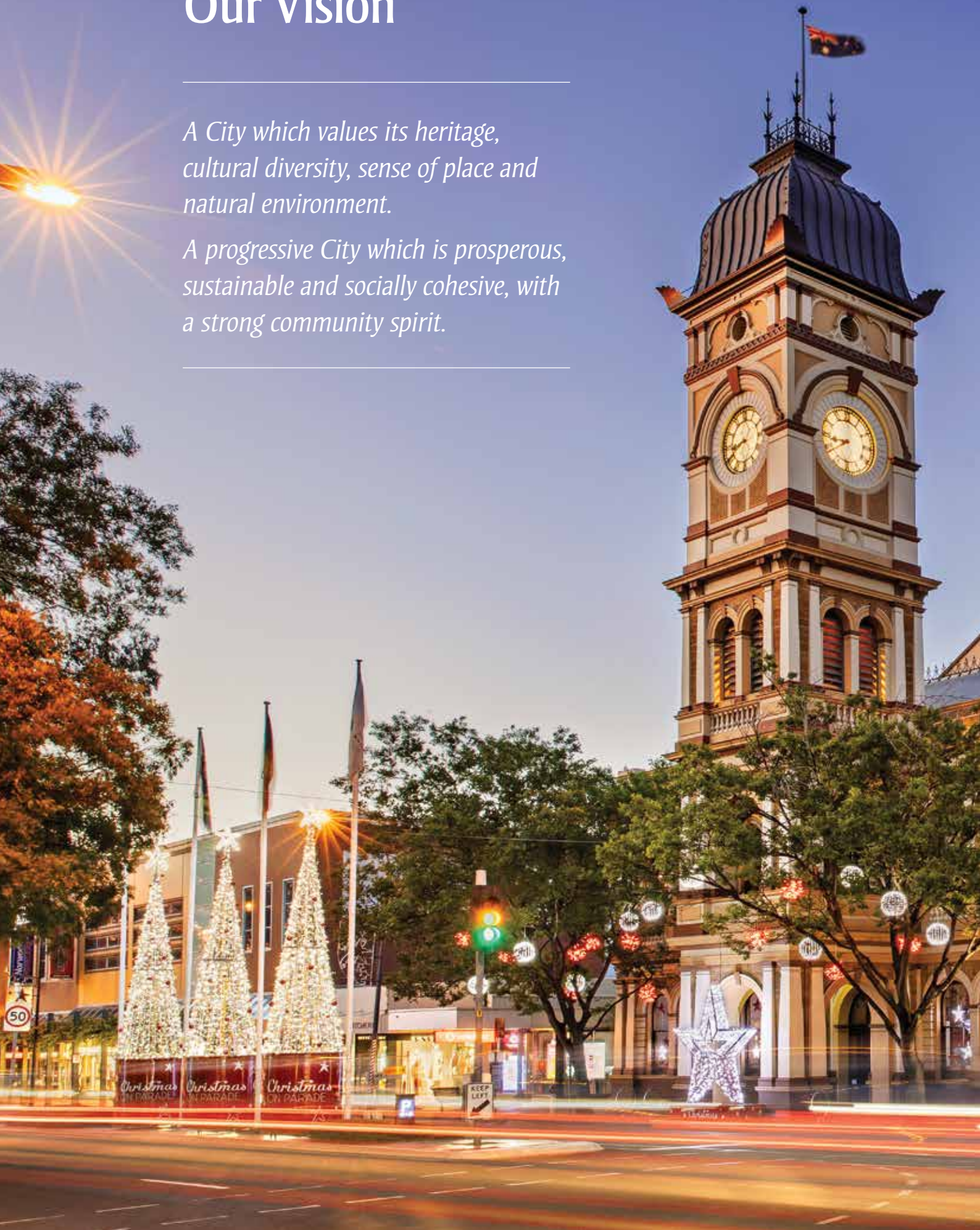
A glossary of terms and acronyms used throughout the report is on pages XX–XX.

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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Our Council	X	City Plan: Shaping Our Future - Outcomes	X
Our Organisation	X	Outcome 1 – Social Equity	X
Our Staff	X	Outcome 2 – Cultural Vitality	X
Our Volunteers	X	Outcome 3 – Economic Prosperity	X
Our Community	X	Outcome 4 – Environmental Sustainability	X
Our Business Community	X	Corporate Reporting	X
Strategic Focus	X	Financial Statements	X
		Glossary	X
		Index	X



Norwood Town Hall, The Parade, Norwood

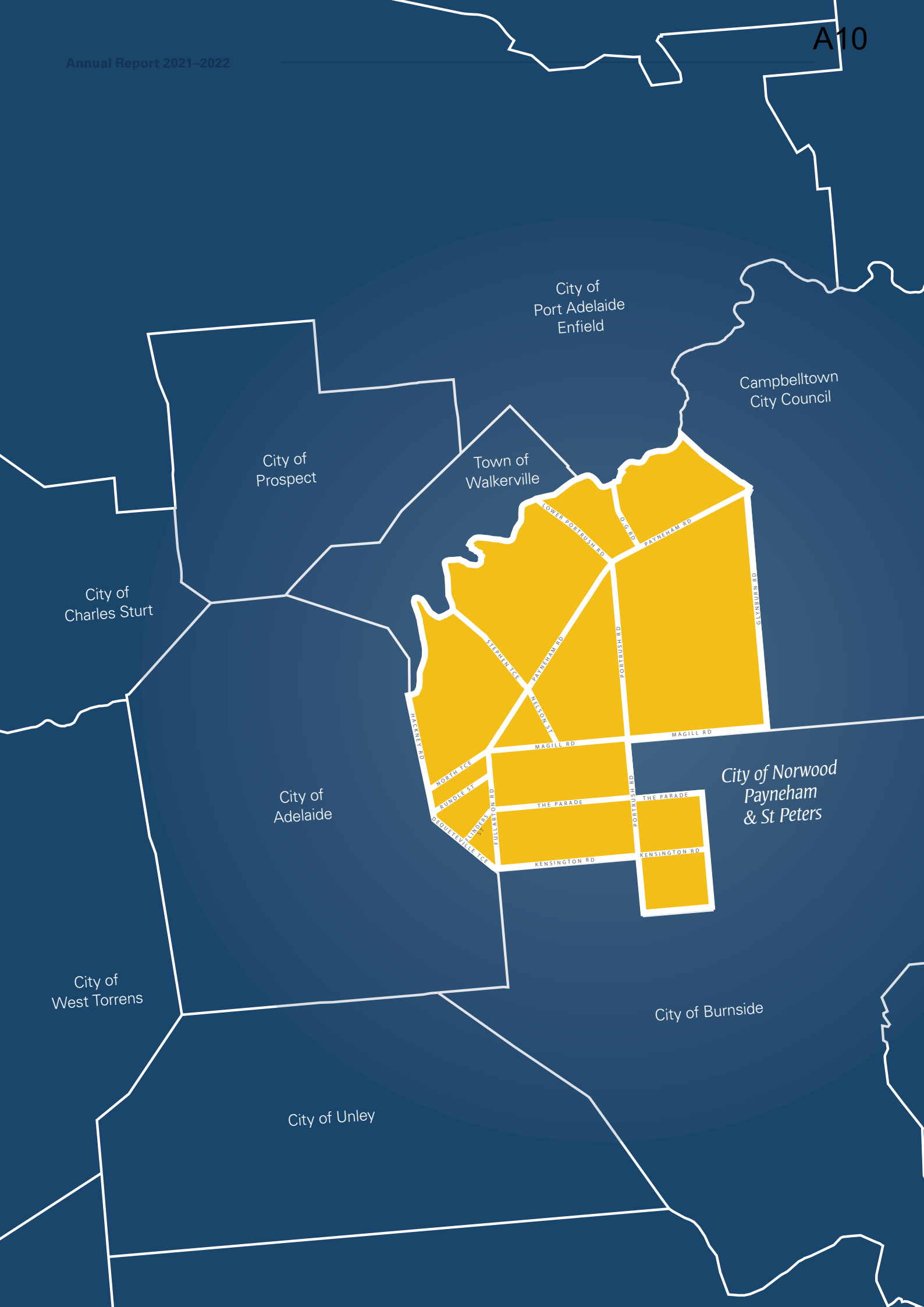


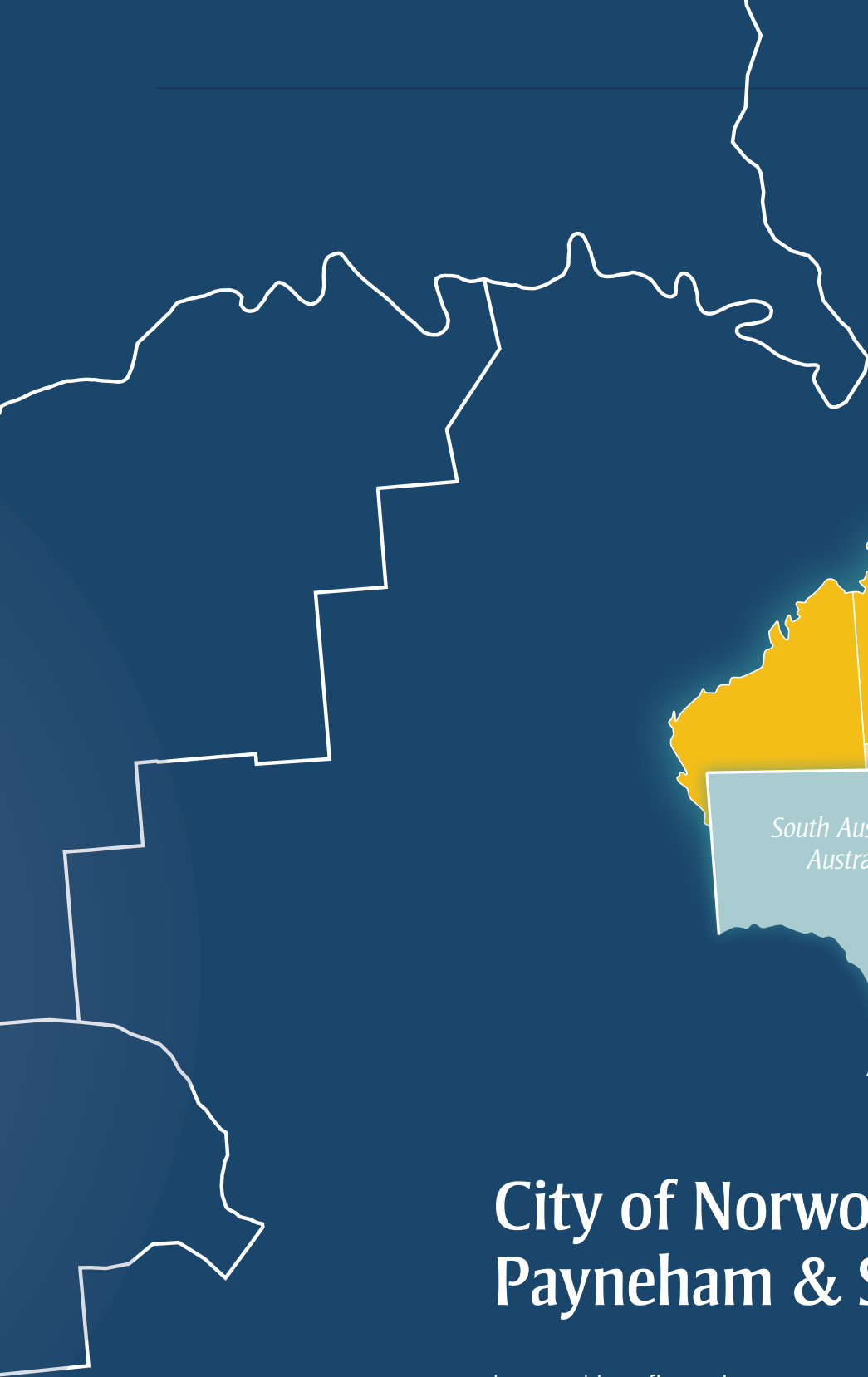


Introduction

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

Location	X
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City Snapshot	8
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CityPlan 2030: Shaping Our Future	11
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City of Norwood Payneham & St Peters

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

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

Who We Are

Our History

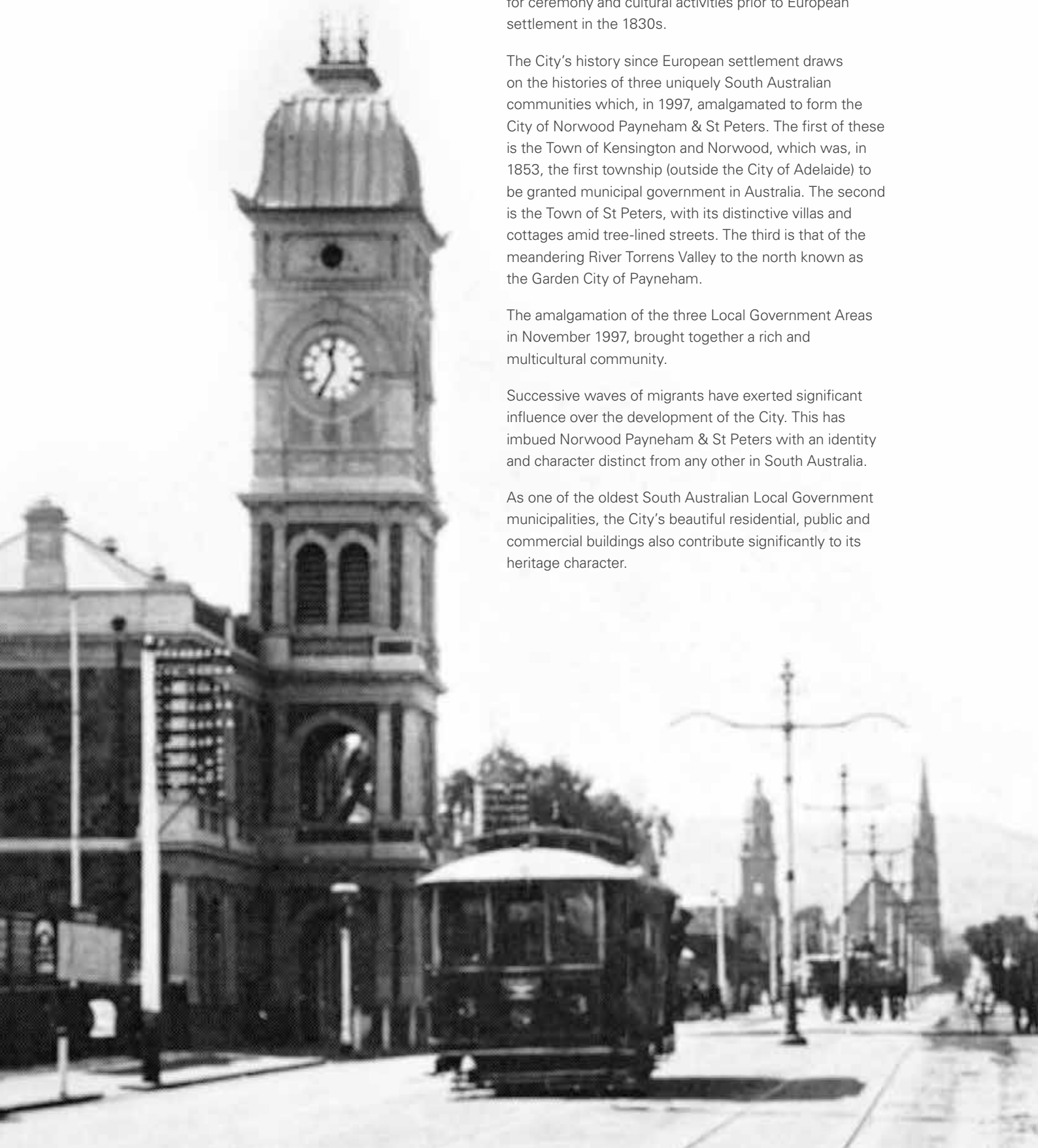
The Kurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kurna people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

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

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

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

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



Our City

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

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

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

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

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

Our Identity

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

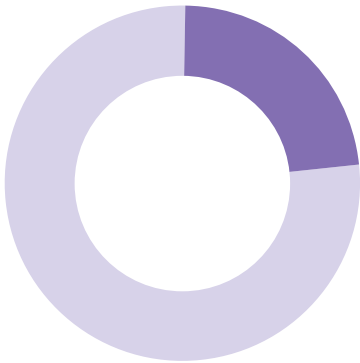
The logo is a six-pointed star, inspired by the clock face of the Norwood Town Hall, located on The Parade, Norwood.

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



City Snapshot

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

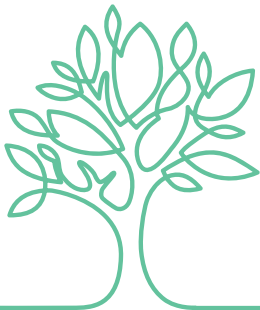


30.2%

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

341km
of footpaths

363km
of kerbing



171km of roads

20,000+ street trees

local businesses

7,800*

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



2 Swimming Centres



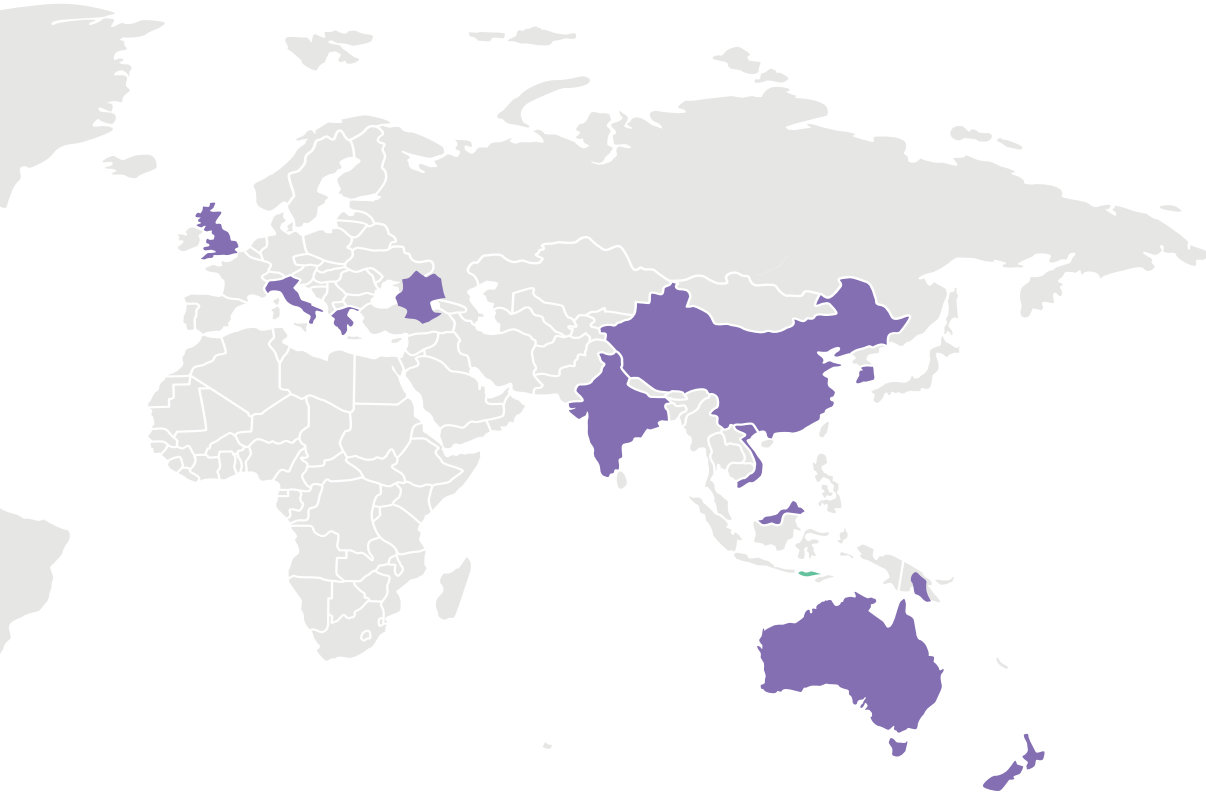
1 Child Care Centre & Pre-School



3 Libraries

Source: Australian Bureau of Statistics 2019 Estimated Resident Population

* Approximate figure



Top 5 origins of birth in the City

64.7%

Australia

4.8%

United Kingdom

4.3%

Italy

4.0%

China

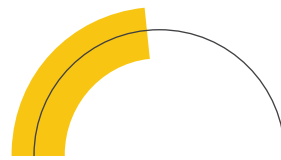
2.6%

India

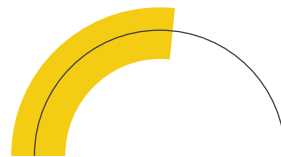
residents

37,056[#]

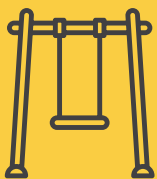
The median age of people is 40 years.
Children aged 0–14 years make up 14.3% of the population and people aged over 65 years make up 19.6%.



48% male



52% female



29 playgrounds



72 parks and reserves



180 hectares of open space

Strategic Direction

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

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

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



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

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

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

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

CityPlan 2030: Shaping Our Future

Mid-Term Review



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

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

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

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

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

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability

Key Initiatives, Projects and Services

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

Social Equity

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

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

Recreation & Open Space
Works Program
\$704,270

Acquisition of library stock
\$214,465

Youth Development Strategy
\$29,725

Street lighting renewal
and upgrade
\$42,293

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

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

Cultural Vitality

Movie in the Park
\$20,555

Twilight Carols
\$41,910

Economic Prosperity

Eastside Business Awards
\$36,153

Raising the Bar Adelaide
\$48,757

Business & Networking Events
\$20,000

Environmental Sustainability

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

Borthwick Park Creek Improvements
\$391,173

Greening of Verges Program
\$5,564

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

Second Creek Outlet Upgrade

\$2,017,279

Concerts in the Park

\$118,919

Rectification of footpath defects

City-wide

\$59,314

Burchell Reserve Upgrade Project*

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

Raising the Bar

City-wide event

\$48,757



* Ongoing major project

**Willow Bend Reserve
Path Lighting**

\$35,139

**Payneham Memorial
Swimming Centre
Redevelopment Project***

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



**Langman
Grove Road
Reconstruction**

\$1,412,391

**Additional
street trees**

City-wide
\$19,000

**Dunstan Reserve
Adventure
Playground Project***

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

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

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



**St Peters Street
Streetscape
Upgrade Project***

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

**The Parade
Masterplan***

\$387,000



Investing to ensure our community is safe.



Capital Works Program 2021–2022

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

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

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

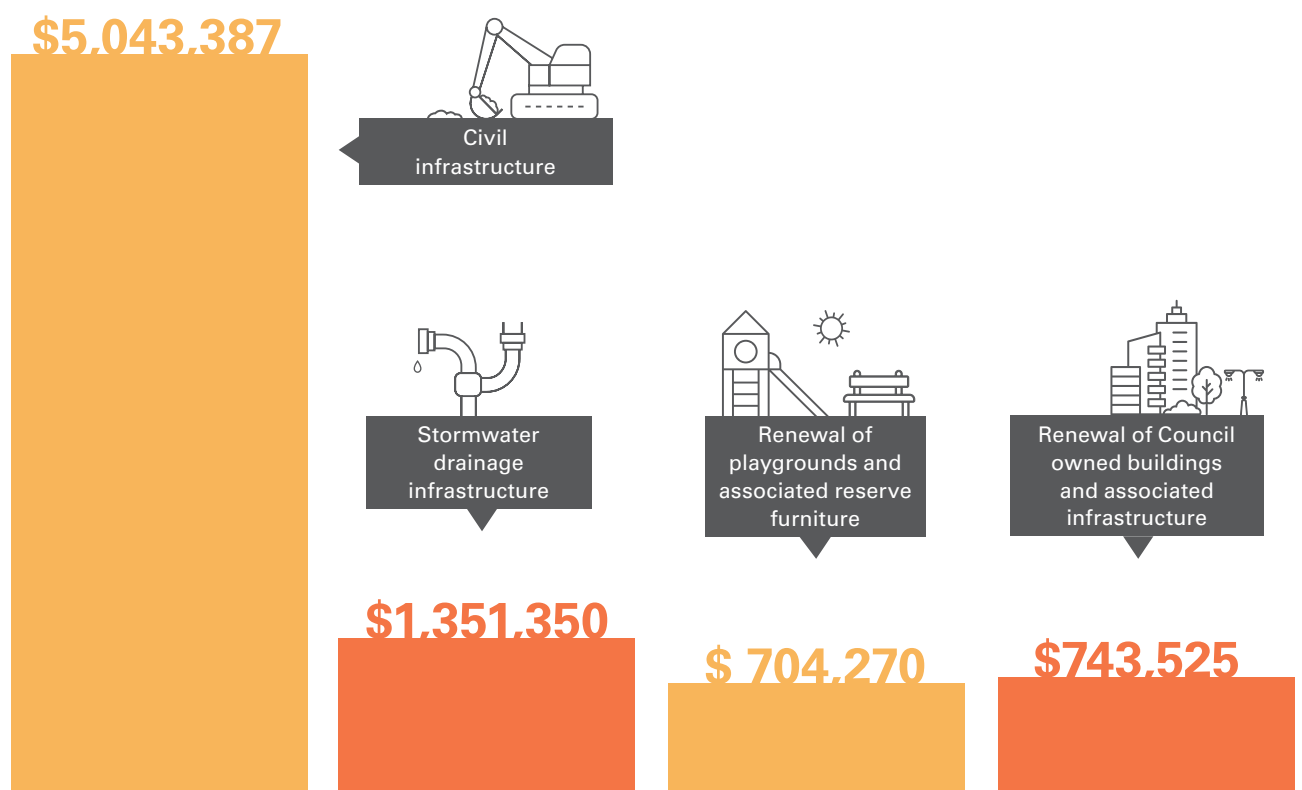
- resealing 47 road segments totalling 72,910 square metres;
- reconstructing 9,640 square metres of footpaths along 40 road segments; and
- replacing 4,900 lineal metres of kerbing along 40 road segments.

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

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

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

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



Year In Review

Performance Highlights

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community



Poolside 2022

2021–2022 Achievements

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

Challenges

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

The year ahead

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

Outcome 2: Cultural Vitality

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



Twilight Carols 2021

2021–2022 Achievements

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

Challenges

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

The year ahead

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

Year In Review

Performance Highlights

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services



2022 Eastside Business Awards

2021–2022 Achievements

- ✓ Delivered more than 40 actions from the Economic Development Strategy. Page X3
- ✓ Created Taste of The Parade vouchers to boost the hospitality sector. Page XX
- ✓ Hosted the Eastside Business Awards to recognise the best small businesses in the City, as voted by the public. Page XX
- ✓ James Thredgold Jeweller was inducted into the Eastside Business Awards Hall of Fame. Page XX
- ✓ Delivered The Parade Precinct Business Boost program. Page XX
- ✓ Launched Eastside Design for Living Publication. Page XX
- ✓ Developed and delivered the Win a FIAT competition. Page XX
- ✓ Developed and delivered the Spend to Win competition. Page XX
- ✓ Hosted Spring Shopping Day in which 55 businesses took part. Page XX
- ✓ Presented six Business Growth Workshops. Page XX
- ✓ Delivered the Mayor's Business Commendation Awards. Page xX
- ✓ Issued 42 e-newsletters to the business community. Page X
- ✓ Delivered two business networking events, which were attended by a combined 160 people. Page X

Challenges

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

The year ahead

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

Outcome 4: Environmental Sustainability

A leader in environmental sustainability



Tree pruning in our City

2021–2022 Achievements

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

Challenges

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

The year ahead

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

Enjoying our City's green open spaces.



Year In Review

Fast Facts

WEBSITE VISITS

295,374

Total website visits. Page 175

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

JAZZ IN THE PARK ATTENDANCE

800

Event attendance. Page 183

810 in 2020–2021
1200 in 2019–2020

RAISING THE BAR TICKETS

930

Raising the Bar tickets. Page 190

930 in 2020–2021
1,804 in 2019–2020

GENERAL WASTE COLLECTED

6,958

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

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

COMMUNITY SERVICE

17,954

Hours of Community Care Service delivered.
Page 176

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

BIKE COUNT

1,843

Annual Bicycle Count.
Page 179

2,284 in 2020–2021
1,283 in 2019–2020

NEW CITIZENS

284

New citizens welcomed into
our community. Page 123

225 in 2020–2021
222 in 2019–2020

COMMUNITY FUNDING

\$57,850

Community Funding Program.
Page 120

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

STREET TREES

523

Number of new street
trees planted. Page 199

510 in 2020–2021
391 in 2019–2020

SERVICE REQUESTS

11,242

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

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

DEVELOPMENT ASSESSMENTS

842

Development Applications
were lodged with the Council.
Page 186

1101 in 2020–2021
917 in 2019–2020

Year In Review

Events

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

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

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

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

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



Art on Parade

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

Australia Day

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





Concerts in the Park

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

ST PETERS FAIR

St Peters Fair

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



Twilight Carols

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

Where Your Rates Go

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



Infrastructure Management

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



Waste & Recycling Services

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



Trees, Parks, Sport & Recreation

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



Economic Development, Regulatory Services, Environment & Planning

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

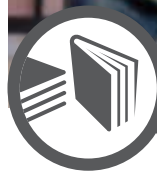
*The Council had \$47,930m to spend in total
and we spent \$45,284m.*



\$3.27

Community, Health, Aged & Youth Services

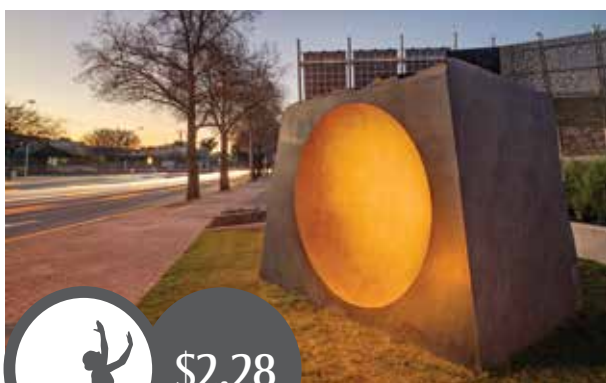
- Environmental health and services
- Community programs
- Home care assist
- Youth services
- St Peters Child Care Centre & Pre-school
- Volunteer



\$ 8.36

Libraries & Community Facilities

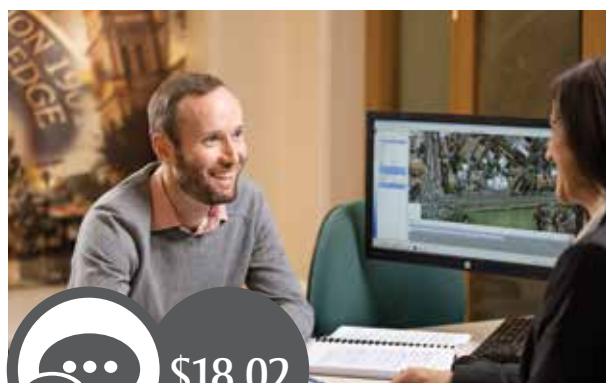
- Library services
- Lifelong Learning Programs
- Facility hire (casual and long term)
- Norwood Concert Hall



\$2.28

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



\$18.02

Governance, Communications & Administration

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

Community Well-being

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

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

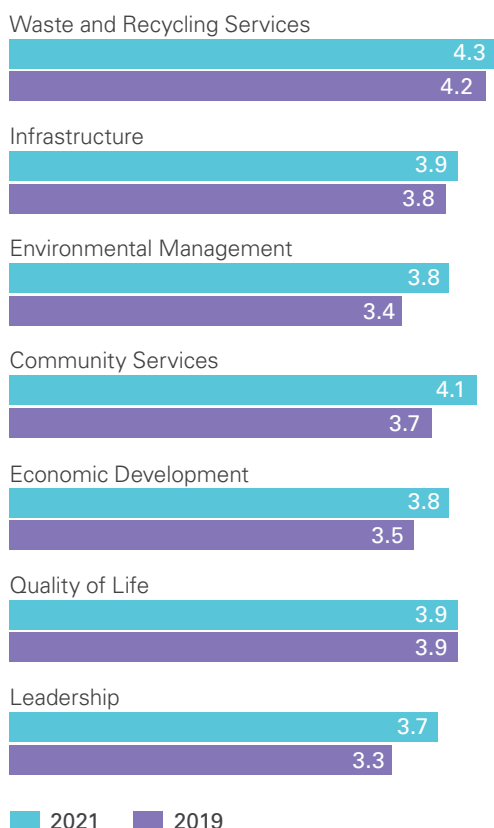
Residents

Overall satisfaction

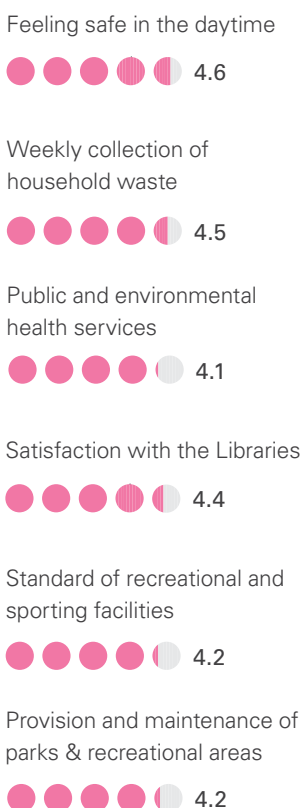
The Resident Survey results revealed that despite the presence of COVID-19, overall resident satisfaction with the Council has steadily increased from 3.8 to 3.9.



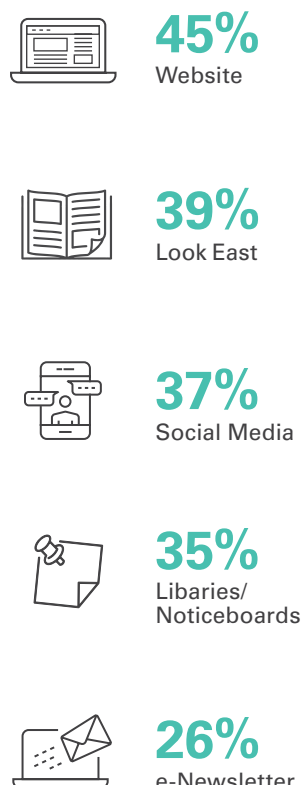
Satisfaction with performance areas



Satisfaction with specific issues



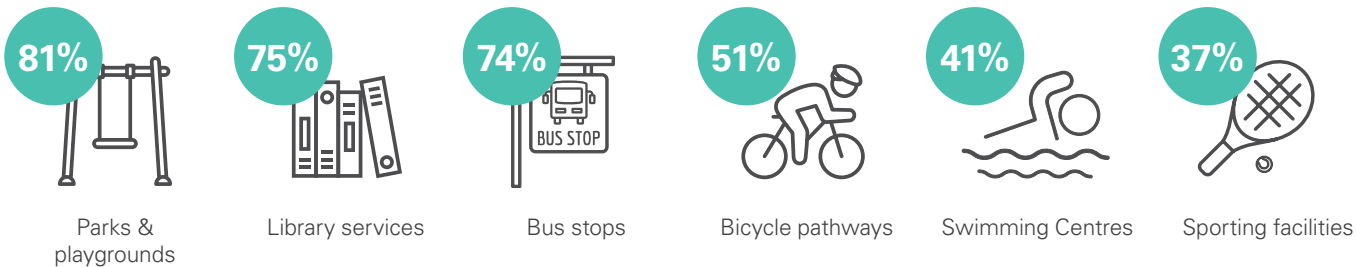
How residents receive information



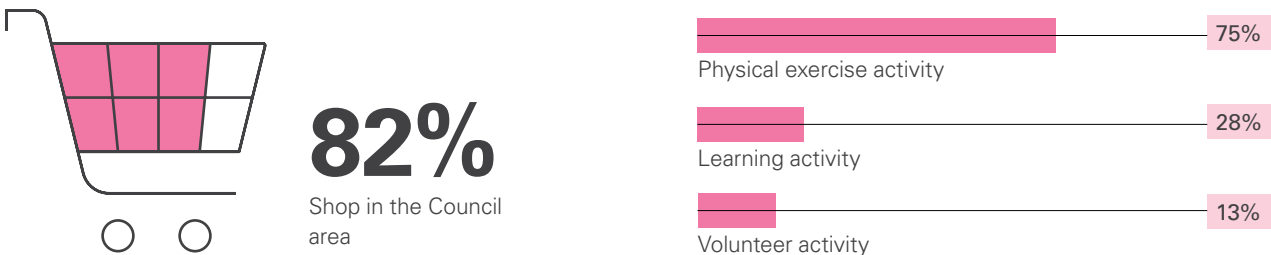
Participants were asked to rate their satisfaction on a scale of one (the lowest) to five (the highest). At the end of the survey, participants were able to provide a suggestion or comment to assist the Council in improving its service delivery.

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

Use of the Council services or facilities

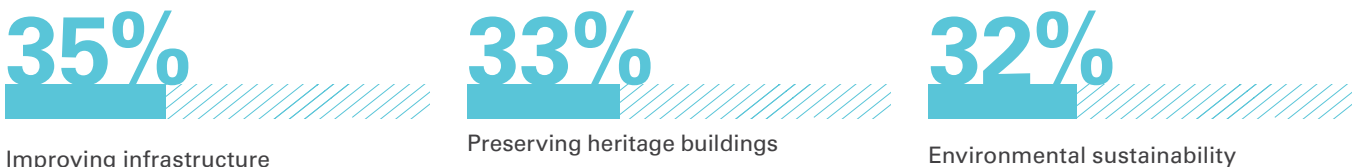


Weekly participation in activities in the Council area



Priority issues

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

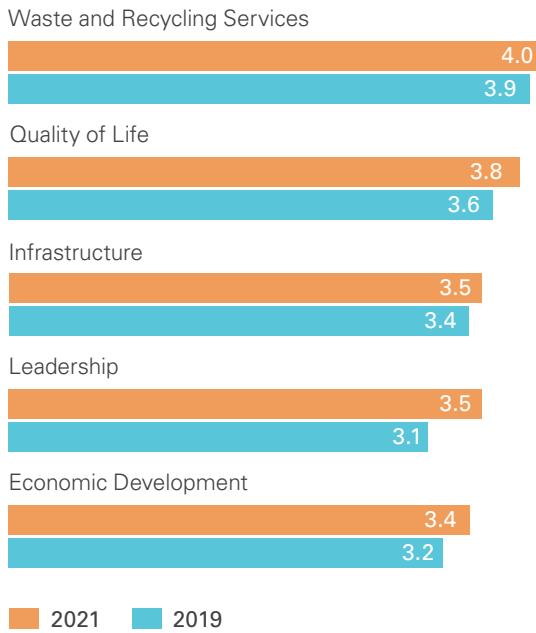


Business Operators



Satisfaction with performance areas

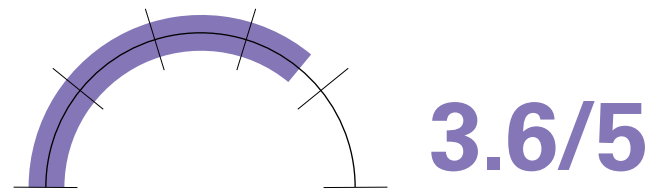
The Business Survey results show an increase in the Council's performance in the following areas:



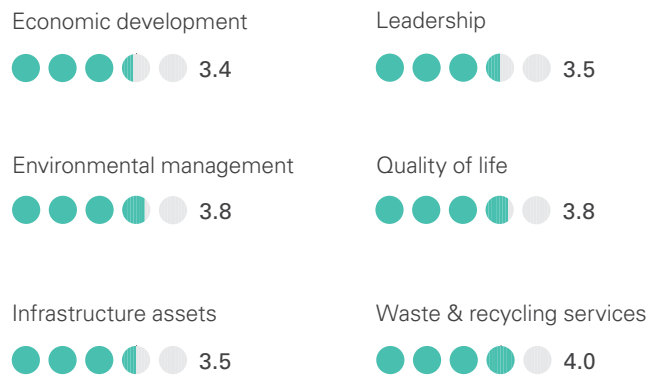
Significant increases can be seen in three of the above performance areas; leadership, economic development and quality of life.

Overall satisfaction

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

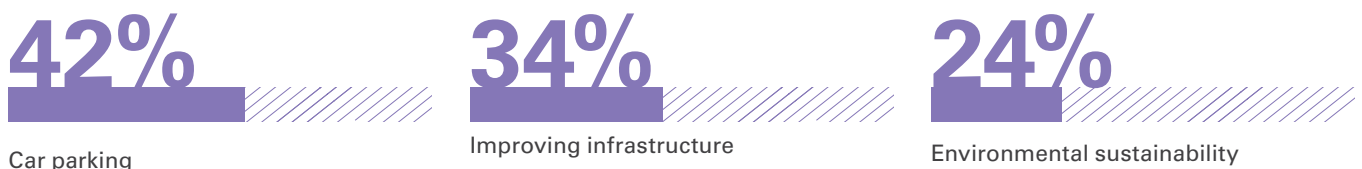


Satisfaction with specific issues



Priority issues

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



Advantages of operating a business in NPSP



Disadvantages of operating a business in NPSP

Parking issues

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

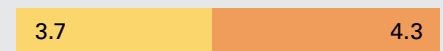
42%



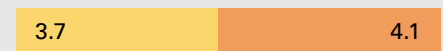
COVID-19 Response

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

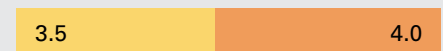
JP services open throughout the pandemic



Increased cleaning in public spaces



Freeze on Council rates



Businesses Residents



Strategic Challenges

2021–2022

Council operations

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

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

The challenge

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

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

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

How we addressed it

The Council extended its project timeframes. In some cases, major projects which were planned for 2021–2022, will now begin in 2022–2023. To read more about major projects visit: [XXX](#)

State border opening – impact on local economy

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

The challenge

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

How we addressed it

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

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

Scramble Crossing Supreme Court dismissal

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

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

Challenges

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

How we addressed it

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

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

Service Reviews

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

Waste Management Policy

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

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

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

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

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

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

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

Challenge

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

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

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

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

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

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

This will include:

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

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

However, the Council resolved to provide each school with a standard service for each of the three bin waste

streams, primarily as an educative support tool for the students and provide a kerbside collection service for these bins.

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

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

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

Encouraging green cover in streetscapes



Greening Our City

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

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

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

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

Challenge

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

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

the approved artificial turf was able to remain.

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

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

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

Adopted Position

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

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

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

Significant Media Coverage

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

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

Payneham Memorial Swimming Centre Upgrade

The announcement that the Payneham Memorial Swimming Centre will be completely redeveloped with two new pools, high platform slides and water play areas received extensive media coverage. The total cost of the redevelopment is expected to be in the order of \$24 million and it is expected the Centre will be open for the 2023–2024 Swimming Season. Media coverage included Channel 7, The Advertiser, ABC radio and The Adelaide East Herald. See more on page XX.

Taste of the Parade – 500 dining vouchers

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

Cycling champion Nino Solari Commemorative Path

A Commemorative Path honouring the achievements and legacy of cycling champion Nino Solari was unveiled in April 2022. Nino Solari played a significant role in boosting the profile of professional cycling in South Australia. The Commemorative Path on Osmond Terrace is part of the Beulah Road Bicycle Boulevard. Coverage in CityMag and the Adelaide East Herald. See more on page 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 5th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City. The Hall of Fame winner was James Thredgold Jeweller. Coverage in InDaily, CityMag and the Adelaide East Herald. See more on page XX.

Raising the Bar

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



Media coverage of Payneham Memorial Swimming Centre upgrade

Norwood Oval receives national recognition in the AFL

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

Record funding investment in flood prevention

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

Council adopts first Tree Strategy

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

Media Releases

Other media releases that generated coverage included:

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

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

Our Stakeholders

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

The following stakeholder groups have been identified.

Community



How we engage

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

Why this is valuable to us

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

Provides knowledge, participation and feedback opportunities.

Guides delivery of services for our people.

Contributes to Community Well-being.

What is the value to our Community

Civic and community leadership.

Service and facility provision.

Partnership, collaboration, and representation.

Sustainable social and community management and growth.

Partners in Business



How we engage

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

Why this is valuable to us

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

Assists with opportunities for new business.

What is the value to our Community

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

Technical and practical support, advice and guidance.



Internal



How we engage

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

Why this is valuable to us

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

Delivery of services or programs with assistance from our Volunteers.

What is the value to our Community

Employment opportunities within a supportive environment.

Training and career development
Community participation and well-being.

Partners in Government



How we engage

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

Why this is valuable to us

Provision of funding for growth opportunities.

Input into policy and legislative development.

What is the value to our Community

Collaborative efforts for representative government.

Collaboration for resources partnerships and networks.

Media



How we engage

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

Why this is valuable to us

Raise awareness and promotion of activities within the City.

What is the value to our Community

Builds reputation.

Creates awareness of issues in the City.

Message from the Chief Executive

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

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

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

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

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

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

What you told us

The Council's biennial Community Survey was undertaken in late 2021 with face-to-face interviews and online consultation with more than 800 citizens and business operators.

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

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

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

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

Supporting the local economy

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

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

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

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

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

Our built heritage and environment

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

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

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

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

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

Protecting our community

The Council has once again worked collaboratively and congenially with both the State and Federal Governments. In April 2022, the Council was advised by the Federal Government that the



Council would receive \$9.9 million to upgrade and improve stormwater infrastructure in order to reduce the risk of flooding in various suburbs throughout our City.

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

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

Major projects

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

The Payneham Memorial Swimming Centre will be transformed into an exciting aquatic park for swimmers, families and the wider community with the Council investing \$16.5 million in 2022–2023.

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

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

Our organisation is Future Ready

In early 2022, an organisational restructure commenced.

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

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

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

Looking ahead

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

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

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

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

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

Mario Barone PSM
Chief Executive Officer



St Peters Town Hall



Our Council

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

Mayor and Councillors	44
Our Organisation	75
Executive Leadership Team	78
Our Staff	82
Our Volunteers	111
Our Community	118
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Mayor Robert Bria and Elected Members

Mayor and Councillors

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

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

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

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



Oath of Office

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



Mayor Robert Bria

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

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

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

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

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

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

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

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

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

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

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

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

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

Kensington / East Norwood Ward



Cr John Callisto

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

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

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

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

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

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



Cr Christel Mex

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

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

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

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

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

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

Payneham Ward



Cr Kevin Duke

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

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

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

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

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

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

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



Cr Carlo Dottore

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

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

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

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

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

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

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

St Peters Ward



Cr Kester Moorhouse

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

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

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

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

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

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

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



Cr Evonne Moore

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

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

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

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

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

Torrens Ward



Cr John Minney

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

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

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

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

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

Email jminney@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 Magpies and The Power. I also played soccer and am a Life Member of the Port Adelaide Soccer Club.

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

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

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

I am married to Peggy with two adult children—our daughter Monique with granddaughters Grace, Hannah and Maggie and our son Jonathan is married to Jessica with a grandson 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 Fay Patterson

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

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

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

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

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



Cr Sue Whittington

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

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

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

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

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

Maylands/Trinity Ward



Cr Connie Granzio

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

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

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

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

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

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

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



Cr Scott Sims

Content has not been provided by Cr Scott Sims

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

Maylands/Trinity Ward



Cr Mike Stock

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

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

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

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

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

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

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

Council Committee and Board Appointments

Committees

Audit Committee

Mayor Robert Bria
Cr John Minney
Cr Mike Stock

Business & Economic Development Committee

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

Chief Executive Officer's Performance Review Committee

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

Cultural Heritage Committee

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

Norwood Parade Precinct Committee

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

St Peters Child Care Centre & Pre-School Committee

Cr Evonne Moore
Cr Kester Moorhouse

Traffic Management & Road Safety Committee

Cr Carlo Dottore
Cr Kevin Duke
Cr Fay Patterson

External Boards

Eastern Health Authority

Cr Garry Knoblauch
Cr Sue Whittington

Eastern Waste Management Authority

Cr Mike Stock

ERA Water Board

Cr John Minney

Highbury Landfill Authority

Cr John Minney

Marden Senior College Governing Council

Cr Garry Knoblauch

Quadrennial Public Art Assessment Panel

Cr Carlo Dottore
Cr John Callisto
Cr Sue Whittington

Ethics

Elected Member Code of Conduct

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

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

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

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

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

The Code of Conduct comprises the following three parts:

Part 1: Principles

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

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

Part 2: Behaviour

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

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

Part 3: Misconduct

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

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

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

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

Local Government Governance Panel

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

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

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

Ombudsman SA

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

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

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

Independent Commissioner Against Corruption

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

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

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

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

Risk Governance and Management

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

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

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

Risk register

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

Operational Risks

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

Strategic Risks

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

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

Audit Committee

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

Business Continuity Plan

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

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

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

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

The Business Continuity Plan was reviewed in May 2022.

Internal auditing

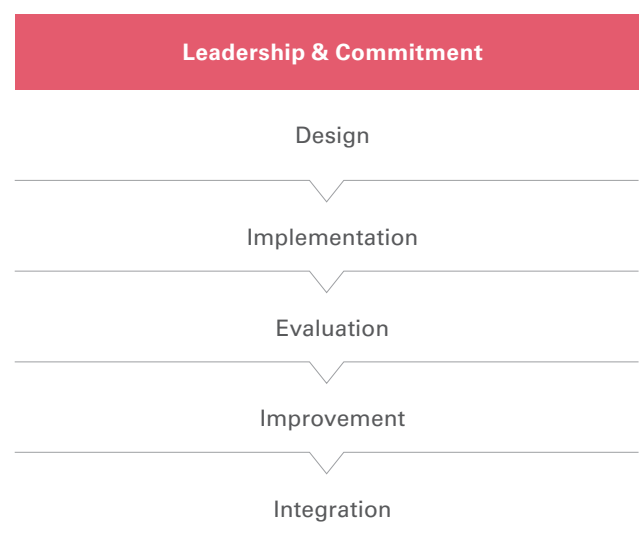
The Council utilises the services of Bentleys SA Pty Ltd to assist in the development and delivery of its Strategic Internal Audit Plan and undertake a combination of strategic, core operational and rotational reviews. In addition, Local Government Risk Services conducts biennial reviews of Council's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

Council Reports

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

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

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



Council Representation

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

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

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

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

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

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

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

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

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

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

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



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



Representation Quota

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

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

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

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

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

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

Source: State Electoral Office

Council Meetings

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

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

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

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

Elected Member Attendance at Council Meetings

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

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

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

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

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

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

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

Committees

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

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

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

Committees of the Council during 2021–2022 were:

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

**Statutory Committees*

More information about the role of Elected Members, Council's decision making and Council Committees, is detailed (Pages XX–XX)

Confidential Items

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

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

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

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

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

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

For further information regarding the Council's Confidential Items please see page XX

Informal Gatherings

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

Informal Gatherings as set out in the Act may include:

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

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

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

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

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

Elected Members

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

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

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

The attributes of an effective Elected Member include:

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

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

Allowances

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

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

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

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

The Elected Member Allowance for 2021-2022 was:

Mayor:	\$74,212 per annum
Councillors:	\$18,553 per annum

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

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

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

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

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

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

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

Elected Members are entitled to receive reimbursement for:

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

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

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

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

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

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

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

Gifts to Elected Members

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

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

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

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

Volunteers Christmas Dinner

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

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

Mayor's Christmas Dinner

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

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

Norwood Football Club Home Games & Pre-Game Functions

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

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

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

For further information regarding the attendances at these events see page XX

Training and Development

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

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

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

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

International and Interstate Travel

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

International Travel

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

Interstate Travel

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

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

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

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

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

One Elected Member attended the 2022 NGA.

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

Review of Decisions

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

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

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

Review of Decision 1

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

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

Review of Decision 2

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

Following the review process, the decision was upheld.

Review of Decision 3

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

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

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

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

Council Committees

Audit Committee



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

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

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

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

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

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

Cr John Minney

Presiding Member of the Committee

Mayor Robert Bria

Elected Member

Cr Mike Stock

Elected Member

Ms Sandra DiBlasio

Independent Specialist Member

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

Ms Brigid O'Neill*Independent Specialist Member*

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

Audit Committee Annual Work Program

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

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

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

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

Budget Parameters

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

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

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

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

Building Fire Safety Committee



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

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

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

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

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

Troy Olds

Presiding Member of the Committee

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

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

Demetrius Poupoulas

Committee Member

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

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

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

Peter Hilhorst

Committee Member

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

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

Mario Hlavati

Committee Member

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

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

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

Challenges

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

Council Assessment Panel



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

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

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

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

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

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

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

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

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

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

Mr Terry Mosel

Presiding Member

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

Fleur Bowden

External Member

Fleur membership concluded in April 2022.

Ms Jenny Newman

External Member

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

Cr John Minney

Elected Member

Phil Smith

External Member

Phil's membership concluded in April 2022.

New Committee Members

Mr Ross Bateup (not pictured)

External Member

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

Mr Mark Adcock (not pictured)

External Member

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

Challenges

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

Business & Economic Development Committee



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

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

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

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

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

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

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

Mayor Robert Bria

Presiding Member

Cr Carlo Dottore (not pictured)

Elected Member

Cr Scott Sims

Elected Member

Cr Garry Knoblauch

Elected Member

Cr John Callisto

Elected Member

John Samartzis

Specialist Independent Member

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

Professor Richard Blandy

Specialist Independent Member

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

Trish Hansen

Specialist Independent Member

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

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

Skana Gallery

Specialist Independent Member

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

Challenges

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

Traffic Management & Road Safety Committee



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

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

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

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

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

Cr Kevin Duke
Presiding Member

Cr Carlo Dottore
Elected Member

Cr Fay Patterson
Elected Member

Senior Sargent Kev Carroll
SAPOL

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

Norwood Parade Precinct Committee

Nick Meredith

Independent Member

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

New Committee Members

Charles Mountain (not pictured)

Senior Manager Road Safety (RAA)

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

Shane Foley (not pictured)

Independent Member

Member of the Committee since 2012, Shane graduated with a First Class Honours Degree in Engineering from the University of Adelaide and worked as a traffic and transport planning consultant for 45 years. He ran his own consulting engineering practice for more than 35 years in South Australia, providing traffic engineering services to Local Government, State Government and private clients.

Challenges

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

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

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

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

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

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

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

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

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



Kate Talbot
Executive Assistant, Urban Planning & Environment



Wei Mun Lew
Business Analyst, Corporate Services



Scott Dearman
Project Manager, Assets



Tina Zullo
Administration Assistant, Governance & Community Services

Our Organisation

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



Jennifer Attick
Administration Assistant, Chief Executives Office



Peter Reschke
Team Leader, Regulatory Services



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



Teagan Cunningham
Service Officer, Norwood Town Hall Customer Service

Organisational Structure

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

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

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

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



Chief Executive Officer
Mario Barone



Urban Planning & Environment
General Manager
Carlos Buzzetti



Governance & Community Affairs
General Manager
Lisa Mara



Urban Planning & Sustainability
Manager
Eleanor Walters



Traffic & Integrated Transport
Manager
Gayle Buckby



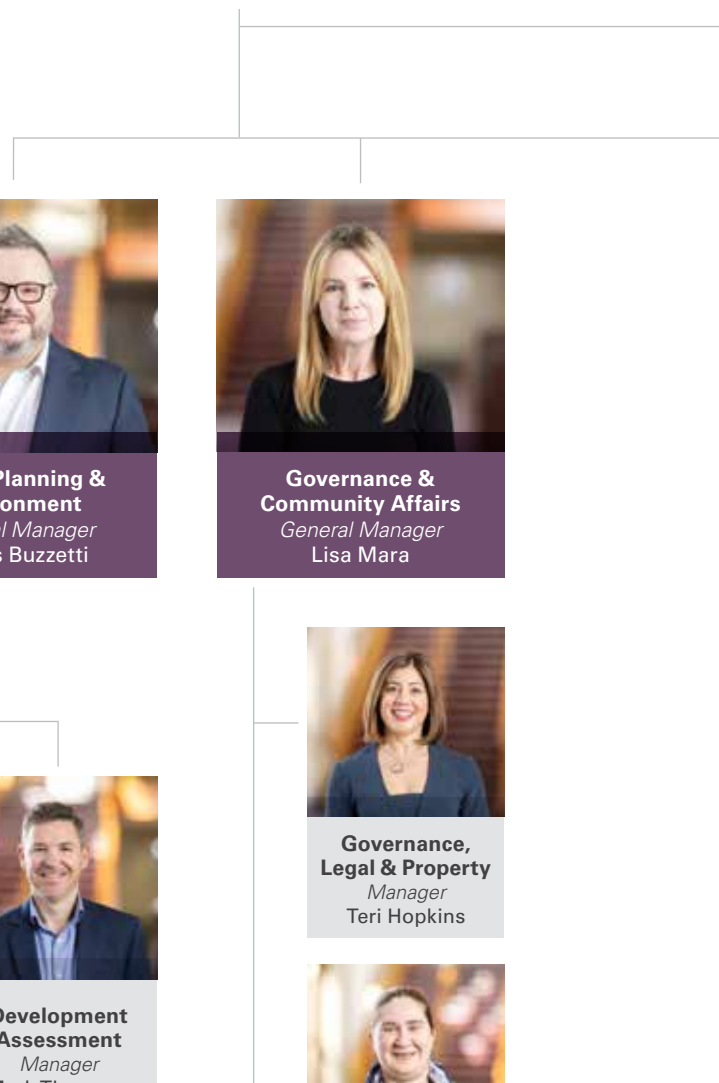
Development Assessment
Manager
Mark Thomson



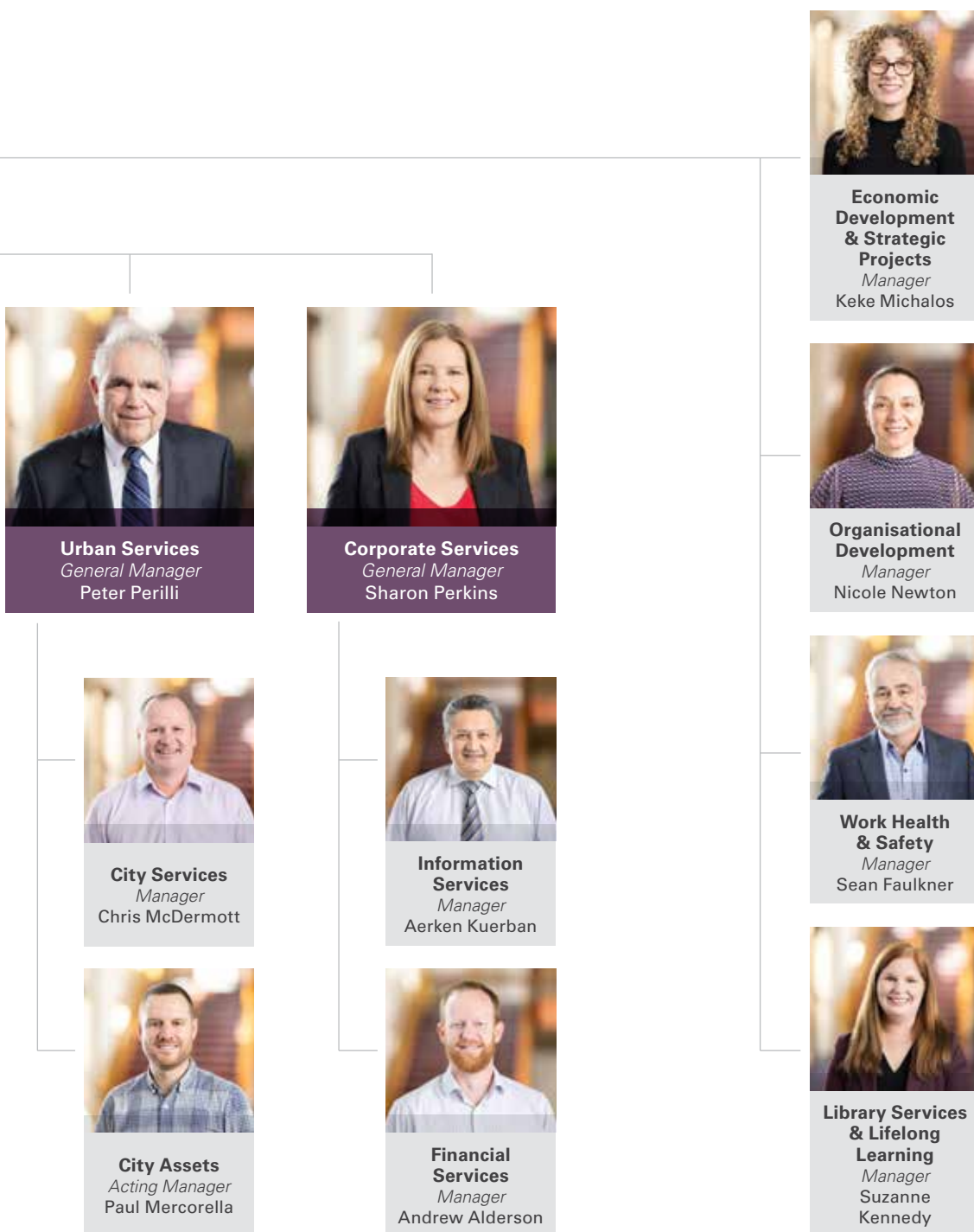
Governance, Legal & Property
Manager
Teri Hopkins



Community Care Services
Manager
Rosanna Busolin



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



Executive Leadership

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

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

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

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



Mario Barone PSM

Chief Executive Officer

Joined the Council in 1997

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

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

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

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

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

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



Keke Michalos
Manager
Economic
Development
& Strategic
Projects



Nicole Newton
Manager
Organisational
Development



Sean Faulkner
Manager
Work Health &
Safety



Suzanne Kennedy
Manager
Library Services &
Lifelong Learning



Carlos Buzzetti

*General Manager
Urban Planning & Environment*

Joined the Council in 2003

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

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

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

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



Lisa Mara

*General Manager
Governance & Community Affairs*

Joined the Council in 2004

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

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

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

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



Eleanor Walters
Manager
Urban Planning
& Sustainability



Gayle Buckby
Manager
Traffic
& Integrated
Transport



Mark Thomson
Manager
Development
Assessment



Teri Hopkins
Manager
Governance,
Legal & Property



Rosanna Busolin
Manager
Community Care
Services



Peter Perilli

*General Manager
Urban Services*

Joined the Council in 1997

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

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

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

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

Sharon Perkins

*General Manager
Corporate Services*

Joined the Council in 2010

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

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

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

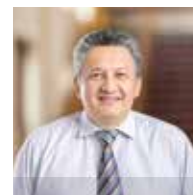
I am a Fellow Certified Practising Accountant (FCPA) and hold a Master of Business Administration and Bachelor of Arts (Accountancy), both attained from the University of South Australia.



Chris McDermott
*Manager
City Services*



Paul Mercorella
*Acting Manager
City Assets*



Aerken Kuerban
*Manager
Information Services*



Andrew Alderson
*Manager
Financial Services*

Our Staff

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



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

Our Values

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

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

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

Our People

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

Awarded to

Jenah Bambrick, Coordinator, Youth Development

Working Together

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

Awarded to

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

Claire Betchley, Events Coordinator

Leadership

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

Jade Falco, Senior Customer Service Officer

Chris McDermott, Manager, City Services

Excellence

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

Awarded to

Michael Moshos, Project Officer, Civil

Integrity

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

Awarded to

Mark Thomson, Manager, Development Assessment

Keke Michalos, Manager, Economic Development & Strategic Projects

Service

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

Awarded to

Tala Aslat, Planning Assistant

Meet some of our Staff



Adriana Rinna

Graphic Designer

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

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

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

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

"My mother is a well-known South Australian artist and my brother is a stunt performer who works in Hollywood movies. Being artistic runs in the family's blood."

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

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

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



Peter Reschke

Team Leader Regulatory Services

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

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

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

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

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

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

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

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

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

Staff Profile

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

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



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

226 full time, part time and casual staff

8.3 years average length of service


65% of our workforce is permanent

11% staff turnover

65% administrative roles

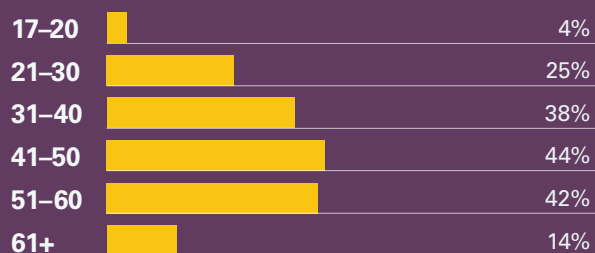
Gender profile



 60% Females

 40% Males

Age profile



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

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

Staff are engaged across a range of positions within:

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

Length of Service

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

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

Peter Perilli	40 Years of Service
Doug Jewell	30 Years of Service

Demographics

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

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

Salaried employees

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

The Council's employees receive the following salaries.

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



Rob Sparks
Senior Mechanic, Urban Services



Dhyanna Favretto
Service Officer, Norwood Town Hall Customer Service

Staff Changes and Recruitment

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

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

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

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

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

Job Description Spotlight

Project Manager, City Projects

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

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

Communications Officer, Governance & Community Affairs

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

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

Team Member, Civil Maintenance

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

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

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

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

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

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

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

Conditions of Employment

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

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

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

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

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

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

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

Employee Benefits

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

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

Training and Professional Development

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

During 2021–2022 Professional development benefits include:

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

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

Key staff members attended the following professional conferences in Adelaide:

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

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

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

Equal Opportunity Employment

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

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

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

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

Apprenticeship Scheme

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

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

Human Resources

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

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

Culture Development Program

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

Organisational Culture Survey & Organisational Effectiveness Survey

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

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

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

Staff Well-being

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



Influenza
vaccinations

138
2021–2022

105
2020–2021

136
2019–2020

26

Health assessments

40 in 2020–2021 and 41 in 2019–2020

75

Skin cancer screenings

70 in 2020–2021 and 69 in 2019–2020

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

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

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

Keeping Staff Informed

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

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

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

Interstate staff travel costs

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

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

Charitable Contributions

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

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

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

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

Gifts to Staff

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

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

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



COVID-19 Response

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

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

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

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

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

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

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

Driving change



Gayle Buckby

Manager, Traffic & Integrated Transport

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

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

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

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

“I have done this by listening to residents and collecting data to develop an evidence-based framework so that future

planning is prioritised where it’s needed the most.

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

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

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

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



travelling with more than one person in the car.

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

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

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

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

In the past year, Gayle has overseen two traffic management studies and undertook the Councils’ community engagement in relation to reducing the speed

limit from 50km/h to 40km/h in two of the City’s popular suburbs—Kent Town and Norwood.

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

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

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

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

Awards

The City of Norwood Payneham & St Peters has been recognised and celebrated for innovation, achievements and project outcomes by professional bodies at a state and national 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	<i>Revitalising St Peters Project - Stage 1, Dunstone Grove-Linde Reserve Project</i>
2012	Planning Institute of Australia (PIA) Planning Excellence SA Awards	Commendation, Public Engagement and Community Planning Award	<i>CityPlan 2030: Shaping Our Future – Engagement with Young Children & People</i>
2013	Resilient Australia Awards	State Winner (as part of the Eastern Adelaide Zone Emergency Management Committee)	Zone Emergency Risk Management System
2013	SA Chapter of the Australian Institute of Architects (AIA) South Australian Architecture Awards	Heritage Architecture Award Commendation Award, Public Architecture	St Peters Town Hall Complex
2014	Australian Institute of Transport Planning and Management	Excellence Award for Transport Planning	City-Wide Cycling Plan
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Hard Won Victory	Beulah Road Bicycle Boulevard
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Commendation, Minister's Award	Beulah Road Bicycle Boulevard
2017	Australasian Reporting Awards	Bronze Award	2015–2016 Annual Report
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Road Safety Engineering at the South Australian, Australian and Australasian Awards	City-Wide Schools Traffic Safety & Parking Review
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Asset Management Projects and Practice at the South Australian, Australian and Australasian Awards	River Torrens Linear Park Strategic Integrated Asset Management Plan (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



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

Work Health & Safety

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

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

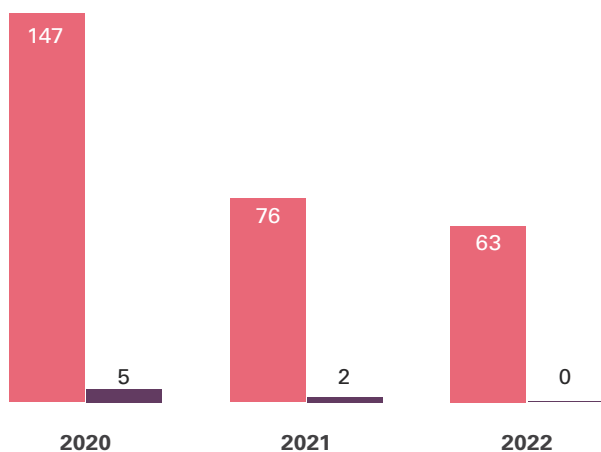
Despite the challenges over the past 36 months, the Council has continued to achieve ongoing safety performance improvements.

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

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

Graph 1

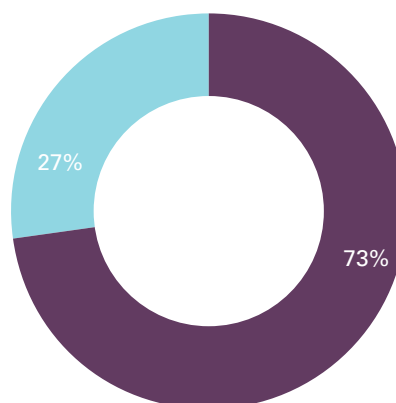
Incident Reports vs Severity



● Total number of incidents
 ● Incidents requiring medical treatment

Graph 2

Incident by type



● Near Miss / No Treatment Required ● First Aid Injuries

Challenges

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

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

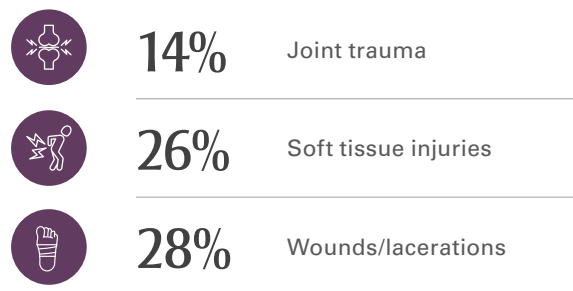
As part of National Safety Month in October 2022, the Council will be conducting staff awareness training sessions which aim to keep safety front of mind of all workers and help provide staff with the necessary knowledge to improve safety. While these sessions will be delivered in-house, the Council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

Drug and Alcohol Testing

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

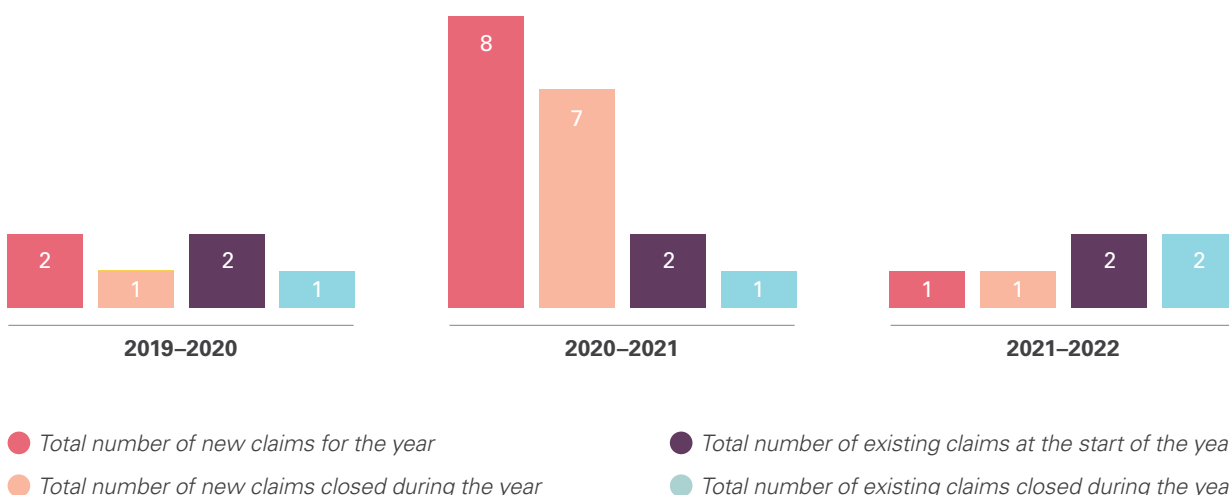
Each year, up to 25 staff—which equates to approximately 10% of all staff—are routinely and randomly tested for the inappropriate use of drugs and alcohol.


Most common types of injury



Graph 3

Workers Compensation Claims - Trend Analysis





**Delivering
exceptional
customer
service.**

Communications

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

Look East



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

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

Your NPSP



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

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

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

**Mailchimp Benchmarking data*

Social Media

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

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

Website Usage

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

Website Visits

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



Devices

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

Most Popular Content

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

Online Services Overview

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

Popular online services include:

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

Online Forms

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

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



Swimming Centres, 72,330 visits



Libraries, 45,533 visits



Waste & Recycling, 38,953 visits

Completed Website Improvements during 2021–2022

Major Projects section

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

Increased file security

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

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

Accessibility Audit

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

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

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

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

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

Upcoming Website Improvements 2022–2023

Community Consultation Section

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



Contact Us, 17,341 visits



Make a Payment, 15,550 visits



Events Calendar, 10,634 visits



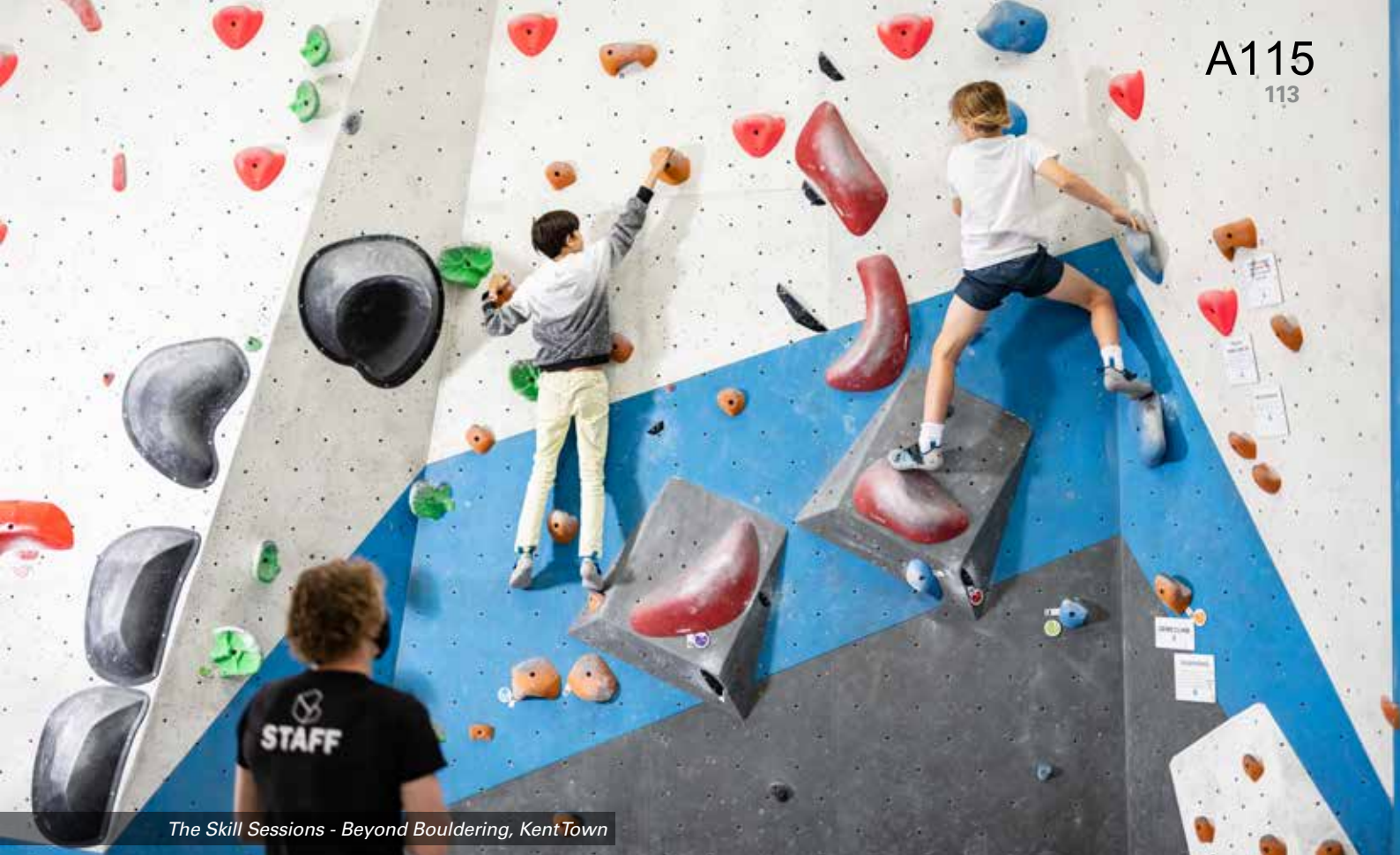
2021–2022 Community Consultation Posters

Consulting With Our Community

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

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

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



The Skill Sessions - Beyond Bouldering, Kent Town

Creating Opportunities For Young People

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

Friday Nights at the Pool

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

Pop Up Wheel Park

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

The Skill Sessions

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





Mayor's 13th Christmas Card Competition Winners

A Colourful and Captivating Christmas

Mayor's Christmas Card Competition

Children from 13 local schools and pre-schools captured the spirit of Christmas through drawing, painting and decorating festive scenes to enter the 2021 Mayor's Christmas Card Competition.



The 2021 competition marked the Mayor's 13th Christmas Card Competition presented by the City of Norwood Payneham & St Peters, which invites local school children to participate in a fun and creative festive activity.

"This has been a challenging year, in particular for children, so it was heart-warming to see more than 233 entries in this year's Christmas Card competition," says Mayor Robert Bria.

"The competition was a great opportunity for local school children to express their feelings about Christmas through art."

The competition was open to children from pre-school to Year 7, living in or attending school in the City of Norwood Payneham & St Peters.

A panel of judges, including Mayor Robert Bria, considered all entries, awarding first, second and third prizes to children from each year level, in addition to an overall competition winner.

The Mayor presented the prizes at a reception held on 4 November at the St Peters Banquet Hall.



Eastern Region Men's Shed Volunteer, John Lush

Our Volunteers

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

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Andrew McLean
Graffiti Removal Volunteer

208 Volunteers
(SA Local Government average 161)

5,264 Hours committed to the community

47 New Volunteers

60% Live in the City of NPSP

\$245,407 Value of hours*

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

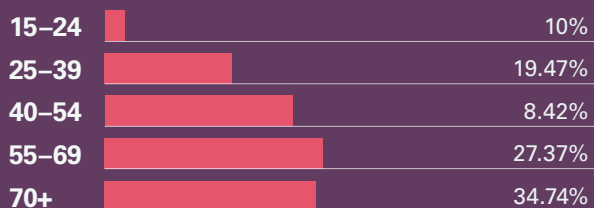
Gender profile



52% Females

48% Males

Age profile



“I love doing what I do. I love chatting to people and going on excursions. I think Volunteering is a dream job...it’s so important to keep moving and not become stagnant.”

Peter Young—Volunteer

Volunteers play an integral role in our City’s community life and make a valuable contribution by giving their time and skills for the benefit of others.

The impact of the work of Volunteers is both wide reaching and highly valued, however it’s not just the recipients of the program and services who benefit.

Volunteering can create many opportunities for Volunteers such as opening networks to new friends and acquaintances, providing the opportunity to develop new skills or refine existing ones, transitioning into or out of paid employment and gaining hands-on work experience.

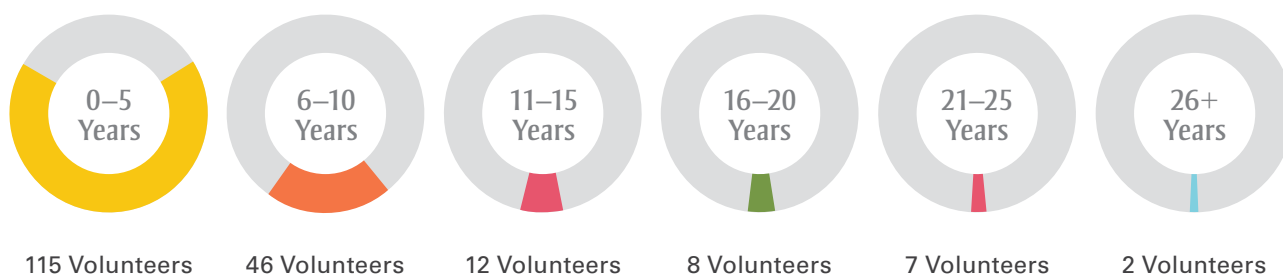
Informal surveying of Council Volunteers who reside outside of the City of Norwood Payneham & St Peters, indicates that volunteering with the Council appealed to them for a number of reasons from convenience and appeal of the local amenity, to the responsiveness and warm welcome of the Council’s staff.

During 2021–2022, 208 Volunteers provided 5264 hours of benefit our community. Our Volunteers contribute across the organisation, support the wider community and bring with them diverse skill sets, experience and cultural backgrounds.

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

- Administration;
- Borthwick Park Biodiversity Program;
- Community transport;
- Community Visitors Scheme;
- Council events;
- Cultural Heritage Program;
- Friends of the Billabong;
- Graffiti removal;
- Justice of the Peace;
- Libraries (processing, community information; Home Library Service; and delivery of other library programs and activities);
- Pet Care Program; and
- Stepping-Out Program.

NPSV Volunteer Length of Tenure



Volunteer Management

The Council employs a consistent approach to people management systems and processes for Volunteers as it does for staff. This includes the Council applying a similar process for both Volunteers and staff and specifically in respect to Volunteers, the following occurs in relation to recruitment and induction including;

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

The Council also offers Volunteers opportunities for training, personal development review processes, and recognition and award events to ensure they are suitably acknowledged and celebrated for their generous contributions to the Council and our City.

Challenges

Like many cities around the world, the City of Norwood Payneham & St Peters experienced a reduction in the number of Volunteers as a result of the COVID-19 pandemic. Measures were taken to reduce the spread of COVID-19 and protect the health and well-being of our Volunteers, staff and community and comply with Federal and State Government restrictions.

Risk assessments were conducted for each Volunteer program to safeguard participants and ensure compliance adherence.

The State Government's opening of the state's borders in late 2021, resulted in an increase in the number of the Council's Volunteers testing positive for COVID-19 and other Volunteers being deemed close contacts and therefore had to isolate for 14 days.

In January 2022, the Council worked to recruit more Volunteers for all programs, specifically the Council's Community Bus and Positive Ageing programs. The Council's most vulnerable and socially isolated residents were impacted to the greatest extent by the global pandemic and reduction in Volunteer interaction, exacerbated by increasing limitations and barriers of entry to aged care facilities.

Volunteer Years of Service Awards

In November 2021, the following Volunteers received Certificates for the Years of Service to the Council.

10 years of service

Diana Thorpe
James Everett
Marianne Frommer
Giang Le-Huy
Kevin Shepherdson
Roger Woodcock

15 years of service

John Lamb

20 years of service

Lyn Gameau
Kevin Twomey
Marilyn Twomey



Meet our Volunteers



Glenys Raveane

Volunteer

Glenys Raveane's career involved 45 years of working across a range of human services—disability, ageing, young people and various other health areas.

Upon her retirement, Glenys, of Stepney, wanted to delve into something completely different.

"Initially I sought to do some book repair work at my local library. Reading and literacy are things I have always been interested in," she said.

"I have also been very interested in the work done in communities by Local Government."

Since January 2021, Glenys, has been a Home Library Service Volunteer—offering her time and company for a couple of hours on a Tuesday and a Friday once a month.

"There are some people who just like to have their books swapped over and others who may be at home and with whom I can have a chat."

When it comes to discussing books, Glenys will never run out of content.

"Since I've retired, I usually read a book a week. From fiction to the odd crime thriller—or something that gives me a laugh."

"If you read—you're never really alone—it is very easy to enter into another world."

"Reading can also broaden your point of view. It can reinforce thoughts, or you can learn something new. I would always encourage people to do some reading."

"When it comes to volunteering I would certainly say don't hesitate to be involved.

"While people may have a specific interest like I did with book repair, it pays to be open to other opportunities.

"It really interests me to hear stories of other Volunteers and what they are involved in as well as the stories of the people to whom I deliver books."

Glenys says an additional chapter of her volunteering may include environmental sustainability projects.

"If it is the right fit, then I am happy to give it a go."



Peter Young

Volunteer

When the City of Norwood Payneham & St Peters nominated Peter Young for the prestigious 2022 South Australian Premier's Volunteer Award, he took it all in his stride.

In fact, it was only when Peter researched the esteemed Award that he realised the significance of his nomination.

"When I saw the Premier's face and signature on the Award—I thought 'hold on' this is actually a pretty big deal!"

"I felt very honoured to be nominated by the Council because I love doing what I do. I love chatting to people and going on excursions. I think it's a dream job."

Peter, 71 of Joslin has volunteered with the Council as a Community Bus Driver for the past five years.

The Council's Social Support Programs Officer, Kerry-Anne McVeigh, says she nominated Peter because he is a "joy to work with".

"Bus passengers enjoy having a chat with Peter. He is well travelled and tells interesting stories," she said.

"Importantly, Peter is a reliable and dedicated Volunteer who enjoys helping the Council's older residents to maintain a connection with their local community."

Peter's flexible approach has enabled him to experience a variety of driving opportunities across all bus programs including, driving the smaller, manual, 12 seater bus which is used for shopping runs and driving the brand new 21 seater Fuso Rosa bus for the social programs.

Peter, who also keeps busy by travelling around Australia with his wife Barbara, restoring old homes, gardening and having a beer with his mates, has this advice for anyone interested in Volunteering—especially later on in life.

"It is really important not be stagnant after retiring. To be happy you need to keep busy and Volunteering with the Council is a great way to be a part of a team."



Savia Coelho

Volunteer

Savia Coelho describes moving to South Australia from Mumbai, India, as a “daunting experience”.

While navigating immigration red tape, juggling being a mother to two young children, Savia and her husband Vinod felt a huge amount of uncertainty.

This all changed when Savia and Vinod, of Payneham, choose to volunteer with the Council.

“My husband and I thrive around people. I started off as a Volunteer at the Payneham Library and then my husband and I became Volunteers as part of the Friends of the Billabong Program,” Savia says.

“We really love spending time amidst the gum trees with our two young kids, getting rooted in our land and building a deeper understanding of the people and environment we live in,” she says.

“The only way you can make a new country your own is by keeping an open mind and open arms. And that's what I decided to do and I jumped into volunteering to find a sense of belonging and community.”

Savia also uses her marketing skills to assist with Sustainable Communities SA as well as one-off events such as Pop-Up Wheel Park and Raising the Bar, in which she co-hosted the 2021 event.

“I've loved every experience and my skills have grown so much. It's hard to pick a favourite event as each bring out a different part of me and each teaches me something new and pushes me out of my comfort zone,” Savia says.

“The Raising the Bar event in 2021 was a definite highlight—standing up in

front of people and introducing the next speaker was equal parts excitement and nerves.”

Savia says that as new arrivals to Australia and then the City of Norwood Payneham & St Peters, volunteering was the absolute gateway in building connections and making a home here.

“We don't walk around like tourists. We've gotten our hands dirty and become one with the people.

“No matter if you're young or old, busy or relatively free, new to the City or lived here forever, whatever your situation—Volunteering is a great experience.

“It is also the most humbling experience in a first-world country. All the inhibitions and mental hurdles I had just melted away as I discovered how people are willing to put their trust in you if you are willing to put your best efforts into something.”



Our Community

The City of Norwood Payneham & St Peters is a strong, diverse and participatory community that contributes to the vibrancy of our City and livability of the Council in many ways.

Our residents help to build a healthy, happy and resilient City. Some leave a legacy for future generations to enjoy.

This section provides information about some of our community members.



Community Funding Program

The City of Norwood Payneham & St Peters provides a range of programs, services and facilities to improve the health and well-being of our citizens and increase cultural vitality within the community. The Council also offers support to community groups and organisations who are delivering projects and services for the benefit of the community.

The Community Funding Program is linked to the Council's Strategic Plan, *CityPlan 2030*, through the Outcomes, Objectives and Strategies to ensure that the Program gives priority to applications which help to achieve the Council's Strategic Objectives. The allocation of funds for the Community Funding Program is determined through the Council's annual budget approval process. Grants of up to \$5,000 are made available via an application process under two categories—Community Grants Scheme and Public

Art & Culture Grants Scheme. Applicants must be based and operating in the City of Norwood Payneham & St Peters, and/or be proposing an activity that will take place within the City for the benefit of those who live, work, visit or conduct business within the City.

In 2021–2022, the total amount of funding provided through the Community Funding Program was \$57,850. The funding was divided into two rounds.

The Council provided \$33,100 in funding to 18 community groups to support local initiatives as part of the August 2021 Community Funding Program which included:

Organisation	Initiatives	Amount
All Souls Anglican Church	SALA exhibition	\$3500
Collective Haunt Gallery	Curated Art exhibition	\$2500
Fiit Kids	Staff training	\$2500
Italian Home Delivered Meals	Nonna's Briscola World Cup 2022	\$2500
Kensington & Norwood City Band	Junior Band Program	\$2500
Kensington Residents Association	Community Movie Night	\$3000
Kent Town Residents Association	Musical celebration	\$2800
Kintsukuroi-mi	Mosaic-ing Reels for Outdoor furniture	\$3000
Linde Community Garden	Replacing and purchasing equipment	\$3000
LiTracey	Luminary Lunch	\$2500
Payneham Bowling Club	24 sets of lawn bowls	\$2700
Talita Santos Fontainha	Carnaval at Adey	\$2600
NPSP Community Garden Inc	Replacing and purchasing equipment	\$3000



Fit Kids

The Council provided \$21,750 in funding to 9 community groups to support local initiatives as part of the February 2022 Community Funding Program which included:

Organisation	Initiatives	Amount
Probus Club of Payneham	Visit to Monarto Zoo	\$2000
Koala Rescue	Purchasing equipment	\$2400
Adelaide Summer Orchestra	Music and instrument hire	\$1000
Australian Dance Theatre	Welcome to Country – Cultivate	\$2450
East Torrens Payneham Lacrosse Club	Purchase of uniforms	\$2500
Feast Festival	LGBTQ1+ People in Sport event	\$3000
Persian Cultural Association	New Year Persian Ceremony	\$600
SA Athletic League	Norwood Gift Athletic Event	\$2800
Trinity Gardens Tennis Club	Paving under the Pergola	\$5000

Australia Day Awards

The Australia Day Awards are a unique and powerful way of rewarding and recognising individuals and organisations that have made notable contributions to our local community during the year, or offered outstanding service over a number of years.

Presented by the Australia Day Council of South Australia and administered by local Councils, award ceremonies are held on Australia Day each year across the state.



Mayor Bria with Sudhir Thakur

Sudhir Thakur

Citizen of the Year

The City of Norwood Payneham & St Peters' Australia Day and Citizenship Ceremony, celebrated the work of a long serving Justice of the Peace, Mr Sudhir Thakur who received the Council's 2022 Local Citizen of the Year Award.

Tireless and dedicated, Mr Thakur provides weekly Justice of the Peace services to the City of Norwood Payneham & St Peters as well as the Campbelltown City Council.

During the 2020 COVID pandemic, Mr Thakur played a vital role as one of the two remaining Volunteer Justice of the Peace officers willing to facilitate the continuation and commitment of the Council's Justice of Peace program.

Mr Thakur performed JP services for people who travelled to the Norwood Town Hall from across the metropolitan area and regional South Australia.

This meant that unlike many Councils—our Council was one of the few locations across Adelaide that was still able to provide the vital service thanks to the help of Mr Thakur.

As a long serving Volunteer, Mr Thakur has contributed significantly to a range of services across Adelaide including Meals on Wheels and a TAFE volunteer English tutor for migrants.

He is an incredibly worthy recipient and the Council extends its sincere congratulations to Mr Thakur.

New Australian Citizens

In 2021–2022, the City of Norwood Payneham & St Peters welcomed 284 Australian citizens at six ceremonies including the Australia Day Celebration & Citizenship Ceremony on 26 January, 2022.



From our leafy green streets, cosmopolitan lifestyle, heritage buildings, entertainment precincts, parks and reserves, Libraries and Swimming Centres – it is no wonder so many people want to call our City home.

The citizenship ceremonies, which were hosted by Mayor Robert Bria, involved new citizens taking a pledge of which there are two legal options.

Oath of Allegiance under God

From this time forward, under God, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

Affirmation of Allegiance

From this time forward, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

To see the full list of countries in which are residents are from see Page XX.

Commemorative Path for Cycling Champion



David Solari with Mayor Bria

Nino Solari was undoubtedly one of the most revered figures in South Australia’s cycling history.

He was also a very familiar face in the City of Norwood Payneham & St Peters, and his cycling prowess attracted thousands to the former Velodrome at Norwood.

Considered to be one of the greatest Australian cyclists and legend of the sport, Nino was more than just an elite athlete. He thrived in sharing his knowledge and love of cycling and this passion helped to turn young sports people into exceptional athletes, even helping to launch world-class cycling careers.

It was therefore very fitting for the Council to construct a commemorative path honouring the achievements and legacy of the cycling champion.

The Commemorative Path on Osmond Terrace is part of the Beulah Road Bicycle Boulevard Project.

The structure—which was unveiled in May 2022—includes interpretive signage, display boards and custom artwork that recognise Nino’s achievements and contributions to the sport of cycling and to community life in our City.

Work on the Nino Commemorative Path began in early 2022 and was undertaken in consultation with Mr Solari’s family.

The Council Experience



Students undertaking work experience activities

In September 2021, students from local schools spent a week learning about the City of Norwood Payneham & St Peters while gaining an insight into whether they wanted a career in Local Government.

Organised by the Council's Co-ordinator of Youth Programs, eight year 10 students from Marryatville High, Mary Mackillop College and Wilderness School, took part. The program involved a number staff members from across the Council including Customer Service, Communications, Events, Finance, Sustainability, Governance and Assets.

Council staff gave a presentation and provided a general overview of their roles and respective departments through activities for the students.

The group also went on a bus tour visiting the different sites run by the Council including one of the three Library sites, the Depot and the St Peters Child Care Centre.

All of the eight students had positive feedback about the program including;

"What I gained from this experience was lots of new friendships and a deeper understanding and appreciation for the work of the Council"

"It was fascinating to see how each department works with one another by sharing their collected data to help the other teams that require it to further on their projects."

Planting for the Future

Council endorses its inaugural Tree Strategy



In an important step to ensure the establishment, protection and longevity of our trees, the Council adopted its first ever Tree Strategy in April 2022.

There are more than 20,000 street trees in the City of Norwood Payneham & St Peters and 7,000 trees in parks and reserves.

Trees are one of our City's most appealing and valuable environmental features.

Not only are they the "lungs" of our community, bringing cooler temperatures in summer, they also provide beauty to our streets and habitat for birds and animals to sustain biodiversity.

The purpose of the Tree Strategy is to set out a roadmap and actions required to strategically increase the tree canopy cover in our City.

Importantly, the Strategy has set a target of planting 500 new trees each year over the next five years.

While its primary focus is on street trees, the Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land.



Primarily, the Strategy serves as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years.

The Council has committed to increasing its tree coverage by 20% by 2045, with a particular focus on suburbs with low levels of tree coverage.



Our Vision

A *greener, cooler* and *more liveable* City to enhance Community Well-being.

The Strategy is arranged under five strategic themes, which are designed to summarise the key components required to responsibly and holistically manage trees. Each theme contains a strategic outcome summarising the Council's aspirations.

1

Identify and Manage

A City where trees are managed as valuable living community assets.

2

Protect and Value

A City where the existing tree population is valued and retained.

3

Plan for Growth and Renewal

A greener, cooler and more liveable City with an equitable distribution of trees for present and future generations.

4

Maintain

A beautiful, clean and safe City with healthy and well maintained trees.

5

Inspire and Influence

A City that recognises the power of collaboration to achieve an increase in the number of trees on private land and public land to meet the City's tree canopy targets.

Our Business Community

A City of opportunities built on thriving businesses that is recognised for its innovation, diversity and vibrancy.



Snapshot of the Local Economy

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts—each with a unique character and shopping experience—and 7,800 businesses which the Council is committed to supporting and nurturing.

The City has experienced a positive growth rate of 34.7% in the number of businesses over the last four years with the City's percentage of South Australia's Gross State Product remaining steady.

Professional, Scientific & Technical Services, followed by Construction and Rental, Hiring, Real Estate Services, top the list with the highest number of businesses registered by sector with Health Care & Social Assistance and Financial Insurance Services, making up the top five sectors.

Whilst employment opportunities grew by 2028, between 2016 and 2020, to a total of 24,367 jobs—representing approximately 3.3% of the States' workforce—it is worth noting that the effects of the State Government opening

the State's borders in November 2021, influenced this number significantly as unemployment rates are expected to rise in the first few years of implementation of the Economic Development Strategy 2021–2026 before once again declining.

The Construction, Health Care & Social Assistance and Professional, Scientific & Technical Services sectors are represented in the top five in both employment by industry and in the number of business registrations.

Job and Employment Overview



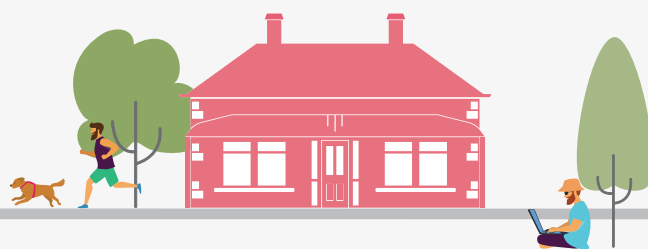
Economic Overview

7,800* businesses

As at June 2022 there were 7,800 businesses trading within the City.

\$1,630 median household income

Compared to \$1,601 in Greater Adelaide.



\$3.098 billion gross regional product

The City of Norwood Payneham & St Peters' gross regional product represents 2.88% of South Australia's Gross State Product.



Business Community Values

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

- ✓ Open space – street appeal, green vegetation
- ✓ Location – close proximity to the CBD
- ✓ Attractive, vibrant and diverse place
- ✓ Activation and placemaking
- ✓ The Parade – drawcard location
- ✓ Diverse business community and high level of collaboration
- ✓ Unique eclectic mix of businesses
- ✓ Connection with the local community
- ✓ Accessibility – pedestrian and cycle friendly
- ✓ Quality, fresh and local produce

*Information collected from REMPLAN 2022.

#Information collected from PlanSA

\$2.912 billion value added

The total value added by the City's industry sectors is \$2.912 billion, which is the difference between total expenditure and revenue.



\$535.35[#]

million estimated development cost

For the 2021–2022 financial year, 941 Applications were lodged with a total development cost of \$535.35m.

\$1.378

billion regional imports

\$2.421

billion regional exports

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

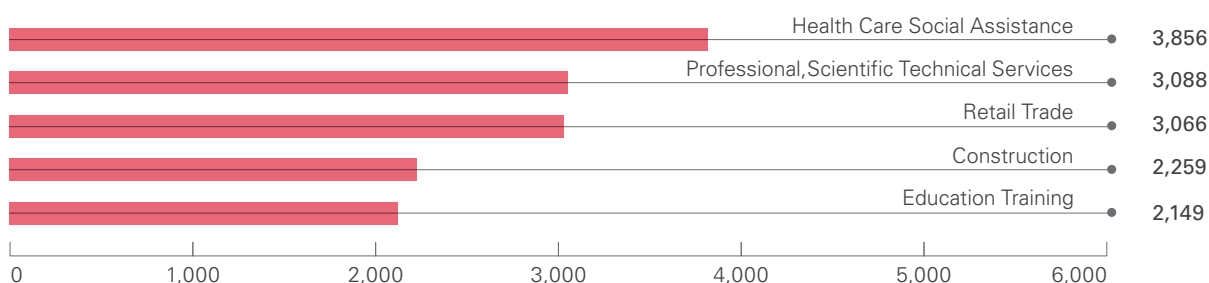
Top 5 Business Sectors

Top 5 sectors with the greatest number of business registrations.



Top 5 Sectors by Employment

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





2022 Eastside Business Award Winners

Eastside Business Awards

With a record number of votes cast, the Eastside Business Awards have once again reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in SA.

More than 10,900 public votes were cast for 295 businesses across the 11 categories. Mayor Robert Bria said he greatly appreciated the community's ongoing support of the Awards.

"This year we had a record number of votes from the public—up 4000 from previous years," Mayor Bria said.

He also paid tribute to the local business community, recognising the difficult environment they have worked through during the past two years.

"While all three spheres of government stepped up to provide support packages to help local traders keep their doors open and save jobs, the real heroes of the pandemic are the thousands of local businesses in our City," he said.

"Their resilience, persistence and ability to adapt in a dynamic environment with constant changes to density limits and other rules has been inspiring."

Mayor Bria said one of the stalwarts of the local business community was James Thredgold who received the prestigious Hall of Fame Award.

The Awards are supported by Solstice Media (the publisher of InDaily, CityMag and SALIFE, as well as AFM services).

There were also two new categories this year—Best Arts & Culture/Entertainment Experience and Best Professional Service.

The inaugural Best Arts & Culture/Entertainment Experience award went to the Mary MacKillop Museum, which offers an interactive and hands-on experience to inspire and educate people of all ages.

It was another successful year for Pavé Cafe, which received the highly sought-after Best Café/Restaurant Award, after winning Best Coffee two years in a row.

It is also the fifth award for Little Bang Brewing after it was awarded Best Entertainment Venue last year and Best Pub/Bar for the three previous years.

Congratulations to all of the winners!

1. Hall of Fame (20+ years)

James Thredgold Jeweller
188 The Parade, Norwood

2. Best Arts & Culture/ Entertainment

Mary MacKillop Museum
19 Phillips Street, Kensington

3. Best Fashion Retailer

Exurbia
134A The Parade, Norwood

4. Best Café/Restaurant

Pave Café
138B The Parade, Norwood

5. Best Coffee

Cheeky Grin Coffee
74A Gage Street, Firlé

6. Best Pub/Bar

The Maylands Hotel
67 Phillis Street, Maylands

7. Best Hair/Beauty Salon

Johnny Slicks Barber Shop
254 The Parade, Norwood

8. Best Customer Experience

T Life
131 The Parade, Norwood

9. Best Independent Small Business

Adelaide Supplements
242 The Parade, Norwood

10. Best Food/Beverage Manufacturer

Little Bang Brewing
25 Henry Street, Stepney

11. Best Professional Service

GR Phones
Shop 3, 1 Margaret Street, Norwood



Hall of Fame Winner, James Thredgold

Hall of Fame Winner

James Thredgold Jeweller

Creating bespoke designs while relishing in a dynamic yet traditional industry, being a jeweller is an incredible profession.

That is the sentiment of James Thredgold whose career has enabled him to travel all over the world, building strong friendships along the way.

"When it comes to design, there are always national and international trends, but I am not bound by those," James says.

"I may see something inspiring in a piece of architecture. I once did a design based on the Chrysler Building (in Manhattan).

"But most of the time, I let the gem stones guide me and tell me what it needs to be."

"Over the last four to five years, our big coloured semi-precious stones have been highly sought after."

"When Big proposed to Carrie in Sex and the City (the hugely popular television series) with a 5 carat black diamond engagement ring, it became very, very popular."

James employs 11 staff—including Head Jeweller Derek Gregory. They have worked side by side for 24 years, with James joking that he spends more time with Derek than Derek's wife does.

When asked how it felt to be crowned the 2022 Hall of Fame winner, James said: "It was just amazing. There are multiple local businesses that are more than 20 years old so I was never expecting to win. I have had so many texts and emails to say congratulations."

"The Awards bring attention to a range of retailers who would traditionally go without being acknowledged, especially during tough times such as COVID."

"Whether it's first, second, third or fourth, the Eastside Business Awards make businesses feel incredibly worthwhile. It is great that the Council organises the event each year."

"I also just love the diversity of The Parade. There is such an organic mix of people," he said.

James, who is a qualified manufacturing jeweller after undertaking a four-year apprenticeship, specialises in hand-crafted designs—one of only a handful of jewellers in Adelaide to do so. His business, which has been located on The Parade for 25 years, also boasts an exclusive range of Tag Heuer, Bremont, Garmin, Gucci and Roberto Coin.

Road to recovery

Council continues to help boost local economy



The Parade, Norwood

With more than 7,000 businesses creating more than 24,300 jobs in our City, there's no doubt that the strength of our local economy is the backbone of our community.

The Council continually strives to ensure that our City is the best place in South Australia to do business across a diverse range of sectors – from hospitality, real estate, homewares, fashion, technology and manufacturing, arts, culture and construction and much more.

Critically, the Council has a strong focus on ensuring continued economic growth and it is guided by the 2021–2026 Economic Development Strategy.

The Strategy acts as a blueprint for helping to guide our community through the recovery stage from the effects of the COVID-19 pandemic.

Unfortunately, December 2021 and January 2022 were two of the three worst performing months for many businesses in the City. The Council developed a range of programs, support packages and new initiatives to help local business including the Taste of the Parade initiative.

The initiative involved vouchers valued at \$25 each being provided to diners who spent \$35, generating a direct spend of more than \$30,000 for the local economy.

The Taste of The Parade vouchers were funded by the Norwood Parade Precinct Committee Separate Rate Levy.

In making the decision to develop the voucher program, Spendmapp data showed that spending on dining and entertainment in the Norwood area fell from \$14 million in October 2021 before the borders opened to \$12.6 million in December, and then to \$9.55 million in January 2022 after density restrictions were reintroduced, amounting to nearly \$4.5 million in lost revenue over three months.

The vouchers were just one of a number of initiatives introduced to support businesses in the Council area which were negatively impacted following the opening of the borders in November and the introduction of State Government density limits.

To read more about the vouchers, competitions and levels of support the Council delivered to help the business community, see pages XX to XX.

A home-grown success

European Café stands the test of time



Gabriella Cavuoto and Family, European Café - The Parade, Norwood

With her mobile phone ringing constantly, deliveries arriving through the door and her three sons preparing for a busy night ahead, restaurant owner Gabriella Cavuoto is beaming.

Boasting her trademark welcoming smile, Gabriella describes the history of her family business—the European Café—which is the oldest restaurant on The Parade.

“We have been here for 43 years. We were the first pizza shop to open on The Parade and people keep coming back over the years because we haven’t changed. People want consistency and that’s what we are—consistent.”

Gabriella, her husband Giorgio and three sons, Gianni, Ricardo and Julian, work around the clock to ensure the European Café delivers exceptional service with modern and traditional Italian cuisine.

Like a majority of hospitality businesses across the state, the Cavuoto’s faced the significant financial burden as a result of the pandemic with a 75% drop in income.

But the third generation business has had an “amazing recovery”.

“When the state borders opened and we had very strict restrictions, we had police in the restaurant on Saturday nights counting the number of patrons and turning people away from the door.”

“I understand they had a job to do but it was tough to ask people to socially distance when people want to be together, to be close and be comfortable.”

“The Council did a fantastic job helping businesses—the outdoor dining fee relief was a great help as were the Taste of the Parade vouchers.

“We had a few familiar faces come in to use the vouchers and about 20 new customers who have now become

regulars. It really helped and we appreciated it a great deal.”

With busy nights accommodating more than 100 people plus a private function room, Gabriella says the future is looking very bright for the European Café, which is commonly described as an “institution”.

“But we are a family business so it will depend on what the next generation of my family want to do,” the grandmother of four says with a grin.

“Of course we could not function as well as we do without our incredible staff. They do an exceptional job and I am extremely grateful.”

And what would Gabriella say to anyone who hasn’t been to the European Café yet?

“We make everything here, from our renowned gnocchi to our huge range of deserts, so come along and try good, honest food, you will love it.”

Eastside Design for Living

Supporting the local homeware and interior design industry



Eastside Design for Living booklet

In what is believed to be a South Australian first for a Council, the City of Norwood Payneham & St Peters created a publication to help support the local homeware and interior design industry.

The publication, Eastside Design for Living, was launched at Art Images Gallery on 15 June 2022.

The catalyst for the prestige publication was the City's long-standing reputation for stunning interior and homeware businesses.

Located just minutes from Adelaide's CBD, the City of Norwood Payneham & St Peters is perfectly placed for those wanting to refresh, remodel or reinvent their homes interior.

From inspiring art, international design concepts, and custom made furnishings, our City has a long-standing reputation for its stunning interior and homeware businesses.

For those very reasons, the Council has captured the talent, diversity and style of local establishments in its homewares design booklet, Eastside Design for Living.

Featuring small and family owned, to those recognised internationally, the 47 businesses have a strong emphasis on inspiring and exploring individual tastes, with the ultimate aim of enhancing the beauty and style.

Boasting creative flair, exceptional service and a sharpened knowledge of market and design trends, Eastside Design for Living is not only visually appealing, but also a wealth of history and knowledge.

Each business featured is helping to promote our City as Adelaide's number one destination for international design, custom made furnishings and unique homewares.

Whether you are a discerning design aficionado looking to completely refurbish or simply seeking an eye-catching one-off statement piece, Eastside Design for Living is the perfect compilation of the history and vision of the businesses profiled in this feature publication.

Eastside Design for Living is promoted on the Council's websites, via social media and a range of other external advertising platforms, such as SA Life.

Behind the Businesses Podcast

Diverse industry leaders take centre stage



Will Swale, Nick Keukenmeester & Keta Grishaj

For the second year in a row, the Council has created a unique platform for local businesses to share their insights and stories through the innovative Behind the Businesses Podcast.

Series 2 features 15 local business leaders from a range of professions and industries who discuss a variety of topics, and contribute to the vibrant business community.

Set in the upper level of Beyond Bouldering as well as the relatively new Reform Distilling, both in Kent Town, the professionally filmed episodes are hosted by local Parade identity, Nick Keukenmeester, from Heartland Wines.

The podcast gives local businesses the opportunity to connect with the wider community through the personalisation of business stories and it also helps businesses connect with other like-minded business people in the City.

Series 2 features the following episodes:

- Building a Brand
- Need Support
- Something Different
- The Parade
- Magill Road

Speakers include Owen May from Beyond Bouldering, Dr Derek McNair from The Parade Norwood Veterinary Clinic, Steve Osborn from Identity Marketing plus other well-known business identities.

The City of Norwood Payneham & St Peters is constantly diversifying the way it promotes local businesses and attracts people to our dynamic City.

Win a FIAT 500 competition



Theo, Jenny & Effie Theodoulou

“At some stage in their lives, everybody needs a helping hand.”

These are the wise words of Theo Theodoulou who was thrilled to learn he was the winner of The Parade’s Win a FIAT 500 competition.

Staring lovingly at his new car, Theo described the moment he received the news he won the FIAT 500 Lounge 1.2L 5 Speed Dualogic, valued at more than \$25,000.

“To be honest, every weight just lifted off my shoulders,” he said.

Theo and his wife Jenny, of Black Forest, had faced a series of financial difficulties—describing his situation as “always looking for a spare dollar” after being forced to close his small franchise business earlier this year.

In true testament to the generous notion of paying it forward, Theo received a \$100 gift voucher for Gazman by one of his former employees.

“My wife wanted to go to Burnside but I wanted to go The Parade. I love The Parade—so many shops and lots of places to go for coffee.

“I used the voucher on The Parade at Gazman. The gentleman who served me was a million dollars. Such great old-fashioned service. I kept raving on about him.

“Then to find out I won the car as well, that was just magnificent. I thought... you little beauty!”

Theo and his family are thrilled with the FIAT 500, especially its deceptive spaciousness.

“It is so roomy. My daughter, Effie, has a disability and her wheelchair fits in the car so easily. There are no blind spots as the seat is so high and everything is just lovely, especially the colour. We really couldn’t be happier!”

Theo is currently unemployed and says he is tempted to apply for every competition on offer.

“It really doesn’t matter how small the prize is—it could be a meat hamper—but if it comes along at the right time, it will really lift you up!”

Throughout the eight-week competition, 5216 entries were received, with analysis determining there was direct expenditure of more than \$514,000 at 196 different businesses within The Parade Precinct. The competition was drawn on 13 April.

The competition was an initiative of the Council’s Norwood Parade Precinct Committee, in partnership with Solitaire Automotive Group. The requirements included a minimum of \$25 to be spent at a participating business within The Parade Precinct, and then submitting an online entry.

Raising the Bar Adelaide



Daniel Panozzo & Sean Fewster, *The Just Lawful Project*

The event, which was held across 10 pubs throughout the City in October, received acclaim from both speakers and audience members.

The speakers discussed a range of absorbing subjects including euthanasia, health and fitness, empowering children, reducing homelessness, the damaging effects of video gaming, the changing landscape of media, reporting on victims of crime, domestic violence, sport, fitness, legalising sex work and much more.

Most of the speaker's presentations were sold out prior to the event, with many near capacity.

Mayor Robert Bria said the Council was absolutely thrilled to host another successful Raising the Bar Adelaide.

The City of Norwood Payneham & St Peters is the only City, outside of Perth, to host the event in Australia this year.

"I spoke to various speakers and audience members and everyone was filled with praise. I would like to thank the industry leaders, academics, politicians, doctors, journalists and other experts in their field who took time from their busy schedules to speak," Mayor Bria said.

"I would also like to thank the 900 people who attended 10 bars and pubs across the City to learn more about a wide range of subjects, as well as engage in question and answers and enjoy a drink and fantastic food."

Raising the Bar is a global event series which began in New York and aims to make education a part of popular culture in cities across the world, with Adelaide sitting alongside Hong Kong, London and Sydney.

Raising the Bar Adelaide was first held in the City of Norwood Payneham & St Peters in 2018.

The event will return in August 2022.

Strategic Focus

The City of Norwood Payneham & St Peters' strategic direction is outlined in strategic plans and is informed and shaped by our community. The Council's long-term approach to planning for the development and future requirements of the City aims to create a prosperous and vibrant community with a strong sense of place and ultimate goal of Community Well-being.



Aerial view of Norwood Oval

Strategic Planning Framework

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



Long-term Financial Plan



The Council's financial goal is to be 'A City which delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner'.

To ensure this goal is achieved, the Council has prepared—as required by Section 122 of the *Local Government Act 1999*—a 10 year Long-term Financial Plan. The foundation of the 2021–2031 Long-term Financial Plan is financial sustainability; having the financial resources capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services.

The 2021–2031 Long-term Financial Plan incorporates a number of strategic projects which will enhance the well-being of the community while ensuring the Council can fund its continuing services, programs and activities in a financially responsible manner.

Annual Business Plan




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

The Annual Business Plan supports the strategic objectives set out in *CityPlan 2030* and the Council's Long-term Financial Plan and Infrastructure and Asset Management Plans, by detailing the proposed projects, services and programs to be delivered by the Council during the given financial year.

The Annual Business Plan also details the Council's budget, which is built on the principle of financial sustainability and shapes the projects, services and events delivered each year.

Revenue from the community, Government and financing allows the Council to deliver more than 40 services, programs and events, and enables the delivery of a number of strategic projects and initiatives.



St Peters Billabong

Sustainability Statement

The City of Norwood Payneham & St Peters is committed to being a leader in environmental sustainability because we care about our community and our City.

Sustainable practices and initiatives are central to maintaining the quality of life for our citizens without compromising the natural environment, our open spaces and biodiversity for future generations.

The Council is committed to sustainable initiatives and practices educating, supporting and encouraging our community to make informed decisions which positively impact our environment, and reporting on our environmental sustainability performance as a key outcome of the Council's strategic plan, *CityPlan 2030: Shaping Our Future*.

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages 196–203.

Looking forward

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

- less resources, including natural resources, being used, proactively monitoring our waste production and recycling and adapting our programs to continue to reduce our waste;
- impacts of climate change underpin everything we do;
- best practice procedures are in place for managing stormwater, including capturing and re-using it throughout the City;
- infrastructure for alternative transport methods is provided which assists in reducing the number of cars on the road;
- our natural environment is protected, particularly First, Second, Third and Forth Creek, the River Torrens, and the St Peters Billabong;
- local streets are attractive, shaded and leafy, encouraging more people to walk and cycle as modes of transport;
- our City's trees are protected, with more trees being planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- open spaces are protected and enhanced, creating a highly valued and diverse open space network; and
- our natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.



Infrastructure work at Second Creek



Our Performance

The future can be shaped and influenced by our actions today, for both our benefit and that of future generations.

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Major Projects



Artist Impression of Payneham Memorial Swimming Centre

Payneham Memorial Swimming Centre



The Payneham Memorial Swimming Centre will be transformed into an exciting aquatic park for swimmers, families and the wider community.

In May 2022, the Council released for the first time, a three-dimension fly-through which reveals the extent of the massive redevelopment.

The Council will be investing \$16.5 million in 2022–2023. This is in addition to the Council's \$500,000 investment this financial year.

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

This redevelopment includes:

- two new pools (including a 50m pool and all season 25 metre pool);
- high platform waterslides;
- water play areas; and
- disability access ramps to facilitate increased use of the facilities.

The redevelopment will also boost the local economy by creating jobs and a direct spend on construction.

While the Centre is much-loved, it is also desperately in need of major work, having been constructed in 1968. This investment will make a huge difference to people who use the centre making it even more popular given the exciting new features, including the high platform waterslides.



Artist Impression of Dunstan Adventure Playground

Dunstan Adventure Playground



The Dunstan Adventure Playground is one step closer to being redeveloped after the City of Norwood Payneham & St Peters approved the detailed concept design in April 2022.

The Council is providing funding for the project through its Long-Term Financial Plan, while the State Government allocated \$450,000 last year, through its Open Space Grant Funding Program.

The much-loved Dunstan Adventure Playground, at St Peters, has several pieces of outdated play equipment requiring regular maintenance. The redevelopment will include:

- the installation of adventure themed play equipment including a new slide and the removal of old equipment;
- carpark and entry improvements;
- new public toilets;
- a new shade structure;
- lighting; and
- better path integration with the River Torrens Linear Park.

The playground was constructed in the 1970s and, although it is still very popular, it is in need of a revamp. Local residents and the wider community will benefit greatly from this major upgrade.

The Council undertook extensive consultation with the local community, even seeking feedback from local school children about what play equipment they wanted to have installed.

There was also a community drop in event and an online survey, as well as two engagement workshops with the Kurna Yerta Aboriginal Corporation, to discuss the cultural history and significance of the area. The upgraded playground will provide opportunities for recreation and relaxation, while creating a 'sense of place' and strong social interaction."



Protecting residents and businesses from flooding



Residents, businesses and property owners will benefit from a \$9.9 million Federal Government grant to upgrade and improve stormwater infrastructure.

This significant investment is being matched dollar-for-dollar by the Council, resulting in a near \$20 million investment to reduce the risk of flooding in St Morris, Trinity Gardens, Maylands and Stepney, which is known as the Trinity Valley.

The funding is from the Federal Government's Preparing Australia Program, which targets local projects across the nation, with a focus on improving resilience against natural disasters.

The new stormwater infrastructure will reduce surface flood waters during storm events by capturing stormwater and temporarily storing it in a detention basin at St Morris Reserve, as well as underground detention tanks within the road network.

Importantly, the funding boost will offset the Council's overall \$38.4 million investment to protect residents and businesses from flooding at various locations in our City.

As part of its Flood Mitigation Assessment, the Council has allocated funding to upgrade stormwater infrastructure—particularly to prevent the damaging consequences of a one-in-100-year rainfall event.

The City-wide upgrades to the stormwater drainage network stems from a floodplain mapping project which identified locations which are at risk from flooding and considers a range of future scenarios, including infill development and the ongoing impacts of climate change.

Work on the project is expected to start in December 2022.



New recreation area as part of flood prevention plan

Children, their families and the wider community will benefit from new play equipment and enhanced amenities at St Morris Reserve, which will be redeveloped in order to accommodate flood prevention infrastructure.

Community consultation is expected to start at the end of 2022 regarding the redevelopment of St Morris Reserve, which is located at the corner of Green Street and Seventh Avenue.

The redevelopment will include new play equipment as well as improved landscaping.

The upgrade and enhancement of the Reserve will be the final stage of the Council's multi-million-dollar program to manage flooding in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney issue which has been raised by local residents.

Preparing Australia Program

The Preparing Australia program provides locally identified and locally led projects with up to \$10 million in funding to improve the resilience of communities against natural hazards.

Supported by the National Emergency Management Agency, the Preparing Australia Program supports projects that mitigate or reduce the disaster risk, impact and consequence associated with large-scale natural hazards.

The objectives of the Preparing Australia Program are to:

- improve the long term resilience of Australian communities and households to natural hazards including bushfires, floods and tropical cyclones; and
- deliver disaster risk reduction projects that reduce hazard exposure or vulnerability and are aligned with the recommendations of the Royal Commission into National Natural Disaster Arrangements and the National Disaster Risk Reduction Framework.

The City of Norwood Payneham & St Peters received funding as part of Round 1 of the Federal Government's Preparing Australia Communities Program which was announced on 7 April 2022.



The River Torrens Linear Park Path



Ongoing

The River Torrens Linear Park Shared Path Enhancement, Stage 2 project involves the reconstruction of the shared path along the River Torrens Linear Park between Twelftree Reserve and the intersection of Battams Road and Ninth Avenue.

Once completed, the project will deliver an upgraded shared path with LED lighting that is fully compliant with Austroads and Australian Standards, and will increase pedestrian and cyclist capacity whilst also improving safety and accessibility for all ages and abilities.

The construction works will most likely commence in mid-January 2023 and be completed by early September 2023.



St Peters Street



Under construction

Construction of St Peters Street is expected to be completed early next year.

The \$4.5 million investment will result in improved safety for pedestrians and cyclists, new trees, landscaping and accessibility to the River Torrens.

Detailed design for the St Peters Street Streetscape Upgrade was completed in September 2021.



Burchell Reserve



Detailed design commenced

The transformation of Burchell Reserve, St Peters, is scheduled to be completed by the middle of 2023.

The Council's \$3.2 million investment will deliver state-of-the-art facilities with multi-purpose courts: two community tennis courts, basketball and netball rings, shelter, barbeque and picnic facilities, new play equipment, furniture, lighting and new toilets. The Council endorsed the Burchell Reserve Masterplan in June 2021 and the detailed design commenced in November 2021.



The Parade Masterplan



Detailed design commenced

Pedestrian safety, movement and amenity are the primary objectives which the Council is seeking to achieve through the implementation of The Parade Masterplan.

This will be achieved through the delivery of a pedestrian crossing near the Norwood Oval, wider footpaths, additional street trees, landscaping, street furniture, lighting and public art. A consultant was appointed to prepare the detailed design in November 2021. The Parade Masterplan will be delivered in stages, with construction expected at the start of 2024.

Civil Infrastructure Capital Works Program 2021–2022

The Council works tirelessly and invests significantly to ensure that our community benefits from the exceptional delivery of ongoing capital works for the safety and well-being of residents, business operators and visitors to our City.

A summary of the 2021–2022 Civil Infrastructure Capital Works Program

Suburb	Street	From	To
Felixstow			
Road Re-sealing	Pembury Grove	The Bend	Cardigan Avenue
Firle			
Footpaths	Glynburn Road	Seventh Avenue	Marian Road
Glynde			
Road Re-sealing	Davis Court	Davis Road	Davis Court - End
	Stempel Street	Edward Street	Glenora Court
	Sunbeam Road	Provident Avenue	Lewis Road
	Lewis Road	Avenue Road	Barnes Road
Kerb & Water Table	Barnes Road	Sunbeam Road	Lewis Road
Footpaths	Provident Avenue	Sunbeam Road	Barnett Avenue
	Provident Avenue	Barnett Avenue	Glynburn Road
Hackney			
Kerb & Water Table	Richmond Street	Hatswell Street	Torrens Street
Footpaths	Richmond Street	Hatswell Street	Torrens Street
Kensington			
Road Re-Sealing	Shipsters Road	Kensington Road	The Parade
	The Parade	Portrush Road	Shipsters Road
	Bishops Place	Regent Street	Shipsters Road
Kerb & Water Table	Bishops Place	Regent Street	Shipsters Road
Marden			
Road Re-sealing	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippett Avenue	Addison Avenue
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
	Addison Avenue	Broad Street	Battams Road
Kerb & Water Table	Addison Avenue	Broad Street	Battams Road
	Anne Street	Marden Road	Wear Avenue
	Buik Crescent	Tippet Avenue	Addison Avenue

Suburb	Street	From	To
Marden Continued			
	Tippett Avenue	River Street	Addison Avenue
	Wear Avenue	Payneham Road	Kent Street
Footpaths	Battams Road	Second Avenue	Addison Avenue
	Lower Portrush Road	Beasley Street	Council Boundary
Maylands			
Road Re-sealing	Stacey Court	South End	Janet Street
Norwood			
Road Re-sealing	Threlfall Avenue	Charles Street	Frist Creek
	Threlfall Avenue	First Creek	Charles Street
Kerb & Water Table	Threlfall Avenue	First Creek	Charles Street
Payneham			
Road Re-sealing	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
Kerb & Water Table	Arthur Street	Henry Street	Payneham Road
	Arthur Street	Marian Road	Rosella Street
	Henry Street	Arthur Street	Ashbrook Avenue
	Henry Street	Edward Street	Barnes Road
	Marian Road	Arthur Street	Ashbrook Avenue
Royston Park			
Footpath	Battams Road	Second Avenue	Addison Avenue
St Morris			
Road Re-sealing	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
Kerb & Water Table	Gage Street	Seventh Avenue	Gwynne Street
	Second Avenue	Gage Street	Green Street
St Peters			
Road Re-sealing	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Sixth Avenue	Suburb Boundary	Lambert Road
Kerb & Water Table	Fourth Avenue	Stephen Terrace	Winchester Street
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Footpaths	Harrow Road	Second Avenue	Third Avenue
	St Peters Street	Second Avenue	Eighth Avenue
	Stephen Terrace	Payneham Road	First Avenue
Stepney			
Road Re-sealing	Henry Street	Stepney Street	Nelson Street
Kerb & Water Table	Ann Street	Henry Street	Payneham Road
	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street
Footpaths	Henry Street	Stepney Street	Nelson Street
	Henry Street	The Bend	George Street
	Union Street	Stepney Street	Nelson Street
Trinity Gardens			
Road Re-sealing	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent
Kerb & Water Table	Canterbury Avenue	Albermarle Avenue	Lechfield Crescent

The Year Ahead

This map and list detail the major and significant projects and their total project value which are planned for delivery across the City during 2022–2023, for the benefit of the community.



Social Equity

Civil Infrastructure
Whole-of-Life Works Program
\$644,000

Buildings Whole-of-Life
Works Program
\$1,154,500

Recreation & Open Space
Works Program
\$460,000

Acquisition of library stock
\$202,000

Youth Development Strategy
\$45,000

Street lighting renewal
and upgrade
\$100,000

Biennial Community Survey
\$30,000

Cycling Plan 2021–2026
Year 1 Implementation
\$25,000

40km/ph Speed Evaluation
Stepney & Maylands
\$25,000

Cultural Vitality

Tour Down Under
\$55,000

Economic Prosperity

Eastside Business Awards
\$40,000

Raising the Bar Adelaide
\$37,000

Business & Networking Events
\$20,000

Environmental Sustainability

Stormwater drainage
Whole-of-Life Works Program
\$7,584,000

Greening of Verges Program
\$25,000

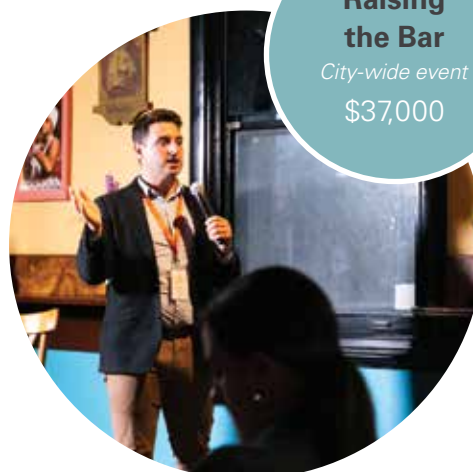
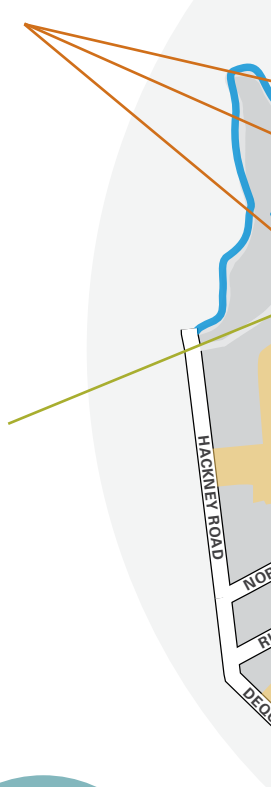
Urban Greening Program
\$25,000

Concerts in the Park

\$120,000

Burchell Reserve Upgrade Project*

\$3,233,000
(Total cost \$3.2m)



Raising the Bar
City-wide event
\$37,000

* Ongoing major project

Cruickshank Reserve

\$890,000

Payneham Memorial Swimming Centre Redevelopment Project*

\$16,500,000 (Total cost \$24m)

Additional street trees

City-wide

\$100,000

Dunstan Reserve Adventure Playground Project*

\$1,285,000

(Total cost \$1.35m)

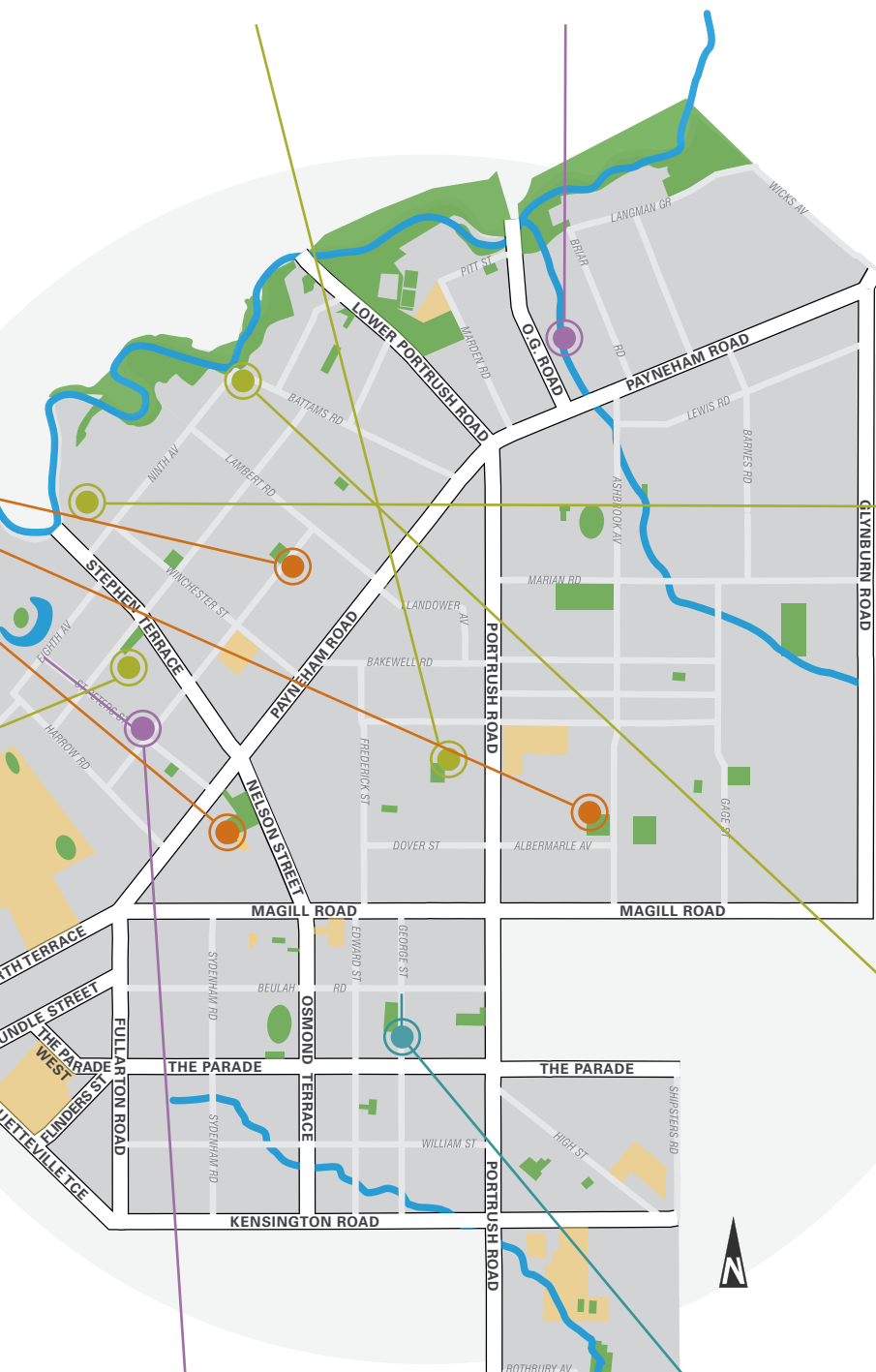
Private laneways to public roads conversion

\$190,000

River Torrens Linear Park Shared Path Upgrade Project

\$2,771,000

Total cost \$2.79m)



St Peters Street Streetscape Upgrade Project*

\$3,076,000 (Total cost \$4.45m)

The Parade Masterplan & George Street Upgrade*

\$2,461,000



Community Facilities



Payneham Memorial Swimming Centre



Swimming Centres

Our Swimming Centres are conveniently located in the leafy suburbs of Kensington and Felixstow and offer the ideal environment for aquatic fitness and education, social gatherings and fun.

The season opening at Payneham Memorial Swimming Centre was three weeks prior to the Norwood Swimming Centre, allowing the Council to plan for a swimming season of 27 weeks between the two facilities.

The Payneham Memorial Swimming Centre was opened to the public on 9 October 2021, with the season concluding on 27 March 2022.

The Norwood Swimming Centre opened to the general public on 30 October 2021, with the season concluding on 17 April 2022.

Combined, both Swimming Centres attracted 11,816 entries for the school

term swimming and water safety education program, an increase from 8,645 2020–2021 and on par with 11,822 in 2019–2020.

Payneham Memorial Swimming Centre increased lane hire usage by 21.3% in 2021–2022 with lane hire equating to 2295 hours.

The Swimming Centres reported a combined operating deficit of \$539,000 in 2021–2022, compared to an adopted operating deficit of \$535,000, an unfavourable variance of \$4000.

Challenge

As the Council provides two outdoor Swimming Centres, environmental factors impact significantly on the patronage.

The 2021–2022 season was considered quite mild with less days over 30

degrees than previous years. The highest patronage days are traditionally when the maximum temperature exceeds 30 degrees. In the 2021–2022 season there was only 44 days that exceeded 30 degrees compared to the previous five-year average of 59 days. Additionally, only nine of these days exceeded 35 degrees, 13 days less than the previous five-year average.

Operational changes have been undertaken at the Swimming Centres since the initial impacts of COVID-19.

At the start of the 2021–2022, restrictions had been significantly reduced compared to the previous season however the following operating controls were undertaken:

- online lap lane bookings for lap swimming for 90 minutes and recreational bookings (three hour timeslots);



- maximum of six lap swimmers per lane;
- the maximum density (excluding staff) of one person per two square metres in outdoor or indoor areas;
- density limits displayed throughout all buildings, including at each swimming pool;
- a clearly identifiable COVID Marshal on duty, at each Swimming centre, at all times;
- increased cleaning of frequently touched surfaces (including swim school equipment and bathroom facilities);
- sanitising stations at entry and exits of the facilities;
- wearing of masks for anyone who is inside a Council Building; and
- contact tracing registers maintained and stored at both sites.

On 23 November 2021, the South Australian Government lifted its border restrictions. By mid-December a spike in case numbers caused the State Government to increase density restrictions which resulted in capacity limits of one person per four square metres. Additionally, all schools were directed to cancel all inter school sports and extra circular activities. This resulted in all excursions such as water polo and school lessons to be suspended until week five of term one.

Shortly after the opening of the state's borders, staff become unavailable to work, with little to no notice due to contracting COVID, or being deemed as a close contact and therefore required to isolate. At no stage, did the staff shortages result in the closure of either site.

Looking ahead

For the 2022–2023 swimming season, the Payneham Memorial Swimming Centre will be closed due to a major redevelopment. See page XX.

While the Norwood Swimming Centre will remain open throughout the redevelopment period, there could be some frustration from regular users of the Payneham Memorial Swimming Centre. To counteract this, the Council has engaged with the community on a number of levels about the redevelopment of the Swimming Centre. The redevelopment has also received extensive coverage in the media. See page XX.

Parks and Reserves



The Council has more than 180 hectares of open space, comprising 72 parks and reserves and 29 playgrounds for the community to enjoy.

Our parks and reserves have been designed as places for the whole family to enjoy—even your canine companions can explore our ten off-leash areas.

Many of the parks feature recreational facilities such as tennis, netball and basketball courts, cricket pitches and sporting fields.

Ideal settings for filming and photography, weddings, birthday parties and corporate events, our parks are also available for casual hire.

180 hectares of open space

72 parks and reserves

29 playgrounds

10 off-leash areas

Challenge

A basketball court which is located at Felixstow Reserve, is very popular with the community. However, usage of the court has resulted in some local residents raising concerns about people playing after dark, noise and anti-social behaviour.

In June 2022, the Council undertook community consultation and invited members of the community to have their say on how the court is used and what could be improved. The consultation process also took into account if the basketball ring should be kept at its current location, moved to another location or if other restrictions on play could be implemented.

Elected Members will consider the consultation outcomes in July 2022.

Felixstow Reserve

Corner of Langman Grove and Riverside Drive, Felixstow

Features nature play spaces, Kauria interpretive trail, fitness stations, walking trails and various sporting facilities.



Linde Reserve

Nelson Street, Stepney

Features an all-abilities playground, basketball ring and soccer goals, artworks and an amphitheatre.



St Peters River Park

entry from River Street or Goss Court, St Peters

Features a cricket pitch, seating and electric barbeques.



Richards Park

corner of Magill Road and Osmond Terrace

Features an amphitheatre, playground, seating and shaded area.



Payneham Oval Playground

John Street, Payneham

Features a range of sporting facilities including an oval, tennis court, football, basketball ring and cricket pitch

Joslin Reserve

between Third and Fourth Avenues, Joslin

Features tennis courts, a playground, and shaded lawn areas.





Libraries and Community Centres



The Council's three Libraries are shared spaces, which facilitate the pursuit of recreation and leisure, connect citizens through shared experiences and as a result, assist in building social capital and offer lifelong learning experiences.

Overall, visitors to our Libraries accessed 387,713 physical and digital loans in 2021–2022, compared to 365,281 in 2020–2021, which is an overall increase of 7.4 % in loans. Of this, 338,204 were physical loans, and 49,509 were digital loans.

Physical loans recorded

387,713

Loans recorded in 2021–2022

In comparison to 365,281 in 2020–2021 and 286,809 in 2019–2020.

Digital content loans recorded



49,509

Loans recorded in 2021–2022

40,409 in 2021–2022

60,242 in 2020–2021

34,312 in 2019–2020

In addition, the Council's Libraries:

- received 134,736 visits in 2021–2022, a slight decrease compared to 152,730 in 2020–2021;
- purchased 12,397 new library items across a range of media and mediums to ensure the collection meets customer demands and reflects a contemporary and relevant collection; compared to 11,653 in 2020–2021;
- filled 102,946 holds placed on physical library items by customers;
- held 441 Lifelong Learning Program sessions across the three libraries with a total of 5,873 registrations, with programs being tailored to adjust to easing COVID-19 density restrictions over time.

The Council continued with the provision of Click, Call & Collect and library home delivery services for the community to assist customers with overcoming COVID-19 challenges throughout 2021–2022. Since the easing of COVID-19 restrictions in November 2021, community confidence to return to the library and utilise its services or participate in in-house programs has increased over time.

A total of 515 community groups, private hirers and commercial organisations hired the Council's community facilities, including the Payneham Community Centre, the Payneham Library & Community Facilities Complex, the St Peters Youth Centre and the St Peters Town Hall Complex.

In all, 4,172 hire sessions were facilitated across the four sites in 2021–2022.

Challenge

Ongoing changes to the types of public activities allowed under COVID-19 restrictions including changing density requirements for general activities continued to impact facilities hire throughout early 2021–2022, with many vulnerable community groups and private users suspending their hire in certain conditions as COVID-19 fluctuated.



Norwood Concert Hall



The Norwood Concert Hall caters for events of all sizes, including productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

An outstanding example of late Edwardian architecture, the Norwood Concert Hall has the most exacting standards to preserve and enhance both its character and detail.

Activities, events and functions held at the Norwood Concert Hall attract visitors to The Parade, which in turn results in increased activity within the surrounding area.

During the 2021–2022 financial year, more than 50 bookings attracted approximately 26,500 patrons with highlights including acts such as concerts, Fringe performances, theatre and fitness and well-being events.

Data from the Norwood Concert Hall website, which was launched in 2018–2019, shows that events, venue hire information, virtual tour and technical specifications were the most visited on the site. The website also allows on-line enquiries which have increased considerably since the launch.

In accordance with the Council's environmental initiatives, Norwood Concert Hall continued to be a plastic-free venue after it reduced its use of single-use plastics. A number of single-use plastic items have been replaced with more environmentally friendly alternatives:

- disposable cups have been replaced with reusable polycarbonate cups;
- bottled water has been replaced with canned water;
- plastic plastic straws have been replaced with paper straws;
- coffee cup lids are no longer used; and
- compostable coffee cups are now being used.

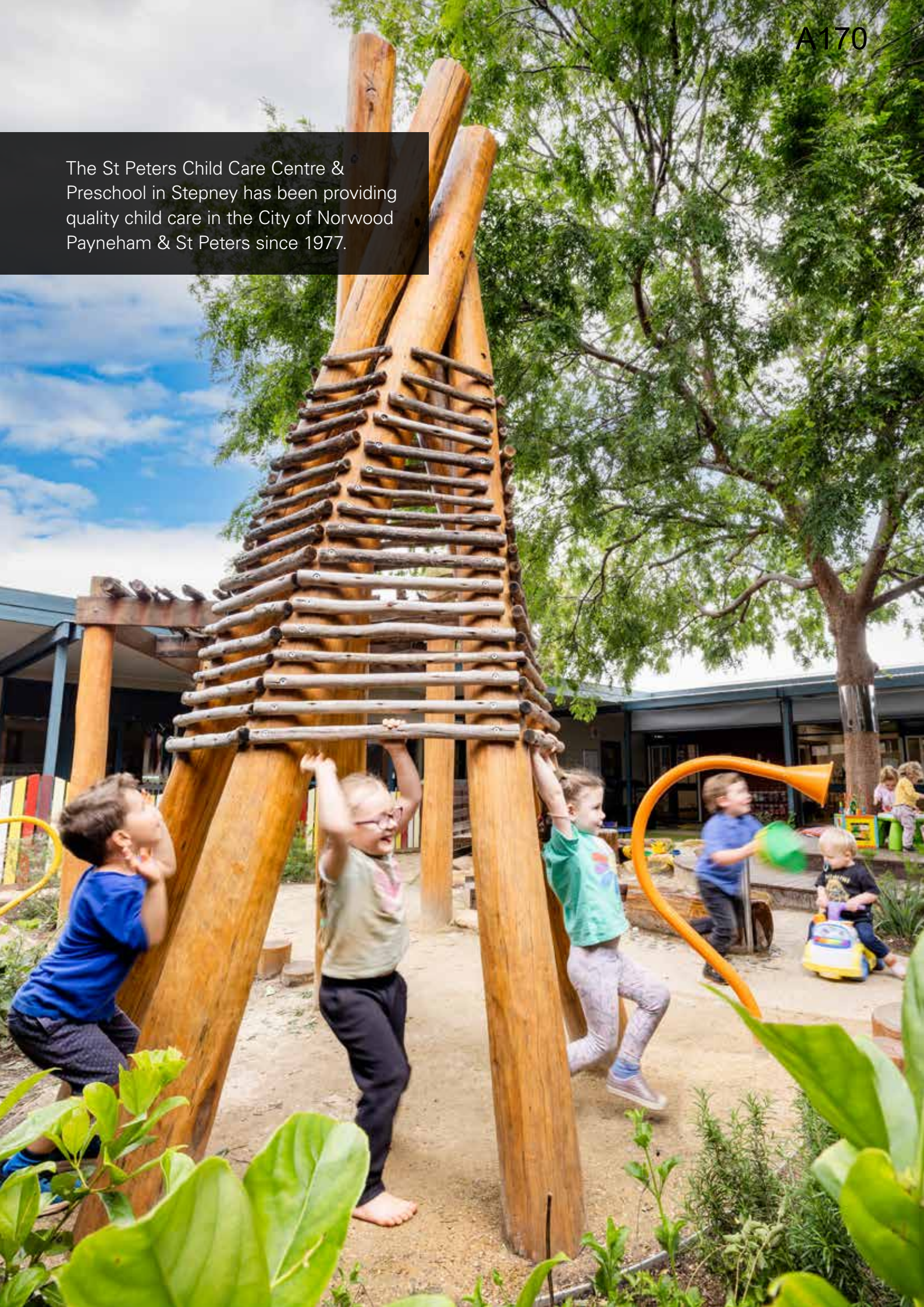
Challenge

As a result of Federal and State Government restrictions due to the COVID-19 pandemic, the Council's management of the Norwood Concert Hall adapted to the changes put into place by the COVID-Safe Plan to remain compliant.

The Council has taken every precautionary measure to ensure the venue complies with prescribed regulations including:

- putting in place a COVID-Safe plan for the venue which is updated regularly;
- ensuring all staff have completed COVID Marshal Training;
- installing a variety of signage throughout the venue to remind patrons of physical distancing requirements and good hygiene practices;
- providing sanitiser on arrival and throughout the facility;
- reconfiguring seating plans to comply with physical distancing requirements;
- increasing cleaning processes before, during and after performances; and
- creating additional spaces and entry and exit points where possible to minimise congregation of patrons and to comply with physical distancing requirements.

The St Peters Child Care Centre & Preschool in Stepney has been providing quality child care in the City of Norwood Payneham & St Peters since 1977.



St Peters Child Care Centre & Preschool



The St Peters Child Care Centre & Preschool values the importance of play in assisting children to learn. Through the process of exploration, children practice and develop skills in all areas of development, physically, socially, cognitively, emotionally, and creatively.

The Centre is licenced for 105 long day care places per day, however to ensure that the Centre continues to provide high quality care, the number of available places is capped at 94.

The Centre is an Approved Provider under the Education and Early Childhood Services (Registration and Standards) Act 2011 and the Education and Care Services National Regulations and Education and Early Childhood Services (Registration and Standards) Regulations 2011.

During 2021–2022, there was a focus on children’s interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

123 families accessed childcare through the Council’s Child Care Centre, which caters for infants through to preschool aged children. This compares with 147 families in the previous year. The Centre maintained an average of 83 children per day, with six families accessing the Preschool for the Universal Access Program.

The Centre achieved an operating surplus of \$53,258 compared to an operating surplus of \$20,604 the previous year.

Priority for child care services was given to essential workers so they could continue to work for the greater good of the community.

Challenge

During 2021–2022, the Centre had a reduction in occupancy due to the effects of COVID-19, with several families choosing to keep children home on some days with work from home arrangements or help from grandparents. When rooms were closed for deep cleans, parents or caregivers were not charged the GAP fee. The GAP fee is the difference between the Child Care Subsidy payment and the total daily cost.

Other Council Properties



The Council has a broad range of properties that it makes available for use by community groups, sporting organisations, and commercial and government tenants under lease and licence arrangements.

The Council leases facilities including community buildings, sportsgrounds, tennis courts, bowling/croquet greens and reserves. Many of the tenants that use these facilities are established in the local community and several have operated within the City for more than 20 years.

At the same time, the Council encourages new organisations and businesses within the City to use the Council facilities when they become available.

The Council also continues to make available public open space for local community groups, schools and sporting groups through entering into a number of short-term and seasonal licences each year.

CityPlan 2030: Shaping Our Future

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. They were painted by the senior students of the 'Kid's Art Studio' under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.



Outcome 2 Cultural Vitality

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



Outcome 3 Economic Prosperity

*A dynamic and thriving
centre for business and
services.*



Outcome 4 Environmental Sustainability

*A leader in environmental
sustainability.*



Outcome 1 Social Equity

*An inclusive, connected,
accessible and friendly
community.*



CityPlan 2030 Objectives

- 1.1 Convenient and accessible services, information and facilities.
- 1.2 A people-friendly, integrated sustainable transport network.
- 1.3 An engaged and participating community.
- 1.4 A strong, healthy, resilient and inclusive community.

Objective 1.1

Convenient and accessible services, information and facilities

- ✔ Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces
- ✔ Maximise access to services, facilities, information and activities
- ✔ Design and provide safe, high quality facilities and spaces for all people

Customer Service

Experienced a 5.8% decrease in incoming telephone calls on the previous year. This is most likely due to the easing of COVID restrictions, which resulted in more Council facilities being open, available for use and therefore more face to face inquiries from the community.

Responded to incoming telephone calls

● 2021–2022 ● 2020–2021 ● 2019–2020



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

● 2021–2022 ● 2020–2021 ● 2019–2020



Digital Communication

The Council's eNewsletter, Your NPSP, was launched in May 2017. It delivers timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber's inbox.

An opt-in bi-monthly communication, Your NPSP, is well received with a 51% average open rate, which is considered strong engagement against a government benchmark of 33%.

The most popular pages on the website have remained constant over the last two years with Swimming Centres, Waste and Recycling and Libraries the most visited pages.

Total website visits



Social Media

- continued to increase the Council's social media profiles on Facebook, Twitter, Instagram and LinkedIn since they were established in April 2018; and
- achieved 2,262,222 total page impressions and 18,804 visits.

Facebook and Instagram performance during 2021–2022

Total fans



Total fans compared to 2,539 in 2020–2021

Total fans compared to 1,278 in 2020–2021

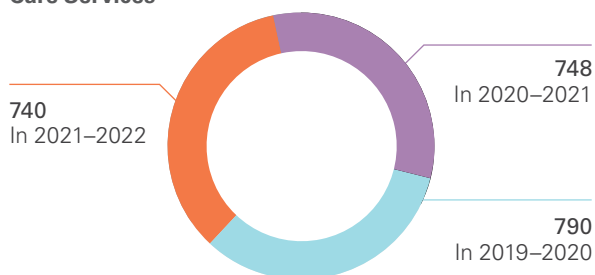
Community Care Services

The Home Support Services Program is part the Council's range of Community Care Services. The Home Support Services Program experienced a 1% decline in demand.

The 1% decline could be attributed to the availability of people living with disability accessing services, through the National Disability Insurance Scheme (NDIS), as opposed to the Council.

There was also a 9% decrease in the number of hours and services delivered. This was due to the Council's Panel of Contractors for Domestic Assistance and Personal Care being limited in the number of clients they could service.

Number of residents accessing Community Care Services



Referrals from My Aged Care



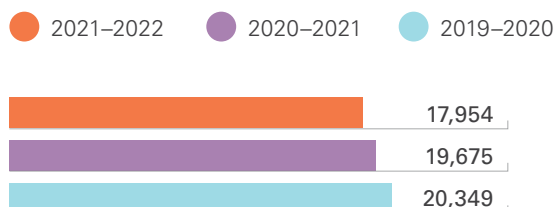
284
2020–2021

267
2019–2020

While there were more referrals in 2021–2022, compared to previous years, the number of Community Care Service hours was less than previous years.

This is because not all referrals resulted in a service. For example, a person who received a referral may no longer require the service, or the service is not provided by our Council.

Hours of Community Care Services delivered



Personal Care

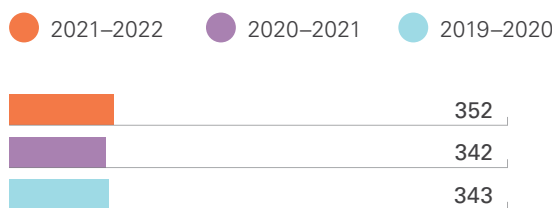
The Council's Personal Care Services provide assistance to eligible citizens who need assistance with dressing, feeding or showering. 19 people accessed Personal Care Services in 2021–2022, an increase from 10 people in 2020–2021.

Home Maintenance Services

The Home Maintenance Service provides assistance to eligible citizens with maintenance and repair work of an essential nature such as gutter cleaning and window cleaning, replacing light globes and tap washers and garden tidies.

352 citizens accessed home maintenance services during 2021–2022, compared to 342 in 2020–2021.

Number of residents accessing Home Maintenance Services



Long-term Domestic Assistance

Long-term Domestic Assistance services provide a cleaning service for 1.5 hours per fortnight to eligible citizens. There was a 9% decrease in the number of people who accessed this service. The decline in the number of clients who received this service was not due to a decline in demand for Domestic Assistance. The decline was due to the Council's Domestic Assistance and Personal Care Panel of Contractors being limited in the number of new clients they could service. The Council's Domestic Assistance Contractors limited ability to take on new referrals was due to a proportion of staff having contracted COVID-19 and not being able to recruit new staff due to a shortage of Aged Care workers in the industry.

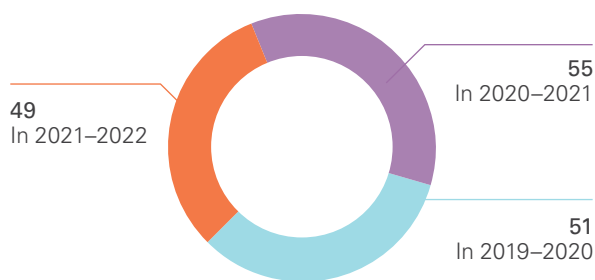
A waiting list was created to those clients that the Council could not provide a service, in the immediate future. Their request for the service (via the waiting list) was responded to once Contractors had the capacity to take on new referrals. On average clients were waiting for up to six to eight weeks before their new service commenced.

Home Modification Services

Home Modification Services is a specialised service offering installation of rails, steps and bannisters to improve safety in homes.

During 2021–2022, 49 people accessed this service compared to 55 in 2020–2021.

Number of residents accessing Home Modification Services



Community Visitors Scheme

The Community Visitors Scheme was introduced by the Department of Health in 1992, to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who are socially isolated or are at risk of social isolation and loneliness. The Council employs a Community Visitor Scheme Co-ordinator to co-ordinate the Program.

The Community Visitors Scheme provided visitation and companionship to a total of 71 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown and Norwood Payneham & St Peters.

The number of visits to residents in aged care is higher than previous years as Volunteers met multiple residents at the same time.

Challenge

Volunteer recruitment and retention has been impacted by COVID-19, Volunteers moving interstate for work and family commitments. Other challenges included:

- Volunteers found the Aged Care Facilities’ visitor entry requirements of RAT Testing and registering too difficult;
- Volunteers not willing to wear the required mask and face shield to visits: and
- some potential Volunteers not willing to have a mandatory flu and COVID-19 vaccination which are now required for visits to Aged Care Facilities.

Shopping and Transport Services

Eligible citizens are transported in either the Council's community bus or in a Council vehicle to a local shopping centre and provided with assistance to complete their shopping.

In 2021–2022, the program had 117 citizens accessing the services on a regular basis compared to 108 in 2020–2021.

Citizens who are unable to visit shopping centres can access a Shopping List Service whereby the Council’s Community Care Officer will complete a shopping and task list on behalf of eligible citizens.

There was an increase of 19% in the number of people who accessed the Shopping List Service during 2021–2022, compared to 2020–2021.

Number of residents accessing shopping and transport services



Community Bus

In December 2021, the Council branded its new Community Bus.

Colourful, vibrant in NPSP branding, the roomy 21 Seater Fuso Rosa features all the mod cons for a comfortable and smooth ride

The new bus has a wheel chair lifter, grab rails and an additional retractable step at the entry, together with all other mod cons.

It was used 30 times in 2021–2022 for the Council’s Community Care Services Program as well as tours and excursions.



Williams Street Norwood School Crossing

Objective 1.2

A people-friendly, integrated, sustainable and sustainable transport and pedestrian network.



Enable sustainable and active transport modes.



Provide safe and accessible movement for all people.



Work with other agencies to influence or provide improved and integrated public transport networks.

Smart School Crossing

The City of Norwood Payneham & St Peters installed Australia's first Smart School Crossing in April 2022.

The Smart Crossing, near St Joseph's Memorial School on William Street, Norwood measures incoming and outgoing traffic speed and volumes, enabling the Council to monitor driver behaviour at any given time, and make better transport planning decisions.

Data indicates that traffic speeds are slowing during the school drop-off and pick-up periods since the installation of the crossing and planning is now underway to assess the feasibility of installing similar technology at other locations in the City.

In September 2022, the Council will nominate for the Planning Institute Australia Awards for Planning Excellence, in the category of Technology & Digital Innovation.

40km/h speed limit endorsement

Reducing the speed limit to 40km/h in residential streets improves safety for pedestrians and cyclists which can encourage more people to choose environmentally sustainable transport options for short trips.

In March 2022, the Council endorsed the reduction of speed from 50km/h to 40km/h in residential streets in Norwood and Kent Town. The decision followed extensive community consultation which was undertaken in 2020–2021, in which more than 800 responses were received.

The speed limit reduction signs will be rolled out in September 2022 and motorists and riders who are adjusting to the change will have a limited grace period with SA Police issuing warnings, rather than fines.

Annual Bicycle Count

The Annual Bicycle Count is carried out at various intersections within the City each year. These intersections have been identified as key bicycle routes in the Council's City-Wide Cycling Plan.

The bicycle count helps track progress, identify areas for improvement, guide investment in infrastructure and inform active transport policy with the goal of making it easier for people to choose active modes of transport every day.

In March 2022, 1,843 bicycles were counted in the Annual Bicycle Count.

City-wide Cycling Plan 2021–2026

The City-wide Cycling Plan has been updated to plan for cycling network projects for the next five years.

The proposed works include path widening and lighting, barrier fencing at steep embankments, improved access to the street network, and cyclist wheeling ramps at two staircases. The upgrades will encourage more path users by improving physical and personal safety along the path, and accessibility to and from the path.

On-Street Parking Policy

Following consultation in February 2021, the Council released its On-Street Parking Policy in early 2022.






The Policy sets out a framework to provide fair and equitable access in mixed use zones, while optimising the use of on-street parking to best meet the needs of individual precinct.

It also ensures the management of on-street parking is clear and transparent.

The provision and management of on-street parking fits in with Council's Strategic Plan *CityPlan 2030: Shaping Our Future*.

Objective 1.3

An engaged and participating community.

-  Promote and facilitate volunteering opportunities in the community and within the Council.
-  Provide opportunities for community input in decision-making and program development.
-  Recognise and use the skills, knowledge and resources of the community.
-  Inform and connect new residents to the community and its resources.
-  Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

Engaging with our Community

More than 60% of households in the City of Norwood Payneham & St Peters have a pet and the Council understands the importance pets play in companionship, exercise and general wellbeing.

The Council provides resources and opportunities for the community to ensure they are responsible pet owners.

The Council's 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the Dog and Cat Management Act 1995 over the five-year life of the Plan.

A key focus of the Plan is implementation of an education campaign to ensure community understanding of the State Government legislative requirements relating to microchipping and desexing of dogs and cats and to promote responsible pet ownership.

During 2021–2022, the Council continued a number of existing initiatives for monitoring and compliance of dog and cat management issues:

- monitoring dog registrations;
- following standard operating procedures to reduce the risk of dog attacks, including education and preventative measures and patrols of public places, parks & reserves;
- managing complaints of dogs wandering at large and investigating barking complaints; and
- continuing the Council's partnership with Cats Assistance To Sterilise, through provision of an annual grant.

Other achievements include:

- social media campaign reached 4852 people;
- delivering a discounted microchipping for dogs and cats.
- direct outreach to the Council's dog database reached 2,500 dog owners
- strong website visitation rates for dog registration (1,477 views) and off-leash areas (1,207 views);
- successful follow-up on overdue dog registrations, resulting in an increase in the number of dogs registered in the City;
- increase in the percentage of dogs and cats microchipped and cats desexed; and
- the Council continued its Volunteer pet companionship program.

Community Funding Program





\$57,850 has been provided to 27 community groups to support local initiatives as part of the 2021–2022 Community Funding Program. See page XX.

Community Consultation

Facilitated 15 community consultations relating to Council policies, plans and major projects. For more information see page XX.

Objective 1.4

A strong, healthy, resilient and inclusive community.

-  Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
-  Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
-  Provide spaces and facilities for people to meet, learn and connect with each other.
-  Encourage and provide opportunities for lifelong learning.

Youth Programs

The Council's biannual Canvas Youth Art Exhibition was held in August 2021. The exhibition was open over four weeks displaying and promoting the creative talent of 13 young artists. Young people were also given the opportunity to develop new skills by taking part in artistic workshops.

In the summer of 2021–2022, the event Friday Nights at the Pool was held at the Payneham Memorial Swimming Centre.

The Council's Wheel Park event was held in the January 2022 featuring an open day, learn to ride lessons, and bling your bike workshops. This event is now held annually to develop and encourage young people's lifelong love of cycling.

For the second year in a row, the Skill Sessions workshops were also held in the April school holidays. A variety of workshops were run over a one week period.

For more information on the Council's youth programs please see page XX

Volunteer Programs

Volunteering contributes significantly to the vibrancy of the City of Norwood Payneham & St Peters. The City has a dedicated group of 208 active Volunteers who play a valuable role in strengthening community resilience and contribute almost 5264 hours of services across a range of programs.

For more information, see page XXX.

Come and Try - Tai Chi and Mindfulness

Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for older citizens to try.

In 2021–2022, the Council continued Tai Chi in the Park and also introduced the Mindfulness and Relaxation initiative as part of Come and Try. A total 65 citizens attended these two activities.

Total Come and Try program participants



* 30 people attended Tai Chi and 35 people attended Mindfulness, which was a new program.



Outcome 2 Cultural Vitality

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






CityPlan 2030 Objectives

- 2.1 An artistic, creative, cultural and visually interesting City.
- 2.2 A community embracing and celebrating its social and cultural diversity.
- 2.3 A City which values and promotes its rich cultural and built heritage.
- 2.4 Pleasant, well designed, and sustainable urban environments.
- 2.5 Dynamic community life in public spaces and precincts.

Objective 2.1

An artistic, creative, cultural and visually interesting City.

-  Use the arts to enliven public spaces and create a 'sense of place'.
-  Provide opportunities and places for creative expression for all people.
-  Attract and support cultural and creative organisations, businesses and individuals.

Visual Art

South Australian Living Artists (SALA) Festival

In August 2021, SALA took place across the City of Norwood Payneham & St Peters, including an exhibition at the Norwood Town Hall.

The Council also subsidised registration fees for artists from the City of Norwood Payneham & St Peters to participate in the Festival.

Art on Parade

The 2022 Art on Parade event featured 26 artists, 114 artworks including paintings, illustrations, photography and indoor sculptures. The art was on display in 24 premises on The Parade. The event took place from 1–31 April. Council staff have been engaging with traders who have not participated in Art on Parade to date, with a view to increasing participation in the 2023 event.

Adelaide Fringe Festival

The City of Norwood Payneham & St Peters featured 26 performances over four venues—including the Norwood Concert Hall—as part of the popular Adelaide Fringe Festival.

The Adelaide Fringe is one of the largest annual arts festivals in the world.

Quadrennial Public Art

Every four years, the Council commissions an artist to create a large-scale sculpture, feature or other form of art work for the whole community to enjoy.

The Council's Quadrennial Public Art Program is now in its fourth round and in May 2022, South Australian artist Nicholas Uhlmann presented his final developed concept to the Quadrennial Public Art Assessment Panel. Mr Uhlmann's design was endorsed by the Panel after considering Expressions of Interest from 11 artists.

The Quadrennial Public Art Commission will be funded through the Council's Major Public Art Reserve Fund. The Council has allocated \$190,000 towards the Council's Quadrennial Major Public Art Project. The art work—Seed Mix which is made up of three sculptures, will be unveiled in Old Mill Reserve, Hackney in September 2022.

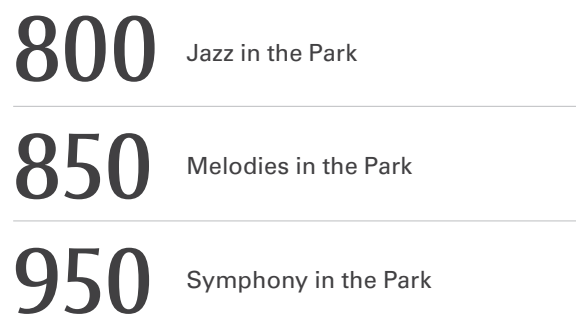
Live Music

Concerts in the Park

The Council is committed to providing free live music events to residents and visitors. This year, the Council hosted Concerts in the Park, a series of open-air concerts which attracted music lovers, families and friends.

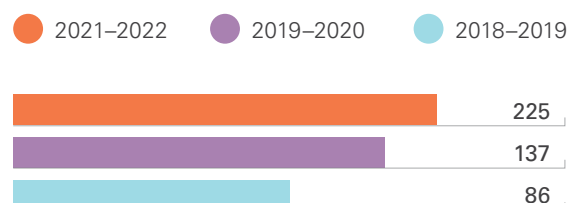
The free Concerts were held in February, March and April.

Event Attendance







Busking in NPSP

Number of busking permits issued



Objective 2.2

A community embracing and celebrating its social and cultural diversity

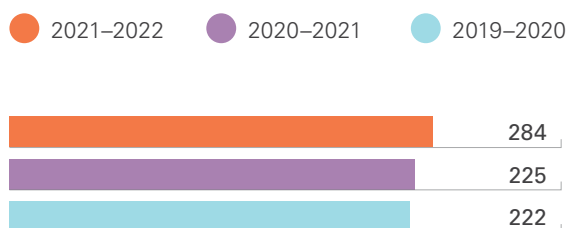
-  Acknowledge and recognise local Aboriginal heritage and history.
-  Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
-  Inform and connect new residents to the community and its resources.
-  Promote understanding of, and respect for, our cultures and heritage.

Citizenship

Six citizenship ceremonies were held during 2021–2022, welcoming 284 new citizens into our community. New residents are from many countries including:

Afghanistan	Israel	Philippines
Albania	Italy	Romania
Australia	Kenya	Singapore
Bangladesh	Korea	South Africa
Bosnia	Kuwait	Spain
Britain	Lebanon	Sri Lanka
Canada	Malaysia	Sweden
China	Mexico	Switzerland
Colombia	Moldova	Taiwan
Egypt	Morocco	Thailand
England	Mozambique	Turkey
Ethiopia	Myanmar	Ukraine
France	Nepal	United Arab Emirates
Greece	Netherlands	
Hungary	New Zealand	United Kingdom
India	Nigeria	United States of America, and
Iran	Northern Ireland	Vietnam
Iraq	Pakistan	

New Citizens



Citizen of the Year Awards

The 2022 Citizen of the Year Awards recognise the valuable and long-lasting contributions of people within our community.

The 2022 Award recipient was Mr Sudhir Thakur who has provided exceptional service to his community through his tireless and dedicated Justice of the Peace volunteering, particularly throughout the COVID-19 pandemic. See more on page XX

Festive Gallery on Osmond

Festive Gallery was once again held on Osmond Terrace from November 2021 to January 2022.




As well as the traditional festive trees, a number of Christmas “presents” were decorated by 16 schools and childcare centres.

The community was invited to nominate their favourite tree and present in the People’s Choice Award competition, which was held on the Council’s Facebook page. The winners of the competition were presented with a \$250 Dillions Norwood Bookshop voucher and a \$500 donation to a charity of their choice courtesy of The Norwood Parade Precinct Committee.

The winning Christmas Tree was decorated by Felixstow Community School. Children from Marryatville Out of Hours School Care, Stepping Stone Marden Childcare and Early Learning were also acknowledged for their art work on other Christmas decorations.

Objective 2.3

A City which values and promotes its rich cultural and built heritage

-  Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
-  Reflect our City's history through cultural heritage programs and initiatives.
-  Promote the value of heritage protection.

South Australia's 2022 History Festival

South Australia's History Festival is one of the State's largest annual community events. Taking place in May each year, the History Festival creates a platform for South Australians to explore, promote and engage with the unique and evolving history of our State.

Each year, the Council participates in the annual State-wide SA History Festival which contributes in a significant way to the City's cultural vitality.

The City of Norwood Payneham & St Peters hosted a range of events including Down at the Local Exhibition about the history of pubs as well as:

- Self-guided walks; and
- Built heritage forums.

The event will return in 2023.

Down at the Local

As part of History Month in May 2022, the Council hosted Down at the Local, a photographic exhibition at the Cultural Heritage Centre.





Capturing the social legacy and stunning architecture of local pubs, some built in the late 1800s, Down at the Local featured the transformation of these iconic buildings into the much-loved hotels of today.

Cultural heritage

The purpose-designed Heritage Centre, located within the St Peters Town Hall Complex, provides interested researchers with access to the Council's significant archival collection. The Centre also features an exhibition gallery to showcase the City's local history and culture through an exciting program of displays and innovative.

Objective 2.4

Pleasant, well designed, and sustainable urban environments

-  Encourage development that complements our City's built heritage and character areas.
-  Maximise the extent of green landscaping provided in new development and in the public realm.
-  Encourage sustainable and quality urban design outcomes.
-  Encourage a range of housing options to assist in maintaining social and cultural diversity.

Langman Grove Road Reconstruction Project

The reconstruction of Langman Grove, Felixstow has ensured the road is maintained to standards suitable for all users.

Works for this project included new stormwater infrastructure at the intersection of Wicks Road and Langman Grove as well as:

- 200m of kerbing replacement along Langman Grove;
- full depth excavation to 500mm and reconstruction of the road in two rubble layers;
- three asphalt layers to finished road level;
- construction of 16 new pram ramps along the section of Langman Grove; and
- new line marking and medium strips.

The project was completed in September 2021.

Burchell Reserve Upgrade

Detailed design of the Burchell Reserve upgrade, which began in November 2021, has now been completed. The key features of the \$3.2 million Burchell Reserve upgrade—which is located at Sixth Avenue, St Peters—includes new multi-purpose courts for tennis, basketball, netball and handball, barbeques and picnic shelter and play equipment.

State Planning Reforms

South Australia's new planning system came into effect on 19 March 2021. The new system, which was introduced by the State Government, has resulted in a range of changes, including the replacement of all Council Development Plans with the state-wide Planning and Design Code.

Development Assessment

842 Development Applications were lodged with the Council. Development approvals included the following:

- new dwellings
- land divisions
- swimming pools
- tree activities (including pruning and removal); and
- changes to dwellings including pergolas etc.

The total value of the development proposals lodged with Council was \$498.74 million.

The Development Assessment Unit has had an increased on focus on compliance, which has resulted in recruitment of a Public Realm Compliance Officer in addition to the Development Compliance Officer role.




Challenge

Despite being operational for more than 18 months, the transition to the new planning system continues to present a range of challenges and adjustments. The assessment of proposed developments against the state-wide Planning and Design Code has demonstrated gaps in the policy framework, some of which have been resolved through minor Code Amendments but others currently remain unresolved. The new planning system has also introduced the ability for private land owners to apply to the State Government for a rezoning of their property through a private Code Amendment.

To minimise the impacts of these challenges, the Council regularly engages with the State Government to advocate for improved planning policy and system outcomes.

Objective 2.5

Dynamic community life in public spaces and precincts.

-  Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
-  Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
-  Host and facilitate community events and activities.

Community events

The Council's annual events program included a range of major events including Australia Day celebrations, the Concerts in the Park series, St Peters Fair and Art on Parade.

Other events that also took place included the Food Secrets at the Green, History Festival, Wheel Park, Citizenship ceremonies, Poolside, Zest for Life, Movie on the Oval and Volunteers Week.

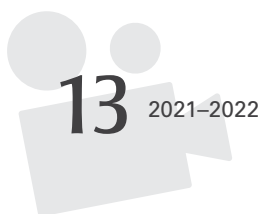
Challenge

As a result of COVID-19, the Norwood Christmas Pageant and Carols could not go ahead.

The Council was also advised by the State Government that the Santos Tour Down Under would not go ahead in 2022 in its usual format. This decision resulted in the cancellation of the Council's Norwood on Tour Street Party.

Film friendly City

Issued 13 permits for commercial filming in the City.



10
2020-2021

10
2019-2020

Pianos in the Park

For the fifth year in a row, the Council has collaborated with piano specialists Leaver & Son, to bring music to the City of Norwood Payneham & St Peters.

Sometimes pianos have been so well-loved that for a number of reasons they cannot be restored or resold, however, they still have some tunes left to play.

Rather than leave these ivory keys unused, Leaver & Son has carried out a small amount of work and delivered a piano to Richards Park and another to Linde Reserve for everyone to enjoy.

This year, children from the Saint Ignatius' College, Early Years & the Council's St Peters Child Care Centre & Preschool to add an artistic element to the pianos.

Alice Parsons, Director of St Peters Child Care Centre & Preschool, says that this was a great opportunity for the children to get creative and participate in a collaboration that the whole community can enjoy.

The pianos were installed in Richards Park and Linde Reserve under cover to protect them from the weather.

Pianos in the Park will return next year.



Outcome 3 Economic Prosperity

*A dynamic and thriving centre
for business and services.*



CityPlan 2030 Objectives

- 3.1 A diverse range of businesses and services.
- 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
- 3.3 Attract new enterprise and local employment opportunities to locate in our City.
- 3.4 A leading centre for creative industries.
- 3.5 A local economy supporting and supported by its community.

Objective 3.1

A diverse range of businesses and services.



Support and encourage small, specialty, independent and family-owned businesses.



Attract diverse businesses to locate in our City.

Eastside Business Awards

The fifth Eastside Business Awards was held in partnership with Solstice Media, recognising business excellence in the City of Norwood Payneham & St Peters.

A record number of 10,974 public votes were received, with 295 businesses being nominated. 33 businesses were shortlisted as finalists in 11 categories.

Winners were announced at a special Awards Ceremony at the St Peters Banquet Hall on Tuesday 12 April 2022.

The Awards, which were more significant than previous years, following months of long-term uncertainty as a result of the COVID-19 pandemic, celebrated the hard work and passion that all of our local businesses put into their work to ensure the best service and outcome for their customers.

The Eastside Business Awards will take place again in 2023.

Eastside Business Awards Hall of Fame

Reserved for businesses in operation in the City for 20+ years. The 2022 inductee to the Hall of Fame category was **James Thredgold Jeweller** which has been in business on The Parade since 1997. For more information, see page XX.

Previous inductees in the Hall of Fame

2021 – *The Parade Norwood Veterinary Clinic*

2020 – *ORBE*

2019 – *Outdoors on Parade*

2018 – *Robern Menz*

Networking events

An end of year networking event was held for businesses located in our City in December 2021. The Christmas networking event, which was held at Adelaide Appliance Gallery in St Peters, ensured representatives from local businesses could re-engage with each other following a challenging year. The event was attended by 79 business and property owners.

In June 2022, a mid-year networking event was again held for businesses in the Council area. This networking event was held at Fine & Fettle which is located on Magill Road in Stepney. This event was attended by 85 businesses and property owners.

Communications

The Council sends out monthly e-newsletters to businesses within the City as well as more targeted e-newsletters to traders within The Parade and Magill Road precincts. Monthly e-newsletters are also being sent to the community, encouraging them to shop, dine and engage with Council initiatives

The e-newsletters are distributed monthly and are an effective method of:

- building positive relationships with businesses;
- keeping businesses and the community informed of Council and business-related news and events;
- creating partnerships and networking opportunities between businesses within the precinct; and
- promoting local businesses and their services to the community.

As at 30 June 2022, the number of EDM subscribers were as follows:

- The Parade 358
- Magill Road 235
- City-wide businesses 677
- Visitors to the City - Head East 9520

54 e-newsletters were distributed to businesses and the community between 1 July 2021 and 30 June 2022.

Objective 3.2

Cosmopolitan business precincts contributing to the prosperity of the City.



Retain, enhance and promote the unique character of all our City's business precincts.



Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.



Promote the City as a tourist destination.

Events

Eastside Wine & Ale Trail

In 2021–2022, the Council's Economic Development Unit worked with multiple businesses—including Reform Distilling and Fox Gordon Wines, to facilitate their participation in the Eastside Wine & Ale Trail.

The EWAT encourages local visitors, as well as interstate and international tourists to visit a variety of local operators including nine boutique cellar doors, two gin distilleries and a micro brewery.

The trail continues to expand each year, having started with just four participating businesses in 2017, and provides visitors with access to the best producers from various parts of South Australia, without having to venture out of metropolitan Adelaide.

Competitions

Taste of The Parade

In order to boost visitation and patronage to businesses along The Parade, the Council's Norwood Parade Precinct Committee endorsed the Taste of The Parade Hospitality Voucher Program.

The concept for the vouchers was developed in March 2022, as a direct result of the pandemic-related density restrictions imposed by the State Government, which had a devastating impact on the hospitality sector.

The initiative started on 28 March 2022 and concluded on 12 June 2022.

The Taste of The Parade vouchers, valued at \$25 each, were available to the public via a registration process – with 46 businesses being nominated by voucher recipients. This resulted in an approximate injection of \$27,031 into The Parade Precinct's economy.

More than 70% of vouchers were redeemed, resulting in diners enjoying a range of culinary delights from The Parade.

Owner of the European Café, Gabriella Cavuoto, located on The Parade, said the Taste of the Parade vouchers were an excellent example of the Council helping local businesses, and helping to bring back locals, visitors as well as tourists to the precinct.

The European Café experienced its most difficult financial period, in its 43-year history, as a result of density restrictions introduced by the State Government in late 2021. The third-generation business experienced an alarming 75% drop in income. Mrs Cavuoto described the experience as "daunting and very challenging.

"We just opened week-to-week. It was surreal looking at The Parade just completely empty without anyone there," she said.

To find out more about the European Café and how the Taste of the Parade vouchers helped this iconic business, see Page XX.

Spend to Win Christmas Competition

To help provide a boost to the pre-Christmas shopping period along The Parade, \$15,000 worth of prizes were on offer to the community for simply shopping on The Parade. To enter, a minimum of \$25 had to be spent at a participating business within The Parade Precinct and an online entry had to be submitted.

Entrants were then in the running to win one of the following:

- \$5000 to spend at businesses on The Parade; or
- \$5000 holiday with the choice from a travel agent based on The Parade; or
- \$5000 towards an e-bike from a bike shop located on The Parade.

In total 2049 entries were received at an average of 62 entries per day and resulting in a direct expenditure of \$271,283.55 at different businesses within the Precinct.



Fallow, St Peters Street

Promoting our City's unique character

In February 2022, the City of Norwood Payneham & St Peters endorsed its inaugural Built Heritage Strategy.

A key element of the Strategy, which will be finalised early in 2022–2023, is to retain, enhance, and promote the unique character of the City.

To achieve this, the Council will work to enhance state-wide planning policies and facilitate appropriate development opportunities in historic areas to cater for the demographic make up of the City's future population and employment growth.

Public Art Map

In order to attract local visitors as well as interstate and international tourists, the Council has developed a Public Art Walking Trail.

The Walking Trail features 26 unique, inspiring and culturally relevant art located throughout the City of Norwood Payneham & St Peters.

The latest art work to be included in the map, will be the Council's fourth Quadrennial Public Artwork, Seed Mix, by local artist Nicholas Uhlmann, following its unveiling in September 2022

Advertising

In 2021–2022, the Council invested significantly in advertising and promoting businesses across the City, including The Parade and Magill Road, two of its key business and economic precincts.

The Council's initiatives were promoted in leading publications such as CityMag, SALIFE, and South Australian Style just to name a few.

Web and social media

The Council continued to publish articles on The Parade and Magill Road websites in the 2021–2022 financial year.

The Parade Social Media



17,244

Followers of The Parade Facebook account at 30 June 2021. Compared to 17,569 in 2020–2021



4,047

Followers of The Parade Instagram account at 30 June 2021. Compared to 3,818 in 2020–2021

Magill Road Social Media



7,615

Followers of Magill Rd Facebook account at 30 June 2021. Compared to 7,647 in 2020–2021



1,913

Followers of Magill Rd Instagram account at 30 June 2021. Compared to 1,897 in 2020–2021

Objective 3.3

Attract new enterprises and local employment opportunities to our City

✓ Foster emerging enterprises and industries.

✓ Support appropriate home-based businesses.

✓ Promote and support local food manufacturing.



Small Business Friendly Council

The Small Business Friendly Council (SBFC) initiative recognises the Council's work in supporting its small business community. The benefits of being small business friendly include:

- supporting the Council's local economy, including growth in small business and job opportunities;
- meeting the needs of ratepayers through the provision of local goods and services; and
- creating the right environment to establish and grow a business.

The Council signed the charter to be a member of the SBFC in November 2021. Since then the Council has continued to:

- implement activities which improve the operating environment for small business within the Council area;
- maintain a business advisory group to assist Council's understanding of the small business needs in its local area;
- implement a procurement policy which recognises and supports local small businesses; paying invoices within 30 days; and
- maintain a timely and cost-effective dispute resolution process to manage disputes.

As a member of the SBFC, the Council is required to submit an annual report highlighting all of its achievements in accordance with this initiative. This information assists the Office of the Small Business Commissioner to identify best practice examples that can be shared with other participating councils.

Business Growth Workshops

The Council presented a series of Business Workshops throughout 2021–2022.

The six sessions focused on a broad range of topics including social media and marketing for business, workplace well-being and business planning.

2021–2022 Growth Workshop topics included:

- Workplace Wellbeing
- Brand Journey
- Business Planning
- Improving your business model
- Leadership Thinking
- Social Media 101

A total of 69 people attended the workshops.

Objective 3.4

A leading centre for creative industries

- ✔ Create a business environment that is conducive to retaining and attracting creative industries to our City.
- ✔ Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.



The Parade, Norwood

Spendmapp data

Since September 2020, the Council has continued to utilise the financial reporting tool, Spendmapp, to analyse whether its marketing and promotional activities have had a positive impact on local traders.

By monitoring banking transaction data and taking into account cash transactions, Spendmapp delivered a comprehensive representation of the City's economy.

Data revealed that the events developed by the Council, in conjunction with the Norwood Parade Precinct Committee, including the Spring Shopping Day, had a direct and tangible impact on local businesses and traders with a 'spike' in expenditure.

The 2021–2022 data showed that consumer confidence and willingness to spend is continuing to recover well from yet another wave of COVID-19, as well as the global effects of war and inflation.

Smart Parking Pilot Project

The Council partnered with eSMART21, to undertake a Smart Parking Pilot Project in October 2021 for a two month period. One of the main aims of the trial was to understand how the Council can use the technology to monitor the ground floor of the Webbe Street Carpark to enforce parking time limit controls so as to improve turn-over rate of spaces, thereby increasing convenience of finding a car park for visitors to The Parade and increase accessibility to businesses in the precinct.






Monitoring car parking bays electronically allows the Council to understand the occupancy rates for the car park, when the peak arrival and departure times are, and how many motorists meet or overstay parking control time limits.



James & Carolyn Schmidt, Heidelberg Cakes

Objective 3.5

A local economy supporting and supported by its community

-  Support opportunities for people to collaborate and interact in business precincts.
-  Retain accessible local shopping and services.
-  Encourage businesses to sponsor local community activities.
-  Support opportunities for the community to access locally produced food and beverage produce.
-  Encourage community support for and promote awareness of all businesses in our City.

Mayor's Business Commendation Awards

The Mayor's Business Commendation Awards recognise small businesses that make a significant contribution to the City, and that have been operating in the City for a minimum of 10 years.

The four Award categories are:

- 10+ Years Bronze Commendation
- 25+ Years Silver Commendation
- 50+ Years Gold Commendation
- 3+ Generational Family Business Commendation

The Awards are based on a self-nomination process. The commendation certificates will be presented at the Council's end of year networking function.

The following businesses received an Award for:

10+ years of trading

- Heidelberg Cakes
- Send a Gourmet Basket
- Leaver and Son Piano & Furniture Specialists
- Well2
- Granite Kitchen Makeovers

25+ years of trading

- James Thredgold Jeweller
- DeConno & Blanco Insurance Brokers
- Ambrosini's Restaurant
- European Café
- Venture Corporate Recharge
- Natural Floors
- Calèche Bridal House

Spring Shopping Day

Spring Shopping Day was an excellent collaboration between the Council, local businesses, creative industries and the community.

With live music at six locations along The Parade, the buzz was felt up and down Adelaide's premier main street, The Parade, Norwood on 16 October 2021.

Created by the Council, the event is designed to encourage visitation and expenditure within the Council area and mainly within The Parade Precinct.

There was also a donation station set up in Norwood Place where pre-loved clothing could be donated, with all collectables donated to op shops in the Council area.

Feedback from the local business community includes:

"The Spring Shopping Day was a success for Aqua Boutique. Shoppers loved the atmosphere created by buskers and of course the sale specials on the day. Chris, our busker, had many people listening and chatting to him during breaks." – Aqua Boutique

"Thanks to you and NPSP for coordinating the Spring Shopping Day. We had an 18% increase in revenue for a Saturday, both from a higher spend per sale as well as increased customer numbers. We also saw more engagement across our social media." – Tell Henry

"It was a successful day for us – seminar on Australian Tours was full and we feel we increased our presence in our new location with a table out front to chat all things travel. The Parade was busy and there were lots of people about." – Phil Hoffmann Travel



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.









CityPlan 2030 Objectives

- 4.1 Sustainable and efficient management of resources.
- 4.2 Sustainable streets and open spaces.
- 4.3 Thriving and healthy habitats for native flora and fauna.
- 4.4 Mitigating and adapting to the impacts of climate change.

Objective 4.1

Sustainable and efficient management of resources.

-  Make better use of water resources including the harvesting and re-use of stormwater.
-  Promote the use of sustainable, active and low emission transport modes.
-  Investigate and implement innovative waste reduction and education initiatives.
-  Improve the water quality in our City's watercourses.
-  Employ and promote energy efficiency initiatives and renewable energy resources.
-  Manage stormwater to reduce the risks of flooding.

Waste Collection

Through East Waste, the Council provides a waste collection service to properties within the City. Since 2004, the Council has provided a three-bin model of kerbside waste collection to residential, commercial and other types of properties. In addition, the Council provides a kitchen organics service and hard waste collections to residential properties. The Council's provision of waste collection system provides options for maximum possible diversion of waste from landfill by recycling and composting finite and valuable resources.

	21–22	20–21	19–20
Kerbside recycling waste diverted from landfill	3,449 t	3,530 t	3,468 t
Kerbside green organic waste diverted from landfill	5,062 t	4,931 t	5,006 t
General waste collected	6,958 t	7,223 t	7,076 t
Hard waste collections	500.38 t	496 t	480 t

t = tonnes

The slight decrease seen in the volume of waste collected may be attributed to more people being back at work and not working from home.

Electronic waste collected during 2021–2022 was minimal as most people take advantage of free specialised drop off points at local hardware and specialty stores.

Circular Procurement Pilot Project

As part of the Council's environmental leadership through an agreement with the Local Government Association of South Australia, staff prioritise and report on recycled-content products and materials when undertaking procurement.

This agreement aligns with the Council's *CityPlan 2030* target to ensure year-on-year increases in corporate purchases.

In 2021–2022, the Council made 140 purchases that had recycled-content products or materials.

Table 1: Purchases Recorded by Use Category – July 2021 to June 2022

Category of Goods Purchased	Recycled Content Weight (tonnes)
Plastics	299
Paper/Cardboard	5
Rubber/Tyres	N/A
Rubble/Asphalt	9,738
Total	10,065

Water Quality Improvement Measures

Treenet Inlets

For the second year in a row, 10 tree inlets were installed.

Treenet Inlets assist in capturing stormwater flowing along the kerb and direct it to a sump buried in the verge. By capturing this stormwater, the Council is able to reduce the quantity of pollutants contained in stormwater from discharging to the River Torrens and the Gulf of St Vincent as well as providing water to street tree to improve their health.

Second Creek Outlet GPT Upgrade

The Council continued to partner with Green Adelaide and the Federal Department of Agriculture, Water and the Environment to upgrade the Gross Pollutant Trap (GPT) located at the Second Creek outlet to the River Torrens.

The GPT is designed to capture gross pollutants such as leaves, bottles and other rubbish for mechanical removal, preventing them from entering the River Torrens. The Deed of Agreement for this project was signed in January 2021 and the project was finalised in April 2022.

St Peters Street Streetscape

The Council has allocated \$4.45 million to undertake the St Peters Street Upgrade Project. The funding consists of \$1.27 million from the Federal Government's Local Road and Community Infrastructure Extension.

The St Peters Street Streetscape Project provides a unique opportunity to deliver measurable environmental benefits. This is achieved through the use of native plants in the verges and median islands, Water Sensitive Urban Design (WSUD) elements to provide passive irrigation to the landscaping and water quality improvements and new street tree planting.

The construction works commenced in March 2022 and are expected to be completed in December 2022.

Waste and Recycling Education

On 1 September 2019, after receiving funding from Green Industries SA (GISA), the Council commissioned an initiative to promote the use and uptake of kitchen caddies.

In 2021–2022, the Council continued its free kitchen caddie initiative to households in the City.

The Council prepared a new Waste Management Policy which prioritises recycling and collection of organic waste for re-processing. Implementation of the new Waste Management Policy commenced, with engagement with the strata managers of multi-storey residential apartments and school sites.

The Council made a submission to the State Government's consultation on the future of Single Use Plastic In South Australia.

The Council made a submission on the Environment Protection Authority's Review of Container Deposit Scheme.

A review was undertaken on the Review of Shared Mobility Schemes and the Council resolved to support an extension to the Permit agreements with the operators of E-scooters within the City.

The Council partnered with a number of other Councils, community groups and Government agencies by becoming a signatory to the National Park City Charter. In December 2021 Adelaide was successful in becoming the first Australian city to be awarded National Park City status.






The Council also promoted waste education at the St Peters Fair, Concerts in the Park and Movie at the Oval.

In 2021–2022, the Council continued its battery and unwanted mobile phone drop off and recycling initiative, resulting in the diversion of:

- 566 kilograms of batteries from landfill;
- 40 kilograms of mobile phones (including batteries and accessories) from landfill; and
- 45.72kgs of toner cartridges.

Objective 4.2

Sustainable streets and open spaces.

-  Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
-  Protect, enhance and expand public open space.
-  Establish a network of linked open spaces for wildlife habitat.
-  Protect, diversify and increase green cover.
-  Integrate green infrastructure into streetscapes and public spaces.



Street and Footpath Cleaning Program

Our Street and Footpath Cleaning Program is designed to effectively manage the cleaning of tree-lined streets in a coordinated manner.

The Council provides a number of street cleaning programs throughout the year in an effort to keep our streets tidy and prevent waste from entering the storm water network.

The frequency of cleaning cycles is determined by seasonal and weather related factors.

Fast Facts

186km of roads are swept every 28 days throughout the City

4,500 t of waste is collected each year on average through the street and footpath cleaning programs
t = tonnes

2,972km of footpaths are cleaned every year

Street & Footpath Cleaning Program Tonnage 2021–2022

Program	Qty (tonnes)
Main Roads - Sweep Only	113.44
Main Roads - Sweep & Blow	196.63
Residential Streets - Sweep Only	270.19
Residential Streets - Sweep & Blow Normal	2800.88
Residential Streets - West Side	897.19
Traffic Management Devices	6.19
Car Park Sweeping	19.25
The Parade & Webb Street	687.50
Total	4,991.25

Street trees

Number of street trees planted





523 New street trees planted 2021–2022



In comparison to 510 planted in 2020–2021 and 391 in 2019–2020.

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

-  Identify and protect remnant vegetation and enhance habitat quality.
-  Revegetate designated areas with local native species.
-  Encourage appropriate biodiversity in privately owned open space.
-  Facilitate community participation in revegetation programs.



St Peters Billabong

Working together to green the City

The Council and St Peters Rotary Club are demonstrating the power of collaboration when it comes to greening the City.

In 2021–2022, the Club and Council, worked together to offer funding grants to community groups, schools, educational institutions and businesses to assist them to make a positive difference to the environment.

The St Peters Rotary Environmental Grants range from \$50 to \$1000 and will be offered for initiatives and ideas, including but not limited to:

- undertaking a planting day to increase canopy cover;
- providing environmental education to children;
- establishing a native garden to attract bees, birds or butterflies;
- conservation work; and
- waste and recycling systems.

The grant round will open, after 1 July 2022.

St Peters Billabong

Just three kilometres from South Australia's capital city, Adelaide, the St Peters Billabong is a thriving ecosystem and a popular place for families and friends to spend time with nature. The Billabong and its surrounding natural landscape have been carefully nurtured over many years by a group of professional and passionate Volunteers.

Friends of the St Peters Billabong




Volunteers participate in regular working bees and are mainly involved in natural re-vegetation work and offer practical, hands-on assistance including planting, weed eradication, watering and general site improvement according to the agreed management plan.

The Council continued to support the Friends of St Peters Billabong to undertake work to restore native habitat, increase biodiversity and improve the quality of water flowing into the River Torrens. Working bees are held at the St Peters Billabong once a month on the third Sunday of the month.

To find out more about the Council's Volunteers see page XX.

Objective 4.4

Mitigating and adapting to the impacts of a changing climate.

-  Lead initiatives to reduce the City's ecological and carbon emissions.
-  Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.
-  Support climate change adaptation and community education.



Corporate Emissions Reduction Plan

The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions. The Council's previous *CityPlan 2030* target was to reduce the amount of corporate greenhouse gas emissions by 5% from 2264 tonnes in 2015–2016. This was achieved by transitioning the City's street lighting to LED technology.

The Council set a new target which is zero corporate carbon emissions by 2030. The ways in which the Council will achieve this target are set out in the Council's Corporate Emissions Reduction Plan. The Plan 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.

Actions undertaken within 2021–2022 to reduce carbon emissions included lighting upgrades to both the St Peters Childcare Centre and the Council Depot. The Council also continued its transition to a hybrid electric vehicle fleet, an interim measure, before transitioning to a fully electric vehicle fleet.

Zero Emissions Fleet Transition

In April 2021, the Council endorsed a Low Emissions Fleet Transition Paper. The purpose of the Paper is to provide strategic direction to transition to low emissions vehicles by 2030. The key recommendations include:

- transition all corporate passenger fleet vehicles to hybrid vehicles by 2023, with a small number of vehicles transitioned straight to full electric vehicle (EV) where there are no hybrid alternatives;
- transition all corporate passenger fleet vehicles to fully electric vehicles by 2026 as part of fleet replacement; and
- begin plant and maintenance vehicle transition to low and zero emission options from 2025 (as vehicle technology and availability increases).

Measuring our Success

The Council is committed to delivering *CityPlan 2030* through to 2030 and monitoring progress through regular reporting to our community through the Council's Annual Report. Additional reporting is also provided through the Council's Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: Macro, Council and Community.

- ▶ **Macro Targets** reflect the Council's commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within the full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for and are not impacted by any reasonable external influences.
- ▶ **Community Perception targets** are set that reflect the community's level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards.

It's important to note some targets cannot be fully achieved as they require a comparison to the previous year and data collected for the targets only commenced in 2021–2022.

Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The use of active transport (cycling, walking and public transport) to school/work

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Journey to work census data	31% of trips made by active transport	25% (2016)	Data unavailable until October 2022	Result unavailable

Key Projects and Programs to Support Target Delivery	Status at June 2022
Alternative Transport Trials Program	
E-Scooters and E-Bike Trial	In Progress
City-Wide Cycling Infrastructure Projects	
St Morris Bikeway	In progress
William Street/Osmond Terrace Crossing Upgrade	In progress
William Street Roundabout Black Spot Mitigation	In progress
Nelson St/Henry Street Cyclist Crossing	In progress
Wayfinding signage Norwood-Magill Bikeway	Completed
Wayfinding signage Burnside Bikeway	Completed
Pedestrian refuge The Parade West, between Grenfell St & Capper Street	In progress
Shared Path Infrastructure Upgrades	
River Torrens Linear Path (Royston Park to College Park) – lighting and widening	Complete
Traffic Calming Initiatives	
40kmph Speed Limit (Norwood & Kent Town)	In progress
Emu Crossing - St Joseph's Payneham	In progress
Koala Crossing at St Joseph's Memorial Norwood	Completed
Active Travel Awareness, Promotion, Education & Measurement	
Cycle network and bus route promotion	Ongoing
Active travel promotion for events	Ongoing
Promote & participate in National active travel	Ongoing
Cyclist skills and maintenance workshops	Ongoing
Participate in Annual Commuter Bike Count	Ongoing
Include active transport question in Community Survey	Delayed
Promote & participate in Work/Ride to School Events and Way2Go Program	Ongoing
Advocacy Program	
Advocate for improved crossings on Main Roads	Ongoing
SA Road Safety Strategy Submission	Complete

Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The number of Lifelong learning programs provided by the Council.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Session numbers collected by the Council	Year-on-year increase in the number of lifelong learning program sessions delivered by the Council	335 sessions (2020)	963 sessions delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Youth Programs (10-18 years)	
Skill based programs (New Vibes Radio, CANVAS Youth Art, work experience, school holiday programs)	Delivered
Recreational activities (Friday Night at the Pool, Wheel Park)	Delivered
Library and Community Centre (Lifelong Learning) Activities	
Adult recreational activities (Movies at the Library, Knit & Stitch Group, Book Club)	Ongoing
Adult Skill based programs (Gardening, Self Help, Digital Literacy support, Author Events)	Ongoing
Child & Youth Program (Baby Bounce, Storytime, Book Week, School Holiday activities, Lego Club)	Ongoing
Active Ageing Programs	
Adult recreational activities (Come & Try)	Ongoing
Zest for Life Festival	Delivered

► **Metric:** The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Infrastructure improvements recorded by the Council	A minimum of one prioritised street improvement each year that encourages active travel	Minimum 1 street improvement	2 projects completed	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Streetscape Upgrades	
College Road, Kent Town	Completed
The Parade West, Kent Town	Completed
Nino Solari Beulah Road/Osmond Terrace, Norwood Median Upgrade	Completed

▶ **Metric:** The level of community satisfaction with safety during the day and night.

Measurement	Target	Baseline	2021-2022 Actual	2021-2022 Result
Community Survey undertaken every two years	Achieve a resident perception rating higher than the average of the previous four Council Community Surveys	> 4.7 day	4.6 day	Target not achieved
		> 4.1 night	4.0 night (0.1 decrease)	Target not achieved
	Achieve a business perception rating higher than the average of the previous four Council Community Surveys	> 4.4 day	4.5 day	Target achieved
		> 3.7 night	3.9 night	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

▶ **Metric:** The level of community satisfaction with the access to services and facilities.

Measurement	Target	Baseline	2021-2022 Actual	2021-2022 Result
Community Survey undertaken every two years	Achieve a resident perception rating higher than the average of the previous four Council Community Surveys	> 4.1	4.2	Target achieved
		Achieve a business perception rating higher than the average of the previous four Council Community Surveys	> 3.75	4.0

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered
SA Road Safety Strategy Submission	Complete

Outcome 2 Cultural Vitality

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

► **Metric:** Council support for initiatives and events that support cultural diversity

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
The number of promotions delivered by the Council	Promote four cultural events each year which celebrate our City's cultural diversity (eg NAIDOC Week, Harmony Day) Aligns with Arts & Culture Plan South Australia 2019–2024.	Four cultural events promoted	Four cultural events promoted	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Cultural Diversity Celebration Program	
Annual Citizenship Ceremonies and Australia Day Celebrations (January)	Delivered
Annual Chinese New Year Promotions (February)	Delivered
Annual SA History Month Festival (May)	Delivered
Annual NAIDOC Week Promotion (July)	Delivered

► **Metric:** The number of community events held.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
The number of events delivered by the Council	Hold a minimum of six major community events per year	A minimum of six major events delivered	Seven major events delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Major Community Events Program	
Tour Down Under Stage Start Event (January) (Cancelled due to COVID-19)	Cancelled
Jazz in the Park (February)	Delivered
Melodies in the Park (March)	Delivered
Symphony in the Park (April)	Delivered
St Peters Fair (April)	Delivered
Zest for Life Festival (October)	Delivered
Norwood Christmas Pageant (November) (Cancelled due to COVID-19)	Cancelled
Twilight Carols (December)	Delivered
Movie on the Oval (December)	Delivered

► **Metric:** Designs or upgrades undertaken to community spaces.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
The number of projects delivered by the Council	Undertake the design or upgrade of at least one public space per annum	At least one design or upgrade delivered	Six designs and upgrades in progress	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Public Space Upgrades	
Burchell Reserve, St Peters – Stage 1 - Masterplan	Completed
Burchell Reserve, St Peters – Stage 2 – Detail Design	Completed
Burchell Reserve, St Peters – Stage 3 - Construction	Scheduled
Hannaford Reserve, St Peters – Stage 1 - Masterplan	Deferred
Dunstan Adventure Playground, St Peters – Stage 1 - Masterplan	Completed
Dunstan Adventure Playground, St Peters – Stage 2 – Detail Design	Completed
Dunstan Adventure Playground, St Peters – Stage 3 - Construction	Scheduled
Borthwick Park, Kensington Creek Improvements – Stage 2 – Design	Completed
Borthwick Park, Kensington Creek Improvements – Stage 3 - Construction	Completed
The Parade & George Street, Norwood (George Street Upgrade) – Stage 2 – Detail Design	In Progress
Payneham Memorial Swimming Centre Redevelopment – Stage 2 – Detail Design	In progress

► **Metric:** The level of community satisfaction with the nature of new development within the Council area.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident and business perception rating higher than the average from the previous four Council Community Surveys	Resident rating > 3.2 Business rating > 3.45	Resident rating > 3.3 Business rating > 3.6	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

► **Metric:** The level of community satisfaction with cultural heritage programs provided by the Council.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys	> 3.8	3.9	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

► **Metric:** The number of jobs in the City.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Australian Bureau of Statistics and Australian Business Register	Number of people employed in the City has returned to pre-Covid levels (24,367 February 2020)	23,826 (April 2020)	Census results unavailable until October 2022	Results unavailable
Key Projects and Programs to Support Target Delivery				Status June 2022
Business/Investment Attraction Program				
Business and Investment Prospectus				Scheduled

► **Metric:** The number of Council training and networking opportunities held by the Council.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Registration numbers recorded by the Council	A minimum of six training/networking events held per annum	Six (2020)	Eight events delivered	Target achieved
Key Projects and Programs to Support Target Delivery				Status June 2022
Business Education Program				
Business Workshop – Workplace Wellbeing				Delivered
Business Workshop – Grand Journey (online delivery)				Delivered
Business Workshop – Business Planning				Delivered
Business Workshop – Business Models (online delivery)				Delivered
Business Workshop – Leadership Thinking				Delivered
Business Workshop – Social Media				Delivered
Business Networking Program				
Mid-Year Business Networking Event				Delivered
End-of-year Business Networking Event				Delivered

► **Metric:** The number of promotional initiatives undertaken by the Council.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Initiatives recorded by the Council	Year-on-year increase in the number of business promotional initiatives held	Six (2020)	Eleven initiatives delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Business Promotion Program	
Eastside Design for Living Publication	Completed
Eastside Happy Hour Series (9 separate events)	Completed
Eastside Business Awards	Completed
Mayor's Business Commendation Award	Completed
Raising the Bar Event	Completed
Book a Holiday Win a Holiday (COVID-19 initiative)	Completed
Food Secrets & Eastside Wine & Ale Trail Tours (run monthly)	Completed
Spring Shopping Day	Completed
Spend to Win \$15,000 on the Parade (COVID-19 Initiative)	Completed
Win a Fiat on The Parade	Completed
Taste of the Parade hospitality vouchers	Completed

► **Metric:** The level of community satisfaction with the Council's performance in attracting and supporting businesses.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident and business rating higher than the average from the previous four Council Community Surveys	Resident rating > 3.65 Business rating > 3.0	resident rating > 3.7 Business rating > 3.3	Target achieved Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

► **Metric:** The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident and business rating higher than the average from the previous four Council Community Surveys	Resident rating > 4.2 Business rating > 3.65	Resident rating > 4.2 (No change) Business rating > 3.8	Target not achieved Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

Outcome 4 Environmental Sustainability

A leader in environmental sustainability

► **Metric:** Total green cover (includes private and public land).

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Record the number of new trees planted by the Council (LiDAR Analysis – Mapping Data)	Plant a minimum of 500 new trees per year in streets and/or public spaces	Minimum of 500 new trees (Baseline 2021–2022)	708 new trees planted	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2022
New Trees via the Annual Street Tree Planting Program	
New tree plantings across the Council's 21 suburbs	Completed
New Trees via the Streetscape, Parks & Reserves Upgrade Program	
The Parade West, Kent Town	Completed
College Road, Kent Town	Completed
Buttery Reserve	Completed

► **Metric:** Corporate carbon emissions.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Carbon emissions recorded with the Trellis tool	Zero carbon emissions by 2030	1,890tCo ₂ -e (Baseline 2017–2018)	Awaiting figures	

Key Projects and Programs to Support Target Delivery	Status June 2022
Corporate Carbon Emissions Reduction Plan	
Solar and Battery Feasibility Study	Completed
Solar PV Specifications for 4 Council buildings	Completed
Solar PV & Battery storage installed at Norwood Town Hall	Completed
Low Emissions Fleet Transition	In progress
Installation of Electric Vehicle Chargers	In progress
100% Renewal Electricity Procurement	In progress
Energy Efficiency audits and initiatives	Ongoing

► **Metric:** The weight (tonnes) of recycled content purchased by the Council.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Council circular procurement reporting tool	Year-on-year increase in corporate purchases of products or materials that contain recycled content	> 72.72 tonnes (Baseline 72.72 t, June 2020)	Awaiting figures	

Key Projects and Programs to Support Target Delivery	Status June 2022
Corporate Training	
Regular reminders for staff to purchase and report recycled content	Ongoing
Corporate Reporting	
Quarterly reporting to LGA using Trellis	Ongoing

► **Metric:** The level of community satisfaction with the Council's response to climate change.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident and business rating higher than the average from the previous four Council Community Surveys	Resident rating > 3.0 Business rating First time measured	Resident rating > 3.3 Business rating > 3.4	Target achieved First time measured

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

► **Metric:** The level of community satisfaction with the Council's management and use of water.

Measurement	Target	Baseline	2021–2022 Actual	2021–2022 Result
Community Survey undertaken by the Council every two years	Achieve a resident and business rating higher than the average from the previous four Council Community Surveys	Resident rating > 3.5 Business rating First time measured	Resident rating > 3.7 Business rating > 3.7	Target achieved First time measured

Key Projects and Programs to Support Target Delivery	Status June 2022
Community Survey	
2021 Community Survey	Delivered

Regulatory Functions

The Council performs a number of Regulatory Functions to ensure compliance with various legislation.

Animal Management

The Regulatory Services Unit undertakes investigations, follow up and enforcement action in relation to complaints regarding dog attacks, dogs barking and other animal management matters associated with the administration of the *Dog & Cat Management Act 1995* and the Council's Dog and Cat Management Plan.

In addition, the Unit assists with the education and promotion of good animal management in accordance with the Council's Dog and Cat Management Plan.

40 expiations were issued during 2021–2022 for:

- 21 dogs wandering at large;
- 9 unregistered dogs;
- 9 dog attacks; and
- 1 caution issued for dog attack.

Development Compliance

The Planning Services Compliance Unit undertakes investigations, follow up and enforcement action, associated with complaints regarding unauthorised development and development which is undertaken contrary to relevant approvals, as well as local nuisance matters such as noise, dust, odour and unsightly properties.

The Building Services Unit undertakes assessments of Development Applications against the Building Rules and inspections of development at various stages of construction to ensure that works are undertaken in accordance with the relevant structural details. In addition, the Building Services Unit manages a range of permits associated with building sites, including those required for driveway crossovers, electrical connections and closure of footpaths during construction.

Fire Prevention

In accordance with Section 105F (1) of the *Fire & Emergency Services Act 2005* (the Act), property owners are required to maintain their properties in a manner which will mitigate against the outbreak and spreading of fire, which includes the following:

- ensuring that undergrowth and grasses are cut below 100mm in height;
- removing any dead trees, branches, leaves, wood piles and undergrowth from and around homes and properties;
- pruning any branches and/or tree limbs; and
- cleaning gutters and roof of any debris that may be deemed flammable.

Each year, prior to the designated fire danger season, the Council sends letters to applicable property owners reminding them of these requirements and their obligations under the Act.

During 2021–2022, 208 property owners were advised of their obligations under the Act.

257 development related complaints were investigated

100 compliance inspections of recently completed developments

410 building inspections

113 local nuisance complaints were investigated



Compliance Officer, Regulatory Services

Parking Permits

Residential Parking Permits

Residential Parking Permits are issued to residents of the City, in order to exempt them from parking controls which apply directly adjacent to their properties.

To be eligible to receive a Resident Permit, an applicant must meet the following criteria:

- be a resident of the City;
- have an applicable vehicle(s), which is not a truck, trailer, caravan, boat, bus or motorcycle;
- not have off-street parking or the number of vehicles which are garaged at the property cannot be accommodated off-street;
- produce evidence of ownership of the vehicle(s); and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

Visitor Permits

Visitor Permits are issued to residents of the City to enable their visitors, or trades persons to allow them to park their vehicles for longer than the permitted time in areas in which time-limit apply or in areas that indicate Resident only parking adjacent to their properties.

To be eligible to receive a Visitor Permit, an applicant must meet the following criteria:

- be a resident of the City;
- not have off-street parking; and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

Management of Parking

The Council has implemented a number of time-limited on street parking controls throughout the City to:

- provide a fair and equitable process in assessing and meeting the parking needs of all road users within the City; and
- optimise the use of available on-street parking in a manner that best meets all needs and complements the role of available off-street parking provisions.

The role of the Council's Compliance Officers, is to ensure that parking is available in a safe, convenient and appropriate manner which supports the primary land use activities across the City.

10,668

Parking
expiations issued

816

Parking expiations
withdrawn

Other Regulatory Functions

The Regulatory Services Unit is also responsible for ensuring legislative compliance with the relevant components of the Council's By-Laws, *Expiation of Offences Act 1996*, *Private Parking Areas Act 1986*, *Road Traffic Act 1961*, *Local Government Act 1999* and *Local Nuisance & Litter Control Act 2016*, and undertaking investigations as required and in accordance with the relevant legislation.

527 properties
were issued
1012 permits

488 Residential permits
524 Visitor permits



CLAYTON STREET



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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Strategies & Plans

Access & Inclusion Strategy



The objective of the Council's Access & Inclusion Strategy, A City for All 2018–2022, is to improve opportunities for inclusion and better accessibility for residents of all ages, abilities and backgrounds.

This is achieved by engaging with people with disability, their families and carers to develop and implement innovative services, practices and/or policies that provide greater and enhanced opportunities.

The Access & Inclusion Strategy – A City for All Citizens 2018–2022, recognises the importance of family, community, culture and the ability to age in place from birth to 100+ years.

The purpose of the Strategy is to improve opportunities for inclusion and better accessibility through the City, for citizens of all ages, abilities and backgrounds so that they can live safe, healthy and connected lives within an inclusive community.

The Strategy also responds to the Council's obligations under the *Commonwealth Disability Discrimination Act (1993)*, *South Australian Disability Inclusion Act (2018)*, the State Disability Access and Inclusion Plan Inclusive SA and the United Nations Convention on the Rights of Persons with Disabilities.

The development of the Strategy included consultation with Elected Members, the community and staff through workshops and surveys. A detailed Action Plan supports the implementation of the Strategy.

During 2021–2022 the Council:

- continued to recruit members for the Access & Inclusion Engagement Register;
- Volunteers developed A Working with Disability brochure. The brochure provides guidance on working with people living with disability. The brochure has been provided to all Volunteers and is now included in the Volunteers Induction Pack.
- hearing loops were installed in all Council owned Buildings where business is transacted. The hearing loops will improve communications between staff and citizens required to wear hearing aids.
- continued to deliver accessible and inclusive services through the Council's Libraries, St Peters Early Learning Centre & Preschool and community services;
- continued to provide and maintain library collections, equipment and facilities which are accessible to citizens of all ages, abilities, cultures and background;
- continued to upgrade bus shelters and public toilets to ensure that they are accessible; and
- continued with the ongoing work of replacing 9,640m of footpath, installing 80 mobility ramps and 1487 tactile indicators.

The Council's Access & Inclusion Engagement Register

The Council's Access & Inclusion Register is an essential tool in ensuring that any developments, new projects, services programs and policies are inclusive and accessible.

If, for example, a reserve or building is being upgraded, registry participants may be asked to comment on whether there are any potential access or inclusion issues.

In order to be eligible for membership to the register, people need to be over 15 years of age, live, work or study in the City of Norwood Payneham & St Peters and either:

- be living with disability;
- have an interest in Access & Inclusion;
- be a carer or a family member; and
- a representative from a service provider who delivers services to citizens living with disability.

The Register has 11 members, all of which are either carers or people with disability. All members of the Register have a keen interest in contributing to the community. Participation in the registry is voluntary.

Age Friendly Wayfinding Strategy



The Council's Age Friendly Wayfinding Strategy aims to provide an age-friendly, inclusive and pedestrian focused environment that encourages positive ageing in place.

The Strategy provides a framework for the creation of accessible walking routes throughout the City.

The framework takes a holistic and person-centred approach, which includes the design of accessible signage and considers safety and accessibility requirements to increase pedestrian confidence and assist people of diverse abilities to walk around the City.

In 2021 the Council set out to create and trial an accessible route in the City. A number of routes were explored throughout the City for the purpose of trialling age friendly wayfinding signage. A route along Linear Park (from Felixstow to Marden) was initially considered as a potential site for the signage.

However due to accessibility issues such as the steep incline of some sections, this path was not selected for the project.

A route starting from Linear Park (St Peters Street) through to The Parade, Norwood has been mapped.

The project has been put on hold until the works to St Peters Street have been completed and will proceed to the design and installation of signage during 2022–2023.

Community Land Management Plans

The Council owns a variety of parks and reserves, sporting facilities and community facilities throughout the City. These assets are classified as Community Land, pursuant to Section 193 of the *Local Government Act 1999 (the Act)*.

Almost all land which is owned by the Council, except roads, is classified as community land under Section 193 of the Act.

In accordance with the Act, all Councils are required to prepare and adopt Community Land Management Plans and a Community Land Register for all community land located within their Council area.

The Council has adopted four Community Land Management Plans for each of the key categories of community land in the City:

- Parks & Reserves;
- Sporting Facilities;
- Civic & Community Facilities; and
- Operational & Other Community Land.

These Management Plans set out the purpose of the land and the Council's objective, strategies and performance targets for management of the land. Provisions regarding leasing and licensing and proposed redevelopments and upgrades of community land are also included.

The Council's Community Land Management Plans were adopted on 1 June 2020 and will be reviewed every three years or otherwise as required.

The Council has more than 100 parcels of Community Land, including:

72 parks and reserves

10 sporting facilities

11 civic and community facilities

26 parcels of operational and other community land

Corporate Emissions Reduction Plan



The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions.

The Council's previous *CityPlan 2030* target was to reduce the amount of corporate greenhouse gas emissions by 5% from 2264 tonnes in 2015–2016. This was achieved by transitioning the City's street lighting to LED technology.

In 2020–2021, and as part of the Mid-term review of *CityPlan2030*, the Council set a new target which is zero corporate carbon emissions by 2030.

The ways in which the Council will achieve this target are set out in our Corporate Emissions Reduction Plan, which was endorsed by Council in June 2021.

The Plan analyses the Council's emissions profile, identifies a pathway that utilises a Quadruple Bottom Line Approach to ensure the Council can achieve outcomes that support social, economic, cultural and environmental sustainability.

Dog & Cat Management Plan



The Council's 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the *Dog and Cat Management Act 1995* over the five-year life of the Plan.

Key objectives of the plan

A key focus of the Plan is implementation of an education campaign to ensure community understanding of the new State Government legislative requirements relating to microchipping and desexing of dogs and cats and to promote responsible pet ownership.

On 1 July 2018, new legislative requirements were introduced requiring all dogs and cats to be microchipped and all new generations of dogs and cats born after 1 July 2018 to be desexed by the age of six months.

Education and new legislative requirements

- educate the community in the broad range of responsible dog and cat ownership requirements;
- focus on educating the community on the new statewide legislative requirements applying to dogs and cats under the Act from 1 July 2018; and
- educate residents about the mandatory microchipping and desexing requirements.

Dog and cat management

- minimise the risk of dog attacks to the community;
- reduce the impact of barking dogs;
- reduce the number of dogs wandering at large in the community and entering shelter;
- educate the community on the requirements applying to dogs in Council parks and reserves; and
- promote responsible cat ownership and educate the community on cat management strategies.

In Progress

The following projects are currently in progress and will be delivered during 2022–2023:

- Hannaford Reserve Master Plan incorporating a dedicated dog park;
- audit of existing signage in key reserves and off-leash areas and development of new permanent informational dog signage;
- investigations into a temporary holding facility for dogs within the City;
- developing partnerships with local vets to support the Council's education campaign; and
- delivering a discounted microchipping for dogs and cats.

Economic Development Strategy



There are more than 7800 businesses creating more than 24,300 jobs in our City. The Council's Economic Development Strategy 2021–2026 outlines our strategic direction for economic development over the next five years, in order to strengthen and grow the City's local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The Economic Development Strategy sets out the Vision for the economy of the City and the Outcomes, Objectives, Strategies and Actions to achieve the Vision.

As an overarching document, its role is to guide economic development within our City, identify the priority areas over the next five years and articulate the Council's role in supporting business and economic development.

In its first year, the Strategy delivered 40 initiatives, which have all played a key role in helping the local economy during the pandemic.

A review of the first-year actions revealed the following positive data:

- the vacancy rate within The Parade Precinct dropped from 10.5% in 2020 to 5.16% in 2021;
- employment in the City grew from 24,367 jobs to 24,594 jobs over the same period; and
- a diverse range of initiatives, competitions, networking events and business support from the Council received high engagement from local businesses, resulting in a boost to the local economy.

Infrastructure and Asset Management Strategies

The City of Norwood Payneham & St Peters is dedicated to providing the highest quality services for the well-being of its citizens and visitors.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets is at the forefront of this commitment and is made possible through the implementation of its unique and robust 'Whole-of-Life' Asset Renewal Model and delivery of its various annual Capital Works Programs. This is indeed one of the cornerstones of the Council's overall approach and strategy to ensure its long-term financial sustainability and prudent management of the City's infrastructure.

The 'Whole-of-Life' Asset Renewal Model and required service levels to drive its various annual Capital Works Programs, are set out in the Council's Infrastructure and Asset Management Plans.

A summary of each of the Council's four Plans is set out below:

- The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives;
- The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan also incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives;
- The Community Buildings Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of various building components to ensure they continue to be fit for purpose and to meet the community's expectations. The Plan also outlines

the Council's financial implications and projected capital expenditure to achieve its objectives; and

- The Recreation & Open Space Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its playgrounds, tennis courts, irrigation and recreation assets. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets to ensure they continue to be fit for purpose and meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.

Smart City Plan



The Council's Smart City Plan sets the long-term vision, direction and objectives for our future as a smart city.

The plan includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community.

Smart cities make use of digital technology to improve collaboration, efficiency, sustainability and economic development.

In 2021–2022, as part of its Smart City Plan commitments, the Council:

- implemented Australia's first Smart School Crossing, enhancing safety for students and enabling the remote capture of vehicle volume and speed data, adjacent St Josephs Memorial School, Norwood;
- developed the Council's Tree Strategy using Heat Mapping and Aerial Thermal Sensing to determine policy outcomes such as hot spot areas, where trees should be planted;
- transitioned the majority of its fleet of passenger vehicles to hybrid electric vehicles. It is expected the Council's

entire corporate and operational fleet will transition to zero emission vehicles by 2030;

- partnered with eSMART21, to undertake a Smart Parking Pilot Project in the Council owned Webbe Street, Norwood car park;
- captured tree canopy coverage using LiDAR technology, which is vital to ensure the Council is climate change ready;
- undertook a variety of energy actions such as installing solar panels and battery storage at Council facilities;
- continued to install smart irrigation systems in our parks and reserves;
- expanded free Wi-fi in the Norwood Town Hall Complex;
- engaged Jolt Charge and Evie Networks to install electric vehicle charging stations;
- extended a trial of e-Scooters across the City to facilitate diverse, accessible transportation options and assist in reducing motor vehicle congestion; and
- gained membership to the Smart Cities Council, Australia & New Zealand.

Tree Strategy 2022–2027

In May 2022, the Council adopted its inaugural Tree Strategy which will serve as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years. While its primary focus is on street trees, the 2022–2027 Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land. The overarching vision of the Strategy is to create a greener, cooler and more liveable City to enhance Community Well-being. The Strategy has been developed in the context of other strategic documents and targets set by both the Council and the State Government, which have been summarised into three strategic objectives:

- Adapting to climate change and mitigating against urban heat;
- Ensuring species diversity to support sustainability and biodiversity and;
- Delivering clean, safe and beautiful streets and footpaths to support active lifestyles and Community Well-being.

To read more about the Tree Strategy see page XX.

Youth Development Strategy 2022–2025



The Youth Development Strategy is a three-year plan which outlines four objectives for youth development and engagement, which are:

- Young people are connected, included and welcome in the life of the community;
- Young people are active and healthy;
- Young people have resilient futures; and
- Young people are visible and heard.

These objectives were informed following consultation with young people who live, work and play in the City of Norwood Payneham & St Peters.

They align with the State Government's Strong Futures: SA Youth Action Plan and are integral to achieving the goals of CityPlan 2030: Shaping our Future.

The City of Norwood Payneham & St Peters is committed to providing opportunities for young people to be visible, valued and involved in the community.

The Council values the contribution young people make to shape the future direction of our community and in order to prepare the Strategy, consultation was undertaken with a range of youth who live, work and play in the City of Norwood Payneham & St Peters.

To read more about engaging with our youth and activities that have taken place in 2021–2022, see pages XX and XX

Policies, Codes and Registers

Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council. Policies can be a requirement under statutory legislation. For example, the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by Councils.

In accordance with the *Local Government Act 1999*, the City of Norwood Payneham & St Peters has adopted the following statutory policies:

- Code of Practice – Access to Meetings & Documents (Section 92 of the *Local Government Act 1999*)
- Contracts & Tenders Policy (Section 49 of the *Local Government Act 1999*)
- Community Consultation Policy (Section 50 of the *Local Government Act 1999*)
- Code of Conduct for Council Members – Complaint Handling Procedure (Part 2 of the *Code of Conduct for Council Members*)
- Elected Member Training & Development Policy (Section 80A of the *Local Government Act 1999*)
- Informal Gatherings Policy (Section 90 of the *Local Government Act 1999*)
- Internal Control Policies (Section 125 of the *Local Government Act 1999*)
- Local Government Elections Caretaker Policy (Section 91A of the *Local Government (Elections) Act 1999*)
- Naming of Roads and Public Places (Section 219 of the *Local Government Act 1999*)
- Order Making Policy (Section 259 of the *Local Government Act 1999*)
- Rating Policy (Section 171 of the *Local Government Act 1999*)
- Review of Decisions Procedure (Section 270 of the *Local Government Act 1999*)

In addition to these policies which are required by legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance and consistency to both the organisation and the community.

Finance

Accounting for Assets & Liabilities

Asset Impairment

Asset Revaluation

Assets Capitalisation and Depreciation

Bad Debt Write-Off

Bank Accounts

Budget

Budget Review

Credit

Credit Cards

Electronic Communication Devices

Expenditure

Fees & Charges

Financial Hardship

Financial Hardship – COVID-19

Fringe Benefits Tax

Funding

Goods & Services Tax

Payments

Petty Cash

Prudential Management

Rate Rebates on Council Land Leased or Licenced

Salaries & Wages Administration

Time Off In Lieu (TOIL) & Overtime Management

Treasury Management

Governance

Access & Inclusion

Asset Management

Building Inspection

Civic Bands & Orchestra

Civic Collection

Civic Recognition

Closed Circuit Television

Code of Conduct for Council Members
— Complaint Handling Procedure

Community Consultation

Community Funding Program

Community Gardens

Community Information

Complaints Handling

Conditions of Library Use

Council Assessment Panel Review of
Decisions of the Assessment Manager

Council's Role in Markets

Data Management Guidelines

Development Assessment &
Development Compliance
Reporting & Monitoring

Directional Signage

Display of Business Merchandise and
Objects on Council Footpaths

Disposal of Land and Assets

Elected Member Access to Legal
Advice

Elected Member Allowances & Benefits

Elected Member Training &
Development

Elected Members Electronic
Communications

Emergency Disaster Donations

Events

Footpaths and Driveway Crossovers

Fraud, Corruption, Misconduct &
Maladministration Prevention

Freedom of Information

Home Library Service

Informal Gatherings

Informal Gatherings—Temporary
Arrangements (COVID-19)

Information Management

Internal Control

Integrated Waste Service

Irrigation

Library Collection Development

Library Outreach Services

Live Music

Local Area Traffic Management

Local Government Elections Caretaker

Mobile Food Vendor Guidelines

Naming of Roads and Public Places

Norwood Oval Football Passes

On-street Parking Policy

Order Making

Outdoor Dining

Planning Approval Compliance &
Development Complaint Handling

Plaques, Monuments & Memorials

Privacy

Private Laneways

Procurement

Public Art

Public Buildings

Public Interest Disclosure

Public Liability Insurance for Community
Groups when Hiring Council Owned
Facilities

Rate Rebate

Rating

Reconciliation

Records Disposal

Records Management Guidelines

Reinstatement of Council Infrastructure
by Public Utilities

Removal and Impounding of Vehicles

Request for Services

Review of Decisions

Risk Management

Safe Environments

Smoke-Free

Social Media

Temporary Road Closures for Non-
Council Initiated Road Events

Tennis Facilities

Tree

Unreasonable Complainant Conduct

Verge Landscaping and Maintenance

Work Health & Safety

Human Resources

Ageing and Work Health Statement
2020–2025

Behaviour Standards

Breastfeeding in the Workplace
Guidelines

Classification

Disciplinary and Under Performance
Management

Fair Treatment & Equal Opportunity

Grievance

Injury Management & Return to Work

Safe Environment

Surveillance Devices

Training and Development

Volunteer Management

Policy Review

The Council's policies are regularly reviewed to ensure that they remain relevant and up to date with legislative requirements and the Council's operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

During 2021–2022, the Council continued its policy review program and in doing so, a number of new policies were adopted, including:

- Ageing and Work Health Statement 2020–2025
- Breastfeeding in the Workplace
- Code of Conduct for Council Members — Complaint Handling Procedure
- Council Assessment Panel Review of Decisions of the Assessment Manager
- Elected Member Access to Legal Advice
- Elected Member Allowances & Benefits
- Library Outreach Services
- Requests for Services
- Unreasonable Complainant Conduct
- Verge Landscaping and Maintenance

The Home Library Services Policy was also reviewed, however this policy was revoked on the basis that the policy was redundant and therefore no longer required.

Registers

The *Local Government Act 1999* and the *Local Government (Elections Act) 1999*, require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following Registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns
(Section 81 of the *Local Government (Elections Act) 1999*)
- Members Register of Interest
(Section 68 of the *Local Government Act 1999*)
- Extracts from the Elected Member Register of Interest
(Section 70 of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits
(Section 79 of the *Local Government Act 1999*)
- Register of Salaries
(Section 105 of the *Local Government Act 1999*)
- Officers Register of Interests
(Section 116 of the *Local Government Act 1999*)
- Register of Community Land
(Section 207 of the *Local Government Act 1999*)
- Register of Public Roads
(Section 231 of the *Local Government Act 1999*)
- Register of By-laws
(Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register
(Section 270 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits
(Code of Conduct for Elected Members)
- Staff Gifts Register.

As required by legislation, all Registers, with the exception of the Officers (Staff) Register of Interests, are available to the public upon request.

Data Management

Record Keeping Protocol

The Council's Records Management Unit is responsible for ensuring the effective and efficient tracking, retention and retrieval of the Council's corporate records.

Records Management ensures the capture, control, disposal and management of the Council's official corporate records is in accordance with the requirements of the *Local Government Act 1999*, *State Records Act 1997* and other relevant legislation.

In March 2020, the Council implemented the Objective ECM (Enterprise Content Management) document management system. In October 2021, Objective was upgraded with additional functionality and improvements together with conducting Objective training in November 2021 to all staff.

Better practice information management, through the use of structured content and consistent metadata plays a significant role in the everyday functions of the organisation, as well as assisting with Independent Commission Against Corruption (ICAC) investigations, Ombudsman enquiries and Freedom of Information applications.

Council staff welcomed the use of Objective, there were more than:

793,994+ User Interactions

793,994+ Searches

29,368+ Tasks Lodged

43,872+ Emails Registered

27,393+ Documents Added

Challenge

In order to ensure that staff are equipped with the knowledge and expertise to use Objective to its full potential, the Council's Coordinator Corporate Records undertakes regular educational and awareness staff training and briefing sessions throughout the year.

Information Security Breaches

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

A staff-initiated Information Security Committee was established in October 2016, in addition to existing IT Security Controls and system procedures and policies.

The Committee meets on a quarterly basis, and is coordinated by the Manager, Information Services and supported by the General Manager, Corporate Services and looks into three key areas: Confidentiality, Integrity and Availability.

Challenge

Keeping IT systems and security up to date to mitigate new threats and vulnerabilities, and maintaining a high level of cyber security awareness for staff.

Risk

There is an interminable risk of a breach of confidential data and information. This not only includes the Council's data, but also confidential and personal data of residents and staff members.

Council Business

By-laws

The Council has the power to make By-laws under the *Local Government Act 1999*. Each By-law must be contemplated by that Act or another Act, or relate to a matter authorised by the *Local Government (General) Regulations 2013* or another Act.

In particular, By-laws can be made for the following:

- Access to and use of Local Government land (Section 238 of the Act);
- Use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- Moveable signs (Section 239, subject to Section 226 of the Act);
- Control or management of dogs and cats (*Dog and Cat Management Act 1995*); and
- Ports, harbors and other coastal land (*Harbors and Navigation Act 1993*).

The Council also has a general power under Section 246 of the *Local Government Act*, to make By-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council has adopted the following By-laws, which came into operation on 24 December 2018 and will expire on 1 January 2026:

- By-Law No 1 – Permits and Penalties By-Law 2018
- By-Law No 2 – Moveable Signs By-Law 2018
- By-Law No 3 – Local Government Land By-Law 2018
- By-Law No 4 – Roads By-Law 2018
- By-Law No 5 – Dogs By-Law 2018
- By-Law No 6 – Waste Management By-Law 2018

Contracts and Purchasing

The Council is committed to fair, transparent and accountable procurement when sourcing and purchasing goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing of the design, project management, supervision and construction. Outsourcing is undertaken in accordance with the Council's Procurement Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, life cycle costing and environmental sustainability principles.

In cases where the Council provides a service, it is committed through its Procurement Policy to identify and test appropriate means of delivery of services to the community.

To ensure best value is achieved, the Council undertakes reviews through a combination of benchmarking, performance appraisal and measurement and the use of management tools and indices to ensure that services are delivered effectively.

In respect to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local suppliers located within the City of Norwood Payneham & St Peters;
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions;
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors; and
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industrial and retail businesses, many of which benefit from the local purchasing approach which is used by the Council.

The Council, where possible, also considers joint purchasing opportunities with other councils to achieve best value through larger economies of scale.

Credit Card Expenditure

Two General Managers, personnel in the Chief Executive's office, Library and Events staff, have the use of credit cards for the purchase of various goods and services including online subscriptions, airfares and other travel expenses and stock for the Council's three Libraries.

The total credit card expenditure for 2021–2022 was \$198,131.46.

Legal Expenses

In 2021–2022, the Council engaged the services of various legal firms, who specialise in Local Government, Planning and Development, Regulatory and Human Resource legislation.

The total expenditure was \$765,015, which included the following:

- the Council's Supreme Court Judicial Review in relation to protecting the amenity of Adelaide's premier mainstreet, The Parade, Norwood. See page XX; and
- General advice (Local Government matters, Human Resource matters, Regulatory Functions etc)
- Planning and Development matters.

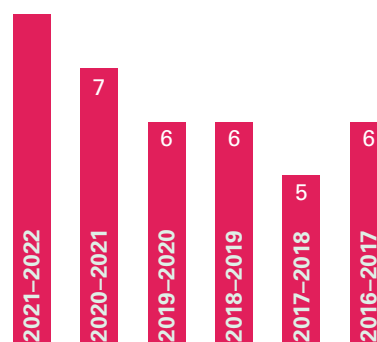
Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. The provision of the Act extends to every person, the right to access information held by State and Local Government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required.

The City of Norwood Payneham & St Peters received eight Freedom of Information applications during the 2021–2022 financial year.

For further information regarding the Freedom of Information Applications received in 2021–2022 see pages XX–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 Principals Agreement. The aims of the Policy are to:

- develop an open and integrated Australian market for goods and services by removing unnecessary barriers to trade and competition;
- ensure no buyer or seller in a market is able to engage in anti-competitive conduct against the public interest;
- as far as possible, apply the same rules of market conduct to all market participants, regardless of the form of business ownership – that is, government business activities should not enjoy any net advantages solely as a result of their public ownership; and
- ensure that regulation of business activities which restrict competition is subject to an assessment of the likely costs and benefits.

Significant Business Activities

In accordance with the reporting requirements of the Clause 7 Statement on the application of Competition Principles to Local Government under the Competition Principles Agreement, the City of Norwood Payneham & St Peters operates the St Peters Child Care Centre & Preschool, which is classified as a 'significant business activity'.

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the implemented complaints procedure regarding the National Competition Policy during 2021–2022.

COVID-19 Impacts on Competitive Neutrality

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the impacts of the COVID-19 pandemic during 2021–2022.

Revocation of Community Land Classification

No parcels of Community Land had their Community Land classification revoked during 2021–2022.

Council Collaboration and Subsidiaries

Regional Collaboration

Regional collaboration is a key area of focus, for the Council and it continually seeks opportunities to work with other councils and to establish networks.

Regional collaboration not only has the potential to improve service delivery in terms of resource management where possible (eg waste collection and health services) but, it can also provide greater 'bargaining power' when it comes to applying for funding and resources.

The Council's major regional collaborative activities during the 2021–2022 period included:

- Ongoing membership of the Eastern Region Alliance (ERA);
- Eastern Adelaide Emergency Management Zone; and
- Resilient East.

Eastern Region Alliance

The Eastern Region Alliance (ERA) is a group of six eastern metropolitan councils which have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

Eastern Adelaide Emergency Management Zone

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville. The Council's Chief Executive Officer Mario Barone is the Chair of the Eastern Adelaide Zone Emergency Management Committee.

All Councils have an important role in identifying risks, reducing risks and mitigation strategies and measures. While our Council, like other councils, is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms, earthquakes and potentially pandemic influenza.

Resilient East

Resilient East is an initiative between Campbelltown City Council, the cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville.

Resilient East is funded by the eight participating councils, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission and the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The objective of Resilient East is to ensure our communities, assets and infrastructure, local economies and natural environment are resilient to the impacts and challenges of climate change.

Through Resilient East a number of vulnerabilities, risks and level of adaptive capacity across the eastern region have been identified and a Climate Change Adaptation Plan has been developed with input from government, business and community organisations.

The Climate Change Adaptation Plan offers a range of regional and local adaption pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.

Regional Subsidiaries

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

Eastern Health Authority

The Eastern Health Authority (EHA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* and provides public and environmental health services on behalf of its Constituent Councils (owners), the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

The Authority ensures that its Constituent Councils meet their wide range of legislative responsibilities which relate to environmental health and which are mandated in a number of pieces of legislation, the most important of these being the *Public and Environmental Health Act 1987*, the *Food Act 2001* and the *Supported Residential Facilities Act 1992*.

A wide range of environmental health functions and activities are performed to maintain appropriate public health standards and to prevent and control disease.

These include:

- regularly inspecting food premises to ensure appropriate food safety standards are being maintained and taking appropriate enforcement action when necessary;
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern including pest infestations, unsanitary conditions and substandard housing;
- provision of immunisation via public clinics, the school based immunisation program and worksite clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas;
- registration, monitoring and inspection of cooling towers and warm water systems for the management of legionella;

- ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours;
- licensing and monitoring supported residential facilities;
- inspecting boarding houses and lodging houses;
- approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems;
- supplying a sharps disposal service to residents; and
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for Local Government to adopt a more regional focus in the delivery of their services, the Authority is a long standing example of co-operation and shared service delivery. In this case, local councils working together to protect the health of their communities.

The Eastern Health Authority is overseen by a Board comprised of Elected Members and staff from each of the Constituent Councils. The Elected Members representing the City of Norwood Payneham & St Peters are Councillors Sue Whittington and Garry Knoblauch.

The Council's Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all of the Constituent Councils. In addition, the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.

East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils. The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect and the Adelaide Hills Council.

In addition to providing waste management and recycling services, East Waste also undertakes a number of co-ordinated waste education programs on behalf of its Constituent Councils and has recently worked with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

The waste management information provided as part of the My Local Services App ensures residents do not forget to put their bins out and at the same time, receive information regarding the correct way to dispose of their waste and recyclables.

ERA Water

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

ERA Water was legally established on 21 July 2015.

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

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

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

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





Financials

The Council's financial goal is to be a City which delivers on its strategic outcomes by managing its financial resources in a sustainable and equitable manner.

Message from the General Manager	XXX
Certification of Financial Statements	XXX
Year in Review Financial Summary	XXX
Statement of Comprehensive Income	XXX
Statement of Financial Position	XXX
Statement of Changes in Equity	XXX
Statement of Cash Flow	XXX
Notes and Forming Part of Financial Statements	XXX
Statement of Auditor Independence	XXX
Auditor Profile	XXX
Intendent Auditor's Report	XXX

Message from the General Manager

Corporate Services

The City of Norwood Payneham & St Peters' 2021–2022 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2021 to 30 June 2022.



The Annual Report outlines the Council's performance for the financial year against the strategic objectives outlined in the Council's Annual Business Plan, Long Term Financial Strategy and the Council's strategic management plan, *CityPlan 2030: Shaping Our Future*.

The Annual Report provides an opportunity for the Council to inform the community and key stakeholders, about its progress towards achieving these objectives, as well as highlighting our achievements and challenges.

The Financial Report is a detailed analysis of the Council's performance and reflects the economic transactions undertaken during 2021–2022.

The Financial Report consists of four primary financial statements, notes which explain the Council's accounting policies, the Mayor's and Chief Executive Officers Certification of the Financial Statements and the Independent Auditor's Report.

The four primary Financial Statements are:

- Statement of Comprehensive Income (also referred to as a profit and loss statement);
- Statement of Financial Position (also referred to as a balance sheet);
- Statement of Changes in Equity; and
- Statement of Cash Flow.

Together, the Financial Statements present information relevant to the current financial period and comparative figures for the previous period to illustrate how the financial performance and position of the Council has changed over the 12 month period to 30 June 2022.

The Statement of Comprehensive Income provides an overall picture of the Council's financial performance by reporting the total monetary value of all financial transactions (income and expenses) during the reporting period.

The Statement of Financial Position shows the monetary value of all the assets controlled by the Council and its financial obligations as at 30 June 2022.

The Statement of Changes in Equity reports all changes to equity during the financial period. Equity is made up of the Councils' total assets minus its total liabilities including the change in value of its infrastructure.

The Statement of Cash Flow shows when cash is received (e.g. through the collection of rates) and an outflow when cash is paid (e.g. when purchasing an asset or paying for services).

This is in contrast to the Statement of Comprehensive Income and the Statement of Financial Position, which record the value of the transactions, when they occur and when the financial commitment is made.

The Council measures its financial sustainability through a number of financial ratios (page XX of Financial Statements), with the performance measured against the targets set out in the Council's Long-term Financial Plan. In terms of financial sustainability, over the medium to long term, the Council needs to ensure that it is achieving an Operating Surplus in order to meet its ongoing financial obligations, its long term assets are renewed in line with the Asset Management Plans and it has a sensible approach to the use of debt.

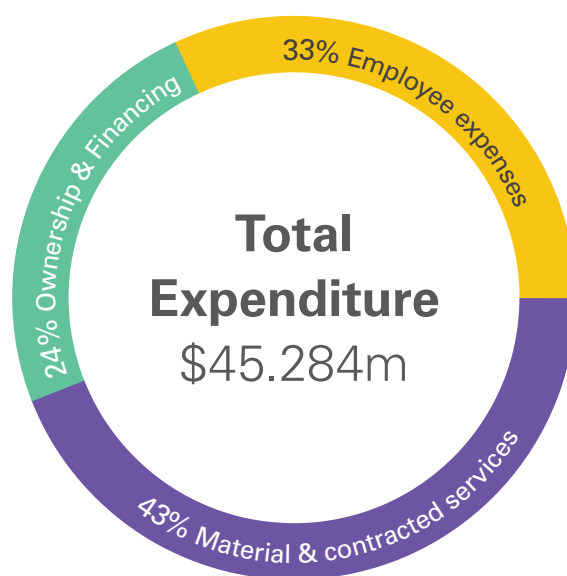
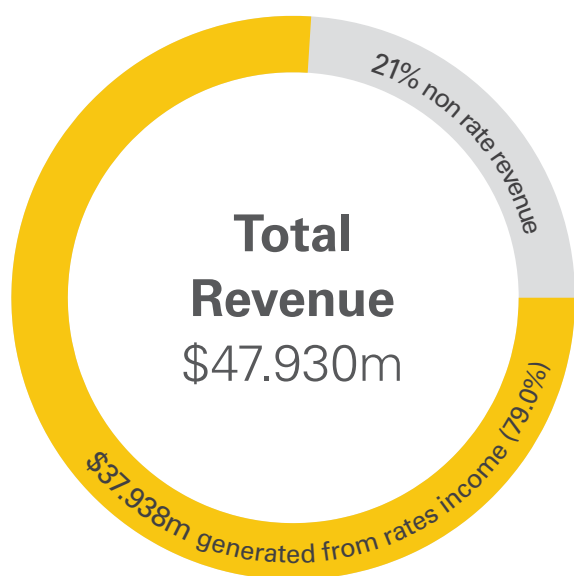
Through the hard work and dedication of all involved, Elected Members and staff, the Council has consistently achieved this result, despite external influences including the COVID-19 pandemic and its various effects—mainly on the supply chain and its impact on the cost of inputs and delivery of major infrastructure upgrades.

Detailed analysis of the Council's Operating Surplus reinforces and confirms the Council's reputation for exceptional fiscal management.

Sharon Perkins
General Manager, Corporate Services

Year In Review

Financial Summary



Residential Rate Increase

3.57%

Average residential rate increase from 2020-2021
= \$54/year based on a mean property valuation of \$686,000

Operating Surplus

\$2.645 m

Up on 2020–2021 by 238%



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

Total Assets

\$564.146m



● Infrastructure, property and plant equipment	\$564.146m
● Cash and cash equivalents	\$11.393m
● Other assets	\$4.719m

Total Liabilities

\$27.767m



● Total borrowings	\$9.549m
● Trade payable	\$13.031m
● Other liabilities	\$5.188m

Net Assets \$536.379m

7.4% increase from 2020–2021

Capital Expenditure

\$16.292m



Year In Review

Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2021-2022, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$2.645 million.

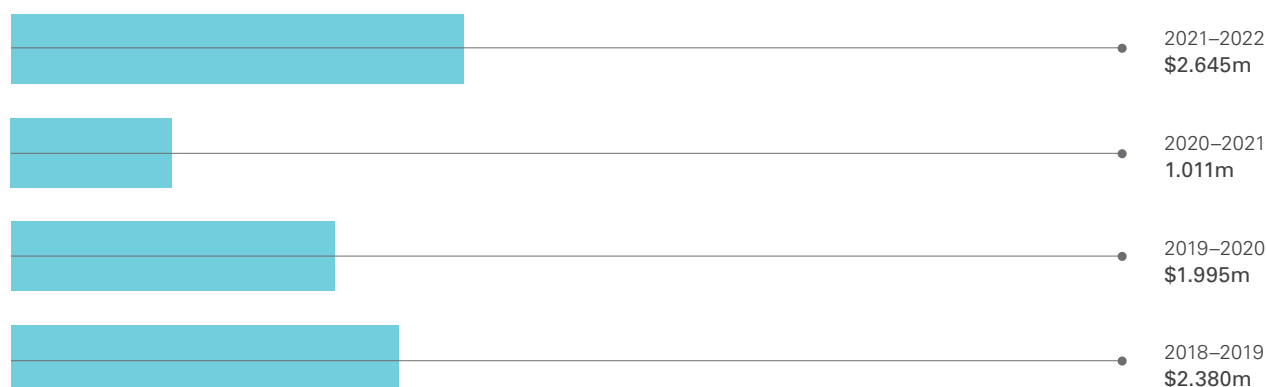
The following pages provide a summary of the Council's financial position, with detailed information relating to the Council's financial performance included within the Financial Statements section of this Annual Report, from page 198.

Operating Result

In 2021–2022, the Council reported an Operating Surplus of \$2.645 million, compared to a budgeted Operating Deficit of \$0.471 million. The better than anticipated result was in part due to the receipt of an additional quarter of the 2022–2023 Financial Assistance Grants, which was paid in June 2022, as part of the Federal Government's economic stimulus.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Diagram 1, the Council continues to deliver an underlying Operating Surplus in line with its financial outcomes and the financial sustainability indicators on the following page. The Council has continued to deliver on its financial goal and outcomes, which are set out in the Council's Long-term Financial Plan.

Diagram 1: Operating Surplus



Financial Sustainability Indicators

A series of Financial Sustainability Indicators have been developed by Local Government to assist in determining whether a Council is financially sustainable, or moving to a position of financial sustainability.

The Financial Sustainability Indicators which are used by the Council to measure its performance and financial sustainability are:

- **Operating Surplus Ratio** measures the Council's ability to cover its operational costs through its own source revenue (principally rates) and have surplus revenue available for capital funding and other purposes.
- **Net Financial Liabilities Ratio** measures the extent of the Council's debt.
- **Asset Sustainability Ratio** measures how well the Council is performing with respect to the renewal or replacement of existing physical assets such as roads, footpaths, kerbs and buildings.

	2022 Amount	2022 Indicator	2021 Indicator	2012 Indicator
Operating Surplus Ratio				
Operating Surplus	2,645,487	5.5%	2.4%	5.2%
Total Operating Revenue	47,929,578			
Long-term Financial Plan target between 0% and 10%				
Net Financial Liabilities Ratio				
Net Financial Liabilities	13585,955	28%	29%	28%
Total Operating Revenue	47,929,578			
Long-term Financial Plan target less than 75%				
Asset Sustainability Ratio				
Net Asset Renewals	8,937,416	80%	124%	113%
Infrastructure & Asset Management Plan required expenditure*	11,117,141			
Long-term Financial Plan target between 90% and 110%				

*Based on the 2017 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2020-2021 for the 10 year period commencing 2021-2022.

Year In Review

Income and Expenditure

Income

Council rates are a form of property taxation and are the main source of funding for the activities undertaken by the Council. In the 2021-2022 financial year, rates represented 79% of total income compared with 77% in 2020–2021.

The Council collected \$34.897 million in General Rate Revenue. As part of the COVID-19 Financial Support Package to business, the Council had a zero rate increase and did not collect The Parade Separate Rate, a reduction in rate revenue in the order of \$215,000 compared to prior years.

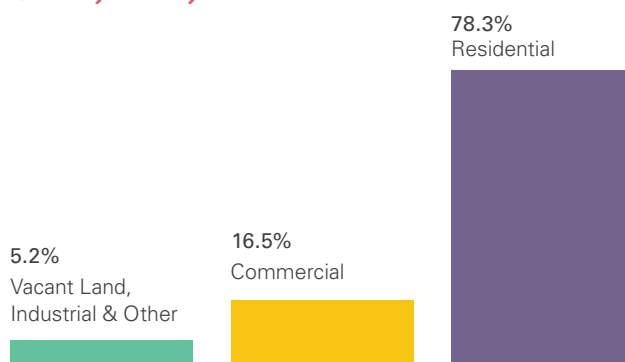
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while others services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2021–2022 was \$47.807 million (a 5.6% increase from 2020–2021).

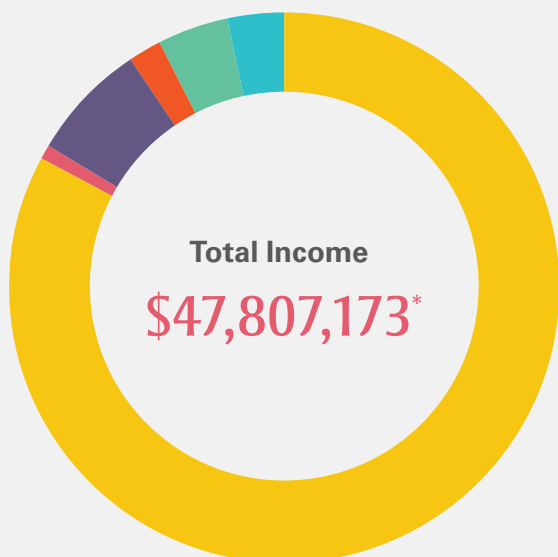
The Council granted \$1.021 million of rate rebates to eligible property owners during the year.

General Rates Sources

\$34,767,608[#]



[#]The Council granted \$1.021 million of rate rebates to eligible property owners during the year and charged \$93,831 in penalties for late payments of rates.



Rates	\$36,575,676
User charges	\$3,561,156
Grants, subsidies and contributions	\$3,432,789
Statutory charges	\$2,002,942
State Government charges (NRM Levy)	\$1,388,046
Other Income	\$846,563

*Excludes Gain on Equity accounted Council Businesses

Expenditure

During 2021-2022, the Council spent \$42.934 million to deliver its continuing services, with a further \$0.748 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.388 million on behalf of the State Government for its Regional Landscapes Levy.

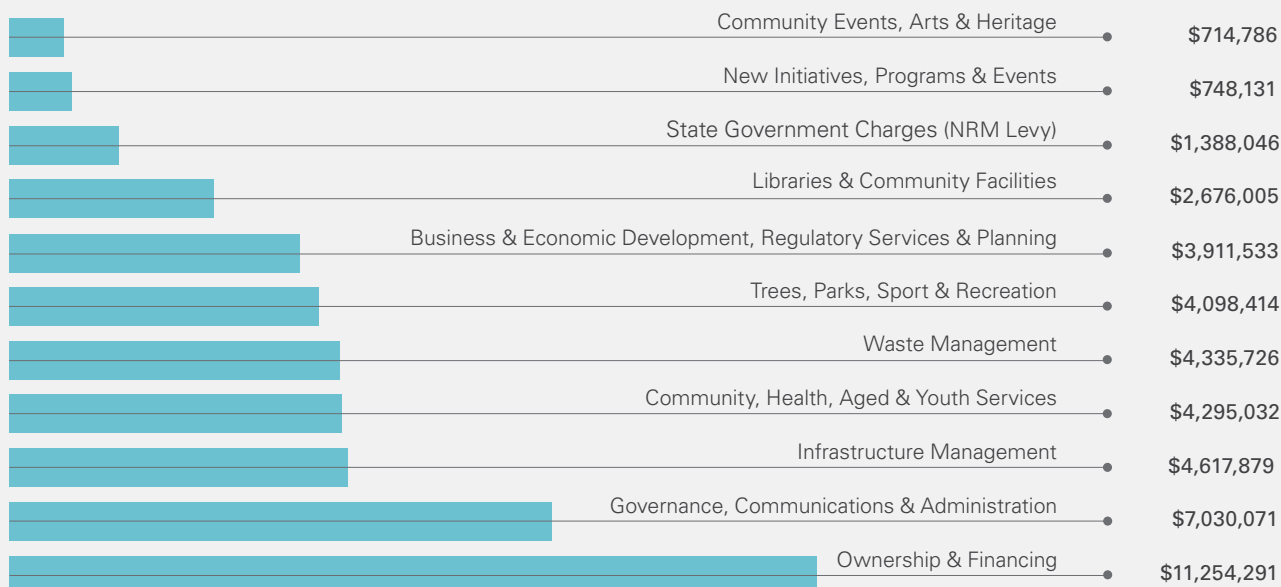
Initiatives included events such as the Concerts in the Park, Movie on the Oval, Canvas Youth Arts and Events and Wheel Park. Strategy, project and governance reviews included the second year of the Footpath defect rectification program, Traffic and Integrated transport solution and City-wide Parking review. Environmental initiatives included the development of an Emissions Reduction Plan, climate adaptation projects through the Resilient East partnership, greening verges, native plant giveaways and the planting of additional street trees. Economic development & Planning initiatives included the development of the Smart City Plan and contributions to economic development initiatives such as Raising the Bar Adelaide and the Eastside Business Awards.



● Events	\$71,590
● Strategy, project and governance reviews	\$371,031
● Environmental initiative	\$114,610
● Economic development and planning	\$190,899

Total Expenditure

\$44,321,784*



*Excludes loss on Equity accounted Council Businesses

Appendix

Confidential Items	XXX
Informal Gatherings	XXX
Gifts to Elected Members	XXX
Freedom of Information Applications	XXX

Confidential Items

July 2021–June 2022

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 5 July 2021	14.1	Tender Selection Report – Construction of Brick Paved Footpaths 2021–2022	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	July 2026
Council 5 July 2021	14.2	49 George Street, Norwood – Further Expressions of Interest & Draft Lease	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute to be released when the matter is finalised.	Report to be kept confidential July 2026
Council 5 July 2021	14.3	Eastern Region Alliance (ERA) Water Board – Appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	July 2026
Council 5 July 2021	14.4	Questions With Notice – Elected Member Related Matter – Local Government Employees Enterprise Agreement (Australian Workers Union) Negotiations	Section 90(2) and (3)(a)	Retain in confidence	5 years		July 2026
Council 5 July 2021	14.5	Eastern Region Alliance (ERA) Water – Verbal Update	Section 90(2) and (3)(b)	Retain in confidence	12 months		Released July 2022
Council 5 July 2021	14.6	East Waste – Green Waste Contract – Verbal Update	Section 90(2) and (3)(d)	Retain in confidence	12 months		Released July 2022
Council 5 July 2021	14.7	The Parade & George Street Scramble Crossing - Verbal Update	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 12 July 2021	3.1	The Parade & George Street Scramble Crossing	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 2 August 2021	13.1	East Waste - Verbal Update	Section 90(2) and (3)(d)	Retain in confidence	12 months		Released August 2022

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 2 August 2021	13.2	The Parade & George Street Scramble Crossing - Verbal Update	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 2 August 2021	14.1	Residual & Hard Waste Disposal Contract	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	August 2026
Council 2 August 2021	14.2	Questions with Notice Elected Member Related Matter - Local Government Employees Enterprise Agreement (Australian Workers Union) Negotiations	Section 90(2) and (3)(a)	Retain in confidence	5 years		August 2026
Council 18 August 2021	2.1	The Parade & George Street Scramble Crossing	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 6 September 2021	14.1	Review of Confidential Item - Trinity Gardens Bowling Club	Section 90(2) and (3)(d)		Until the matter is finalised		When the matter is finalised
Council 6 September 2021	14.2	Review of Confidential Item - Third Creek Drainage Upgrade - Stage 2B Henry Street	Section 90(2) and (3)(b)	Retain in confidence	5 years		September 2026
Council 6 September 2021	14.3	Notice of Motion - Purchase Of Property	Section 90(2) and (3)(b)	Until the matter is finalised			When the matter is finalised
Council 6 September 2021	14.4	East Waste Kerbside Recycling Material	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	September 2026
Council 27 September 2021	2.1	The Parade & George Street Scramble Crossing	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 5 October 2021	13.2	East Waste - Verbal Update	Section 90(2) and (3)(d)	Retain in confidence	12 months		Released

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 5 October 2021	14.1	Notice of Motion - Code Amendment Inter-War Heritage Housing	Section 90(2) and (3)(m)	Retain in confidence	Until the matter is released for the purpose of public consultation.		
Council 5 October 2021	14.2	Electric Vehicle Charging Stations	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	October 2026
Council 5 October 2021	14.3	Trans-Tasman Energy Group - Public Lighting Dispute	Section 90(2) and (3)(h) and (i)	Retain in confidence	Until the matter is finalised		When the matter is finalised
Council 5 October 2021	14.4	Chief Executive Officer's Contract of Employment	Section 90(2) and (3)(d)		Until the Contract of Employment has been signed by the parties		Released
Council 26 October 2021	2.1	Tender Selection Report - Payneham Memorial Swimming Centre Redevelopment - Design Consultants	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	October 2026
Council 26 October 2021	2.2	Tender Selection Report - Implementation of The Parade Masterplan and George Street Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	October 2026
Council 26 October 2021	2.3	The Parade & George Street Scramble Crossing	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 11 November 2021	14.1	Review of Shared Mobility Scheme	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	November 2026
Council 11 November 2021	14.2	Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	November 2026

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 11 November 2021	14.3	Compulsory Acquisition of Easement for Drainage Purposes 2 North Terrace, Kent Town	Section 90(2) and (3)(b)	Retain in confidence	Until the matter is finalised		When the matter is finalised
Council 1 December 2021	14.1	Tender Selection Report - Seventh Avenue Flood Mitigation Upgrade Project - Stage 1	Section 90(2) and (3)(k)	Retain in confidence	5 years		
Council 6 December 2021	14.2	Draft Inter-War Housing Heritage Code Amendment	Section 90(2) and (3)(m)	Retain in confidence	Until the matter is released for the purpose of public consultation.		
Council 6 December 2021	14.3	2022 Australia Day Awards	Section 90(2) and (3)(a)	Retain in confidence	Until 26 January 2022		Released
Council 6 December 2021	14.4	Compulsory Acquisition of Land 2 North Terrace, Kent Town	Section 90(2) and (3)(h)	Retain in confidence	Until either the matter is finalised or the release of the report and minutes is necessary to enable the matter to be enacted.		
Council 6 December 2021	14.5	East Waste - Green Organics Legal Dispute with Jeffries Group	Section 90(2) and (3)(h)	Retain in confidence	Until the matter is finalised		When the matter is finalised
Council 6 December 2021	14.6	Annual Report - Chief Executive Officer's Contract of Employment	Section 90(2) and (3)(a)	Retain in confidence	12 months		December 2022
Council 6 December 2021	14.7	Appointment of Acting Chief Executive Officer	Section 90(2) and (3)(a)	Retain in confidence	12 months		December 2022

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 17 January 2022	14.1	Re-appointment of Members to the ERA Water Audit Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	January 2027
Council 17 January 2022	14.2	East Waste - Re-appointment of Independent Chairperson	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	January 2027
Council 17 January 2022	14.3	2023 Tour Down Under Expression of Interest	Section 90(2) and (3)(a)	Retain in confidence until the official announcement has been made		Released by virtue of the resolution when the public announcements were made by Events SA.	Released
Council 17 January 2022	14.4	The Parade & George Street Scramble Crossing	Section 90(2) and (3)(h)	Matter is finalised			Released
Council 7 February 2022	14.1	Tender Selection Report - St Peters Street Upgrade Project	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	February 2027
Council 7 February 2022	14.2	Tender Selection Report - Borthwick Park Creek Improvements Project	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	February 2027
Council 7 March 2022	14.1	Council Assessment Panel - Specialist External Member appointments	Section 90(2) and (3)(a)	Retain in confidence	5 years		
Council 7 March 2022	14.2	Heritage Protection Opportunities	Section 90(2) and (3)(m)	Retain in confidence	Until the matter is released for the purpose of public consultation.		
Council 7 March 2022	14.3	Chief Executive Officer's Vehicle and Long Service Leave Arrangements	Section 90(2) and (3)(a)	Retain in confidence	5 years		February 2027

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 7 March 2022	14.4	Chief Executive Officer's Key Performance Indicators	Section 90(2) and (3)(a)	Retain in confidence	12 months		February 2023
Council 23 March 2022	2.1	Proposal to host the inaugural Adelaide Springfest	Section 90(2) and (3)(d)	Retain in confidence	12 months	Minute Released. Report to be kept confidential.	February 2023
Council 4 April 2022	14.1	Tender Selection Report - Norwood Townhall Air Conditioning Upgrade	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2027
Council 4 April 2022	14.2	Trinity Valley Drainage Upgrade - Preliminary Design Update	Section 90(2) and (3)(b)	Retain in confidence until the matter is finalised			
Council 4 April 2022	14.3	East Waste Agreement for the Collection and Processing of Mattresses and Ensembles	Section 90(2) and (3)(d)	Retain in confidence	12 months	Minute Released. Report to be kept confidential.	April 2023
Council 4 April 2022	14.4	Appointment to the Traffic Management & Road Safety Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2027
Council 4 April 2022	14.5	Concept Slection for the Quadrennial Public Art Commission	Section 90(2) and (3)(d)	Retain in confidence	Until all parties have been advised of the Council's decision		Released
Council 4 April 2022	14.6	Service Review Project	Section 90(2) and (3)(a)	Retain in confidence	Until the Project commences		
Council 11 April 2022		New Organisational Structure	Section 90(2) and (3)(a)	Retain in confidence	12 months		April 2023

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 2 May 2022	14.1	Compulsory Acquisition of Easement for Drainage Purposes - 1 North Terrace, Kent Town	Section 90(2) and (3)(b)	Retain in confidence	Until either the matter is finalised or the release of the report and minutes is necessary to enable the matter to be enacted.		
Council 2 May 2022	14.2	Payneham Memorial Swimming Centre Redevelopment	Section 90(2) and (3)(d)	Retain in confidence	12 months	Report, Attachment B and discussion retained in confidence. Attachments A, C and D released.	May 2023
Council 6 June 2022	14.1	2022 ARA Awards – City of Norwood Payneham & St Peters Annual Report 2020-2021	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made		Released by virtue of the resolution-when the public announcements were made by the ARA.	Released
Council 6 June 2022	14.2	East Waste Recycling Contract – Commitment of Recycling Tonnes	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	June 2027
Council 21 June 2022	3.1	Auditor-General's Review of the Management of Kerbside Waste Services	Section 90(2) and (3)(g)	Retain in confidence	Up to 6 months	Public Report has been released by the Auditor-General.	Released
Council 21 June 2022	3.2	East Waste – New Member Council Proposal and Charter Review	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	June 2027

		Open to Public	Mayor Bria	Cr Callisto	Cr Dottore	Cr Duke	Cr Granzio	Cr Knoblauch	Cr Mex	Cr Minney	Cr Moore	Cr Moorhouse	Cr Patterson	Cr Sims	Cr Stock	Cr Whittington
1 March 2022	Dunstan Adventure Playground Concept Plan	No	●	●	●	●	—	●	●	—	●	—	●	●	●	●
2 March 2022	Budget (No.1) – Recurrent	No	●	●	●	●	—	●	●	●	●	●	—	●	●	●
15 March 2022	Payneham Memorial Swimming Centre	No	●	●	●	●	—	●	●	—	—	●	●	●	●	●
16 March 2022	Budget (No.2) – Projects	No	●	●	●	●	—	●	●	●	—	●	●	●	●	●
23 March 2022	ERA Water Briefing	No	●	●	●	●	—	●	●	●	—	●	—	●	—	●
26 April 2022	Rate Reporting, Rate Increase and Minimum Rate & Rate Capping	No	●	—	●	●	●	●	—	●	●	●	—	—	—	●
27 June 2022	New Local Government Act 1999 Requirements and Caretaker Period	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●
27 June 2022	Changes to Home Support Program for 2023	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●
27 June 2022	Felixstow Basketball Court	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●

— apology

Gifts to Elected Members

July 2021–June 2022

	Volunteer Christmas Dinner 2021	Mayor's Christmas Dinner 2021	Football Ticket* (10 games in total)	Football Pre-Match Functions °	Football Half Time Hospitality#
Mayor Bria	\$66.81	\$106.56	\$112.00 (8 Games)	\$560.00 (7 Functions)	\$180.48 (8 Half Time)
Cr Callisto	\$66.81	\$106.56	\$84.00 (6 Games)	—	\$137.16 (6 Half Time)
Cr Dottore	—	—	\$140 (10 Games)	\$160 (2 Functions)	\$241.47 (10 Half Time)
Cr Duke	\$66.81	\$106.56	\$126.00 9 Games	—	\$205 (9 Half Time)
Cr Granozio	\$66.81	\$106.56	—	—	—
Cr Knoblauch	\$66.81	\$106.56	\$112.00 (8 Games)	\$80 (1 Function)	\$180.48 (8 Half Time)
Cr Mex	—	—	\$14 (1 Game)	—	\$24.86 (1 Half Time)
Cr Minney	\$66.81	\$106.56	\$126.00 (9 Games)	\$80 (1 Function)	\$222.64 (9 Half Time)
Cr Moore	\$66.81	\$106.56	—	—	—
Cr Moorhouse	—	\$106.56	\$84.00 (6 Games)	\$80 (1 Function)	\$137.16 (6 Half Time)
Cr Patterson	—	—	—	—	—
Cr Sims	—	\$106.56	\$84.00 (6 Games)	—	\$136.03 (6 Half Time)
Cr Stock	—	\$106.56	\$126.00 (9 Games)	\$80 (1 Function)	\$222.64 (9 Half Time)
Cr Whittington	\$66.81	\$106.56	—	—	—
Total	\$601.29	\$1,172.16	\$1,008.00	\$1040.00	\$1,692.25

— did not attend

* Ticket cost \$14.00

° pre-match functions cost \$80 per person.

refreshments at half time range between \$19 and \$25 per person.

Freedom of Information Applications

July 2021–June 2022

Date Received	Details of Application	Determination
9 September 2021	All documents relating to any actual legal costs or anticipated legal costs in, or relating to, the Supreme Court litigation instigated by the City of Norwood Payneham and St Peters in 2021 relating to the junction of The Parade and George Street.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clauses 7 and 10 of the FOI Act.
1 November 2021	All correspondence, file notes, details of telephone discussions, instructions to external consultants, emails, internal notes/memos, post it notes, phone records/text messages between Council Staff and all external consultants including telephone bills. From the date of lodgement of DA 008/17/2021 to 29 September 2021 at 5 Foster Street, Norwood.	Documents Released
2 November 2021	Copies of any information, documents, or other materials relevant to the use or presence of asbestos at 28 Elizabeth Street, Evandale SA 5069; and Copies of development applications, building plans and specifications and details of building work undertaken and materials used at 28 Elizabeth Street, Evandale SA 5069 until 1995.	Documents Released
3 March 2022	A copy of the consulting scope related to the Royston Park, Marden traffic option design Study. All emails, electronic and or written communications to and from NPSP staff internally and/or Councillors and the engaged Consultant related to the Royston Park, Marden and Joslin area (River St, Beasley Street, Battams Rd and Lambert Rd). The draft options for traffic management devices and all plans and preliminary draft report as presented in February 2022.	Documents Released
19 May 2022	CCTV Footage of Webb Street Car Park 12 March 2022	Footage Released via USB
31 May 2022	Copies of any information, documents, or other materials relevant to the use or presence of asbestos at 36 Edward Street, Norwood; and Copies of development applications, building plans and specifications and details of building work undertaken and materials used at the property until 1985	No documents within the scope of the application.
17 June 2022	1. The Council's Information Statement. 2. A complete copy of the Survey done by Council between 2019-21 of the NE of the Billabong, at the rear of properties on Eighth Ave and River Street, St Peters, showing Public Land and set-backs, if present. 3. A 'Confidential' report supplied to Councillors in the last 2 years, providing a history of the titles referred to above on the NE Billabong.	Partial Release – Part 1 Release Part 2 – Exempt in accordance with Clauses 9 (1)(a) and 15. Part 3 – No documents within the scope of the application.
28 June 2022	All documents and correspondence regarding grants funded or committed to local sporting groups by the Malinauskas Labor Government from 19/3/22 to 27/6/22	No documents within the scope of the application.

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

Glossary

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.

Subsidiary Annual Reports

East Wate	XXX
Eastern Health Authourity	XXX
ERA Water	XXX
Highbury Landfill	XXX

EastWaste

ANNUAL REPORT 2021-2022





EAST WASTE IS A LEADER IN THE BEHAVIOUR CHANGE AND EDUCATION SPACE IN SOUTH AUSTRALIA AND HAS ESTABLISHED ON-GOING PARTNERSHIPS WITH A NUMBER OF ORGANISATIONS TO ENSURE THAT WE ARE DRIVING CHANGE THROUGH THE COMMUNITIES THAT WE SERVE.

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GOVERNANCE	13
FINANCIAL STATEMENTS	15



Social Activities

8366 4193

FOOD SCRAPS

WHICH BIN
FEED 'EM TO
THE GREEN BIN

it?
an
t.

00 FOR AMBULANCE

DEFIBRILLATOR

ca@john.org.au/130

- Dairy Products (Cheese & Yoghurt)
- Garden Clippings
- Hoses, Irrigation Pipe, Garden Tools
- NO Bricks, Rocks, Dirt or Building Materials



Chairperson's Report

I am happy to have contributed to and commend my third Annual report for East Waste. My appointment as the independent chairperson in February 2020 coincided with the onset of the COVID-19 pandemic and I would never have imagined that industries, communities, and the world would still be feeling the impacts of the Pandemic more than 2 and a half years later.

Notwithstanding, I am really proud of how East Waste has been able to continue to provide services to our Member Councils and their communities and adapt to the ever changing environment.

East Waste's Audit and Risk Committee have played an integral role in ensuring that East Waste has been well positioned to continue operating as a Leader in the Waste industry.

The advice and guidance that they continue to provide to the Board in all areas of the organisation including risk, financials and governance cannot be underestimated and is a significant contributing factor to why East Waste has been able to continue to operate successfully, despite some of the unprecedented challenges faced throughout the year.

I would like to take this opportunity to thank all Committee members for their ongoing support and contribution, including Cr Mike Stock who ceased as a committee member in November

2021 and Emma Hinchey who commenced as the Chair of the Committee in February 2022.

During the past year, we completed a successful review of the East Waste Charter as well as a review of several of our key contracts and Policies to ensure that we are continuing to meet the requirements of our Member Councils. In reviewing the Charter, we took a collaborative approach and engaged with all Member Councils to seek their views and assess their needs for the future.

The Charter provides the key framework for how East Waste operates and by successfully engaging with the Member Councils, we were able to ensure that we continue to meet the needs of our members, whilst also ensuring good governance.

East Waste is a leader in the behaviour change and education space in South Australia and has established on-going partnerships with a number of organisations to ensure that we are



Chairperson's Report



driving change through the communities that we serve. The one constant in the Waste industry is change.

To help ensure that East Waste are always ahead of the game, we have developed key partnerships with Green Industries, The Fight Food Waste Cooperative and KESAB. These relationships enable East Waste to continue to be an advocate for change and help us provide the Communities we serve with accurate and timely information.

The key partnerships will also help East Waste to achieve the stretch targets set in our 2030 Strategic Plan.

With ever increasing financial pressures, including unprecedented volatility with fuel prices, the East Waste Board has had to make several difficult decisions throughout the year. Their support, guidance and extensive knowledge is key to ensuring that East Waste continues to operate effectively and efficiently, whilst providing a high level and necessary service to our community. Throughout the year, we saw a couple of changes to our Board and

I would like to take this opportunity to thank all Board Members for their contributions, and welcome our newest Board Member, Cr Jenny Turnbull who commenced in January 2022.

In closing, I would like to say that I enjoy my role as the Chair of East Waste. Having been involved in the waste industry for more than 25 years, I appreciate the ever-changing environment and am looking forward to being actively involved in East Waste as we continue to lead, evolve and grow.



● **Fraser Bell**
Independent Chairperson



**FOOD SCRAPS?
WHICH BIN?**

**FEED 'EM TO
THE GREEN BIN**



WHICH BIN
SA.GOV.AU



Government of South Australia
Green Industries SA

EastWaste



City of Norwood
Fynham & St Peters

EastWaste

In 2021-2022 East Waste...



113,632 TOTAL TONNAGES
COLLECTED



8,500,000+ ANNUAL BIN
COLLECTIONS



2,960 HARD WASTE TONNES
CONVERTED TO FUEL



55% OF MATERIAL DIVERTED
FROM LANDFILL



45 COLLECTION VEHICLES



7,004 BIN REPAIRS UNDERTAKEN
BY THE MOBILE TEAM



6,538 BIN DELIVERIES
UNDERTAKEN



80,860 ENQUIRIES RECEIVED
& RESOLVED

General Manager's Report

Prior to writing this report I took a moment to reflect on everything that has occurred over the last twelve months and it would be fair to say that East Waste faced a number of challenges throughout the year. However, I couldn't be more grateful for how we have responded to the challenges and continued to grow as an organisation.

I would like to take this opportunity to recognise all the East Waste Staff Members for their contributions and commitment to ensuring that East Waste continued to provide a good level of service to our Member Councils and their ratepayers.

Through effective management and industry leading initiatives East Waste has continued to provide reliable services to the residents of our Member Councils despite the ongoing impacts of the COVID pandemic. In a time where other organisations in the industry are having difficulty providing the agreed services, East Waste has been able to meet and exceed expectation whilst also providing additional support to some of our Member Councils to ensure their residents are not negatively impacted. Furthermore, the WHS measures that East Waste have implemented have helped to support and protect our staff and their families.

We took the opportunity of the cyclic review requirements of the East Waste Charter to undertake a detailed engagement with Member Councils and understand their views and needs going forward. As the key document underpinning our activities and processes it is important that it provides the appropriate confidence and governance rigour to our Member Councils, whilst providing suitable flexibility for the Organisation to adapt to the changing waste environment. East Waste was able to achieve this in several ways, including strengthening the independent voice on the Audit & Risk Management Committee.

East Waste has been at the forefront of waste education for several years and this year was no exception. Throughout the year we have continued to be proactive in the education and behaviour change space with our lead educator attending numerous community events, running



General Manager's Report



promotional activities through member Councils and via Social Media. This combined with the education and behaviour change programs delivered through schools will continue to ensure that East Waste is more than a logistics company and is actively assisting the greater community to achieve better environmental outcomes.

East Waste successfully conducted a kerbside Waste Audit which incorporated all of our member councils waste streams. The data gathered from this Audit is still being finalised however, the outcomes will help to provide direction and guide future promotions and education in our communities as we look to improve waste diversion rates and ultimately reduce the amount of waste going to landfill.

Coupled with the above audit, our successful partnership with the Fight Food Waste CRC and the University of Adelaide has advanced our knowledge around the Community's food waste behaviours and with the results released in early 2023, will become a building block for revised education and engagement going forward. This partnership highlights the value and critical need to link and engage with like-minded Organisations to ultimately achieve the

stretch targets listed within the East Waste 2030 Strategic Plan.

In closing I would like again recognise our Staff's efforts and commitment to East Waste. We have many exceptional, passionate and committed staff. I would also like to extend a thank you to our Audit and Risk Management Committee, particularly independents Emma Hinchey and Sandra Di Blasio, and our Board who have continued to help guide East Waste through some of the challenges faced over the 2021/2022 financial year. The Committee's feedback has been valuable and helped ensure we continue to grow and add value to our member Councils and the broader community.



● **Rob Gregory**
General Manager



Kerbside Tonnages Collected



Member Council	Recyclables	Organics	Waste
Adelaide Hills Council	3,531	4,796	7,596
City of Burnside	3,983	6,138	7,503
Campbelltown City Council	4,132	7,002	10,269
City of Mitcham ¹	5,663	10,749	11,746
City of Norwood Payneham & St Peters	3,449	5,062	6,958
City of Prospect	1,757	3,231	4,100
Town of Walkerville	641	1,095	1,271

¹ City of Mitcham undertakes the collection of waste for its residents.



East Waste Governance

East Waste is administered by a Board in accordance with the requirements of the Local Government Act, the East Waste Charter, and various other policies and codes.

The membership of the Board comprises of seven 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 13 formal meetings over the 2021-2022 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
Mr Fraser Bell (Chair)	13/13
Cr Linda Green (Adelaide Hills Council)	10/13
Mr Vincent Cammell (City of Prospect) *Ceased 27 June 2022	8/13
Cr Julian Carbone (City of Burnside) *Ceased 31 December 2021	4/5
Mr Paul Di Iulio (Campbelltown City Council)	12/13
Mayor Heather Holmes-Ross (City of Mitcham)	10/13
Cr Mike Stock (City of Norwood, Payneham & St Peters)	10/13
Cr Rob Ashby (Corporation of the Town of Walkerville)	11/13
Cr Jenny Turnbull (City of Burnside) *Appointed 1 January 2022	5/8
DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr John McArthur (Adelaide Hills Council)	3/3

East Waste Governance



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 2021-2022 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
Mr Fraser Bell (Independent Board Chair)*Ceased as Chair of the Committee 15 February 2022	4/5
Cr Mike Stock (City of Norwood, Payneham & St Peters) *Ceased 25 November 2021	2/2
Cr Linda Green (Adelaide Hills Council)	4/5
Ms Emma Hinchey (Independent Member) *Appointed Chair 15 February 2022	5/5
Ms Sandra Di Blasio (Independent Member)	4/5

The Audited Financial Statements for the year ending 30 June 2022 are provided on the following pages.



EastWaste

FINANCIAL STATEMENTS

2021-2022



Financial Statements

2021-2022

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Financial Statements

2021-2022

CERTIFICATION OF FINANCIAL STATEMENTS

EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements
for the financial year ended 30 June 2022

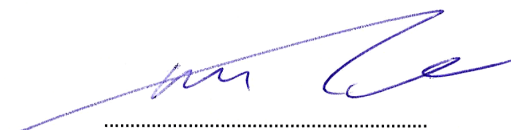
Certification of Financial Statements

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 2022 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: 28/09/2022

Financial Statements

2021-2022

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
INCOME			
User charges	2	16,579	16,707
Investment income	2	10	12
Grants, subsidies and contributions		81	-
Other	2	932	917
Total Income		17,602	17,636
EXPENSES			
Employee costs	3	6,386	6,089
Materials, contracts & other expenses	3	9,303	9,149
Finance costs	3	246	262
Depreciation & amortisation	3	2,043	1,986
Total Expenses		17,978	17,486
OPERATING SURPLUS		(376)	150
Asset disposal & fair value adjustments	4	7	105
NET SURPLUS		(369)	255
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(369)	255

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5	2,001	3,168
Trade & other receivables	5	935	661
Inventory		50	-
Total Current Assets		2,986	3,829
Non-current Assets			
Property, Plant & Equipment	6	8,542	8,098
Total Non-current Assets		8,542	8,098
Total Assets		11,528	11,927
LIABILITIES			
Current Liabilities			
Trade & Other Payables	7	1,436	1,609
Provisions	7	778	654
Borrowings	7	1,940	1,925
Total Current Liabilities		4,154	4,188
Non-current Liabilities			
Borrowings	7	6,410	6,423
Provisions	7	114	97
Total Non-current Liabilities		6,524	6,520
Total Liabilities		10,678	10,708
Net Assets		850	1,219
EQUITY			
Accumulated Surplus		850	1,219
Total Equity		850	1,219

This Statement is to be read in conjunction with the attached Notes.



RE-USE

Why waste it? When you can re-use it.

- Crockery and Cutlery
- Cloth Nappies
- Shopping Bags
- Non-Disposable Coffee Cups
- Non-Disposable Lunch Boxes and Food Packaging
- Free-Loved Clothing, Towels and Bedding

AVOID REDUCE RE-USE RECYCLE

COMPOST

Why waste it? When you can compost it.

- Fruit and Vegetable Scraps (Cooked & Raw)
- Seafood, Meat and Bones (Cooked & Raw)
- Paper Shredds and Tissues
- Lawn Clippings
- Weeds
- Strawbed Pallets

RECYCLE

Why waste it? When you can recycle it.

- Paper and Cardboard
- Rigid Plastic Bottles and Containers
- Aluminium Cans and Aerosols
- Glass Bottles and Jars
- Liquid Paper Board Cartons
- Aluminium Trays and Foil
- Tins and Cans
- NO Polystyrene Foam
- NO Food
- NO Clothing and Textiles

Financial Statements

2021-2022

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

	Accumulated Surplus \$'000	Total Equity \$'000
Balance at start of period - 1 July 2021	1,219	1,219
Net Surplus for Year	(369)	(369)
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2022	<u>850</u>	<u>850</u>
Balance at start of period - 1 July 2020	964	964
Net Surplus for Year	255	255
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2021	<u>1,219</u>	<u>1,219</u>

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	Notes	2022 \$'000	2021 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts		17,400	18,457
Investment receipts		9	7
Employee costs		(6,245)	(6,012)
Materials, contracts & other expenses		(9,613)	(9,243)
Finance payments		(258)	(233)
Net cash provided by operating activities	8	1,293	2,976
CASH FLOWS FROM INVESTING ACTIVITIES			
Sale of replaced assets	4	86	124
Expenditure on renewal/replacement of assets	6	(2,305)	(2,452)
Expenditure on new/upgraded assets	6	(244)	-
Net cash used in investing activities		(2,463)	(2,328)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		2,031	2,284
Repayments of Borrowings		(1,791)	(1,826)
Repayment of lease liabilities		(237)	(260)
Net cash provided by (used in) financing activities		3	198
Net Increase (Decrease) in cash held		(1,167)	846
Cash & cash equivalents at beginning of period	5	3,168	2,322
Cash & cash equivalents at end of period	5	2,001	3,168

This Statement is to be read in conjunction with the attached Notes.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted 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 and the Corporation of the Town of Walkerville. The seven 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 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.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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.



Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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 (10% in 2021/22; 9.5% in 2020/21). 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 2020/21) 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 2021. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to 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. 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'.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

9 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.

10 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

11 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.

12 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 on the Authority for future periods.

13 Authority Membership

The City of Unley became a Member Council of the Authority in July 2022 and waste collection services commenced for the Council as from 1 August 2022. As a result of The City of Unley becoming a Member Council, additional staff have been employed and trucks ordered to meet the additional services being provided by the Authority.

An amendment to the Authority's adopted Budget for FY2023 was undertaken with the Board and Member Council's in August 2022 in line with the requirements under the Act and the Authority's Charter.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 2 - INCOME

	Notes	2022 \$'000	2021 \$'000
USER CHARGES			
Waste Collection Income		12,662	12,372
Waste Processing Income		3,677	4,640
Administration		240	235
Member Council Waste Collection Rebate		-	(540)
		16,579	16,707
INVESTMENT INCOME			
Interest on investments			
Local Government Finance Authority		10	12
		10	12
OTHER INCOME			
Bin Supply		409	254
Replacement Bins		474	642
Sundry		49	21
		932	917
NOTE 3 - EXPENSES			
EMPLOYEE COSTS			
Salaries and Wages		5,115	4,924
Employee leave expense		93	76
Superannuation		443	403
Wages Casual Agency		500	490
Workers' Compensation Insurance		148	113
Other		87	83
Total Employee Costs		6,386	6,089
<i>Number of FTE Employees as at reporting date</i>		61	59

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 3 - EXPENSES (Cont.)

	Notes	2022 \$'000	2021 \$'000
MATERIALS, CONTRACTS & OTHER EXPENSES			
Auditor's Remuneration		9	9
Board Expenses		23	29
Waste Processing Costs		3,676	4,614
Electricity		4	4
Fuel, Gas & Oil		1,529	993
Legal Expenses		91	27
Maintenance		2,323	2,214
Parts, Accessories & Consumables		17	2
Printing, Stationery & Postage		41	36
Professional Services		487	440
Registration & Insurance - Trucks		299	215
Sundry		804	566
		9,303	9,149
FINANCE COSTS			
Interest on Loans		224	234
Interest on Leases		22	28
		246	262
DEPRECIATION & AMORTISATION			
Buildings & Other Structures	6	54	10
Plant, Machinery & Equipment	6	1,733	1,725
Right-of-use assets	6	256	251
		2,043	1,986

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 4 - ASSET DISPOSALS

	2022	2021
Notes	\$'000	\$'000
Proceeds from disposal	86	124
Less: Carrying amount of assets sold	(79)	(19)
Gain (Loss) on disposal	7	105

NOTE 5 - CURRENT ASSETS

CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	1,818	2,995
Deposits at Call	183	173
	2,001	3,168

TRADE & OTHER RECEIVABLES

Debtors - general	901	654
Accrued Income	34	-
Prepaid Expenses	-	7
	935	661

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2022 \$'000	2021 \$'000
Buildings & Other Structures - At Cost		569	325
Accumulated Depreciation		(146)	(92)
		423	233
Plant, Machinery & Equipment - At Cost		18,929	17,227
Accumulated Depreciation		(11,386)	(10,176)
		7,543	7,051
Right-of-use-assets		1,339	1,321
Accumulated Depreciation		(763)	(507)
		576	814
Total Property, Plant & Equipment		8,542	8,098

	2021 \$'000						2022 \$'000
	Carrying Value	Additions		Disposals	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal				
Buildings & Other Structures	233	244	-	-	(54)	-	423
Plant, Machinery & Equipment	7,051	-	2,304	(79)	(1,733)	-	7,543
Right-of-use-asset	814	-	-	-	(256)	18	576
	8,098	244	2,304	(79)	(2,043)	18	8,542
2021 (\$'000)	7,652	2,475	-	(19)	(1,986)	(24)	8,098

Financial Statements

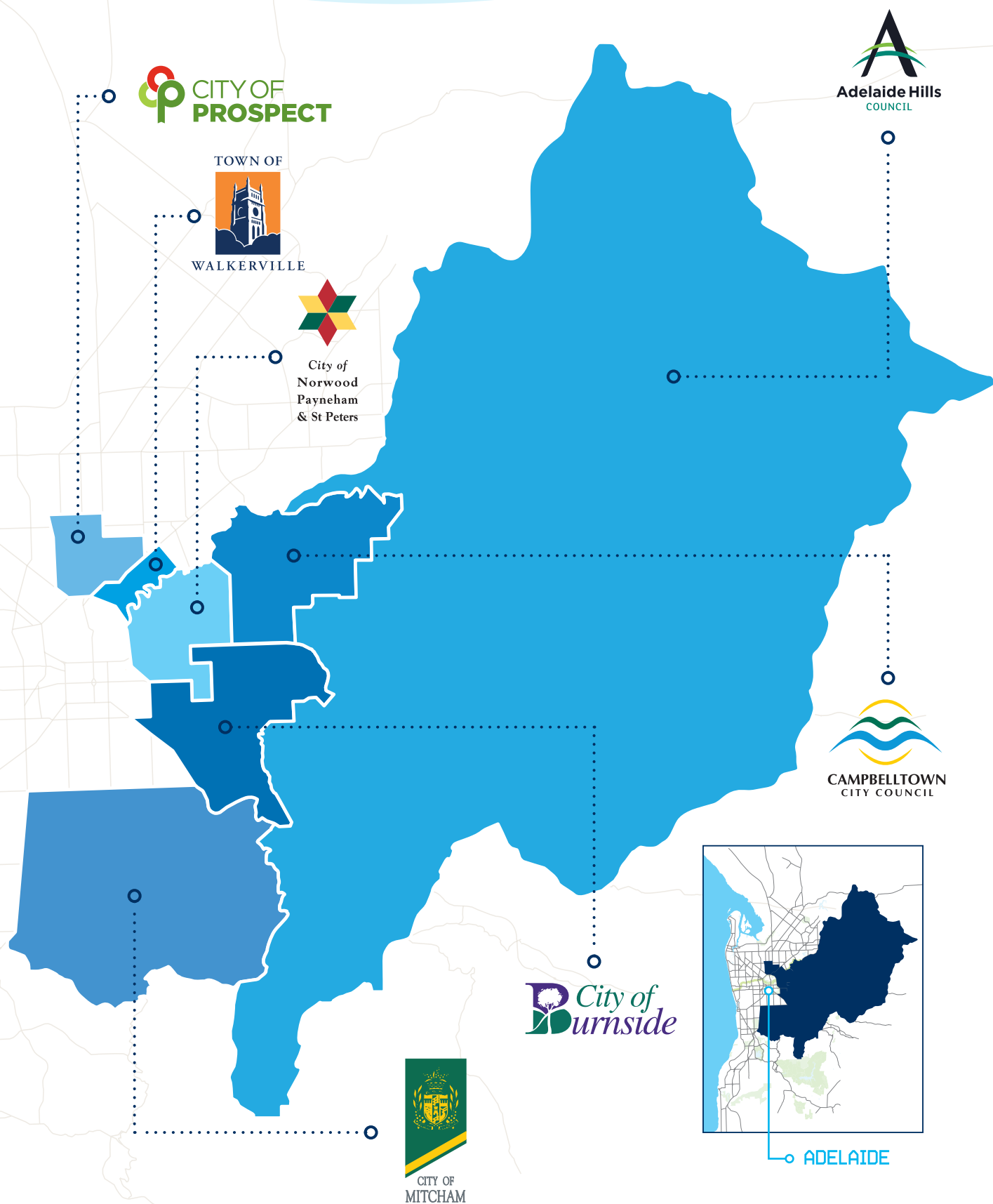
2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 7 - LIABILITIES

	2022		2021	
	\$'000		\$'000	
	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES				
Goods & Services	1,047	-	902	-
Payments received in advance	80	-	-	-
Accrued expenses - other	309	-	707	-
	1,436	-	1,609	-
BORROWINGS				
Loans	1,673	6,050	1,679	5,805
Lease Liabilities	267	360	246	618
	1,940	6,410	1,925	6,423
PROVISIONS				
Annual Leave	388	-	302	-
Rostered-Day-Off (RDO)	25	-	51	-
Long Service Leave	365	114	301	97
	778	114	654	97

East Waste Current Service Area



Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 8 - CASH FLOW RECONCILIATION

	2022 \$'000	2021 \$'000
Total cash & equivalent assets	2,001	3,168
Balances per Cash Flow Statement	<u>2,001</u>	<u>3,168</u>
(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities		
Net Surplus (Deficit)	(369)	255
Non-cash items in Statement of Comprehensive Income		
Depreciation	2,043	1,986
Net increase (decrease) in employee benefits	119	(77)
Net increase (decrease) accrued expenses	(12)	24
(Gain) / Loss on Disposal	(7)	(105)
Lease liability adjustment	(18)	-
Waste Rebates	-	470
	<u>1,756</u>	<u>2,553</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(235)	363
Net increase (decrease) in trade & other payables	(242)	(94)
Net increase (decrease) in other provisions	14	154
Net Cash provided by (or used in) operations	<u>1,293</u>	<u>2,976</u>
(b) Financing Arrangements		
Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 9 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Initially recognised at fair value and subsequently measured at amortised cost.</p> <p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 1.05% (2021: 0.3%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Waste Collection Fees & Associated Charges	<p>Accounting Policy: Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Liabilities - Creditors and Accruals	<p>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.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Interest bearing borrowings	<p>Accounting Policy: initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate.</p> <p>Terms & conditions: secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.35% (2021: 1.7% - 4%).</p>
Liabilities - Leases	<p>Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 11.</p>

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.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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

2022	Maturity			Non-Interest Bearing	Total
	≤ 1 year	> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	2,001	-	-	-	2,001
Receivables	-	-	-	901	901
Total	2,001	-	-	901	2,902
<i>Financial Liabilities</i>					
Payables	-	-	-	1,047	1,047
Borrowings	1,940	4,972	1,438	-	8,350
Total	1,940	4,972	1,438	1,047	9,397

2021	Maturity			Non-Interest Bearing	Total
	≤ 1 year	> 1 year ≤ 5 years	> 5 years		
<i>Financial Assets</i>	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Equivalents	3,168	-	-	-	3,168
Receivables	-	-	-	654	654
Total	3,168	-	-	654	3,822
<i>Financial Liabilities</i>					
Payables	-	-	-	902	902
Borrowings	1,925	5,091	1,332	-	8,348
Total	1,925	5,091	1,332	902	9,250

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

NOTE 10 - CAPITAL EXPENDITURE COMMITMENTS

The Authority has capital expenditure commitments totalling an estimated \$2.02 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 2021	814	814
Additions of right-of-use-assets	-	-
Depreciation Charge	(256)	(256)
Adjustments to right-of-use-assets	18	18
At 30 June 2022	576	576

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2021 \$'000
At 1 July 2021	864
Additions	13
Accretion of interest	22
Payments	(272)
Adjustments to lease liability	-
At 30 June 2022	627
Current	267
Non-Current	360

NOTE 12 - POST BALANCE DATE EVENTS

The City of Unley became a Member Council in July 2022 and waste collection services commenced as from 1 August 2022. As a result of The City of Unley becoming a Member Council, the Authority was required to purchase additional trucks to service the increased number of collection routes. The estimated cost of the new Trucks to be purchased is \$2.5 million.

Financial Statements

2021-2022

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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, 4 persons were paid the following total compensation:

	2022 \$'000	2021 \$'000
Salaries, allowances & other short term benefits	483	462
TOTAL	483	462

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	3,113	160	Provision of kerbside waste collection and hard waste collection services
City of Burnside	2,911	87	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	2,984	312	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	2,841	191	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,389	67	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	2,906	66	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	537	15	Provision of kerbside waste collection and hard waste collection services

Amounts recorded as outstanding from Related Parties are recorded in Trade and other receivables in Note 5. The amounts included in the above total Sale of Goods and Services to Member Councils is net of a rebate paid and settled with Member Councils during 2021/22 totalling \$0.47 million.

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

2021-2022

CERTIFICATION OF AUDITOR INDEPENDENCE


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Certification of Auditor Independence

I confirm that, for the audit of the financial statements of Eastern Waste Management Authority Inc for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, 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.

Bentleys SA Audit Partnership

David Papa
Partner

Dated at Adelaide this 7th September 2022



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Financial Statements

2021-2022

INDEPENDENT AUDITOR'S REPORT



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE EASTERN WASTE MANAGEMENT AUTHORITY INC

Opinion

We have audited the accompanying financial report of the Eastern Waste Management Authority Inc, which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Certification of the Financial Statements.

In our opinion, the financial report gives a true and fair view of the financial position of the Eastern Waste Management Authority Inc as of 30 June 2022, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and 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 entity 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 other 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.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report, which gives a true and fair view in accordance with Australian Accounting Standards and the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*, and for such internal control as the committee and management determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management 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 entity's financial reporting process.



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Financial Statements

2021-2022

INDEPENDENT AUDITOR'S REPORT



Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

BENTLEYS SA AUDIT PARTNERSHIP









DAVID PAPA
PARTNER

Dated at Adelaide this 29th day of September 2022



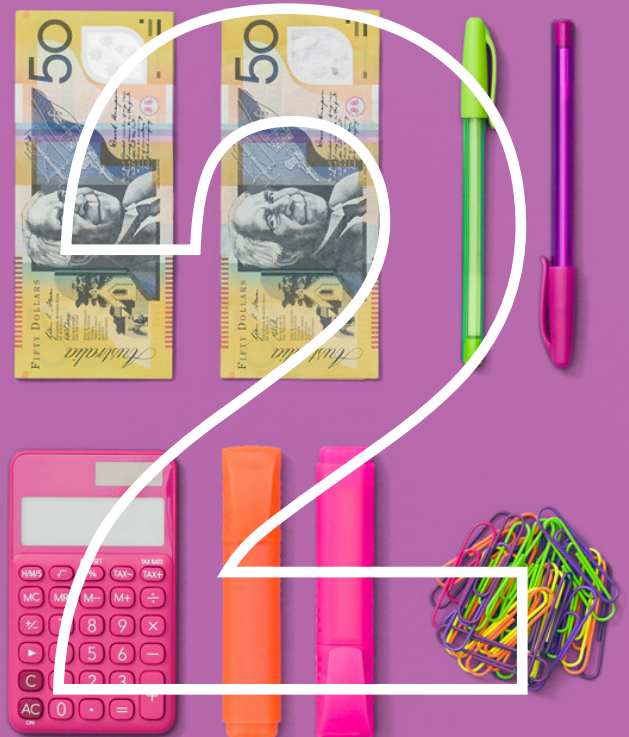
**EAST WASTE IS ON A TRANSFORMATIONAL PATH
MOVING SOLELY FROM A REACTIVE WASTE
COLLECTION LOGISTICS BUSINESS TO A BROADER
RESOURCE MANAGER AND ACTIVE COMMUNITY
BEHAVIOUR CHANGE AGENT.**

EastWaste

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-  east@eastwaste.com
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Management Authority
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Annual Report



Message from the Chairperson



A Food Safety Rating Scheme (the Scheme) was launched by SA Health in 2016. The Eastern Health Authority (EHA) commenced an internal trial of the Scheme in 2017 and formally participated from 1 July 2021.

A Food Safety Rating Scheme (the Scheme) was launched by SA Health in 2016. The Eastern Health Authority (EHA) commenced an internal trial of the Scheme in 2017 and formally participated from 1 July 2021. Food service businesses and bakeries within EHA's Constituent Councils who sell food directly to consumers for 'immediate' consumption are captured within the Scheme.

Within the first year of participating in the Scheme, just over half of the captured food inspected businesses were issued with a star rating. These results are promising as it suggests that some food businesses have an increased awareness of food hygiene requirements and improving compliance with the minimum food safety standards.

The food star rating assessment form continues to be used for non-captured businesses. A score and star rating are communicated to these respective food businesses for information only, in aim to continually educate and improve the food safety culture.

EHA's food auditing service continues to expand across the state. Despite the challenges with COVID-19, the flexibility and professional service provided by EHA's food auditors enabled these food businesses that provide food to the vulnerable population to have their food safety programs assessed for adequacy and compliance.

EHA continues with its busy schedule all within a year when businesses were reopened and tested as the economy re-emerged from the restrictions of the pandemic.

Within the first year of participating in the Scheme, just over half of the captured food inspected businesses were issued with a star rating. These results are promising as it suggests that some food businesses have an increased awareness of food hygiene requirements and improving compliance with the minimum food safety standards.

Cr Peter Cornish
Chairperson



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TOWN OF WALKERVILLE



PROSPECT

10,295
Rateable Properties

21,925
Population of Council

CAMBELLTOWN

24,871
Rateable Properties

53,084
Population of Council

WALKERVILLE

4,067
Rateable Properties

7,750
Population of Council

NPSP

20,101
Rateable Properties

36,930
Population of Council

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.

BURNSIDE

21,191
Rateable Properties

43,911
Population of Council

TOTAL

80,525
Rateable Properties

163,600
Population of Council



City of Norwood Payneham & St Peters



Chief Executive Officer's Report



COVID-19 continued to present additional challenges in delivering a number of Eastern Health Authority's (EHA's) health protection services in 2021/2022. Despite these challenges, EHA has continued to deliver its services to the community with a minimum of disruption.

COVID-19 continued to present additional challenges in delivering a number of Eastern Health Authority's (EHA's) health protection services in 2021/2022. Despite these challenges, EHA has continued to deliver its services to the community with a minimum of disruption.

Immunisation is one of the most successful and cost effective public health protection initiatives. The importance of effective immunisation programs continues to be reinforced during the ongoing pandemic. Our public clinics and worksite immunisation programs continue to be extremely popular, with 10,686 vaccines provided during the year at our various clinic sites.

In late 2021, EHA was successful in being awarded service contracts to provide immunisation services (public clinics and school programs) to Adelaide Hills Council and the City of Unley. The delivery of the services commenced in January 2022. EHA now delivers public immunisations clinics at six venues and the School Immunisation Program to 26 high schools.

While staff absences and reduced student attendance impacted the 2021 School Immunisation Program, the delivery of 10,402 vaccines to high school students was seamless. The ability to manage and deliver the program with minimal disruption was a fantastic effort by all staff involved.

Access to safe and suitable food is one of the most important aspects to a healthy community. One of our most important areas of core business is monitoring food safety standards to ensure this occurs. EHA is responsible for monitoring around 1,300 food businesses' and 1,271 food safety inspections were conducted at these businesses during the year.

You may be surprised to know that unlike most of Australia, South Australia currently has no requirements for food businesses to be licensed, to have appropriately trained food safety supervisors, or for food businesses to maintain any records in relation to their operations. With

In the message they expressed immense gratitude for the time spent at EHA and stated that they were incredibly proud of the work we do to protect the health of thousands of South Australians.

this in mind, it is pleasing to see that new national Food Safety Standards will apply to South Australian food businesses, introducing three food safety management tools: food safety supervisor; food handler training and evidence to food service and retail businesses. These new standards will be introduced in November 2022, with a 12 month implementation period. Let us hope a registration system being introduced in South Australia is not far away.

Many community complaints can have multiple legislative considerations. Our staff continue to work closely with our Constituent Council regulatory service, planning and building officers to investigate and resolve these matters where possible. In many circumstances this positive collaboration is effective in resolving the concerns and providing a positive customer experience.

EHA continues to convene the Eastern Hoarding and Squalor group, a forum for EHO's and government and non-government key stakeholders. Discussions centre on the provision of an integrated approach to assisting complex hoarding and squalor issues where possible.

The review of EHA's Charter continued during the year. The process was paused for an extended period while

membership issues were considered. With this matter now resolved, it is expected that Constituent Councils will consider a revised Charter in late 2022.

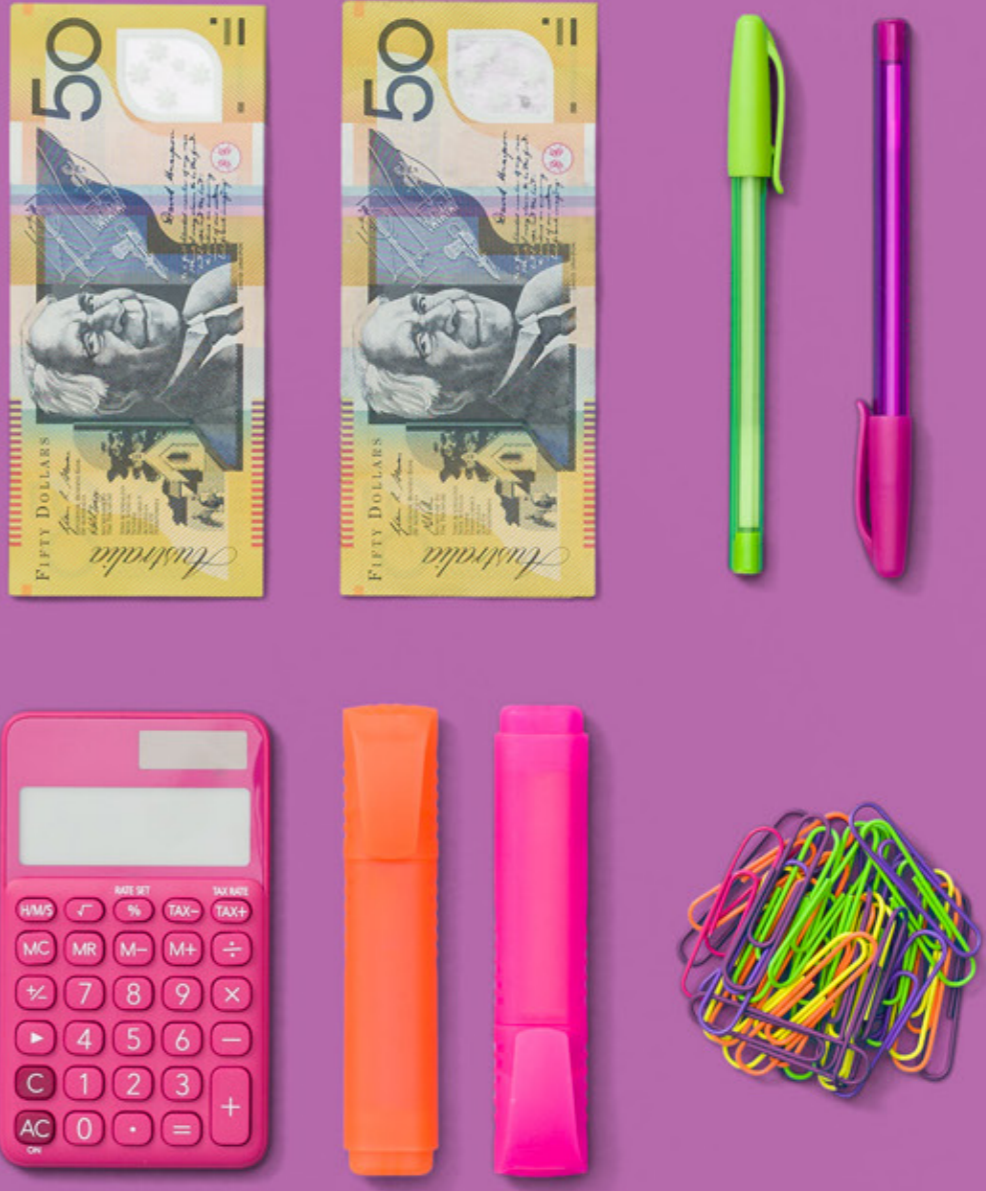
With the upcoming November 2022 Local Government elections in mind, I would like to thank the current Board Members for their commitment to Eastern Health Authority during their 4 year term. EHA's Board has a genuine interest in, and supports, the important public health protection work that we undertake on behalf of their respective councils. This interest and support is very much appreciated by me and other EHA staff members.

One of our valued staff members who recently moved interstate, sent a farewell message to her colleagues at EHA. In the message they expressed immense gratitude for the time spent at EHA and stated that they were incredibly proud of the work we do to protect the health of thousands of South Australians. It was lovely to see such a message and I know this attitude is reflective of the staff of EHA, who are a professional and committed group. My deep gratitude to all staff for their work during the last year and making this a great organisation to be part of.

Michael Livori
Chief Executive Officer

Governance

EHA is a body corporate, governed by a Board of Management comprised of two elected members from each Constituent Council.



Board of Management 2022

The Board met seven times during the year to consider EHA's business.

City / Town	Member	Total Meetings Attended
City Of Burnside	Cr P Cornish	●●●●●●○
	Cr J Davey	●●●●●●○
City Of Norwood Payneham & St Peters	Cr S Whittington	●●●●●●○
	Cr G Knoblauch	●●●●●●○
Campbelltown City Council	Cr J Kennedy	●●●●●●●
	M Hammond	●●●●●○○
City Of Prospect	Cr K Barnett	●●●●●●○
	N Cunningham	●●●○○○○
Town Of Walkerville	Cr J Nenke	●●●●●●○
	Cr N Coleman	●●●○○○○
	Cr ML Bishop	●○○○○○○

Finance Audit Committee

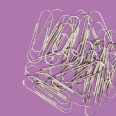
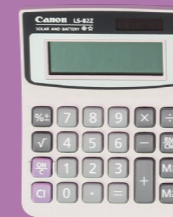
Members of EHA's Audit Committee include:

Claudia Goldsmith Presiding Member

Independent Member Madeleine Vezis

Board Appointed Member Cr Peter Cornish

The Committee met on three occasions during the year.

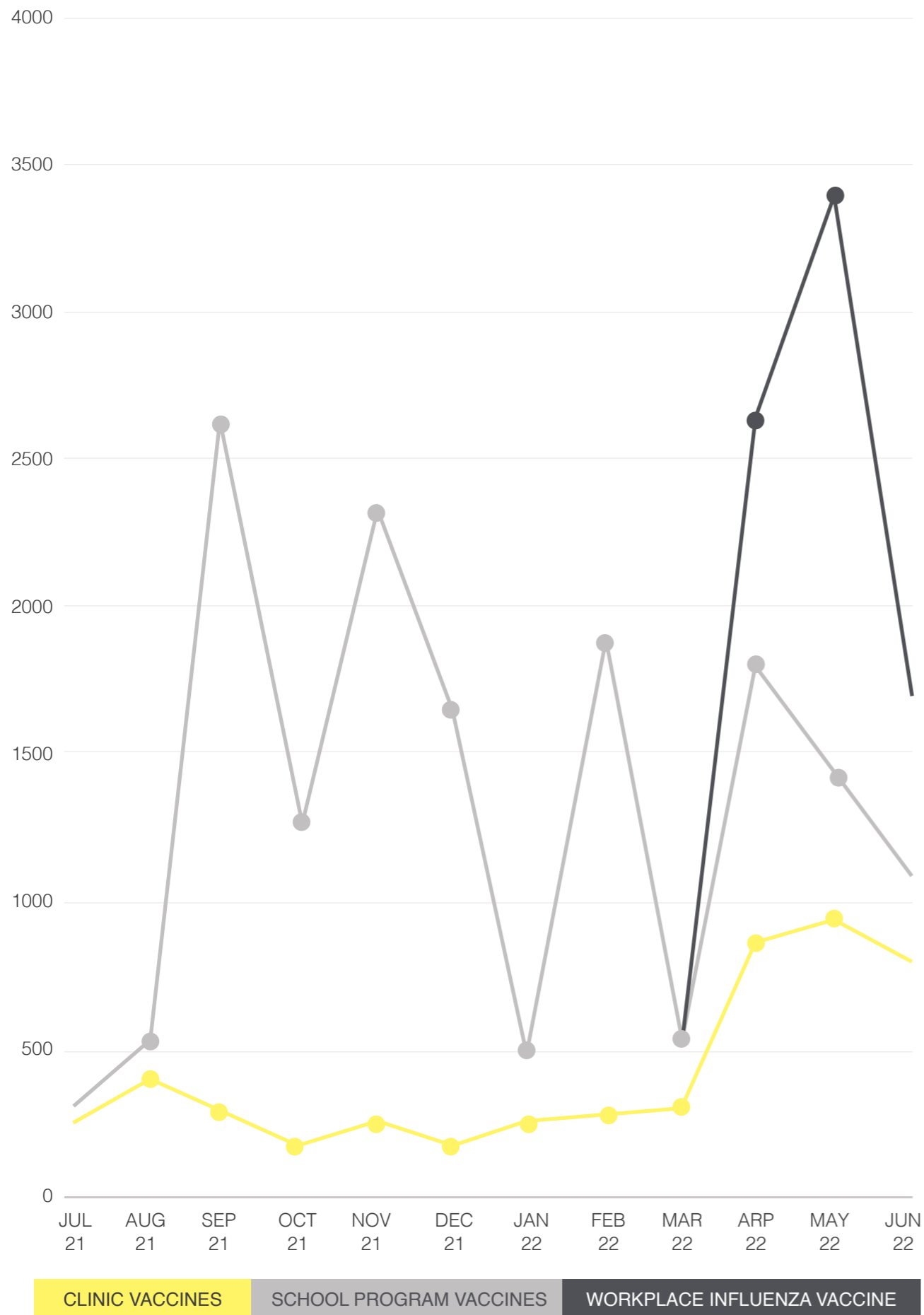


Immunisation

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.



Combined demand for all immunisation services over the last year.



Public Immunisation Clinics

4,086 clients

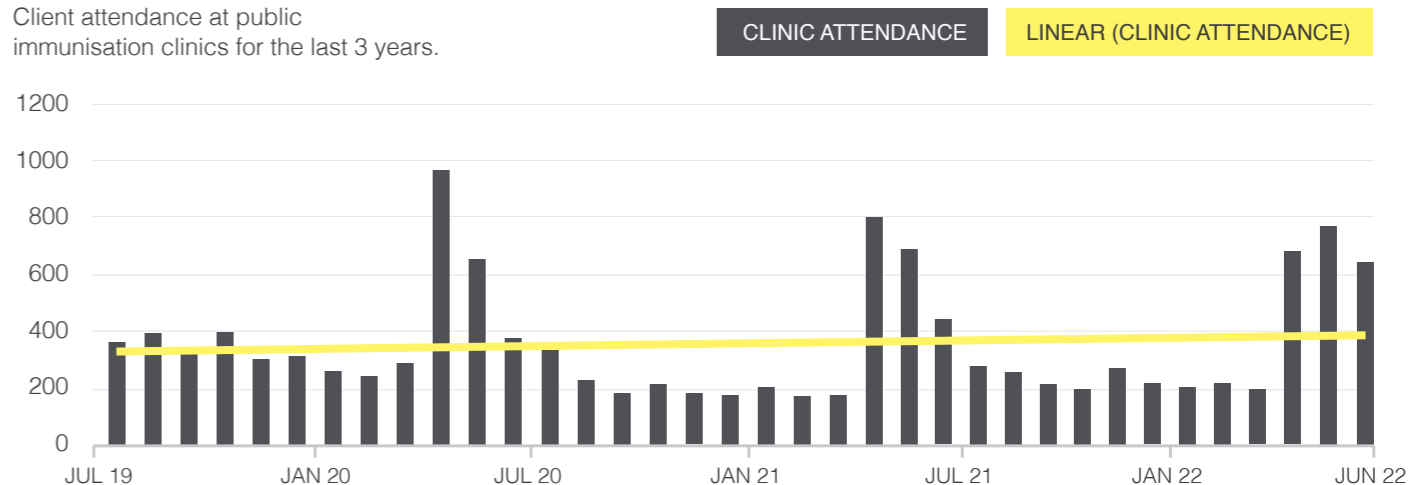
311 INCREASE (8.24%)
from last year

were provided with

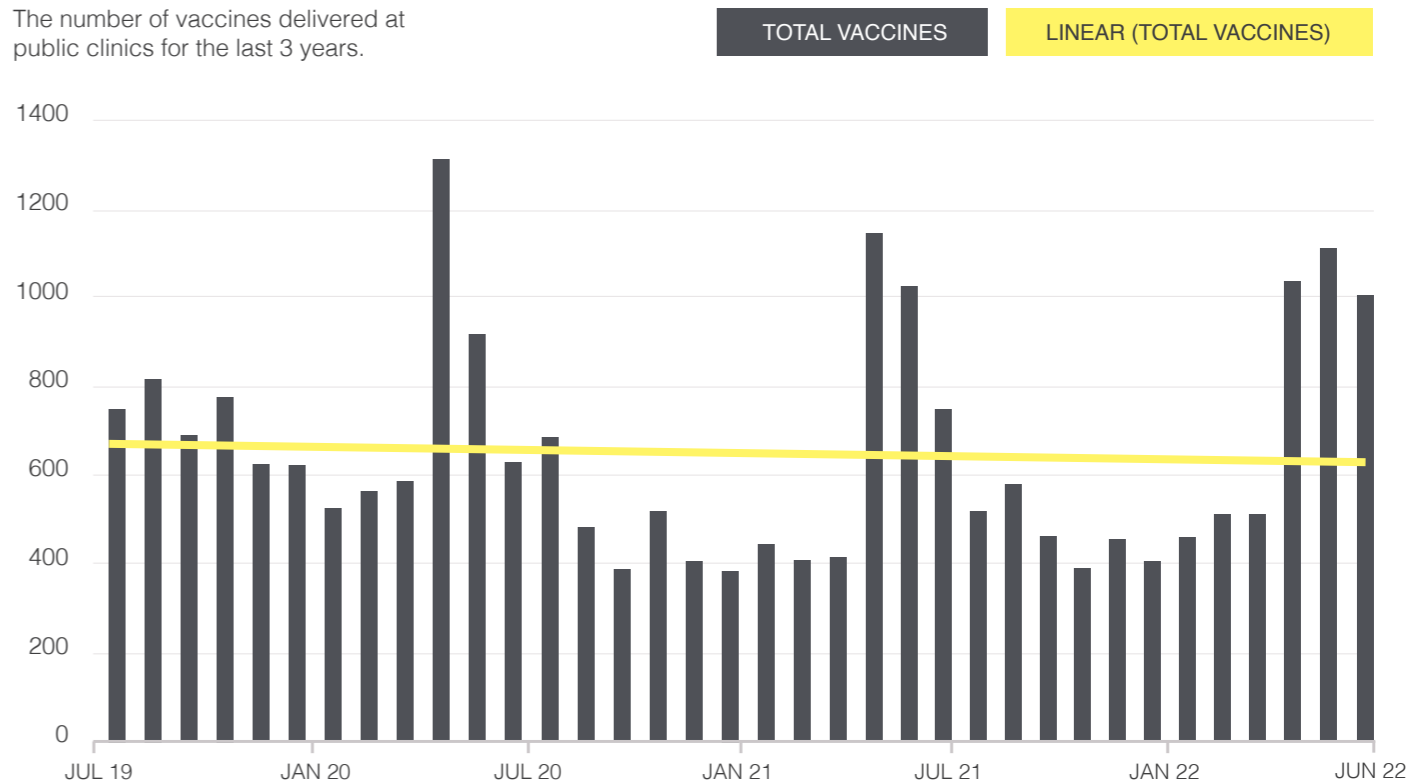
7,410 vaccinations

341 INCREASE (4.82%)
from last year

Client attendance at public immunisation clinics for the last 3 years.



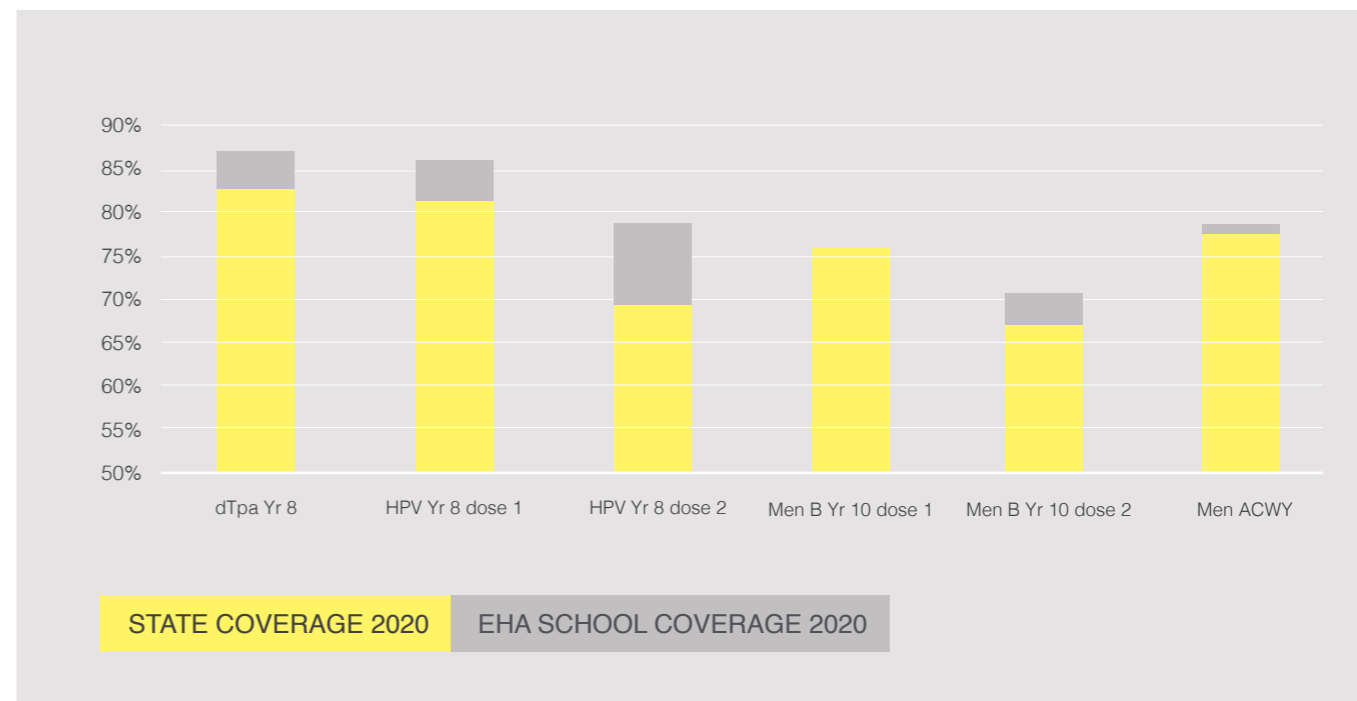
The number of vaccines delivered at public clinics for the last 3 years.



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	Adelaide Hills	Unley
Burnside	1,031	30%	6%	58%	1%	0%	1%	4%
Campbelltown	923	5%	29%	62%	1%	0%	0%	3%
NPSP	1,029	4%	6%	86%	1%	0%	0%	3%
Prospect	277	5%	5%	61%	23%	0%	0%	6%
Walkerville	171	4%	3%	86%	6%	0%	0%	2%
Adelaide Hills	184	3%	3%	16%	0%	0%	77%	2%
Unley	264	6%	2%	25%	1%	0%	1%	65%
Other	207	8%	5%	57%	5%	0%	5%	20%
Total number of clients	4,086							

A graph illustrating EHA vaccine coverage rates compared with the SA State coverage rates across all vaccines administered.



School Immunisation Program 2021

During 2021, EHA completed 63 year level, high school immunisation visits to deliver the annual School Immunisation Program (SIP). A total of 10,402 vaccines were administered to both Year 8 and 10 students.

The minor decrease in the of 95 (-1%) vaccines administered when compared to the same period in 2020 is in part due to the COVID-19 vaccines being made available for students 12+ ages. Early in the year COVID-19 vaccines were required to have a 7-day interval between any other vaccine being administered. As a result, numerous students were unable to have their second schedule vaccination.

These students were able to attend one of the many EHA public immunisation clinic's to catch up on the missed vaccine. EHA effectively communicated the required COVID-19 interval and potential impact it may cause to their child's school vaccination visit to parents and guardians via SMS messages.

SA Health compiles data in relation to student immunisations each year to measure the success of the SIP program:

School Vaccinations for calendar year to date – January to December 2021.

Council	Human Papillomavirus	Diphtheria Tetanus and Pertussis (dTpa)	Meningococcal (Men B)	Meningococcal ACYW (Men ACWY)	Total
Burnside	1,166	650	1,075	629	3,520
Campbelltown	807	519	918	452	2,696
NPSP	1,034	474	1,064	590	3,162
Prospect	191	107	201	107	606
Walkerville	121	74	131	92	418
Total	3,319	1,824	3,389	1,870	10,402

Workplace Immunisation Program

2022



87 WORKPLACE VISITS



3,276 VACCINES ADMINISTERED

2021



106 WORKPLACE VISITS



4,085 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 responsibilities under the SA Public Health Act 2011 continued to extend to respond to control of the COVID-19 Pandemic spread within South Australia.

Public health related complaints/referrals from the public or State Government

213

2019-20

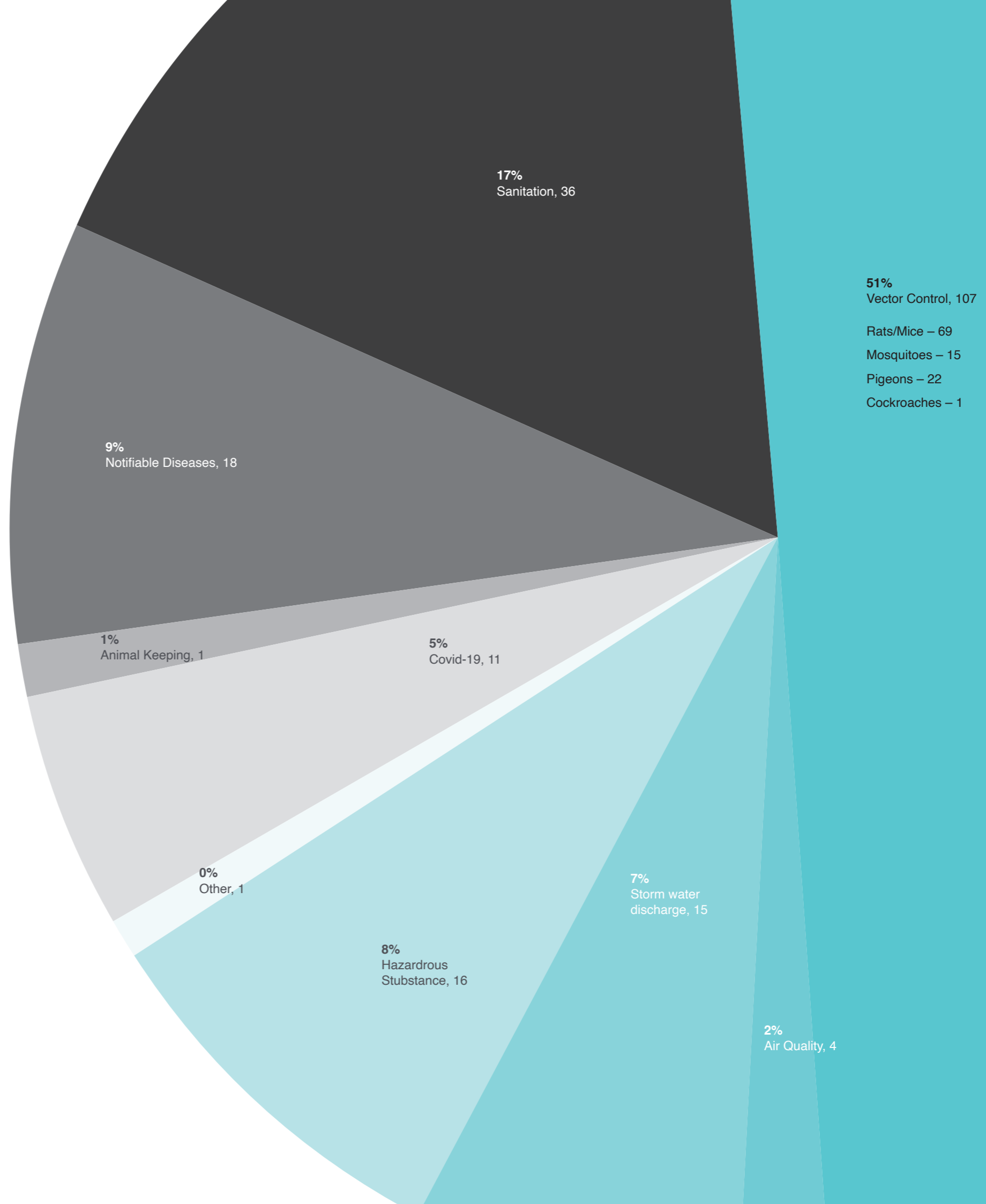
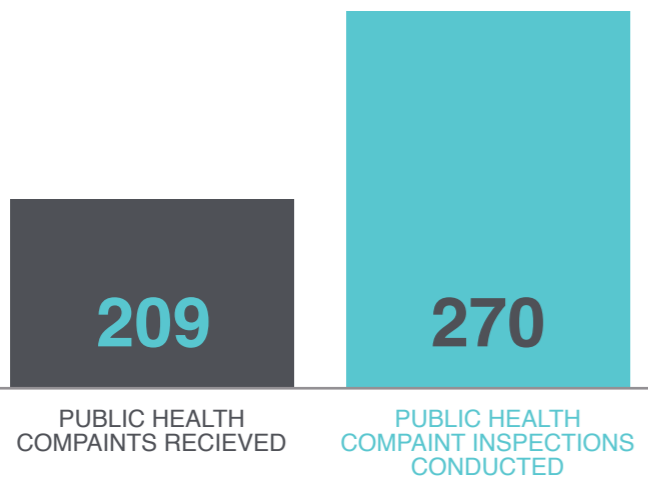
224

2020-21

209

2021-22

1.29 Inspections per complaint



Vector Complaints



Squalor



Hoarding



2.25 Inspections per complaint



	2020-21	2021-22
Campylobacter	248	261 ▲
Salmonella	38	43 ▲
Legionellosis	2	1 ▼
Cryptosporidiosis	4	5 ▲
Hepatitis A	0	0
Rotavirus	15	49 ▲
COVID-19	11	38,738 ▲

16

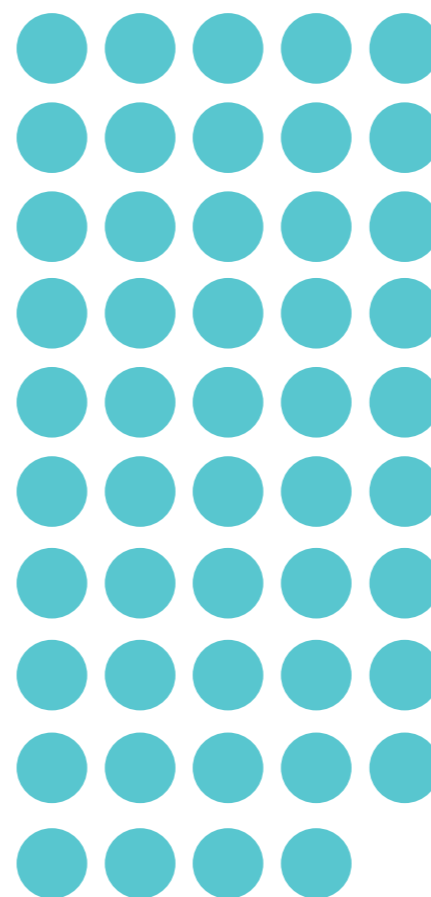
Hazardous substance complaints significant increase from 5 (2020-21)

15

Stormwater discharge complaints investigated comparable to 14 investigations received the previous year

11

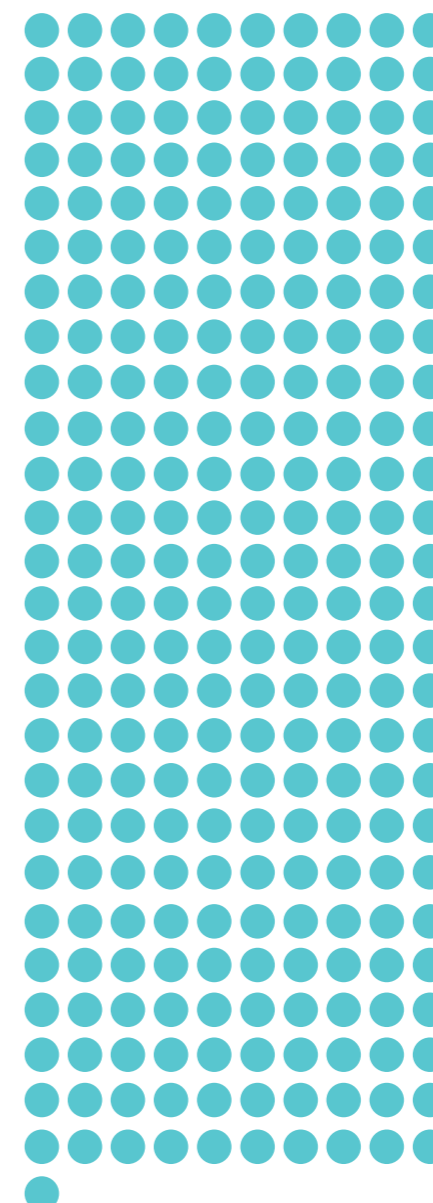
COVID-19 Social Distancing complaints a decrease from 15 complaints in 2020-21



49

Rotavirus notifications

34 more compared to 2020-21



261

Salmonella notifications

5% increase compared to 2020-21



COVID-19 notifications

This significant number is a result of the State COVID-19 social distancing restrictions easing from December 2021.

Monitoring and Surveillance

Cooling Towers and Warm Water Systems (HRMWS)

19 Cooling Towers at 12 sites		8 Warm Water Systems at 4 sites	
Routine inspections	19	Routine inspections	8
Follow-up inspection	0	Follow-up inspection	0

6

detections of Legionella

3

from water samples taken from 3 separate HRMWS sites during routine inspections

3

from internal water testing taken from 3 separate HRMWS sites

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.

5

Onsite wastewater applications for wastewater works were received.

3

3 applications approved and 2 pending decisions.

0

Complaints received.

Public Swimming Pools and Spas

41 swimming pool and spa's at 27 sites

Routine inspections	59
Follow-up inspections	7
Complaint inspections	3

Personal Care and Body Art (PCBA)

All 10 tattoo premises involving high risk skin penetration practice were assessed. One follow-up inspection was required.

One complaint was received and investigated at a beauty premises. No further action taken.

Health Care and Community Services

LICENSING

5

Licence renewal applications were received and approved.
4 facilities – 1 year
1 facility – short term licence

MONITORING

7

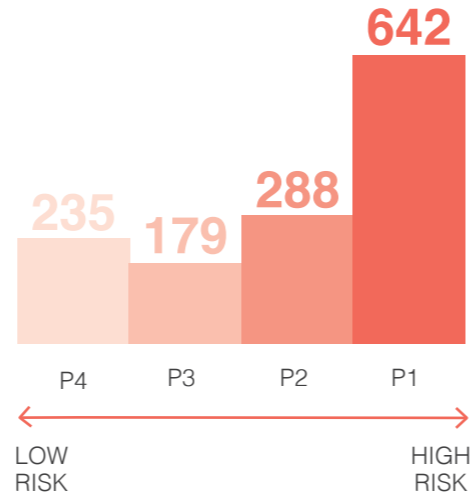
Unannounced routine licensing audits were conducted across 5 facilities.

COMPLAINTS

4

Complaint investigations were undertaken / ongoing.

Food Safety Inspections

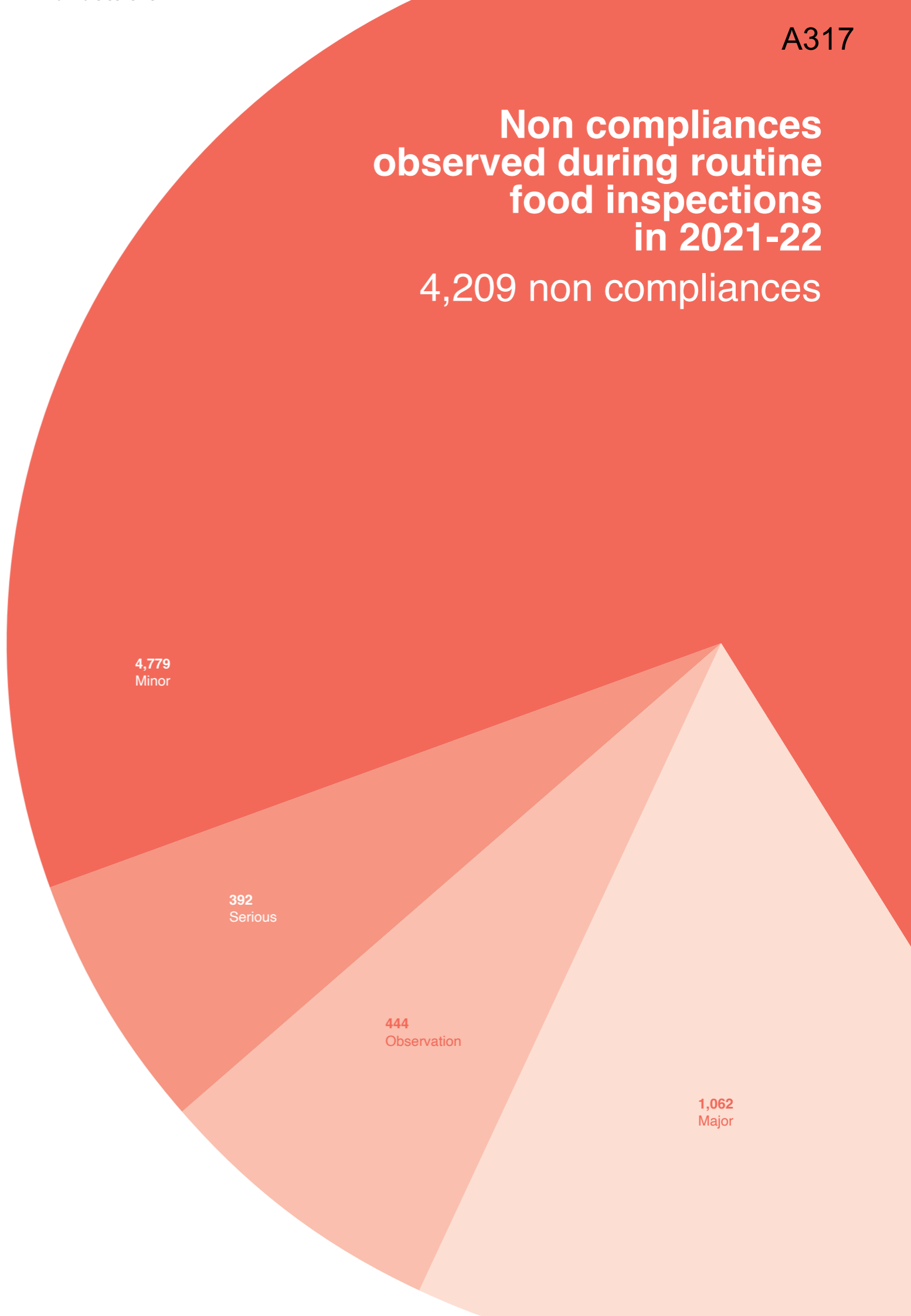
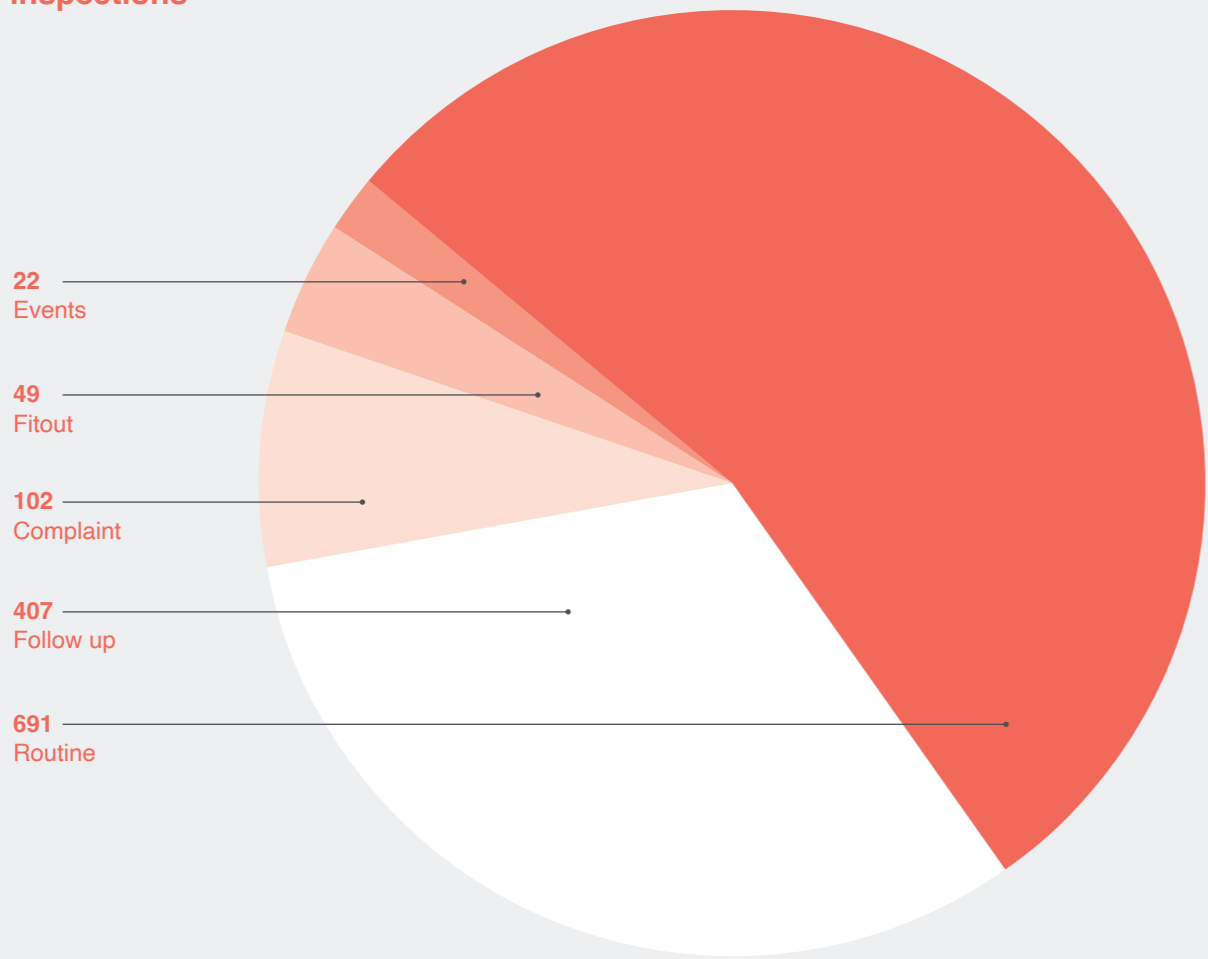


Non compliances observed during routine food inspections in 2021-22

4,209 non compliances

Total Number of inspections 2021-22

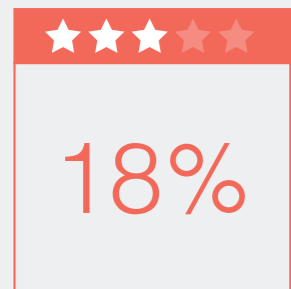
1,271 food safety inspections



Participation of the SA Health Food Star Rating Scheme (FSRS) commenced on 1 July 2022.

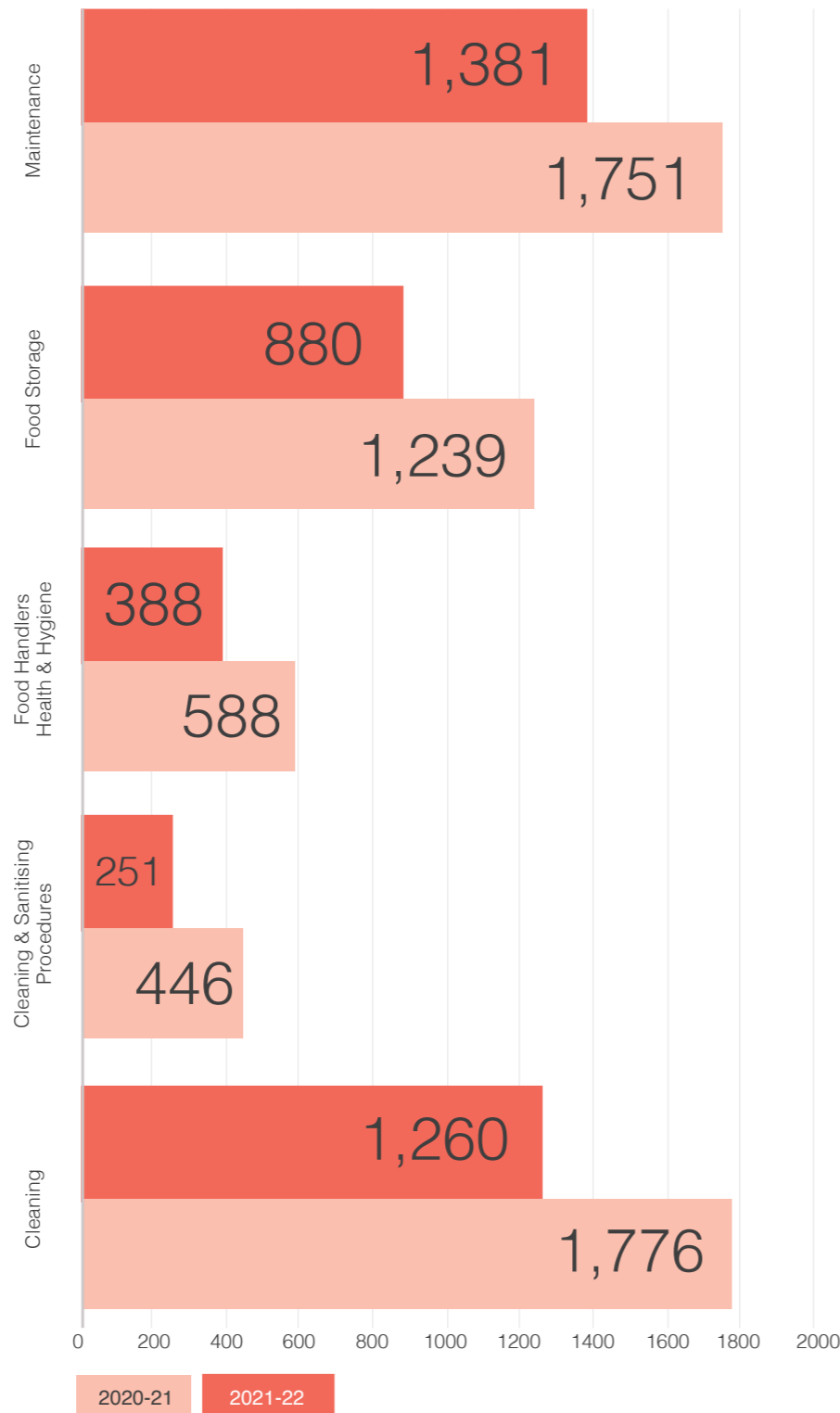
A total of **561** businesses are captured within the scheme.

425 captured FSRS inspections



The average non-compliances observed per routine inspections decreased by **36%**.

Two year comparison of the types of food safety non-compliances observed during routine inspections during 2021-22.



Food Safety Enforcement

59%

Routine inspections requiring a follow-up
Decrease from 61%

A graph illustrating the graduated response to enforcement under the Food Act 2001.



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	18	2	0
Improvement Notices	55	7	1
Offences Expiated	11	1	0
Prohibition Orders	6	1	1

Improvement Notices

63

Improvement Notices issued to 51 food businesses

12

Businesses issued with multiple Improvement Notices

7.2%

of routine inspections resulted in the issue of an Improvement Notice.

Expiations

12

businesses were expiated under the Food Act 2001.

1.74%

of routine inspections resulted in the issue of an Expiation Notice.

2021-22

Food Safety Audits

Scheduled food safety audits of food businesses serving food to vulnerable populations

143 Scheduled Audits
19% increase

74

10 increase Within EHA

69

13 increase outside of EHA's area

4

follow-up audits

Food Safety Complaints

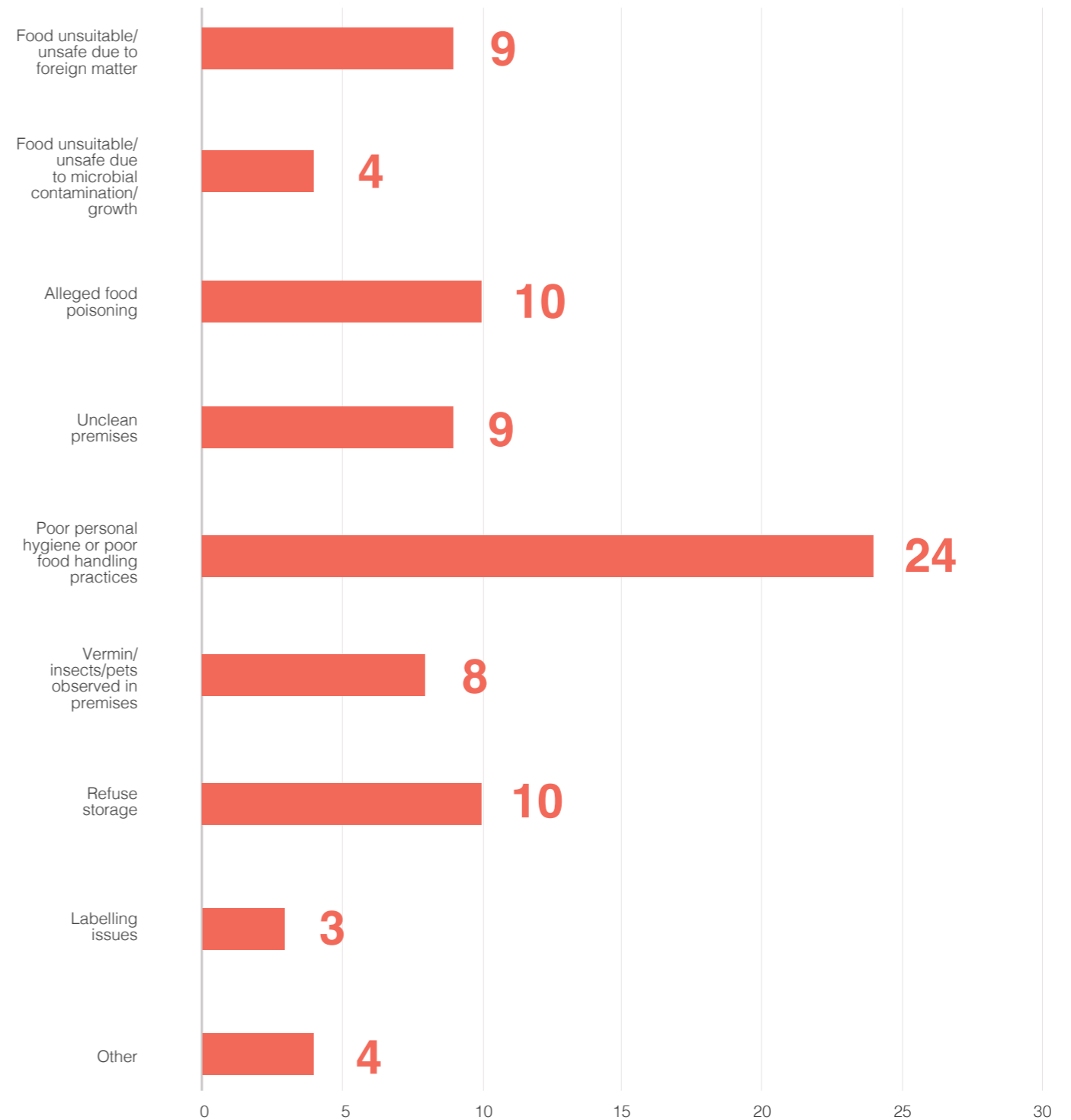
82

Food related complaints

52%

Relating to alleged food poisoning and poor personal hygiene and food handling practices.

Types of Food Complaints received in 2022.



Six food safety training session held and **65 participants attended.**

Summary

Financial Statement
for the year ending
30 June 2022

	2021	2022
INCOME		
Council Contributions	1,821,865	1,828,263
Statutory charges	150,625	111,391
User charges	235,151	295,541
Grants, subsidies and contributions	256,514	226,108
Investment income	4,901	4,320
Other income	4,5498	3,585
TOTAL INCOME	2,474,605	2,469,208
EXPENSES		
Employee Costs	1,635,933	1,750,609
Materials, contracts & other expenses	509,065	516,677
Depreciation, amortisation & impairment	190,797	168,844
Finance costs	48,445	44,752
TOTAL INCOME	2,384,240	2,482,882
OPERATING SURPLUS (DEFICIT)		
Asset disposal & fair value adjustments		
NET SURPLUS/(DEFICIT)	90,365	(13,674)
Other Comprehensive Income		
TOTAL COMPREHENSIVE INCOME	90,365	(13,674)
CURRENT ASSETS		
Cash and cash equivalents	782,896	640,883
Trade and Other Receivables	188,901	231,080
TOTAL CURRENT ASSETS	971,797	871,963
NON-CURRENT ASSETS		
Property, Plant & Equipment	1,300,714	1,214,249
TOTAL NON-CURRENT ASSETS	1,300,714	1,214,249
TOTAL ASSETS	2,272,511	2,086,212
CURRENT LIABILITIES		
Trade & Other Payables	163,940	133,225
Borrowings	177,021	140,794
Provisions	307,903	289,466
Liabilities relating to Non-current Assets held for Sale		
TOTAL CURRENT LIABILITIES	648,864	563,485
NON-CURRENT LIABILITIES		
Borrowings	1,036,687	961,297
Provisions	21,716	9,860
TOTAL NON-CURRENT LIABILITIES	1,058,403	971,157
TOTAL LIABILITIES	1,707,267	1,534,642
NET ASSETS	565,244	551,570
EQUITY		
Accumulated Surplus	565,244	551,570
TOTAL EQUITY	565,244	551,570

The General Purpose Financial Reports for the year ended 30 June 2022

General Purpose Financial Reports for the year ended 30 June 2022

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EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Council's accounting and other records.

Michael Livori
CHIEF EXECUTIVE OFFICER

Cr Peter Cornish
**CHAIRPERSON
EHA BOARD OF MANAGEMENT**

Date: 31 August 2022

Eastern Health Authority
Statement of Comprehensive Income
for the year ended 30 June 2022

	Notes	2022 \$	2021 \$
INCOME			
Council Contributions	2	1,828,263	1,821,865
Statutory charges	2	111,391	150,625
User charges	2	295,541	236,151
Grants, subsidies and contributions	2	226,108	256,514
Investment income	2	4,320	4,901
Other income	2	3,585	4,549
Total Income		2,469,208	2,474,605
EXPENSES			
Employee costs	3	1,750,609	1,635,933
Materials, contracts & other expenses	3	516,677	509,065
Depreciation, amortisation & impairment	3	168,844	190,797
Finance costs	3	46,752	48,445
Total Expenses		2,482,882	2,384,240
OPERATING SURPLUS / (DEFICIT)		(13,674)	90,365
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
TOTAL COMPREHENSIVE INCOME		(13,674)	90,365

This Statement is to be read in conjunction with the attached Notes.

Eastern Health Authority
Statement of Financial Position
as at 30 June 2022

	Notes	2022 \$	2021 \$
ASSETS			
Current Assets			
Cash and cash equivalents	4	640,883	782,896
Trade & other receivables	4	231,080	188,901
Total Current Assets		871,963	971,797
Non-current Assets			
Infrastructure, property, plant & equipment	5	1,214,249	1,300,714
Total Non-current Assets		1,214,249	1,300,714
Total Assets		2,086,212	2,272,511
LIABILITIES			
Current Liabilities			
Trade & other payables	6	133,225	163,940
Borrowings	6	140,794	177,021
Provisions	6	289,466	307,903
Total Current Liabilities		563,485	648,864
Non-current Liabilities			
Borrowings	6	961,297	1,036,687
Provisions	6	9,860	21,716
Total Non-current Liabilities		971,157	1,058,403
Total Liabilities		1,534,642	1,707,267
NET ASSETS		551,570	565,244
EQUITY			
Accumulated Surplus		551,570	565,244
TOTAL EQUITY		551,570	565,244

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 2022

		Acc'd Surplus	TOTAL EQUITY
2022	Notes	\$	\$
Balance at end of previous reporting period		565,244	565,244
Net Surplus / (Deficit) for Year		(13,674)	(13,674)
Balance at end of period	9	551,570	551,570
		Acc'd Surplus	TOTAL EQUITY
2021	Notes	\$	\$
Balance at end of previous reporting period		474,879	474,879
Net Surplus / (Deficit) for Year		90,365	90,365
Balance at end of period	9	565,244	565,244

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 2022

		2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts:			
Council Contributions		1,828,263	1,821,865
Statutory Charges		111,391	150,625
User charges		227,946	227,736
Investment receipts		4,044	5,757
Grants utilised for operating purposes		226,108	256,514
Other revenues		3,585	4,549
Payments:			
Employee costs		(1,764,556)	(1,637,628)
Materials, contracts & other expenses		(536,431)	(525,832)
Finance payments		(48,367)	(49,988)
Net Cash provided by (or used in) Operating Activities		51,983	253,598
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments:			
Expenditure on renewal/replacement of assets		(82,379)	-
Net Cash provided by (or used in) Investing Activities		(82,379)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments:			
Repayments of borrowings		(74,132)	(70,732)
Repayment of principal portion of lease liabilities		(37,485)	(121,280)
Net Cash provided by (or used in) Financing Activities		(111,617)	(192,012)
Net Increase (Decrease) in cash held		(142,013)	61,586
Cash & cash equivalents at beginning of period	7	782,896	721,310
Cash & cash equivalents at end of period	7	640,883	782,896

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 2022

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 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 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 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 dollar.

1.5 Covid-19

The COVID-19 pandemic has impacted the 2021/22 financial statements. The financial impacts are a direct result of either EHA response to the pandemic or due to mandatory shutdowns as directed by the Australian Government and the advice from the Australian Government Department of Health and SA Health.

2 The Local Government Reporting Entity

Eastern Health Authority 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 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 '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 a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the EHA to acquire or construct a recognisable non-financial asset that is to be controlled by EHA. In this case, 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 2022

Note 1 - Significant 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 Authority's option with an insignificant 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. A detailed statement of the accounting policies applied to financial instruments also form part of Note 8.

5 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.

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. Examples of capitalisation thresholds applied during the year are given in Note 5.

5.3 Depreciation of Non-Current Assets

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.

Major depreciation periods for each class of asset are shown in Note 5. Depreciation periods for infrastructure assets have been estimated based on the best information available to EHA, 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.

5.4 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).

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.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

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 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.

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 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 Authority 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 Authority's involvement with the schemes are reported in Note 11.

9 Leases

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.

Authority as a lessee:

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 Authority 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.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 1 - Significant Accounting Policies

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 Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

iii) Short-term leases and leases of low-value assets

EHA applies the short-term lease recognition exemption to its short-term leases of motor vehicles (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

10 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.

11 New and amended standards and interpretations

EHA applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2021. New standards and amendments relevant to EHA are listed below. EHA has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 16 Covid-19 Related Rent Concessions:

In 2020, the AASB issued AASB 2020-4, Amendments to AASBs - Covid-19-Related Rent Concessions. The amendments provide relief to lessees from applying AASB 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment was intended to apply until 30 June 2021, but as the impact of the Covid-19 pandemic is continuing, in 2021 the AASB extended the period of application of the practical expedient to 30 June 2022. The amendment applies to annual reporting periods beginning on or after 1 April 2021. This amendment had no impact on the consolidated financial statements of the Group.

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 2 - INCOME

	Notes	2022 \$	2021 \$
COUNCIL CONTRIBUTIONS			
City of Burnside		448,572	438,131
Campbelltown City Council		478,298	452,548
City of Norwood, Payneham & St Peters		571,786	586,308
City of Prospect		225,897	210,656
Town of Walkerville		103,710	103,032
Public Health Plan/Service Review (equal constituent share)		-	31,190
		1,828,263	1,821,865
STATUTORY CHARGES			
Inspection Fees: Food		91,848	91,852
Inspection Fees: Legionella		8,524	10,665
SRF Licences		2,145	3,255
Fines & expiation fees		8,874	44,853
		111,391	150,625
USER CHARGES			
Immunisation: Clinic Vaccines		68,441	62,086
Immunisation: Service Provision		69,000	-
Immunisation: Worksite Vaccines		73,044	96,879
Immunisation: Clinic Service Fee		1,050	-
Food Auditing		84,006	77,186
		295,541	236,151
INVESTMENT INCOME			
Interest on investments:			
Local Government Finance Authority		4,320	4,901
		4,320	4,901
OTHER INCOME			
Motor Vehicle Reimbursements		2,992	3,705
Sundry		593	844
		3,585	4,549
GRANTS, SUBSIDIES, CONTRIBUTIONS			
Immunisation: School Programme		182,701	180,024
Immunisation: AIR		18,240	21,860
Immunisation: PHN Project		25,167	54,630
		226,108	256,514

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 3 - EXPENSE

	Notes	2022 \$	2021 \$
EMPLOYEE COSTS			
Salaries and Wages		1,510,095	1,434,514
Employee leave expense		18,047	35,942
Superannuation - defined contribution plan contributions	11	144,032	128,218
Superannuation - defined benefit plan contributions	11	16,909	16,100
Workers' Compensation Insurance		16,451	17,050
Other - Agency staff and Consultant Medical Officer		45,075	4,109
Total Operating Employee Costs		1,750,609	1,635,933
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		8,300	8,000
Bad and Doubtful Debts		4,251	-
Governance expenses		10,437	4,158
Lease Expenses	10	15,783	3,769
Subtotal - Prescribed Expenses		38,771	15,927
<u>Other Materials, Contracts & Expenses</u>			
Accounting		5,127	8,848
Contractors		23,154	26,065
Energy		8,868	9,066
Fringe benefits tax		14,272	14,272
Human resources		15,657	7,573
Income protection		25,692	18,355
Insurance		30,085	29,245
IT licencing & support		147,883	119,736
Legal Expenses		13,560	28,646
Motor vehicle expenses		19,895	15,399
Parts, accessories & consumables		94,211	143,529
Printing & stationery		17,660	21,155
Staff training		13,410	6,924
Sundry		22,327	24,150
Telephone		17,758	14,414
Work health & safety consultancy		8,347	5,761
Subtotal - Other Materials, Contracts & Expenses		477,906	493,138
		516,677	509,065

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 3 - EXPENSE con't

	2022	2021
Notes	\$	\$
DEPRECIATION, AMORTISATION & IMPAIRMENT		
Depreciation		
Buildings & Other Structures	23,642	23,642
Office Equipment, Furniture & Fittings	14,247	15,877
Right of Use Assets	130,955	151,278
	<u>168,844</u>	<u>190,797</u>
FINANCE COSTS		
Interest on Loans	5,532	6,332
Interest on Leases	41,220	42,113
	<u>46,752</u>	<u>48,445</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 4 - CURRENT ASSETS

	2022	2021
Notes	\$	\$
CASH & EQUIVALENT ASSETS		
Cash on Hand and at Bank	159,713	405,770
Deposits at Call	481,170	377,126
	<u>640,883</u>	<u>782,896</u>
TRADE & OTHER RECEIVABLES		
Accrued Revenues	369	93
Debtors - general	230,711	163,116
Prepayments	-	25,692
	<u>231,080</u>	<u>188,901</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 5 - PROPERTY, PLANT & EQUIPMENT (IPP&E)

	2021				2022			
	\$				\$			
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Buildings & Other Structures	-	472,846	(235,612)	237,234	-	472,846	(259,254)	213,592
Office Equipment, Furniture & Fittings	-	264,186	(235,983)	28,203	-	264,185	(250,229)	18,501
Right of Use Assets	-	1,333,000	(297,723)	1,035,277	-	1,325,000	(342,844)	982,156
Total IPP&E	-	2,070,032	(769,318)	1,300,714	-	2,062,031	(852,327)	1,214,249
Comparatives	-	2,070,032	(578,521)	1,491,511	-	2,070,032	(769,318)	1,300,714

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 2022

Note 5 -PROPERTY, PLANT & EQUIPMENT

	2021	Carrying Amounts Movement During the Year				2022
	\$	\$				\$
	Carrying Amount	Additions		Disposals	Dep'n	Carrying Amount
	New / Upgrade	Renewals				
Buildings & Other Structures	237,234	-	-	-	(23,642)	213,592
Office Equipment, Furniture & Fittings	28,203	-	4,545	-	(14,247)	18,501
Right of Use Assets	1,035,277	-	77,834	-	(130,955)	982,156
Total IPP&E	1,300,714	-	82,379	-	(168,844)	1,214,249
Comparatives	1,491,511	-	-	-	(190,797)	1,300,714

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 2022

Note 6 - LIABILITIES

	Notes	2022		2021	
		Current	Non-current	Current	Non-current
		\$	\$	\$	\$
TRADE & OTHER PAYABLES					
Goods & Services		75,708	-	122,323	-
Accrued expenses - employee entitlements		54,921	-	38,575	-
Accrued expenses - other		836	-	2,451	-
GST Payable		1,760	-	591	-
		<u>133,225</u>	<u>-</u>	<u>163,940</u>	<u>-</u>
BORROWINGS					
Loans		38,391	-	74,132	38,391
Leases Liabilities	10	102,403	961,297	102,889	998,296
		<u>140,794</u>	<u>961,297</u>	<u>177,021</u>	<u>1,036,687</u>
PROVISIONS					
LSL Employee entitlements (including oncosts)		165,971	9,860	167,217	21,716
AL Employee entitlements (including oncosts)		123,495	-	140,686	-
		<u>289,466</u>	<u>9,860</u>	<u>307,903</u>	<u>21,716</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 7 - 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	2022	2021
		\$	\$
Total cash & equivalent assets	4	640,883	782,896
Balances per Cash Flow Statement		<u>640,883</u>	<u>782,896</u>

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)	(13,674)	90,365
Non-cash items in Income Statement		
Depreciation, amortisation & impairment	168,844	190,797
Net increase (decrease) in unpaid employee benefits	(13,947)	(1,695)
	<u>141,223</u>	<u>279,467</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	(42,179)	(33,251)
Net increase (decrease) in trade & other payables	(47,061)	7,382
Net Cash provided by (or used in) operations	<u>51,983</u>	<u>253,598</u>

(c) Financing Arrangements

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	5,000	5,000
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Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 8 - 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 0.30% (2021: 0.30%).

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 Authority is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Authority'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 - 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

Carrying amount: approximates fair value.

Liabilities - Finance Leases

Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 10

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 8 - FINANCIAL INSTRUMENTS (con't)

Liquidity Analysis

	2022			Total Contractual Cash Flows	Carrying Values
	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years		
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	640,883	-	-	640,883	640,883
Receivables	233,141	-	-	233,141	231,080
Total	874,024	-	-	874,024	871,963
Financial Liabilities					
Payables	77,861	-	-	77,861	77,468
Current Borrowings	38,391	-	-	38,391	38,391
Lease Liabilities	102,403	347,325	613,972	1,063,700	1,063,700
Total	218,655	347,325	613,972	1,179,952	1,179,559

	2021			Total Contractual Cash Flows	Carrying Values
	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years		
Financial Assets	\$	\$	\$	\$	\$
Cash & Equivalents	782,896	-	-	782,896	782,896
Receivables	163,209	-	-	163,209	163,209
Total	946,105	-	-	946,105	946,105
Financial Liabilities					
Payables	122,914	-	-	122,914	122,914
Current Borrowings	74,132	-	-	74,132	74,132
Lease Liabilities	102,889	330,236	668,060	1,101,185	1,101,185
Non-Current Borrowings	-	38,391	-	38,391	38,391
Total	299,935	368,627	668,060	1,336,622	1,336,622

The following interest rates were applicable to Authority's borrowings at balance date:

	30 June 2022		30 June 2021	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
Fixed Interest Rates	4.75	38,391	4.75	122,523
		38,391		122,523

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 8 - 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 the 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 the 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 & 6 in relation to individual classes of receivables, exposure is concentrated within the 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. Authority 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 2022

Note 9 - UNIFORM PRESENTATION OF FINANCES

The following is a high level summary of both operating and capital investment activities of the EHA prepared on a simplified Uniform Presentation Framework basis.

All Local Government Authority in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Authorities provide a common 'core' of financial information, which enables meaningful comparisons of the EHA's finances

	2022	2021
	\$	\$
Income	2,469,208	2,474,605
Expenses	<u>(2,482,882)</u>	<u>(2,384,240)</u>
Operating Surplus / (Deficit)	(13,674)	90,365
 Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(82,379)	-
Add back Depreciation, Amortisation and Impairment	168,844	190,797
	<u>86,465</u>	<u>190,797</u>
Net Lending / (Borrowing) for Financial Year	<u>72,791</u>	<u>281,162</u>

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 10 - OPERATING LEASES

Authority as a Lessee

Right of Use Asset

(include description of assets which are leased)

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Property, Plant & Equipment

Carrying Value	Building & Structures	Motor Vehicles	Office Equipment	Total
At 1 July 2021	1,008,000	27,277	-	1,035,277
Additions	-	77,834	-	77,834
Depreciation Charge	(96,000)	(34,955)	-	(130,955)
At 30 June 2022	912,000	70,156	-	982,156

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2022	2021
Opening Balance 1 July 2021	1,101,185	1,222,465
Additions	77,834	-
Payments	(115,349)	(121,280)
Closing Balance 30 June 2022	1,063,670	1,101,185
Current	102,403	102,889
Non Current	961,267	998,296

The maturity analysis of lease liabilities is included in note 8

The following are amounts recognised on profit or loss:

Depreciation expense right of use asset	-	151,278
Interest expense on lease liabilities	41,220	42,113
Expenses relating to short term leases	15,783	3,769
Total amount recognised in profit and loss	57,003	197,160

Eastern Health Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2022

Note 11 – SUPERANNUATION

EHA makes employer superannuation contributions in respect of its employees to Hostplus Super (formerly Statewide Superannuation Scheme). 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 (9.50% in 2020-21; 10.0% in 2021-22). 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 2020-21) 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 2022. 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 2022

Note 12 - CONTINGENT ASSETS AND CONTINGENT LIABILITIES

There are no contingencies, assets or liabilities not recognised in the financial statements for the year ended 30 June 2022.

Note 13 - EVENTS OCCURRING AFTER REPORTING DATE

There are no events subsequent to 30 June 2022 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 2022

Note 14 - RELATED PARTY DISCLOSURES

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the 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:

	2022	2021
	\$	\$
Salaries, allowances & other short term benefits	190,215	180,314
TOTAL	190,215	180,314

Amounts received from Related Parties during the financial year:

	2022	2021
	\$	\$
City of Burnside	448,572	438,131
Campbelltown City Authority	478,298	452,548
City of Norwood, Payneham & St Peters	571,786	586,308
City of Prospect	225,897	210,656
Town of Walkerville	103,710	103,032
Public Health Plan/Service Review (equal constituent share)	-	31,190
TOTAL	1,828,263	1,821,865

Amounts paid to Related Parties during the financial year:

	2022	2021
	\$	\$
City of Norwood, Payneham & St Peters	110,754	108,739
TOTAL	110,754	108,739

Description of Services provided to all related parties above:

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 2022**

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 2022, the Auditor, Bentleys SA Audit Partnership, 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 Vezis
PRESIDING MEMBER
AUDIT COMMITTEE

Date: 22 August 2022



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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: 12 July 2022



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022, the Auditor, Bentleys SA Audit Partnership, 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*.


Chris Cowley
CHIEF EXECUTIVE OFFICER
CITY OF BURNSIDE

Date: 18 July 2022



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022, the Auditor, Bentleys SA Audit Partnership, 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 Varone PSM.
CHIEF EXECUTIVE OFFICER
CITY OF NORWOOD, PAYNEHAM & ST PETERS

Date: 14.07.2022



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022, the Auditor, Bentleys SA Audit Partnership, 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*.

Chris White
CHIEF EXECUTIVE OFFICER
CITY OF PROSPECT

Date: 14 July 2022



EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022, the Auditor, Bentleys SA Audit Partnership, 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*.

Scott Reardon
ACTING CHIEF EXECUTIVE OFFICER
CORPORATION OF THE TOWN OF WALKERVILLE

Date: 12/07/2022



Bentleys SA Audit Partnership

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Certification of Auditor Independence

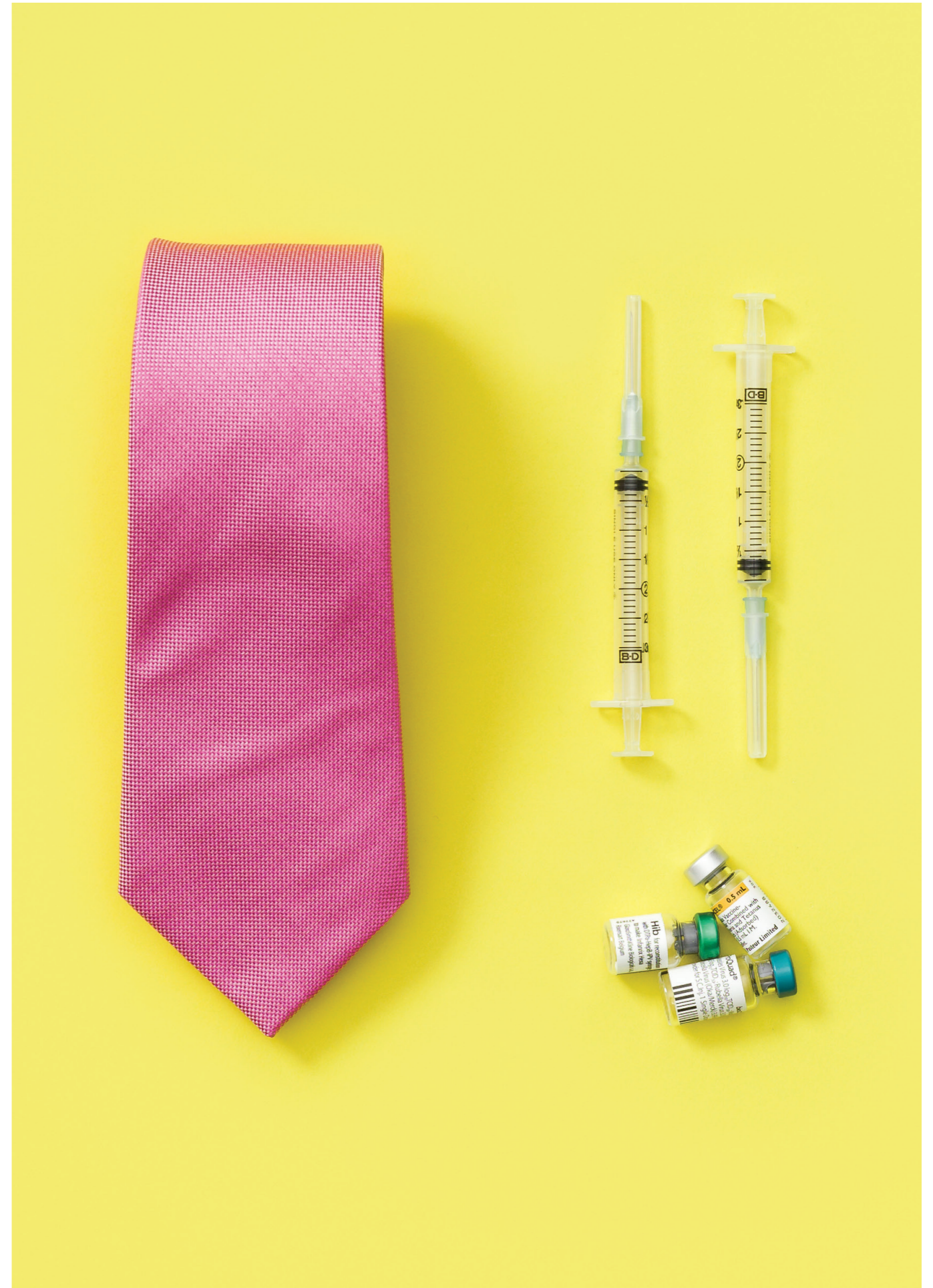
I confirm that, for the audit of the financial statements of Eastern Health Authority Inc for the year ended 30 June 2022, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional 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.

Bentleys SA Audit Partnership

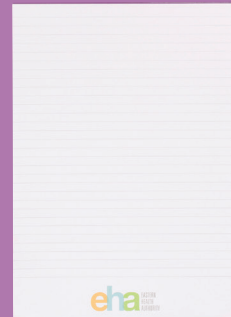
David Francis
Partner

Dated at Adelaide this 31st day of August 2022



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- ▶ Advisors
- ▶ Accountants
- ▶ Auditors



ANNUAL REPORT

2021-22



ERA WATER ANNUAL REPORT 2021-22

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We acknowledge that the land upon which ERA Water conducts its operations and meets is the traditional land of the Kurna People and that we respect their spiritual relationship with their country. We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the Kurna people today. We pay respect to the cultural authority of Aboriginal people visiting or attending from other areas of South Australia and Australia.

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PRESIDING MEMBER'S REPORT

I was pleased to be appointed by the three Constituent Councils to chair the Board of ERA Water from mid July 2021 and thank them for showing confidence in me for this important role.

The concept of a scheme to harvest stormwater for irrigation purposes comes from the period of the millennium drought in the early 2000's when severe water restrictions were in place for several years. The period and intensity of that drought impacted heavily on public open spaces such as parks, gardens, and sportsgrounds in the three Council areas. Capturing, cleaning, and storing stormwater in above ground tanks and the aquifer was pursued as a form of insurance against similar impacts with future droughts. Other Councils in Adelaide have implemented similar schemes, some at the time of the millennium drought and some before that time.

Any entity involved in stormwater harvesting will have its challenges and that has been the case with ERA Water. It has taken a lot of work by the three Councils and previous Boards and their staff to design, construct, and implement the scheme. We are in the early years of operating the scheme which has effectively been operational for two full financial years. Experience with similar schemes indicates that they take 5-10 years to reach 'maturity' in their operations, as both customer demand and network capacity grows (source: [Managed aquifer recharge schemes in the Adelaide Metropolitan Area](#), DEWNR SA 2017).

It is easy to lose sight of why the scheme was put in place with the drought now just a memory. The Board's Charter makes it clear that the scheme is intended to "maximise economic, environmental and social benefits to the community by developing and implementing innovative water management principles and techniques". While those benefits are discussed in general terms, the Board's new strategic plan calls for them to be identified and quantified where possible. In any event, we know that there will be more droughts in the future with predictions of climate change leading to drier conditions overall for Adelaide. I and the other Board members see the ERA Water scheme as an important part of responding to those conditions with the benefit of a distribution system of irrigation pipes across the three Council areas to take water to public open spaces, as well as the harvesting, cleaning, and storage facilities.

I thank the other Board members, our previous General Manager Wally Iasiello, current Acting General Manager Terry Sutcliffe, and business services advisor Michael Richardson of BRM Advisory for their enthusiastic dedication to getting the best outcomes from ERA Water for the Constituent Councils and their communities.

JEFF TATE
ERA WATER PRESIDING MEMBER

GENERAL MANAGER'S REPORT

The 2021-2022 Financial Year has been focused on reviewing and re-building with an objective of ensuring that ERA Water is on an improved, sustainable, footing for the years ahead.

Mr Jeff Tate was appointed as Independent Chairperson of the ERA Water Board in July 2021. Mr Wally Iasiello was appointed as interim General Manager in April 2021 pending appointment of a General Manager. Mr Terry Sutcliffe was subsequently appointed as Acting General Manager commencing in January 2022.

To provide a foundation for the direction of ERA Water and future decision making, a revised Strategic Plan 2022-2025 was adopted by the Board and approved by the Constituent Councils.

Consistent with the Strategic Plan, during the year a review of the financial sustainability of ERA Water was undertaken by the Board and Management, in recognition that the operations of ERA Water are not yet at a point of long term financial sustainability without the continuing support of Constituent Councils.

In order to improve financial sustainability, during the course of the year the ERA Water Board proposed and the Constituent Councils approved an initial capital injection for the 2022-2023 financial year to enable identification of options to enhance the operations of the scheme and to identify options for water supply, and the development of business cases for the options. The business cases will then be used as a basis for decision making for project prioritisation and funding for subsequent budgets.

Whilst the financial stability of the operations of ERA Water is critical, it is also important to recognise the environmental and social dividends that the ERA Water scheme brings. The ERA Water MAR scheme provides a sustainable source of irrigation water reducing demand on potable water supplies, including the River Murray, and for use during drought conditions to ensure that public spaces remain green, usable and of high amenity. This in turn has benefits in reducing heat island effects in comparison to dry reserve areas in times of drought. There is also significant community benefit in having access to high quality and fit-for-purpose open spaces, including reserves and sports grounds.

The capacity of the MAR scheme continued to grow, along with growth in customer demand primarily driven by Constituent Councils. The volume of water harvested, injected into the aquifer, and extracted increased relative to 2020-21. The volume of water injected to the aquifer increased by 35% (from 203ML to 274.5ML) and water extracted from the aquifer increased by 17% (from 186.3ML to 218.1ML). There has also been a significant increase in the water balance – the accumulated reserve of water held in the aquifer - from 250.8ML to 525.3ML, a large part of which is as a result of a one-off licence allowance by the Department of Environment and Water to not account for extraction during the 2021-22 year whilst the new Adelaide Plains Water Allocation Plan was being introduced. This significant water balance provides a buffer for times of drought where seasonal capacity to harvest stormwater for injection is exceeded by water demand for irrigation.

The volume of water harvested and injected for later extraction is below the ERA Water target of 370ML of consumption per annum. This target has been set by the Board as a cash break-even point on the basis of current costs and pricing, and is also reflective of the ERA Water scheme not yet being at 'maturity'.

The continued focus for ERA Water in future years will be the identification of opportunities for growth in water demand and thereby sales, and growth in supply to meet demand, underpinned by robust business cases. The regulatory environment is also changing with the introduction of the Adelaide Plains Water Allocation Plan on 1 July 2022, which presents both risks and opportunities for ERA Water. ERA Water's business environment continues to be challenging, and there is a strong focus on delivering the outcomes in the Strategic Plan 2022-2025.

TERRY SUTCLIFFE

ERA WATER ACTING 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 recycled 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 and 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 which captures, treats and delivers stormwater for irrigation purposes to the Constituent Councils and other customers, which makes a significant contribution to the protection of Adelaide's environment, and which reduces the reliance of Adelaide upon water from the Murray River. 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 (MAR) - 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.

Noting the original ERA Water scheme modelled design objectives, operational experience indicates that the current scheme extent and capacity will not be able to achieve modelled outcomes. This is not unusual with MAR schemes, and is compounded in ERA Water's case by previous decisions to not proceed with some elements of the original scheme in the pursuit of cost savings (such as a second UV injection filter, balancing storage, and injection/extraction wells) limiting the capacity of the scheme.

Notwithstanding the scheme's current limitations, it has delivered significant community benefit through the capacity for it to provide a cost-effective water supply to maintain the high standard of public open space and playing fields. This has both on-going social and environmental benefits, which will be heightened during times of drought and constrained water supply from other sources by enabling these green spaces to be maintained to a consistently high standard.

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 is due for review in 2023-24, but it has also been recommended to the Board by the Audit Committee that the Charter be reviewed earlier, in 2022-23.

The Charter sets the Objects and Purposes of ERA Water as:

- to implement, oversee and manage the Project;
- to develop, implement, oversee and manage practical solutions to provide water supply diversity within and outside the Region;
- to 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;
- to manage and oversee the distribution of water captured as part of the Project;
- to provide strategic direction for the Project;
- to fund, lease or own physical infrastructure required to undertake the Project;
- to meet all legislative requirements for the Subsidiary;
- to be responsible for the ongoing maintenance, replacement and other capital requirements of all physical infrastructure owned by the Subsidiary;
- to utilise proven water management planning principles and technologies;
- to manage, operate and control the necessary infrastructure for the Project;
- to maximise economic, environmental and social benefits to the community by developing and implementing innovative water management principles and techniques;
- to identify, develop and implement water recycling and supply opportunities for the Constituent Councils;
- to 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;
- to represent the Constituent Councils and liaise with State government regarding the implementation or alteration of legislation in relation to water and licensing;
- to be financially self-sufficient as far as possible.

GOVERNANCE

BOARD OF MANAGEMENT

ERA Water is governed by a Board of Management composed of an Independent Chairperson and a representative from each Constituent Council as shown in the Table below. The Board held seven regular meetings and four special meetings during the 2021-22 financial year. The table below details Board Member attendance for all meetings.

	Member	
Independent Chairperson	Jeff Tate	10
<i>(Noting that the first meeting of the financial year was held prior to Mr. Tate's commencement)</i>		
City of Burnside	Chris Cowley, CEO	11
City of Norwood Payneham and St Peters	Cr John Minney	10
Corporation of the Town of Walkerville	Cr MaryLou Bishop	11

Regular Meetings of the Board were held on the following dates:

- 1 July 2021
- 23 September 2021
- 4 November 2021
- 16 December 2021
- 20 January 2022
- 17 March 2022
- 19 May 2022

Special Meetings of the Board were held on the following dates:

- 20 August 2021
- 5 January 2022
- 10 May 2022
- 23 June 2022

CONFIDENTIALITY

During the 2021-22 financial year, the Board considered reports of a confidential nature at two 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

Description	Number times used
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) Information relating to commercial information of a confidential nature (not being a trade secret); 90(3)(k) Tenders for the supply of goods, the provision of services or the carrying out of works;	1

FREEDOM OF INFORMATION

No requests were received under the *Freedom of Information Act 1991* during the 2021-22 financial year.

STAFFING STRUCTURE

The Board employs an Acting General Manager. Wally Iasiello was appointed as General Manager from 27 April 2021, and upon his resignation Terry Sutcliffe was appointed as Acting General Manager on 31 January 2021.

No additional staff were employed during the year.

SUPPORT FROM CONSTITUENT COUNCILS

The Town of Walkerville continued to provide ERA Water with Board secretarial and executive support functions and services throughout the 2021-22 financial year.

The City of Burnside contributed to accounting and IT support during the year.

The City of Norwood Payneham & St Peters provided office accommodation and IT support for the Acting General Manager.

FINANCIAL MATTERS

FY2022 BUDGET and LONG TERM FINANCIAL PLAN

The FY2021-22 Budget and Long Term Financial Plan (LTFP) for ERA Water were adopted by the Constituent Councils, and subsequently approved 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 COMMITTEE

The ERA Water Audit Committee held four meetings in the 2021-22 financial year. The work of the Committee over the past financial year has included:

- reviewing ERA Water's audited Financial Statements and considering external audit matters
- reviewing 2021-22 quarterly budget reviews
- reviewing the draft 2022-23 Budget
- reviewing a recapitalisation proposal from the Board
- review of the draft Strategic Plan 2022-2025
- providing recommendations on governance policy matters
- regularly reviewing the risk register
- reviewing and recommending to the Board Terms of Reference for the Audit Committee

The Audit Committee Members in 2019-20 were:	Meetings Attended
• Michael Parkinson (Chairperson)	4
• Brigid O'Neill	4
• Cr Grant Piggott	2

Meetings were held on the following dates:

- 26 August 2021
- 16 December 2021
- 17 March 2022
- 15 June 2022

FINANCIAL STATEMENTS

The Audited Financial Statements for the year ending the 30 June 2022 are provided as an attachment to the Annual Report and show an Operating Deficit of \$642,529 (2020-21 \$981,605) and Total Council Equity of \$4,909,850 (2020-21 \$5,552,379).

Total income was \$747,963 (2020-21 \$656,791) and total expenses \$1,390,492 (2020-21 \$1,638,395).

FINANCIAL MANAGEMENT AND STRATEGIC SUPPORT

BRM Advisory continued to provide Financial and Strategic Management support to the Board and General Manager.

OPERATIONS AND MAINTENANCE

Operational management of the ERA Water network has been undertaken by Mark Millington as external operations contractor since November 2020. Engineering consultants WGA continue to provide advice and operational support, including support with licence compliance reporting.

At the end of the financial year 274.5ML from the scheme's two harvesting sites in Third Creek and Fourth Creek had been treated to the required standard and injected into the aquifer, and 218.1ML had been extracted from the aquifer for distribution to the Constituent Councils and third parties for irrigation. The total volume of metered water supplied to Constituent Councils and third parties, comprised of water extracted from the aquifer and water harvested, treated and directly distributed (without injection into the aquifer), was 253ML.

In addition, as the amount of water injected into the aquifer has been greater than the amount extracted since the start of the scheme, and the Department of Environment and Water determined not to account for extraction during the 2021-22 year whilst the new Adelaide Plains Water Allocation Plan was being introduced, a total of 525.3ML of water has now been 'banked' as the scheme's water balance. The water balance can be drawn down in drought years when extraction exceeds injection.

Above average rainfall conditions (11.9 mm above average - BOM site 203000) assisted harvesting and injection capacity. However in addition to total rainfall in any year, the ability to harvest and treat stormwater is impacted by the type of rain event. The ideal conditions for harvesting is for the catchment to get saturated by mid-June followed by regular low intensity rainfall in winter and spring. This ensures a steady flow of relatively clean water which is suitable for harvesting and injecting into the aquifer.

Maintenance requirements have included a series of pump repairs and replacements due to damage from contaminants in the network, with a resultant budget impact, which is not uncommon in the early phases of operation of such schemes. The ERA Water MAR scheme continues to require active monitoring and management by the Operations Contractor to optimise the performance of the scheme.

INJECTION AND EXTRACTION DATA

YEAR	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Ext	0.0	3.9	19.1	83.6	186.3	218.1
Inj	0.0	5.6	97.3	237.9	203.0	274.5
Water Balance	0.0	1.6	79.8	234.0	250.8	525.3

REGULATORY FRAMEWORK

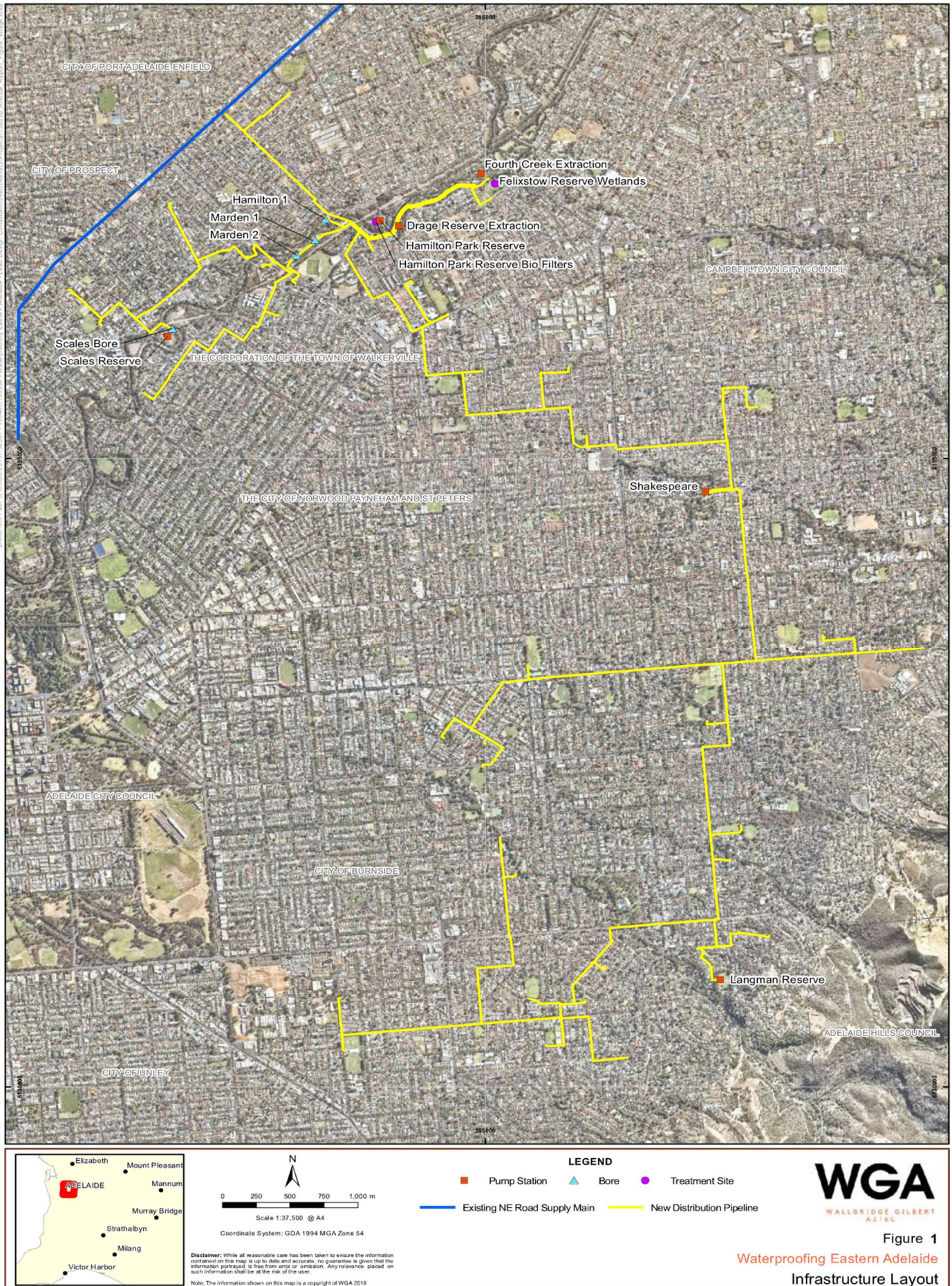
ERA Water operates within a regulated framework that require licences from the Environment Protection Agency (EPA) and from the Essential Services Commission South Australia (ESCOSA), an Authorisation from the Department for Environment and Water (DEW) and Permits from the Green Adelaide Landscape Board.

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 amongst other things the sampling and testing regime for water quality monitoring as well as reporting requirements regarding injection and extraction data as well as annual reporting requirements. The MARRMMP submitted for 2021-22 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 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.



HIGHBURY LANDFILL AUTHORITY

ANNUAL REPORT 2021/2022

GOVERNANCE AND ADMINISTRATION

BOARD MEMBERS

BURNSIDE

Mr. Chris Cowley
(Board Member)

NORWOOD, PAYNEHAM & ST PETERS

Cr John Minney
(Board Member
and Chair)

WALKERVILLE

Mr. James Kelly
(Board Member)

INDEPENDENT MEMBER— AUDIT COMMITTEE

Corinne Garret

Walkerville Council appointed Mr James Kelly to replace Mr Ben Clark on the Board and Audit 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 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 landfill gas quality continues to degrade and McMahon Services Australia Pty Ltd through its sub-contractor Biogas Systems is contracted to manage the gas field and flare the landfill gas.

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 12 years into the post closure management period and the provision in the accounts is a net present value (NPV) calculation of the future cash outflows to manage the remaining 13 years.



Torrens Road Entrance

As recommended by the HLA audit committee the provision calculation assumptions are reviewed every three years. Golder carried out the review in the 20/21 year as part of the financial audit function and found the provision calculation reasonable.

An internal review of the provision calculation was undertaken this year by management and the cashflow assumptions where considered appropriate. The inflation projections where increased and the interest rates revised.

Dean Newbery is the external auditor for HLA and has been appointed to the 24/25 financial year.

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 Highbury landfill will have an impact on Member Council's future commitments to meet their carbon reduction targets. This may require the Board to again evaluate the feasibility of a Solar project on the site.



Control panel of flare operating



The LoCal flare installed and operating at the Highbury landfill

CLOSURE & POST-CLOSURE MANAGEMENT

The site continues to revegetate naturally and 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.

The EPA has access to monthly reports on landfill gas extraction and monitoring. These reports show compliance with the risk profile for the site.



Leachate Pond

FINANCIAL SUMMARY FOR THE YEAR ENDING 30 JUNE 2022

Income Statement as at 30 June 2022

Statement of Financial Position as at 30 June 2022

	<u>2022</u>	<u>2021</u>		<u>2022</u>	<u>2021</u>
	\$	\$		\$	\$
<u>INCOME</u>			<u>CURRENT ASSETS</u>		
Interest Received	199	213	Cash & Cash Equivalents	216,772	108,078
Sundry Income	20,454	18,710	Trade & Other Receivables	25,031	22,282
Highbury Landfill Provision	457,724	391,241	Total Current Assets	241,803	130,360
TOTAL REVENUE	478,377	410,163			
			<u>NON-CURRENT ASSETS</u>		
<u>EXPENSES</u>			Infrastructure, Property, Plant	111,077	136,295
Materials, contracts & other expenses	3,000	3,000	Total Non-Current Assets	111,077	136,295
Depreciation, amortisation & impairment	25,218	25,218	<u>TOTAL ASSETS</u>	352,880	266,655
Finance Payments	5,514	6,491			
Highbury Closure Provision	0		<u>CURRENT LIABILITIES</u>		
TOTAL EXPENSES	33,732	34,709	Trade and Other Payables	111,385	9,733
OPERATING SURPLUS/ (DEFICIT)	444,645	375,454	Borrowings	27,554	26,549
			Provisions	204,952	244,702
			Total Current Liabilities	343,891	280,984
			<u>NON-CURRENT LIABILITIES</u>		
			Borrowings	104,913	132,467
			Provisions	2,142,546	2,736,319
			Total Non-Current Liabilities	2,247,459	2,868,786
			TOTAL LIABILITIES	2,591,350	3,149,770
			NET ASSETS	(2,238,470)	(2,883,115)
			<u>EQUITY</u>		
			Accumulated Deficit	(2,238,470)	(2,883,115)
			TOTAL EQUITY	(2,238,470)	(2,883,115)



Re-vegetation of the landfill



AERIAL MAP OF LANDFILL GAS MONITORING LOCATIONS FOR THE HIGHBURY LANDFILL TO MONITOR COMPLIANCE WITH THE EPA LANDFILL LICENCE

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 regularly during the year
- McMahons through their sub-contractor Biogas Systems extracted landfill gas from approximately 80 extraction bores located over the site and flared the landfill gas.
- The landfill gas quality and quantity are declining and is insufficient to generate green electricity so the gas is burnt to reduce greenhouse gas emissions.
- The ongoing flaring of the landfill gas ensures that the gas is controlled from the site to comply with the risk management plan.



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

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City of
**Norwood
Payneham
& St Peters**

11.7 CODE OF CONDUCT MATTER

REPORT AUTHOR: Manager, Governance & Legal
GENERAL MANAGER: General Manager, Governance & Community Affairs
CONTACT NUMBER: 8366 4626
FILE REFERENCE: qA99339
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to inform the Council of Councillor Fay Patterson's (Cr Patterson) failure to comply with resolutions of the Council made in relation to Item 11.8 at the Council Meeting held on 4 October 2022.

BACKGROUND

On 19 October 2022, Elected Members were advised via a memorandum from the Manager, Governance & Legal, that Cr Patterson had failed to take specified action on a number of resolutions made by the Council at the Council meeting held on 4 October 2022.

At the meeting held on 4 October 2022, the Council made a number of resolutions in relation to findings that Cr Patterson had breached Part 2 of the *Code of Conduct for Council Members* (the Code). The resolutions required Cr Patterson to take action within a specified timeframe, and included the following:

4. *That the Council requires Councillor Fay Patterson to remove the Facebook posts and accompanying threads pertaining to a previous Code of Conduct investigation regarding another Elected Member from the City of Norwood Payneham & St Peters Residents Group Facebook page within seven (7) days of the Council meeting.*
5. *That that Council requires Councillor Fay Patterson to remove the Facebook posts and subsequent threads pertaining to her personal explanation on 4 July 2022 from the City of Norwood Payneham & St Peters Residents Group Facebook page and Fay Patterson's Councillor Facebook page within seven (7) days of the Council meeting.*

Cr Patterson has failed to comply with the resolutions set out above by failing to remove the Facebook posts from the *City of Norwood Payneham & St Peters Residents Group Facebook page* and *Fay Patterson's Councillor Facebook page* within seven (7) days of the Council meeting.

DISCUSSION

On 13 October 2022, the Manager, Governance & Legal wrote to Cr Patterson encouraging compliance with the resolutions of the Council. Cr Patterson responded on the same day advising that she was seeking legal advice regarding the investigation, and would not be removing the Facebook posts and accompanying threads from the Facebook pages.

Subsequently, the Manager, Governance & Legal advised that a Council report would be prepared for the Council's consideration at the meeting to be held on 7 November 2022 in that what she did not comply with the Council resolutions.

It is important to note that another resolution of the Council required Cr Patterson to take specified action with a timeframe. That resolution was:

3. *That the Council requires Fay Patterson to apologise formally to the Mayor Robert Bria and the General Manager, Governance & Civic Affairs at the Council prior to the next Council meeting on 7 November 2022.*

At the time of preparing this report Cr Patterson had not complied with this resolution.

Next Steps

The Council is limited in the action it can take given that Cr Patterson is not a candidate for re-election as part of the 2022 Local Government Election.

However, the failure of Cr Patterson to comply with a resolution of Council is serious as it is in the public interest that an Elected Member complies with a resolution of a public authority. In addition, the failure of an Elected Member to comply with a resolution of the Council may amount to 'misconduct' for the purposes of the *Ombudsman Act 1972*. As such, it is important that the Council considers the non-compliance of Cr Patterson in respect to the Council's resolution.

OPTIONS

Not Applicable.

CONCLUSION

Cr Patterson has failed to comply with a resolution of the Council from the Council held meeting on 4 October 2022, in relation to the findings that Cr Patterson breached a number of provisions of Part 2 of the Code of Conduct for Council Members.

COMMENTS

Nil

RECOMMENDATION

That the Council notes Councillor Fay Patterson's failure to comply with Resolutions 4 and 5 of Item 11.8 considered at the Ordinary Council Meeting on 4 October 2022.

12. ADOPTION OF COMMITTEE MINUTES

REPORT AUTHOR: General Manager, Governance & Community Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meetings for the Council's consideration and adoption of the recommendations contained within the Minutes:

- St Peters Child Care Centre & Pre-School Committee – (24 October 2022)
(A copy of the Minutes of the St Peters Child Care Centre & Pre-School Committee meeting is contained within **Attachment A**)
- Audit Committee – (24 October 2022)
(A copy of the Minutes of the Audit Committee meeting is contained within **Attachment B**)

ADOPTION OF COMMITTEE MINUTES

- St Peters Child Care Centre & Pre-School Committee

That the minutes of the meeting of the St Peters Child Care Centre & Pre-School Committee held on 24 October 2022, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

- Audit Committee

That the minutes of the meeting of the Audit Committee held on 24 October 2022, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council, with the exception of the following resolution:

Item 6.7

2. *That the Audit Committee notes that the following policies have been reviewed and notes that amendments are recommended:*

- *Expenditure Policy (Attachment A), with the inclusion of an amendment to increase the Chief Executive Officer's delegation from \$250,000 to \$1,000,000;*

which will be presented to the Council for consideration at its meeting to be held on 5 December 2022, following the conclusion of the Local Government Caretaker Period.

Attachment A

Adoption of Committee Minutes

St Peters Child Care Centre & Pre-School Committee

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

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Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

St Peters Child Care Centre & Pre-School Committee **Minutes**

24 October 2022

Our Vision

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

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

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City of
Norwood
Payneham
& St Peters

Page No.

- 1. CONFIRMATION OF THE MINUTES OF THE MEETING OF THE ST PETERS CHILD CARE CENTRE & PRE-SCHOOL COMMITTEE HELD ON 25 JULY 2022..... 1
- 2. PRESIDING MEMBER’S COMMUNICATION 1
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- 5. WRITTEN NOTICES OF MOTION..... 1
- 6. STAFF REPORTS..... 1
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- 7. OTHER BUSINESS..... 8
 - 7.1 APPRECIATION 8
- 8. NEXT MEETING..... 8
- 9. CLOSURE 8

VENUE Staff Room, St Peters Child Care Centre & Pre-school

HOUR 5.30pm

PRESENT

Committee Members Cr Evonne Moore (Presiding Member)
Cr Kester Moorhouse
Ms Simone Munn (entered the meeting at 5.35pm)
Ms Christina Belperio

Staff Sharon Perkins (General Manager, Corporate Services)
Alice Parsons (Director, St Peters Child Care Centre & Pre-School)

APOLOGIES Ms Georgia Brodribb

ABSENT Nil

TERMS OF REFERENCE:

The St Peters Child Care Centre & Pre-School Committee is established to fulfil the following functions:

- *to provide feedback on the St Peters Child Care & Pre-School Centre's Strategic Plan and Business Plan;*
- *to undertake general oversight of issues related to child welfare, programming and safety of the Centre; and*
- *to execute such powers as the Council may lawfully delegate to it.*

1. CONFIRMATION OF THE MINUTES OF THE MEETING OF THE ST PETERS CHILD CARE CENTRE & PRE-SCHOOL COMMITTEE HELD ON 25 JULY 2022

Ms Simone Munn moved that the minutes of the meeting of the St Peters Child Care Centre & Pre-School Committee held on 25 July 2022 be taken as read and confirmed.

2. PRESIDING MEMBER'S COMMUNICATION

This is the last meeting of this Committee with its current membership. The Council Election concludes on 10 November 2022 and new Council Members may wish to serve on the Committee next year.

Georgia and Simone have children who are leaving the Centre and we wish you all the best for your future. Parents with a child at the Centre will be invited to apply to be on a new Committee in the New Year. Christina you are welcome to re-apply to be on the Committee.

I am sorry to say that Sharon Perkins, our General Manager, Corporate & Community Services, is leaving the Council to take up a new position. I thank Sharon, Alice and the staff of the Centre for their work this past year as we emerge from COVID.

I thank all the Committee Members for your contributions to the work of the Committee.

3. QUESTIONS WITHOUT NOTICE

Nil

4. QUESTIONS WITH NOTICE

Nil

5. WRITTEN NOTICES OF MOTION

Nil

6. STAFF REPORTS

6.1 DIRECTORS QUARTERLY ACTIVITY REPORT – SEPTEMBER 2022

REPORT AUTHOR: Director, St Peters Child Care Centre & Preschool
GENERAL MANAGER: General Manager, Corporate & Community Services
CONTACT NUMBER: 8362 1843
FILE REFERENCE: qA61019/A497992
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this Quarterly Report is to provide information to the Committee, in respect to the following:

- commentary on the Centre's Strategic Plan and Business Plan prepared by Centre Management for the Child Care Centre;
- undertake, under the direction of Council and on behalf of Council, the general oversight of issues related to child welfare, programming and safety of the Centre;
- to execute such powers as the Council may lawfully delegate to it; and
- to do anything necessary, expedient or incidental to performing or discharging the functions of the Committee as listed in the terms of Reference or to achieving its objectives.

This report provides the Committee with a status report on the activities of the St Peters Child Care Centre & Preschool to 30 September 2022.

BACKGROUND

The Centre has been in operation since 1977. The Centre is licenced to accommodate 105 children per day, however to ensure the high quality of care the Centre is known for is maintained, the number of available places has been capped at an average of 94 places per day. The Centre provides care for babies from six (6) weeks old through to children aged up to and including five (5) years of age.

The key activities completed during the Quarter ended 30 September 2022, together with actions completed in previous Quarters, as required by the Centre's Strategic and Business Plans, are included in the Discussion Section of this report.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

This report informs the Council on the St Peters Child Care Centre & Preschool activities and supports Council attaining:

Outcome 1: Social Equity: An inclusive, connected, accessible and friendly community

Objective 1: Convenient and accessible services, information and facilities.

Strategy 1.2: *Maximise access to services, facilities, information and activities.*

Strategy 1.3: *Design and provide safe, high-quality facilities and spaces for all people.*

Objective 4: A strong, healthy, resilient and inclusive community.

Strategy 4.2: *Encourage and provide opportunities for lifelong learning.*

Strategy 4.3: *Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.*

The operations of Childcare Centres and Preschools are governed by the National Quality Framework. The Centre's policies and procedures are reviewed and updated over a twelve (12) month to two (2) year period, in line with National Quality Standards and the Centre's Continuous Review Policy.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

The Centre actively promotes inclusion for all children and their families.

The information provided in the report has no direct social issues which need to be considered.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

COVID-19 IMPLICATIONS

In response to the easing of the COVID-19 restrictions, operations at the Centre are continually being reviewed to ensure that they are in-line with the latest health advice. To minimise the risk of COVID-19 and to ensure that staff and families are continuing to adhere to the public health advice, we are currently:

- requesting all families, both adults and children, undertake hand hygiene by either washing their hand or using hand sanitiser upon entry and exit of the Centre; and
- maintaining physical distancing requirements of 1.5 metres;

CONSULTATION

- **Committee Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

Child Numbers

The Centre is licensed for a maximum of 105 children daily however, to ensure a high quality of care, the daily attendance numbers are capped at an average of 94 long day care places per day. Based on current staffing levels, the Centre has capacity for up to 28 under two (2) year old, up to 30 two (2) to three (3) year old and up to 36 over three (3) year old. The mix of the numbers per age group may change on as needs basis. The average number of children for which services were provided for the September 2022 Quarter is detailed in Table 1 below.

TABLE 1: CHILD NUMBERS

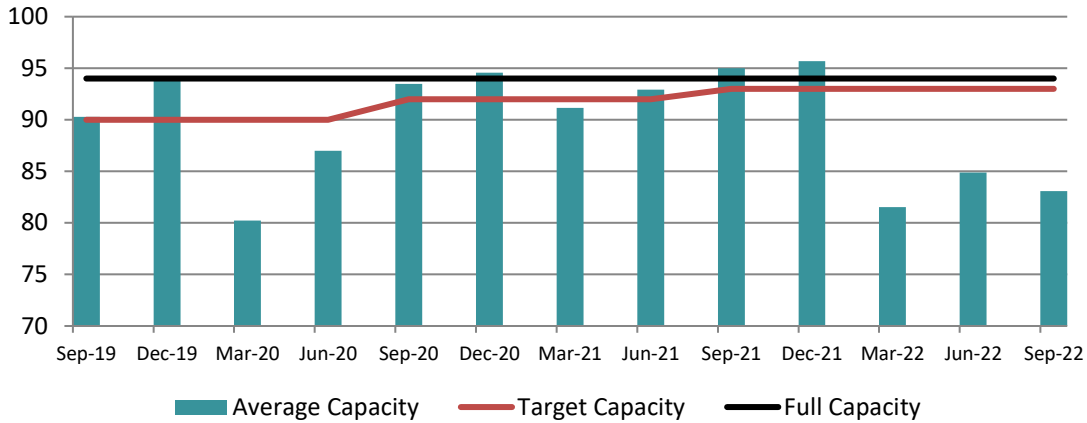
Age of Child	Staffing Ratio	Number Allowed at the Centre (maximum)	Number of Children - Average for the Quarter	
			This Year	Last Year
Under Twos (2) (6 weeks - 24 months)				
Emerald Room	1:4	12	10.57	12.45
Ruby Room	1:4	16	12.69	15.90
Over Twos (2) (2 years to 3 years)				
Aquamarine Room	1:5	15	12.66	14.69
Diamond Room	1:5	15	12.86	15.63
Over Threes (3) (3 years to 4 years)				
Amethyst Room	1:10	18	17.43	18.40
Preschool (4 years to 5 years)	1:10	18	16.97	17.94
Total		94	83.08	95.01
Budget		-	93.00	93.00
Number of sessions where 93 children attended for the quarter, June 2022			2 days out of a total of 63 days	
Average attendance – Year to Date				83.16

As detailed in Table 1 above, for the September 2022 Quarter, the Centre is operating at below capacity. However, attendance numbers and enrolments are anticipated to increase, over the coming months. With families working under “work from home” arrangements, the Centre’s daily attendance is lower than normal. It should be noted, with the reduced attendances, the Centre has been in the position to maintain Educator to Child ratios while Educators have had to isolate due to COVID-19 requirements and other winter illnesses.

As detailed in Figure 1 below, the attendance numbers for the first half of the 2022-2023 financial year are well below the budgeted capacity, which has been set at an average of 93 daily attendances places.

Attendance numbers are expected to increase, however, the continued presence of COVID-19 within in the community is continuing to impact enrolments and attendances, as families are either deferring the start date of care or seeking alternative care arrangements with family members to limit the number of days their children are in childcare and their potential exposure to the COVID-19 virus. Low attendance and enrolment numbers are being felt across the Childcare industry.

FIGURE 1: CHILD NUMBERS



Educator to Child Ratios

The Centre is required by the National Quality Standards to maintain a minimum Educator to Child Ratio at all times. Educator to Child Ratios are calculated across the whole service, not by individual rooms. This provides flexibility to respond to attendance numbers to ensure Educators are allocated appropriately based on the age and needs of children in the service.

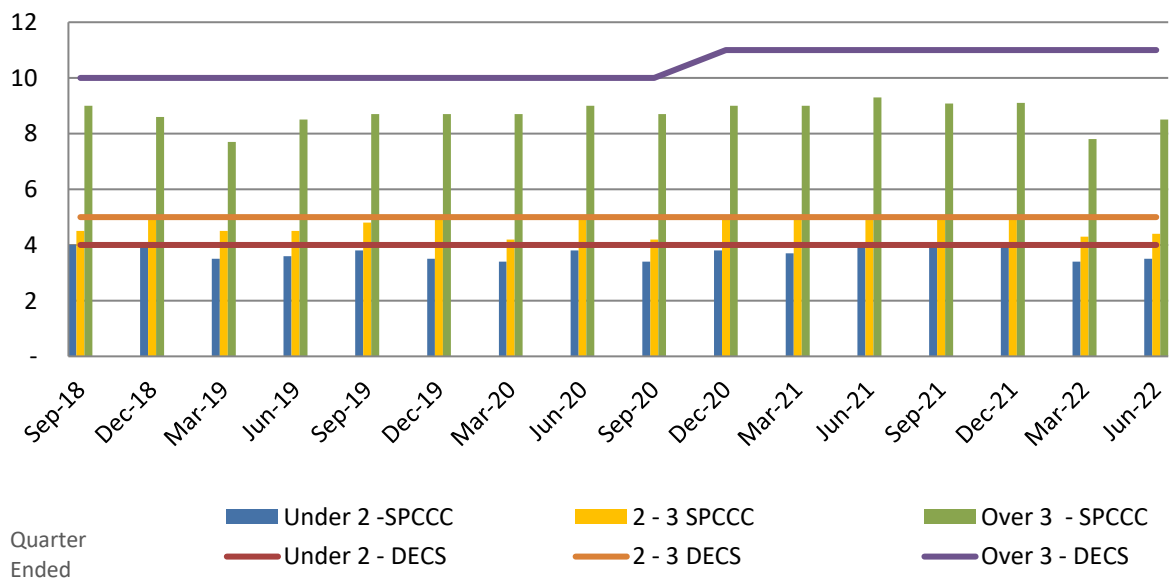
The minimum Educator to Child ratios are detailed in Table 2.

TABLE 2: MINIMUM EDUCATOR TO CHILD RATIOS

Age Grouping	Educator to Child Ratio
0 to 24 months	1:4
Over 24 months to less than 36 months	1:5
36 months to School age	1:11

As illustrated in Figure 2 below, the Centre has exceeded the minimum child to staff ratios for the September 2022 Quarter, in all age groups, due to the low attendance numbers.

FIGURE 2: STAFF TO CHILD RATIO



Staffing

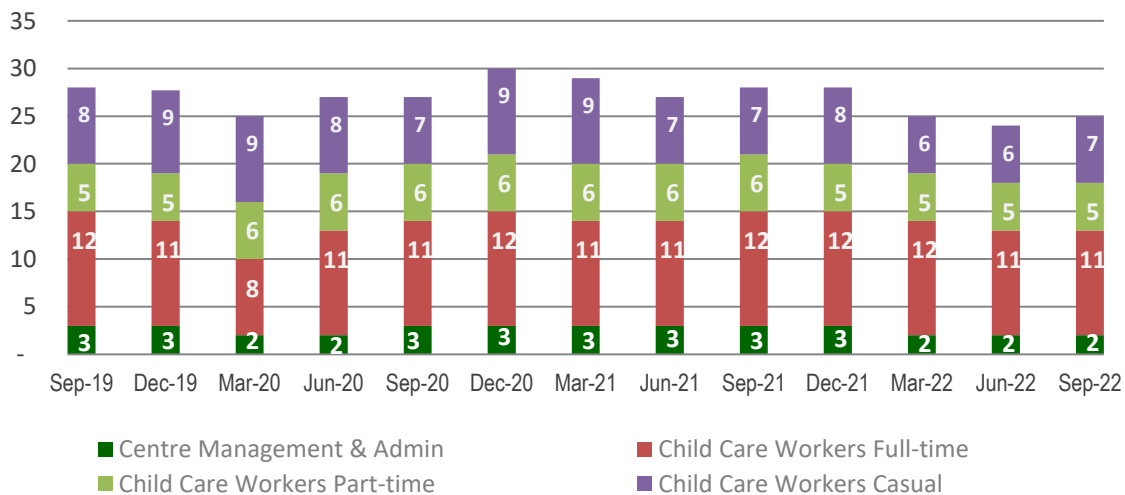
To ensure that the Centre meets the required staff to child ratios, the following Full-time Equivalent Educator positions are required:

- Under 2's 5.00 FTE
- 2 -3 years 5.00 FTE
- Over 3's 3.00 FTE

To ensure the ongoing continuity of care during periods of staff absences, permanent staff are supported by a pool of Casual Educators who back fill planned and unplanned absences, vacancies and short shift cover for lunch breaks and Centre open and closes. Not only does this ensure that children are cared for by familiar Educators when their primary care givers are absent from the Centre, it ensures that operational costs are maintained, as there is less reliance on engaging temporary contract staff through temporary contract labour hire agencies to cover absences.

Based on the Centres capacity of 94 children per day, thirteen (13) Full-time Educators, six (6) Part-time Educators and the equivalent of ten (10) Casual Educators are budgeted for. A recruitment process is currently being undertaken to increase the number of Educators within the casual pool and replace the full-time vacancies. The Part-time Educator vacancy, which is a result of extended leave is being backfilled for a fixed term by existing casual staff.

FIGURE 3: STAFF NUMBERS BY EMPLOYMENT CATEGORY



Universal Access to Early Childhood Education

Funding can be claimed for every four (4) year old child who remains at the Centre in the twelve (12) months prior to full-time schooling and has access to fifteen (15) hours of preschool services, providing the child is not accessing a preschool service from another external service, such as a Department of Education Preschool or Kindergarten.

For the year-to-date period to September 2022, the Centre has received \$1,576 under the Universal Access Scheme for the children utilising the Centre for the pre-school service. Pleasingly, the number of families that have been utilising the service for pre-school services is five (5). The funding has been used to offset the salary costs of the Early Childhood Teachers.

National Quality Standard

Staff practices, policies and procedures are continually reviewed in line with the new National Quality Standards and a Quality Improvement Plan has been completed. The Centre has undergone a round of Rating and Assessment. The Centre received an overall rating of 'Meeting' under the revised framework.

The seven (7) areas identified under the National Quality Standard are:

- Educational program and practice
- Children's health and safety
- Physical environment
- Staffing arrangements (including the number of staff looking after children)
- Relationships with children
- Collaborative partnerships with families and communities
- Leadership and service management

The Centre has been rated as 'Meeting' the standards set under the revised The National Quality Framework which came into effect on 1 February 2018, having met all of the forty (40) of the elements.

While under the National Quality Standards, the Centre is to be regularly assessed, the details of the timing of the next review are unknown.

Strategic Plan

The Centre's Strategic and Business Plans have been approved by the Committee and the Council. The Centre's Business Plan established Key Result Areas/Targets. The achievement of the outcomes up to September 2022, are contained in **Attachment A**.

OPTIONS

Not Applicable.

CONCLUSION

The St Peters Child Care Centre & Pre-school is recognised as a leader in the provision of high-quality child care. It is expected that this will continue, with the coming year looking promising with occupancy and educational experiences. The Centre on average for the September 2022 Quarter had 83.2 children accessing the service on a daily basis, with the impact of COVID-19 and the subsequent change in working arrangements continues to impact attendances.

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Ms Christina Belperio moved:

That the report be received and noted.

Seconded by Ms Simone Munn and carried.

7. OTHER BUSINESS**7.1 Appreciation**

Cr Moorhouse moved:

That on behalf of the St Peters Childcare Centre & Pre-School Committee and the Council, I would like to thank:

- 1. Cr Evonne Moore for her positive contribution and leadership to the Committee over the past five (5) years and her continued support of the St Peters Childcare Centre & Pre-School. We wish her well in her retirement from Council and best wishes for her future endeavours; and*
- 2. Sharon Perkins, General Manager, Corporate & Community Services for her positive leadership and support to the St Peters Childcare Centre & Pre-school over the past ten (10) years. We wish her every success in her new role with the Town of Gawler.*

Seconded by Ms Simone Munn and carried unanimously.

8. NEXT MEETING

To be advised.

9. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 6.02pm.

Cr Evonne Moore
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

Attachment B

Adoption of Committee Minutes

Audit Committee

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

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

Audit Committee Minutes

24 October 2022

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

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City of
Norwood
Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 7.00pm

PRESENT

Committee Members Cr John Minney (Presiding Member)
Mayor Robert Bria
Cr Mike Stock
Ms Brigid O'Neill (Independent Member)
Ms Sandra Di Blasio (Independent Member)

Staff Mario Barone (Chief Executive Officer)
Sharon Perkins (General Manager, Corporate & Community Services)
Andrew Alderson (Manager, Finance)
Teri Hopkins (Manager, Governance & Legal)

Visitor Mr Geoff Edwards (BDO Australia – Adelaide) – External Auditor

APOLOGIES Nil

ABSENT Nil

TERMS OF REFERENCE:

The Audit Committee is responsible to facilitate:

- the enhancement of the credibility and objectivity of internal and external financial reporting;
- propose and provide information relevant to a review of the Council's Strategic Management Plans and Annual Business Plan;
- the review and reporting on any matter relating to financial management or the efficiency and economy with which the Council manages its resources;
- effective management of financial and other risks and the protection of the Council's assets;
- compliance with laws and regulations related to financial and risk management as well as use of best practice guidelines;
- the provision of an effective means of communication between the external auditor, management and the Council;
- proposing and reviewing the exercise of powers under Section 130A of the Local Government Act 1999;
- review Annual Financial Statements to ensure that they present fairly the state of affairs of the Council;
- liaising with the Council's Auditor; and
- reviewing the adequacy of accounting, internal control reporting and other financial management systems and practices of the Council on a regular basis.

1. CONFIRMATION OF MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 25 JULY 2022

Mayor Bria moved that the minutes of the Audit Committee meeting held on 25 July 2022 be taken as read and confirmed. Seconded by Ms Sandra Di Blasio and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

The Presiding Member advised that as this meeting is the last meeting of the Committee for the 2018-2022 Council term, he would like to thank the Committee for its work over the last four (4) years.

3. QUESTIONS WITHOUT NOTICE

Nil

4. QUESTIONS WITH NOTICE

Nil

5. WRITTEN NOTICES OF MOTION
Nil

6. STAFF REPORTS

Ms Brigid O'Neill moved:

That as Mr Geoff Edwards, Council's External Auditor is present, Item 6.2 be brought forward for consideration.

Seconded by Mayor Bria and carried.

6.2 ANNUAL FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2022

REPORT AUTHOR:	Financial Services Manager
GENERAL MANAGER:	General Manager, Corporate and Community services
CONTACT NUMBER:	8366 4585
FILE REFERENCE:	qA105726/A491622
ATTACHMENTS:	A – C

PURPOSE OF REPORT

The purpose of this report is to present the 2021-2022 Financial Statements to the Audit Committee for review and recommendation to the Council for adoption.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 13 of the Regulations requires that the Financial Statements of a Council be prepared in accordance with the requirements set out in the Model Financial Statements. The City of Norwood, Payneham & St Peters has prepared the Annual Financial Statements in accordance with the Model Financial Statements.

Section 126 (4) (a) of the Act requires that the functions of an Audit Committee to include “*reviewing annual financial statements to ensure that they present fairly the state of affairs of the council*”.

A copy of the Annual Financial Statements is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council’s long term strategic directions are outlined in the *City Plan 2030 – Shaping our Future*. The 2021-2022 Annual Business Plan and supporting Budget, set out the services and programs and initiatives for the 2021-2022 Financial Year.

The Council highlighted in the 2021-2022 Annual Business Plan, that financial sustainability was a high priority. In adopting the 2021-2022 Budget, the Council forecast an Operating Surplus of \$0.471 million for the 2021-2022 Financial Year.

FINANCIAL AND BUDGET IMPLICATIONS

Statement of Comprehensive Income

The Council concluded the Financial Year with an Operating Surplus of \$2.645 million (2020-2021: \$1.110 million), compared to the Operating Surplus of \$1.356 million as set out in the 2021-2022 Third Budget Review.

After taking into account Capital Items which includes the impact of assets revaluations and grant funding specifically for asset upgrades or renewals and asset disposals, the Council is reporting a Net Surplus of \$37.072 million (2020-2021: \$15.320 million).

The reasons for the variations to the Adopted Budget are outlined in Item 6.2: Financial Summary.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Nil
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and the Council's External Auditors.
- **Other Agencies**
Nil

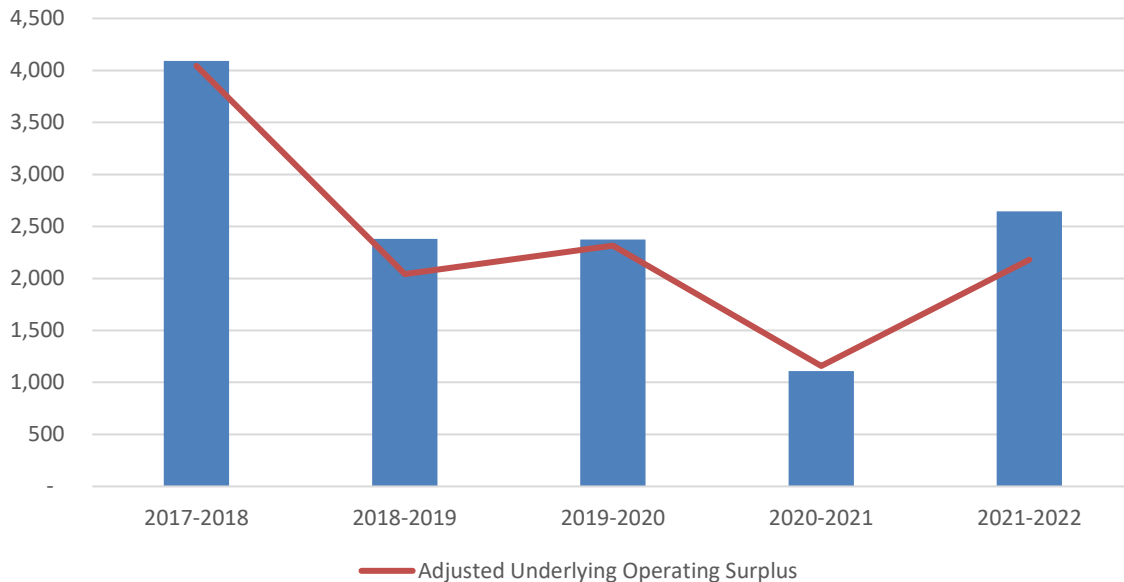
DISCUSSION**Statement of Comprehensive Income**

a. Operating Result

As detailed in Figure 1 below, the Council concluded the financial year with an Operating Surplus of \$2.645 million (2020-2021: \$1.110 million). The increase in the Operating Surplus is due to the increase in the rates revenue and the additional quarter of the 2022-2023 Financial Assistance grant which were advanced during 2021-2022.

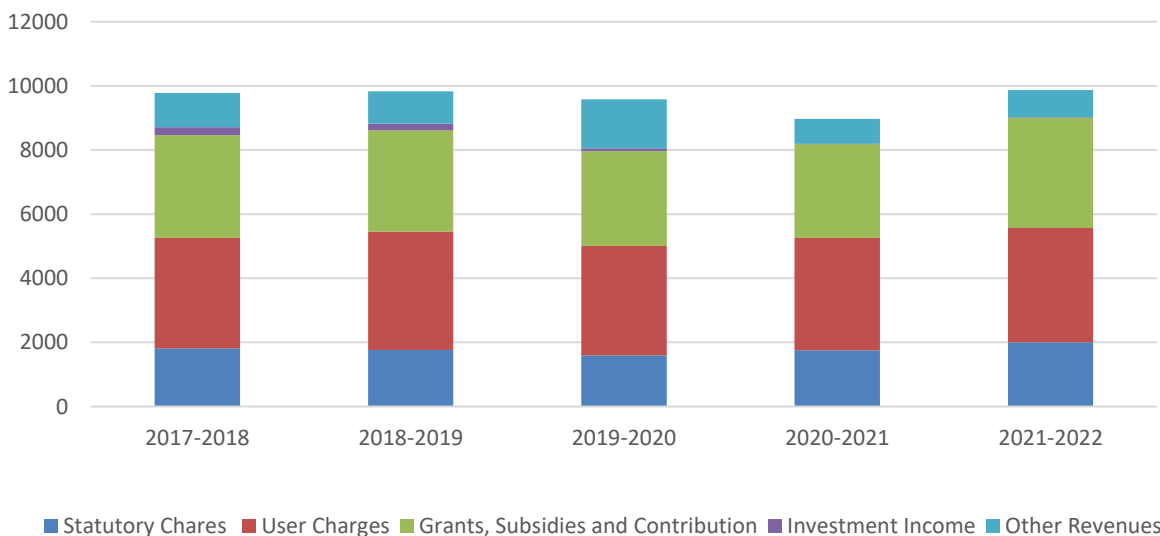
As the Committee is aware, for the last four (4) consecutive years, the Federal Government has made advance payments equal to approximately two quarters of the Financial Assistance Grants. The advance was increased to three quarters for the 2022-2023 financial year. Adjusting for the effect of the advance payments, the underlying Operating Surplus is \$2.182 million for 2021-2022, (2020-2021: \$1.158 million). Figure 1 below, shows the Operating Surplus over the last five years and compares the impacts of the advance payment of Financial Assistance Grants.

FIGURE 1: OPERATING SURPLUS (DEFICIT) - \$'000



As detailed in Figure 2 below, non-rate revenues have increased (10%) compared to the 2020-2021 financial year, which is primarily due to the addition advance of 2022-2023 Financial Assistance Grant (\$464,000). In addition, income from Parking Expiation fees has increased by \$240,000 compared to the 2022-2021 Financial Year. During the 2020-2021 financial year, to assist the business sector in its recovery from the impacts of COVID-19, the Council relaxed time limited parking within The Parade Precinct and other business precincts.

FIGURE 2: NON-RATE REVENUES - \$'000



The cost to deliver the Council's continuing services (i.e. Recurrent Operating Costs) increased by 2.96% (\$1.273 million) compared to 2020-2021. Primary drivers behind this increase were:

- The depreciation costs have increased by \$800,000 compared to 2020-2021 as a result of \$30.5 million capitalisation of fixed assets during 2020-2021 Financial Year.
- Legal costs associated with the scramble crossing between the Parade and George Street (\$420,979).
- The allowance for doubtful debts increased by \$231,406 in line with the Council's Credit Policy.

Offsetting these cost increases, Employee Costs were \$326,783 lower when compared to the 2020-2021, due to a number of vacant positions not filled during the 2021-2022 Financial Year.

In addition to the continuing services, the Council delivered twenty-six (26) Operating Projects, which encompassed a number of new service initiatives and one-off activities or programs. The net cost of delivering the Operating Projects was \$381,000 (2020-2021: \$463,000). Due to the physical distancing requirements and mass gathering restrictions imposed by the State Government in response to the COVID-19 pandemic, a number of planned events and activities were cancelled. Major Operating Projects which were undertaken during the year included:

- footpath defects works program;
- Raising the Bar;
- Various Cultural, Youth and Arts Programs and Events;
- additional Street Tree Planting; and
- Assets Condition Audit & Valuation.

Ownership costs, which incorporate interest paid on long term borrowings and depreciation, increased by 6.6% (\$68,000). The increase is attributed to depreciation costs on the major assets which have been capitalised in prior years offset by a reduction in interest paid.

b. Non-Operating Items

A Non-Operating Deficit of \$30,534 is reported for 2021-2022 (2020-2021 Non-Operating Surplus \$2,158,000). The Non-Operating Deficit comprised of:

- Loss on Sale and Write off of Infrastructure Assets renewed as part of the Capital Works program. (\$2.371 million)
- Grant Funding received or recognised for Capital Projects including: \$2.312 million
 - St Peters Street Streetscape \$847,049
 - Second Creek Outlet Upgrade \$734,153
 - Linear Park Path Upgrade \$267,500
 - Langman Grove Road Reconstruction \$177,757
 - Burchell Reserve Upgrade \$111,875
 - Library Book Acquisition \$109,973
 - Stormwater Drainage Program \$33,460
 - Capital Work Program Traffic Control \$30,000

c. Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenses that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by other Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income, is a Surplus of \$34.457 million.

The major factor contributing to the Surplus is the indexation of the Councils' Civil Infrastructure, Land and Building Assets. In line with the Councils Asset Revaluation Policy, independent valuations of the major long term asset classes are undertaken on a rolling five (5) year period. For the 2021-2022 financial year, an independent condition assessment for Recreation and Open Space assets commenced, however the valuation was not finalised due to resourcing issue from COVID-19.

Balance Sheet

The Net Assets of the Council at 30 June 2022 is \$536 million, an increase of \$37 million from 2020-2021. Major movements include;

a. Assets

Current Assets have increased by \$3.298 million, predominately due to increase in cash held with the Local Government Financing Authority. The increase in cash was due to grants funding the Council received for the capital projects prior the commencement of projects.

Non-Current Assets have increased by \$37 million, predominately due to increase of \$34 million on the revaluation of the Council's fixed assets.

b. Liabilities

During 2021-2022 Financial Year, total liabilities increased by \$3.579 million. The increase was the predominately due to the grants funding received in advance being processed as revenue received in advance, to ensure that the revenue recognised is matched against the performance and delivery targets set out in the Grant Funding Agreements.

c. Revaluations

In line with the Councils *Asset Revaluation Policy*, formal valuations of the major asset classes are undertaken on a rolling five (5) year period. For the 2021-2022 financial year, the independent valuations commenced for Recreation & Open Space assets, however the valuation was not finalised and carried forward to 2022-2023 financial year. For Asset Classes, not subject to an independent valuation, the carrying values of Assets Classes were reviewed and adjusted where appropriate.

The revaluation impact for each asset class is detailed in Table 2.

TABLE 2: IMPACT OF ASSET REVALUATION

Asset Class	Revaluation Increase/(Decrease) \$million	Comments
Land	23.286	Based on the Valuer-Generals review of property values within the Council area, a 13.5% increase in Fair Value was deemed appropriate.
Buildings and Other Structures	3.437	Represents a 4.7% increase in the Fair value with the indexation based on the annual average movement in value of like assets
Open space Assets	0.257	While pending the finalisation of the condition assessment, represents a 1.4% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting
Road Infrastructure	5.683	Represents a 7% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Kerbing	0.443	Represents a 0.7% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Footpaths	0.010	Represents a 0.3% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Linear Park	0.035	Represents a 3.1% increase in Fair Value based on the unit price assessment undertaken by Tonkin Consulting.
Storm-water Drainage	1.251	Represents a 3.5% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Off- Roads Carparks	0.041	Represents a 2.4% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Traffic Control Assets	0.020	Represents a 0.8% increase in Fair Value, based on the unit price assessment undertaken by Tonkin Consulting.
Total	34.462	

Overall, the revaluation increase for the 2021-2022 financial year is \$34 million, compared to an increase of \$12 million for the 2020-2021 financial year.

Statement of Cash Flows

For the 2021-2022 Financial year, the Council is reporting a net increase in cash and cash equivalents of \$4.322 million. The Council generated \$15.540 million from operating activities, with the funds used to complete the Councils Capital Infrastructure Works Program and the Asset Replacement Program (\$8.937 million), and principal repayments (\$1.011 million) associated with the Councils borrowings.

Section 126 (4) (a) of the *Local Government Act 1999*, requires that the functions of an Audit Committee are to include the review of the Annual Financial Statements to ensure that they present fairly the state of affairs of the Council. To ensure that the Audit Committee discharges its responsibilities under the Act, the following papers are provided for review.

Attachment B - contains further clarification to the Significant Accounting Policies used in the preparation of the 2021-2022 Financial Statements.

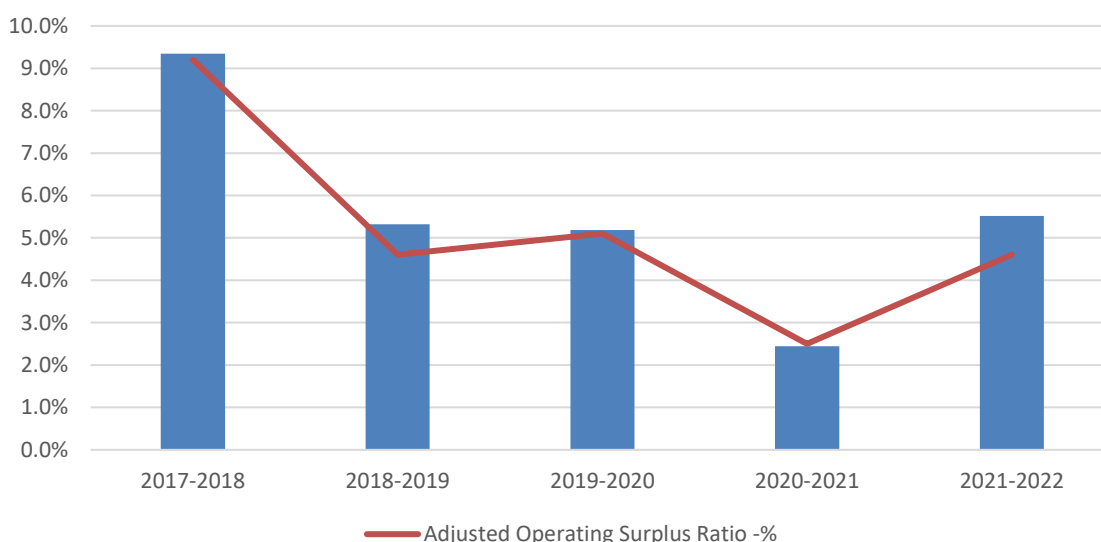
Attachment C - contains answers to the most common questions expected from Elected Members in respect of the preparation of the 2021-2022 Financial Statements.

Financial Ratios

The Model Financial Statements requires the Council to disclose in the Financial Statements, the following three (3) Financial Ratios:

- Operating Surplus Ratio (refer to Figure 3);
- Net Financial Liabilities Ratio (refer to Figure 4); and
- Asset Sustainability Ratio (refer to Figure 5).

FIGURE 3: OPERATING SURPLUS RATIO



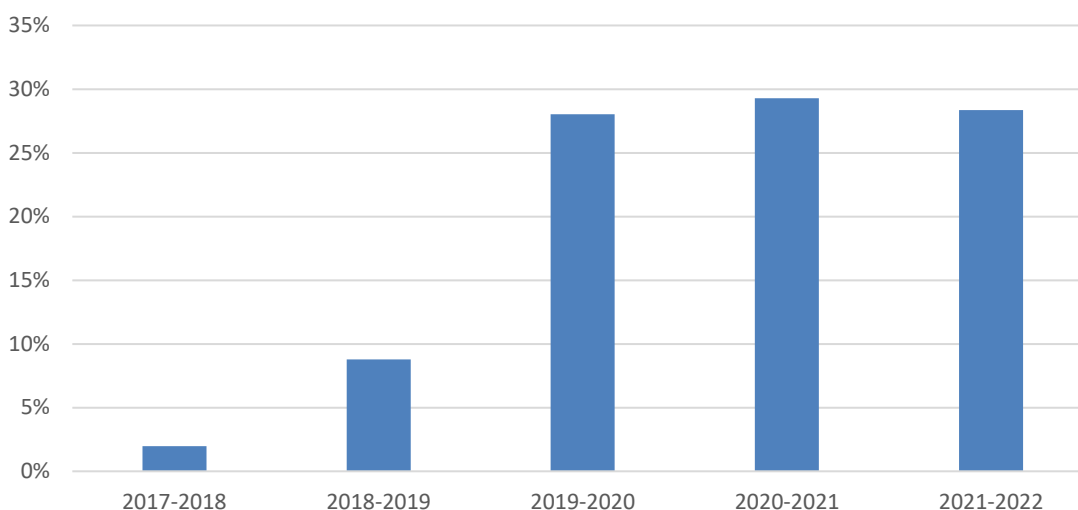
LTFP Target: less than or equal to 10%

The Operating Surplus/ (Deficit) Ratio expresses the Council's Operating Surplus/ (Deficit) as a percentage of Operating Revenue.

Figure 3 above shows the Adjusted Operating Surplus Ratio, which takes into account the effect of the advance payments of the Financial Assistance Grants in each of the respective years. The advanced payments which have been adjusted are detailed in Table 3 below.

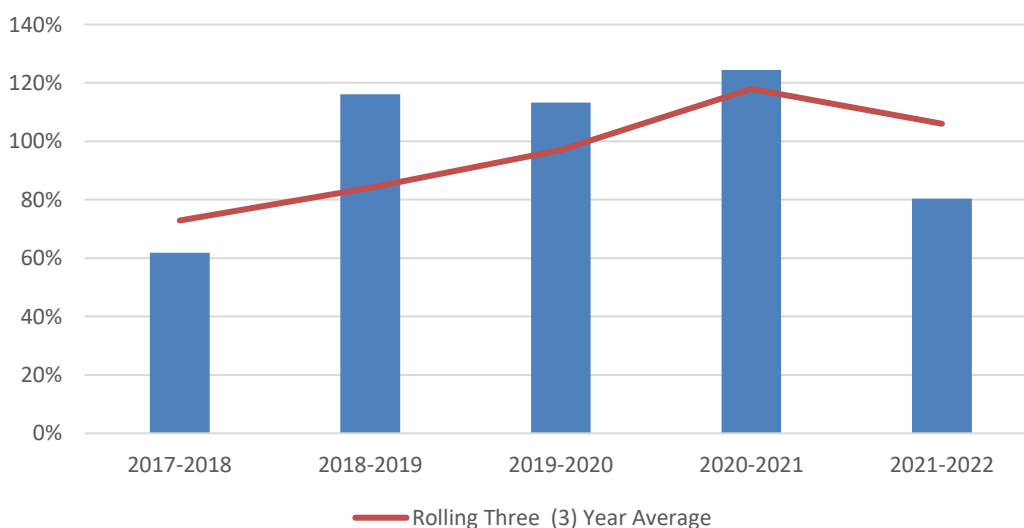
TABLE 3: FINANCIAL ASSISTANCE GRANTS ADVANCE PAYMENTS

Financial Year	Number of Quarters Advanced	Increase in Operating Surplus (Value of Advance)
2021-2022	3	\$1,071,000
2020-2021	2	\$607,000
2019-2020	2	\$655,000
2018-2019	2	\$595,000
2017-2018	2	\$614,000

FIGURE 4: NET FINANCIAL LIABILITIES RATIO**LTFP Target: less than or equal to 75%**

The Net Financial Liabilities Ratio measures the extent to which the net amount owed by the Council is met by its Operating Revenue. Net Financial Liabilities are represented by Total Liabilities less Current Assets.

The Council's Long Term Financial Plan has set a target of less than 75%. The minor decrease in the ratio for 2021-2022, is due to the impact of increased cash balance as at the end of the financial year.

FIGURE 5: ASSET SUSTAINABILITY RATIO

LTFP Target: between 90% and 110% on a 3 year rolling average.

The Asset Sustainability Ratio measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.), at the same rate the stock of assets is "wearing out". Asset Sustainability, is measured against the extent of the renewal expenditure incurred, compared to the planned renewal expenditure, as set out in the Council Asset Management Plans.

The Council's Long Term Financial Plan has set a target of between 90% and 110%, on a three (3) year rolling average. In some instances, the Council may be required to accelerate or decelerate the renewal or replacement of its existing asset base. Based on the renewal expenditure set in the Council's Infrastructure and Asset Management Plans for the 2021-2022 financial year, the three (3) year rolling average is marginally above the upper limit of the target rate at 118%.

OPTIONS

There are no options associated with this issue.

CONCLUSION

The Council concluded the financial year with an Operating Surplus of \$2.645 million (2020-2021: \$1.110 million).

After Capital Items, which includes the impact of assets revaluations and grant funding specifically for asset upgrades or renewals and asset disposals, the Council is reporting a Net Surplus of \$37.072 million (2020-2021: \$15.320 million).

The Council's Auditor, BDO Advisory (SA) Pty Ltd, have completed the audit of the Council's Financial Statements and have advised that they will sign an unqualified Independent Auditors' Reports in the form prescribed, upon the Presiding Member of the Audit Committee signing the "Council Certificate of Audit Independence".

There were no significant issues raised during the audit of this year's Financial Statements which would prevent the Audit Committee recommending to the Council to adopt the 2021-2022 Financial Statement.

COMMENTS

Nil

RECOMMENDATION

That the Audit Committee recommends to the Council that:

- a. The Annual Financial Statements for the year ended 30 June 2022, be adopted.
 - b. The Annual Financial Statements for the year ended 30 June 2022, be dated 7 November 2022 and be signed on behalf of the Council by the Mayor.
 - c. The Asset Revaluations as set out in Table 2 of this report, be adopted.
-

Ms Brigid O'Neill moved:

That the Audit Committee recommends to the Council that:

- a. The Annual Financial Statements for the year ended 30 June 2022, be adopted.*
- b. The Annual Financial Statements for the year ended 30 June 2022, be dated 7 November 2022 and be signed on behalf of the Council by the Mayor.*
- c. The Asset Revaluations as set out in Table 2 of this report, be adopted.*

Seconded by Cr Stock and carried unanimously.

6.1 FINANCIAL SUMMARY 2021-2022 ACTUAL RESULTS V ADOPTED BUDGET

REPORT AUTHOR: Financial Services Manager
GENERAL MANAGER: General Manager, Corporate Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA98586
ATTACHMENTS: A

PURPOSE OF REPORT

This report provides a summary of the 2021-2022 Audited result and explanations for variations from the 2021-2022 Adopted Budget.

BACKGROUND

Pursuant to Section 127 of the *Local Government Act 1999* (the Act), the Council must prepare Annual Financial Statements in accordance with the *Local Government (Financial Management) Regulations 2011* (the Regulations).

Section 10 of the Regulations, requires the Council to prepare and consider a report, no later than 31 December in each year, showing the audited financial results of the Council for the previous financial year, compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The financial information contained in this report is based on the 2021-2022 Annual Financial Statements, the 2021-2022 Adopted Budget and the various policies adopted by the Council as they impact the Councils financial performance (eg. Rating Policy.)

FINANCIAL AND BUDGET IMPLICATIONS

The Council concluded the Financial Year with an Operating Surplus of \$2.645 million, compared to the Council's Adopted Operating Budget, which forecast an Operating Surplus of \$0.471 million. Details of the drivers behind the variances from the Adopted Operating Surplus, are contained in the Discussion Section of this report.

After capital items, the Council is reporting a Net Surplus of \$37.1 million against an Adopted Net Surplus of \$8 million, with the favourable variance being driven by revaluation of Infrastructure, Property, Plant & Equipment, which is difficult to predict when setting the Budget.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

- **Elected Members**
Elected Members have received regular reports on the Council's financial performance throughout the year.
- **Community**
Not Applicable.
- **Staff**
Responsible Officers, General Managers and Council's External Auditors.
- **Other Agencies**
Not Applicable.

DISCUSSION

The 2021-2022 Annual Financial Statements have been finalised and will be presented to the Council for adoption at the Council Meeting to be held on 7 November 2022. A separate report has been provided on the 2021-2022 Annual Financial Statements for consideration by the Audit Committee.

Statement of Comprehensive IncomeOperating Result

The Council is reporting an Operating Surplus of \$2.645 million, compared to the Council Adopted Operating Budget, which forecasted an Operating Deficit of \$0.471 million, a favourable variance of \$2.174 million. The major variances (over \$50,000 or 5%) from the Adopted Operating Surplus are outlined in Table 1 below.

TABLE 1: MAJOR VARIANCES FROM ADOPTED OPERATING SURPLUS

Reasons for the Variance	Amount (\$)
Statutory Charges was \$137,067 favourable to the Adopted Budget driven primary by: <ul style="list-style-type: none"> There was a significant increase in the number of Development Applications which were lodged, resulting in higher than anticipated Planning Consent and Building Assessment fees (\$287,993); Income from issuing Parking Expiation Notices was slightly higher than anticipated (\$27,309). 	137,067
User Charges was \$349,255 unfavourable to the Adopted Budget driven primary by: <ul style="list-style-type: none"> A decrease in income at the St Peters Child Care Centre and Preschool (\$95,633) compared to the budget, due to room closures and child absences due to COVID-19 exposures and the gap fee above the Government Subsidy being waived The hire income of Council's facilities was \$152,395 unfavourable due to COVID-19 and social distancing requirements which impacted on demand for large gathering events. 	(349,255)
Grant funding received was \$549,622 favourable to the Adopted Budget driven by the Federal Government advancing 75% of 2022-2023 Financial Assistance Grants.	549,622
Other Income was \$350,081 favourable to the Adopted Budget driven primarily by: <ul style="list-style-type: none"> insurance re-imburements for claims made during the year which amounted to \$95,485. This income was offset by expenditure to replace or repair items subject to the insurance claim. The receipt of Council's share of East Waste 2020-2021 Operating Surplus, which is returned to constituent councils as per the Charter (\$77,000) The insurance rebates received relating to 2020-2021 premiums (\$44,882) The reimbursement of \$53,107 as part of Australian Apprenticeship Incentive System 	350,081
Employee expenses were favourable against the adopted budget due: <ul style="list-style-type: none"> Turnover of Depots staff combined with difficulties in recruiting replacement staff. As a result, to meet need, contract providers were utilised. Revaluation down of Annual Leave and Long Service Leave provision due to more leave being taken compared to budget estimate. Vacant positions that were budgeted to be filled, combined with the time frame to replace positions which became vacant during the year due to resignations and extremely tight labour market. 	1,478,337
During the year, the Council completed 26 of the 40 Operating Projects included in the Adopted Budget, resulting in favourable variance of \$211,500. The majority of the savings were delivered across the following projects: <ul style="list-style-type: none"> Tour Down Under (\$99,500) – Due to COVID-19, the event was cancelled. The Council hosted a series of minor bicycle related events during the January 2022 School Holidays. The Parade & George Street Scramble Crossing (\$82,452) – The Construction works were not undertaken by the Council Footpath Defect Rectification Project (\$40,000) – The program was completed with greater utilisation of internal resources as opposed to using external contractors. Fourteen (14) of the planned projects were yet to be completed as at 30 June 2022, with the budget to be carried forward to the 2022-2023 financial year (\$318,000) and 2023-2024 financial year (\$110,970)	211,500
The long term borrowings planned to be drawn down as part of the Adopted Budget were not required, resulting in reduced financing costs.	227,000
Legal fees were unfavourable to the Adopted Budget, mainly due to the legal expenses incurred on the legal proceedings relating to scramble crossing at the intersection of the Parade and George Street Norwood.	(512,500)
Depreciation expense was greater than anticipated due to the full year impact of the 2020-2021 Asset Capitalisation and unit cost revaluation.	(126,000)

Non-Operating Income

Non-Operating Income includes grant funding specifically for asset upgrades or renewals and gain/(loss) on asset disposals and assets received free of charge.

For the 2021-2022 Financial year, the Council is reporting Non-operating Loss of \$0.031 million against an Adopted Non-operating Surplus of \$5.566 million, a unfavourable variance of \$5.597 million. The unfavourable variance is set out in Table 2 below.

TABLE 2: MAJOR VARIANCES FROM ADOPTED NON-OPERATING INCOME

Reasons for the Variance	Amount (\$'000)
Loss on the sale and or disposal of the Council's small Plant and Equipment at the end of its operational life, combined with write-off of the carrying values of the Council Civil Infrastructure, upon renewal.	(2,400)
Grant funding budgeted but yet received due to the delay of capital projects as a result of lack of resources	(3,200)
<ul style="list-style-type: none"> • Payneham Memorial Swimming Centre Upgrade - \$2,800,000 • Linear Park Path Upgrade - \$1,000,000 • St Peters Street Streetscape - \$400,000 	

Non-Operating Income, the Council is reporting a Net Surplus of \$2.6 million against an Adopted Net Surplus of \$6 million.

Other Comprehensive Income

Other Comprehensive Income comprises items of income and expenses that are not recognised in the Net Surplus (Deficit) for the year, as required or permitted by Australian Accounting Standards. Such items include the impact of changes in asset values due to revaluations. The value of Other Comprehensive Income reported in the Statement of Comprehensive Income, is a Surplus of \$37million, which is primarily due to the revaluation of Land Assets.

Balance Sheet

The Net Assets of the Council at 30 June 2022 is \$536 million, against an Adopted Budget of \$497 million, a favourable variance of \$39 million.

Major reasons for the variance in the Net Assets include;

Assets

Cash deposits with the Local Government Financing Authority is favourable by \$10 million, with the variance resulting from the opening cash balance used to develop the 2021-2022 Budget being less than the actual closing cash balance at the 30 June 2021 and the receipt of the first payment of the Grant funding for the Trinity Valley Stormwater Drainage Project, and receipt of an additional quarter of Financial Assistance Grants.

The carrying values of Infrastructure, Property, Plant & Equipment is reporting a variance of \$24 million, resulting from the change in asset value resulting from the current market condition and cost reviews.

Other Non-current assets represent Capital Works-in-Progress. As at 30 June 2022, works on capital project not yet completed amounted to \$4.3 million.

Liabilities

Trade and Other Payables – with the timing of expenditures at the end of financial year the Council had a larger than anticipated value of invoices due that anticipated in the Adopted budget resulting in the \$7.9 million unfavourable variance.

The long term borrowings planned to be drawn down as part of the Adopted Budget were not required, resulting in a favourable variance of \$8.1 million

Attachment A contains the 2021-2022 Financial Statements comparing the actual result to the 2021-2022 Adopted Budget as required by Section 10 of the Regulations.

Bad and Doubtful Debts

The Council's accounts receivable balance has been reviewed at the end of the financial year for the recoverability of the outstanding debts. The outstanding amounts which make up the reported Accounts Receivable balance are considered to be recoverable.

With the ongoing impacts of the COVID-19 pandemic a more lenient approach to recovering outstanding amounts was applied which has seen an increase in the value of debts over 150 days. It would be expected that debts will be paid.

OPTIONS

There are no options associated with this issue.

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Cr Stock moved:

That the report be received and noted.

Seconded by Ms Sandra Di Blasio and carried unanimously.

[This Item was dealt with out of sequence – Refer to page 3 for the Minutes relating to this Item]

6.2 ANNUAL FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2022

[This Item was dealt with out of sequence – Refer to page 3 for the Minutes relating to this Item]

6.3 LONG-TERM FINANCIAL PLAN

REPORT AUTHOR: General Manager, Corporate & Community Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA1826/A499469
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Audit Committee an update on the financial impact of the 2022-2023 Annual Budget on the financial forecasts set out in the Council's Long-term Financial Plan (LTFP).

BACKGROUND

Section 122 of the *Local Government Act 1999* ("the Act"), requires the Council to prepare a Long-Term Financial Plan for a period of at least ten (10) years. In addition, the Council must undertake a review of the Long-Term Financial Plan as soon as practicable after adopting the Council's Annual Business Plan for a particular financial year.

In addition, pursuant to Section 122 (4) of the Act, the Council must undertake a comprehensive review of its Strategic Management Plans (which incorporates the Long-Term Financial Plan), within two (2) years after each Local Government General Election.

Where a Council undertakes a review of its Strategic Management Plans, the Council must adopt a process or processes, to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its Strategic Management Plans.

The 2021-2031 Long-Term Financial Plan was adopted by the Council on 18 January 2021. At its meeting held on 25 July 2021, the Audit Committee considered and endorsed an update of the financial projections set out in the LTFP based on the 2021-2022 Budget.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's Strategic Management Plan, *CityPlan 2030: Shaping our Future*, provides the framework upon which the Council's Strategic Management Plans are developed. The Council's suite of Strategic Management Plans comprises *CityPlan 2030: Shaping the Future*, the LTFP, the Infrastructure and Asset Management Plans and the Annual Business Plan and Budget.

The LTFP is the primary financial management tool which links all of the Councils' Strategic Management Plans, *City Plan 2030*, Whole of Life Asset Management Plans and the Annual Business Plan and Budget and the Social Development Framework.

FINANCIAL AND BUDGET IMPLICATIONS

The financial projections contained within the LTFP, are designed to provide an indication of the Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council. The LTFP should be viewed as a guide to future actions or opportunities which encourages the Council to consider the future impact of decisions which are made on the Council's long-term financial sustainability. To this end, reference should be made each year to the LTFP when preparing the Annual Business Plan and Budget, to ensure that the broad financial outcomes of the Council are achieved.

EXTERNAL ECONOMIC IMPLICATIONS

This report provides information on the financial projections of the Council for the 10-year period from 2021-2022 through to 2030-2031. The financial projections are based on a set of assumptions, some of which are based on external economic indicators relating to wages growth and cost increases. Should the assumptions regarding the economic indicators not come true, the financial outcomes set out in the projections may not be delivered.

SOCIAL ISSUES

Nil.

CULTURAL ISSUES

Nil.

ENVIRONMENTAL ISSUES

Nil.

RESOURCE ISSUES

Nil.

RISK MANAGEMENT

Nil.

COVID-19 IMPLICATIONS

Nil.

CONSULTATION

- **Elected Members**

Through the various resolutions passed during the preparation of the 2022-2023 Annual Business Plan and Budget, Elected Members have contributed to the review of the financial projections set out in the LTFP.

- **Committee Members**

Committee Members considered the 2022-2023 Annual Business Plan and Budget at meetings held on 28 February 2022 and 28 March 2022 and 25 May 2022.

- **Community**

Pursuant to Section 122 (6) of the Act, the Council must adopt processes to ensure that members of the public have reasonable opportunity in the development or review of its strategic management plans however, given this review has been limited to the review of the financial projections only, as opposed to a review of the strategic objectives set out in the LTFP, a formal community consultation process is not recommended.

Members of the public were provided opportunity to provide feedback and comments on the 2022-2023 Annual Business Plan and Budget.

- **Staff**

Staff via the development of the 2022-2023 Budget have contributed to the review of the financial projections set out in the LTFP.

- **Other Agencies**

Not Applicable

DISCUSSION

Pursuant to Section 122 (4) of the *Local Government Act 1999* ("the Act"), the Council is required to undertake a review of the Long-term Financial Plan on an annual basis. The annual review is undertaken following the adoption of the Council's current Annual Business Plan and Budget. The Council adopted the 2022-2023 Annual Business Plan and Budget on 4 July 2022. In considering the 2022-2023 Annual Business Plan and Budget, the Council considered the impact of the decisions made when preparing the Annual Business Plan and Annual Budget on the LTFP, to ensure that the broad financial outcomes of the Council are continuing to be achieved.

In reviewing the LTFP, the broad underlying principles adopted in preparing the 2021-2031 Long-Term Financial Plan have been maintained however, the following assumptions have been reviewed and updated.

Local Government Price Index (LGPI) and Consumer Price Index (CPI).

The financial projections set out in the 2021-2031 Long-term Financial Plan adopted in January 2021 and updated in July 2021, were based on the ten-year average of the LGPI and CPI. Given the current economic conditions, with high inflation, the financial projections assume a higher-than-average LGPI and CPI for the next three (3) years before returning to the Reserve Bank preferred band-width of between 2% and 3%.

The LGPI and CPI assumptions are used to index operating and capital expenditure and forms the base position of the proposed Rate revenue increases.

Wages Growth

The Council is currently re-negotiating the Enterprise Agreement for staff covered by the Municipal Officers Award. Given the current economic and labour market conditions, it is anticipated that the final negotiated position will be higher than the increase of 2% used in the adopted LTFP. Like the cost escalation, the wage indexation has been increased to reflect and increased percentage over the first three (3) years, then gradually reducing to come in-line with CPI.

The financial projections, contained in **Attachment A**, have been updated for the impact of the closing financial position as a 30 June 2022 and the adoption of the 2022-2023 Budget and the review of the assumptions as set out in this report.

Financial Projections

The financial projections contained in the LTFP, seek to achieve the following objective:

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

The Council's long-term sustainability is dependent upon ensuring that, on average over time, the operating expenses are less than the projected revenues and that there is sufficient cash generated from the operating activities to meet the financial commitments required to meet asset renewal needs and the repayment of financing commitments.

Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets through revenue sources, including rates. This means the cost of replacing assets which benefit existing and future ratepayers, are being funded by those ratepayers.

The financial projections contained within the LTFP, are meant to provide an indication of the Council's direction and financial capacity rather than predicting the future financial performance and position of the Council.

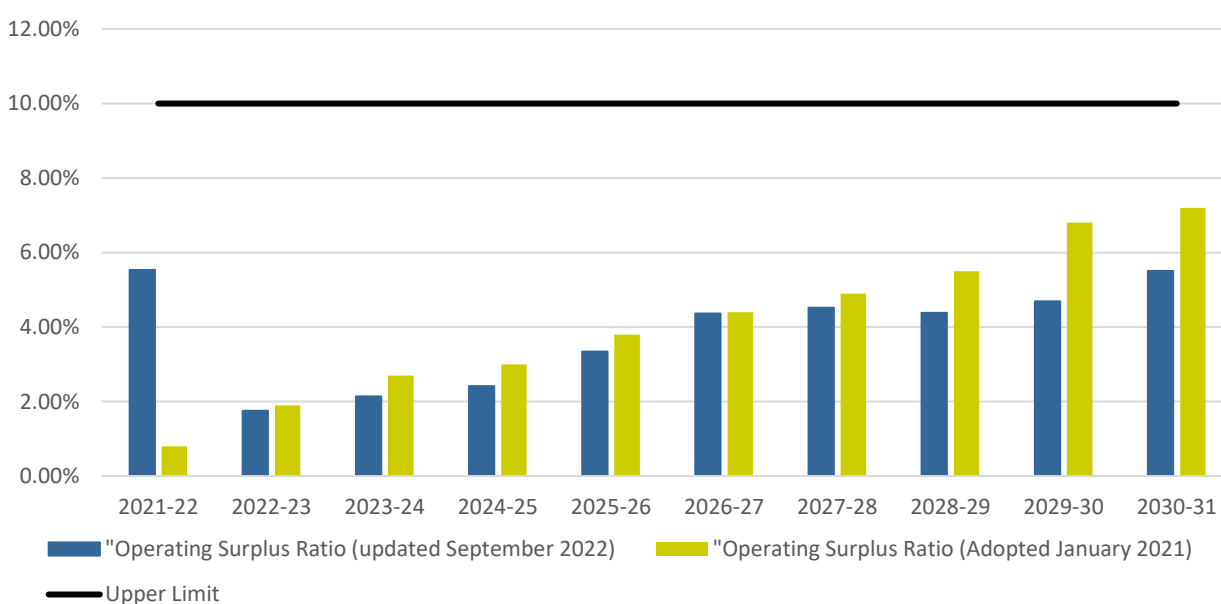
The delivery of the Councils financial objective is measured against the achievement of four financial outcomes.

Outcome 1: A Balanced Budget

Council's services and programs, including depreciation of infrastructure and assets, is fully funded and the costs are shared equitably between current and future ratepayers

Achievement of this objective is measured by the *Operating Surplus Ratio*, which measures the extent that income from all sources meets the day-to-day operational costs and have income available for capital funding and other purposes. The target has been set at between 0% and 10%.

As illustrated in Figure 1 below, the revised financial projections are forecasting a reduction in the forecast Operating Surplus compared to the Plan adopted in January 2021. The decrease is driven by the increase in the cost escalation factors for the period from 2023-2024 through to 2025-2026 and a reduction in the annual rate revenue increases. These negative impacts have been offset by the anticipated improvement in the Operating Result, following the redevelopment of the Payneham Memorial Swimming Centre, which is scheduled to be completed for the commencement of the 2024-2025 Swimming Season.

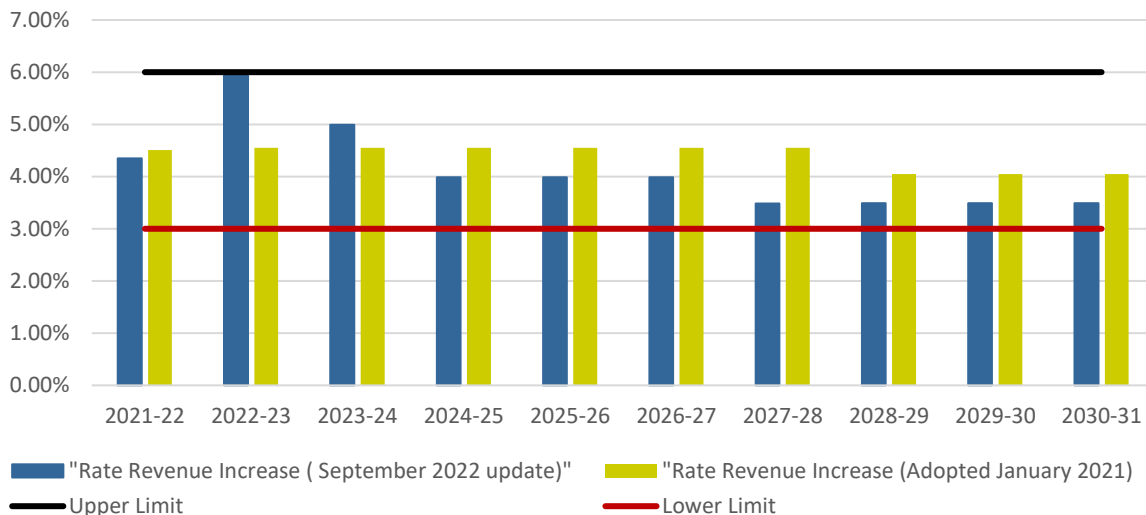
Figure 1: Operating Surplus Ratio**Outcome 2: Rate Stability**

Annual rate collections are fair and equitable for our residents and ratepayers with the aim to keep rate revenue increase stable over the medium term

A number of factors impact on the annual rate increase which is adopted by the Council each year. Such factors include new property development, general valuation growth, general cost increases and the service level changes resulting from asset upgrades and new services, programs and activities.

The target has been set at Rate Revenue increases to be set between 3% and 6%. As Committee Members may recall, the basis for determining rate revenue increase is the ten year average of the Local Government Price Index (LGPI), growth in new assessments and a factor for the future financial impacts of new and upgraded infrastructure investment. The revised financial projections reflect the adjustments to the LGPI.

Figure 2: Rate Revenue Increase



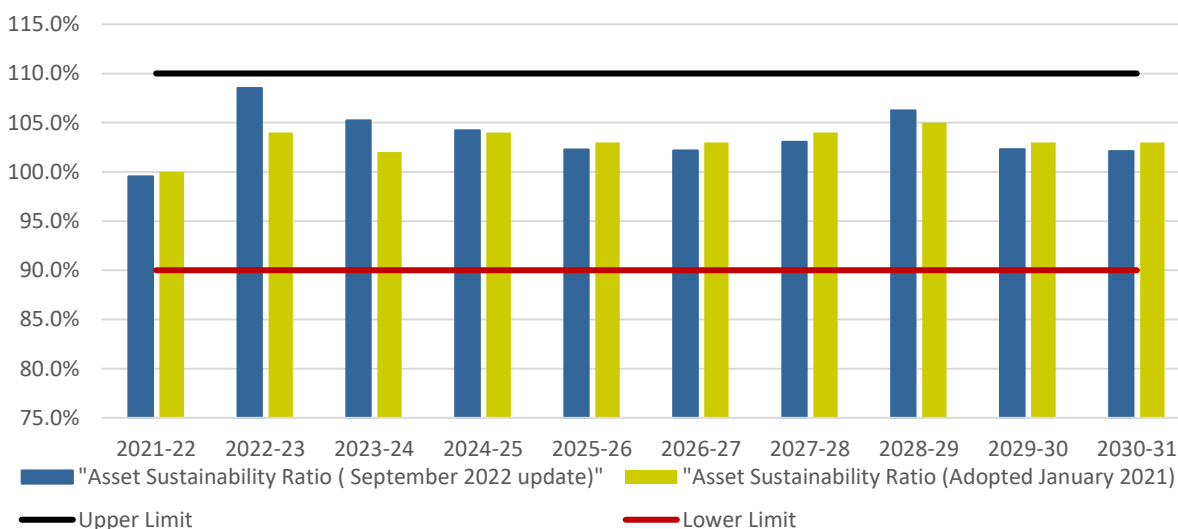
Outcome 3: Infrastructure and Asset Management

Maintain Infrastructure and Assets in line Council’s Whole-of-Life Infrastructure Framework to achieve the outcomes and objectives, as set out in City Plan 2030

Achievement of this objective is measured by the Asset Sustainability Ratio, which measures whether the Council is renewing or replacing existing physical assets (roads, footpaths, buildings etc.) at the rate it has set out in its Infrastructure and Asset Management Plans. It is recognised that given Asset Management Plans are developed for a 10-year period and like the LTFP periodically reviewed, renewal expenditure may be accelerated or deferred from one year to the next, and as such the target has been set at between 90% and 110% over a rolling five-year average.

The revised financial projections are based on the Asset Management Plans which have been adopted by the Council. The 2022-2023 ratio, includes unspent funds carried forward from 2021-2022. In addition, the adopted LTFP was based on a constant spend on Building renewal spend, whereas the adopted Asset Management Plan, while being based on the same level of spend over the ten year period, the annual proposed spend was more variable across the life of the adopted Asset Management Plan.

Figure 3: Asset Sustainability Ratio



Outcome 4: Debt Management

Prudent use of debt to invest in new long-term assets to ensure intergenerational equity between current and future users

Managing debt is critical for the financial 'health' of the Council. If debt levels become too high, interest and principal loan repayments obligations will limit the capacity of the Council to invest in assets and services. Future investment in new and upgrade infrastructure and assets must be undertaken in a measured approach to ensure that the Council has the financial capacity to meet its current and on-going financial commitments and that intergenerational equity is maintained, as debt that is too high may lead to future generations paying for benefits that are received today.

Achievement of this objective is measured by the Net Financial Liabilities Ratio, which measures the level of debt being managed by the Council as a percentage of total revenue. The lower the ratio, the greater financial capacity the Council has to meet its future investment needs through the use of debt. The long-term target which has been set by the Council is less than 75% of total revenue, however it is recognised that in some circumstances it may be appropriate for the ratio to exceed this target, if the Council is committed to sound financial strategies, which take into account all four (4) of its financial outcomes.

Financial Sustainability is dependent on the Council's ability to not only meet its operational costs but also have sufficient cash and financial resources to meet its debt management needs. As such, the Council measures its debt servicing ratio, which measures interest and loan repayments as a percentage of Rate Revenue. The target has been set at 15% of rate revenue.

As detailed in Figure 4 and Figure 5 below, there has been a projected improvement in both the Debt Management Indicators. The main factor behind the improvement is the 2021-2022 closing cash position and a reduction in total borrowings over the remaining life of the Plan, as the Council has been successful in securing Grant funding for a number of Strategic Projects, in particular the \$9.9 million of grant funding for the Trinity Valley Stormwater Drainage Project.

Figure 4: Net Financial Liabilities

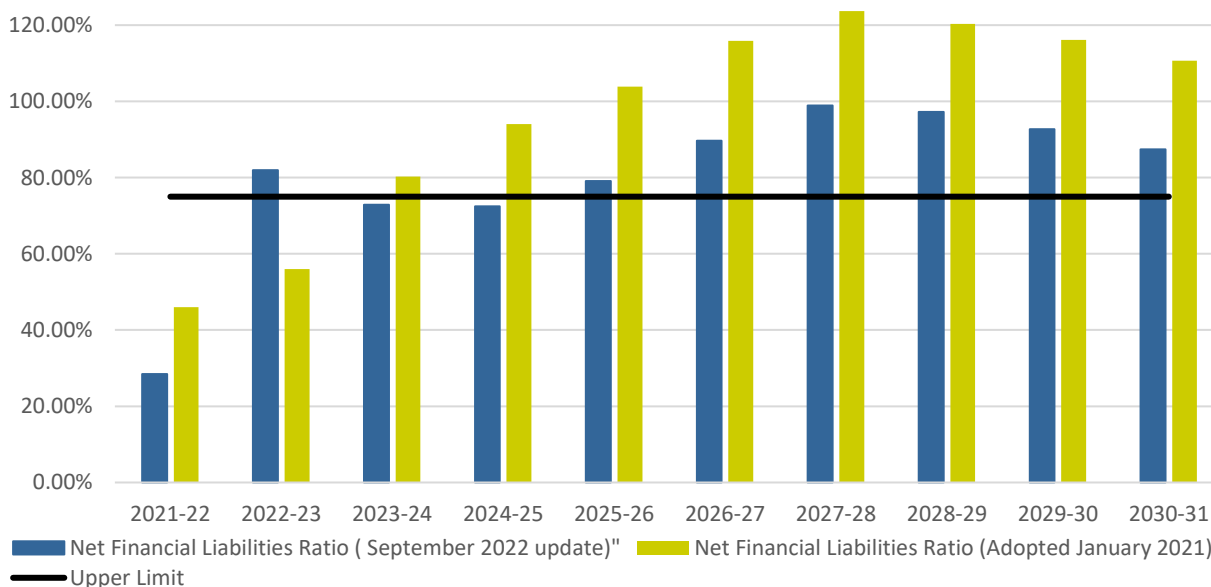
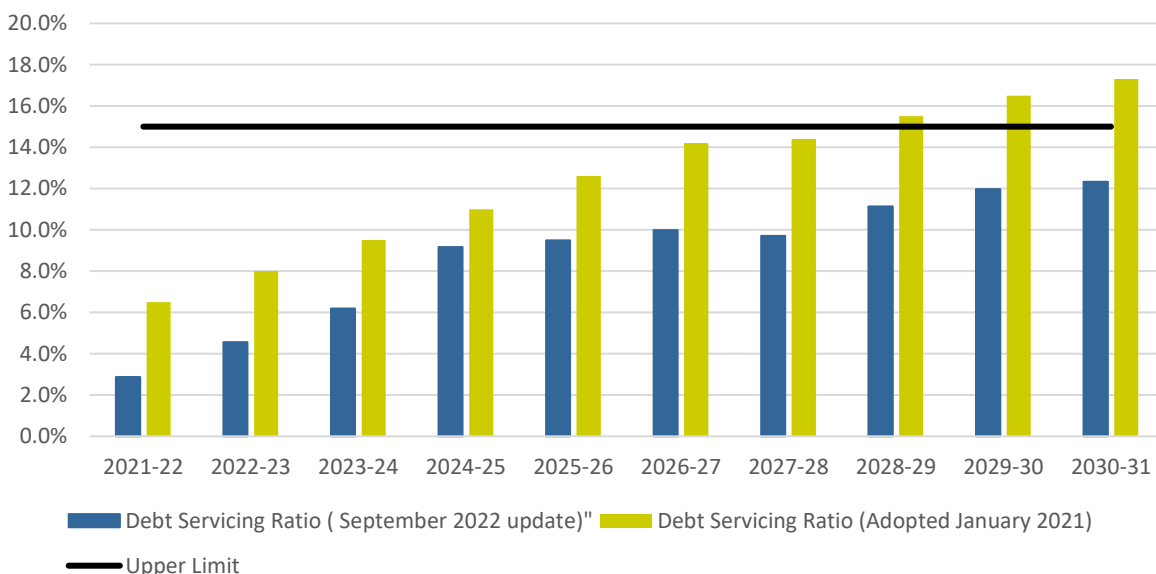


Figure 5: Debt Servicing Ratio

OPTIONS

The Audit Committee has the following options with respect to the revised financial projects set out in the LTFP:

1. Recommend to the Council the revised financial projections as presented in this report, which has been revised in line with the decision made by the Council in adopting the 2022-2023 Annual Business Plan and Budget and takes into account the impact of the current economic climate be endorsed; or
2. Recommend to the Council that revised financial projections be changed by either:
 - changing the base assumptions; and/or
 - changing the timing of new capital project priorities; and/or
 - including new capital project priorities.

Given that the 2021-2031 Long-Term Financial Plan has only recently been adopted and that the overall financial outcomes demonstrate an improvement with those set out in the adopted LTFP. Option 1 is recommended.

CONCLUSION

The LTFP should be viewed as a guide to future actions or opportunities which encourages the Council to consider the future impact of decisions which are made on the Council's long-term financial sustainability.

The financial projections provide an indication of the Council's direction and financial capacity to meet its long-term goals which have been set out in the Councils Strategic Management Plans and for this reason, the projections should be regularly reviewed to ensure that decisions made by the Council, are not adversely impacting on the Council's ability to deliver on its objectives and maintain its financial sustainability.

Despite the increase in the cost escalation assumptions due to the current economic climate, there has been an improvement in some of the key financial indicators, in particular the Net Financial Liabilities Ratio, which measures the Council's indebtedness.

COMMENTS

If Committee Members have any questions or require clarification, do not hesitate to contact the General Manager, Corporate & Community Services, Sharon Perkins on 8366 4585 or e-mail: sperkins@npsp.sa.gov.au, prior to the meeting.

RECOMMENDATION

That the revised Long-Term Financial Plan financial projections, as contained in Attachment A, which has been revised in line with the decisions made by the Council when adopting the 2022-2023 Annual Business Plan and Budget, be recommended to the Council for adoption.

Mayor Bria moved:

That the revised Long-Term Financial Plan financial projections, as contained in Attachment A, which has been revised in line with the decisions made by the Council when adopting the 2022-2023 Annual Business Plan and Budget, be recommended to the Council for adoption.

Seconded by Ms Brigid O'Neill and carried unanimously.

6.4 AUDITOR-GENERAL'S REPORT OF MANAGEMENT OF KERBSIDE WASTE SERVICES

REPORT AUTHOR: Manager, Governance & Legal
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8336 4646
FILE REFERENCE: qA74130
ATTACHMENTS: A

PURPOSE OF REPORT

To inform the Audit Committee of the recent examination by the Auditor-General into the management of kerbside waste services by the City of Norwood Payneham & St Peters (the Council).

BACKGROUND

On 8 June 2021, the Acting Auditor-General, Mr Ian McGlen, wrote to the Mayor and the Chief Executive Officer of the Council giving notice of the intention to conduct an examination of the Council's management of kerbside waste services under section 32(1)(a) of the *Public Finance and Audit Act 1987*.

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

As part of the examination the Council assisted the Auditor-General's Department by providing material and information for the purposes of the examination, including relevant Minutes from Audit and Risk Management Committee Meetings for the scope of the examination.

At its Special Meeting held on 21 June 2022, the Council considered the Draft Report prepared by the Auditor-General titled '*Examination of the Management of Kerbside Waste Services*'. The Draft Report made ten (10) findings and associated recommendations to the Council. The Council responded to each of the findings, which were tabled in Parliament along with the Final Report. The Council largely accepted the findings by the Auditor-General.

On the 17 August 2022, the Auditor-General published the Final Report into the *Management of Kerbside Waste Services* (Final Report) in accordance with Section 38(2) of the *Public Finance and Audit Act 1987*.

A copy of the Final Report published by the Auditor-General is contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES**Objective 4.1- Sustainable and efficient management of resources***Strategy*

4.1.2 Investigate and implement innovative waste reduction and education initiatives

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

A key responsibility of the Council under the *Local Government Act 1999*, is to effectively manage kerbside waste collection, including promoting and educating the community about recycling and the disposing of organic waste.

RESOURCE ISSUES

A working group will be established with East Waste and other subsidiary Councils to develop and implement the recommendations by the Auditor-General in the Final Report. This will involve some Council staff with relevant skills and expertise in waste management.

RISK MANAGEMENT

The examination was undertaken by the Auditor-General in accordance with the *Public Finance and Audit Act 1987*. The Auditor-General has the power to examine accounts of publicly funded bodies under section 32(1)(a) of the Act. The Council is a publicly funded body for the purposes of section 4 of the Act. The Auditor-General must prepare a report setting out the results of the examination for the purposes of section 32 of the Act.

COVID-19 IMPLICATIONS

Not Applicable.

CONSULTATION

- **Elected Members**
Special Council Meeting on 21 June 2022
- **Community**
Not Applicable.
- **Staff**
Chief Executive Officer
General Manager, Governance and Civic Affairs
Manager, Governance & Legal
Manager, City Services
Manager, WHS & Risk
Manager, Finance
Manager, Urban Planning & Sustainability
- **Other Agencies**
Not Applicable.

DISCUSSION

As foreshadowed, the Final Report by the Auditor-General assessed whether the Council effectively managed its kerbside waste services to achieve diversion of waste from landfill against State Government targets. The Auditor-General also examined the City of West Torrens in parallel with the Council.

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

The improvements related to the Council holding East Waste accountable for kerbside waste services. The Auditor-General found that the Council is at 'arms-length' with East Waste, meaning that the Council could not effectively manage its kerbside wastes services.

The Auditor-General recommended that the Council develop and implement a number of measures, including a Service Agreement with East Waste, with specific performance measures and targets, so that the Council could effectively manage and monitor East Waste's delivery of kerbside waste collection and performance generally.

The findings also suggested that the Council address waste management at a strategic level in its Corporate Plan and a Waste Management Plan.

Of relevance to the Audit Committee was Finding Seven and Finding Eight. The Auditor-General found that the Council had not implemented a risk management framework and that waste management risks were not fully assessed and documented.

At the time of the Auditor-General's examination, the Council's risk management procedure was being reviewed. Since the findings were made the Council endorsed a Risk Management Policy dated 6 October 2020, which included a Risk Register. The Council was also in the process of drafting an Implementation Plan addressing the comments and recommendations of the findings.

The next step is to establish a Working Group with East Waste and other Constituent Councils to implement the findings of the Auditor-General.

OPTIONS

Not Applicable.

CONCLUSION

The Auditor-General's examination into the management of kerbside services by the Council, has provided the Council with an opportunity to review its operations into waste management, as well as acknowledging what the Council does well.

COMMENTS

Not Applicable.

RECOMMENDATION

That the Audit Committee notes the Final Report by the Auditor-General into the management of kerbside waste services by the City of Norwood Payneham & St Peters.

Cr Stock moved:

That the Audit Committee notes the Final Report by the Auditor-General into the management of kerbside waste services by the City of Norwood Payneham & St Peters.

Seconded by Ms Brigid O'Neill and carried unanimously.

6.5 DRAFT AUDIT & RISK COMMITTEE TERMS OF REFERENCE

REPORT AUTHOR: General Manager, Corporate & Community Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA98586
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Audit Committee for consideration, the Draft Terms of Reference based on the amendments to the S126 of the *Local Government Act 1999* (the Act) and Part 5 of the *Local Government (Financial Management) Regulations 2011*(the Regulations).

BACKGROUND

As Committee Members are aware, during the 2019-2020 Financial Year, the State Government undertook a Local Government Reform Program which focused on the following areas:

- strong Council Member capacity and better conduct;
- efficient Local Government representation;
- cost savings and financial accountability; and
- simpler regulation

On 17 June 2021, the *Statutes Amendment (Local Government Review) Act 2021* (the Review Act) was enacted. The Review Act has been implemented over a number of stages, with Stage One coming into effect in September 2021. Stage One reforms included:

- Functions and Principles of a Council;
- References to the SA Boundaries Commission;
- References to SACAT;
- Obtaining Legal Advice – Repealed Section;
- Removing References to Older Technology;
- Quorum;
- Meeting in Confidence – New Ground to consider Award Recipients;
- CEO Remuneration and Appointment, Performance Review and Termination;
- Conduct of Audit – Auditor General;
- Annual Reports;
- Sale of Land for Non-payment of Rates;
- Mobile Food Vendors; and
- other minor matters.

Stage Two commenced in January 2022 and relates to reforms associated with the following areas:

- Strategic Management Plans;
- Annual Business Plans and Budgets;
- Internal Control Policies;
- A Council's Auditor;
- Annual Reports;
- Declaration of the General Rate; and
- Payment of Rates.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

As a result of the increase in the number of independent members from two (2) to three (3), additional sitting fees will be incurred. The sitting fees are currently set at \$440.00 per meeting.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

COVID-19 IMPLICATIONS

Nil

CONSULTATION

- **Committee Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

The Review Act includes a number of changes to the operations of Audit Committees and as a consequence, the Committees Terms of Reference.

Clause 84 of the Review Act amends Section 126 of the *Local Government Act 1999*, by expanding the role of the Audit Committee to a new role as the 'Audit and Risk Committee'. The intention of the amendments is to provide better quality, independent advice to councils on a range of critical financial and risk management matters.

The Review Act expands the functions of the Audit and Risk Committee, and as such, the functions set out in Draft Terms of Reference reflect the new requirements of the Act to include:

- monitoring the responsiveness of the council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's auditor;
- where the Council has an Internal Audit Function provide oversight of planning and scoping of the internal audit work plan; and reviewing and commenting on reports provided by the person primarily responsible for the internal audit function at least on a quarterly basis;
- reviewing and evaluating the effectiveness of the policies, systems and procedures in place which identify, assess, monitor, manage and review strategic, financial and operational risks; and
- reviewing prudential management reports which are obtained by the Council.

Given the emphasis on enhanced quality and increased independent advice, the Membership and Conditions of Appointment to the Audit and Risk Committee have been reviewed and updated to reflect the requirement to have a majority of independent members and the skillsets, knowledge and experience for committee members (when considered as a whole).

The *Local Government (Financial Management) Regulations 2011*, set the minimum and maximum numbers of the Audit & Risk Committee, which are set at a minimum of three (3) and a maximum of five (5) members. It is recommended that the Committee Membership be retained at five (5) members, comprising of:

- two (2) Elected Members, one (1) which may be the Mayor, as determined by resolution of the Council; and
- three (3) Independent Members who are appointed by the Council

Given that the number of Elected Members is required to be reduced from three (3) to two (2), it is recommended that the standing appointment of the Mayor to the Audit and Risk Committee be removed from the Membership Conditions set out in the Terms of Reference.

With respect to the term of the appointment, it is recommended that the term for Elected Members be retained at two (2) years, to allow for rotation of Elected Members during the Term of Council however with respect to the term for Independent Members, it is recommended that the term be set between three (3) to five (5) years to ensure an orderly rotation and continuity of membership despite changes to Council's Elected Members Representatives.

The duties and responsibilities have been reviewed with reference to the amendments to the Act and categorised under the following headings:

- Financial Reporting
- External Audit
- Internal Audit
- Service Reviews
- Internal Controls and Risk Management
- Other.

While not a requirement of the Act, the current Terms of Reference set a Committee Term, with the Committee being wound up at the conclusion of the term of the Committee. Pursuant to Section 126 of the Act, the Council is required to establish an Audit and Risk Committee. There is no legislative requirement to dissolve the Audit Committee to coincide with the Local Government Election or the term of the members of the Committee. The Council is a going concern, as such the Audit Committee, as a vehicle to fulfil its objectives does not need to be dissolved and re-established, therefore it is recommended that Clause 12 – Term of the Committee be excluded from the Terms of Reference.

The Membership and Condition of Appointment clause contained within the Committee's Terms or Reference establish the term of appointment for Elected and Independent Members, to coincide with the Election cycle or for an alternative timeframe as determined by the Council, to provide the opportunity for rotation of Elected Members on the Audit & Risk Committee during the Council term.

In addition, by not dissolving and re-establishing the Audit Committee each two-year cycle, as set by the current Terms of Reference, the Council may introduce different terms for the Independent Members to ensure continuity of organisational knowledge on the Audit & Risk Committee, as opposed to the current situation, where the Council may lose all organisational knowledge at the same point of time.

The Draft Terms of Reference including a marked-up copy of the Terms of Reference highlighting the proposed changes from the current Terms of Reference is contained in **Attachment A**.

OPTIONS

The new provisions, which relate to the operations of the Audit Committees are due to come into effect by November 2023, however the Council may elect to implement the changes prior to this date. The Draft Terms of Reference contained in **Attachment A**, reflect Clause 84 of the Act which amends Section 126 of the *Local Government Act 1999* and Part 5 of the *Local Government (Financial Management) Regulations 2011*.

The Audit Committee may, however, continue with the existing Terms of Reference, which meet the current legislated requirements set out in the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Given that following the 2022 Local Government Election, the Council is required to re-establish the Audit Committee, notwithstanding the proposed implementation date being November 2023, it makes logical sense for the Terms of Reference of the new Committee to reflect the amended provisions as set out in Clause 84 of the Act.

CONCLUSION

Nil

COMMENTS

If Committee Members have any questions or require clarification in relation issues raised in this report, do not hesitate to contact the General Manager, Corporate & Community Services, Sharon Perkins on 8366 4585 or email sperkins@npsp.sa.gov.au prior to the meeting.

RECOMMENDATION

That the Audit Committee recommends to the Council that the Draft Terms of Reference, as contained in Attachment A, be taken into consideration as the Audit and Risk Committee's Terms of References upon its re-establishment following the 2022 Local Government Election.

Cr Stock moved:

That the Audit Committee recommends to the Council that the Draft Terms of Reference be taken into consideration as the Audit and Risk Committee's Terms of Reference upon its establishment following the 2022 Local Government Election, as contained in Attachment A and amended as follows:

- *The first dot point under 6.1 be amended to read "two (2) Elected Members, as determined by the Council; and"*
- *The second dot point under the title "Independent Members" in 6.1 be amended to read "A Selection Panel comprising the Mayor, the Chief Executive Officer and the Elected Members appointed to the Audit & Risk Committee, or as otherwise determined by the Council, will evaluate potential Independent Members."*
- *The eighth dot point under the title "Independent Members" in 6.1 be amended to read "Remuneration will be paid to each Independent Member of the Committee (based on a set fee per meeting attended) as determined by the Council."*

Seconded by Ms Brigid O'Neill and carried.

**6.6 REGIONAL SUBSIDIARIES – ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED
30 JUNE 2022**

REPORT AUTHOR: General Manager, Corporate & Community Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA98586 /A485958
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of this report is to provide the Committee with the 2021-2022 Audited Financial Statements for the Regional Subsidiaries of which this Council is a member.

BACKGROUND

Section 16 (4) of the Local Government (Financial Management) Regulations 1999 requires that:

“The Chief Executive Officer of a council must ensure that any audited financial statements of a subsidiary received for the purposes of clause 12 (3) (a) or 28 (2) (a) of Schedule 2 of the Act are laid before the council at the first meeting of the council following their receipt by the Chief Executive Officer on behalf of the council.”

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial and budget implications resulting from the preparation of this report.

The financial performance of the Regional Subsidiaries of which this Council is a member, is accounted for in the Council's Annual Financial Statements which are submitted concurrently.

The Council has included in its reported Operating Surplus, based on the respective ownership share detailed in Table 1, a net loss associated with its Regional Subsidiaries of \$91,792 (2020-2021: \$110,127 net loss).

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES

Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

There are no risk management issues arising from the preparation this report.

CONSULTATION

- **Committee Members**
Cr Stock is a Board Member and Member of the Eastern Waste Management Authority Inc. Audit Committee
Ms Sandra DiBlasio is a Member of Eastern Waste Management Authority Inc. Audit Committee
Cr John Minney is a Board Member of ERA Water and the Highbury Landfill Authority Inc.
Ms Brigid O'Neill is a Member of ERA Water Audit Committee.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

The audited Financial Statements have been received from the following Regional Subsidiaries:

- Eastern Health Authority Inc. (**Attachment A**).
- Eastern Waste Management Authority Inc (**Attachment B**).
- ERA Water. (**Attachment C**).
- Highbury Landfill Authority Inc. (**Attachment D**).

The Net Surplus (Deficit) of the respective Regional Subsidiaries for the year ended 30 June 2022, together with the Council's share of the Operating Result which has been accounted for in the Council's Financial Statements, is set out in Table 1 below.

TABLE 1: REGIONAL SUBSIDIARY NET SURPLUS/ (DEFICIT)

Regional Subsidiary	Net Surplus / (Deficit)	Councils Share of Net Operating Surplus / (Deficit)	
		Percentage	\$
Eastern Health Authority	(13,674)	31.3%	(4,280)
Eastern Waste Management Authority	(369,348)	14.30%	(52,816)
ERA Water	(642,529)	33.33%	(214,155)
Highbury Landfill Authority	444,645	40.36%	179,459

Important points to highlight resulting from the 2021-2022 Financial year are:

- **Eastern Health Authority** The Eastern Health Authority Inc. reported an Operating Deficit of \$13,674. The Operating Deficit is due to the combined impact of reduced income arising from a reduction of expiation income and the conclusion of a grant funding agreement with the Public Health Network and increased employee costs due to a reduction in the recruitment timeframes to fill vacant positions throughout the organisation.
- **Eastern Waste Management Authority** For 2021-2022, East Waste reported an Operating Deficit of \$376,000, plus a gain of \$7,000 on the disposal of Plant & Equipment. The key driver behind the Operating Deficit is the escalation in fuel costs driven by the increase in the oil price and supply issue with Adblue Diesel Additive, which is used to reduce diesel emissions.
- **ERA Water** ERA Water reported an Operating Deficit of \$642,529, which is a \$340,000 improvement on the 2020-2021 Operating deficit. While the scheme is still facing challenges with water supply and reliability of the system, the following positive outcomes for the Scheme during the 2021-2022 financial year were;
 - a 35% increase in water injected into the aquifer, which allowed for a 17% increase in water extracted for distribution.
 - a 14% increase in income from water sales combined with a 15% decrease in operating expenses, which has resulted in a 34% improvement in the Operating Deficit.
- **Highbury Landfill Authority Inc.** The Highbury Landfill Authority Inc. reported an Operating Surplus of \$444,645. To meet the legislative requirements associated with the post closure of the landfill, the Highbury Landfill Authority Inc., is required to estimate the future costs to manage the post closure phase of the landfill. A review of the adequacy of the provision to cover the estimated cost of monitoring the landfill has been undertaken to ensure the value of the provision reflects the latest information on future expenditure and interest rates. The Highbury Landfill Authority is now 12 years into the post closure management period and the post closure provision represents the net present value calculation of the future cash outflows to manage the site of the remaining 13 years. As a result of the review, the post closure provision was decreased by \$457,377. This adjustment has contributed to the reported Net Surplus.

OPTIONS

Not Applicable.

CONCLUSION

The Council's 2021-2022 Annual Financial Statements is reporting a Net Loss on Equity Accounted Council Businesses of \$ 91,792 (2020-2021: \$110,127 Net Loss).

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Mayor Bria moved:

That the report be received and noted.

Seconded by Ms Brigid O'Neill and carried unanimously.

6.7 FINANCE POLICIES

REPORT AUTHOR: Accountant
GENERAL MANAGER: General Manager, Corporate & Community Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA98586/A497948
ATTACHMENTS: A - D

PURPOSE OF REPORT

The purpose of this report is to present finance related policies which have been reviewed to the Audit Committee, for consideration and endorsement prior to being presented to the Council for adoption.

BACKGROUND

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets, and to secure (as far as possible) the accuracy and reliability of the Council's records.

The 2021-2022 Audit Committee Work Program requires the Audit Committee to review the appropriateness of the range and content of the Council's financial policies and practices.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Documentation of policies relating to the Council's financial transactions improves transparency and ensures consistent treatment over subsequent reporting periods unless Accounting Standards or legislation changes.

CONSULTATION

- **Committee Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Nil
- **Other Agencies**
Not Applicable.

DISCUSSION

In accordance with the Finance Policy Timetable, a review a number of policies, as contained in **Attachment A to D**, has been undertaken. Following the review, the amendments to the policies, as detailed in Table 1 below, are presented to the Committee for consideration and recommendation to the Council for adoption, subject to any amendment which may be considered appropriate by the Audit Committee.

TABLE 1: PROPOSED POLICY AMMENDMENTS

Policy	Details of Proposed Amendment
Expenditure Policy (Attachment A)	Updated position titles to reflect the Future Ready Organisation Structure Changes. Reviewed financial delegations to reflect operational and budget responsibilities.
Budget Review Policy & Guidelines (Attachment B)	Included in the Policy & Guidelines that unspent funds for completed projects are not eligible to be carried forward.
Credit Cards Policy (Attachment C)	No changes recommended.
Payments Policy (Attachment D)	With the resignation of the General Manager, Corporate & Community Services and the Manager, Finance the organisation is down two (2) cheque signatories and electronic payment release authorisers. To meet the operational needs, the Manager, Governance & Legal and the Manager, Information Services have been added to the list of electronic payment release authorisers and the Manager, Governance & Legal as a cheque signatory.

OPTIONS

The Policies can be recommended to the Council for adoption with or without amendment.

CONCLUSION

To ensure compliance with Section 125 of the Act, the Council must have in place appropriate policies, practices and procedures which assist the Council to carry out its activities in an efficient and orderly manner. It is important to ensure that the policies adopted by the Council are regularly reviewed to ensure that they reflect the current operating environment and continue to meet the Council's overall objectives.

COMMENTS

Nil

RECOMMENDATION

1. That the Audit Committee notes that the following policies have been reviewed and notes that no amendments are recommended.
 - Credit Cards Policy (Attachment C).
2. That the Audit Committee notes that the following policies have been reviewed and notes that amendments are recommended.
 - Expenditure Policy (Attachment A);
 - Budget Review Policy & Guidelines (Attachment B); and
 - Payments Policy (Attachment D)
3. That the Audit Committee recommends to the Council that the following policies be adopted.
 - Expenditure Policy (Attachment A);
 - Budget Review Policy & Guidelines (Attachment B); and
 - Credit Cards Policy (Attachment C)
 - Payments Policy (Attachment D).

Mayor Bria moved:

1. *That the Audit Committee notes that the following policy has been reviewed and notes that no amendments are recommended:*
 - *Credit Cards Policy (Attachment C).*
2. *That the Audit Committee notes that the following policies have been reviewed and notes that amendments are recommended:*
 - *Expenditure Policy (Attachment A), with the inclusion of an amendment to increase the Chief Executive Officer's delegation from \$250,000 to \$1,000,000;*
 - *Budget Review Policy & Guidelines (Attachment B); and*
 - *Payments Policy (Attachment D).*
3. *That the Audit Committee recommends to the Council that the following policies be adopted:*
 - *Expenditure Policy (Attachment A);*
 - *Budget Review Policy & Guidelines (Attachment B); and*
 - *Credit Cards Policy (Attachment C)*
 - *Payments Policy (Attachment D).*

Seconded by Ms Brigid O'Neill and carried unanimously.

6.8 INTERNAL CONTROL AND RISK MANAGEMENT ASSESSMENT

REPORT AUTHOR: Management Accountant
GENERAL MANAGER: General Manager, Corporate Service
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA98586/A471389
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to provide the Audit Committee with an update on the status of the Council's major risks and the assessment of the Council's Internal Controls.

BACKGROUND

The 2022-2023 Audit Committee Work Program requires the Committee to:

- a. *Identify whether weaknesses in internal controls have been previously identified, e.g. by management or Council's external auditor, and if so whether action has been taken to have them addressed:*
 - *consider the range of documented internal control policies and procedures; and*
 - *whether they are being followed.*
- b. *Develop and monitor the delivery of the Council's Strategic Internal Audit Plan by:*
 - *meeting with the Council's Internal Auditors to discuss any points of concern raised by the Internal Auditor, as part of the delivery of the Strategic Audit Plan;*
 - *assessing the appropriateness of the Council's response to matters raised in the Internal Audit Reports; and*
 - *annually review the appropriateness of the Council's three (3) year Strategic Internal Audit Plan.*
- c. *Review Management's assessment of Council's major risks.*
- d. *Establish whether locally appropriate strategies exist to minimise the likelihood of occurrence and adverse consequence for obvious and major risks. Consider:*
 - *whether an assessment has been undertaken to identify foreseeable events with potentially catastrophic consequences and actions established to minimise their likelihood and effect*
 - *whether a business continuity plan has been developed in case of major damage to key Council properties or other, (e.g. computer, assets);*
 - *whether there are significant risks that have been identified by Council's insurers that have not been reasonably addressed and therefore could jeopardise insurance cover in this regard; and*
 - *adequacy of insurance coverage.*

At its meeting held on 15 October 2010, the Audit Committee requested that Risk Management be a standard item on its agenda and that a brief report be prepared for each meeting confirming that the risks remain current and that the identified existing controls remain in place.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Additional funding may be required to complete the work which has been requested by the Audit Committee, depending on the nature and timeframes which are set for any further work required to be undertaken.

EXTERNAL ECONOMIC IMPLICATIONS

Nil.

SOCIAL ISSUES

Nil.

CULTURAL ISSUES

Nil.

ENVIRONMENTAL ISSUES

Nil.

RESOURCE ISSUES

Refer to Financial Implications above.

RISK MANAGEMENT

The risks identified to be managed are contained in **Attachment B**.

CONSULTATION

- **Committee Members**
Not applicable.
- **Community**
Not Applicable.
- **Staff**
Where Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION**Financial Internal Controls**

A self-assessment of the Council's Financial Internal Controls was undertaken for the twelve (12) month period ending 30 June 2022. The Overall Organisational effectiveness rating for the assessment period was 4.87 out of a maximum score of 5 (2021: 4.89), which would indicate that the controls which are in place have been consistently and or effectively applied in the majority of cases.

While there has been no significant movement in the overall assessment, as detailed in Table1 below, there have been movements within each assessment category.

TABLE 1: ASSESSED RATING BY CATEGORY

Category	2022	2021	Comments
Assets	4.81	4.92	While overall, the internal controls in place have been assessed as being effective, when compared to the 2021 assessment, there has been a decrease in the assessed effectiveness of the cash flows and petty cash controls due to a delay in the review of the cash handling policy review as a result of staff absences resulting from COVID-19 and associated isolation requirements.
Liabilities	4.92	4.88	The marginal increase in the rating due to the internal controls in the taxation being assessed by a different staff member compared to 2020-2021 Financial Year.
Revenue	4.88	4.84	The increase in the rating of assessment is due to improvements in the grants reconciliation process and improved communication between the project managers and the Finance team, which has resulted in a more effective review of grant income against the budget.
Expenses & External Services	4.93	4.95	The slight reduction in rating is due to changes in staffing during the assessment period.
Strategic Financial Planning	4.94	4.88	The increase in the assessment is due primarily to an improvement in the Journal narrations provided to explain the transactions.
Financial Governance	5.00	5.00	No changes in the rating.

Attachment A contains a summary report on the assessment which has been undertaken and the action plans which have been developed to strengthen the control activities which require improvements.

Risk Management Assessment

Following the risk review and risk workshop held on 11 September 2019, eight (8) strategic risks and thirteen (13) operational risks were identified. Upon review of the nature of the risks and the existing controls which are in place, five (5) strategic risks and three (3) operational risks were identified with a target risk greater than the residual risk. To reduce the risk to the target risk rating, a number of treatment plans were identified to mitigate against the risks. The status of the risks requiring additional mitigation strategies and controls is contained in **Attachment B**.

Internal Audit

The Council has in place a three (3) year Strategic Internal Audit Plan (the Plan) which, following the recommendation of the Audit Committee, was adopted by the Council on 4 November 2019.

The contract with the Council's Internal Audit Service Provider expired in August 2021. In consideration of Best Practice, the Council re-tested the market to ensure that the Council was receiving the best value for money for its Internal Audit Function.

Bentley (SA) Pty Ltd were appointed, with the contract term commencing on 1 May 2022, as such not internal audits were undertaken during the year.

Information Security Breaches

The Council's 2015 Risk Management Plan identified the Breach of Confidentiality and Destruction of Information, Communications and Technology, as risks which the Council is required to manage and implement treatment plans in order to mitigate the risks. While the Council has a number of existing controls in place such as IT Security Controls and system procedures and policies which address these two risks, a staff initiated the establishment of the Information Security Committee (the Committee) in October 2016, with the following purpose:

'...to provide a structured and formal forum for assessing information security risks; including reviewing existing and past Information security incidents'

In addition, the Committee will work to understand industry trends and new threat scenarios to identify initiatives and mitigation strategies that counteract existing and future risks. Through regular meetings, Information Security processes will be continuously challenged, assessed and enhanced, outcomes from incident investigations will be tracked and staff awareness will remain in focus.'

The Committee meets on a quarterly basis, and is co-ordinated by the Manager, Information Services and supported by the General Manager, Corporate & Community Services.

Security incidents are categorised into 3 areas, namely:

- Confidentiality – protecting information from disclosure to unauthorized parties;
- Integrity – protecting information from being modified by unauthorized parties; and
- Availability – ensuring that authorized parties are able to access information when needed.

Between July 2021 and June 2022, the Committee tracked and reviewed two (2) Information Security incidents, one (1) associated with Confidentiality, one (1) associated with Integrity and zero (0) associated with Availability. Over the same period, no security information breaches were identified.

As at the time of writing this report, there has been 1285 days since the last information security breach. The previous period was 920 days.

It is noted that previous incidents and the resulting preventative actions continue to have a positive impact on how often incidents occur and when they do, how long the incidents last and the severity of the impact.

Details of the Incident Summary for the period from July 2021 to June 2022 are detailed in Table 2 below.

TABLE 2: BREACH SUMMARY JULY 2020 - JUNE 2021

Date	Threat type	Impact	Reactive Actions	Preventative actions/Comments
27 June 2022	Virus/Trojan	A staff members opened a zip file containing a Virus	Controls blocked the Virus from running	The virtual PC and email were deleted. The staff member was provided aware training.
4 March 2022	Phishing	A staff members provided password to a phishing scam	The staff member changed their password	The phishing email was from a known service provider

OPTIONS

Nil.

CONCLUSION

Nil.

COMMENTS

Nil.

RECOMMENDATION

That the report be received and noted.

Mayor Bria moved:

That the report be received and noted.

Seconded by Ms Sandra Di Blasio and carried.

7. CONFIDENTIAL REPORTS
Nil

8. OTHER BUSINESS

8.1 Appreciation

Mayor Bria moved:

That on behalf of the Audit Committee and the Council, I would like to thank:

- 1. Cr Mike Stock for his four (4) years of service on the Audit Committee and wish him and his family all the best for the future;*
- 2. the Independent Members, Ms Sandra Di Blasio and Ms Brigid O'Neill for their services to the Audit Committee; and*
- 3. Ms Sharon Perkins, General Manager, Corporate & Community Services and Andrew Alderson, Manager, Finance, for assisting the Audit Committee and wish them well for their future endeavours.*

Seconded by Ms Sandra Di Blasio and carried unanimously.

9. NEXT MEETING

To be advised.

10. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 8.44pm.

Cr John Minney
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

13. OTHER BUSINESS
(Of an urgent nature only)

14. CONFIDENTIAL REPORTS

14.1 COUNCIL RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (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; and
 - (ii) would, on balance, be contrary to the public interest;

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report, minutes and discussion be kept confidential for a period not exceeding five (5) years and that this order be reviewed every twelve (12 months).

14.2 STAFF RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the General Manager, Governance & Civic Affairs, be excluded from the meeting on the basis that the Council will receive, discuss and consider

- (a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that the report and discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed.

15. CLOSURE